Cargill’s Grain Division is one of the most profitable in the company. Dr. Tuinstra and Dr. Housley are heads of the Emerging Markets Department of this Division. The Goals of this Department are: 1) to estimate the profit of purchasing grain to meet the demand of countries that for various reasons have a short fall in food stocks for the near future; and 2) to explore the possibility of expanding Cargill’s influence in those countries.

**Emerging Markets Department Goals**

1. Cargill’s Emerging Markets Department anticipates the shortfall of grain in countries around the world. The Department makes recommendations to purchase grain or sell the grain depending on market conditions in selected countries. Cargill anticipates that FAO, USAID, or a religious or benevolent foundation will purchase the grain to meet the country’s shortfall. The Grain Purchasing Department then hoards certain stocks of a particular grain or buys the grain on the futures market. The Company buys grain at a lower market price, and then sells the grain at a higher market price, making a profit. The demand of the country having a shortfall will drive futures prices up insuring our profit if we buy before the shortfall demand hits the market. We made 600 million dollars last year while alleviating world hunger.

2. Expanding Cargill’s base of operation as we satisfy the basic food needs of a country will increase our global presence. The opportunity to supply the grain shortfall could open a new market in a particular region of the world.

**Your Task**

As Department Heads, we must make recommendations for grain purchases and for expansion of the company base of operation in a country having a short fall. You, as our employee, will work as a team member to evaluate one of 8 countries with an anticipated shortfall in grain this year. You will present your grain purchasing recommendation and expansion opportunity for that country to Drs. Tuinstra and Housley as well as the Assistant Directors of the Grain Purchasing Division. You must assume that the Grain Purchasing Division has little knowledge of the country you are investigating. You must give the Assistant Directors and us enough information to support your recommendation for purchase of grain and potential expansion. You will present a 15-minute oral report, telling about the country, the reason for the shortfall, how large the shortfall will be, if we might make a profit filling the need, and if we should expand Cargill's operation to include this country.

**Your Future**

As Department Heads, we are permitted to retain 50 percent of our workers. The task you have been given will be used to evaluate you as a future employee, and to determine your bonus at the end of your first year with our Department. We are looking for employees that can function responsibly as team players, that can do research, and that can communicate that research effectively. We have no obligation to retain any of you as employees of Cargill. However, we are in position to insure that you have a future with the company.

**Your Evaluation**

Each of you will be evaluated in the following manner. Team members will assign themselves and other members of the team 0-10 points based on contribution to the presentation. The panel from the Grain Purchasing will assign 0-10 points. Class members reviewing your proposal will evaluate your recommendation by giving each member of the team 0-5 points. We as Directors will give each team member 0-5 points. The total points awarded are 0-30 points.
15 Minute Presentation (Power Point or similar)

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Peer evaluation sheet for Friday April 20
As a team member you have 0-10 points to assign to each member of the group based on their contribution to the presentation.

**April 20 Presentations**

**Burkina Faso**
Torey Roberts ______________________________________
Haley Laudadio ______________________________________
Jacob Moore _________________________________________
Andrew Furrow _______________________________________

Comments regarding presentation:
_______________________________________________________________________

Name____________________________________

Class evaluation sheet for Wednesday April 20
As a class you have 0-5 points to assign to each member of the group based on their contribution to the presentation.

**Niger**
Abby Dove__________________________________________
Taryn Clark_________________________________________
Chase Enyeart_______________________________________
Justin Orme_________________________________________

Comments regarding presentation:
_______________________________________________________________________