

**UNIVERSIDADE DE SÃO PAULO**  
**FACULDADE DE ECONOMIA, ADMINISTRAÇÃO E CONTABILIDADE DE RIBEIRÃO PRETO**  
**PROGRAMA DE DISCIPLINA**

<b>Lective year:</b>	2020	<b>Semester:</b>	Second Semester
<b>DISCIPLINE:</b>	Strategies and Marketing for Agribusiness Companies (Agribusiness II)		
<b>CODE:</b>	RAD 2402	<b>Courses</b>	Business Administration
<b>Number of Credits: 2</b>	<b>Classes:</b> 1	<b>Work:</b>	<b>Total work load:</b> 30h/year
<b>Course Nature:</b>	Elective Discipline		
<b>Professor in Charge:</b>	Prof. Dr. Marcos Fava Neves (www.doutoragro.com)		
<b>Assistance to students</b>	Sala: FEA-RP, Bloco C, Sala 64 - make appointments by email favaneves@gmail.com		

**1. Objective:**

The objective of the course is to show the students the major concepts and trends connected to agri-food companies, mostly related to strategy and marketing.

**2. Specific Objectives and Program:**

- ✓ The Food Company as a Network
- ✓ Interorganizational Relationships and Contracts (Governance)
- ✓ Sustainability, Smallholders and Social Inclusion
- ✓ Food Consumer
- ✓ Demand Driven Organizations
- ✓ Go to Market Strategies and Vertical Structures
- ✓ Supply Chain (Sourcing) Strategies
- ✓ Innovation and New Concepts
- ✓ Communication in Agribusiness Companies
- ✓ Creative Pricing Strategies
- ✓ Value Creation, Capture and Sharing (VCCS)
- ✓ Agribusiness and Food Business Cases

**3. Method:**

The course assumes that the student will perform extra-class activities regularly, mainly readings and guided exercises. In the classroom there will be lectures followed by discussions of current problems. Monitored activities (without the physical presence of the teacher) are also provided for in this course.

**4. Evaluation:**

- 1 – SUBJECTIVE GRADING (30%) – Subjective evaluation based on beforehand reading, presence and participation in class, both during the theoretical discussions and the group activities. Short group and individual works will be evaluated as well, ranging from the making of papers to the presentation of texts and cases.
- 2 – FINAL TEST (70%) – Written test with all the content of the course

**5. Readings:**

NEVES, M. F. *The Future of Food Business* – World Scientific, 2014, 278 p. – all materials will be provided

**Supplementary:**

GUNDERSON M.A., BOEHLJE M.D., NEVES M.F., and SONKA, S.T. Agribusiness Organization and Management. In: Neal Van Alfen, editor-in-chief. Encyclopedia of Agriculture and Food Systems, Vol. 1, San Diego: Elsevier; 2014. pp. 51-70.

VANKATESAN, R.; FARRIS, P.; GUISSONI, L.G. & NEVES, M.F. – Consumer Brand Marketing Through Full and Self Service Channels in a Emerging Economy – Journal of Retailing, 91 – 4 (2015) 644-659

NEVES, M. F., CHADDAD, F. R. – The Benefits of Sugarcane Chain Development in Africa – International Food and Agribusiness Management Review (IFAMR) – International Food and Agribusiness Management Association (IAMA), fev. 2012, pag 159-166. ISSN 1559-2448 (Volume 15, Issue 1).

NEVES, M.F.; GOMES, C. C. M. P.; TROMBIM, V.G. Financing Chain Associations. Revista International Food and Agribusiness Management Review – IFAMR. Disponível em <<https://www.ifamr.org/>>, College Station, Texas A&M University-Department of Agricultural Economics/Estados Unidos, v. 14, edição 4, p. 215-225, 2011.

BARCELOS, Marcia Dutra; SAAB, Maria Stella de Melo; PÉREZ-CUETO, Frederico A.; PERIN, Marcelo ; NEVES, Marcos Fava; VERBEKE, Wim. Pork Consumption in Brazil: Challenge and Opportunities for the Brazilian Pork Production Chain. Journal on Chain and Network Science. Holanda, v. 11, n. 2, p. 99-113, 2011. DOI: 10.3920/JCNS2011.Qpork3.

- NEVES, M.F.; TROMBIN, V. G.; CONEREJO, M. A. A Method for Strategic Planning of Food and Bioenergy Chains (CHAINPLAN) Applied to the Sugarcane Chain in Brazil. *Journal on Chain and Network Science*. Holanda, v. 10, n. 3, p. 193-206, 2010. DOI: 10.3920/JCNS2010.x186.
- NEVES, M. F. An Innovative Approach for Planning International Investments. *International Research Journal Problems and Perspectives in Management – Business Perspectives Publishing Company, Innovative marketing*, Issue 1, 2011, Ucrânia.
- NEVES, M.F. The 2020 Strategic Marketing Agenda. *Revista Journal Innovative Marketing*. Disponível em <[http://www.businessperspectives.org/component/option,com\\_journals/task,issue/id,144/jid,5/Itemid,74/](http://www.businessperspectives.org/component/option,com_journals/task,issue/id,144/jid,5/Itemid,74/)>, Ucrânia, v. 6, edição 3, p. 63-70, 2010.
- NEVES, M.F., SCARE, R. F. – Defining an Agribusiness Strategic Agenda for 2010-2020 – *International Food and Agribusiness Management Review – International Food and Agribusiness Management Association (IAMA)*, fev. 2010, pag 83-90. ISSN 1096-7508 (Volume 13, Issue 1).
- NEVES, M.F. – The Food Chains Environment and the Role of China and Brazil Building a “Food Bridge” – *Journal Emerald - China Agricultural Economic Review - CAER-Jul-2009-0073.R1 – Emerald Publishing*, 2010, 12 pag. ISSN 1756-137x (Volume 2, Issue 1).
- CONSOLI, M. A.; NEVES, M. F. A Method for Building New Marketing Channels: the Case of “Door-to-Door” in Dairy Products. *Direct Marketing: An International Journal*, Emerald Insight Publishing Company, v. 02, n. 3, p. 174-185, 2008. DOI: 10.1108/17505930810899320.
- NEVES, M. F. Strategies for Solving the Food Inflation Problem, *International Food and Agribusiness Management Review (IFAMR) – The Official Journal of the International Food and Agribusiness Management Association IAMA*, v. 11, issue 3, 2008, Estados Unidos da América

**6. Program:**

<b>Date</b>	<b>Class</b>	<b>TOPICS</b>	<b>Readings</b>
17/08	01	The Food Company as a Network	Neves, 2014 Chapters: 36, 38
24/08	02	The Food Company as a Network & Interorganizational Relationships and Contracts (Governance)	Neves, 2014 Chapters: 36, 38, 40, 58
31/08	03	Food Consumer	Neves, 2014 Chapters: 8, 31, 32
07/09	-	Independência do Brasil – No class	
14/09	04	Demand Driven Organizations	Neves, 2014 Chapters: 33, 34, 35
21/09	05	Go to Market Strategies and Vertical Structures	Neves, 2014 Chapters: 45, 46, 47, 48, 49
28/09	06	Go to Market Strategies and Vertical Structures	Neves, 2014 Chapters: 45, 46, 47, 48, 49
05/10	07	Go to Market Strategies and Vertical Structures	Neves, 2014 Chapters: 45, 46, 47, 48, 49
12/10	-	Nossa Sr. Aparecida – No class	
19/10	08	Supply Chain (Sourcing) Strategies	Neves, 2014 Chapters: 41
26/10	09	Value Creation Capture and Sharing (VCCS)	Neves, 2014 Chapters: 53, 54, 55
02/11	-	Finados – No class	
09/11	10	Innovation and New Concepts	Neves, 2014 Chapters: 43, 44, 56, 39
16/11	11	Communication and Food Marketing Trends	Neves, 2014 Chapters: 59, 60
23/11	12	Creative Pricing Strategies	Neves, 2014 Chapters: 52
30/11	13	Sustainability, Smallholders and Social Inclusion	Neves, 2014 Chapters: 27, 28, 29, 30, 66, 67, 68
07/12	14	Sustainability, Smallholders and Social Inclusion	Neves, 2014 Chapters: 27, 28, 29, 30, 66, 67, 68
14/12	15	Final Test	All the material
21/12	16	Recuperation Test	All the material



**PROF. DR. MARCOS FAVA NEVES**

- ❑ 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.