

Gerard F. "Rod" Hawkes

November 2015

Senior Extension Associate, Food Industry Management Program
Charles H. Dyson School of Applied Economics and Management

Cornell University

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Current Professional Roles

- **Senior Extension Associate**, Food Industry Management Program, Charles H. Dyson School of Applied Economics and Management, Cornell University, Primary responsibilities involve teaching food industry executives and managers and Cornell students about current food industry marketing, distribution, and retailing management trends and practices. To a lesser extent also involved in applied research exploring current food industry management phenomena with topics and research results targeted to food industry executives and managers. July 1998 to present
- **Lecturer**, Charles H. Dyson School of Applied Economics and Management, Cornell University,
 - **AEM2480, Dynamics of the Food and Consumer Packaged Goods Industry**, Spring semester, 2015 and 2014.
 - **AEM4460: Food Marketing Colloquium**. Fall semester 2015, 2014, and 2013. Also co-taught with William Drake, Fall semester 2012 and 2010.

Previous Professional Roles

- **Lecturer**, Charles H. Dyson School of Applied Economics and Management, Cornell University, **AEM4480: Food Merchandising**, Spring semester 2013 and 2012.
- **Lecturer**, Charles H. Dyson School of Applied Economics and Management, Cornell University, **AEM4430: Food Industry Strategy**. Co-taught with William Drake. Fall semester, 2010 and 2009.
- **Lecturer**, International Agriculture Program, Cornell University, **INTAG402 and INTAG602: Agriculture in Developing Countries I & II**. Co-taught with inter-disciplinary team of faculty, personal responsibility for the marketing portion, two-semester sequence including field study trip to India during winter intersession period. INTAG402: Fall semester, 2003 and 2004; INTAG602: Spring semester, 2003 and 2004.

- **Director, Distance Education Program** (formerly Home Study Program), Food Industry Management Program, Department of Applied Economics and Management, Cornell University, Ithaca, New York. Responsible for overall management for a distance education program of over 40 non-credit, non-degree courses with 12,000 enrollments per year primarily from persons working in the food industry. The program was completely self-supported by course enrollment fees and revenues from seminars and other programs. Also directed the transfer of the program to a not-for-profit organization after a strategic decision to exit the distance-learning arena. *April 1998 to July 2002* (Acting Director, October, 1996 to April, 1998, Associate Director, July 1995 to September 1996)
- **Lecturer**, Department of Applied Economics and Management, Cornell University,
 - **AEM 494: Negotiation.** Co-taught with Thomas Frank, a 3 credit hour experimental course that we offered voluntarily. The AEM curriculum had not previously included a negotiation course. Fall semester, 2001.
 - **ARME 342: Marketing Management.** Taught 175 upper level undergraduate students and graduate students Marketing Management, a three credit hour course. Spring semester, 1998.
- **Extension Associate**, Food Industry Management Program, Department of Agricultural Economics, Cornell University, June 1979 to July 1998
- **Lecturer**, Institute for Economic Studies (IES), University of Agriculture at Nitra, **Slovakia**. Co-taught, with Edward McLaughlin, a marketing management course to graduate students in a special master's degree program jointly offered by UAN and Cornell University through funding from a Mellon Foundation Grant, April, 1995 and May, 1996.
- **Director, Southeast Asia Food Executive Program**, annual one week program in conjunction with the USDA-FAS Office of International Cooperation and Development (OICD) Cochran Middle Income Country Fund for food marketing and distribution executives from **Hong Kong, Indonesia, Macao, Malaysia, Philippines, Singapore, Taiwan, and Thailand**, Cornell University, Ithaca, NY, April, 1995, 1994, 1993, 1992, 1990, 1989, and August, 1988.
- **Director, China Food Executive Programs**, ten day programs in conjunction with the USDA-FAS Office of International Cooperation and Development (OICD) Cochran Middle Income Country Fund for executives

from the Peoples Republic of China, entire program translated into Mandarin, Cornell University, Ithaca, NY, May, 1994 and 1995 and September, 1998.

- **Director, Armenia/Russia/Ukraine Food Executive Programs**, one week programs in conjunction with the USDA-FAS Office of International Cooperation and Development (OICD) Cochran Middle Income Country Fund for executives from Russia and the Ukraine, entire program translated into Russian, Cornell University, Ithaca, NY, May, 1995 and 1998.
- **Director, Vietnam Food Executive Programs**, ten day programs in conjunction with the USDA-FAS Office of International Cooperation and Development (OICD) Cochran Middle Income Country Fund for executives from the Republic of Vietnam, entire program translated into Vietnamese, Cornell University, Ithaca, NY, May, 1998, 1999, 2000.
- **Technical Assistant for Market Economics**, United States Agency for International Development (USAID), South Pacific Region Agricultural Development (SPRAD) Project, **University of the South Pacific**, School of Agriculture, Apia, **Western Samoa**. July 1990 to June 1991. Responsibilities included
 - Lecturer**, Agricultural Economics Section, taught three undergraduate courses (Agricultural Marketing, Agricultural Economics, and Economics of Farming), advised students, and supervised student research projects.
- **Fellow in Market Economics**, Institute for Research, Extension, and Training in Agriculture (IRETA), School of Agriculture, **University of the South Pacific**, Apia, **Western Samoa**. Organized a South Pacific Region international marketing workshop in the Kingdom of Tonga during April, 1991 which was attended by trade officials from 10 Pacific nations.

Education

M.B.A. Samuel C. Johnson Graduate School of Management, Cornell University, Ithaca, NY, 1988.

B.S. School of Hotel Administration, Cornell University, Ithaca, NY, 1979.

University, College, Department, and Community Service

Member, Zoning Update Steering Committee, Town of Ulysses, Tompkins, County, NY. Six person steering committee convened to guide development of zoning updates, funded by a NYSERDA grant, to bring the Town of Ulysses Zoning Law in line with its Comprehensive Plan. October 2015 to completion.

Senator at Large, CALS Faculty Senate, College of Agriculture and Life Sciences, Cornell University, Fall 2013 through Fall 2016.

Chair, Planning Board, Town of Ulysses, Tompkins County, NY. Review real estate development projects proposed within town within context of zoning ordinances, land use plan and comprehensive development plan. Identify, develop, and propose to Town Board suggested zoning changes in accordance with the Town's Comprehensive Plan to keep pace with evolving land use issues and needs of Town residents. 2014.

Treasurer, Chair of Finance and Buildings & Properties Committee, and Member of Executive Committee, Board of Directors, FoodNet Meals on Wheels, Ithaca, NY. Tompkins County's not-for-profit agency addressing the nutrition needs of immobile and home bound citizens including disabled and senior citizens, 2013 to 2015 and board member, 2011 to 2015).

Chair, Lakeshore Zoning Ad Hoc Review Committee, Town of Ulysses, Tompkins County, NY. Ad hoc committee charged with reviewing public feedback on draft lakeshore zoning language and proposing final language that addresses public concerns, 2013.

Associate Chair, Planning Board, Town of Ulysses, Tompkins County, NY. Review real estate development projects proposed within town within context of zoning ordinances, land use plan and comprehensive development plan. Identify, develop, and propose to Town Board suggested zoning changes to keep pace with evolving land use issues and needs of Town residents. 2008 – 2013.

Member, Lakeshore Zoning Development Committee, Town of Ulysses, Tompkins County, New York. Committee charged with drafting and submitting to the Town Board for adoption zoning regulations for the town's lakeshore properties, 2009 to 2012.

Member, Reappointment Review Committee for Senior Extension Associate, (a 2-person committee), Department of Applied Economics and Management, Cornell University, 2009.

Member, Comprehensive Planning Committee, Town of Ulysses, Tompkins County, New York, charged with creating a new comprehensive plan for the future development of town. Helped with administering and analyzing a comprehensive survey of town residents and property owners, assessing planning consultant proposals, and working with selected planning consultant firm to develop community involvement in the comprehensive planning process, 2007 to 2009.

Member, Promotion Review Committee, Lecturer to Senior Lecturer, (a 2-person committee), Department of Applied Economics and Management, Cornell University, 2008.

Chair, Diversity Committee, College of Agriculture and Life Sciences, Cornell University, a standing committee of the CALS Faculty Senate charged with addressing the college's diversity issues and challenges. Committee comprised of faculty representing various college departments, graduate and undergraduate students, and ex-officio members from the college administration, 2005 to 2008,

Member, University Procurement Process Review Committee, Cornell University, only academic faculty representative to committee charged with reviewing the University's procurement procedures, processes, and staffing as part of the university-wide Workforce Development Project, a comprehensive assessment of processes and staffing for administrative functions, 2003 to 2005.

Member, Search Committee for Cornell University Director of Procurement position, a new position created as a result of the procurement review referenced above. Helped development of position description, screening of over 200 applications, telephone interviewing of possible finalists, on campus interviewing and hosting of finalists, and selection of final candidate, 2004 to 2005.

Chair, Advisory Committee, The Cornell Store, a standing committee of the Cornell University Employee Assembly, 2001 to 2004.

Course Teaching and Student-related Activities

(Except where otherwise indicated, all activities at Cornell University)

Faculty Leader, Food Marketing Fellows Program field trip to Aldi Food Market, retail food store, Cortland, NY, Aldi Regional Headquarters and Distribution Center, Tully, NY, and Byrne Dairy Greek Yogurt processing plant, Cortlandville, NY, **AEM4460**, November 2015.

Guest lecturer "India's Food Distribution and Retailing Challenges", **IARD4020: Agriculture in Developing Nations**, November 2015.

Faculty Leader, Food Marketing Fellows Program field trip to P&C Fresh and BJ's Wholesale Club supermarkets, **AEM4460**, Ithaca, NY, October 2015.

Faculty Leader, Food Marketing Fellows Program field trip including visits to Red Jacket Orchards' fresh juice processing facility and Seneca Foods vegetable processing plant, Geneva, NY, **AEM4460**, September 2015.

Guest lecturer “Food & Consumer Packaged Goods (CPG) Marketing Channels”, **AEM2420: Marketing**, April 2015.

Lecturer, AEM2480: Dynamics of the Food and Consumer Packaged Goods (CPG) Industry, (new course) 3 credits. Spring semester 2015.

Organizer and Faculty leader, with William Drake, **Food Marketing Fellows** field study trip to **Chile**, January 2015.

Faculty Leader, with Kristen Park, of 13 student delegation to New York Produce Conference and Show, New York, NY, December 2014.

Guest lecturer “Global Grocery Retailing: India in Perspective”, **IARD4020: Agriculture in Developing Nations**, November 2014.

Faculty Leader, Food Marketing Fellows Program field trip to Aldi Food Market, retail food store, Cortland, NY, Aldi Regional Headquarters and Distribution Center, Tully, NY, and That Indian Drink’s fresh dairy drink processing plant, AEM4460, Freeville, NY, October 2014.

Faculty Leader, Food Marketing Fellows Program field trip including visits to Red Jacket Orchards’ fresh juice processing facility, the Technology Farm, new business startup incubator, and Seneca Foods vegetable processing plant, AEM4460, Geneva, NY, September 2014.

Faculty Leader, Food Marketing Fellows Program field trip to Wegmans and BJ’s Wholesale Club supermarkets, AEM4460, Ithaca, NY, September 2014.

Lecturer, AEM2480: Dynamics of the Food and Consumer Packaged Goods (CPG) Industry, (new course) 3 credits. Spring semester 2014.

Faculty Supervisor, AEM4980 – Independent Study, 1 credit, direct and supervise an independent study project of undergraduate senior’s seafood retailing sustainability research in conjunction with a supermarket chain, Spring semester 2014.

Faculty Supervisor, AEM4980 – Independent Study, 1 credit, direct and supervise an independent study project of undergraduate junior’s online grocery retailing economics and feasibility research, Spring semester 2014.

Faculty Leader for student group attending **London Produce Conference and Trade Show**, London, England, June 2014.

Faculty Leader for student group attending **New York Produce Conference and Trade Show**, New York, NY, December 2013.

Faculty Leader, Food Marketing Fellows Program field trip to Aldi Regional Headquarters and Distribution Center, AEM4460, Tully, NY, November 2013.

Faculty Leader for student group attending **Produce Marketing Association Conference and Trade Show**, New Orleans, LA, October 2013.

Faculty Leader, Food Marketing Fellows Program field trip to Seneca Foods vegetable processing plant, AEM4460, Geneva, NY, September 2013.

Faculty Leader, Food Marketing Fellows Program field trip to Red Jacket Orchards, fresh juice processing facility, AEM4460, Geneva, NY, September 2013.

Faculty Leader, Food Marketing Fellows Program field trip to Wegmans and Aldi supermarkets, AEM4460, Ithaca, NY, September 2013.

Lecturer, AEM4460: Food Marketing Colloquium, 1 credit, Fall semester 2013.

Lecturer, AEM4480: Food Merchandising, 3 credits, Spring semester 2013.

Faculty Advisor, AEM4980 – Independent Study, 3 credits, directed and supervised an independent study project of undergraduate junior's consumer behavior research in conjunction with a supermarket chain. Spring semester 2013.

Organizer and Co-leader, with William Drake, **Field Study Trip to PORTUGAL**, Cornell University Charles H. Dyson School of Applied Economics and Management, Food Marketing Fellows Program, AEM4460, January 2013.

Faculty Leader for student group attending **New York Produce Conference and Trade Show**, New York, NY, December 2012.

Faculty Leader, Food Marketing Fellows Program field trip to Seneca Foods vegetable processing plant, AEM4460, Geneva, NY, September 2012.

Faculty Leader, Food Marketing Fellows Program field trip to Wegmans Culinary Innovation Center, Perishables Distribution Center, and Flagship Store, AEM4460, Rochester, NY, September 2012.

Faculty Leader, Food Marketing Fellows Program field trip to Aldi Regional Headquarters and Distribution Center, AEM4460, Tully, NY, September 2012.

Lecturer, AEM4460: Food Marketing Colloquium. 1 credit. Co-taught with William Drake, Fall semester 2012.

Lecturer, AEM4480: Food Merchandising, 3 credits. Spring semester 2012.

Guest lecturer “Grocery Retailing: A Global Perspective”, AEM4470: Retail Speaker Series, Instructor: Debra Perosio, February 2011.

Guest lecturer “India’s Food Industry Infrastructure Issues”, AEM3350: International Technology Marketing of Biotechnology, Department of Applied Economics and Management, Instructor: William Lesser, February 2011.

Co-leader, with William Drake, **Field Study Trip to BRAZIL,** Cornell University Charles H. Dyson School of Applied Economics and Management, Food Marketing Fellows Program, AEM4470, January 2011.

Lecturer, AEM4430: Food Industry Strategy. Co-taught with William Drake, Fall semester, 2010.

Lecturer, AEM4460: Food Marketing Colloquium. Co-taught with William Drake, Fall semester 2010.

Guest lecturer “India’s Food Industry Infrastructure Issues”, AEM3350: International Technology Marketing of Biotechnology, Instructor: William Lesser, February 2010.

Guest lecturer “Global Food Industry Trends and Issues”, AEM4470: Retail Speaker Series, Instructor: Debra Perosio, February 2010.

Lecturer, AEM4430: Food Industry Strategy. Co-taught with William Drake, Fall semester, 2009.

Guest lecturer “India’s Food Marketing Challenges”, AEM3350: International Technology Marketing of Biotechnology, Instructor: William Lesser, February 2009.

Guest lecturer “Global Food Industry Trends and Issues”, AEM4470: Retail Speaker Series, Instructor: Debra Perosio, January 2009.

Lecturer, Introduction to the Stock Market, short course for the LEAD Program for underrepresented minority high school juniors, SC Johnson Graduate School of Management, July 2008.

Guest lecturer “India’s Food Marketing Challenges”, **AEM3350: International Technology Marketing of Biotechnology**, Instructor: William Lesser, January 2008.

Organizer/Leader, Field Study Trip to The United Kingdom, Cornell University Food Marketing Fellows, AEM447, January 2008.

Guest lecturer “Food Industry Issues and Trends in Developing Nations: Focus on Mexico,” **IARD402: Agriculture in Developing Nations**, International Agriculture and Rural Development Program, Instructor: Terry Tucker, October 2007.

Lecturer, Introduction to the Stock Market, short course for the LEAD Program for underrepresented minority high school juniors, SC Johnson Graduate School of Management, July 2007.

Presenter/Co-leader, “Diversity in the Classroom”, a workshop conducted with Catherine Thompson, Director of the CALS Office of Diversity and Minority Programs, at the College of Agriculture and Life Sciences (CALS) Excellence in Teaching Program, a teaching preparation program for new faculty members, Ulysses, New York, June 2007.

Co-leader, with Debra Perosio, Cornell University Food Marketing Fellows **field study trip to the National Grocers Association annual convention** and trade show, Las Vegas, Nevada, February 2007.

Organizer/Leader, Field Study Trip to The Netherlands, Cornell University Food Marketing Fellows, AEM447, January 2007.

Guest Lecturer/Leader, Supply Chain Simulation, **AEM494: Introduction to System Dynamics Modeling**, Department of Applied Economics and Management, Instructor: Charles Nicholson, November 2006.

Lecturer, Introduction to the Stock Market, short course for the LEAD Program for underrepresented minority high school juniors, SC Johnson Graduate School of Management, July 2006.

Co-presenter, Supply Chain Simulation, **AEM240: Marketing, Department of Applied Economics and Management**, Instructor: Pedro Perez, (summer session), June 2006.

Organizer/Leader, Field Study Trip to Switzerland and France, Cornell Food Marketing Fellows Program, traveled with 12 undergraduates on study tour of food processing and distribution companies, AEM447, Department of Applied Economics and Management, January 2006.

Lecturer, “Introduction to Stock Market Investing,” LEAD Program, a nationwide business and leadership immersion program for underrepresented minority high school juniors, SC Johnson Graduate School of Management, July 2005.

Organizer/Leader, with William Drake, **FMI Convention and Trade Show Field Trip,** Cornell Food Marketing Fellows Program, traveled with 12 undergraduates, Chicago, IL, May 2005.

Guest Lecturer, “The Status and Future of Private Label Products,” **NCC553: Marketing Management,** S.C. Johnson Graduate School of Management, Instructor: Miguel Gomez, Spring 2005.

Guest Lecturer, “Dynamics of Food Retailing,” **AEM240: Marketing, Department of Applied Economics and Management,** Instructor: Pedro Perez, Summer 2004.

Lecturer, “Introduction to Stock Market Investing,” LEAD Program, a nationwide business and leadership immersion program for underrepresented minority high school juniors, SC Johnson Graduate School of Management, July 2004.

Guest Lecturer, “International Marketing,” **NCC553: Marketing Management,** S.C. Johnson Graduate School of Management, Instructor: Miguel Gomez, Spring 2004.

Lecturer and multi-disciplinary faculty team member, INTAG 402: Agriculture in the Developing Nations I, International Agriculture Program. Lecture about food marketing issues in developing countries, and coordinate and direct the research agenda of the sub-group of students specifically interested in marketing issues, one of six subject area groups, Fall semester 2003 and 2004.

Lecturer and multi-disciplinary faculty team member, INTAG 602: Agriculture in the Developing Nations II, International Agriculture Program. Responsible for sub-group of students interested in marketing and exporting issues, one of six theme groups. Course includes intensive 2-week study tour of agricultural and food systems and institutions in India during winter breaks, January 2003 and 2004. During spring semester supervised and advised marketing students’ research project, report preparation, and class presentation. Spring semester 2003 and 2004.

Lecturer, AEM 494: Negotiation, Department of Applied Economics and Management, full semester course co-taught with Thomas Frank upper level

undergraduate students a 3 credit-hour course in negotiation, Fall semester, 2001.

Co-leader with Debra Perosio, **Field Study Trip to IRELAND**, Cornell University Food Marketing Fellows Program, traveled with 12 undergraduates on study tour of food processing and distribution companies, March 1999.

Lecturer, ARME 342: Marketing Management, Department of Agricultural, Resource, and Managerial Economics Taught 175 upper level undergraduate students and graduate students Marketing Management, a three credit hour course. Spring semester, 1998.

Lecturer, Marketing Planning and Strategy course, University of Agriculture at Nitra, Slovakia as part of inaugural, joint Cornell/Nitra/Mellon Foundation master's degree program. Co-taught, Edward McLaughlin, a graduate level Marketing Strategy course to students from Belarus, Poland, Slovakia, Ukraine, and Nigeria., Nitra, SLOVAKIA, May, 1996.

Lecturer, Marketing Planning and Strategy course, University of Agriculture at Nitra, Slovakia as part of inaugural, joint Cornell/Nitra/Mellon Foundation master's degree program. Co-taught, with Edward McLaughlin, a graduate level Marketing Strategy course to students from Slovakia, Poland, Ukraine, and Ethiopia, Nitra, SLOVAKIA, April 1995.

Co-leader with Edward McLaughlin, **Field Study Trip to the UNITED KINGDOM**, Cornell University Food Marketing Fellows Program, traveled with 12 undergraduates and one graduate student on study tour of food processing and distribution companies, January 1995.

Co-leader with Gene German, **Field Study Trip to GERMANY and FRANCE**, Cornell University Food Marketing Fellows Program, traveled with six undergraduate and two graduate students on study tour of food processing and distribution companies, January 1992.

Lecturer, School of Agriculture, University of the South Pacific -- Courses taught and USP course catalog descriptions, Apia, WESTERN SAMOA, July 1990 – June 1991.

AGD 11: Economics of Farming, Spring Semester 1991, 3 hours lecture.

AG 111: Agricultural Economics, Spring Semester 1991, 3 hours lecture and 1 hour lab.

AG 312: Agricultural Marketing, Fall Semester, 1990, 3 hours lecture and 1 hour tutorial.

Guest lecturer, School of Agriculture, University of the South Pacific, AG 112: Agricultural Systems in Pacific Island Economies, Lecture Topic: "The Critical Role of Non-traditional Agricultural Exports and Cash Crops in the Development of Pacific Island Nation Economies," Apia, WESTERN SAMOA, Fall Semester, 1990.

Outreach and Executive Education Programs

(Except where otherwise indicated, all activities at Cornell University)

Presenter/Leader, "Supermarket Management Computer Simulation," **Food Executive Program**, with William Drake, Cornell University, July 2015.

Presenter, "The Global Rise of Supermarkets," **Asian Productivity Organization (APO) Summer Study Mission to the USA**, presentation to food industry, government, and NGO executives from Cambodia, India, Indonesia, Japan, Laos, Pakistan, Philippines, Taiwan, Thailand, Sri Lanka, and Vietnam, Cornell Institute for International Food and Agricultural Development (CIIFAD), Cornell University, Ithaca, NY, June 2015.

Presenter/Leader, "Supermarket Management Computer Simulation," **Ahold Retail Academy**, program conducted at the Chateau Marquette Conference Center, Heemskerk, The Netherlands, June 2015.

Organizer and Presenter, "Critical Issues in the U.S. Food Industry," **Massey University Executive MBA Study Tour Program** (Massey University, New Zealand), Dyson School of Applied Economics and Management, Cornell University, Ithaca, NY, May 2015.

Presenter, with Edward McLaughlin and Kristen Park, "Produce Procurement," **United Fresh Executive Development Program**, Dyson School of Applied Economics and Management, Cornell University, Ithaca, NY, March 2015.

Presenter, "U.S. Dairy Industry Consumer Trends," **Japanese Dairy Council Program**, Dyson School of Applied Economics and Management, Cornell University, Ithaca, NY, October 2014.

Presenter, "Super Natural Growth – The Rise of the Natural/Gourmet Grocery Segment," **ADC Refresh Conference**, Clearwater, FL, September 2014.

Presenter, “U.S. vs. Japan – Food Industry Trends and Implications,” **Tokyo Agricultural University (NODAI) Program**, Food Science Department, Cornell University, Ithaca, NY September 2014.

Presenter, “Room At The Top? What U.K. Retailers Can Learn from the U.S. Natural/Gourmet Retail Sector,” **London Produce Show & Conference**, London, England, June 2014.

Presenter/Leader, “Supermarket Management Computer Simulation,” **Food Executive Program**, with William Drake, Cornell University, July 2014.

Presenter/Leader, “Supermarket Management Computer Simulation,” **Ahold Retail Academy**, program conducted at the Babson College Executive Education Center, Wellesley, MA, May 2014.

Presenter/Leader, “Supermarket Management Computer Simulation,” **Food Executive Program**, with William Drake, Cornell University, July 2013.

Presenter/Leader, “Supermarket Management Computer Simulation,” **Ahold Retail Academy**, program conducted at the Chateau Marquette Conference Center, Heemskerk, The Netherlands, June 2013.

Leader/organizer, Field Trips to U.S. food industry organizations such as supermarkets, warehouses, manufacturers, processors, distribution centers, wineries, wholesale clubs, headquarters, limited assortment stores, discount stores, research facilities, etc for various student and executive groups including representatives from **Australia, Armenia, Bangladesh, Bosnia and Herzegovina, Brazil, Chile, China, Colombia, Costa Rica, Cote D’Ivoire, Dominican Republic, Ecuador, Egypt, El Salvador, Estonia, Guatemala, Ghana, Honduras, Hong Kong, Hungary, India, Indonesia, Japan, Kenya, Latvia, Lithuania, Macao, Macedonia, Malaysia, Nicaragua, Panama, Peru, Philippines, Poland, Romania, Russia, Singapore, Slovenia, South Korea, Sri Lanka, Taiwan, Thailand, Tunisia, Turkey, Ukraine, and Vietnam**, a wide variety of food industry retailing, distribution, manufacturing and production sites in New York State and beyond, 1988-present.

Presenter, “History of the U.S. Supermarket Industry,” **Cornell University Retail Management Program of Japan**, Tokyo, JAPAN, October 2012.

Presenter, “U.S. Retail Trends: Retailers Respond to Changing Consumers,” **Cornell University Retail Management Program of Japan**, Tokyo, JAPAN, October 2012.

Presenter/Leader, “Supermarket Management Computer Simulation,” **Food Executive Program**, with William Drake, Cornell University, July 2012.

Presenter/Leader, “Supermarket Management Computer Simulation,” **Ahold Retail Academy**, program conducted at the Babson College Executive Education Center, Wellesley, MA, June 2012.

Presenter/Leader, “Supermarket Management Computer Simulation,” **Hannaford Annual Management Conference**, with William Drake, program conducted at the Omni Mount Washington Inn, Bretton Woods, NH, March 2012.

Presenter/Leader, “Supermarket Management Computer Simulation,” **Food Executive Program**, with William Drake, Cornell University, July 2011.

Presenter/Leader, “Supermarket Management Computer Simulation,” **Ahold Retail Academy**, Amsterdam, THE NETHERLANDS, June 2011.

Presenter, “**India’s Food Distribution and Retailing Challenges: Opportunities for Research**,” **India Symposium**, Dyson School Fall Seminar Series, Cornell University, November 2010.

Presenter, “**Food Industry Issues: Sustainability and Local Foods**,” presentation to **Cornell Cooperative Extension Agriculture and Food Systems In-Service Training Program**, Farm Business Management Session, Ithaca, NY, November, 2010.

Presenter, “Teamwork: Keys to Success,” **Cornell University Retail Management Program of Japan**, Tokyo, JAPAN, October 2010.

Presenter, “Evolving Retail Food Store Formats,” **Cornell University Retail Management Program of Japan**, Tokyo, JAPAN, October 2010.

Presenter, “Global Food Industry Issues and Trends,” **Japan Self Service Association-Cornell University Food Executive Program**, Cornell University, July 2010.

Presenter/Leader, “Supermarket Management Computer Simulation,” **Cornell University Food Executive Program**, with William Drake, Cornell University, July 2010.

Presenter, “Food Retailing Strategies for Surviving the Recession,” seminar presented to the **Cornell-in-India Advanced Agribusiness Management Program**, Cornell University, June 2010.

Presenter/Leader, "Supermarket Management Computer Simulation," **Ahold Retail Academy**, program conducted at the Babson College Executive Education Center, Wellesley, MA, June 2010.

Facilitator/Moderator, focus group discussion with Advisory Board members for a major state-funded **Study of New York State Food Processing and Manufacturing** focused on viability and future prospects, Cornell University, August 2009.

Presenter, "Global Food Industry Issues and Trends," **Japan Self Service Association-Cornell University Food Executive Program**, Cornell University, July 2009.

Presenter/Leader, "Supermarket Management Computer Simulation," **Cornell University Food Executive Program**, with William Drake, Cornell University, July 2009.

Presenter, "Food Retailing Strategies for Surviving the Recession," seminar presented to the **Cornell-in-India Advanced Agribusiness Management Program**, Cornell University, June 2009.

Presenter, "How are Supermarkets Surviving (or Thriving) in the Recession?," seminar presented to the **Cornell University Nutrition Program 40th Anniversary Conference**, Cornell University, June 2009.

Leader/Facilitator, "Supermarket Management Computer Simulation," **Ahold Retail Academy**, with William Drake, facilitated via internet from Ithaca, NY to program taking place in THE NETHERLANDS, June 2009.

Presenter, "The New Wal-Mart, 2009," **ABRAS/FCG Executive Development Program**, a program conducted jointly for ABRAS- The Brazilian Association of Supermarkets and FCG, a leading Brazilian business school, Cornell University, January 2009.

Presenter, "Store Branding and Private Label Product Strategies," **ABRAS/FCG Executive Development Program**, a program conducted jointly for ABRAS- The Brazilian Association of Supermarkets and FCG, a leading Brazilian business school, Cornell University, January 2009.

Facilitator/Leader, "Supermarket Management Computer Simulation," **Giant Supermarkets Leadership in Motion Championship Round**, distance learning via internet, October through December 2008.

Presenter/Leader, "Supermarket Management Computer Simulation," **Giant Supermarkets Leadership in Motion Conference**, with William Drake, Gettysburg, PA, October 2008.

Presenter/Leader, "Supermarket Management Computer Simulation," **Cornell University Food Executive Program**, with William Drake, Cornell University, July 2008.

Presenter "Global Food Marketing Trends: Implications for India," seminar presented to the **Cornell-in-India Advanced Agribusiness Management Program**, Cornell University, June 2008.

Organizer/Leader, Field Study Trip to Finger Lakes region retail food stores with **Cornell-in-India Advanced Agribusiness Management Program**, June 2008.

Presenter/Leader, "Supermarket Management Computer Simulation," **Ahold Retail Academy**, program conducted at Babson College Executive Education Center, Wellesley, MA, June 2008.

Co-leader and presenter, Field study trip and lectures, **Irish Pork Producers Executive Development Program**, a program sponsored by Bord Bia, the Irish Food Industry Development Agency, with William Drake, Minneapolis, MN, March 2008.

Presenter, "A Forecast for the Irish Pork Industry, 2008," **Irish Pork Producers Executive Development Program**, a program sponsored by Bord Bia, the Irish Food Industry Development Agency, Minneapolis, MN, March 2008.

Presenter, "The U.S. Retail Food Industry: An Overview," **Irish Pork Producers Executive Development Program**, Minneapolis, MN, March 2008.

Presenter/Leader, "Supply Chain Simulation: The Beer Game," **Cornell-In-India & Sathguru Food Executive Program**, Aurangabad, INDIA, January 2008.

Presenter/Leader, "Supermarket Management Simulation," **Cornell-In-India & Sathguru Food Executive Program**, Aurangabad, INDIA, January 2008.

Presenter, "Critical Trends in Global Food Retailing," **Cornell-In-India & Sathguru Food Executive Program**, Aurangabad, INDIA, January 2008.

Presenter, "Category Management Dynamics," **Cornell-In-India & Sathguru Food Executive Program**, Aurangabad, INDIA, January 2008.

Presenter, "Food Merchandising Best Practices," **Cornell-In-India & Sathguru Food Executive Program**, Aurangabad, INDIA, January 2008.

Presenter, “Understanding the Impact of Wal-Mart,” **ABRAS/FCG Executive Development Program**, a program conducted jointly for ABRAS- The Brazilian Association of Supermarkets and FCG, a leading Brazilian business school, Cornell University, January 2008.

Presenter, “Branding Strategies: Global Best Practices,” **ABRAS/FCG Executive Development Program**, a program conducted jointly for ABRAS- The Brazilian Association of Supermarkets and FCG, a leading Brazilian business school, Cornell University, January 2008.

Presenter, “Global Issues and Trends Affecting the Food Industry: Implications for Brazil,” **ABRAS/FCG Executive Development Program**, a program conducted jointly for ABRAS- The Brazilian Association of Supermarkets and FCG, a leading Brazilian business school, Cornell University, January 2008.

Co-leader, Field Study Trip to Finger Lakes region retail food stores. **ABRAS/FCG Executive Development Program**, a program conducted jointly for ABRAS- The Brazilian Association of Supermarkets and FCG, a leading Brazilian business school, Cornell University, January 2008.

Leader/Facilitator, DeCA Forecast and Strategic Implications discussion, the **U.S. Defense Commissary Agency (DeCA) Strategic Planning Session**, created and conducted a forecasting survey of top management for the U.S. military’s worldwide supermarket operations, presented seminar on current trends and future directions of global food industry and results of survey, facilitated discussion of strategic implications for military commissary system as part of DeCA’s annual strategic planning session, Fort Lee, VA, September 2007.

Presenter, “Food Industry Trends and Issues,” seminar presented to the **U.S. Defense Commissary Agency (DeCA) Strategic Planning Session**, Fort Lee, VA, September 2007.

Presenter, “Introduction to the Stock Market,” short course presented to the **LEAD Program**, a three-week business immersion program for underrepresented minority high school juniors, Johnson Graduate School of Management, Cornell University, July 2007.

Presenter/Leader, "Supermarket Management Computer Simulation," **Cornell University Food Executive Program**, July 2007.

Presenter “Global Food Marketing Trends: Implications for India,” seminar presented to the **Cornell-in-India Advanced Agribusiness Management Program**, June 2007.

Organizer/Leader, Field Study Trip to Finger Lakes region retail food stores with **Cornell-in-India Advanced Agribusiness Management Program**, June 2007.

Presenter/Leader, "Supermarket Management Computer Simulation," **Ahold Retail Academy**, Amsterdam, The Netherlands, April 2007.

Presenter, "Global Strategic Issues Facing the Food Industry," a seminar presented to the **United Fresh Produce Executive Development Program**, March 2007.

Presenter/Leader, "Supermarket Management Computer Simulation," **Coborn's Supermarkets Management Development Program**, St. Cloud, MN, March 2007.

Co-facilitator (with Bill Drake), "Supply Chain Simulation: The Beer Game," **Coborn's Supermarkets Management Development Program**, St. Cloud, MN, March 2007

Presenter "Global Food Marketing Trends," seminar presented to the **Cornell-in-India Advanced Agribusiness Management Program**, August 2006.

Organizer/Leader, Field Study Trip to Finger Lakes region retail food stores with **Cornell-in-India Advanced Agribusiness Management Program**, August 2006.

Presenter "Diverting: A Best Practice?" a seminar presented to the **Cornell University Food Executive Program**, July 2006.

Co-presenter/Co-leader, "Supermarket Management Computer Simulation," a program conducted with Professor Gene German during the **Cornell University Food Executive Program** and in various other programs and courses, July 1981-1989 and 1991-2006.

Presenter/Leader, "Supermarket Management Computer Simulation," **Giant Food Stores (Division of Royal Ahold) CORE Management Development Program**, at Pennsylvania State University, State College, PA, June 2006.

Co-Presenter/Leader, "Supply Chain Simulation," **Giant Food Stores (Division of Royal Ahold) CORE Management Development Program**, at Pennsylvania State University, State College, PA, June 2006.

Presenter/Leader, "Supermarket Management Simulation," **Ahold Academy, Royal Ahold's Senior Management Development Program**, March 2006.

Invited Speaker, “Supermarkets Go Specialty: How to Stay Competitive,” **Super Retailer Summit II, National Association for the Specialty Food Trade (NASFT)**, Napa, CA, January 2006.

Presenter/Leader, “Supermarket Management Simulation,” **Tops Markets (Division of Royal Ahold) CORE Management Development Program**, Buffalo, NY, October 2005.

Presenter “Global Trends in Food Retailing,” **Rimi Baltics Executive Development Program**, Vilnius, **Lithuania**, August 2005.

Presenter “Walmart: Competitive Strategies,” **Rimi Baltics Executive Development Program**, Vilnius, **Lithuania**, August 2005.

Presenter/Leader, “Supermarket Management Simulation,” **Rimi Baltics Executive Development Program**, Vilnius, **Lithuania**, August 2005.

Presenter “Private Label Trends and Strategies,” **Rimi Baltics Executive Development Program**, Vilnius, **Lithuania**, August 2005.

Presenter/Leader, “Supply Chain Simulation: The Beer Game,” **Rimi Baltics Executive Development Program**, Vilnius, **Lithuania**, August 2005.

Presenter/Leader, “Supermarket Management Simulation,” **Giant Food Stores (Division of Royal Ahold) CORE Management Development Program**, Carlisle, PA, August 2005.

Presenter “Diverting...A Best Practice?” **Food Executive Program**, July 2005.

Presenter/Leader, “Supermarket Management Simulation,” **Food Executive Program**, July 2005.

Presenter “Mega Retailers: Implications for the Wine Industry,” **Wine Industry Technology Symposium**, Napa, CA, July 2005.

Presenter “New Product Development Trends,” **Irish Food Board-Bord Bia New Product Development Program**, June 2005.

Presenter “Consumers Today and Tomorrow,” **Irish Food Board-Bord Bia New Product Development Program**, June 2005.

Presenter “Convenience- A Major Driver of Food Choices,” **Irish Food Board-Bord Bia New Product Development Program**, June 2005.

Presenter/Leader, “Supermarket Management Simulation,” **Giant Food Stores (Division of Royal Ahold) CORE Management Development Program**, Carlisle, PA, May 2005.

Presenter/Leader, “Supermarket Management Simulation,” **Tops Markets (Division of Royal Ahold) CORE Management Development Program**, Buffalo, NY, April 2005.

Presenter “RFID in the Produce Industry,” a seminar presented at the **2005 Empire State Fruit & Vegetable Expo and Produce Marketing Conference**, Syracuse, NY, February 2005.

Invited Speaker “Private Label Dairy Product Trends,” a seminar presented to the **Crowley Foods Strategic Planning Meeting**, December 2004.

Presenter “Customer Relationship Marketing,” a seminar presented to the **Cornell University/Universidad de Los Andes Food Executive Program**, Bogota, **Colombia**, November 2004.

Presenter “International Drivers of the Food Industry,” a seminar presented to the **Cornell University/Universidad de Los Andes Food Executive Program**, Bogota, **Colombia**, November 2004.

Presenter “Private Label Status and Future,” a seminar presented to the **Cornell University/Universidad de Los Andes Food Executive Program**, Bogota, **Colombia**, November 2004.

Presenter, “Consumer Relevancy,” a seminar presented to the **Cornell University/Universidad de Los Andes Food Executive Program**, Bogota, **Colombia**, November 2004.

Presenter “Customer Relationship Marketing,” a seminar presented to the **Supermercados Exito Retailing Seminar Program**, Medellin, **Colombia** November 2004.

Presenter “International Drivers of the Food Industry,” a seminar presented to the **Supermercados Exito Retailing Seminar Program**, Medellin, **Colombia**, November 2004.

Presenter “Private Label Status and Future,” a seminar presented to the **Supermercados Exito Retailing Seminar Program**, Medellin, **Colombia**, November 2004.

Presenter, “Consumer Relevancy,” a seminar presented to the **Supermercados Exito Seminar Program**, Medellin, **Colombia**, November 2004.

Presenter/Leader, “Supermarket Management Simulation,” **Giant Food Stores (Division of Royal Ahold) CORE Management Development Program**, Carlisle, PA, August 2004.

Presenter, “Customer Relationship Marketing,” a seminar presented to the **Cornell University Food Executive Program**, July 2004.

Presenter, “Global Food Marketing Trends,” seminar presented to the **Cornell-in-India Advanced Agribusiness Management Program**, June 2004.

Presenter, “New Product Introductions to the Grocery Industry,” 2 seminars: one for the **USDA-Cochran Latin America Food Executive Program**, for executives from **Chile, Colombia, Dominican Republic, El Salvador, Nicaragua, and Panama**, and one for the **USDA-Cochran Central and Eastern Europe Food Executive Program** for executives from **Bosnia and Herzegovina, Estonia, Latvia, Romania**, April 2004.

Presenter, “Private Label Strategies and Trends,” seminar for the **USDA-Cochran Latin America Food Executive Program**, for executives from **Chile, Colombia, Dominican Republic, El Salvador, Nicaragua, and Panama**, April 2004.

Presenter, “Global Food Retailing Issues and Trends,” 2 seminars: one for the **USDA-Cochran Latin America Food Executive Program**, for executives from **Chile, Colombia, Dominican Republic, El Salvador, Nicaragua, and Panama**, and one for the **USDA-Cochran Central and Eastern Europe Food Executive Program** for executives from **Bosnia and Herzegovina, Estonia, Latvia, Romania**, April 2004.

Presenter/Leader, “Supermarket Management Simulation,” **Tops Markets’ (Division of Royal Ahold) CORE Management Development Program**, Buffalo, NY, April 2004.

Leader/Presenter with William Drake, **Cornell & Sathguru Food Executive Program: Supply Chain, Distribution, & Retailing**, a weeklong program for food industry practitioners from India and Bangladesh. Topics personally presented during the program included: Global Food Industry Trends, Supplier/Retailer Relations, Supermarket Management Simulation (a computerized, interactive iterative simulation), and Supermarket Merchandising, Hyderabad, **India**, January 2004.

Presenter, “Global Food Supply Chain Issues and Dynamics,” a seminar for the **Cornell-in-India Advanced Agri-business Executive Program**. (also organized and lead 2 field trips for this group of executives from the government, agriculture, finance, banking, and inputs industries in India and Bangladesh.), May 2003.

Presenter, “Global Food System Dynamics,” seminar for the **USDA-Cochran Latin America Food Executive Program**, translated in to Spanish for food industry executives from Peru, Ecuador, Nicaragua, Colombia, Costa Rica, and Panama, April 2003.

Presenter, “Customer Relationship Management (CRM),” seminar for the **USDA-Cochran Latin America Food Executive Program**, translated in to Spanish for food industry executives from Peru, Ecuador, Nicaragua, Colombia, Costa Rica, and Panama, April 2003.

Presenter, “New Product Introductions to the Grocery Industry,” seminar for the **USDA-Cochran Latin America Food Executive Program**, translated in to Spanish for food industry executives from Peru, Ecuador, Nicaragua, Colombia, Costa Rica, and Panama, April 2003.

Presenter, “The World According to Wal-Mart,” seminar for the **USDA-Cochran Eastern Europe Food Executive Program**, for food industry executives from Estonia, Hungary, Lithuania, Latvia, Poland, and Romania, April 2003.

Presenter, “Private Label Strategies and Trends,” seminar for the **USDA-Cochran Latin America Food Executive Program**, translated in to Spanish for food industry executives from Peru, Ecuador, Nicaragua, Colombia, Costa Rica, and Panama, April 2003.

Presenter, “Supermarket Loss Prevention,” seminar for the **USDA-Cochran Central and Eastern Europe Food Executive Program**, for food industry executives from Estonia, Hungary, Lithuania, Latvia, Poland, and Romania, April 2003.

Presenter, “Technologies Impacting Retail Operations,” seminar for the **USDA-Cochran Central and Eastern Europe Food Executive Program**, for food industry executives from Estonia, Hungary, Lithuania, Latvia, Poland, and Romania, April 2003.

Presenter, “Food Retailing Trends, With Implications for the Cheese Industry,” seminar presented to the **Annual Meeting of the New York State Cheese Manufacturers Association**, Syracuse, NY, March 2003.

Presenter, “Food Retailing Trends, With Implications for the Dairy Industry,” seminar presented to the Annual Meeting of the **Cornell Dairy Executive Program**, March 2003.

Presenter, “Produce Category Management,” seminar presented to the **USDA-Cochran Southeast Asia Produce Handling and Marketing Program**, a program for produce industry executives from Malaysia, The Philippines, and Thailand, October 2002.

Presenter, “Customer Relationship Marketing,” a seminar presented the **International Food Executive Program and the Africa Food Executive Program**, May 2002.

Presenter, “Loss Prevention in Retail Food Stores,” a seminar presented the **International Food Executive Program and the Africa Food Executive Program**, May 2002.

Presenter, “New Product Introduction Strategies and Trends,” a seminar presented the **International Food Executive Program and the Africa Food Executive Program**, May 2002.

Invited Speaker, “Distribution Center Operations and Economics,” special seminar to senior management of the **Saigon Co-operative Supermarket Group**, Ho Chi Minh City, VIETNAM, October, 1999.

Invited Speaker, “Creating a Culture of Loss Prevention,” special seminar to senior management of the **Saigon Co-operative Supermarket Group**, Ho Chi Minh City, VIETNAM, October, 1999.

Featured Speaker, “Food Industry Training and Development: What it is and will be,”^{33rd} **Annual Convencao Nacional de Supermercados, Associacao Brasileira de Supermercados (ABRAS)**, Rio de Janeiro, BRAZIL, September 1999.

Featured Speaker, “Global Trends in Food Retailing and Distribution,” seminar presented as part of the workshop on modern retailing organized by the **Ministry of Internal Trade, Chinese International Exchange Center of Science and Technology**, sponsored by the United Nations Development Program (UNDP), Beijing, CHINA, October 1998.

Moderator, “Issues Forum,” **Cornell University Food Executive Program**, July 1997.

Presenter, "Overview of the U.S. Food Marketing System," a seminar presented to the **Southeast Asia Food Executive Program**, April 1997 and to the **China Food Executive Program**, April 1997.

Presenter, "Supermarket Technology," a seminar presented to the **Southeast Asia Food Executive Program**, April 1997, the **China Food Executive Program**, April 1997, the **Vietnam Food Executive Program**, May 1997, and the **Armenia-Russia-Ukraine Food Executive Program**, May 1997.

Presenter, "Worldwide Private Label Product Trends," a seminar presented to the **Southeast Asia Food Executive Program**, April 1997 and the **China Business Executive Program**, May 1997.

Presenter, "An Introduction to Category Management," a seminar presented to the **Vietnam Food Executive Program**, April 1997 and the **Armenia-Russia-Ukraine Food Executive Program**, May 1997.

Presenter, "Training and Development in the Retail Food Industry," a seminar presented to the **Southeast Asia Food Executive Program**, April 1997, the **China Food Executive Program**, April 1997, the **Vietnam Food Executive Program**, May 1997, and the **Armenia-Russia-Ukraine Food Executive Program**, May 1997.

Moderator, "Issues Forum," **Cornell University Food Executive Program**, July 1996.

Presenter, "An Overview of the U.S. Food Marketing System," a seminar presented to the **Southeast Asia Food Executive Program**, April 1996 and to the **China Food Executive Program**, April 1996.

Presenter, "The Private Label Revolution," a seminar presented to the **Southeast Asia Food Executive Program**, April 1996 and the **China Business Executive Program**, May 1996.

Presenter, "An Introduction to Category Management," a seminar presented to the **Southeast Asia Food Executive Program**, May 1996 and the **China Business Executive Program**, May 1996.

Presenter, "Worldwide Trends in Private Label Products," a seminar presented at the **Retail Executive Conference, University of Los Andes, Bogota, COLOMBIA**, March 1995.

Presenter, "Wholesale Club Stores and Limited Assortment Stores," a seminar presented at the **Retail Executive Conference, University of Los Andes, Bogota, COLOMBIA**, March 1995.

Presenter, "Category Management I: Basics," a seminar presented to the **Retail Executive Conference, University of Los Andes, Bogota, COLOMBIA**, March 1995.

Presenter, "Category Management II: Applications and Case Studies," a seminar presented to the **Retail Executive Conference, University of Los Andes, Bogota, COLOMBIA**, March 1995.

Presenter, "Consumer Food Trends in the European Community," a seminar presented to the **Retail Executive Conference, University of Los Andes, Bogota, COLOMBIA**, March 1995.

Publications and Articles

McLaughlin, Edward W., Park, Kristen, and Hawkes, Gerard F., "**Produce Industry Procurement: Changing Preferences and Practices**," AEM Extension Bulletin EB 2015-10, Dyson School of Applied Economics and Management, Cornell University, October 2015.

Hawkes, Gerard F., "**Customer Relationship Marketing in the U.S. Supermarket Industry**," AEM Extension Bulletin EB 2003-02, Department of Applied Economics and Management, Cornell University, February 2003.

McLaughlin, Edward W., Hawkes, Gerard F., Park, Kristen, and Perosio, Debra J., "**Supermarket Bakery Consumers: Attitudes, Preferences, and Behaviors**," ARME Research Bulletin RB95-01, Department of Agricultural, Resource, and Managerial Economics, Cornell University, February, 1995 (also published by the International Dairy-Deli-Bakery Association, Madison, WI, October, 1994).

Rao, Vithala R, McLaughlin, Edward W., and Hawkes, Gerard F., "**Supermarket Buyer Evaluations of Hypothetical New Products: An Empirical Analysis**," Agribusiness: An International Journal, Vol. 11, No. 1, 21-33, 1995.

McLaughlin, Edward W. and Hawkes, Gerard F., "**Category Management: Current Status and Future Outlook**," ARME Extension Bulletin EB94-28, Department of Agricultural, Resource, and Managerial Economics, Cornell University, December 1994.

Hawkes, Gerard F. and McLaughlin, Edward W., "**STARS: Segment Targeting at Retail Stores**," ARME Staff Paper 94-10, Department of Agricultural, Resource, and Managerial Economics, Cornell University, August 1994.