

Notas de apoio ao caso 1. Agrindus: a fronteira tecnológica e os limites da rentabilidade.

*A essência da formulação de uma estratégia competitiva  
é relacionar uma companhia a seu meio ambiente.*

*M. Porter*

1. O estudo de caso foi escrito em 1995, um ano após o Plano Real. Antes disso, o Brasil sofria de inflação alta e crescente.

Ano	Taxa de inflação	INPC (1995=100)	Taxa de câmbio real R\$/US\$	Juros nominais %a.a.	Juros reais %a.a.
1.992	1.149,06	0,31	6,35	2.035,50	71,0
1.993	2.489,11	7,96	6,46	1.709,88	-30,1
1.994	929,32	81,98	4,47	6.411,43	532,6
<b>1.995</b>	<b>21,98</b>	<b>100,00</b>	<b>4,22</b>	<b>52,65</b>	<b>25,1</b>
1.996	9,12	109,12	4,13	37,36	25,9
1.997	4,34	113,86	4,25	23,36	18,2
1.998	2,49	116,69	4,49	39,64	36,2
1.999	8,43	126,53	6,13	31,23	21,0
2.000	5,27	133,20	6,37	19,99	14,0
2.001	9,44	145,77	6,91	15,87	5,9
2.002	14,74	167,26	9,17	19,01	3,7
2.003	10,38	184,62	6,79	24,69	13,0
2.004	6,13	195,93	5,88	17,05	10,3
2.005	5,05	205,83	4,93	18,58	12,9
2.006	2,81	211,61	4,38	18,86	15,6
2.007	5,16	222,53	3,45	13,16	7,6
2.008	6,48	236,95	4,28	11,16	4,4
2.009	4,11	246,69	3,06	13,83	9,3
2.010	6,47	262,65	2,75	8,67	2,1
2.011	6,08	278,62	2,92	11,29	4,9
2.012	6,20	295,90	3,00	11,35	4,8
2.013	5,56	312,35	3,25	7,12	1,5
2.014	6,23	331,81	3,47	10,30	3,8
2.015	11,28	369,23	4,59	12,02	0,7
2.016	6,58	393,53	3,59	14,17	7,1
2.017	2,07	401,68	3,57	14,10	11,8
2.018	3,43	415,45	4,05	6,94	3,4
2.019	4,48	434,07	4,03	6,36	1,8

2. Política setorial

*The import-substitution industrialization phase 1950–1980 was characterized by trade restrictions, subsidies, and price controls. Industrialization occurred along with intense urbanization, leading policymakers to be concerned with food prices as well as food safety. In general until the 1990s, the public policy for the dairy sector combined not very demanding*

*requirements for milk safety, with ineffective and limited monitoring of product safety, with price controls that removed incentives to innovate in technology and management. [...]*

*In Brazil, processing firms began competing vigorously in price and cost cutting. However, the central co-operatives could not meet the new competition, in particular the entry of the multinationals, and most of them struggled financially. The stabilization policy plus the rise of supermarkets intensified the competition in the mid-1990s. The result was that the regional and central co-ops were sold to the multinational processors. The new investments, deregulation, and new entries drove down prices (the relative prices of dairy products dropped by 35% since 1994), and brought product differentiation and market segmentation. Supermarkets, in price competition with each other, passed on the lower milk prices to consumers. Consumer prices are lower today compared to a decade ago, while from 1997 to 2002 milk production and processing have increased by 3% a year in volume. This suggests that the production and efficiency gains throughout the dairy system have been passed on to the urban consumers. The deregulation of the dairy sector coincided with a rapid expansion in domestic demand, induced by the distributive effects of the stabilization plan of 1994.[...]*

*In the first half of the 2000s, the government formulated and negotiated new legislation to regulate safety in dairy products, as part of a wider Milk Quality Improvement Program. The legislation is expected to make current private standards public, requiring refrigeration at farm level and refrigerated transport systems. This will generalize and accelerate the trends noted above. The current quality/safety levels for pasteurized milk will be replaced by two types of milk: for consumption in fluid form (pasteurized or UHT) or in processed form (cheese, powdered milk, yoghurt). New quality/safety tests will also be mandatory for processors and will allow them to impose discounts or give price incentives to producers for quality.*

FARINA, E M M Q ; GUTMAN, G; NUNES, R. ; LAVARELLO, J P; REARDON, T. Private and public milk standards in Argentina and Brazil. **Food Policy**, v. 30, n.3, p. 302-315, 2005.

### 3. Estratégias genéricas

Qual era a estratégia da Agrindus quando foi escrito o estudo de caso? Qual é a estratégia atual?

<https://manideleite.com.br/leite-a2-2/?v=19d3326f3137>

<https://www.educapoint.com.br/curso/pecuaria-leite/fazenda-agrindus/>

<https://www.youtube.com/watch?v=xIZLoSEZT2A>