International Food and Agribusiness Management Review
Volume 7, Issue 4, 2004

Development in Central Europe Includes Food Processing Business

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Abstract

The economic integration of Central European countries to the EU started in the beginning of the 1990's. ESSEC Business School, in partnership with Warsaw Agricultural University SGGW, and food companies have heavily invested in Central Europe, particularly Poland, before May 1, 2004 the official date of the EU enlargement to 8 Central European Countries: Estonia, Hungary, Latvia, Lithuania, Poland, the Czech Republic, Slovenia and Slovakia. With more than half the population and business activity of these countries, Poland is the « big » Central European country. Four food industry managers from those countries provide their point of view.

Keywords: Central Europe, development, food, business, investment

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Why is Food Business so Important in Central Europe?

The agriculture and food sector represents about 15% of the activity in industrialized countries, but 25% in Poland which includes 3 million farmers. So food and agribusiness is crucial for the economic development.

Food processing has appeared to be a unique way to create sustainable value from the agricultural production. In the 1980's, Hungary had invested in food industry in order to become "the vegetable basket" of Central and Eastern Europe. The Czech Republic and Slovakia are improving their productivity in the sugar industry, remembering that their production was first in volume in Europe before World War II. Poland has a lot of going for its famous tradition of good soils and know how to produce red berries and currants that may get a label of designated area of origin, barley for brewery, wheat, rye, rape seed, sugar beet… traditional recipes to be tasted by European consumers.

The Hunger for Growth Attracts EU and USA Food Companies

The recovery of economic freedom since 1990 has attracted EU and US corporations whose domestic food markets are mature.

Companies have found springboards of economic growth with consumers fond of Western style consumption in Central and Eastern Europe. Further, these countries have a Judeo-Christian culture. They are politically and socially stable. And they are striving for reaching the Western standard of living.

Western European countries (Benelux, France, Germany, Italy, Spain, Switzerland, the UK…) have technologies and management know how, but do need stronger consumer demand from those new EU countries in order to expand their operations. Since 2001, Central European countries have suffered in order to meet EU norms and standards, especially with respect to food safety. Their growth rate is no longer so high. They face budget deficits, tough challenges to restructure their plants and modify their working habits. Fortunately, structural EU funds will help sustaining their consumer demand in order to catch up and reach EU standard of living as it was the case for Spain, Portugal, Greece and Ireland in the past years. Economic solidarity among EU countries enhances peace and prosperity.

Point of View from 4 Food Industry Managers

After the fall of the Berlin Wall, western business schools have launched management programs in Central and Eastern Europe to train business executives in order to ease the growth of international and local companies within the framework of a market economy.

In 2004, ESSEC and the Warsaw Agricultural University (SGGW) are celebrating the tenth anniversary of their joint post-graduate program in agri-food management, called MBA IZMA, at Warsaw, Poland. Based on their professional experience in food and agribusiness industries and retail, some alumni express their points of view about Central European countries in a larger European Union with 25 members and 455 million inhabitants:

- Lionel Piquemal, Management Controller at Lactalis Polska,
- Marcin Dobek, Purchaser at Geant Casino Polska,
- Christine Louppe Product Manager at Fromageries Bel, Prague, Czech Republic,
- Alfred Gerber , Director Nestlé Purina Polska.

Impact of Polish Integration on the Dairy Sector

By Lionel Piquemal, Management Controller at Lactalis Polska

The impact of integrating Poland into the European Union has already been measured for the past few years in the dairy sector, during the pre-membership phase. Preparations have had consequences in legal and economic areas as well as the social. This phase is often seen as a constraint in a morose economic context. Polish membership, starting May 1, 2004, carries many hopes, but it will not take place without at least some pain. Nevertheless, at term, the channel will gain in profitability.

Because of the importance of this economic activity and its sensitivity, the milk sector is a good example of the approach to Polish membership in the European Union. Nearly 30% of the population lives in rural areas and half of the costs that the country must devote for its integration are inherent to the milk sector, so important are the efforts needed to adapt to the European market. The sector presents a large number of players who are fragmented and not well organized. Upon membership, Poland will be the fourth largest milk producer of the new European Union.

Over the past three years, the sector has begun actively preparing for its entrance into the Union. This entrance will be concomitant with that of its neighbors, who are relatively advanced as regards Brussels' requirements.

Reforms have accelerated. With regard to legislation, a number of acts have been passed to allow for acceptance of Community Law. Thus, the country can legally manage the provisions of the Common Agricultural Policy (CAP), but the structures implemented remain insufficient. These are basic demands from Brussels, reiterated in its latest regular report. On a more practical level, the sector is re-structuring more slowly: milk producers and dairies are changing, with the financial help of the government and the European Union. Various funds finance investments to increase the profitability of the sector, as well as the quality of

products. Thus, the number of milk producers has been divided by three over the past ten years, for a total volume that remains stable, with higher profitability. At the same time, milk producers have greatly improved in quality, so that today 70% of the volume produced meets European standards. Dairies have also modernized their industrial equipment in order to conform and gain in competitiveness and quality. Thus, they can already export their production to the European Union, sometimes without customs taxes if it is in the framework of agreements called "double zero."

There has been real progress, but the balance sheet shows wide contrasts. The quality of milk has improved, farmers have specialized and dairies have received accreditation to export to the European Union. However, the farmers' revenue has not increased, due to the rise in financial costs. Indeed, farmers have had to go into debt to finance the purchase of their animals and equipment. The various forms of financial assistance has been relatively limited in relation to the restructuring efforts required. Moreover, milk producers must face fluctuations in the price of milk and the resulting irregular income. Industry has also had to invest to meet norms, but they cannot pass the extra costs along on the selling price. In fact, the buying power of Poles remains limited and the market is undergoing a price war on products that show little differentiation. The economic profitability of the sector is not improving at the moment; it is negative for the majority of players

During the pre-membership phase, part of the sector has put itself into conformity with standards, but this effort was essentially seen as a costly constraint. Most of the effort was concerned with the legislative and administrative aspects to meet Brussels' requirements. This has left a bitter taste among milk producers. For that reason, the final negotiations at the end of last year resulted in concessions in agriculture, particularly for Poland. As for industry, it is patiently biding its time waiting for the country to enter the Common Market in a very tough market.

Membership, in Spring 2004, carries many hopes since it will broaden Poland's market. The reduction of customs taxes and franchise quotas will make Polish products competitive in the markets of the current European Union, as well as the others in Central and Eastern Europe. This will be due to a lower price for milk and an abundant but less costly work force. The export markets outside the European Union will also be more accessible thanks to restitutions, which are subsidies to exports. Economies of scale will render investments profitable and make it possible to improve sector profitability. However, while customs provided the main barrier to exports before, it will be the accreditation for sales within the European Union which will cause barriers in future. At present, only 40 companies have been able to obtain accreditation by meeting European norms. What will happen to the other 350 industrial milk companies? It is highly probable that membership will push a large number of them into bankruptcy. Since these are essentially firms backed by Polish capital, for which meeting standards is too expensive, feelings can only be all

the more bitter. Non-accredited farmers will also suffer the same fate. A social problem will appear, since it is not easy to retrain farmers, who are often elderly. Moreover, the situation is very tight on the Polish labor market with a 19% unemployment rate. Surviving producers will have to pursue the modernization of their equipment, but they must also increase their production capacity. All this will result in costs that the Common Agricultural Policy will help overcome, since Poland should profit from numerous advantages following membership.

Although progress has been achieved in terms of yield and quality of the products to meet European standards, much remains to be done to put all players on the required level and apply the regulations that have been voted. Several more years will be needed before the channel has been completely restructured.

Although an invasion of Polish products could be feared due to competitive costs, it should be realized that the volume will not exceed 10% of the European volume and that the trade balance of the sector today is in favor of the EU. The impact of Poland's membership on the European milk sector should be fairly limited at the outset.

The reorganization of the Polish milk sector will continue in the guise of competition, which may turn out to be strongly unfavorable for firms providing Polish capital. Improving the profitability of the channel will be profitable, but the social aspect could be contrasted. Producers and company employees who have been able to prepare in time will see their revenues stabilize; as for the others, they stand to lose a lot.

This social risk, linked more or less directly to the preparation of Poland for membership and its state of advancement, is engendering a number of transition phases, particularly concerning the free movement of goods. Will Polish farmers adjust quickly to the Common Agricultural Policy? Will the CAP always be the one we are familiar with?

Lactalis: Leading

In 2003, Lactalis total sales amounted to about 5.5 billion euros, with 2 billion euros outside France. With its major brand "Président", Lactalis is the largest milk collector and cheese processor in Europe. Lactalis processes about 7 billion liters of milk in 65 plants located in France, Central Europe (Poland), Eastern Europe (Russia and Ukraine) and North America (Canada and the USA).

For further information, see: http://www.lactalis.com

The Polish Market before Joining the European Union: Evolutions and Perspectives for Polish Food Sector

By Marcin Dobek, Purchaser at Geant Casino Polska

The Polish market represents 39 million people. Last year, the gross domestic product rose at a rate of 3,5% and represents about 180 billion euros.

Nowadays, Poland experiences some slowing down of its economy. The last three years rose many questions about the economy of the country. The unemployment rate increased to 19%: more than 3,3 million people do not have a job. This figure is even higher among young qualified people (under 25 years old), whose 30% of them are unemployed. This is a difficult moment for the Polish government, which has not found any efficient solution yet, and as a result is loosing support. Struggle against unemployment could have influenced the European referendum in June 2003. Fortunately under my point of view, more than 60% of our citizens voted „for" joining the European Union.

Among ten countries that joined the EU on May 1, 2004, Poland represents 50 % of population and will gain more than 50% of subsidies from the European Union. Many politicians and economists admit that such an enlargement without Poland wouldn't have any sense.

International Trade

According to the last survey prepared by the Chamber of Commerce, Poland is the first destination of foreign investments in Central and Eastern Europe. After the fall of the Berlin Wall, foreign companies invested about 50 milliard euros. In terms of money invested, French companies are the first investors in Poland. Among 500 biggest Polish companies (according to „Polityka") there are many important companies with French capital, for instance, Thomson Multimedia at the 21st position, Carrefour Polska at the 22nd position, Geant/Casino Polska at the 25th position, Auchan Polska at the 28th position, Renault Polska at the 61st position, Groupe Mousquetaire – Intermarche at the 95th position.

Last three years showed a net growth in international exchange. Although Poland faces a deficit in international trade, its exports rose faster than our import. Seventy percent of Polish exports go to EU countries and 61% of Polish imports come from the EU.

Trade exchange between Poland and France has multiplied by six since 1989 and amounts to 5 billion euros. This increase is not only due to a rise in import from France (3.1 billion euros), but also to a rise of Polish exports to France (1.9 billion euros).

Characteristics of the Polish Food Sector

In 2002, 21% of Polish production was made by the food sector, which produced 6% of the Polish domestic product. More than 90% of companies are non State companies. They are more profitable than State companies. Foreign capital coming particularly from the EU and the United States had an important impact on the capitalisation and modernisation process. Since 2001, many companies in this sector face an economic crisis. The profitability felt down in particular in the public sector. In 2002, only ¾ of companies, which employ more than 50 people, were profitable.

Conclusion

In my opinion, very likely Poland will become a member of the European Union with a similar political and economic importance to Spain, with a still important agriculture, high unemployment rate and industry that is under restructuring. Just like Spain before joining the EU, Poland is a country with big potential, qualified workforce that will benefit from the integration within the Common European Market, as well as, the CAP (Common Agriculture Policy) and structural funds.

Group Casino / Geant in Poland

In Poland, Geant-Casino owns two kinds of stores: hypermarkets „Geant" and supermarkets „Leader Price". In October 2003, Geant Casino opened two new hypermarkets and now runs 17 hypermarkets and about 136 supermarkets Leader Price in Poland. The objective is to build a chain of 21 stores „Geant" and 250 supermarkets „Leader Price" by the end of 2006.

In 2002, the turnover of 3,4 billion zlotys (1 euro ~ 4,6 złotys) made Geant the third player in the Polish market. The British group Tesco is the leader. Tesco has recently acquired the hypermarkets HIT, and nowadays operates a chain of 36 hypermarkets. The competition is very fierce. Most of European major players are present in Poland: Tesco, Hypernova (Group Ahold), Carrefour, Auchan, Leclerc, Casino. Kauffland.

With total sales amounting to 35 billion euros in 2003, the retailer Geant Casino had 207,000 employees in 8,900 stores worldwide: Europe (France, the Netherlands, Poland), North & South America (Argentina, Brazil, Colombia, Mexico, Uruguay, USA and Venezuela), Africa (Madagascar) and Asia (Taiwan, Thailand and Vietnam).

For further information, see: http://www.groupe-casino.com and tick on English

Eastern Agri-Food Firms and Integration into the European Union: Application to the Cheese Sector

By Christine Louppe, Product Manager at Fromageries Bel, Prague, Czech Republic

General background

Interest of European Firms in Central and Eastern Markets

Since the opening up of Central and Eastern Europe in 1989, the countries have been undergoing profound political and economic change. Due to a very real desire to catch up on lost time, these changes are taking place rapidly, and sometimes in unexpected ways. For example, consumer products were practically nonexistent 15 years ago, yet such goods now represent nearly 60% of sales in most of these countries, and should reach 80% within the next 3-5 years.

At the same time, the offer of the main consumer goods has been largely consolidated. If we take the example of cheeses in the Czech Republic, the market, which represents nearly half of cheese sales by volume, as well as in value, had more than 300 brands in 1995. The products were more or less presented in the same way (rectangular and triangular portions) and were produced by numerous small dairies / cheese-makers and local milk coops (nearly 15), with purely regional retailing.

At present in 2003, three cheese processors represent 80% of the market: the French groups Fromageries Bel and Bongrain plus one local producer, Madeta. The other small producers are watching their steadily decreasing market share, and they tend to concentrate on retail brands that are rapidly expanding.

The development of the two major French cheese-makers has essentially taken place through the purchase of local brands that were already well-known and had high development potential.

The strength of these two European groups in comparison with local firms is their use of new technology to produce quality cheeses that are economically profitable. Another advantage of these groups is their thorough knowledge of consumers and their sales and marketing techniques (sales promotions, advertising, innovation…).

Indeed, consumers from Eastern Europe, like those of Western Europe, are becoming ever more demanding, especially in an increasingly competitive environment. Last, with the development of retailing, firms have to negotiate very stiff contracts with the large international retailers.

In 2003, one year before the integration of the main countries of Eastern Europe into the European Union (confirmed by referendum in May and June 2003), one can

wonder whether these countries, which have reached a level of development close to that of certain Western European countries, remain an opportunity for European agri-food firms.

First of all, 2004 means that European companies will no longer have to pay customs duties and thus will be able to import goods that are more competitive into France and, in parallel, export products from France that are not currently competitive. This will concern both major European groups as well as small and medium size firms.

Moreover, entrance into the European Union also means that the standard of living of Eastern European consumers will rise and grow closer to that in Western Europe within the next ten years. This is already the case in certain large metropolitan areas. Two main consequences will result, one good and the other less so.

The first, positive outcome will be that price, which has been the determining factor to date, will no longer be the main factor in consumers' decision. Manufacturers from the agri-food sector will be able to offer higher value added products, not only basic goods meeting the criterion of very low cost. Slowly, the offer of goods will include more services, more practicality. Consumers will be sensitive to various sales promotions and media advertising. This sector will become more dynamic.

On the other hand, the rise in the living standard will have considerable consequences on production costs, which are currently very attractive in Eastern European countries where the cost of raw material is lower than in Western Europe and where labor is cheaper (maximum of two thirds of labor costs in France).

The rise in costs of raw materials, notably in the melted cheese sector, should not have any major consequences because most raw materials are bought on the world market.

In contrast, the higher labor costs will have more important consequences. Indeed, technological investments, which had been limited to date and compensated by a relatively qualified but inexpensive labor market, will no longer be possible. That will make these markets less competitive and less interesting for the countries of Western Europe. In the short term, this should not have major repercussions but in the medium term it could influence European firms in their choice of production sites. The firms might prefer to establish themselves in other, less developed European countries that are cheaper, like Romania.

Stakes of Integration into the European Union for Social Industry

For local industry, membership in the European Union means, first of all, meeting European standards and thus making many changes or acquiring new procedures

(quality standards). This will necessarily have an impact on costs for these industries which, in the case of Czech dairies / cheese-makers, are quite far behind compared with their competitors that have been bought by European firms, which are often of world class.

Since their market is open to free trade, without customs taxes, the firms of Eastern Europe will have to face competition from Western Europe as well as the other Eastern European nations (see Poland or Slovakia with regard to the Czech Republic).

Competition from Western European firms, with their technical skills and superior technology, will intensify. Competition from other Eastern European countries can be even more dangerous because it will become intense, since salary conditions will remain low at the outset. The most dynamic countries, the ones that have been the most open to foreign investment to date, will profit best from this opening of borders.

However, local firms that manage to invest in time in the new technologies and sales and marketing techniques in order to make their manufacturing tools profitable will see their market grow to encompass all Europe. It is up to them to put forth their assets in comparison with other European countries.

Regarding the milk sector in the Czech Republic, it seems unlikely that small local producers will be able to extend their influence to other European countries in the short and medium term. The future will be shaped by the consolidation of these small local producers or their purchase by the two majors who look set to dominate this market from now on.

Fromageries Bel

World Status

World leader in brand cheeses sold in portions and the top producer of melted cheese in France and Europe – with leading positions in many countries representing the world's largest markets:

- Present in over one hundred countries,
- Consolidated turnover in 2002 of 1706 M€ – more than 60% outside France,
- Nearly 10 000 employees, International brands: La Vache Qui Rit, Kiri, Mini Babybel, Leerdammer,
- Fromageries Bel in Central and Eastern Europe, more particularly the Czech Republic

For Fromageries Bel, the countries of Central and Eastern Europe have represented an ever growing percentage of the turnover of Bel Europe, since 2000. In Central and Eastern Europe, Bel has:

- 3 factories producing local and international brands: Bel Polska (Poland), Zeletavska Syrarna (Czech Republic) and Zempmilk (Slovakia)
- 3 sales and marketing subsidiaries in Warsaw (Poland), Prague (Czech Republic) and Bratislava (Slovakia)
- and exports international brands from the Group to Russia, the Baltic countries and Romania.

Local brands (Zeletava and Apetitto in the Czech Republic, Karicka and Syrokrem in Slovakia), like international brands, are well-known leaders in their markets.

For further information, see: http://www.bel-group.com

Poland – Further Development Opportunities in the Agri-Food Business

By Alfred Gerber, Director Nestlé Purina Polska

For the past ten years, France has been the number one investor in the Polish agri-food sector. Many development opportunities remain in numerous branches of this sector.

Agribusiness Occupies a Leading position in the Country's Economy.

With 25% of GDP from the agricultural and food sector and a large farming population and surface, Poland will become the other major agri-food country in the EU. For over ten years, Poland has been preparing for complete integration into the European Union. It has re-oriented its food exports from the former Soviet Union towards the European Union.

Per capita buying power is lower in Poland than in the Czech Republic and Hungary. However, Poland has nearly 40 million inhabitants while the Czech Republic and Hungary only have about 10 million each. Nevertheless, buying power has risen strongly since 1993, following transition to a market economy.

Because the level of risk is decreasing the closer Poland comes to European integration, the country continues to attract investors.

The level of Concentration in the Agri-food Industry Remains Low

The agri-food sector remains very fragmented and large groups can still emerge either through the mergers of Polish firms or the acquisition of companies by external groups from the EU or the US, as is currently happening. The sector

remains attractive for firms hoping to become leaders in a sub-sector of agri-food, except for areas that are already highly structured like:

- breweries where the leaders "Zywiec" and "Okocim" have been bought, respectively, by the Dutch giant Heineken and the Danish leader Carlsberg,
- coffee processing is dominated by Nestlé, Kraft and Douwe Egbert,
- tea processing by Unilever,
- tobacco by the American, Nabisco,
- cooking oil by the American, Cargill,
- pet foods by Nestlé and Masterfoods.

Table 1: Concentration in Polish Agri-food Sub-sectors

Market share of the 3 leaders of the sub-sector	Agri-food sub-sector
< 10 %	breads and fresh pastries, flour milling processing of fruits and vegetables
10 to 25 %	processing of red meat, processing of milk, mineral water, sugar, fish processing
25 to 50 %	starch, processing of poultry, animal feed, fruit juice and soft drinks, ice cream, spirits, confectionery, pasta
50 to 70 %	brewery, coffee and tea processing
> 70 %	tobacco, cooking oil, pet food

Expenditure on Media Remains Affordable

In 2002, the Polish agri-food sector invested nearly 2 530 million zlotys, that is, 702 million euros or 15% of media expenses for the country. The cost of access to the consumer is therefore very reasonable compared to what it is in other countries. Moreover, because brand images and profiles are less static, it is easier to "displace" market shares rapidly.

Table 2: Media Expenditure in Agri-food in Poland

Agri-food sub-sector	Media expenditure in millions of zlotys	Media expenditure as a % of total media expenditure in agri-food
Beverages	663	26.2 %
Chocolate products	301	11.9 %
Confectionery (except chewing gum)	148	5.8 %
Coffee	147	5.8 %
Sauces	142	5.6 %
Snacks	138	5.5 %

Retail Channels Offer Various Opportunities to Access the End Consumer

Over the past ten years, European retailers have set up subsidiaries in Poland. All German, English and Dutch retailers are there, but the French retailers Auchan, Carrefour, Géant Casino and Leclerc have taken the leadership.

Table 3: Structure of Polish Food Shops

	Number of sales points	% of total sales points
Hypermarkets	250	33 %
Supermarkets	2 700	25 %
Large grocery stores	15 600	17 %
Small grocery stores	30 000	10 %
Food stores	40 000	15 %

In cities, major retailers are strongly competitive vis-à-vis traditional retailers, who are supplied by a vast network of wholesalers.

Thanks to investments by most major logistics players from Europe, the country now has ultra-modern distribution platforms.

The Integration Process into the European Union is Well Advanced

Poland has made great efforts to move closer to the European Union, economically speaking, although the process is not yet finished.

- Important aspects of Polish legislation have already been harmonized with European laws.
- Local institutions are still often under-equipped and understaffed to conform completely in all sectors. Leading firms in the sector take the initiative (transfer of technology/implementation of EU procedures/certification).
- EU membership represents a certain risk for medium-size firms.
- Necessity of investing to reach standards, engendering extra cost for products exported to countries other than the EU
- Suppression of taxes on products imported from the EU and offering a better guarantee to the consumer.

External capital will be required. This can happen through acquisitions or by earmarked European funds from which Poland will benefit to a large extent.

Conclusion

The iron curtain fell 15 years ago. The economies of Eastern and Western Europe are converging at great speed. There are still opportunities to be had for entrepreneurs who want to join the festivities.

Nestle in Poland

Nestlé, a world leader in the agri-food sector, began its Polish operations in 1993. Its brands include such reputed Polish goods as "Goplana" in confectionery and "Winiary" for culinary products, with a recognition rate of nearly100%, in addition to the group's international brands ("Nescafé," "Nesquick," "Lion" and others).

The group's other activities are also present in Poland: cereals with the CPP Torun-Pacific company, mineral water with national brands "Naleczowianka" and "Mazowska,", ice cream "Schoeller", pet food.

The group's activities total 2 billion zlotys in turnover, that is, over 555 million euros.

Nestle Purina

Nestle Purina is Nestlé's pet care branch. It is one of the group's strategic activities. The main brands are "Proplan," "Gourmet Gold," "Gourmet," "Friskies," "Chow" and, in Central Europe, "Darling."

In Poland these brands are sold in all distribution channels (special circuit, mass market retailing and traditional shops). They have nearly 20 % of the pet food market, which has been very rapidly expanding over the past four years.

For further information, see: http://www.nestle.com

2004: the 10th Anniversary of the "MBA-IZMA" in Warsaw Warsaw Agricultural University (SGGW) & ESSEC Business School - Paris

The Warsaw Agricultural University (SGGW) and ESSEC Business School – Paris have a post-graduate program in agri-food management in Warsaw, Poland: the "MBA-IZMA". In 1994, the program was launched with the support of the French Ministry of Foreign Affairs and the "France-Pologne" Foundation, with the kindness of the European Union. Now, agri-food corporations are contributing to the program. The objective of the program is to train business executives for food and agribusiness companies in Poland and to contribute to the expansion of agri-food companies in Europe. 350 alumni, mainly Polish, work in Polish companies or subsidiaries of Western corporations to expand business in an enlarged EU market.

Characteristics of the IZMA Program

- Part-time program over 2 years for business executives motivated by the integration of Polish agri-food companies into the European economic environment.
- Program with joint degree signed by Warsaw Agricultural University (SGGW) and ESSEC Business School - Paris.
- Courses and seminars in management carried out by SGGW and ESSEC professors: Western methods and style of management and the specificity of the food and agribusiness products and markets.
- Program carried out in partnership with agri-food companies including Bonduelle Polska, Carrefour Polska, Casino Polska…
- Program mainly taught in Polish with intensive courses of French and English.
- Support of the international network of the ESSEC and SGGW alumni networks.

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