

# Case Studies – Harvard Style

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Faculdade de Administração (FEA/RP) – Universidade de São Paulo, desde 1995

Escola de Administração de Empresas (EAESP/FGV), desde 2018

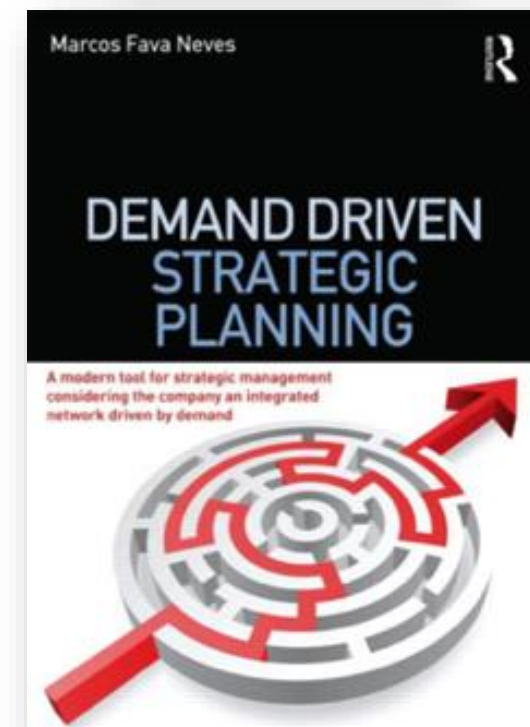
Center for Agricultural Business - Purdue University (Indiana/USA), desde 2013

PAA – FAUBA – Universidade de Buenos Aires, desde 2006

Criador da Markestrat ([www.markestrat.com.br](http://www.markestrat.com.br)) em 2004

Especialista em planejamento estratégico no agronegócio

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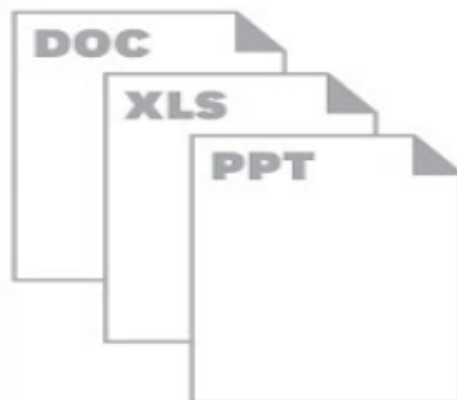
On June 23, we wrote you regarding a special offer for the *HBR Guide to Building Your Business Case + Tools*. We wanted to follow up before this special offer closes. The original offer is presented below. If you are not interested, we apologize for the intrusion.

SPECIAL OFFER

## Your Guide to Building Your Business Case



HBR GUIDE TO BUILDING YOUR BUSINESS CASE EBOOK + TOOLS



EBOOK + TOOLS

When you're pitching a new product or service, proposing a process improvement, or seeking funds for a start-up, a persuasive business case is absolutely essential. Because if you can't secure support, your project's dead in the water – and perhaps your reputation as well.

The [HBR Guide to Building Your Business Case Ebook + Tools](#) can help you craft a compelling case no matter what your business objective.

## HBR's 10 Must Reads 2017: The Definitive Management Ideas of the Year from Harvard Business Review

BOOK by Harvard Business Review, Clayton M. Christensen, Adam M. Grant, and Vijay Govindarajan



**\$24.95**

FORMAT ?

Ebook **Paperback Book**

LANGUAGE

**English**

QUANTITY

1

BUYING FOR YOUR TEAM? ?

**ADD TO CART**



## INDUSTRY

Administrative & Support Services (220)

Advertising, Marketing & Public Relations (132)

Aerospace & Defense (424)

Agriculture (581)

Arts & Culture (732)

Educational Institutions (521)

Energy & Natural Resources (816)

Engineering, Construction & Infrastructure (428)

Financial Services (2,099)

Food & Beverage (1,176)

Government (650)

Healthcare (917)

Hospitality (507)

Manufacturing (1,756)

Media (915)

Pharmaceuticals (788)

Professional services (1,307)

Real estate (410)

Retail & Consumer Goods (2,784)

Sports (195)

Technology (1,055)

Telecommunications (669)

Transportation (550)

Travel (132)

## Operational Systems Thinking

**LEADERSHIP & MANAGING PEOPLE** CASE STUDY by Robert D. Landel and Chris Soderquist,

This note provides an introduction to operational systems thinking using the language of stocks and flows and guided by a scientific method-based mapping...



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## Catanese and Vulcan (A)

**FINANCE & ACCOUNTING** CASE STUDY by V.G. Narayanan and Sanjay T. Pothan

A small CPA firm puts in a new performance measurement system, and profits increase by 350% in less than a year. This case illustrates the reasons for...



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## Corruption at Siemens (C)

**LEADERSHIP & MANAGING PEOPLE** CASE STUDY by Paul M. Healy and Maria Loumiotis



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## Paint-Pen, Inc.

**INNOVATION & ENTREPRENEURSHIP** CASE STUDY by Michael J. Roberts

Presents the background and some details on a possible acquisition opportunity--a manufacturer of ballpoint paint pens for the hobby and crafts industry....



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## Note on Financial Analysis

**FINANCE & ACCOUNTING** CASE STUDY by Erich A. Helfert

Serves as an introduction to funds flows and ratio analysis. Includes basic discussion of these tools as assists in the analyst's or manager's job. Supplementary...

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## Improving Your Organization's Performance

Through broad exploration of today's most important agribusiness trends, you will gain insight that will help your organization build and maintain a competitive advantage in a changing global marketplace. As you design business models and strategies with an eye to the future, you will be better able to:

- Evaluate opportunities in a global context and identify your best routes to growth
- Anticipate changes in industry structure that could affect how you do business
- Draw on successful models from across the industry as you initiate new business lines
- Maximize potential and reduce risk as you expand into new countries and regions
- Create strong alliances that will drive growth and profit for your business

## Taking Your Skills to the Next Level

Highlighting the latest agribusiness business models and best practices, the curriculum is designed to expand your perspective, knowledge, and skills—and enhance your effectiveness as a leader. You will emerge better able to:

- Discover and take advantage of potential opportunities for growth in both domestic and international markets
- Recognize risks and address challenges before they cause problems for your business
- Build a flexible organization that responds with greater agility and resilience to all types of market change
- Drive innovation and change to address an evolving customer base, new competitive challenges, and emerging opportunities
- Adopt innovative practices from within and outside your sector to improve your company's effectiveness and market position
- Strengthen your global network by making new connections with other leaders across the agribusiness industry



## Creating More Resilient, Sustainable Supply Chains

New competitors and business models—along with new technologies, natural resource scarcity, and volatile political climates—are disrupting traditional supply chains. As a result, business leaders are pressured to rethink their sourcing and value creation strategies. How can companies meet strategic objectives while mitigating risk, reducing waste, and controlling cost? Should they integrate vertically? What kinds of partnerships will be most successful? How can companies balance tight control and predictability with flexibility and responsiveness? How will demand for transparency and sustainable sourcing change the supply chain?

## Addressing the Needs of Consumers Around the World

Food is a universal need. But while consumers and other stakeholders in some markets are transforming the agribusiness industry with new demand for choices that are healthy, sustainably produced, and transparently labeled, other markets struggle with basic food safety and the challenge of feeding their growing populations. How can today's firms design effective strategies to address evolving demand in diverse markets? How can they connect with consumers in target markets and build differentiated brands? How are new technologies changing consumer behavior?

## Harnessing Innovation

Innovation will be critical to the industry's ability to feed the world's population in the coming decades. Today, many different kinds of novel solutions—from new business models to new food products to technology-enabled processes—are reconfiguring the industry and providing new ways to create value for customers and investors. What kinds of innovation will drive the industry in the future? Which ones are attracting investor attention? How can existing barriers to effective implementation—from business practices to government policy—be overcome? How are leading companies increasing their capacity to innovate and bring new products to market? How should companies respond to consumer demands and competitors' innovations?


## Navigating a Volatile Landscape


Faced with always-evolving conditions—from the earth's climate to regulatory and political climates—agribusiness leaders need to be able to quickly adapt their strategies and operations. For example, while political instability in developing countries has long posed risks, changes in developed countries—such as the UK's Brexit decision—may also impact agribusiness around the globe. How can companies anticipate change, manage risk, and respond effectively? How will different countries' food security imperatives and related policies impact companies doing business across borders or globally? How can companies maintain momentum in the face of widely fluctuating commodity supplies and dramatic price swings? What other kinds of volatility will characterize the industry in the years to come?

## HBR's 10 Must Reads 2017: The Definitive Management Ideas of the Year from Harvard Business Review

**LEADERSHIP & MANAGING PEOPLE BOOK** by Harvard Business Review , Clayton M. Christensen , Adam M. Grant , Vijay Govindarajan , and Thomas H. Davenport

A year's worth of management wisdom, all in one place. We've reviewed the ideas, insights, and best practices from the past year of Harvard Business Review...

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## Codevasf

**SALES & MARKETING CASE STUDY** by David E. Bell, Marcos Fava Neves, Luciano Thome e Castro, and Natalie Kindred

With many countries facing scarcity of freshwater and farmable land, Brazil decided to leverage its wealth of both resources to attract global agribusiness...

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## ViniBrasil: New Latitude Wines

**SALES & MARKETING CASE STUDY** by David E. Bell, Marcos Fava Neves, Luciano Thome e Castro, and Mary Shelman

ViniBrasil is a small wine venture in Brazil started by a top Portuguese wine company, Dao Sul. ViniBrasil grows its grapes in a novel environment (close...

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DAVID E. BELL

MARCOS FAVA NEVES

LUCIANO THOMÉ E CASTRO

MARY SHELMAN

## ViniBrasil: New Latitude Wines

*We wanted something different, not just one more winery in a traditional wine producing region.*

—João Santos, production manager, ViniBrasil

Carlos Lucas and João Santos, respectively founder and production manager for ViniBrasil, a relatively new winery located in the São Francisco River Valley in the northeastern Brazilian state of Pernambuco (see Exhibit 1 for map), welcomed his guests in the farmhouse living room in May 2008. The visitors were hot and dusty after touring the grape vineyards, where the outside temperature was 31°C (88°F). Over a lunch that included several *Rio Sol* wines produced on ViniBrasil's farm in Lagoa Grande, Santos—in his Continental Portuguese accent—entertained the group with the story of how the project began in this desert-like region just south of the Equator. Describing how ViniBrasil's owner, the Portuguese wine firm Dão Sul, came to the new area in 2001, Santos recalled:

We considered starting our new wine venture in several "New World" regions—Australia, Argentina, Chile, and others. In all those places we would have been just one more firm producing wine, just one more brand entering late. We wanted something different, to be able to develop a new paradigm for wine production. We think we can do that here along the São Francisco River, on the eighth parallel. We will create a new wine producing area and a new positioning for the wine that we make—a "new latitude" wine with a "new attitude."

After their guests left, Lucas and Santos turned their attention to the next steps for ViniBrasil. *Rio Sol* wines had won several awards in Brazil and revenues were up 13% in 2007 over 2006 results. The company was in the process of transitioning to a direct sales approach after depending upon a third





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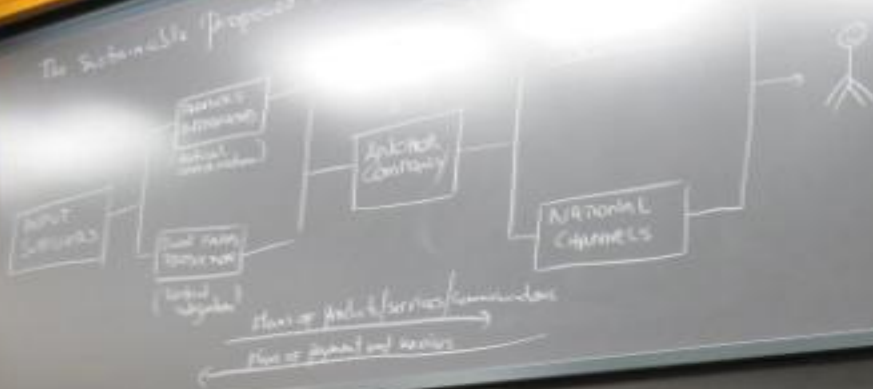
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# The Sustainable Proposed Model



Plan or Policy / Barrier / Communication  
Plan or Policy and barriers

## E. SFV

water  
climate/soil  
Soil  
Labor  
Society  
"Willing"  
Food business  
"App"

pathway(?)  
members

Comp  
logistics

## ⊖

land ownership  
distance  
historical failures  
Govt change  
Bureaucracy / Complexity  
Training / Education  
Demand for more comp  
Latecomer  
Social needs

## 3. Characteristics Comp

- Free
- Demand Driven
- Knowledge Prod
- Knowl. Infrac
- High need / Low wa
- Experience
- Year round supply
- Shared values
- Long duration

- coord. int  
Supply chains (small)  
- Risks



- \* Land o
- Return
- Scal.
- long te
- tax





Handwritten notes on the blackboard, including a list of items and a table.

Item	Value
1	100
2	200
3	300
4	400
5	500
6	600
7	700
8	800
9	900
10	1000







## Linha Temporal da Construção, Apresentação e Análise dos Casos:

1. Decisão sobre o caso a ser inscrito e a equipe envolvida.
2. Equipe escreve o caso (4 a 10 meses).
3. Casos são revisados (15 dias).
4. Casos são pré-testados.
5. Envio dos casos.
6. Leitura individual dos casos com resumos (usar o frame do próximo slide)
7. Debate sobre o caso em mini grupos.
8. Debate em plenária.
9. Fechamento pelo executivo da empresa (empresa alvo do estudo) com fala mais questionamentos.
10. O que se aproveita do caso para a empresa e para o participante.

# Evaluating a Company's Business Model and Building Strategies

Prof. Marcos Fava Neves, São Martinho Case  
AAPEX 2020 Orlando

1. Designing the network (current business model) of the company.



2. Where we are at the macroenvironmental analysis?

Business Opportunities (PEST)



Business Challenges (PEST)



3. How we are performing? What needs improvements?

Doing well/Strong points /Admired



Worries/Needs improvement



4. What's next? Discuss the major future strategies (strategic projects)



5. List major learnings (take-aways) to myself and to my organization...





# Prof. Marcos Fava Neves

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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.