



EFAS

European Food & Agribusiness Seminar

Connect to where the changes are made

Rome, October 16-19, 2011

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 executives to interact with their peers on the future of their industry which they create.



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

“Excellent. We should have had such a seminar much earlier.” *Hugh Grant, CEO Monsanto, EFAS 2005*

“There has not been one case that did not inspire me.” *Wout Dekker, CEO Nutreco, EFAS 2007*

Case: Bunge (USA/Brazil)

Case Presenter:
CEO Alberto Weisser

Bunge as one of the world’s preeminent processors of agricultural commodities is at a nexus point between consumer goods companies facing the customer and farmers facing the land. Both are increasingly concerned about issues of sustainability – for instance in biodiversity, land use, water use and green house gas emissions. But both often have different ideas on how to achieve sustainability, or what it even is. Bunge is committed to find out whether and how it can bridge these differences and make a difference in achieving greater sustainability in markets that are defined by undifferentiated products, low costs and razor-thin margins.

Issue: Sustainability of agricultural commodities

Case: Terra Viva (Brazil)

Case Presenter:
President Kees Schoenmaker

Terra Viva is a family farm – with 1700 employees – growing an assortment of agricultural specialties in the fertile lands north of São Paulo province in Brazil. The company was founded by a Dutch emigrant family in 1959 and the history of its pioneering beginnings is proudly told up to these days. The oldest son of 11 children, who has managed Terra Viva since 1986, is now handing over to his younger brother and wonders how to best profile the company in the years to come. While the company has been growing steadily, so does Brazil, so do the challenges, and so do the aspirations. Brazil offers fascinating endowments for agriculture - the Schoenmaker family intends to make the best out of this.

Issue: Moving forward with and in Brazil

Case: Fonterra (New Zealand)

Case Presenter:
tbc

Fonterra is already today the largest player in the globally traded dairy market. The company expects the worldwide traded portion of the dairy market to expand significantly over the next years, this being reinforced by the strong demand from emerging markets, by an upcoming liberalization within the European Union and by new technologies creating new opportunities. Fonterra is formulating its strategies to take advantage of this shift. One part of the strategy is an already ongoing process of capitalization of the cooperative, by creating shareholdership and a capital fund.

Issue: Preparing for a global dairy market

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 2011 builds and expands on the highly acclaimed EFAS 2005, 2007

and 2009, 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 for companies and the food system as a whole.



“It is a privilege to be among so much brainpower from the agri and food related industry.” *Robert Brackett, Director US FDA’s Center for Food Safety & Applied Nutrition, EFAS 2007*

“EFAS was a very good professional and personal experience.” *José Antonio Fay, CEO Brasil Foods, EFAS 2009*

Case: Incotec (The Netherlands)

Case Presenter:
CEO Jan Willem Breukink

Incotec is the technology champion in the small but valuable world of seed treatment. New technologies under exclusive ownership of Incotec bear large potential for better crop yields and improved environmental benefits – thus holding also the promise of large value creation throughout the chain. Incotec, while growing at breakneck speed (which poses challenges on its own), is considering how to structure and manage this value creation, so that the various players down the chain (many of which are a 100 or even a 1000 times larger than Incotec) can and will take up the opportunity, and so that Incotec will profit from it as well.

Issue: Creating and managing value in the chain

Case: Sofiprotéol (France)

Case Presenter:
CEO Philippe Tillous Borde and Deputy CEO Michel Boucly

Sofiprotéol is Europe’s leading and largest rapeseed specialist and biodiesel producer. The company has been influencing the entire value chain of rapeseed from farm to application by holding strategic positions throughout. By way of targeted innovation the company commands strong competences in fields as diverse as refining biodiesel, producing and marketing edible oils and oleochemicals and manufacturing and selling animal feeds. Due to its particular ownership structure and governance Sofiprotéol has been able to assume long-term perspectives, while at the same time growing strongly on internally generated cash flow. This company of

Issue: Leveraging a strong competence base into further markets

6 billion Euro sales that few know that it even exists, is now wondering where to invest and grow next – given the dynamic nature of the markets and the many opportunities for growth.”

The seminar will feature 10 business cases. More information on other confirmed cases will follow in the next update.

Organization



The European Food & Agribusiness Seminar is organized by Wageningen University & Research Centre with contributions from scholars and leading practitioners from around the world.

For more information contact the EFAS Program Manager:
Mrs Denise Spiekerman
e-mail: info.efas@wur.nl
phone: +31(0)317 482204
fax: +31(0)317 485362
website: www.efas.wur.nl



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Program Directors

Dr. Aalt Dijkhuizen / Director
President & CEO, Wageningen UR

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

Dr. Peer Ederer / Scientific director
Innovation & Growth Academy,
Zeppelin University

Team Members:

Michael Boehlje / Co-presenter,
Professor Purdue University
Marjan van Riel / Case developer
Silvia Castellazzi / Case developer

Program

Sunday 16 October
Hotel check-in. Welcome reception at 14.00 hours, opening session at 16.00 hours, followed by case discussions.

Monday 17, Tuesday 18 October
Case presentations and group discussions.

Wednesday 19 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 cooperatives, 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

Superbly located within Rome's most upscale residential area, between the green expanse of the Borghese gardens, the Hotel Aldrovandi (www.aldrovandi.com) is one of the most desirable premises in Rome.

It will serve as the venue for both the sessions and accommodation.

Application

More information and the application form can be found on-line at www.efas.wur.nl. Alternatively contact the program manager. 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 € 6450 program fee covers tuition, books, case materials, accommodation and meals.