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# *Ag Outlook*

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## Globalization of Agriculture:

### *The Pandol Experience*

Jim Pandol  
February 22, 2002



# What we did . . . Why



- Market for California growers.

- Build volume and revenue.

# What we did . . . Why



- Market for Chilean exporters.

- Build volume and revenue.

- “Off season” supply for efficiency and market leverage.

# What we did . . . Why



- Market for Mexican growers.

- Build volume and revenue.

- Complete year around supply.

# What we did . . . Why



- Own Exporter in Chile.

- Increased control over supplies for security and consistency.

# What we did . . . Why



- Own vineyards in Chile and Mexico.
- Increased control over supplies for security and consistency.

# PRO's and CON's



## GROWERS

- Efficiency via volume
- Market leverage
- Less investment
- Grower financing losses
- Variable quality
- Less control
- Less reliability



# PRO's and CON's



## OWN FOREIGN PRODUCTION

- Increased control
- better quality
- food safety - control
- 'Far Away' factor
- control not maintained
- poor quality
- losses in money and reputation

# PRO's and CON's



## OTHER FACTORS

- be a consolidation  
'Keeper'
- different rules
- 'Home Towned'
- Unfair trade practices

# Conclusion :



- Long, hard, and expensive journey
- Strong competitive position
- Experienced for the future

# U.S. Trade Negotiators keeping U.S. agriculture competitive:



- Open markets
- 'Level the playing field'
- Foreign ownership protection
- Patent protection - especially genetics
- Antidumping law reform



*Thank you*