Growth Strategies and Firm Boundaries

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Cadeia Minerva Foods

Indústria de processados da Minerva Foods:
1. Brasil (B2B), principal fornecedor do Subway no Brasil
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Na parte mais “pura” downstream, há quatro opções:
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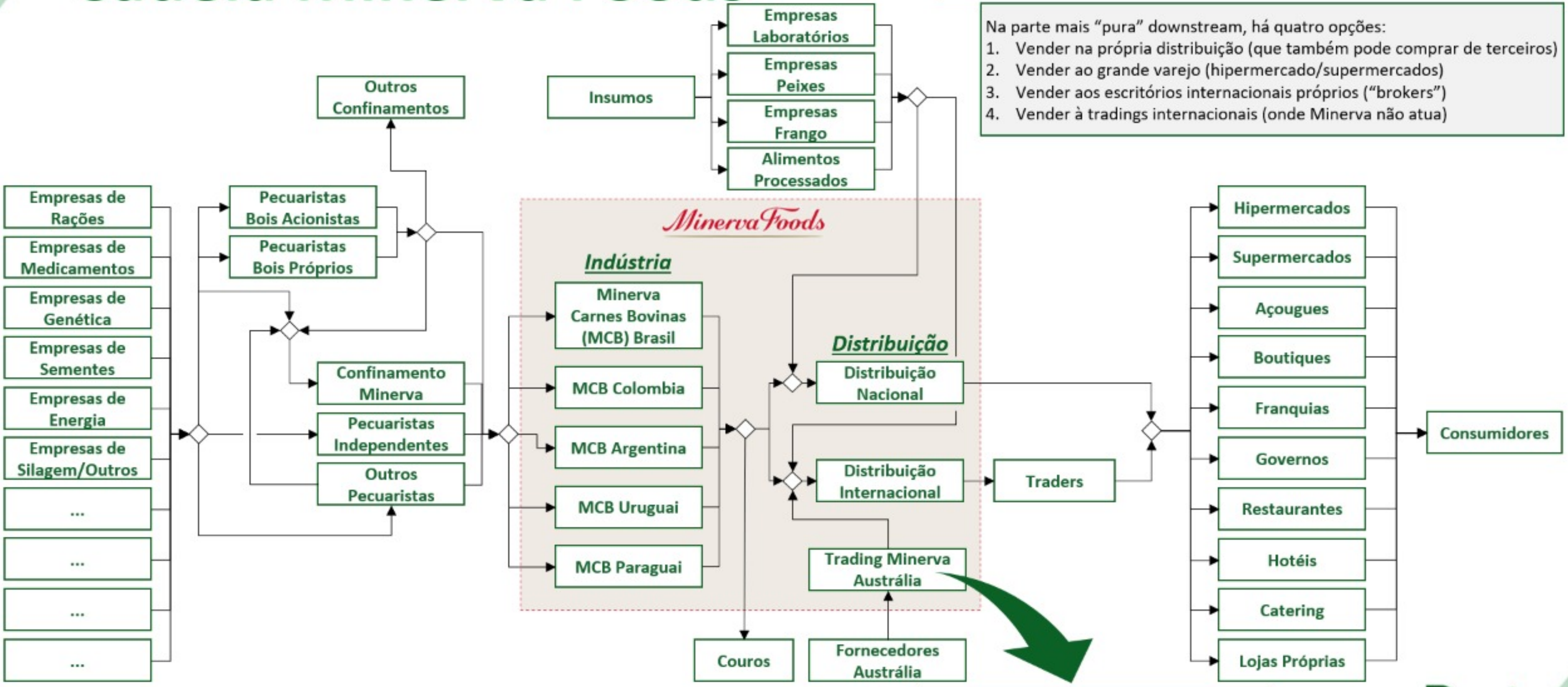


Nessa divisão de trading, existem 3 frentes:
1. Trading de Proteína (AUST e BRAZIL)
2. Trading de Gado Vivo
3. Trading de Energia elétrica

Growth Strategies
Ansoff product/market expansion grid

		MARKETS	
		Current	**New**
PRODUCTS	**Current**	**Market Penetration**	**Market Development**
	New	**Product Development**	**Diversification**

Source: Ansoff (1965, p. 109).
Figure 5.3 ***Growth strategies (product/market expansion grid).***

BCG Matrix – Growth x Share

Source: Adapted from Henderson (1984) and Grant (2002).
Obs.: relative market participation (in relation to the second place).
Figure 5.4 ***BCG matrix – growth ´ share.***

GE/McKinsey Market Attractiveness Matrix

Market Attractiveness	Competitive Position: Strong	Competitive Position: Medium	Competitive Position: Weak
Strong	**Protecting Position** -Invest for maximum growth. -Concentrate efforts for keeping position.	**Investing for growing** -Challenge to leadership -Selective growth on the strong features -Reinforce vulnerable areas.	**Selective growth** -Specialize in well defined competitive positions. -Develop skills in order to counter competitors. -Emphasize profitability throught gains in productivity.
Medium	**Selective Growth** -Strongly invest in the attractive segment -Develop skills in order to stop the competitors -Emphasize profitability through gains in productivity	**Selectivity/ profit emphasis** -Protect the current program -Concentrate investments in segments with good profitability and relatively low risks.	**Limited expansion or deceleration** -Look for ways to expand without high risks or to minimize the investments and rationalize operations.
Weak	**Protecting and reorienting** -Manage the current profits -Concentrate on attractive segments -Defend competitive position	**Protecting and reorienting** -Protect position in the most profitable segments. -Expand the products line. -Minimize investments.	**Abandoning** -Sell at the right moment in order to maximize the invested capital -Eliminate fixed costs and avoid new investments

Source: Adapted from Hamermesh (1986) and Kotler (1996).
Figure 5.5 ***GE/McKinsey Market Attractiveness Matrix***

9 Possibilities of Growth Strategies

Type of Growth Strategy	How can it be achieved?	Possibilities for the company
1 - Larger market share of the current market	Stimulate current consumers to buy larger quantities of the product, communicate and publicize the product's benefits, attract the competition's consumers, stimulate change of brands and converting non-users into users.	• Idea 1 • Idea 2 • • •
2 - Developing new markets	New markets for existing products, whether in new groups of potential customers in its area, or in other distribution channels in current markets or expanding its operational area to other regions not yet explored.	• • •
3 - Developing the product	New products for markets in which the company already operates, creating different models, differentiated level of quality, versions or innovations.	• • •
4 - Concentric diversification	A strategy where the company seeks new products or opportunities that have synergy in terms of technology and marketing with current products, even if these products meet needs of different customers.	• • •

Table 5.7 ***Summary matrix of growth strategies.***

9 Possibilities of Growth Strategies

Type of Growth Strategy	How can it be achieved?	Possibilities for the company
5 - Horizontal diversification	**In this case, the company can seek new and different products that serve the same segment of consumers it currently serves, whose products are not related technologically with the current product lines.**	➢ ➢ ➢ ➢
6 - Conglomerate diversification	**This is the situation where the company seeks or develops new businesses that are not related to its current technology, products and markets.**	➢ ➢ ➢
7 - Vertical integration backwards	**The company buys out a supplier as a supply strategy**	➢ ➢ ➢
8 - Vertical integration forwards	**The company buys out a distributor or the next productive stage as a strategy of advancing in the chain.**	➢ ➢ ➢
9 - Horizontal integration	**The company grows by buying out competitors.**	➢ ➢

Source: Produced by the author based on Ansoff (1965), Rumelt (1986), Salter and Weinhold (1979) Kotler (1997), Besanko et al. (2000).

Table 5.7 ***Summary matrix of growth strategies*.**

Diversification Strategies and Its Alternatives

Motives for diversification	Means or incentives	Alternatives to diversification
1 - Managerial Factors	➢ Executives' search for status/prestige and increase in salaries through the organization's growth	➢ focus on obtaining status and higher salary level through the pursuit of market leadership or innovation
2 - Risk reduction	➢ the company seeks to reduce its risks through diversification. This can happen when companies have cash flows coming from different sources, and can transfer resources to avoid insolvency	➢ shareholders diversify their stock portfolio in other companies ➢ resources can be cheaper from other sources
3 - Profitability	➢ diversification because of attractiveness of a new business with high rates of return	➢ By reaching economies of scale it will be possible to have higher levels of profit
4 - Market power	➢ diversification can bring predatory prices, dumping, crossed subsidies ➢ reciprocal purchases between companies ➢ arrangements between company conglomerates, with one buying from another	➢ other forms of vertical coordination, such as contracts, joint ventures, licensing, strategic alliances, franchises ➢ other forms of horizontal coordination, such as collective actions as well as initiatives through participation in associations

Table 5.8 ***Motives for diversification and alternatives to diversification.***

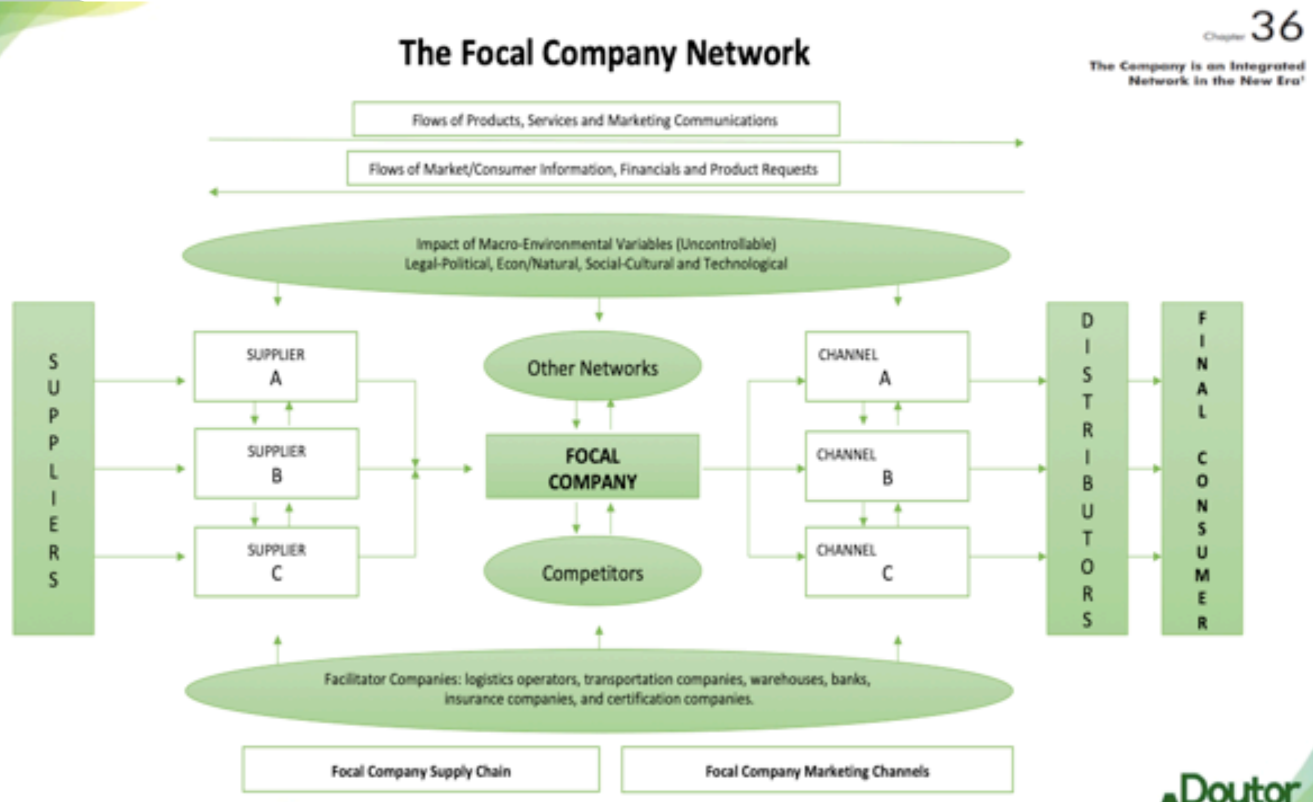
Diversification Strategies and Its Alternatives

Motives for diversification	Means or incentives	Alternatives to diversification
5 - Economies of Scope	➢ increase savings producing different products or in different businesses ➢ tangibles: share information systems, distribution channels, sales force, research laboratories, centralization of administrative services, R&D ➢ intangibles: share the brand, corporate image, technology, organizational competencies at the corporate level	➢ other forms of vertical coordination, such as contracts, joint ventures, licensing, strategic alliances, franchises ➢ other forms of horizontal coordination, such as collective actions as well as initiatives through participation in associations
6 - Synergies between business units	➢ in supply chain purchasing ➢ joint administration ➢ create a service market ➢ information sharing ➢ learning – experience curve ➢ share legal, human resources, accountancy services ➢ fiscal planning	➢ outsourcing can be more efficient than maintaining internal activities

Source: Author.

Table 5.8 ***Motives for diversification and alternatives to diversification.***

Growth Strategies Towards the Marketing Channels or the Supply Chain



Advantages and Risks in Strategic Alliances (Joint Ventures)

Advantages of Strategic Alliances / Joint Ventures

- Can increase access to critical resources;
- Avoid legal and economical entry barriers;
- Gain more market force and coverage (scale);
- Spread risks;
- Acquire experience and contact network;
- Avoid supplier and/or distributor power;
- Access to distribution channels;
- Decrease in stocks, better logistic coordination
- Idle capacity utilization;
- Adaptation capacity in local markets;
- Lower cultural risks to enter new markets;
- Increase R&D;
- Unite efforts to reach common objectives;

Risks of Strategic Alliances / Joint Ventures

- Conflicts between companies (cultural diferences);
- Delicate construction of the administrative team;
- Creating its own identity is critical;
- Risk of technology transfer without any compensation;
- Risks of unbalanced power;
- Hold-up risk (contract break) when only one of the parts makes investments in specific assets;
- Partners can disagree about the division of the investments, marketing or other policies;
- A dynamic partner in a joint venture can become a strong competitor;
- Risk of choosing the wrong partner.

Source: Marcos Fava Neves: The Future of Food Business, World Scientific, 2014

Advantages and Risks in Franchising

Advantages in franchises
For the franchiser (the owner of the concept):

- Long-term strategic relationship;
- Business expansion without demanding high levels of investment.
- Brand management and control;
- More flexibility than vertical integration;
- Scale for marketing and technology (advertisement, new product development, administrative procedures);
- Capture local knowledge of the franchisee;
- Capture entrepreneurial spirit of the franchisee and incentives (it is his business)
- Network integration process and participation of the franchisees in strategies and new developments;

Risks in franchises
For the franchiser (the owner of the concept):

- "Franchise brokers" and "franchisee cooperatives" (where franchisees meet to increase their bargain power with the franchiser) can threaten the system;
- Concentration in the hands of few franchisees can make the negotiation process unequal between the parts;
- Labor aspects on the franchisee's behalf that could result in law suits for the franchiser;
- Brand value loss due to the offering of lower quality products;
- Other activities done by the franchisee
- Ex-franchisees copying the business.

Advantages and Risks in Franchising

Advantages in franchises

For the franchiser (the owner of the concept):

- Receive marketing support;
- Location for the venture;
- Efficiency in the supply chain;
- Market research;
- Project and layout;
- Financial counseling;
- Operational manuals;
- Administrative training;
- Employee training;
- Knowledge already acquired from the franchiser's experience;
- Access to consolidated brands in the market.

Risks in franchises

For the franchiser (the owner of the concept):

- Unknown expenses in the system;
- Geographical concentration of franchisees in the same area generating competition within the franchise system;
- Lack of investments from the franchiser in marketing and innovation;
- Can limit creativity and innovation of entrepreneurs or franchisees;
- The payment system can be discouraging with the initial fixed fee plus part of the economic result (royalties) and contributions for communication;
- Mandatory purchase of inputs from the franchiser that can be overpriced.
- New units in the area competing
- Lack of openess to discuss environmental changes

Factors to Consider and Risks in the Vertical Integration Strategies

Factors to Consider in Vertical Integration

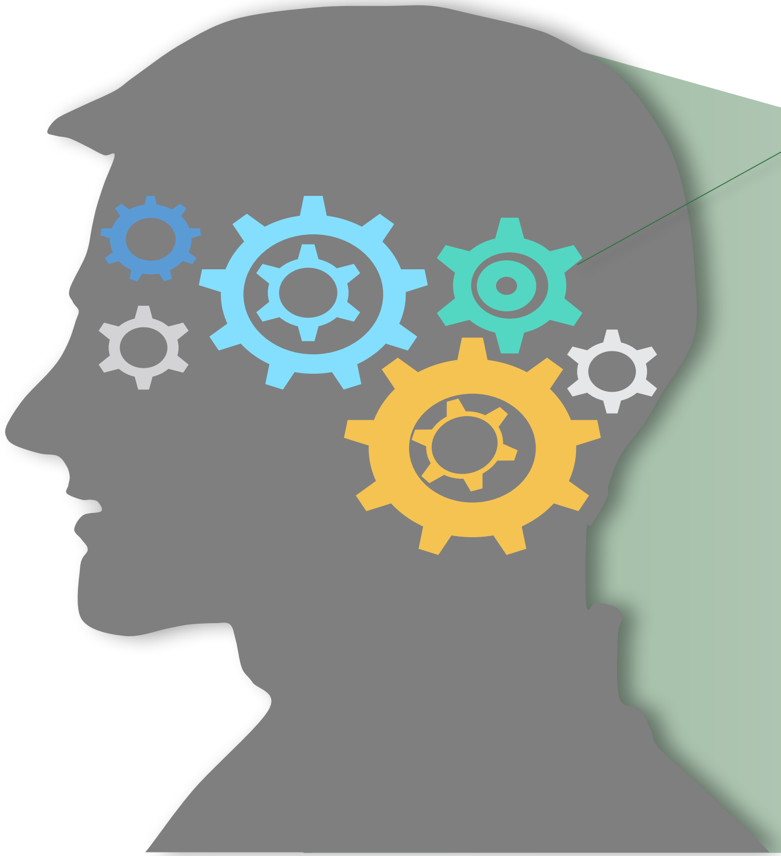
- Complete control of the channels or supply chain;
- Access to market information;
- Protection against market oscillations;
- "Agency" costs as a result of different interests in the organization;
- Integrated tax planning in the chain;
- Differentiation opportunity;
- Increased negotiation power with other distributors or suppliers;
- Creation of scale and entry barriers to new competitors;
- Units working as consumer laboratories

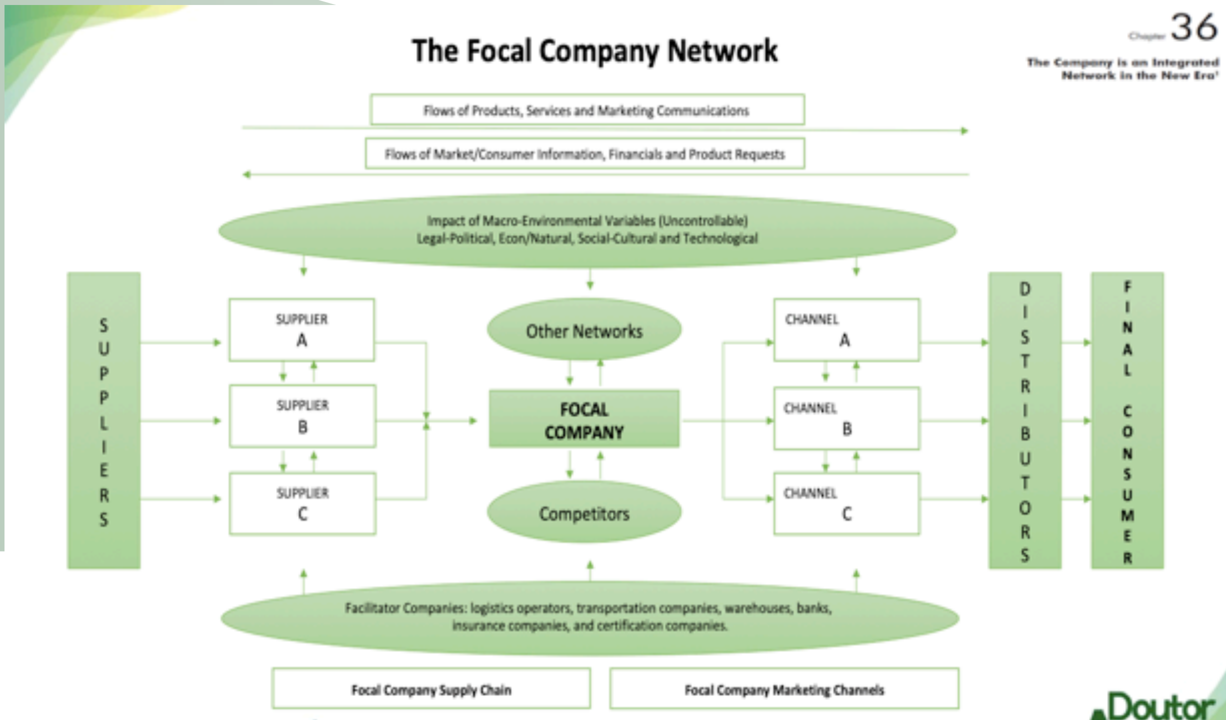
Risks in Vertical Integration

- The cost to change becomes too high;
- Costs and expenses associated with the integration can be higher than other alternatives;
- Possible lack of flexibility;
- Larger investments and exit barriers;
- May reduce and limit the innovation rate;
- Clients may become competitors;
- Differences in optimum production scale;
- Possible lack of administrative synergy;
- Problems in one production stage threaten production and profitability of all other stages;
- The activities may be very different.

Source: Marcos Fava Neves: The Future of Food Business, World Scientific, 2014

What happens in the Supply Chain?





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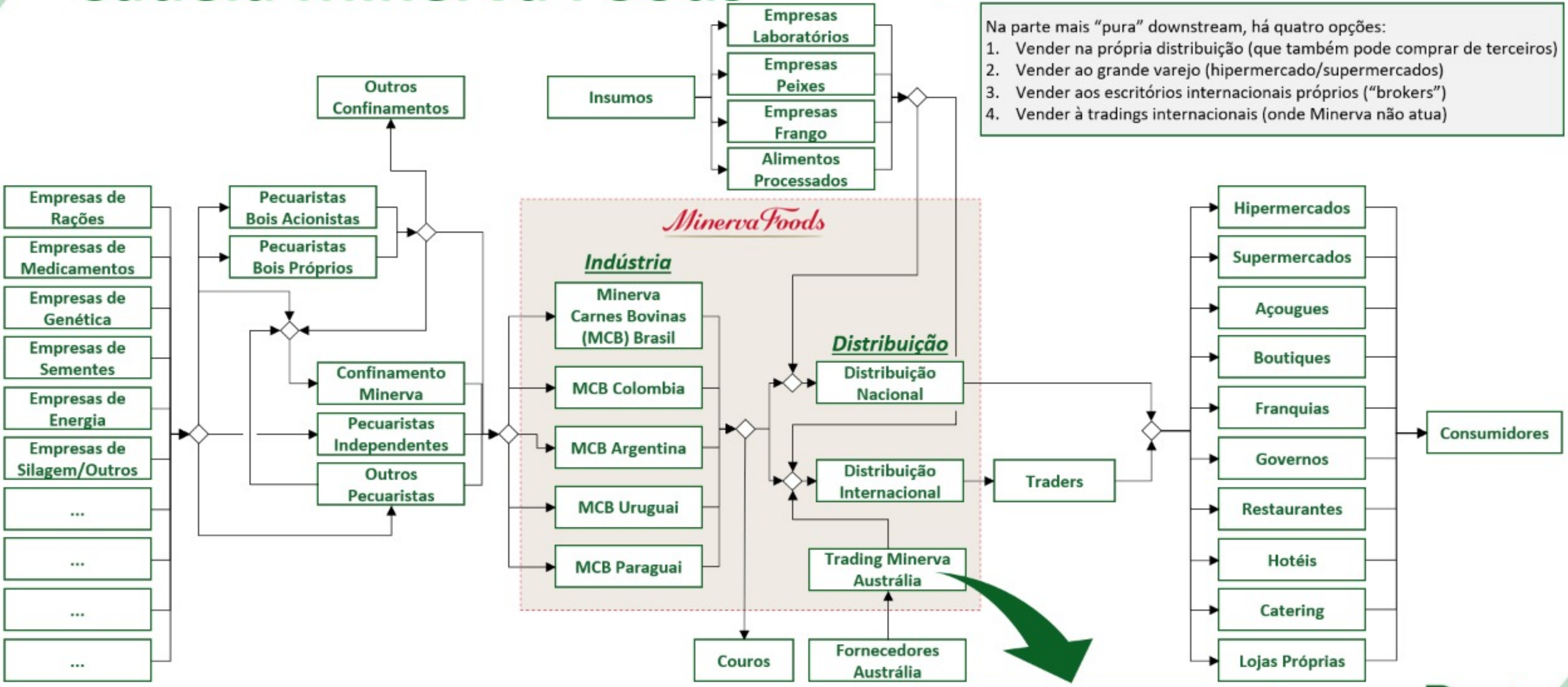

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Sustainable Supply Chain

Focusing on the 3E's: Ethics, Environment and Economics

The McDonald's supply chain is a complex web of direct and indirect suppliers. We manage this complex system by working with direct suppliers who share our values and vision for sustainable supply. We hold them to clear standards for quality, safety, efficiency and sustainability. We expect them to extend those requirements to their suppliers. We also partner with them to identify, understand and address industry-wide sustainability challenges and achieve continuous improvement. Overall, McDonald's and our suppliers are collectively focused on three areas of responsibility: ethics, environment, and economics.

Our supply chain focus areas include:

- Sustainable Land Management Commitment
- Animal Health and Welfare
- Supplier Workplace Accountability
- Sustainable Fisheries

Please provide the correct path.

Our Sustainable Supply Chain Vision

We envision a supply chain that profitably yields high-quality, safe products without supply interruption while leveraging our leadership position to create a net benefit by improving ethical, environmental and economic outcomes.

- **Ethics** - We envision purchasing from suppliers that follow practices that ensure the health and safety of their employees and the welfare and humane treatment of animals in our supply chain.
- **Environment** - We envision influencing the sourcing of our materials and ensuring the design of our products, their manufacture, distribution and use to minimize life-cycle impacts on the environment.
- **Economics** - We envision delivering affordable food, engaging in equitable trade practices, limiting the spread of agricultural diseases, and positively impacting the communities where our suppliers operate.

We view this vision and our responsibilities holistically. As sourcing decisions are made, we consider our priorities for food safety, quality and costs, as well as our ethical, environmental and economic responsibilities. Our global progress on beef and coffee sustainability illustrate how we are working to bring this approach to life.

Our Approach: Holistic Vision, Steady Progress

The McDonald's supply chain is comprised of many different local and regional supply chains around the world that are tied together globally by strategic frameworks and policies and the McDonald's Worldwide Supply Chain department.

To guide the creation and oversight of issues related to sustainability, an additional global governance structure was created in 2007 called the Sustainable Supply Steering Committee (SSSC). The SSSC is responsible for guiding McDonald's toward our vision for sustainable supply by identifying global priorities and ensuring progress in ways that complement local priorities and efforts. In addition, each of our global product leaders (which we have in place for major purchases like beef and potatoes) takes the lead to include product-specific sustainability initiatives in their strategies.

We know there is much more to do. We continue to work with our direct suppliers, advisors and relevant industries to make sure our suppliers are aware of the importance of sustainability. We also continue to support the development of multi-stakeholder efforts that promote more sustainable raw material production.

In what should we "think about" when developing our *supply chain?*

COST	RELATIONSHIPS	OTHER DIFFERENTIALS
• Knowledge/technology • Global sourcing • Scale in buying • Efficiency of suppliers • Innovation • Competition of suppliers • Avoid supplier concentration dependence • Quality/security • Inbound logistics	• Collaboration and Coordination (flexibility and responsiveness) • Transaction costs • Information Flow • Simplicity, control/predictability • Year round supply • Look at the best (brands of suppliers) • Fairness • Ethics and behavior of suppliers (supplier code of conduct) • Stimulate benchmarking • Building committees and trust	• Stimulating inclusion • Certifications • Direct connection • Buying local • Environmental issues (energy, water, carbon, waist) • Social issues of suppliers (treating employees, community, etc.)

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Source: Marcos Fava Neves: The Future of Food Business, World Scientific, 2014

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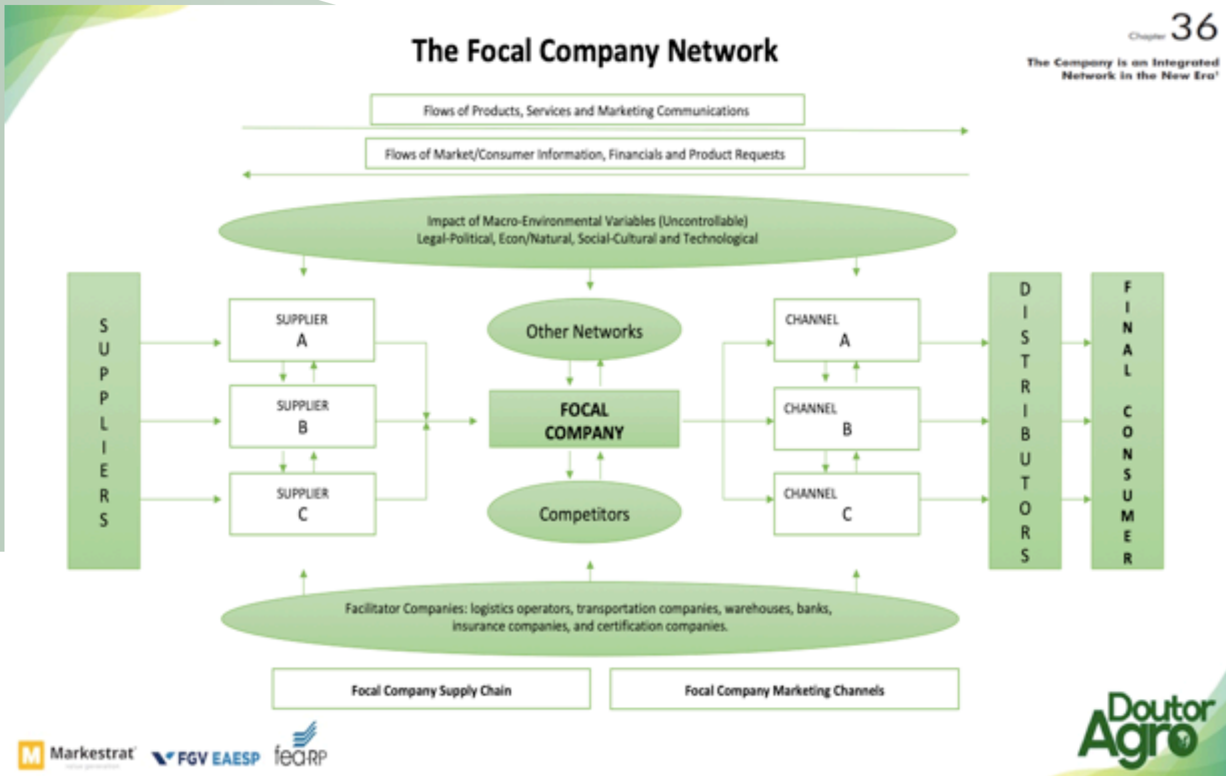
Growth Strategies Towards the Supply Chain



Step 1

Understand the Company´s Integrated Supply Chain Structure

- Major inputs (products or services) purchased or internally produced;
- Costs involved (procurement costs, handling, transaction costs, stocks);
- Way that the transactions are done (governance forms, like contracts, markets and other forms).

Step 2

Market Analysis of Major Inputs

- Number of suppliers, products, brands, channels, prices;
- Concentration of suppliers;
- Selling behavior of suppliers (transactions);
- Services offered by suppliers;
- Locations;
- Major macro-environmental risks.

Step 3

Diagnosis of Each Input of Company´s Integrated Supply Chain

- Company acquires x market characteristics;
- Resources given x benefits;
- Single supplier x multiple suppliers
- Degree of sophistication of the relationships;
- Vulnerabilities and risks;
- Degree of dependence on specific suppliers;
- Priority list for interventions;
- Long term goals of the Company and traditions;
- Internal resistance to change (cultural aspects and barriers).

Source: Marcos Fava Neves: The Future of Food Business, World Scientific, 2014

Step 4

Proposal of a Governance Structure for Each Input

- Analyze economics and margins and value capture possibilities;
- Specialization gains;
- Reversibility if needed (technology switch) and adaptability;
- Building entry barriers for competitors;
- Promote development and inclusions and with this accessing public credit lines

Step 5

Building the Contract (Relationship)

- Negotiation and how to consider macro-environmental changes;
- Regulation of products, services, communications, payment and information flows;
- Analysis of specific investments needed and the risks associated to these investments
- How to promote incentives and share results of competitiveness gains.

Step 6

Management of the Relationship

- Governance forms, with boards and external evaluation committees;
- Search for continuous transactions costs reductions;
- Sharing benefits of experience curve and innovation gains and sharing;
- Continuous benchmark process and evaluation of alternatives;
- Bringing motivation and avoiding the risk of accommodation;
- Sharing open communication platforms;
- Flexibility and responsiveness improving services and support;
- Promoting networking and cooperation for learning and benchmarking;
- Permanently increasing trust.

Source: Marcos Fava Neves: The Future of Food Business, World Scientific, 2014

What should a contract cover (transaction from one company to the other)?

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Marketing and Network Contracts (Agreements)

Marcos Fava Neves

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Abstract

The literature shows that bounded rationality makes it almost impossible to build complete contracts to manage transactions between companies. Furthermore, incomplete contracts generate opportunism problems from one of the involved parts and undesirable transaction costs that could be reduced if the process of building a contract/agreement were to include more details (exactness), even in unwritten (oral) agreements. In general, businessmen do not have the instruments to facilitate this process of building contracts, and students, who will deal with contracts at various moments in their professional lives, are not trained for this activity. This article provides a model that has been successfully used as a contract analysis tool in business networks focusing on marketing actions.

Keywords: contracts, networks, governance, marketing, inter-organizational relationships

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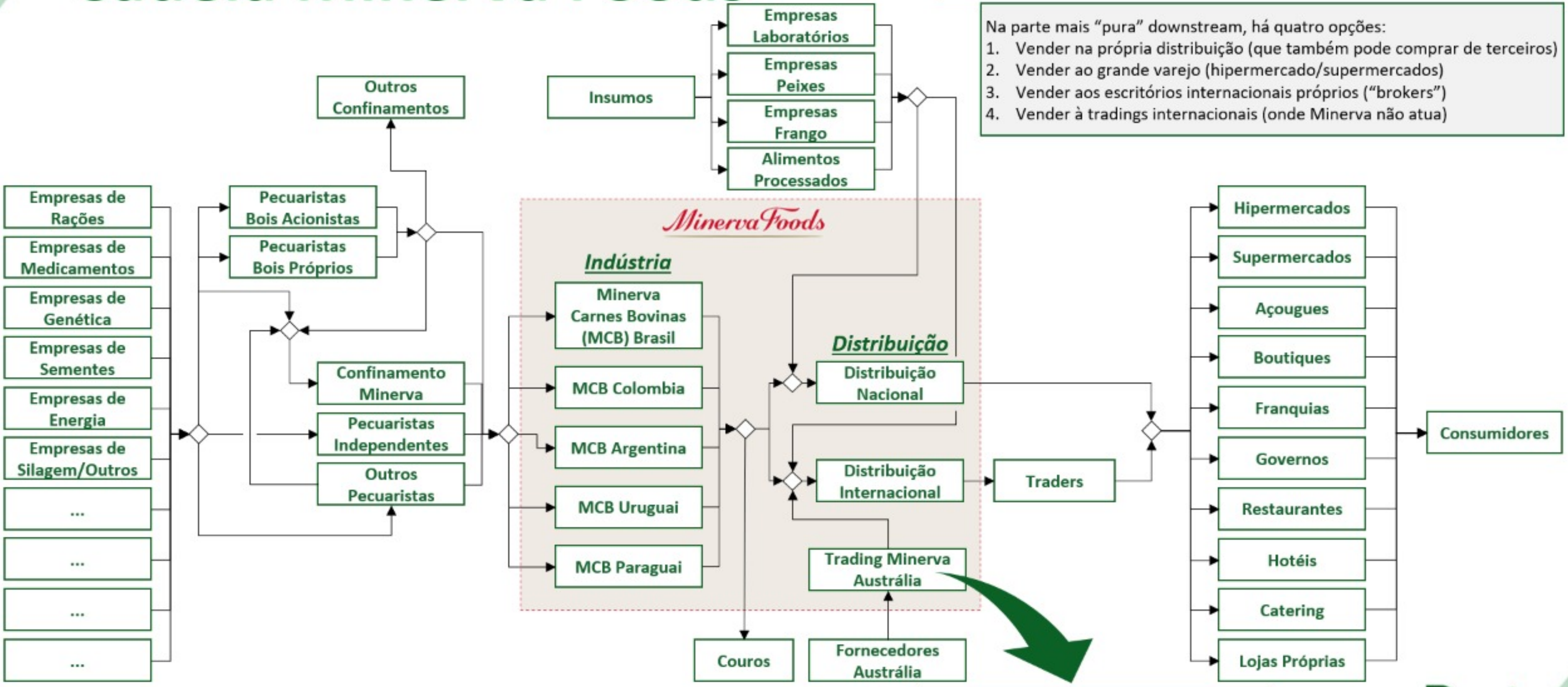

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Products and Services in Contracts

Function	Responsibility Analysis (who does it and how)	Possible improvement (proposals)
Products and services functions		
Inventory management and its levels		
Product delivery		
Product modification		
Product lines and variety		
New product evaluation		
Sales volume (performance) forecast		
User help/installation technical service		
After sales service and Sales service supply (team)		
Training: range and costs		
Product maintenance		
Package/specifications issues		
Exclusivity and Territorial rights		
Market coverage expected		
Exports aspects expected		
Time frame (period to carry out the flows)		
Adaptation for specific legislations		
Others		

Source: Marcos Fava Neves: The Future of Food Business, World Scientific, 2014

Products and Services in Contracts

Function	Responsibility Analysis (who does it and how)	Possible improvement (proposals)
Products and services functions		
Exclusivity and Territorial rights		
Market coverage expected		
Exports aspects expected		
Time frame (period to carry out the flows)		
Adaptation for specific legislations		

Source: Marcos Fava Neves: The Future of Food Business, World Scientific, 2014

Communications in Contracts

Function	Responsibility Analysis (who does it and how)	Possible improvement (proposals)
Communication Functions		
Advertisement (all forms)		
Sales promotion (all)		
Public relations actions (all)		
Direct marketing actions		
Information about the products		
Participation in the communication budget		
New media forms of communication		
Package information		
Others…		

Source: Marcos Fava Neves: The Future of Food Business, World Scientific, 2014

Information in Contracts

Function	Responsibility Analysis (who does it and how)	Possible improvement (proposals)
Information Functions		
Share info. about the consumer market		
Share info. about the competition		
Share info. about the changes in the environment		
Participation in the planning process		
Frequency and quality of the information		
Share information about complaints		
Electronic orders		
Others (fill in)		

Source: Marcos Fava Neves: The Future of Food Business, World Scientific, 2014

Payments and Requests in Contracts

Function	Responsibility Analysis (who does it and how)	Possible improvement (proposals)
Variables of Payments and Requests		
Frequency of product orders		
Policies for prices and payments		
Margin analysis		
Commissions (volume and frequency)		
Grant credit to the final consumer		
Billing consumers		
Search for sources of finance		
Price guarantees		
Others (fill in)		

Source: Marcos Fava Neves: The Future of Food Business, World Scientific, 2014

Prof. Marcos Fava Neves

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- Marcos Fava Neves, nascido em Lins (SP), é professor em tempo parcial das Faculdades de Administração da Universidade de São Paulo em Ribeirão Preto e da EAESP/FGV em São Paulo. Engenheiro Agrônomo formado pela Escola Superior de Agricultura Luiz de Queiroz (Esalq/USP) em 1991 e fez toda a carreira de pós graduação (mestrado, doutorado e livre-docência) em estratégias empresariais na FEA/USP e chegou a professor titular da USP aos 40 anos, tendo sido Chefe do Departamento de Administração da USP em duas gestões e Vice-Chefe em outras duas gestões.

- Complementou sua pós graduação em temas de planejamento e gestão aplicados ao agronegócio na França (1995 – no IGIA) e na Holanda (1998/99 – na Universidade de Wageningen). Fez também cursos de curta duração em Harvard (2008/2009/2010), Purdue (2013/2017), Sevilla (2017) e Florida (2018);

- Desde 2006 é Professor Visitante da Universidade de Buenos Aires e desde 2013 da Purdue University, Indiana, EUA, onde lecionou no ano de 2013;

- É especializado em planejamento e gestão estratégica, tendo realizado mais de 200 projetos no agronegócio brasileiro e mundial. Trabalhou ou foi membro de Conselhos das seguintes organizações: Botucatu Citrus, Vallée, Lagoa da Serra (CRV); Renk Zanini, Inova, Embrapa, Serviço de Informação da Carne, Associação Mundial de Agronegócios, Cooperativa Coplana, Cooperativa Holambra, Ouro Fino, Canaoeste e Orplana (Organização dos Plantadores de Cana). Ajudou a montar e é acionista de 3 empresas, sendo 2 startups;

- É autor e organizador de 67 livros publicados no Brasil, Argentina, Estados Unidos, África do Sul, Uruguai, Inglaterra, Cingapura, Holanda e China, por 10 editoras diferentes. Escreveu também dois casos para a Universidade de Harvard (2009/2010) e para a Purdue University (2013);

- Publicou mais de 200 artigos em periódicos científicos internacionais e nacionais indexados, tendo recebido 4.000 citações de acordo com o Google Acadêmico, um dos cientistas brasileiros mais citados em sua área; Foi articulista do jornal China Daily de Pequim e da Folha de S. Paulo, além de escrever artigos para O Estado de S. Paulo e Valor Econômico, entre outros, tendo mais de 600 artigos de análises de conjunta publicados em revistas e jornais;

- Participou de 335 Congressos no Brasil e no Exterior, tendo organizado também mais de 30 Congressos nacionais e internacionais;

- Na *formação de discípulos e de talentos humanos* orientou 29 Teses, sendo 4 de Doutorado e 25 de Mestrado e 133 Monografias. Ajudou, como professor, a formar mais de 1.200 administradores de empresas, tendo oferecido 127 disciplinas de graduação e 22 cursos de Mestrado e Doutorado na USP;

- Na *avaliação de cientistas*, participou de 176 Bancas, sendo 52 de Doutoramento e 124 de Mestrado no Brasil e exterior;

- **Realizou 1.060 palestras em 22 países, sendo um dos brasileiros mais conhecidos no exterior na área de agronegócios.**

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