

PD-ABN-445

91999

**HUNGARY
AGRIBUSINESS TRAINING PROJECT
USAID CA# EPE-0024-A-00-5105-00**

**FINAL REPORT
OCTOBER 1, 1995 - SEPTEMBER 30, 1996**



**Land O'Lakes
International
Development**

SUBMITTED BY

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NOVEMBER 8, 1996

LAND O'LAKES, INC.

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FINAL REPORT

The goal of the Hungary Agribusiness Training Project was to promote and accelerate the revitalization of private sector agribusiness through improved marketing and distribution of agricultural and food products. The project methodology was to implement a series of one-week training programs in Hungary, whereby a U.S. technical specialist works together with Hungarian co-trainers to ensure country-specific application of techniques. Refer to Attachment B for more detail on the background of agricultural production and the food industry in Hungary.

The purposes of the program were twofold:

1. To provide technical training to selected private sector agribusiness leaders to improve their product marketing skills; and
2. To institutionalize the dissemination of this information through existing agricultural education institutions in Hungary.

The primary focus of the program was on product-specific marketing training and technical assistance. The training programs were targeted primarily at processing companies in the following sectors:

- dairy (2 courses)
- meat
- animal feed
- fruits and vegetables
- agricultural input
- wood

Five-day courses were presented on each of the above sectors to industry upper management, with special regards to marketing, sales, and new product development. Land O'Lakes consultants and employees provided up-to-date marketing, sales and product information, giving readily usable tools for course participants to apply to their respective businesses. Each program had approximately twenty participants, who received manuals in Hungarian. To add value and increase relevancy of the interventions, Hungarian co-trainers were hired and used

throughout all training courses. Their responsibility was to adapt U.S. experiences and techniques to local conditions and provide Hungarian industry information and trends and local experiences for course participants. The approach of using a Hungarian specialist to raise course value was fully supported and highly appreciated by recipient participants. Refer to Attachment C for detail on the dates, topics, trainers, and target audience for the courses. Refer to Attachment F for a list of all beneficiary organizations.

This program provided the chance for course participants to discuss problems with the U.S. specialist at their respective organizations. After each course, technical assistance was provided for some of the participants. Land O'Lakes consultants/employees visited the sites of companies who requested technical assistance and had one to three days of discussion on local problems. Project impact was especially high for organizations that received technical assistance in addition to the coursework.

As a means to provide sustainability to the program, Land O'Lakes presented a five-day training for agricultural trainers involved in adult training programs. The objective of this program was to provide sustainability for Land O'Lakes training material and support a wide dissemination of knowledge after the completion of this project. The training materials were passed on to sixteen agricultural training organizations, who will incorporate this information in their training programs, thereby increasing the effectiveness of this project. Refer to Attachment D for more detail on the training-of-trainers course.

Through the efficient use of its financial resources, the Hungary Agribusiness Training Program was able to extend activities for three months beyond the original termination date of June 30, 1996. Three additional courses were developed and completed during July through September in the following topics:

- cooperatives: principles and practices - 2 days
- marketing promotion - 3 days
- international marketing - 3 days

By offering these courses, Land O'Lakes was responding to previous course participants' requests. The above topics were the most desired, according to the feedback received from individual course evaluation forms and questionnaires. The last two courses were followed by one to two days of technical assistance each. Refer to Attachment E for more detail on the add-on courses.

Financials

Total estimated federal funds	\$198,884
Federal funds expenditures July - September 1996	\$21,202
Federal funds for project to date *	\$177,952

* Expenditures of approximately \$12,500 of consultant expenses and indirect cost rate for late September activities are not reflected in this figure.

The financial report is Attachment A. A final financial report will be submitted by December 31, 1996.

EVALUATION AND IMPACT

The three-month extension allowed the in-country project coordinator, Endre Kovács, time to conduct an internal evaluation of the project. He followed up with all the technical assistance participants and some of the course participants to document their progress since their interventions.

The Impact section of this report follows, with impact statements that reveal how 40 companies took their learning and technical assistance advice to heart and instituted immediate changes that benefitted them greatly.

Hungarian Agribusiness Training Program

October 01, 1995 - September 30, 1996

IMPACT

AWASSI - Ag, Processing and Trading LTD.

AWASSI LTD. is a major sheep operator, sheep milk and meat production company located in Bakonszeg 230 km Southeast of Budapest. Sales and Marketing Director and the Marketing Manager participated on "Advanced Dairy Marketing" course while the Advisor for New Product Development took part on "Advanced Meat Marketing" LOL course. The organization also received Technical Assistance by LOL dairy marketing specialist.

Being suggested by LOL advisor the company organized the Association of Sheep Products with the participation of the production (four sheep milk processor), research (Dairy Research Institute), breeding (Herceghalom Experimental Farms) and sales organizations (TERIMPEX CO.). This association operates in a vertical integration covering the whole of the sheep industry launched by AWASSI LTD.

AWASSI LTD. also benefited from the presentation of the cooperative structure of LOL and is working on developing its organizational structure accordingly.

Company made a major development at its marketing structure when a marketing group led by a newly employed Marketing Manager was organized. With the leadership of this group the company developed a new packaging material, labels and promotion material while also a new domestic distribution strategy has been deployed. The organization put a major emphasize on the domestic market whereas their market share developed nationally from 5 % to 30 %. Export markets have also been managed to expand on South-Lebanon from 20 % up to 25 % while in the US from 30 % to 35 %.

On the domestic market the company managed to get into the METRO wholesale store as supplier.

Employing the SWOT analysis this organization is more aware of their potentials and limitations that is vital in developing plans and strategies. Using this technique company entered into developing a new product - a spread cream cheese - of which production soon starts.

Getting the idea from LOL courses the company organizes training seminars for its retail dealers to train them how cheese and sheep products should be promoted and exposed in the store.

The organization is planning to use the "on-pack" promotion technique presented by LOL consultant. They will pack a small gift toy for kids onto the milk powder box. The company developed a new image, new flyers, company promotion material and started to deploy in METRO stores sampling of their products.

As a result of above activities this company increased production by 10 % (from 360 tons to 400 tons of cheese). Sales increased by 25 %, while national sales that was insignificant grew up to 30 % of total sales.

AWASSI diversified also in size of packaging doing a better targeting of smaller final customers. They introduced 1 kg, 0.4 kg and 0.125 kg sized cheeses.

A marketing budget has been identified and increased from 1 to 3 million HUF. Also as a result of the training this organization already developed a written marketing plan for 1996.

✓ Three managers participated on "Advanced Dairy Marketing" and "Advanced Meat Marketing" course. Organization also received TA

✓ Association of Sheep Products organized

✓ Marketing group developed. Marketing Manager recruited.

✓ New packaging and distribution developed.

✓ Getting into METRO chain

✓ New cream cheese developed.

✓ Training developed for retail managers

✓ On-pack technique applied.

✓ Sales increased by 25 %

✓ Marketing plan written

ZALKATEJ (ZalkaMilk) - Dairy Processing LTD.

ZALKATEJ LTD. is a middle sized dairy processing and distribution company located in Nagybánhegyes 160 km Southeast of Budapest. The Marketing Manager and the Manager for New Product Development participated on a week training of "Advanced Dairy Marketing" and also received on the spot consulting at the dairy facility when marketing strategy, promotion, packaging, targeting and positioning issues were discussed by LOL consultant.

Being suggested by the course and LOL consultant the company directed its efforts toward developing higher value added products. Decreased its procurement by 18-20 % thus releasing the pressure of overproduction and targeted the higher income and more demanding customers with its high quality butter and cream cheese.

The company largely diversified with the following new products:

- mini-sized butter for which the market of restaurants, hotels and airlines was approached successfully. Currently MALEV the Hungarian airlines is interested in buying a volume.
- sugar free cottage cheese bar (TÚRÓ RUDI) is under development.
- custom branding:
 - cottage cheese bar under label of PROFI retail chain
 - cottage cheese bars packaged under the logo and colours of the most popular soccer team FRADI in Hungary. Bars are sold in stores around team home and before matches (a FRADI Plus bar is under development)
- Termo Rudi - a new product with long shelf life (21 days instead of 15)

A new slogan has been developed "ZALKATEJ - where quality born". This slogan is put on all promotion material. Company developed an offering box for its cottage cheese bars that is a leading product of the company. This is the very first innovation of such in the dairy industry as no other companies use offering box in the dairy case. The unification of the packaging is due early next year. As LOL consultant instructed the company logo is clearly put on several places on the packaging material of the organization. A questionnaire has also been developed for measuring packaging changes acceptance.

A brand new system of distribution has been developed as the company hired 3 new sales representatives for 3 regions (1- company locality, 2. - south-west Hungary - Pécs area, 3 - north-east Hungary - Miskolc area). They represent the company in this regions, deal with stores, recruit new customers and provide feedback of problems to the company. Using this system the organization managed to get into the largest retail chains - SPAR, PROFI, JULIUS MEINL ELÉSKER, KOMZUM, FEM and ÁFÉSZ. As a result in Miskolc area cottage cheese bar sales increased to six fold.

Company also qualified for ISO 9002 quality standard that is a major marketing too is put on all packaging material. Due to above sales of company increased by 20 %. Also as a result of the course company prepared a written marketing plan for 1996.

✓ Two managers participated on "Advanced Dairy Marketing" course and received TA

✓ Diverted towards higher value added products.

✓ A series of new products entered the market.

✓ Custom branding developed

✓ New slogan developed

✓ New offering case is developed.

✓ A brand new distribution and sales representation developed

✓ Getting into large chains.

✓ Sales increased by 20 %

✓ Marketing plan written

Hungarian Agribusiness Training Program

October 01, 1995 - September 30, 1996

IMPACT

FŐTEJ (CapitalMilk) - Dairy Processing and Distribution LTD. Liab. Co.

FŐTEJ company is a major dairy processing and distribution company located in Budapest. Marketing Manager and Manager for New Product Development participated on "Advanced Dairy Marketing" course. The organization also received Technical Assistance by LOL dairy marketing specialist.

Using the information presented on the course and the technical advice received from LOL consultant providing TA this organization made a major progress in building a marketing driven business activity. A marketing group has been organized consisting of 4 managers - marketing, technical advisor, new product development and sales manager - while there was no such activity before.

By this team of which two participated on LOL course the whole company marketing and promotion activity has been revised. New packaging for all products were designed, new logo has been developed, new image has been created and pursued and new products were developed entering new segments of the market.

As an acknowledgement of above efforts company received the Marketing Grand Prize of the Agricultural Trade Fair (the most reputable ag and processing trade show organized in every 4 years nationwide) of 1996 for three products - two types of mini butter and the coffee creamer. This grand prize won is extremely supportive in pursuing the overall company image.

The new logo of this company - "a milk lady" - is similar to LOL logo concept, represents the heritage of the dairy industry, purity and high quality. The primary approach was to develop a strong brand that could be used for selling all dairy products not only produced but only distributed by FŐTEJ company. See next page.

In their distribution system the company rationalized its activities, closing the fruit and vegetable wholesale store (also suggested by LOL consultant) and developed contacts with retail stores - currently serving over a 1000 outlets. The company also diversified to large institutional customers. The company has 6 own retail stores and plan to open up another 10. Wholesale stores are planned to open up also to serve non-customer retail chains and stores.

As a result of marketing and product improvement 25 % increase is observed in 1996 sales. They also entered an export market with an aseptic butter product however no export activity was performed before.

Financial funds dedicated to marketing efforts increased 100 % and also influenced by LOL seminars and TA consultant this organization already put a marketing plan in writing for 1996.

Advised by LOL International Development Project Manager who visited the company the managers started to introduce flavored coffee creamer into tests. Soon new, vanilla, cinnamon and chocolate flavored creamers would enter the market.

✓ Two managers participated on "Advanced Dairy Marketing" course. Organization also received TA

✓ Marketing group organized.

✓ New image and marketing material developed.

✓ Marketing Grand Prize received

✓ New company logo developed.

✓ Improved distribution system.

✓ Sales increased by 25 % and export market entered.

✓ Marketing budget increased by 100 %

✓ New flavored creamer developed



FŐTEJ

Hungarian Agribusiness Training Program

October 01, 1995 - September 30, 1996

IMPACT

KAISER FOOD - Food Processing LTD. Liab. Co.

KAISER FOOD company is a middle sized meat processing and distribution company located in Mosonmagyaróvár approximately 160 km west of Budapest. The Marketing Manager of the organization participated on "Advanced Meat Marketing" course. The organization also received Technical Assistance by LOL meat marketing specialist.

This company put a major emphasis on developing its marketing system and strategy. However being a progressive organization that wrote both business and marketing plan before showed major interest in improving their marketing expertise. Benefiting from the course the company changed some of its promotion techniques. A KAISER sweepstakes when customers after purchasing a company product could win a prize through blind pulling a ticket from a bag. They adjusted the chance to 5% as it was presented on the course and developed the questionnaire according to what was heard on the seminar.

Also based on the recommendations of LOL consultant this company launched a TV commercial campaign with a 30 million HUF (200,000 USD) budget. They incorporated the suggestion of the consultant that the commercial should be a continuation of the previous similar one and the logo of the company should be emphasized.

Encouraged by the course and the TA the company paid more attention to customer relations and introduced changes in its practice. To deal with customer problems they are in the process of recruiting two persons for the positions of quality control. They realized that a market lost due to low quality is much more difficult to recapture than creating a new market. They are in the process of developing a customer information system with a toll free phone line for customer complaints. They also pay special attention to the questionnaires focusing customer problems.

Being suggested by LOL consultant the company seeks for new ways of sharing marketing costs with another marketer of non-competitive products. According to a recent agreement with Kellogg's Hungary and a leading Hungarian dairy company the sampling campaign costs are going to be equally shared by the parties company resulting a 100 USD cost saving at each sampling events for a period starting November 1 and having 10 sampling events monthly.

The company changed its sales representation strategy - creating competition among sales representatives suggested by LOL consultant - they gave higher priority to two of the best representatives on the field giving the responsibility to select new representatives and control them.

Due to above changes this company could keep its production volume at previous level on a shrinking market and due to efficiency increase sales by 22 % while costs rose by only 11 %. Budget for marketing increased by 50 %

✓ Marketing manager participated on "Advanced Meat Marketing" course. Organization also received TA

✓ Sweepstakes applied to make sampling more of a fun.

✓ New TV commercial campaign of 200,000 USD launched.

✓ Improved customer relation.

✓ New marketing cost sharing strategy applied.

✓ New sales representation strategy.

✓ Sales increased by 22 %.

✓ Marketing budget increased by 50 %

Hungarian Agribusiness Training Program

October 01, 1995 - September 30, 1996

IMPACT

RINGA - Meat Processing LTD.

RINGA LTD. is one of the largest slaughtering and meat processing companies in Hungary located 100 km west of Budapest. Marketing Manager and Sales Assistant of the organization participated on "Advanced Meat Marketing" course. The organization also received Technical Assistance by LOL meat marketing specialist.

As result of LOL consultant's visit and course impact company management realized the importance of marketing and a major change in marketing structure occurred. Marketing has been restructured to belong under direct control of the CEO recognizing its special and comprehensive role. As a further step sales representatives would be put under supervising of the marketing manager. The director of the company was presented the ideas of the training seminar and the findings of the consultant thus it has become understood that a higher priority should be given to this field. Extending the activity of this area and dedicating more financial efforts became an ongoing process at the organization.

Due to the recognition of marketing company defined a separate financial budget for marketing costs that has increased by 50 % compared to previous year funds and it is understood by management that further major efforts are to be dedicated to this area.

Also as a result of the training and TA this company analysed its previous marketing costs and the effectiveness of promotion campaigns. As a result tools of higher efficiency such as direct advertising, ads in newspapers, commercials on local TV and radio channels are given higher priority. After the training course realizing the importance of market research the company the first time in its operation created separate budget for a market research activities. A recently developed product - Barbecue Sticks - has already been market tested before release.

Suggested by LOL consultant and also facing the obligation of the new Food Law to be enacted early next year the company decided to change all of its product labels. Listening to the advise of consultant they would have comprehensive unified labels for all company products while also showing small but distinctive variations by product lines.

As change suggested by the TA provided by LOL sales representatives would be given accurate daily engagement to be performed making the company be able to keep track of sales performance and providing dependable regularity in customer relationship. Suggested by LOL consultant sales representatives would be given a base salary plus a mobile wage based on sales volume in each month. This is expected to increase sales representative efficiency at a great extent.

Also as a result to above restructuring of marketing efforts this company managed to keep its market share on a falling meat market and could increase export sales by 2 %, increase production output by 12 % while increase sales 22 % while import costs slightly decreased.

As major plus due to course information and consultant visit company management further realized the importance of marketing and a basic change occurred in viewing the role played by marketing and its contribution to overall company performance.

✓ Two marketers participated on "Advanced Dairy Marketing" course. Organization also received TA

✓ Marketing re-structured to under direct control of the CEO.

✓ Marketing budget increased by 50 %.

✓ Change in promotion tools. Separate market research budget.

✓ Ongoing label unification.

✓ Improved sales representative wages and structure.

✓ Sales increased by 22 %.

✓ Management became aware of marketing importance.

Hungarian Agribusiness Training Program

October 01, 1995 - September 30, 1996

IMPACT

CEGLÉDHÚS (CeglédMeat) - Meat Processing LTD. Liab. Co.

CEGLÉDHÚS company is a middle sized but the latest investment among meat processing units being located 80 km south of Budapest. Marketing Manager participated on "Advanced Meat Marketing" course The organization also received Technical Assistance by LOL meat marketing specialist.

This organization is a brand new facility that was the latest investment before the transition process started into free market economy in Hungary. The trust owning this facility bankrupted and this modern processing unit was taken over by the creditor Budapest Bank. The main objective of the organization was to keep its national market share up and keep all export licenses and permissions that would be valuable for a prospective future investor.

This organization has just recently been privatized by Hungarian Capital Found that is also an owner of several major meat processing units on this market. The time is ready now to introduce all major changes that is also due to LOL course and Technical Assistance. Just recently 3 regional Marketing Managers have been recruited for different regions of Hungary. Sales representatives would belong under their control. The tasks of sales representatives has changed they are no longer doing sales but only in an accurately defined timing have to visit stores and keep up customer relations with stores while store managers would order directly from the plant. Sales representatives would handle sales space and do market research among final customers.

As a result of the course company marketers no longer enter any market without testing any new product entries. The following products: Kapos Ham, Mini Parisian, Mini Italian Sausage - have recently been tested for market acceptance and proved to be well received providing confidence for the company. Showing good results from test markets the company managed to get into PROFI chain a large grocery chain in Hungary. On above meat products smaller sizes have been introduced reacting to market feedback.

As a result of the training the job description of one of the sales reps has been revised making him responsible for three main marketing observations: - tracking competition prices, tracking competitive product innovations, what causes customer satisfaction. Due to a better market information company realized a failure of one of their products (too much moisture loss of sliced ham) and through counteractions a loss of 50 % i.e. 150.000 USD could be prevented.

Participant of this company started to do business with other course participants and the following new chains could be attracted such as Mezőkövesd Agrárcoop ordering 500 kg/week, Hajdúdorog ÁFÉSZ 300 kg/week whereas order sizes grow.

Due to privatization and course information marketing budget would grow to 10 fold, sales volume expected to grow by 70 % whereas national and export sales by 76 % and 1300 % respectively.

✓ Marketing Manager participated on "Advanced Meat Marketing" course. Organization also received TA

✓ Organization got privatized.

✓ Restructuring of sales and marketing staff. New responsibilities.

✓ Market testing of new products.

✓ New chain entered.

✓ Keep track of competition.

✓ Preventing a 150.000 USD loss.

✓ Doing business with other course participants.

✓ Increasing local and export sales.

Hungarian Agribusiness Training Program

October 01, 1995 - September 30, 1996

IMPACT

KEVETÁP (KEVEFEED) - Feed Manufacturing LTD. Liab. Co.

KEVETÁP company is a small feed manufacturing and distribution company located in Túrkeve 140 km Southeast of Budapest. Managing Director participated on "Advanced Marketing of Animal Feed" course while the organization also received Technical Assistance by LOL feed marketing specialist.

Benefited by the information heard on the training seminar and from LOL consultant the company developed a system for keep track of market prices and competition activities. As a result they terminated their lamb feed production capacity in time while increased hog feed production. Also getting an enforcement on the course company started to produce pet food - primarily for dogs. This latter feed is under testing but even at this early stage product is test sold to local dog breeding association.

Realizing the benefits of higher value added production this company started to produce concentrates in addition to its whole meal products.

To build better relationship with customers company organized plant tours for local farmer associations that created real positive publicity.

Based on LOL example this company also tries to secure production supply and plans to lease land for own forage and grain production. When this occurs they would no longer be exposed at such a high extent to market fluctuations.

Company also started to diversify into smaller sizes of packaging for small holder use. They developed 5 to 20 kg sizes

The company has also developed a customer evaluation form for mapping current and potential customers to be more successful in making projections. It was also realized that close customer relationship and continued service for customers are equally important in an attempt to retain customers and to get market information from this resource.

The organization also diversified into manufacturing piglet feed suggested by LOL consultant. They also developed a handy, easy to open and lock box for small volume purchases and for pet food that proved to be very successful even at early testing phase.

This company introduced changes on their logo making it more relevant to current production and this logo would be put on bags of feed to identify the producer.

Resulting from above large variety of increased marketing efforts through diversifying into pet food and piglet feed businesses and knowing better its clientele company managed to substitute lost whole feed sales, could keep and even increase sales volume by 10 % and retain market share. No employees had to be dismissed.

✓ Managing director participated on "Advanced Marketing of Animal Feed" course. Organization also received TA

✓ Better market information.

✓ Diversification into higher value added production.

✓ Secures supply.

✓ Packaging size diversification.

✓ Developing new packaging box.

✓ Modification of logo

✓ Recaptured sales loss by diversification.

✓ No jobs lost.

ÁRPÁD COOPERATIVE - Feed Manufacturing Division

ÁRPÁD COOPERATIVE farm is a complex mixed farming organization operating in the main farming area 140 km south of Budapest. Director and Sales Manager of the Feed Division participated on "Advanced Marketing of Animal Feed" course. The feed division labour of the organization also received Technical Assistance by LOL feed marketing specialist.

Benefiting from the training course and from the information delivered by LOL consultant provided Technical Assistance the company identified its position on the feed market. They clarified and outlined their business target customers being large industrial feed users. The division brought an overall decision to eliminate too small farms and concentrate on large operations' large volume but very high quality demand. This concentration led to a higher efficiency and a great stability of the organization. Their manufacturing volume has never peaked so high as recently due to this good overall strategy. Current production is over 80.000 tons.

For maintaining sales activities a small but efficient group of staff has been organized - 2 assistants directed by the Sales Manager. They keep contact with large farms and react on customer demands developing a day-to-day relationship with clients. The idea of dedicating full efforts to customer feedback was fully understood as a concept from LOL course. A series of methods including money-back-guarantee for feed claims would be used by the division if currently they could satisfy all needs coming up.

Company market share increased by 50 % at Gold Co. poultry integrator company and by 40 % at Animal Breeding Institute integration.

Realizing that bulk shipping is the most effective for large customers company switched to bulk trucking, 85 % of its feed sold bulk saving significant costs for the company and protecting environment. Customers have also been selected based on which way of shipping is favoured by them. Small customers had to be eliminated also due to higher unification of packaging which idea came through the course when LOL facilitator proved the importance of segmenting customer groups.

Understanding the position of the company on the course the low margin leader and high quality and efficient manufacturer position has been identified by the division - a good decision that is reflected in the fact the while many feed mills are shut down ÁRPÁD COOPERATIVE Feed Division extended its operation by 15 %. To keep large customers the division also offers good payment terms as extra service. Due to large volume inventory management became much more efficient.

Company diversified geographically trucking feed in a 140-160 km range.

The key to their success is good customer relationship and service which was strongly emphasized by LOL consultant. The cooperative feed division keeps on reacting promptly to any complaints. "Our strength is that we notice our mistakes earlier and correct them before customer would do" - they said.

✓ Director and Sales Manager participated on "Advanced Marketing of Animal Feed" course. Organization also received TA

✓ Positioning to large volume users.

✓ Developing a small but efficient marketing group.

✓ Market share increased 40-50 %.

✓ Bulk shipping decision.

✓ Identifying market position.

✓ Operation grew by 15 %.

✓ Geography extension of business.

✓ High quality service and customer relations.

ÁRPÁD COOPERATIVE - KZR (Early Vegetable System) - Vegetable Division

KZR is the early vegetable grower division of ÁRPÁD COOPERATIVE located in Szentes 130 km Southeast of Budapest. Two Extension Specialists and the Sales and Procurement Manager participated on "Advanced Marketing of Fruit and Vegetable" course. The division also received Technical Assistance from LOL fruit and vegetable marketing specialist. This organization is an integrator and sales outlet for over 100 plastic tunnel and greenhouse vegetable farmers in the area.

Production and sales volume of KZR has recently dropped by 5 % due to cold and unfavorable weather conditions and the consequently lower supply volumes from farmers. KZR also experienced a major growth in sales costs (40 %) and in production costs (50-100 %). Due to better timing however the organization managed to get a better price and was able to generate comparable profits to last year.

National sales extended 40 % while export sales despite the duty and border taxes introduced by Slovenia grew 60 % this year. This recipient does not write a marketing plan as it is constructed by the main coop organization but prepares guideline figures as sales and marketing directions.

The course brought a change in the point of view of organization managers paying more attention to packaging, and improving storing and sorting conditions thus providing higher quality products for the market. They developed a local standard that is given to all of the farmers who are trained to be aware and keep consistent and equal quality for their produce. They realized how consistent quality is important when customer (wholesaler) wouldn't see the product before shipping.

As a result of a consistent and homogenous quality due to introducing overall local standard system KZR managed to keep its market share and generate sales almost equal to last year, however production costs increased heavily.

KZR also developed a size sorting system and through better use of their cold store could minimise its inventory cost and shorten product storage and consequent spoilage.

✓ Two Extension Advisor and Sales and Procurement manager participated at "Advanced Marketing of Fruit and Vegetable" course. Organization also received TA

✓ Export grew to 60 % of total sales.

✓ Better packaging and sorting to provide high consistent quality.

✓ Kept market share even despite of bad season.

✓ More efficient cold store use and inventory management..

EGYETÉRTÉS (Consensus) - Agricultural Cooperative

Egyetértés is an agricultural cooperative conducting mixed farming being engaged both in the cropping, livestock and milk processing industries located in Polgardi 80 km south of Budapest. Being pressured by very low prices paid for its milk by a neighbouring major dairy processing company coop decided to invest into its own dairy plant in 1994. Vice President of the coop who is also the manager of the dairy participated on a week training of "Advanced Dairy Marketing" and also received on the spot consulting at its dairy facility when marketing, sales, packaging, targeting and positioning issues were addressed.

Being a newly starting small organization recipients were missing marketing expertise thus they proved to be open and receptive through the training and consulting program. Organization made a major progress using the information presented on the course and recommendations suggested by LOL consultant. In an attempt to develop their marketing management a new manager was hired who exclusively dedicated his efforts to managing retail customers. This marketing manager also received LOL dairy marketing course manual and received training by previous course participant coop vice-president. The coop invested into buying its own new shelves in retail outlets, paid special attention to correct in time delivery - that was very strongly advised by LOL consultant- improved customer relations reacting immediately to any complaints, improved distribution efficiency. Introduced special campaign prices to enter geographically new markets. To be better known the coop developed its own promotion material, banners, billboards, lids for sour cream cups.

Marketing staff realized the importance of knowing their customers therefore in-store sampling campaigns were regularly held where customers were interviewed through questionnaires asking quality, price and service oriented questions.

Coop applied the segmentation and positioning concepts learned on the course. Geographically expanded their markets on the neighbouring major city Várpalota where 60 % of the market has been acquired while also keeping their major market share locally. Coop primarily focused on low income customers, applying low margins but through emphasizing quality being able to increase sales. Production increased by 80 % in 6 months after the course and expected to peak at 8 million liter. Sales increased by 90 % whereas efficiency by lowering distribution costs by 15 % - only a small marketing costs of sampling was added. Their market share increased by 10 % locally while entering new markets in other regions.

Coop pays special attention to keeping track of retail customer solvency and developing a trust relationship with each of them. As a result an improved receivable collection is experienced at a high increase in sales.

Applying new marketing tools heard on LOL course sour cream sales grew from 600 to 2000 per day. Retail store managers are frequently offered a cup of sour cream for tasting and in reward they report coop marketing manager any feedback from final customers.

Due to LOL "Advanced Dairy Marketing" course and TA coop reported: "We became cheaper in price and better quality in the same time."

Coop recently struggles with shortage of raw milk supply when acquiring a tremendously increasing market.

✓ Participated on "Advanced Dairy Marketing" course and received TA

✓ New marketing manager hired.

✓ Own new retail shelves invested

✓ Improved:
- customer relation,
- pricing
- promotion developed
- sampling applied
- customer analysis
- better segmentation and positioning

✓ Sales up by 80 %
✓ Costs down by 15 %.

✓ Fewer debtors.

✓ Sour cream sales up by 230 %

NASZÁLYTEJ (NaszályMilk) - Dairy Processing LTD.

NASZÁLYTEJ LTD. Liab. Co. is a middle sized dairy processing and distribution company located in Vác 30 km north of Budapest. The CEO, the Marketing Manager and the Manager for New Product Development participated on a week training of "Advanced Dairy Marketing" and also received on the spot consulting at the dairy facility when distribution, packaging, targeting and positioning issues were addressed by LOL consultant.

This company is a successful niche marketer on the dairy market successfully competing for the market of speciality dairy items. The dairy is actively seeking for new product and innovative sales and marketing ideas. Many of the marketing ideas presented on LOL course were adopted by the company. When more carefully evaluating the impact of marketing costs and promotions the organization switched off sponsoring the local soccer team and diverted these promotion funds to a series of local events having higher publicity - dance contest, kid sport events. Being advised company started to offer physical products instead of financially sponsoring events.

Using course information company does an improved job in targeting and positioning. Introduced several new products since the course benefiting from ideas of the course.

New products are:

- 200 ml sized cartoon pack milk with straw for school kids, educating them about the benefits of milk versus artificial drinks. (This package is recycled based on an agreement of a major package company TETRAPAK whereas significant environmental charges can be save).
- yoghurt in clear plastic cup where customer can seed the product colour.
- plans have been developed for soybean dairy line for milk protein sensitive customers. This line would include soy milk, soy cheese, soy fruit yoghurt and soy pudding. Based on consultant advise tasting tests are completed involving company employees.
- promising tests have been completed for producing a flavored soy germ product sold in cans.

Company applied the idea of differentiation learned on the course. They developed a series of different portions of milk packaging - 0.2 l for school kids, 0.33 l for highschool students, 0.5 l for college students and 1 liter family sized packs. See next page.

It was also realized during the course that major efforts should be dedicated to marketing. To finance the expected costs of products development and marketing the company changed its strategy and started to actively seek for technical investors opening up the portfolio of the organization for outsiders.

Instructed by LOL consultant the company made a major step toward unifying packaging. They are enforcing the PICNIC brand for all company products.

Due to above actions could hold its position and sales grew by 10 % and funds for covering marketing costs have been separated. Marketing staff grew by 40 % (from 3 up to 5 marketing force). Company managed to get into several wholesale chains bringing wholesale distribution up to 50 % of total sales.

✓ CEO and two managers participated on "Advanced Dairy Marketing" course and received TA

✓ Changed sponsoring strategy.

✓ Better targeting and positioning.

✓ A series of health conscious new products developed.

✓ A variety of new packaging for each market segment.

✓ Company opening up for investors.

✓ Unification of packaging.

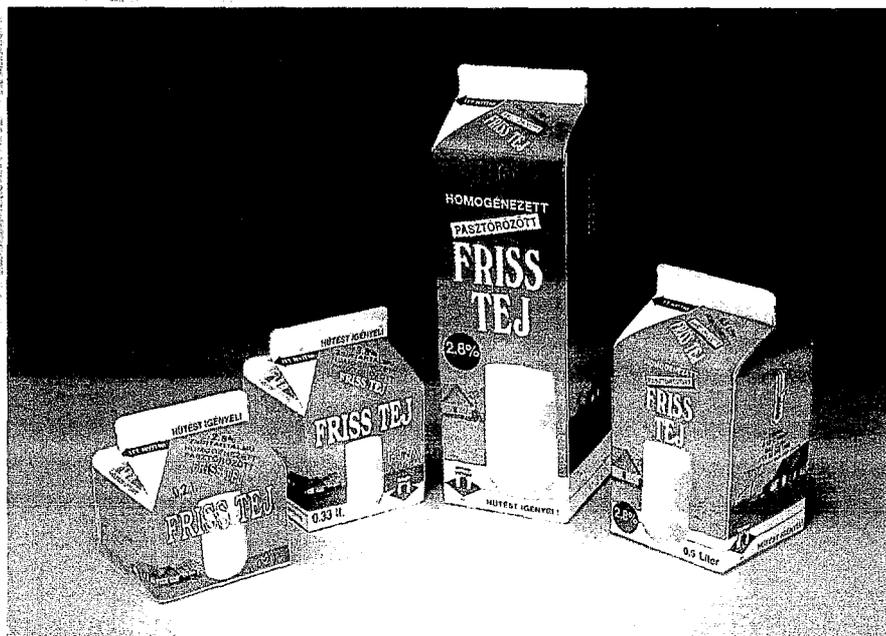
✓ Retained market position.

✓ Marketing force up by 40 %

✓ New wholesalers attracted



Ultrapasztőrözött 2,2 és 2,8 % zsírtartalmú tejünk „tartós tej” néven ismert. Termékünk valóban tartós, mivel hűtés nélkül 90 napig ellartható, de tartósítószeret nem tartalmaz. Hosszú szavatossági idejét úgy biztosítjuk, hogy kiváló alapanyagból a legkorszerűbb technológiával készítjük.



A szervezet kalcium-igényének biztosítására ajánljuk a különböző kiszerelésű, 2,8 % zsírtartalmú, korszerű csomagolású homogénezett tejet.

A speciális kezelés biztosítja, hogy a télen-nyáron 5 napos fogyaszthatósági idő alatt sem főlözódik fel a tej.

Mr. Peter Liska - Vegetable Farmer

Mr. Peter Liska and Jr. Peter Liska are vegetable farmers farming a 12 hectare family vegetable operation near Szolnok 100 km south of Budapest. Both father and son participated on LOL one week training of "Advanced Marketing of Fruits and Vegetables". Land O'Lakes consultant visited the family farm where logo and image development, processing, packaging and market research issues were addressed.

Understanding the importance of marketing and related tools Mr. Liska developed his own logo and image with the name of Liska's company. They use this label for all of their packaging material and they also developed large labels that was put on all vehicles. The label proved to be an excellent tool for holding the packaging of vegetable together and also identifying the producer.

They also started to do local advertising that in a simple manner they were presented on the course. In the local farmer stores and groceries Liska hung his advertising promoting his services and products available for final customers and fellow farmers. They are already also using cheap but very effective advertising in the local newspaper suggested by the course.

As promotion the family collected asparagus dish recipes that would be put into asparagus boxes for publicity. They are also planning to investigate German asparagus consumption habits to find the best way to use it on the Hungarian market.

After the course they made the investment of 1500 USD and the family bought the computer that they use for developing their promotion material on their own. Jr. Liska has also diversified into printing labels for fellow farmers and business cards for the whole neighbourhood as a part time activity.

They changed packaging and put 6 kg of 4. Through the discussion with LOL consultant Mr. Liska understood the importance of using dark soil cover that makes it possible for them to enter the market 2 weeks earlier generating a major competitive advantage.

A few weeks after the course when encountering problems at the rented packaging warehouse and having conflict with the owner Mr. Liska decided to go on his own and set up his own separate packaging shed as it was suggested by LOL consultant.

With an innovation of drying the asparagus the family could take a benefit of the other below export quality and otherwise dumped asparagus generating over a 1.000 USD profit of it.

Due to all above changes in marketing and technique this family increased production by 44 % and sales increased by 62 % while costs grew only 46 % reflecting a higher efficiency. 99 % of the family production is for export whereas they are going to develop their own export contacts leaving intermediaries out of the business through using their own logo and brand. The family already developed both business and marketing plans however they would not put it into writing.

✓ Farmer and son participated on "Advanced Marketing of Fruit and Vegetable" course and received TA

✓ New logo label and packaging developed

✓ Local promotion started.

✓ Promotion and research of asparagus.

✓ Investment into own computer.

✓ Changing packaging and in growing technique.

✓ Becoming independent

✓ New dried developed to sell staff otherwise lost. Generated 1.000 USD profit.

✓ Sales increased by 62 %, production by 44 %. 99 % of sales for export.

✓ Business and marketing planning

Hungarian Agribusiness Training Program

October 01, 1995 - September 30, 1996

IMPACT

GYR - Food Industrial LTD. Liab. Co.

GYR LTD. Liab. Co. is a family venture producing food spice mixtures and convenient food. The company is located 170 km south of Budapest in a Dóc. Marketing Manager owner participated on "Advanced Marketing of Fruits and Vegetables" while company also received consulting from Land O'Lakes advisor where market entry potentials and targeting issues were discussed.

Using course information and the recommendations by LOL consultant this organization revised its promotion strategy. Acquiring a better understanding of their position in the market through analysing their competitive environment their customers the organization brought the decision to give up with mass promotion. They no longer use bill board, newspaper, local TV and radio advertising and don't use sampling and contest promotion tools as they all proved to be low efficiency. Through a better positioning the organization switched to using direct contacts with industrial users and developed personal sales relationship with a large number of industry users.

They still have the small sized packages and recipe books for final customers but the primary emphasize has been put on large clients from the processing industry. As a result 75 % of the production is distributed for industrial users while 25 % for retail.

The company still puts special emphasize on trade show and fairs where the potential for meeting large users is high.

As a result of above strategy changes market share of the company increased in meatball powder from 80 to 90 % while for spice blends from 3 to 5 % while marketing costs were reduced due to more rational use of resources. Sales increased from 52 to 65 million HUF by 25 % with a distribution between domestic and export sales as 55 and 10 million HUF respectively.

A major impact of the training that this company will put both its business and marketing plan into writing for 1997.

✓ Owner Marketing Manager participated on "Advanced Marketing of Fruit and Vegetable" course and received TA

✓ Major change in promotion tools used.

✓ Local promotion started.

✓ Better identified company goal.

✓ Emphasize put on trade shows.

✓ Market share increased by 10 and 2 %..

✓ Sales up by 25 %.

✓ Written business and marketing plan would be developed.

Mr. Péter Rózsa - Vegetable Farmer established KVALIKO Farmer Coop.

Mr. Peter Rózsa is one of the most progressive large scale fully business oriented vegetable farmers in Hungary. He farms over 40 hectares of land near Balmazújváros 230 km south-east of Budapest. Mr. Rózsa participated on LOL one week training of "Advanced Marketing of Fruits and Vegetables". Land O'Lakes consultant also visited his farm - Virágoskút Kertészet (Flower-well Gardens) - where primarily US farmer owned cooperative structures, establishment and operation issues were discussed.

Farmer Rózsa was seeking long for a structure of cooperation with fellow farmers while after Land O'Lakes course and the presentation of LOL consultant cooperative Rózsa decided to organize his coop based on LOL example and fully based on information received from US consultant.

KVALIKO Hungarian Vegetable Farmers Cooperative was organized by the leadership of Rózsa involving 14 farmers in the region all professional vegetable farmers who has national reputation in this business. The coops most debated issue was control which finally was decided as one member one vote - as the sample has been taken from LOL example. A managing director has been hired who is not a member and the staff for management is recruited step by step. The coop is governed by a small Board of Directors at this stage.

KVALIKO coop proved to be a sweeping success. Gave power to farmers in buying supply (for the first joint purchase of supply when buying plastic soil cover they received 50 % volume discount from KITE large gardening supply company as the first benefit of cooperation). When dealing with large grocery chains customers farmers of KVALIKO could express large power being able to sell in large quantities.

Currently farmers of this coop farm a total of 1000 hectares and their sales are expected to grow by 500 % for 1996. Having large supply power they could enter export markets such as Finland, Sweden, Norway, Poland, Lithuania, Latvia, Switzerland, Germany, Slovenia and the Czech Republic. This year 67 % of total sales was for export in contrast to last year's no export at all. For this year the coop they expect 100 million HUF sales and in a year this would be up to 1 billion HUF (6.7 million USD). The coop sold so far since getting established in May 800 tons of watermelon, 90 tons green pepper, 2 truckload iceberg lettuce, and 6 trucks tomato in a sales value of 30 million HUF and all at 10 % higher price due to volume.

The coop is a model for all farmers in Hungary, every day several farmers want to see the organization and want to join. **The coop was awarded the Marketing Grand Prize of this year Agriculture Trade Show organized in every four years.** High officials including the Minister of Agriculture of Belgium congratulated to coop owner farmers and the coop was reported of on the front page of the national ag news paper - Hungarian Agriculture.

The coop plans to built a packing house, storage and cold store next year on a cooperative basis and develop a marketing division. The brand and logo and the unified packaging material of the coop has already been developed whereas farmers are differentiated by code numbers put also on the boxes.

When being interviewed farmer Rózsa said: "Our chances are unlimited. We thank to Land O'Lakes for nursing our first steps. This cooperative is the first one of such in Hungary and will serve as a model for other farmers"

✓ Farmer Rózsa participated on "Advanced Marketing of Fruit and Vegetable" course and received TA

✓ A truly farmers owned cooperative has been organized.

✓ One member one vote concept was adopted and managing director was hired.

✓ Cheaper supply higher sales for members.

✓ 1000 hectare farmer, sales grow 500 %.

✓ Export grows to 67 % of total sales.

✓ Large volume sales.

✓ Marketing Grand Prize won by coop.

✓ Minister congratulates

✓ Coop plans building cold store and packing house.

✓ Coop serves as model for farmers of Hungary.

Hungarian Agribusiness Training Program

October 01, 1995 - September 30, 1996

IMPACT

Dombóvári Agrokémiai (Ag. Chemical) - LTD. Liab. Co.

Dombóvári Agrokémiai LTD. Liab. Co. is a medium sized organization located 180 south-west of Budapest. The company sells fertilizer, pesticides and herbicides and other farm supplies to farmers while also engaged in commodity trading. Managing director and Marketing Manager participated on a one week training of "Advanced Marketing of Ag Inputs". Land O'Lakes consultant also visited this organization where an overall marketing presentation and consulting was provided for the group of company upper management.

Receiving a lot of information on the course this organization started to built up a sales representation system. A marketing specialist is dealing with customer relation claims hired recently after the course. The company does a better job in segmentation diversifying to small customers and for satisfying their demand selling also in quantities below 2 tons, however sales to this segment covers only 2 % of total sales.

The company is using flyers, ads in newspapers and magazines, commercials and contests on local TV and radio and they also sponsor a 10 minutes per week program with a phone quiz. Since the course receiving the idea through the training this they started to organize boarding group presentations and training seminars for current and potential customers where new company and product information are distributed. Slides and other training tools similar to LOL seminars are used on these programs. Through these seminars it was understood that training is the most efficient way of extending customer loyalty and getting new clients.

Also as a result of the better use of marketing tools and training programs sales increased by 50 % while regional market share is up by 10 % from 20 to 30.

The company also put together a written marketing plan for 1997 realizing its importance.

After the course a major emphasize was put on improving customer relations with the slogan: "The customer has always right." Due to improved service the number of customer calls a day significantly increased.

Motivated by course presentations this company also started to segment customers based on solvency, sales volume to that particular customer, frequency of purchase, geography location. The company developed separate promotion tools and program for all above segments.

A direct benefit of the course was a tangible business realized with one of the course participant company selling 0.5 and 1 ton peas and bean seed respectively to this organization.

However the marketing budget has not changed for this organization recently but by means of a more efficient allocation of marketing funds they are more successful in using marketing and promotion tools.

✓ Managing Director and Marketing manager participated on "Advanced Marketing of Ag Inputs" course and received TA

✓ Building up new sales system and doing better segmentation.

✓ New promotion tools are used - training seminars.

✓ Sales up by 50 % market share by 10 %.

✓ Company wrote marketing plan for 1997.

✓ Better customer segmentation.

✓ Business done with fellow course participant.

✓ More efficient allocation of marketing budget.

MEZŐMAG (MEZŐSEED) - Seed Production and Trading LTD.

MEZŐMAG LTD. is a large seed production and trading company having two seed cleaning facility and primarily engaged in contract seed growing and sales both for export and local markets. The Vice Director of the company seed cleaning division - located in Lepsény. 80 km south-west of Budapest - participated on a one week training of "Advanced Marketing of Ag Inputs". Land O'Lakes consultant also visited the seed facility and provided a one day long comprehensive training for all key division personnel.

As a result an extreme awareness was developed in company managers who want to business on a division level separate from other non-profitable sectors of the organization.

After the course this company created a separate marketing budget however small at this early stage extending up to 0.1 % of total sales. They are planning to develop promotion material for the division such as presented on LOL course, pens, shirt, caps and brochures.

Two of the division staff has been directed to be dedicated to marketing activities and a major investment has been done since the course as cordless phones were bought by the company to increase management efficiency in the plant facilities. The division plans to invest into computers to further increase effectiveness.

From now on the organization would put its marketing plan into writing. Last year they had just the business plan put down.

As a result of the course the company started to recruit and contract farmers for seed growing separate from other company headquarters divisions. Four person act as fieldmen to deal with farmer clients and they would make a list of the producers to evaluate market potential. As a next step market research would be done and a database system will be set up with a near future investment into computers. Currently division specialists started to attend farmers at harvesting time to keep up good relationship.

The greatest plus about LOL course and TA is that the whole organization started to move since and started to pursue the establishment of a marketing base. As a result improved communication in the company and with customers and contractor farmers and an increase in confidence of company management is observed.

The organization has already signed its first series of contracts leading them to liberal business activities separate from the inefficient headquarters.

Even at this early stage 3 % market share increase 10 % sales and production volume increase is expected. Local sales is up by 5 % while export sales by 10 %. Marketing budget would increase from 0.1 % to 0.5 %.

✓ Vice Director of seed division participated "Advanced Marketing of Ag Inputs" course and received TA

✓ Increased marketing awareness

✓ Marketing budget set up.

✓ Two persons for marketing activity.

✓ Marketing plan put down

✓ Recruiting farmers and doing own business.

✓ Plans for market information system.

✓ LOL TA initiated move in recipient.

✓ Series of own business contracts signed.

✓ Market share up by 3 %, sales by 10 % while export is up by 10 %.

Hungarian Agribusiness Training Program

October 01, 1995 - September 30, 1996

IMPACT

DE RUITER SEEDS - Seed Trading LTD.

DE RUITER SEEDS LTD. is a private company that is the representative of the De Ruiter Seeds Co. of the Netherlands. The company is dealing with vegetable seed sales and variety tests in Hungary and operates in Kecskemét 80 km south of Budapest. The Managing Director of the company participated on Land O'Lakes one week training of "Advanced Marketing of Ag Inputs". Land O'Lakes consultant also visited the seed facility and provided a one day long on-the-spot consulting for the manager discussing promotion tools, customer relation and distribution problems.

This company primarily a trading company importing seed from the Netherlands and selling it in Hungary and in Romania. The company management created the market for their seed in Hungary and worked very hard to get bigger and bigger market share. They enthusiastically seek for all new information that would make them more efficient. Being a small company this organization had its biggest problem in developing clientele, promoting themselves on the saturated vegetable seed market and increase share.

This organization took benefits of LOL course and TA in many ways. Since the course they pay more attention to market segmentation and they developed separate segments of their market that different offers and different information are offered. These information for the different segments are delivered through direct mail. The organization further refined its newsletter sent to farmers and changed the content of the newsletter according to the interest of the particular segment.

Understanding the importance of customer and market information on LOL course the company is striving for establishing its own Marketing Information System and started to collect and evaluate information received from the market and customers.

In an attempt to develop their distribution system the organization recruited two sales representative since the course to expand the marketing operation and attract customers from competition. These two regional representatives have also been trained by the Managing Director based on LOL Marketing Training course manual.

As an expansion of their market geographically the company entered the Romanian market and currently this enterprise shows good success.

Also due to above changes this company greatly increased its market share overall by 30 % (in terms of green pepper share went up by 100 %) while sales expanded by 50 %. To keep up with increased sales the organization increased marketing budget two fold dedicating 10 % of the total sales to marketing.

The organization would write a marketing plan after realizing the importance however they are pursuing getting a computer system from the Netherlands for completing this task.

✓ Managing Director participated "Advanced Marketing of Ag Inputs" course and received TA

✓ Company actively seeks new information.

✓ Better market segmentation reflected in newsletter development and content.

✓ Building Market Information System.

✓ Two sales representatives recruited

✓ Building business in Romania.

✓ Market share up by 30 %, sales by 50 %. Marketing budget two fold.

✓ Want to write marketing plan.

AGROMAG (AGROSEED) - Seed Production and Trading LTD.

AGROMAG LTD. is a medium sized seed production and trading company engaged in contract seed growing and sales both for export and local markets and dealing with ag commodity trading. The organization is located 160 km south of Budapest in Szeged. The Marketing Manager of the company participated on a one week training of "Advanced Marketing of Ag Inputs". Land O'Lakes consultant also visited the organization and provided a one day long comprehensive marketing training and consulting for all 11 owner managers.

The course information created a great interest among the otherwise technical oriented managers. As a result of the course and the TA presentation a general consensus was created that a marketing structure has to be developed to do business in a planned strategic manner. The company is planning to recruit a marketing specialist to built and coordinate marketing activities at the organization.

Getting the information on the course they realized the importance of knowing and understanding customers. Convinced by the course the course participant Marketing Manager assembled a questionnaire and sent out to all dealers asking information on: own variety sold, competitive variety sold, composition of varieties demanded, customer classification by dealers, etc. The company evaluated the information and use the results at decision making realizing that before the course in 80 % they had no idea of who their customers were.

Evaluating the efficiency of promotion tools used by the company they decided not to go on trade shows as these events did not prove to be fruitful. Instead demonstrations on the field were used and proved to be successful. The company has created its own promotion bill boards put out on the field to draw attention to their variety grown near to major roads.

They decided to develop a company image and as a first step a major investment was made and after being suggested by LOL consultant company fixed its seed plant and sales outlet. These facilities were repainted, trees and grass planted, new billboards set up by which the whole organization suggests being a highly professional business.

Also due to above changes and new information applied production of the company increased by 21 % sales by 14 %. The company separated a 400 % higher budget for marketing raising from 0.5 million to 2 million HUF. To increase customer loyalty the organization took best dealers for a study tour into France.

Market share has increased by 30 % in sunflower while keeping 1 % share on the seed corn market.

Being convinced by the course and LOL consultant this organization is writing a marketing plan for 1997 that they have not done before.

✓ Marketing Manager participated "Advanced Marketing of Ag Inputs" course and company received TA.

✓ Consensus created on building marketing structure

✓ Questionnaire developed to set up customer information system.

✓ Shifting to more efficient promotion tools.

✓ Developing company image - fixing buildings and environment.

✓ Production up by 21 %, sales by 14 %, marketing budget by 400 %..

✓ Increased market share.

✓ Writing marketing plan.

Hungarian Agribusiness Training Program

October 01, 1995 - September 30, 1996

IMPACT

HORTSEED - Seed Production and Trading LTD.

HORTSEED LTD. is a small seed production and trading company located in Mezőkovácsháza 230 km south-east of Budapest. The organization is dealing with seed multiplication and sales locally and for export and is owned by private individuals and the local cooperative. The Marketing Manager of the company participated on the week training of "Advanced Marketing of Ag Inputs". Land O'Lakes consultant provided consulting where packaging, image and promotion issues were discussed.

LOL training course initiated a series of changes at this organization through the realization of the importance of marketing. The company started to develop its new image. New brochures and promotion material was developed and distributed for customers and dealers. Through the brochures and new prospectuses the company pursued its professional image and took a major benefit of them even at the early stage of introduction. Also as a part of promotion they revised the use and the focus of their promotion tools. After the course they participated on a series of agricultural trade shows locally, in Nyitra, Slovakia and in Belgrade, Yugoslavia and in Wittenberg, Germany. In Yugoslavia they recruited a local company that is now acting as HORTSEED dealer and distributor.

Realizing the concept and importance of geographic diversification the company started the official process in above countries to register their own varieties being the prerequisite of entering said export markets.

Getting the idea from the course the company started a direct mail delivery service of their seed by means of which they could get their products on geographically distant markets. To perform mail delivery marketing two marketing persons have been added since the course.

In order to lower costs the organization entered into a 8 million HUF investment building an own 525 m² storage capacity. This has a major impact on the marketing of the organization giving the company an accountable low cost base for production and sales. Using this base the company pursues seed processing efforts to add value as presented by LOL consultant.

The organization introduced a change in their pricing strategy as was suggested on the course offering a 30 % discount for customers for seed that they reduce getting closer to planting time. This increased otherwise depressed sales in the fall by 25 %.

As a result of above changes the company sales have not change however a major 28 % production volume decrease occurred due to onion seed overproduction from last year. Export grew by 5 %. Realizing the importance of marketing its budget increased marketing by 50 %.

A major impact of LOL course that this organization is writing a marketing plan that has not been completed before. "This course and TA changed our approach to marketing and opened up our eyes" - they said.

✓ Marketing Manager participated "Advanced Marketing of Ag Inputs" course and received TA

✓ New image and promotion material developed.

✓ Joining national and international trade shows..

✓ Entering new varieties on export markets.

✓ Mail delivery promotion technique adopted.

✓ Entering into new investment

✓ Change in pricing increasing sales by 25 %.

✓ Export up by 5 % Marketing budget up by 50 %.

✓ The company is writing a marketing plan.

Hungarian Agribusiness Training Program

October 01, 1995 - September 30, 1996

IMPACT

TAEG - Forestry and Wood Processing LTD.

TAEG LTD. is among the largest forestry and wood processing companies of Hungary located in Sopron 230 km west of Budapest. The company has extensive forests that are managed and the wood fallen are processed in own facilities or sold to other companies locally and on export markets. The Marketing Director and two of his colleagues participated on the week training of "Advanced Marketing of Wood Products". Land O'Lakes consultant also visited the provided consulting for the organization where marketing potentials of value added production was discussed.

As an impact of the course and TA one full time marketing person has been selected and put into position at the organization. The company also started to develop its own image and as a first step designed their own logo used on office mails, promotion and packaging material and all vehicles.

The company introduced two changes adopting the information received on the course

1. - developing and pursuing the park forest character of the organization - creating tourist facilities, walking trails and other entertainment in the forest by means of which increasing the number of visitors and tourists.
2. - establishing a training center for other forest managers and small forest farmers acquiring land through privatization.

These two new activities would provide recognition for the company beside increased sales generated by above activities.

This company also realized the importance of adding value to primary wood products and plans to develop shrink wrapped packs for final customer use in weekend house fireplace use. Another plan for adding value is sorting wood with already available equipment. For completing this the company is in the process of a market evaluation to define potentials of this activity

The organization realized on the course the importance of having market information and accurate information on customers. After the course a manager of the company visited all of the major customers one-by-one and interviewed them about their problems. This personal contact had a major impact as the company managed to get back 50 million HUF worth of lost sales just in one week. After this action this organization became fully aware of the importance of good customer service and they are developing a data base for their clientele with special emphasize on large old customers and new prospects.

This company write a business plan but there is no written marketing plan. However they are developing already a sales plan that is revised quarterly to evaluate changes on the market influencing sales.

As a result of all above activities this large organization started to move into the right direction dedicating more and more efforts to marketing and thus they managed to overcome their falling sales after last year's collapse of the Hungarian log market.

The organization changed the focus of their promotion and started to target final customer which resulted in smaller increase on their export markets even at this early stage. A major ambition of the company since the course to get a "green certificate" identifying the organization as a producer having own forest production and proving environmental friend character of their forest management.

✓ Marketing Director and two marketers participated "Advanced Marketing of Wood Products" course and received TA

✓ A new marketing person added.

✓ A new set of promotion material, labels and a new image built..

✓ Diversifying into training and tourism.

✓ Plans for shrink wrap firewood and adding value by sorting.

✓ Building customer information system. 50 million HUF lost sales recapture.

✓ Quarterly sales plan is followed.

✓ Falling sales counterbalanced.

✓ Company strives for acquiring green certificate.

FAGOSZ - National Association of Wood Processing Organizations

FAGOSZ i.e. National Association of Forestry and Wood Processing Organizations is the only umbrella organization for guarding interest of the wood industry. The Chief Secretary and the Technical Manager of the association participated on the training of "Advanced Marketing of Wood Products". Land O'Lakes consultant provided consulting for the organization where details of a national industry promotion campaign were discussed.

This organization is funded by the member forest production and wood processing organizations. The annual budget of the association is 7 million HUF (45,000 USD). This year the association observing the general public attitude considering wood management and wood farming a destruction to nature and environment decided to introduce a national industry campaign to change people perception. They managed to raise 3 million HUF (20,000 USD) from members and different donations for doing the preliminary testing for general attitude and for developing a promotion material pursuing the image of wood farming being a rational farming operation that takes care of forests and farms woods environmentally friendly way. It was also the objective of the campaign to promote using natural wood products (furniture, floors, etc.) while emphasizing that the wood industry is no way a destruction to nature.

Land O'Lakes consultant took part on the presentation of the national campaign idea to board of directors and when deciding about the continuation of the program. Consultant made a major contribution bringing up examples for wood industry national campaigns in the US while also support material was forwarded to the association. Based on his recommendations the association started to submit proposals to different funding business and civic organizations and is in the process to raise additional 7 million HUF for further continuation of this program. So far a promotion material has been developed also incorporating LOL advisor's recommendations not to show in the brochure logs as "dead bodies".

Based on consultant recommendation not to show forest and logs in one logo the association developed two logos for promoting the campaign one for the forests and one for the wood (see support material attached). Instructed by consultant the association added new ideas to the already developed action plan such as developing structure for educating forest and wood processing managers about the concept of the campaign to make them capable to support positive image for the general public. As a second step the association is developing a proposal for elementary and highschools to incorporate information in their national curricula on pursuing the image of wood and forests. As a third step in long term they plan to support a comprehensive rural development program with special focus on wood. It was also understood from LOL consultant that education should be started in a young age when it wouldn't be in a contrast with preliminary acquired experiences to provide the highest effectiveness. Through educating young kids the attitude would be influential also on parents as suggested by LOL consultant.

The association based on LOL consultants advise would publish education brochures on wood management that would play an essential role in the training of new forest owners who got their lands through privatization but who don't have skills and are not trained yet.

✓ Chief Secretary and Technical Manager participated "Advanced Marketing of Wood Products" course and received TA

✓ A national campaign has been started for promoting forest management and wood use..

✓ Continuing with a 7 million HUF national campaign.

✓ Two logos for the national campaign has been developed.

✓ Plans for incorporating studies in school national curricula.

✓ Training in would start at young age.

✓ Plans for educating new forest farmers.

**MARKETINGPROGRAM
AZ ERDŐGAZDÁLKODÁS
ÉS A FÁBÓL KÉSZÜLT TERMÉKEK
TÁRSADALMI MEGÍTÉLÉSÉNEK
JOBBÍTÁSÁRA**



ERDÉRT - Forest Production and Trading LTD.

ERDÉRT LTD. is the largest organization managing large own forest clad areas, lumbering, processing wood and doing wood import export activities. The headquarters is located in Budapest but the company consists of 7 subsidiaries covering the whole integration, from wood to furniture boards. The Marketing and Controlling Manager and 4 Trade Managers from all subsidiaries participated on the training of "Advanced Marketing of Wood Products". Land O'Lakes consultant provided consulting for the organization a large variety of marketing related topics were discussed.

This large organization (sales for 1996 expected 6.193 billion HUF i.e. 41.3 million USD) does not have a marketing structure. Instructed by consultant and the course the company realized this deficiency and started to develop a marketing division and is just recruiting a marketing director. The course fully convinced the company that marketing is essential.

Being advised by LOL consultant the company managed to develop a contact with Interspan a fellow wood distribution organization having 200 dealers nationwide to carry their not competitive products. This would bring 40 million HUF (266.000 USD) added sales but next year they expect several 100 million sales from this business. Also advised by consultant this company put more emphasize on wholesale distribution. They are keeping all of their regional outlets and transforming them into wholesale centers while the oversized facilities are disintegrated. Also the company started to contract outside entrepreneurs for running retail sales facilities getting their supply from this organization.

The company is also started to develop its new image codex and is in the process to establish a model sales facility to serve as model for other contracted sales centers. Due to above restructuring they plan 25-30 % sales increase every year for a 3 years period - all due to an improved marketing activity to which course and TA by LOL made a major contribution. The company also developed a market information system based on consultants advise. Coding customers they get sales, production, general business, turnover, clientele information from their customers, segment them and are providing different price offers depending on their loyalty.

Instructed by LOL consultant this company introduced changes in inventory management, assorted all inventory, pay more attention to calculating and keeping track of inventory levels, revised contracts. As result currently only 5 % of all inbound inventory is debated quality compared to 40 % before changes. They keep personal contact with suppliers as director of procurement started to travel to suppliers place in every two months.

They are developing their contractor retail network to provide the highest sales for the wholesale business. This network of retail clients would be ready in 18 months.

Due to above major changes on which LOL training had a basic impact sales increased by 14 % peaking at 6.193 million for this year (41.3 million USD). Marketing budget has increased by 9 million HUF while already a marketing person has been recruited. Targeting and segmentation techniques presented on the course proved to be readily applicable.

✓ Marketing and Controlling Manager and 4 Trade Managers participated "Advanced Marketing of Wood Products" course and received TA

✓ Marketing division is started to develop.

✓ Getting into competitors distribution system - 266.000 USD added sales.

✓ Wholesale distribution enforced.

✓ Image codex developed. A model sales facility in under construction.

✓ Developed market information system.

✓ Improved inventory management.

✓ Claims dropped by 80 %.

✓ Retail contractor network is developing.

✓ Sales up by 14 %, marketing budget is added 60.000 USD.

Hungarian Agribusiness Training Program

October 01, 1995 - September 30, 1996

IMPACT

Agrár Coop Ltd. Liab. Co., Mezőkövesd

This organization increased production and sales by 11 %. Marketing budget increased by 10 %. The company managed to retain market share due to course implied better pricing strategy.

AgroChemicals Sellye LTD., Budapest

This organization increased sales by 5 %. Marketing budget increased by 50-100 % compared to last year. up to 1.5-2 million HUF. They could keep market share while this company is writing a marketing plan for 1997 first time since its existence. The company started to develop its marketing strategy and adopt a marketing point of view.

Egyetértés (Consensus) Ag. Coop, Szakoly

This organization increased its marketing budget realizing the importance of marketing by 50 % up to the level of 0.1 % of total sales. They use course information in new product introduction doing it better established. The company is doing a market research since the course.

FAVÁLL Wood Processing Ltd. Liab. Co., Dunaföldvár

This organization increased sales by 20 % while also separated a marketing budget of 2 million HUF.

Gancsev Nikolov Koszta, Farmer, Miskolc

This farmer has increased production and sales by 20 % while increasing marketing budget by 2 %. Also as a result of the course market share of farmer increased by 20 %. Instructed by the course this farmer is working on organizing and establishing the North-Hungarian Supply and Marketing Cooperative. They would use course information when developing sales structure and financing of organization.

Gazdag, László Mr. Horticulture Farmer, Fehértó

This farmer developed a new product - Pritamin Green Pepper filled with sheep cottage cheese - as was instructed by LOL consultant. They are having a tremendous sales of the product and are having limitless potentials for export. They have sold all of their pepper so far this year thanks to this technique. His sales in three weeks reached 500.000 HUF. They cannot get as much sheep cottage cheese as they could sell along with their green pepper. Before the end of the year they are developing new packaging for this product and would introduce the idea for fellow farmers.

Győzelem (Victory) Ag Cooperative,, Lajoskomárom

This company increased production by 12 %, sales by 20 % whereas costs rise only by 17 %. Marketing budget increased by 50 % in volume reaching a level of 1.2 million HUF. Above improvement were due to a better differentiation, positioning and a better promotion. Company used course knowledge in pricing of new products at a large extent while also market research was conducted.

GYULA Meat Processing Combinat LTD., Gyula

This organization has increased production by 33 % while sales by 66 %. Export sales has tripled from 1996. The organization increased marketing budget by 25 %.

Hungarian Agribusiness Training Program

October 01, 1995 - September 30, 1996

IMPACT

HM Veszprém Forest LTD., Veszprém

This organization increased output by 5 % and sales by 19 %. Dedicating higher efforts to marketing the marketing structure has improved. As a result company market share grew by 15 %. They do a better pricing strategy and improved distribution.

HOMPARKETT Wood Processing Ltd. Liab. Co., Hosszúhetény

This organization increased production by 10 % and sales by 15 %. They have managed to increase export. Realizing the importance of marketing they increased marketing budget by 50 % that is 1.5 % of total sales recently. They are exhibitors of trade shows do improved advertising. The company is developing its new image and revised its promotion based on course information. They could retain market share

HUNGAROMILL LTD. GAMIX Premix Plant, Környe

This organization has used a lot of information presented on the course especially in the field of customer analysis, competitive research and packaging of the product. As result they have a growing market share. Export sales increased by 60 % while local sales by 30 %.

Kardos, Kardos, Feed Production Entrepreneur, Törökszentmiklós

This entrepreneur realized the opportunities in niche marketing in the feed industry. As a major success he could start up with a small feed mixer plant of his own on a shrinking feed market in Hungary. He took a primary benefit of the course when doing market research and when developing contacts for input supply and distribution. Convinced by the course he is producing special products (premix) at an outstanding high quality.

KEMÁL Feed Manufacturing Ltd. Liab. Co, Orosháza

This organization could keep market share through an improved market research. They also used new promotion tools.

KITE Small Seed Ltd. Liab. Co., Karcag

This company increased production by 20 % and sales by 30 % whereas having a higher efficiency costs only increased by 20 %. A 5 % higher budget was dedicated to marketing reaching a level of 400.000 HUF. Company also acquired a 5 % increase in market share. Since the course they do segmentation and positioning at a higher efficiency.

MESZO Wood Trading Ltd. Liab. Co., Zalaegerszeg

This organization has just recently been organized. The company already separated a budget for marketing costs of 250.000 HUF. They develop their prices exclusively based on the information received from the course. As result of the course and good pricing the organization won two tenders and is facing a real financy boost.

Hungarian Agribusiness Training Program

October 01, 1995 - September 30, 1996

IMPACT

MILK '94 Dairy Ltd. Liab. Co., Nagykanizsa

This organization increased sales by 38 % while increasing marketing budget by 11 %. The company pays more attention to marketing promotion. Due to above actions their local market share increased by 75 %. The company is already writing a marketing plan for 1997 that have not done before. They highly benefited of the course and do a market research and customer behavior analysis. The company is planning to apply a series of new promotion tools in next year promotion strategy development.

SEEDTECH Ag. Technical, Servicing and Trading Ltd. Liab. Co.

This organization increased sales by 10 % while increased marketing budget by 1 %. As result of the course this company does an improved competitor analysis whereby could increase market share. The company is planning to write a marketing plan for 1997.

TOLNATEJ (TOLNAMILK) Dairy LTD. Szekszárd See next page.

Benefiting from the course this organization developed a new logo for the company. Based on LOL logo example they changed their logo to the character of the local Wine-Farmer. This character also pursue purity, tradition and high quality. The idea was taken from the course when presenting LOL logo idea. This organization uses this logo for all of the cheeses.



LIST OF APPENDICES

Attachment A	Financial Report
Attachment B	Background on Hungary Agricultural Production and Food Industry
Attachment C	Course List
Attachment D	Training of Trainers Course
Attachment E	Project Extension, July - September
Attachment F	List of Participating Companies

ATTACHMENT A

FINANCIAL REPORT

**Land O'Lakes, Inc.
Financial Summary**

**HUNGARY AGRIBUSINESS TRAINING
EPE-0024-A-00-5105-00
September, 1996**

	Grant to Date Actual thru 09/96	Actual Quarter 7/1-9/30/96	1996 4th Quarter Projection	Grant to Date Projection thru 12/31/96
Program Management	15,229.27	2,659.61	0.00	15,229.27
Curriculum Development	5,047.68	2,423.56	0.00	5,047.68
In-Country Staff	13,713.38	2,281.98	0.00	13,713.38
In-Country Training/Technical Assistance	88,025.85	5,293.47	0.00	88,025.85
Evaluation	6,139.50	2,594.72	0.00	6,139.50
SUBTOTAL Direct Costs	128,155.68	15,253.34	0.00	128,155.68
Indirect Costs	49,089.51	5,948.80	0.00	49,089.51
**Indirect Cost Adjustment 1995	116.63	0.00	0.00	116.63
***Indirect Cost Adjustment 1996	590.44	0.00	0.00	590.44
TOTAL FEDERAL FUNDS	177,952.26	21,202.14	0.00	177,952.26
Non-Federal Funds	22,217.50	2,722.14	0.00	22,217.50
TOTAL PROJECT	200,169.76	23,924.28	0.00	200,169.76

This report represents a summary of actual and accrued expenses for the referenced agreement or grant. If accrual expense amounts were not available for activities occurring in the reported quarter, those expenses will be reflected in the next quarterly financial summary.

**The indirect cost adjustment for 1995 reflects the Negotiated ICR of 37.84%

***The indirect cost adjustment for 1996 reflects the negotiated ICR of 39% for January through March.

ATTACHMENT B

**BACKGROUND ON HUNGARY
AGRICULTURAL PRODUCTION AND FOOD INDUSTRY**

BACKGROUND INFORMATION ON AGRICULTURAL PRODUCTION AND THE FOOD INDUSTRY IN HUNGARY

Proceeding in the transition to a free market economy, 1995 and 1996 proved to be a turning point for the Hungarian industry with regard to agriculture and the food industry. Production further increased while, after its deepest crisis in 1993, the performance of the food industry does not seem to be falling any more.

The gross production of agriculture, however, due to a confusing process, exceeded the 1994 level by almost 1%. Plant production performance decreased while livestock operation output increased in 1995. Food industry production increased by 1.6% due to a dynamic export growth.

The change in ownership conditions further developed and land privatization has largely accelerated, which has had a great influence on stabilization. Generally, agricultural production was affected negatively by a decreased investment in machinery, while fertilizer and chemical use has further declined compared to 1994.

Cereals gave medium yields while livestock production gross output increased by 3% compared to 1994. In 1995, 15% more agricultural products were purchased by processors and dealers than in previous year. A demand market developed that increased prices by 28% generally.

Food industry export income increased by 53% compared to 1994. Still, much of the potentials have not been used fully due to agricultural commodity shortages. Food industry import slowed down and did not reach 10%.

Despite a fast growth in the number of agricultural companies, labor employed in agriculture further decreased by 10%. In the food industry, the number of employees decreased by 9,000 from the previous year. However, this process slowed down a bit.

1. Agricultural Production

In 1995, the two major farming branches showed different changes: crop production decreased while livestock production increased compared to previous years and 1994. The crop industry performed 1% less, mostly due to bad weather conditions but also to decreasing use of fertilizers, lower use of high value breeding variety stock, and lower machinery investment. In contrast, livestock production gross production increased by 3% compared to 1994. That was mostly due to an expansion in the hog and poultry industry. Except for the sheep industry, all other livestock farming performances increased. After a long and dramatic fall in previous years, livestock farming seemed to stabilize in 1995, but this process is only sustainable by means of production safety and adequate profitability.

In the fruit industry, a falling tendency is observed in recent years. The orchard area decreases and plantation age increases, whereas productivity dramatically falls. In 1995, 684 thousand tons of fruit were grown in Hungary, which is 35% less than in 1994. On the other hand, the total orchard area of 94,000 hectares of 1995, exceeds by 1,300 that of 1994. In 1995, planting increased by 20%; however, termination of plantations also grew as 680 hectares were cut compared to 469 hectares in 1994. Grape production fell by 11% in 1995, which figure is also reflected at the same volume in wine production. Viticulture plantations decreased by 600 hectares, for a total of 131,000 hectares.

The number of livestock in Hungary grew, based on December 31, 1995, data for all farm species except for laying hens. The biggest increase is observed for the hog industry. However, at a small level, cattle and sheep livestock also increased. In terms of ownership structures especially for the hog and sheep industry, a major private sector share increase is observed. The number of cattle increased by 2%, compared to 1994, with a falling share of cooperatives and increasing share of private farmers and agriculture companies owning this livestock. The number of dairy cows has increased by 6,000, which is a 1.4% increase. The number of hogs increased by 16%, reaching a figure of 5,032,000 at the end of 1995. The most dynamic increase is observed with private farmers (27%,) which is 83% of the total increase of hogs. Also in the number of sows a major increase has been noted, in contrast to the previous 5 years of constant fall. This favorable situation is shaded by the acute problems prevailing in the hog industry: lack of sales reliability, late purchase by processors that results in meat quality losses, and a falling meat capacity use efficiency. Sheep production increased by 3%.

Despite an increase in the number of livestock slaughtered, production has not reached the level of 1994. Despite cattle growth, beef production further decreased by 7%. Lacking the technical conditions (milking, refrigeration, truck for transport), small farms are not increasing quality. Due to these factors, milk production, in spite of growing cattle numbers, has not increased. Because the hog number increase was not accompanied with a rise in quality, hogs for slaughter further decreased by 5% compared to 1994, causing an increased meat processing capacity efficiency decrease. Sheep-for-slaughter production dropped by 40% compared to 1994. The only increase was observed in poultry production, which increased by 9% in 1995.

The stabilization of ownership status had a positive impact on the forest industry. Forest companies increased activity. Forest planting increased by 45%. National sales of wood increased by 22% while export rose by 4.4%.

2. Food Industry

In 1995, food industry production increased by 1.6%, providing a contribution of 20% to the industrial output. The following data features the performance of the food industry:

- red meat industry	-2.1 %
- poultry industry	+14.2 %
- fruit and vegetable processing	+5.4 %
- dairy processing	-3.7 %
- milling industry	+22.6 %
- feed industry	+2.8 %
- bakery industry	-7.9 %
- wine production	+2.8 %
- pasta production	+15.7 %
FOOD INDUSTRY IN TOTAL	+1.6 %

A dynamic increase in exports made this increase possible despite a major decrease in consumption in the national market. Productivity and competitiveness increased in food processing units. In industry branches showing a decrease in production compared to a year before, this tendency is due to a falling demand, which in turn is due to falling consumption. Generally, processing industry prices increased nationally by 27% in 1995.

Export-Import Trading Activity

In 1995, food industry exports increased dynamically, while imports slowed down moderately compared to previous years, showing an overall trade balance of +241.5 billion HUF export surplus. Food exports increased by 53.6% compared to 1994, whereas imports increased in a decreasing tendency, showing +9.7% in 1995.

Expected Trends For 1996

In 1996, a similar tendency is expected, both in terms of agricultural production and export-import performances. Due to a high level of inflation, real wages should drop in 1996, causing a lowered payable demand and consequently a shrinking market for national sales. Due to increased input prices, exports are expected to increase only moderately, providing a 1% to 2% increase in agriculture production and a slowdown in export growth. Still, a significant increase in export sales is projected.

ATTACHMENT C

COURSE LIST

HUNGARY AGRIBUSINESS TRAINING PROGRAM IN-COUNTRY TRAINING COURSE LIST OF ACTIVITIES

October 1, 1995 - September 30, 1996

Course #1: Advanced dairy marketing
Date: November 20-24, 1995
Location: Debrecen University of Agriculture, Debrecen, Hungary
US trainer: Roger Rudolph, Assistant Professor, St. Cloud State University
Co-trainer: Dr. Szakály Sándor, Professor, Dairy Research Institute, Pécs

Technical Assistance

Date: November 27-December 1, 1995

Target audience: marketing and sales management of dairy processing companies and plants involved in everyday marketing activities. Participants recruited were managers working on new product development, market and customer behavior research, packaging development, distribution development, sales promotion, etc., with the objective to provide them tools to increase their sales and cut imports.

Course #2: Advanced meat marketing
Date: January 29 - February 2, 1996
Location: Gödöllő University of Agricultural Sciences, Gödöllő, Hungary
US trainer: Bernard Bradley, Consultant, Bradley Agri-Consulting, Inc.
Co-trainer: Dr. Lehota József, Assistant Professor, Gödöllő University of Ag. Sciences

Technical Assistance

Date: February 5-9, 1996

Target audience: marketing management of meat processing companies and plants involved in production, sales and distribution as well. Marketing specialists of these companies were also targeted when presenting up-to-date U.S. and Hungarian marketing tools and strategies.

Course #3: Advanced marketing of animal feed
Date: February 26 - March 1, 1996
Location: Agricultural University, Kaposvár, Hungary
US trainer: James Jeffrey Langemeier, Marketing Manager, Cenex / Land O'Lakes, Inc.
Co-trainers: György Makai, President, Grain and Feed Association
Balázs Németh, Környe Agricultural Inc.

Technical Assistance

Date: February 19-23, 1996

Target audience: marketing specialists of feed production, processing and distribution companies - feed mills - to present them up-to-date U.S. and Hungarian feed marketing development, promotion, market research and sales techniques and strategies.

Course #4: Advanced dairy marketing
Date: March 18-22, 1996
Location: Szekesfehervar Agriculture High School, Szekesfehervar, Hungary
US trainer: Cheryl Bann, Consultant
Co-trainer: Dr. Szakály Sándor, Professor, Dairy Research Inst., Pécs

Technical Assistance

Date: March 11-15, 1996

Target audience: marketing and sales management of dairy processing companies and plants involved in everyday marketing activities. Participants recruited were managers working on new product development, market and customer behavior research, packaging development, distribution development, sales promotion, etc., with the objective to provide them tools to increase their sales and cut imports.

Course #5: Marketing of fruits and vegetables

Date: April 1-5, 1996

Location: Kecskemét College for Horticulture, Kecskemét, Hungary

US trainer: Jeanne Schwaller, Director of Extension, Linn Technical College, Jefferson City, MO

Co-trainers: Dr. Székely Géza, Assistant Professor, Univ of Horticulture, Marketing Dept.
Dr. Zsuzsa Füstös, First Assistant, Univ of Horticulture, Vegetable Dept.
Dr. Gábor Kollár, Assistant Professor, Univ of Horticulture, Farm Management Dept.

Technical Assistance

Date: April 8-12, 1996

Target audience: marketing managers and specialists of medium- and large-scale fruit and vegetable processing, canning and refrigeration companies dealing with sales, distribution and marketing of value-added fruit and vegetable products.

Course #6: Marketing of agri-inputs

Date: May 6-10, 1996

Location: Gödöllő University of Agriculture, Gödöllő, Hungary

US trainer: Ted Kjos, Production and Marketing Manager, Cenex / Land O'Lakes, Inc.

Co-trainers: Dr. Tibor Hullán, President, Seed Product Council
Dr. Lajos Gockler, Head of Dept., Inst. for Ag. Mechanization, Gödöllő

Technical Assistance

Date: May 13-17, 1996

Target audience: Marketing managers of seed production and sales companies, machinery, chemical and other agri-input distribution companies. Managers of complex farms selling agri-input and managers of the farm stores distribution channel are also to be invited.

Course #7: Marketing of wood products

Date: June 10-14, 1996

Location: Sopron University of Timber Sciences, Sopron, Hungary

US trainer: Robert Bush, Director of Forest Products Marketing, Virginia Polytech. Inst. State U.

Co-trainer: Dr. Hargitai László, Professor, Sopron University of Timber Sciences, Sopron
Judit Kovács, International Marketing Specialist, Sopron Univ. of Timber Sc., Sopron

Technical Assistance

Date: June 17-21, 1996

Target audience: marketers of saw mills and timber processing companies involved in value-added processing and marketing of timber. Target participants are recruited based on the recommendation of the Ministry of Agriculture.

Course #8: Training of Trainers
Date: June 24-28, 1996
Location: Jánoshalma Agricultural High School, Jánoshalma, Hungary
US Trainer: Marilyn Grantham, Extension Program Leader, University of Minnesota

Target audience: marketing lecturers and facilitators of agricultural high schools and universities. Speakers of marketing departments of the above agricultural training organizations, with the objective to institutionalize the written materials and know-how of the above-stated marketing courses and provide sustainability.

Course #9: Cooperatives: Principles and Practices
Date: September 12-13, 1996
Location: Debrecen University of Agricultural Sciences, Hungary
US Trainer: John Hovanec, Consultant

Target audience: Farmers' organizations, cooperatives, and private farmers who are interested in establishing a truly private cooperative structure or in developing their respective organizations to a better efficiency based on private cooperative business examples.

Course #10: Marketing Promotion
Date: September 16-18, 1996
Location: Gödöllő University of Agricultural Sciences, Gödöllő, Hungary
US trainer: John Hovanec, Consultant
Co-trainer: András Durugy, D&T Marketing and Consulting Agency Ltd.

Technical Assistance
Date: September 19-20, 1996

Target audience: Past Land O'Lakes training course participants requested this special course as added information.

Course #11: International Marketing
Date: September 23-25, 1996
Location: Gödöllő University of Agricultural Sciences, Gödöllő, Hungary
US trainer: John Hovanec, Consultant

Technical Assistance
Date: September 26-27, 1996

Target audience: Past Land O'Lakes training course participants requested this special course as added information.

ATTACHMENT D

TRAINING OF TRAINERS COURSE

TRAINING OF TRAINERS COURSE

The "Training of Trainers" course was completed June 24-28 at the Jánoshalma Agricultural High School. The target audience recruited for this seminar was educators of various agricultural high schools in Hungary. The program was fully supported by the Training Department of the Ministry of Agriculture. The primary focus of this program was on institutionalizing those training materials that were developed by Land O'Lakes within the framework of the Hungary Agribusiness Training Program.

Ms. Marilyn Grantham, Extension Program Leader, University of Minnesota, presented this seminar to 19 agricultural specialist trainers who were involved both in secondary and adult education. The gender distribution of the course participants was 3 female (16%) and 16 male (84%).

These participants were fully satisfied with the course material and concepts presented and showed high enthusiasm for using the information presented. The impact of this program is expected to be high and to be realized in the second half of 1996. Participant trainers all were involved in adult training programs. Because the training will be instituted after summer vacation, the impact of this course is due later in 1996.

Participating Training Organizations:

- 1. Szécsény Agricultural High School and Apprentice Training Institute, Szécsény**
- Technical Vice Director participated
- 2. Vályi Péter Agricultural High School and Apprentice Training Institute, Tamási**
- Technical Trainer
- 3. Pétervására Agricultural High School and Apprentice Training Institute, Pétervására**
- Technical Trainer
- 4. Bartha János Agricultural High School and Apprentice Training Institute, Szentes**
- Technical Trainer
- 5. Magyar Gyula Horticultural High School and Apprentice Training Institute, Budapest**
- Technical Trainer
- 6. Dr. Marek József Agricultural High School and Apprentice Training Institute, Mohács**
- Technical Trainer (No. 1.)
- Technical Trainer (No. 2.)
- 7. Varga Márton Horticultural High School, Budapest**
- Technical Trainer
- 8. Kinizsi Agricultural and Food Industrial High School, Zalaegerszeg**
- Technical Vice Director

- 9. MATHIÁSZ Agricultural High School, Balatonboglár**
 - Technical Trainer
- 10. Kocsis Pál Agricultural High School and Apprentice Training Institute, Kecskemét**
 - Technical Trainer
- 11. Jánoshalma Agricultural High School and Apprentice Training Institute, Jánoshalma**
 - Engineer Trainer
- 12. Rákóczi Ferenc II. Agricultural, Economy and Informatics High School, Kiskunhalas**
 - Technical Trainer
- 13. Vadas Jenő Forestry High School, Mátrafüred**
 - Technical Trainer
- 14. Agricultural Specialist Training Institute, Budapest**
 - Technical Advisor
 - Engineer Technical Advisor
- 15. Szabadkígyós Agricultural and Food Industrial High School, Szabadkígyós**
 - Technical Vice Director
- 16. Sátoraljaújhely Agricultural High School, Sátoraljaújhely**
 - Technical Trainer

ATTACHMENT E

PROJECT EXTENSION

JULY - SEPTEMBER 1996

PROJECT EXTENSION

July 1, 1996 - September 30, 1996

Through the efficient use of its financial resources, the Hungary Agribusiness Training Program was able to extend activities for three months beyond the original termination date of June 30, 1996. Based on requests by course participants for specific topics, Land O'Lakes decided to add the following courses:

Course #9: Cooperatives: Principles and Practices

Date: September 12-13, 1996
Location: Debrecen University of Agricultural Sciences, Hungary
US Trainer: John Hovanec, Consultant

Target audience: Farmers' organizations, cooperatives, private farmers who are interested in establishing a truly private cooperative structure or in developing their respective organizations to a better efficiency based on private cooperative business examples.

In this course, 32 participants participated, primarily from the farming agriculture sector: 11 from cooperatives, 3 from farmers' organizations, 7 from regulatory support organizations, and 11 private farmers. The gender distribution was as follows: 16% female and 84% male. The course was a major success. The members of the KVALIKO Vegetable Cooperative has organized itself based on Land O'Lakes' advice.

Course #10: Marketing Promotion

Date: September 16-18, 1996
Location: Gödöllő University of Agricultural Sciences, Gödöllő, Hungary
US trainer: John Hovanec, Consultant
Co-trainer: András Durugy, D&T Marketing and Consulting Agency Ltd.

Target audience: Past Land O'Lakes training course participants requested this special course as added information.

This course was attended by 27 participants, who arrived from the following industries: 9 from the dairy industry, 3 from the meat industry, 1 from the feed industry, 5 from the wood industry, 5 from the agricultural input industry, 1 from food additive processing, and 3 from the Chamber of Agriculture. The gender distribution of the course was 44% female and 56% male. The course gave information that was relevant to course participant businesses and readily useful to their respective enterprises. Follow-up would show major impact in three months.

Course #11: International Marketing

Date: September 23-25, 1996
Location: Gödöllő University of Agricultural Sciences, Gödöllő, Hungary
US trainer: John Hovanec, Consultant

This course was attended by 26 participants, from the following industries: 4 from the dairy industry, 3 from private farming businesses, 3 from mixed farming coops, 6 from the wood industry, 4 from the agricultural input industry, 1 from food additive processing, and 5 from the Chamber of Agriculture. The gender distribution of the course was 31% female and 69% male. This course focused on developing export markets, exporting marketable products, and doing promotion in the target country. Course participants received excellent information on export-oriented marketing through this course, the applicable of which would show impact in three months.

ATTACHMENT F

LIST OF COMPANIES PARTICIPATING

LIST OF COMPANIES PARTICIPATING IN HUNGARY AGRIBUSINESS TRAINING PROGRAM

Courses and Participants from Respective Organizations

- 1. A VENDÉG (THE GUEST) Food Industry Journal, Budapest**
Advanced Meat Marketing
 - Chief Editor
 - Editor

- 2. Abaújtej (AbaújMilk) Joint Stock Co., Forró**
Advanced Dairy Marketing
 - Managing Director

- 3. ÁFÉSZ, Berettyóújfalu**
Advanced Meat Marketing
 - Head of Trade Division
 - Plant Manager*Advanced Marketing of Wood Products*
 - Saw Mill Director

- 4. AG PROCESSING HUNGARY Ltd. Liab. Co., Pécs**
Advanced Marketing of Animal Feed
 - Managing Director

- 5. Agrár Coop Ltd. Liab. Co., Mezökövesd**
Advanced Meat Marketing
 - Managing Director

- 6. AGRIMILL Grain and Feed Production and Trading LTD., Békéscsaba**
Advanced Marketing of Animal Feed
 - Whole Feed Development Manager

- 7. AgroChemicals Sellye LTD., Budapest**
Advanced Marketing of Ag Inputs
 - Office Manager*Marketing Promotion*
 - Office Manager

- 8. AGROMAG (AGROSEED) Seed Production and Trading Ltd. Liab. Co., Szeged**
Advanced Marketing of Ag Inputs
 - Marketing Manager*Marketing Promotion*
 - Regional Director*International Marketing*
 - Managing Director

- 9. Apple Product Council, Nyíregyháza**
Advanced Marketing of Fruit and Vegetables

- Information Manager

10. ÁRPÁD COOPERATIVE, Feed Plant, Szentes

Advanced Marketing of Animal Feed

- Plant Director

- Marketing Manager

Advanced Marketing of Fruit and Vegetables

- Chief Extension Manager

- Production Vice Manager

- Export-Import Sales Assistant

- Extensionist

Cooperatives: Principles and Practice

- Extension Agent

- Feed Marketing Manager

International Marketing

- Extension Agent

11. Avonmore-Pásztó Ltd. Liab. Co., Pásztó

Advanced Dairy Marketing

- Production Director

12. AWASSI Ag Production and Trading LTD., Bakonszeg

Advanced Dairy Marketing

- Development Manager,

- Marketing Manager

Advanced Meat Marketing

- Manager for New Product Development

13. Bábolna-Seghers Hybrid Ltd. Liab. Co., Nagyigmánd

Advanced Marketing of Animal Feed

- Project Manager

14. BAGE Trading House LTD., Békéscsaba

Advanced Marketing of Ag Inputs

- Chief Division Manager

15. Balmaz-Tej (BalmazMilk) Dairy Ltd. Liab. Co., Balmazújváros

Advanced Dairy Marketing

- Trading Manager

16. Bányató Wood Cooperative, Erdőbénye

Cooperatives: Principles and Practice

- President

17. Béke (Peace) Ag Cooperative, Törökszentmiklós

Cooperatives: Principles and Practice

- Vice President

International Marketing

- Marketing Manager

18. BENDEGÚZ 2000 Crop Production Joint Stock Co., Egyek

Cooperatives: Principles and Practice

- Owner

19. BÓLY Ag Production and Trading LTD., Bóly

Advanced Marketing of Animal Feed

- Sales Manager

Advanced Marketing of Ag Inputs

- Product Manager

- Sales Manager

International Marketing

- Product Manager

20. Borsodi Gabonaipar (Borsod Grain) Trading LTD., Miskolc

Advanced Marketing of Animal Feed

- Regional Director

21. Cegléd Dairy LTD., Cegléd

Advanced Dairy Marketing

- Marketing Manager

22. CEGLÉDHÚS (CEGLÉDMEAT) Meat Processing Ltd. Liab. Co., Cegléd

Advanced Meat Marketing

- Internal Trade Manager

23. Csenger Ag. Cooperative, Csenger

Advanced Marketing of Fruit and Vegetables

- Marketing Manager

24. Csurgó Wood Processing Ltd. Liab. Co., Csurgó

Advanced Marketing of Wood Products

- Managing Director

25. DÁMTEJ (DÁMMILK) Ltd. Liab. Co., Tamási

Advanced Dairy Marketing

- Trade Instructor

26. DE RUITER SEEDS Seed Trading Ltd. Liab. Co., Kecskemét

Advanced Marketing of Ag Inputs

- Managing Director

27. Debrecen Univ. of Ag. Research Center, Kisvárd

Cooperatives: Principles and Practice

- Development Specialist

28. DÉMÉTERRA Vegetable Growing Joint Stock Co., Szolnok

Advanced Marketing of Fruit and Vegetables

- Managing Director

- Extensionist

International Marketing

- Managing Director

29. Dombóvár Ag Chemical Ltd. Liab. Co., Dombóvár

Advanced Marketing of Ag Inputs

- Managing Director

- Sales Representative

- 30. Domonkosné Balogh Ilona, Entrepreneur, Szeged**
Advanced Marketing of Animal Feed
- Entrepreneur, Owner
- 31. Dunai, István, Saw Mill Private Owner, Budapest**
Advanced Marketing of Wood Products
- Owner
- 32. Dunatej (Dunamilk) Dairy Ltd. Liab. Co., Solt**
Advanced Dairy Marketing
- Managing Director
- 33. DUPONT-CONOCO Chemical Ltd. Liab. Co., Budapest**
Advanced Marketing of Ag Inputs
- Marketing Consultant
- Regional Sales Representative
- Sales Manager
- 34. Egertej (EgerMilk) Dairy LTD. Liab Co., Eger**
Advanced Dairy Marketing
- Marketing Director
Marketing Promotion
- Marketing Director
- 35. Egyetértés (Consensus) ÁFÉSZ, Meat Plant, Hajdúdorog**
Advanced Meat Marketing
- Vice Plant Manager
- 36. Egyetértés (Consensus) Ag and Dairy Coop, Polgárdi**
Advanced Dairy Marketing
- Vice-President
- 37. Egyetértés (Consensus) Ag. Coop, Szakoly**
Advanced Marketing of Animal Feed
- Chief Agriculturalist
- 38. EKO Canning LTD., Nyíregyháza**
Advanced Marketing of Fruit and Vegetables
- Trade Assistant
- 39. ELÁN Tool Manufacturing and Trading Ltd. Liab. Co., Baja**
Advanced Marketing of Ag Inputs
- Managing Director
- 40. ERDÉRT Wood Trading LTD., Budapest**
Advanced Marketing of Wood Products
- Board Trade Ltd. Vice Director
- Marketing Manager
- Import Ltd. Managing Director
- HardWood Ltd. Managing Director
- Marketing Assistant (2 individuals of same position)
Marketing Promotion
- Import Ltd. Marketing Manager
- Board Trade Ltd. Vice Director

International Marketing

- Marketing Manager
- Import Ltd. Trade Manager
- Trade Manager

41. ERDÉSZ (FORESTER) Joint Stock Co., Zalaegerszeg

Advanced Marketing of Wood Products

- Representative

42. Északtej (NorthMilk) Dairy LTD., Miskolc

Advanced Dairy Marketing

- Organization Development Manager

- Sales Manager,

- Sales Representative

Marketing Promotion

- Sales Assistant

- Sales Assistant

International Marketing

- Export Manager

- Export Assistant

43. EUROTRUST CONSULT Ltd. Liab. Co., Dunakeszi

Advanced Marketing of Fruit and Vegetables

- Ag Director

44. FAGOSZ (National Association of Wood Processing Organizations), Budapest

Advanced Marketing of Wood Products

- Chief Secretary

- Technical Secretary

45. Farmers' Cropping Cooperative: Nagyhegyes

Cooperatives: Principles and Practice

- Farmer Representative

46. Farmers' Organization of Hajdúszoboszló-Ebes-Hajdúszovát

Cooperatives: Principles and Practice

- Vice President

47. FAVÁLL Wood Processing Ltd. Liab. Co., Dunaföldvár

Advanced Marketing of Wood Products

- Operation Manager

48. Félegyházi Tej (Félegyházi Milk) Dairy Ltd. Liab. Co., Kiskunfélegyháza

Advanced Dairy Marketing

- Plant Director

49. Felsőbabádi Fruit Production LTD., Ócsa

Advanced Marketing of Fruit and Vegetables

- Production Manager

50. FOR LINE Trading and Servicing Ltd. Liab. Co., Kál

Advanced Marketing of Ag Inputs

- Operation Manager

51. Fórián, József, Vegetable Farmer, Debrecen

Cooperatives: Principles and Practice

- Farmer Owner

52. FŐTEJ (CapitalMilk) Ltd. Liab. Co, Budapest

Advanced Dairy Marketing

International Marketing

- Marketing Manager

- Manager for New Product Development

Marketing Promotion

- Marketing Assistant

International Marketing

- Marketing Manager

- Manager for New Product Development and Quality

53. G&V Extra Trading Ltd. Liab. Co., Kecskemét

Advanced Marketing of Fruit and Vegetables

- Managing Director

54. GABOMIX FEED Ltd. Liab. Co., Budapest

Advanced Marketing of Animal Feed

- Marketing Director

- Manager for New Product Development

55. Gancsev Nikolov Koszta, Farmer, Miskolc

Advanced Marketing of Fruit and Vegetables

Cooperatives: Principles and Practice

International Marketing

- Farmer Owner

56. Gazdag, László Mr. Horticulture Farmer, Fehértó

Advanced Marketing of Fruit and Vegetables

Cooperatives: Principles and Practice

Marketing Promotion

International Marketing

- Farmer

57. GBBR Ag Input Trading Ltd. Liab. Co., Békéscsaba

Advanced Marketing of Ag Inputs

- Managing Director

58. Gemenc Forestry and Game LTD., Baja

Advanced Marketing of Wood Products

- Marketing Division Director

59. GYÖRTEJ (GYÖRMILK) Dairy LTD. Győr

Advanced Dairy Marketing

- Marketing Director

- Marketing Coordinator

60. Győzelem (Victory) Ag Cooperative., Lajoskomárom

Advanced Dairy Marketing

- Plant Director

Marketing Promotion

- Plant Director

61. GYR Food Processing and Trading Ltd. Liab. Co., Szeged

Advanced Marketing of Fruit and Vegetables

- Marketing and Sales Manager

Marketing Promotion

- Marketing and Sales Manager

International Marketing

- Marketing and Sales Manager

62. GYULA Meat Processing Combinat LTD., Gyula

Advanced Meat Marketing

- Marketing and Trade Manager

- Marketing Assistant

- Sales Assistant

Marketing Promotion

- Marketing and Trade Manager

63. HM Budapest Forestry LTD. Budapest

Advanced Marketing of Wood Products

- Operation Manager of Uzsa Forest Division

- Marketing Division Manager

- Wood Processing and Sales Manager of Uzsa Forest Division

- Wood Trading Manager

64. HM Veszprém Forest LTD., Veszprém

Advanced Marketing of Wood Products

- Wood Trading Manager

International Marketing

- Wood Trading Manager

65. HÓD-MEZŐGAZDA (HÓD-AG FARMER) LTD., Hódmezővásárhely

Advanced Marketing of Animal Feed

- Feed Specialist

Advanced Marketing of Ag Inputs

- Trade Manager

66. HOMPARKETT Wood Processing Ltd. Liab. Co., Hosszúhetény

Advanced Marketing of Wood Products

- CEO

67. HORKER Ag Production Ltd. Liab. Co., Nyúl

Advanced Marketing of Fruit and Vegetables

- Extension Manager

68. HORTSEED Seed Production and Servicing Ltd. Liab. Co., Mezőkovácsháza

Advanced Marketing of Ag Inputs

- Marketing Manager

69. Hungarian Fruit Association, Budapest

Cooperatives: Principles and Practice

Marketing Promotion

International Marketing

- Regional Manager

70. HUNGAROMILL LTD. GAMIX Premix Plant, Környe

Advanced Marketing of Animal Feed

- Plant Director

71. Hunyadi Ag. Cooperative, Debrecen

Cooperatives: Principles and Practice

- Managing Director

72. IKR LTD. Bábolna

Advanced Marketing of Ag Inputs

- Communication Manager

73. ISV Meat Production Integration LTD., Budapest

Advanced Marketing of Animal Feed

- Ag Manager

74. KAISER FOOD Meat Processing and Trading Ltd. Liab. Co., Mosonmagyaróvár

Advanced Meat Marketing

- Marketing Manager

Marketing Promotion

- Marketing Manager

75. Kambium Wood Processing Ltd. Liab. Co., Salgótarján

Advanced Marketing of Wood Products

- Managing Director

76. Kardos, Kardos, Feed Production Entrepreneur, Törökszentmiklós

Advanced Marketing of Animal Feed

Cooperatives: Principles and Practice

- Owner Manager

77. KEMÁL Feed Manufacturing Ltd. Liab. Co, Orosháza

Advanced Marketing of Animal Feed

- Managing Director

78. KEVE-TÁP (KEVE-FEED) Feed Manufacturing Ltd. Liab. Co, Túrkeve

Advanced Marketing of Animal Feed

Marketing Promotion

- Managing Director

79. Kiss, Sándor, Crop Farmer, Debrecen

Cooperatives: Principles and Practice

- Farmer Owner

80. KITE Small Seed Ltd. Liab. Co., Karcag

Advanced Marketing of Ag Inputs

- Managing Director

81. Kossuth Ag Cooperative, Jászberény

Advanced Dairy Marketing

- Dairy Plant Director

82. KRIZSA Vegetable Farms, Alsónémedi

Advanced Marketing of Fruit and Vegetables

- Farmer Owner

83. Kun, István, Farmer, Székely

Cooperatives: Principles and Practice

- Farmer Owner
- Wife Farm Financial Manager

84. KVALIKO Vegetable COOPERATIVE

Cooperatives: Principles and Practice

- President
- Coop General Manager
- Farmer Producer (No. 1.)
- Farmer Producer (No. 2.)
- Farmer Producer (No. 3.)
- Farmer Producer (No. 4.)

85. Licit Furniture Manufacturing Ltd. Liab. Co., Veszprém

Advanced Marketing of Wood Products

- Managing Director

86. Lóczi, János, Farmer, Mindszent

Advanced Marketing of Fruit and Vegetables

- Farmer Owner

87. Lóczi, Márta, Farmer, Mindszent

Advanced Marketing of Fruit and Vegetables

- Farmer Owner

88. MARK NAGISZ Ltd. Liab. Co., Nádudvar

Advanced Dairy Marketing

- Managing Director
- Marketing Manager

89. MÁTRATEJ (MÁTRAMILK) Ltd. Liab. Co., Gyöngyös

Advanced Dairy Marketing

- Sales Representative (No. 1.)
- Sales Representative (No. 2.)

90. Meat Product Council, Budapest

Advanced Meat Marketing

- Training Director

91. Mecsektej (MecsekMilk) Ltd. Liab. Co., Kacsóta

Advanced Dairy Marketing

- Trade Instructor
- Marketing Promotion*
- Trade Instructor

92. MESZO Wood Trading Ltd. Liab. Co., Zalaegerszeg

Advanced Marketing of Wood Products

- Managing Director
- International Marketing*
- Managing Director

93. MEZŐMAG (MezőSeed) Seed Production and Trading Ltd. Liab. Co., Lepsény

Advanced Marketing of Ag Inputs

- Plant Vice Manager
- Marketing Promotion*
- Plant Vice Manager
- Inventory Manager

94. MILK '94 Dairy Ltd. Liab. Co., Nagykanizsa

Advanced Dairy Marketing

- Managing Director

95. Ministry of Agriculture, Forestry Division, Budapest

Advanced Marketing of Wood Products

- Specialist
- Counsellor

96. NAGISZ Meat and Feed Processing LTD. Nádudvar

Advanced Meat Marketing

- Inventory Manager
- Advanced Marketing of Animal Feed*
- Procurement Manager

97. NASZÁLYTEJ (NASZÁLYMILK) LTD. Vác

Advanced Dairy Marketing

- Managing Director
- Marketing Director
- Manager for New Product Development

98. NÓGRÁD Gabona (Nógrád Grain) LTD., Balassagyarmat

Advanced Marketing of Animal Feed

- Sales Representative

99. NUNHEMS SEED Ltd. Liab. Co., Szolnok

Advanced Marketing of Ag Inputs

- Office Manager
- Trainee

100. Pallagi Farmers Association, Debrecen

Cooperatives: Principles and Practice

- Farmer Representative

101. PICK SZEGED Meat LTD., Szeged

Advanced Meat Marketing

- Marketing Referent
- Marketing Assistant

102. PILIS Park Forest LTD. Visegrád

Advanced Marketing of Wood Products

- Marketing Manager
- Operation Manager
- Wood Production Manager

Marketing Promotion

- Wood Utilization Manager

103. PORTUS Wood Trading Ltd. Liab. Co., Szolnok

Advanced Marketing of Wood Products

- Managing Director

104. PURINA HUNGARIA LTD., Budapest

Advanced Marketing of Animal Feed

- Product Manager

105. RAYBA Vegetable Integration Ltd. Liab. Co., Orosháza

Cooperatives: Principles and Practice

- Managing Director

106. RE-OKTA STUDIO Ltd. Liab. Co., Nyíregyháza

International Marketing

- Training Advisor

107. Répcelak Cheese LTD., Répcelak

Advanced Dairy Marketing

- Trade Manager

108. RINGA Meat Processing and Trading LTD., Győr

Advanced Meat Marketing

- Marketing Manager
- Export Trade Manager

Marketing Promotion

- Marketing Manager

109. Rózsa, Péter, Farmer, Balmazújváros

Advanced Marketing of Fruit and Vegetables

Cooperatives: Principles and Practice

- Farmer

110. RS MAGROVET Seed Trading Ltd. Liab. Co., Nyíregyháza

Advanced Marketing of Ag Inputs

- Sales Manager

111. SÁNDOR S+CS Feed Ltd. Liab. Co., Hajdúsámson

Advanced Marketing of Animal Feed

- Managing Director

112. Sárréti Tej (Sárrét Milk) Dairy LTD., Szeghalom

Advanced Dairy Marketing

Marketing Promotion

- Plant Director
- Marketing Manager

113. SEEDTECH Ag. Technical, Servicing and Trading Ltd. Liab. Co.

Advanced Marketing of Ag Inputs

- Managing Director

114. Somogy Forestry LTD., Kaposvár

Marketing Promotion

- Trade Assistant

International Marketing

- Trade Assistant

115. South-Pest Ag. Inc. LTD., Cegléd

Advanced Marketing of Ag Inputs

- Production Vice CEO

116. St. Stephen Ag. Highschool, Székesfehérvár

Advanced Dairy Marketing

- Dairy Technical Facilitator

117. STARCHEM Chemical Ltd. Liab. Co., Budapest

Advanced Marketing of Ag Inputs

- Marketing Director

International Marketing

- Marketing Director

118. Study Forestry LTD., Sopron

Advanced Marketing of Wood Products

- Marketing Director

- Processing Plant Manager

- Sales Manager

119. Szabolcs County Chamber of Agriculture, Nyíregyháza

Cooperatives: Principles and Practice

- Ag Advisor

International Marketing

- Ag Advisor

120. Szegedtej (SzegedMilk) Dairy LTD., Szeged

Advanced Dairy Marketing

Product Manager,

- Sales Manager,

- Sales Assistant

121. Szekeres Farms, Debrecen

Cooperatives: Principles and Practice

- Farmer Owner

- Son of Farmer

122. Szolnok County Chamber of Agriculture, Szolnok

Cooperatives: Principles and Practice

- Ag Advisor (No. 1.)

- Office Manager and Advisor

- Ag Advisor (No. 2.)

Marketing Promotion

- Ag Advisor

International Marketing

- Ag Advisor (No. 1.)
- Ag Advisor (No. 2.)

123. Szombathely Dairy LTD., Szombathely

Advanced Dairy Marketing

- Marketing Manager

124. TAK-KER Feed Trading Ltd. Liab. Co., Kiskunfélegyháza

Advanced Marketing of Animal Feed

- Managing Director

125. TAKEV Feed LTD., Kondoros

Advanced Marketing of Animal Feed

- Feed Sales Manager

126. Taktatej (TaktaMilk) Dairy LTD., Tiszalúc

Advanced Dairy Marketing

- Sales Director
- Marketing Promotion*
- Sales Director

127. Teichmann Ag Development Foundationy, Kisvárd

Cooperatives: Principles and Practice

- Financial Manager

128. TOLNATEJ (TOLNAMILK) Dairy LTD. Szekszárd

Advanced Dairy Marketing

- Marketing Manager

129. TRÖSCH-PRIMA Canning Ltd. Liab. Co., Mosonmagyaróvár

Advanced Marketing of Fruit and Vegetables

- Trade Manager

130. Trudy Feed Ltd. Liab. Co., Ajka

Advanced Marketing of Animal Feed

- Managing Director

131. VAS Meat Processing LTD., Szombathely

Advanced Meat Marketing

- Marketing Assistant

132. Vegetable Product Council, Mushroom Division, Budapest

Advanced Marketing of Fruit and Vegetables

- Secretary
- Marketing Promotion*
- Secretary
- International Marketing*
- Chief Secretary
- Secretary

133. Vetőmag (Seed) Trading House LTD. Kál Plant, Kál

Advanced Marketing of Ag Inputs

- Production and Marketing Manager

134. VITABONA Feed Manufacturing and Trading Ltd. Liab. Co., Székesfehérvár
Advanced Marketing of Animal Feed

- Managing Director
- Marketing Vice Director

135. ZALKATEJ (ZALKAMILK) LTD., Nagybánhegyes

Advanced Dairy Marketing

- Marketing Manager
- Trade Manager
- Manager for New Product Development