



AGRICULTURE COUNCIL  
OF SASKATCHEWAN INC.

# FOOD PROFESSIONALS MANAGEMENT PROGRAM



**MODULE 1:** JANUARY 14-15, 2009  
COMPREHENSIVE BUSINESS  
MANAGEMENT

**MODULE 2:** FEBRUARY 11-12, 2009  
STRATEGIC COST MANAGEMENT  
AND THE VALUE CHAIN STRATEGY

**MODULE 3:** MARCH 11-12, 2009  
STRATEGIC RETAIL MARKETING

**MODULE 4:** APRIL 15-16, 2009  
STRATEGIC FOOD SERVICE  
DEVELOPMENT



Agriculture and  
Agri-Food Canada

Agriculture et  
Agroalimentaire Canada

Canada



# Training Agri-Food Leaders

## **Knowledge**

The program uses a combination of faculty and senior food industry advisors to provide academically strong and industry relevant material in a unique training environment.

## **Relevance**

The modules integrate the functional areas of business with practical application. This provides an understanding of how your organization fits into the industrial landscape.

The Food Professionals Management Program is designed to deliver knowledge that will move businesses forward. Participants are able to apply what they learn in the program to their businesses immediately, utilizing the academic and industry experts available to guide them.

The Program is designed for agri-food businesses with a high potential for growth. The businesses that will benefit the most from this program are those that are growing and are ready to take advantage of the opportunities presented by the Program.

The curriculum is designed to be practical and directly applicable to the unique needs of each participant. The information presented will be based on the most relevant and current industry knowledge and trends.

In addition to the curriculum, the program will bring together industry peers who will be able to explore common issues and challenges and develop links. Only 24 of the highest potential businesses and individuals will be accepted into the program.

*"Canada's food service industry is a dynamic business with a wide variety of go-to-market opportunities. The secret to success for growers and processors is to discover the sectors that make sense to their offering, determine the needs of those sectors and produce products that are relevant to those needs."*

GEOFF WILSON and BILL DOVER







# Improving Management Teams

*"I know that every participant will leave here with a better understanding of their markets, and how they can achieve greater success in those markets."*

TERRY ACKERMAN, FOOD INDUSTRY CONSULTANT

The Agriculture Council of Saskatchewan, in partnership with food industry consultants and faculty from the University of Saskatchewan's College of Agriculture and Bioresources, invites agri-food professionals to participate in the Food Professionals Management Program. Possible participants include executives, managers and representatives of retailers, food processors, food service organizations and other agri-businesses.

This intensive program will be delivered over four months. Two days of training and hands-on exercises will be devoted to each of the four modules.

Every hour of this program is filled with relevant information and application of the tools being learned. The modules are spaced so each participant has sufficient time to apply what they have learned and is able to bring questions to the next session.

## Discover secrets from the inside

Access the knowledge and experiences of senior food industry professionals.

## Enhance your business opportunities

Directly apply the business skills you are developing to your operation.

## Grow your expertise

Be confident that the decisions you are making are based on business fundamentals and industry reality.

## Develop a plan

Use what you have learned to strategically move your business forward with the support of academic and industry experts.

# Module Content

## MODULE 1

### Comprehensive Business Management

JANUARY 14-15, 2009

CANDLE ROOM, THE ATRIUM  
111 RESEARCH DRIVE  
INNOVATION PLACE, SASKATOON

#### Financial Management

*Instructors: Marvin Painter, Bill Brown*

- Using financial instruments
- Cost allocation
- Debt and capital as financial tools
- Financial analysis
- Tax implications

#### Strategic Marketing Management

*Instructor: Tom Allen*

- Selecting and implementing marketing strategies
- Market evaluation and segmentation
- Competitor and market analysis

#### Designing and Managing Strategy

*Instructor: Brooke Dobni*

- Strategy and value creation
- Gap assessment
- Product positioning
- Implementing strategies

#### Human Resource Management

*Instructor: Heather Ryan*

- Legal environment
- Human resource planning
- Selection
- Effective performance management

## MODULE 2

### Strategic Priority Cost Management and the Value Chain Strategy

FEBRUARY 11-12, 2009

1E80, AGRICULTURE BUILDING  
51 CAMPUS DRIVE, SASKATOON

*Instructor: Terry Ackerman*

#### Value Chains

- Understand Value Chains
  - What they are
  - Why they make sense
  - The risks and benefits
- Be able to identify the key capability developments to succeed
- Who is in your Value Chain
- What does each participant in your Value Chain contribute

#### Costs and Cost Drivers

- Identifying cost drivers
- Price sensitivity
- Fixed and variable costs
- Cost of goods sold
- Asset efficiency
- Cost modeling

#### Pricing

- Pricing strategy
- Competitive analysis
- Pricing models
- Pricing mechanisms





## MODULE 3

### Strategic Retail Marketing

MARCH 11-12, 2009

1E80, AGRICULTURE BUILDING  
51 CAMPUS DRIVE, SASKATOON

*Instructors: Terry Ackerman, Bonnie Boechler, Ray Penner*

# 3

#### Building a Brand

- What a brand does and how you build one
- Brand differentiation
- Brand promise
- Creating and maintaining a brand

#### The Retail Environment

- Marketing, distribution and brand building
- Channels of distribution
- Role of distributors
- Retail policies and procedures

#### Consumer Trends

- Consumer trends and the food industry
- Opportunities created by trends

#### Distribution Channels

- Choosing and working in a channel

#### Effective Product Presentations

- Developing a company, product and program presentation

#### Retail Program Development and Management

- What to include in your retail program
- Budgeting for your retail program

#### Staying on the Shelf – How to Manage the Shelf and the Program

- Retail expectations
- Sales and product forecasts

## MODULE 4

### Strategic Food Service Development

APRIL 15-16, 2009

1E80, AGRICULTURE BUILDING  
51 CAMPUS DRIVE, SASKATOON

*Instructors: Geoff Wilson, Bill Dover*

# 4

#### Building a Brand

- What foodservice operators are looking for
- How to be relevant to foodservice operators

#### The Foodservice Environment

- The Canadian foodservice industry
- What foodservice operators want

#### Consumer Trends

- Key drivers of trends in the foodservice industry
- Current trends and hot products

#### Distribution Channels

- The Canadian foodservice industry
- Building blocks to successful business development in foodservice

#### Effective Product Presentations

- Pricing products to fit the average cheque
- Influencing the location of menu items to maximize sales
- Calculating the savings: processed vs. foods produced from raw ingredients

#### Foodservice Program Development and Management

- Elements of a successful program
- Implementation tips

#### Maintaining Customers

- Understanding buyer types and motivations
- Meeting foodservice operator expectations over the long-term



# Instructors

## **Marvin Painter, BComm, MBA, PhD**

Dr. Painter is the Head of the Department of Management and Marketing at the Edwards School of Business, and a scholar of the W. Brett Wilson Centre for Entrepreneurial Excellence. His undergraduate and graduate level teaching, research, consulting work and executive training programs have included the feasibility analysis, strategic business planning, venture management and investment analysis, and personal financial planning. Professor Painter is the Agribusiness Management specialization chair for the MBA Program. He currently teaches in the MBA program, the Agribusiness Management Development Program, and in the Entrepreneurship Minors offered by the Wilson Centre.

## **William (Bill) Brown, BSA, MSc**

Professor Brown has been teaching and conducting research in the Bioresource Policy, Business and Economics at the University of Saskatchewan (U of S) since 1978. His teaching and research interests are in the areas of farm and agribusiness management, planning and finance. Professor Brown has participated in numerous conferences and outreach programs dealing with agricultural issues throughout Saskatchewan and Canada. He has also been involved in agribusiness training and development projects in China, Kazakhstan, the Kyrgyz Republic, Guatemala, Mongolia and Mexico.

## **Heather Ryan, BComm, CHRP**

As Director of Business Development and Human Resources, Ms. Ryan is responsible for marketing, pricing, and client contract strategies as well as the development and implementation of the human resources programs at the POS Pilot Plant in Saskatoon. She holds a Bachelor of Commerce degree from the U of S, and a Certified Human Resource Professional (CHRP) designation from the Canadian Council of Human Resources Association. She is a member of World at Work, and the Saskatchewan Human Resources Association.

## **Tom Allen, BSA, MSc, MBA**

Mr. Allen is an Associate Professor in the Department of Bioresource Policy, Business & Economics at the U of S, and is the CIBC Chair in Agricultural Entrepreneurship. He has 16 years experience as a teacher of agricultural economics and entrepreneurship, and 20 years experience as a farmer. Mr. Allen's teaching, research and extension activities have focused in the areas of agribusiness marketing and entrepreneurship, and he has received several teaching awards including a National Association of Colleges and Teachers of Agriculture Award of Merit.

## **Brooke Dobni, BComm, MBA, PhD**

Dr. Dobni is a Professor of Strategy and the PotashCorp Chair for Saskatchewan Enterprise, as well as the Head of the Department of Management and Marketing at the Edwards School of Business. His research into the areas of strategy, innovation and performance measurement is widely published. Dr. Dobni is engaged in consulting activities, primarily helping organizations to develop and sustain innovation cultures. His client list includes CP Rail, SaskCentral, Concentra Financial, SED Systems, the Saskatchewan Research Council, EDS and Cameco Corporation.

## **Terry Ackerman**

Mr. Ackerman has held senior management positions in organizations such as Levi Straus, Converse (Nike), Saputo and worked with companies such as Kellogg, General Mills, Pepsi and Maple Leaf. He has developed and implemented broker and distributor programs with retailers such as Loblaws, Wal-Mart, Sobeys, Safeway, IGA and Whole Foods. Mr. Ackerman has helped develop and launch over 200 products with distribution in 22 countries, and recently helped build the Organic Meadow brand into the largest and most profitable organic dairy brand in Canada.

## **Bonnie Boechler, BA, BComm**

Bonnie is the leader of the Account Services team at Tap Communications Inc. She oversees strategic planning, major rebrands and product launches for numerous, diverse (and often sizeable) Tap clients. Bonnie has led province-wide multi-media campaigns, sometimes concurrently. Prior to joining Tap, Bonnie earned a Bachelor of Arts (Economics) and Bachelor of Commerce (Marketing) from the University of Saskatchewan.

## **Ray Penner, BA, BEd Adv**

Ray is the founder and sole owner of Tap Communications Inc. He has more than 25 years experience in the industry, where he began as a copywriter and continues to write advertising copy as well as consult on broader internal and external communication issues.

## **Bill Dover, BA, MBA, ISHC**

Mr. Dover is president of Dover Hospitality Consulting Inc., a consulting organization specializing in domestic and international hospitality and agri-food industries. He is a past Vice-Chairman of General Mills Restaurants, Canada; past chair of the Canadian Restaurant and Foodservices Association; past chair of the Canadian Hospitality Foundation; the former International Director of the Nation Restaurant Association in the United States; and served on the faculty of ESSEC in Paris, France, where he taught Food and Beverage Strategy. Mr. Dover is on the Board of the International Society of Hospitality Consultants, an international group that selects its members from leading consultants who have demonstrated ability to develop and express sound judgment on hospitality industry issues.

## **Geoff Wilson, BComm, CFE**

Mr. Wilson is president of Geoff Wilson & Associates Inc., a consulting firm specializing in strategy support in the foodservice industry. Prior to forming his consulting firm, Mr. Wilson was in charge of foodservice consulting for two major professional services firms – KPMG and Price Waterhouse/Laventhol & Horwath. His related industry experience includes operations and marketing for restaurants, institutional foodservices, resorts, and trade and convention facilities. He currently provides professional advice to operators, distributors, and manufacturers in the foodservice chain. Mr. Wilson is a founding member of fsSTRATEGY, an alliance of senior foodservice consulting professionals that focus on foodservice strategy from “farm gate to plate”.

# Application

## Food Professionals Management Program Application Form

Name \_\_\_\_\_

Company Name \_\_\_\_\_

Title/Position \_\_\_\_\_

Company Address \_\_\_\_\_

City/Town \_\_\_\_\_ Province \_\_\_\_\_ Postal Code \_\_\_\_\_

Business Phone \_\_\_\_\_ Fax \_\_\_\_\_

Home Phone \_\_\_\_\_ E-mail \_\_\_\_\_

Please attach a resume or biography describing your experience in the agri-food industry. This should include the following information:

- Nature of company/business
- Description of your responsibilities
- Your objectives for enrolling in Food Professionals Management Program
- Previous work experience
- Formal education
- Management development programs
- Relevant experience

*All information provided will be kept strictly confidential.*

*The cost of the program is \$1,500 per participant. This cost includes instruction and manuals, as well as lunch and coffee breaks.*

*Upon acceptance to the program, participants will be contacted regarding payment options.*



AGRICULTURE COUNCIL  
OF SASKATCHEWAN INC.

**Please submit the application form by email, fax or mail to:**

Lesley Dirkson

Agriculture Council of Saskatchewan Inc.  
P. O. Box 21038  
Saskatoon SK S7H 5N9

Email: [dirksonl@agcouncil.ca](mailto:dirksonl@agcouncil.ca)  
Phone: (306) 975-6847  
Fax: (306) 975-6850





## Information

- Admission will be limited to 24 participants.
  - Participants will be selected based on their responsibilities, experience, and industry involvement.
  - Program fees include lunch, coffee and manuals. Participants will be responsible for their own travel and accommodations.
  - The Food Professionals Management Program is a CASS (Canadian Agricultural Skills Service) registered program.
  - Registration Fee:  
All information provided will be kept strictly confidential.  
The cost of the program is **\$1,500** per participant. This cost includes instruction and manuals, as well as lunch and coffee breaks.  
Upon acceptance to the program, participants will be contacted regarding payment options.
  - Program information:  
Trina Schmid, Program Coordinator  
306.966.2222 or trina.schmid@usask.ca
  - Registration:  
Lesley Dirkson, Value Chain Assistant  
306.975.6847 or dirksonl@agcouncil.ca
- The Food Professional Management Program requires notification of cancellation no later than **December 22, 2008** to receive a full refund. Beyond that date, the registration fees will be refunded, less a \$150.00 administration fee. No exceptions.

Financial support for this program has been provided by the Agriculture Council of Saskatchewan through the Advancing Canadian Agriculture and Agri-Food Saskatchewan (ACAAFS) program. Funding for the ACAAFS program is provided by Agriculture and Agri-Food Canada.



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