

THE FUTURE OF FOOD

UCD MICHAEL SMURFIT GRADUATE BUSINESS SCHOOL

GLOBAL NETWORK FOR ADVANCED MANAGEMNT

EMBA NETWORK WEEK

13th to 17th JUNE 2016

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The future of food is not clear but the important vectors of change are: new technologies of production and distribution, globalisation of supply and demand, seemingly contradictory consumer demands for cheap food with complete traceability and the need to reduce the environmental impact of production and social impact of over consumption. Taken together, these forces point to opportunities for investment, entrepreneurship and the need for strategic agility.

With an emphasis on the senior leaders perspective, this programme will take advantage of Irelands leadership position in many aspects of global food production to deeply explore these issues.

PROGRAMME OBJECTIVES

Participants will acquire a new and comprehensive understanding of the strategy issues facing the global food and drink industry and understand how these are driving changes in company strategy and national policy. Lessons will be illustrated through a series of structured experiences with Irish food producers and deep dives with senior executives and national policy makers in the Irish food and drink area.

WHAT CAN YOU EXPECT

Each day will begin with 2-3 recently written case studies on issues of high importance to decision makers in the food and drink industry. A senior executive guest will join each case discussion to provide insights on the challenges facing decision makers.

During each morning participants will be invited to a tasting of premium Irish food and drink products, with an opportunity to meet with leaders from the producers organisations and discuss their business challenges in a peer-to-peer setting.

Each afternoon will feature an activity to illustrate the contemporary challenges facing the food industry. These activities will include a retail safari exploring traditional and contemporary food markets and stores in central Dublin and 'hunting for cool' trends in food buying and selling today and a visit to a local craft brewery to understand the role of ingredients and production in the creation of drinkers experience.

The module will conclude with a culinary learning and consuming experience with a leading Irish chef. This experience will focus on how high quality Irish food products are being used to manage the balance between the pleasure we derive from food and increasing concerns about health and food provenance.

COURSE THEMES

The week will consider four major themes:

1. Sustainable food production and sustainable food consumption

How should the food industry invest to reduce its environmental impact while increasing its output? How can marketing be changed and used to reduce the epidemic of obesity that threatens to reduce the lifespan of future generations?

2. Can new food technology be harnessed to the benefit of and the satisfaction of consumers?

Existing technology offers paths to increase food production but how can consumers be persuaded to buy it? Is food marketing effective in selling these new technologies? Demand for 'better for you' food products is strong and growing but how can it ever make the breakthrough to mainstream consumption?

3. Managing the impact of fast growth economies on food demand, supply and competition

How can the commercial opportunities of fast growing economies be exploited profitably and ethically? How will demand for calories in such economies impact on global food supply? What is the likely impact of national champion food producers in fast growing economics on global food systems?

4. Artisan Vs. Industry Champions - where is the growth?

How should traditional food producers and entrepreneurs evaluate the high growth of artisanal products? Is it a fad or a trend? How do external investors view these markets and directing their investments?

Should food and drink now be regarded as a high growth or high returns industry?

PROGRAMME REQUIREMENTS AND ASSIGNMENTS

Students are required to work in pre-assigned groups across participating schools prior to, during and after the programme.

Each group will be required to complete a post-module assignment that will be graded.

Students are required to thoroughly prepare case studies prior to arriving in Dublin and are required to attend each day in full. *Students arriving late will be invited to return the following day on time.*

Ireland (and a few other nations) will be competing in the Euro 2016 football championships during the programme. Please come prepared to have some fun!

Indicative case study list (subject to change)

Origin Green (Ireland)
Diageo: Innovating for Africa (Africa)
Ocado (UK)
Tissue Culture Beef (Netherlands/Global)
Lexington Brewing and Distilling Company (US)
Eataly (US/Italy)
Hain Celestial (USA)
COFCO (China)
BRF (Brazil)
VP Group (Africa/produce production)

FACULTY CHAIR

Prof. Damien P. McLoughlin

Damien McLoughlin is Anthony C. Cunningham Professor of Marketing and Associate Dean at UCD Michael Smurfit Graduate Business School in Ireland. He has previously served on the faculty of Johnson School at Cornell University, the Indian School of Business, Purdue University, Stern School at New York University and Harvard Business School. At HBS Damien taught for four years on the renowned Agribusiness seminar that explores contemporary strategy issues in the global food industry. Damien has published over seventy papers and two books on strategy and marketing

issues. He has also written more than twenty case studies, mainly relating to leadership and strategy issues in the food and agribusiness sector. Damien has consulted and led executive programmes in Europe, North America, Asia, Africa and Latin America while also working with a number of the world's leading organisations including Alltech, Allianz, Bord Bia (The Irish Food Board), Charoen Pokphand Group (CP), EY (Ernst & Young), Eversheds, Google, Hewlett-Packard, Independent News & Media, Microsoft, Ridley, Ryanair and Smurfit Kappa Group. He is also an experienced board member, having served a number of public and private sector organisations as a director and consultant. In 2014 the Irish Minister for Agriculture, Food and the Marine appointed Damien to the board of Bord Iascaigh Mhara, the body responsible for innovation in the Irish fish industry. Damien holds a Bachelor of Business Studies degree from Dublin City University, a Master of Business Studies degree from University College Dublin and PhD in Marketing from Lancaster University (UK).