



Policy and markets

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Course

European training programme for Cooperative Leaders

Internationalisation of Agri-Cooperatives

19 and 20 January 2015



Cooperative entrepreneurship on an international level

Internationalisation is an increasingly important growth strategy for cooperative firms, because of saturated markets in their home countries and because competition legislation limits domestic expansion. Especially cooperatives in small countries experience domestic limits to their growth ambitions. With the on-going market integration in the European Union, the internationalisation process of cooperatives will become stronger in the near future.



A cooperative with the ambition to expand its activities abroad can choose among different internationalisation strategies. This choice depends to a large extent on the nature of the company and its products. Due to cooperatives being member-based organisations, they are facing a number of challenges that differ from non-cooperative companies. One of these choices entails having members or contract suppliers in other countries.

Following up on a study on cooperatives and producer organisations in the EU, Wageningen UR (University & Research centre) and Copa-Cogeca have taken the initiative to support the further development of competencies of cooperative leaders facing internationalisation challenges. Tailored to the sector, a specialised training programme has been developed, providing scientific knowledge and practical insights for cooperative leaders (that is, members of the board of agri-food cooperatives).

Programme

Location: Copa-Cogeca, Brussels

Day 1 – Monday 19 January 2015

Opening of the training programme

Copa-Cogeca

The changing policy environment for European agrifood cooperatives

Dr. Tomas Garcia Azcarate – European Commission, DG Agriculture and Rural Development

Dr Azcarate will present and discuss recent changes in EU policies on Producer Organisations, not only in the Fruit & Vegetables sector, but also related to other sectors. In addition, the competition and compatibility between agricultural policies and competition policies will be discussed.

Learning outcome

After this presentation you will have thorough knowledge of current and future developments in EU policies on cooperatives and producer organisations in different sectors.

Cooperative leadership and Board-CEO relations

Prof. dr. Michael Cook – University of Missouri, USA

When cooperatives become larger, more diverse and more international, the world of the farmers in the Board of Directors (BoD) and the world of the professional managers may no longer coincide. The task of the BoD is to accommodate these two worlds. Selecting the right Board members, appointing skilful managers and solving agency problems are the key leadership challenges for cooperatives. Prof Cook will use several cases from the USA, both success and failure cases. He will use his long time experience as director and trainer of the Graduate Institute of Cooperative Leadership (GICL) (see: www.gicl.coop).

Learning outcome

After this part of the programme you will have gained insight on the interaction between Board of Directors and the CEO. You will become familiar with the major approaches on Board – CEO interaction, and you will learn how to handle the various tensions and dilemmas that may arise in this relationship, especially in a process of internationalisation.

Hybrid ownership structures

Prof. dr. Jos Bijman and Krijn Poppe MSc
Wageningen UR, The Netherlands

Profs Bijman and Poppe will present and discuss case studies of hybrid ownership structures from different parts of Europe, ranging from HKScan in Finland, Danish Crown in Denmark, Südzucker in Germany, Cebeco in The Netherlands, Maisadour in France, to Anecoop in Spain. Multiple layers of cooperation, holding structures and non-member finance are some of the challenging organisational characteristics of these cooperatives. The key question for these large and international cooperatives is to reconcile diverging member interests with expanding business realities.

Learning outcome

After this part of the programme you will have gained insight on the trend among large agrifood cooperatives towards more diverse ownership and financial structures. These so called hybrid ownership structures can enable growth opportunities, but have implications for the allocation of decision rights. After learning about the main theoretical background to these trends, you will apply your knowledge to discuss real life cases of hybrid cooperative structures among European agrifood cooperatives.

Questions and Answers

Working on case assignments

Day 2 – Tuesday 20 January 2015

Internationalisation as a growth strategy

Prof. dr. Maryline Filippi – Bordeaux Sciences Agro, France

Prof Filippi will present and discuss the nature of the internationalisation from a strategic management point of view. She will identify the relationship between the internal governance and evolution of the organisational structure of cooperatives towards internationally competitive business structures. For French cooperatives, the advantages and disadvantages of territorial embeddedness will receive special attention. Cases are from multipurpose cooperatives (e.g. Agrial and BayWa) as well as from the sugar industry (e.g. Südzucker/ Agrana, Tereas, and Cosun).

Learning outcome

This part of the programme will give you a deeper understanding of the strategic management perspective on internationalisation of agrifood cooperatives. Why do cooperatives go international and what different internationalisation models can they follow?

Mergers and acquisitions in the European dairy industry

Prof.dr. Markus Hanisch, Humboldt University Berlin, Germany

The dairy European dairy industry is faced with global market growth and changing EU policies. Mergers and acquisitions, both domestically and internationally, lead to a new competitive arena among large and small dairy cooperatives as well as with non-cooperative dairy companies. Exciting cases are the establishment of Deutsches Milchkontor (DMK,) the rapid transnationalisation of Arla Foods, and the Sodiaal/3A merger.

Learning outcome

After this part of the programme you will know more about the growth strategies that have been followed by cooperatives in the dairy industry. These growth strategies have strong relationship with internal governance structures, that is with member influence on strategies and policies of the cooperative businesses. You will apply these newly gained insights to discuss your own experiences in various sectors.

Working on case assignments

Presentations of assignments

Wrapping up: summary, learning points, reflection, the way forward

Krijn Poppe and Jos Bijman,
Wageningen UR, The Netherlands

Biography of the speakers



Jos Bijman

Associate Professor on Management and Organisation, Wageningen University. Expert on restructuring of cooperatives and producer organisations, particularly from a supply chain perspective. Has done research on cooperatives in The Netherlands, Europe, Brazil, China, and Ethiopia. Project manager (jointly with Krijn Poppe) of the EU funded research project "Support for Farmers' Cooperatives".

For a case study on the Dutch federated cooperative Cebeco as a (failed) hybrid ownership structure: see <http://edepot.wur.nl/245000>. For other reports of the Support for Farmers' Cooperatives, see: <http://www.wageningenur.nl/en/Expertise-Services/Research-Institutes/lei/show/Support-for-Farmers-Cooperatives.htm>. His lecture will analyse hybrid ownership structures, applied to real life cases, such as Cebeco.



Krijn J. Poppe

Research Manager and Senior Economist at LEI Wageningen UR. Helps decision makers in policy and business to understand and act upon trends in agri & food, based in science. Krijn Poppe is a well-known speaker and a specialist in business economics as well as agricultural economics, In recent years Krijn Poppe managed EU Research projects on

the competitive position of European Food Industry and on Support for Farmers' Cooperatives (together with Jos Bijman, see above). Also involved in several large ICT projects and in organising innovation in European agriculture. He has for many years been a non-executive board member of an organic cooperative.



Michael L. Cook

Professor in Organization Economics in the Division of Applied Social Sciences at the University of Missouri- Columbia. His research activities include work in more than 50 countries and 100 published works. Micheal Cook is a member of the core faculty of the Agribusiness Research Institute (ARI), and a Senior Fellow with the Contracting and Organizations Research Institute (CORI) at MU.

He also served for 12 years in senior management positions with three global enterprises, two of them cooperatives, and has occupied board positions with numerous cooperatives, subsidiaries, and associations. His lecture will examine the process of internationalisation, with specific attention to the relationships between the Board of Directors and the CEO.



Markus Hanisch

Is an Agricultural Economist at the Humboldt University Berlin and Professor for "Economics of Agricultural Cooperatives". He authored concept papers and nine research reports of the EU funded project Support for Farmers' Cooperatives (Dairy Sector Report, Internal Governance, etc.). His experience covers a wide range of project and consulting activities focusing on cooperatives (with International Food Policy Research Institute IFPRI, UN-DESA, FAO, BMZ, BMBF). He is consulting, training and presenting for cooperative

practitioners in the German Cooperative Academy Montabaur, for the German Raiffeisen Foundation, for the German Genossenschaftsverband e.v. and many other professional organizations in the field. Hanisch's work has recently focused on price effects and the internationalisation of European cooperatives including structure strategy trade-offs in cooperative management. His lecture will analyse recent processes of mergers and acquisitions in the European dairy industry.



Maryline Filippi

Professor in Economics at the University of Bordeaux, researcher at the French National Institute for Agricultural Research (INRA). Expert on governance, organisational design, territorial development and innovation strategies of agricultural cooperatives and food industry. Maryline Filippi has managed many research projects for the French Agricultural Ministry, the EU and INRA relating to cooperatives and was the French expert for Support for Farmers' Cooperatives. Has extensive experience in consulting cooperatives and as a member of professional committees. She is, equally, General Secretary of the French Rural

Economics Society (SFER) and President of the International Regional Science Aydalot Prize. Her lecture will examine international strategic management perspectives applied to specific cases, for example the Agrial case (France).

This part of the programme will give you a deeper understanding of the strategic management perspective on internationalisation of agrifood cooperatives. Why do cooperatives go international and what different internationalisation models can they follow? The theoretical insights will be applied to particular cases from different countries and different sectors.



Tomas Garcia Azcarate

PhD in Agricultural economics, Economic adviser in DG AGRI, Professor in the European Study Institute of the Free University of Brussels (IEE-ULB), member of the French Agricultural academy and the Academia del Georgofili and President of the Spanish association of Agricultural economists. Coordinator in the European Commission for the study on European cooperatives:

See for more information: http://ec.europa.eu/agriculture/external-studies/support-farmers-coop_en.htm His lecture will analyse the EU policies on cooperatives and future developments in the EU.



Programme

During this training programme a group of renowned lecturers from leading research and education institutes will present the state-of-the-art knowledge on international business related to agri-cooperatives. Throughout the programme there is a strong focus on practical implications for cooperatives that (want to) pursue an internationalisation strategy. In addition to attending lectures, the participants will be working in small groups on case assignments. This enables them to discuss the theoretical insights and translate those to practical cases for strategic and operational decision making.

The programme will contribute to the building of personal skills and leadership capacities

Learning objectives

- To understand the economic, legal and social challenges of working in an international institutional environment.
- To assess the advantages and disadvantages of having members or contract suppliers in various countries.
- To improve capabilities to deal with the challenges and opportunities of cooperatives going international.
- To be able to apply scientific management models and methods into day to day practice of strategic decision-making.

“Current complex decision making in cooperative boards, requires the highest possible level of competence for its members, combining solid analysis and examples of day-to-day international agribusiness”.

*Christian Pèes
President of Cogeca*

Target group

The target group of this Training Programme consists of members of the Board of Directors of agri-food cooperatives from different sectors and different countries. The programme is offered in English and simultaneous interpretation may be offered in different languages. (EN, FR, IT, ES, DE, PL, RO) upon request.

Programme management

The Training Programme is led by Jos Bijman en Krijn Poppe of Wageningen University & Research Centre. They are well known scholars on cooperatives, and they have been project managers of a large international research project on the development of agricultural cooperatives and producer organisations in the EU. The practical organisation of the programme is in the hands of Wageningen Academy. Within Wageningen UR, Wageningen Academy is the organisation being responsible for postgraduate and professional training programmes.

Information

For more information and our terms and conditions, please visit:

www.wageningenacademy.nl/en

Submission of applications and registration

In order to ensure a balanced group of participants from different countries Wageningen Academy and Cogeca will make a selection of the applicants. Following this scrutiny of applications, registrations will be confirmed (one week after expiration of the deadline) and the final fee will be invoiced to participants.

Practical information

Costs

€1,995.- including meals and interpretation for the C-C languages. Excluding hotel accommodation. An overnight stay is offered as an optional extra, but it is not included in the course fee.

10% discount is offered if more than 3 participants from the same Cogeca member organisation enrol.

Language support for Copa-Cogeca languages (EN, FR, IT, ES, DE, PL, RO) at no additional cost, (conditional on at least 3 participants per language).

Additional interpretation fee for non C-C languages (minimum 3 participants): € 500.-.

Registration

Closing day for registration: 20th November 2014.

Restricted number of participants.

Official language of the programme: English.

General Terms

The General Terms and Conditions of Wageningen Academy apply to all activities of Wageningen Academy; www.wageningenacademy.nl/en



For more information and registration

Programme manager

Liesbeth Vallinga

T +31 (0)317 48 76 02

E liesbeth.vallinga@wur.nl



Today's knowledge,
tomorrow's business