Innovation, Value Creation, Capture and Sharing

RAD2402 – Strategies in Agribusiness
Chapter 39, 43, 44, 56

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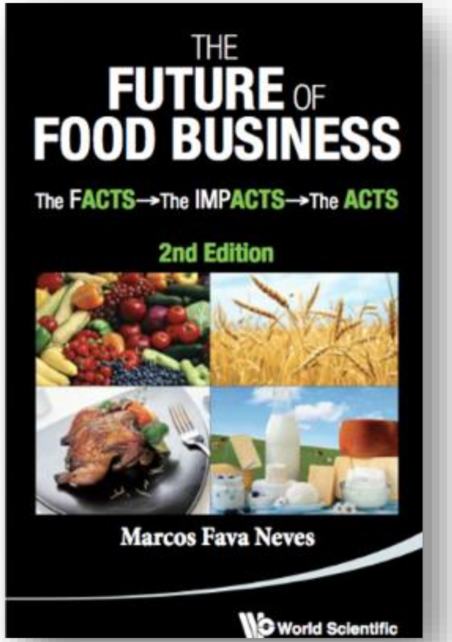
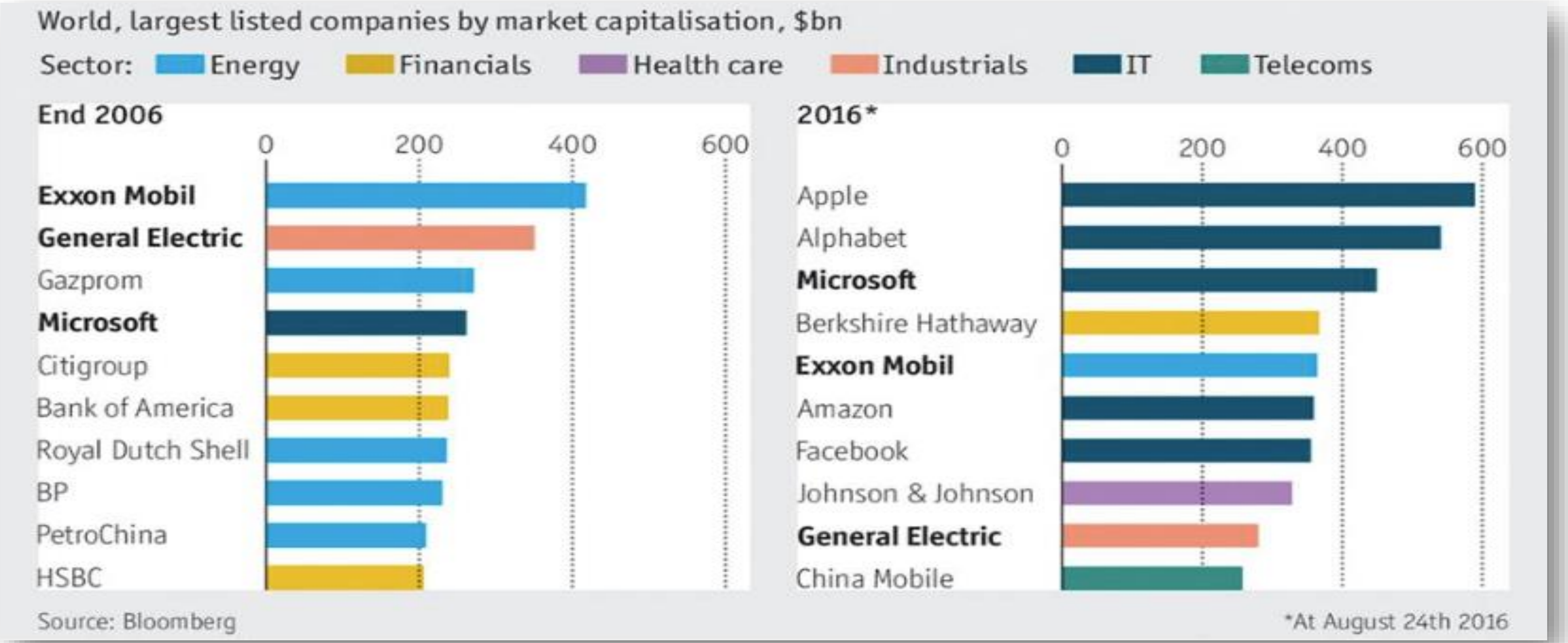


A Virtually New World



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BUSINESS

Cheaper Food Puts Restaurants in a Pickle

Restaurants normally benefit from lower food prices but this time is different

Aug. 30, 2016 12:19 a.m. ET

Cheaper food normally helps the restaurant business by lowering its costs and lifting profit margins.

But this time falling food prices are having a perverse effect by encouraging more customers to eat at home, say executives and analysts.

Supermarket prices, measured by the food at home index, declined

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BUSINESS

Food Price Deflation Cheers Consumers, Hurts Farmers, Grocers and Restaurants

Farm Belt cutbacks hit more businesses even as consumers save big at the grocery store

By HEATHER HADDON and JULIE JARGON

Aug. 29, 2016 1:13 p.m. ET

The U.S. is on track this year to post the longest stretch of falling food prices in more than 50 years, a streak that is cheering shoppers at the checkout line but putting a financial strain on farmers and grocery stores.

The trend is being fueled by an excess supply of dairy products, meat, grains and other staples and less demand for many of those same


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September 15, 2016 at 3:14:32 PM GMT-3

PR Sodexo Announces Membership In The 'Better Buying Lab' To Develop Sustainable Food Strategies

by Sodexo
Posted: Wednesday, September 14, 2016 at 3:20PM EDT

BETTER BUYING LAB

GAITHERSBURG, Md. -- Sodexo, world leader in Quality of Life Services, announced today that it has become a member of the Better Buying Lab, a new initiative of the World Resources Institute (WRI) that brings together the food industry and some of the brightest minds from consumer research, behavioral economics and marketing strategy to test and scale new ways to help consumers buy products that have a lower environmental impact.

This partnership will help Sodexo enable its customers to choose more sustainable food options. It's an opportunity for Sodexo to effectively promote healthier choices that also reduce the company's carbon footprint, as well as that of its client partners.

"The future of food is moving toward sustainability, but there's so much we have to learn about

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FONT SIZE

What are the innovations needed to produce more with less, mostly at the first stages of the food chain?

Major Input Suppliers 2020 Innovation Challenges

1. Renewable production inputs that replace non-renewable ones, as today's fertilizers;
2. Reuse of resources and the use of by-products, in order to reduce pollution and costs;
3. Innovation that reduces costs for farmers, saving operations and improving margins;
4. Lower residual effects of the chemical products;
5. Better, more efficient and more economic machinery that saves fuel;
6. Genetically modified varieties in order to increase yields;
7. Better grain to protein (animal) and sun to energy (plant) conversion; Search for precocity
8. Biotechnology and natural control in order to use fewer chemical products;
9. Reducing losses on input transport and application;
10. Genetically modified plants, more adapted to droughts and water restrictions.

Source (citation): Neves, Marcos Fava - The Future of Food Business, World Scientific (2013).

What are the innovations needed to produce more with less, mostly at the last stages of the food chain?

Innovation Challenges in Production Systems

Retail

- ✓ Offer ambience;
- ✓ Express check-outs;
- ✓ Complete solutions;
- ✓ Home Meal Replacement;
- ✓ Relationships;
- ✓ Online sales;
- ✓ Buying groups;
- ✓ Tasting/trying;
- ✓ Delivery.

Consumption

A. Health;
Beauty;
Longevity;
Food on the go.

B. Welfare;
Convenience;
Culture;
Enjoy;
Fun and Food;
Slow Food.

C. Ecology;
Substitution;
Recycling.

D. Inclusion;
Wealth distribution;
Fair Trade;
Food and Miles.

Source : Prof Marcos Fava Neves


FOOD DELIVERY 2.0
A new era in food delivery is rapidly emerging. 'Food Delivery 2.0' is shaking up both the food retail and foodservice sectors in the U.S. Although it is early days, we believe the ubiquity of the smartphone and the rise of the on-demand economy will have a profound and lasting impact on food, as it has in other spheres of our lives.
DELIVERY APPS
These platforms have updated the old-school delivery model to the modern era, providing a mobile platform for centralizing ordering and delivery from a multitude of local restaurants.
DoorDash
Grubhub
Instacart
Postmates
ÜberEATS
ONLINE GROCERY
New players have entered the grocery space, providing online ordering options and next-day or within-hours delivery of all types of grocery products.
AmazonFresh
Door to Door Organics
FreshDirect
Peapod
Thrive Market
MEAL KITS
These subscription-based businesses deliver a box of pre-measured ingredients so that consumers can prepare their own home-cooked meals following the step-by-step recipe included in the box.
Blue Apron
Chef'd
HelloFresh
Plated
Purple Carrot
READY MEALS
Ready-meal companies make complete meals and deliver them hot or chilled. Menu choices are often limited, but meals are designed and prepared by professional chefs.
Freshly
Freshology
Munchery
Sprig
Veestro


5 Orders to Go
At your convenience
Ultimately, this is a story of convenience: saving consumers' time and removing the headache of what to eat tonight.
Focus on food—not just the tech
The quality of products will be key in retaining customers and having them pay the premium for convenience.
Getting the last mile right
Having a cool app is not enough. Getting the logistics right—with ever-shrinking delivery times—is vital in making or breaking a business.
Expect some shake-out
A lot of money is flowing into the sector. Not all will survive. Many of these companies are struggling to make the economics work.
A hot topic, but not total meltdown
Food Delivery 2.0 will not lead to a total displacement of existing players. The new platforms will complement existing routes to the consumer.
Rabobank

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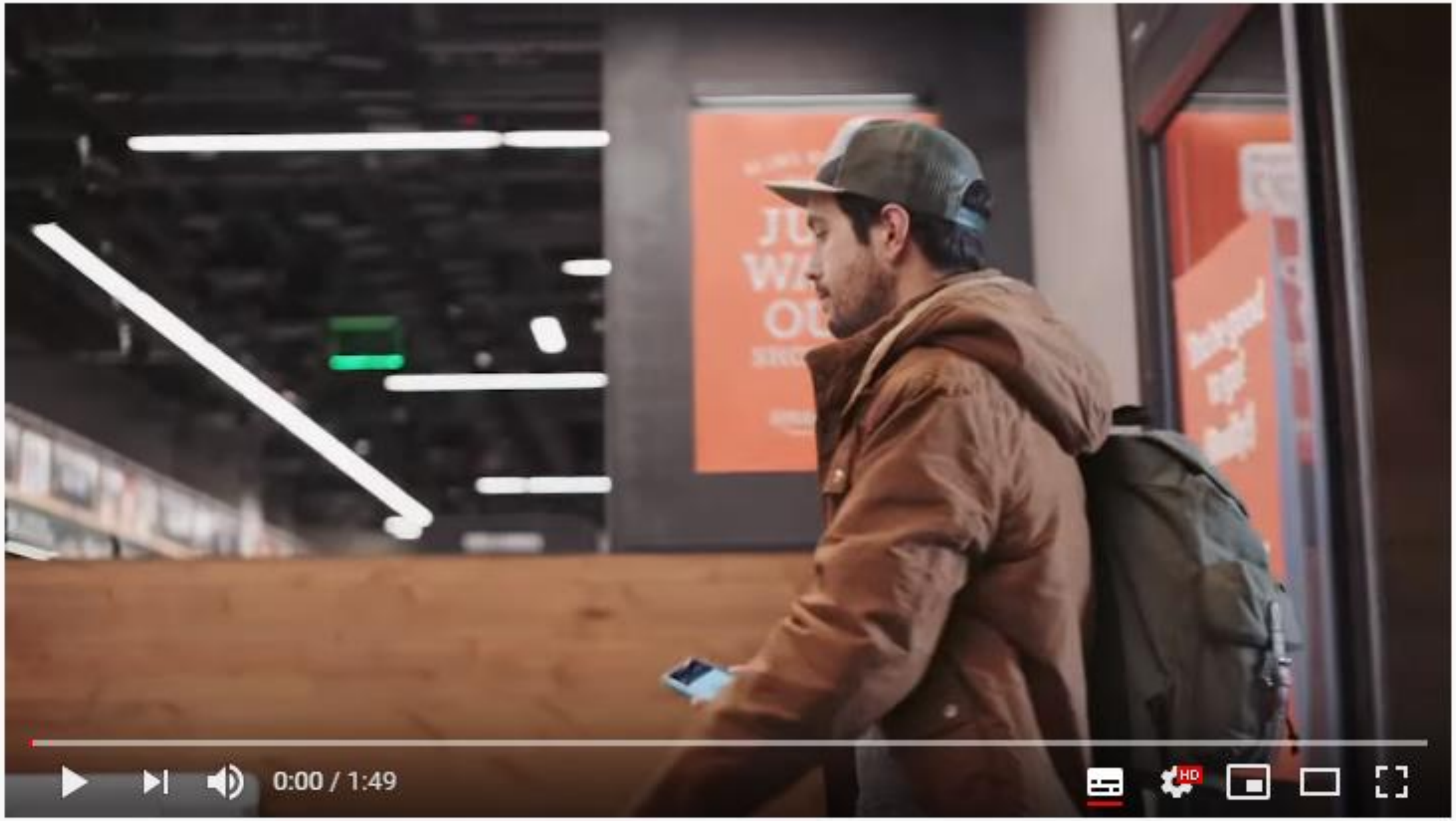

Introducing Amazon Go and the world's most advanced shopping technology

Take a Tour of a Hema Supermarket and Experience "New Retail"

Amazon Key In- Car Delivery: Convenience Delivered

Innovation Challenges in Production Systems

Inputs

- ✓ Renewal sources;
- ✓ Genetics;
- ✓ Reuse;
- ✓ Conversion (consuption x production);
- ✓ Cost;
- ✓ Better controls (biological);
- ✓ Cost;
- ✓ Results to the buyer;
- ✓ Residual effect;
- ✓ Machinery efficiency.

Production

- ✓ Yield per area;
- ✓ Conversion (solar energy);
- ✓ Sustainability;
- ✓ Resistance;
- ✓ Conservation;
- ✓ Animal welfare;
- ✓ Precocity;
- ✓ Certifications;
- ✓ Variety;
- ✓ Reuse;
- ✓ Water consumption.

Agroindustry

- ✓ Ecological packing;
- ✓ Use of bio products;
- ✓ Conservation;
- ✓ Nutraceutics;
- ✓ Flavor;
- ✓ Nutricosmetics;
- ✓ Storage easiness;
- ✓ Relationships;
- ✓ Lower transportation costs;
- ✓ Contracts;
- ✓ Lower water consumption;
- ✓ Channels optimization
- ✓ Safety;
- ✓ (gate-to-gate and others).
- ✓ Loss reduction.

Source : Prof Marcos Fava Neves

This Farm of the Future Uses No Soil and 95% Less Water

Organic Valley's marketing strategy puts farm visits on the table

Originally published July 18, 2016 at 5:22 pm | Updated July 18, 2016 at 5:54 pm

Organic Valley's revamped website aims to personalize consumption of organic products by connecting farmers with consumers. (OrganicValley.com)

Organic Valley, which bills itself as the largest cooperative of organic farmers in the United States, is using an outreach strategy that caters to consumers' desire to know where their food comes from.

By JANE L. LEVERE
The New York Times

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Jana McClelland is a third-generation dairy farmer in Petaluma, Calif. This October, she expects 600 to 1,200 people to visit her family's farm.

She plans to take them to the nursery, the milking parlor and the pastures.

"We know people care where their food comes from," she said.

It is all part of an outreach strategy from Organic Valley, which bills itself as the largest cooperative of organic farmers in the United States. Call it table-to-farm marketing.

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Home > News > Medical nutrition market to hit $40bn by 2018

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Posted: Oct 9, 2013
Topics: Business solutions > Market analysis

Medical nutrition market to hit $40bn by 2018

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The global medical nutrition market is projected to reach US$40.1 billion by 2018, with huge growth forecast in India in particular. The Indian market itself is expected to reach approximately US$4.2 billion by 2017.

An increase in aging populations, coupled with growing incidences of illness, has resulted in market growth for medical nutrition products. Another key factor driving the market is premature births due to mothers' insufficient nutritional status, particularly in populous Asian countries such as China and India.

In the innovation process, lets work with 20 questions that can give insights...?

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20 Questions to "Think Out of the Box"

1. How can a company use the concept of building relationships in its value chain and which among such relationships could be profitable to the company?

2. How to personalize (customize) the companies offer in order to satisfy individuals in a cost effective way?

3. How to organize an entire service package in a selling relationship to a particular costumer in order to make his purchasing experience interesting and also profitable for the company?

4. How to list and how to decide what will not be done by the organization, in terms of business, products, services or other activities, or even by individuals?

5. What are the 10 most relevant things we, as a company, will do next?

20 Questions to "Think Out of the Box"

6. **In which of these 10 relevant things should we, as a company, focus?**

7. **How to simplify the company's offer to the consumer?**

8. **When analyzing the whole purchasing experience or the product usage process, which parts are not needed and could be removed?**

9. **Which alternatives would be time saving for our clients?**

10. **In order to understand our competitors behavior, a nice question to ask is how can we cannibalize our offer?**

20 Questions to "Think Out of the Box"

11. About forecasting the future, an intriguing question is how to read things that are not yet at the page?

12. In order to be more effective in our activities, or within our companies projects, how to get our minds around it (a particular activity) and do it (make it happen)?

13. How can we improve our "face to face" interactions, or the personal touch of the company?

14. In order to have, at the same time, a broader and a specific view of a particular situation or about a business, how to capture the big picture and also the details?

15. In order to promote better management with a scientific approach, what are the ideas to integrate people (humanities) to science?

20 Questions to "Think Out of the Box"

16. In order to create great teams in our companies, how to recruit, maintain and motivate talents?

17. In order to improve the possible positive influence, how to use/spread personal skills of the leader within the organization?

18. Intuition may help collaborate in several decision-making process, bringing sensitivity and the human part of business, and for this to happen, how to take advantage and also to filter the effects of intuition?

19. How to transfer the admired concept and DNA of the company to the offer (product + service)?

20. How to permanently reset (innovate/rethink) the company in order to create an organization that may revolutionize people's lives or even the business's history in a sustainable and profitable way?

Columbus, Ohio • Oct 29, 2013 • 57° Partly Cloudy

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ANIMALS

Premium cuisine for dogs, cats expanding

LIFE

» Dutch museums identify art likely Nazi looted

» U.S. home prices rise at fastest pace since 2006

» Jonas Brothers announce breakup

» City sues hot-sauce factory over spicy emissions

How to structure the process (method) for creating a new concept?

Food Concept Creation

7 Steps – Food Concept Creation

1. Concept Ideas Proposal
2. Concept Ideas Selection Process
3. Concept Marketing Strategy
4. Building the Integrated Concept Network
5. Concept Physical Development and Testing
6. Make it Happen (the Launch of the Concept)
7. Continuous Redesign

How can we create, capture and share value in a company activity or in a food chain?

VALUE CREATION, CAPTURE AND SHARING IN FOOD CHAINS

DIFFERENTIATION STRATEGIES	COLLECTIVE ACTIONS STRATEGIES	COST STRATEGIES
✓ 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	✓ Internal management: products/ brands/ packaging and services ✓ Collective Communication ✓ Channels ✓ Sales ✓ Pricing ✓ Horizontal and Verticals Associations ✓ Alliances, joint-ventures and other forms	✓ 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

Products, Services, Comunication →

Inputs ⇄ *Agricultural production* ⇄ *Processing Industry* ⇄ *Channels: wholesale and retail* ⇄ *Consumer*

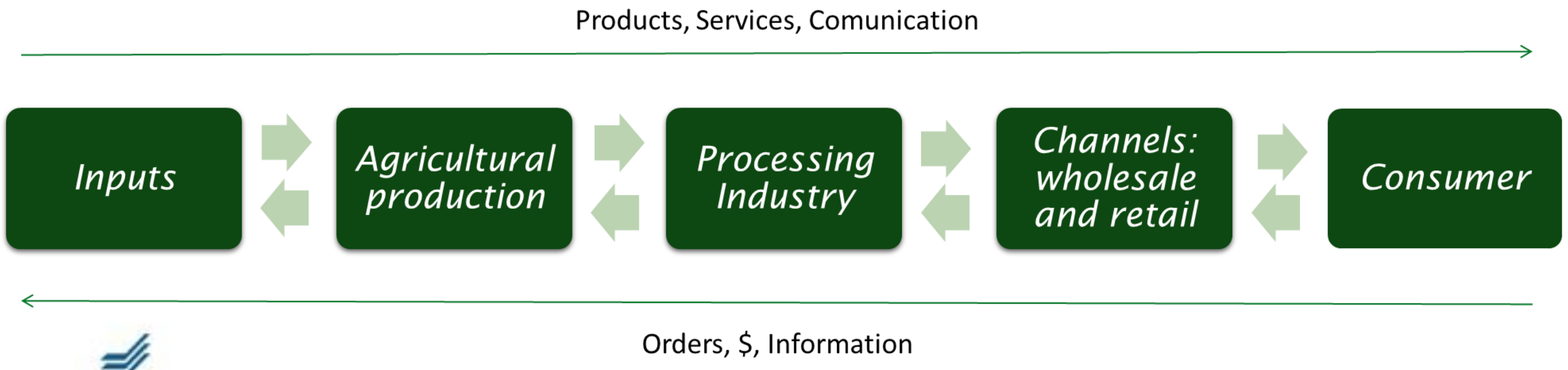
← Orders, $, Information

Source : Prof Marcos Fava Neves

VALUE CREATION, CAPTURE AND SHARING IN FOOD CHAINS

DIFFERENTIATION STRATEGIES

- ✓ 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



Source : Prof Marcos Fava Neves

MARKETING

De olho em veganos e alérgicos, Mantiqueira lança “N.Ovo”

Fundador do Grupo Mantiqueira, Leandro Pinto aposta no potencial de crescimento do mercado de produtos sem nada de origem animal

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THE BLUE BUTCHER
NO MEAT TODAY
0% MEAT INSIDE
BLUE SEASONED SCHNITZEL
Stroganoff Style
BE GOOD, EAT WELL
THE BLUE BUTCHER
NO MEAT TODAY
RICH IN PROTEIN
0% MEAT INSIDE
BLUE SCHNITZEL
Crunch & Crispy
BE GOOD, EAT WELL
THE BLUE BUTCHER
NO MEAT TODAY
20G OF PLANT PROTEIN PER SERVING
0% MEAT INSIDE
BLUE MINCE
Authentic taste
BE GOOD, EAT WELL
THE BLUE BUTCHER
NO MEAT TODAY
RICH IN PROTEIN
0% MEAT INSIDE
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Authentic taste

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DAS IST FRUCHTFLEISCH
JACKY F.
DAS IST FRUCHTFLEISCH
JACKY F.
BIO JACKFRUIT
SÜSS | EXOTISCH | WOW
JACKY F.
BIO JACKFRUIT
JACKY F.
BIO JACKFRUIT
JUNGE JACKFRUCHT IN SALZLAKE
PULLED JACKFRUIT
PUR
KY F.
RUCHTFLEISCH
FLEISCHSALAT
MIT JACKFRUIT
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Perfect for Egg Salad, Deviled Eggs, Creamed Eggs, or as a Snack.
Nutrition Facts
Old Fashioned Egg Salad
6 Egg•land's Best Hard-Cooked eggs, chopped
1 large onion finely minced
1/4 cup of mayonnaise
1/4 tsp. dill
1/4 tsp. salt
1/4 tsp. pepper
INGREDIENTS: EGGS
Recommended American Diabetes Association/American Dietetic Association dietary exchange: 1 Egg•land's Best egg for 1 Medium-Fat meat.
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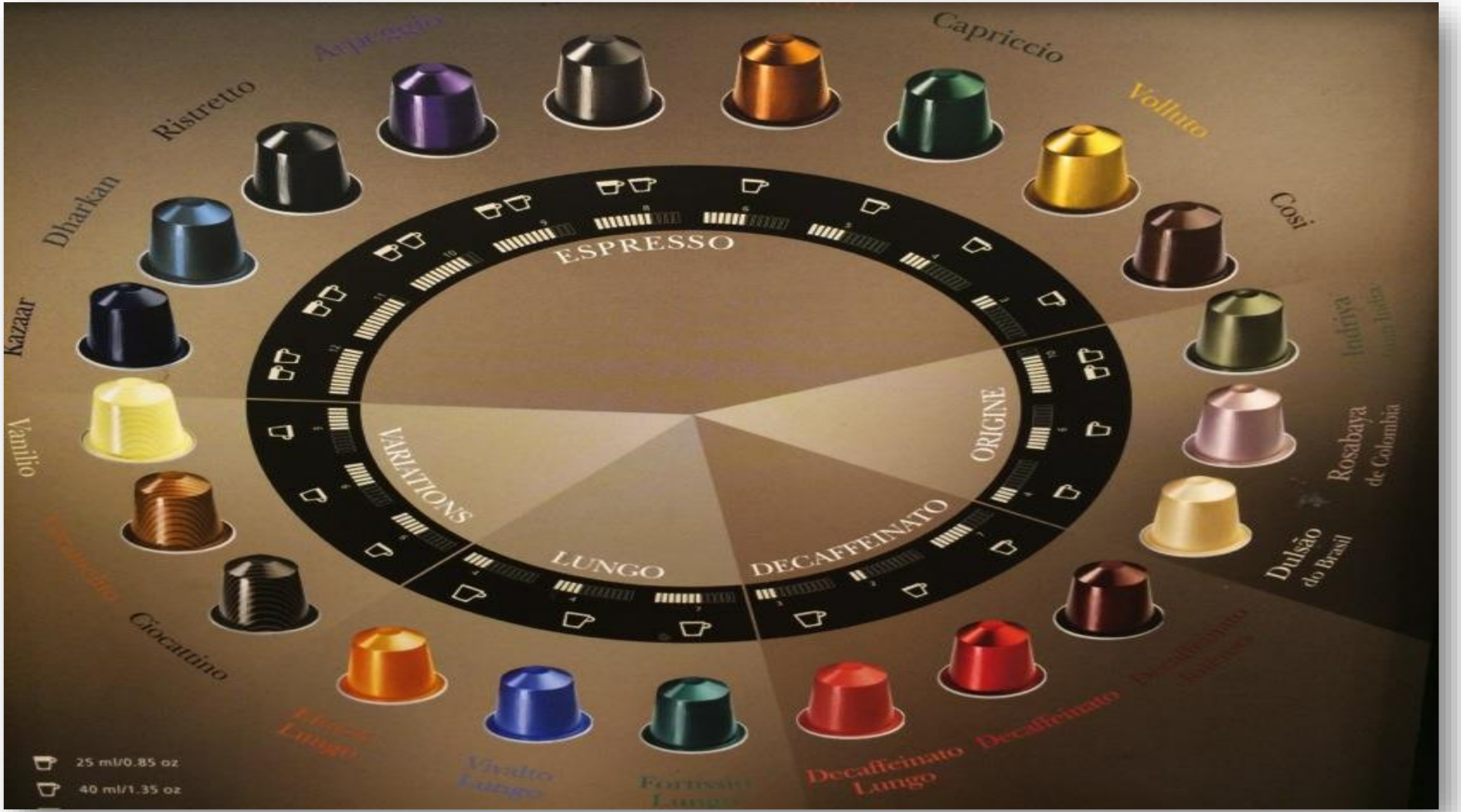

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USE BY
JAN 14
ANTIOXIDANT KIT
+ Excellent source of Antioxidant Vitamin C, Good source of Antioxidant Vitamin E
+ Antioxidant Vitamins C & E help maintain cell and tissue health
Spinach, Baby Kale, Red Cabbage, Shredded Carrots, Feta Cheese, Sunflower Kernels and Dried Blueberries with a Pomegranate Blueberry Vinaigrette
(200 g)
SALAD

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Fresh EXPRESS
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SALAD


WHAT'S INSIDE:
Per Serving:
As Much FIBER as
¾ cup Brown Rice
As Much VITAMIN C as
1 Medium Lemon
As Much POTASSIUM as
1 cup Lowfat (1%) Milk


Sale
2 for $7
WIC allowed
Taylor Farms Organic
50/50 blend
baby red butter
baby arugula
baby spring mix
POWER GREENS
wellness blend
baby spinach
baby kale

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sauté
add to pasta
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90 YEARS
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$1.48
SLD GARDEN 12OZ T
EASY-OPEN Pinch front and back at top. Simply pull apart and enjoy!

Doutor Agro


Green Giant
Fresh
Little Gem
Lettuce Hearts
PER SERVING
15 CALORIES


2 for $7
Healthy & Delicious
Taylor Farms
Organic
baby arugula
savory tender leaf with a hint of pepper
triple washed
& ready to enjoy
delicious
recipes
on back
USDA
ORGANIC
EASY OPEN BAG
Fresh
EXPRESS
50/50 Mix
SPRING MIX
SPINACH
certified organic
Sale
2 for $7
WIC
allowed
FRESH EXP
3.29
WIC
allowed

Doutor Agro

Doutor Agro

of USA Net Wt. 2 LBS (907g)
5.99 18.72¢ PER OZ
SWEET BABY BELL PEPPER
B&W
baby arugula
roquette
SuperLeaves
B&W
baby arugula
roquette
SuperLeaves
Value Pack
Bell Peppers
Value Pack


B&W
Cultivée et emballée aux É.-U.
Tasty. Powerful. SuperLeaves.
watercress
cresson
SuperLeaves®
PACKED WITH NUTRIENTS & ANTIOXIDANTS
#1
Powerhouse
Vegetable | Légume
WATERCRES

Doutor Agro


ANTIOXIDANTS
#1
Powerhouse
getable | Légume
tains 18 vitamins & minerals
nt 18 vitamines et minéraux


LOVE TO SAVE HERE.
2 FOR 6.00
SAVE 1.38 ON 2
PUBLIX PREMIUM
SALAD KIT
True Bleu, 7.5-oz bag
Publix
Spinach
Fresh & Tender Spinach
for cooking
2.49

Doutor Agro


Publix
Italian
SALAD BLEND
TRIPLE WASHED
& READY-TO-EAT
NO PRESERVATIVES
LOVE TO SAVE HERE.
2.69
SAVE
30¢
PUBLIX
SALAD BLEND
Italian, 10-oz bag
QUANTITY LIMITS PER HOUSEHOLD APPLY


Publix
Italian
SALAD BLEND
Romaine Lettuce & Radicchio
TRIPLE WASHED
& READY-TO-EAT
NO PRESERVATIVES
Publix Bag Salads
100% Grown in the USA!

Doutor Agro


organicgirl
good clean greens
PEPPERGREENS
greens with a peppery kick
a bold blend of baby mustard greens, arugula, spinach & other tender greens
washed³
NET WT 4 OZ (113 G)
organicgirl
Quality rules at organicgirl. We should know. We live, eat & breathe organicgirl quality. Day in and day out, we work hard to provide you with tasty produce that's delivered fresh daily to your local Publix. Now that's good clean greens we're proud to put our names on!
PULL DATE: SEPTEMBER 1ST
4.29
1.07
ORGANICGIRL PEPPERGREENS

Doutor Agro


a bold blend of baby mu
arugula, spinach & other
washed3
we washed it 3 times
so you don't have to
USE BY:
FEB 02
NET WT 4 OZ (113 G)
PRODUCE OF USA
organicgirl
Quality rules at organicgirl. We should know. We live, eat & breathe organicgirl quality. Day in and day out, we work hard to provide you with tasty produce that's delivered fresh daily to your local Publix. Now that's good clean greens we're proud to put our names on!
PULL DATE: SEPTEMBER 1ST

Doutor Agro


GreenWise
ORGANIC
50/50 BLEND
TRIPLE WASHED
Half spinach. Half Spring Mix. Totally, 100% amazing. Prepare a bowl with your favorite dressing and accents, and let each forkful of leafy bliss show you exactly what we mean.
USDA ORGANIC
NET WT 5 OZ (142g)
3.99 79.80¢ PER OZ
USDA ORGANIC
GW ORG 50/50 BLEND 5OZ.


GLUTEN FREE
Eat Smart
JAN 28
B25011 10:44
Sweet Kale
Brussels Sprouts, Cabbage, Kale, Chicory, Dried Cranberries,
CONTAINS
7
Superfoods

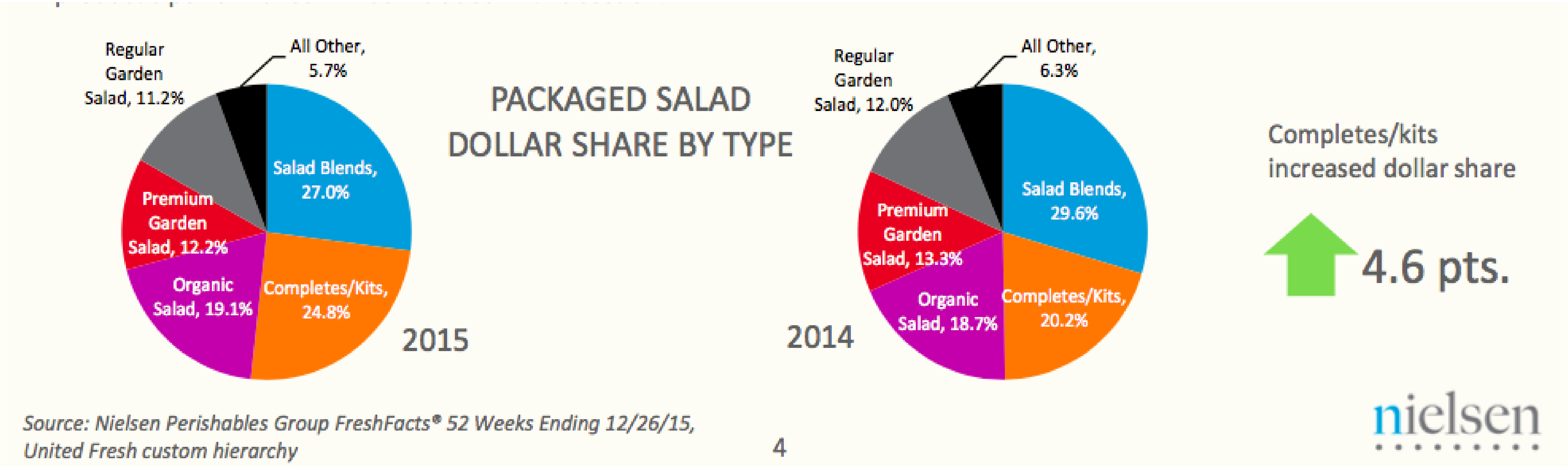
Doutor Agro

Market of Organic Products

Organic Product	Weekly Dollar Sales per Store	% Change versus 2014	Weekly Volume Sales per Store	% Change versus 2014	Average Retail Price	% Change versus 2014
Packaged Salad	$887	10.3%	224	11.4%	$3.96	-0.9%
Berries	$409	9.1%	96	5.8%	$4.25	3.1%
Apples	$299	18.4%	141	24.0%	$2.11	-4.5%
Carrots	$253	6.1%	126	4.0%	$2.01	1.9%
Herbs, Spices and Seasonings	$239	12.3%	98	12.0%	$2.44	0.2%
Beverages	$217	42.6%	63	45.3%	$3.45	-1.8%
Tomatoes	$164	11.3%	45	13.8%	$3.61	-2.1%
Bananas	$162	34.4%	205	40.5%	$0.79	-4.4%
Lettuce	$160	5.2%	51	5.6%	$3.18	-0.4%
Cooking Greens	$143	7.2%	51	11.9%	$2.81	-4.2%

Source: Nielsen Perishables Group

Packaged Salad Market



Source: Nielsen Perishables Group

Value-added Vegetables

Still a small portion of the overall value-added vegetables category, meal prep items grew sales the most following a 15% increase in the average number of items carried at retail. As a consistently growing category, opportunity exists to partner with other products focused on the convenience-minded consumer.

Value-added Vegetables	Weekly Dollar Sales per Store	% Change versus 2014	Weekly Volume per Store	% Change versus 2014	Average Retail Price	% Change versus 2014
Value-Added Vegetables	$1,754	8.7%	564	5.6%	$3.11	2.9%
Side Dish	$996	8.0%	311	4.2%	$3.21	3.6%
Meal Prep	$299	15.5%	125	12.0%	$2.39	3.0%
Trays	$273	7.9%	35	11.7%	$7.84	-3.4%
Snacking	$186	3.4%	93	0.4%	$2.01	3.0%

3%

Dollar contribution of value-added vegetables to total produce

Source: Nielsen Perishables Group

Innovative Vegetables Categories Fared Best

Vegetable products such as salad kits and value-added vegetables continue to drive growth, though household penetration still remains relatively low.

Top Vegetables Categories	Households Buying	Weekly Dollar Sales per Store	% Change versus 2014	Weekly Volume Sales per Store	% Change versus 2014	Average Retail Price	% Change versus 2014
Packaged Salad	76%	$3,877	9.2%	1,378	5.9%	$2.81	3.1%
Tomatoes	81%	$2,666	3.4%	1,169	1.1%	$2.28	2.3%
Potatoes	87%	$2,521	-1.4%	3,619	-2.4%	$0.70	1.0%
Cooking Vegetables	73%	$1,841	3.4%	1,071	-1.0%	$1.72	4.4%
Value-Added Vegetables	49%	$1,754	8.7%	564	5.6%	$3.11	2.9%
Onions	83%	$1,530	-1.9%	1,527	-2.6%	$1.00	0.7%
Peppers	67%	$1,471	5.0%	657	3.9%	$2.24	1.1%
Lettuce	75%	$1,312	3.2%	709	0.2%	$1.85	3.1%
Carrots	78%	$878	-2.5%	516	-2.8%	$1.70	0.3%
Mushrooms	50%	$863	3.3%	347	1.3%	$2.49	2.0%

Source: Nielsen Perishables Group FreshFacts® 52 Weeks Ending 12/26/15

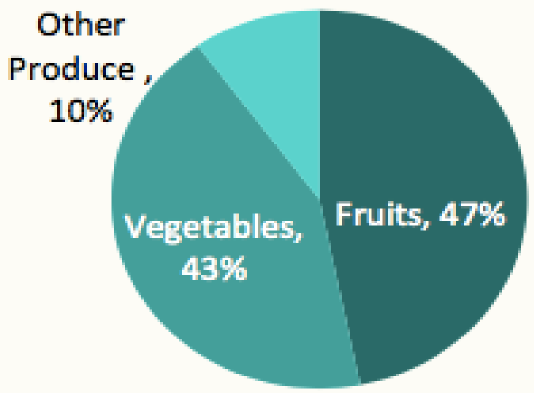
3

Source: Nielsen Perishables Group

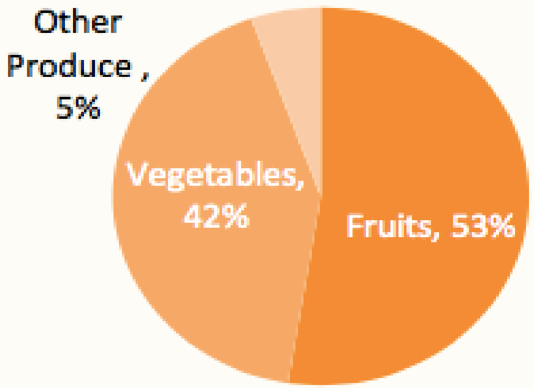
THE PRODUCE DEPARTMENT GENERATED $50,231 PER STORE PER WEEK

	Households Purchasing	Weekly Dollar Sales per Store	% Change versus 2014	Weekly Volume Sales per Store	% Change versus 2014	Average Retail Price	% Change versus 2014
Produce	99.7%	$50,231	3.4%	33,853	2.4%	$1.48	1.0%
Fruits	98.3%	$23,532	3.3%	17,785	4.2%	$1.32	-0.8%
Vegetables	98.9%	$21,707	3.6%	14,224	0.3%	$1.53	3.2%
Other Produce	73.5%	$4,992	3.2%	1,843	1.0%	$2.71	2.1%

CONTRIBUTION TO PRODUCE WEEKLY DOLLAR SALES PER STORE



CONTRIBUTION TO PRODUCE WEEKLY VOLUME SALES PER STORE



Source: Nielsen Perishables Group

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BUSINESS APPS

Uber Brings Food Delivery to NYC and Chicago

Victor Luckerson @VLuck | April 28, 2015

Company promises to bring you lunch in 10 minutes

Uber is expanding its food delivery service to more cities. The car-hailing app company announced that it will begin delivering meals to residents of New York and Chicago after piloting the service, called UberEats, in LA and Barcelona.

markestrat Agribusiness FGV EAESP fea-RP Doutor Agro

The Value Creation, Capture and Sharing Model: Differentiation

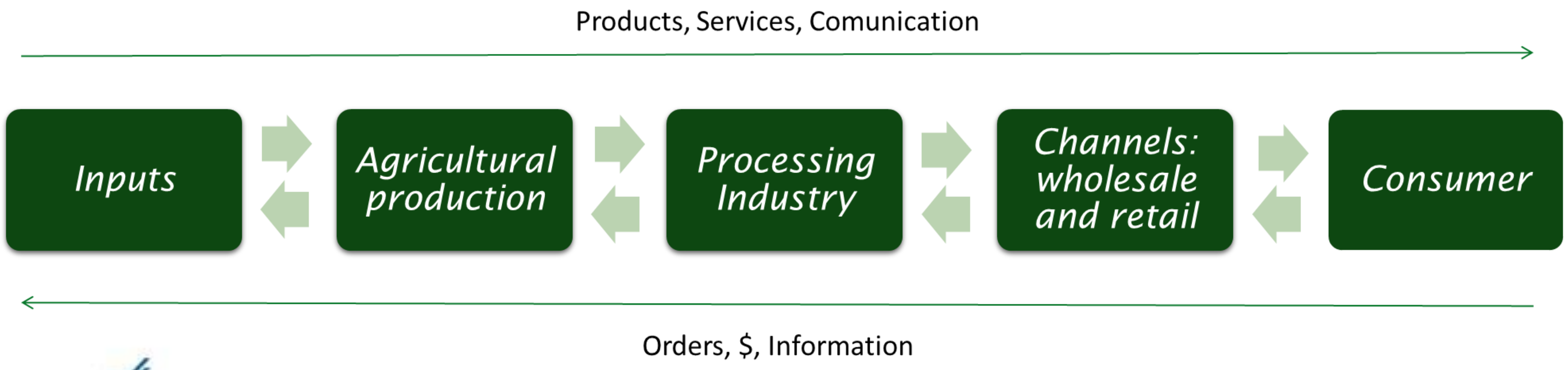
Activities	How the company or food chain can do it? Ideas.
Integrated relationship approach	
Lock in strategies: increase buyer switching cost	
Products/solutions unique to buyer	
Customer service: fast, reliable, “just in time	
Packaging solutions	
Simplifying buyer’s decisions	
Brand and image	
Performance to buyer (value driven)	

Source : Prof Marcos Fava Neves

VALUE CREATION, CAPTURE AND SHARING IN FOOD CHAINS

COST STRATEGIES

- ✓ 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



Source : Prof Marcos Fava Neves


2011
CABERNET SAUVIGNON
CALIFORNIA
WINE
CUBE
SAME AMOUNT
OF PRODUCT,
LESS PACKAGING*
*SEE BACK PANEL
FOR DETAILS
17.99
15/03/2013 20:59

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Leche
Descremada
Conaprole


JAZAM
Pingo de leite
JAZAM
Ducrem
Sabor Napolitano
3 Flavours
Trisabor
480g
Net WT. 16.9oz
Sabor Napolitano
3 Flavours
Trisabor
Ducrem

Doutor Agro

CUTRALE

OUR MISSION: To be a worldwide consistent source of high quality orange juice, its products and services, adding value to the citrus business, respecting the community and the environment.

The Value Creation, Capture and Sharing Model: Costs

Activities	How the company or food chain can do it? Ideas.
Explore core competence to an exhaustion	
Better use of all assets	
Search for scale	
Quality and cost of materials used in production	
Efficiency in labour	
Continuous redesign of operations and methods	
Technology (R&D) to reduce costs	
Financial architecture (better financing sources)	

Source : Prof Marcos Fava Neves

The Value Creation, Capture and Sharing Model: Costs

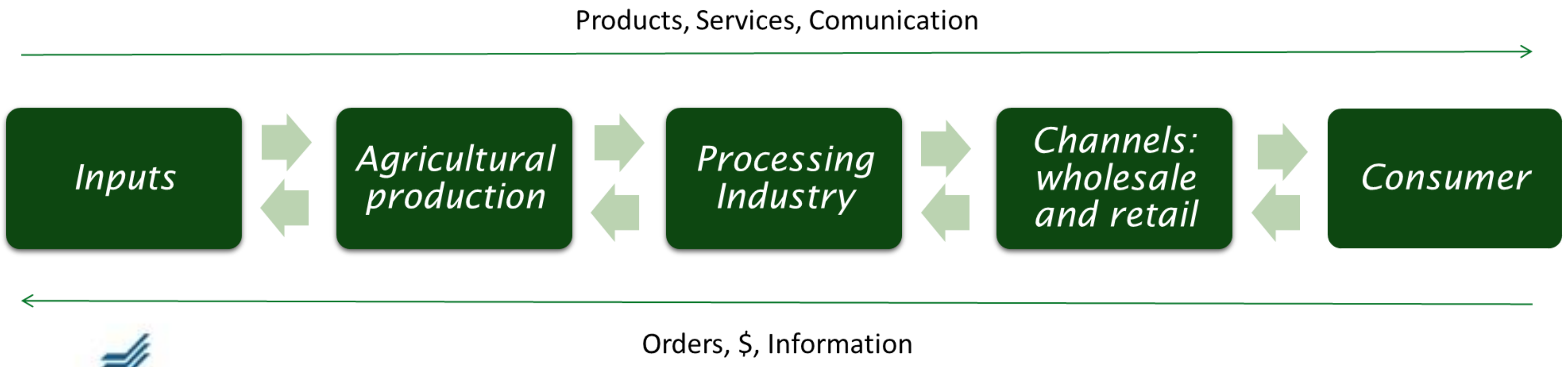
Activities	How the company or food chain can do it? Ideas.
Advantages of experience effects	
Perform operations better than rivals	
Overhead costs reduction	
Outsourcing (make of buy decisions) to reduce costs	
Reduce bargaining power of sellers	
Governance contracts/reduction of transaction costs	
Increase your importance to suppliers	
Continuous trial of substitutes/alternative inputs (imported)	
Stimulate competition within a few reliable suppliers	

Source : Prof Marcos Fava Neves

VALUE CREATION, CAPTURE AND SHARING IN FOOD CHAINS

COLLECTIVE ACTIONS STRATEGIES

- ✓ Internal management: products/ brands/ packaging and services
- ✓ Collective Communication
- ✓ Channels
- ✓ Sales
- ✓ Pricing
- ✓ Horizontal and Verticals Associations
- ✓ Alliances, joint-ventures and other forms



Source : Prof Marcos Fava Neves


COPLANA
Brazilian Premium Peanuts

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COPLANA
Brazilian Premium Peanuts
COPLANA
PHONE: 55 (16) 3209-9000
e-mail:coplana.graos@coplana.com
www.coplana.com/premiumpeanuts
JABOTICABAL - SÃO PAULO
SGS
PRODUCT OF BRAZIL

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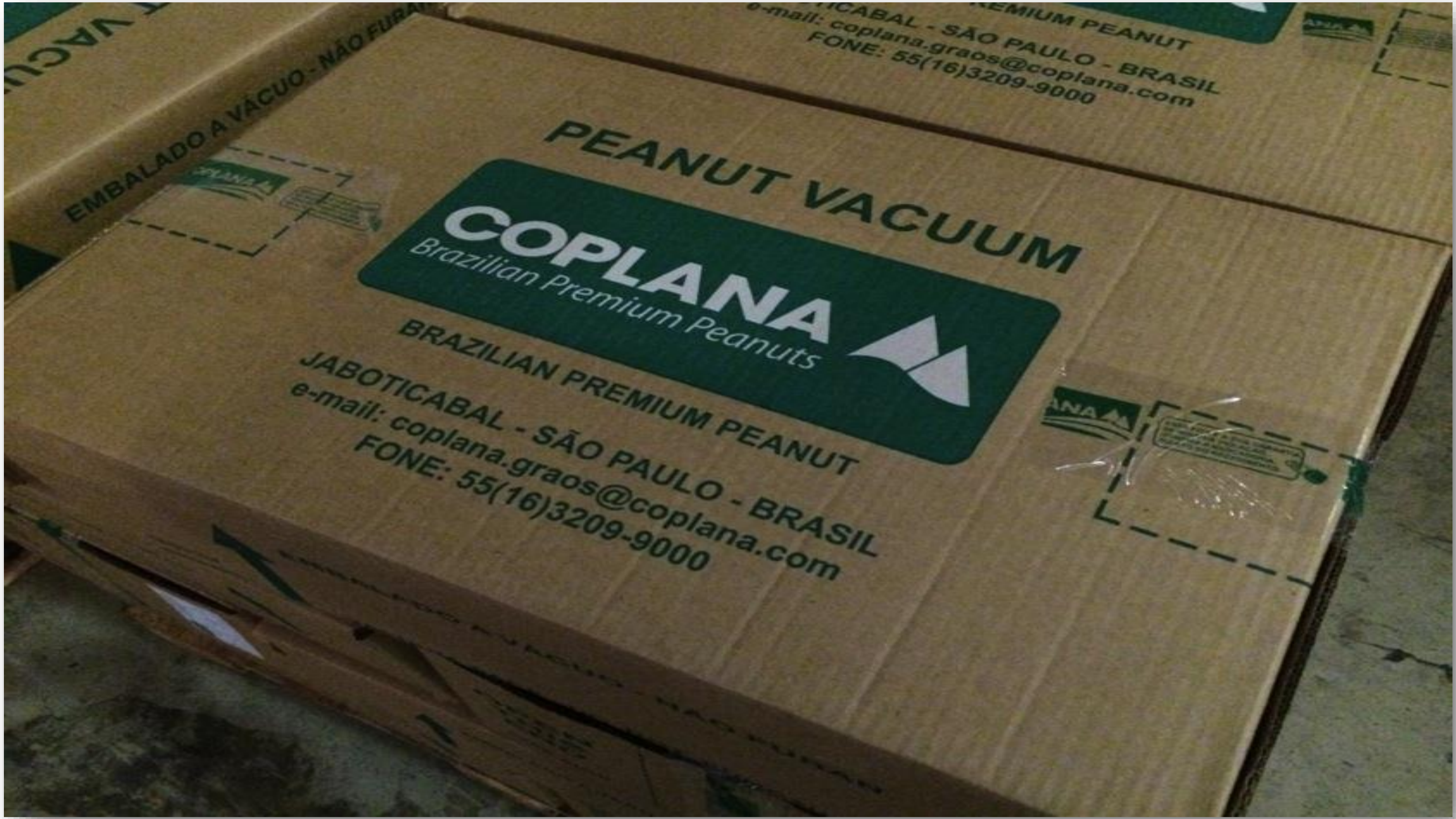
PEANUT VACUUM
COPLANA
Brazilian Premium Peanuts
BRAZILIAN PREMIUM PEANUT
JABOTICABAL - SÃO PAULO - BRASIL
e-mail: coplana.graos@coplana.com
FONE: 55(16)3209-9000
EMBALADO A VÁCUO - NÃO FURA

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PORTAL ZUMM INÍCIO COLUNAS MATÉRIAS MUNDO ZUMM PROMOÇÕES COLUNISTAS

Marcos Fava Neves
Engenheiro Agrônomo
Professor da FEARP/USP e EAESP/FGV
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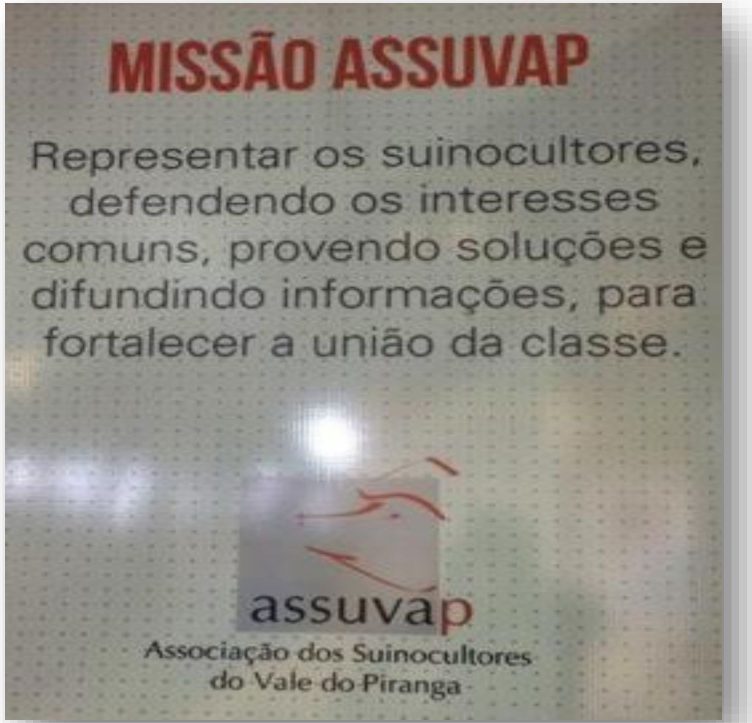
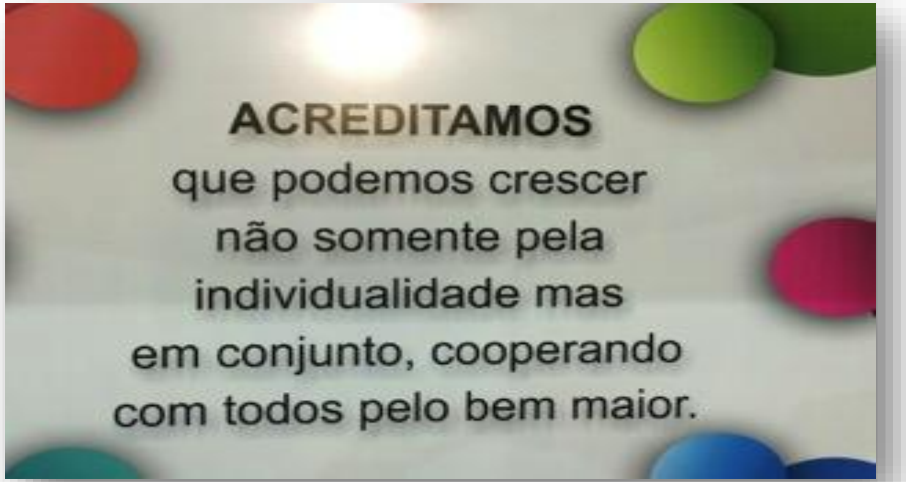
TAGS Agronegócio Marcos Fava Neves


MISSÃO ASSUVAP
Representar os suinocultores, defendendo os interesses comuns, provendo soluções e difundindo informações, para fortalecer a união da classe.
assuvap
Associação dos Suinocultores do Vale do Piranga


MISSÃO COOSUIPONTE
Agrupar os suinocultores, satisfazendo suas necessidades na aquisição de produtos e serviços, aumentando a sua competitividade.
COOSUIPONTE


ACREDITAMOS
que podemos crescer não somente pela individualidade mas em conjunto, cooperando com todos pelo bem maior.


Linha Pantaneira
PANTANEIRA
Saudali

Doutor Agro

Value Creation Capture and Sharing: Collective Actions

Activities	How the company or food chain can do it? Ideas.
Collective actions via supply chain	
Collective actions via internal management	
Collective actions via products/brands/packaging/services	
Collective actions via communications	
Collective actions via marketing channels and sales	
Collective actions via pricing	
Increase your importance to suppliers	
Collective actions via horizontal and vertical associations	
Collective actions via strategic alliances and joint ventures	

Source : Prof Marcos Fava Neves

Question of the Day

Imagine one case (example) of value creation, capture and sharing…

DIFFERENTIATION –

COST –

COLLECTIVE ACTIONS

and tell us the reasons you have choosen?

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.

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