1. Full name of your Program Work Team (PWT):
Agricultural Marketing and Management

2. Please list names, affiliations and e-mail addresses of the PWT Co-Chairs: (With an asterisk [*], please indicate the co-chair responsible for finalizing this report.)
Todd M. Schmit*, Assistant Professor, Applied Economics and Management, tms1@cornell.edu
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3. Please identify your PWT’s activities, accomplishments, and, most importantly, outcomes and impacts over the past year.

The PWT’s mission remains the same: To give New York food and agriculturally related businesses a competitive advantage over the rest of the world by significantly improving the knowledge of marketing as well as improving general management capacities and skills. We are committed to exploring new ways to improve communication and resource sharing between on-campus, off-campus, and external stakeholders to accomplish the mission of the team. In order to improve education, communication, and resource sharing between our members, we are focused on the following key programs: (1) An annual Strategic Marketing Conference to bring highly relevant marketing strategies and education to our statewide educators and industry stakeholders, and provide beneficial networking opportunities for PWT members and invited participants; (2) An up-to-date website with links on PWT membership and activities, along with a member listserve and other useful resources and links; and (3) regular releases of the Smart Marketing publication series with articles written by PWT members, including faculty, CCE staff, and industry stakeholders. Our PWT membership includes approximately 120 members, 25 member extension programs, 40 industry stakeholders, and 19 agency partners.

Consumer interest in local foods and other products has increased sharply in recent years, prompting substantial changes in food supply chains. Accessing markets can be particularly problematic for smaller-scale businesses that lack sufficient volumes of products to feasibly attract and retain larger-scale and more-distant buyers. Economies of scale can often result with producers and agribusinesses working together to address these production and marketing barriers. However, existing infrastructure and logistical arrangements may not be appropriate or feasible for today's emerging local and regional food systems. Challenges also arise in determining the appropriate forms of business arrangements, governance structures, and marketing strategies to maximize the probability of success. These types of issues addressed at the 2011 Strategic Marketing Conference. We assembled an outstanding field of agricultural producers and academic, industry, and government speakers to discuss and highlight innovative agricultural marketing models that have capitalized on the benefits of group action and business alliances. Panels of three to four stakeholders discussed several related topics, including: (1) farmer aggregation models accessing new customers, (2) alternative marketing models for pricing, co-packing, training, and promotion, and (3) farmer cooperative restructuring and strategic planning. In
addition, representatives from New York State Agriculture and Markets, USDA, and CoBank provided funding and program updates. On the second day of the conference, we assembled a team of experts from the Cooperative Enterprise Program at Cornell University and the Community Development Institute to discuss the ins and outs of new agricultural cooperative development. This conference has always been about giving farm producers and value-added agribusiness operations specific marketing tools and improved marketing skills that they can go back and apply to their business right away. Based on the feedback received so far, the conference lived up to this philosophy once more. Conference video podcasts are currently being created and will be available soon on the PWT's website for further use in educational curriculums. A series of Smart Marketing articles are also in process summarizing the main outputs and conclusions raised at this year's conference.

In the last year, 11 Smart Marketing articles were published by PWT members, including campus faculty and staff, CCE educators, and external stakeholders. Information is updated to our PWT website (marketingpwt.dyson.cornell.edu) and we have an active listserve (marketingpwt-list.cornell.edu).