

Advanced Course

HOW TO REACH INTERNATIONAL FOOD MARKETS: EXPERIENCES FROM THE UNITED STATES AND EUROPE

Zaragoza (Spain), 8-12 May 2017

1. Objective of the course

World markets offer a great number of opportunities, not only for large multinationals but also for a myriad of small and medium-sized firms. There are many approaches that need to be screened and analysed to be successful, for instance firms selling in international markets have to find stable agreements between partners. Planning strategic activities is also part of the success.

The aim of the course is to enable participants to learn different approaches to reach international food markets and to take advantage of firms' experiences from the US and Europe, for which a wide range of case studies will be presented to show real experiences.

At the end of the course participants will:

- Be able to identify food trade trends and market opportunities in the US, Europe and other markets.
- Understand the different options for entry into foreign markets.
- Identify opportunities to enter new markets with existing or new products.
- Analyse timing and factors affecting the success and failure of international operations.
- Gain further insight into strategies currently followed by companies in international business.

2. Organization

The course is organized by the International Centre for Advanced Mediterranean Agronomic Studies (CIHEAM), through the Mediterranean Agronomic Institute of Zaragoza (IAMZ), with the collaboration of the Technology Platform Food for Life-Spain and the Association of Food Industries of Aragón (AIAA). The course will take place at the Mediterranean Agronomic Institute of Zaragoza and will be given by well qualified lecturers from the US and Europe as well as executives from different firms belonging to various sectors.

The course will be held over a period of one week, from 8 to 12 May 2017, in morning and afternoon sessions.

3. Admission

The course is designed for a maximum of 25 participants with a university degree. It is aimed at professionals from public institutions or private entities already engaged in agro-food export programmes or willing to explore international markets for their products. The course

is also targeted to food marketing specialists and researchers that wish to widen their expertise in these subjects.

Given the diverse nationalities of the lecturers, knowledge of English, French or Spanish will be valued in the selection of candidates, since they will be the working languages of the course. IAMZ will provide simultaneous interpretation of the lectures in these three languages.

4. Registration

Application forms may be obtained from:

Instituto Agronómico Mediterráneo de Zaragoza
Avenida de Montañana 1005, 50059 Zaragoza (Spain)
Tel.: +34 976 716000 - Fax: +34 976 716001
e-mail: iamz@iamz.ciheam.org
Web: www.iamz.ciheam.org

Candidates should send the completed application form to the above address, accompanied by a detailed *curriculum vitae*, stating degree, diplomas, experience, professional activities, language knowledge and reasons for applying to the course. Copies of certificates should be enclosed with the application.

The deadline for the submission of applications is 3 March 2017.

Applications from those candidates who cannot present their complete records when applying, or those requiring authorization to attend the course, may be accepted provisionally.

Registration fees for the course amount to 500 euro. This sum covers tuition fees only.

5. Scholarships

Candidates from CIHEAM member countries (Albania, Algeria, Egypt, France, Greece, Italy, Lebanon, Malta, Morocco, Portugal, Spain, Tunisia and Turkey) may apply for scholarships covering registration fees, and for scholarships covering the cost of travel and full board accommodation in the Hall of Residence on the Aula Dei Campus.

Candidates from other countries who require financial support should apply directly to other national or international institutions.

6. Insurance

It is compulsory for participants to have medical insurance valid for Spain. Proof of insurance cover must be given at the beginning of the



course. Those who so wish may participate in a collective insurance policy taken out by the IAMZ upon payment of the stipulated sum.

7. Teaching organization

The course requires personal work and interaction among participants and with lecturers. The international characteristics of the course favour the exchange of experiences and points of view.

The course has an applied approach. Formal lectures are complemented with international examples, case studies presented by professionals and a round table discussion.

Participants will be asked to prepare before the beginning of the course a brief report on their relevant activities related to the course subject, to promote networking among participants. These reports will be shared with lecturers and participants.

8. Programme

1. **Global trends in food trade and market opportunities: US (2 hours)**
 - 1.1. Review of recent trends in global food trade
 - 1.2. Trends in US food exports and imports
 - 1.3. Investment by US food companies overseas and foreign companies in the US
 - 1.4. Characteristics and emerging trends in the US food market that affect market opportunities for food companies
2. **Global trends in food trade and market opportunities: Europe (1 hour)**
 - 2.1. Trends in European food exports and imports
 - 2.2. Investment by European food companies overseas and foreign companies in Europe
 - 2.3. Market opportunities in the European market
3. **Modes of market entry (2 hours)**
 - 3.1. Review of options for entry into foreign markets
 - 3.2. Factors that affect the choice of mode of entry
 - 3.3. Exporting, product licensing, foreign direct investments
 - 3.4. Examples from companies and products
4. **Identifying opportunities to enter new markets (2 hours)**
 - 4.1. Different approaches between existing products and new products
 - 4.2. How to construct specific venture plans
 - 4.3. Managers' assessment: Return on investment and growth potential
 - 4.4. Managers' assessment: Timing of cash flows and other criteria
5. **Assessments and factors to become global (2 hours)**
 - 5.1. Readiness to enter foreign markets
 - 5.2. Factors for successful overseas operations
 - 5.3. Institutions-based model for successful international business development
- 5.4. VRIO framework for assessing competitive advantage
- 5.5. Examples of successes and failures
6. **Assessment examples of international opportunities (2 hours)**
 - 6.1. Examples of international opportunities
 - 6.2. Assessment criteria
 - 6.3. Ranking of alternative ventures
 - 6.4. Strategic decision framework
7. **Case study: Greencore (2 hours)**
 - 7.1. Irish manufacturer of convenience (ready to eat) food products
 - 7.2. Developing a market for its products in the US
 - 7.3. Comparative operations in Europe and the US
 - 7.4. Reaching profitable markets for value added food products
8. **Case study: Nestlé (2 hours)**
 - 8.1. Developing a market for ice cream in Cuba
 - 8.2. Issues related to profitable operations in emerging markets
9. **Case study: Unilever (2 hours)**
 - 9.1. Local and global brands
 - 9.2. Leading brands in the world
 - 9.3. Two thousand million people consume their brands all over the world
10. **Case study: Anecoop (2 hours)**
 - 10.1. First fruit and vegetable cooperative in Spain
 - 10.2. Group with 69 cooperatives
 - 10.3. Exports to different continents
11. **Case study: Urzante (2 hours)**
 - 11.1. Leading olive oil firm
 - 11.2. Exports to 77 countries with labellings in 14 languages
 - 11.3. Leading brands
12. **The mechanics of joint venture agreements (2 hours)**
 - 12.1. Method for assessing an international venture with partners
 - 12.2. Joint ventures, strategic alliances and contractual structures
 - 12.3. Value creation and equitable sharing among partners
 - 12.4. Getting the governance of the venture correct before market entry
 - 12.5. Examples of joint ventures and other structures
13. **Importance of intangible assets for joint ventures (2 hours)**
 - 13.1. Importance of specific assets
 - 13.2. Brand names, market knowledge and reputation
 - 13.3. Case study on co-branding by an entering firm and a local firm in South Africa
 - 13.4. Application of the VRIO framework
14. **Company strategies. Lessons from successes and failures (4 hours)**
 - 14.1. Key lessons from the experience of successful and unsuccessful market development by US food companies in China
 - 14.2. Round table discussion: Commercial strategies of small and medium firms

GUEST LECTURERS

L.M. ALBISU, CITA, Zaragoza (Spain)

O. ARREGUI, Hacienda Iber, Mequinzenza, Zaragoza (Spain)

A. ASENSIO, Queso Artesano de Teruel S.L., Albarracín (Spain)

D. BLANDFORD, Penn State University, University Park (US)

J. MARÍN, Urzante, Tudela (Spain)

E. PITARCH, ANECOOP, Valencia (Spain)

F. PRAT, Unilever, Barcelona (Spain)

J. ROSANAS, Fribin, Binéfar (Spain)

I. SANTISTEVE, Pastas Romero, Daroca (Spain)

R. WESTGREN, University of Missouri, Columbia (US)



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