

UNIVERSITY OF MINNESOTA

The Food Industry Center

2007-2008 ANNUAL REPORT





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A Note from the Director



With the possible exception of medicine, no products so intimately interact with the health, well-being, and emotions of its consumers and with the social and cultural environment than food and beverage. No products command more of the consumers' retail dollar with over \$1.5 trillion in annual sales. As a result, the food industry is constantly under scrutiny from the media, government regulators and consumers. The industry must be concerned about emerging global issues in addition to costs and profitability. From defense of a safe food system, to health implications of new and old foods, to educating emerging leaders for the food industry, the work of our Center provides thought leadership on the complexities of these issues.

The Center's Fall Symposium Series is a forum where people from industry, government, and academia can explore the complexities of these issues and dialogue about public policies, private practices, and solutions. Our topic of discussion at the 2007 Fall Symposium, "The Future and Practice of Healthy Foods," focused on the sustainability of the food system by exploring sustainability, corporate responsibility, climate warming and waste management. The key messages drawn from this year's symposium noted sustainably-produced foods must be egalitarian; being "green," can not be a niche market in the food sector if it is to achieve its desired goals. Furthermore, it was acknowledged the entire supply chain needs to engage in sustainable practices right through the recycling of byproducts and waste.

During this past year, our discussion of the sector's complexity also explored topics of consumers' shaky confidence in the safety of the nation's food supply as well as rising food prices. Our Fall 2007 Newsletter noted a 38 percent decline in the nation's confidence in the safety of the food supply between August 2005 and April 2007 – based on surveys conducted by The Food Industry Center. The article *Food Safety – Losing Our Confidence* explores the factors in this loss of confidence and also the far reaching implications for industry and consumers. In the Spring 2008 issue, *Food Prices in Perspective* addressed the trend of rising food prices, the reasons, and the impact on households with various income levels in the U.S. population. Specifically, households situated in the bottom income quintile of the country are spending 1.63 percent more of their income on food as a result of higher food prices compared to 0.4 percent more for households in the highest income quintile. Moreover, retail food prices have risen almost ten percent over the past two years while world grain prices tripled or more. With this issue in the forefront of public discussion, the Center's upcoming Fall 2008 Symposium will focus on "Future Food Scarcities: Global Causes, Local Consequences."

I encourage you to take a moment and read about all the exciting activities and interesting research of The Food Industry Center from the past year. We welcome your interest, comments, and suggestions and thank you for your support.

Jean Kinsey, Co-Director

Introduction

The Food Industry Center (TFIC) was founded in January 1995 at the University of Minnesota as one of several Alfred P. Sloan Foundation Industry Studies Centers and the only one that studies the food industry. TFIC has an illustrious twelve year history of conducting primary research on the food industry and offering forums on current industry topics and best practices. Originally established as The Retail Food Industry Center, the Center changed its name to The Food Industry Center in 2001 to accurately portray the breadth of food industry studies it conducts.

TFIC is a national collaboration of scholars made up of faculty, students, and industry leaders from across the nation and the world who address the issues of an **efficient, ethical, healthy, and safe food system**. The Center addresses cross-sector issues through developing and disseminating data and analysis focused on how food moves from farm to fork.

The Center is advised by three boards – a Board of Executives that provide their senior level strategic guidance, the Program Leadership Board, our industry working board whose members contribute their practical experience to our research and programs, and an Academic Leadership Board made up of faculty contributors from the College of Food, Agricultural and Natural Resource Sciences and the Carlson School of Management.



“TFIC continues to provide General Mills leading edge thought, research, and tools to equip our people to deal with the dynamic food industry. General Mills has benefited greatly from our participation and partnership with TFIC.”

— Mark Wilhite
Vice President, Zone Sales & Industry Initiatives
General Mills and Board of Executives Member



OUR MISSION

The Food Industry Center will develop leaders for tomorrow's food industry. Through research, educational programs, and industry collaboration, it is a leading source of knowledge on how food reaches consumers efficiently and contributes to safe and healthy lives.

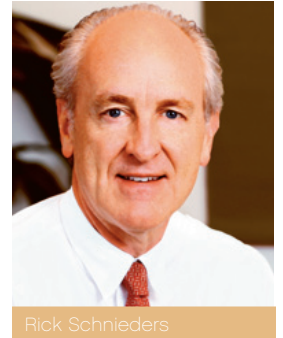
Events & Outreach

2007 FALL SYMPOSIUM



The Food Industry Center's Fall Symposium has become an important venue for cross-sector discussions on critical emerging issues that affect the entire food system.

The 2007 Fall Symposium, "The Future and Practice of Healthy Foods," drew more than 120 industry, academic, and public sector participants to hear speakers from SYSCO, Cargill, General Mills, Bon Appetite Foundation, the Department of Homeland Security, and school lunch researchers and practitioners to present their perspectives on healthy food systems. The symposium challenged the audience to expand its thinking about a healthy food system to include sustainability, climate change, financing healthy school lunches, and protecting the food supply in a global food system.



Rick Schnieders

The themes that emerged from the day's discussions were:

- **Safe, healthy, and environmentally-sensitive food cannot be a niche market; it must become egalitarian to be sustainable**
- **Consumers must be confident about the safety of the food supply**
- **Consumers need access to healthier food options and choices**
- **The food industry must reduce waste and leverage efficiencies**
- **The food industry must be more sensitive to its environmental impact**

The 2007 Fall Symposium was a bellwether of issues with which the food industry would soon be grappling. The umbrella topic of "sustainability" prompted a dialogue about the increasing demands for animal proteins and grains that has led to higher food costs as well as the environmental impact of carbon footprints, food miles, and waste. Furthermore, access to healthy foods for all income levels of the population was explored for its defensive, economical, and sustainable feasibility. These themes quantified and realized the impact of pursuing a sustainability agenda in the food industry and food system and the subsequent implications on a global scale.

The Food Industry Center fills a unique and valuable role for the industry. It is a connecting point for leaders from the academy, retail, manufacturing, agriculture, and government to study issues of mutual concern. We can then learn from each other how to better address them.

I have found my involvement in the Food Industry Center to be personally valuable as an executive who is focused on leading beneficial change. The research information and contacts I've made have helped me stay abreast of the major issues affecting our business.

— Lynn Olsen
Retail Business Change
SUPERVALU
and Program Leadership Board Member

2008 SPRING CONFERENCE

The Food Industry Center's Spring Conference draws on the University's interdisciplinary strength and couples it with the practical experience of our industry affiliates. It provides an exchange of ideas that informs all participants no matter the stage of their career. The Conference also serves as a vehicle for food industry companies to meet students, or potential interns and employees, and for students to learn about the wide variety of professional opportunities available with a career in the food industry.

Over 150 people participated in The Food Industry Center's 2nd Annual Spring Conference, "Branding Beyond Borders," and confirmed the desire of industry professionals and students to meet and learn from each other. This year's topics of conversation were fueled by four presentations featuring the interdisciplinary assets of University of Minnesota scholars from three different departments. Interdisciplinary approaches to different consumer tastes and global marketing techniques were explored. Zata Vickers, Professor of Food Science and Nutrition and an expert in sensory perception, explored "Why do we Like the Foods we do?" Assistant Professor Carlos Torelli, from the Carlson School of Management, discussed his marketing research on "Cultural Values and Brand Preferences." Jean Kinsey, Professor of Applied Economics and Director of The Food Industry Center, explored "The Impact of Global Brands on Food Quality and Safety Standards?" In the final session of the day, Carlson School of Management graduate student, Greg D'Allesandro presented current University of Minnesota research on international branding initiatives. Presentations from the 2008 Spring Conference are available in the *Past Events* section of The Food Industry Center website.

Four food companies – CHS, General Mills, Nash Finch, and SUPERVALU/Cub Foods, sponsored this year's Spring Conference. Their support sponsored student participation and allowed food industry career opportunities to be showcased to students.



Jean Kinsey



Zata Vickers



Carlos Torelli



"Minnesota is home to some of the biggest and best food companies in the world, and the University of Minnesota Food Industry Center's work is aligned around the most important issues facing the food industry and consumers today. Additionally, The Food Industry Center is focused on attracting and exposing students to a variety of exciting career opportunities within the food industry...a very important element to develop future leaders".

— Randy Rutzick
Director, Customer Marketing & Category Management
Land O'Lakes, Inc and Program Leadership Board Member

THE JAMES P. HOUCK LECTURE ON FOOD AND CONSUMER POLICY

The James P. Houck Lecture on Food and Consumer Policy is sponsored by The Food Industry Center and the Department of Applied Economics at the University of Minnesota each spring. It is one of four annual lectures in a series titled “Minnesota Lectures on Applied Economics and Policy.”

On April 16, 2008 Dr. David Laibson, a well known behavioral economist from Harvard University, presented “Temptation, Self-Control and Public Policy.” His explanations of human behavior as not rational by traditional economic theory, but predictable by new theories of behavioral economics, intrigued the audience comprised of students, faculty, and the interested public.



SLOAN INDUSTRY STUDIES WORKSHOP

A benefit of being a Sloan Industry Studies Center is it allows us access to organize cross-industry events that support research on industry issues. In April, Co-Director Ben Senauer organized the “U.S. Industry and Climate Change: Impacts, Policies, and Responses Workshop”. Some 32 academics and industry executives assembled at the University of California, Berkeley Faculty Club to learn about the science of climate change and the accommodations that were underway or expected to be developed in various industries. The primary conclusions of this workshop can be summarized as follows:

- Climate change has become an urgent issue that significantly threatens our environment and our economy. Dramatic action is needed to address it.
- A great deal of research is needed to help U.S. industries understand how to maintain competitiveness in the face of unavoidable changes in the climate. Such research will encourage the U.S. economy’s continued growth and encourage actions that may prevent both substantial and catastrophic outcomes. The Sloan Industry Studies Program (Centers and Affiliates) has the potential to contribute significantly to such an effort, especially through interdisciplinary, cross-Centers’ and cross-Affiliates’ research activities.
- Workshop participants and selected Sloan Centers’ leaders have committed to organize a funding and organizational effort, that includes Sloan Centers and Affiliates plus other potential global organizations, to ensure a collaborative industry-academia response to complex, prolonged climate change issues.
- Forests, agriculture, and other land use issues are also paramount, and perhaps, of equal importance to energy in the big climate change perspective.
- There is wide divergence in opinion about the technical potential and social acceptability of carbon sequestration.

A Workshop Summary Report was prepared by Ben Senauer, Professor of Applied Economics at the University of Minnesota; Jacquie McNutt, Executive Director, Center for Paper Business and Industry Studies, a Sloan Industry Center at Georgia Tech; and Jeremy Eddy, Graduate Student at University of California, Berkeley.

Research

The Food Industry Center's research tackles the macro-issues of the food system with an unbiased approach that only a research university can provide. By incorporating professional practitioners and students in our research processes, we are not only providing research to the public on how to accomplish an efficient, ethical, healthy, and safe food system for all consumers, but educating new generations of food industry leaders.

The Food Industry Center continues to be awarded and sought out for its expertise in food industry and system operations and research, allowing us to sustain our sponsored research program and provide greater insight on the food system. In addition to last year's \$2.7 million in research funding, another \$1.1 million was invested in TFIC's research relating to the food industry in 2007-2008. Investments in the Center's thought leadership and research were made by U.S. Department of Agriculture's Economic Research Service, the Minnesota Pollution Control Agency, and the U.S. Department of Homeland Security via the National Center for Food Protection and Defense.



"TFIC is a very useful resource, providing timely and in-depth research on topics of great importance in today's world. I am proud to be associated with TFIC and value the contributions they make to the food industry."

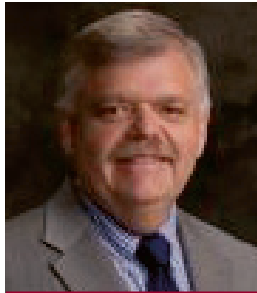
— Brian Numainville, PRC
Sr. Director, Research & Public Relations
Chair, NFC Foundation
Nash Finch Company and Program Leadership Board Member

This past year, TFIC was engaged in the following research projects:

- Diagnostic Tool and Gap Analysis for Food Firms' Defense Practices
National Center for Food Protection and Defense
\$118,800
- Continuous Tracking and Analyzing Consumer Confidence in the U.S. Food Supply Chain
National Center for Food Protection and Defense
\$420,992
- Cross Cultural Differences in Attitudes Toward Food Safety and Food Defense
National Center for Food Protection and Defense
\$207,175
- A Probabilistic Analysis of Food Contamination and Associated Costs – An Index of Food threats
National Center for Food Protection and Defense
\$240,202
- Supermarket Characteristics and Operating Costs in Low-Income Areas
USDA – Economic Research Service
\$140,000
- Preventing Age-Related Weight Gain in Midlife Women
USDA – Cooperative State Research, Education and Extension Service
\$1,350,000
- Supermarket Operations and Management Practices – Supermarket Panel 2007
USDA – Economic Research Service
\$220,000
- 2008 Grocer Environmental Practices Survey
Minnesota Pollution Control Agency
\$20,000
- African Organics and Natural Foods Technical Assistance
USDA
\$63,875
- Castleberry Recall Case Study
National Center for Food Protection and Defense
\$28,500



Marla Reicks



Dennis Degeneffe

HEALTHY FOOD RESEARCH IN PROGRESS

Weight Gain and Energy Balance

The Food Industry Center and the Department of Food Science and Nutrition, under a generous grant from the USDA, are conducting research to develop nutritional intervention strategies to help women between the ages of 35-54 maintain or lose weight. The study is broken into three phases, the first of which is nearing completion. The first phase will determine a set of common eating occasions or “need states” mid life women experience that lead to weight gain. Phase two involves nutritionists from the University of Minnesota Extension Service who will develop materials for use in counseling sessions with women to help them address their respective needs thru more healthful food alternatives. Phase three will recruit a panel of women to participate in a series of counseling sessions, with their weight being monitored for a two year period, versus a control panel that will not receive the nutrition counseling. This unique project is combining two different research strategies. Those of Dr. Marla Reicks, from the Department of Food Science and Nutrition who brings her expertise in nutrition education and behavior change theory to the project, and Dennis Degeneffe, Research Fellow from The Food Industry Center who contributes his expertise in consumer research and segmentation, to uncover new nutritional intervention strategies.



Access to Healthy Food in the Inner City

The issue of access to healthy food in inner cities continues to plague Congress. The most recent Farm Bill allocates funds to study the phenomenon of these “food deserts” where residents have little access to fresh produce and meats at a reasonable price. This past year, TFIC published a review of research on this issue titled *Food Accessibility in the Inner City: What have we Learned? A Literature Review 1960-2007*. The publication includes research conducted by TFIC researchers Jean Kinsey and Minh Wendt and affiliates in cooperation with the Economic Research Service of the USDA and examines food expenditures on fresh produce in the Chicago area. The research revealed the percent of food expenditures allocated to fresh produce is not significantly different in rich and poor households. Researchers also determined that distance to a grocery store is not an adequate measure of access to healthy food. To read the full literature review, visit <http://foodindustrycenter.umn.edu/WorkingPapers.html>.



Jean Kinsey



Minh Wendt

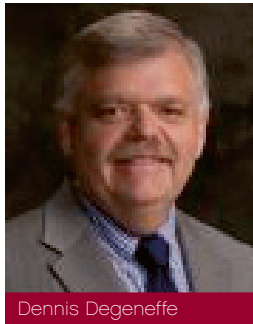




FOOD DEFENSE RESEARCH IN PROGRESS

Continuous Tracking and Analyzing of Consumer Confidence in the Safety of the U.S. Food Supply

Building off of the research conducted from the Center's Consumer/Citizen Survey on Food Defense, a new consumer confidence index related to the safety of the U.S. food system is being conducted with input from a continuous (weekly) consumer survey. Trends in confidence are matched to media coverage of food safety incidents. The outcome will be the ability to track information about various types of foodborne illnesses that reach the consumer through the media and compare it to public's confidence in the safety of the food supply. Researchers will track the extent of economic losses due to a change in sales after a food safety scare. Wes Harrison, Professor of Agricultural Economics at Louisiana State University, is collaborating with TFIC researchers Jean Kinsey, Dennis Degeneffe and Sakiko Shiratori on this research survey; a partnership that grew out of both schools' participation in the University Coalition sponsored by the National Grocers Association.



Dennis Degeneffe

Under the leadership of Tom Stinson, Associate Professor of Applied Economics and Minnesota State Economist, TFIC is extending its inquiry in consumer food confidence to five foreign countries in order to compare foreign and domestic attitudes towards food defense and food safety. The project includes focusing on attitudes about food terrorism and expectations about who is responsible for food safety.



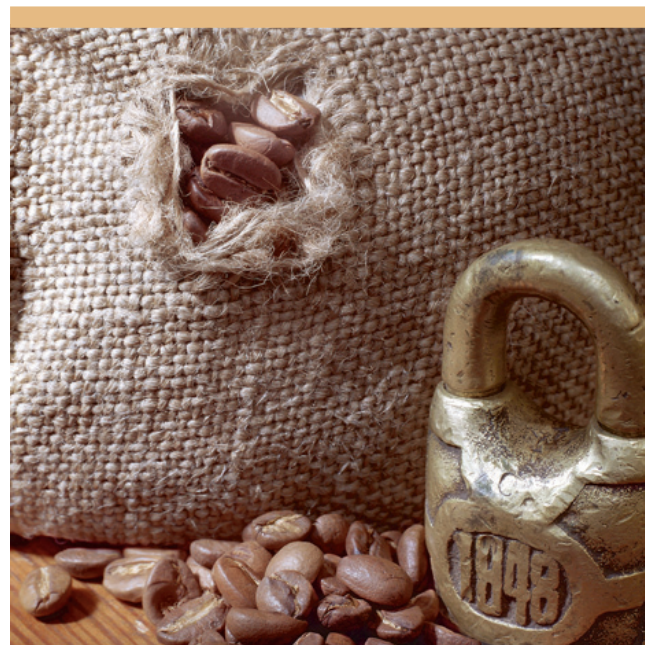
Jean Kinsey



Tom Stinson



Sakiko Shiratori



Diagnosing Food Firms' Defense Practices



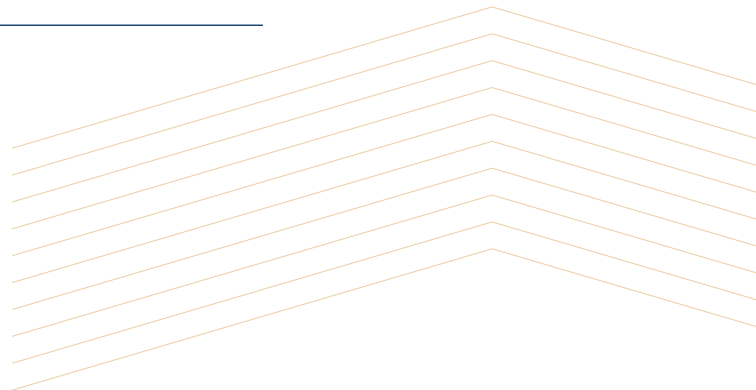
The Food Industry Center has created a diagnostic tool for food companies to benchmark their security practices in protecting the food supply from a terrorist attack. Using the support of its industry connections, TFIC conducted a survey of food firms, throughout the supply chain, about their security practices, then incorporated this data into a diagnostic tool. By completing the diagnostic tool, food firms can benchmark their business and production practices against the best-in-class (industry leader) practices, helping firms to establish strategies and priorities for their food defense plans. The data is continuously updated as new firms complete the diagnostic process, in order to provide firms with the most up-to-date practice information. The diagnostic tool is available at no cost to all food firms, thanks to Department of Homeland Security research funding administered by the National Center for Food Protection and Defense.

A sample gap analysis report produced at the completion of the survey is shown below. The diagnostic tool is administered by TFIC and can be accessed on the following web site <http://webapps.cfans.umn.edu/TFIC/Main/index.html>.

Sample Diagnostic Tool GAP Analysis: Supply Chain Security - Foodservice Retail

1	2	3	4	5	Your Firm's Mean	Industry Average 2007	Industry Leader 2007	Gap between Leader & Firm
Strongly Disagree			Strongly Agree					
Practices:								
Physical Security					3.00	3.90	5.00	2.00
Strategy/Security Protocols					2.00	4.06	5.00	3.00
Audits and Metrics					4.50	3.88	4.67	0.17
People:								
Supply Chain Partners:								
Food Products:								
OVERALL SCORE					3.90	3.90	4.87	0.97

RESEARCHERS





Zack Xu



Hamid Mohtadi

The Probability of Food Contamination and Associated Costs

In collaboration with Hamid Mohtadi, Professor of Economics at the University of Wisconsin – Milwaukee and Visiting Professor of Applied Economics at the University of Minnesota, the Center is studying the probability of various types of food contamination over the past several years. Researchers will then assess the loss of sales and changes in consumption patterns as a result of foodborne illness events. Funding for this project is provided by the National Center for Food Protection and Defense.

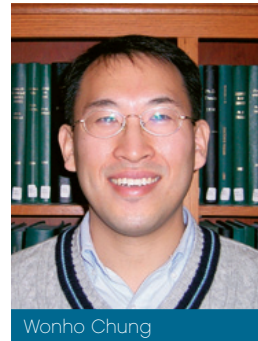
INDUSTRY RESEARCH IN PROGRESS

2007 Supermarket Panel

The mission of The Food Industry Center’s Supermarket Panel is to provide information about how changes in store performance and customer loyalty are linked to store and department characteristics, product mix, customer service, and the adoption of new technology, management and labor practices. In addition to identifying best business practices, the Panel identifies employer and customer service practices that lead to satisfied and well-served workers and consumers.

Researchers would like to extend a thank you to the 270 supermarkets that participated in 2007 survey. Findings verified that growth in the percent of respondents offering organic products was 76% in 2007 compared to 65% in 2002. Growth in the percent of respondents classified as “Supercenters” was 3% in 2007 compared to 1.7% in 2002. The number of stores that were classified as single-unit was relatively stable at 34% in 2007 compared to 31% in 2002.

This round of the Supermarket Panel’s research was led by Clarissa Yeap, Assistant Professor of Applied Economics. Yeap’s research experience in industrial organization and food industry marketing make her an ideal collaborating partner on the Center’s Supermarket Panel. Wonho Chung, a Ph.D. graduate student assisted with the data analysis on the project. The 2007 round of the Supermarket Panel was funded by the Economic Research Service of the USDA. Upon completion, the final report will be posted on The Food Industry Center’s website.



Wonho Chung



Clarissa Yeap



Koel Ghosh

Minnesota Centric Research Projects

TFIC has also taken the opportunity in the past year to focus on some Minnesota centric projects. The first is a project is compiling the number and types of food companies located in the state of Minnesota. The second project is a collaboration with the Minnesota Pollution Control Agency to study the environmental (green) practices of Minnesota grocery stores. Reports on both projects are scheduled to be published in our upcoming year. Both projects are being pursued under the research guidance of Koel Ghosh, Research Associate for The Food Industry Center.



TFIC in the News

The Food Industry Center is frequently contacted by the media as a source of knowledge on the food industry. Here is some of what we had to say...

“You’ve got hundreds of millions of people who want more meat and animal products and more oils in their diet, and they can afford it,” (Senauer) said. “For the foreseeable future, the era of cheap food is over.”

Ben Senauer, Co-Director of The Food Industry Center, discussing rising food prices – “Food, fuel costs climb, and key inflation measure drops.” Chicago Tribune, May 4, 2008

“You have only about a 1 or 2 percent profit margin on sales in a grocery store,” Kinsey says. “The traditional thinking is that the risk and the cost of operating in very poor neighborhoods is high enough that it makes them unprofitable.”

Jean Kinsey, Co-Director of The Food Industry Center, on the link between low-income area grocery stores and poor nutrition. Minnesota Public Radio, August 24, 2007.

“In 2003, we were talking about ending world hunger – and it looked like a sensible target.”

Ben Senauer on this year’s rising food prices and its effect on plans to end world hunger. Newsweek, April 26, 2008.

“We’re probably going to need to start studying food and gasoline prices together to understand what the impact is going to be.”

Jean Kinsey discussing the potential economic impacts of rising food and gas prices. Twin Cities Daily Planet, June 14, 2008.

“A high percentage of people really have no idea what they’re going to be making (for dinner) at 4 o’clock for that evening, so the idea is to provide meal solutions for consumers where it’s most convenient for them.”

Dennis Dengeneffe, Research Fellow for The Food Industry Center, on emerging dinner/foodservice businesses. StarTribune, May 13, 2008.

“So once those prices have gone up, it’s unlikely that they’re going to go down just because the price of wheat goes down. Once that price has gone up, unless there’s real competition between one store and another or one brand of bread and another, it’s likely that the higher price will stay.”

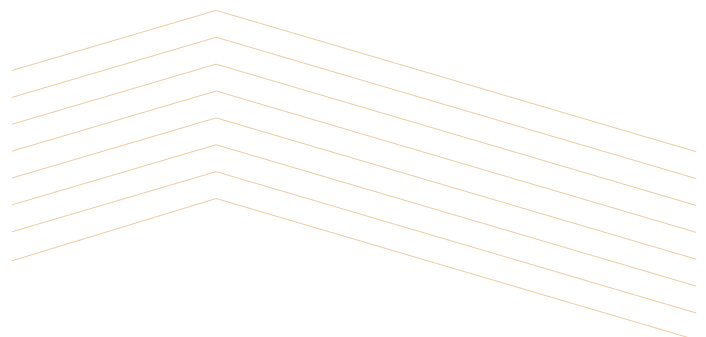
Jean Kinsey discussing the potential of decreasing food prices due to increased planting of wheat and soybeans – “Markets react as farmers say the will plant more wheat, soybeans” Minnesota Public Radio, March 31, 2008.

“Political protests and riots related to rising food prices have occurred in a number of developing countries... In response, several governments have increased food subsidies, imposed price controls, restricted exports, and cut duties on food imports. These trade restrictions reduce the supply available on the world market and drive global prices of these grains even higher, aggravating global price instability.”

C. Ford Runge and Ben Senauer discussing factors that increase the cost of food in the global supply. foreignaffairs.org, May 28, 2008.

“Kellogg’s is a strong supporter of The Food Industry Center because of their efforts to provide a focus on today’s key food industry issues and tomorrow’s challenges. TFIC provides a great forum for all to share in our experiences and industry learnings.”

Mark Spliethoff
Vice President of Trade Development
Kellogg’s Food Away From Home,
Kellogg’s and Board of Executives Member



Publications

Working Papers

“Defending the Food Supply Chain: Retail Food, Foodservice and their Wholesale Suppliers”

Kinsey, Jean; Kaynts, Kateryna; and Koel Ghosh. #07-02. University of Minnesota, November 2007.

“Do Eating Patterns Follow a Cohort or Change Over a Lifetime? Answers Emerge from the Literature”

Minh Wendt and Jean Kinsey. #07-01. University of Minnesota, September 2007.

“Food Accessibility in the Inner City: What Have We Learned” A Literature Review 1963-2006

Wendt, Minh; Kinsey Jean; and Phillip Kaufman. #08-01. University of Minnesota, June 2008.

TFIC Staff & Affiliate Publications

Daschle, Tom; Runge, C. Ford; and Benjamin Senauer. “Food for Fuel?” *Foreign Affairs*. Vol. 86, No. 5, September/October 2007.

Grainger, Corbett; Senauer, Benjamin; and C. Ford Runge. “An Analysis of Nutritional Improvements and Student Food Choices in a School Lunch Program.” *Journal of Consumer Affairs*. Vol. 41, Issue 2, pp. 265-284, Winter 2007.

“Biofuel: Corn Isn’t King of this Growing Domain”. Runge, C. Ford and Benjamin Senauer. *Nature*, v.450, no.7169, November 22, 2007, p.478. 2007.

In Press

Vue H. Degeneffe D. Reicks M. “Needs Driving Food Choice in Specific Eating Occasions for Midlife Women.” *Journal of Nutrition Education and Behavior*. In press.

Published Abstract

Sudo N, Degeneffe D. Vue H. Reicks M. “Midlife Women by Attitude and Eating Occasion Need State and the Relationship to Obesity Indicators, Food Group, and Nutrient Intake.” 2008;40(45):S69.

Sudo N. Perry C. Reicks M. “Improving the Accuracy of a Self-Administered Mailed 24 Hour Food Record.” *Journal of Nutrition Education and Behavior*.

Acknowledgments

The Food Industry Center would like to acknowledge and extend a special thank you to all the people who contributed their knowledge, support, and time to our programs and research this past year.

Brian Buhr, Ph.D. Professor of Applied Economics and E. Fred Koller Chair in Agricultural Management Information Systems

Mary Buschette, Director of Alumni Relations, College of Food, Agricultural, and Natural Resource Sciences, University of Minnesota

Frank Busta, Professor Emeritus and Director of the National Center for Food Protection and Defense

Pat Crawford, DrPH, RD Adjunct Professor Nutrition Specialist & Co-Director, Center for Weight and Health, University of California, Berkeley

Greg D’Alessandro, Graduate Student, Carlson School of Management

Wes Harrison, Professor of Agricultural Economics, Louisiana State University

Col. John T. Hoffman, USAR, Ret., Senior Research Scholar, National Center for Food Protection and Defense

Shaun Kennedy, Deputy Director of the National Center for Food Protection and Defense and Associate Director of the Center for Animal Health and Food Safety, University of Minnesota

Gene Kahn, Vice President, Global Sustainability Officer, General Mills

Phillip Kaufman, Senior Economist, Food Markets Branch, Economic Research Service, USDA

David Laibson, Professor of Economics, Harvard University and Research Associate, National Bureau of Economic Research

Allen Levine, Ph.D., Dean of the College of Food, Agricultural, and Natural Resource Sciences and Professor of Food Science and Nutrition

Greg Page, CEO and President, Cargill Inc.

Jean Ronnei, Director of Nutrition and Commercial Services, St. Paul Public Schools

Rick Schnieders, Chairman, President and CEO, SYSCO Corporation

Tom Stinson, Associate Professor of Applied Economics, University of Minnesota and Minnesota State Economist

Carlos Torelli, Assistant Professor of Marketing, Carlson School of Management

Zata Vickers, Professor of Food Science and Nutrition, University of Minnesota

Helene York, Director, Bon Appétit Management Company Foundation

STUDENTS

Swati Agiwal, Ph.D. Student, Applied Economics

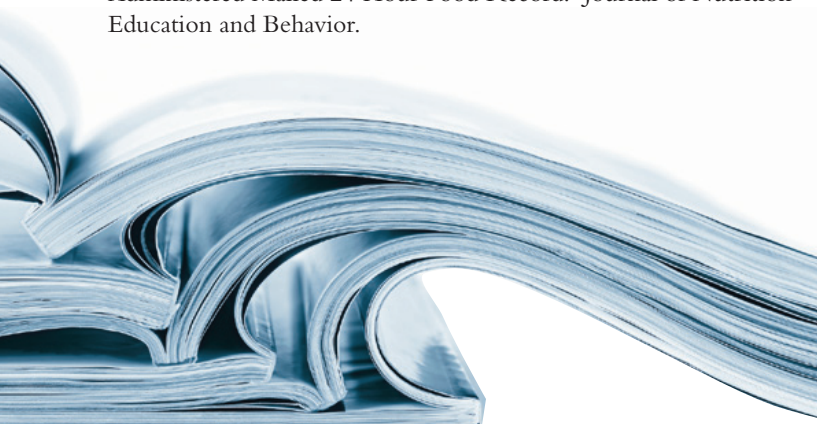
Kelly Colbert, Undergraduate Student, College of Food, Agricultural, and Natural Resource Sciences

Casey Duhaime, Undergraduate Student, College of Food, Agricultural, and Natural Resource Sciences

Alise Jennissen, Undergraduate Student, Agricultural Industries and Marketing

Kateryna Kayntz, Masters Student, Applied Economics

Nancy Nelson, Undergraduate Student, Carlson School of Management



Sakiko Shiratori, Ph.D. Student, Applied Economics

Heather Taterka, Graduate Student, Food Science and Nutrition

Amy Tran, Graduate Student, Food Science and Nutrition

Minh Wendt, Ph.D. Student, Applied Economics

SPONSORING MEMBER COMPANIES

Alfred P. Sloan Foundation

CHS, Inc.

ConAgra Foods Lamb Weston

General Mills, Inc.

Green Giant Fresh

H.J. Heinz Company

Hormel Foods

Kellogg Company

Land O'Lakes, Inc.

McCormick & Company, Inc.

Nash Finch Company

National Grocer's Association

Old Dutch Foods

Rich Products

Sturm Foods

SUPERVALU, Inc.

SYSCO Corporation

BOARD OF EXECUTIVES

The Food Industry Center would like to extend a special THANK YOU to Rick Schnieders for his leadership of our Board of Executives, all of whom graciously extended their guidance to the Center this year.

Steve Aanenson, President, Old Dutch Foods

John Johnson, President & CEO, CHS, Inc.

Jeff Noddle, Chairman & CEO, SUPERVALU, Inc.

Jeffrey Poore, Executive Vice President, Supply Chain Management, Nash Finch Company

Richard Schnieders, Chairman, President, and CEO, SYSCO Corporation

Jeff Sholl, President, The Scholl Group / Green Giant Fresh

Mark Spliethoff, Vice President, Distributor Trade Development, Kellogg's Food Away From Home

Mark Wilhite, Vice President of Industry Initiatives and National Retail for General Mills

Tom Zaucha, President & CEO, National Grocers Associate

PROGRAM LEADERSHIP BOARD

TFIC would also like to extend a sincere THANK YOU to members of our Program Leadership Board. Members contribute their practical knowledge of the food industry to

our research and events and provide valued guidance to our work.

Cargill, Inc.

Joseph Scimeca, Ph.D.

Director of Regulatory Affairs

CHS, Inc.

Mark Hingiss

Vice President, Refined Oils

Oilseed Processing

Pam Schubbe

Soy Flour Product and Sales Manager

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Helene Clark

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