



EFAS

# European Food & Agribusiness Seminar

Connect to where the changes are made

Rome, October 18-21, 2009

[www.efas.wur.nl](http://www.efas.wur.nl)

# The European Food & Agribusiness

Plenary sessions with featured cases of companies and organizations, each presented by

Leading change to shape the industry, and being shaped by the industry towards change – at the European Food and Agribusiness Seminar participants connect to where major changemakers meet and interact with each other. There is an ever-increasing need for executives in the food system to share their experiences and perspectives with the aim to foster the development of new insights and innovative strategies. EFAS is the only executive education event of its kind in Europe that offers top ranked food executives to interact with their peers on the future of their industry which they create.



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

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

## Case: DSM

**Issue: Corporate Culture and Strategy Transformation**  
The Dutch chemicals specialist DSM formulated its vision 2010 for strategic renewal of the company in the year 2005. Based on then existing leadership positions, DSM intended to grow its sales in four emerging business areas: personalized nutrition, specialty packaging, biomedical, and white/industrial biotechnology, so that these would dominate its sales portfolio by the end of the decade. Well on way to be achieving this target, **Member of the Managing Board of Directors Stephan Tanda** will be in Rome to outline progress and remaining challenges in moving the company from the culture of commodity producer to a specialty value added service provider.

## Case: John Deere

**Issue: Technology Integration Driving Strategy**  
John Deere's slogan is to be "Growing a business as great as our products". In 2008 the company had global sales of \$28.4 billion and net income of just over \$2 billion. 2008 also marked the year when the company for the first time sold more than half of its agricultural equipment outside the US/Canada – and it was the year when the company revealed itself to be aspiring towards the same global #1 position in water irrigation equipment as it does in its other fields. A program to relentlessly focus on Shareholder Value Added that began in 2001 has strengthened performance throughout the

complete cycle. Among other factors this program is fuelled by a strategy of providing to farmers complete system solutions, rather than just products. **Mark von Pentz, President Agricultural Division** will illustrate to the EFAS participants how John Deere is driving this change through a technology driven integration strategy.

## Case: Kikkoman

**Issue: Global Expansion**  
Kikkoman takes pride in enriching the lives of consumers throughout the world with the distinctive qualities of its food seasonings. The #1 producer of soy sauce in the world, Kikkoman has grown from humble beginnings reaching as far back as the 17th century to become a company that provides a comprehensive range of food-stuffs, fine wines, superb dining, and effective biotechnology. The company is constantly searching for new recipes to enhance the flavors of Western and Oriental cuisines, drawing on more than 350 years of natural brewing experience. Super-

# Seminar offers a stimulating variety of activities:

high ranking executives and leading changemakers, in-depth study groups and fine food events

## Case method and interaction

The European Food & Agribusiness Seminar is organized by Wageningen UR 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 2009 builds and expands on the highly acclaimed EFAS 2005 and 2007, 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 specifically 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 first-hand 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.

Participants will:

- gain a first-hand view on the futuristic developments of the industry
- meet changemakers 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.



EFAS proves great value for its participants. Praises from the previous seminar:

*"It is a privilege to be among so much brainpower from the food and agri-related industry"*

*"There has not been one case that did not inspire me"*

### Case: Perdigão

**Issue: Building and Maintaining Growth**

In the 15 years between 1994 and 2008, Brazilian meat manufacturer Perdigão increased its revenue 26 times, its EBITDA by the factor 37, and its workforce fourfold to more than 58,000. 2008 sales over 2007 almost doubled. The company exports 45% of its sales, in four nearly equal portions to the Far East, the Middle East, to Europe and other countries. For its strategy of continued expansion, the company stresses internationalization, synergies, focus on value added, diversification and risk mitigation. **CEO José Antonio Fay** will speak with EFAS participants on what the

challenges and opportunities are to keep this pace of growth. The case thus adds a Brazilian perspective to the global meat market, after having studied Vion and Nutreco from the European angle, and Smithfield and Gold Kist from the North American angle in the two previous EFAS seminars.

### Other cases confirmed:

**FrieslandCampina** and its post merger strategy for growth.

**Refresco** and the creation of a European platform for juice production.

**The Grapery** from USA and its efforts to provide high quality fruits to the retail sector.

**Jerónimo Martins**, leading retailer from Portugal on the challenges on the consumer front.

seding these activities is a higher goal of contributing to the health and happiness of the communities in almost 100 countries in which this company operates with more than \$4 billion in sales. In Rome EFAS participants will have the opportunity to engage in discussions with **CEO and Chairman Yazuburo Mogi**, who has spearheaded the processes of internationalization of this company since the early 1970s.

## Organization

The European Food & Agribusiness Seminar is organized by Wageningen UR (University & Research Centre) with contributions from scholars and leading practitioners from around the world. DLG serves as a developing partner for Germany ([www.dlg.org](http://www.dlg.org)).

**For more information contact the EFAS Program Manager:**  
**Mrs Denise Spiekerman**  
E-mail: [info.efas@wur.nl](mailto:info.efas@wur.nl)  
Phone: +31(0)317 482204  
Fax: +31(0)317 485362  
Website: [www.efas.wur.nl](http://www.efas.wur.nl)



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## Extend your insights in inspiring Rome



### Program Directors

Dr. Aalt Dijkhuizen  
Director of the program  
President & CEO, Wageningen UR

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,  
Zeppelin University

### Program

Sunday 18 October  
Hotel check-in. Welcome reception  
at 14.00 hours, opening session  
at 16.00 hours, followed by case  
discussions.

Monday 19, Tuesday 20 October  
Case presentations and group  
discussions.

Wednesday 21 October  
Case presentations and group  
discussions. Farewell lunch and  
closing at 13.00 hours.

During the seminar participants  
will enjoy fine Italian cuisine and  
a private tour of ancient Rome.

### Participants

The seminar will be attended by  
senior executives of private and  
public companies, farmer coope-  
ratives, public institutions and  
not-for-profit organizations related  
to the worldwide food system.  
Because the seminar strives for  
maximum interaction the number  
is limited to 75.

### Venue

The Donna Camilla Savelli Hotel  
([www.hotelsavelli.com](http://www.hotelsavelli.com)), a 17<sup>th</sup>  
century convent and truly an archi-  
tectural jewel in the heart of Rome,  
will serve as the venue for both  
the sessions and accommodation.

### Application

Seminar candidates can request  
more information and the applica-  
tion form online or contact the  
program manager for further  
information. Admission is selective  
to guarantee optimal interaction  
and is based on professional  
achievement and organizational  
positioning in the food sector.  
No formal education requirements  
apply, but proficiency in written  
and spoken English is essential.

The € 6250 program fee covers  
tuition, books, case materials,  
accommodation and meals.