

Strategies to Reach the Objectives

(a collection of tools for strategy proposition)

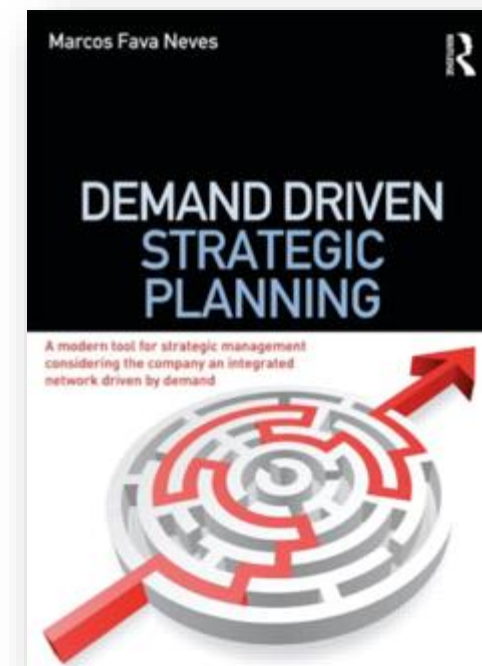
Demand Driven Strategic Planning

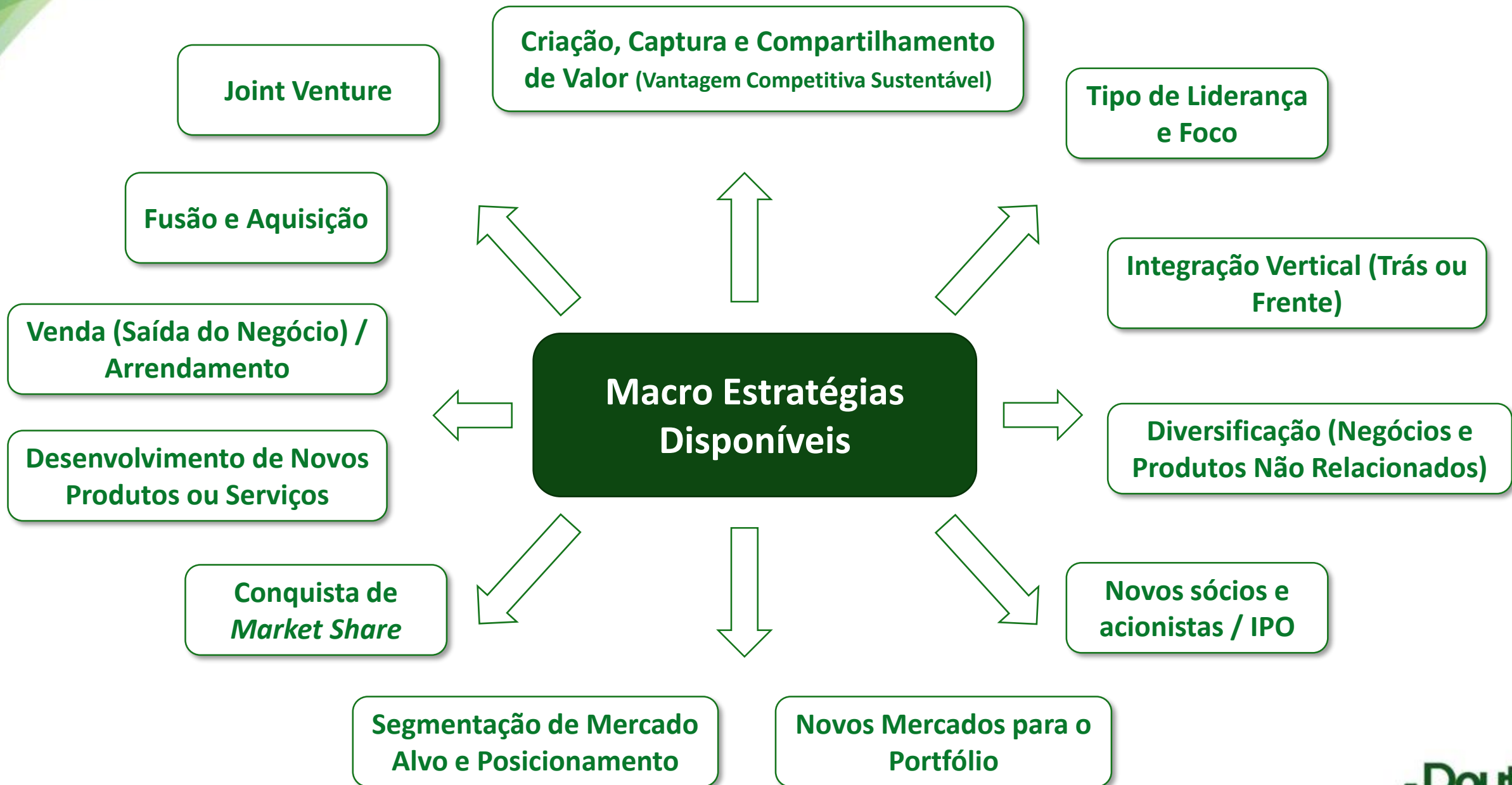
Chapter 05

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Agenda – Tools for Strategy Development (Chapter 05)

5.1 – Clear Definition of our Future Strategy

5.2 - Generic Business Strategies: Cost x Differentiation

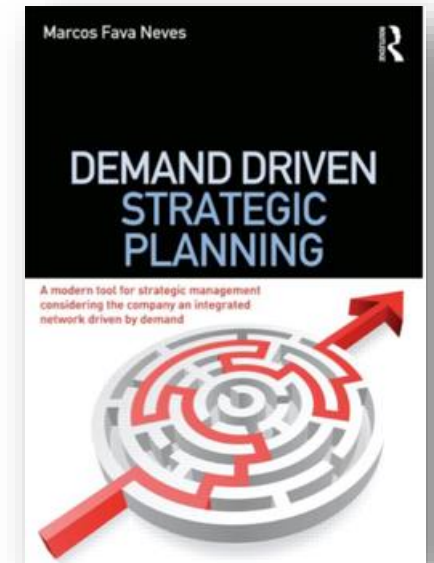
5.3 - The Value Creation, Capture and Sharing Model

5.4 - Creating and Maintaining Competitive Advantage

5.5 - Segmentation, Targeting and Differentiation/Positioning

**5.6 - Portfolio Analysis, Market Attractiveness and Competitive Position
(BCG/GE)**

5.7 – Growth Strategies



Clear Definition of Our Future Strategy

Mission: Our Existence Is For... (Motivation To Be In Business – To Achieve?)

Vision: We Want To... (What We Want To Become?)

Values: The Most Important Things We Believe And Behave...

	WHY DO WE EXIST? Our Objectives...	WHERE ARE WE? In the marketplace	HOW DO WE WIN? Our purpose
STRATEGY STATEMENT	<ul style="list-style-type: none">➤ How to maximize the value of the company...	<ul style="list-style-type: none">➤ Target markets that we serve, location of company and network integration➤ Where will we play?	<ul style="list-style-type: none">➤ How do we outperform?➤ What is distinctive?

Winning Organizations

CONSISTENT GOALS
+
COMPREHENSION OF THE ENVIRONMENT
(ANTECIPATE ALTERNATIVE FUTURES)
+
PRESENCE OF RESOURCES

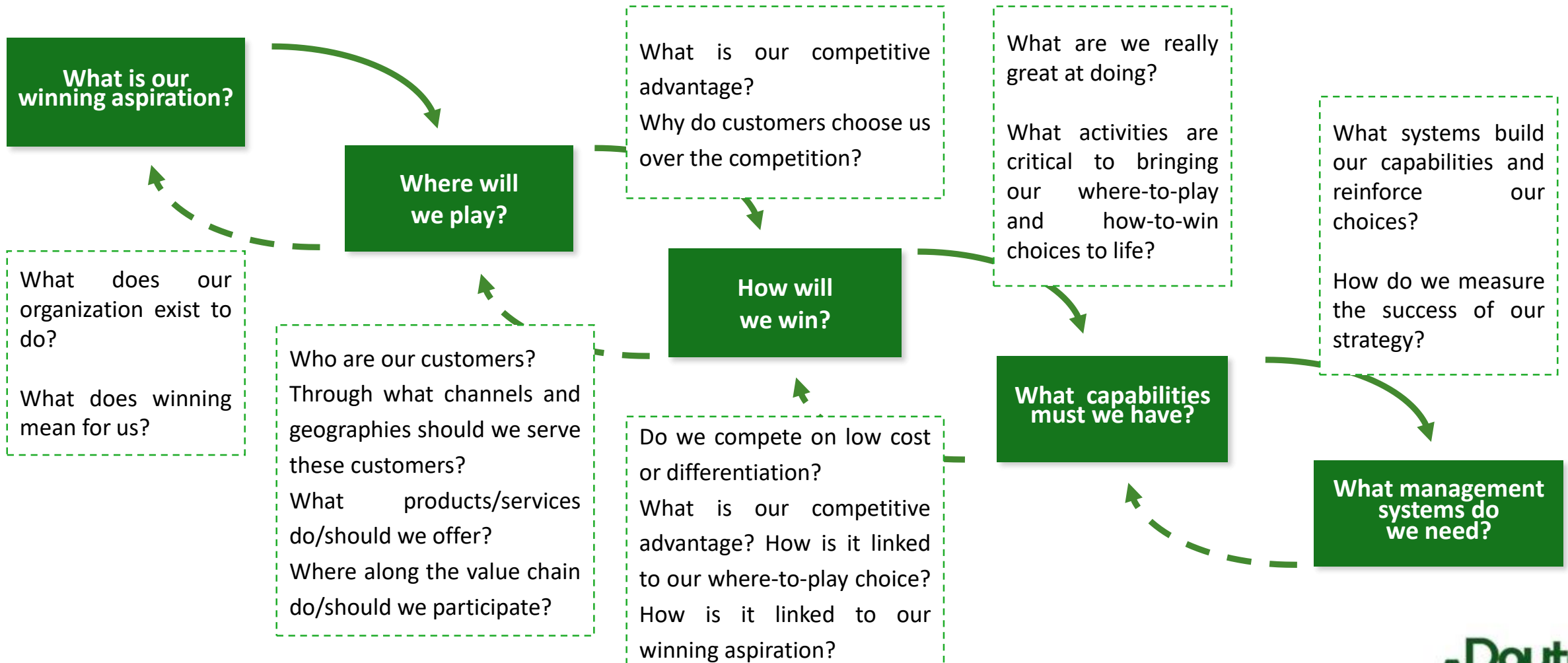


IMPLEMENTATION CAPACITY
(USE OF RESOURCES)



PERFORMANCE
(CAPITALIZE)

Defining our Future Strategy Is the Answer to Five Questions



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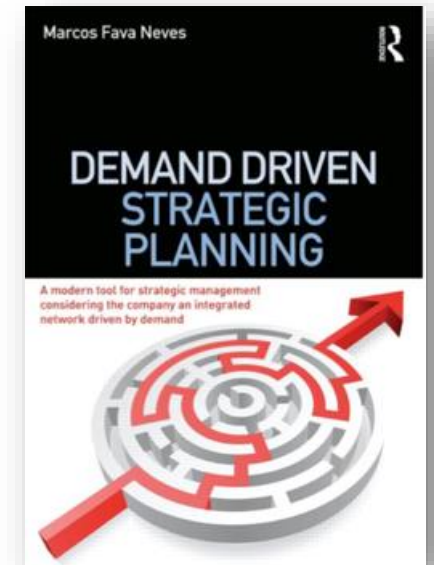
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Generic Business Strategies - Porter

Competitive Advantage

		Competitive Advantage	
		LOWER COST	DIFFERENTIATION
Competitive Score	WIDE TARGET	Leadership in Costs	Differentiation
	NARROW TARGET	Focus on Cost	Focus on Differentiation

Source: Porter (1992).
Figure 5.1 *Generic business strategies.*

Characteristics of Generic Strategies

	FACTORS	POSSIBLE ADVANTAGES	POSSIBLE DISADVANTAGES
COST	<ul style="list-style-type: none"> ✓ Economies of scale. ✓ Economies of scope. ✓ Capacity utilization. ✓ Experience curve. ✓ Industry concentration. ✓ Raw-material and component prices. ✓ Location. ✓ Process efficiency. ✓ Purchase process. ✓ Lean logistics. ✓ Organization/coordination of the vertical chain. ✓ Efficiency of the agents. 	<ul style="list-style-type: none"> ✓ Can keep company profitability even with price wars. ✓ Uses the buyer's capacity of reducing prices. ✓ Increases entry barriers, given economies of scale or the nature of the cost advantage. ✓ Positions the company favorably in relation to its competitors and substitute products. 	<ul style="list-style-type: none"> ✓ Changes in technology can eliminate the advantage. ✓ Competitors and new entrants can gain experience, copy or invest in state of the art production processes. ✓ Emphasis on cost reduction to the point where changes in the product or market are not met. ✓ Unexpected increases in costs that reduce the price advantage necessary to fight competitors with the differentiation strategy.

Table 5.1 Characteristics of generic strategies.

Characteristics of Generic Strategies

	FACTORS	POSSIBLE ADVANTAGES	POSSIBLE DISADVANTAGES
DIFFERENTIATION	<ul style="list-style-type: none"> ✓ Product. ✓ Services. ✓ Human Resources. ✓ Image. 	<ul style="list-style-type: none"> ✓ Can isolate the company from the competition, reducing the consumer's price sensitivity. ✓ Creates an entry barrier. ✓ Can result in better margins. ✓ Buyers are less sensitive to price, for they diminish alternatives of comparison. ✓ With the customers' loyalty, the company is better positioned than its competitors and substitute products. 	<ul style="list-style-type: none"> ✓ Differentiation cost can become too high to maintain brand loyalty. ✓ Differentiation factors can change from consumer to consumer. ✓ Imitation reduces differentiation, mainly in mature industries. ✓ Competitors are quick to imitate actions that are successful.
FOCUS	<ul style="list-style-type: none"> ✓ Distinct from others focusing a specific segment. 	<ul style="list-style-type: none"> ✓ Allows meeting specific needs of a segment, group of buyers, product line or geographical region in a more efficient way than the competition. ✓ Can use characteristics of the two latter strategies, but with a reduced target public. 	<ul style="list-style-type: none"> ✓ The extension of the cost differential among competitors of a wide market and a focused company eliminates the cost advantage of serving a reduced target or compensates differentiation reached by the focus. ✓ The difference between desired product, focus segment and market can get narrow. ✓ Competitors can find submarkets and eliminate the focus advantage.

Source: Author, developed based on Porter (1992), Moore (1992), Besanko et al., (2000) and Grant (2002) and projects done.

Table 5.1 Characteristics of generic strategies.

Matrix of Strategic Alternatives for a Company

Type of leadership the company seeks today	Advantages for the company by using this strategy alternative today
<p data-bbox="275 582 1126 631">Which would be the alternative today?</p> <p data-bbox="397 853 1003 959">What would the alternative for 5 years from now?</p>	<p data-bbox="1365 582 2272 631">Why is the alternative not viable, at first?</p> <p data-bbox="1350 853 2288 959">What are the advantages in using a certain strategy alternative within 5 years?</p>

Source:Elaborated by the author.

Table 5.2 *Matrix of strategic alternatives.*

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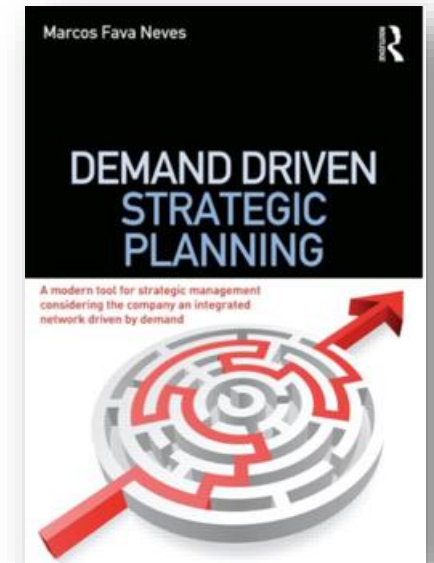
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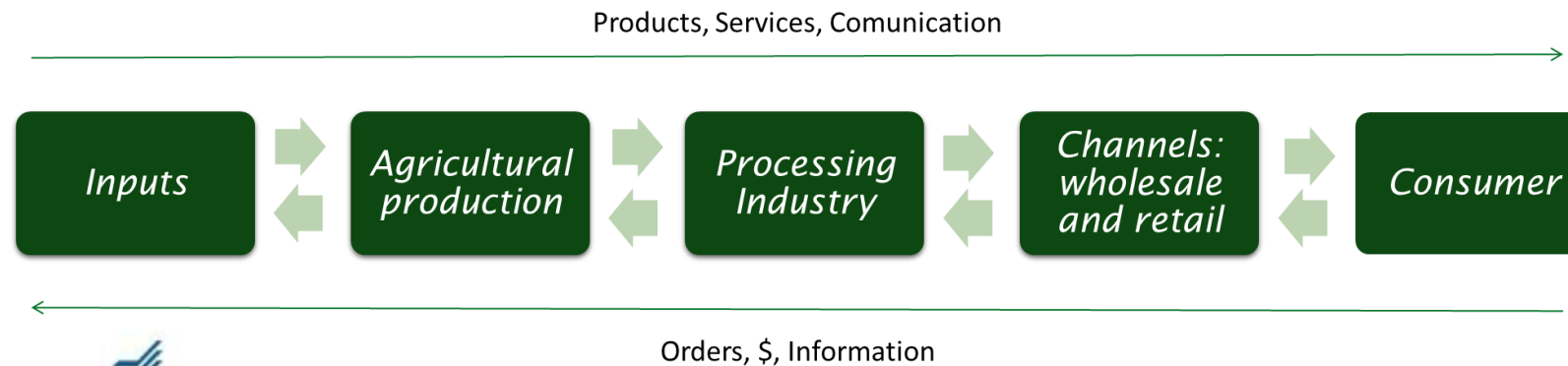
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(BCG/GE)

5.7 – Growth Strategies



VALUE CREATION, CAPTURE AND SHARING IN FOOD CHAINS

DIFFERENTIATION STRATEGIES	COLLECTIVE ACTIONS STRATEGIES	COST STRATEGIES
<ul style="list-style-type: none"> ✓ Integrated relationship approach ✓ Innovation ✓ Lock-in strategies ✓ Products and "solutions" ✓ Brand and Image ✓ Packaging ✓ Sustainability and certifications; ✓ Intimacy and convenience; ✓ Channels ✓ Sales force ✓ Services ✓ Performance to buyer 	<ul style="list-style-type: none"> ✓ Internal management: products/ brands/ packaging and services ✓ Collective Communication ✓ Channels ✓ Sales ✓ Pricing ✓ Horizontal and Verticals Associations ✓ Alliances, joint-ventures and other forms 	<ul style="list-style-type: none"> ✓ Explore core competences Better use of resources and assets ✓ Strategy-scale production ✓ Quality and material costs ✓ Efficiency in labor ✓ Continuous redesign of operations and methods ✓ Technology for cost reduction ✓ Financial architecture (better financing sources) ✓ Advantage of experience effects Outsourcing (make or buy decisions) ✓ Better operational performance Overhead costs reduction ✓ Contracts governance / reduction of transaction costs Reduce bargaining power of sellers ✓ Increase importance to suppliers



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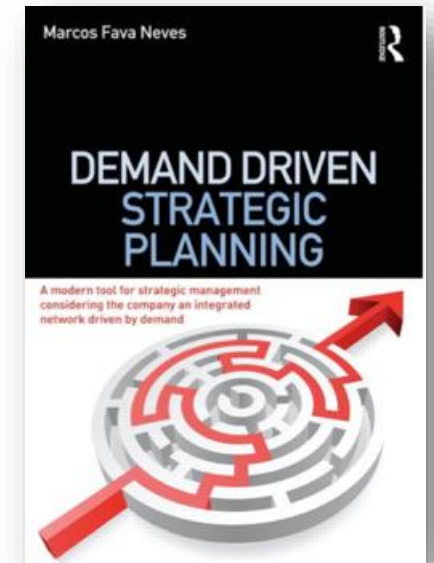
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7 Actions to Create and Maintain a Competitive Advantage

Ways to Create a Competitive Advantage	How to Create and Maintain this advantage in your Company?
<p>1 - <u>Take advantage of the learning curve</u> – a company that has sold much larger volumes than its competitors in the past has moved along its learning curve and reached lower unit costs. Companies with a lot of accumulated experience can offer products at lower prices than their competitors, increasing their volume even more and improving their cost advantages.</p>	
<p>2 - <u>Create network externalities</u> – for some products, the individual benefit of a consumer purchasing a product can increase when a larger number of customers use the product or it is expected that they will come to use it in the future. One can see the externality phenomenon “when an additional consumer enters the user network creating a positive benefit for those who are already part of the network”.</p>	
<p>3 - <u>Create reputation</u> – with the growing speed of technological change, the life cycle of the majority of resources, like equipment and technology, is being reduced. Reputation and brands, on the other hand, are resistant to the passage of time. In the case of experience products– whose quality can not be evaluated before the purchase or use – quality reputation can supply a significant advantage to the first established company. This uncertainty combined with reputation makes brands a powerful mechanism of isolation.</p>	

Table 5.9 Actions to create and maintain a competitive advantage.

7 Actions to Create and Maintain a Competitive Advantage

Ways to Create a Competitive Advantage	How to Create and Maintain this advantage in your Company?
<p>4 - <u>Create legal restrictions</u> –patents, copyrights, as well as governmental controls over the market, such as licensing, concessions, certifications or the interruption of quotas.</p>	
<p>5 - <u>Create superior access</u> – the company can obtain high quality or productivity from inputs, like raw-materials and information, in a better way than the competition, thus gaining the capacity to maintain cost and quality advantages. Usually better access to inputs is reached through the control of supply sources (vertical integration), contracts or good long term relationships. The other side of this advantage is the superior access to consumers, via more productive and efficient distribution channels.</p>	
<p>6 - <u>Create economies of scale</u> – when the minimum scale is relatively large or the company has an elevated market share, entry barriers are created, discouraging smaller companies to enter the market and limiting the number of companies that can “adjust” to the market.</p>	
<p>7 - <u>Create a cost of change to the client</u> – the existence of factors that discourage the client from changing suppliers, such as payment of fees per contract, or the elimination of a service granted in the current model, financially discourage the client from changing.</p>	

Table 5.9 Actions to create and maintain a competitive advantage.
 Source: Prepared by the author based on Collis and Montgomery, 1995; Grant, 2002;
 Specht and Willrodt, 2004.

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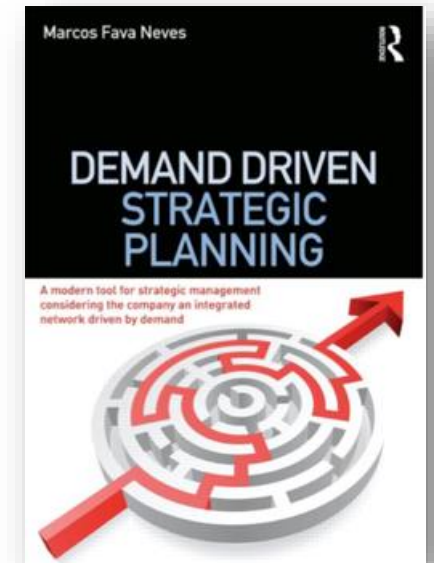
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Segmentation, Targeting and Positioning



Lafley, A. G. and R. L. Marin. Playing to Win: How Strategy Really Works. Harvard Business Review Press, Boston, Massachusetts, 2013.

Major Segmentation Variables

Segmentation Variables for Consumer Markets (“B2C”)	Segmentation Variables for the Industrial Markets (“B2B”)
<p><u>Geographical:</u></p> <ul style="list-style-type: none"> Region; Size of the municipality; Size of the city or metropolitan area; Concentration; Climate. <p><u>Demographics:</u></p> <ul style="list-style-type: none"> Age; Gender; Family size; Family life cycle; Income; Occupation; Religion; Race; Nationality. <p><u>Psychographics:</u></p> <ul style="list-style-type: none"> Social class; Life style; Personality. <p><u>Behavioral:</u></p> <ul style="list-style-type: none"> Occasions; Benefits; User condition; rates of usage; Degree of loyalty; Aptitude stage; Attitude in relation to product. 	<p><u>Demographics:</u></p> <ul style="list-style-type: none"> Industrial sector; Company size; Location. <p><u>Operational:</u></p> <ul style="list-style-type: none"> Technology; User status; Customer capacity. <p><u>Purchase approaches:</u></p> <ul style="list-style-type: none"> Organization of the purchasing function in the company; Power structure; Nature of existing relationships; General purchasing policy; Purchasing criteria. <p><u>Situational factors:</u></p> <ul style="list-style-type: none"> Urgency; Order size; Specific application. <p><u>Personal characteristics:</u></p> <ul style="list-style-type: none"> Similarities between buyers and sellers; Attitude in relation to risk; Loyalty.

Table 5.3 Main segmentation variables.

Source: Author, adapted from Bonoma and Shapiro (1983), Kotler (1997) and Gilligan and Wilson (2003).

Possible Segmentation Matrix

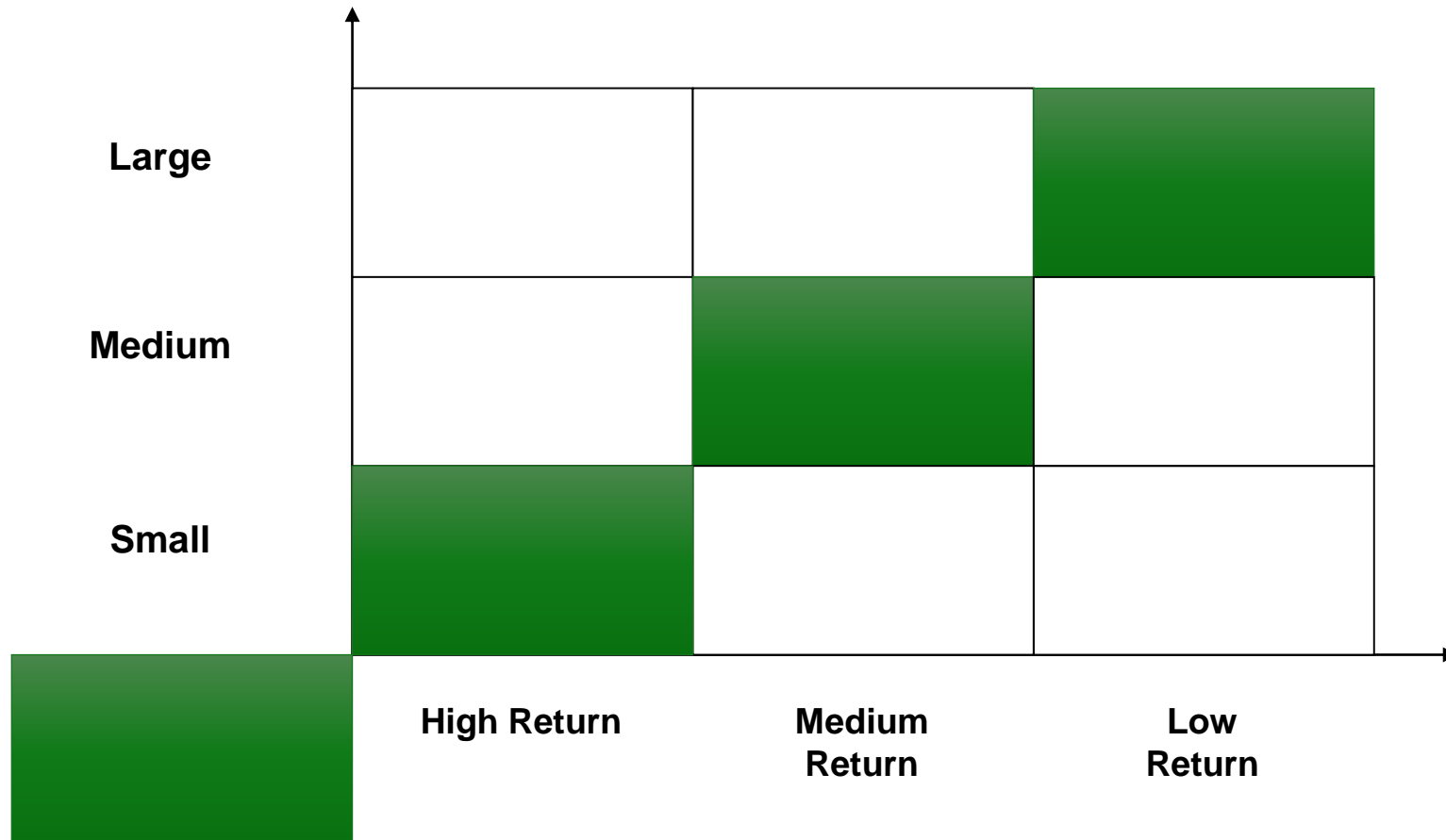


Figure 5.2 Segmentation matrix.

Differentiation Strategies: Options for Companies

Type of Differentiation Strategy	Definition	List your Ideas for your Company
Products	Product characteristics that make it better – not fundamentally different, just better. The product performs with more initial reliability, has long term durability or superior performance: standardization; style; durability; maintenance; attributes; economy; performance; cost; reliability; Ease of use; Packaging	
Design	Offer something that is truly different, that escapes from the “dominant standard”, giving unique characteristics. This process includes product design, process, visual symbols, architecture, company identification.	
Image	An image is created for the product.	
Services	Supplying services also offers a strong possibility of differentiation: delivery; ease to buy and support; installation; assistance/care; training; quality maintenance; credit; digital platform for services...	
Human Resources	Through the hiring and training of people much more qualified than the competition, improving the characteristics of the competencies, courtesy, credibility, reliability, responsibility and communication, commitment; charisma; proactive approach; flexibility; appearance	

Table 5.4 Differentiation options for companies.

Source: Produced by the author based on Porter, 1997; Mintzberg and Quinn, 1996 and Kotler, 1997.

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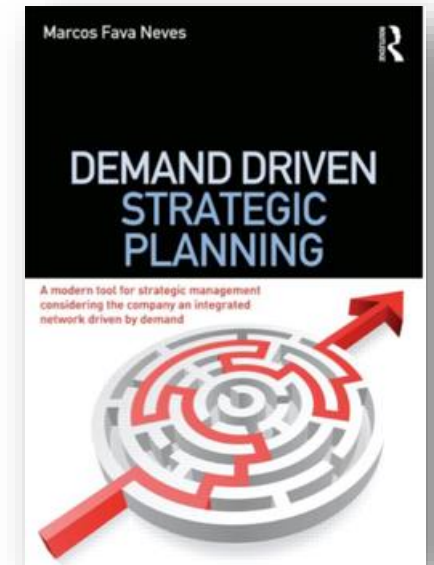
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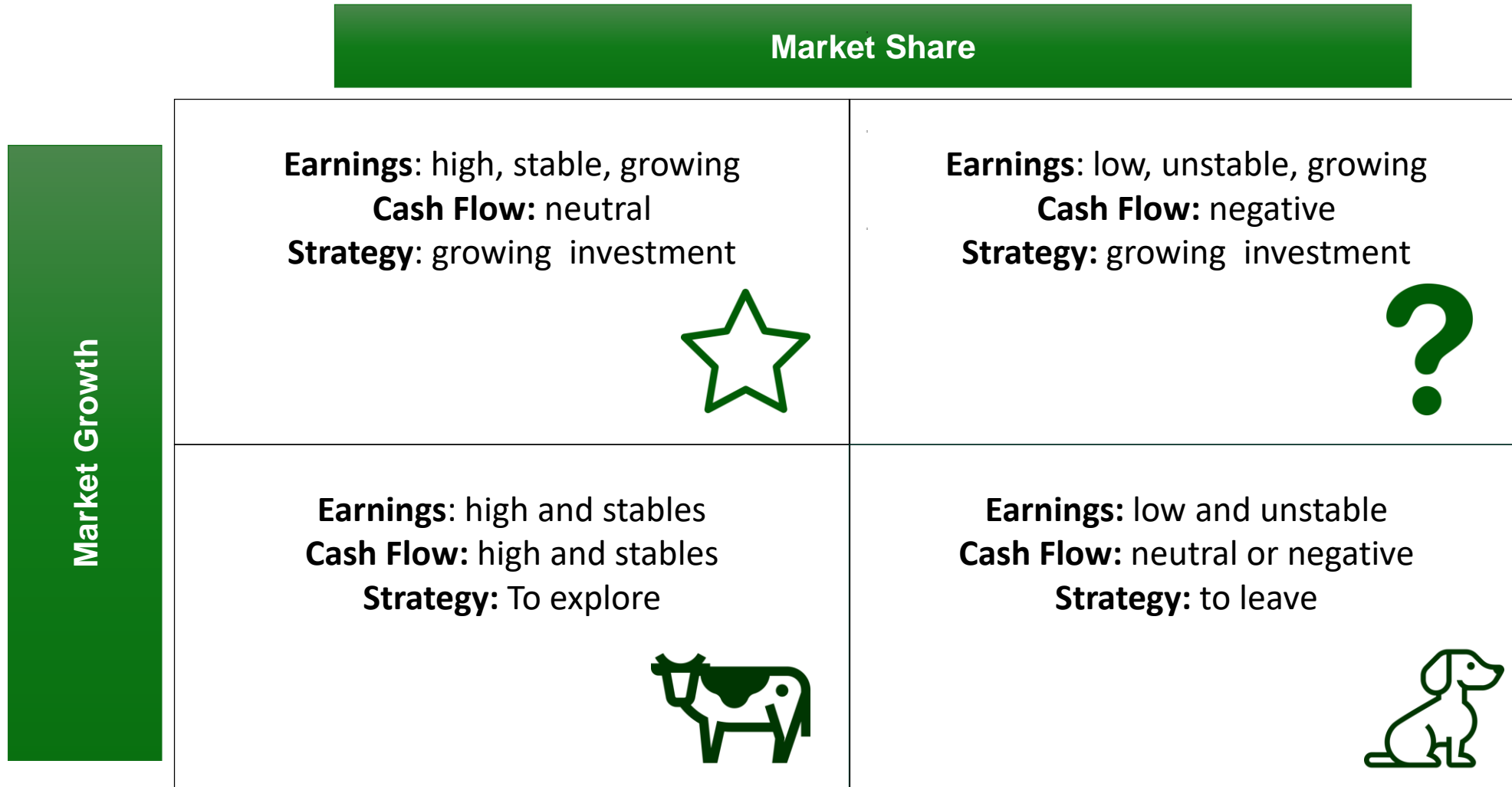
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BCG Matrix – Growth x Share



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.

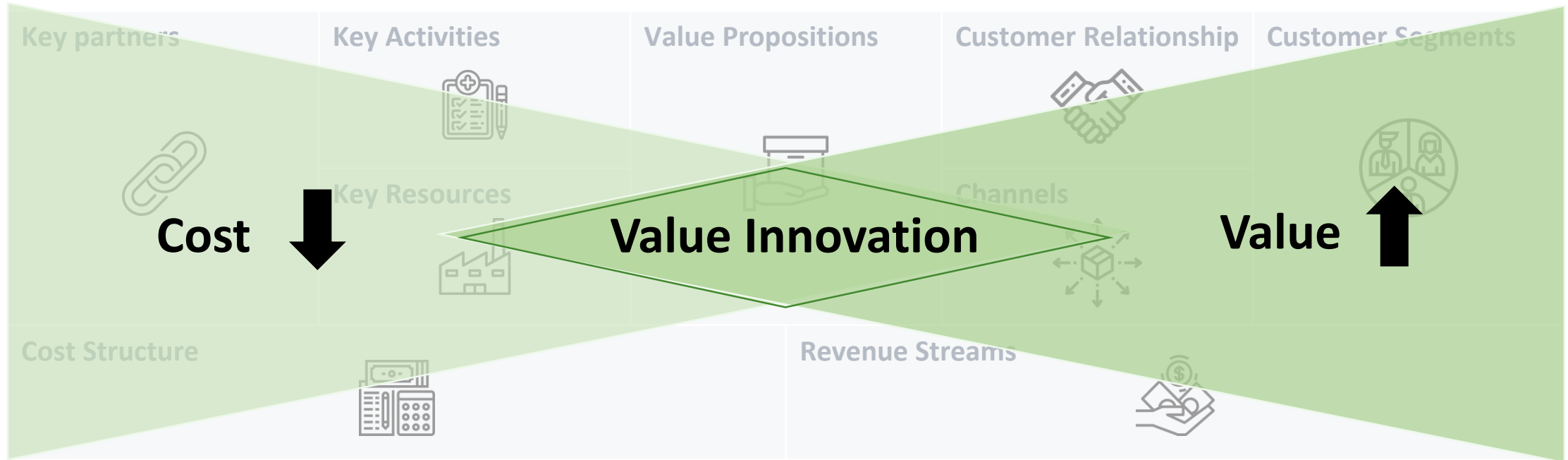
GE/McKinsey Market Attractiveness Matrix

Market Attractiveness

Competitive Position			
	Strong	Medium	Weak
Strong	<p>Protecting Position</p> <ul style="list-style-type: none"> -Invest for maximum growth. -Concentrate efforts for keeping position. 	<p>Investing for growing</p> <ul style="list-style-type: none"> -Challenge to leadership -Selective growth on the strong features -Reinforce vulnerable areas. 	<p>Selective growth</p> <ul style="list-style-type: none"> -Specialize in well defined competitive positions. -Develop skills in order to counter competitors. -Emphasize profitability through gains in productivity.
Medium	<p>Selective Growth</p> <ul style="list-style-type: none"> -Strongly invest in the attractive segment -Develop skills in order to stop the competitors -Emphasize profitability through gains in productivity 	<p>Selectivity/ profit emphasis</p> <ul style="list-style-type: none"> -Protect the current program -Concentrate investments in segments with good profitability and relatively low risks. 	<p>Limited expansion or deceleration</p> <ul style="list-style-type: none"> -Look for ways to expand without high risks or to minimize the investments and rationalize operations.
Weak	<p>Protecting and reorienting</p> <ul style="list-style-type: none"> -Manage the current profits -Concentrate on attractive segments -Defend competitive position 	<p>Protecting and reorienting</p> <ul style="list-style-type: none"> -Protect position in the most profitable segments. -Expand the products line. -Minimize investments. 	<p>Abandoning</p> <ul style="list-style-type: none"> -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

The ERRC Matrix



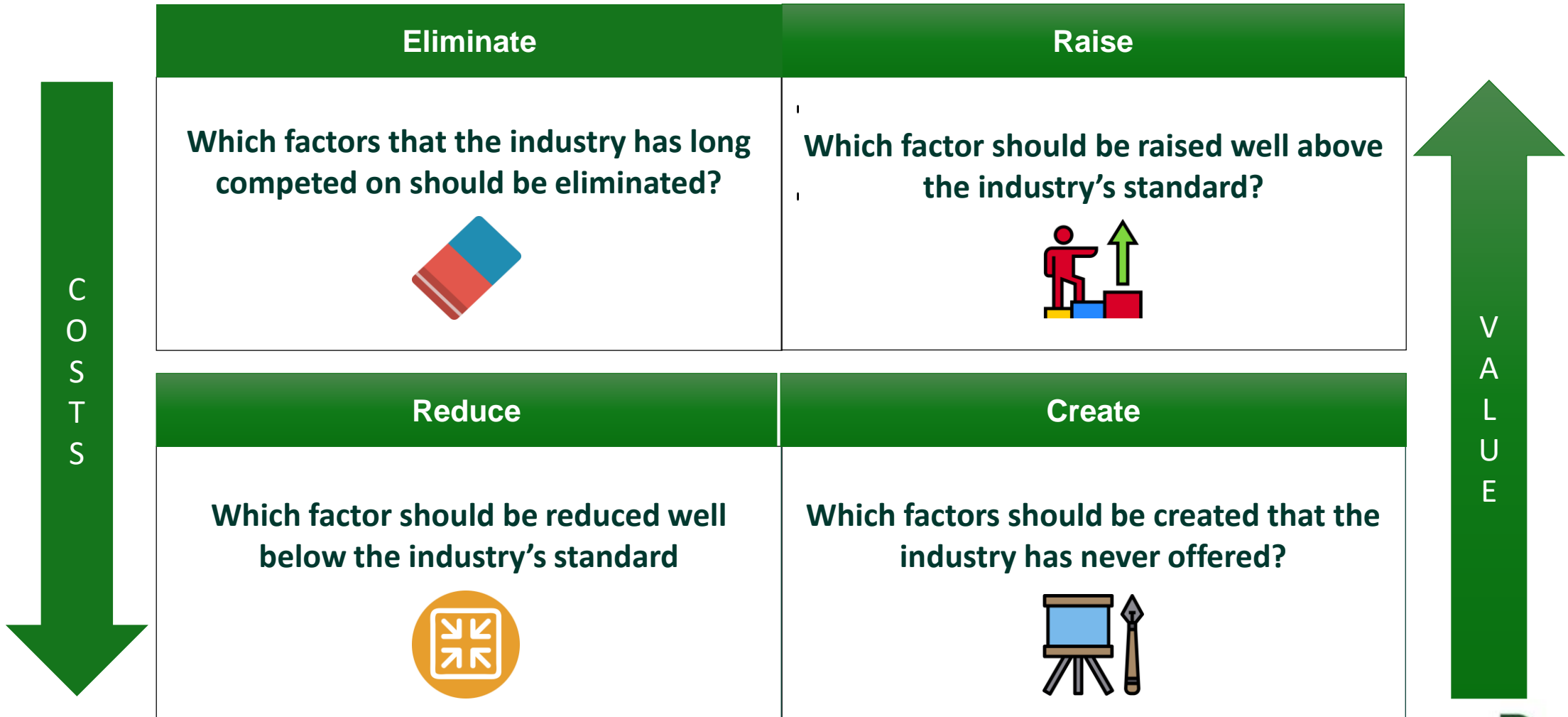
Eliminate - Which factors that the industry has long competed on should be eliminated?

Reduce - Which factor should be reduced well below the industry's standard?

Raise - Which factor should be raised well above the industry's standard?

Create - Which factors should be created that the industry has never offered?

The ERRC Matrix



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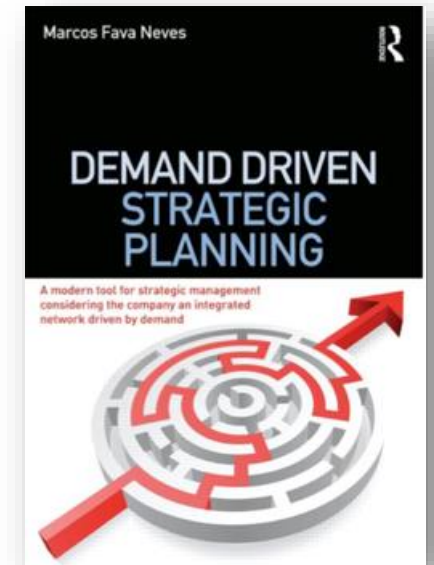
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Growth Strategies Ansoff Product/Market Expansion Grid

Markets

		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).

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.	<ul style="list-style-type: none"> ✓ 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.	<ul style="list-style-type: none"> ✓ ✓ ✓
3 - Developing the product	New products for markets in which the company already operates, creating different models, differentiated level of quality, versions or innovations.	<ul style="list-style-type: none"> ✓ ✓ ✓
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.	<ul style="list-style-type: none"> ✓ ✓ ✓

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	<ul style="list-style-type: none"> ✓ Executives' search for status/prestige and increase in salaries through the organization's growth 	<ul style="list-style-type: none"> ✓ Focus on obtaining status and higher salary level through the pursuit of market leadership or innovation
2 - Risk reduction	<ul style="list-style-type: none"> ✓ 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 	<ul style="list-style-type: none"> ✓ Shareholders diversify their stock portfolio in other companies ✓ Resources can be cheaper from other sources
3 - Profitability	<ul style="list-style-type: none"> ✓ Diversification because of attractiveness of a new business with high rates of return 	<ul style="list-style-type: none"> ✓ By reaching economies of scale it will be possible to have higher levels of profit
4 - Market power	<ul style="list-style-type: none"> ✓ Diversification can bring predatory prices, dumping, crossed subsidies ✓ Reciprocal purchases between companies ✓ Arrangements between company conglomerates, with one buying from another 	<ul style="list-style-type: none"> ✓ 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	<ul style="list-style-type: none"> ✓ 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 	<ul style="list-style-type: none"> ✓ 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	<ul style="list-style-type: none"> ✓ In supply chain purchasing ✓ Joint administration ✓ Create a service market ✓ Information sharing ✓ Learning – experience curve ✓ Share legal, human resources, accountancy services ✓ Fiscal planning 	<ul style="list-style-type: none"> ✓ Outsourcing can be more efficient than maintaining internal activities

Source: Author.

Table 5.8 Motives for diversification and alternatives to diversification.

Prof. Marcos Fava Neves

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- ❑ 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.