European Food & Agribusiness Seminar
Connect to where the changes are made
Rome, October 21-24, 2007
Update on cases and program
Program

Highlights:

The European Food & Agribusiness
Plenary sessions with 10 featured cases of companies and organizations, each presented.

Case: Nestlé SA
This CHF 100bn food giant is undergoing rapid change towards becoming a Food, Nutrition, Health & Wellness company, generating 5% organic growth and healthy margins in the process. Beyond its traditional strengths in science, marketing and processing, the company will be emphasizing its supply chain process in agricultural markets even more in the future. Hans Jöhn, Corporate Head of Agriculture, will present his case on how he suspects that water management strategy will become a key strategic asset and competitive advantage for Nestlé.

Case: DuPont
DuPont Agriculture & Nutrition’s mission is to deliver global nutrition through higher crop yields and healthier foods while developing solutions to help meet the world’s energy needs. The cutting-edge technologies of this $6bn division at DuPont are upending the food system to revolutionary changes. Group VP Erik Frywald who is leading the division will present his case on where he sees these technologies will take the industry.

Case: Sodexo Alliance
This global heavyweight in food service is implementing its “Ambition 2015” strategy to guarantee its more than 320,000 employees worldwide towards doubling revenues and tripling operating income by becoming the premier global outsourcing expert in quality of life services. CEO Bertrand Hans Rijnvorsse will present his case on how people are everything that matters in achieving sustained very high growth over several decades.

Case: Danone
This €13bn French company has proven time and again perceived industry wisdoms to be wrong – and leveraged itself to become a leader in the global dairy system in the process. Where does this French innovator food next? CFO Antoine Giscard D’Estaing will present his case and chart the territory.

Case: The US FDA
Armed with increasing information and buying power, consumers in all markets are stepping up their discriminate tastes for the food they are buying – a trend that retailers and consumer goods companies must be responding to with vigour. In this globalizing and ever more complex world, the “50’s paradigm of regulation” has outlived its usefulness. Dr Robert Brackett, Director of the Center for Food Safety and Nutrition at FDA outlines his vision of how to ensure safe foods in the future.

Executives from across all sectors of food & agribusiness share their perspectives on how the global food system is developing.

Cases illustrate how change makers are shaping the future, highlighting current dynamics, trends and issues.

Case method and interaction

EFAS 2007 features 10 case studies encompassing the whole food system and describing the fundamental change drivers that this system is undergoing. The cases are developed such to allow you as the participant to position your firm or your institution in these changes – provide you access to the benefits in how this global food, feed, fiber and fuel complex is responding to technological revolutions, economic development issues and societal demands for health, nutrition, safety and energy. You will be discussing these dynamics with the leading change makers of the system, from every sector of the food and agribusiness industry.

The European Food & Agribusiness Seminar is organized by Wageningen University and Research Centre with contributions from scholars and leading practitioners from around the world. The seminar is developed along the lines of the successful agribusiness seminar of Harvard Business School. Participants will gain exposure to insights through the demanding and proven case method teaching.

EFAS 2007 builds and expands on the highly acclaimed EFAS 2005, involving and addressing the global senior executive in the food and agribusiness industries. The real-world cases describe how organizations are currently conducting change to shape their future. They illustrate the latest insights supported by extensive facts and figures to provide a futuristic view of how the industry will be evolving. The cases are especially developed for the seminar by top experts and are exclusively available to participants only.

In each case, the CEO or the leading executive driving major change will be present during the session. In this way the participants gain a firsthand account on the challenges and strategies of the leaders from the organizations being studied. The contributions from the participants in the highly interactive discussions of the course add up to a growing body of collective learning over the three days of the seminar.

Program objectives:

Participants will:
- gain a first-hand view on the futuristic developments of the industry
- meet change makers as they shape the industry and are being shaped by the industry
- apply the insights from case material, plenary discussions, study groups and one-on-one encounters to their own individual approach in leading their own company
- develop leadership in and for companies and the food system as a whole

Participants:

The seminar will be attended by senior executives of private and public companies, farmer cooperatives, public institutions, not-for-profit groups and entrepreneurs related to the worldwide food system.

Because the seminar strives for maximum interaction among the participants, the number is limited to 100.
Seminar offers a stimulating variety of activities:
by high ranking executives and leading change makers, in-depth study groups and fine food events

**Case: FloraHolland**
The small country of Holland leads the world in flower production and trading. Its flower auction exchanges have been a major contributor to this. But the focus of sales in flower production is relentlessly moving away from the Netherlands. In order to keep a leadership, the two former heads to head competitors with a combined national market share of 95% in flower auctioning agree on a merger to become an effective single global player with a world market share of 45%. CEO Tim van Berkel will present his case on how to maintain global leadership in an industry.

**Case: Perstorp**
It is not clear which one is heading up faster – the global climate or the debate on it. Resource efficiency has always been an important cost driver and this competitive weapon – before energy costs are exploding and carbon-based material streams are getting under close scrutiny for CO2 emissions, new ways to create value open up. Biodermines, from the chemistry into biotechnics and reverse, and thereby making use of the dynamic changes in the integration of the raw material flows in the food and chemical systems – the Swedish chemical company Perstorp is coming out a new €3 billion business for itself. Chairman Lennart Holm will present the case and discuss how to cope with future market challenges.

**Case: Smithfield Foods**
It’s not clear which one is heading up fastest – the global climate or the debate on it. Resource efficiency has always been an important cost driver and this competitive weapon – before energy costs are exploding and carbon-based material streams are getting under close scrutiny for CO2 emissions, new ways to create value open up. Biodermines, from the chemistry into biotechnics and reverse, and thereby making use of the dynamic changes in the integration of the raw material flows in the food and chemical systems – the Swedish chemical company Perstorp is coming out a new €3 billion business for itself. Chairman Lennart Holm will present the case and discuss how to cope with future market challenges.

**Case: Nutreco**
After years of diversifying downstream operations, Nutreco is poised to execute on the second half of its 'Rebalancing for Growth' strategy. The global leader in the feed industry is searching for acquisition targets to double its EBIT and spend its war chest for superior value creation in its share holders. CEO Willem de Kock will present his case and share his insights on where to invest.

**Case: Ethiopia**
Though better known for its history of starvation and war, Ethiopia is a country on the move. Averaging economic growth rates of 10% since several years, being relieved from foreign debts, and dedicated to a progressive economic growth strategy, the country is inviting foreign investors to participate in its dynamic opportunities. With 75 million inhabitants and fertile lands, the country is placing particular emphasis on strengthening its food system. State Minister for Trade and Industry Dr. Tedesse Hailu presents his case and invites you for discussion on the future of his country.

**Praises from EFAS 2005**

“Typically such seminars feature two or three excellent cases and the rest is average material. At EFAS, each case and every discussion earns top ranks”

“Excellent. We should have had such a seminar much earlier”

---

**Preliminary Program**

**Sunday, October 21**
- **09:00** - **14:00**  
  Arrivals and Hotel Check-in
- **13:00** - **14:00**  
  Meeting of Discussion Group Leaders
- **14:30** - **16:00**  
  Welcome Reception
- **16:00** - **18:30**  
  Opening session
- **18:30** - **20:00**  
  Discussion Groups
- **20:00** - **21:30**  
  Working Dinner in Discussion Groups

**Monday, October 22**
- **09:00** - **10:30**  
  Case 1
- **10:30** - **11:00**  
  Coffee Break
- **11:00** - **12:30**  
  Case 2
- **12:30** - **14:30**  
  Lunch and Discussion Groups
- **14:30** - **16:00**  
  Case 3
- **16:00** - **16:45**  
  Break and Discussion Groups
- **16:45** - **18:15**  
  Case 4
- **18:15** - **20:00**  
  Discussion Groups
- **20:00** - **21:30**  
  Local Dinner in selected restaurants

**Tuesday, October 23**
- **09:00** - **10:30**  
  Case 5
- **10:30** - **11:00**  
  Coffee Break
- **11:00** - **12:30**  
  Case 6
- **12:30** - **14:30**  
  Lunch and Discussion Groups
- **14:30** - **16:00**  
  Case 7
- **16:00** - **16:45**  
  Coffee Break
- **16:45** - **17:45**  
  Case 8
- **17:45** - **19:15**  
  Discussion Groups
- **17:45** - **19:30**  
  Transfer and Private Visit Vatican Museum (optional)
- **20:00** - **21:30**  
  Joint Dinner in Portia Salustiani

**Wednesday, October 24**
- **08:30** - **10:00**  
  Case 9
- **10:00** - **10:15**  
  Coffee Break
- **10:15** - **11:45**  
  Case 10
- **11:45** - **12:30**  
  Closing Remarks
- **12:00** - **13:00**  
  Farewell Lunch
- **13:00** - **15:00**  
  Insider Tours of the City (optional)
The main sponsors of the seminar are VION and Rabobank.

VION is an international food group with production plants and sales offices on all continents. The company is active in high-quality foods and health-enhancing products for humans and animals. Please refer to their website - www.vionfood.com - for more information.

Rabobank is a full-range financial services provider founded on cooperative principles and is a global leader in sustainability-oriented banking. Please refer to their website - www.rabobank.com - for more information.

The European Food & Agribusiness Seminar is organized by Wageningen University and Research Centre with contributions from scholars and leading practitioners from around the world. Participants will gain exposure to insights through the demanding and proven case method teaching.

For more information contact:
Ms. dr. Gitte Schober
Wageningen Business School
E-mail: info.wbs@wur.nl
Phone: +31(0)317484093
Fax: +31(0)317426547
Website: www.efag.wur.nl

Extend your insights in inspiring Rome

Program Directors

Dr. Aalt Dijkhuizen
Director of the program
President & CEO, Wageningen University & Research Centre

Dr. Ray Goldberg
Co-director of the program
Harvard Business School, Moffett
Professor of Agriculture and Business Emeritus

Dr. Peer Ederer
Scientific Director Case development
Innovation & Growth Academy,
Zappeliner University

Venue information

The three day seminar will be held in the Acquario Romano. This rather grand building was designed as Rome's aquarium, although the only fish and other sea creatures left are those painted and carved on the walls of the building. Accommodation for all participants will be provided by the St. Regis Grand Hotel, a few minutes walk from the Acquario Romano. Transportation is also available.

St. Regis Grand Hotel Rome
Via V. Emanuele Orlando, 3
00185 Rome, ITALY
Tel: (+39) 06.47092711-2718
www.stregis.com/GrandRome

Information

Seminar candidates can request more information online or contact our program managers for an application form. Admission is selective to guarantee optimal interaction and is based on professional achievement and organizational positioning in the European industry. No formal education requirements apply; but proficiency in written and spoken English is essential. The €6000 program fee covers tuition, books, case materials, accommodation, and most social events.