Geo-strategies of food processing multinationals and their impact on direct foreign investments in the Mediterranean :

The place and opportunities of the Turkish food processing sector

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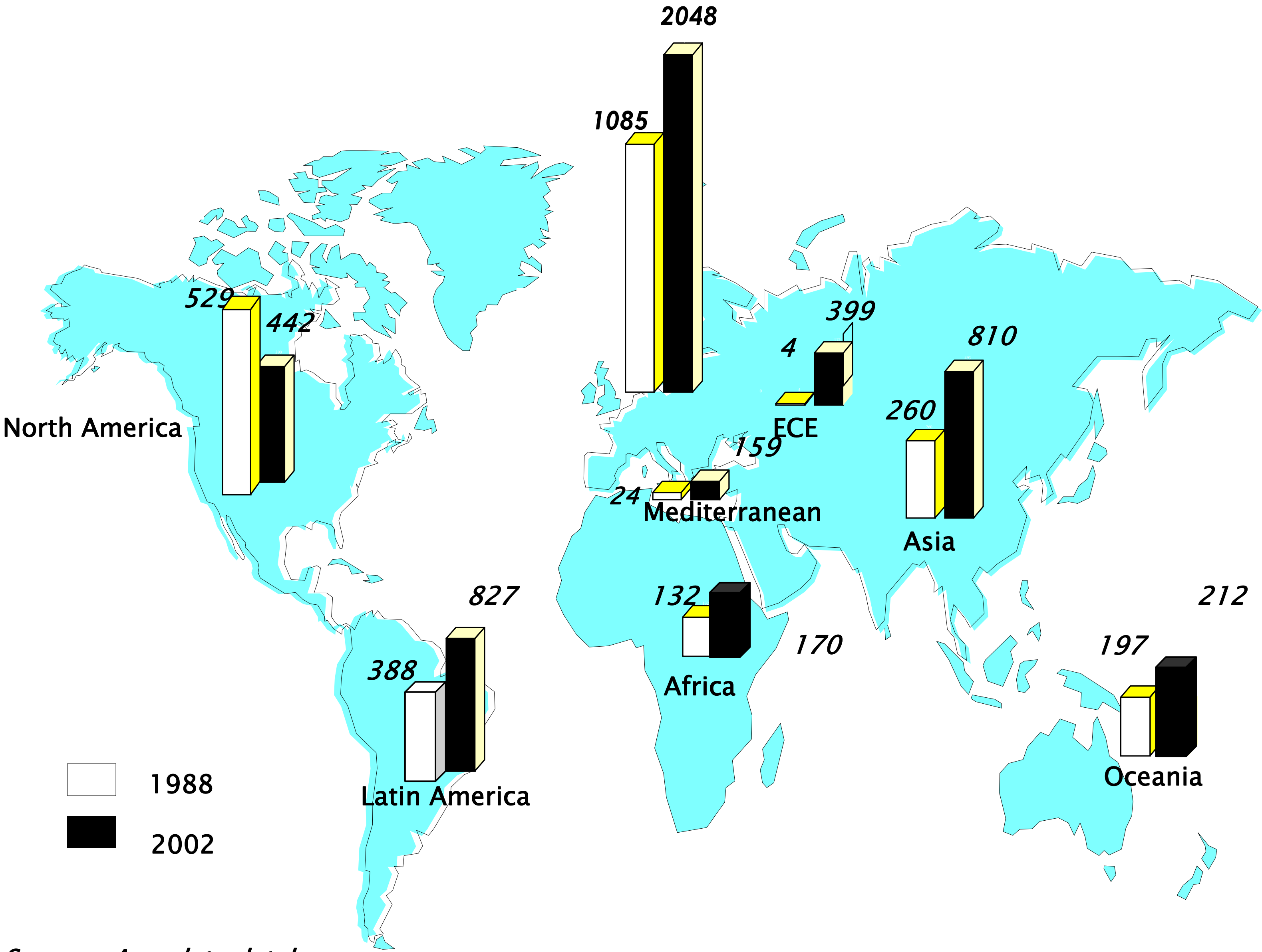
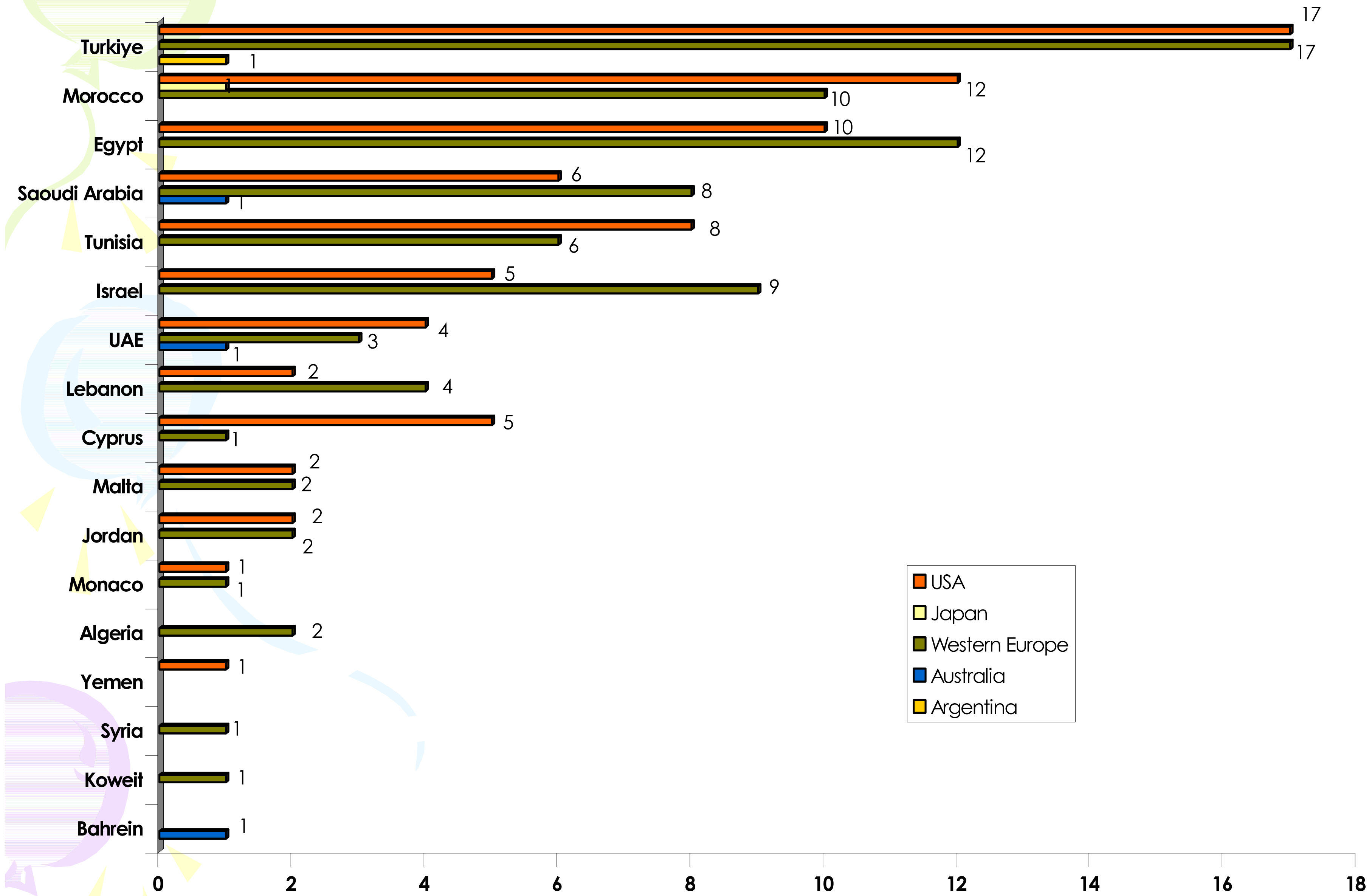
Distribution of the foreign subsidiairies of the Top 100 MNEs operation in the food processing sector according to host zones in 1988 and 2002



Source : Agrodata database

Number of subsidiaries of the Top 100 located in the Mediterranean in 2002



Source : Agrodata Databank, CIHEAM-IAMM, UMR MOISA, 2004

MNEs Investing in the Mediterranean

	MNE	Country of origin	Total number of subsidiaries
1	Sara Lee Corp.	USA	20
2	Nestlé	Switzerland	19
3	Unilever	Netherlands	18
4	Pepsico	USA	15
5	Procter & Gamble	USA	14
6	Danone	France	9
7	Kraft Foods	USA	8
8	General Mills	USA	5
9	Heineken	Netherlands	5
10	Cadbury Schweppes	U.K.	4
11	Sodiaal	France	4
12	Cargill Inc.	USA	3
13	Mars Inc.	USA	3
14	Fonterra Coop. Group	Australia	3
15	Mc Cormick & CO.	USA	2
16	Bunge International	Argentina/USA	1

Mergers and acquisitions realised in the manufacturing industry worldwide in 2002

Operations (billion USD)	Manufacturing industry	Food processing	Percent share of food processing in manufacturing industry (%)
Buy-ins	115	21	18,3
Sell-offs	137	32	23,3
FDI in-flows	133	7	5,3

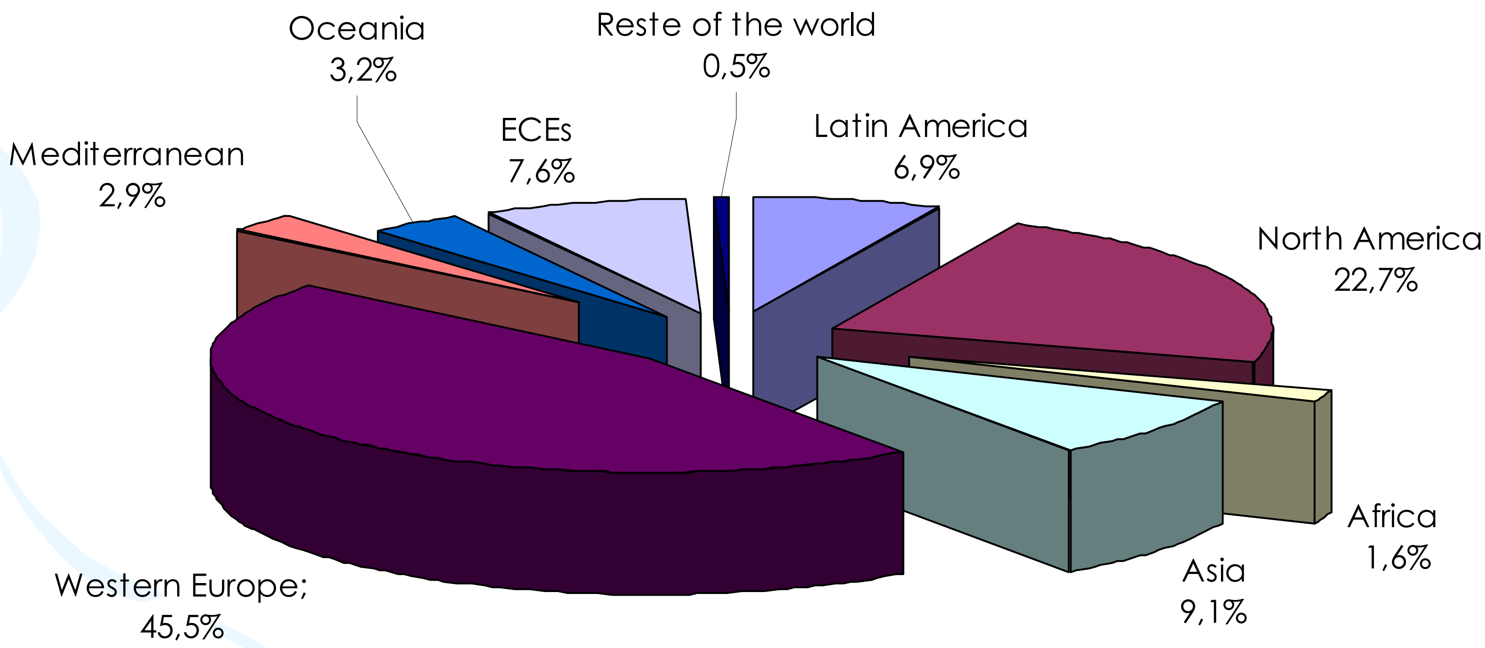
Source : Authors' estimations based on UNCTAD data (WIR 2003)

Financial (restructuring) operations realised by the Top 100 between 1987 and 2003

Mergers and acquisitions		Subsidiary foundation		Partnerships		Plant closures		Sell-offs		Total
number	(%)	number	(%)	numbre	(%)	number	(%)	number	(%)	number
2 745	51	271	5	910	17	167	3	1 241	23	5 335

Source : Agrodata (2003)

Distribution of mergers & acquisitions of the Top 100 by geographical location of the target-countries (1 January 1987 – 30 June 2003)



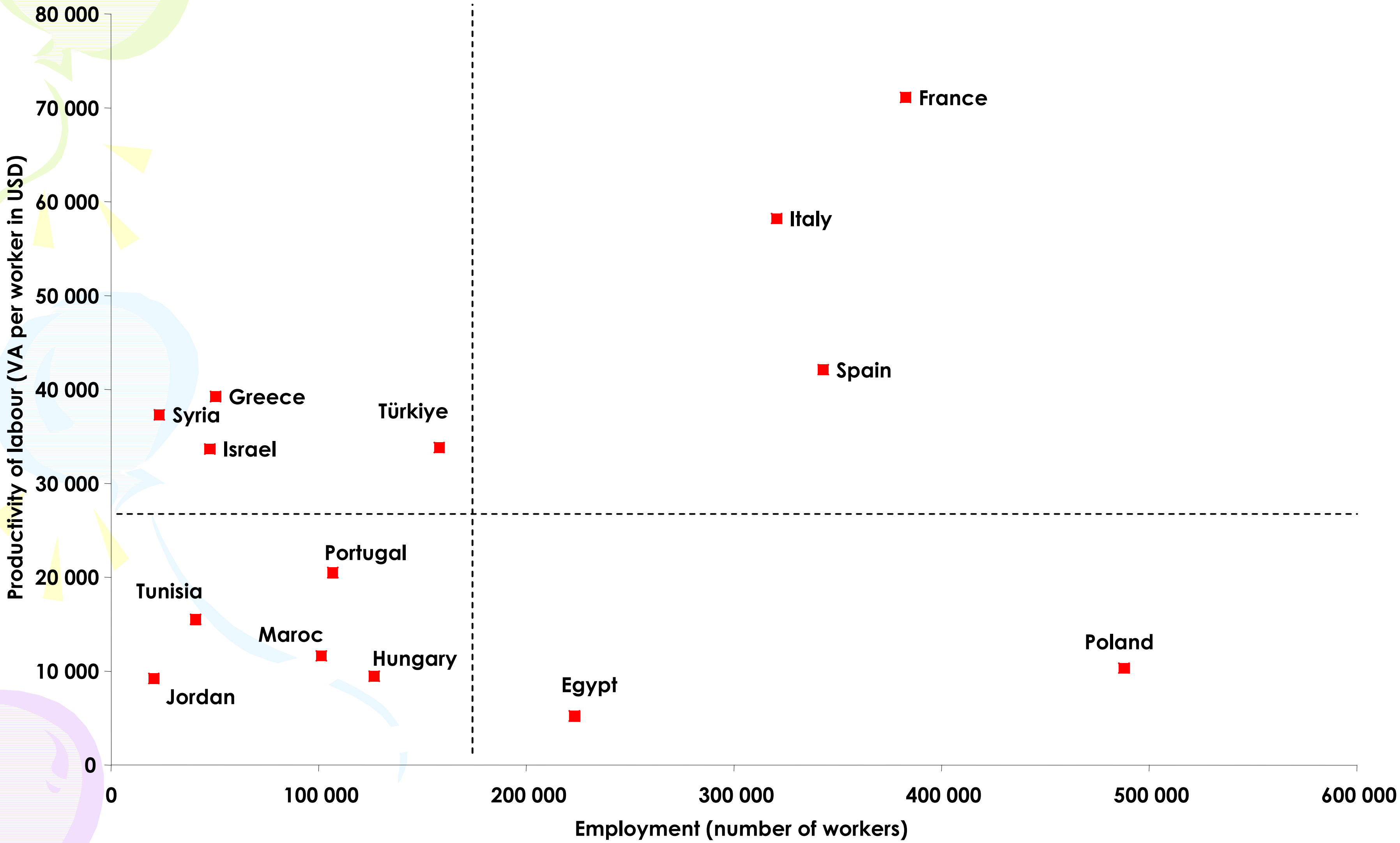
Source : Authors' work based on Agrodata database, Montpellier, 2004

The place of the Mediterranean in total restructuring operations of the top 100 (1 January 1987-30 June 2003)

Mediterraean Basin sub-regions	Number	% share
South and East Mediterranean	48	0,9
EU candidate States	59	1,1
Türkiye	*32*	*0,6*
Total Mediterranean	200	3,7
New EU member States	238	4,5
Mediterrranean EU	1 051	19,7
Total M& A operations (1987-2003)	5 334	100,0

Source : Authors' work based on Agrodata database

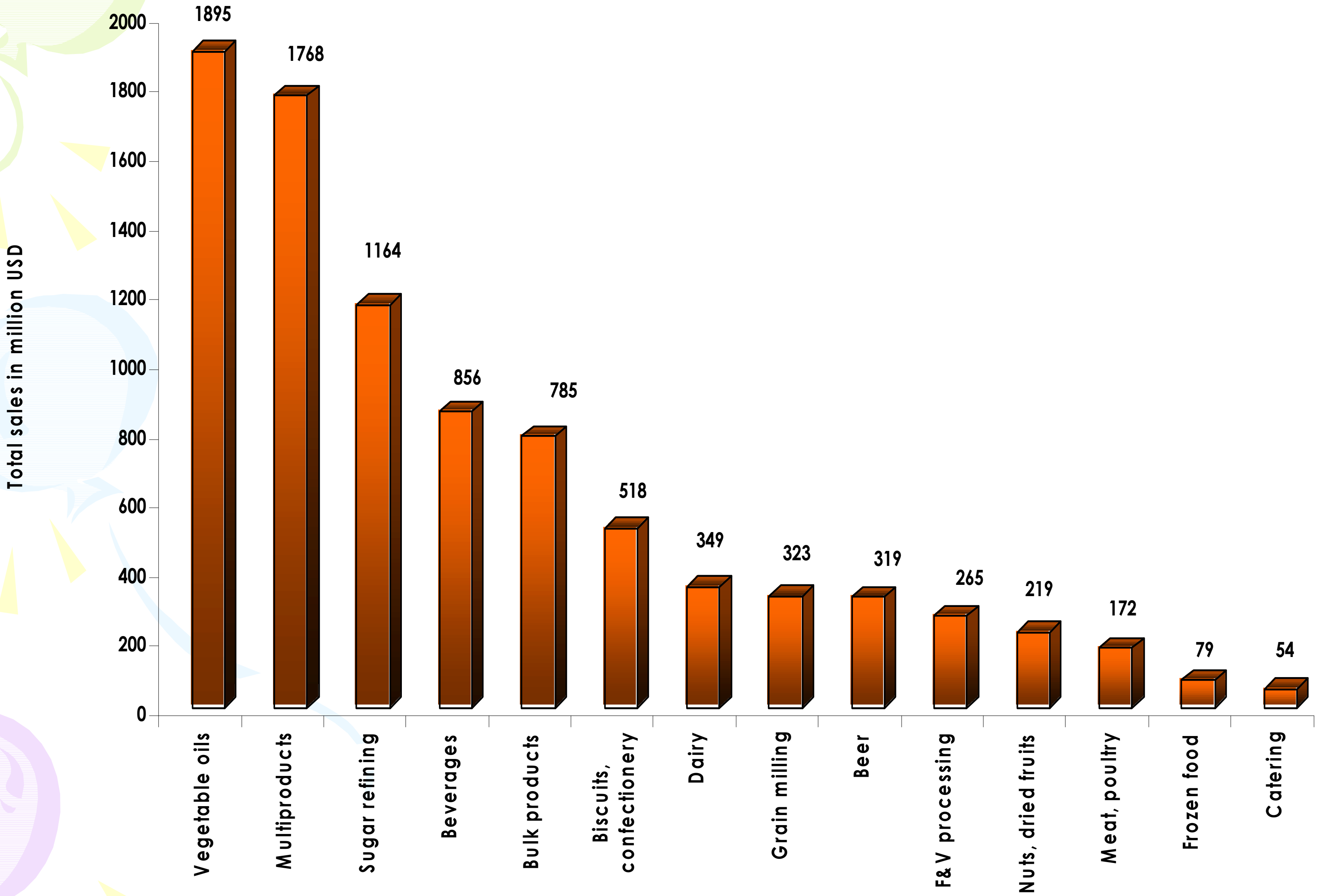
Benchmarking in the Mediterranean productivity of labour (VA/worker/year in USD)



Averages of 1998-2000

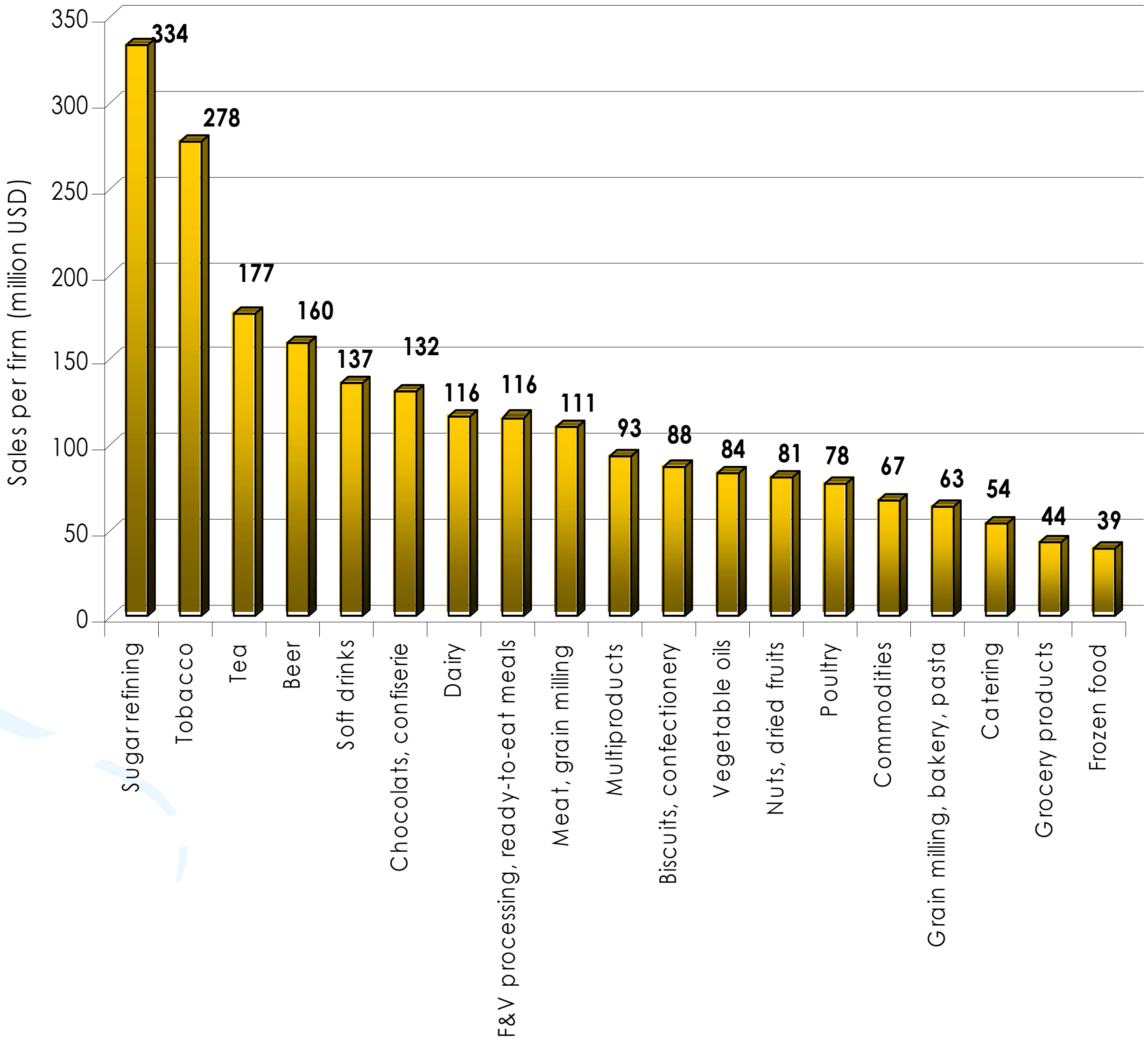
Source : Authors' work based on UNIDO data

Sectoral breakdown of the total sales of the largest Turkish food processing enterprises in 2003



Source : Authors' work based on ISO classification of firts 500 Turkish enterprises 2003

Average sales of Turkish food processing firms distributed by the sector of their main activities in 2003



Source : Authors' work based on ISO classification of firts 500 Turkish enterprises 2003