

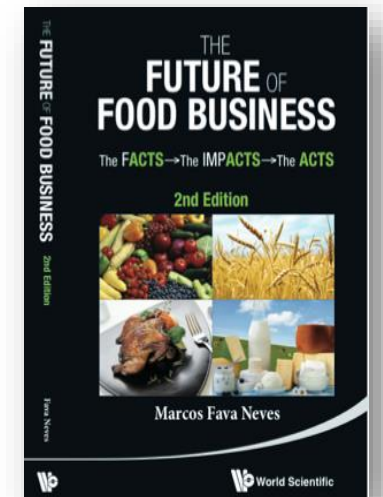
# Demand Driven Companies

RAD2402 – Strategies in Agribusiness  
Chapters 33, 34, 59 and 60

Prof. Dr. Marcos Fava Neves

Faculdade de Administração (FEA/RP) – Universidade de São Paulo, desde 1995  
Escola de Administração de Empresas (EAESP/FGV), desde 2018  
Center for Agricultural Business - Purdue University (Indiana/USA), desde 2013  
PAA – FAUBA – Universidade de Buenos Aires, desde 2006  
Criador da Markestrat ([www.markestrat.com.br](http://www.markestrat.com.br)) em 2004  
Especialista em planejamento estratégico no agronegócio

[www.doutoragro.com](http://www.doutoragro.com)



**Doutor  
Agro**

How can we link environmental changes, demand driven behavior, performance, old times of marketing and empowerment of consumers?



# Demand Driven Organizations – 10 Points

## List Ideas and Projects

- 1 – Listen and pay attention
- 2 – Don't fear to be evaluated
- 3 – Dedicate a formal time to think
- 4 – Exercise macro-environmental changes
- 5 – Simulate future changes anticipating reactions
- 6 – Possess the high stakeholders touch
- 7 – Share a sense that they are owned by the consumer
- 8 – Don't fear change
- 9 – Entrepreneurial and innovation behavior
- 10 - Share discipline to make things happen





40 Profitable FOOD MANUFACTURING & PROCESSING BUSINESS IDEAS





Top 10 Most Successful Companies



Top 15 Best Global Brands Ranking (2000-2018)



Introducing Fortune's 2018 World's Most Admired Companies List



BER  
LIN



fruit bar



10 JAHRE  
WELCHES  
UNTERNEHMEN SICH

10/02/2011 06:28











Sirloin  
澳洲谷饲100天西冷牛排  
38.9 /100g

Ribeye  
澳洲谷饲100天肉眼牛排  
55.9 /100g

Steak  
澳洲谷饲安格斯小牛排  
78.9 /100g

Filet  
澳洲谷饲西冷中心肉  
59.9 /100g

Sirloin  
澳洲进口谷饲MS雪花西冷牛排  
68.9 /100g

Flank  
澳洲谷饲300天雪花腩心牛排  
59.9 /100g

Ribeye  
澳洲谷饲45天肉眼牛排  
89.9 /100g

Sausage  
特别腌制牛肉肠  
29 /100g

Sausage  
澳洲谷饲牛肉肠  
29 /100g

Sausage  
澳洲谷饲牛肉肠  
35 /100g

Sausage  
澳洲谷饲牛肉肠  
35 /100g

Sausage  
澳洲谷饲牛肉肠  
39 /100g





M&M'S  
WORLD

Holiday's  
Special  
Wishes

WELCOME TO  
M&M'S  
M&M'S  
TNT  
12-24-13

02/11/2013



# World's Biggest Wall of Chocolate



02/11/2013

# A Framework For a Demand Driven Behavior

1 - FINAL CONSUMER	2 - DISTRIBUTION CHANNELS	3 - GOVERNMENT
- How to deliver great value and built loyalty?	- How to improve the performance of channels in terms of profit and traffic generation?	- How to contribute more with the government (helping international agreements, improving regulation systems and controls)?
- How to understand the segments of consumer?	- How to offer complete solutions?	- How to better use the available public resources (financing, research development institutes and others)?
- How to anticipate trends?	- How to build channel incentive programs?	
- How to offer solutions?	- How to reduce transactional costs with distributors?	
- How to monitor the feedback?	- How to participate in private label strategies?	
- How to build consumers laboratories, places for interactions?	- How to improve the flows from the organization to the channel?	
- How to improve the linkage and connectivity with consumer?		



# A Framework For a Demand Driven Behavior

4 - COMPETITORS	5 - NON COMPETITORS	6 - INPUT SUPPLIERS	7 - SERVICE PROVIDERS
- How to make the organization open to strategic alliances, joint ventures, collective actions in a proactive approach?	- How to make the organization open to alliances, joint ventures and other collective actions in a proactive approach?	- How to monitor and stimulate supplier's sustainability and security procedures?	- How to have the best value service providers linked to the organization?
- How to better participate in horizontal associations?	- Is it structured for this?	- How to improve cost and efficiency (value) of inputs?	- how services need to be provided for the best functioning of the contractual networks?
- How to improve ethics and Standards of the industry?	- How to stimulate benchmarking?	- How to lower transaction costs with suppliers?	- How services are sensitive or affected to the final consumer buying decision process?
		- How to innovate towards sustainable and renewable inputs?	- How to reduce transaction costs?
			- How to monitor and stimulate the service provider's sustainability and security procedures?



# Prof. Marcos Fava Neves

[favaneves@gmail.com](mailto:favaneves@gmail.com) | [www.favaneves.org](http://www.favaneves.org)



- ❑ Marcos Fava Neves is an *international expert* on global agribusiness issues and a part-time professor of planning and strategy at the School of Business (FEARP) of the University of São Paulo (USP) and FGV Business School, both in Brazil. He graduated as an agronomic engineer from ESALQ/USP - Piracicaba in 1991. He earned his master's degree in 1995 and his doctorate in management in 1999 from the FEA/USP School of Economics and Business – São Paulo. Marcos completed postgraduate studies in European agribusiness at ESSEC-IGIA in France in 1995 and in chains/networks at Wageningen University, in the Netherlands (1998-1999). In 2013 he spent the year as a visiting international professor at Purdue University (Indiana, USA) where he maintains the linkage as a permanent International Adjunct Professor. Since 2006 he is an international professor at the University of Buenos Aires, Argentina.
- ❑ He has *specialized in strategic-planning* processes for companies and food chains and works as a board member of both public and private organizations, being member of more than 10 international boards since 2004. Also in 2004, he created the Markestrat think tank with other partners, today employing around 60 people and doing international projects, studies and research in strategic planning and management for more than 250 agri-food business organizations. Some of these projects were very important in suggesting public policies for food chains that were implemented in Brazil with economic and social impacts.
- ❑ Also as an experience in the private sector, from 1992 to 1993 he worked in citrus juice exporter and from 1994 to 1995 in a veterinarian company. In 2008, he became CEO of Brazil's second-largest biofuel holding company, a position he occupied until 2009, when he returned to the University of São Paulo (USP) and Markestrat.
- ❑ At the academic side, since 1995 (when he was hired by USP), Marcos has advised more than 30 doctorate dissertations and master's theses and helped to form around 1200 Bachelors in Business Administration in Brazil with around 120 courses taught to undergraduates at USP.
- ❑ His writings are strongly focused on supplying simple and effective methods for business. He has published more than 100 articles in international journals and has been author and editor of 63 books by 10 different publishers in Brazil, Uruguay, Argentina, South Africa, Singapore, Netherlands, China, the United Kingdom and the United States. He is also a regular contributor for China Daily Newspaper and has written two case studies for Harvard Business School (2009/2010), one for Purdue (2013) and five for Pensa/USP in the nineties. Recognized as the Brazilian academic with the largest number of international publications about orange juice and sugar cane chain and one of the top 3 most cited Brazilian authors in the area of food and agribusiness. He has reached more than 4000 citations in Google Scholar index.
- ❑ Marcos is one of the most active Brazilian speakers, having done more than 1050 lectures and presentations in 25 countries. He received around 150 recognitions from Brazilian and international organizations, and is considered a "Fellow" of the IFAMA (International Food and Agribusiness Management Association), title received in Minneapolis - 2015.
- ❑ Coming from a family of farmers, he is a worldwide defender of agriculture and farmer's role in the development of the society. In the social side, together with his parents, Marcos is one of the creators and maintainers of Mucapp, a NGO that in 20 years has built more than 450 houses for families in Brazil that face very unfavorable conditions.