

Development of a Food Industry Management Educational Program

Overview

The objective of this project was to compile detailed information on the management education needs of managers in the Australian food processing industry. This information was then used as a basis to design an appropriate food industry management education program.

The study had the following five tasks:

- § Review food management needs for management education.
- § Determine what food management education programs are currently available and at what level.
- § Assess the practical relevance and accessibility and take up rates of these courses by food processors.
- § Develop a model for course structure and delivery methods for the program that meets the needs of the industry. This will not include the development of coursework content.
- § Provide material in a format and quality which will be used to select, on a competitive basis, an appropriate education institution to develop and deliver the program.

Three surveys were performed, covering a range of management positions, regions and business sizes.

1. The first survey involved face-to-face and telephone interviews with top executives from fourteen Australian food industry companies.
2. The second survey involved telephone interviews with human resources managers from twenty-three Australian food industry companies.
3. The third survey involved an online survey of forty-nine past participants in the Monash Food Industry Executive Program (FIEP).

The companies that participated in this research are as follows:

Arnott's	Lactos
Bartter	La Famiglia
Beak & Johnson	Luken and May
Berri	Masterfoods
Bickfords	McCain
Bonland	National Foods
Cadbury Schweppes	Nestlé
Campbell Soup	New Zealand Milk
Capilano	Paulls
Castlemaine Bacon	PB Foods
Cerebos	Perfection Fresh
Chiquita	Sanitarium
Consolidated Foods	San Remo
Costas	Simplot
Dairy Farmers	Smiths Snackfoods
George Weston Foods	SPC Ardmona
Golden Circle	Stockyard Beef
Goodman Fielder	SunRice
Green's Foods	Tetley
Harvest FreshCuts	Unilever Foods
Heinz Watties	Wammco
Henry Jones Foods	Wrigley
Kellogg	
Kraft Foods	

Executive Summary

1. Industry Needs

The research showed that there is a need for food industry specific education that is currently unmet. Many of those surveyed recognised that shortcomings are present in the education and skill base of existing food industry participants and articulated a range of needs which are not currently being met. In addition, the respondents indicated no knowledge of any comprehensive food industry management program in Australia which is capable of meeting all these needs.

Short-comings are present in the education and skill base of existing industry participants. Almost fifty percent of those surveyed agreed that existing industry participants have short-comings in their education and skill base. Ninety-four percent of past participants in the FIEP reported that they had no food industry specific education prior to entering the industry.

It should be pointed out that most companies now require an undergraduate degree or its equivalent in new management recruits. The educational requirements addressed in this research are for supplementary food management education for company employees.

There is a broad spectrum of need see Exhibit 1 . Education needs of varying levels were recognized across a range of subjects. However, respondents felt that many of the identified topic areas were in the nature of general business and already served by existing educational institutions and they cautioned against duplicating available offerings in any new program. Two areas stand out as having high educational needs while being poorly served: Supply Chain Management and Innovation Management.

In addition, while seventy-four percent of all participants surveyed recognized there is a need for a management education program specific to the food industry, there is low awareness of current food industry management education courses. Respondents were often aware of some form of food education, such as a technical or in-house course, but less than one fifth of respondents were aware of a food industry management course. Only four universities rated any mention: Monash, University of Adelaide, University of Queensland and University of New England.

2. Review of International and Australian Food Industry Programs

2.1 Review of Existing World Class Food Industry Education Programs

There is a small number of well know and respected food industry management courses around the world. Fourteen relevant food industry management programs were identified. Of these, six were identified as world class: Cornell, Wye, Michigan State, St. Joseph's, SIMI and USC. These courses provide a useful benchmark for the development of a world class Australian food industry management education program.

Five main types of food industry management program were identified; Distance Learning, Executive Programs, Bachelors Degree, Postgraduate Diploma, Modular Postgraduate Degree and Full-time Postgraduate Degree See Exhibit 2 . Examples of world class executions for each type of program are available in the main document Module 2, Page 7-14 . None of the leading food industry management institutions identified offered every program option. Each of the five main types of program has advantages and disadvantages for participants.

Four key drivers for a successful food industry management program were identified: resources, faculty, relevant content and industry interface See Exhibit 3 .

1. Successful food industry management programs have a strong base of resources available. St. Josephs for example has thirty-one food industry scholarships provided by alumni and industry.
2. Experienced program directors and faculty differentiate the world-class programs. As an example, David Hughes, the Director of the Wye Program, has a wealth of real world food industry experience.
3. The program content must remain relevant to students and the real-world. The 2001 USC Food Industry Executive Conference for example addressed current industry issues.
4. Successful programs facilitate a constant dialogue within the food industry. SIMI for example make a strong effort to maintain a network of sponsors and business partners.

We believe all of these drivers are relevant to a successful Australian program.

2.2 Review of Existing Australian Food Industry Education Programs

There is no commonly recognised definition of food industry management as a subject, in the way that there is for more common fields such as Mathematics or Biology. We defined

food industry management as existing at the overlap between Agribusiness and Retailing, supported by five closely related fields (Economics, Business and Management, Hospitality and Hotel, Agriculture and Food Science and Technology). Seventy-two Australian universities and educational institutions were screened based on the presence of such food industry related courses in their curriculum.

We found no existing comprehensive food industry management program. However, fourteen tertiary institutions in Australia offer some form of food industry-related program. These programs are profiled in depth in Appendix B. These existing courses may provide the foundation for an Australian food industry management education program.

3. Recommended Course Structure and Selection Criteria

3.1 Model Food Industry Management Course Structure

The research indicated that there is currently no significant provision of structured comprehensive education specific to the food processing industry in Australia. Moreover, two areas stood out as having high need for an educational program but at the same time were perceived as being poorly served at present. These were Innovation Management and Supply Chain Management.

In addition, our research indicated:

- § Any course should lead to a recognised qualification.
- § A post graduate diploma or certificate was the most desirable delivery option.
- § Part-time study is the preferred delivery method.
- § The course should be both modular and part-time to limit the time spent away from the workforce.
- § Course projects should address real current issues in the participant's company and where possible integrated into the participant's work.

Therefore, we recommend that the National Food Industry Strategy fund the development of two part-time, diploma-level courses on Innovation Management and Supply Chain Management. A proposed course schedule for a postgraduate diploma in Food Innovation is attached See Exhibit 4 . This model could also be used for future additional courses.

A course of this nature would require a Program Coordinator, a Program Director, and an additional specialized faculty (up to five). The program would also require suitable executive

facilities, including integrated accommodation and catering, fully equipped lecture facilities, break-out rooms and support services.

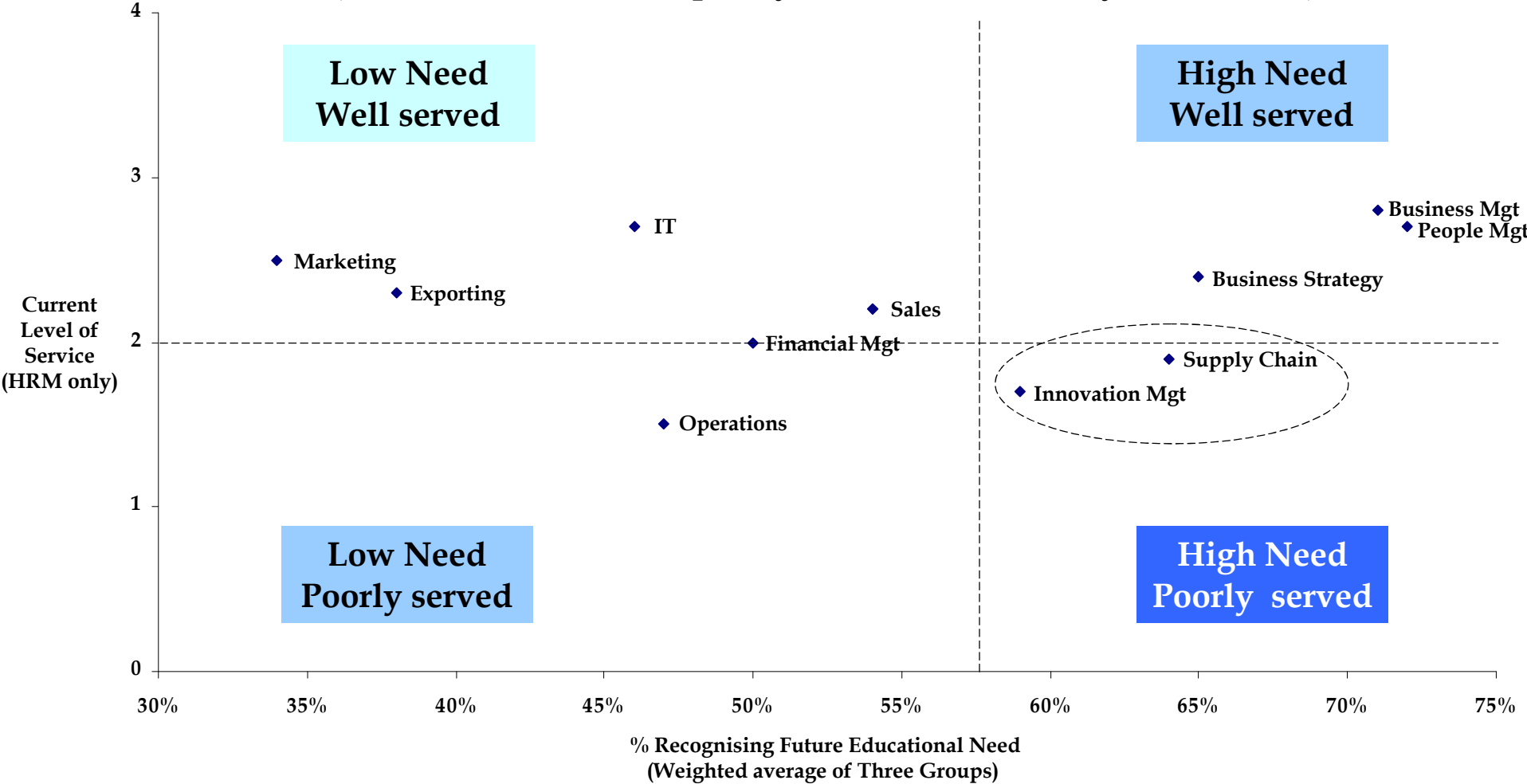
3.2 Selection Criteria for Australian Educational Institution

The Government has agreed to provide once only seed funding towards the development of a national food industry management development program, to be delivered by an existing Graduate Management School. It is expected that the resulting course would become self funding after initial support or it would be incorporated in a food specific option.

It is recommended that the NFIS Board, or its designated steering committee, review the offerings of interested Graduate Management Schools based on the four key drivers of a successful program identified in Module Two: Resources, Faculty, Relevant Content and Industry Interface. Suggested questions are presented in the main document Module 3, Pages 17-20 .

Two areas stand out as having a high educational needs while being poorly served: supply chain management and innovation management

EXHIBIT 1: EDUCATIONAL NEED VS. CURRENT SERVICE LEVEL
 (HRM; n=23; Rated; 1= poorly served, 5= extremely well served)



Five main types of food industry management program were identified

EXHIBIT 2: FIVE MAIN TYPES OF PROGRAM

	Entry Requirements	Outcome	Commitment	Time Required	Sample Fees ¹ (in Australia)
Distance Learning	None	Variable	Part-time	As desired	\$950/course (CSU)
Executive Program	Industry Experience	Certificate of Completion	Full-time	1-2 weeks	\$5,500 (Monash)
Bachelors Degree	University Admission	BSc or BComm	Full or part time	3-4 Years	\$6,000/yr.
Postgraduate Diploma	Bachelors or 5 years experience	DipComm	Full or part time	6 months	\$21,600 (1yr.) (Melbourne)
Modular Postgraduate	Bachelors Degree	MSc or MBA	Part-time	2 years+	\$1,200/unit (UNE)
Postgraduate Degree	Bachelors Degree	MSc, MBA or PhD	Full-time	2 years+	\$31,920 (1yr.) (Macquarie)

1. Fees given are for a similar non-food industry program

Four key drivers of a successful program were identified: resources, faculty, relevant content and industry interface

EXHIBIT 3: KEY DRIVERS OF A SUCCESSFUL PROGRAM



Key Measures

- | | | | |
|---|--|--|--|
| <ul style="list-style-type: none"> • Adequate funding • Critical mass of staff and students • Availability of linked resources <ul style="list-style-type: none"> - Ag.Econ/Agribusiness - Business School • Strong administration commitment to program | <ul style="list-style-type: none"> • Recognised program champions • Industry experience • Coordinating role | <ul style="list-style-type: none"> • Topical, real-world material • Current case studies related to the food industry • Linked into participants commercial context • Research done in conjunction with industry | <ul style="list-style-type: none"> • Regular guest speakers from industry • Strong industry alumni network • Executive programs for industry • Relationship with retailers and manufacturers |
|---|--|--|--|

Examples

- | | | | |
|--|---|---|--|
| <ul style="list-style-type: none"> • Elton R Smith Endowment for Food and Agriculture (Michigan) • St. Josephs Academy of Food Marketing | <ul style="list-style-type: none"> • Jack Allen (Michigan) • Gene German (Cornell) • Jim Stevenson (USC) • Tom Wylonis (SIMI) • David Hughes (Wye) | <ul style="list-style-type: none"> • SIMI Mentors Program (40 Scandinavian top executives) | <ul style="list-style-type: none"> • Annual Cornell Food Industry Executive Program |
|--|---|---|--|

The following is a proposed course structure for a postgraduate diploma in Food Innovation

EXHIBIT 4: PROPOSED POSTGRADUATE DIPLOMA IN FOOD INNOVATION

Module I: Innovation in the Context of Food and Beverage Marketing

- The future of the food & beverage industry
- Customer trends in the food and beverage industry
- Future innovation scenarios for the food and beverage industries
- Requirements and structure for first stage of company project

1-2 months Participant returns to work

Module II: Managing the Innovation Process

- Human resource issues including managing change
- Organizational considerations
- The role of entrepreneurship
- Team dynamics and personal motivation
- Review of first company project
- Requirements and structure for second stage of company project

1-2 months Participant returns to work

Module III: Marketing Innovation

- Review of second company project
- Consumer marketing of innovation
- Business-to-Business marketing of innovation
- Requirements and structure for third stage of company project

1-2 months Participant returns to work

Module IV: Integration of Learning

- Future innovation challenges
- Presentation and feedback on company projects by faculty, other participants and independent experts

DEVELOPING A FOOD INDUSTRY MANAGEMENT EDUCATION PROGRAM FOR AUSTRALIA



**Final Report
Emfor Corporation
February 2003**

TABLE OF CONTENTS

Summary of Project Brief	O-3
1.0 Determining Industry Need	1-1
2.0 Review of Currently Available Food Industry Education Programs	
2.1 Review of Leading International Food Industry Education Programs	2-1
2.2 Review of Existing Australian Food Industry Education Programs	2-25
3.0 Recommendations for Australia	
3.1 Model Course Structure	3-1
3.2 Selection Criteria for Australian Educational Institution	3-13
Appendix A: Survey Results	
Survey 1: Food Industry Key Management Survey	A-1
Survey 2: Food Industry Human Resource Managers Survey	A-15
Survey 3: Monash Food Industry Executive Past Participants Survey	A-31
Appendix B: Food Industry Education Program Profiles	
B1: Course descriptions from world-class programs	B-1
B2: Profiles of six world-class food industry programs	B-3
B3: Profiles of fourteen Australian food industry programs	B-10

Summary of Project Brief: Development of a Food Industry Management Development Program

Objective To compile detailed information on the management education needs of Australian-based food industry managers. This information will be used to form the basis for the selection of an educational institution to design and deliver a food industry management development program.

Overview The study will complete the following five tasks:

Review food management needs for management education.

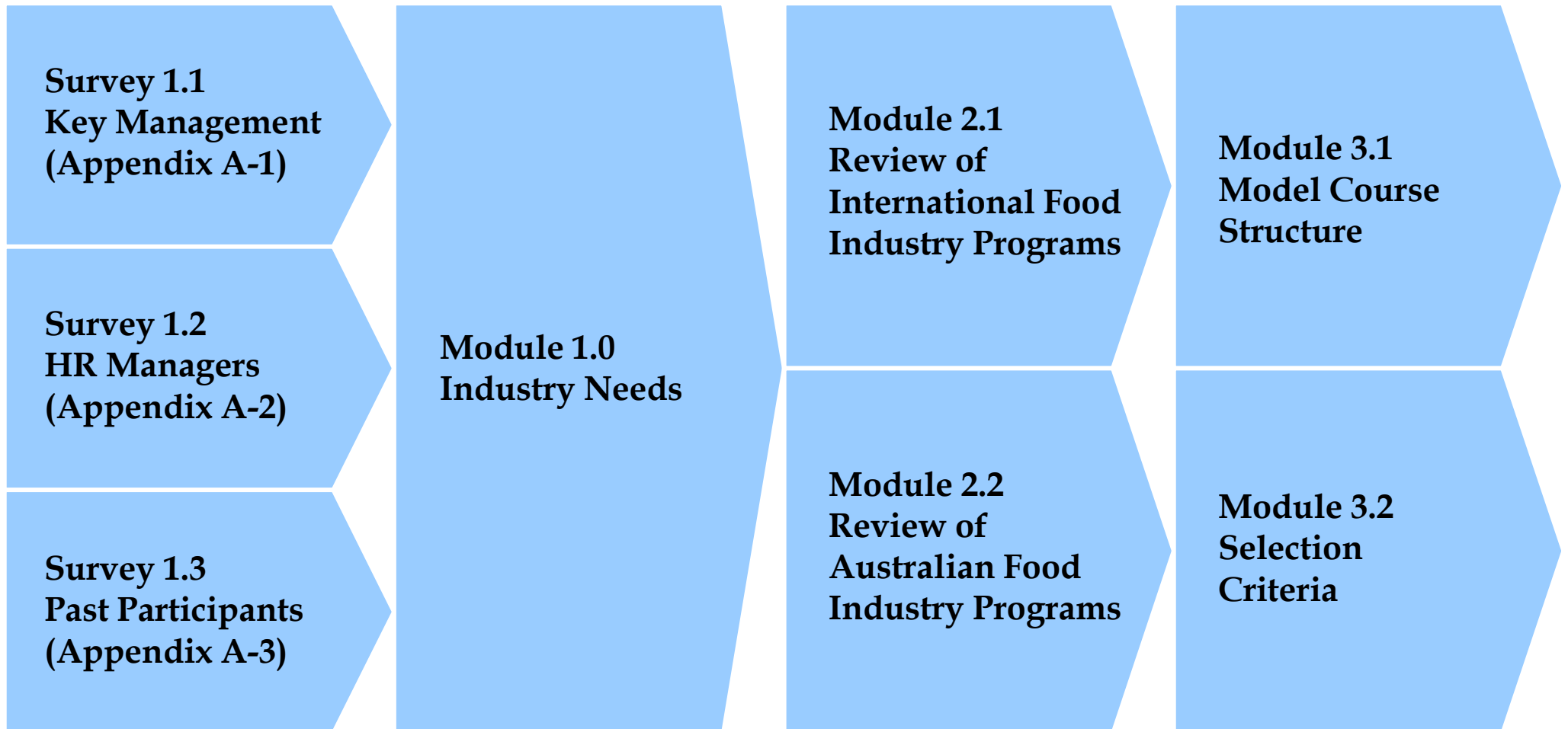
Determine what food management education programs are currently available and at what level.

Assess the practical relevance and accessibility and take up rates of these courses by food processors (including reasons for take-up etc).

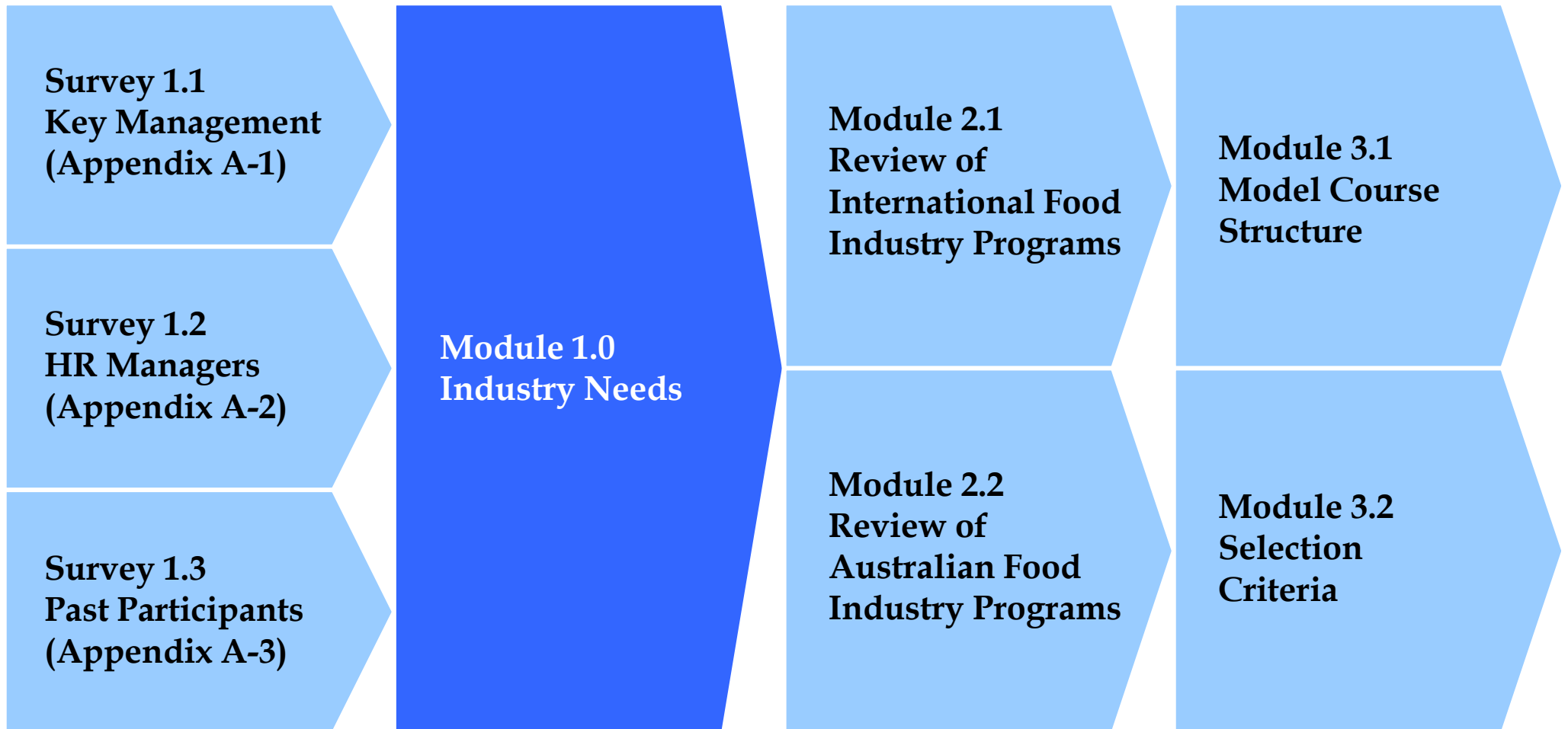
Develop a model for course structure and delivery methods for the program that meets the needs of the industry. This will not include the development of coursework content.

Provide material in a format and quality which will be used to select, on a competitive basis, an appropriate education institution to develop and deliver the program.

REPORT OVERVIEW



REPORT OVERVIEW



Module 1 Determining Industry Needs

- Objective** Develop an understanding of the needs of Australian food processors for management education. Review the needs of a broad range of food industry players to ascertain key educational issues.
- Overview** Food industry representatives acknowledge that there are some shortcomings in the education and skill base of existing food industry participants. There are a range of needs in the food industry which are not currently being met. There is currently no comprehensive food industry management program in Australia which meets these needs.
- Sources** This module uses the following methods of information collection:
1. Face to face interviews with food industry Key Senior Managers
 2. Telephone interviews with key industry Human Resources Managers
 3. Online survey of past participants of Food Industry Executive Program

Three surveys were performed, covering a range of management positions, regions, and business sizes

SURVEY METHODOLOGY

Group	Survey Method	Number Interviewed
Survey 1: Key Senior Management	Face-to-face interview	14
Survey 2: Human Resource Managers	Phone Interview	23
Survey 3: Monash Food Industry Executive Program Past Participants	Online Survey	49
		86

Scope	
Positions Interviewed	
Managing Director	Chairperson
CEO	COO
CFO	National Business Manager
Human Resources Manager	Senior Marketing Manager
Supply Chain Director	Retail Manager
Category Manager	National Sales Manager
National Account Manager	Information Technology Manager
Marketing Manager	Marketing Services Manager
Operations Manager	Customer Development Manager
Number of Employees	
Less than 1,000	
1,001 to 2,000	
Over 2,000	

A broad spectrum of companies contributed to this research

PARTICIPATING COMPANIES¹

Arnott's	George Weston Foods	Nestlé
Bartter	Golden Circle	New Zealand Milk
Beak & Johnson	Goodman Fielder	Paulls
Berri	Green's Foods	PB Foods
Bickfords	Harvest FreshCuts	Perfection Fresh
Bonland	Heinz Watties	Sanitarium
Cadbury Schweppes	Henry Jones Foods	San Remo
Campbell Soup	Kellogg	Simplot
Capilano	Kraft Foods	Smiths Snackfoods
Castlemaine Bacon	Lactos	SPC Ardmona
Cerebos	La Famiglia	Stockyard Beef
Chiquita	Luken and May	SunRice
Consolidated Foods	Masterfoods	Tetley
Costas	McCain	Unilever Foods
Dairy Farmers	National Foods	Wammco
		Wrigley

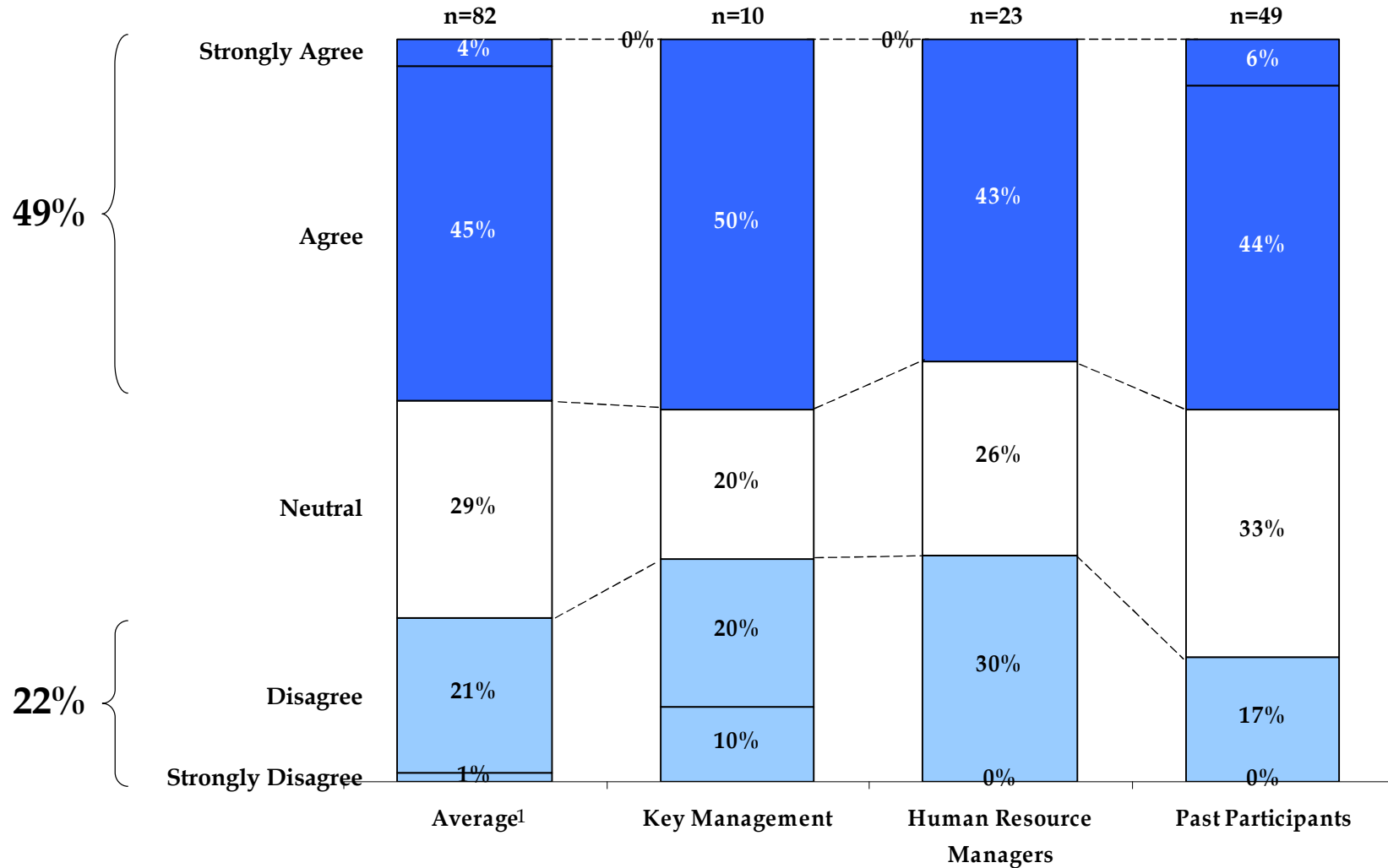
1. Representatives for a single company may have participated in more than one survey

Our research clearly concluded that there is a need for food industry specific education that is currently unmet

- 1.1 Short-comings are present in the education and skill base of existing industry participants**
- 1.2 There is a broad spectrum of need**
- 1.3 Awareness of existing relevant offerings of food management programs or qualifications was low**

Almost fifty percent of those surveyed agreed that existing industry participants have shortcomings in their education and skill base

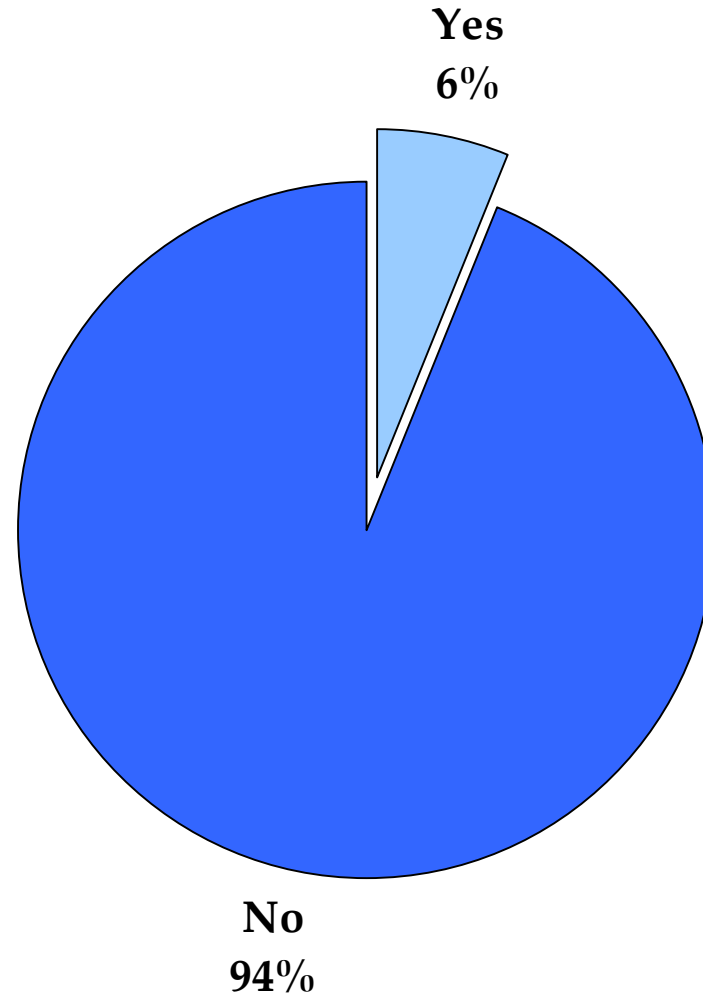
SHORT-COMINGS IN EDUCATION
 (All survey groups; percent)



1. Un-weighted average

Ninety-four percent of past participants in the FIEP had no food industry specific education prior to entering the industry

FOOD INDUSTRY SPECIFIC EDUCATION
(Past Participants; n=49; percent)



There is a broad spectrum of need

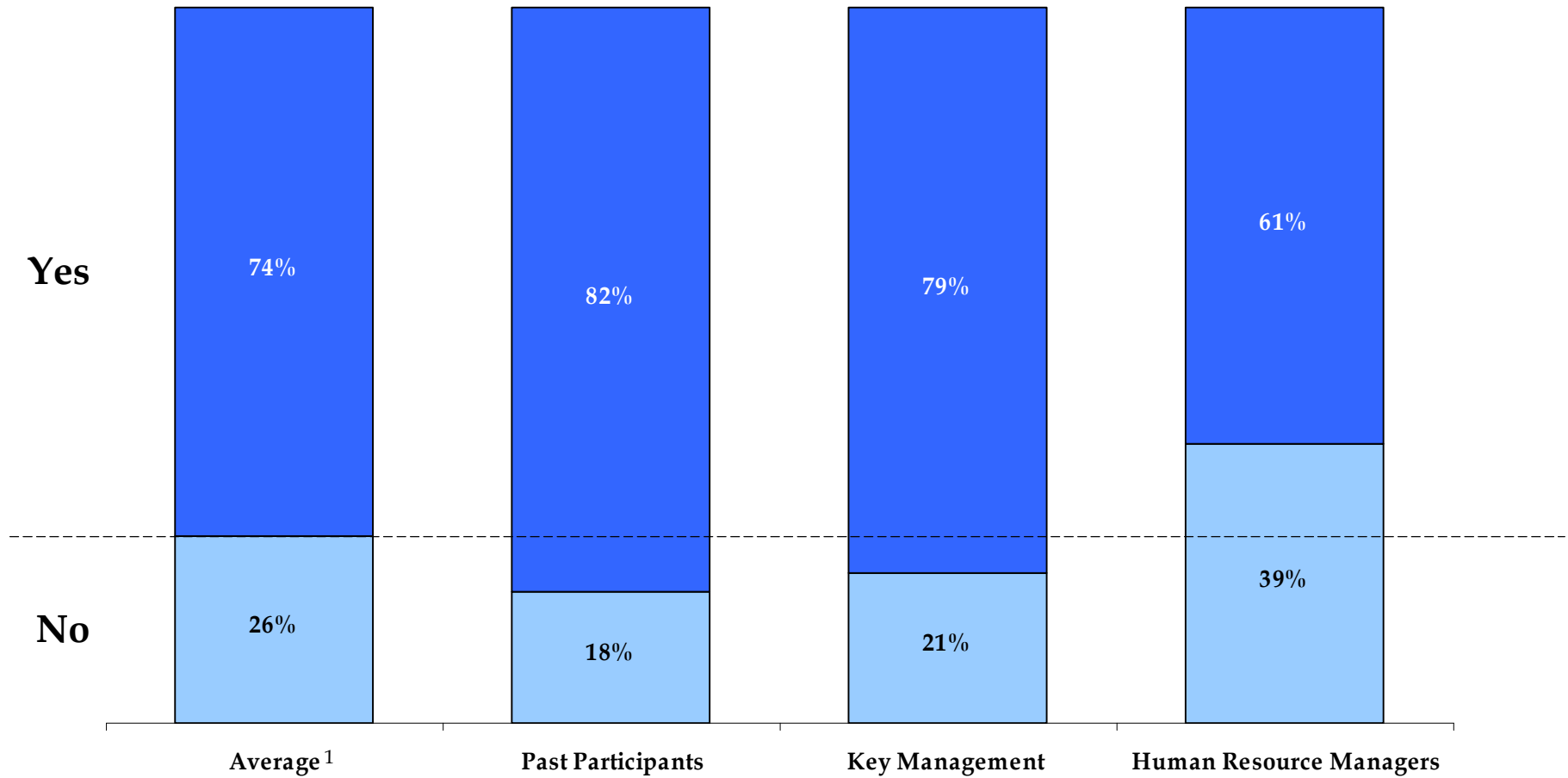
RECOGNISED AREAS OF EDUCATIONAL NEED
(All participants; multiple responses; percent)

	Weighted Average ¹	Key Management	HRM	Past Participants
People Mgt & Personal Dvpt	72%	100%	100%	16%
General Business Mgt	71%	86%	87%	41%
Business Strategy	65%	64%	87%	45%
Logistics & Supply Chain Mgt	64%	79%	70%	43%
Innovation Mgt	59%	57%	78%	41%
Sales	54%	86%	70%	6%
Financial Mgt	50%	36%	70%	43%
Operations	47%	64%	78%	0%
Marketing	46%	79%	35%	24%
Information Technology	38%	36%	65%	14%
Exporting	34%	57%	35%	10%
Other	14%	43%	0%	0%

1. Weighted average: each group = 1/3

There is a need for a management education program specific to the food industry

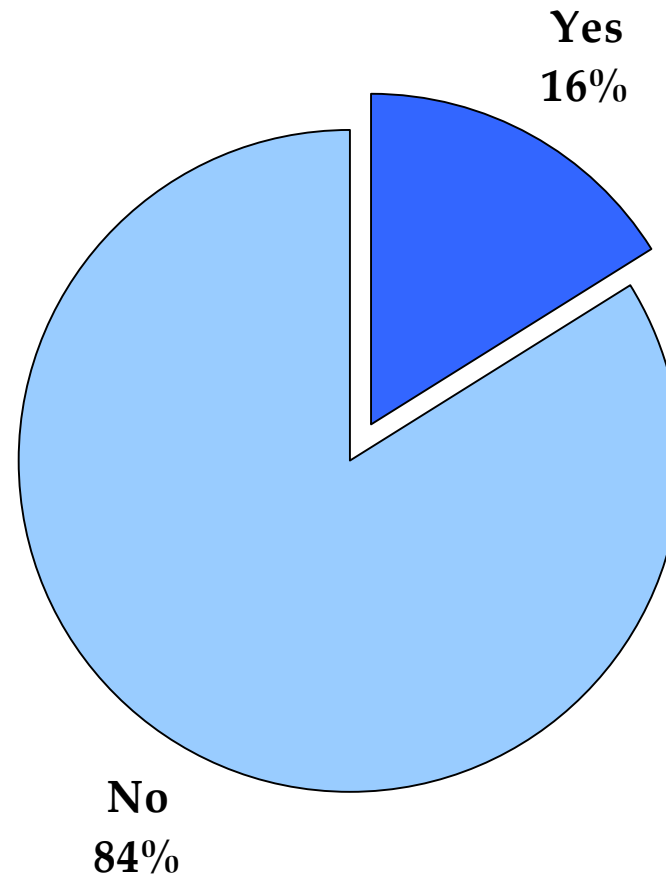
NEED FOR FOOD INDUSTRY MANAGEMENT COURSE
 (All participants; percent)



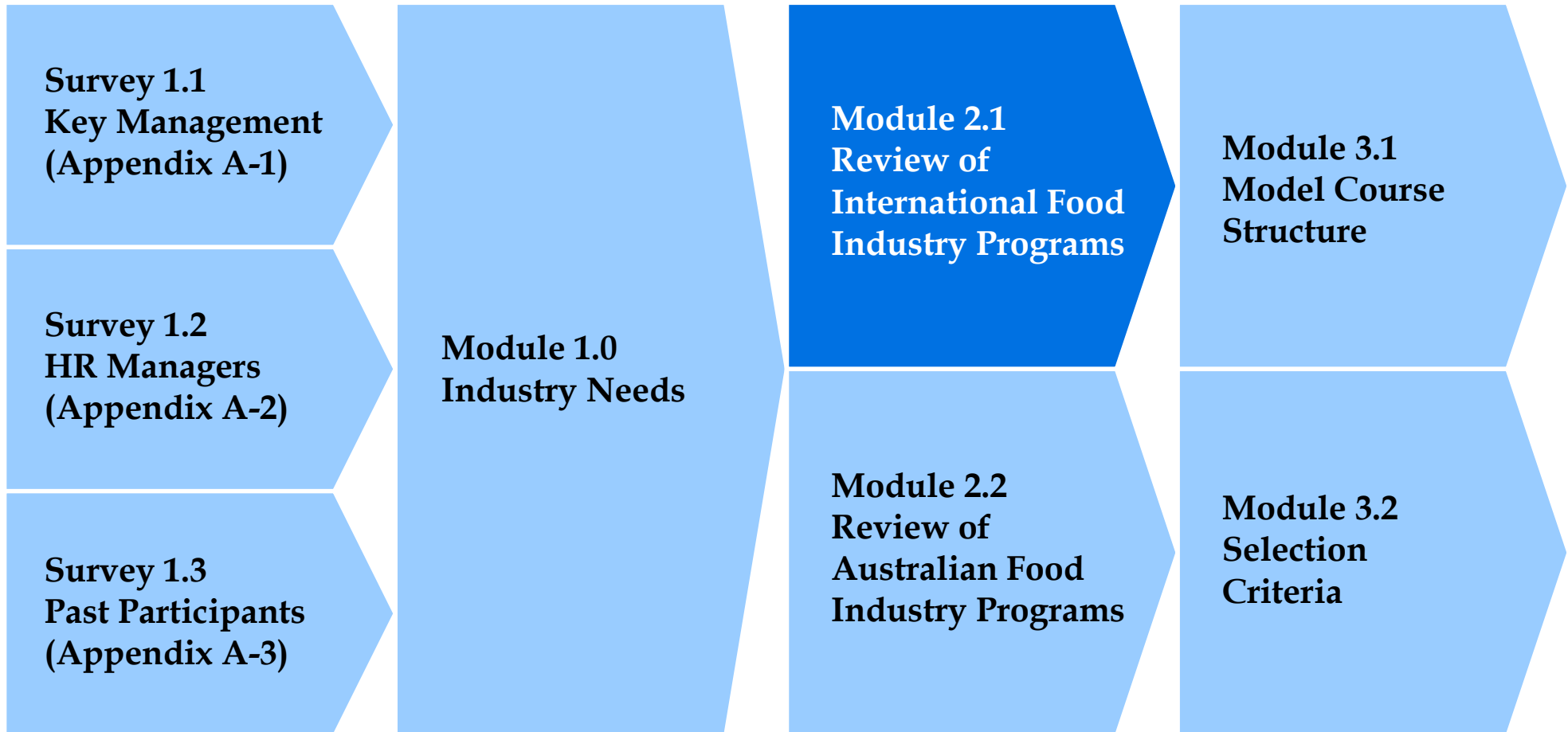
1. Weighted average: each group = 1/3

There is low awareness of current food industry management education courses; less than one fifth of respondents were aware of a food industry management course

AWARENESS OF FOOD INDUSTRY MANAGEMENT COURSES
(Average of Key Management and HRM; percent)



REPORT OVERVIEW



2.1 Review of Leading International Food Industry Education Programs

Objective Leading international food industry management programs are analysed to determine the key drivers of a successful program. The leading programs are profiled.

Overview There is a small number of well know and respected food industry management courses globally. These include: Cornell University, the University of Southern California, and the University of Michigan in the US and Imperial College at Wye in the UK. These courses provide a ready benchmark for the development of a world-class Australian food industry management program.

Sources This module uses the following methods of information collection:

1. Review of tertiary institutions course guides, brochures, material and websites
2. Interviews with international educational administrators and personnel
3. Interviews with key international food industry education figures

Six leading world-class food industry management programs were identified and evaluated

WORLD-CLASS FOOD INDUSTRY PROGRAMS EXAMINED

Leading	Secondary
<p>Cornell (US) Imperial College at Wye (UK) Michigan State (US) St. Josephs (US) SIMI (DK) University of S. California (US)</p>	<p>Bocconi (IT) ESSEC (FR) Guelph (CA) Nijenrode (NL) Portland State (US) Purdue (US) Texas A&M (US) Wageningen (NL)</p>
<p><i>Evaluated</i></p>	

WORLD-CLASS FOOD PROGRAMS EXAMINED

**2.1.1
Five Main Types of
Food Industry
Management
Education Program**

**2.1.2
Four Key Drivers
of a Successful
Program**

WORLD-CLASS FOOD PROGRAMS EXAMINED

2.1.1
Five Main Types of
Food Industry
Management
Education Program

2.1.2
Four Key Drivers
of a Successful
Program

Five main types of food industry management program were identified

FIVE MAIN TYPES OF PROGRAM

	Entry Requirements	Outcome	Commitment	Time Required	Sample Fees ¹ (in Australia)
Distance Learning	None	Variable	Part-time	As desired	\$950/course (CSU)
Executive Program	Industry Experience	Certificate of Completion	Full-time	1-2 weeks	\$5,500 (Monash)
Bachelors Degree	University Admission	BSc or BComm	Full or part time	3-4 Years	\$6,000/yr.
Postgraduate Diploma	Bachelors or 5 years experience	DipComm	Full or part time	6 months	\$21,600 (1yr.) (Melbourne)
Modular Postgraduate	Bachelors Degree	MSc or MBA	Part-time	2 years+	\$1,200/unit (UNE)
Postgraduate Degree	Bachelors Degree	MSc, MBA or PhD	Full-time	2 years+	\$31,920 (1yr.) (Macquarie)

1. Fees given are for a similar non-food industry program

As an example of distance learning, Cornell offers thirty-two food industry related courses

EXAMPLE: DISTANCE LEARNING IN FOOD INDUSTRY MANAGEMENT
(Cornell University; Courses; 2003)

Distance Learning
Executive Program
Bachelors Degree
Postgraduate Diploma
Modular Postgraduate
Postgraduate Degree

- | | |
|--|--|
| Accounting | Grocery Management and Operations |
| Basics of Supervision in Food Wholesaling | Human Resources |
| Business Math 1: Fundamentals | Manager's Guide to Safety and the Retail Environment |
| Business Math 2: Business Finance | Managing and Training People |
| Business Math 3: Financial Analysis | Managing Loss Prevention |
| The Complete Manager | Managing Retention |
| Customer Relations | Meat Management and Operations |
| Economics for Business | Produce Management and Operations |
| Effective Communication for Today's Manager | Professional Retail Counseling |
| Food Merchandising | Time Management |
| Food Safety Handbook | Service Bakery Management and Operations |
| Food Store Sanitation | Service Cheese Management and Operations |
| Front-End Management | Service Deli Management and Operations |
| Fundamentals of the Food Industry | Service Floral Management and Operations |
| General Merchandising/Health and Beauty Aids | Service Seafood Management and Operations |
| Grocery Distribution Center Management: Warehouse Operations | Traffic and Transportation: Servicing the Grocery Industry |

As an example of an executive program, Cornell has a wide ranging two-week program

**EXAMPLE: EXECUTIVE PROGRAM IN FOOD MARKETING
(Cornell University; actual schedule; July 14-26, 2002)**

	Morning	Afternoon	Evening	
	Sunday	-	-	Reception & Dinner
Distance Learning	Monday	Introduction	Balance of Power Investment Analysis	Study Time
Executive Program	Tuesday	Investment Analysis Retail Synergies	Retail Synergies Food Safety/Technology	Study Time
Bachelors Degree	Wednesday	Investment Analysis Secret of Life	Raving Fans	Study Time
Postgraduate Diploma	Thursday	Investment Analysis International Retailing	Wall Street Perspectives Consumers	Study Time
Modular Postgraduate	Friday	Energizer Case Study New Business Model	International Retailing Industry Issues	Group Picnic
Postgraduate Degree	Saturday	Group Industry Panel	Golf Tournament Sponsored by Nestlé	-
	Sunday	Free Day	-	-
	Monday	Marketing Simulation	Logistics Marketing Simulation	Study Time
	Tuesday	Evolving Retailer and Supplier Strategies	Customer Focus Managerial Decision Making	Lake Cruise
	Wednesday	Negotiation	Customer Love	Study Time
	Thursday	Forecast for the Future	Marketing Simulation	Graduation Banquet

As an example of a bachelors degree, a four year degree from St. Josephs could comprise the following classes

EXAMPLE: BACHELORS DEGREE IN FOOD MARKETING¹
(St. Joseph’s University; sample structure for typical student)

	Fall	Spring
Distance Learning	Year 1 ENG 1011 The Craft of Language ECN 1011 Introductory Economics (Micro) SPA 1011 First-Year Spanish MAT 1151 Finite Mathematics with Applications in Business ACC 1011 Concepts of Financial Accounting	ENG 1021 Texts and Contexts MIS 1011 Introduction to Information Systems SPA 1021 First-Year Spanish MAT 1161 Business Calculus ACC 1021 Managerial Accounting
Executive Program		
Bachelors Degree	Year 2 ECN 1021 Introductory Economics (Macro) FIN 1311 Business Statistics HIS 1011 Historical to Western Civilization I ART 1011 Introduction to Art History MKT 1011 Principles of Marketing MGT 1011 Organizations in Perspective	THE 1211 Introduction to Systematic Theology BUS 2001 Quantitative Methods for Business HIS 1021 Introduction to Western Civilization II PHL 1011 The Human Person FMK 2021 Food Marketing Channels
Postgraduate Diploma		
Modular Postgraduate	Year 3 CHM 1081 Food Chemistry FIN 1341 Introduction to Finance FMK 2071 Food Retailing Management and Technology MKT 2051 Marketing Research MKT 2111 Logistics and Distribution	CHM 1091 Food Chemistry FMK 2031 Foodservice Marketing MKT 2081 Marketing Communication PHL 1011 The Human Person MGT 2021 Management of Human Resources
Postgraduate Degree		
	Year 4 FMK 2091 Quality Food Product Development MKT 2131 International Marketing MGT 2461 Business, Society, and Ethics MKT 2151 Selling and Sales Management MKT 2551 Marketing to Hispanic Customers	FMK 2121 Seminar in Food Marketing MGT 1001 Legal Environment of Business MKT 2091 Quality New Product Development PHL 2011 Knowledge and Existence MKT 2311 Marketing Study Tour

1. This example reflects St. Josephs history as a Jesuit Institution but is typical of an American-style broad four-year liberal arts education; Source: St. Joseph’s Course Catalog

As an example of a postgraduate diploma, an overview of the four courses of USC's three month diploma in food industry management is given

EXAMPLE: POSTGRADUATE DIPLOMA IN FOOD INDUSTRY MANAGEMENT
(USC; schedule; January 13 - April 23, 2003 , 2003)

Distance Learning
Executive Program
Bachelors Degree
Postgraduate Diploma
Modular Postgraduate
Postgraduate Degree

Decision Making, Strategic Change and Technology's Role (Professor Thomas D. Arnold)
"Developing strategies and tactics, and understanding the processes essential to making quality decisions and successfully implementing strategic change"

Analytical Technique	Formulating Strategic Change	Strategic Change Implementation
Critical Analytical Thinking	Creative Thinking Techniques	FIMSIM Simulation
Predicting the Future	Legal Issues Affecting Strategic Development	Risk Assessment
Data Interpretation and Market Analysis	Communicating Technical Information	Computer Modeling
Technology Driven Innovation	Innovation and Introducing Change	Scenario Planning

Strategic Planning, Leadership and Management Priorities (Ed Hill)
"Achieving competitive advantages in a complex and changing business environment through strategic vision and leadership"

The Rapidly Changing Food Industry	Corporate Strategies	Executive Leadership
Marketplace and Customer Analysis	Organization Design	Motivation Skills
Communicating Vision	Envisioning the Future	Effective Team Building
Management Priorities	New Forms of Competition	Self-Assessment
Business Ethics		

Communications / Managing Change (Professor Suzanne Savary)
"Developing effective and persuasive communication skills, as well as strategies for organizations to not only anticipate and adapt to change, but also to innovate and introduce change"

Strategic Communications	Speaking with Confidence	Persuasive Communication
Effective Presentations	Organizational Communications	Interpersonal Communications
Coaching	Power Writing	Communicating Under Fire
Effects of Change	Thriving During and Through Change	Conflict Resolution

Financial Analysis & Management (Professor Ruben Davila)
"Understanding and using financial information to evaluate strategies and tactical alternatives, and assessing the impact of financial decisions on your organization"

Financial Statements	Accounting Principles	Shareholder Value
Financial Control Systems	Risk Analysis	Cash Flow Analysis
Financial Planning	Capital Management/Expenditures	Break-Even Analysis
Costing Analysis	Budgeting Methods	Financial Forecasting
Activity Based Costing	Return on Investment	

As an example of a postgraduate degree, St. Joseph's offers these courses towards a part-time masters degree

EXAMPLE: MODULAR POSTGRADUATE DEGREE IN FOOD MARKETING¹
(St. Joseph's University; course list; 2002-2003 year)

	Date	Number	Description	
Distance Learning	Fall	June 14/15	FME 7804	Leadership & Development
		June 21/22	FME 7203	Practical Food Marketing Research
		Sept. 13/14	FME 7107	Competitive Analysis
		Sept. 20/21	FME 8401	Institutional Foodservice
		Sept. 27/28	FME 7701	Supply Chain Management
		Oct. 4/5	FME 7506	International Marketing: Central & So. America
		Oct. 11/12	FME 7304	Making Consumer Promotions More Effective
		Oct. 25/26	FME 8101	Topline Marketing/Bottomline Prices
		Nov. 1/2	FME 7703	Supermarket Merchandising
		Nov. 8/9	FME 7108	Food Marketing Strategy: A Warfare Approach
		Nov. 15/16	FME 7205	Segmentation & Positioning Research
		Nov. 22/23	FME 7823	Managerial Accounting
		Executive Program	Spring	Jan.17/18
Jan. 24/25	FME 7109			Turning Customer Service into Customer Delight
Feb. 7/8	FME 7822			Working Capital
Feb. 21/22	FME 8303			New Product Planning
Feb. 28/Mar.1	FME 7806			Management & Information Systems
Mar. 7/8	FME 7305			Elements of Good Advertising
Mar. 14/15	FME 7112			Creating & Measuring Customer Value
Mar. 21/22	FME 8501			Capstone
Mar. 28/29	FME 7503			International Marketing: Eastern Europe & Russia
April 4/5	FME 8102			Electronic Marketing
April 11/12	FME 8304			Functional Foods
April 25/26	FME 8001			Business Ethics
May 2/3	FME 7102			How to Prepare and Use the Annual Marketing Plan
May 9/10	FME 7201			Introduction to Focus Groups
May 30/31	FME 7707			Supermarket Tour
Bachelors Degree	Spring	Jan.17/18	FME 8402	Meal Solutions/Post 2000
		Jan. 24/25	FME 7109	Turning Customer Service into Customer Delight
		Feb. 7/8	FME 7822	Working Capital
		Feb. 21/22	FME 8303	New Product Planning
		Feb. 28/Mar.1	FME 7806	Management & Information Systems
		Mar. 7/8	FME 7305	Elements of Good Advertising
		Mar. 14/15	FME 7112	Creating & Measuring Customer Value
		Mar. 21/22	FME 8501	Capstone
		Mar. 28/29	FME 7503	International Marketing: Eastern Europe & Russia
		April 4/5	FME 8102	Electronic Marketing
		April 11/12	FME 8304	Functional Foods
		April 25/26	FME 8001	Business Ethics
		May 2/3	FME 7102	How to Prepare and Use the Annual Marketing Plan
		May 9/10	FME 7201	Introduction to Focus Groups
		May 30/31	FME 7707	Supermarket Tour
Postgraduate Diploma	Spring	Jan.17/18	FME 8402	Meal Solutions/Post 2000
		Jan. 24/25	FME 7109	Turning Customer Service into Customer Delight
		Feb. 7/8	FME 7822	Working Capital
		Feb. 21/22	FME 8303	New Product Planning
		Feb. 28/Mar.1	FME 7806	Management & Information Systems
		Mar. 7/8	FME 7305	Elements of Good Advertising
		Mar. 14/15	FME 7112	Creating & Measuring Customer Value
		Mar. 21/22	FME 8501	Capstone
		Mar. 28/29	FME 7503	International Marketing: Eastern Europe & Russia
		April 4/5	FME 8102	Electronic Marketing
		April 11/12	FME 8304	Functional Foods
		April 25/26	FME 8001	Business Ethics
		May 2/3	FME 7102	How to Prepare and Use the Annual Marketing Plan
		May 9/10	FME 7201	Introduction to Focus Groups
		May 30/31	FME 7707	Supermarket Tour
Modular Postgraduate	Spring	Jan.17/18	FME 8402	Meal Solutions/Post 2000
		Jan. 24/25	FME 7109	Turning Customer Service into Customer Delight
		Feb. 7/8	FME 7822	Working Capital
		Feb. 21/22	FME 8303	New Product Planning
		Feb. 28/Mar.1	FME 7806	Management & Information Systems
		Mar. 7/8	FME 7305	Elements of Good Advertising
		Mar. 14/15	FME 7112	Creating & Measuring Customer Value
		Mar. 21/22	FME 8501	Capstone
		Mar. 28/29	FME 7503	International Marketing: Eastern Europe & Russia
		April 4/5	FME 8102	Electronic Marketing
		April 11/12	FME 8304	Functional Foods
		April 25/26	FME 8001	Business Ethics
		May 2/3	FME 7102	How to Prepare and Use the Annual Marketing Plan
		May 9/10	FME 7201	Introduction to Focus Groups
		May 30/31	FME 7707	Supermarket Tour
Postgraduate Degree	Spring	Jan.17/18	FME 8402	Meal Solutions/Post 2000
		Jan. 24/25	FME 7109	Turning Customer Service into Customer Delight
		Feb. 7/8	FME 7822	Working Capital
		Feb. 21/22	FME 8303	New Product Planning
		Feb. 28/Mar.1	FME 7806	Management & Information Systems
		Mar. 7/8	FME 7305	Elements of Good Advertising
		Mar. 14/15	FME 7112	Creating & Measuring Customer Value
		Mar. 21/22	FME 8501	Capstone
		Mar. 28/29	FME 7503	International Marketing: Eastern Europe & Russia
		April 4/5	FME 8102	Electronic Marketing
		April 11/12	FME 8304	Functional Foods
		April 25/26	FME 8001	Business Ethics
		May 2/3	FME 7102	How to Prepare and Use the Annual Marketing Plan
		May 9/10	FME 7201	Introduction to Focus Groups
		May 30/31	FME 7707	Supermarket Tour







Each of the five main types of program has advantages and disadvantages

ADVANTAGES AND DISADVANTAGES OF PROGRAM TYPES

	Advantages	Disadvantages
Distance Learning	Flexible delivery, schedule and timing Suitable for remote or rural locations Does not interfere with a full time job	Weakened group interaction and networking Participants can lack focus and motivation Not as respected as full-time study
Executive Program	Strong networking opportunities Short timeframe - limited commitment Focus on current, relevant issues	Lacks depth of learning Standardised program - minimal flexibility Often general in content
Bachelors Degree	Establishes basic foundation of knowledge Develops capacity for analytical thought Minimum requirements for most companies	Significant time commitment required May be broad but unfocused Difficult transition from student to employment
Postgraduate Diploma	Updates and up-skills Limited time commitment Building block for further studies	Limited scope and depth Variable commercial value
Modular Postgraduate	Flexible timing and delivery Can be done while still working Correct shortcomings in existing knowledge	Significant increase in workload Time constraint may lead to superficial analysis
Postgraduate Degree	In-depth understanding Highly respected outcome Can focus on specific topic area	Significant time commitment required May be academic not business focused Opportunity cost (e.g. lost wages)

None of the leading food industry management programs offers every option

PROGRAMS OFFERED BY LEADERS

						
Distance Learning	●	●	—	—	○	—
Executive Program	●	—	○	●	—	●
Bachelors Degree	●	●	●	●	—	○
Postgraduate Diploma	—	●	—	—	●	●
Modular Postgraduate	—	●	—	●	—	—
Postgraduate Degree	●	●	●	●	●	○

WORLD-CLASS FOOD PROGRAMS EXAMINED

**2.1.1
Five Main Types of
Food Industry
Management
Education Program**

**2.1.2
Four Key Drivers
of a Successful
Program**

Four key drivers of a successful program were identified: resources, faculty, relevant content and industry interface

KEY DRIVERS OF A SUCCESSFUL PROGRAM



Key Measures

- Adequate funding
- Critical mass of staff and students
- Availability of linked resources
 - Ag.Econ/Agribusiness
 - Business School
- Strong administration commitment to program

- Recognised program champions
- Industry experience
- Coordinating role

- Topical, real-world material
- Current case studies related to the food industry
- Linked into participants commercial context
- Research done in conjunction with industry

- Regular guest speakers from industry
- Strong industry alumni network
- Executive programs for industry
- Relationship with retailers and manufacturers

Examples

- Elton R Smith Endowment for Food and Agriculture (Michigan)
- St. Josephs Academy of Food Marketing

- Jack Allen (Michigan)
- Gene German (Cornell)
- Jim Stevenson (USC)
- Tom Wylonis (SIMI)
- David Hughes (Wye)

- SIMI Mentors Program (40 Scandinavian top executives)

- Annual Cornell Food Industry Executive Program

Successful food industry management programs have a strong base of resources available

I. RESOURCES

	Details	Examples
1. Funding	<p>Program must have adequate funding</p> <ul style="list-style-type: none"> - Student Fees - Government funding (e.g. for research) - Endowments - Scholarships 	<ul style="list-style-type: none"> - Elton R Smith Endowment for Food & Agriculture (Michigan) - Tri-State Dairy-Deli Association Scholarship (St. Joseph's) - Robert G. Tobin Endowed Chair of Food Marketing (Cornell)
2. Critical mass of staff and students	<p>Different groups play different roles</p> <ul style="list-style-type: none"> - Undergraduates provide bulk of funding - Graduate Students conduct research and help teach - Faculty teach courses and conduct research - Administration ensure program runs smoothly 	<p>e.g. St. Josephs</p> <ul style="list-style-type: none"> - 300 Food Industry Marketing undergraduate students - 20 graduate students - 11 direct food industry faculty - 1 director, 2 coordinators, 1 secretary
3. Availability of linked resources	<p>Food Industry Management has strong overlap with other courses of study and shares teaching, classes & resources</p> <ul style="list-style-type: none"> - Agribusiness/Agricultural Economics - Business School - Hospitality and Hotel - Food Science - Economics 	<p>e.g. Cornell University</p> <p>Total school: faculty: 2,991; Staff: 9,396; Students: 19,924</p> <ul style="list-style-type: none"> - College of Agriculture and Life Sciences (385 faculty) - S.C. Johnson Graduate School of Management (65 faculty) - School of Hotel Management / Statler Hotel (60 faculty) - Cornell Institute of Food Science (19 faculty) - College of Arts and Science (600 faculty)
4. Strong administration commitment to the program	<p>Food Industry Management seen as an integral part of the school offering and a point-of-difference</p> <p>Direct access by program manager to University Dean</p> <p>Program has department status</p>	

As an example, St. Josephs has thirty-one food industry scholarships provided by alumni and industry

EXAMPLE: FOOD INDUSTRY SCHOLARSHIPS AT ST. JOSEPHS

Academy Building Scholars/David Neville Scholarship Fund—for deserving Food Marketing majors.
Robert P. Barry, Jr. Memorial Fund—founded in memory of their son by Mr. and Mrs. Robert P. Barry, Sr.
Donald D. Bennett/Richfood Scholarship—for deserving Food Marketing majors.
Thomas C. Butler Scholarship—for deserving Food Marketing majors.
W. Jackson Catt Memorial Scholarship Fund—scholarships to deserving Food Marketing majors.
Frank Celauro Scholarship—for deserving Food Marketing majors.
The Cherry Foundation Scholarship—for students interested in food service.
Eastern Frosted Foods Association, Inc. Scholarships—to be awarded to sophomore or junior Food Marketing majors.
Eastern Perishable Products Association Scholarship—scholarship for deserving Food Marketing majors.
Eden Charitable Foundation Scholarship—scholarship for deserving Food Marketing majors.
Joseph Ferolie Scholarship—for deserving Food Marketing majors.
E. & J. Gallo Winery—scholarships for deserving Food Marketing majors.
The Genuardi Brothers' Fund—a scholarship for Food Marketing students.
T.P. Infusino Scholarship—for deserving Food Marketing majors.
William J. Kane Memorial Scholarship—to a deserving Food Marketing major.
Myer B. Marcus Scholarship—Founded as a memorial to Mr. Marcus.
McCullom/Nabisco Scholarship—for deserving Food Marketing majors.
Daniel J. McLaughlin, Jr. Memorial Scholarship—for deserving Food Marketing major.
Daniel J. McLaughlin, Sr. Scholarship—for Food Marketing majors.
William B. Nixon Scholarship—awarded to a deserving second-year student.
Harry Odolf Scholarship—for deserving Food Marketing majors.
Pennsylvania Food Merchants Association Scholarship—for Food Marketing students.
Milton J. Perlmutter Memorial Scholarship to be awarded to a deserving Food Marketing student.
R.M.I.-Richard McCready Scholarship—awarded to a Food Marketing major from the Baltimore/Washington area.
Nicholas S. Riso Memorial Scholarship—founded in memory of long-time board member by Giant Food Stores, Inc. to be awarded to a Giant Associate, an Ahold Associate or a deserving Food Marketing major.
Alfred Rotelle Memorial Scholarship Fund—awarded to deserving Food Marketing majors.
John Rotelle Scholarship—for deserving Food Marketing majors.
John Saker, Sr. Scholarship—awarded to a deserving fourth-year student.
Tri-State Dairy-Deli Association Scholarship—to deserving Food Marketing majors.
Walmart Scholarship—for deserving Food Marketing majors.
William M. Walsh Zerocrat-National Frozen Foods Scholarship—for Food Marketing students.

Experienced program directors and faculty differentiate the world-class programs

II. FACULTY

	Details	Examples
1. Recognised program champions	<p>Program has a recognised champion who:</p> <ul style="list-style-type: none"> - Advocates program within school - Inspires and motivates students - Provides management and vision - Maintains credibility with industry 	<ul style="list-style-type: none"> - Jack Allen (Michigan) - Gene German (Cornell) - Jim Stevenson (USC) - Tom Wylonis (SIMI) - David Hughes (Wye)
2. Industry experience	<p>Food industry education combines practical and theoretical aspects</p> <p>Faculty have contacts and experience that facilitate keeping current on industry developments</p>	<p>e.g. Gene German at Cornell worked for U.S. supermarket chain Kroger, as well as with other food industry companies</p>
3. Coordinating role	<p>Bring industry perspective to student research</p> <p>Initiate cross-functional research</p> <p>Act as industry liaison for University researchers</p>	<p>e.g. Food Industry Management Professor on graduate student committee for Poultry Science student</p>

As an example, David Hughes, the Director of the Wye Program, has a wealth of real world food industry experience

EXAMPLE: DAVID HUGHES PROFILE

*Professor David Hughes
Sainsbury Professor of Agribusiness and Food Marketing
Wye College, University of London, UK*

David Hughes has many years of international experience related to the supply chain management and marketing in the food and beverage sector. In addition to his teaching and research, he is an advisor to a number of major food companies, including J Sainsbury plc, a leading UK retailer. Dr. Hughes is also a non-executive director of several UK agribusiness companies and co-owner of a US company specialising in supplying fresh herbs to supermarkets. He is a frequent media and seminar speaker and a leading observer of changes in the industry.

The program content remains relevant to students and the real-world

III. RELEVANT CONTENT

	Details	Examples
1. Topical, real-world material	<p>Addresses priority issues at real companies</p> <p>Focuses on fact-based decision making</p> <p>Includes industry interface in supply chain or value chain</p>	Wye College and Kentish Gardens study on perishables supply chain management in the United Kingdom
2. Current case-studies related to the food industry	<p>Developing research skills of graduate students</p> <p>Providing relevant material for undergraduates</p>	Pat Mulcahy, President of Energizer, runs the Energizer case study at Cornell
3. Linked into participants commercial context	<p>Raise skills in present/future jobs</p> <p>Expand horizons</p> <p>Helps application of teachings</p>	SIMI participants carry out a home company assignment as a requirement for graduation
4. Research done in conjunction with industry	<p>Feedback loop on commercial relevance</p> <p>Developing employable skills</p> <p>Often provides research funding</p>	"Market Analysis for Chilled Ready Meals in Singapore" Indrawati Liauw, Masters Thesis, Cornell University,

As an example, the 2001 USC Food Industry Executive Conference addressed current industry issues

EXAMPLE: TOPICS FROM USC FOOD INDUSTRY EXECUTIVE CONFERENCE
(USC Food Industry Executive Program; March 12-15, 2001)

The Impact of Globalization of the Food Industry

Analyzes the growing impact of globalization of the food industry. Issues relating to recent mergers and acquisitions, as well as the increased homogenization of food retailing and the opportunities created as a result of it, are examined.

Financial Tools for Food Industry Managers

Introduces systems for analyzing financial information, predicting growth, and analyzing earnings trends. The key components of sound financial management are demonstrated as participants examine the income and operating statements of selected companies from the food industry.

Executive / Managerial Communications

Demonstrates techniques executives use for improving employee and organizational communications through building management teams and managing conflict. Tools of written and verbal communication are illustrated and ways of improving employee motivation and performance are discussed.

Leading and Managing Change

Introduces methods of developing strategies for organizations to not only anticipate and adapt to change, but also to innovate and introduce change as well.

The New Economy: How Technology is Reshaping the Food Business

E-business impacts on the food industry are discussed. Explores how the speed and pace of technology affects customer loyalty, brand loyalty and customers' desire for information and entertainment.

Management Priorities in the Food Industry

Examines corporate strategies to achieve competitive advantages in a changing business environment. Effective leadership and methods on how to communicate a clear and focused vision are emphasized.

Leadership in the Food Industry

Concentrates on how leaders can better understand their employees and help them improve their contributions to the organization. Each participant is given the opportunity to assess the effectiveness of his or her leadership style and learn new principles of leadership that can be applied directly to the organization.

Nurturing Strategic Growth from Within

Analyzes the forces that drive strategic growth from within an organization. Successful strategies used by retailers and manufacturers to cope with today's turbulent environment are examined.

Building Effective Organizations

Examines the seven components of strong organizations: strategy, structure, information, people, rewards, culture, and leadership. A case from the Food Industry Management Program Case Study Library demonstrates how successful companies balance their organizational components.

Decision Making and Strategic Change in the Food Industry

Introduces systems for analyzing information, predicting the future, and decision making as teams of Food Industry Executive Program participants compete with each other for market share and profits in the University of Southern California's computerized simulation of the food industry, FIMSIM.

Legal Issues in the Food Industry

Examines the new legal environment in which food industry companies operate as well as the increasing role the law plays in the lives of executives.

Successful programs facilitate a constant dialog within the food industry

IV. INDUSTRY INTERFACE

	Details	Examples
1. Regular Industry Guest Speakers	<p>Interface between theory and practice</p> <p>Opportunity for two-way dialog</p> <p>Get perspective from senior industry incumbents</p> <ul style="list-style-type: none"> - Networking opportunities - Employment opportunities 	e.g. USC Executive in Residence for the 2001 Executive Program was Sam Duncan, President of Ralph's Supermarkets, a 340 store chain
2. Strong Industry Alumni Program	<p>Give alumni a chance to contribute</p> <ul style="list-style-type: none"> - Source of program/scholarship funding - Source of case materials and student projects <p>Shared background and interest network</p> <p>Formal program to maintain contact</p> <ul style="list-style-type: none"> - Newsletter - Reunions - Alumni conferences - Alumni Advisory Board 	e.g. The Food Industry Management Advisory Board, a distinguished group of alumni who are leaders in the food industry, provides invaluable advice and guidance to the Cornell Food Industry Management Program.
3. Executive Program for industry	<p>Up-skill incumbents</p> <p>Expose participants to leading edge developments</p> <p>Provides a forum for in-depth discussion of current issues</p> <p>Faculty learning and networking</p>	e.g. USC Food Industry Management executive program sponsored by Western Association of Food Chains
4. Participation of retailers and manufacturers	<p>Provides an opportunity to discuss key issues in a non-commercial environment</p> <p>Aids supply-chain networking</p>	e.g. Cornell Food Executive Program is usually 50% retailers and 50% manufacturers

As an example, SIMI make a strong effort to maintain a network of sponsors and business partners

EXAMPLE: THE SIMI NETWORK OF SPONSORS & BUSINESS PARTNERS

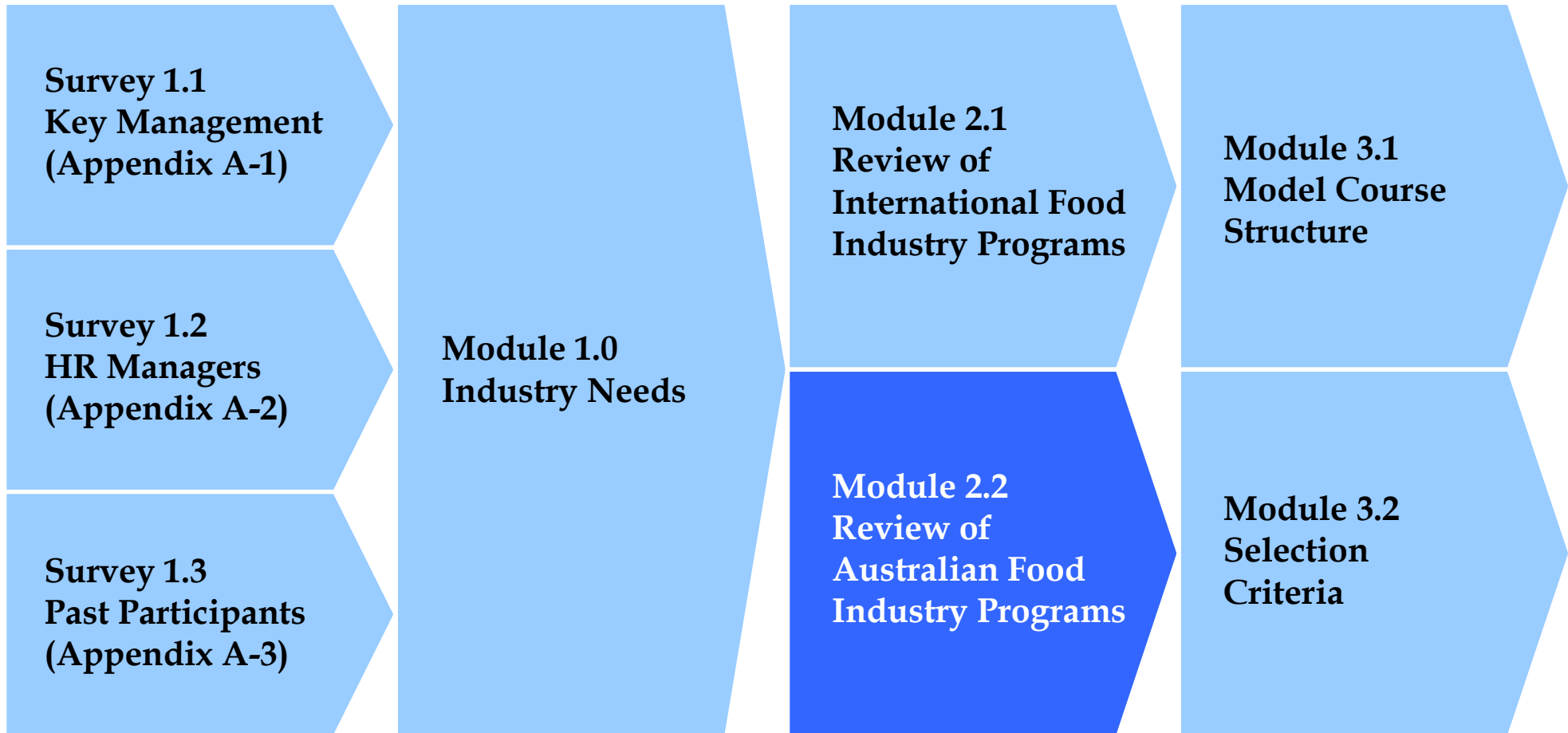
2M Invest · Aalborg Industries · Aalborg Portland · Aarhus Oliefabrik · Abba Seafood · ABB Traction · Active Biotech · Aftenposten · AGEA · Agrova Food · Aktieselskabet TH.Wessel & Vett · Magasin Du Nord · AKV Langholt · Akzo Nobel Decorative Coatings · Alcatel Space Denmark · Amerada Hess · Andersen Consulting · AON Denmark · A-Pressen Avis & Trykk · APV Pasilac · Arkitektfirmaet Ib Hou & Partners · Arla Foods · Aros Securities (Unibank) · Arthur Andersen · Ascom Nordic · Aspiro · Ass. Mediabase · Ass. Newspapers Ltd. · AstraZeneca · Atkins Danmark · Atraxis · Baltica Holding · Bang & Olufsen Medicom · Bank Invest · Basta Active Car Care · Det Berlingske Officin · BG Bank · BG Fondene · Bikuben · Bioinvent International · Birch & Krogboe · Borealis · Boston Scientific · Brdr. Lembcke · BristolMyers Squibb · Bruhn · Brødrene Hartmann · Brødrene Hartmanns Fond · P. Brøste · Børsen · Candelia · Carlsberg · Carnegie Bank · Carl Bro Byg · Center for Clinical & Basic Research · Chamber of Commerce and Industry of Southern Sweden · Chartec Laboratories · Chr. Hansen · Codan · Coloplast · Columbus IT Partner · The Confederation of Danish Industries · Copenhagen Airports · Copenhagen Business School · Corppack · CPC Foods · CPI Norden · CP Kelco · Crown Gabelstapler · CSC · CSC-C&SI · CSC Scandinavia · CSC UK · Dale Carnegie · Damgaard International · Danagro Adviser · DanChurchAid · Dandy · Danespo · Danisco · Danisco Ingredients · Danisco Sugar · Danfoss · Danish Agency for Development of Trade and Industry · Danish Agricultural Council · Danish Chamber of Commerce · Danish Employers Confederation · The Danish Society for the Advancement of Business Education (FUHU) · Danish Crown · Danish Technological Institute · Danmarks Radio · Dansac · Danske Bank · Danske Kredit Realkreditaktieselskab · Danske Bank · Dansk Kraftemballage · Dansk Management Forum · Dansu Trade Development · D'Arcy · Datex-Ohmeda · DDI Communications · De 3 Stiftstidender & Jydske Vestkysten · De Telegraaf · DFDS · DHL Worldwide Express · Digital Equipment · Direktør Ib Henriksens Fond · DLH Nordisk · DSB Gods · D.S. Norden · DV Industri · The East Asiatic Company · ECK-Gruppen · Editoco · Edith og Godtfred Krik Christiansens Fond · Egmont Entertainment · Egmont Group · Egmont Imagination · Egmont Juvenile · Egmont Online · Egmont Serieforlaget · Elite Shipping · Enea Data · Ercopharm · Ericsson Business Consulting · Esselte Meto · EUROC · Euroway · Federation of Norwegian Food Industries · Federation of Swedish Food Industries · Fiat Automobiles Danmark · Finansieringsinstituttet for Industri & Håndværk · Finnish Food and Drink Industries' Federation · The Finnish News Agency · Ferring · FLS Industries · Friendly Hotel Danmark · Frigoscandia Equipment · Frode Hedorf og Hustrus Fond · Gambro · Genmab · Georg Fischer · Glaxo Wellcome · GN Nettest · Go-Card · Grafikerne · Grundfos · Gudme Raaschou · Hadsten Wheels · H. Lundbeck · HOH Vand & Miljø · House of Prince · Hästens Sängar · Höganäsgruppen · Højgaard & Schultz · IBM Danmark · If-skadeforsikring · IKEA International · Incentive · Independant Newspapers Irl. Ltd. · The Industrialization Fund for Developing Countries (IFU) · Industriens Arbejdsgivere i København · Industriens Realkreditfond · Infracom · Inside Technology · The Investment Fund for Central & Eastern Europe (IØ Fonden) · The Irish Times · JAI · Johnson Controls IFM · KIMs · Kampsax · Knud Højgaards Fond · Kommunedata · Konsul Axel Nielsens Mindelegat · KPMG C. Jespersen · Kraft Foods · Kuwait Petroleum · Ky K. Hartwall · Labofa & Munch Møbler · LEGO · Leo Pharmaceuticals · Lindab · L.M. Ericsson · LR Industri · Løgstør Rør · Malik Supply · Manchester Evening News · MAS International Group · Mercuri Urval · Metropolaviserne · Microsoft Danmark · Mid-Day Publications Ltd · Mikroelektronik Centret · MIL Institute · Mills · Ministry of Business & Industry · Ministry of Finance · Ministry of Taxation · Monberg & Thorsen · Monitor Publications Limited · Motorola · Mölnlycke Healthcare · NCC Rasmussen & Schiøtz Byg · Nestlé R&D Center Bjuv · Niro · Nilfisk-Advance · Nokia · Nordisk Simplex · NOROSAD · Novo Nordisk · Novo Nordisk IT · Nycomed Amersham · Nycomed Arzneimittel · Nycomed Imaging · Nycomed Pharma · Nykredit · Nykredits Fond · Olicom · Orion Pharma · Oracle Denmark · Orkla Foods · Otto Mønstedts Fond · PA Consulting Group · PCM Uitgevers NV · Pharmacia & Upjohn · Phønix Contractors · Pioneer Electronics Denmark · PLM · Plumrose Latinoamericano · Plus Data Group · Postfastigheter · PricewaterhouseCoopers · Procordia Food · Promentor Management · Radiometer Medical · Rainier Technology · Raisio Group · Realkredit Danmark · Regal Mølle · Reinholdt W. Jorck og Hustrus Fond · ReNeuron · Reuters · R. Færch Plast · Rheinische Post · Rockwool International · Royal Arctic Lineagentur · Royal Greenland · Røra Fabrikker · Salzburger Nachrichten · SAS Cargo · SAS Material Supply · Sauer-Danfoss · Scandinavian Mobility · SCANIA DAB-Silkeborg · Scanpix · ScanView · Schulstad Brød · Schulstad Frost · SDC ScanDisc · Serono Nordic · Siemens Business Services · Silesian Cables Works · Skandinaviska Enskilda Banken · Skandinavisk Industries · Skanska Jensen · Skov- og Naturstyrelsen · Skånemejerier · Ekonomisk Förening · Skånska Lantmännen Ekonomisk Förening · SmithKline Beecham · Smith & Nephew Medical · Sonofon · Staburet Ferskvare · Statens Serum Institut · Stavanger Aftenblad · Steirischer Monat Zeitungs · St. Jude Medical Europe · Sunday Newspapers · Svalöf Weibull · Svedala Industri · Swedish Institute for Biotechnology (SIK) · Swedish Meat · Sybase Danmark · Synthélabo Scandinavia · Sønderjyllands Højspændingsværk · Teknos Schou · Tele Danmark · Tholstrup Chese · Time/system International · Trelleborg GmbH · Trelleborg Industri · Tellabs Denmark · Tryg-Baltica Forsikring · Tuborgfondet · TUC · UAB Bite GSM · Uitgeversbedrijf Tijd · Unibank · Unilever Sweden · Univeyor Electronic · Ureflex · Utusan Melayu Berhad · Vasabladet · VELUX Industri · Villum Kann Rasmussen Fond · Winterthur Insurance · WM-data Infra Solutions · Øresundskonsortiet

Profiles of the six world-class food industry programs are available in Appendix B

WORLD-CLASS FOOD INDUSTRY PROGRAM PROFILES

- **Cornell (US)**
- **Imperial College at Wye (UK)**
- **Michigan State (US)**
- **St. Josephs (US)**
- **SIMI (DK)**
- **University of S. California (US)**

REPORT OVERVIEW



2.2 Review of Existing Australian Food Industry Education Programs

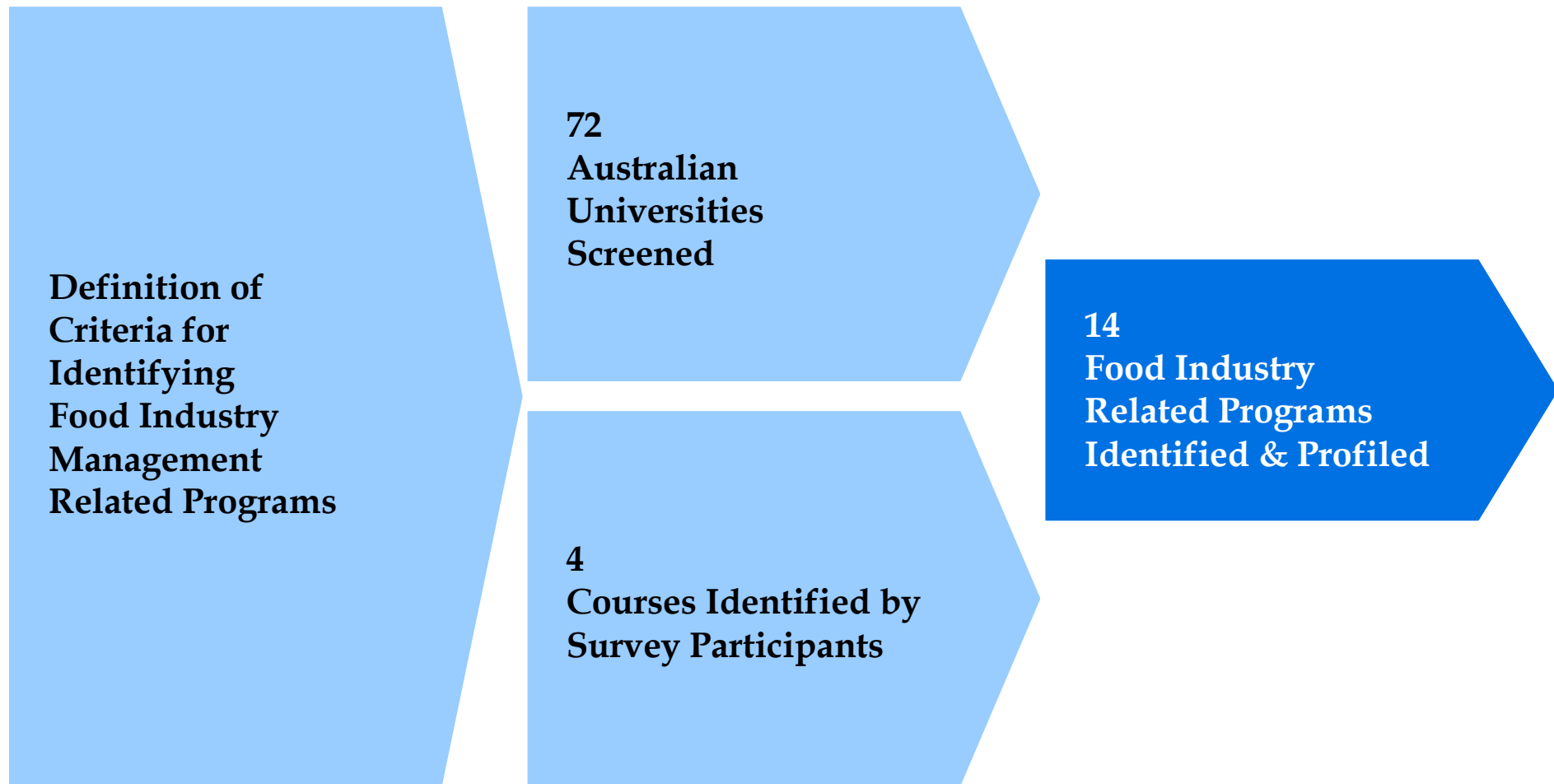
Objective The major tertiary institutions of Australia are analysed to determine what management education they currently provide to the food industry. The leading programs are profiled.

Overview The field of Food Industry Management is related to a number of other disciplines. These include Agribusiness, Business and Management, Food Science and Retailing. A number of tertiary institutions in Australia offer some form of food industry related program. These existing courses may provide the foundation for an Australian food industry management program.

Sources This module will use the following methods of information collection:

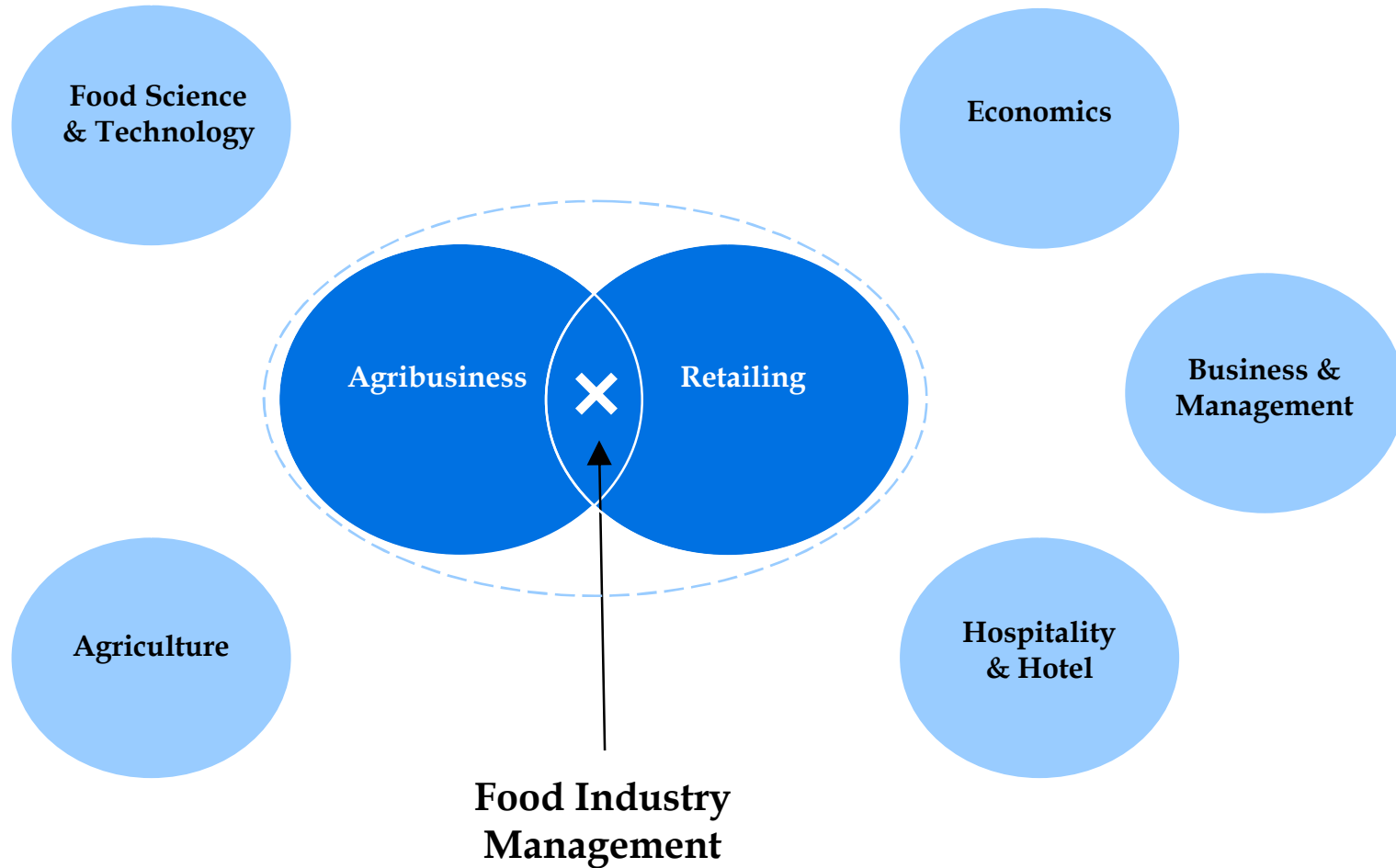
1. Review of tertiary institutions course guides, brochures, material and websites
2. Interviews with a sample of tertiary educational administrators and personnel
3. Results from analysis of interviews with industry stakeholders in Module 1

AUSTRALIAN PROGRAM REVIEW OVERVIEW



We defined food industry management as existing at the overlap between Agribusiness and Retailing, supported by a number of closely related fields

FOOD INDUSTRY MANAGEMENT POSITIONING



The fields related to food industry management are defined as follows

DEFINITIONS

Food Science	Identify, develop, and apply the appropriate concepts, theories, and emerging methodologies from the fundamental disciplines of biochemistry, chemistry, engineering, microbiology, and nutrition to the investigation of critical issues in food systems, components, products, and processes.
Agriculture	Specialising from animal husbandry to wine science, from agricultural and rural management to aquaculture. Leading to occupations such as animal managers and technicians. Many courses are dominated by science and technology.
Agribusiness	Study related to large-scale production, processing, and marketing of farm commodities and food products. Integrates applied science, production technology, management, environment, post-harvest handling, value adding and marketing aspects of the agribusiness chain.
Agricultural Economics	The study of economic forces that affect the food and fiber industry. Specific areas of study in agricultural economics include: community and rural development; food safety and nutrition; international trade; environmental economics; production economics; risk and uncertainty; consumer behavior and household economics; analysis of markets and competition; agribusiness economics and management.
Economics	The study of how the forces of supply and demand allocate scarce resources. Subdivided into microeconomics, which examines the behaviour of firms, consumers and the role of government; and macroeconomics, which looks at inflation, unemployment, industrial production, and the role of government. Often focus on quantitative methods of understanding.
Business and Management	Bachelors of Commerce are usually based on quantitative academic disciplines, such as economics or statistics. Newer courses have a wider range of specialisations and more on how the world of business actually operates.
Retailing	The study of the activities involved in selling both branded goods and commodities directly to consumers. Integrates managerial studies in areas such as accounting, services and marketing, supply chain management and store operations.
Hotel and Hospitality	The study of services relating to the operation of hotels, clubs, bars, and resorts. At the University level, courses focus on operational management and administration.

Seventy-two Australian universities and educational institutions were identified for screening

EDUCATIONAL INSTITUTIONS SCREENED

Adelaide Central School of Art	Flinders University of South Australia	Sydney Graphics College
Australian Catholic University	Gibran Management Institute Australia	Tabor College
Australian College of Applied Psychology	Griffith University	The Hotel School
Australian College of Natural Medicine	International College of Hotel Management	University of Adelaide
Australian College of Physical Education	International College of Tourism and Hotel Mgmt.	University of Ballarat
Australian Defense Force Academy	James Cook University	University of Canberra
Australian Institute for University Studies	KvB Institute of Technology	University of Melbourne
Australian Institute of Music	La Trobe University	University of New England
Australian Institute of Public Safety	Macleay College	University of New South Wales
Australian Conservatorium of Music	Macquarie University	University of Newcastle
Australian International Hotel School	Melba Conservatorium of Music	University of Notre Dame (AU)
Australian Maritime College	Monash University	University of Queensland
Australian National University	Murdoch University	University of South Australia
Avondale College	National Art School	University of Southern Queensland
Billy Blue School of Graphic Arts	National Institute of Dramatic Art	University of Sydney
Blue Mountain Hotel Mgmt. School	National Institute of Health Sciences	University of Tasmania
Bond University	Northern Territory University	University of Technology Sydney
Canberra Institute of Technology	Open Learning Australia	University of the Sunshine Coast
Central Queensland University	Queensland University of Technology	University of Western Australia
Charles Sturt University	RMIT University	University of Western Sydney
Christian Heritage College	South Australia VET	University of Wollongong
Curtin University of Technology	Southern Cross University	Victoria University
Deakin University	Southern School of Natural Therapies	Wesley Institute for Ministry and the Arts
Edith Cowan University	Swinburn University of Technology	Williams Business College

These universities were screened based on the presence of food industry related courses

EDUCATIONAL INSTITUTIONS SCREENING SCORECARD
(Weighted scoring based on course availability¹)

	Agribusiness & Ag. Econ.	Business & Management	Retailing	Agriculture	Food Science & Technology	Economics	Hospitality & Hotel	TOTAL
Further Analysed								
Southern Cross University	3	2	2	1	1	1	1	11
Charles Sturt University	3	2		1	1	1	1	9
Curtin University of Technology	3	2		1	1	1	1	9
University of Queensland	3	2		1	1	1	1	9
University of Western Sydney	3	2		1	1	1	1	9
La Trobe University	3	2		1		1	1	8
University of Melbourne	3	2		1	1	1		8
University of Adelaide	3	2		1	1	1		8
University of New England	3	2		1		1		7
University of Sydney	3	2		1		1		7
University of Western Australia	3	2		1		1		7
Griffith University		2	2		1	1	1	7
Monash University		2	2	1		1	1	7
Victoria University		2	2		1	1	1	7
Deakin University		2		1	1	1	1	6
RMIT University		2		1	1	1	1	6
Australian Institute for Uni. Studies		2			1	1	1	5
Flinders University of SA		2		1		1	1	5
James Cook University		2		1		1	1	5
University of Ballarat		2			1	1	1	5
University of Canberra		2			1	1	1	5
University of New South Wales		2			1	1	1	5
University of Newcastle		2			1	1	1	5
University of South Australia		2			1	1	1	5
University of Tasmania		2		1		1	1	5
University of Technology Sydney		2		1		1	1	5

1. Scoring: Agribusiness/Agricultural Economics=3; Business & Management=2; Retailing=2; all others=1

These universities were screened based on the presence of food industry related courses
(continued)

EDUCATIONAL INSTITUTIONS SCREENING SCORECARD

(Weighted scoring based on course availability¹)

	Agribusiness & Ag. Econ.	Business & Management	Retailing	Agriculture	Food Science & Technology	Economics	Hospitality & Hotel	TOTAL
Australian National University		2		1		1		4
Bond University		2				1	1	4
Central Queensland University		2				1	1	4
Edith Cowan University		2				1	1	4
Murdoch University		2				1	1	4
Northern Territory University		2				1	1	4
Open Learning Australia		2				1	1	4
Swinburn University of Technology		2				1	1	4
University of Notre Dame (AU)		2				1	1	4
University of Southern Queensland		2				1	1	4
University of the Sunshine Coast		2				1	1	4
University of Wollongong		2				1	1	4
Macquarie University		2				1		3
Australian Catholic University		2				1		3
Australian Defense Force Academy		2				1		3
Australian International Hotel School		2					1	3
Australian Maritime College		2		1				3
Avondale College		2				1		3
Macleay College		2					1	3
Queensland University of Technology		2				1		3
Australian College of Applied Psychology		2						2
Australian Institute of Music		2						2
Christian Heritage College		2						2
Gibaran Management Institute Australia		2						2
Williams Business College		2						2

1. Scoring: Agribusiness/Agricultural Economics=3; Business & Management=2; Retailing=2; all others=1

These universities were screened based on the presence of food industry related courses
(continued)

EDUCATIONAL INSTITUTIONS SCREENING SCORECARD

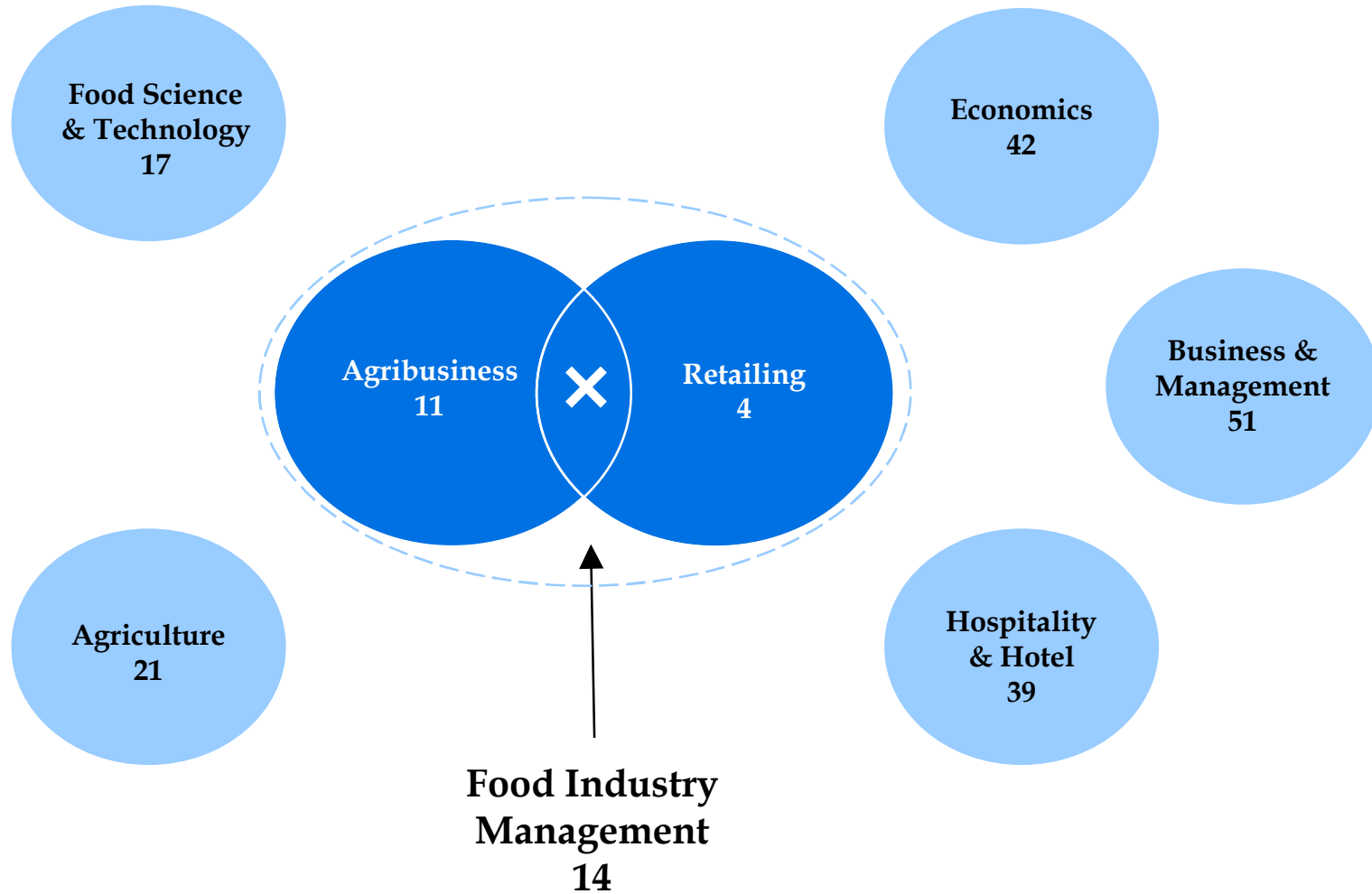
(Weighted scoring based on course availability¹)

	Agribusiness & Ag. Econ.	Business & Management	Retailing	Agriculture	Food Science & Technology	Economics	Hospitality & Hotel	TOTAL
Blue Mountain Hotel Mgmt. School							1	1
International College of Hotel Mgmt.							1	1
International College of Tourism and Hotel Mgmt.							1	1
South Australia VET							1	1
The Hotel School							1	1
Adelaide Central School of Art								0
Australian College of Natural Medicine								0
Australian College of Physical Education								0
Australian Conservatorium of Music								0
Australian Institute of Public Safety								0
Billy Blue School of Graphic Arts								0
Canberra Institute of Technology								0
KvB Institute of Technology								0
Melba Conservatorium of Music								0
National Art School								0
National Institute of Dramatic Art								0
National Institute of Health Sciences								0
Southern School of Natural Therapies								0
Sydney Graphics College								0
Tabor College								0
Wesley Institute for Ministry and the Arts								0

1. Scoring: Agribusiness/Agricultural Economics=3; Business & Management=2; Retailing=2; all others=1

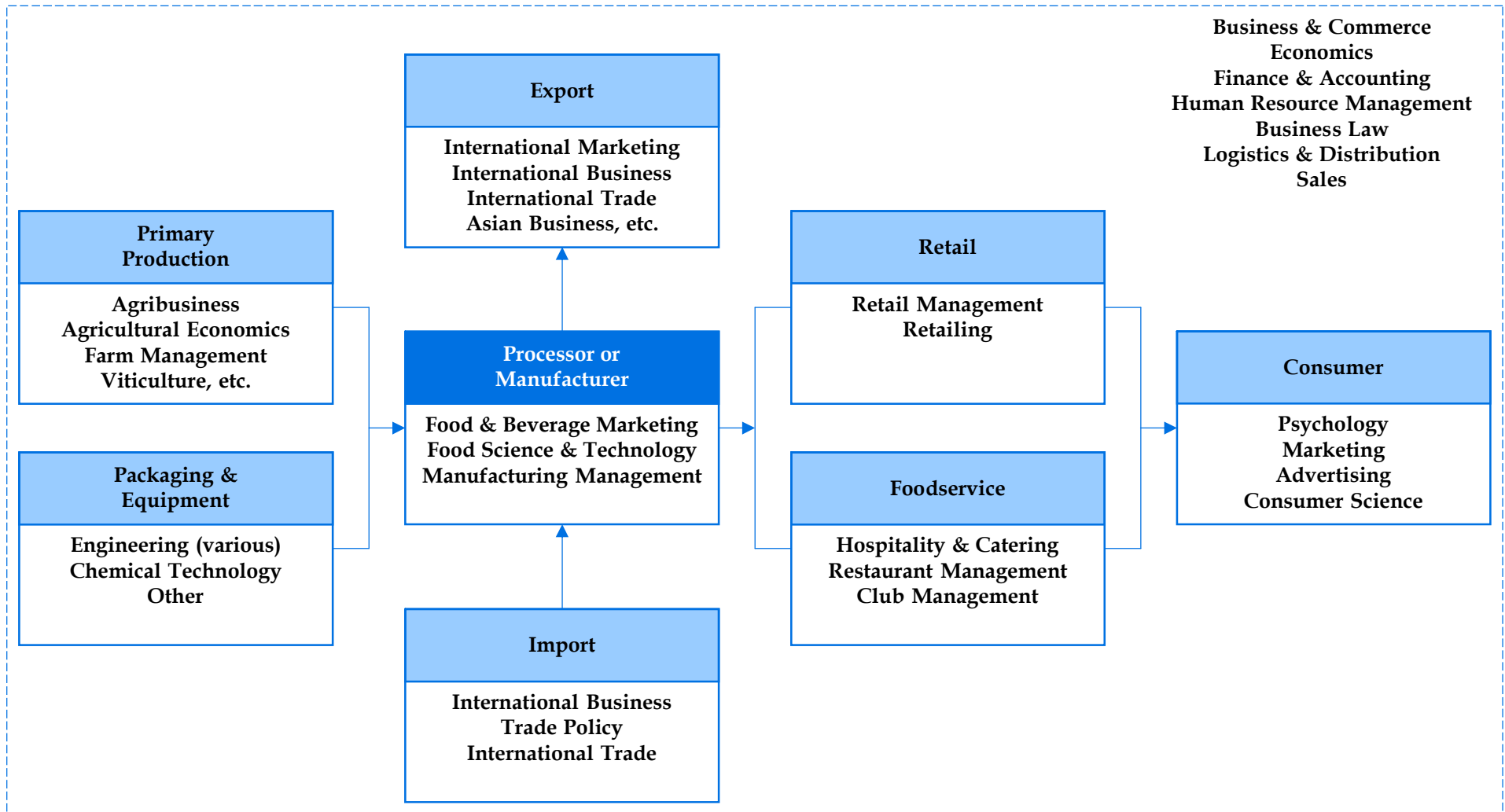
Fourteen Australian universities were identified as offering food industry management related subjects

SUBJECTS BY UNIVERSITY PARTICIPATION
(Number of universities offering subject)



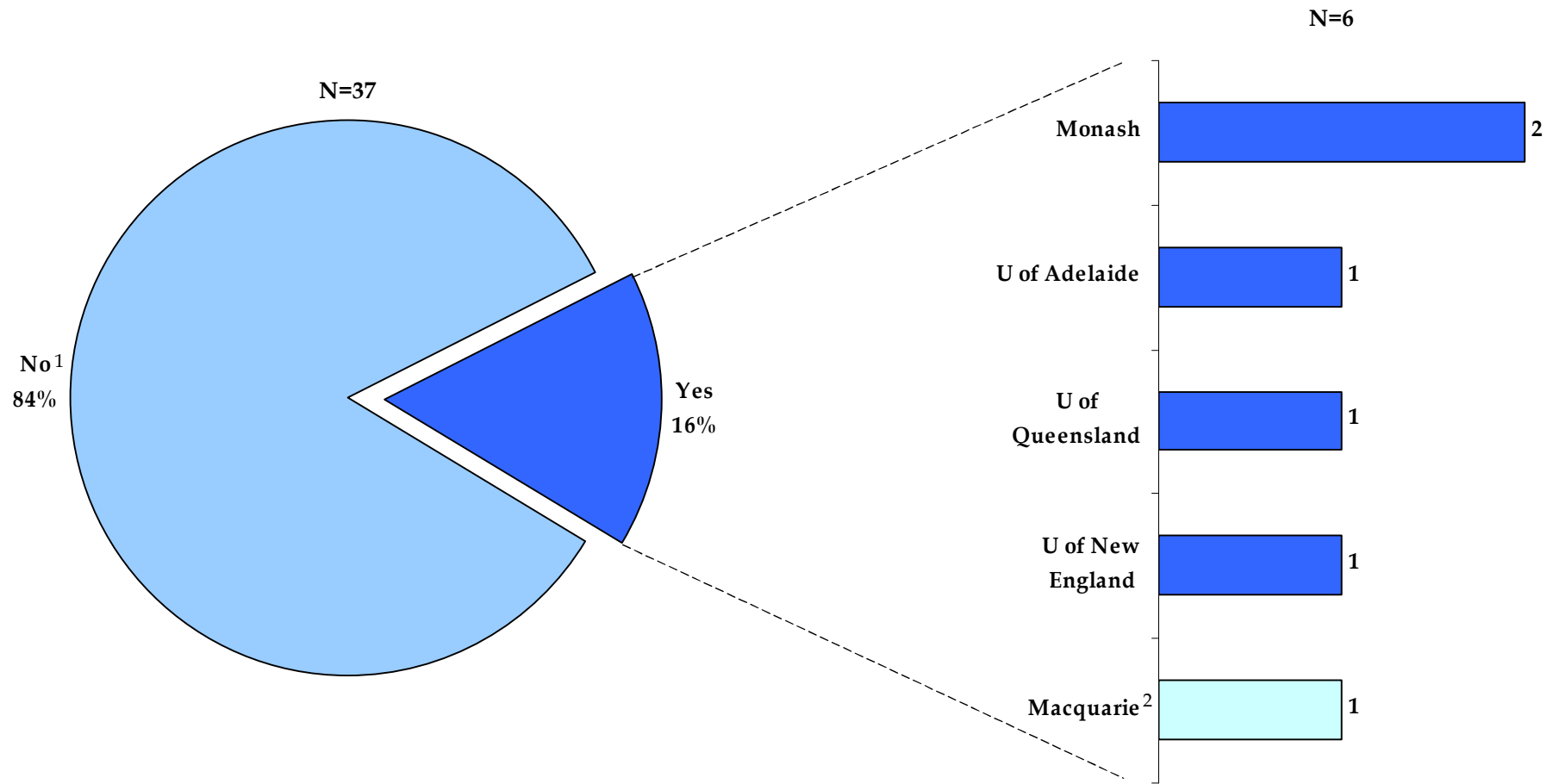
In addition, a wide variety of courses addressing specific educational needs at various stages in the food industry supply chain were identified

EXISTING COMPONENTS OF FOOD INDUSTRY EDUCATION IN AUSTRALIA



The survey indicated limited awareness of only four Australian food industry programs

COURSES IDENTIFIED BY SURVEY PARTICIPANTS
(Key Management & HRM)



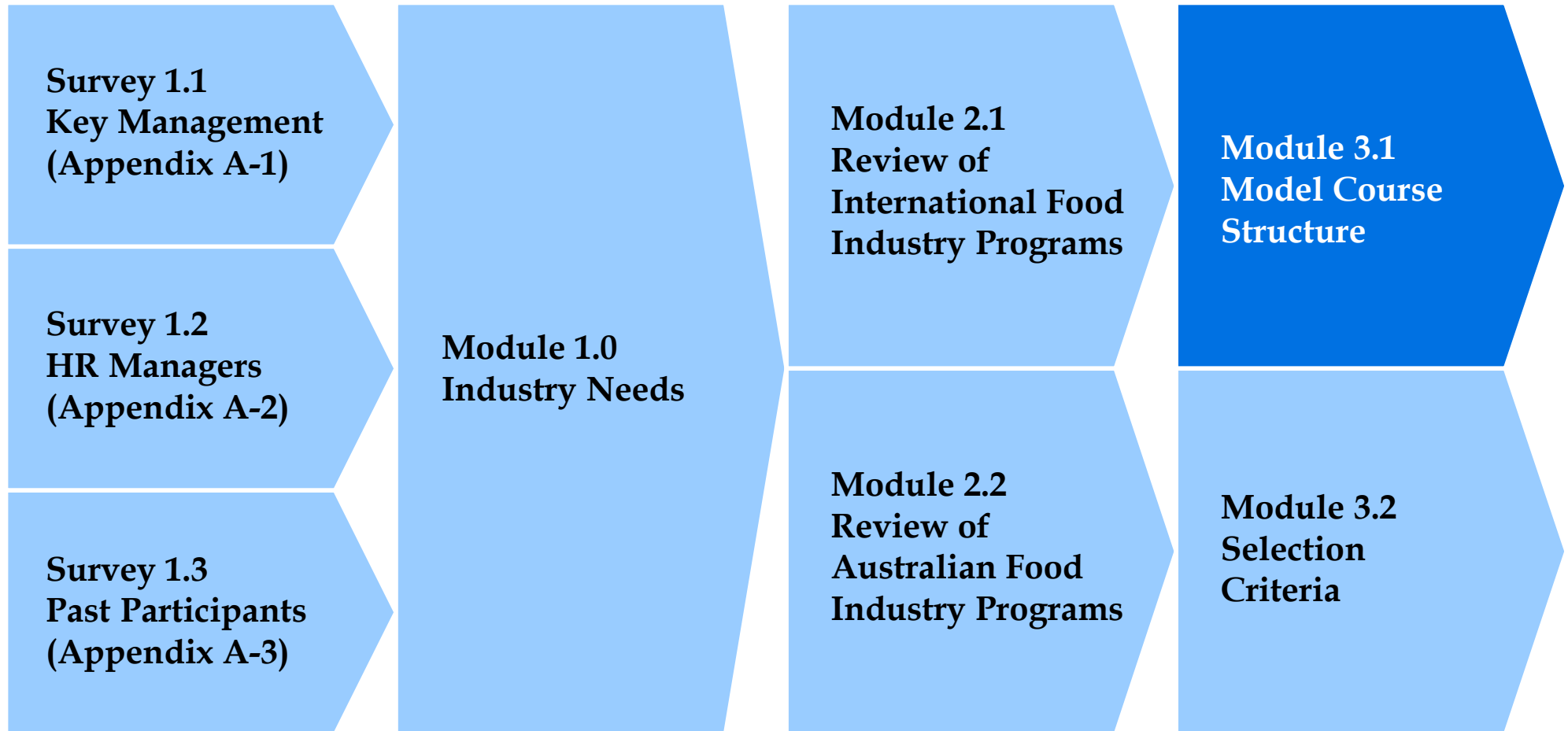
1. 'No' includes non-food industry management identifications (e.g Food Science) and Monash FIEP (due to bias); 2. Macquarie has no food industry management specific program but provide custom programs for companies

All fourteen identified Australian food industry related programs are profiled in Appendix B-3

PROFILED AUSTRALIAN FOOD INDUSTRY RELATED PROGRAMS

University	Program Profiled
Southern Cross University	Agribusiness
Charles Sturt University	Agribusiness
Curtin University of Technology	Agribusiness
University of Queensland	Agribusiness
University of Western Sydney	Agribusiness
La Trobe University	Agricultural Science/Business
University of Melbourne	Agriculture/Commerce
University of Adelaide	Food Technology and Management
University of New England	Agribusiness
University of Sydney	Agricultural Economics
University of Western Australia	Agriculture/Commerce
Griffith University	Retail Management
Monash University	Marketing (Food & Beverage)
Victoria University	Retail Management

REPORT OVERVIEW



3.1 Model Food Industry Management Course Structure

Objective Develop a model for course structure and delivery methods for the program that meets the needs of the industry. This will not include the development of coursework content.

Overview Elements of the model course structure include:

Syllabus	Timetable
Overview of Costs	Staffing requirements
Facilities	

Sources The model course structure is based on four resources:

1. The needs of industry as identified in the survey of top food industry management completed in the first module
2. The analysis of existing food industry education programs available in Australia completed in the second module
3. The analysis of world-class food industry education programs completed in the second module
4. The more than twenty five years of experience of Dr. John Morris in creating, managing and teaching food industry management programs

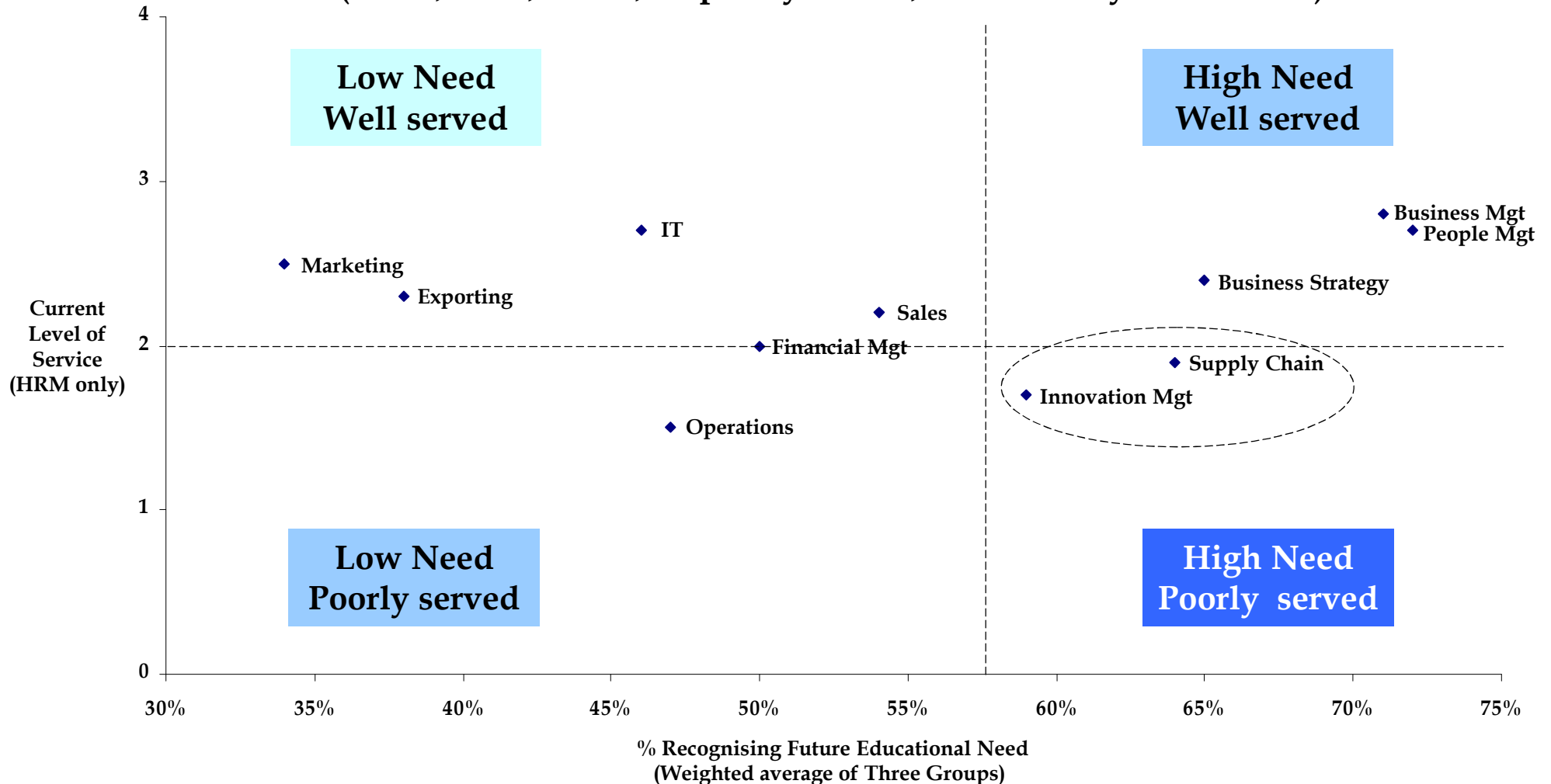
There is currently no significant provision of structured, food industry management specific education in Australia

SOURCES OF MANAGEMENT TRAINING

General Business Management	Various Short Courses (e.g. Dale Carnegie)	Universities & TAFE
Food Industry Management Specific	Narrow or Technical (e.g. In House HACCP)	? NFIS Role
	As Required	Structured

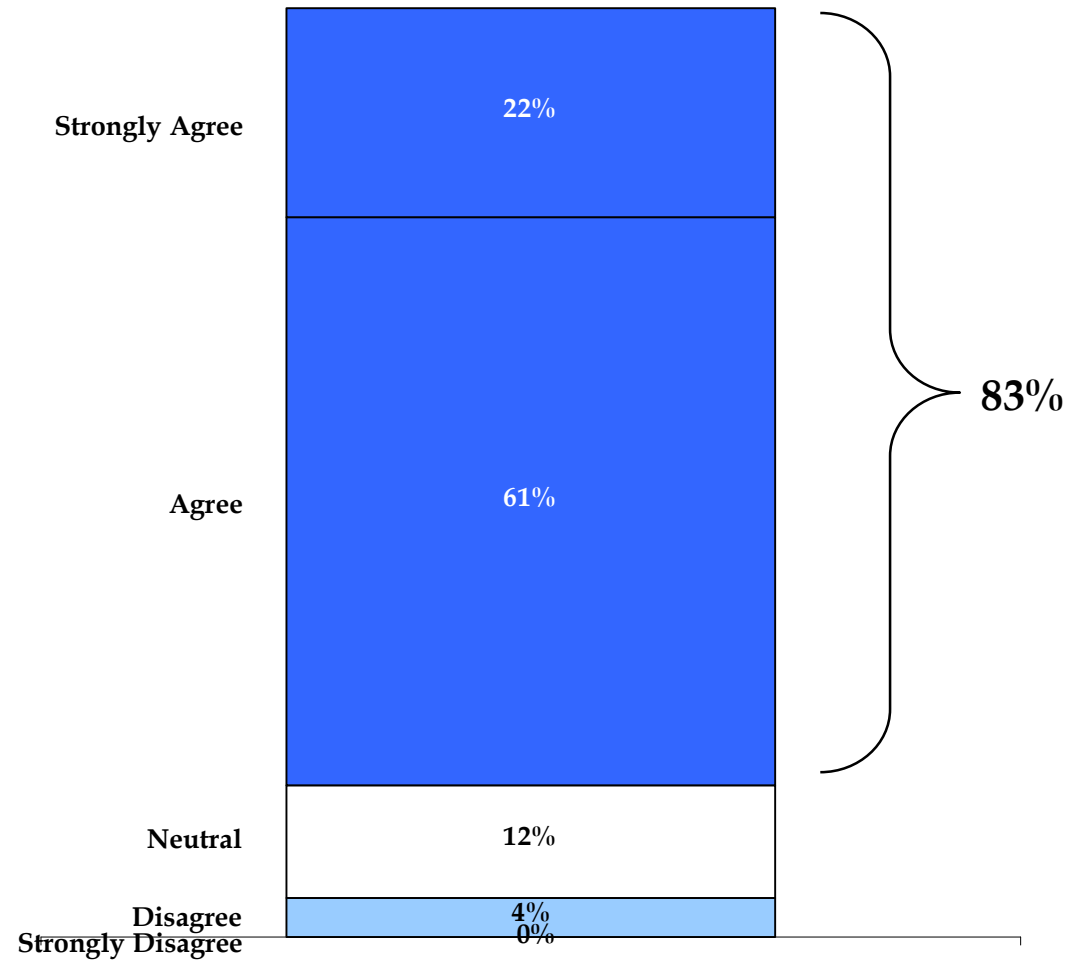
Two areas stand out as having high educational needs while being poorly served: supply chain management and innovation management

EDUCATIONAL NEED VS. CURRENT SERVICE LEVEL
 (HRM; n=23; Rated; 1= poorly served, 5= extremely well served)



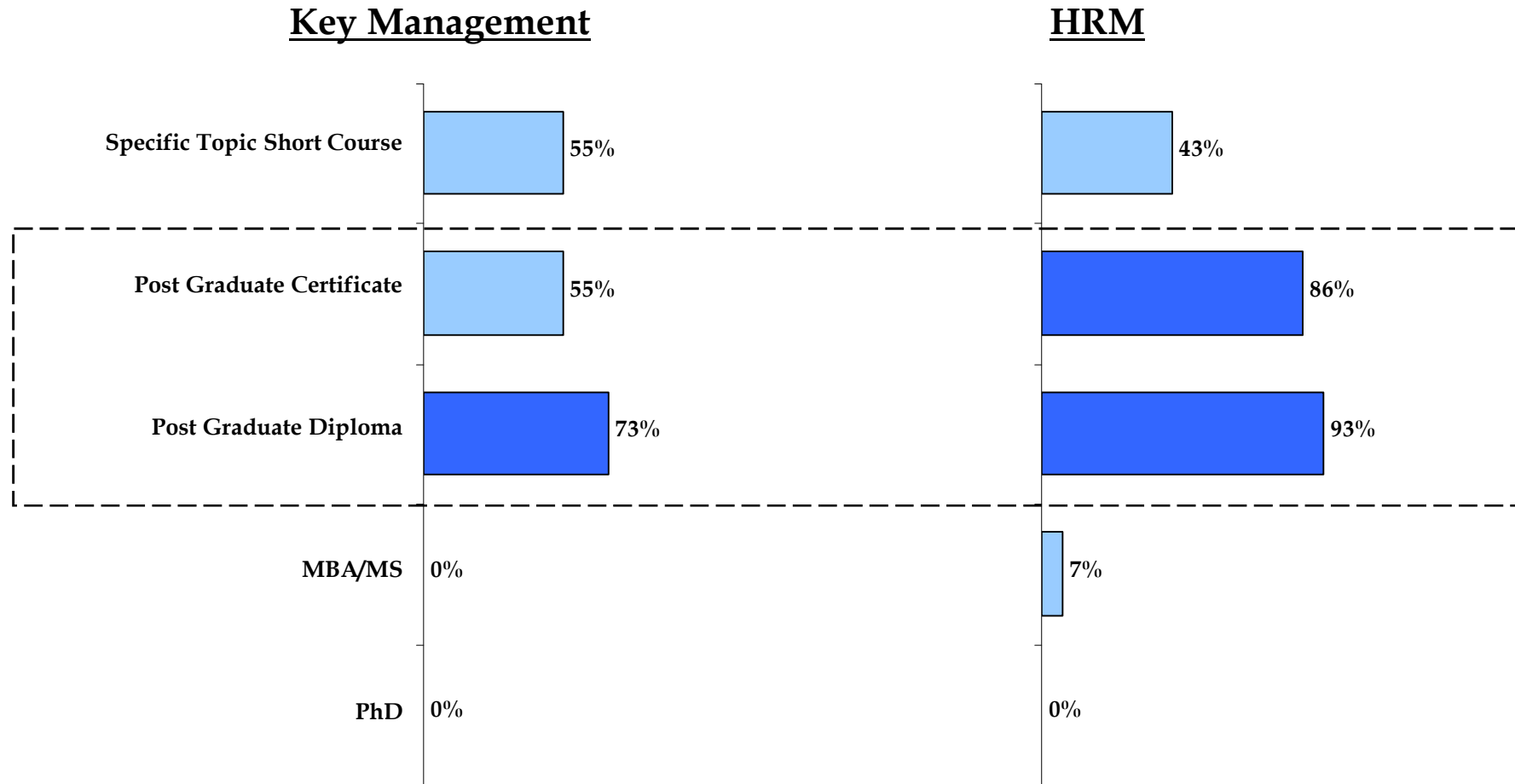
The course should lead to a recognised qualification

RECOGNISED QUALIFICATION
(Past Participants; n=49; percent)



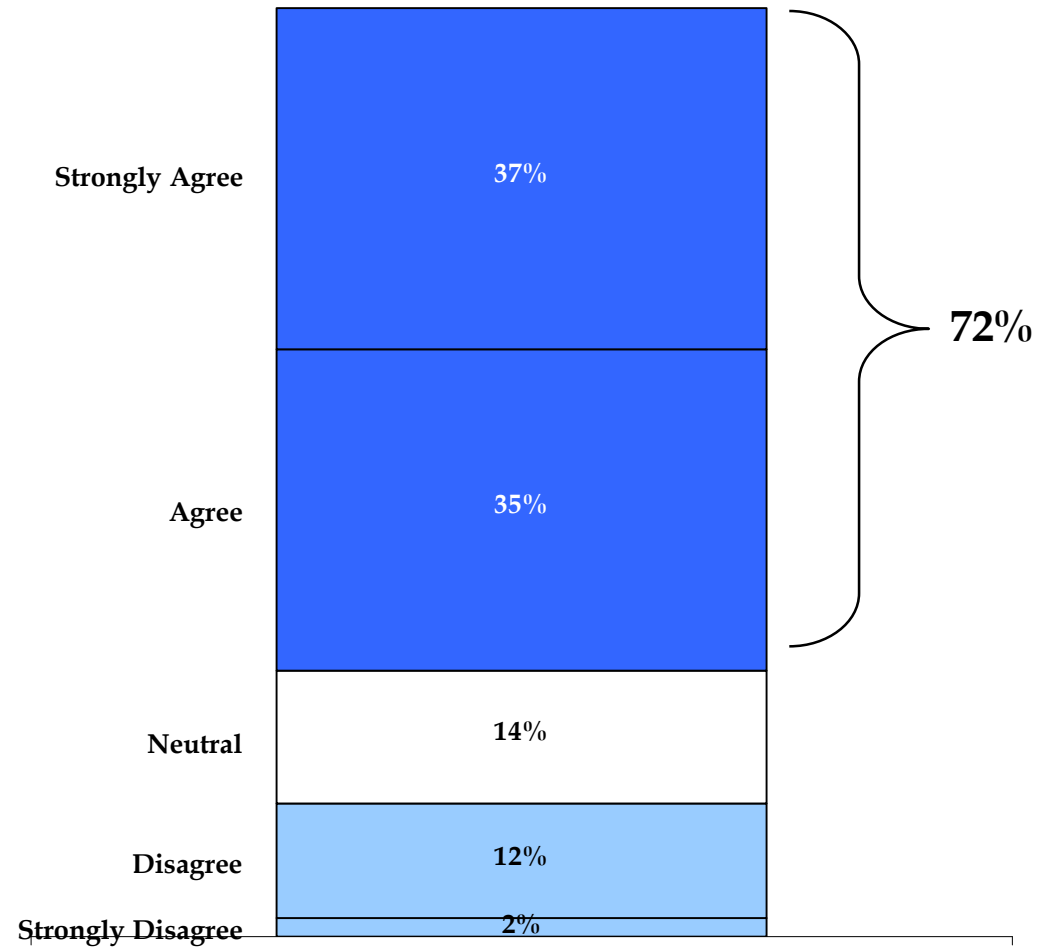
Post Graduate Diplomas and Certificates were the most desirable options

MOST SUITABLE/DESIRABLE COURSE STRUCTURE
 (Key Management, n=11; & HRM, n=14; multiple responses; percent)



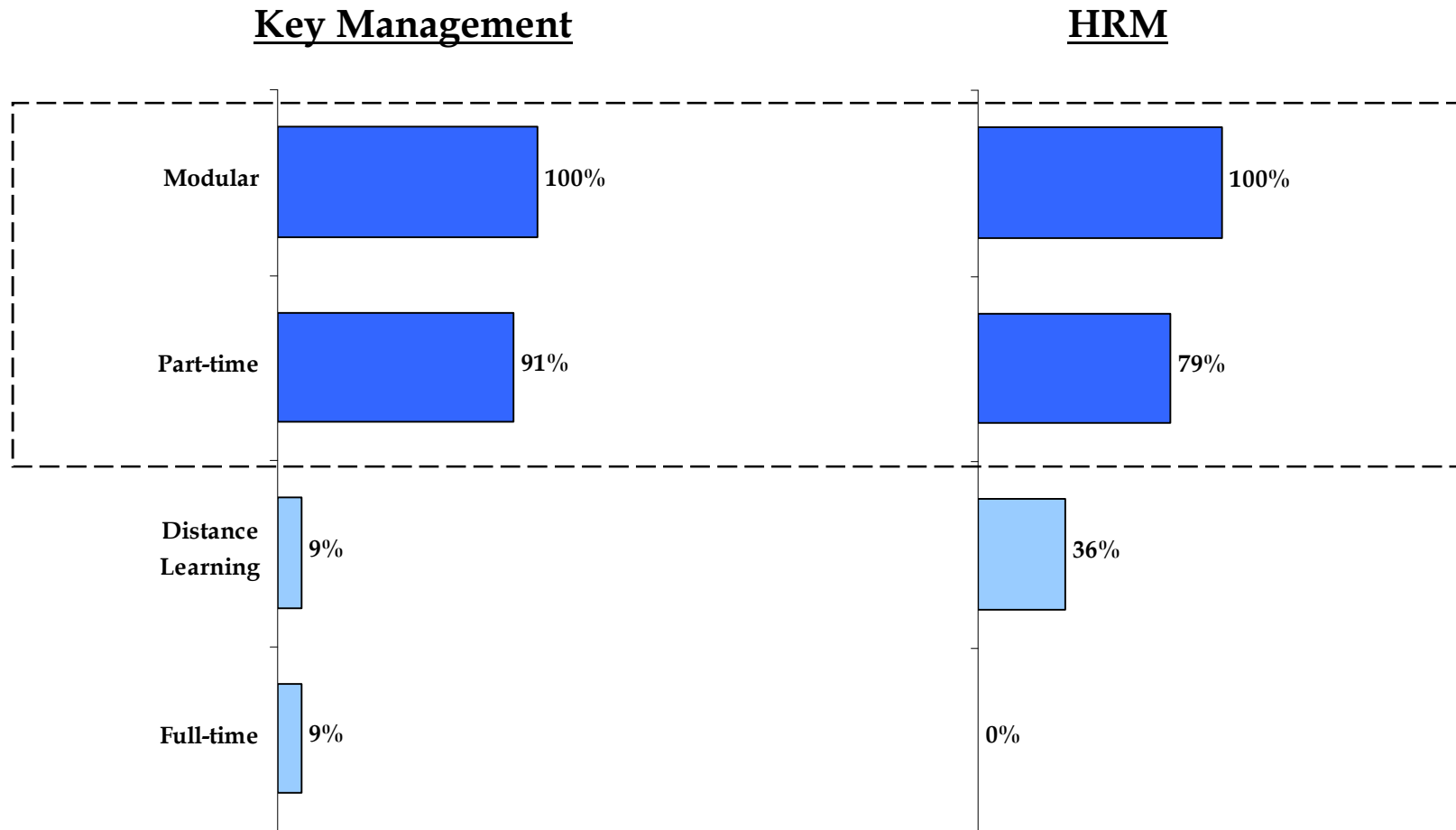
Part-time study is the preferred delivery method

PART-TIME STUDY WOULD SUIT ME BEST
(Past Participants; n=49; percent)



Having a course that is both modular and part-time is important to management

COURSE FORMAT
 (Key Management and HRM; n=25; multiple responses; percent)



Therefore, we recommend the following model course structure

SUMMARY OF RECOMMENDED MODEL COURSE STRUCTURE

Subject	Food industry management specific
Topics	<p>Two areas of unmet food industry need were identified</p> <ul style="list-style-type: none"> - Innovation Management in the Food Industry - Supply Chain Management in the Food Industry
Outcome	<p>Leading to a Recognised Qualification</p> <ul style="list-style-type: none"> - Post Graduate Certificate - Post Graduate Diploma
Timing	Part Time
Structure	Modular; courses occur in discrete pieces and are additive

We recommend a postgraduate diploma with the following characteristics

OVERVIEW OF PROPOSED POSTGRADUATE DIPLOMA

Target Audience	Participants are from food manufacturing and processing companies. Teaching material not limited to a specific area therefore participants can be general managers or high-potential functional managers, from R&D, product management, production, sales, marketing and business development. A minimum of four years industry and 3 years management experience and solid education is necessary.
Course Structure	Four modules to complete the Diploma. Three classes per module (12 class days total). Each module will require both preparation time and a post-module commitment involving a company assignment. A presentation from each participant of their assignment will conclude the program.
Learning Method	Participation and interaction is expected from each of the participants when using this action-learning approach. Collaborative learning enables participants to learn from real-world scenarios alongside fellow participants. Lectures present concepts, principles and facts. Case-studies present relevant history and workshops and discussions develop new ideas and concepts.
Fees	Each participants fees are \$10,000 including course expenses (excluding travel) .

As a detailed example, a postgraduate diploma in Food Innovation could have a schedule as follows¹

PROPOSED POSTGRADUATE DIPLOMA IN FOOD INNOVATION

Module I: Innovation in the Context of Food and Beverage Marketing

- The future of the food & beverage industry
- Customer trends in the food and beverage industry
- Future innovation scenarios for the food and beverage industries
- Requirements and structure for first stage of company project

1-2 months **Participant returns to work**

Module II: Managing the Innovation Process

- Human resource issues including managing change
- Organizational considerations
- The role of entrepreneurship
- Team dynamics and personal motivation
- Review of first company project
- Requirements and structure for second stage of company project

1-2 months **Participant returns to work**

Module III: Marketing Innovation

- Review of second company project
- Consumer marketing of innovation
- Business-to-Business marketing of innovation
- Requirements and structure for third stage of company project

1-2 months **Participant returns to work**

Module IV: Integration of Learning

- Future innovation challenges
- Presentation and feedback on company projects by faculty, other participants and independent experts

1. Clearly the providing educational institution would want to have significant input into this schedule regarding content, structure and timing

We believe a course of this nature would have the following staffing and facilities requirements

PROPOSED REQUIREMENTS

Staffing	Facilities
<p>Program Coordinator</p> <p>Program Director (Faculty)</p> <p>Faculty (5)</p> <ul style="list-style-type: none"> - Human Resource Management - Marketing - Innovation Management - Food Industry Trends - Implementing Innovation in Practice 	<p>Executive quality integrated accommodation and catering</p> <p>Accommodation for 35+ participants and faculty</p> <p>Fully equipped lecture facilities and break-out rooms</p> <p>Executive level support services (e.g. information services)</p>

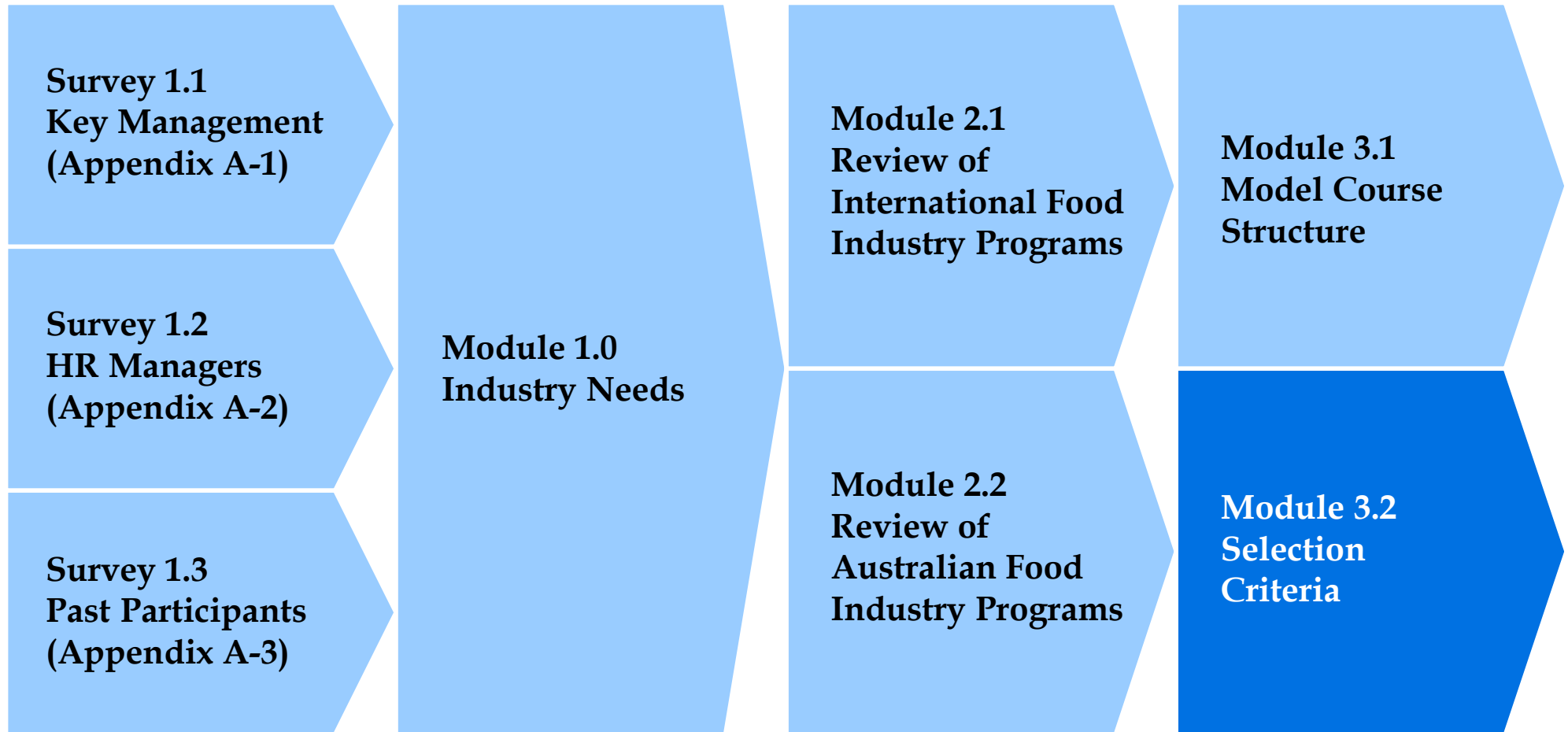
The following is an example course operational budget based on the proposed model course structure

EXAMPLE COURSE BUDGET¹
(Dollars; net of GST)

Fees	30 participants @ \$10,000	\$300,000
<hr/>		
Expenses		
Accommodation	12 days @ \$250/person/day	\$90,000
Faculty	5 sessions/day X 12 days @ \$1,200/session	\$72,000
Faculty Expense	6 @ \$2,500/faculty	\$15,000
Administration	30 @ \$300/student	\$9,000
Steering Committee	3 @ \$3,000/each	\$9,000
Course Material	30 @ \$300/student	\$9,000
University Overhead	30%	\$90,000
TOTAL EXPENSES		\$294,000

1. Operational budget, excludes any set-up or capital costs

REPORT OVERVIEW



3.2 Selection Criteria for Australian Educational Institution

- Objective** Provide material in a format and quality which will be used to select, on a competitive basis, an appropriate educational institution to develop and deliver the program
- Overview** The Government has agreed to provide once only seed funding towards the development of a national food industry management development program, to be delivered by an existing Graduate Management School. It is expected that the resulting course would become self funding after initial support or it would be incorporated in a food specific option.
- Sources** The selection criteria are based on four resources:
1. The needs of industry as identified in the survey of top food industry management completed in the first module
 2. The analysis of existing food industry education programs available in Australia completed in the second module
 3. The analysis of world-class food industry education programs completed in the second module
 4. The more than twenty five years of experience of Dr. John Morris in creating, managing and teaching food industry management programs

It is recommended that the NFIS Board, or its designated steering committee, ask questions of interested Graduate Management Schools based on the four key drivers of a successful program identified in Module Two

KEY DRIVERS OF A SUCCESSFUL PROGRAM



Key Measures

- | | | | |
|--|--|--|--|
| <ul style="list-style-type: none"> • Adequate funding • Critical mass of staff and students • Availability of linked resources • Strong administration commitment to program | <ul style="list-style-type: none"> • Recognised program champions • Industry experience • Coordinating role | <ul style="list-style-type: none"> • Topical, real-world material • Current case studies related to the food industry • Linked into participants commercial context • Research done in conjunction with industry | <ul style="list-style-type: none"> • Regular guest speakers from industry • Strong industry alumni network • Executive programs for industry • Relationship with retailers and manufacturers |
|--|--|--|--|

I. RESOURCES: QUESTIONS

- When would you propose offering the first and subsequent programs?
- What time commitment are you prepared to make to this course? How many years will it be offered?
- Where do you propose to hold this course? What facilities would you use? What other executive education programs have been held in your proposed facilities?
- Can you meet the accreditation requirements for this diploma?
- Provide an income/expenditure statement for the next five years for the program
- What capital will you require as startup costs?
- Provide detail of your startup costs and the external capital required

II. FACULTY: QUESTIONS

- Who would be the program director? What are their qualifications and experience? (attach CV)
- Who would be the course coordinator? What are their qualifications and experience? (attach CV)
- Who is your proposed faculty? Have you obtained commitment from them? What are their qualifications and experience? (attach CV)

III. RELEVANT CONTENT: QUESTIONS

- What research relevant to food industry management have you conducted?
- What structures would you put in place to ensure the course structure and content remains relevant to the Australian food industry?
- What case-studies would you present? When were these written? Who wrote them?

IV. INDUSTRY INTERFACE: QUESTIONS

- What are your present and recent past interfaces with the food industry?
- Who would you propose as members of your industry steering committee? (attach profiles)
- How do you propose to promote and market the program to the food industry?
- How would you plan to judge the success of the program?

Appendix A: Survey Results

APPENDIX A

Survey 1: Food Industry Key Management Survey

Survey 2: Food Industry Human Resources Managers Survey

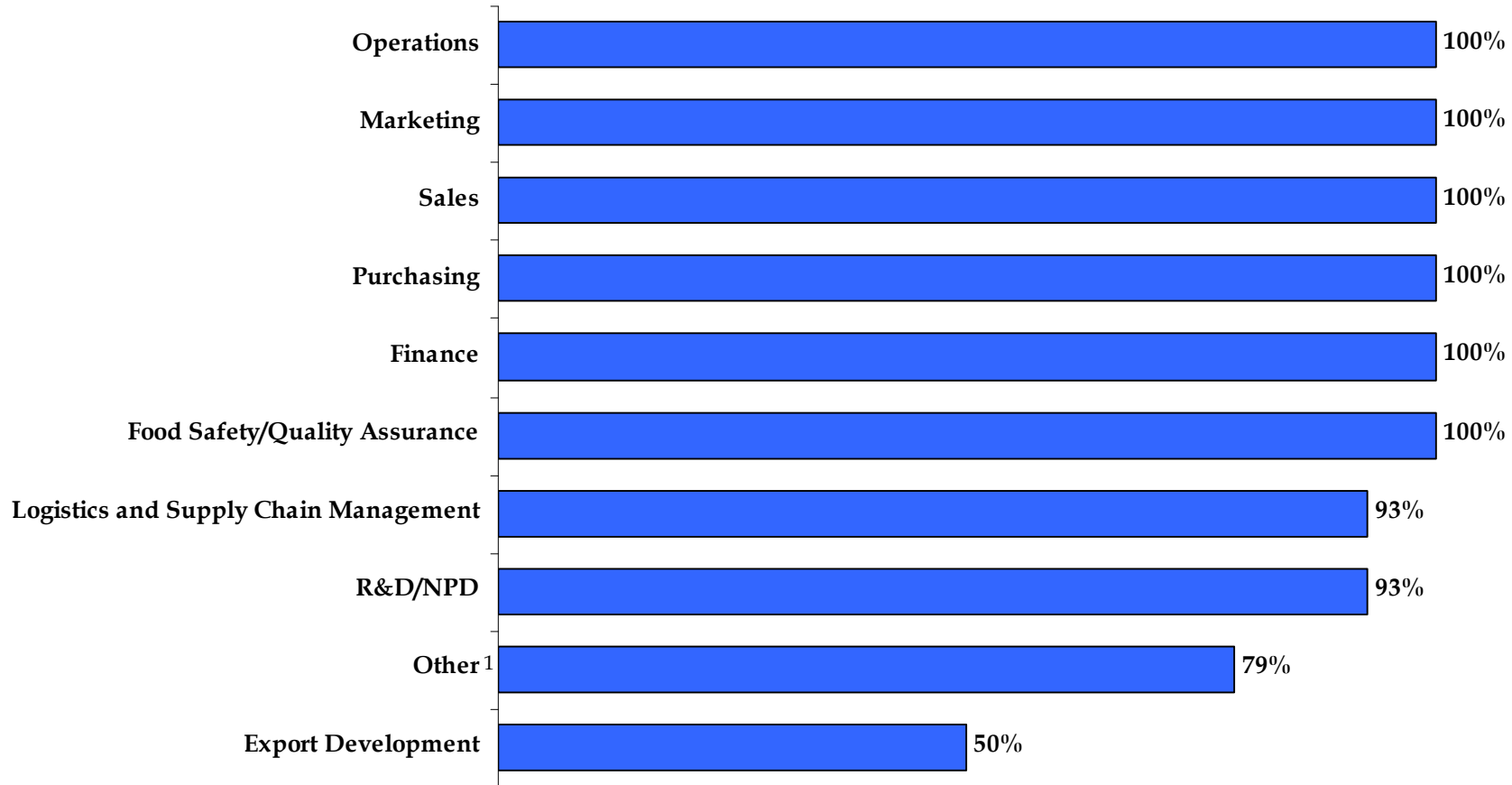
Survey 3: Monash Food Industry Executive Program Past Participants Survey

1.1 Survey 1: Food Industry Key Management Survey

Objective	Dr. John Morris interviewed senior management of a representative sample of major Australian food industry companies. Responses from these interviews were analysed to identify key issues and needs of senior food industry management.
Overview	<p>These interviews assessed:</p> <ul style="list-style-type: none">What food industry education needs exist? Which needs are most important?Which areas are well served? Which areas need improvement?What are their opinions of existing courses and qualifications?What courses and qualifications do they look for on a CV?What existing courses or education programs have they or members of their organisation attended?What are their requirements for supplementary management education for employees?What would be the content of the ideal food industry management course?What would be the best structure for the provision of food industry management education?
Sources	Phone and face-to-face interviews with 14 senior managers

In what categories of food industry management do you hire people?

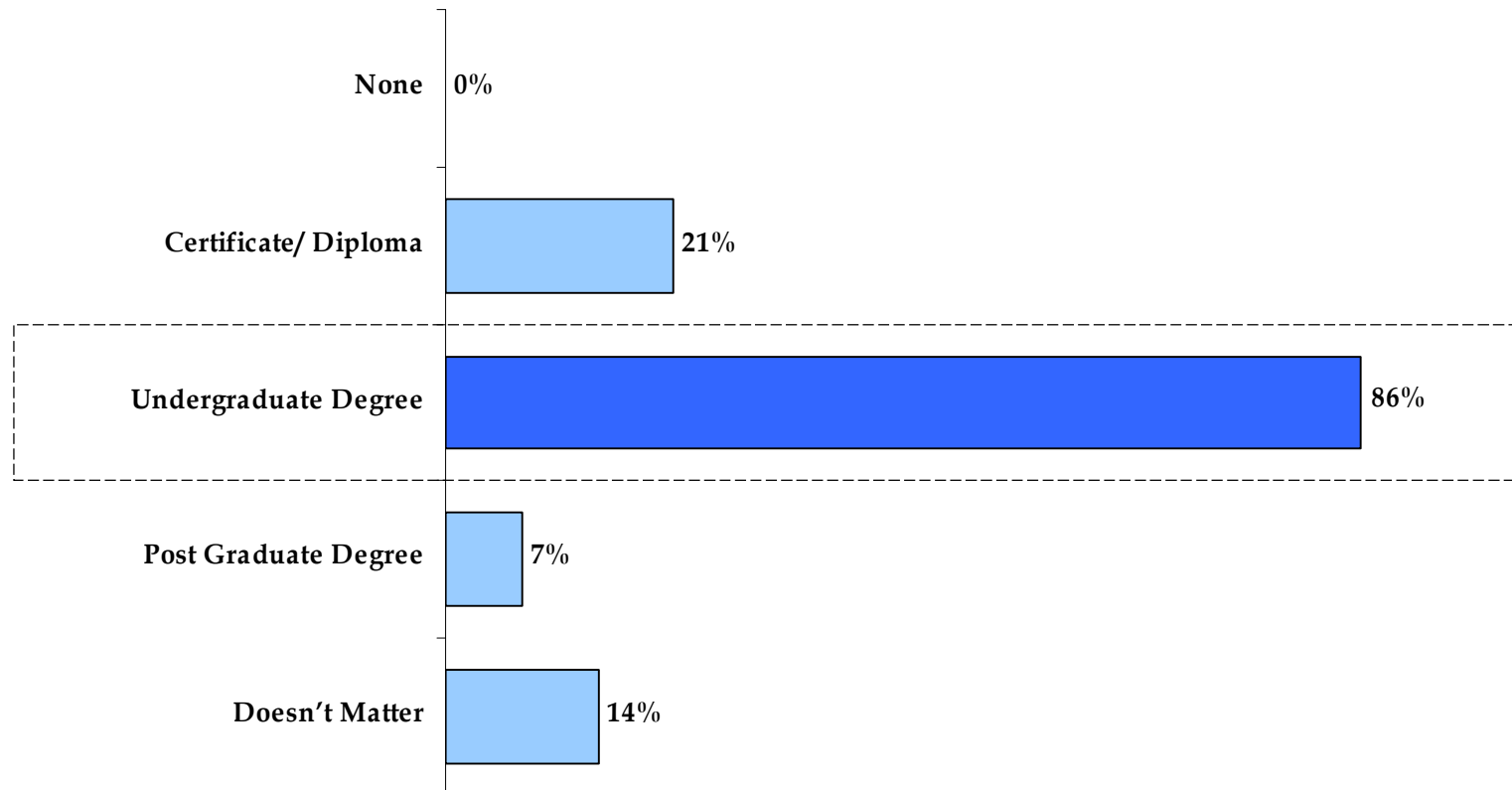
STAFF HIRED IN COMPANY
(Key Management; n=14 ; multiple responses; percent)



1. Other includes; Human Resources, IT, Strategy and Legal

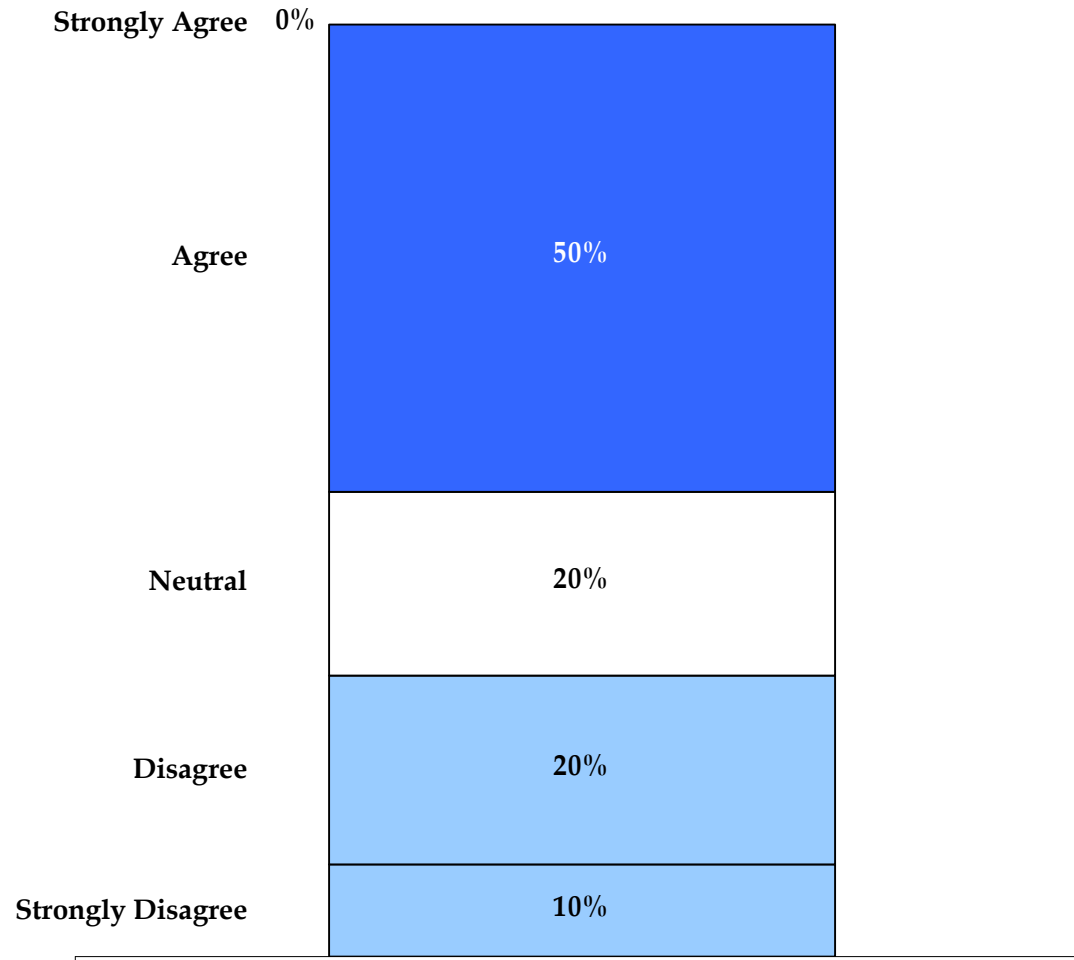
What courses and qualifications do you look for on a management position degree?

DESIRABLE QUALIFICATIONS (Key Management; n=14; percent)



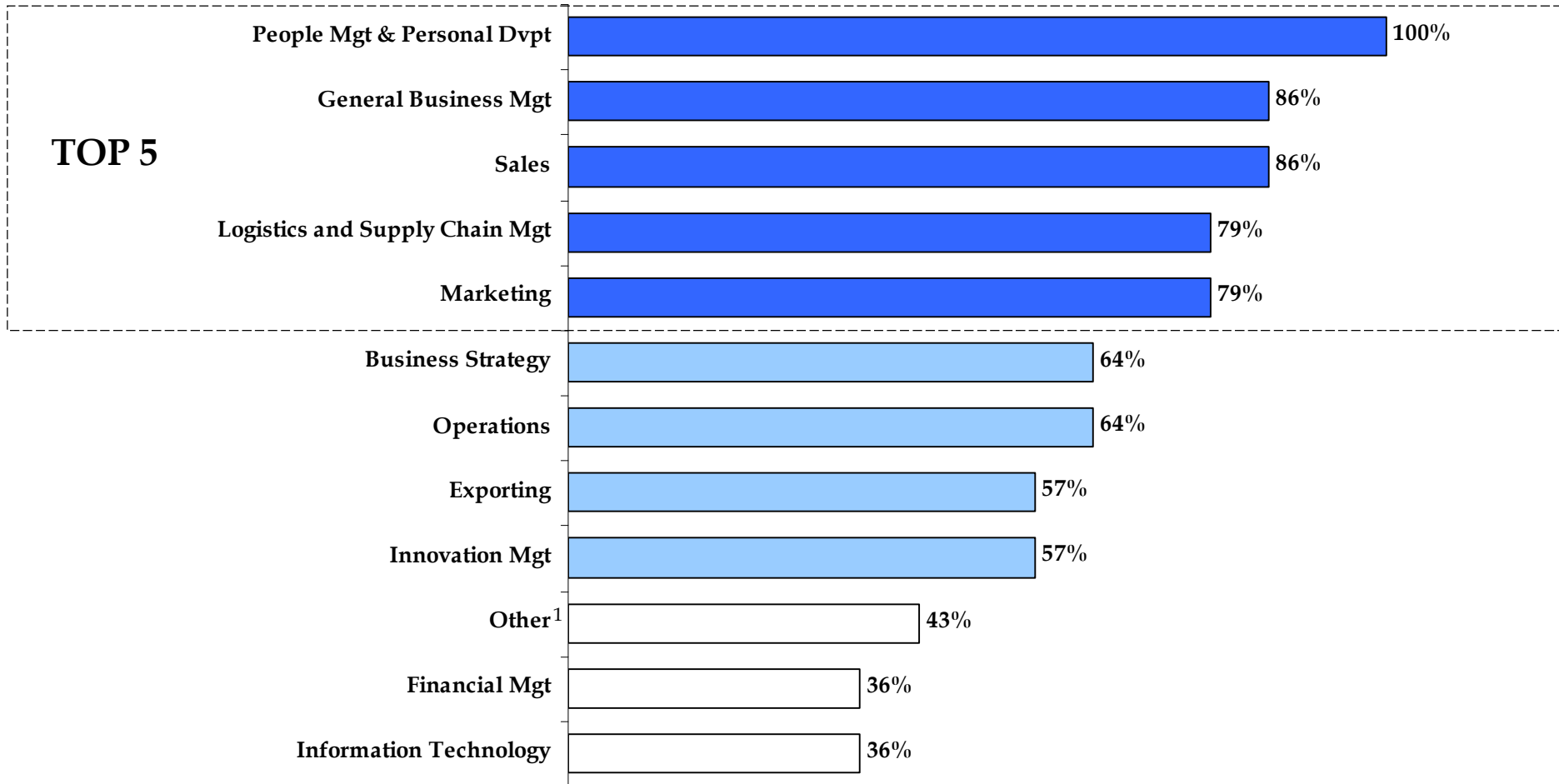
I have found that people working in the food industry often have short-comings in their education and skill base

SHORT-COMINGS IN EDUCATION
(Key Management; n=10; percent)



In which areas will people in your management team need training in the future?

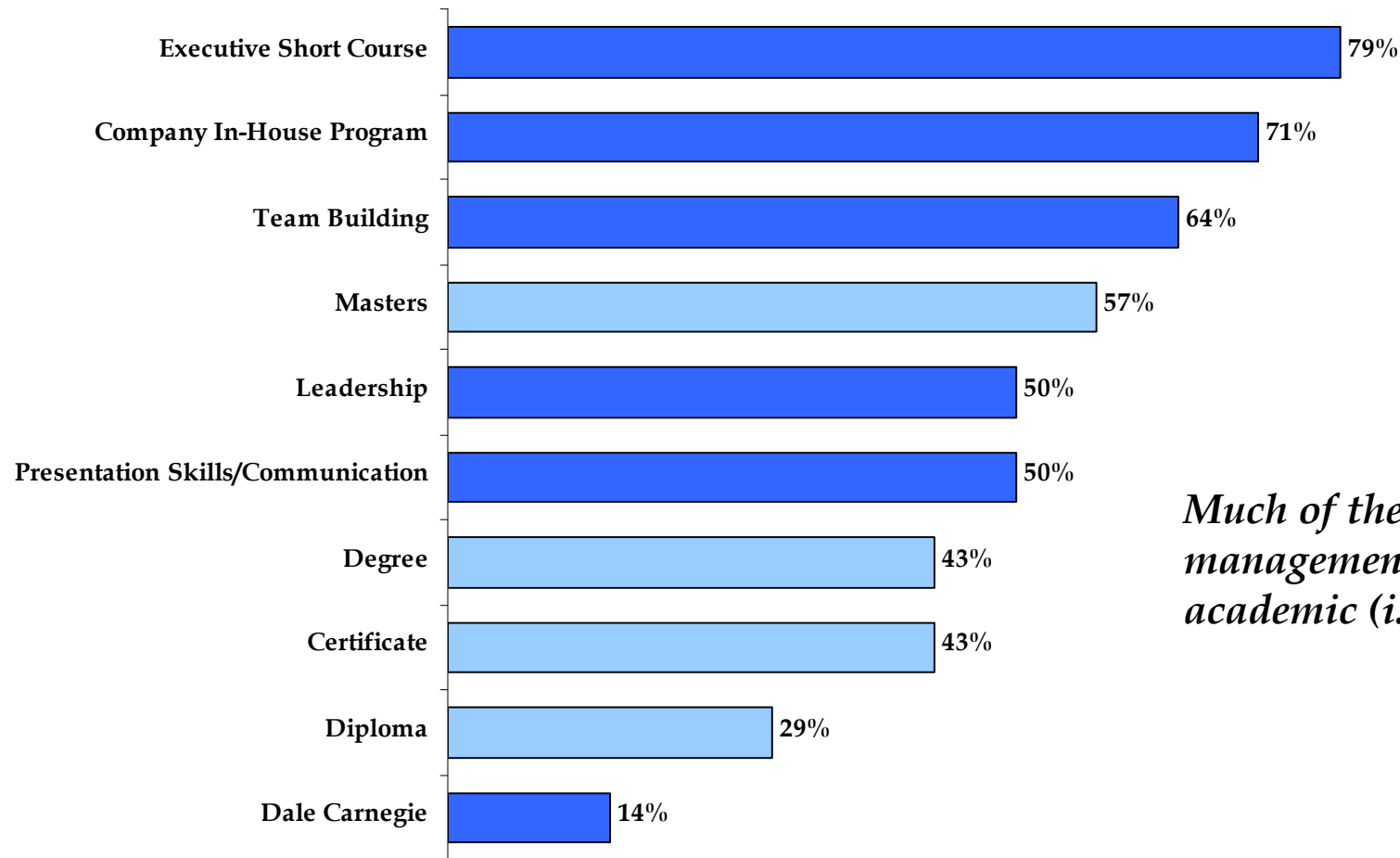
AREAS OF FUTURE EDUCATIONAL NEED
 (Key Management; n=14; multiple responses; percent)



1. Other includes; Research & Development, Vendor Management and TPM

What supplementary management courses have members of your management team participated in?

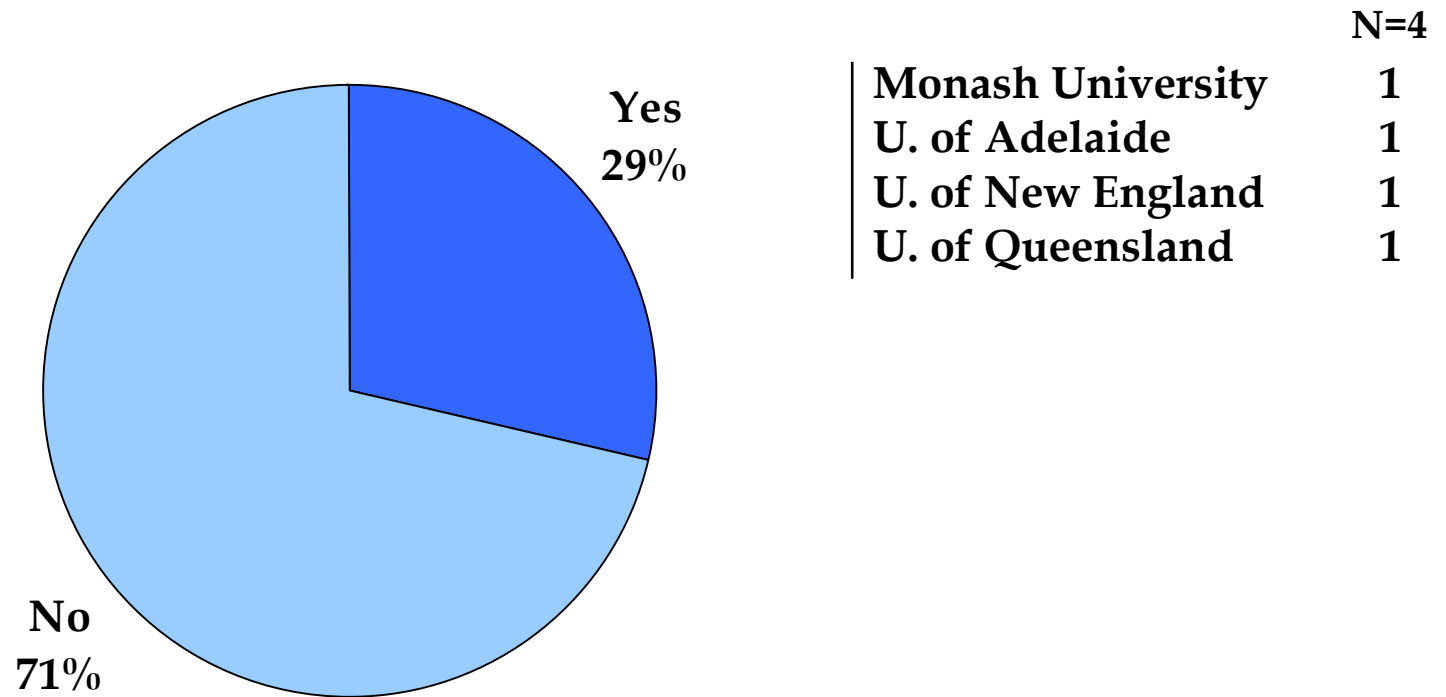
SUPPLEMENTARY EDUCATION
 (Key Management; n=14; multiple responses; percent)



Much of the supplementary management education is non-academic (i.e. not recognised)

Are you aware of any food industry specific management courses?

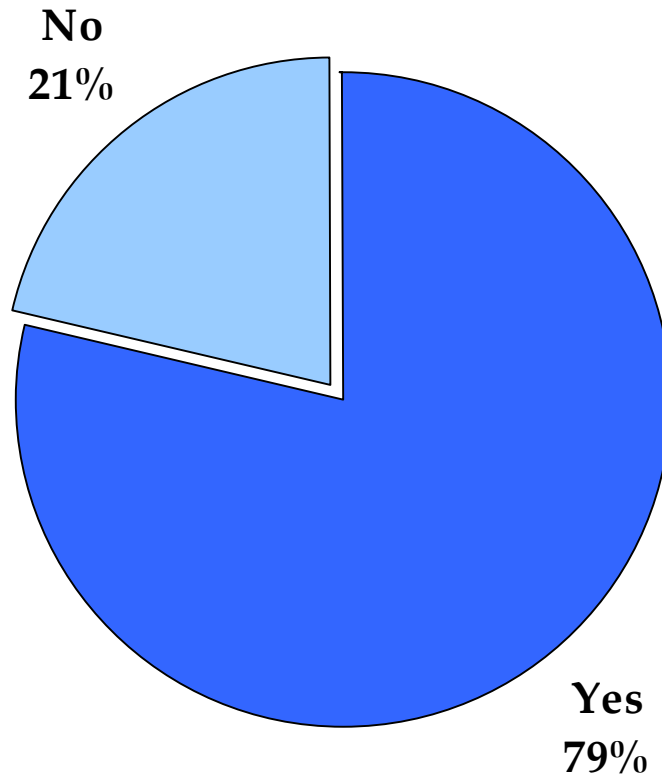
AWARENESS OF FOOD INDUSTRY MANAGEMENT COURSES¹
(Key Management; n=14; multiple responses; percent)



Note: 'No' includes non-food management identifications (e.g. Food Science) and Monash FIEP (due to bias)

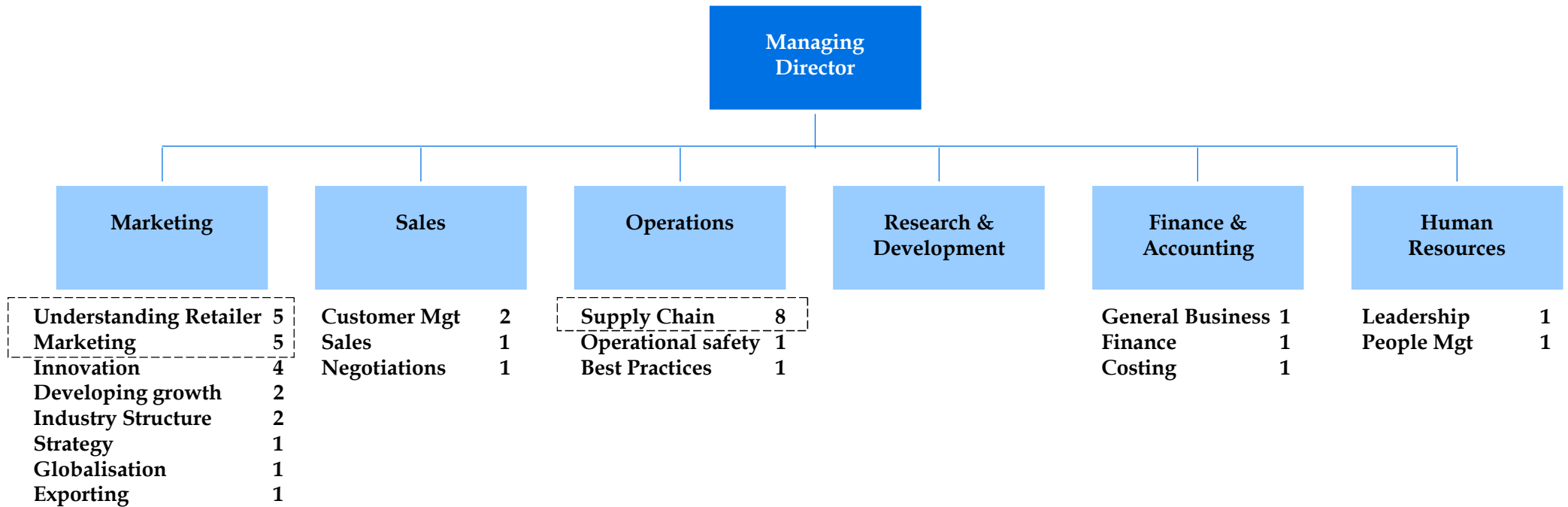
Do you think there is a need for a management education program specific to the food industry?

NEED FOR FOOD INDUSTRY MANAGEMENT COURSE
(Key Management; n=14; percent)



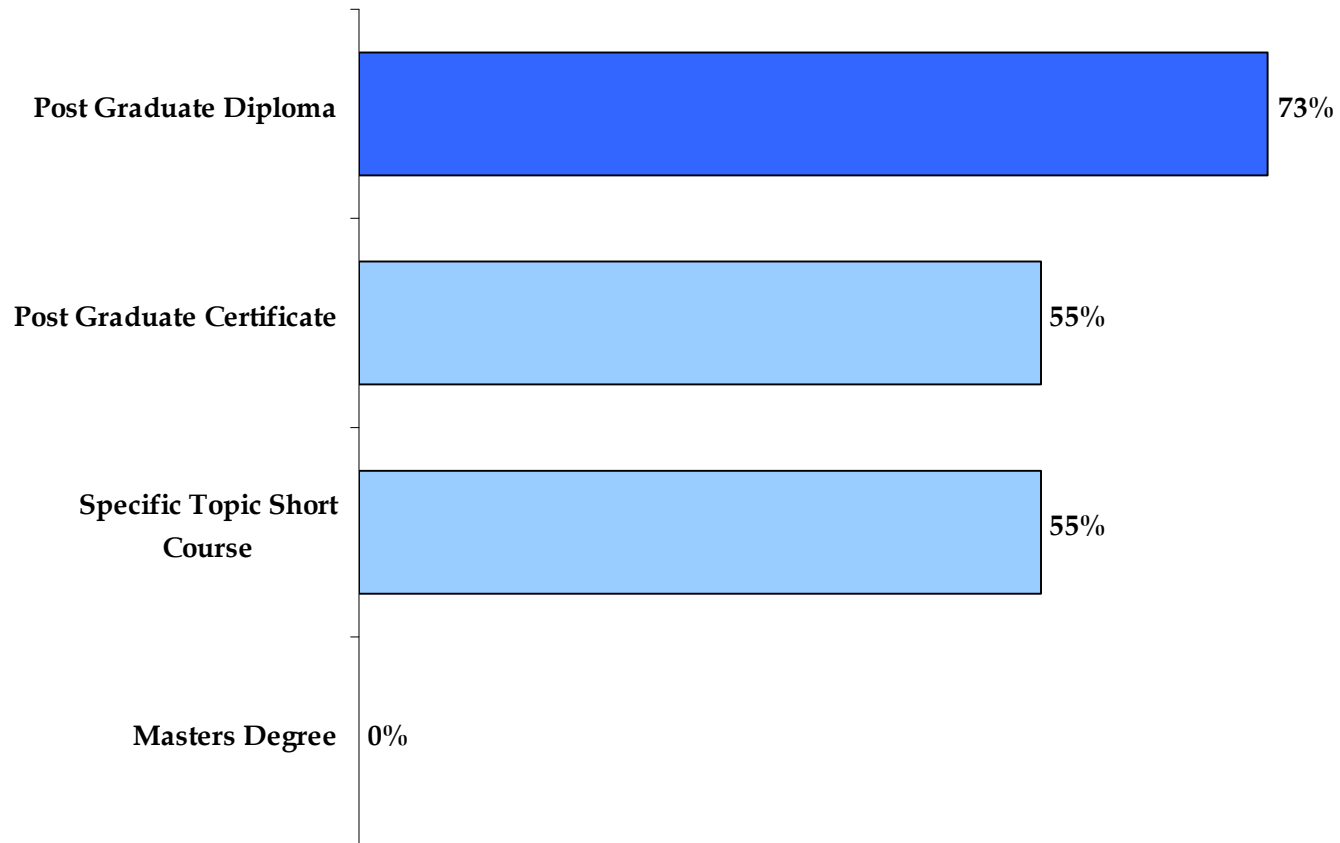
What would be the main topics such a program should cover?

FOOD INDUSTRY MANAGEMENT COURSE TOPICS
 (Key Management; multiple responses; n=11)



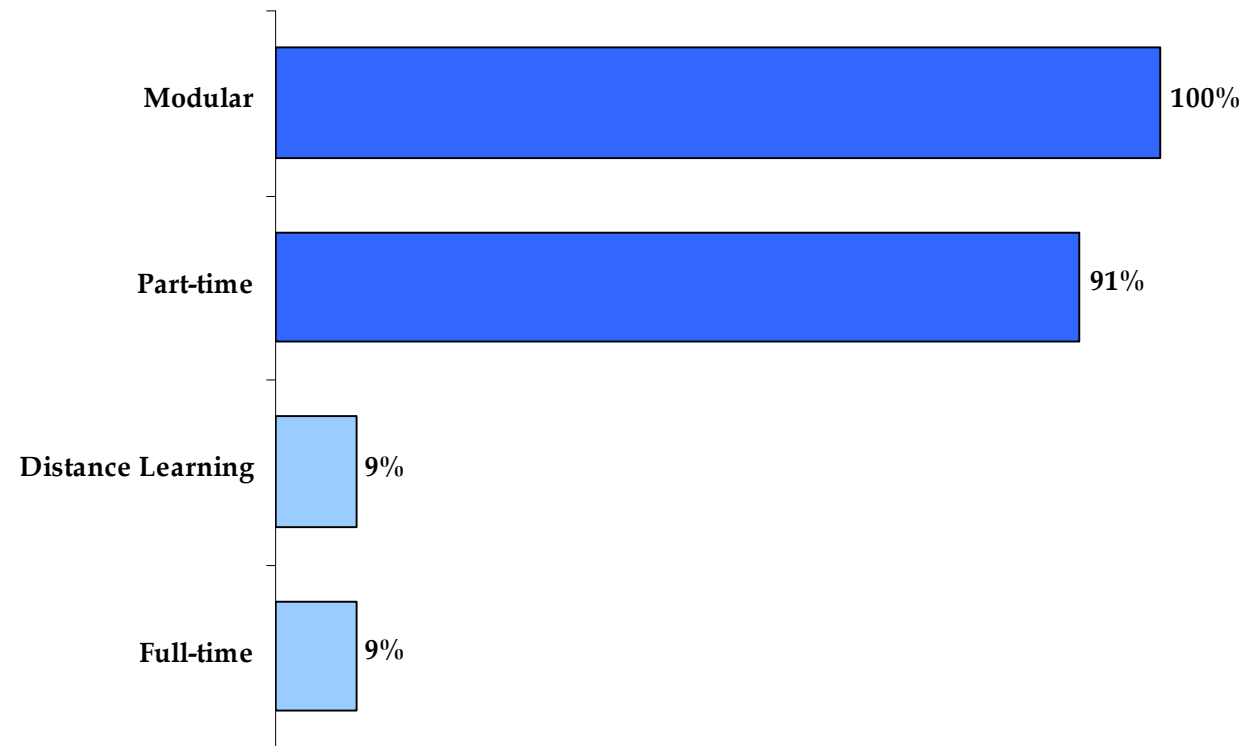
What would be the best structure for the provision of a food industry management education?

COURSE STRUCTURE
(Key Management; n=11; multiple responses; percent)



What would be the best structure for the provision of a food industry management education?

COURSE FORMAT
(Key Management; n=11; multiple responses; percent)



What is the number one thing the government could do to support the food industry?

NUMBER ONE THING: COMMENTS
(Key Management)

- **“Listen.”**
- **“Encourage program to be created.”**
- **“Make learning attractive.”**
- **“Awareness of what is available.”**
- **“Improving breadth of knowledge; at present it is insular.”**
- **“Need to understand overseas perspectives and knowledge about other industries.”**
- **“Help commercial risk.”**
- **“Get support of CEO’s and HRM’s in the relevant companies.”**

OTHER COMMENTS
(Key Management)

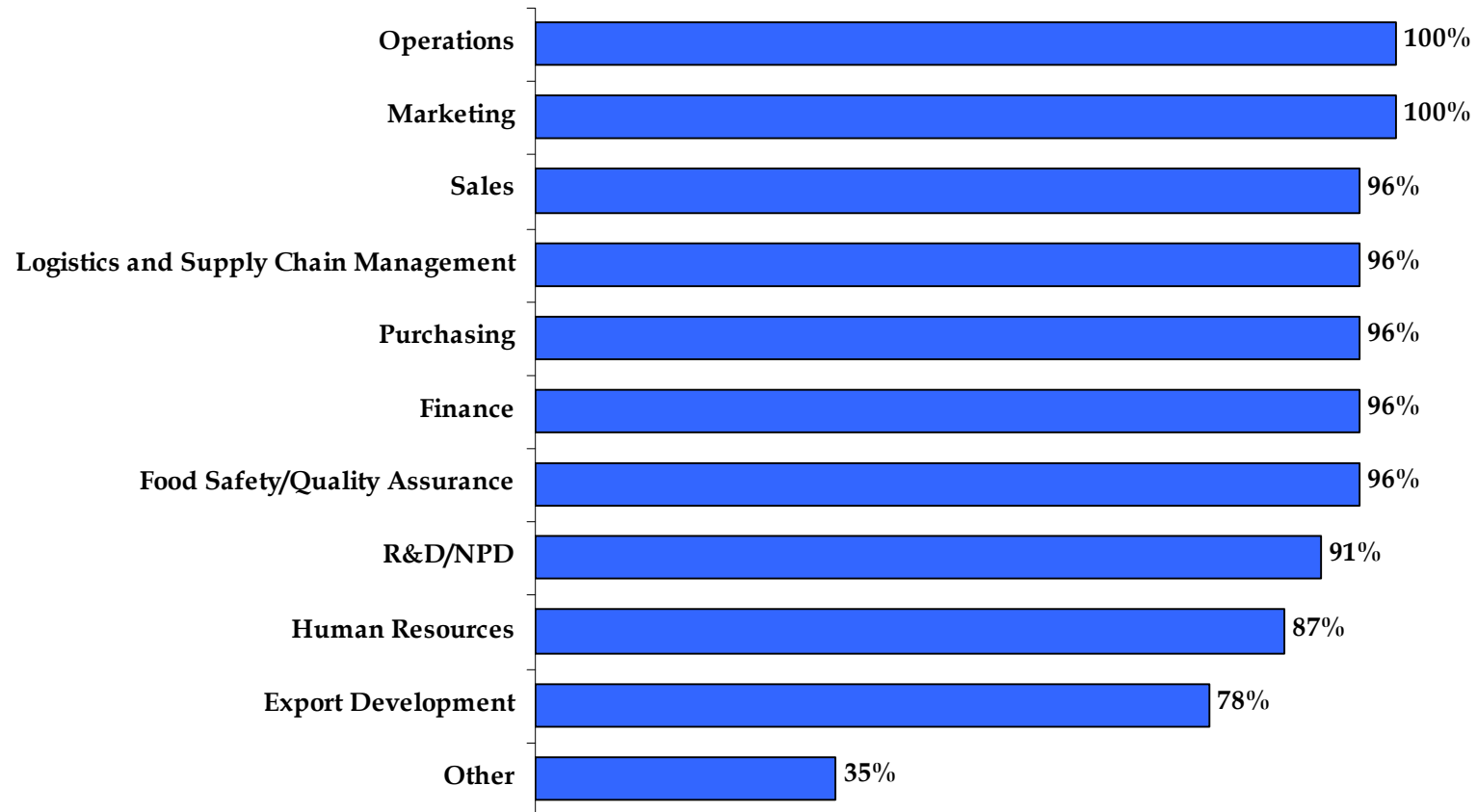
- **“We need more education on how to set up and manage exports. We aren't good at this. We need to understand international trends better.”**
- **“Want a national course rather than state based. We need to encourage the uptake of courses.”**
- **“Need for more understanding and training in food safety and food regulations.”**
- **“Start with school children and inspire them to come into the food industry.”**
- **“There needs to be an awareness of what courses are available. A central service to make them easier for us to find.”**

1.2 Survey 2: Food Industry Human Resources Managers Survey

Objective	Human resources managers of a representative sample of major Australian food industry companies will be interviewed. Responses from these interviews will be analysed to identify key issues and needs of food industry companies.
Overview	<p>These interviews will assess:</p> <ul style="list-style-type: none">What food industry education needs exist? Which needs are most important?Which areas are well served? Which areas need improvement?What are their opinions of existing courses and qualifications?What courses and qualifications do they look for on a CV?What existing courses or education programs have they or members of their organisation attended?What are their requirements for supplementary management education for their employees?What would be the content of the ideal food industry management course?What would be the best structure for the provision of food industry education?
Sources	Phone interviews with 23 Human Resource managers

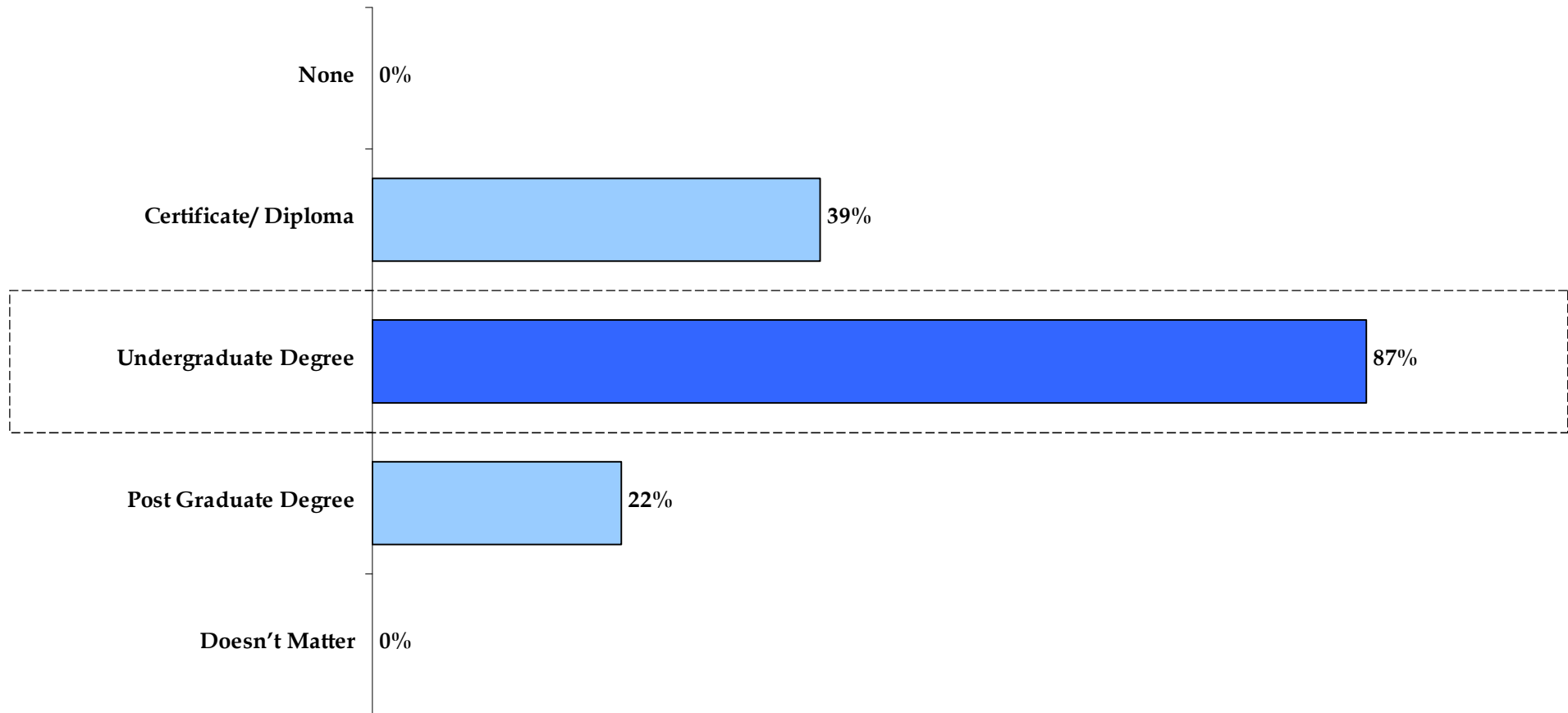
In what categories of food industry management do you hire people?

STAFF HIRED BY HUMAN RESOURCE MANAGER
(HRM; n=23; multiple responses; percent)



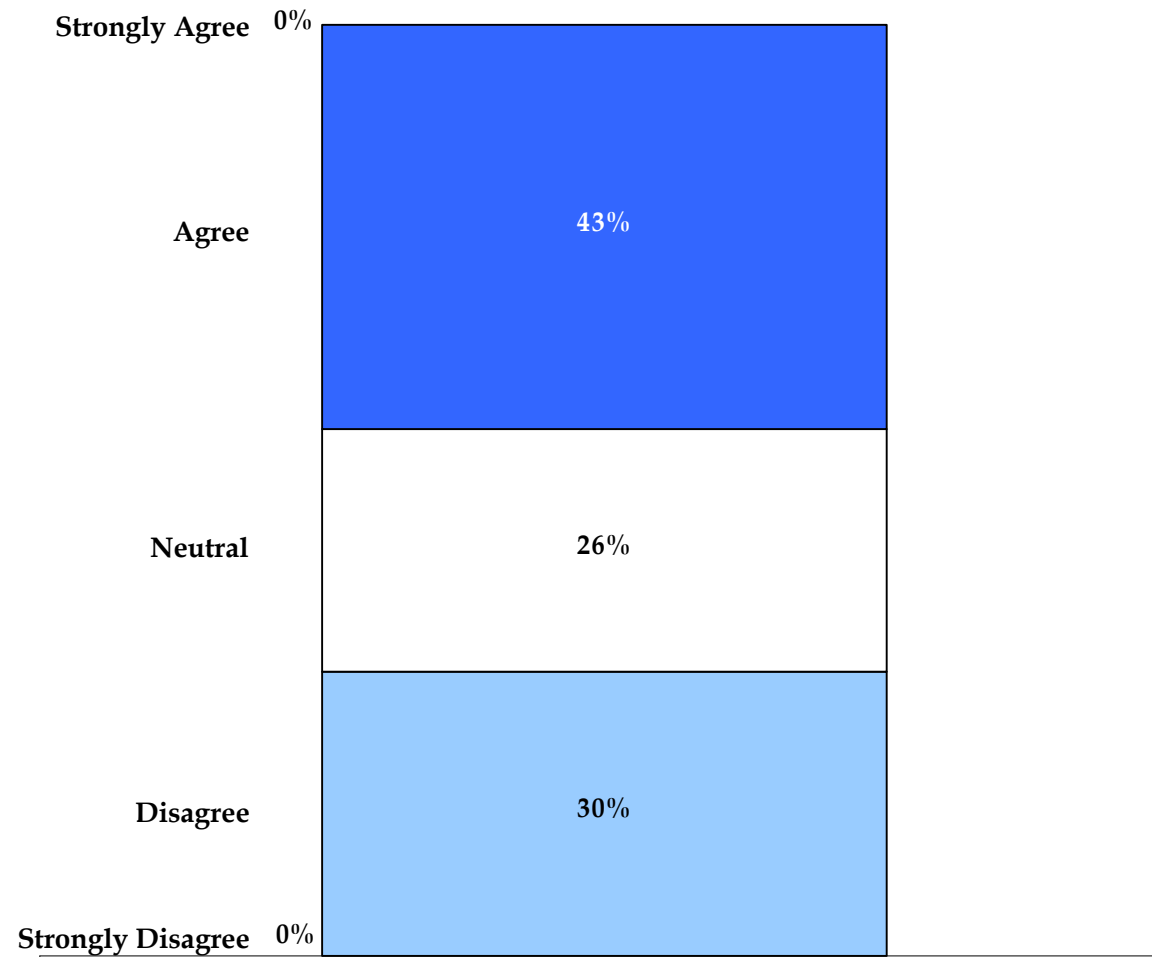
What courses and qualifications do you look for on a management position degree?

DESIRABLE QUALIFICATIONS
(HRM; n=23; multiple responses; percent)



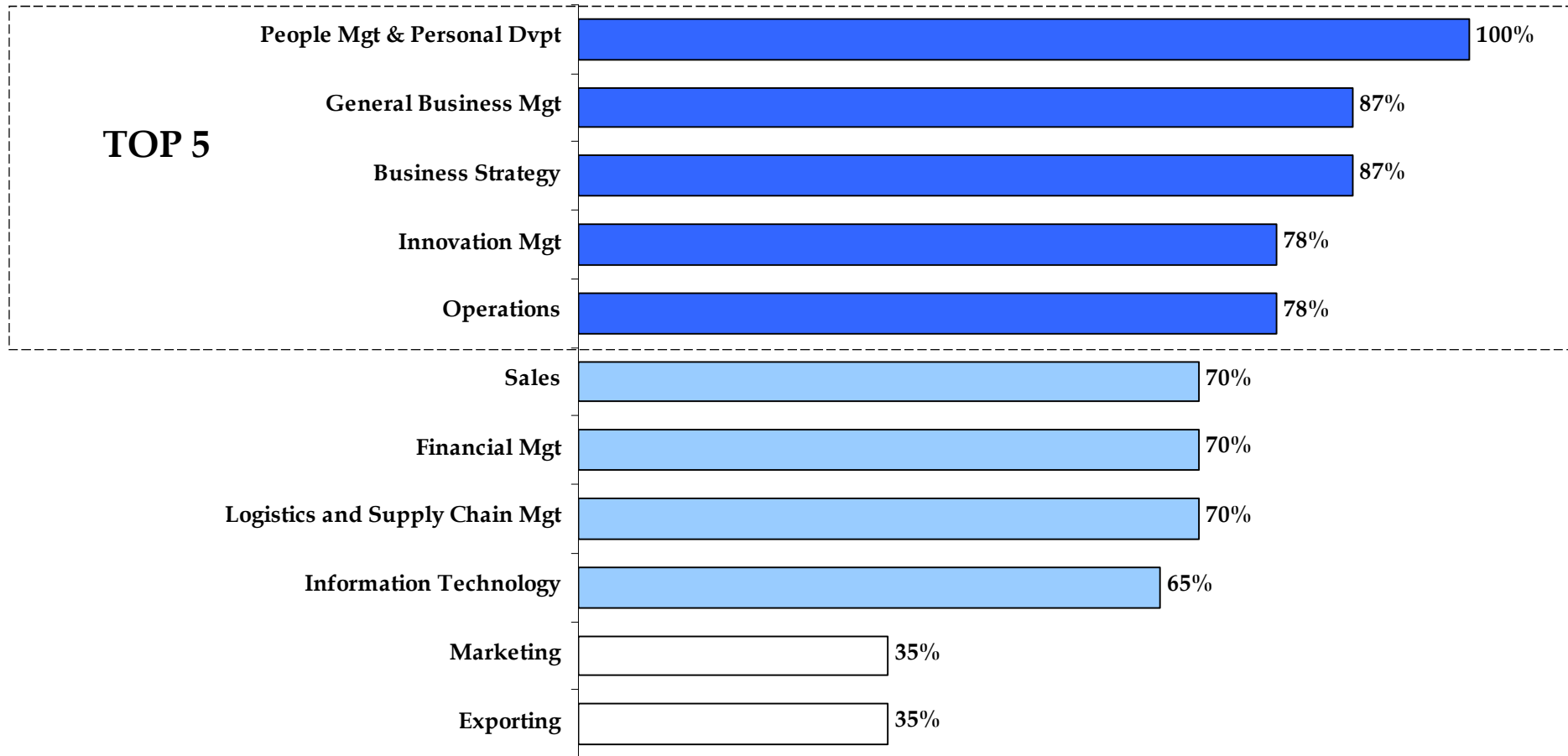
I have found that people working in the food industry often have short-comings in their education and skill base

SHORT-COMINGS IN EDUCATION
(HRM n=23; percent)



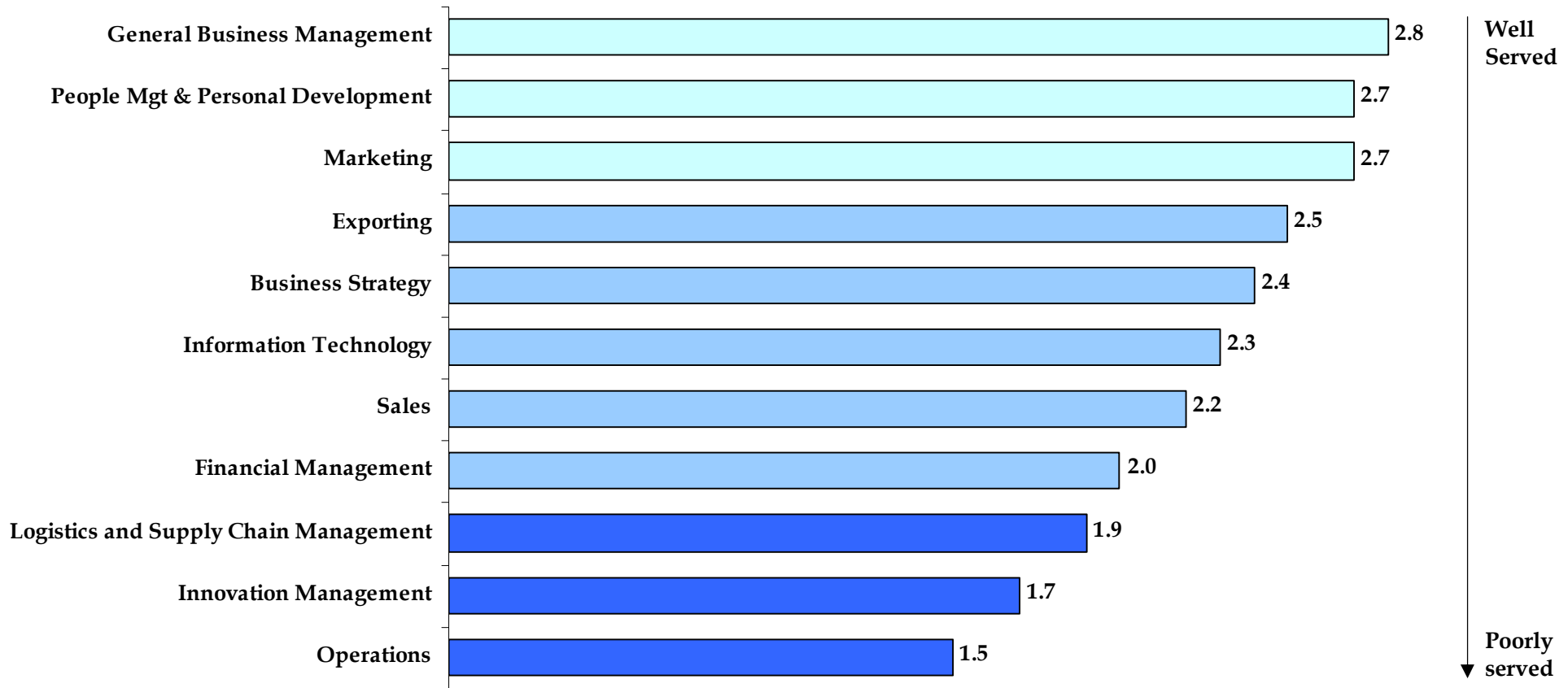
In which areas will people in your management team need training in the future?

AREAS OF FUTURE EDUCATIONAL NEED
 (HRM; n=23; multiple responses; percent)



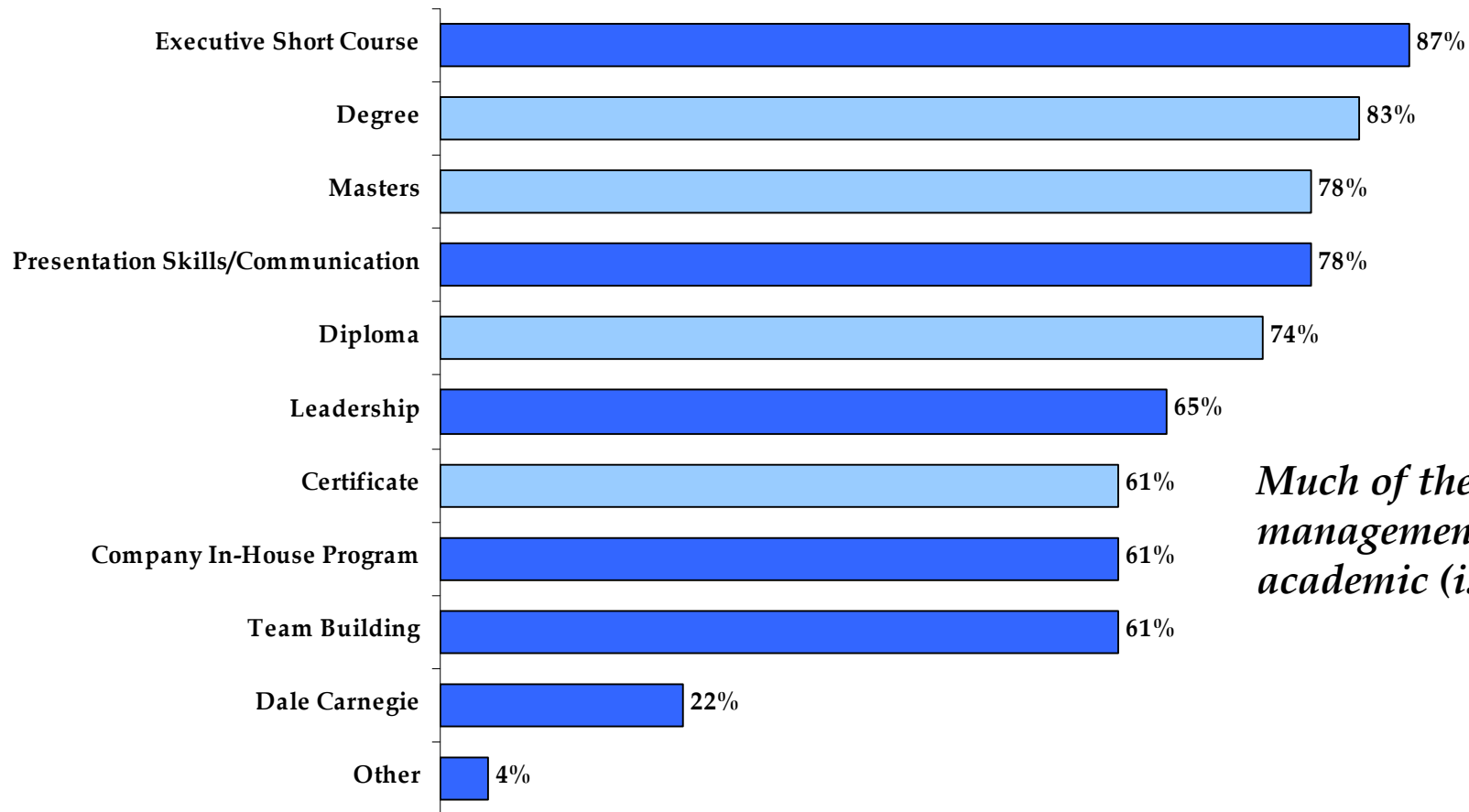
How well served are these subjects currently?

SELECTED SUBJECTS AVERAGE LEVEL OF EDUCATIONAL SERVICE
(HR Managers; n=23; Rated; 1= poorly served, 5= extremely well served)



What supplementary management courses have members of your management team participated in?

SUPPLEMENTARY EDUCATION
 (HRM; n=23; multiple responses; percent)

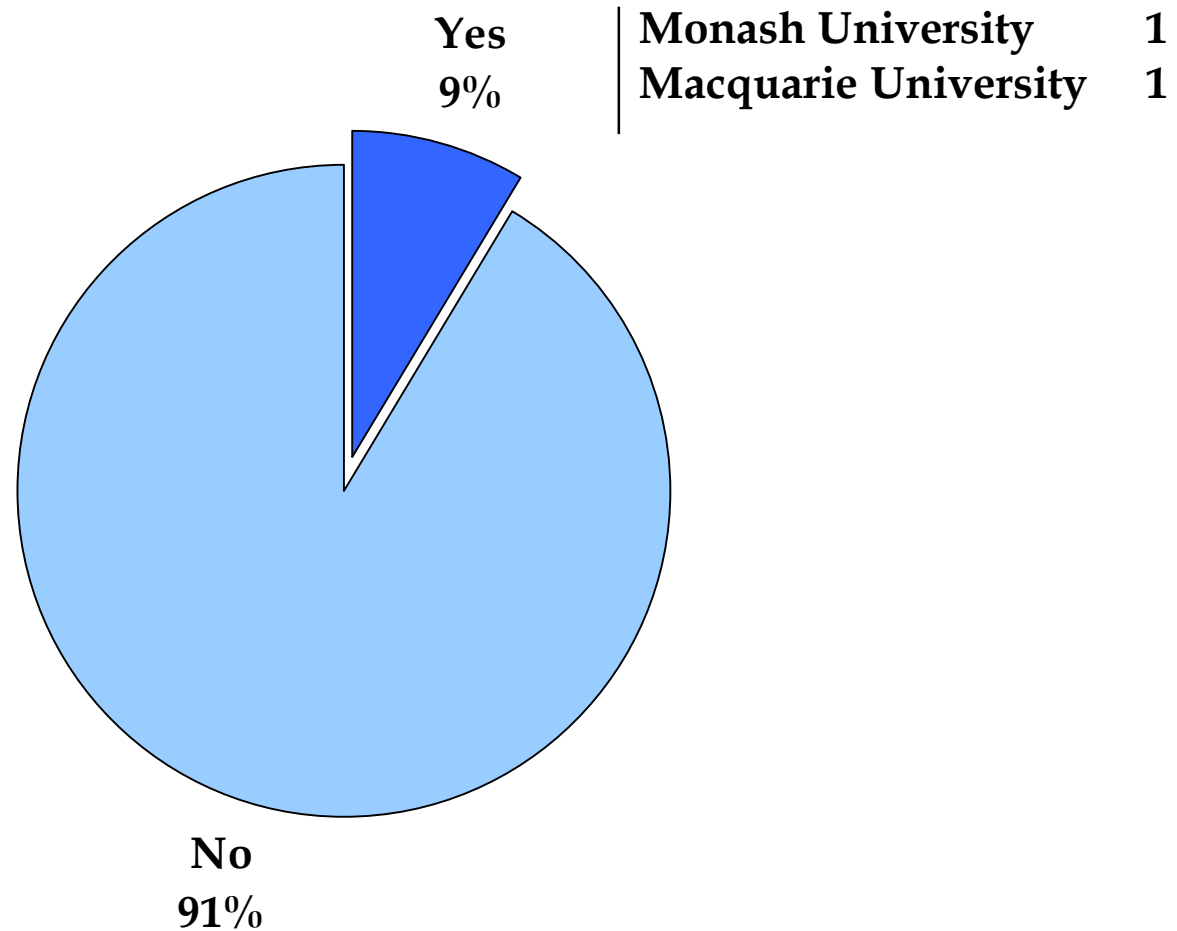


Much of the supplementary management education is non-academic (i.e. not recognised)

Are you aware of any food industry specific management courses?

AWARENESS OF FOOD INDUSTRY MANAGEMENT COURSES
 (HRM; n=23; percent)

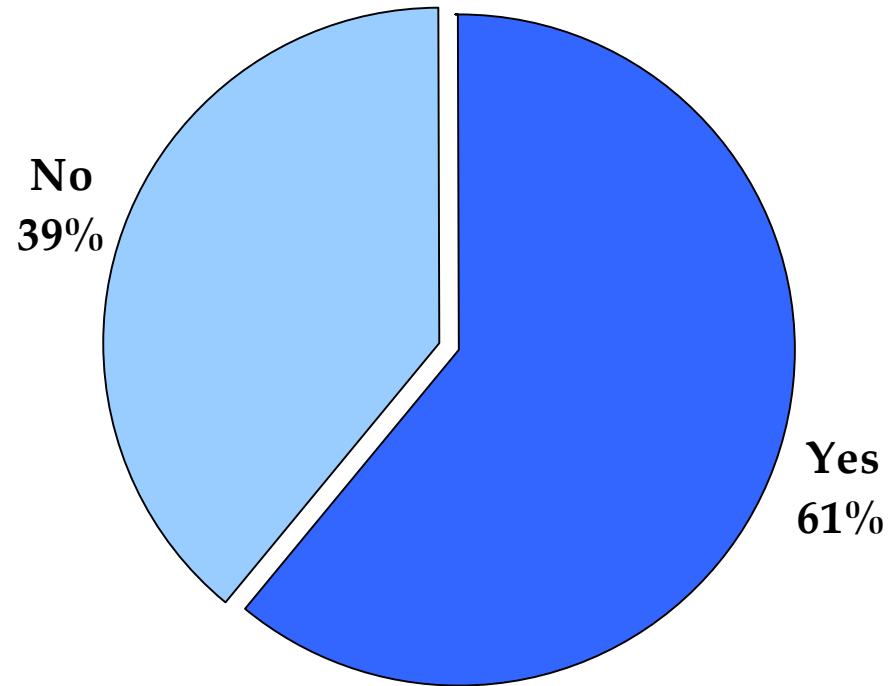
N= 2



Note: 'No' includes non-food management identifications (e.g. Food Science, Food Technology) and Monash FIEP (due to bias)

Do you think there is a need for a management education program specific to the food industry?

NEED FOR FOOD INDUSTRY MANAGEMENT COURSE
(HRM; n=23; percent)



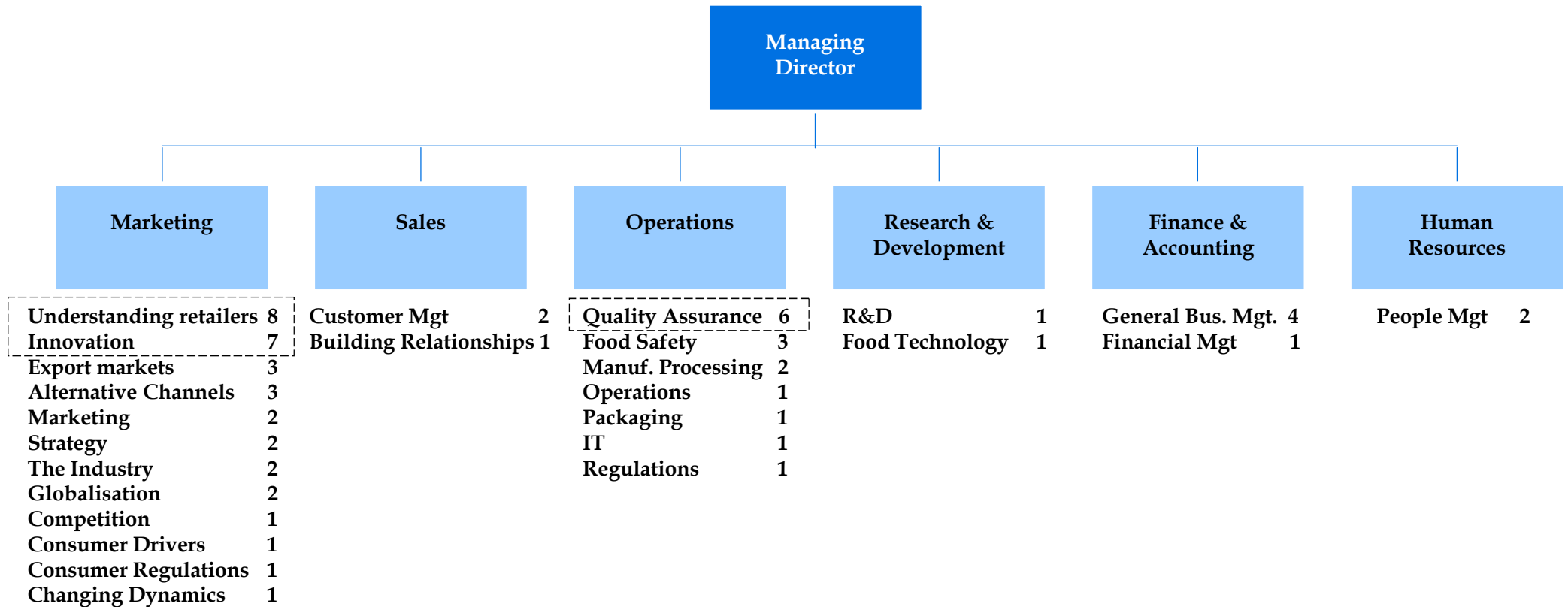
Those who said “No” acknowledged the need for some form of education

EDUCATION NEEDS COMMENTS
(HRM)

- “More general management is better.”
- “General management is important.”
- “We have our own programs world wide.”
- “General business is preferred.”

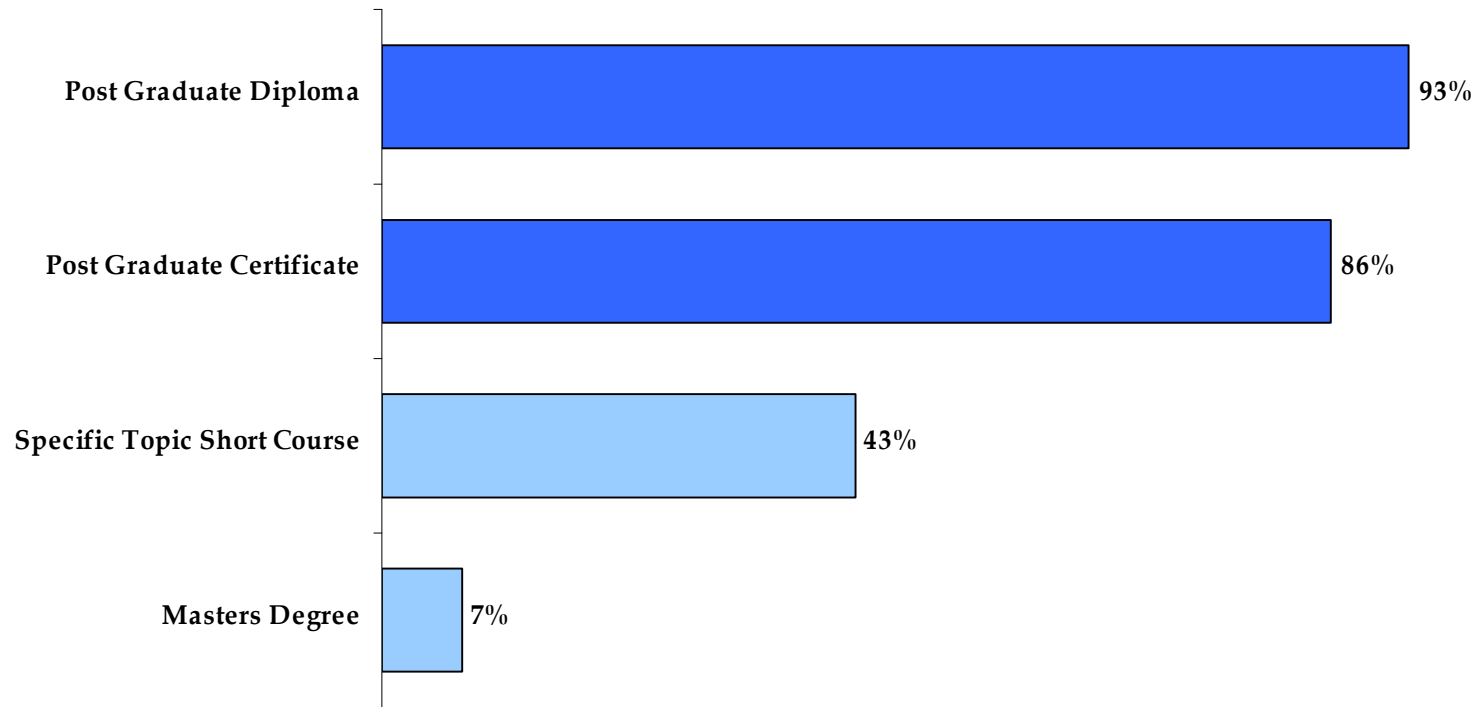
What would be the main topics such a program should cover?

FOOD INDUSTRY MANAGEMENT COURSE TOPICS
 (HRM; Multiple responses; n=14)



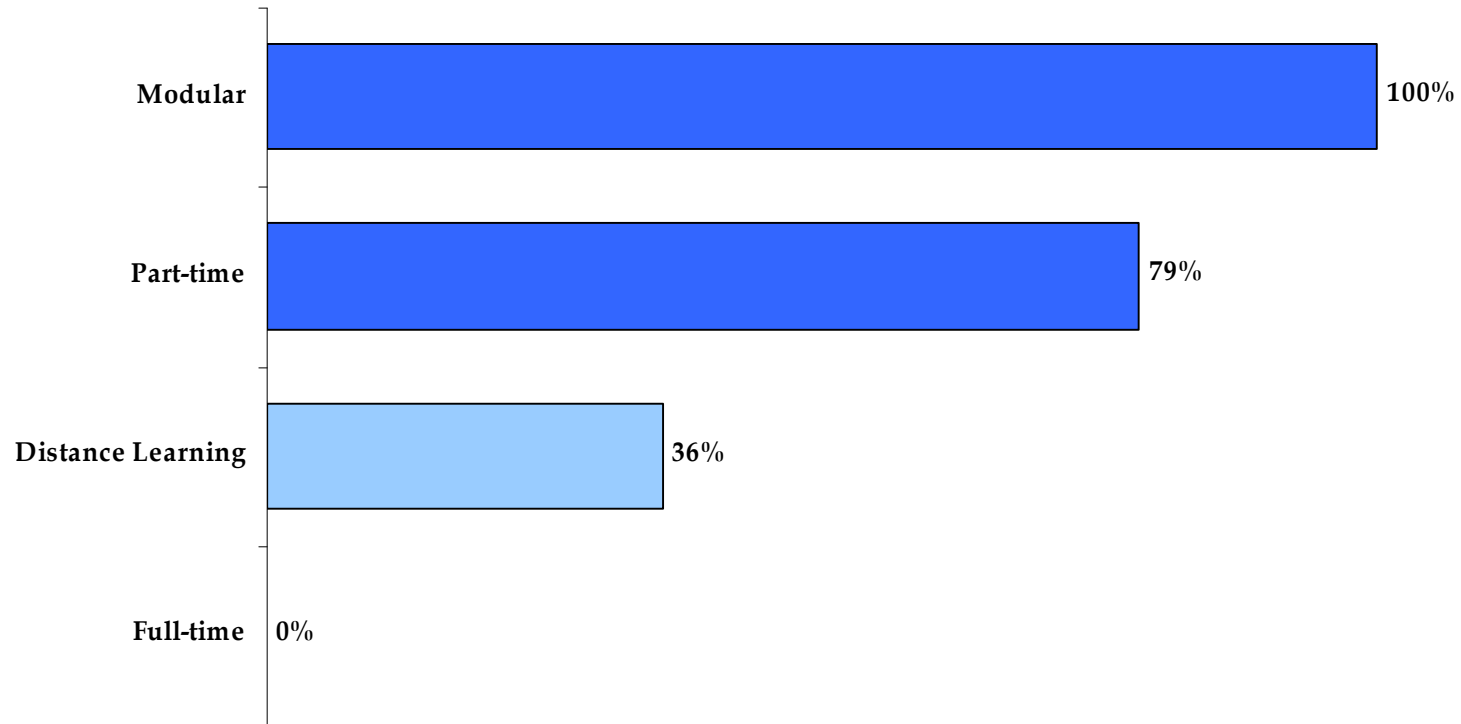
What would be the best structure for the provision of a food industry management education?

COURSE STRUCTURE
(HRM; n=14; percent)



What would be the best structure for the provision of a food industry management education?

COURSE FORMAT
(HRM; n=14; percent)



What is the number one thing the government could do to support the food industry?

FUNDING AND SUBSIDIES COMMENTS
(HRM)

- **“Subsidise the cost of courses.”**
- **“Reimburse food course costs to bring people into the system.”**
- **“Create a fund to promote appropriate course.”**
- **“Scholarships.”**
- **“Fund courses.”**
- **“Provide extra resources.”**
- **“Create incentives for people incentives to take-up courses.”**

What is the number one thing the government could do to support the food industry?

RELEVANT COURSES COMMENTS
(HRM)

- **“Provide a one-stop-shop comprehensive program which is easily understood.”**
- **“Provide real skills with innovation in the food industry.”**
- **“A post graduate program looking in-depth at international information.”**
- **“Canvas in leadership and innovation.”**
- **“Innovation in the international marketplace.”**

OTHER COMMENTS
(HRM)

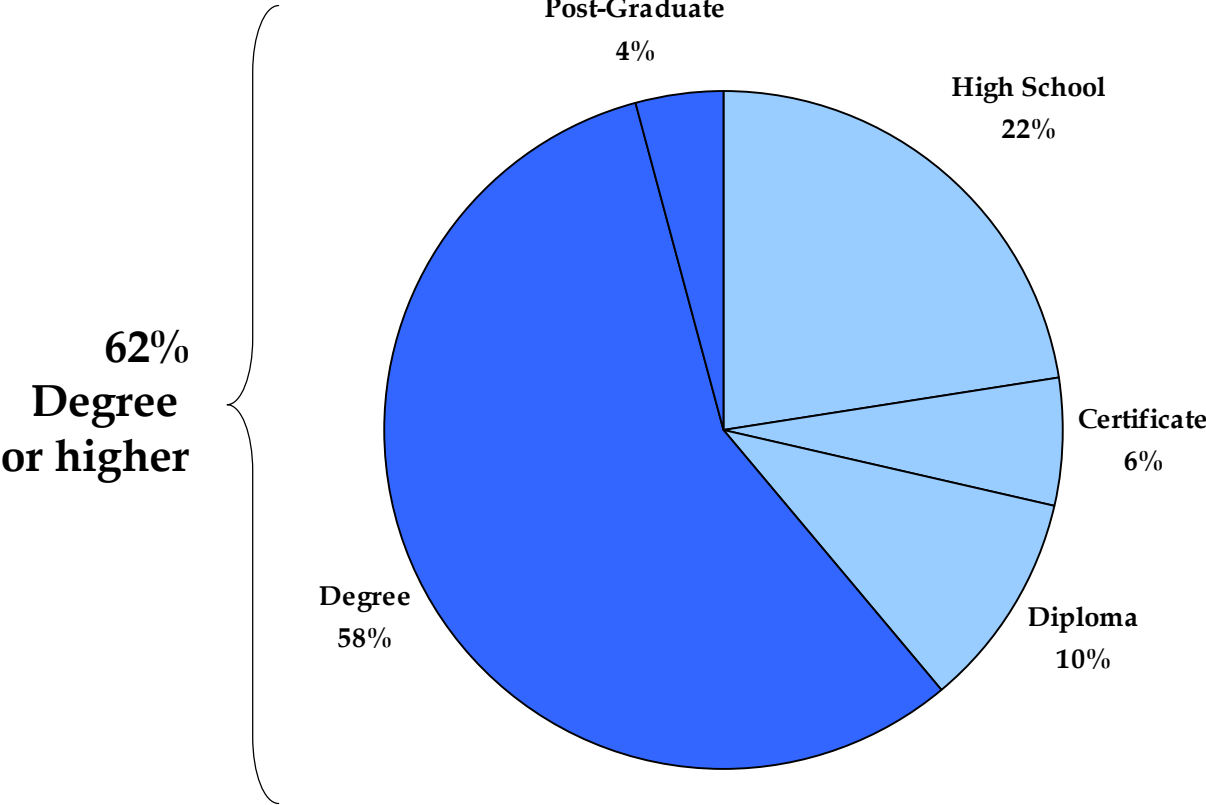
- **“Upgrade the image of the food industry.”**
- **“It’s a tight market, very competitive so anything they can do to reduce the hurdles.”**

1.3 Survey 3: Monash Food Industry Executive Program Past Participants Survey

Objective	A representative sample of past participants in the Monash Food Industry Executive Program will be interviewed.
Overview	<p>These interviews will assess:</p> <p>What was their food industry management education when they started in a management position in the food industry?</p> <p>What have been the most important skills they have required in a food industry management position?</p> <p>What supplementary management courses have they taken?</p> <p>What would be the content of an ideal food industry management course?</p> <p>What would be the optimum structure for the provision of food industry management education?</p>
Sources	Online survey of 49 past participants

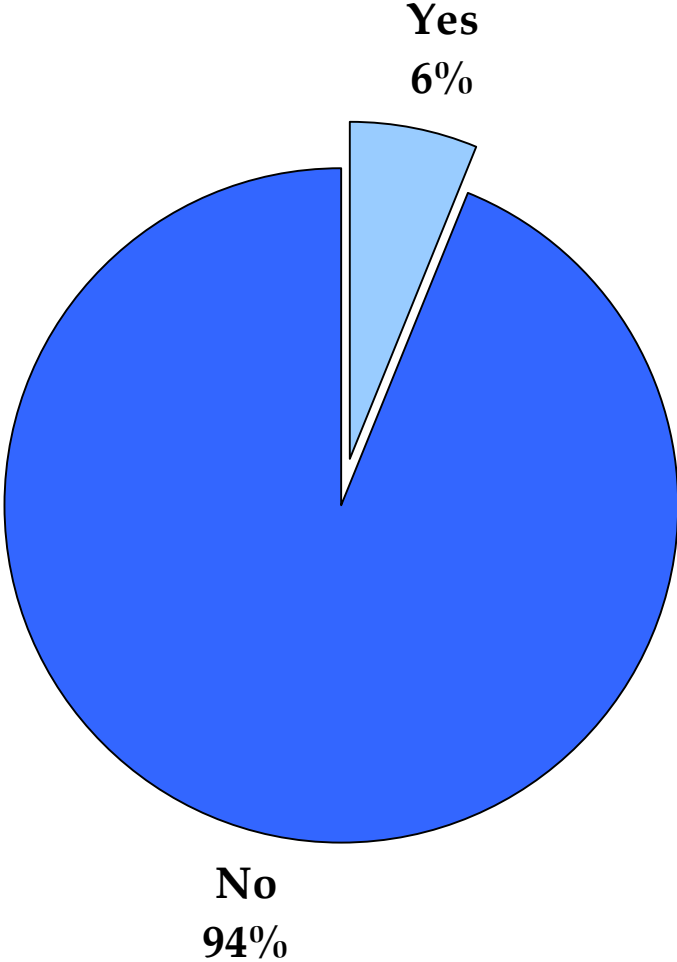
What level of qualification did you have when you first entered the food industry?

ENTRY LEVEL FOOD INDUSTRY EDUCATION
(Past Participants; n=49; percent)



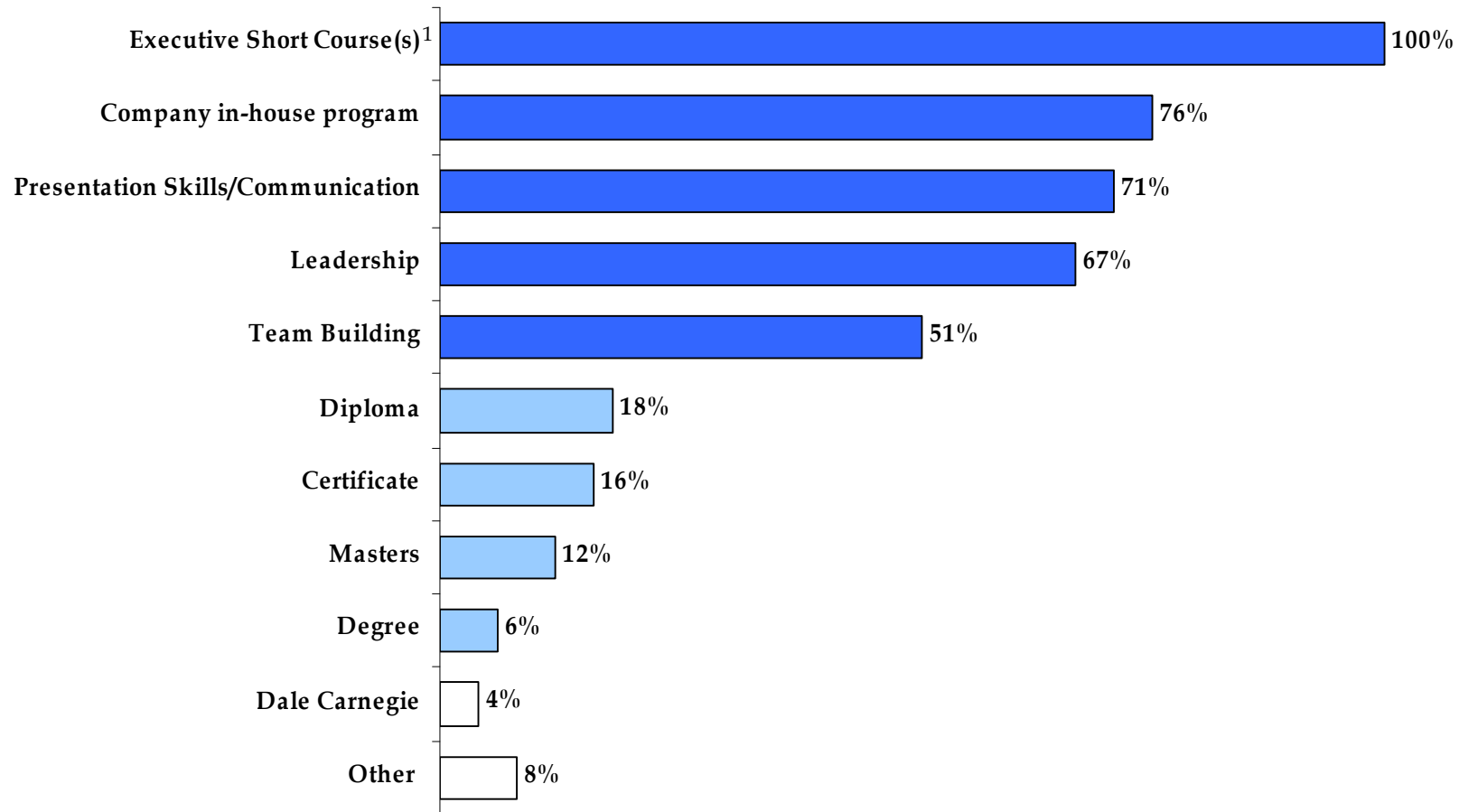
Was any of this education specific to the food industry?

FOOD INDUSTRY SPECIFIC EDUCATION
(Past Participants; n=49; percent)



What supplementary management courses have you taken?

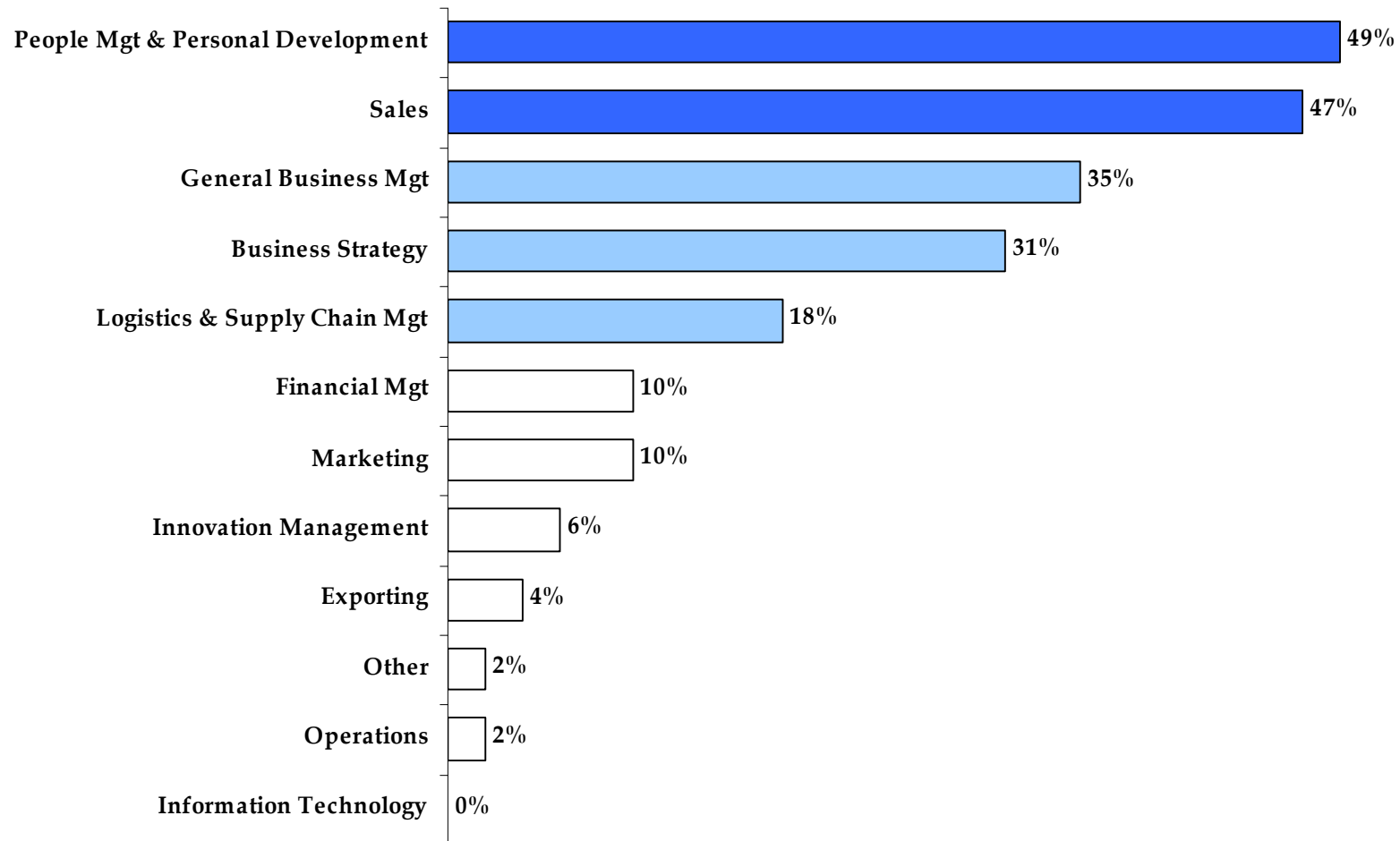
SUPPLEMENTARY EDUCATION (Past Participants; n=49; multiple responses; percent)



1. By definition all those surveyed have participated in an executive short course

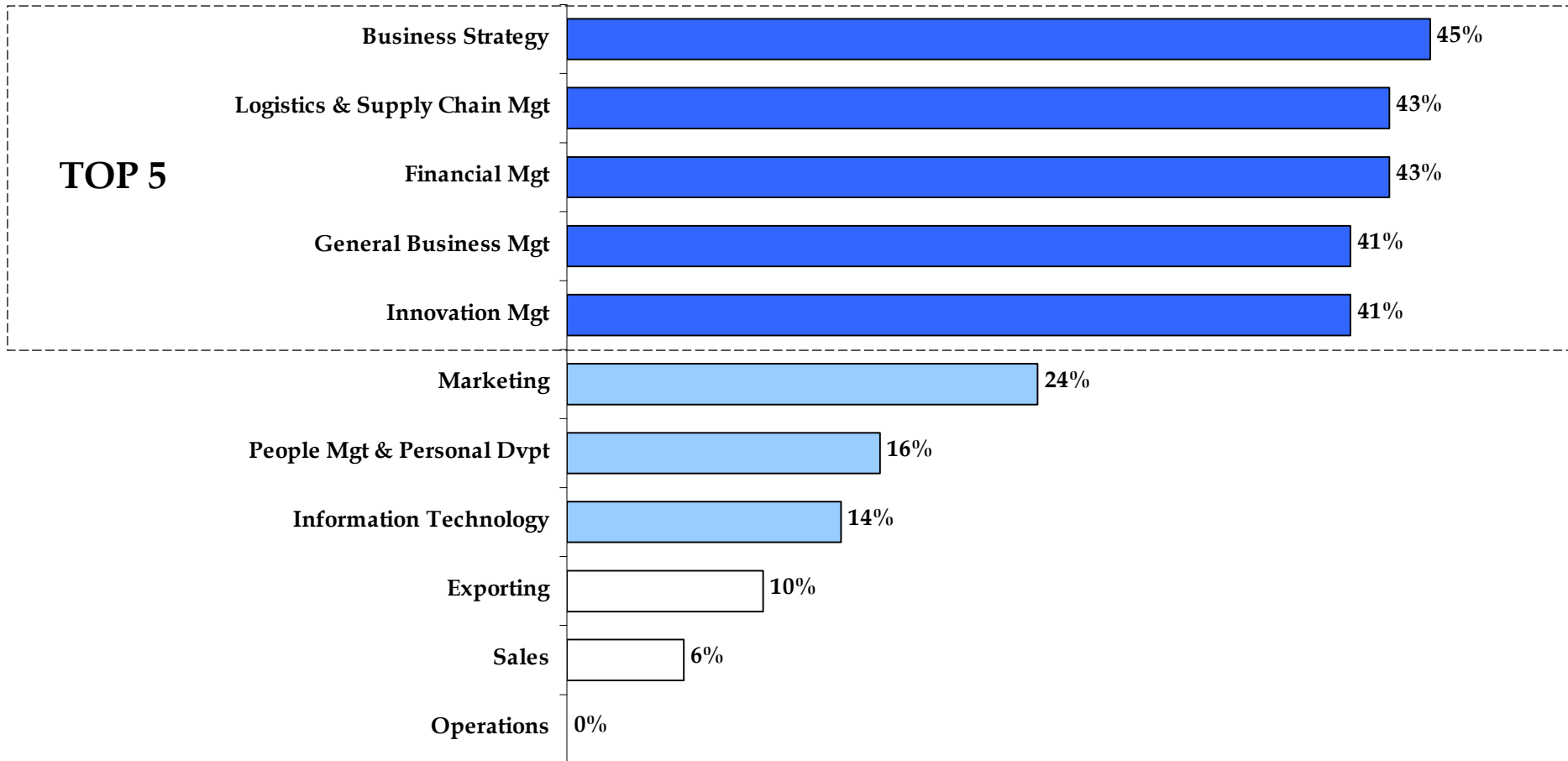
What have been the two most important skills you have required in your food industry career?

MOST IMPORTANT SKILLS
(Past Participants; n=49; percent)



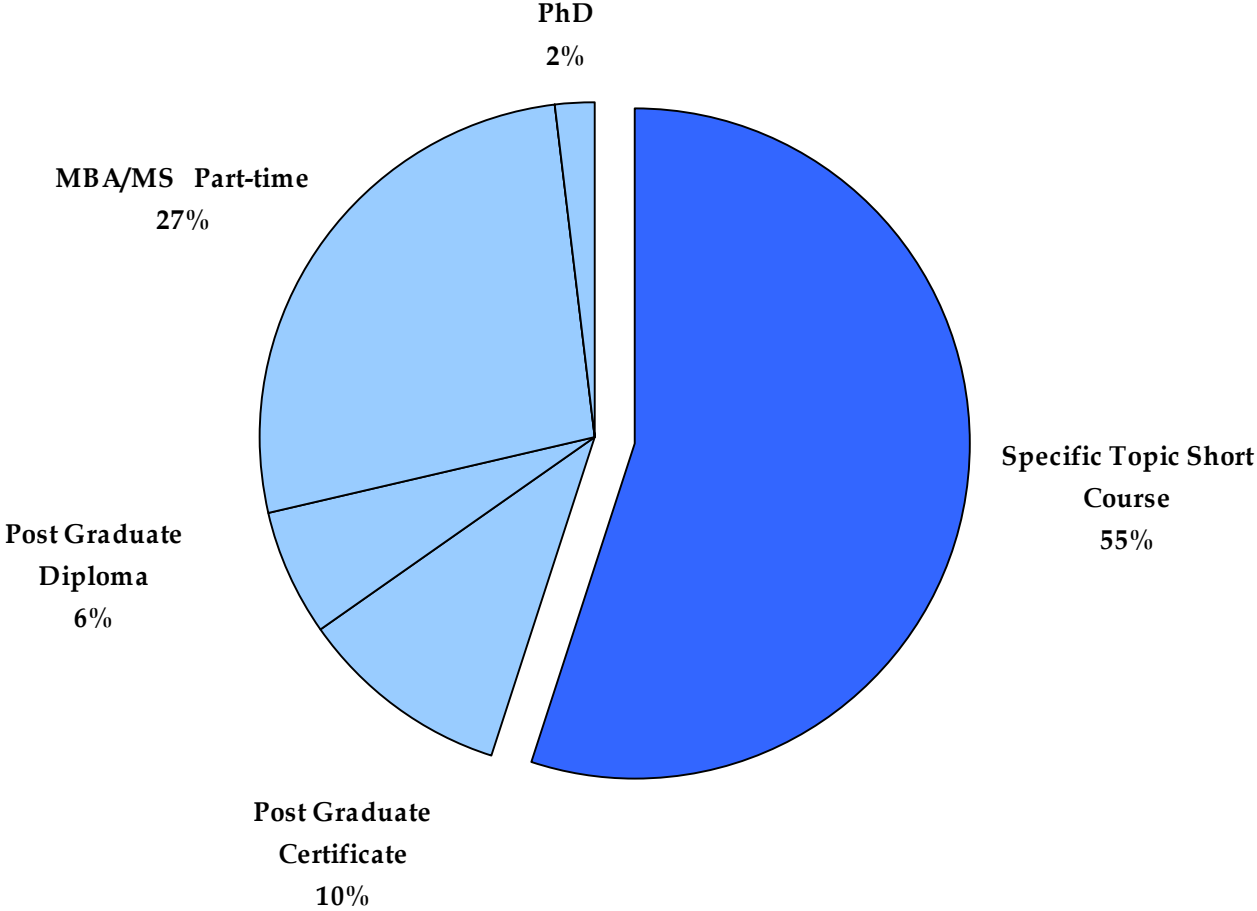
In which areas will you need additional training in the future?

AREAS OF FUTURE EDUCATIONAL NEED
(Past Participants; n=49; multiple responses; percent)



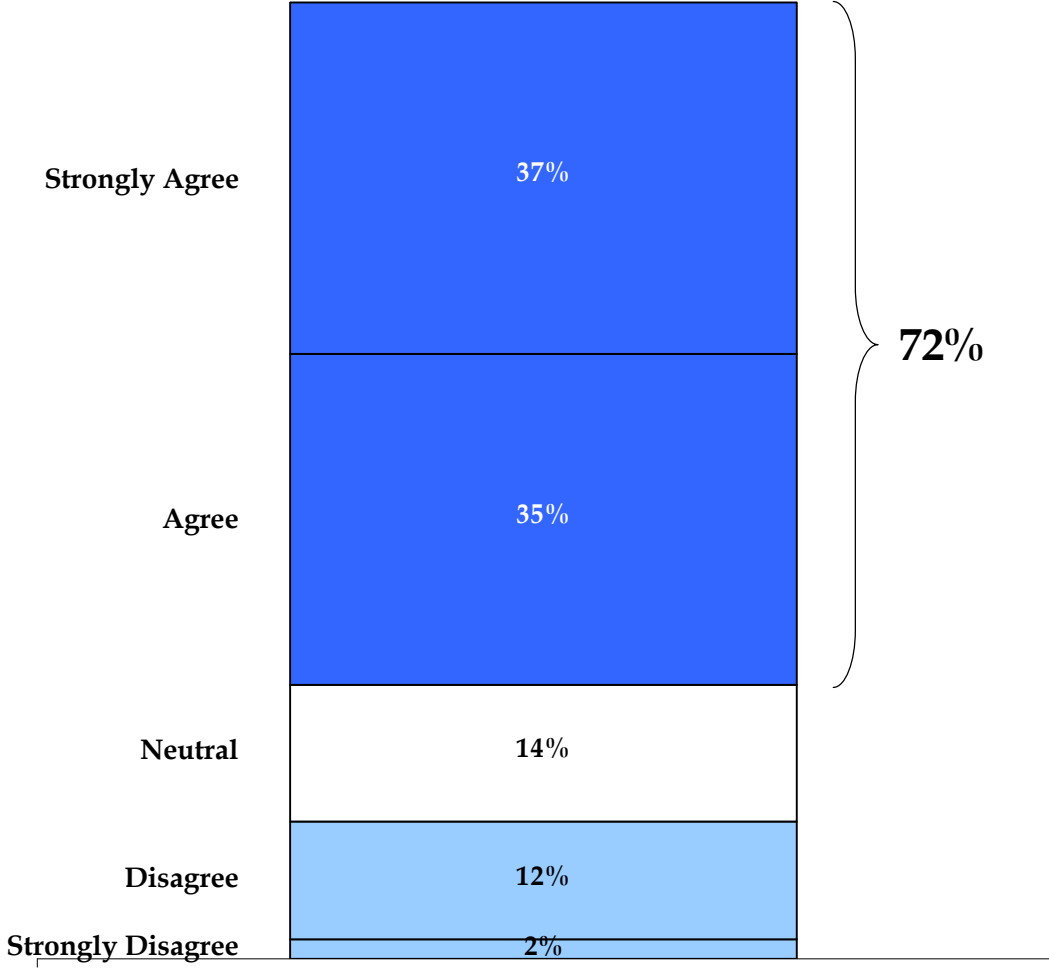
What type of program would serve you best?

BEST PROGRAM
(Past Participants; n=49; percent)



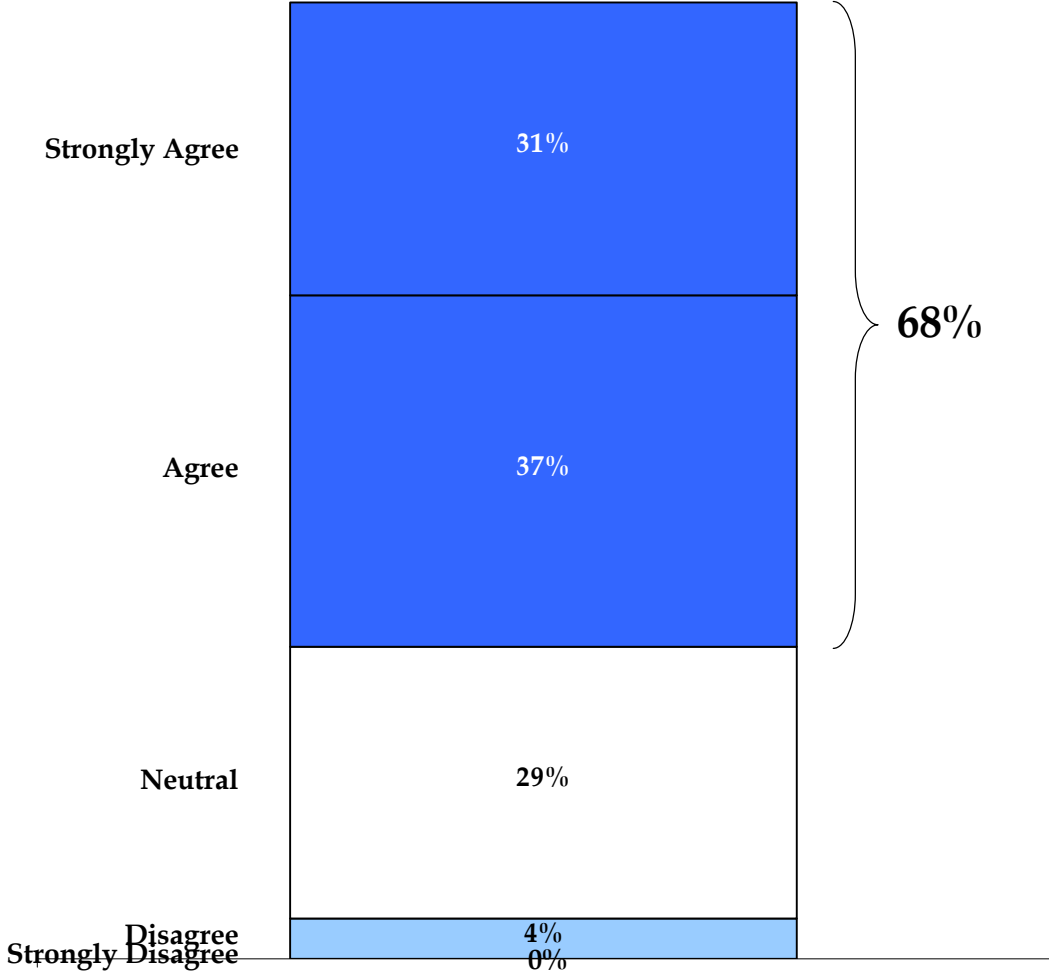
Part-time study would suit me best

PART-TIME STUDY WOULD SUIT ME BEST
(Past Participants; n=49; percent)



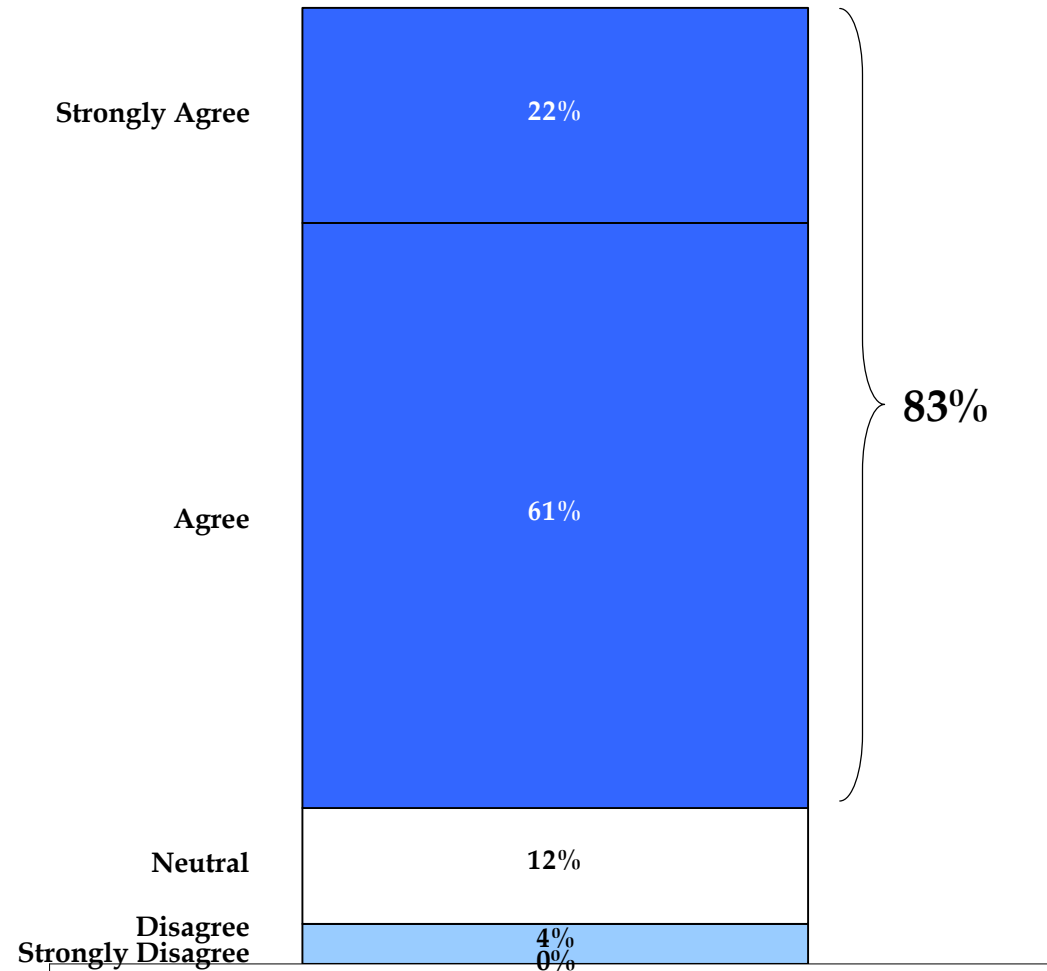
There is a need for a management education program specific to the food industry

PROGRAM NEEDS
(Past Participants; n=49; percent)



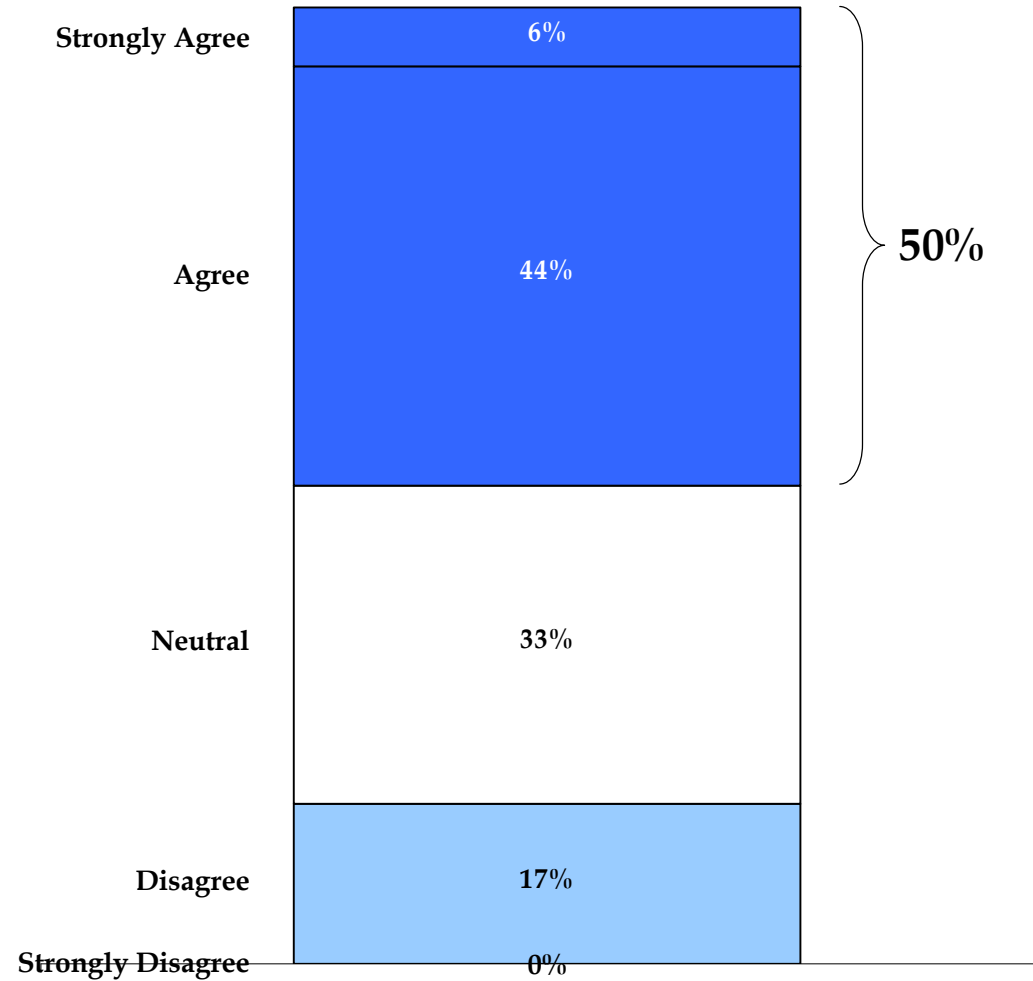
All food industry management education should lead to a recognised qualification

RECOGNISED QUALIFICATION
(Past Participants; n=49; percent)



I have found people working in the food industry have short-comings in their education and skill base

SHORT-COMINGS IN EDUCATION
(Past Participants; n=49; percent)



OTHER COMMENTS
(Past Participants)

- **“Unfortunately in our world today general experience counts for nothing when searching for a career path, you need to have some level of education at a higher level to get you moving in the industry.”**
- **“I actually have found that whilst many people within the industry have less formal qualifications they indeed have an incredible amount of common sense or street smarts.”**
- **“Specific education for food industry often limits the 'experience' - better to have a broad cross section of industries.”**
- **“There is a need for a range of options from specific short courses to MBA. A qualification that has national or better international recognition. Individual readiness and needs vary over time.”**
- **“Particular emphasis should be applied to value adding and consumer trends.”**

OTHER COMMENTS
(Past Participants)

- **“I believe management and management style of a now reducing minority of companies is still tarnishing the skill base and reputation of the majority of food industry manufacturers, particularly in dealing with the retail trade. I believe this will reduce as a result of the continual rationalisation and acquisition of companies and the viability of small producers reduces. There only saving grace will be through uniqueness and speed of innovation versus the multi-nationals.”**

- **“A major shortcoming within the supply side of the food industry has been due to the centralization of the account base. There are no 'training' accounts left for highly skilled field staff to move into the account management of the food industry.”**

Appendix B-1: Course descriptions from world-class programs

COURSE DESCRIPTIONS

Michigan State University (BS Food Industry Management)

“The food industry management major is designed to meet the needs of students who are interested in careers in the food industry. Graduates of this major enter managerial positions with food wholesalers-distributors and retailers as well as sales, account management, and production supervision positions with food manufacturers. The program provides a system-wide perspective of managerial problems confronting firms in the food industry, recognizes the increasing interdependence among such firms and focuses on creating consumer value.”

Imperial at Wye (BSc/MSc Business Management for the Food Chain)

“The Business Management for the Food Chain degree focuses on business issues, policy and practice in the European food industry. You will study management, economics, law, finance and accounting, food production, processing and distribution.”

Imperial at Wye MSc and Postgraduate Diploma in Food Industry Management and Marketing

“This programme is an innovative response to the rapid changes in the global food industry. Those involved in the sector need to be aware of the forces provoking these changes, and of the ways in which firms in the food industry can respond to new challenges. Students are equipped with a range of skills and are able to acquire a broad understanding of business management and marketing in the food industries of both developing and advanced economies.”

SIMI (Diploma Managing Food & Beverage Innovation)

“It is innovation that is largely responsible for progress in the world. And yet managers often spend the large majority of their time and attention on making existing products, services and business processes more efficient. To balance this natural attention on efficiency, this program was created to help managers become leaders of innovation at their companies. The objective of this program is to give participants the skills needed to become leaders, shapers and/or catalysts of innovation at their company.”

Appendix B-1: Course descriptions from world-class programs (continued)

COURSE DESCRIPTIONS

USC (Food Industry Management)

“The curriculum integrates the functional areas of business with cutting-edge theory and practical application to help students understand how all of the pieces of an organization fit together and work dynamically. This fast-paced, intensive Program is designed to develop effective, forward-thinking managers by developing analytical tools, general management skills, leadership abilities, and communication expertise. We encourage students from both retail and non-retail food companies to attend.”

USC (Food Industry Executive Program)

“In today's turbulent food industry, executives and managers must identify and adapt to change more rapidly than ever before. The Food Industry Executive Program offers senior food industry managers an opportunity to step back and examine new ideas and different styles of management, meet with other professional managers, and learn from a faculty that knows the profession of management as well as the food industry.”

St Josephs (MS Food Marketing)

“The objective of the Executive Food Marketing Program is to develop food industry professionals who have strong experiential backgrounds in food marketing through an intensive, modular-based program which emphasizes food industry information and applied marketing skills and techniques.”

Cornell (Food Executive Program)

“The Cornell Food Executive Program is designed to meet the needs of tomorrow's food industry leaders. This challenging program prepares up-and-coming middle- and upper-level managers for their next promotion and beyond.”

Cornell (BS Applied Economics & Business Management –Food Industry Management)


“The close-knit group of students who choose the Food Industry Management specialization enroll in the same courses as business students. They also take several courses tailored to the marketing and management challenges facing the food industry – an industry that accounts for \$1 out of every \$3 in retail sales in the U.S.”

Appendix B-2: Profiles of the six world-class food industry programs

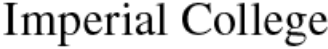
SIX WORLD-CLASS FOOD INDUSTRY PROGRAM PROFILES

- **Cornell**
- **Imperial College at Wye**
- **Michigan State**
- **St. Josephs**
- **SIMI**
- **University of S. California**


CORNELL UNIVERSITY

	<p>University: Cornell University Established: 1886 Number of Students: 13,801</p>	<p>Address: Ithaca, New York Phone: (607) 255 4695 Website: fimp.aem.cornell.edu / www.cornell.edu</p>
<p>Relevant Program: Food Industry Management Program Department: College of Agriculture and Life Sciences Dept of Applied Economics & Management) Contact:: Edward McLaughlin (Director) Telephone: (607) 255 4776 Email: ewm3@cornell.edu</p>		<p># of Faculty: 43 (AE&M) # of Students: 710 Undergraduate (AE&M) 63 Graduate Students (AE&M) Degrees Offered: BS/MS Applied Economics & Business Management (Food Industry Mgmt.) Master of Professional Studies (Food Industry Mgmt.) PhD (Ag Econ)</p>
<p>Sample Courses</p>		
<p>Introduction to Applied Economics & Management Introduction to Business Management Business Management Case Analysis Financial Accounting Marketing Plan Development Business Law Managerial Accounting Financial Management Food Industry Strategy Human Resource Management Technological Change and Innovation Strategy Innovation and Dynamic Management Consumer Behavior</p>	<p>Risk Management in Business Small Business Management Workshop Cooperative Management and Strategies International Finance Emerging Markets Global Marketing Strategy Balance of Power Retail Synergies Food Safety/Technology Investment Analysis International Retailing New Business Models</p>	<p>Distance Education: 40 non-credit courses Executive Programs: Food Executive Program (2 weeks) Related Courses: Business Hospitality Hotel Management</p>

IMPERIAL COLLEGE AT WYE

 <small>OF SCIENCE, TECHNOLOGY AND MEDICINE</small>	University: Imperial College at Wye (Univers. of London) Established: Number of Students: Imperial College ~10,000	Address: Wye, Shford, Kent, UK Phone: +44 (0) 20 759 42617 Website: www.wye.ac.uk
Relevant Program: Food Industry Management & Marketing Department: Agricultural Sciences (Agricultural Economics & Business Management) Contact:: Dr Nigel Poole (Director) Telephone: +44 (0) 20 7594 2863 Email: n.poole@imperial .ac.uk		# of Faculty: 21 (AEBM) # of Students: ? Degrees Offered: BSc/MSc Business Management for the Food Chain MSc Food Industry Management & Marketing
Sample Courses		
Food Industry Management & Marketing -Applying Economics and Business in Development -Strategic International Marketing -Management Principles & Business Strategy -Market Research Techniques -Business case Studies -Marketing Systems & Supply Chain Management -Financial & Management Accounting -Organisational Behaviour & Human Resource Management	Business Management in the Food Chain -Human Resource Management -Financial Management -Enterprise Management -Management in Practice (case studies) -Management in Practice (project) -Market Research Techniques -Policy, Politics and Society -Critical Issues	External Program: Post Graduate Diploma Food Industry Management & Marketing MSc Food Industry Management & Marketing Executive Programs: - Related Courses: BSc/MSc AgriBusiness Management


MICHIGAN STATE UNIVERSITY

	University: Michigan State University Established: 1855 Number of Students: 43,000	Address: East Lansing, Michigan 48824 Phone: (517) 355 1855 Website: www.msu.edu
Relevant Program: Food Industry Management Department: Agricultural Economics (1949) Contact:: Lynn Harvey (Chairperson - Agri Econ) Telephone: (517) 355 1692 Email: aec@msu.edu		# of Faculty: 68 Professional; 24 Administration # of Students: ? Degrees Offered: BS Food Industry Management MS Agribusiness Strategy & Management
Sample Courses		
Decision Making in the Agri-Food System Retail Management Food Product Marketing Agri-business & Food Industry Sales Advanced Seminar in FIM Food Business Analysis and Strategic Planning Public Policy Issues in Agri-Food Systems Global Agri-Food Industries & Markets Financial Management in the Agri-Food System Food Marketing Management Agribusiness Labour and Personnel Management Strategic Analysis and Business Planning	Introduction to Microeconomics Introduction to Macroeconomics Survey of Accounting Concepts Introduction to Supply Chain Management Principles in Financial Accounting Survey of Accounting Concepts Management Skills and Processes Introduction to Business Law Introduction to Marketing	Distance Education: No Executive Programs: Available at Broad Eli Business School None Food industry specific Related Courses: Dept Marketing & Supply Chain Management, Food Science, Packaging Foodservice Management, Business Management & Manufacturing, Human Nutrition & Foods Elton Smith Endowment in Food & Agricultural Policy


SAINT JOSEPHS UNIVERSITY

SAINT JOSEPH'S UNIVERSITY	University: Saint Josephs University .	Address: 5600 City Avenue, Philadelphia PA 19131
	Established: 1851	Phone: (610) 660 3156
	Number of Students: 7,130	Website: www.sju.edu
Relevant Program: Department of Food Marketing (cfm.sju.edu) Department: in the College of Business Administration Haub School of Business Contact:: Terese W. Waldron (Director) Telephone: (610) 660 3150 Email: Twaldron@sju.edu		# of Faculty: 10 # of Students: ? Degrees Offered: BS Food Marketing MS Food Marketing
Sample Courses		
Food Marketing Channels Foodservice Marketing Food Retailing Management Food Retailing Technology Quality Food Product Development Target Marketing and Opportunity Analysis How to Prepare Annual Marketing Plans Foundations of Marketing Marketing Strategy Making Niche Marketing Work Practical Food Marketing Research Effective Food Advertising Consumer/Trade Promotions Direct Marketing	Supply Chain Management ECR Supermarket Merchandising Category Management Leadership and Development Building High Performance Teams Managerial Accounting Business Ethics Electronic Marketing Systems Sales Management Effective Negotiating Food Packaging/ New Product Planning Foodservice in Supermarkets Meal Solutions	Distance Education: No Executive Programs: Short Courses (2 days) Related Courses: Marketing/Management Business/Finance Academy of Food Marketing (1961) Centre for Food Marketing Research Haub School of Business

SCANDINAVIAN INTERNATIONAL MANAGEMENT INSTITUTE

	University: Scandinavian International Management Inst. Established: 1991 Number of Students: ?	Address: 8, Olof Palmes Gade, Copenhagen, Denmark Phone: +45 35 25 3000 Website: www.simi.dk
	Relevant Program: Managing Food and Beverage Innovation (1997) Department: SIMI Contact:: Tom Wylonis, Director of Executive Education Telephone: +45 35 25 3000 Email: twylonis@simi.dk	# of Faculty: 25 core # of Students: 24 per class Degrees Offered: Executive MBA Diploma
Sample Courses		Distance Education: E*MBA Executive Programs: Diploma in Managing Food and Beverage Innovation Related Courses: Business Non-profit Organisation- Danish and Swedish Firms, Executive Development Centres and Business Schools
Future of the Food & Beverage Industry Customer Trends in Food & Beverage industry in Europe Future Innovation scenarios Organisational Design Top-Down Dynamics Strategic Innovation Organisational Issues relation to innovation Consumer Marketing of Innovation Business to Business Marketing of Innovation		

UNIVERSITY OF SOUTHERN CALIFORNIA


	<p>University: University of Southern California. Established: 1880 Number of Undergraduate Students: 16,037</p>	<p>Address: Los Angeles CA 90089 Phone: (213) 740 2311 Website: www.usc.edu</p>
<p>Relevant Program: Food Industry Management Program (1958) Department: Marshall School of Business Contact:: Thomas D. Arnold (Director) Telephone: (215) 740 5585 Email: tarnold@usc.edu</p>		<p># of Faculty: 175 # of Students: 1500 students graduated Degrees Offered: MBA Executive MBA</p>
<p>Sample Courses</p>		
<p>Decision Making, Strategic Change & Technologies Role</p> <ul style="list-style-type: none"> - Analytical Techniques - Formulating Strategic Change - Creative Thinking Techniques - Risk Assessment - Scenario Planning <p>Strategic Planning, Leadership & Management Priorities</p> <ul style="list-style-type: none"> - The Rapidly Changing Food Industry - Executive Leadership - Motivational Skills - Envisioning the Future - New Forms of Competition 	<p>Communications/Managing Change</p> <ul style="list-style-type: none"> - Strategic Communications - Persuasive Communications - Coaching - Effective Presentations - Power Writing - Conflict Resolution <p>Financial Analysis & Management</p> <ul style="list-style-type: none"> - Financial Statements - Accounting Principles - Risk Analysis - Cash Flow Analysis - Cost Analysis <p>Activity Based Costings</p>	<p>Continuing Education: Certificate. in Food Industry Management</p> <p>Executive Programs: Food Industry Executive Program</p> <p>Related Courses: Business</p> <p>Fully sponsored by Western Association of Food Chains</p>

Appendix B-3: Profiles of Australian food industry programs


PROFILED AUSTRALIAN FOOD INDUSTRY RELATED PROGRAMS

- **Southern Cross University**
- **Charles Sturt University**
- **Curtin University of Technology**
- **University of Queensland**
- **University of Western Sydney**
- **La Trobe University**
- **University of Melbourne**
- **University of Adelaide**
- **University of New England**
- **University of Sydney**
- **University of Western Australia**
- **Griffith University**
- **Monash University**
- **Victoria University**


SOUTHERN CROSS UNIVERSITY

	<p>University: Southern Cross University Established: 1970, 1994 as a University Number of Students: 8,968</p>	<p>Address: Military Road, Lismore NSW 2457 Phone: (02) 6659 3777 Website: www.scu.edu.au</p>
<p>Relevant Program: Agribusiness Department: School of Business Coffs Harbour Campus Contact: Prof Don Scott ??? Ex Unilever / Not Sure Telephone: (02) 6620 3095 Emails: dscott@scu.edu.au</p>		<p>Degrees Offered: Undergraduate Certificate/Diploma Bachelors Postgraduate Certificate/Diploma Masters in Agricultural Economics Distance Education: ? Executive Programs: ?</p>
<p>Sample Courses</p>		
<p>Agri-Management Agribusiness Sales and Promotion Management Marketing Research Global Marketing Retail Marketing Environmental Awareness Natural Sciences Rural Business Principles Production Management Economics Marketing Management Accounting Business Finance Environmental Awareness</p>	<p>Natural Sciences Rural Business Principles Applied Planning Organisational Behaviour Strategic Management Environmental Management Statistics Consumer Behaviour Business Information Systems Management Company Law Applied Business Statistics Human Resource Management Entrepreneurship</p>	<p>Related Courses: Business/Commerce Retail Hotel, Catering & Tourism</p>


CHARLES STURT UNIVERSITY

	<p>University: Charles Sturt University Established: 1990 as a University Number of Students: 28,654</p>	<p>Address: Wagga Wagga NSW 2678 Phone: (02) 6933 2121 Website: www.csu.edu.au</p>
<p>Relevant Program: Agribusiness Department: School of Agriculture Wagga Wagga Campus Contact: Dr Allan Tunstall, Course Coordinator Telephone: (02) 6933 2202 Email: atunstall@csu.edu.au</p>		<p>Degrees Offered: Undergraduate Certificate/Diploma Bachelors Postgraduate Certificate/Diploma ? Distance Education: Yes</p>
<p style="text-align: center;">Sample Courses</p>		<p>Executive Programs: ?</p>
<p>Agribusiness Marketing Agribusiness Management Agribusiness Supply Chain Management Rural Resource Economics Accounting Microeconomics Business Law Organisations & Management Introduction to Agricultural Systems Accounting Macroeconomics Business Statistics Principles of Animal Production eCommerce International Agriproduct Trade</p>	<p>Agribusiness Management Business Strategy Agricultural Marketing Cases Agricultural Market Analysis Agricultural Policy</p>	<p>Related Courses: Business/Commerce Food Science Food Processing</p>


CURTIN UNIVERSITY OF TECHNOLOGY

	University: Curtin University of Technology Established: 1967, 1987 as a University Number of Students: 21,680	Address: Bentley WA 6102 Phone: (08) 9266 9266 Website: www.curtin.edu.au
	Relevant Program: Agribusiness Department: Muresk Institute of Agriculture (in Northam) Contact: Murray J. McGregor, Professor of Agribusiness Phone: (08) 9690 1567 (Northam), Email: m.mcgregor@curtin.edu.au	Degrees Offered: Undergraduate Certificate/Diploma Bachelors Postgraduate Certificate/Diploma Masters Distance Education: ? Executive Programs: ? Related Courses: Aquaculture/Viticulture/Horticulture
Sample Courses		
Agribusiness Systems Communications Plant and Soil Resources Food and Fibre Production Information Literacy Animal Science Farm Business Systems Agribusiness Economics and Policy Plant and Soil Systems Agribusiness Accounting and Finance Agricultural Production Systems Food and Agribusiness Marketing Farm Business Systems Analysis Agribusiness Tax and Law	Farm Business Systems Modification Agribusiness Finance Advanced Animal Science Crop Protection Corporate Business Management Intensive Animal Production Sustainable Agronomic Systems Agribusiness Analysis Grazing Animal Production Systems Advanced Cropping Systems International Agribusiness Marketing Agricultural Knowledge and Information Agribusiness Planning	


UNIVERSITY OF QUEENSLAND

	<p>University: University of Queensland Established: 1909 Number of Students: 29,886</p>	<p>Address: Gatton, QLD 4343 Phone: 1 800 642 093 Website: www.uq.edu.au</p>
<p>Relevant Program: Agribusiness Department: Faculty of Natural Resources, Agriculture & Veterinary Science School of Natural and Rural Systems Management Contact: Associate Professor Ray Collins or Tony Dunne Telephone: (07) 5460 1328 Email: rcollins@uqg.uq.edu.au or adunne@uqg.uq.edu.au</p>		<p>Degrees Offered: Undergraduate Certificate/Diploma Bachelors Postgraduate Certificate/Diploma Masters PhD</p>
<p>Sample Courses</p>		<p>Distance Education: Yes</p>
<p>Agribusiness Management Agribusiness Marketing Agribusiness Supply Chain Mgmt. Food Safety & Quality Mgmt. Food Packaging Nutrition & Food Science Food Sensory & Physical Assessment Animal Food Processing Dairy Processing Grain Processing Accounting Finance Strategic Marketing Product Development New Venture Creation</p>	<p>Operations Management Price Risk Management Horticulture Processing Legal Environment of Business International Marketing Leadership & Group Facilitation</p>	<p>Executive Programs: No</p> <p>Related Courses: Business/Commerce</p>


UNIVERSITY OF WESTERN SYDNEY

	<p>University: University of Western Sydney Established: 1989 as a University Number of Students: 29,540</p>	<p>Address: Phone: Website: www.uws.edu.au</p>
<p>Relevant Program: Agribusiness Department: College of Science, Technology and Environment School of Science, Food and Horticulture Contact: ? Telephone: Email:</p>		<p>Degrees Offered: Undergraduate Certificate/Diploma Bachelors Postgraduate Certificate/Diploma Masters</p> <p>Distance Education: No</p>
<p>Sample Courses</p>		<p>Executive Programs: No</p>
<p>Agribusiness Marketing Farming Systems Environment and Agriculture Ecosystems and Agriculture Systemic Analysis of a Farming System Improving a Farming System Agricultural Systems Farm Practice Principles of Soil & Water Management Agronomy Soil Biology and Biochemistry Advances in Agronomy Agricultural Economics</p>	<p>Rural Policy Rural Property Management Planning Rural Family Business</p>	<p>Related Courses: Business/Commerce Food Sciene Horticulture Wine</p>


LA TROBE UNIVERSITY

	<p>University: La Trobe University Established: 1964 as a University Number of Students: 20,523</p>	<p>Address: Plenty Road, Bundoora VIC 3086 Phone: 1 300 135 045 Website: www.latrobe.edu.au</p>
<p>Relevant Program: Agricultural Science/Business Department: Faculty of Science and Technology Department of Agricultural Sciences (with School of Business) Contact: Dr. Mark Sandeman Telephone: (03) 9479 2164 Email: M.Sandeman@latrobe.edu.au</p>		<p>Degrees Offered: 5 Year Dual Degree Bachelors ? Distance Education: ? Executive Programs: ?</p>
<p>Sample Courses</p>		
<p>Agricultural Systems Principles and Applications in Chemistry Introductory Macroeconomics Function of Cells and Organisms Genetics Human Biology and Evolution Introductory Microeconomics Physics for Agriculture and Life Sciences Plant Science. Accounting for Management Decisions Foundations of Management Plant Physiology and Nutrition Enzymes and Metabolism Agricultural Practice Soil Science</p>	<p>Law of Commercial Contract Management Information Systems Statistics for Life Sciences Physiology of Domestic Animals Ecophysiology of plants Plants, Pests and Diseases Animal Nutrition Agricultural Case Studies Agricultural Practice Marketing Principles & Practice Consumer Behaviour Marketing Research Strategic Marketing Marketing Communications</p>	<p>Related Courses: Viticulture Business Hospitality and Tourism</p>


UNIVERSITY OF MELBOURNE

	<p>University: University of Melbourne Established: 1853 Number of Students: 34,098</p>	<p>Address: Swanston St, Parkville VIC 3010 Phone: 1 800 801 662 Website: www.unimelb.edu.au</p>
<p>Relevant Program: Agriculture/Commerce Department: Institute of Land and Food Resources Department of Food Science and Agribusiness Contact: Peter McSweeney, Senior Lecturer Telephone: (03) 9250 6848 Email: p.mcsweeney@landfood.unimelb.edu.au</p>		<p>Degrees Offered: Bachelors Certificate/Diploma Masters of Agribusiness Distance Education: Yes, incl. on-line Australia's first online Agribusiness Masters</p>
<p>Sample Courses</p>		
<p>Agribusiness Marketing Human Resource Management Resource Industry Economics Agricultural Marketing Leadership Agribusiness Management Economics Financial Management for Agribusiness Human Resource Management Business Strategy Information Management Managing Risk Operations and Decision Making</p>	<p>Chemistry for Land and Food Resources Biology for Land and Food Resources Australian Agricultural Production Sys Introductory Microeconomics Farm Animal Biology Introductory Macroeconomics Quantitative Methods Genetics & The Evolution of Life Plant Function Comparative Nutrition</p>	<p>Executive Programs: ? Related Courses: Food Science Business</p>


UNIVERSITY OF ADELAIDE

	<p>University: University of Adelaide Established: 1874 Number of Students: 13,861</p>	<p>Address: Roseworthy SA 5371 Phone: (08) 8303 7360 Website: www.adelaide.edu.au</p>
<p>Relevant Program: Food Technology and Management Department: Faculty of Sciences Department of Agriculture and Natural Resource Sciences Contact: Dr Andreas Klieber Telephone: (08) 8303 6653 Email: andreas.klieber@adelaide.edu.au</p>		<p>Degrees Offered: Bachelors Certificate/Diploma Masters/PhD Distance Education: Yes</p>
<p style="text-align: center;">Sample Courses</p>		<p>Executive Programs: No</p>
<p>Consumers, Food and Health Biomathematics and Statistics Introduction to Food Technology Biological Chemistry General Microbiology Food Engineering Principles Principles of Food and Wine Marketing Sensory Evaluation of Foods Food Microbiology Nutrition Food Chemistry Applied Management Science Food Preservation and Packaging Biometry Communication in the Agri-Food Industry</p>	<p>Animal Food Processing Plant Food Processing Food Industry Internship Food Product Development Food Quality & Regulation Product Development Stream Food Engineering Food Waste & Water Quality Management Quality Management & Auditing Postharvest Horticulture Cereal Products and Processing Food Marketing Stream Applied Marketing Research Economics</p>	<p>Related Courses: Food Science Oenology Viticulture</p>


UNIVERSITY OF NEW ENGLAND

	<p>University: University of New England Established: 1938, 1954 as a University Number of Students: 14,910</p>	<p>Address: Armidale NSW 2351 Phone: 1 800 818 865 Website: www.une.edu.au</p>
<p>Relevant Program: Agribusiness Department: Faculty of Economics, Business and Law Graduate School of Agricultural and Resource Economics Contact: Roley Piggott Telephone: (02) 6773 2313 email: rpiggott@metz.une.edu.au</p>		<p>Degrees Offered: Bachelors Masters Ph.D MBA in Agribusiness Distance Education: Yes</p>
<p style="text-align: center;">Sample Courses</p>		<p>Executive Programs: ?</p>
<p>Economics Agriculture and Economic Growth Managerial Economics Farm & Resource Management Benefit-Cost Analysis Economy and Business in Modern Asia Australian Industrial Relations Econometrics for Marketing Economics Agribusiness Marketing Finance and Risk Management Commodity Markets Business Statistics Introduction to Business Forecasting</p>	<p>Business Decision Making Banking and Finance Global Trade, Business & Politics Agribusiness Strategy</p>	<p>Related Courses: Business Economics</p>

UNIVERSITY OF SYDNEY

	<p>University: University of Sydney</p> <p>Established: 1851</p> <p>Number of Students: 35,385</p>	<p>Address: Camperdown NSW 2050</p> <p>Phone: 1 300 362 006</p> <p>Website: www.usyd.edu.au</p>
<p>Relevant Program: Agricultural Economics</p> <p>Department: Faculty of Agriculture, Food and Natural Resources Department of Agricultural and Resource Economics</p> <p>Contact: Professor Gordon T MacAulay</p> <p>Telephone: (02) 9351 2574</p> <p>Email: G.MacAulay@agec.usyd.edu.au</p>		<p>Degrees Offered: Bachelors Masters Ph.D</p> <p>Distance Education: No</p> <p>Executive Programs: No</p>
<p>Sample Courses</p>		
<p>Agricultural Economics Econometrics Introductory Macroeconomics Introductory Microeconomics Applied Commodity Modelling Commodity Price Analysis Production Economics Agribusiness Management Agricultural and Resource Policy Research Methods Agricultural Finance Risk Management Applied International Trade Applied Marketing</p>	<p>Natural Resource Economics Quantitative Planning Methods</p>	<p>Related Courses: Horticulture Food Chemistry</p>


UNIVERSITY OF WESTERN AUSTRALIA

	<p>University: University of Western Australia Established: 1911 Number of Students: 13,575</p>	<p>Address: 35 Stirling Hwy, Crawley WA 6009 Phone: (08) 9380 2477 Website: www.uwa.edu.au</p>
<p>Relevant Program: Agriculture/Commerce Department: Faculty of Natural and Agricultural Sciences School of Agricultural and Resource Economics Contact: Prof Michael Burton, Head of School (?) Telephone: 9380 2531 Email: mpburton@agric.uwa.edu.au</p>		<p>Degrees Offered: Bachelors Postgraduate Certificate/Diploma Masters</p>
<p>Sample Courses</p>		<p>Distance Education: ? Executive Programs: ? Related Courses: Horticulture & Viticulture Economics Marketing</p>
<p>Agricultural Economics Economic History International Trade Marketing Management Consumer Behaviour Marketing Research Strategic Marketing Promotion Strategy International Marketing Consumer Services and Retailing Marketing Information Systems Marketing Law International Commercial Law</p>	<p>Financial Accounting Mathematics Money and Finance Economics for Agriculture Resource Management Prices and markets Ecosystem Processes Science and its Communication Biometrics</p>	


GRIFFITH UNIVERSITY

	<p>University: Griffith University Established: 1971 Number of Students: 23,954</p>	<p>Address: Nathan QLD 4111 Phone: (07) 3875 7700 Website: www.gu.edu.au</p>
<p>Relevant Program: Retail Management Department: Faculty of Business and Commerce School of Marketing and Management Contact: Professor Bill Merrilees Telephone: (07) 555 29034 Email: Bill.Merrilees@mailbox.gu.edu.au</p>		<p>Degrees Offered: Bachelors Masters Distance Education: ? Executive Programs: ?</p>
<p>Sample Courses</p>		
<p>Introduction to Marketing Corporate Comm & Pub Relations Retail Management Marketing Channels Retail Supply Chains Retail Buying & Merchandising International Management Marketing Communication Global Marketing Market Research Retail Marketing Shopping Mall Marketing & Mgt Personal Selling & Sales Mngmt Marketing Visual Promotions</p>	<p>Intro to Public Relations Services Marketing Tourism & Hospitality Marketing Social Marketing: Applying Networking and Franchising Mktg. Mgmt & Strategy Marketing Mgmt. & Strategy Contemporary Retailing Interactive/Internet Marketing Retail Operations and Perform Campaign Strategies Franchise Structure & Management Strategic Brand Marketing Retail Management</p>	<p>Related Courses: Hospitality / Hotel Management Management</p>

MONASH UNIVERSITY

	<p>University: Monash University Established: 1958 Number of Students: 41,848</p>	<p>Address: Wellington Rd. Clayton VIC 3800 Phone: (03) 9905 1320 Website: www.monash.edu.au</p>
<p>Relevant Program: Marketing Food & Beverage / Retail Management Department: Faculty of Business and Economics Department of Marketing Contact: Dr Lawrie Dooley Phone: (03) 9903 2757 Email: Lawrence.Dooley@BusEco.monash.edu.au</p>		<p>Degrees Offered: Bachelors Postgraduate Certificate/Diploma Masters PhD Distance Education: Yes</p>
<p>Sample Courses</p>		
<p>Marketing theory and practice Theory and process of buyer behaviour Food and beverage marketing Business management Integrated marketing communication Marketing innovation and planning Marketing policy and strategy Buyer behaviour Retail management principles Retail case studies Buying for retail markets Retail promotion Retail technology International retailing Market research methods</p>	<p>Marketing support systems Marketing planning and implementation Strategic marketing Marketing communication Logistics and fulfilment Money and capital markets Financial management Corporations law and trusts Taxation law Macroeconomics Business data modelling Human resource management Strategic management</p>	<p>Executive Programs: Food Industry Executive Program Wine Executive Program Produce Executive Program Related Courses: Business & Commerce Marketing Wine Technology and Marketing</p>

VICTORIA UNIVERSITY

	<p>University: Victoria University Established: 1916, 1990 as a university Number of Students: 17,230</p>	<p>Address: Ballarat Rd. Footscray VIC 3011 Phone: (03) 9688 4110 Website: www.vu.edu.au</p>
<p>Relevant Program: Retail Management Department: Faculty of Business and Law School of Applied Economics Contact: Dr. Mario Miranda, Lecturer Professor John Cary Telephone: (03) 9688 5004 (03) 9688 5363 Email: Mario.Miranda@vu.edu.au John.Cary@vu.edu.au</p>		<p>Degrees Offered: Undergraduate Certificate/Diploma Bachelors Postgraduate Certificate/Diploma Masters Distance Education: ? Executive Programs: ?</p>
<p>Sample Courses</p>		
<p>Marketing Economics Business Law Management & Organisational Behaviour Business Statistics Retail Management Principals Accounting Product & Pricing Strategy Marketing Research Economics of Retailing Distribution Management Statistics Consumer Behaviour Retail Merchandise Management</p>	<p>Advertising Public Relations Advanced Marketing Research Electronic Retailing Strategic Retailing International Business Context Finance of International Trade Distribution Management Transportation Economics Transport Information Systems Logistics Transport Law Managing Innovation Entrepreneurship</p>	<p>Related Courses: Marketing Applied Economics Transport & Logistics Hospitality & Tourism</p>