

Agro-food Marketing

Organized by

Mediterranean Agronomic Institute of Zaragoza

Agro-food Marketing

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IAMZ coordinator: **Mario Anamaría**

The programme is held every two years. Next edition starts in October 2011.

The State of Spain has awarded the Master of Science Degree issued upon completion of this programme the equivalence with the official Master Degree of the Spanish university system.

Aims: Agro-food marketing, in constant evolution, plays a vital role in the outcome and the coordination of business policies and management processes within the agro-food system. The development of the Mediterranean region has been limited by inappropriate marketing structures for agricultural and food products. The lack of up-to-date information about modern marketing techniques, both in the food industries and in the public sector, has been one of the causes of this limitation. Therefore the training of specialists in the topic acquires greater importance. The Master presents a global and integrated vision of the components of agribusiness marketing and the traditional markets of agricultural commodities, placing special emphasis on the international dimension of strategies.

Learning outcomes:

- To understand the theoretical elements of marketing, and to master the use of the most modern tools and methods applicable to this discipline, taking into account the particularities of the agro-food sector and its institutional and political environment.
- To be able to integrate the different components of a marketing programme, and to value the advantages and disadvantages of a variety of strategies and methods that, according to the economic objectives and different institutional and market situations, may increase companies' profit and competitiveness and satisfy consumer needs.
- To know how to design, implement and assess agro-food marketing programmes, and to be able to advise companies or public institutions in conducting market research projects and formulating marketing strategies, paying special attention to those of international scope.
- To assume the responsibility of planning and carrying out, under the supervision of a tutor, but in a manner that must be largely autonomous, a work of initiation to research in agro-food marketing, whose results may be potentially publishable.
- To prove knowledge of the scientific and technical information underpinning the research conducted, command of the techniques and methodologies relevant to such research, and capacity to objectively evaluate the significance of its results and conclusions.
- To know how to communicate the reasoning and conclusions of tutored works carried out in a group or autonomously, to develop skills in the preparation of informative and synthetic documents, and to acquire experience in the preparation and presentation of oral communications delivered and defended before an audience.

Part 1

Postgraduate specialization programme

The programme is organized in 8 Units (60 ECTS)

Unit 1
06-23 Oct. '09

SUPPLY, DEMAND AND PRICES OF AGRICULTURAL PRODUCTS (5 ECTS)

Content:

Production functions and costs,
Medium and long-term supply,
Estimation of elasticities,
Theoretical background of demand,
Properties of demand functions and empirical analysis of demand,
Price discovery, differences in space and time and margins.

Learning outcomes:

- To know how to characterize the agricultural production in economic terms, to recognize its efficiency, and to be able to measure and estimate production costs and the competitiveness and elasticity of supply.
- To analyse the properties of demand functions, and to be acquainted with the theory and methods enabling the estimation of agro-food demand.
- To know the theory of price determination in agro-food markets, and to gain further insight into the analysis of the spatial and temporal variation of prices and in the theory of marketing margins, as a framework within which to establish marketing efficiency.

Unit 2
06-09 Oct. and
19 Oct.-
06 Nov. '09

INTERNATIONAL TRADE AND MODELLING OF AGRICULTURAL PRODUCTS (5 ECTS)

Content:

Economic factors conditioning international trade,
Repercussion of agro-food policy on international trade,
Main elements for the development of international trade,
Information systems and data management,
New communications technology. E-marketing,
Information systems management in agro-food marketing,
Structural development of econometric models,
Supply, demand and price modelling in agricultural commodities,
Validation of econometric models.

Learning outcomes:

- To be acquainted with the main international market theories and current trends in international agro-food marketing, paying spatial attention to market access and liberalization and to the negotiations of the World Trade Organization concerning agriculture.
- To know how to use the potential offered by current information and communication systems in agro-food marketing, optimizing links between management strategies, information needs and the choice of the most convenient information systems.
- To be able to build and use econometric models enabling the analysis of agro-food markets behaviour.

AGRO-FOOD MARKET STRUCTURE AND POLICIES (8 ECTS)

Content:

- The agro-food system and its institutions: Structure, behaviour and functioning of the agro-food system; Methods of analysis of the agro-food system; The agro-food system in Europe; Globalization components in agro-food markets; Impacts of globalization on the agro-food system; Strategies of different agents within the context of globalization; Public and private institutions in agricultural markets; Market organization and agricultural associationism; Futures markets; Different institutional approaches in developing countries; The role of professional and interprofessional associations in the agro-food system of developing countries; Case studies of developing countries.
- Agro-food policy: Agricultural policy mechanisms; Evolution of the CAP; Current issues of concern in agricultural policies; Current trends in food policies; Food safety; Cost-benefit analysis of the implementation of food policies.

Learning outcomes:

- To understand the structure and behaviour of the agro-food system compared to other economic sectors, with special reference to the European context, and to be able to analyse how agro-food markets operate.
- To analyse the elements characterizing market globalization, its impacts in agro-food marketing and the strategies that different marketing agents may adopt to increase their opportunities in this context of globalization.
- To be familiar with the public and private institutions involved in agro-food markets, regulations and public directives, and different types of organization of agro-food markets to be able to identify market opportunities derived from them.
- To approach the situations and experiences of agro-food markets in developing countries by means of the analysis of their dynamics, problems and particularities regarding developed countries, with special focus on the interest of professional and inter-professional associations.
- To be aware of the existing agro-food policies in the world paying special attention to the Common Agricultural Policy of the EU, to value the cost and benefits arising from their establishment, and to know how to take advantage of possible derived incentives for the marketing of agro-food products.
- To analyse current trends in food safety, labelling, risk management and product quality, and to know the regulations established by agro-food policies at international and national level in this respect.

Unit 4
14-18 Dec. '09
and
11-22 Jan. '10

MARKETING AND MARKET RESEARCH (9 ECTS)

Content:

- Consumer behaviour and market research: The marketing concept; Evolution of agro-food marketing; New trends in agro-food marketing; Consumer behaviour; Consumer behaviour patterns in food demand; Consumer lifestyles; Concept and methodology of market research; Techniques for obtaining information; Information analysis and interpretation techniques.
- Survey analysis and multivariate techniques in market research: Design and execution of sampling plans; Elaboration of questionnaires; Survey analysis; Classification of multivariate analysis techniques; Factorial, cluster, discriminate and conjoint analysis; Non-metric multidimensional scaling.

Learning outcomes:

- To master the concepts, components and phases of marketing and its specific application to agro-food products.
- To know how to analyse consumer behaviour using different existing models, as an essential element to establish marketing strategies.
- To be able to carry out a market research study, mastering the concepts and methodologies relevant to its planning, the securing of information and the analysis and interpretation of results, and to develop criteria in the selection of different research methodologies according to the specific objectives of research.
- To know how to design and execute sampling plans, and to be able to conceive, develop and analyse surveys that match the market information needed in each case.
- To take initial steps in the methodology of experimental economics applied to market analysis and in those relevant to artificial market analysis.
- To know how to apply the different multivariate techniques (factorial and cluster analyses, non-metric multidimensional scales, and discriminant and conjoint analyses).

Unit 5
11-15 Jan.,
25 Jan.-19 Feb.
and
08-12 Mar. '10

PROGRAMMING THE MARKETING MIX (8 ECTS)

Content:

- Product and pricing policies: Objectives and dynamics of pricing policies; Product decisions; New product development; Pricing objectives and policies; Pricing strategy in the marketing mix.
- Promotion, distribution and logistics of food products: Generic promotion and advertising of agro-food products; Decisions in generic advertising; Promotion evaluation methods; The brand concept; Brand management; Brand development strategies; Marketing channels of agro-food products; Strategies in the choice of marketing channels for agro-food products; Decision-making in distribution policies; The logistics system; Supply chain integration; Use of logistics as a factor of competitiveness.

Learning outcomes:

- To be able to establish a relevant product policy for an agro-food company, in the framework of the agro-food policies in force and based on those decisions that better consider and take advantage of structural changes in retail markets and consumer preferences.
- To be aware of the nature and life cycle of a product, and to be able to develop successful marketing plans and launching strategies for new products.
- To gain further insight into the determinant factors influencing the pricing of products, and to be able to establish pricing strategies that may favour the marketing of products and its market competitiveness.
- To be acquainted with the fundamentals of generic promotions and advertisement of branded products, and to gain experience in setting up publicity strategies and in planning and developing advertising campaigns of agro-food products.
- To identify the different types of distribution channels in the supply chain of agro-food products, to develop criteria in the key decision making in order to determine a good distribution strategy, and to know how to manage the distribution channels to obtain competitive advantages.
- To know the objectives of logistics and its main components, and to be able to formulate suitable logistics strategies based on supply or time in order to implement an optimal organization of the agro-food product distribution.

Unit 6

15-26 Feb. and
08-12 Mar. '10

MARKETING STRATEGY AND CONTROL (4 ECTS)

Content:

Strategic marketing
Innovation of the food industry
Sales organization
Control of the marketing programme

Learning outcomes:

- To be able to establish marketing management strategies enabling the best use of resources to increase sales and gain competitive advantages, integrating customer needs, business objectives and competitors characteristics.
- To understand the key factors for success in innovation management, and to be able to identify changes and trends in the agro-food marketing providing opportunities for new products.
- To gain experience in the practice of idea generation and concept development, and in the organization of processes to develop and test new products.
- To be aware of the importance of sales organization in the support and implementation of marketing functions, and of the key role played by sales managers in companies and agro-food organizations.
- To be able to evaluate marketing programmes using the methods and procedures enabling the establishment of a precise diagnosis of the situation in each case, and to provide guidance to improve the outputs and efficiency of programmes.

Unit 7
15 Mar.-
29 Apr. '10

INTERNATIONAL MARKETING AND CASE STUDIES OF FIRMS (6 ECTS)

Content:

Overview of international agricultural commodity markets
Determining factors of competitiveness in agricultural commodity exports
Marketing strategies for exports of agricultural commodities
Main trends in the international marketing of branded products
Business and marketing perspectives for food products
Strategies in international food marketing
Case studies of firms
Simulation of markets and business strategies

Learning outcomes:

- To know the factors determining export competitiveness, and to be able to establish strategies for export and for foreign sales organization, considering policies and regulations operating in the international market of agricultural commodities.
- To analyse the characteristics particular to the international marketing of branded agro-food products, and to know how to design marketing strategies competitive in international markets for national or multinational companies.
- To gain further insights, by means of case studies, into the factors for success or failure of multinational and medium-sized companies in the food sector.
- To gain experience, through business simulation games, in the efficiency of different marketing strategies under particular conditions and the results concerning competitiveness and business development.

Unit 8
05 Oct. '09-
11 June. '10

MARKETING PROJECT (15 ECTS)

Content:

Throughout this part of the Master, participants prepare, through team work, a market research project in one of the firms collaborating with the programme. The project is to study the possible solutions to the marketing problems set forth by these firms, in order to apply the teaching and techniques presented in the lectures to a defined market situation.

Learning outcomes:

- To be familiar with the main current business problems in agro-food marketing.
- To develop skills in searching, selecting and treating technical and scientific information.
- To apply the methodology presented in the course in the different steps of the project.
- To gain experience in the analysis of planning situations and in decision making.
- To be able to plan marketing strategies that may be useful to agro-food companies.
- To develop the capacity to work in a group and collaboration with the business sector.
- To gain experience in the delivery and defence of oral communications.

EXAMINATIONS

In the case of Units 1 to 7, a written examination is taken for each Unit. Written exams consist of a set of questions that require a concise answer. Some of the questions are multiple choice. Lengthy questions are avoided.

Participants may retake failed exams once.

To evaluate Unit 8 participants must elaborate a written document that is presented and defended orally before a jury for its qualification. As the projects are carried out in groups, each component presents and defends a different part and the jury gives a common grade for the project and an individual grade for each group component. Furthermore, each group component is also graded by the project tutor and the IAMZ coordinator, on the basis of personal attitude and involvement during the realisation of the project

LANGUAGE OF INSTRUCTION

The working languages are English, French and Spanish. Lecturers can teach in any of the three languages. Simultaneous translation into Spanish is provided when lecturers speak English or French, therefore participants should prove knowledge of Spanish at the start of the course. From the beginning of July to the end of September IAMZ organizes an intensive course of Spanish for those who require it. Participants can answer the exams in Spanish, French or English. In the selection of candidates, knowledge of English and French is nevertheless valued, as part of the documentation distributed may be written in either of these languages.

ACADEMIC STAFF

Some 40 invited lecturers from about 8 countries participate in each edition of the M.Sc. programme of which, 54% come from Higher Education Institutions, 13% from Research Centres, 25% from Private Companies and 8% from International Centres.

Part 2

The Master of Science thesis

Project (60 ECTS)

This part is organized in 2 Units

INTRODUCTION TO RESEARCH (30 ECTS)

The aim of this unit is to provide the prior knowledge, skills and attitudes necessary to carry out a research project in a particular topic in the speciality of agro-food marketing.

Learning outcomes:

- To improve skills in the search for information, as well as in its selective and systematic treatment.
- To develop criteria for defining the objectives of a particular research study.
- To know how to plan the research work in order to best achieve the objectives set and to optimise time.
- To develop skills in the use of techniques and methodologies relevant to the execution of a research project and to discern the advantages and disadvantages of each one for each particular project.
- To know how to integrate knowledge and to learn how to analyse and contrast results.
- To value the guidance received to plan and develop a research work, fostering dialogue, criticism and capacity to work as a member of a team.
- To develop skills for self-directed learning and autonomous work.
- To improve the capacity of response to unforeseen situations and the ability to reorient a research if need be.

MASTER THESIS (30 ECTS)

The aim of this unit is to apply previous education received throughout the Master programme to carry out original research in the topic chosen in the previous unit, that concludes with the elaboration of a written thesis.

Learning outcomes:

- To be able to apply previously acquainted knowledge, methods and techniques in a discerning manner.
- To develop skills in the analysis of problems and in the definition of objectives.
- To know how to design the diverse experiments included in the research project correctly.
- To be competent in data collection and analysis according to a pre-established research protocol.
- To gain experience in the analysis of results and the elaboration of conclusions that may contribute to clarify and find possible solutions to problems.
- To develop skills in the synthesis and presentation of contents and in the preparation of scientific texts.
- To gain practice in the preparation and presentation of oral communications and in their public defence.
- To acquire attitudes to favour exchange and collaboration with other researchers and professionals.

Research work is carried out in well-recognized institutions (universities, research centres or firms), generally throughout Spain or in the participant's country of origin, under the scientific supervision of a thesis director that must be a doctor of renowned prestige. Participants choose the topic according to their interest of training, which is approved by a Committee. If the participant so requires, IAMZ advises on the choice of the most appropriate thesis director and institution to carry out the desired project, and likewise propose topics related to activities of cooperative research coordinated by IAMZ or other topics of interest previously accorded between IAMZ and other institutions.

The assessment of acquired competences for both units is made by an examining board composed of a representative of the IAMZ and at least three external members selected in

each case for their expertise and prestige in the field of the research work. For the first unit, this assessment is based on: (i) an oral examination by the examining board; (ii) the evaluation done by the thesis director on the performance of the candidate; and (iii) the evaluation based on the reports presented periodically by the participant, with the support of the thesis director, on the development and progress of the research work. For the second unit, assessment is based on quality of the thesis and on its public presentation and defence.

Research activities: most common topics for Master of Science theses

- Market analysis of diverse agro-food sectors, focusing on one country or comparing two or more
- Competitiveness of a country sector in international trade within the framework of a determinate international marketing policy
- Consumer behaviour and market research of a product in a given market context
- Product and pricing policies and marketing strategies for a sector or type of product

INDICATIVE MASTER THESES REALIZED WITHIN THE AREA

1. **Title:** Brand equity of food products. Analysis and characterization of milk consumers (2009)
Author: Andrea Beatriz Damico, Agronomist, Argentinian
Place of realization: Departamento de Gestión de Empresas, Universidad Pública de Navarra, Pamplona, Spain
Thesis director: Ildefonso Grande
2. **Title:** Market orientation of agro-food firms in the Ebro valley (2008)
Author: Ahmed Bahri, Agronomist, Algerian
Place of realization: Departamento de Gestión de Empresas, Universidad Pública de Navarra, Pamplona, Spain
Thesis director: María Mercedes Sánchez García
3. **Title:** Turkey's accession to the European Union. Implication for the agricultural sectors (2008)
Author: Orhan Karaca, Agronomist, Turkish
Place of realization: Unidad de Economía y Sociología Agraria, Centro de Investigación y Tecnología Agroalimentaria de Aragón, Zaragoza, Spain
Thesis director: George Philippidis
4. **Title:** Determining factors of the willingness to pay for the "Mongeta Ganxet" bean. Evidence from an experimental auction (2007)
Author: Faiçal Akaichi, Agronomist, Tunisian
Place of realization: Centro de Investigación en Economía y Desarrollo Agroalimentario (CREDA-UPC-IRTA), Castelldefels, Spain
Thesis director: José María Gil
5. **Title:** Price transmission in the Spanish bovine sector from a vertical and horizontal perspective (2006)
Author: Esmeralda Kadriu, Mathematician, Albanian
Place of realization: Departamento de Ciencia, Tecnología y Universidad, Diputación General de Aragón, and Unidad de Economía y Sociología Agraria, Centro de Investigación y Tecnología Agroalimentaria de Aragón, Zaragoza, Spain
Thesis director: Ana Isabel Sanjuán

Detailed additional information, in particular an analytical syllabus, is available in "ECTS information package" at IAMZ web site (www.iamz.ciheam.org/en/pages/paginas/pag_formacion8.htm)