

Research Groups, Methods and Publications

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www.doutoragro.com



Agenda



➤ Markestrat Think Tank

1

➤ Idea to Propose Managerial Methods:
Examples

2

➤ How to Propose a Method?

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➤ How to Publish?

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CAREER FEATURE • 13 FEBRUARY 2019

How business-savvy scientists can find success in the risky start-up world

In the first of a three-part series on science start-ups, Nature Careers explores how scientists with a sound business idea can thrive as entrepreneurs, and why leaving academia isn't required.



Geneticist Brittany Barreto (right), chief executive of dating company Phenomix, with her co-founders. Credit: Michael Stargill, Jr.

Although there's no way to ensure that any new company will be a blockbuster, business-savvy scientists can maximize their chances of success. Marcos Fava Neves, an expert in business planning at the University of São Paulo in Brazil, has started several companies, including the business-consulting firm Markestrat in São Paulo. The companies that succeed, Fava Neves says, combine the ability to anticipate changes in the marketplace with a passionate and cohesive team and a desirable product. "We have to do what people want, not what we know how to do and think they want," he says.

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- ✓ **Find similar groups**
- ✓ **International contacts – person to person**
- ✓ **Projects and common publications**
- ✓ **International Funding**
- ✓ **Interchange of researchers, students and staff**

Agenda



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➤ **Idea to Propose Managerial Methods:
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Motivations... and Decisions for Researchers



- ✓ Decision on academic development
- ✓ Decision on what to study
- ✓ Decision on how to study
- ✓ Decision on applicability (everyone wants)
- ✓ What is your style, your way of doing things?
- ✓ There is always a chance of learning...

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Uma contribuição empírica para geração de métodos de planejamento e gestão

Marcos Fava Neves
Marco Antonio Conejero

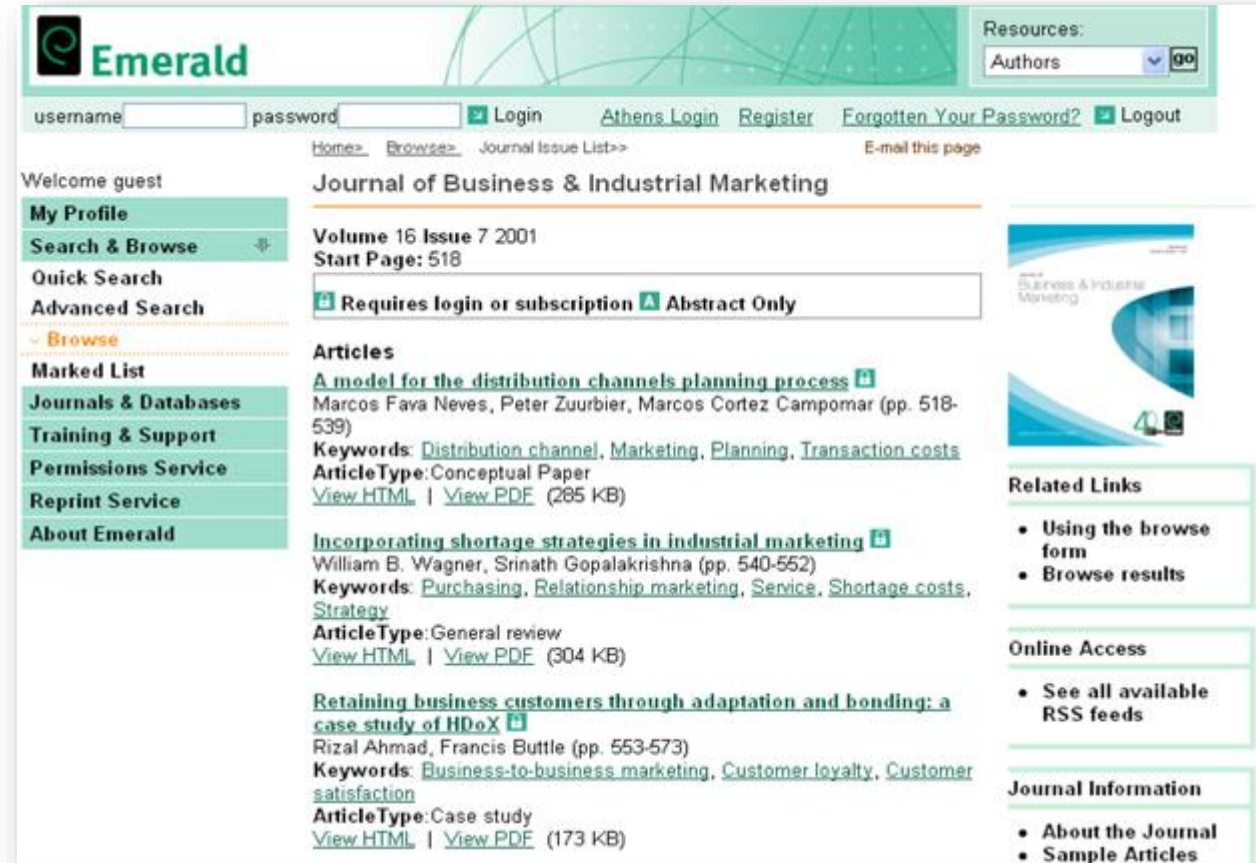
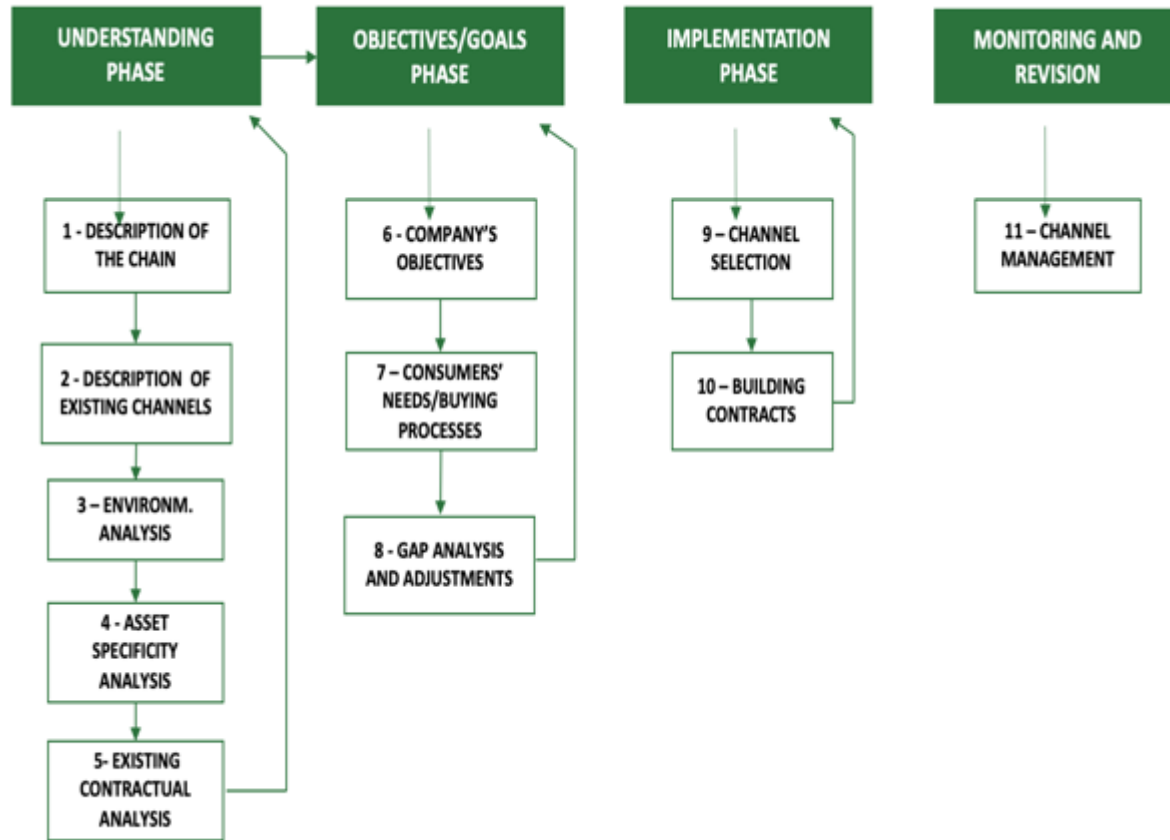
RESUMO

No conhecimento em Administração, não é simples encontrar a discussão sobre como sistematizar uma pesquisa acadêmica para a criação de métodos de gestão (*frameworks*). Como planejar uma pesquisa exploratória, qualitativa e interdisciplinar, para a geração de métodos de planejamento e gestão, é o foco neste trabalho. A pesquisa bibliográfica (*desk research*), a análise documental, a *grounded theory* e o estudo de caso são métodos de pesquisa que podem ser utilizados nos trabalhos que produzem sequências de etapas gerenciais, apesar da importância de muitos outros na pesquisa qualitativa. A contribuição empírica deste trabalho começa com a apresentação de diferentes métodos de gestão, aprovados recentemente em *journals* e conferências acadêmicas, e que foram construídos sob um método (processo) comum de pensamento. Na sequência, além da discussão de como estruturar uma pesquisa científica para a geração de métodos gerenciais, apresentam-se os processos para publicação (e reconhecimento) dessa linha de trabalho.

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Marcos Fava Neves, Engenheiro Agrônomo pela Escola Superior de Agricultura "Luiz de Queiroz" da Universidade de São Paulo, Mestre e Doutor em Administração pela Faculdade de Economia, Administração e Contabilidade da Universidade de São Paulo, é Professor Titular de Marketing e Estratégia do Departamento de Administração da Faculdade de Economia, Administração e Contabilidade de Ribeirão Preto da Universidade de São Paulo (CEP 14040-900 – Ribeirão Preto/SP, Brasil). Coordenador Científico do

A Method for the Distribution Channels Planning Process



Source: NEVES, M.F, ZUURBIER, P. & CAMPOMAR, M.C. A Model for the Distribution Channels Planning Process. Journal of Business & Industrial Marketing, vol 16, n. 6 and 7, p.518-539, 2001.



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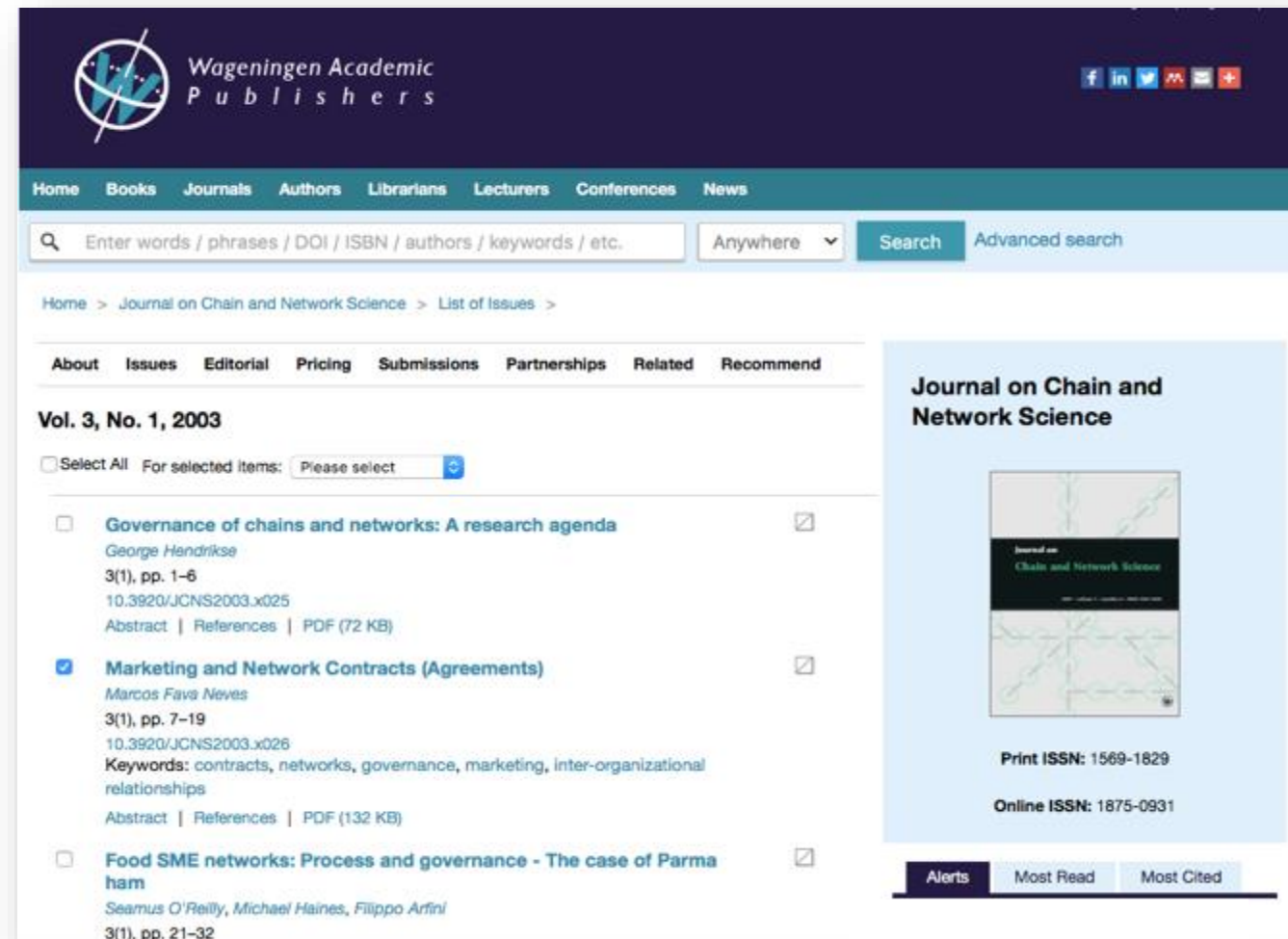
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A Method for Contract Building and Review

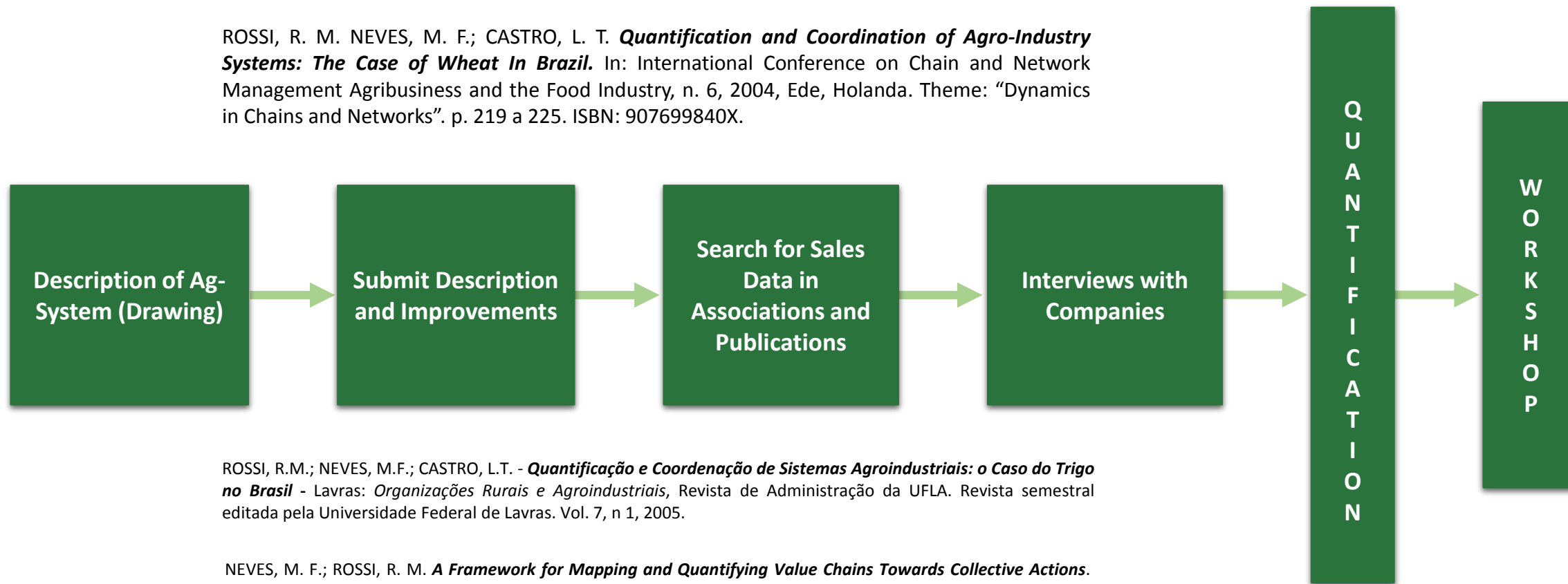
How to Analyze Contracts?



Source: NEVES, M.F. - Marketing and Networks Contracts (Agreements). Journal on Chain and Network Science, v. 3, n. 1, p. 07-19, 2003.

A Method for Mapping and Quantifying Agri Chains

ROSSI, R. M. NEVES, M. F.; CASTRO, L. T. **Quantification and Coordination of Agro-Industry Systems: The Case of Wheat In Brazil.** In: International Conference on Chain and Network Management Agribusiness and the Food Industry, n. 6, 2004, Ede, Holanda. Theme: "Dynamics in Chains and Networks". p. 219 a 225. ISBN: 907699840X.

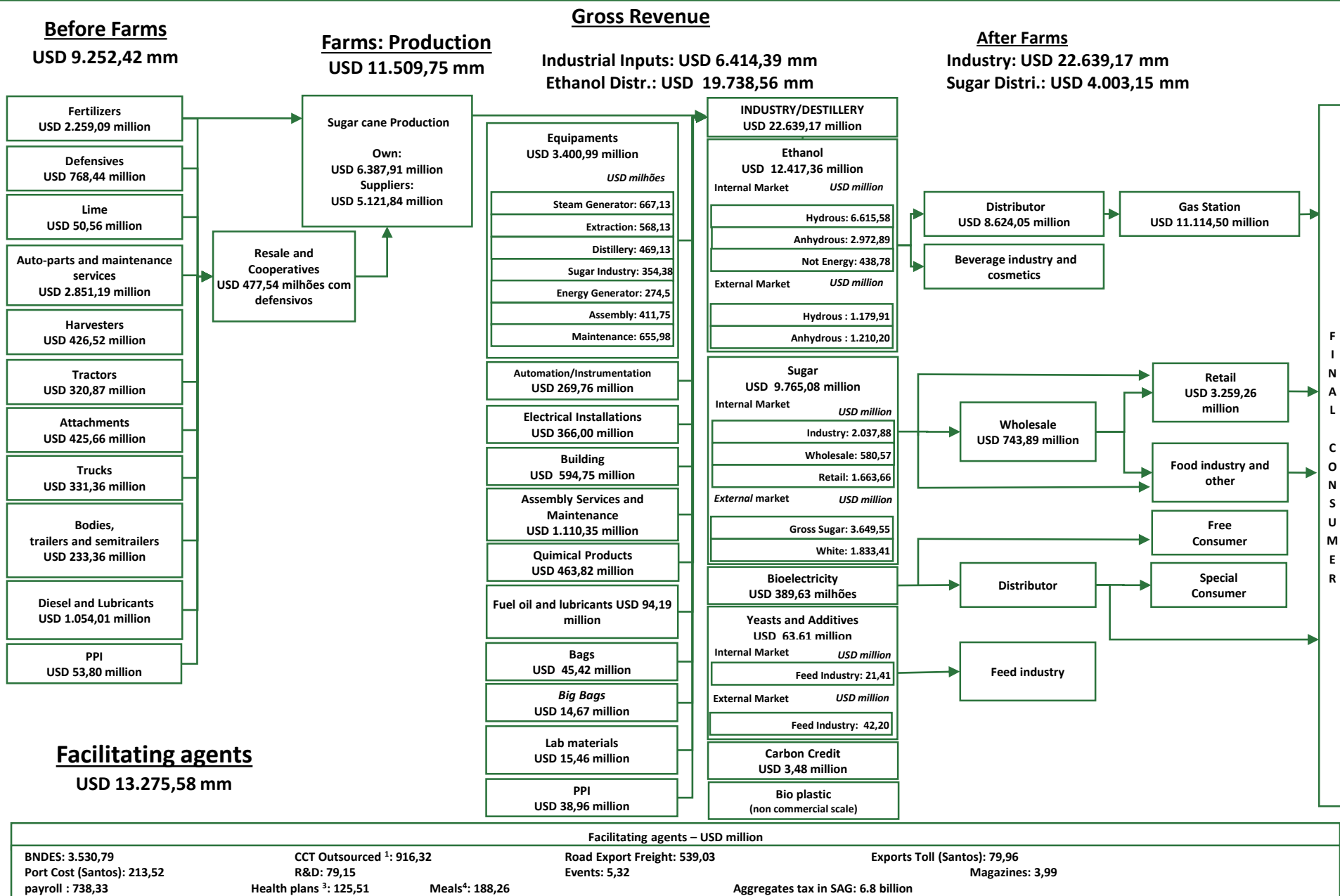


ROSSI, R.M.; NEVES, M.F.; CASTRO, L.T. - **Quantificação e Coordenação de Sistemas Agroindustriais: o Caso do Trigo no Brasil** - Lavras: *Organizações Rurais e Agroindustriais*, Revista de Administração da UFLA. Revista semestral editada pela Universidade Federal de Lavras. Vol. 7, n 1, 2005.

NEVES, M. F.; ROSSI, R. M. **A Framework for Mapping and Quantifying Value Chains Towards Collective Actions.** In: EMAC (European Marketing Academy) Conference, n. 33, Theme: "Worldwide Marketing". 18 de maio de 2004, Murcia. Spain. ISBN: 84-8371-464-7. Disponível no CD dos Congressos. Também apresentado no *INTERNATIONAL FOOD AND AGRIBUSINESS MANAGEMENT ASSOCIATION, IAMA Annual Conference*, n. 14, 2004, Montreux, Suíça. Theme: "Sustainable Value Creation in the Food Chain".

SUGAR-CANE CHAIN IN BRAZIL

GDP in 2008: USD 28 billion; Financial Movement of the Chain in one year: US\$ 86 billion





International Food and Agribusiness Management Review
Volume 13, Issue 3, 2010

Measurement of Sugar Cane Chain in Brazil

Marco Fava Neves^a, Vinicius Gustavo Trombin^b and Matheus Alberto Consoli^c

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Abstract

Despite the historical importance of the sugarcane business in Brazil, which is as old in the country as its colonization, it has never been “photographed in widescreen”. This research on the mapping and quantification of business generated in the sugarcane chain in 2008 for the first time gives the scale of the entire sugarcane productive chain in Brazil. The sector now shows the numbers that indicate the industry’s role in building the country's GDP, as well as in job creation, tax generation, and the distribution (capillary) of economic activities.

A Method for Sales Planning and Management

SALES PLANNING AND ORGANIZATION

- 1 – Consumer Behavior Analysis and Salesman Critical Role and integration with other Marketing Variables
- 2 – Sales Forecast, Quota and Objectives Definition
- 3 – Environmental and Competitor Analysis
- 4 – Sales Territory, Size and Specialization
- 5 – Governance Mode and Compensation Plan

SALES MANAGER TASKS

- 6 – Information and Clients Management
- 7 – Recruiting and Selection
- 8 – Training and Motivation

SALES CONTROL

- 9 – Conflict Management
- 10 – Sales Control and Audit



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Journal "Innovative Marketing", #2/2007

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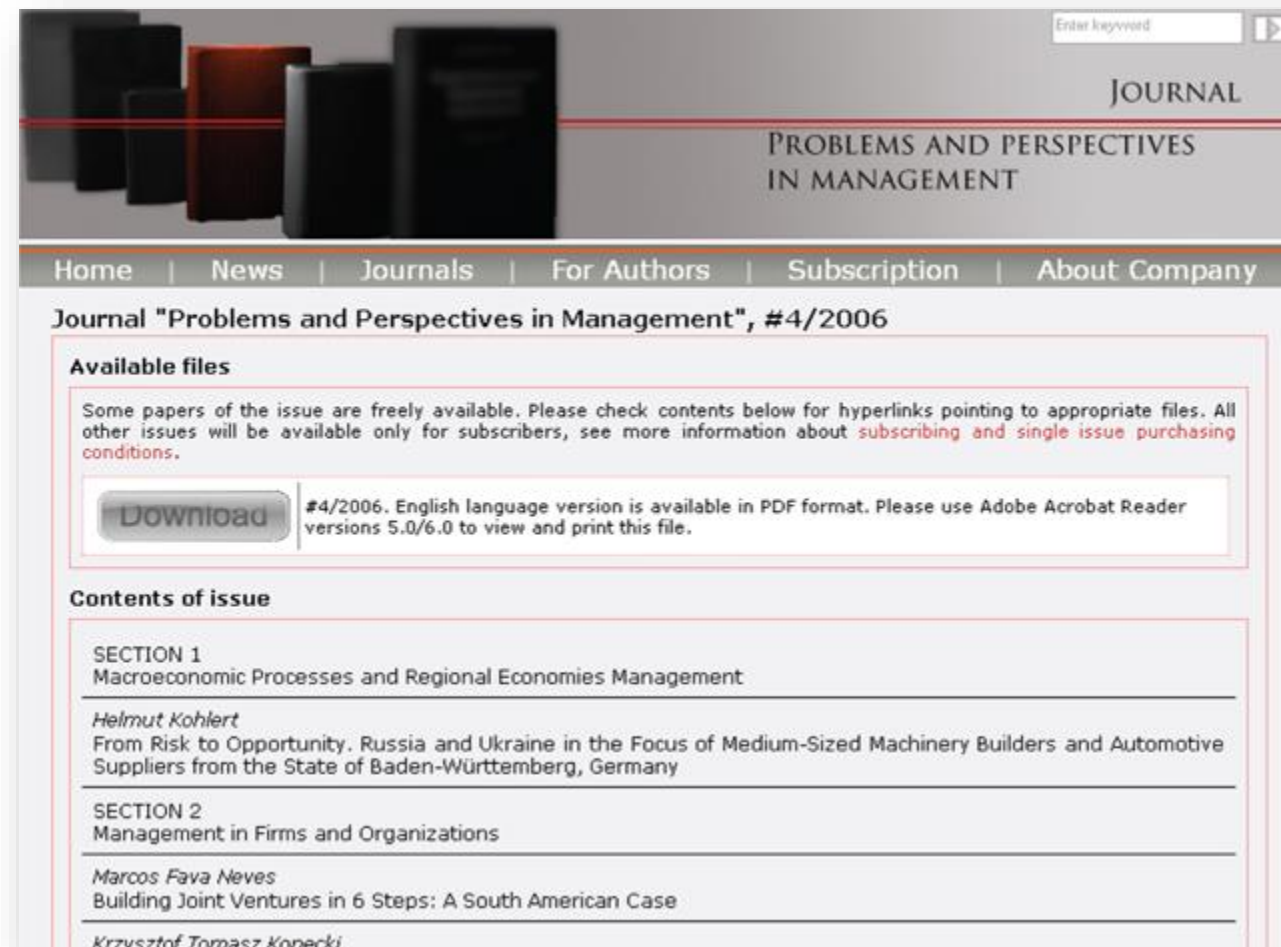
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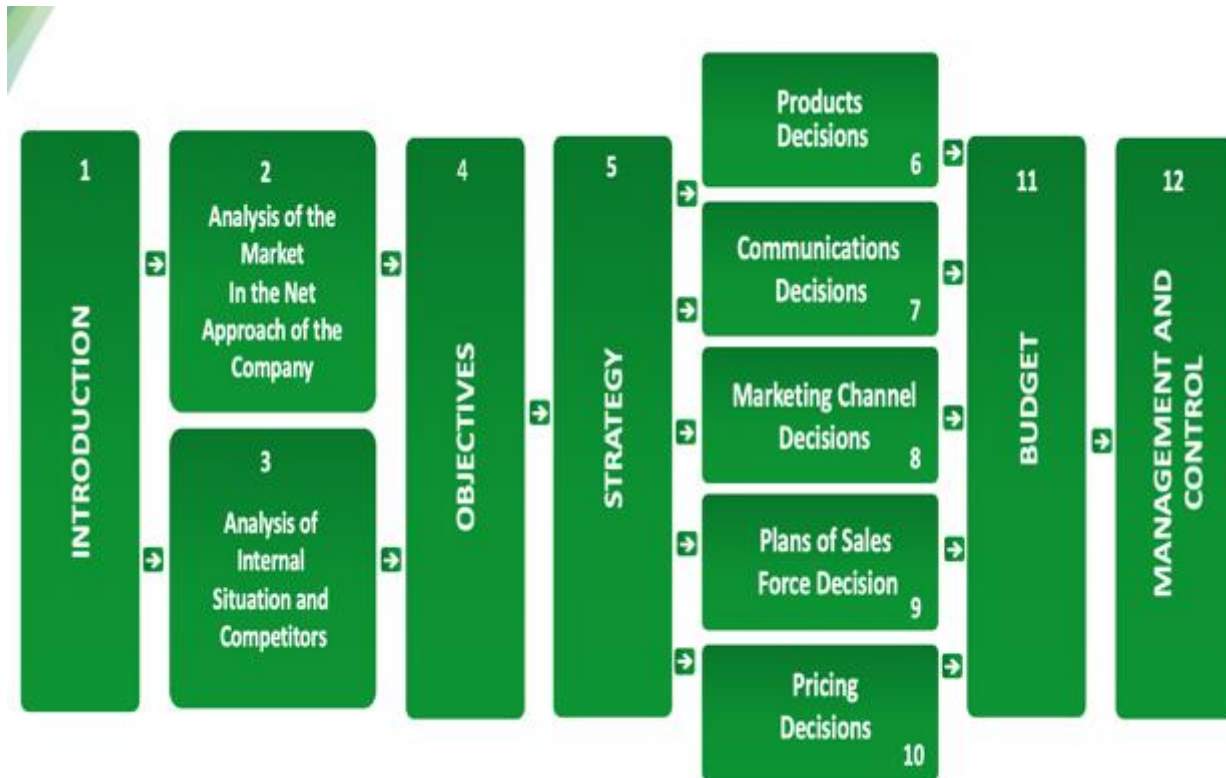
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Country Image Effect on Customer Loyalty Model

A Method for Joint Ventures Planning



A Method for Strategic Marketing Planning and Management



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Strategic marketing plans and collaborative networks

Marcos Fava Neves

Marketing Intelligence & Planning

ISSN: 0263-4503

Publication date: 3 April 2007

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Abstract

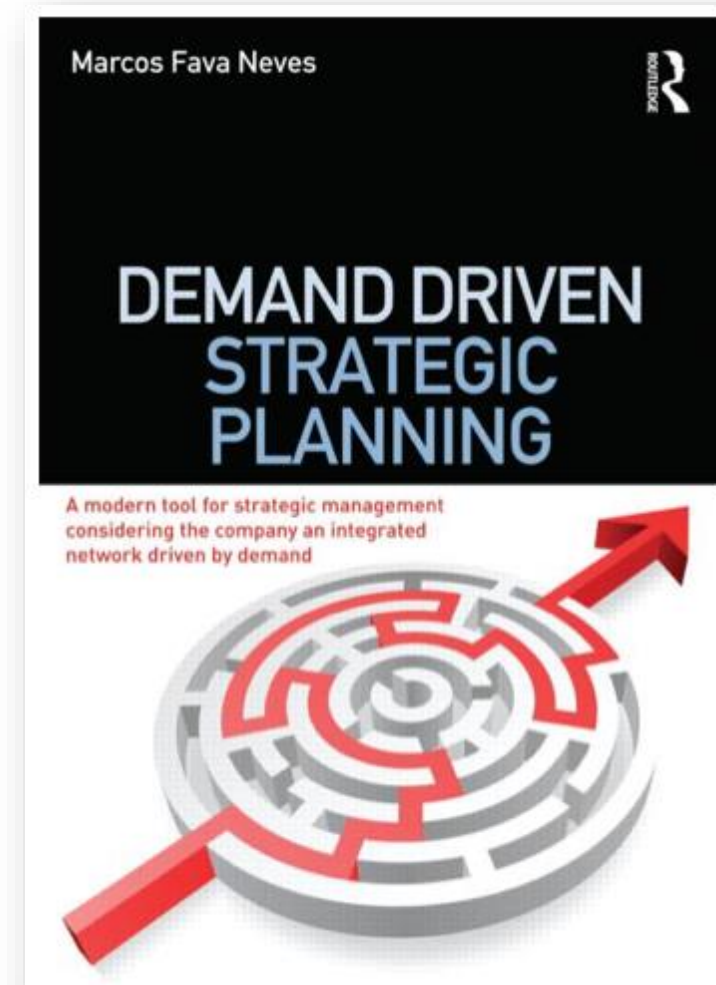
Purpose

This paper seeks to propose a new framework for the marketing planning process that is better adjusted to the modern operational environment, with particular emphasis on the exploitation of collaborative "company networks" in optimising the potential of the plan.

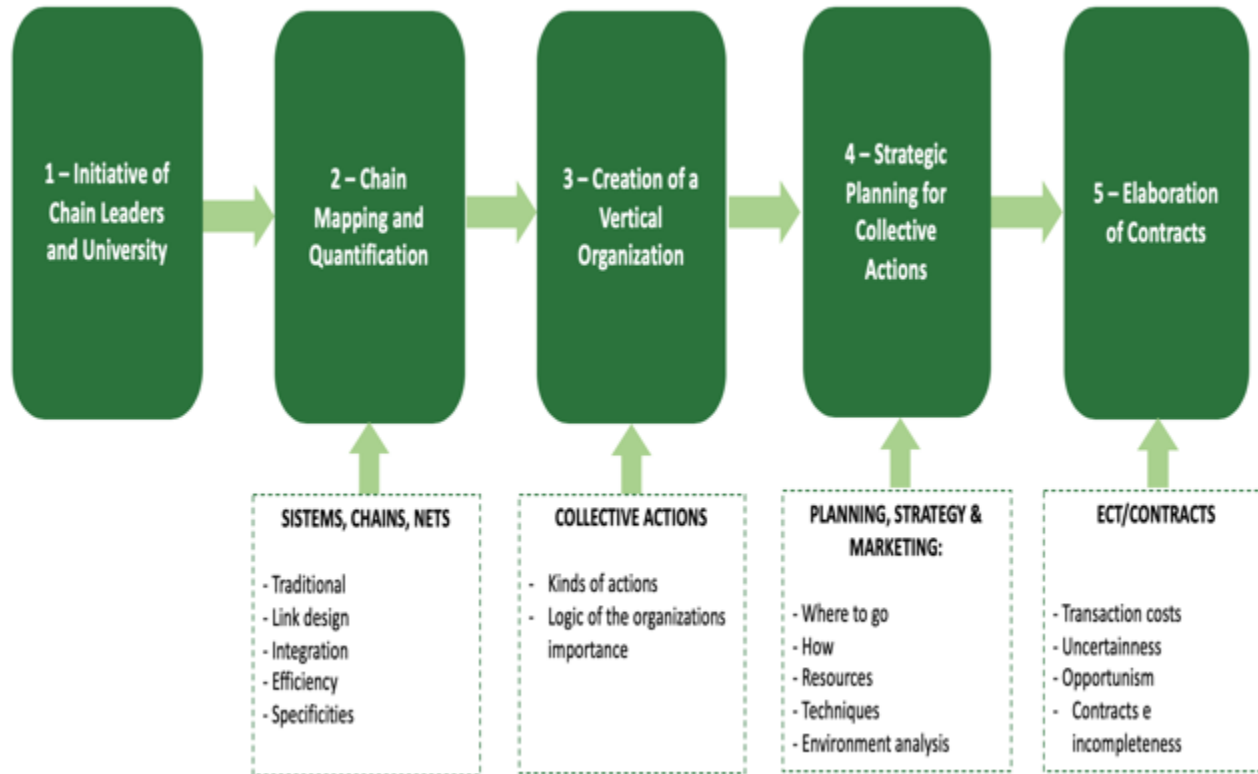
Design/methodology/approach

A review of the academic literature of marketing planning, three participant-observation case studies and a focus group, the latter two in Brazil, provided the conceptual input for a very detailed stepwise model for marketing planning in a network environment.

A Method for Strategic Marketing Planning and Management 2005 to 2012



A Method for Chain Strategic Planning and Management



NEVES, M.F. Método para planejamento e gestão estratégica de sistemas agroindustriais (GESis). São Paulo: RAUSP, Revista de Administração da Universidade de São Paulo. v. 43, n.4, outubro/novembro/dezembro de 2008.

NEVES, M. F. A Method for Demand Driven Strategic Planning and Management for Food Chains (The ChainPlan Method). In: INTERNATIONAL FOOD AND AGRIBUSINESS MANAGEMENT ASSOCIATION, IAMA – 17th Annual World Forum and Symposium - Food Culture: Tradition, Innovation and Trust - A Positive Force for Modern Agribusiness, 2007, Parma, Itália. Disponível em: <http://www.ifama.org/conferences>.

Strategic Planning and Management of Food and Agribusiness Chains: The *ChainPlan* Method (Framework)

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 Boaventura.

Evaluation process:
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Review of Business
 Management

DOI:10.7819/rbgn.v21i4.4012

Abstract

Purpose – The objective of this paper is to improve the method for the strategic planning and management of food and agribusiness chains.

Design/methodology/approach – Several research methodologies are used to develop the *ChainPlan* methodology. The theory (literature review) provided the basis on which to build a preliminary framework ten years prior. Then, empirical application of the initial method provided insights regarding needed additions to and subtractions from the original method. These insights, combined with continued research on advances in the theories, contributed to further development of the *ChainPlan* methodology

Findings – A method is proposed to fill the theoretical gap regarding the strategic planning applied to agribusiness chains. The *ChainPlan* method is a theoretical-empirical method, built based on the academic literature and perfected over the years through its application in several productive chains

Originality/value – Many authors have proposed a method to build strategic plans in organizations, but when planning agribusiness chains is concerned, the academic discussion revolves around the coordination of agribusiness chains and analyses to be applied in this sector. This article fills this theoretical gap and proposes a tool, which is a specific strategic planning method to be applied in agribusiness chain

Keywords – strategic planning and management, agribusiness, systems

ChainPlan – Agribusiness Strategic Planning

Marcos Fava Neves / Rafael Bordonal Kalaki / Jonny Mateus Rodrigues / Allan Wayne Gray

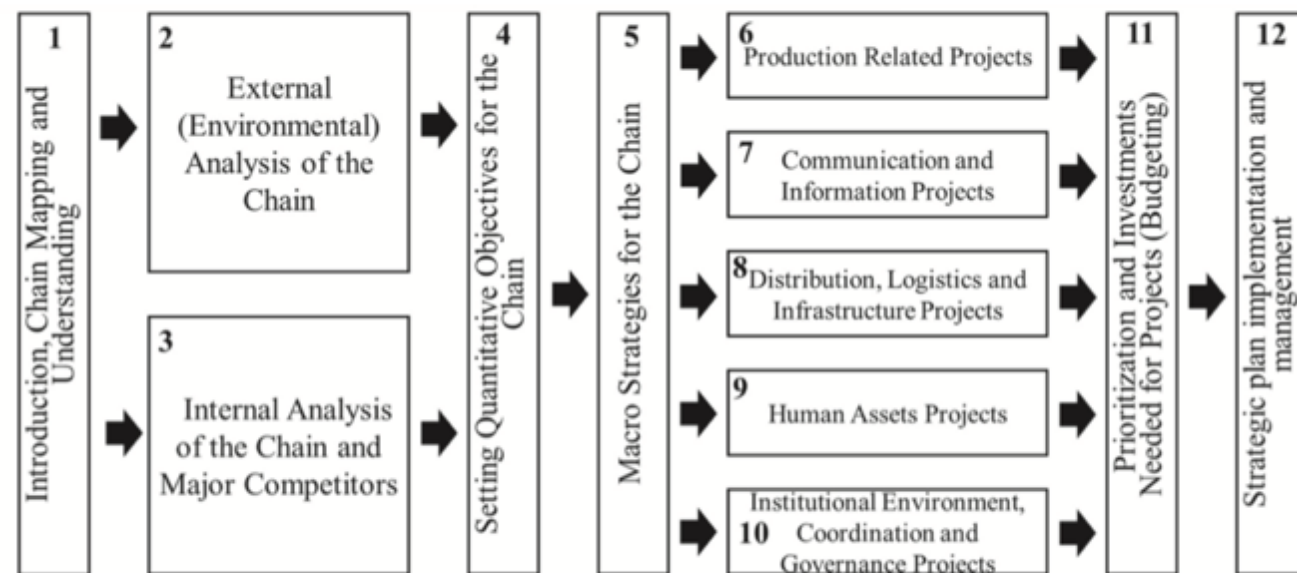
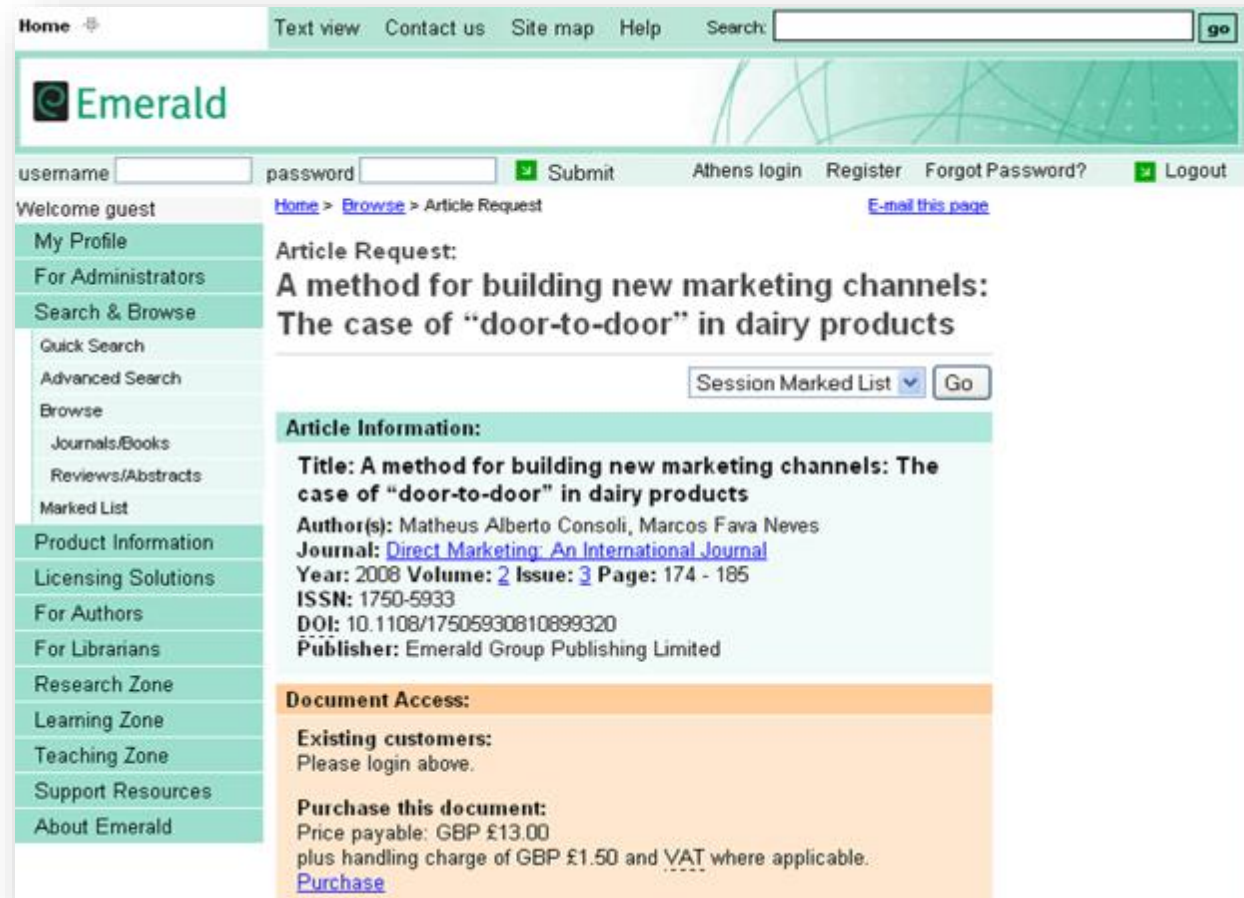


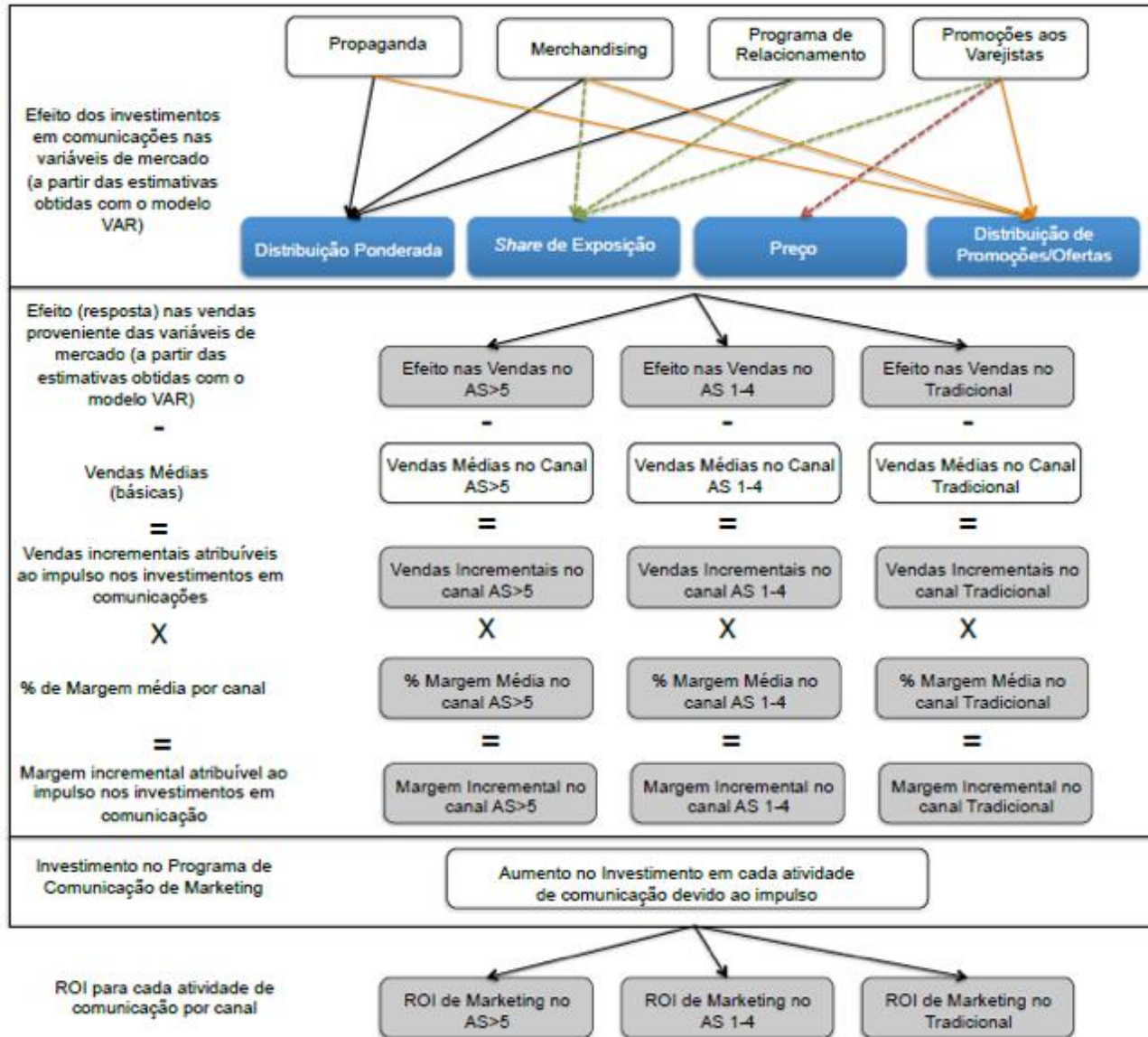
Figure 1. ChainPlan - stages for the strategic planning and management of food and agribusiness chains.

A Method for Developing New Marketing Channels

Step	What should be done
1	Environmental analysis for marketing channel new opportunities
2	Benchmark and competitor analysis in new marketing channels
3	Decisions on the structure of the new marketing channel
4	Marketing channels flows description and allocation of responsibility
5	Implementing and monitoring the performance on the new channel



A Methodology for Calculation of ROI Marketing



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Profissionais investem milhões em marketing, qual é o retorno para a empresa?

MÉTRICAS PARA COMUNICAÇÃO DE MARKETING

O método Com/valor 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 Com/valor há um conjunto de templates contendo instruções de preenchimento, exemplos de aplicação e de interpretação dos resultados obtidos.

Obras fundamentais 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 Com/valor ao Marketing Dashboard
- Reflexões sobre o futuro das comunicações e dicas

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

Rajkumar Venkatesan^{a,*}, Paul Farris^{b,1}, Leandro A. Guisisoni^{c,2}, Marcos Fava Neves^{d,3}

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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.

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Articles
Numeric or weighted distribution? The effect of different channel performance metrics on market share
Leandro Angotti Guisisoni , Jonny Mateus Rodrigues , Felipe Zambaldi  & Marcos Fava Neves 
Pages 108–119 | Published online: 25 Mar 2020
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Abstract

Previous studies have found a convex relation between weighted measures of distribution and market share for consumer products in developed economies, while companies in emerging markets often use a non-weighted (numeric) distribution measure to manage their channel strategy. In contrast to the markets with high retail concentration, the numeric distribution could be best suited to a more fragmented retail market in which the percentage of physical distribution is important. We investigate the effects of expanding numeric versus expanding weighted distribution by studying stores in channels and regions characterized by structural differences in an emerging market. Our data come from retail audits in Brazil and include 91 soft drink manufacturers, 195 brands and 1,110 stock-keeping units. Our study highlights the importance of numeric distribution as a performance measure in this market. Additionally, we show that the effects of numeric and weighted distribution on market share vary by region and channel format.

Keywords: Brazil, consumer package goods, channel formats, distribution measures, emerging markets

Agenda



➤ Markestrat Think Tank

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➤ Idea to Propose Managerial Methods:
Examples

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➤ **How to Propose a Method?**

3

➤ How to Publish?

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Building Methods or Frameworks: Intriguing Questions!



1. What is the motivation?
2. What do you want to achieve?
3. Is it necessary?
4. Method?
 - a) From cases to a framework
 - b) Theoretical
 - c) Using private sector opinions
5. Literature review
 - a) Which other frameworks and sequences have you found?
 - b) What are their comparing points?
 - c) What do they miss?
 - d) What could be the real contribution of your proposition?
6. Could it be tested?
7. How to apply, managerial implications, and limitations?



How to Propose a Method

Table 4 – Process to design a scientific research (exploratory)

<i>Steps</i>	<i>Description</i>	<i>Intriguing questions (the students should ask themselves)</i>
<i>1- Idea or Research Issue</i>	<ul style="list-style-type: none"> - It can rise after an initial biographical review, the identification of a gap in the theory (recommended for students in PhD). - Or the intentions to better understand an empirical phenomenon, using for that a limited theoretical body (recommended for Masters students). - Or it can come from a research project. 	<p>What is my motivation to research? What is the viability (time, resources, knowledge, and applicability) of this research?</p>
<i>2- Question to be answered (research issue)</i>	<ul style="list-style-type: none"> - Try to relate the variables (categories) of understanding for the studied phenomenon. - Can be formulated using theoretical concepts, or even be based on empirical observation to then be described theoretically. - The general objective of the research is to answer the raised research problem. The objective defines the scope of the problem and the problem qualifies the objective of the research. - In the purpose of generating methods, the objective is always to systematize the empirical and theoretical knowledge and propose a sequence of management steps. - The specific objectives are to develop the steps of that management method. 	<p>What do I want to achieve with my research? Is it necessary (useful) for both academic as the business sector?</p>
<i>3- Literature review (theoretical and empirical)</i>	<ul style="list-style-type: none"> - This part will give the "content" to the management method to be proposed. From the reviewed theoretical aspects we can have the inputs to be operationalized to form a management tool (method). - From the theoretical review, can a preliminary management method be developed, which will be changed from the information collected in field research (grounded theory). - It is the literature that will approve or disapprove the theory to be proposed. - The theoretical framework allows a comparison of existing methods and theories, gaps and opportunities for improvement. - It must be very well done and find/cover everything on the field. 	<p>What other methods and sequences of steps were found? Was an interdisciplinary approach considered? What are the comparisons points (agreement and disagreement)? What is missing to be taken into account (gaps)? What could be the real contribution of my proposition?</p>

<p>4- <i>Management contribution</i></p>	<ul style="list-style-type: none"> - Depending on the innovation of the proposal and the student's academic level (e.g., doctoral student), the contribution may come before the literature review. - Even the management method can be derived directly from empirical research. - From the empirical observation, the student can systematize the experience in a sequence of steps. - The interaction between the first proposed method, according to data from field research, and the theoretical review results in the final management method. 	<p>Can this proposition be validated? What is its reliability level? Could it be generalized (analytical)?</p>
<p>5- <i>Empirical research</i></p>	<ul style="list-style-type: none"> - The research method will determine the depth of empirical research. - The chosen one according to the study objectives. How the proposal is to generate managerial methods, the qualitative approach fits better. And within the qualitative approach, as mentioned, the case study is one of the more mature and operational methods of research. - The in-depth interviews, the questionnaires, focus groups and participant observation are the most applied data collection tools. - This must include the original question to say that the chosen method will also depend on the viability of empirical research. The readiness of organizations to researches is also vital to the final result. 	<p>What are the research methods and instruments for collecting data to be used? What is the viability of their use? From case studies to theoretical models, using views of the business sector (focus group, in-depth interviews, and questionnaires).</p>
<p>6- <i>Results and management implications</i></p>	<ul style="list-style-type: none"> - To finish with theoretical conclusions, managerial implications, and limitations and suggestions for future research. - On theoretical conclusions, it is discussed how the general and specific objectives of the work were attended, how the research questions were answered, and contributions to their field of study (theoretical framework). - In managerial implications, the potential applicability of the management method, quality to stimulate the brainstorming in organizations, and tips for their empirical application are shown. - On limitations, it is discussed the predominantly qualitative approach, its theoretical simplicity to facilitate empirical operationalization, the generalization of the method based on one or a few empirical applications. 	<p>How to apply it in other contexts and other objects of study? What are its managerial implications and limitations?</p>

Source: Developed by the authors based on Marconi and Lakatos (2007), Richardson (2007), Gummesson (2005), Sutton and Saw (1995) and Sarachek (1967).

Table 3 – Summary of methodological procedures used in the reviewed managerial methods.

Adopted methods/ procedures	Publication site	Literature review (Desk research)	Field research	Management implications
<i>Strategic planning and management of distribution channels</i>	Emerald Journal of Business and Industrial Marketing, 2001.	<ul style="list-style-type: none"> - Planning of distribution channels - Supply chain management - Transaction cost economics 	<ul style="list-style-type: none"> - Theoretical design of the method - In depth interviews with 10 participants of private sector 	Series of templates for management of distribution channels in organizations
<i>Contract development and review</i>	Journal of Chain and Network Science, 2003.	<ul style="list-style-type: none"> - Distribution channels - Company Networks - Transaction cost economics 	<ul style="list-style-type: none"> - Training of focus groups for contract review - Feedback for participating companies - Proposition of the method 	Tool for the study of contracts which allows working with lawyers.
<i>Mapping and quantification of agro industrial systems</i>	Organizacoes Rurais & Agroindustriais 2005	<ul style="list-style-type: none"> - Agribusiness systems - Company Networks 	<ul style="list-style-type: none"> - Design of the theoretical method - Application in 3 case studies, with participant observation 	Instrument of public policy and also for planning collective actions in productive systems.
<i>Creation of vertical organizations</i>	International Pensa Conference - IPC, 2007	<ul style="list-style-type: none"> - Agribusiness systems and company networks - Collective actions - Vertical organizations in agribusiness systems 	<ul style="list-style-type: none"> - Study of 9 national and international case studies, - Proposition of the method 	Tool for creation of vertical organizations to agribusiness systems.
<i>Planning and management of joint ventures</i>	Journal Problems and Perspectives in Management, 2006.	<ul style="list-style-type: none"> - Strategic alliances - Distribution channels - Transaction cost economics - Marketing research - Strategic planning. 	<ul style="list-style-type: none"> - Theoretical design of the method - Application in 3 case studies with participant observation 	Tool for planning joint ventures
<i>Strategic planning and management of marketing focused on network</i>	Emerald Marketing Intelligence and Planning Journal, 2007.	<ul style="list-style-type: none"> - Marketing planning - Strategic planning - Strategic marketing 	<ul style="list-style-type: none"> - Theoretical design of the method - Application in many cases 	Series of templates for strategic management of the marketing and corporate organization.

<i>Strategic planning and management for agribusiness systems (GESis)</i>	Revista de Administração da USP RAUSP, 2007.	<ul style="list-style-type: none"> - Agribusiness systems and company networks - Collective actions - Strategic Planning and Management - Transaction cost economics - Contracts 	<ul style="list-style-type: none"> - Theoretical design of the method - Application in 3 case studies with participant observation 	Instrument of public policy and planning of collective actions in productive systems.
<i>Integrated and sustainable business projects (PINS)</i>	Revista Agroalimentaria, 2008	<ul style="list-style-type: none"> - Development of projects - Marketing - Transaction cost economics 	<ul style="list-style-type: none"> - Study of 10 case studies of success in the integration of family farmers - Theoretical-empirical design of the method - Application to case studies with participant observation - Proposition of the final method 	Instrument of public policy and planning of organizations' supply chain.
<i>Administration of sales function in organizations</i>	Innovative Marketing Journal, 2007	<ul style="list-style-type: none"> - Sales Administration - Transaction cost economics - Distribution channels - Resources and competences 	<ul style="list-style-type: none"> - Study of 3 case studies, with participant observation - Proposition of the method 	Series of templates for sales management in organizations.
<i>Efficiency in distribution channels</i>	Revista de Administração Mackenzie, 2004	<ul style="list-style-type: none"> - Distribution Channels 	<ul style="list-style-type: none"> - Study of a single case, with participant observation - Proposition of the method 	Tool for administration of distribution channels in organizations.
<i>Review of the private interest organization's funding</i>	International Agribusiness Management Association IAMA, 2009	<ul style="list-style-type: none"> - Collective Actions - Vertical and horizontal organizations in agribusiness systems 	<ul style="list-style-type: none"> - Study of a single case, with participant observation - Proposition of the method 	Tool to review the funding mechanism of private interest organizations.
<i>Settling of new distribution channels</i>	Emerald Direct Marketing International Journal, 2008	<ul style="list-style-type: none"> - Distribution channels - Direct marketing (Door-to-door) 	<ul style="list-style-type: none"> - Study of a single case, with participant observation - Proposition of the method 	Tool for planning entry into new distribution channels.

Source: Developed by the authors based on Neves et al. (2001); Neves (2003); Consoli et al. (2004); Neves et al. (2004); Rossi et al. (2005); Neves et al. (2006); Neves (2007a); Neves (2007b); Neves and Castro (2007); Castro and Neves (2007); Campos and Neves (2007); Trombin and Neves (2007); Consoli et al. (2007); Consoli and Neves (2008); Neves et al. (2009).

Marketing Methods to Improve Company Strategy

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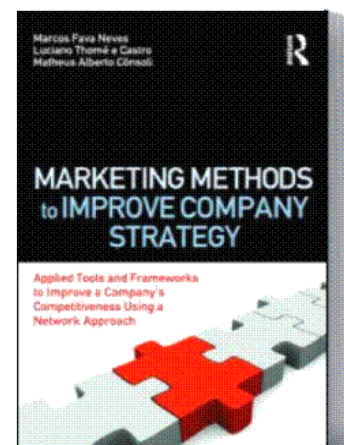
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The authors of this book present several central business methods throughout all chapters. Every method introduced in Marketing Methods to Improve Company Strategy has a strong market driven philosophy. These methods are intended to adjust the firm to consumer needs, considering the presence of competitors in their marketplace. In addition, the book wants to show how it may be used when working with marketing and sales management. Another important theme of this book is the idea that a firm is seen as a network. This network philosophy is an important theme throughout the book, and should open managers' eyes to potential joint marketing activities, as well as joint ventures, other types of contracts and partnerships in a world of firms' fuzzy boundaries.

About the Author(s)

Marcos Fava Neves is an expert in Marketing, Distribution Channels, Networks and Business Strategy for market-driven companies. He has a PhD and Masters in Business by FEA/USP. He is currently a

Agenda



➤ Markestrat Think Tank

1

➤ Idea to Propose Managerial Methods:
Examples

2

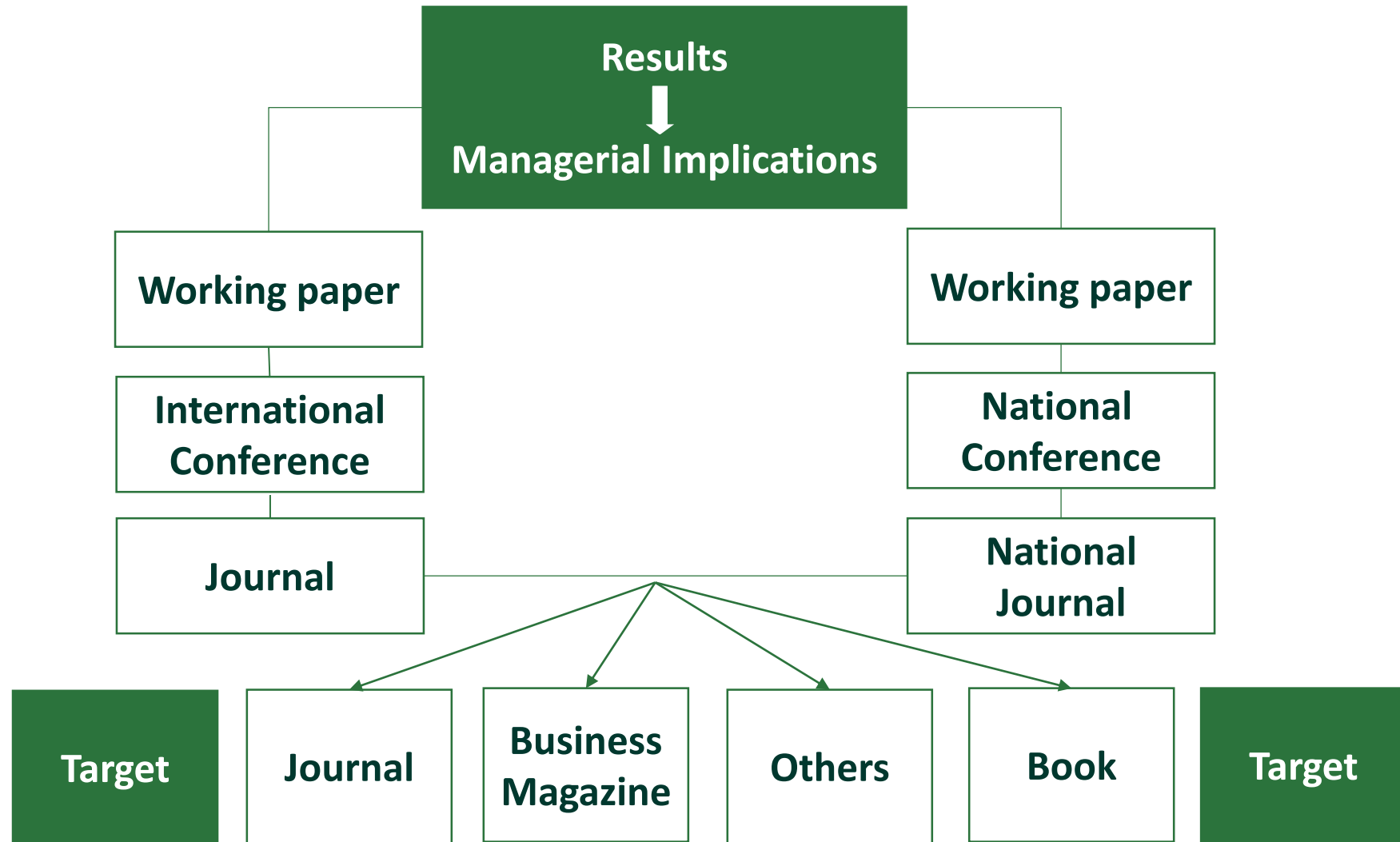
➤ How to Propose a Method?

3

➤ How to Publish?

4

How to Publish Your Paper



Tips to Motivate Publishing



- ✓ Use classes
- ✓ Use Events
- ✓ Use Conference
- ✓ Look for channels
- ✓ Stablish relationships...
- ✓ Leave it open in your computer...
- ✓ Be lucky...



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Marcos Fava Neves

The food crisis will be back

By Marcos Fava Neves (China Daily)

Updated: 2009-07-07 07:45

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The food crisis, a problem that we faced in 2007 and 2008, will be back sooner than expected. This is due to several factors, arising out of the economic and financial crisis, that are generating pressure on our capacity to supply food.

First, there has been increase in areas dedicated to biofuels. Several countries are starting production of biofuels, which is taking up land used for food production. Now the tank of our car is a competitor of our stomach. Both want food. Biofuels is not the major problem, since there are very positive results, in certain areas, of biofuels being produced together with increase in food production. But biofuels as a factor should be considered.

Second, the growth of world population, expected to reach 9 billion people in 2050, creates a need for higher food production. FAO estimates that we will need to produce at least 50 percent more food in the next 15 years. Economic development and income distribution in highly populated countries such as India, Brazil, China and

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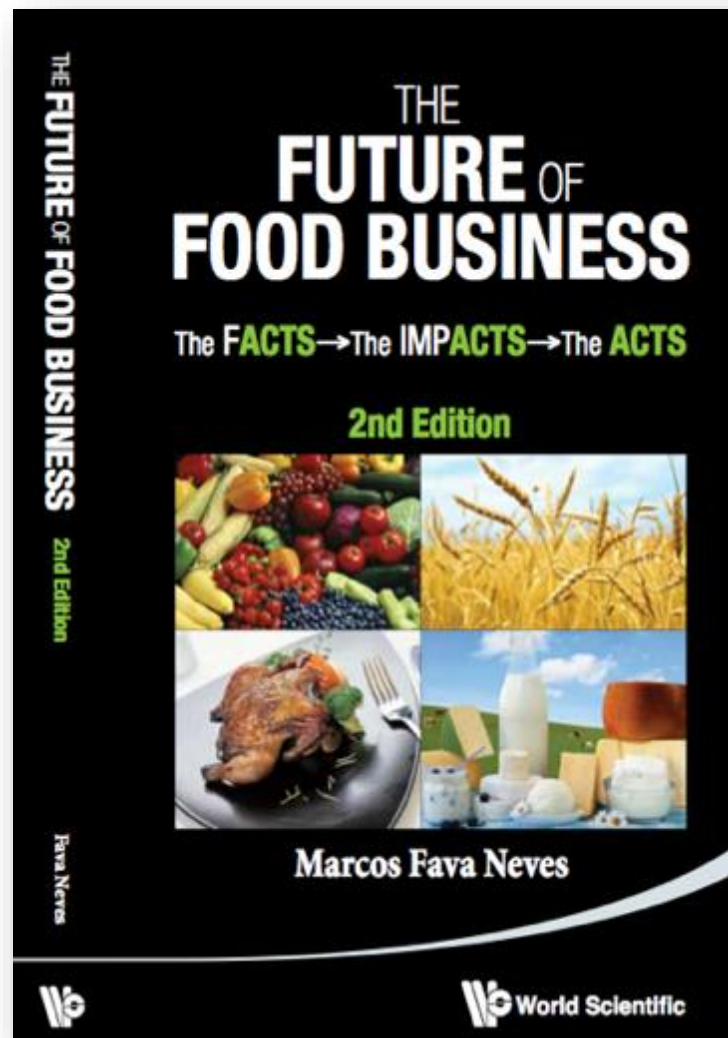
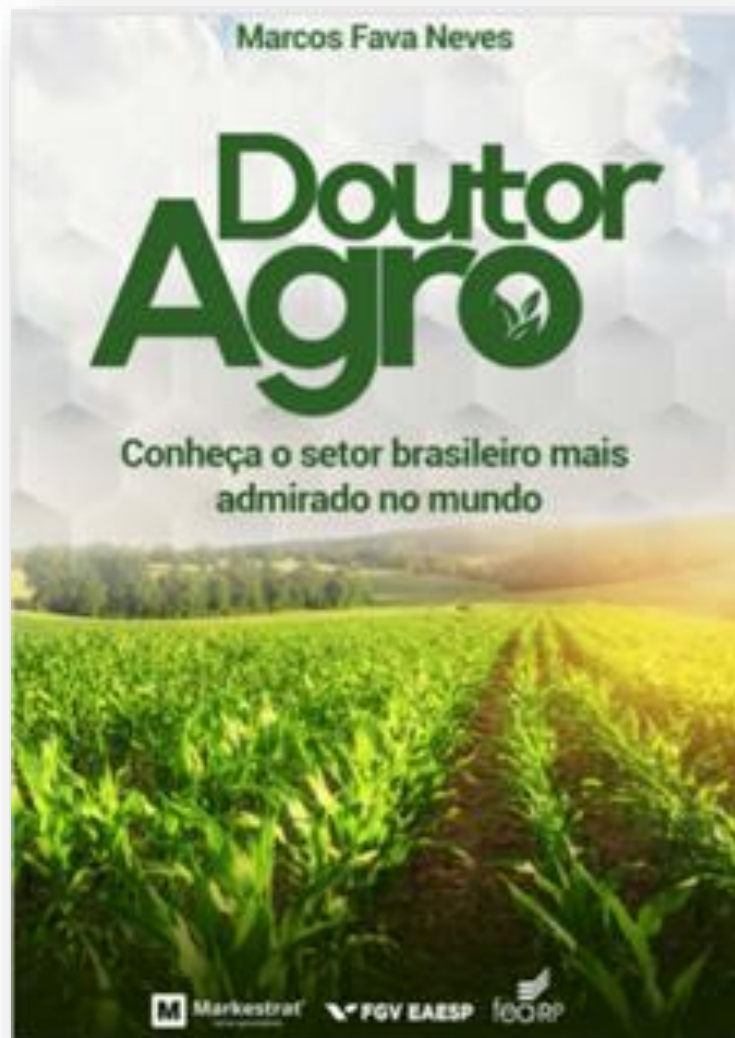
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By Marcos Fava Neves | chinadaily.com.cn | Updated: 2020-05-13 10:00



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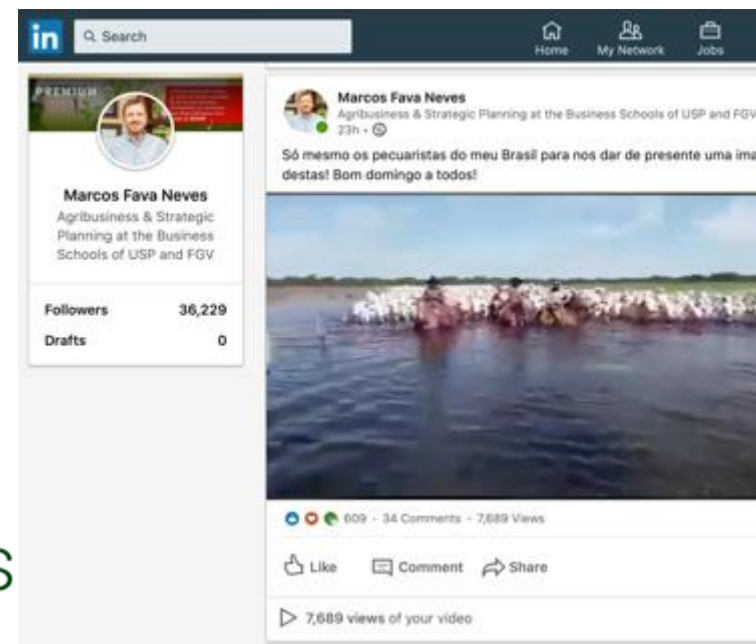
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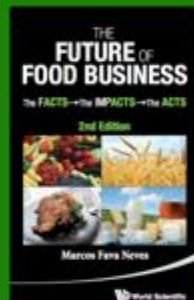
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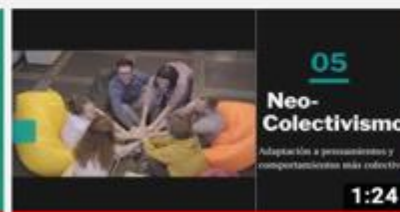
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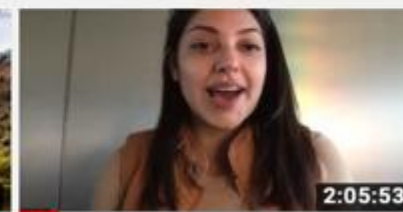
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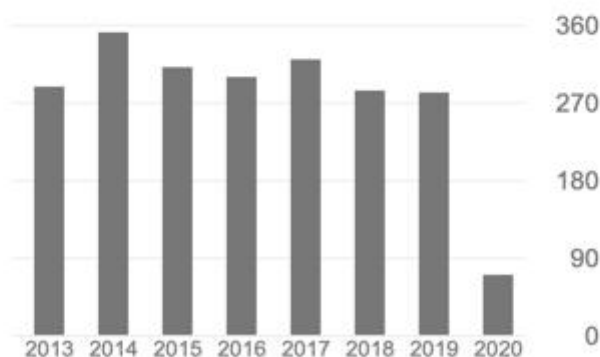
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Limitations

- ✓ Like any scientific article, the work presented here has some limitations such as: focus on exploratory research only, which makes use of qualitative research methods, for generation of planning and management methods, which could not be appreciated in some conferences and journals in the area of management.
- ✓ However, the management methods, that can be generated by the dynamic discussed here, have some advantages after they are produced: their relatively simple replication and their problem-solving perspective. And if the author likes, may bring recognition if the work was well done, since it will be used, applied and readers will constantly contact and come back by email to follow advancements that were done in recent years.

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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.