# Communications Decisions

**Demand Driven Strategic Planning**
**Chapter 07**


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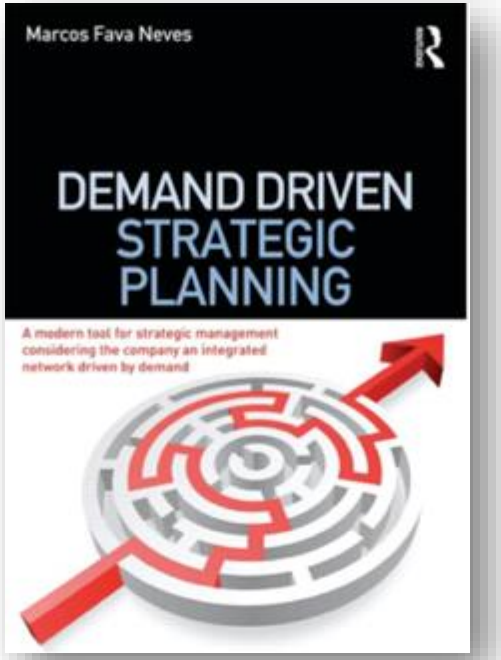


# Agenda Communications (Chapter 07)

7.1 - Target Market

7.2 – Defining Communications Objectives

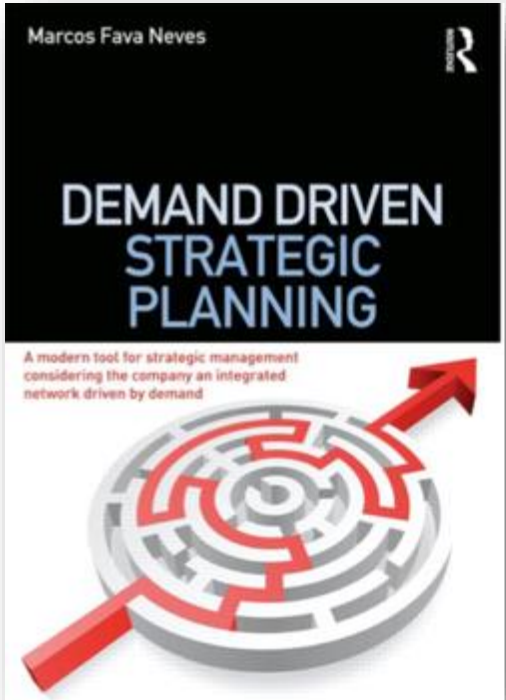
7.3 – Communications Mix (Tools)

7.4 – Budget for Communications

7.5 – Measurement of Results (Value Creation)

7.6 – Management of the Process

7.7 – Ideas for Collective Actions in Communications



# Definition of the Target Public and the Communication Actions

| Target (list all the target publics for the company's communications) | Communications objectives | Tools to be used | Budget | Schedule | Measuring results of the actions |
|---|---|---|---|---|---|
| | | | | | |
| | | | | | |
| | | | | | |

**Source: Created by the author.**

**Table 7.9** ***Definition of the target public and the communication actions*.**

# Definition of the Target Market and Communications Actions

| Target market | Priority | Message Objectives | Message | Tools |
|---|---|---|---|---|
| List all | ✓ high, medium or low | | | |
| | | | | |
| | | | | |

Table 7.1 *Definition of the target market and communications actions*.

Source: Elaborated by the author.

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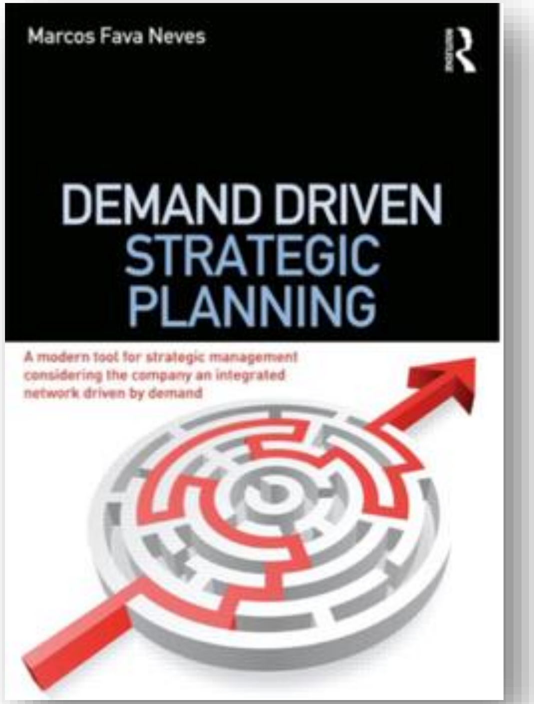


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# Establishing Communication Objectives

| Questions | Yes/No | Suggestions for Changes in the Message/ Campaign |
|---|---|---|
| Does the message used in our communication attract the attention of the target public? | | |
| Is the content of the message capable of creating interest in the public regarding our products/services? | | |
| Do the structure and form of the message manage to awaken our public's desire in relation to our products/services? | | |
| Does the message used by the company have the power to influence the customer's behavior and lead to a purchase action? | | |

Table 7.2 *Establishing communication objectives*.

Source: Elaborated by the author.

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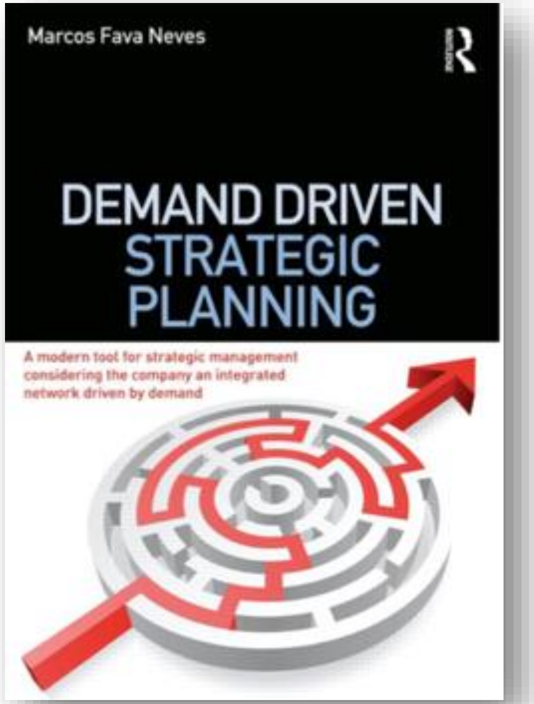

# Decisions About the Communications Mix

## Product Factors:

- ✓ Present attributes
- ✓ Nature of the products
- ✓ Risk perceived in the purchase
- ✓ Characteristics, attributes and benefits
- ✓ Position in the life cycle
- ✓ Average purchase quantity
- ✓ Purchase frequency

## Market Factors:

- ✓ Market share
- ✓ Industry concentration
- ✓ Intensity of competition
- ✓ Demand perspectives

## Consumer Factors:

- ✓ Purchase behavior
- ✓ Final consumers versus industrial consumers
- ✓ Number of customers
- ✓ Influence sources
- ✓ Customer concentration

## Budgetary Factors:

- ✓ Company financial resources
- ✓ Resources allocated by the industry

## Marketing Mix Factors:

- ✓ Price versus relative quality
- ✓ Distribution strategy/structure
- ✓ Positioning
- ✓ Segmentation

**Table 7.3** ***Factors influencing decisions about the communications mix*.**

**Source: Elaborated from Kotler (2000), Cobra (1992), Etzel et al. (2001) and Jain (2000).**

# Main Communications Tools

| Advertising | Sales Promotion | Public Relations | Personal Sales | Direct Marketing |
|---|---|---|---|---|
| ✓ Ads (TV, Radio)<br>✓ Ads (printed and electronic)<br>✓ External packages<br>✓ Package inserts<br>✓ Movies<br>✓ Manuals and brochures<br>✓ Signs and fliers<br>✓ Catalogs<br>✓ Billboards<br>✓ Panels<br>✓ Displays point of sale<br>✓ Audio-visual material<br>✓ Symbols and logotypes<br>✓ Video tapes<br>✓ Web sites<br>✓ Digital media | ✓ Contests, games, and lotteries and raffles<br>✓ Prizes and presents<br>✓ Sampling<br>✓ Trade fairs<br>✓ Exhibitions<br>✓ Demonstrations<br>✓ Coupons<br>✓ Partial reimbursements<br>✓ Low-interest financing<br>✓ Exchange concessions<br>✓ Loyalty programs | ✓ Press kits<br>✓ Lectures<br>✓ Seminars<br>✓ Annual reports<br>✓ Donations<br>✓ Sponsorships<br>✓ Publications<br>✓ Community relations<br>✓ Lobbying<br>✓ Media identification<br>✓ Company magazine or newspaper<br>✓ Events | ✓ Presentations and sales<br>✓ Sales meetings<br>✓ Incentive programs<br>✓ Samples<br>✓ Fairs and expositions | ✓ Catalogs<br>✓ Direct mailing<br>✓ Telemarketing<br>✓ Electronic sales<br>✓ Sales through television<br>✓ Direct mailing via fax<br>✓ E-mail<br>✓ Voice mail |

Source: Adapted from Kotler (1997).
Table 7.4 *Main communications tools*.

# Sales Promotion Tools



## Oriented to Intermediaries:

- ✓ Rebates (prizes for reaching goals)
- ✓ Commercial compensation;
- ✓ Concessions;
- ✓ Anticipated purchases;
- ✓ Discounts on merchandise;
- ✓ Special offers;
- ✓ Cooperative publicity;
- ✓ Bonuses for space;
- ✓ Fairs, road shows, samples and trade shows;
- ✓ Repurchase agreements;
- ✓ Sales contests;
- ✓ Sales meetings;
- ✓ Point of sale material;
- ✓ Promoters;
- ✓ Cash incentives.

## Oriented to the Sales Force:

- ✓ Sales contests;
- ✓ Catalogs;
- ✓ Sales manuals;
- ✓ Rewards.

## Oriented to the Final Public (industrial market):

- ✓ Catalogs;
- ✓ Fairs and demonstrations;
- ✓ Field days;
- ✓ Seminars, conferences and specialized courses;
- ✓ Souvenirs;
- ✓ QR codes.

## Oriented to the Final Public (consumer market):

- ✓ Discount coupons;
- ✓ Indirect discounts;
- ✓ Samples/Demonstrations/Tasting;
- ✓ Tests;
- ✓ Souvenirs;
- ✓ Contests, lotteries, souvenirs;
- ✓ Direct discounts;
- ✓ Fairs;
- ✓ Discounts/reimbursements;
- ✓ Special packages;
- ✓ Continuity/loyalty programs;
- ✓ QR codes.

Table 7.5 *Sales promotion tools*.

Source: Elaborated from Kotler (1997), Schultz and Barnes (2001), McCarthy and Perreault (1997), Semenik and Bamossy (1995) and Pancrazio (2000).

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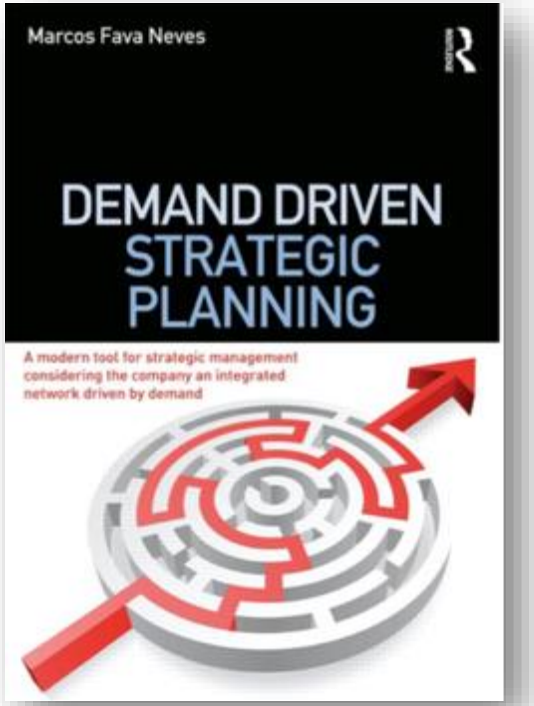


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# Communications Budgeting Methods

| METHOD | POSSIBLE ADVANTAGES | POSSIBLE DISADVANTAGES |
| --- | --- | --- |
| **Available resources**<br>Based on the resources the company can afford | ✓ Simplicity | ✓ Ignores the fact that the role of promotion is sales volume<br>✓ Makes long term planning difficult |
| **Percentage of sales**<br>based on a % of the previous year's sales | ✓ Expenses are related with the sales movements<br>✓ Relation between cost of promotion, sales price and profit per unit | ✓ Circular reasoning<br>✓ Does not consider market opportunities |
| **Competitive parity**<br>Spend the same as competitors | ✓ Assumption that the company will not "lose grounds" | ✓ Reputation, resources, opportunities and different objectives |
| **Objective-and Task-related**<br>Budget is made based on objectives (sales, share, profit) | ✓ allows the use of different tactics<br>✓ allows thinking and creating<br>✓ forces collection of data<br>✓ creates in-company intelligence | ✓ It is more complex, as it requires the whole planning process to be completed before tasks can be changed |

**Table 7.6** ***Communications budget creation methods*****.**

**Source: Elaborated from Kotler (1997).**

# Example Communications Budget and Schedule



| Communication Plan Budgeting and Follow-up | | | | | | | |
|---|---|---|---|---|---|---|---|
| | Year: 2019 | | | | | | |
| | Jan. | Feb. | Mar. | Apr. | May | Jun. | Total |
| Magazine Ads – Weekly Edition | 1,500 | | | 1,500 | | 1,500 | 4,500 |
| Newspaper Ads – half page Saturdays | | 2,200 | 2,200 | 2,200 | | | 6,600 |
| TV channel – 30 x 20-seconds ads | | | 20,000 | 20,000 | 2,000 | 20,000 | 62,000 |
| | | | | | | | – |
| Sales Promotion – souvenirs | 3,500 | 3,500 | 3,500 | 3,500 | 3,500 | 3,500 | 21,000 |
| Participation in events – Trade Fairs | | 18,000 | | | | | 18,000 |
| Trade Promotion – Contest and loyalty programs | | | 4,000 | 6,000 | 10,000 | 10,000 | 30,000 |
| | | | | | | | – |
| | | | | | | | – |
| Public Relations | | | | | | | – |
| | | | | | | | – |
| Grand total | 5,000 | 23,700 | 29,700 | 33,200 | 15,500 | 35,000 | 142,100 |

**Source: Elaborated by the author.**

**Table 7.7** ***Example communications budget and schedule*****.**

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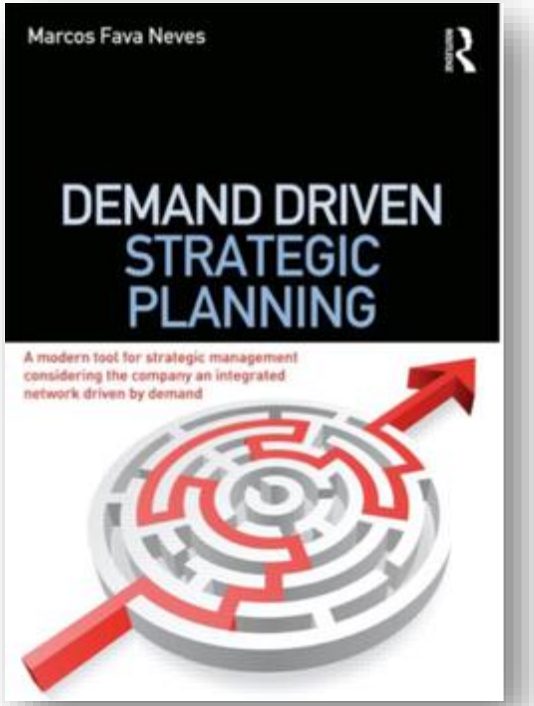


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Profissionais investem milhões em marketing, qual é o retorno para a empresa?
MÉTRICAS PARA COMUNICAÇÃO DE MARKETING
GUIA PARA EXECUTIVOS JUSTIFICAREM CAMPANHAS E GERAREM VALOR
atlas
MÉTRICAS PARA COMUNICAÇÃO DE MARKETING
O método ComValor é composto por uma estrutura sequencial de seis etapas, abrangendo desde o planejamento até a mensuração de resultados em comunicação de marketing, facilitando o gerenciamento de campanhas.
A partir da experiência dos autores em diversas empresas e pesquisas com especialistas na área, em cada etapa do ComValor há um conjunto de templates contendo instruções de preenchimentos, exemplos de aplicação e de interpretação dos resultados obtidos.
Obra fundamental para quem quer entender e atuar de forma eficaz na nova dimensão da comunicação de mercado, abordando os seguintes temas:
Marketing, Comunicação e Gestão Baseada em Valor
Plano de Comunicações Integradas de Marketing
Gerenciamento de Campanhas e Seleção das Métricas
Purificação de Resultados: Vendas atribuíveis às campanhas
Cálculo das Métricas de execução das campanhas
Cálculo das Métricas financeiras para avaliar campanhas
Do Método ComValor ao Marketing Dashboard
Reflexões sobre o futuro das comunicações e dicas
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depoimentos sobre a obra
Pausar


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## serviços

No contexto atual do marketing os seus profissionais devem, mais do que nunca, elaborar estratégias orientadas ao mercado que criem valor às empresas.

saiba mais

# SIMULADORES

## ROI DE MARKETING

Conheça abaixo alguns dos nossos simuladores. Para sua ampla compreensão, recomendamos a leitura do livro que apresenta o método ComValor.

### Cálculo do ROI em comunicação

- Este simulador realiza o cálculo simplificado do Retorno sobre Investimento (ROI) em Comunicação.
- Apesar de outras métricas proverem informações relevantes para os tomadores de decisão em marketing, se não houver também a análise do ROI há um viés na análise de geração de valor em comunicação.

acesse aqui +

### Cálculo do ROI de ações com grupos de clientes

- Este simulador permite realizar o cálculo simplificado do Retorno sobre Investimento (ROI) das ações de comunicação e promoção realizadas junto a clientes diretos da empresa.
- O exemplo de aplicação do simulador está direcionado para Indústrias que realizam a venda ao varejo. No entanto, pode ser aplicado nos mais diferentes setores que realizam campanhas para grupos específicos de clientes e que conseguem acompanhar as vendas realizadas a esses clientes.

acesse aqui +

### Cálculo de Métricas em Relações Públicas e Publicidade

- Este simulador permite realizar o cálculo simplificado de algumas métricas em Relações Públicas.
- Possibilita a avaliação das atividades de relações públicas considerando a relação entre a quantidade de anúncios pagos e anúncios espontâneos (publicidade) gerados.

acesse aqui +

Journal of Retailing 91 (4, 2015) 644–659

Journal of Retailing

# Consumer Brand Marketing through Full- and Self-Service Channels in an Emerging Economy

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Available online 30 April 2015

**Abstract**

A unique characteristic of emerging economies is the wide variety of dominant channel formats. We evaluate the influence of a brand's marketing mix on channel partners and consumer sales in both full and self-service channels in one emerging economy (Brazil). We use monthly stock-keeping-unit (SKU) level sales, and marketing mix data from the beverage category in southeastern Brazil spanning more than four years. In this study, we specify a panel vector autoregression framework with error decomposition to account for endogeneity between sales and marketing mix, cross-sectional heterogeneity among SKUs, seasonality, and the different aggregation of marketing mix elements across the channels. The results show that structural differences in these channels cause differences in the responses to some of the manufacturers' marketing mix elements. Package size variety, price and merchandising have a greater long-term effect on sales in self-service than in full-service channels. Brands' channel relationship programs support price increases in self-service channels without a corresponding decrease in sales. Distribution gains are important in both channels. In the full-service channel, package size variety has the highest long-term effect among all of the modeled marketing mix elements. Our study highlights that marketing mix strategies popular in the self-service dominant channels of the developed economies are not as effective in the full-service formats that remain important in emerging economies.



*Keywords:* Consumer package goods; Multichannel marketing; Emerging markets; Channel formats; Marketing mix; Channel relationships

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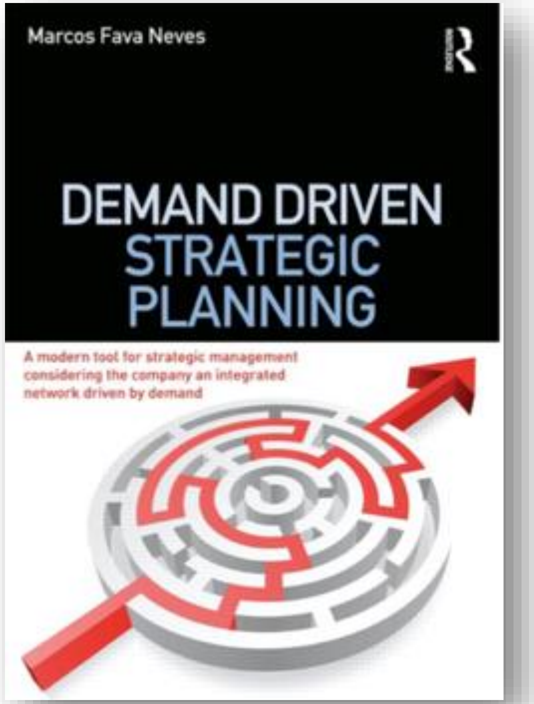

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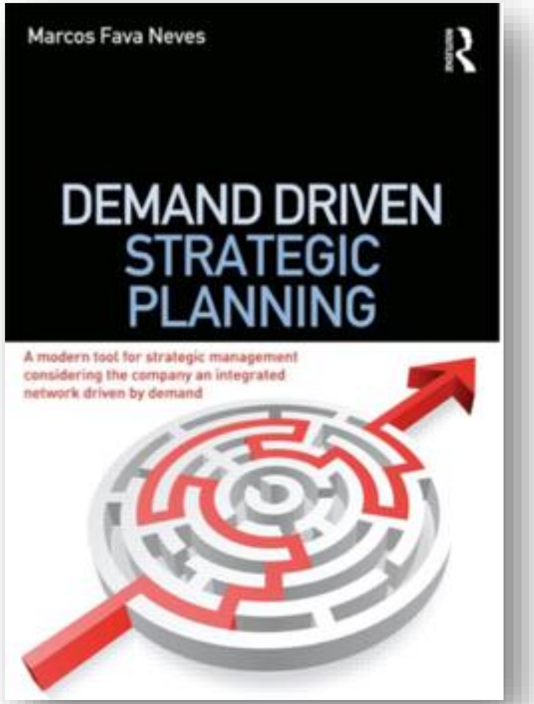


# Collective Actions Opportunities

| Actions | Description | Opportunities (ideas) for the company |
|---|---|---|
| **Joint advertising** | Companies conduct joint advertising. This happens a lot between retailers and industries, but there are cases between companies of the same industry, or between companies that have the same target market. | |
| **Collective advertising for market growth as a whole** | Companies allocate part of the amount, such an amount to be spent in increasing the consumption of the industry's generic product, so that all participant companies benefit. | |
| **Promotion of combined sales** | In the purchase of a product, another one is added, from another company, or from a group of companies. | |
| **Public relations** | Companies share public relations infra-structure and stimulate the development of the market as a whole. | |
| **Development of a lobby** | Companies work jointly to create knowledge and form a favorable public opinion of the product. | |
| **Joint participation in fairs and events** | Sharing of stands, common exposition areas. | |
| **Share sales force** | Non-competing companies can share sales force for publicizing complementary products and services. | |
| **Others** | | |

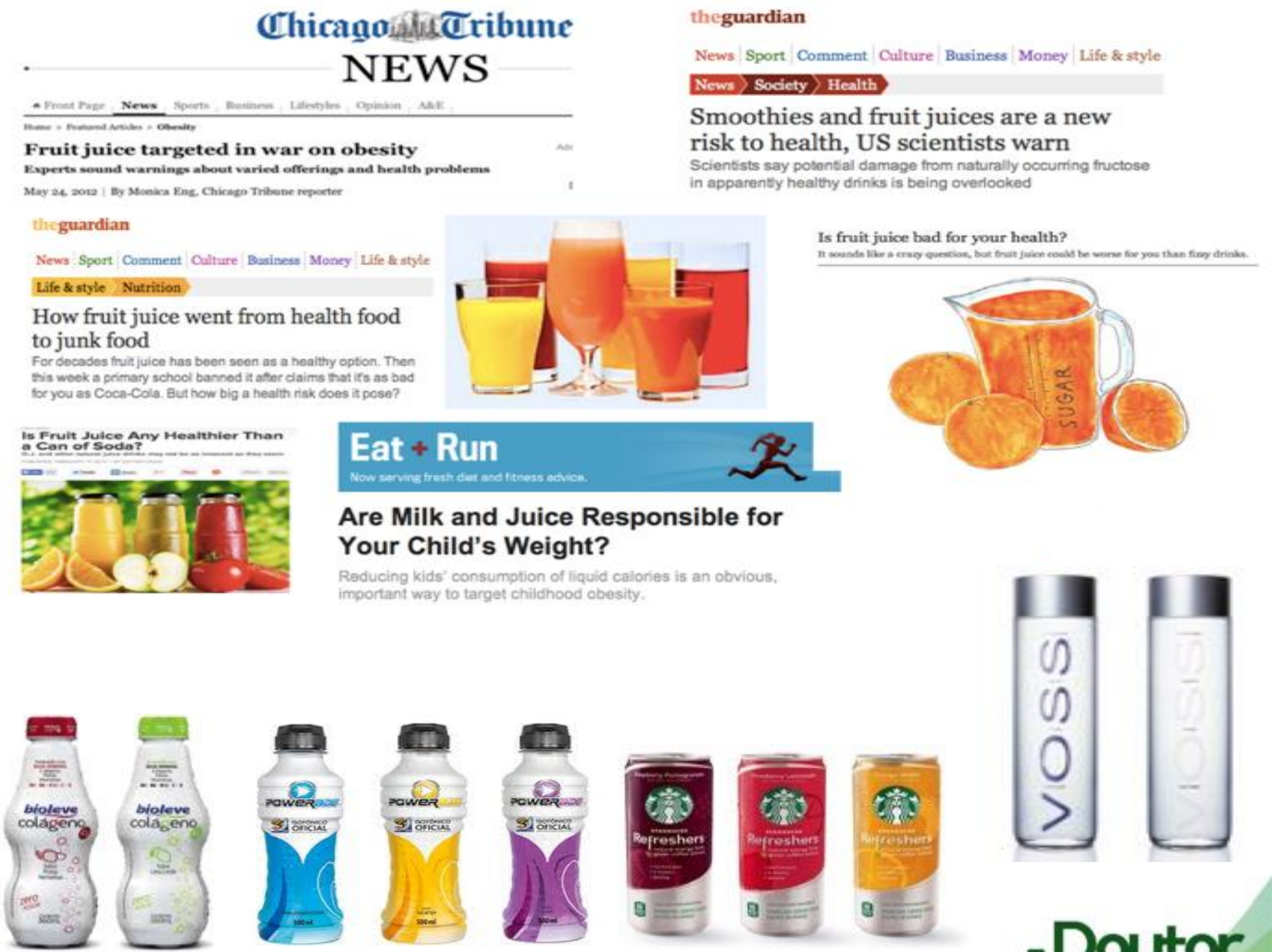
**Table 7.8 *Collective actions opportunities*.**
**Source: Prepared by the author.**

# Case 01

# ORANGE JUICE
# How to Increase Juice Consumption?

# Citrus & Juice Consumer

- ✓ How many calories?
- ✓ What is the sugar content?
- ✓ Where did the oranges come from?
- ✓ Is the production sustainable?
- ✓ Is packaging recyclable?
- ✓ Do I have other choices?
- ✓ Mature x emerging markets
- ✓ Juice x nectars



| YEAR | Orange juice consumption in 66 Brix equivalent (Markestrat) | Variation in orange juice demand compared to 2003 in 66 Brix equivalent | Industrial yield (CitrusBR) | Estimate of boxes that are no longer demanded |
|---|---|---|---|---|
| | (1,000 t) | (1,000 t) | Boxes / ton of FCOJ 66 Brix | (1,000,000 boxes) |
| 2003 | 2,399.05 | | | |
| 2004 | 2,406.62 | 7.57 | 244.19 | 1.85 |
| 2005 | 2,391.49 | 7.56 | 226.42 | 1.71 |
| 2006 | 2,341.88 | 57.17 | 232.69 | 13.3 |
| 2007 | 2,294.21 | 104.84 | 228.49 | 23.96 |
| 2008 | 2,241.98 | 157.07 | 252.88 | 39.72 |
| 2009 | 2,268.60 | 130.45 | 262.52 | 34.25 |
| 2010 | 2,249.01 | 150.04 | 240.58 | 36.1 |
| 2011 | 2,222.43 | 176.62 | 265.36 | 46.87 |
| 2012 | 2,114.55 | 284.5 | 263.54 | 74.98 |
| 2013 | 2,107.84 | 291.21 | 282 | 82.12 |
| 2014 | 2,054.01 | 345.04 | 240.5 | 82.98 |
| 2015 | 1,980.07 | 418.98 | 302.5 | 126.74 |
| 2016 | 1,954.32 | 444.73 | 286.37 | 127.36 |
| Total | | 2,560.65 | | 688.23 |

Source: Tetra Pak Compass/Euromonitor/Fdoc/Planet Retail/CitrusBR/Fundecitrus/Created by Markestrat


| | | THOUSANDS OF TONS OF FCOJ 66° BRIX EQUIVALENT | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | 2003 | 2006 | 2009 | 2012 | 2015 | 2016 | 03 to 16 |
| SELECTED MARKETS | | 2,399 | 2,342 | 2,269 | 2,115 | 1,980 | 1,954 | -19% |
| 1 | UNITED STATES | 1,001 | 924 | 851 | 704 | 638 | 624 | -38% |
| 2 | GERMANY | 250 | 209 | 185 | 167 | 152 | 150 | -40% |
| 3 | FRANCE | 152 | 158 | 168 | 158 | 142 | 136 | -11% |
| 4 | CHINA | 46 | 64 | 94 | 124 | 131 | 128 | 179% |
| 5 | UNITED KINGDOM | 143 | 139 | 136 | 127 | 109 | 107 | -25% |
| 6 | CANADA | 116 | 111 | 107 | 109 | 107 | 105 | -10% |
| 7 | BRAZIL | 42 | 36 | 36 | 48 | 63 | 69 | 63% |
| 8 | RUSSIA | 51 | 74 | 73 | 68 | 65 | 58 | 14% |
| 9 | JAPAN | 92 | 95 | 76 | 64 | 51 | 50 | -46% |
| 10 | AUSTRALIA | 53 | 57 | 57 | 58 | 47 | 46 | -13% |

# Citrus & Juice Retailing

CONCENTRATION OF FOOD SALES IN THE 5 MAIN RETAILERS IN THE SELECTED MARKETS

| SELECTED COUNTRIES | MARKET SHARE | | | | | |
|---|---|---|---|---|---|---|
| | 2005 | 2010 | 2013 | 2014 | 2015 | 2016 |
| Israel | 99.5% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| Switzerland | 85.1% | 92.5% | 96.2% | 91.6% | 95.4% | 93.5% |
| Austria | 71.9% | 84.4% | 82.7% | 83.8% | 89.5% | 88.1% |
| Canada | 54.8% | 73.7% | 63.8% | 76.7% | 86.1% | 86.6% |
| South Korea | 72.3% | 84.4% | 96.4% | 90.0% | 83.2% | 85.6% |
| Germany | 72.9% | 80.0% | 75.6% | 75.6% | 81.4% | 78.7% |
| Russia | 55.1% | 74.4% | 77.8% | 76.9% | 80.4% | 81.1% |
| Japan | 63.4% | 66.5% | 72.2% | 72.2% | 77.2% | 74.7% |
| France | 64.8% | 74.7% | 72.8% | 72.9% | 74.8% | 73.9% |
| Poland | 41.6% | 53.2% | 60.9% | 61.2% | 72.6% | 67.1% |
| Brazil | 40.5% | 43.0% | 53.1% | 63.3% | 69.4% | 72.5% |
| Spain | 56.7% | 69.2% | 64.7% | 66.1% | 67.0% | 68.1% |
| Italy | 67.5% | 67.1% | 64.4% | 62.4% | 64.1% | 65.4% |
| United Kingdom | 59.8% | 67.9% | 62.9% | 60.6% | 64.1% | 64.6% |
| United States | 45.3% | 46.3% | 48.5% | 40.1% | 56.4% | 61.7% |

Source: Planet Retail
Small retailers and neighborhood grocery stores



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# Citrus & Juice Bottling

- ✓ Concentration and competition
- ✓ Coke and Pepsi
- ✓ Margins squeezed (retail concentrations and private labels)
- ✓ Lower communication of benefits
- ✓ Multi-beverage
- ✓ Juice x nectars
- ✓ New product development
- ✓ Liquids... Turnover

# POSICIONAMENTO DAS CATEGORIAS


▪ Categorias com benefícios e/ou funcionalidades únicas para o consumidor continuarão a liderar o crescimento do mercado de bebidas. Produtos com poucas inovações de benefícios para o consumidor – refrigerantes, leite e sucos tradicionais - tem tido baixo crescimento.

*Source: Beverage Marketing Corporation; Elaborado por Markestrat/USP (Centro de Pesquisa e Projetos em Marketing e Estratégia) a partir de slide gentilmente cedido por Gary Hemphill.*

1) ESTA PERDENDO ESPAÇO NO ESTÔMAGO FRENTE A OUTRAS BEBIDAS. CRESCE A ÁGUA (PLAIN E FLAVORIZADA), CHÁS, JUICE BLENDS E AS BEBIDAS A BASE A FRUTA.

2) A QUESTÃO DA OBESIDADE ESTÁ MUITO SÉRIA E O SUCO 100% É UM DOS “VILÕES”:

3) O GOVERNO E ESPECIALISTAS COMO NUTRICIONISTAS E MÉDICOS RECOMENDAM COMER A FRUTA INTEIRA AO INVES DE TOMAR O SUCO.


## CitrusBR deve investir alguns milhões de dólares em campanha global

por redacao | julho 16th, 2012 | Categoria: Agronegócio | Comente! »

*Indústria pretende começar plano que visa reverter queda generalizada no consumo da bebida.*

# Plano para 'revigorar' suco de laranja avança

Citricultura

Fernando Lopes
De São Paulo

Espremida pela queda contínua do demanda mundial de suco de laranja na última década, a Associação Nacional dos Fabricantes de Sucos Cítricos (CitrusBR) detalhou ontem os próximos passos da estratégia em curso para revigorar a commodity e reconquistar os consumidores.

Após deflagrar nas mídia

em 2011, a campanha

demanda é mais forte — ainda que esteja em queda — porque, teoricamente, o trabalho de reconqu

Revitalizing the OJ Business: a worldwide Brazilian marketing

Para reverter o quadro de queda nas vendas do suco, a **CitrusBR** contratou a **Concreto Brasil** para investigar as razões que levaram a bebida a perder espaço no mercado mundial.

**SUCOS EM GERAL**

**LARANJA EM PARTICULAR**

Sumit Khatter | Tetra Pak

O presidente da Associação Nacional de Exportadores de Sucos Cítricos (CitrusBr), Christian Lohbauer, confirmou nesta quinta, dia 12, o investimento inicial de US$ 1 milhão em projeto de posicionamento estratégico para estimular o consumo de suco de laranja nos principais mercados mundiais. Nos últimos 10 anos, o consumo da bebida caiu 16%.

— Se conseguirmos parar essa queda, já será ótimo — disse Lohbauer.

Já foram feitas pesquisas em três dos 10 países a serem abordados: Alemanha, França e Noruega. Na próxima semana serão visitadas Rússia, Polônia e Inglaterra. Depois serão Japão, Reino Unido, China e Canadá. Segundo a CitrusBr, em outubro a entidade deve ter o diagnóstico que determinará a estratégia da campanha. A Tetra Pak colabora com o projeto com banco de dados sobre o setor de bebidas.

Enviar por e-mail Coment

THIAGO FERNANDES
COLABORAÇÃO PARA A FOLHA

A queda das vendas de suco de lara motivou a Citrus BR (Associação Nacion Cítricos) a lançar uma ação de marketing global de incentivo ao consumo do produto.

A iniciativa segue os moldes daquelas feitas por outros setores, como a "Got Milk?", que promove o consumo de leite nos EUA, e a "Woolmark", do mercado de lã australiana.

Numa primeira etapa, o trabalho vai definir um posicionamento global para a imagem do produto a partir da análise do cenário consumidor e cultural dos dez principais países consumidores de suco. "Nossa intenção é associar o suco de laranja a conceitos positivos e contemporâneos", diz o presidente da associação, Christian Lohbauer.

Doutor Agro

## NOS PAÍSES EM QUE MAIS SE CONSOME SUCO 100%

1. O CONSUMIDOR VÊ MAIS VALOR NO SUCO 100% DO QUE NOS NÉCTARES E REFRESCOS.

2. O CONSUMO É CONCENTRADO NO CAFÉ DA MANHÃ.

3. OS BENEFÍCIOS VALEM O VALOR COBRADO.

4. AS RAZÕES DE CONSUMO SÃO:
   IMAGEM DE SAUDÁVEL, SABOR E FRESCOR.

5. SAÚDE E NUTRIÇÃO SÃO MUITO IMPORTANTES PORQUE SE RECONHECEM OS BENEFÍCIOS DO PRODUTO. ALÉM DISSO,  O GOVERNO INCENTIVA O CONSUMO DE SUCOS 100%.

6. O AÇÚCAR E AS CALORIAS DO SUCO PREOCUPAM, MAS SUCO 100% AINDA É CONSIDERADA UMA BEBIDA SAUDÁVEL

7. AS MARCAS DE MAIOR SUCESSO FOCAM A COMUNICAÇÃO EM NUTRIÇÃO, SAÚDE E SABOR.

*Source: Project Orange CitrusBR, Concreto Brasil*

# 5 PORÇÕES DIÁRIAS DE FRUTA – 5 A DAY




**OS JOVENS
NÃO CONHECEM OS BENEFÍCIOS DO SUCO E BUSCAM POR NOVOS PRODUTOS E SABORES**

Os Adolescentes e jovens adultos tendem a não consumir as 5 porções diárias de frutas e vegetais.

**TODOS CONCORREM EM**

# INDULGÊNCIA
# SABOR
# REFRESCÂNCIA

# INCLUSIVE O SUCO:

## QUAIS SÃO AS RAZÕES PARA BEBER SUCO?


| | 1o | 2o | 3o | 4o | 5o |
|---|---|---|---|---|---|
| ALEMANHA | Sabor | Preço | Qualidade | Sem açúcar | Marca |
| BRASIL | Sabor | Marca | Preço | Publicidade | Embalagem (tamanho/ tipo) |
| CANADA | Sabor | Qualidade | Preço | Maior data de validade | Fresco refrigerado/ Pasteurizado |
| EGITO | Sabor | Qualidade | Variedade de sabores | Data de validade | Frescor |
| PAQUISTÃO | Sabor | Bom para saúde | Preço | Disponibilidade | Feito de frutas frescas |
| ITÁLIA | Qualidade | Marca | Preço | Embalagem (tamanho/tipo) | O Que meus filhos gostam |
| MÉXICO | Disponibilidade | Marca | Preço | | |
| JAPÃO | Qualidade | Sabor | Sabores preferidos | Preço | Marca |
| GRÉCIA | Qualidade | Sabor | Fresco/ refrigerado | Disponibilidade | Sabor |
| ESPANHA | Sabor | Qualidade | O Que meus filhos gostam | Preço | Sabores disponíveis |
| RÚSSIA | Conteúdo de suco | Sabor | Qualidade | Bom para todos membros da família | Marca |

OU SEJA, AS PESSOAS

NÃO SABEM

PORQUE DEVEM BEBER SUCO DE LARANJA. ESQUECERAM SEUS BENEFÍCIOS NUTRICIONAIS E NINGUÉM OS RELEMBRA

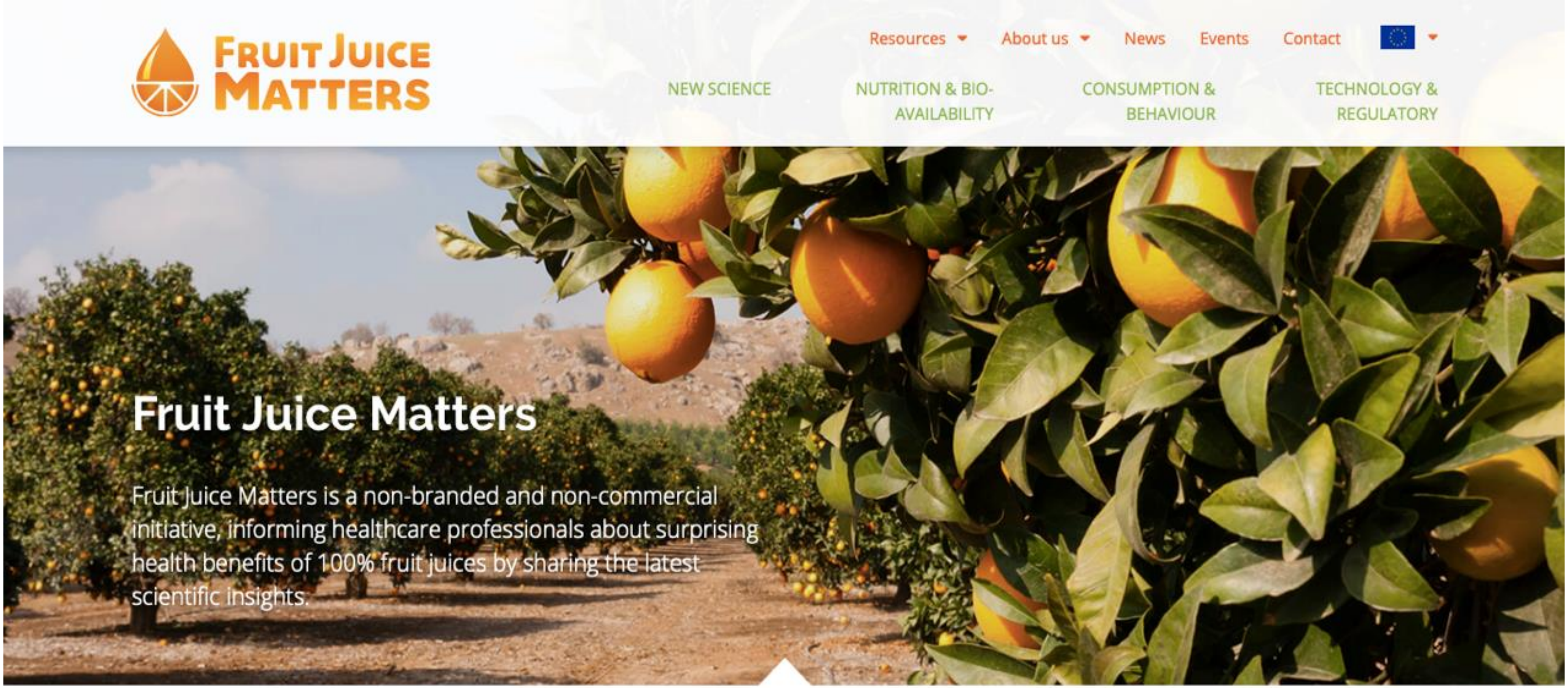
A LARANJA, POR SUA VEZ, SE TORNOU UMA VELHINHA QUE NÃO NOS OFERECE NOVIDADES.

## INSIGHT

QUAL É A VERDADE QUE CONECTA O SUCO DE LARANJA ÀS PESSOAS?

NENHUMA OUTRA BEBIDA ENTREGA, NATURALMENTE, TANTOS BENEFÍCIOS (NUTRIÇÃO COM SABOR E PRAZER) COMO O SUCO DE LARANJA 100%.

POR ISSO, A LARANJA É A VERDADEIRA SUPERFRUTA BRASILEIRA

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# Fruit Juice Facts

**Science and health information on 100% fruit juice**

## 100% Fruit Juice

100% has the same meaning as pure – it represents a product to which nothing has been added or taken away.

MORE

## Fruit Juice and sugar

The sugars in fruit juices are naturally occurring. By law there is never any added sugar.

MORE

## Flavonoids and 100% fruit juice

The flavonoids (natural plant compounds) in 100% FJ have health benefits and are bioavailable.

MORE


Fruit Juice Matters: How 100% fruit juice is made

1,499 views

5 1 SHARE SAVE

# Pergunta de Comunicação

- **Avalie o site e as comunicações da campanha "Fruit Juice Matters", sendo feita na União Européia e faça comentários sobre como estão estruturados em termos de plano de comunicação e o que mais você faria para ampliar o consumo de suco de laranja?**

| Públicos-alvo | Objetivos | Mix de Comunicação | Orçamento | Mensuração | Gestão |
|---|---|---|---|---|---|
| <br>**Consumidor Final**<br><br>- Mães e pais<br>- Crianças e teens<br>- Singles<br>- Melhor idade<br>- Atletas<br>- Classes A, B, C+<br><br>**Formadores de opinião**<br>Saúde: médicos e nutricionistas<br>- Materiais de Flórida e desenvolver nossos<br>- Governo<br>- Sindicatos<br>- ONGs<br>- Cadeia Produtiva<br>- Varejo auto-serviço<br>- Produtores<br>- Facilitadores<br>- Associações | **Conhecer o produto** e entender a diferença (comparação com outras bebidas)<br><br>**Experimentar**<br><br>**Expansão da demanda existente**<br><br>**Informar do conceito amplo** (posicionamento, preço sugerido e valor capturado pelo consumidor)<br><br>**Recomendação e endoso de profissionais da área de saúde** | **Mensagem**: posicionamento<br><br>**Propaganda**<br>- TV com conceito (Emerson Fittipaldi e/ou outros atletas "voluntários")<br>- mídias digitais (sites de jogos, Concecitrus com novo conceito)<br>- revistas<br>- concurso<br>- rádios AM e FM: argumentos econômicos e funcionais<br><br>**Promoção de vendas e promoção ponto venda**<br>- material explicando conceito<br>- degustação e distribuição de amostras<br>- vôos TAM (doutrinar): azul + folder conceito<br>- eventos esportivos<br>- Marketing Push em ponto de venda<br><br>**Relações públicas e publicidade (assessoria de imprensa)**<br>- Palestras do conceito (todo o público-alvo: jornalistas, congressos de médicos e nutricionistas)<br>- notícias em jornais e revistas<br>- anúncios do governo<br>- TV explicação do conceito: Globonews, Globo Réporter, Youtube e mídias digitais.<br>- revistas: informe publicitário<br>- nutricionais e médicos com *position paper* a partir de revisão dos estudos da Flórida | **R$ 20 milhões** em 2013 (R$ 0,19 por litro)<br><br>R$ 25 milhões/ano de 2014 a 2020 | Pesquisas recall<br><br>Acesso site<br><br>Buzz marketing<br><br>Grau de conhecimento<br><br>Aceitação da ideia<br><br>Vendas | Organizar as etapas em sequência<br><br>Pensando e fortalecendo o documento |

# Case 02

# SOU DE ALGODÃO - COTTON

*International Food and Agribusiness Management Review*
***Volume 21 Issue 5, 2018; DOI: 10.22434/IFAMR2018.0025***

Received: 5 February 2018 / Accepted: 17 April 2018

# The Brazilian cotton marketing initiative: '*Sou de Algodão*' case

*Special issue: Teaching case studies in food and agribusiness management*

## CASE STUDY

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Sou de Algodão

## o que é o movimento Sou de Algodão?

Somos um movimento que fortalece e une os principais agentes da cadeia produtiva em torno de um bem comum: promover a sustentabilidade e o consumo consciente na moda, transformando uma commodity em um produto com alto valor agregado.

saiba mais

marcas parceiras

Trecê Brasil Acessórios

Trick Nick

URBANO TÊXTIL

VICUNHA TÊXTIL

Yuk's Vestindo o futuro

# Overview | Cotton in Brazil

- Grown in several regions, mainly in the States of Mato Grosso, Mato Grosso do Sul, Goiás and Bahia;
- 5th world's producer (2,1 million tons in 2017/18);
- 3rd world's exporter (1,0 million tons in 2017/18);
- World leader in dry cotton farming;
- Sustainable production (80% of total production in Brazil is BCI certified, and 60% of Better Cotton Initiative Global Exports come from Brazil);
- 55% of production is exported. Domestic market is important and has not been considered strategic so far.


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Sou de Algodão

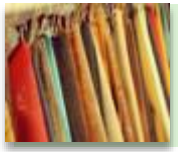
584,443 views

133 7 SHARE SAVE

# An Overview of the Cotton Chain in Brazil (2015)

**End user** — Population - 200 million people

**Retail** — Clothes and shoes
- The biggest in Latin America
- US$ 57 Billion Market size



**Clothings**

**Homewear (sheets, towels)**

**Weavings / Knittings (fabrics and knittwear)**

(Cotton)
- Production: 1.024.949 ton
- Imports: 29.781 ton
- Exports: 17.236 ton

**Spinnings (yarn and threads)**

(cotton threads)
- Production: 1.032.858 ton
- Imports: 20.835 ton
- Exports: 935 ton

**Producers**

**Producers Associations**

- Production: 1,500,000 ton (cotton pens)

**Influencers**

Source: Markestrat, Plano de Incentivo ao Uso do Algodão, 2015.

# Research Question and Objectives

- The objectives of this study are to examine **challenges within Brazil's textile industry for increasing the cotton participation when compared to synthetic fibers**.

Specific objectives are:

- to analyze **incentives and monitoring mechanisms** along the supply chain;
- to identify clothing **market segments** in which synthetic fiber usage offers threats to cotton business, or opportunities;
- to propose **strategic initiatives** for cotton consumption increase in the Brazilian Market.

# Market Segments And Cotton Share

| | Quantitative Data (values in BRL million) | | | | |
|---|---|---|---|---|---|
| **Textile Segments** | **Market Size 2014** | **% Cotton Use** | **Market Size Cotton** | **% Growth 2015/19** | **Adjusted Market Size 2019** |
| **Women's** | 29.825,70 | 21% | 6.263,40 | 3,03% | 6.453,18 |
| **Men's** | 16.174,70 | 64% | 10.351,81 | -0,58% | 10.291,77 |
| **Socks/Accessories** | 4.090,10 | 61% | 2.494,96 | 5,20% | 2.624,70 |
| **Kids/Teen's** | 18.804,80 | 83% | 15.607,98 | 9,32% | 17.062,65 |
| **Denim** | 17.210,00 | 78% | 13.423,80 | 7,13% | 14.380,92 |
| **Home-wear** | 15.326,10 | 83% | 12.720,66 | 5,50% | 13.420,30 |
| **Sportswear** | 12.546,90 | 11% | 1.380,16 | 8,93% | 1.503,41 |
| **Total** | **113.978,30** | **54.6%** | **62.242,77** | **5,50%** | **65.736,92** |

Source: Markestrat, estimated values based on diverse fonts, 2015.
Incentive Plan for Cotton Use; diagnosis.

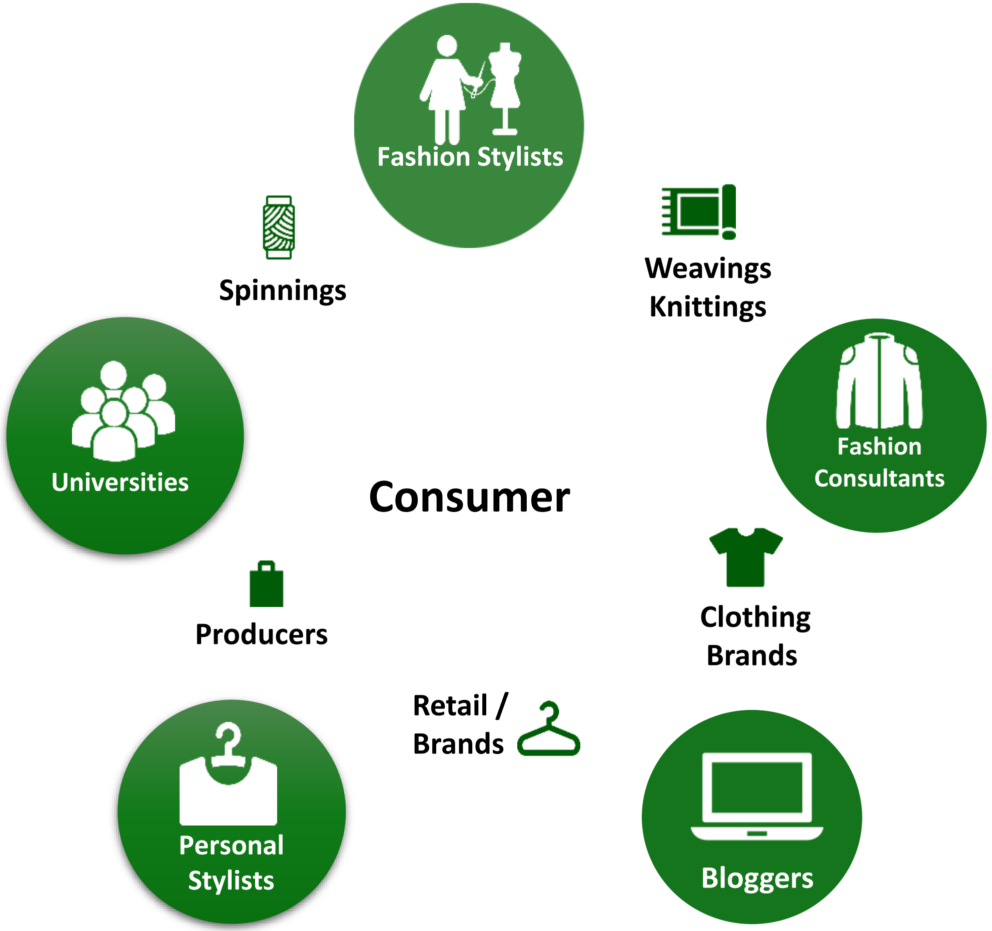
# What Segments To Target: Cotton Strenghts And Weaknesses

| Segments | + Strengths | - Weakness |
|---|---|---|
| **Womenswear** | • Largest consumption segment<br>• Less impulse buying / Economic downturn effect<br>• Cotton delivers value: intimacy | • Tend to follow fashion news, regardless of brands and fiber composition<br>• Don't deliver: shape and style |
| **Menswear** | • Planned purchases / tends to examine fiber composition<br>• Savvy with specific items: dress shirts, basic T-shirts, etc.<br>• Growing market for social clothing | • Overall decrease<br>• Strong substitution to fitness items – mostly synthetics<br>• Consumers getting used to synthetic underwear |
| **Socks/Accessories** | • Cotton delivers comfort<br>• Informality and piracy decreasing | • Small segment |
| **Childrenswear** | • High expectation of growth<br>• Parents prefer cotton to newborns and children | • High participation of imports |
| **Jeans** | • Largest cotton segment<br>• High expectation of growth for men's standard jeans<br>• Cotton delivers durability | • Growing participation of elastane, especially in women's jeans<br>• Substitution of women's super-premium items to standard items. |
| **Household Textiles** | • High participation of cotton<br>• Delivers value: smoothness, comfort, coziness<br>• Emerging class has matured / unhappy with synthetic alternatives | • Growing participation of imports from Asian countries – mostly synthetic (curtains, rugs, textile furniture, etc) |
| **Fitness** | • High expectation of growth<br>• Driven investments / World Cup and Olympic Games effect | • Small potential for cotton<br>• Struggles with informality and piracy |

Source: Interviews

# Results: Network of Influencers Should Be Considered!

- ✓ High relevance influencers in the textile network. Fashion stylists, designers, bloggers, brands themselves influence the clothing collections creations and this will have a fundamental impact on the type of clothes (included the type of fabrics);
- ✓ The textile network may be easily understood as a netchain, since there are relevant horizontal ties such as the ABRAPA, typically a horizontal association composed of cotton growers...
- ✓ ...or even the strong horizontal social ties between clothing brands, when they follow or replicate fashion trends among themselves.
- ✓ Different levels of vertical integration among players.
- ✓ There are pooled interactions among network players.



# Consumer's Perspective: Uninformed About Cotton

- *"… as **our clients don't know the difference**, and don't look at the product tag, we produce similar products and they believe it is cotton."* (Product Manager, Apparel Company)

- *"Cotton is used to give **the touch of comfort minimally needed**. The rest is synthetic to achieve characteristics of trim, shape and aesthetics because they are attributes that the fashion public seeks."* (Fashion Designer 2)

- *"the old and good 100% cotton is my main recommendation for habit change, for my patients, but, besides **they don't care about** it, it's harder and harder to find 100% cotton underwear."* (gynecologist and mastologist)

- Cotton, however, is associated with very positive meanings!

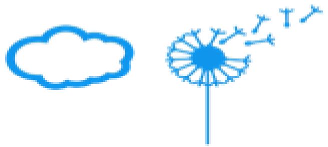
  - **Supply Chain Management - minimizing cost of supplies and answering final consumer needs (Beamon, 1998)**

# Brand's Personality Approach: How do Consumers Relate to Cotton?

“Comfort”

“It has a thousand uses!”

“Everybody uses it”



It is often related to clouds and Dandelion flowers

“If cotton was a color?: it would be light blue, light pink, or white”

Soft

“ordinary”

Calm

“A good thing”

“smooth, light, flexible”

Source: “Nas Nuvens de Algodão” Report, Bayer CropScience, 2015.  n = 320.

# Retailers' Perspective: Profit Maximizing Strategies

- *"when purchasing, all we look for is price, so that so it is **inevitable that 70% of our suppliers are Chinese**."* **(Brazilian Retail Chain 1)**

- *"in order for cotton to be leveraged, it would have **to encourage the production of mixed fabrics, because cotton is expensive and has no competitiveness with Chinese products**. With mixed fibers, it is possible to work on the cost-benefit relation and the lower classes will see the value, for sure". And added "cotton only products work for niche brands focused on higher end social classes."* **(Brazilian Retailer Store 1)**

- *"During the expansion of the retail market, in 2010, the emerging market (classes B1, B2, with a higher purchasing power then) experimented the imported and synthetic fibers in Bedding, Dining and Bathing (home wear) and did not approve**. The same emerging market returns in 2014 demanding cotton, they don't accept synthetic products for home we**ar. The consumer gains maturity and opts for cotton. "The natural evolution of the industry (and consumers!) is changing our retail market. We are more and more like developed markets… more like the American retail. "* **(Brazilian Retail Chain 2)**

- Perception of better quality imported fabrics for high end retailers ( Peruvian or Egyptian cotton , Supima cotton) **(Brazilian Retail Chain 3)**

➢ **Potential sequential interaction among players for optmization of products and operations for cost minimizing and value creation opportunities (Lazzarini et al. 2001)**

# Manufacturers’ Perspective: High Coordination Costs To Textile (Cotton Based) Suppliers

- *“in the search of raw material (cotton based suppliers), international players are more open to attend their demand. “When we prospect suppliers, we search for those that can attend our stylists’ demands. 10% cooperate. The other 90% try to push their products like commodities”.* (**Brazilian clothing manufacturer)**
- *"Regarding the quality of Brazilian cotton fibers, they say that “quality of the fiber is not the central problem. The point is that our market is lacking in suppliers of wires and flat fabrics. Little investment, low skilled labor, technological backwardness”*. (**Brazilian clothing manufacturer)**
- **Another underwear and accessories brand** has more than 300 franchised stores is a verticalize company in clothing and retail. They purchase wires and knitted fabrics to produce their pieces of clothing. **They are investing in the spinning business** (**upstrean vertical integration**) due to their dissatisfaction on the quality of the local suppliers. (**Brazilian underwear manufacturer)**
- *“**there was little technological innovation for cotton**. Since then, synthetics and mixtures dominated innovations. “Growing demand for sportswear drives synthetic innovations. Topics such as wire geometry, extrusion and dry system became part of the process of creation and development. Consumer quest is for lighter fabrics. Synthetics came closer to the consumer needs and communicated better.”* (**Brazilian underwear manufacturer)**

  - **Different examples of high coordination costs of chain partners**
  - **Vertical Integration due to market inefficiency and high uncertainty (Williamson, 1985)**

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# Strategic Plan: 3 Strategic Initiatives

- **Focus on segments** of end users with **bigger gain potential: Women, Men, Kids**;
- Remark the **benefits of cotton** to the consumer, stimulating the demand;
- Articulate information along the production chain by taking information, promoting the use of cotton and facilitating business with an integrated network vision.

**Promotional**

**Communicate and promote the cotton market chain. Focus on <u>awareness.</u>**

**Informational**

**Group of actions and projects that aims to <u>inform and educate</u> the big audience about the benefits of cotton.**

**Business**

**Group of actions and projects that aims to generate <u>business initiatives</u>, raising the chain competitiveness**

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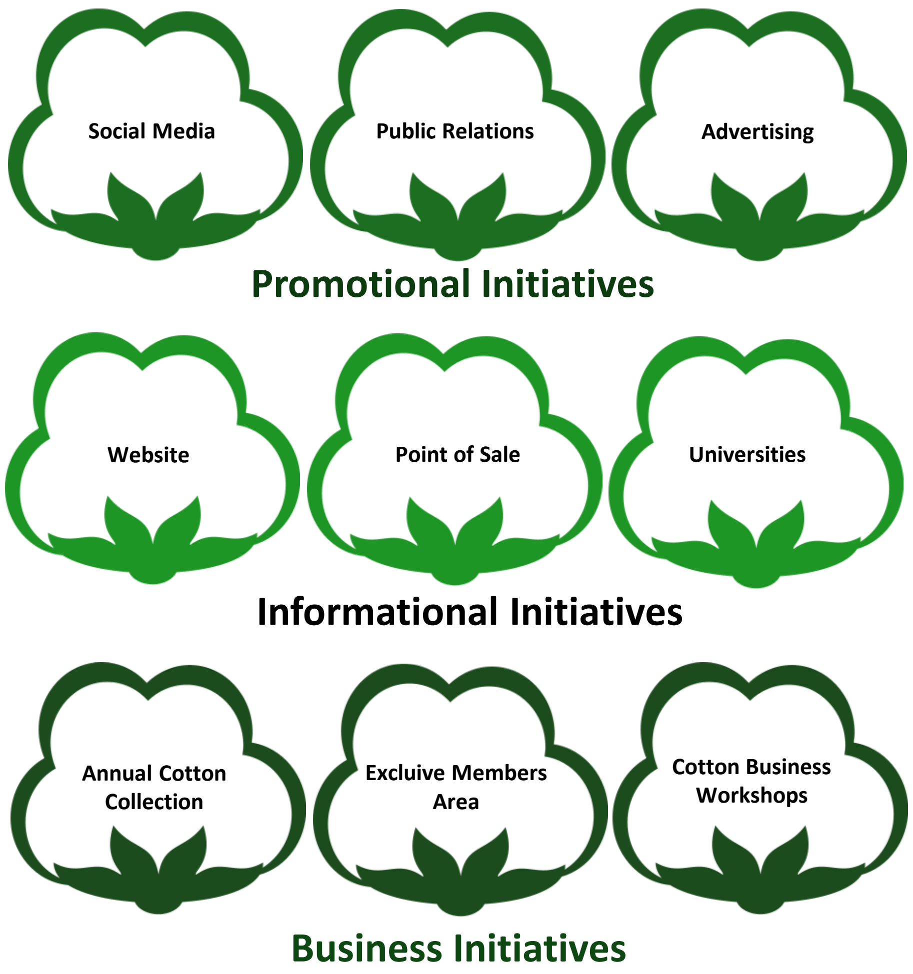
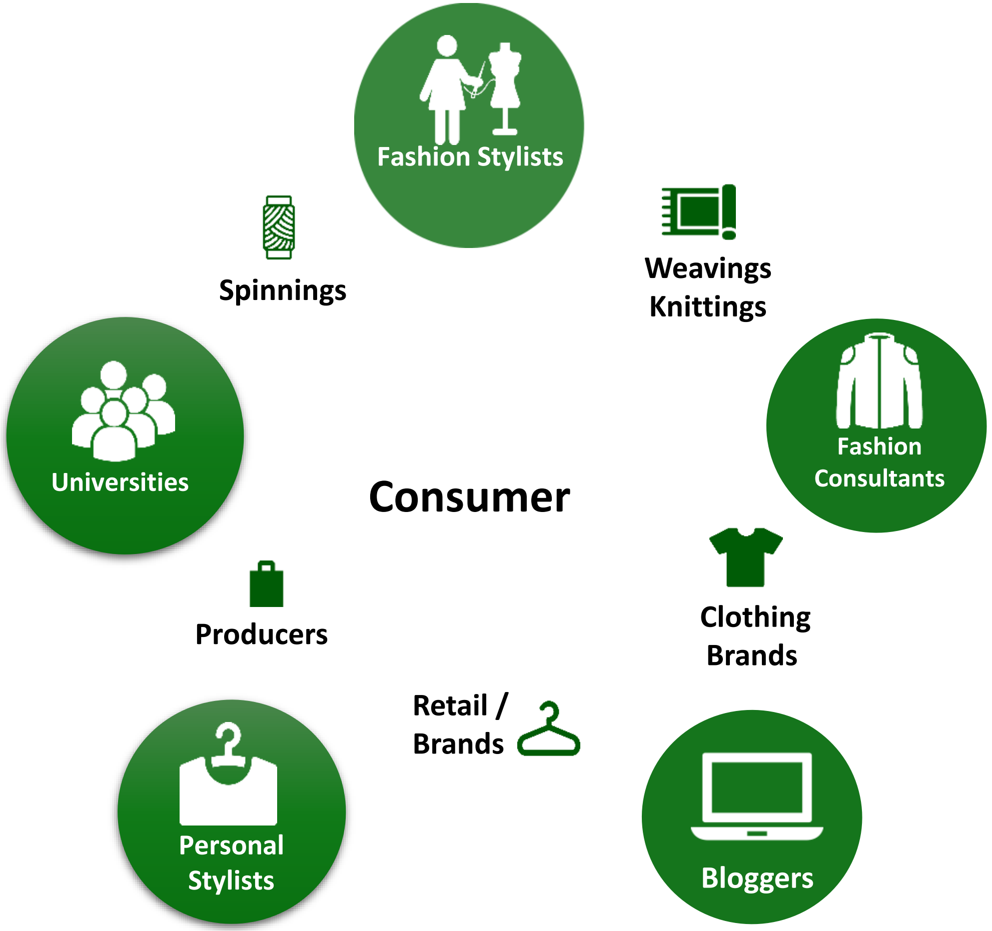
# Results:  Building A Strategic Plan – Action Plan

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# The Brazilian Cotton Consumption Campaign
# "Sou de Algodão" Case

Sou de Algodão

# Sou de Algodão | São Paulo Fashion Week and Influencers

The campaign launch featured fashion names and influencers of the general public, generating buzz and engagement among all publics.

# Sou de Algodão | Brand Guidelines (Manifest)

**o algodão**
**é a fibra democrática, inclusiva e sustentável da moda brasileira**

# Sou de Algodão | Ambassadors

## Strong Influencers to Stylists, Bloggers, Consultants


- **Alexandre Herchcovitch**, **Martha Medeiros** and **Paulo Borges** are ambassadors of the campaign, connecting the brand value to the attributes of the product, in various ways.
- **Alexandre Herchcovitch** is acknowledged by his creativity in diverse collections that goes from popular to high fashion;
- **Martha Medeiros** create collections using 100% cotton lace in her high fashion dresses;
- **Paulo Borges**, founder of SPFW, brought to the campaign his personal belief about the value of cotton in fashion. They endorse the campaign.

# Sou de Algodão | Ambassadors

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# Sou de Algodão | Key Visuals

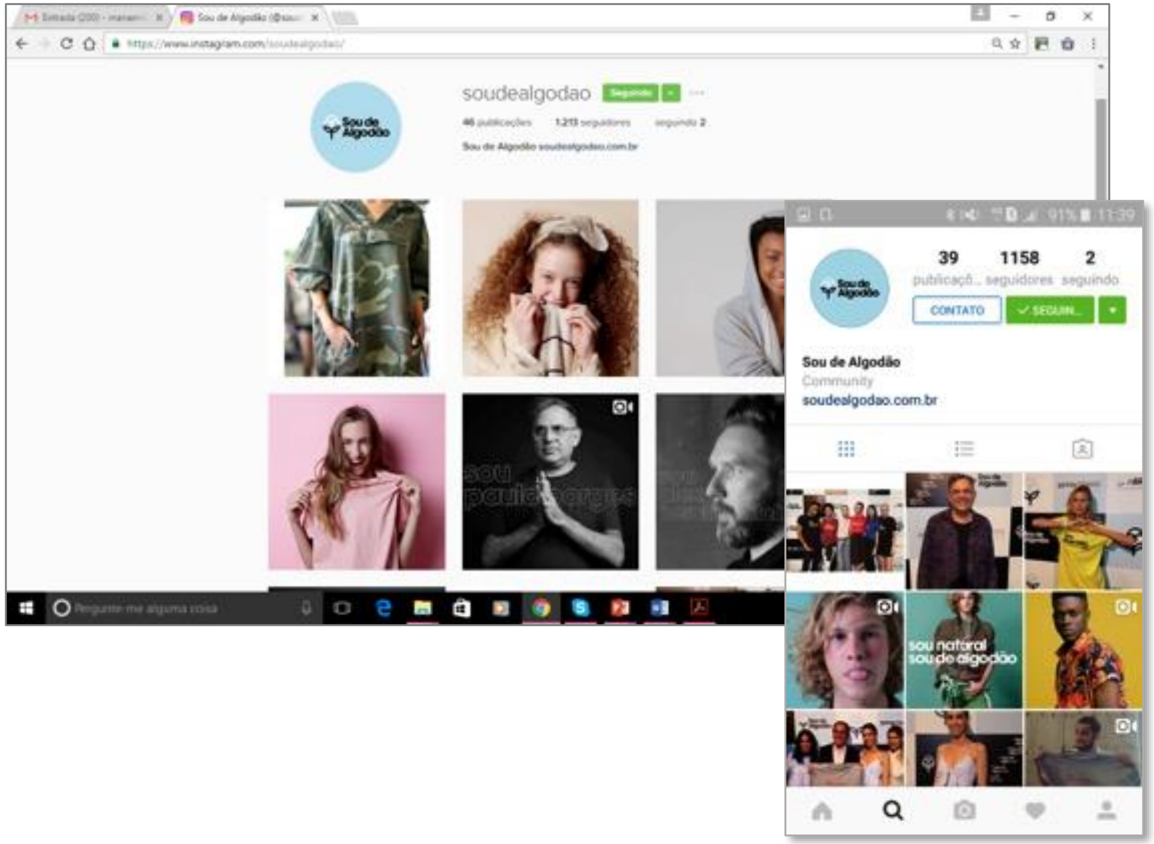
# Sou de Algodão | Digital Platform

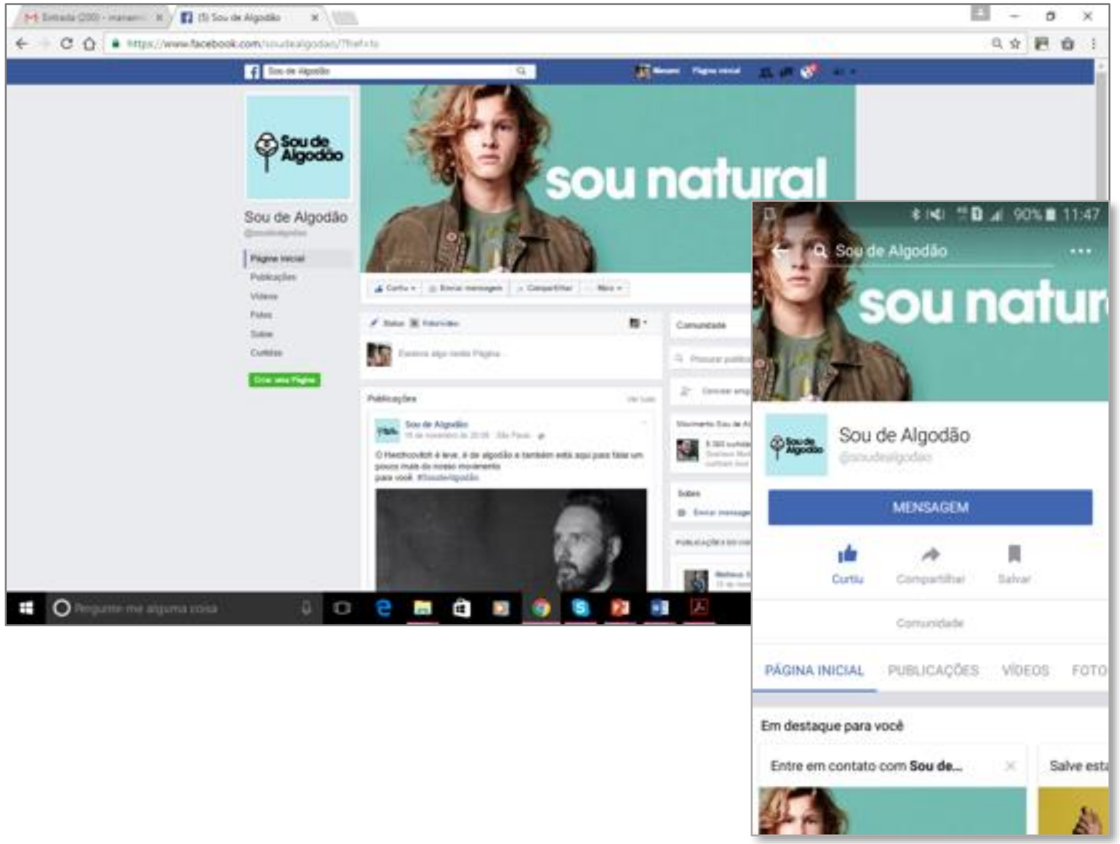

**Posts: 51 published copyrighted content | 59 items awaiting publication (2018)**

**265 partner brand products displayed in the showcase (2018)**

# Sou de Algodão | Social Media

Instagram e Facebook.



# Sou de Algodão | Social Media

seguidores
**70.433**

envolvimento
**10.605.105**

interações
**1.124.541**


seguidores
**17.838**

publicações
**552**

engajamento
**87.027**

dados de 04/12/2018

# Sou de Algodão | PDV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# Sou de Algodão | Public Relations

sou de algodão
na mídia







# Sou de Algodão | Events

## 1º Desafio Sou de Algodão + Casa de Criadores




The sou de algodão movement and the casa de criadores promote A great competition among students of fashion schools from all over Brazil. The 6 finalists parade at the 45th edition of the Casa de Criadores in june 2019, and the winner enters the lineup of the event in november 2019.

# Sou de Algodão | Institutional Partners

# Sou de Algodão | Partners Brands

## artesanato

- Cabocla Criações
- Marina Abdalla Atelier
- Orientavida
- Trecê Brasil Acessórios

## casa

- ARTEX
- CASA CHARLLÔ – VIDA REAL CHEIA DE COR
- casa moysés
- mmartan
- SANTISTA
- TOALHAS Groh

## confecção

- AHLMA
- Althman Manifesto
- alices
- AMORA
- Áurea Lúcia slow fashion
- brandili – criança bonita todo dia
- CECILIA PRADO
- Duran
- FOLLIS
- endless
- GARDANA JEANS
- HELOISA FARIA
- Isaac Silva
- JUANNA
- Juliana Carrijo
- Ken.gá BITCHWEAR
- KYLY
- Lemon
- Lillas en Provence
- Mahara Green
- mensageiro dos sonhos
- milon
- MR. STONE – BE BRAVE, BE STONE
- nanai by KYLY

# Sou de Algodão | Main Results

## Website

*MAIN RESULTS OF THE TRAFFIC TAKEN BY THE DIGITAL CHANNELS ACTIVATED BY BETC*

NUMBER OF VISITS:
**42.800**

PAGE VIEWS:
**50.700**

UNIQUE USERS:
**41.300**

AVERAGE TIME:
**00:27**

BOUNCE RATE:
**88%**

DEPTH (AVERAGE)
**1.18**

# Sou de Algodão | Main Results

## Social Media

***RESULTS OF THE CAMPAIGN ON SOCIAL MEDIA CHANNELS (FACEBOOK AND INSTAGRAM):***

| ***INVESTMENT*** | ***REACH*** | ***INTERACTIONS*** |
|---|---|---|
| **R$ 87,435.63** | **18.8 MILLIONS** | **4.2 MILLIONS** |

***TOP POSTS***

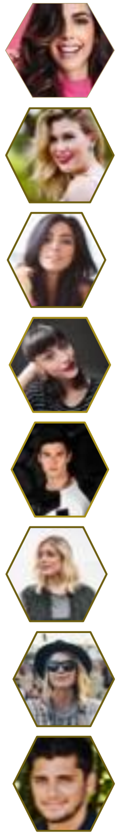


markestrat Agribusiness   FGV EAESP   fea-RP

Doutor Agro

# Sou de Algodão | Main Results

## Influencers



| INFLUENCER | INVESTMENT | POSTS | FOLLOWERS | INTERACTIONS | ENGAGEMENT RATE |
|---|---|---|---|---|---|
| Camila Coutinho | [redacted] | 4 | 2,058,431 | 6,319 | 0.31% |
| Niina Secrets | [redacted] | 4 | 2,953,597 | 90,548 | 3.07% |
| Jade Seba | [redacted] | 4 | 1,645,813 | 96,961 | 5.89% |
| Maju Trindade | [redacted] | 4 | 3,582,973 | 191,039 | 5.33% |
| Vini Uehara | [redacted] | 4 | 533,973 | 90,439 | 16.94% |
| Fabiana Justus | [redacted] | 4 | 455,891 | 18,476 | 4.05% |
| Julia Faria | [redacted] | 4 | 643,586 | 18,740 | 2.91% |
| Bruno Gissoni | [redacted] | 2 | 3,500,621 | 21,719 | 0.62% |
| TOTAL | R$ [redacted] | 30 | 15,374,885 | 534,241 | 3.47% |

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## Public Relations

RELEASED MATERIALS:

**93**

PAGE VIEWS:

**1.1 BILLION**

PRESS RELEASES:

**705.453**

VALUE (SPONTANEOUS MEDIA):

**R$ 670.427,91**

CENTIMETER:

**738.46**


MATÉRIA PURA


DIRETO DA FONTE
SONIA RACY
MATÉRIA PURA
FASHION COM CONHECIMENTO
MEMÓRIA URBANA
PRAIA OU CAMPO?


VOGUE
Campanha "Sou de Algodão" é lançada no São Paulo Fashion Week
DGVESTIR.COM.BR


FFW
No SPFW, ABRAPA lança campanha de incentivo ao uso do algodão
instax

# Prof. Marcos Fava Neves

favaneves@gmail.com | 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 mor 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.