

International Master in Agro-Food Marketing

XVIII Edition
September 2021 - June 2023





1. Considering the expansion of the agro-food sector, the strong competition between firms in the industry and the increasing globalization of trade, marketing has become the main tool for agro-food businesses seeking to stand out and be successful.

2. With **30 years of experience**, this is the most international Master in Agro-Food Marketing offered in Spain.

3. The Master provides a **global and integrated vision** of the components of agro-food marketing, placing particular emphasis on the **international dimension** of agribusiness marketing strategies.

4. The **comprehensive teaching system** combines lectures, practicals, tutored group work, visits to firms and round table discussions with experts from firms in the sector. It is **delivered in English**.

5. Students do **market research upon the proposal of an agro-food firm** to analyse the challenges they face and propose strategic marketing solutions.

6. The **International Master of Science Degree** awarded by the International Centre for Advanced Mediterranean Agronomic Studies (CIHEAM), is recognized as equivalent to the **Official Master** of the Spanish university system in the framework of the European Higher Education Area.

7. The **multicultural environment** with students and lecturers from over 30 countries, provides the opportunity to create a network of **contacts and collaborators**, a key asset for their career.

Reasons to choose this master





About us

CIHEAM Zaragoza

CIHEAM Zaragoza is one of the four Institutes of the International Centre for Advanced Mediterranean Agronomic Studies (CIHEAM), together with the Institutes of Bari in Italy, Montpellier in France and Chania in Greece.

CIHEAM is an intergovernmental organization, founded over 50 years ago under the aegis of the Council of Europe and the OECD whose mission is to develop cooperation between Mediterranean countries through postgraduate training and cooperative research in the agro-food and fisheries sectors and the environment.

CIHEAM Zaragoza was created in 1969, offering high-quality training and promoting research and international cooperation through project management in five thematic areas: Food Science, Technology and Marketing; Animal Production; Fisheries and Aquaculture; Plant Production; and the Environment.

CIHEAM Zaragoza has become a point of reference for international specialist training in the agro-food sector. It is situated on the Campus of Aula Dei, one of the largest and most prestigious agricultural science complexes in Spain, thus enhancing the generation of synergies within the scientific community, agribusiness and students.



15 000
students



170
publications



60
nationalities
among lecturers
and students



50
years of
experience



60
agreements with
national and
international
organizations





10 000
guest lecturers



6700
scholarships



40
research projects
and networks



8
MSc programmes

400
courses for
professionals





Organization

The **Master of Science in Agro-Food Marketing** is a 2 year programme (120 ECTS), organized by **CIHEAM Zaragoza**

and is recognized as equivalent to the official Master's Degree of the Spanish university system.



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Year One

The Master is designed to train professionals in the field of agro-food marketing. The first part of the programme (60 ECTS) consists of lectures, case studies, group work, practical sessions with statistics software, tutored individual and group work, round tables and visits to firms in the agro-food sector.

Students form working groups and do market research to seek solutions for a marketing issue proposed by collaborating firms.

The Master's flexible structure enables students to take independent modules. Lectures are delivered in English.

Objectives of the Master:

- 1.** To learn the theoretical and practical elements of agro-food marketing by applying the latest qualitative and quantitative methods in data collection and analysis.
- 2.** To acquire experience in analysing and designing the marketing plans and strategies implemented by agro-food firms.
- 3.** To develop skills to work in multidisciplinary teams and collaborate with the business sector.
- 4.** To initiate research work and apply the knowledge, skills and competences acquired when dealing with problems related to agro-food marketing in the public and private sectors.
- 5.** To acquire experience in preparing and presenting reports to an audience.

Programme Year one

Supply, demand and prices of agricultural products

Supply of agricultural products
Demand of agricultural products
Agricultural price discovery and determination

5 ECTS

Agro-food market structure and policies

The agro-food system and institutions
Agricultural policy
Food policy

8 ECTS

International trade and modelling of agricultural products

International trade
Econometric modelling
Information systems

5 ECTS

Marketing and market research

Consumer behaviour
Market research, Survey analysis
Multivariate techniques

9 ECTS



Programming the marketing mix

Product and price policy
Promotion, distribution and logistics
Digital marketing and communication

8 ECTS

International marketing and case studies of firms

International marketing trends
Analysis of success and failure in multinational firms

6 ECTS

Marketing strategy and control

Strategic marketing
Innovation in the food industry
Sales organization
Controlling the marketing programme

4 ECTS

Marketing project

Businesses in the agro-food sector

15 ECTS

Web Master: www.masteragrofoodmarketing.com

Year two

Introduction to Research

30 ECTS



Final Master Project

30 ECTS



Methodology

An innovative teaching method based on continuous bidirectional learning between lecturers and students through case studies, group projects, round tables and technical visits, which incorporates the latest market research tools.

Lectures transmit the experiences of speakers from prestigious universities and firms in the United States of America and Europe. Students come into contact with a wide range of teaching and communication methods, providing them with a variety of skills with which to approach marketing issues from different perspectives.



Case studies are based on examples published in leading journals as well as those developed by course lecturers. This enhances group debate and proposal of marketing strategies.



Role games enable students to learn and improve negotiation techniques, to recognize individual and group behaviour and to develop trust in one's own work as well as that of the whole group.





Statistical analysis practicals use econometric and multivariate analysis to elicit useful information from data to predict future threats, behavioural patterns and trends and strategic information.



The business game gives students the opportunity to work as a team and manage a virtual business and improve its market position. Students make decisions on the main strategic marketing variables.



Round tables are moderated by a specialist in the field. Agribusiness managers are invited to open the debate with short presentations.



Visits to agro-food firms are documented previously and followed by a discussion of the firm's different business strategies.



Market research

Market research is conducted for an agro-food firm throughout the whole course. Real issues affecting the firm are analysed and solutions are presented.



4 firms



Multicultural groups of 5 members



Double tutoring:
academic and professional



8 months' work

Market research conducted in recent editions (2013-2019)



Market potential of Protected Designation of Origin (PDO) olive oil
2013-2014 edition

Investigating the barriers of edible insect purchase in Spain and possible segments of market
2019-2020 edition

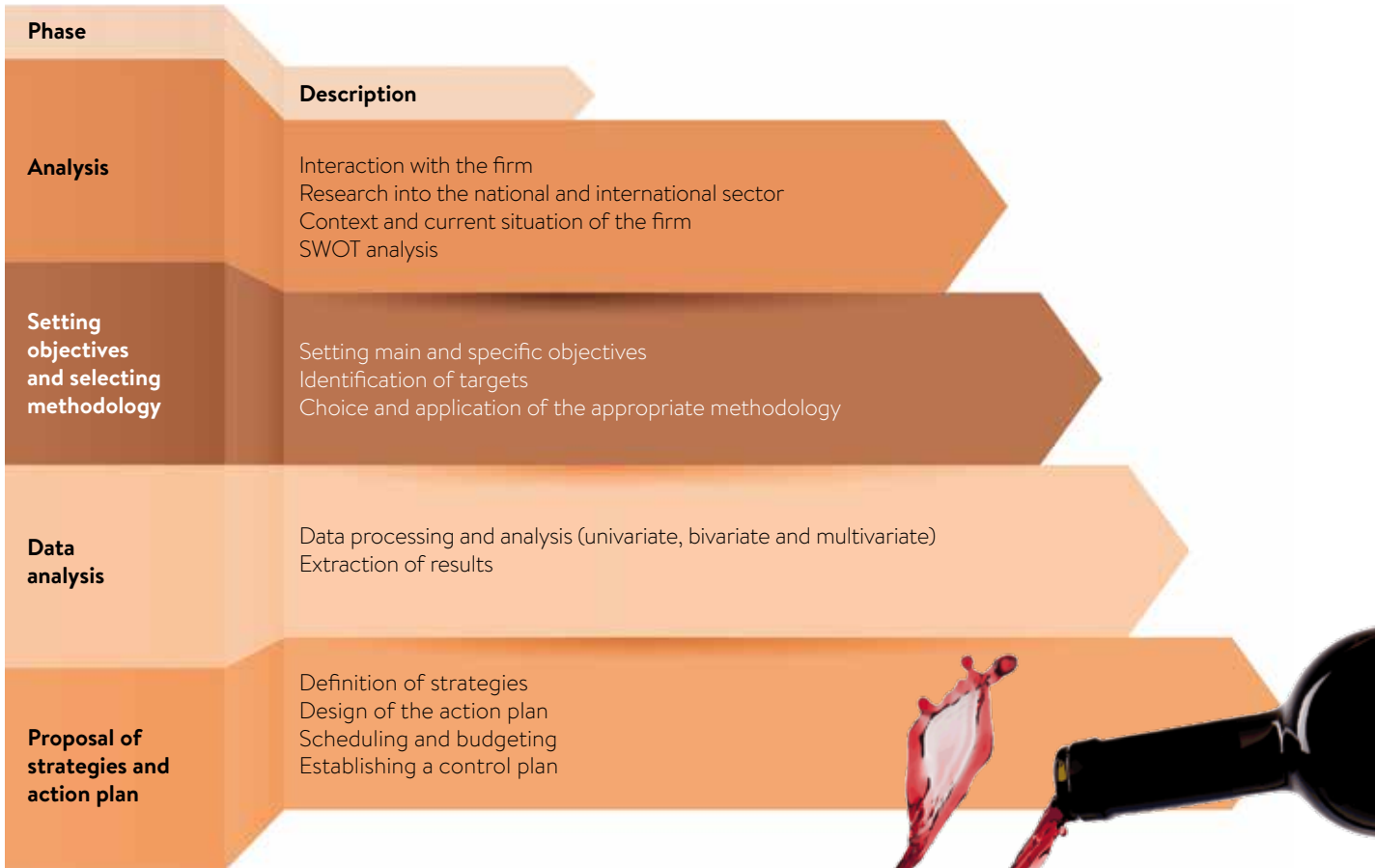


Commercialization improvement at agroecological market of Zaragoza
2017-2018 edition



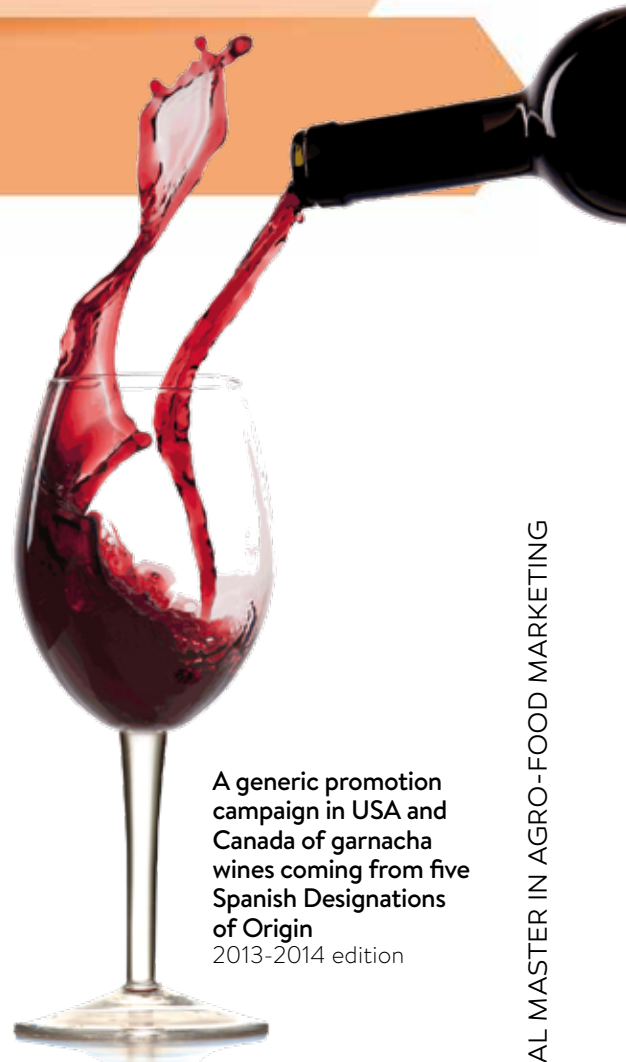
We have collaborated with over 40 companies.





Identification of market segment from beef meat from Pirenaica breed
2019-2020 edition

Study of consumer behaviour towards coffee grounds: the case of the Mini Funghipack
2015-2016 edition



A generic promotion campaign in USA and Canada of garnacha wines coming from five Spanish Designations of Origin
2013-2014 edition





Year Two

In the second part of the programme (60 ECTS) students go on to conduct their Practicum and Final Master Project at national or international universities, research centres or firms. Students receive training in a research team environment and benefit from

excellent resources and valuable advice. The experience acquired during this period goes beyond gathering knowledge and practical skills. It provides a full introduction to the reality of the professional world.



Centres collaborating in the second year of the Master

Final Master Projects conducted between 2012 and 2019



Meryem Ameziane (Morocco)
“Marketing plan to launch a food product (olive oil) in a foreign market (USA)”. 2012/2013 edition



Sola Ibrahim Youssef (Lebanon)
“Marketing strategies of food innovations and their effect on consumer acceptance (innovative labels for crianza red wine)”. 2012/2013 edition



Petjon Ballço (Albania)
“Consumers’ demand for higher quality olive oil in a Spanish region, Aragon”. 2014/2015 edition



Yosr Snoussi (Tunisia)
“Consumers’ attitudes towards agrifood innovation”. 2016/2017 edition



María del Pilar Uldemolins (Spain)
“Attitudes towards new lamb meat products and perception of promotion tools”. 2016/2017 edition



María Carola Amézaga (Peru)
“Analysis of retail vegetable marketing margins in the metropolitan area of Lima”. 2016/2017 edition



Fatma Jaafer (Tunisia)
“Consumer behavior for quality honey carrying “honey of Aragon” label using the virtual choice experiment approach”. 2018/2019 edition



Desjana Grymshi (Albania)
“Ecolabels as a strategy of agro-food marketing: A case study of the EU organic ecolabel”. 2018/2019 edition



Career opportunities

A versatile Master enabling students to take on technical responsibilities and develop scientific research to pursue a career in the following sectors:



Agro-Food Industry:

Marketing manager, product manager, national and international strategic marketing manager, account manager, export manager.



Distribution:

Market research manager, new market prospection manager, category manager, expansion manager.



Consultancy:

Marketing consultant, marketing project designer, marketing researcher, international advisor.



National and international public institutions







The CIHEAM Zaragoza Experience

Student testimonials



Pilar Uldemolins

(Spain) PhD student at University of Zaragoza.
2015/2017 edition

“An intense learning period, a different challenge with each new subject and each new project. Besides, it is a great opportunity to practise English, the language in which the Master is delivered. You can gain an international experience without leaving Spain”.



Petjon Ballço

(Albania) Post-doctorate at CITA – Regional Govt. of Aragon.
2013/2015 edition

“The Master has enabled me to pursue a new route in my career and has been a launching pad for my professional career in the world of research”.



Ismet Yalcin

(Turkey) Deputy Secretary General of the Turkish Exporters Assembly.
1989/1991 edition

“The programme addresses professional aspects, with the participation of lecturers with longstanding experience as well as important local firms providing a solid basis for learning”.



Federico Martínez-Carrasco

(Spain) Lecturer at the University of Murcia.
1993/1995 edition

“Sharing this training experience for a year with students from over ten countries has given me a multicultural vision that has determined my current way of going about business and seeing the world. I try to transmit this viewpoint to my own students”.



Inci Ceydeli

(Turkey) Senior Manager at Sabanci University.
1995/1997 edition

“The Master has enabled me to learn many methodologies and interpret different approaches, concepts and theoretical aspects of marketing”.



Karl Maris

(France) Manager at Diali Foods, SAS.
1993/1995 edition

“The Master was an unforgettable experience for me on a personal and professional level, with students of 15 different nationalities, an extraordinary cultural melting pot”.



Orhan Karaca

(Turkey) General Director of “Finca de Bakirköy”.
2005/2007 edition

“At professional level it has enabled me to see the family business from a different perspective and has taught me to face and overcome challenges, thereby having a positive effect on my business”.



Ledia Thoma

(Albania) Director of the Marketing and Research Unit
of the University of Tirana.
1999/2001 edition

“Interactive classes given by excellent lecturers that helped me to develop communication and analytical skills”.



Leticia Gabriela Tamburo

(Argentina) Executive Coordinator of the INTA
Management Programme.
1999/2001 edition

“The Master, with short and very intense subjects delivered by lecturers of excellence at world level, gave me access to interdisciplinary training that I have applied and still apply in my work”.



Samir Sayadi

(Tunisia) Coordinator of the Area of Supply Chain Economics at
IFAPA. 1991/1993 edition

“This Master has opened many doors for me and has given me the opportunity to advance steadily in my scientific and professional career”.



Erika Do Amaral Valerio

(Brazil). PhD at Newcastle University, United Kingdom.
2007/2009 edition.

“My experience of studying Agro-food marketing at CIHEAM Zaragoza was extremely enjoyable. The lectures were delivered by exceptionally qualified academics, and the programme gives grounding in both academic and applied research in marketing. Moreover, the international environment of this course provided an enriched experience in terms of expanding the network and making new friends all around the globe”.



Lecturers

30 national and international experts



Jon Seltzer

(Corporate Resource Inc., Minnesota, United States of America)

“Successful production, distribution and retailing of agricultural products – avocados, raspberries or potatoes – is dependent on solid logistics – that part of the supply chain process that plans, implements, and controls the efficient, effective flow and storage of goods, services, and related information from the point-of-origin to the point-of-consumption in order to meet customers’ requirements”.



Marilyn Holschuh

(Free Range Thinkers, Indianapolis, United States of America)

“As future marketers, it is critical that students have an understanding of how sales organization planning, management and human resource development support the strategy of the marketing organization. Utilizing a case study product over the course of this session, students learn about key sales organization activities such as understanding buyer behavior, setting goals, forecasting, and staffing, managing and developing a sales team. Using the DISC style analysis, they also learn how to modify their styles to work more effectively with different roles on a sales team”.



Miguel Gómez

(Cornell University, Ithaca, United States of America)

“Pricing is one of the most difficult variables to manage in the Food Industry. The module on Pricing Policy equips students with the toolkit necessary to make optimal pricing decisions at any stage of the supply chain, from farming to retailing”.

Rudy Nayga

(University of Arkansas, Fayetteville, United States of America)

“The Master in Agro-Food Marketing course is a unique program in that the lecturers are professors from various universities or academic institutions in the world. The specific courses I teach in this program provide students invaluable knowledge about consumer behavior and supply chain management that is targeted to the food industry”.



Mitchell R. Ness

(University of Newcastle, Newcastle upon Tyne, United Kingdom)

“Research is an essential part of strategic and tactical marketing. It provides a platform for marketing decision makers to understand the behaviour, attitudes and characteristics of existing and potential customers, stakeholders and publics within the marketing business environment. In the current era of “Big Data” high volume, high velocity and high variety data are generated from internet, e-mail, mobile devices, transactions and cloud computing (and more). This requires powerful analytical techniques to make sense of the data. The purpose of this module is to provide an appreciation of the theoretical and practical issues in the application of advanced quantitative research techniques to marketing decision making”.



Julie Caswell

(University of Massachusetts, United States of America)

“As the capstone experience of the course, the case studies challenge students as teams to choose and integrate their marketing, research, and policy knowledge and tools to analyze what makes or breaks the success of companies in international marketing”.



Marianne Altmann

(Co Concept, Leudelange, Luxemburgo)

“Product policy plays the mayor role in the marketing mix. All the other marketing decisions are based on it. It defines the type, volume and timing of products a company offers for sale. The product policies are general rules set up by the management itself in making product decisions, such as product design, new product development and decisions on the product range. Good product policies are the basis on which the right products are produced and marketed successfully”.





International Networking

Over 30 years of building up an international network of professionals in Agro-Food Marketing.

Lecturers participating in the 2019/2020 edition

FRANCE

G. GIRAUD, Agro SUP Dijon

GERMANY

J. ROOSEN, Technische Universität Munchen

IRELAND

M. HENCHION, Ashtown Food Research Centre, Dublin

N. MINTO, Technological Univ. Dublin

R. VIZE, Technological Univ. Dublin

ITALY

R. SCARPA, Univ. Verona

LUXEMBOURG

M. ALTMANN, CO CONCEPT, Leudelange

PERU

E. GALLO, Logistics Consultancy, Piura



- Number of students per country
- Number of lecturers per country

SPAIN

L.M. ALBISU, CITA-GA, Zaragoza
C. FLAVIAN, Univ. Zaragoza
M. GONZÁLEZ, Univ. Zaragoza
A. GRACIA, CITA-GA, Zaragoza
I. GRANDE, Univ. Pública de Navarra, Pamplona
G. PHILIPPIDIS, DG-EU, Sevilla
M. SÁNCHEZ, Univ. Pública Navarra, Pamplona
A. SANJUÁN, CITA-GA, Zaragoza

TUNISIA

R. LAAJIMI, Ministry of Agriculture, Water Resources and Fisheries

UK

C. HUBBARD, Newcastle Univ.
M. NESS, Newcastle Univ.
L. PEREIRA, City Univ. of London

USA

S. BHUYAN, Rutgers Univ., New Jersey
J. CASWELL, Univ. Massachusetts
B. CHIDMI, Texas Tech. Univ.
P. GARCIA, Univ. Illinois, Urbana
M. GÓMEZ, Cornell Univ., Ithaca
R.E. GOODHUE, Univ. California, Davis
L. HOUSE, Univ. Florida, Gainesville
R. LOPEZ, Univ. Connecticut
R. NAYGA, Univ. Arkansas, Fayetteville
M. PALMA, Texas A&M Univ.
T. RICHARDS, Arizona State Univ.
B. ROSS, Michigan State Univ.
L. THOMÉ CASTRO, Purdue Univ.



Access, admission and scholarships



Dates and duration

The first part of the Master will be held from 27 September 2021 to 3 June 2022.

The second part will begin in September 2022 with a duration of 10 months.

Selection

The selection process is conducted by CIHEAM Zaragoza's studies commission for the Master, based on the documents submitted by candidates with their application. Academic results and any previous professional experience related with the area of specialization are the main aspects considered.



Admission and deadlines

Complete the application form:
<http://www.admission.ciheam.org>

The deadlines for the presentation of applications are the following:

Candidates that request a scholarship:
17 May 2021.

Candidates that do not request a scholarship:
6 September 2021

All applicants should accredit B2 level of English. Students that cannot provide accreditation will be invited to a Skype interview in order to assess their level of English.

Registration and scholarships

Registration fees are 2244* euro per academic year.

Candidates from CIHEAM member countries may apply for a scholarship to cover registration fees, medical insurance and full-board accommodation.

Candidates from other countries may apply for a grant to cover part of the registration fees.

(* This fee corresponds to Decree 65/2020 of 30 July of the Government of Aragon and will be updated in accordance with the new official fees set by the Department of Science, Universities and Knowledge Society for the academic year 2021-2022.

Spain: Leading country in the agro-food sector

Spain is the 5th largest economy in the European Union and the 13th in the world in nominal terms. Spain is the 3rd most popular tourist destination in the world.



Spain is the **8th largest exporter of agro-food products** in the world.



Spain has the **largest surface area of vineyards** in the world.



Spain is the **largest producer of olive oil**.



Spain is the **2nd largest pork producer in the EU** and **4th largest** in the world.



60% of the **irrigated surface area** of Europe is in Spain.



Spain has the **largest organic farming area** in the EU.



Spain is **leader in aquaculture production** in the EU.



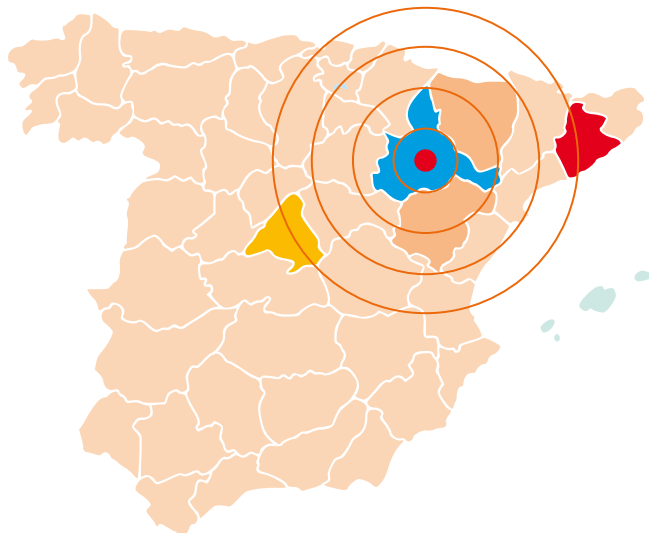
Spain is one of the **top commercial fresh fruit and vegetable operators**.



The **largest area of protected crops** in Europe is in **Almeria**.



Zaragoza, two thousand years of history in a Mediterranean country: **Spain**



-  Zaragoza
-  Madrid
-  Barcelona



The **gastronomy offer** is unlimited: Enjoy the famous tapas in **El Tubo** in Zaragoza or a tasty Thursday evening with the **Juepincho**.



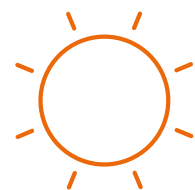
Practise your **sport of choice** in Zaragoza or take a weekend trip to the **Aragonese Pyrenees**.



A **dynamic city** with a wide cultural offer and a **rich and varied architecture** dating back 2000 years.



Soak up the **energy and good atmosphere** of the extravert Spanish personality and sense of humour.



Take advantage of the Mediterranean climate. **Spain** is the European country with the **most days of sunshine!**



A **strategic location** for travel to other parts of Spain and Europe.



Open, welcoming and cosmopolitan, Zaragoza also ranks high on the **Global City Talent Competitiveness Index**.



**CIHEAM
ZARAGOZA**

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