



**Evaluating Decisions  
for Permanent Crops  
April 22, 2005**



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## **Paramount's Four**

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- **Almonds**
- **Pistachios**
- **Pomegranates**
- **Citrus**

## **Good Products**

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- **Healthy**
- **Shelf Life**
- **Convenience**
- **Ability to Vertically Integrate**

## **Structure of the Industry**

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- **Sophistication**
- **Size of Competitors**
- **Number of Competitors**
- **Distribution Channels**
- **Current and Potential Markets**

**Aim:** To be the world's low cost per unit producer

- Factors:**
- **Climate**
  - **Soil**
  - **Water**
  - **Operational Excellence**
  - **World View**

## **Risk Assessment**

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- **Upside**
- **Downside**
- **Private Ownership**



**No Emotion**