

Macroenvironmental Trends (Tendências no Agronegócio)

Classes 08 to 13 | FEARP USP

Prof. Dr. Marcos Fava Neves

Professor Titular da Faculdade de Administração (FEA/RP) Universidade de São Paulo, desde 1995
Professor da Escola de Administração de Empresas de São Paulo (EAESP/FGV), desde 2018
Professor Internacional da Universidade de Purdue (EUA) e da Universidade de Buenos Aires (FAUBA)
Criador e Professor da Harven Agribusiness School (2023)
Criador da Markestrat (2004) e da Plataforma DoutorAgro (2014)
Especialista em planejamento estratégico no agronegócio

www.doutoragro.com

PALESTRA 1.704 (BRASIL 1366/EXTERIOR 338-23 PAÍSES)



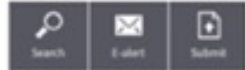
Prof. Marcos Fava Neves



Quem sou eu?

Falo hoje como:

1. Professor/educador (formar talentos) desde 1995 ajudando a formar quase 1.700 administradores de empresas na USP e FGV e outros cursos;
2. Empresário fundador da Markestrat em 2004, que hoje da oportunidades a 120 pessoas;
3. Empreendendo (acertando e errando) em startups;
4. Estruturador e viabilizador de projetos no agro;
5. Torcedor e advogado do agro!



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.



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

1. "Precisamos fazer o que as pessoas querem, e não o que sabemos como fazer e achamos que elas querem."
2. "A nossa função é a de construir margens/valor para quem nos usa."
3. "Missão de gerar oportunidades às pessoas."

Plataformas com Missão de Criar Oportunidades às Pessoas: www.doutoragro.com



Faça o download dos livros
GRATUITAMENTE



Interessados em participar da lista de distribuição (envio de 1 vídeo/material por semana) salvar contato e mandar WhatsApp apenas com nome completo e organização na mesma linha. Exemplo: Carlos Martins da “Empresa X”

 (16) 99993-4499



DATA	TÓPICOS/TOPICS	LEITURAS/READINGS
Aula 1 (07/08)	Introdução ao Curso e Conceitos de Agronegócios/ Course Introduction and Agribusiness Concepts	Neves, 2020 - <i>Food and Agribusiness in 2030: A RoadMap</i> (01) Neves, 2014 - <i>Future of Food Business</i> (6, 7) Neves, 2019 - <i>Doutor Agro</i> (1, 10, 16, 34, 35, 41, 47, 50, 53, 90)
Aula 2 (14/08)	Cadeias e Sistemas Agroindustriais/ Chains and Agroindustrial Systems	Neves, 2020 - <i>Food and Agribusiness in 2030: A RoadMap</i> (01) Neves, 2019 - <i>Doutor Agro</i> (1, 10, 16, 34, 35, 41, 47, 50, 53, 90) Neves, 2021 - <i>Ferramentas para o Futuro do Agro</i> (01)
Aula 3 (21/08)	As Empresas de Insumos aos Produtores Rurais/ Crop Input Supply Industry, Agricultura e Propriedades Agrícolas/ Agriculture and Farmers, Agroindústria, Indústria de Alimentos e as Tradings/ Food Industry and Tradings, Varejo de Alimentos e Foodservice/ Food Retailers and Foodservice, Cooperativas, Associações e O Papel dos Governos/ Cooperatives Associations and Governments	Neves, 2020 - <i>Food and Agribusiness in 2030: A RoadMap</i> (3) Neves, 2014 - <i>Future of Food Business</i> (11, 12, 13, 37, 11) Neves, 2019 - <i>Doutor Agro</i> (68, 39) Neves, 2021 - <i>Ferramentas para o Futuro do Agro</i> (3, 12)
Aula 4 (28/08)	Métodos de Análises de Cadeias Agroindustriais (Planejamento de Cadeias) / Methods of Agroindustrial Strategic Chain Planning)	Neves, 2020 - <i>Food and Agribusiness in 2030: A RoadMap</i> (01) Neves, 2014 - <i>Future of Food Business</i> (24, 25, 26) Neves, 2019 - <i>Doutor Agro</i> (13, 14, 15); Neves, 2021 - <i>Ferramentas para o Futuro do Agro</i> (15)
(04/09)	Semana da Pátria; não haverá aula (no class).	-
Aula 5 (11/09)	Métodos de Análises de Cadeias Agroindustriais (Planejamento de Cadeias) / Methods of Agroindustrial Strategic Chain Planning)	Neves, 2020 - <i>Food and Agribusiness in 2030: A RoadMap</i> (01) Neves, 2014 - <i>Future of Food Business</i> (24, 25, 26) Neves, 2019 - <i>Doutor Agro</i> (13, 14, 15); Neves, 2021 - <i>Ferramentas para o Futuro do Agro</i> (15)
Aula 6 (28/09)	O Macro-Ambiente do Agronegócio, Tendências e Análise de Mercados/ The Macro-Environment of Agribusiness and Market Analysis/Trends	Neves, 2020 - <i>Food and Agribusiness in 2030: A RoadMap</i> (2, 8) Neves, 2014 - <i>Future of Food Business</i> (1, 2, 3, 4, 14, 15, 16, 23, 24, 42) Neves, 2019 - <i>Doutor Agro</i> (91 94 35 42 43 89 51 38 56 65 74 81 82) Neves, 2021 - <i>Ferramentas para o Futuro do Agro</i> (02)
Aula 7 (25/09)	O Macro-Ambiente do Agronegócio, Tendências e Análise de Mercados/ The Macro-Environment of Agribusiness and Market Analysis/Trends	Neves, 2020 - <i>Food and Agribusiness in 2030: A RoadMap</i> (2, 8) Neves, 2014 - <i>Future of Food Business</i> (1, 2, 3, 4, 14, 15, 16, 23, 24, 42) Neves, 2019 - <i>Doutor Agro</i> (91 94 35 42 43 89 51 38 56 65 74 81 82) Neves, 2021 - <i>Ferramentas para o Futuro do Agro</i> (02)
Aula 8 (02/10)	O Macro-Ambiente do Agronegócio, Tendências e Análise de Mercados/ The Macro-Environment of Agribusiness and Market Analysis/Trends	Neves, 2020 - <i>Food and Agribusiness in 2030: A RoadMap</i> (2, 8) Neves, 2014 - <i>Future of Food Business</i> (1, 2, 3, 4, 14, 15, 16, 23, 24, 42) Neves, 2019 - <i>Doutor Agro</i> (91 94 35 42 43 89 51 38 56 65 74 81 82) Neves, 2021 - <i>Ferramentas para o Futuro do Agro</i> (02)
Aula 09 (09/10)	O Macro-Ambiente do Agronegócio, Tendências e Análise de Mercados/ The Macro-Environment of Agribusiness and Market Analysis/Trends	Neves, 2020 - <i>Food and Agribusiness in 2030: A RoadMap</i> (2, 8) Neves, 2014 - <i>Future of Food Business</i> (1, 2, 3, 4, 14, 15, 16, 23, 24, 42) Neves, 2019 - <i>Doutor Agro</i> (91 94 35 42 43 89 51 38 56 65 74 81 82) Neves, 2021 - <i>Ferramentas para o Futuro do Agro</i> (02)
Aula 10 (16/10)	O Macro-Ambiente do Agronegócio, Tendências e Análise de Mercados/ The Macro-Environment of Agribusiness and Market Analysis/Trends	<i>Material de sites e outras fontes sobre cadeias do agronegócio</i> <i>Material from websites and other sources about specific food chains</i>
Aula 11 (23/10)	O Macro-Ambiente do Agronegócio, Tendências e Análise de Mercados/ The Macro-Environment of Agribusiness and Market Analysis/Trends	<i>Material de sites e outras fontes sobre cadeias do agronegócio</i> <i>Material from websites and other sources about specific food chains</i>
Aula 12 (30/10)	O Macro-Ambiente do Agronegócio, Tendências e Análise de Mercados/ The Macro-Environment of Agribusiness and Market Analysis/Trends	<i>Material de sites e outras fontes sobre cadeias do agronegócio</i> <i>Material from websites and other sources about specific food chains</i>
Aula 13 (06/11)	O Macro-Ambiente do Agronegócio, Tendências e Análise de Mercados/ The Macro-Environment of Agribusiness and Market Analysis/Trends	<i>Material de sites e outras fontes sobre cadeias do agronegócio</i> <i>Material from websites and other sources about specific food chains</i>
Aula 14 (13/11)	Sustentabilidade no Agro - Sustainability, Smallholders and Social Inclusion	Neves, 2020 - <i>Food and Agribusiness in 2030 A RoadMap</i> (5); Neves, 2014 - <i>Future of Food Business</i> (27 28 29 30 66 67 68); Neves, 2021 - <i>Ferramentas para o Futuro do Agro</i> (06)
Aula 15 (20/11)	Sustentabilidade no Agro - Sustainability, Smallholders and Social Inclusion	Neves, 2020 - <i>Food and Agribusiness in 2030: A RoadMap</i> (5); Neves, 2014 - <i>Future of Food Business</i> (27 28 29 30 66 67 68); Neves, 2021 - <i>Ferramentas para o Futuro do Agro</i> (06)
Prova (27/11)	Prova Final - Final Test	<i>Todo o material - All the material</i>



What are the Major Concepts in Food and Agribusiness?

What are the Major Concepts in Food and Agribusiness?

Macro-environmental variables:



Political-Legal (Regulatory)



Economic-Natural



Sociocultural (Behavioral)



Technological

Products, Services and Communication

T₁

T₂

T₃

T₄

T₅

T₆

Input companies

Agricultural production

Agroindustry

Food industry

Wholesale

Retail

Consumer

Orders, \$ and Information

Institutions (laws, tradition, customs...) and organizations (cooperatives, federators, associations...)

MACROAMBIENTE: POLÍTICO/LEGAL (REGULATÓRIO), ECONÔMICO/NATURAL, SOCIOCULTURAL E TECNOLÓGICO





**Why is it important to
know?**

Planning Method FIA - Facts, Impacts and Acts

What are the Facts, Impacts and Acts?

Set aside a time to think - Thinking and Creativity Group



1 - FACTS

What Is Going On?



2 - IMPACTS

How Will it Impact Us?



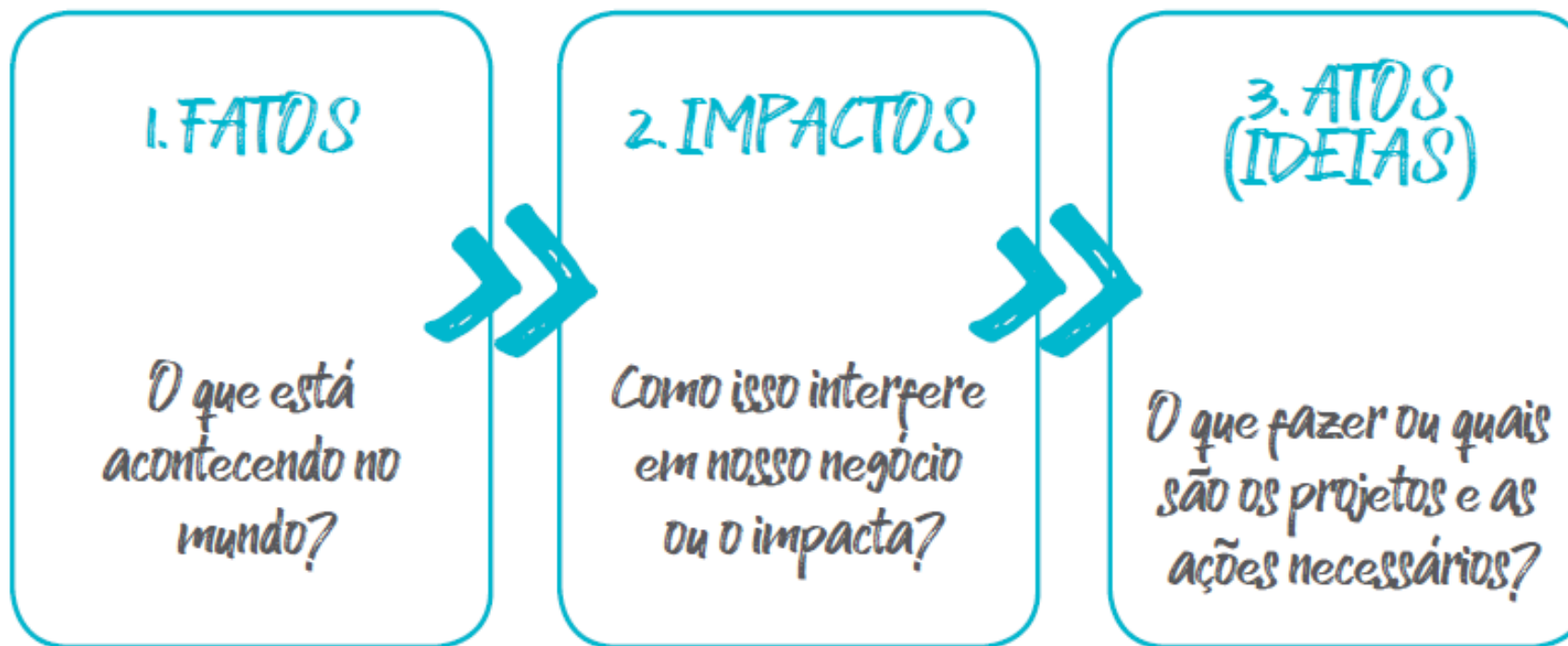
3 - ACTS (IDEAS)

What to Do?

Source: Prof Marcos Fava Neves

Entendendo o Futuro: a Ferramenta da Nova Agenda Estratégica do Agronegócio

FIGURA 4. Método de planejamento: Matriz FIA – Fatos, Impactos e Ações.



Fonte: *The Future of Food Business*, Neves (2014).

When We Have Strategy in our Blood, What do We Do?

- 1 We try to analyze **macroenvironmental** changes and **anticipate** the future
- 2 Be ready to **propose** and **interfere** in the future
- 3 Participate and **capture value** on the future



Source: Prof Marcos Fava Neves

FOOD CRISIS

Planning in a Turbulent Future

Marcos Fava Neves



FUNPEC-RP
Editora

Harven
AGRIBUSINESS
SCHOOL

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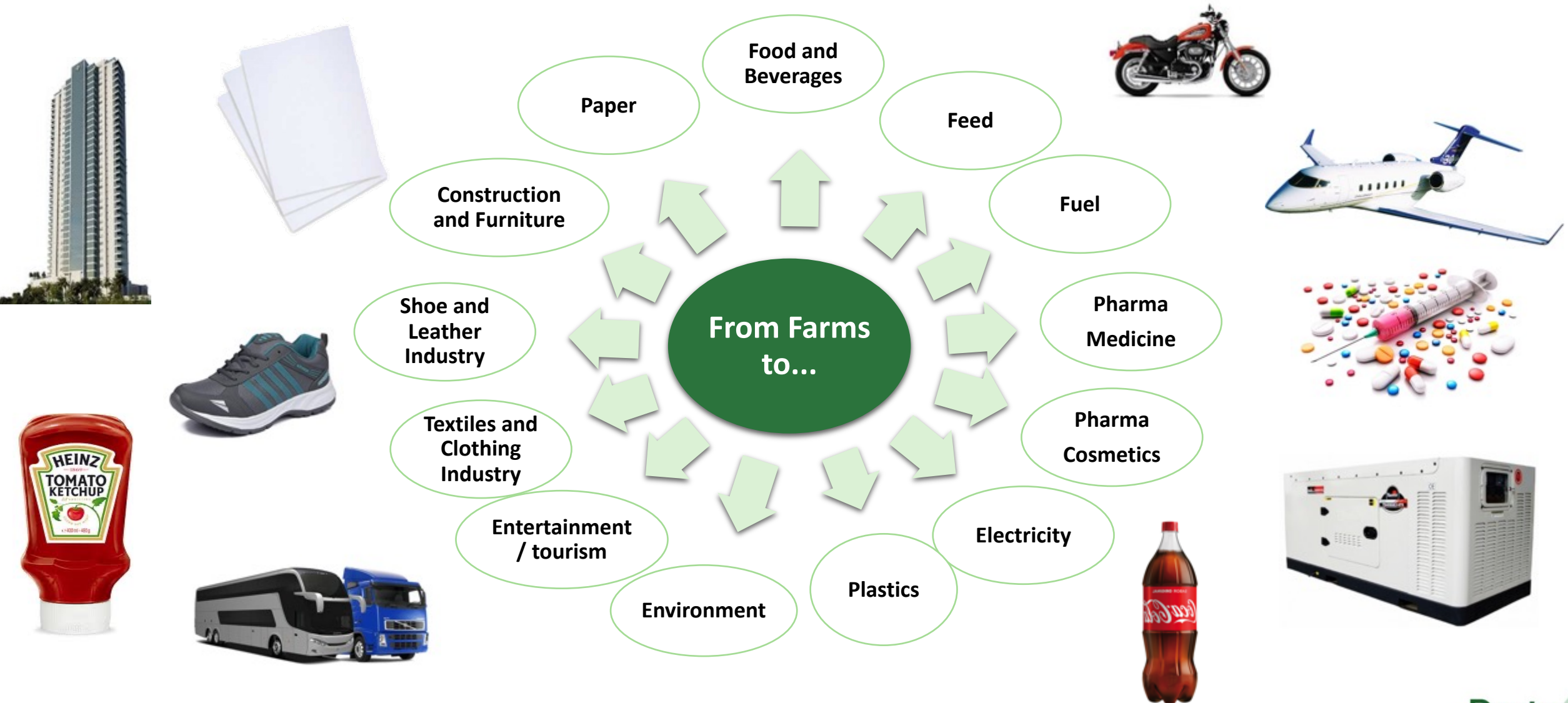
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**Why it is complicated in
food and biofuels business?**

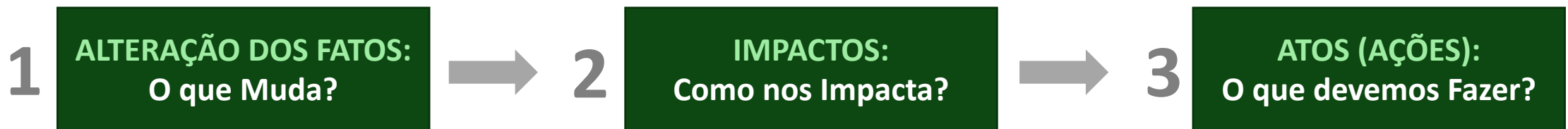
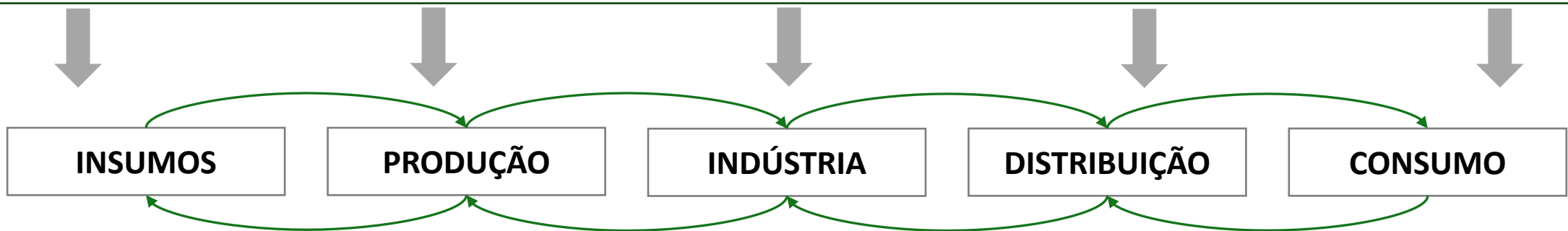
The Bio Era...Everything is Coming from the Farm!



Source: Prof Marcos Fava Neves: The Future of Food Business . World Scientific, 2014

Análise de Tendências, Oportunidades, Ameaças, Perspectivas de Preços e Outros

1. **Político / Legal / Regulatório:** alterações na “regra do jogo” (ex.: impostos, volumes e embargos)
2. **Econômico:** PIB, inflação, desenvolvimento e/ou retração dos mercados
3. **Sociocultural / Consumidor:** comportamental, sustentação, conveniência e saúde
4. **Tecnológico:** novas soluções, produtos, GMO, digital, dados e outros
5. **Natural:** clima, pragas, doenças, disponibilidade de insumos e outros



Source: Prof Marcos Fava Neves: The Future of Food Business . World Scientific, 2014

Qual será o preço das commodities (milho e soja) em dezembro? Como será o valor da ação (bolsa) em dezembro?

1. Levantar nos 5 ambientes quais são as **variáveis mais impactantes** (listar)
2. Avaliar como será o **comportamento destas variáveis** nos próximos meses
3. **Entender o impacto** destas variações **nos preços** (simular)
4. Construção de **cenários** e suas **possibilidades de ocorrência**
5. Arriscar e opinar **tomando decisões** (cautela)
6. **Rever com a nova “Variação das Variáveis”** e tomando novas decisões

O PROBLEMA HOJE SÃO AS “VARIÁVEIS VARIANDO VIOLENTAMENTE”.



Let's take look at the
macroenvironment...

THE 20 Fastest Growing & Declining Industries IN AMERICA

To help predict what the U.S. job landscape will look like in the next few years, the Bureau of Labor Statistics (BLS) has identified 40 industries which will see the largest swings in employment between 2021 and 2031.

+ Growing Industry
- Declining Industry

Health care

In terms of actual jobs gained, Individual & Family Services will require 850,000 more workers by 2031.

- +31%** Individual & Family Services
- +22%** Home Health Care Services
- +20%** Health Practitioners

Professional & Business Services

- +23%** Travel & Reservation Services
- +18%** Professional, Scientific & Technical Services
- +20%** Computer Systems Design

Leisure & Hospitality

Event promotion is the fastest growing industry in percentage terms, requiring over 50,000 more workers by 2031.

- +39%** Event Promoters, Agents & Managers
- +38%** Amusement Parks & Arcades
- +35%** Performing Arts Companies
- +31%** Spectator Sports
- +23%** Artists, Writers & Performers
- +23%** Accommodation
- +20%** Museums & Historical Sites

Mining

95% of Mining Support jobs are found in oil and gas extraction, and employee demand moves in conjunction with the health of the sector.

Services & Other

- +30%** Other Information Services
- +28%** Other Personal Services
- +22%** Private Education Services
- +22%** State & Local Government Passenger Transit
- +20%** Film, Video, & Audio Recording
- +23%** Mining Support Activities
- 26%** Coal Mining
- 24%** Newspaper & Book Publishers
- 22%** Satellite & Telecommunications
- 21%** Cable Programming
- 15%** Rental Services

Manufacturing

The Manufacturing sector accounts for 14 of the top 20 declining industries.

- 53%** Tobacco
- 51%** CDs, Tapes, Videogame Cartridge Makers
- 36%** Apparel & Leather
- 26%** Printing
- 20%** Other Furniture
- 17%** Engine, Turbine, Power Transmission Equipment
- 16%** Railroad Rolling Stock
- 15%** General Machinery
- 13%** Textile Mills
- 13%** Lighting Equipment
- 13%** Office Furniture
- 13%** Iron Ore & Steel Scrap Smelting
- 13%** Metalworking
- 13%** Agriculture, Construction & Mining Machinery
- 13%** Logging

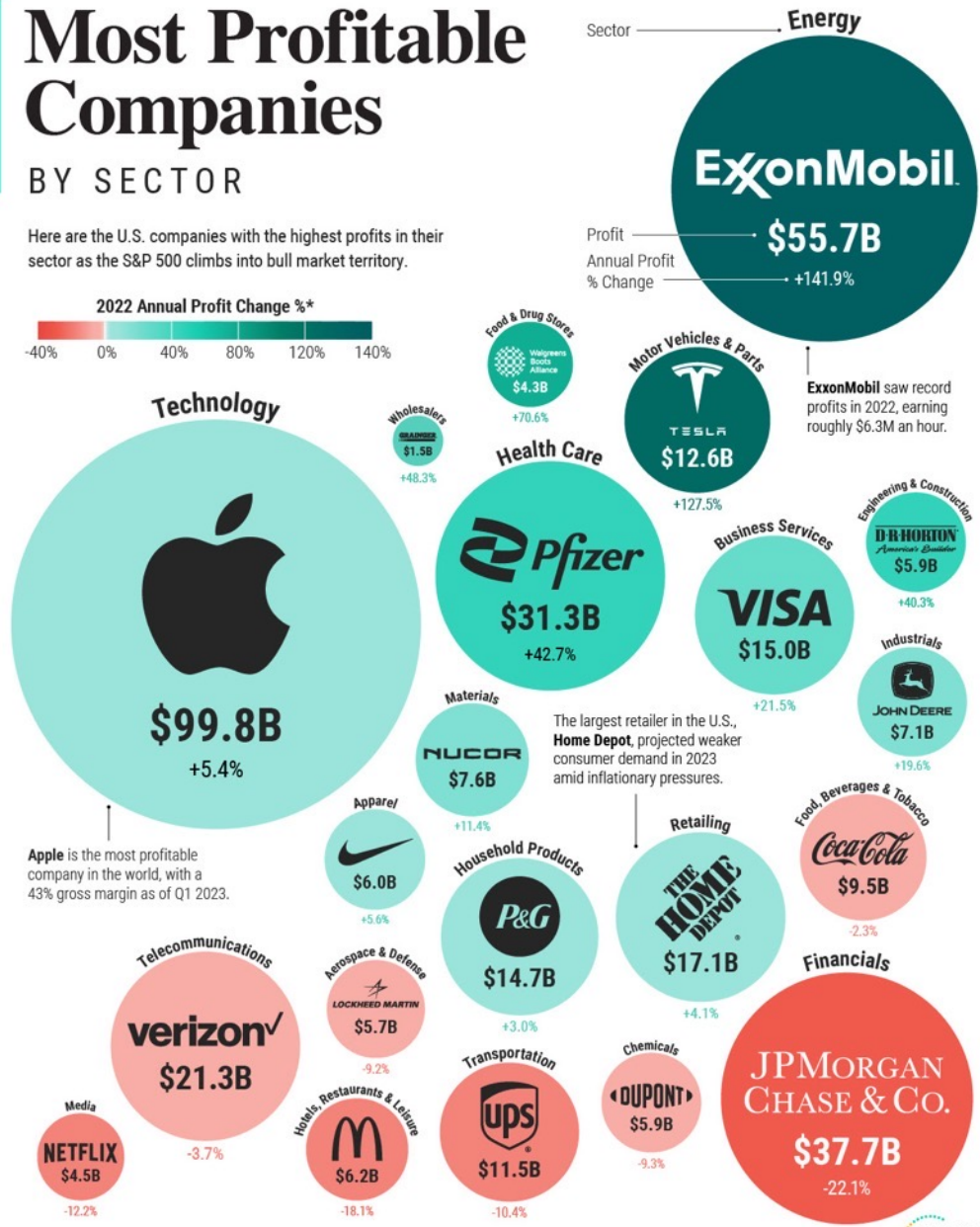
Agriculture & Forestry

Increased mechanization on farms will drive demand for agricultural equipment operators.

Most Profitable Companies

BY SECTOR

Here are the U.S. companies with the highest profits in their sector as the S&P 500 climbs into bull market territory.



Apple is the most profitable company in the world, with a 43% gross margin as of Q1 2023.

The largest retailer in the U.S., Home Depot, projected weaker consumer demand in 2023 amid inflationary pressures.

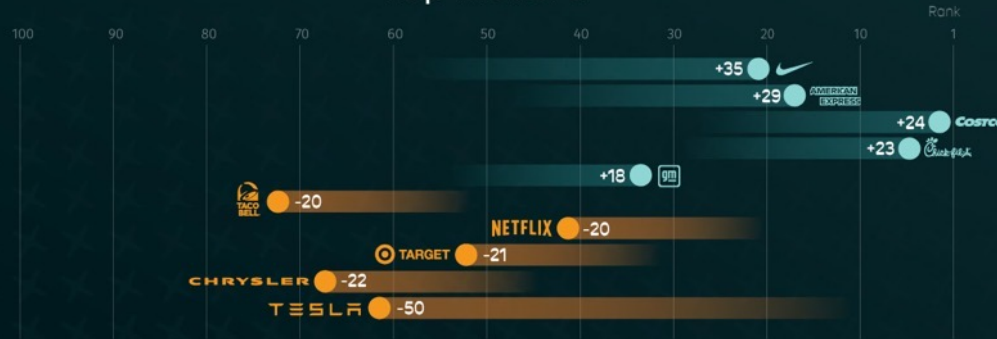
ExxonMobil saw record profits in 2022, earning roughly \$6.3M an hour.

*Includes public and private companies that are both incorporated and operate in the U.S. *2022 data represented as of the fiscal year ending on or before January 31, 2023. Source: Fortune, The Guardian





Top Movers

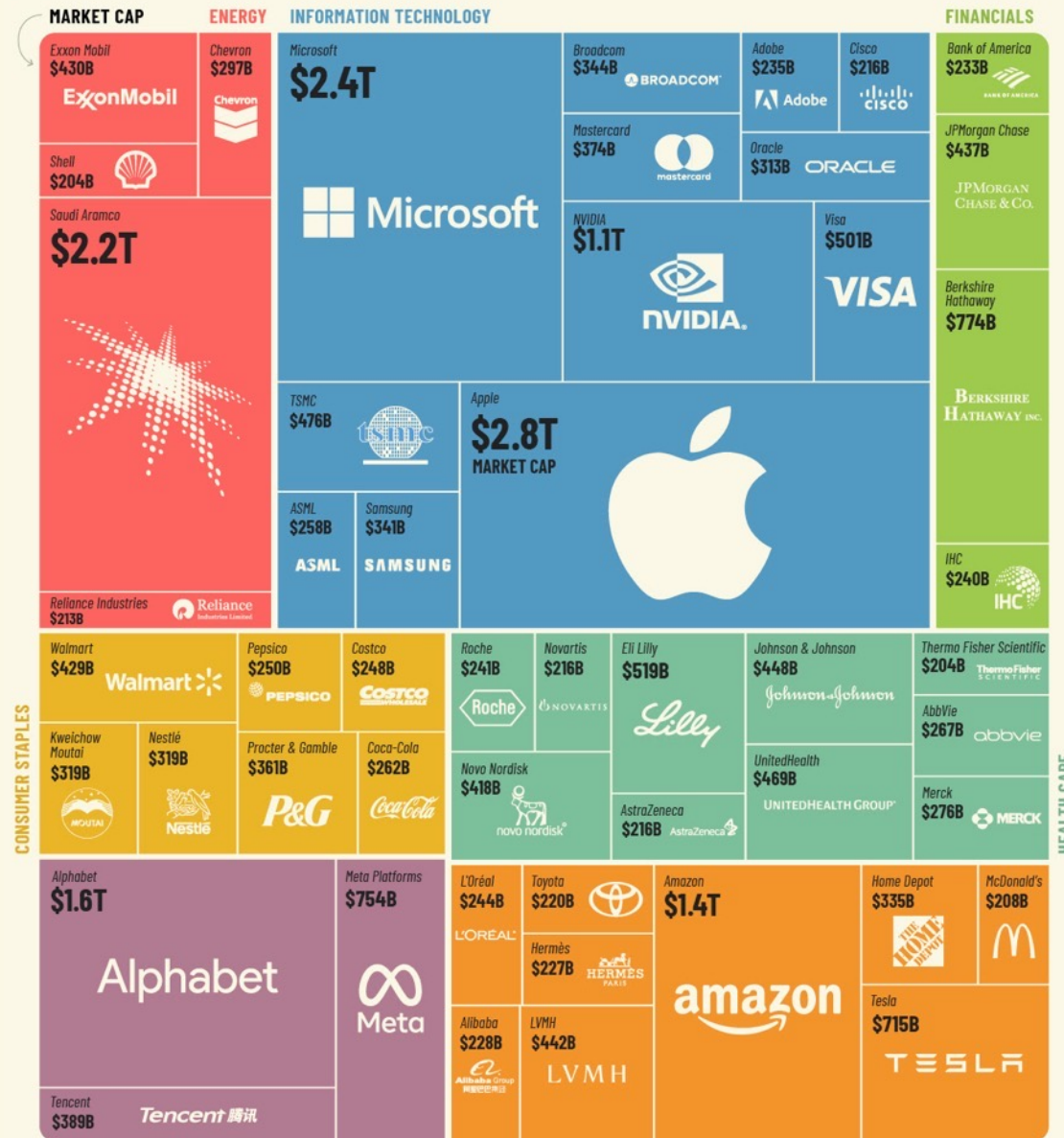


Based on a survey of 16,310 Americans from a nationally representative sample conducted March 13-28.

Source: Axios Harris Poll

VISUALCAPITALIST.COM

MOST VALUABLE COMPANIES



COMMUNICATION SERVICES

CONSUMER DISCRETIONARY

The New Agribusiness Strategic Agenda: Macroenvironmental Trends



Political-Legal
(Regulatory)

- ✓ ...
- ✓ ...
- ✓ ...
- ✓ ...
- ✓ ...



Economic-Natural

- ✓ ...
- ✓ ...
- ✓ ...
- ✓ ...
- ✓ ...



Sociocultural
(Behavioral)

- ✓ ...
- ✓ ...
- ✓ ...
- ✓ ...
- ✓ ...

Technological

- ✓ ...
- ✓ ...
- ✓ ...
- ✓ ...
- ✓ ...



The Most Relevant Variables at the Political/Legal Environment

*As Variáveis Mais Relevantes
no Ambiente Político/Legal*

Entendendo o Futuro: a Ferramenta da Nova Agenda Estratégica do Agronegócio

MACROAMBIENTE: POLÍTICO/LEGAL (REGULATÓRIO), ECONÔMICO/NATURAL, SOCIOCULTURAL E TECNOLÓGICO



Fonte: The Future of Food Business, Neves (2014).

C. AMBIENTE POLÍTICO-LEGAL (REGULATÓRIO)

- Intervenções e regulações governamentais – de políticas públicas;
- Papel em evolução de organizações do terceiro setor e grupos de pressão (como as ONGs) como influenciadores;
- Legislações trabalhistas e sindicatos;
- Legislação ambiental;
- Barreiras tarifárias;
- Políticas de subsídios na agricultura;
- Leis de certificação;
- Programas de incentivo a investimentos;
- Regulações de comércio internacional;
- Políticas tributárias;
- Crises relacionadas a cortes nas taxas de juros; injeção de liquidez; linhas de crédito; desoneração tributária e supressão de alguns obstáculos regulatórios; vouchers para trabalhadores informais;
- Governos utilizando mais o on-line;
- Aumento do orçamento e regulamentações para a saúde;
- Aumento dos orçamentos públicos de P&D;
- Proibição do comércio de produtos exóticos e mais regulamentações para mercados de produtos frescos (carne, peixe e outros perecíveis);
- Políticas para incentivos à produção local;
- Requisitos de rotulagem e rastreabilidade de produto;

- Restrições trabalhistas e escassez de atividades agrícolas (colheita manual e outras);
- Aumento das políticas de autossuficiência alimentar após a crise de covid-19;
- Regulações para poluição e uso de alguns materiais (plásticos e outros tipos).

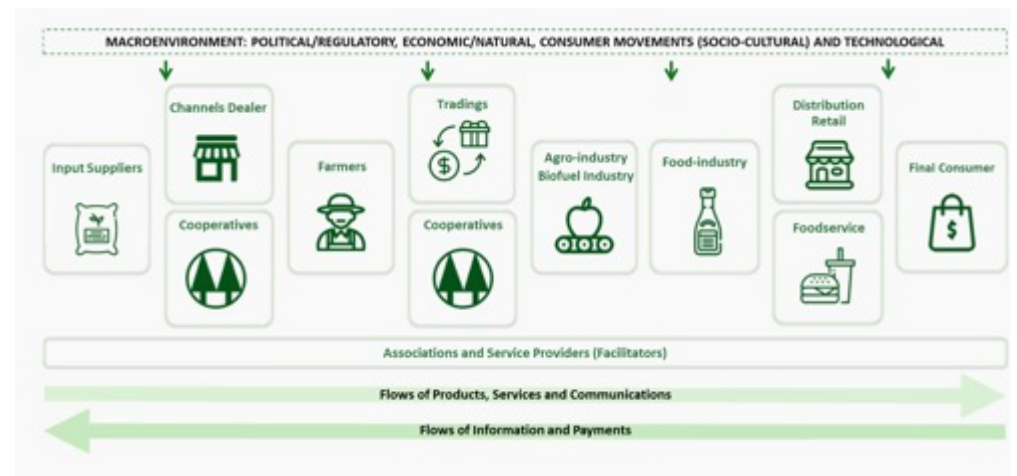
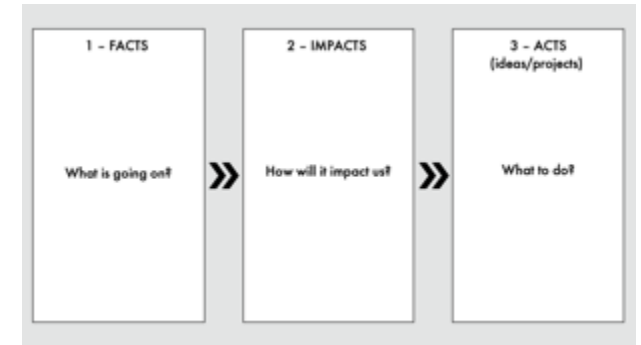
- Proteção de dados e informações;
- Mudanças nas leis de segurança do trabalho;
- Restrições à liberdade e movimentos individuais;
- Embargo a alguns produtos em razão da escassez e dos conflitos políticos internacionais;
- Problemas de estabilidade e crise política;

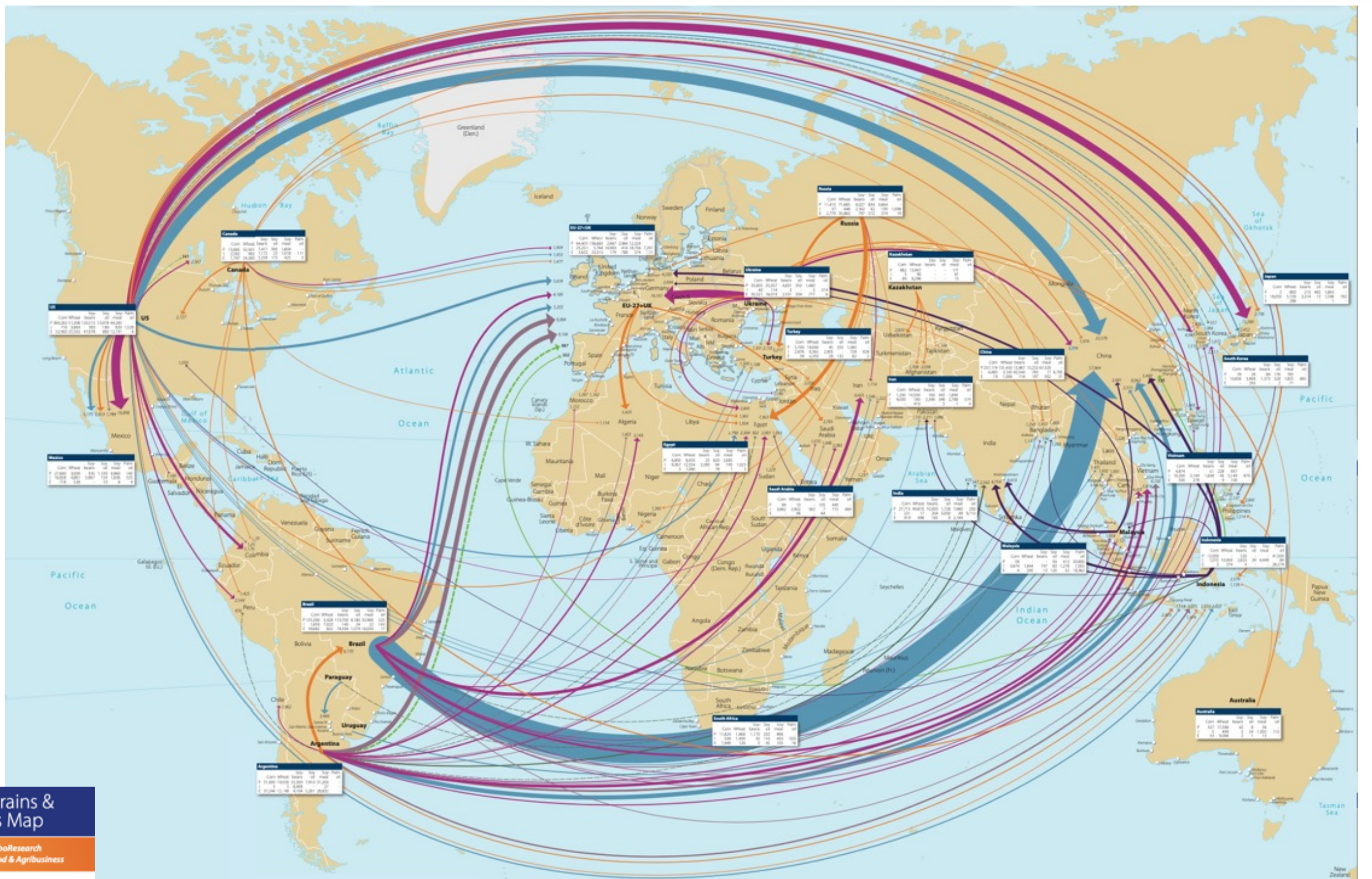
Source: Prof Marcos Fava Neves

Macroenvironmental Changes in Food, Agribusiness and Biofuel Chains

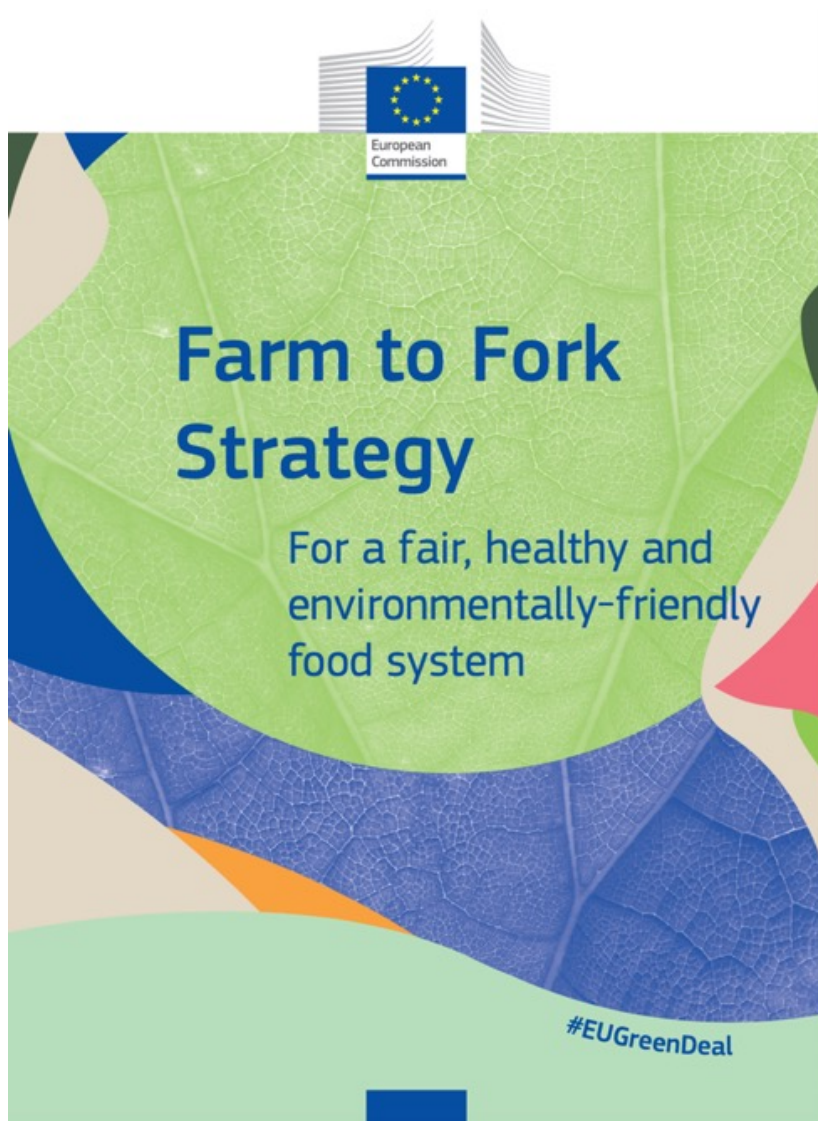
POLITICAL-LEGAL (REGULATORY)

- Governmental/public policies interventions and regulations.
- The evolving role of NGOs (non-governmental organizations) and pressure groups as influencers.
- Labour legislation, safety and trade unions.
- Environmental legislation.
- Agricultural subsidies policies and tariffs.
- Certification laws.
- International trade regulations.
- Tax policies.
- Crisis-related interest rate cuts; liquidity injection; credit lines; tax relief; and suppression of some regulatory obstacles; vouchers for informal workers.
- Governments going 'online'.
- Increase in health budget and regulation and budgets for public R&D.
- Prohibition of trade of exotic products.
- Increased 'wet market' regulations.
- Policies for local production incentives.
- Product labelling and traceability requirements.
- Data and information protection.
- Restrictions on freedom and individual movements.
- Embargo over some products due to shortages and international political conflicts.
- Problems of stability and political crisis.
- Increase in food safety regulations.
- Increase in food self-sufficiency policies after the Coronavirus event.
- Increasing levels of security (data, quality assurance, zero contaminations).





World Grains & Oilseeds Map



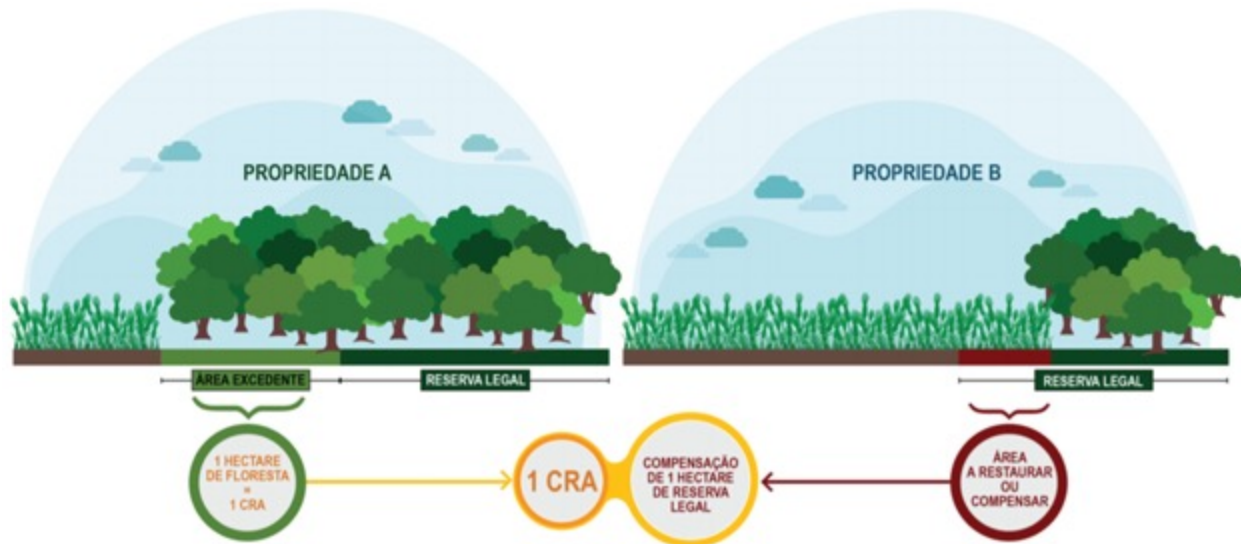
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Agriculture's huge future potential do receive payment for environmental services

Payment for environmental services

To apply a Forest Code like the one Brazil has in other large food producing countries is a next step in the global environmental agenda, but it may cause cost increase in agriculture until technology bridges the gap, we should be aware.



Brazil's new Forest Code Guide February, 2016



WWF-Brazil, in partnership with WWF USA and other offices of the network, launched the "New Forest Code of Brazil: a **guide for decision makers in supply chains and governments**", aiming to **help overcome** the **challenges** faced in practice by these **instruments**.



Government gears up for roll out of greener fuel with national awareness campaign

Nationwide information campaign on the introduction of E10 petrol launched.

From: [Department for Transport](#) and [Rachel Maclean MP](#)

Published 7 June 2021



- government launches national advertising campaign ahead of the rollout of greener E10 petrol
- petrol blended with up to 10% renewable ethanol could cut carbon emissions equivalent to taking 350,000 cars off the road every year
- E10 petrol rollout could also create up to 100 jobs in the north east of England as we build back greener

About E10 petrol

E10 means petrol contains up to 10% renewable ethanol. To date, petrol in the UK has contained up to 5% renewable ethanol (known as E5).

E10 petrol is already widely used around the world, including across Europe, the US and Australia. It has also been the reference fuel against which new cars are tested for emissions and performance since 2016.

Emissions and air quality

The main benefit of E10 petrol is that it reduces overall levels of CO₂ (carbon dioxide)-based vehicle emissions. By blending the fuel with up to 10% renewable ethanol, less fossil fuel is needed, helping us protect the environment and meet climate change targets.

Its introduction at UK forecourts could cut transport CO₂ emissions by 750,000 tonnes a year – the equivalent of taking 350,000 cars off the road, or all the cars in North Yorkshire. Producing ethanol also results in valuable by-products, including animal feed and stored CO₂.

Please note that there is a difference between emissions that contribute to climate change (greenhouse gases such as CO₂), and those that are a concern for air quality and public health (including particulates, nitrogen oxides (NO_x) and hydrocarbons).

Fuels like E10 petrol are generally introduced to reduce overall CO₂ emissions and have little impact on air quality.

Using E10 fuel will not affect whether you are able to drive in, or have to pay to enter, a [clean air zone \(CAZ\)](#), [low emission zone \(LEZ\)](#) or [ultra-low emission zone \(ULEZ\)](#); this is determined by your car's Euro emissions standard and not by the fuel used.

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Representational photo of a fuel nozzle from a flex fuel pump (REUTERS)

Flex-fuel engines to get mandatory for carmakers in India, says Nitin Gadkari

1 min read . Updated: 21 Jun 2021, 08:58 AM IST

HT Auto Desk

- Nitin Gadkari has said that a decision on flex-fuel engines will be taken by the end of this month.

India to boost ethanol production as people facing problems due to high fuel rates: Gadkari

PTI - Last Updated: Jun 16, 2021, 11:26 PM IST

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Synopsis

Addressing a conference organised by BRICS Network University virtually, Gadkari mentioned that automobile makers are producing flex-fuel engines in Brazil, Canada and the US providing an alternative to customers to use 100 per cent petrol or 100 per cent bio-ethanol.



Gadkari pointed out that the ethanol price will be Rs 60-62 per litre and petrol price is more than Rs 100 per litre.

Union minister **Nitin Gadkari** on Wednesday said India is going to increase the production of **alternative fuel** ethanol as people are facing problems due to a rise in the prices of petrol and diesel. Addressing a conference organised by **BRICS Network University** virtually, Gadkari mentioned that automobile makers are producing flex-fuel engines in Brazil, Canada and the US providing an

alternative to customers to use 100 per cent petrol or 100 per cent bio-ethanol.

IN THE SPOTLIGHT
ET 40 Under Forty: Celebrating
Young Business Leaders



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AUTO / INDUSTRY

Indian cars/bikes to get ethanol-run flex engines soon, confirms Nitin Gadkari

BS6 cars, bikes that are currently present in India, it is being said, are compatible with ethanol-mixed petrol. Currently, the ratio is only 20 per cent ethanol mixed with petrol but it is set to increase exponentially.

By Express Drives Desk
June 28, 2021 8:13 PM



Flex-fuel which has been gaining steam as a topic off late is now in the news again. The Minister for Road Transport and Highway at a meeting today said that the government is looking to ask manufacturers to start making flex engines. A flex-fuel vehicle means one that can run entirely on ethanol or a blend of petrol/ethanol. The latter has a lower calorie value and hence a higher quantity needs to be burned to be able to achieve optimum combustion. At present, the ethanol fuel is pegged at Rs 62-63 per litre, far lower than the Rs 104/litre for petrol now. Moreover, Gadkari urged that our country has a surplus of rice, and wheat. While earlier the ethanol was generated from sugarcane juice, it can also be extracted now from rice, corn and food grains. He also said that other countries of the world like Brazil, the US and Canada have flex engines that are powered by farm produce and exhorted automakers like BMW, Mercedes and Toyota to develop vehicles running on the alternative fuel.

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More affordable Tata Tiago XTO variant launched in petrol engine option



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Speeding Audi crashes into auto-rickshaw in Cyberabad: One dead



Carbon emissions break even in EVs: When do EVs become cleaner than fossil fuel

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COM O DE

Outlook

THE NEWS SCROLL

28 JUNE 2021 Last Updated at 4:07 PM | SOURCE: PTI

India to allow ethanol-based "flex engines" in vehicles, launch scheme in 3 months: Gadkari



Mumbai, Jun 28 (PTI) India has decided to allow ethanol-based "flex engines", which power vehicles using local farm produce and not fossil fuels, and will be rolling out a scheme on the same in the next three months, Union Minister Nitin Gadkari said on Monday.

Gadkari said other countries of the world like Brazil, the US and Canada have flex engines which are powered by farm produce and exhorted automakers like BMW, Mercedes and Toyota to develop vehicles running on the alternative fuel.

A switch to locally-produced ethanol will be helpful for a country like India which relies majorly on crude oil imports for powering the transport sector, he said, adding that it will also be less polluting and cost-saving.

A litre of ethanol comes at between 60-62 per litre as against the over Rs 100 paid for petrol, the minister said, admitting that the calorific value of the ethanol is low.

"In the US, Brazil and Canada, they have flex engines, so as the transport minister we are going to launch this flex engine facility to all the consumers in the country," Gadkari said at an event organised by state-run lender Indian Bank.

"We are going to launch this scheme now and within three months we are going to start," he added.

Gadkari said the government has already started giving permissions to establish 100 per cent ethanol petrol pumps and added that Prime Minister Narendra Modi has already inaugurated two such facilities in Pune, Maharashtra.

"We can make ethanol from sugarcane juice molasses and now the government is giving permission to make ethanol from food grains that are from rice, corn and food grains," he said, asking states like Tamil Nadu, Maharashtra, Karnataka and Uttar Pradesh to take the lead.



New guidance to protect children from ‘aggressive’ food marketing



© UNICEF/Bashir Ahmed Sujan | Food marketing involves the use of numerous persuasive techniques to influence children's food attitudes, preferences, and consumption.

Indústria deixará de comprar soja de área com desmate ilegal no Cerrado

Compromisso

Raphael Salomão

De São Paulo

A indústria processadora e exportadora de soja começará a adotar a partir da safra 2023/24 uma medida para impedir a produção de soja em áreas abertas sem autorização no Cerrado. Chamada de Controle de Supressão Autorizada (CSA Cerrado), a iniciativa se baseia em monitoramento de áreas de desmatamento no bioma.

A validade da ação a partir desta temporada consta de um documento com diretrizes socioambientais dos associados da Associação Brasileira das Indústrias de Óleos Vegetais (Abiove) e da Associação Nacional dos Exportadores de Cereais (Anec).

A metodologia é semelhante à da Moratória da Soja, na Amazônia, e visa vetar a aquisição do grão de áreas abertas sem autorização.

A “cartilha” informa que as empresas se comprometeram a “não adquirir nem financiar” soja cultivada em áreas irregulares e que o compromisso é “para a safra 2023/24 em diante”.

De acordo com a Abiove, a medida foi construída em conjunto com representações dos produtores. A avaliação é de que a estratégia tem “grande potencial

de eliminar o desmatamento não autorizado” associado à produção de soja no bioma.

“O CSA Cerrado foi construído após consulta às classes representativas de produtores rurais. Atende uma demanda da sociedade civil para o Cerrado. Houve um amplo debate nas comissões jurídicas, de sustentabilidade e de origem da Abiove e Anec”, afirma o diretor de Sustentabilidade da Abiove, Bernardo Pires.

Segundo ele, se for constatada uma supressão vegetal não autorizada, processadoras e exportadoras de soja irão bloquear a origem do grão em toda a propriedade, independentemente

do tamanho da área aberta.

O CSA vai ser aplicado nos 11 Estados onde há Cerrado: Bahia, Goiás, Maranhão, Mato Grosso, Mato Grosso do Sul, Minas Gerais, Paraná, Piauí, Rondônia, São Paulo e Tocantins. A referência serão os dados do Programa de Monitoramento do Desmatamento (Prodes), do Instituto Nacional de Pesquisas Espaciais (Inpe).

“Serão monitorados 22 milhões de hectares, metade da base plantada com a oleaginosa no Brasil. Se somarmos todos os embargos do Ibama (Instituto Brasileiro do Meio Ambiente e Recursos Naturais Renováveis) com as Semas (Secretarias Estaduais de

Meio Ambiente), não atingimos 50% do desmatamento ilegal fiscalizado e punido. No CSA Cerrado, teremos um monitoramento de 100%”, diz Pires.

A partir do mapeamento feito com base no Prodes, as empresas associadas à Abiove e à Anec devem verificar se as propriedades possuem Autorização de Supressão de Vegetação (ASV). E se a área aberta e o período em que o desmate foi feito coincidem com o documento. Caso a ASV não esteja em bases de dados públicas e acessíveis, deve ser solicitada ao produtor.

“O único impeditivo para a identificação das propriedades que desmataram ilegalmente após 2020 é a verificação das Autorizações de Supressão de Vegetação nativa, que, na sua maioria, não são públicas quando deveriam ser, pois são emitidas pelas Secretarias Municipais e Estaduais de Meio Ambiente”, ressalta Pires.

Caso a processadora ou exportadora de soja não tenha meios de comparar os mapas satélite com as informações da ASV das propriedades, deve recorrer a um serviço especializado.

valor.com.br

Mais sobre a medida contra o desmatamento ilegal no Cerrado em www.valor.com.br/agro

MARCOS VERGUEIRO - SDCOM - MT

Menos apetite

O adido do Departamento de Agricultura dos Estados Unidos (USDA) em Pequim estimou que a China deve importar 98,5 milhões de toneladas de soja na safra 2023/24. O volume é 2,5 milhões de toneladas menor que o previsto para a temporada 2022/23. De acordo com o USDA, o aumento da produção doméstica da oleaginosa pelo país asiático e as maiores importações em 2022/23 devem resultar em menores compras na safra que se iniciou oficialmente

neste mês. Nos dez primeiros meses da safra 2022/23 (outubro a julho), a China importou 84,3 milhões de toneladas de soja, 10% mais do que em igual período da temporada anterior. O escritório do USDA em Pequim também projetou que o processamento do grão na China em 2023/24 deve chegar a 95 milhões de toneladas, acima das 94 milhões de toneladas do período 2022/23. O gigante asiático é o maior comprador da soja produzida no Brasil. (Fernanda Pressinott)





Doutor Agro | Marcos Fava Neves | Empresas Brasileiras na Anuga 2019

429 views · Oct 21, 2019

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**The Most Relevant Variables at
the Economic/Natural
Environment**

***As Variáveis Mais Relevantes no
Ambiente Econômico/Natural***

Entendendo o Futuro: a Ferramenta da Nova Agenda Estratégica do Agronegócio



B. AMBIENTES ECONÔMICO E NATURAL

- Países asiáticos e emergentes impondo-se como grandes centros gravitacionais do mundo (70% do PIB mundial em 2030) e sua rápida recuperação da crise;
- Crescimento do PIB/demanda e mudanças na dieta e na nutrição (maior poder aquisitivo);

- Maior atenção às pandemias e seus impactos no crescimento e no desenvolvimento econômico global;
- Comportamento das taxas de câmbio, juros e inflação;
- Fronteiras econômicas (acordos e comércio);
- Maior transparência na distribuição de renda e lucros. Busca por soluções para desigualdades (fome e pobreza);
- Crescimento de cadeias baseadas em bioeconomia (biomassa, bioplástico, biocombustível e bioeletricidade);
- Escassez de recursos naturais;
- Diferentes níveis e lacunas de produtividade nas regiões do mundo;
- Novos tipos de seguros e outras ferramentas de gerenciamento de riscos;
- Economia circular (usando subprodutos como insumos);

- Títulos verdes, mercados verdes e grande fluxo de recursos para projetos sustentáveis;
- Volatilidade nos preços mundiais de alimentos;
- Aumento do valor da biodiversidade;
- Educação como fonte básica de competitividade;
- Aumento no uso de modelos de economia compartilhada (Uber);
- Fortalecimento da ponte alimentar: das Américas (produção de alimentos) à Ásia (consumo de alimentos);
- Aumento do trabalho em casa e simplificação de processos, resultando em menor necessidade de trabalhadores e espaços físicos (redução de custos com aluguéis de prédios comerciais);
- Novas fontes de protecionismo;
- Inseguranças no emprego;
- Dívida pública (governamental);
- Riscos à saúde nas unidades industriais de produção de alimentos e outras etapas da cadeia;
- Empresas privadas fornecendo mais planos de microcrédito e *fintechs*;
- Movimentos de financiamento coletivo (*crowdfunding*);
- Restaurantes voltados para o modelo de delivery;

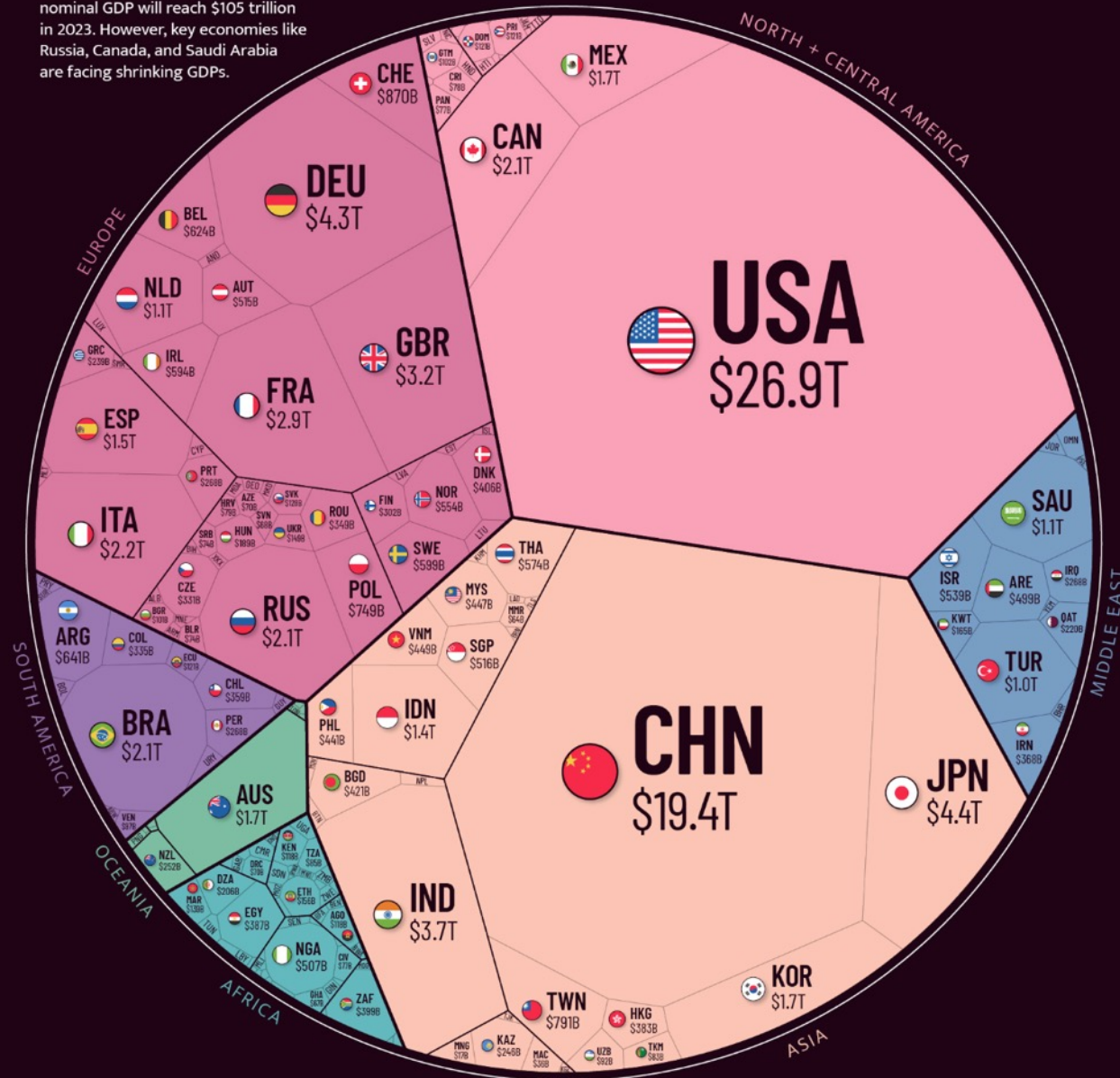
- Aumento do estoque de matérias-primas;
- Desastres naturais;
- Doenças e pragas;
- Efeitos das mudanças climáticas nas áreas produtoras;
- Possibilidade de escassez de água, inundações e eventos climáticos.

Source: Prof Marcos Fava Neves

ECONOMIC AND NATURAL ENVIRONMENTS

- Asian and emerging nation-driven world (70% of world GDP in 2030)
- GDP/demand growth and diet changes.
- Pandemic and its impacts on global economic growth and development.
- Economic borders (agreements and trade).
- More transparent income and profit allocation and distribution;
- Natural resources scarcity.
- New types of insurances & other risk management tools.
- Circular economy (using by-products as inputs).
- Global investors and faster capital flows (credit), with new currencies.
- Terrorism risks for food stocks, food transport.
- Volatility in world food prices.
- Increasing value of biodiversity.
- Education as a basic source for competitiveness.
- Sharing economy (Uber models).
- New labour forms, work models (at home, during commute, part time and others).
- Increase in home offices, resulting in less need for workers and physical space.
- New sources of protectionism.
- Precarity: job and income insecurity.
- Public (government) debt.
- Health risks in food production industrial units and other stages of the chains.
- Private companies providing more micro credit plans and fintech's.
- Crowd-funding movements.
- Restaurants trending toward the delivery model.
- Increase in raw material stocks.
- Natural disasters, diseases and plagues.
- Effects of climate change in producing areas.

According to IMF projections, global nominal GDP will reach \$105 trillion in 2023. However, key economies like Russia, Canada, and Saudi Arabia are facing shrinking GDPs.



The IMF sees the world economy growing 5.3%, or when adjusted for inflation, 2.8%.

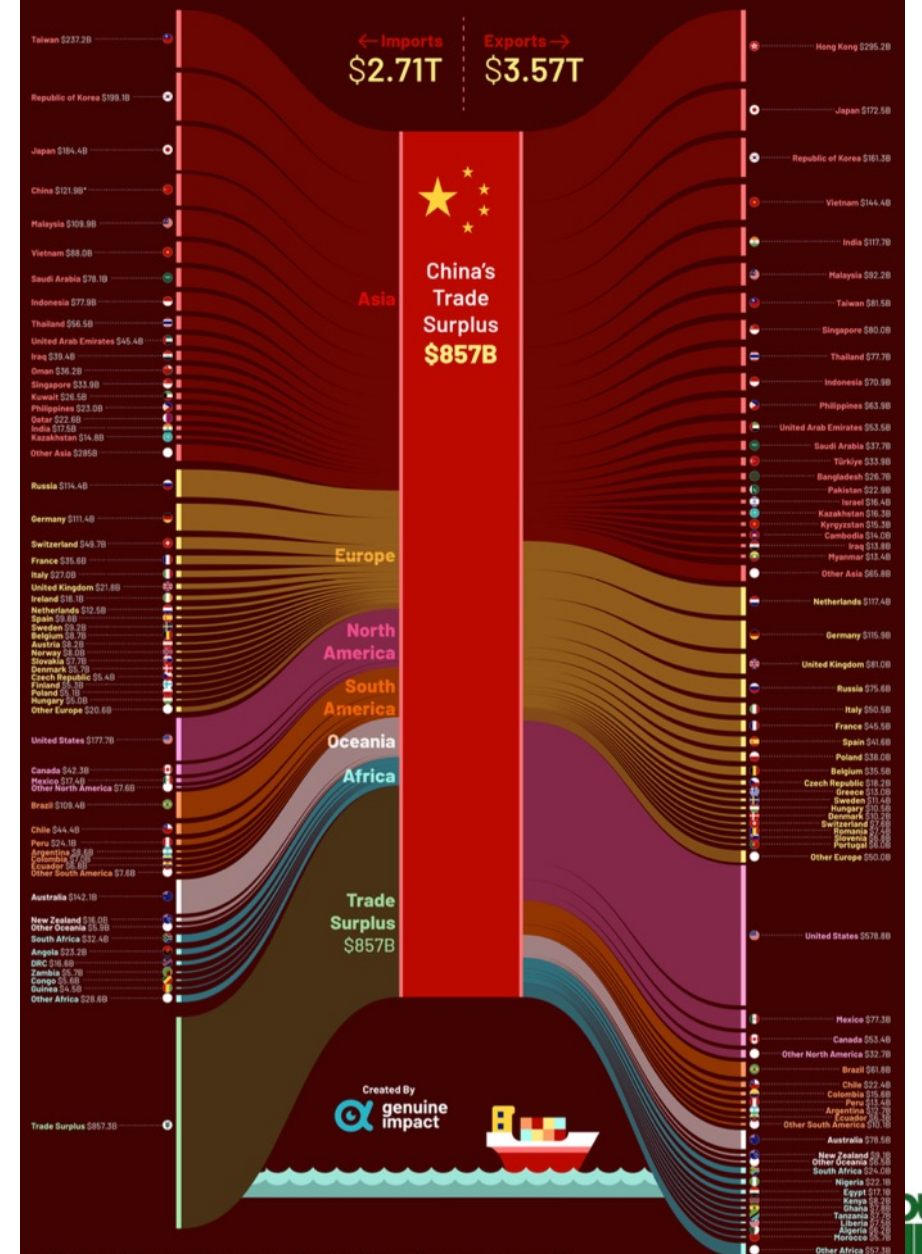
Russia's projected \$150B GDP drop is more than Ukraine's total \$149B GDP.

India dethrones the UK as the 5th largest economy in the world.

China's GDP is expected to grow 7.1% in 2023, ahead of U.S. growth of 5.5%.

China's Imports & Exports

All of China's trading partners in 2022



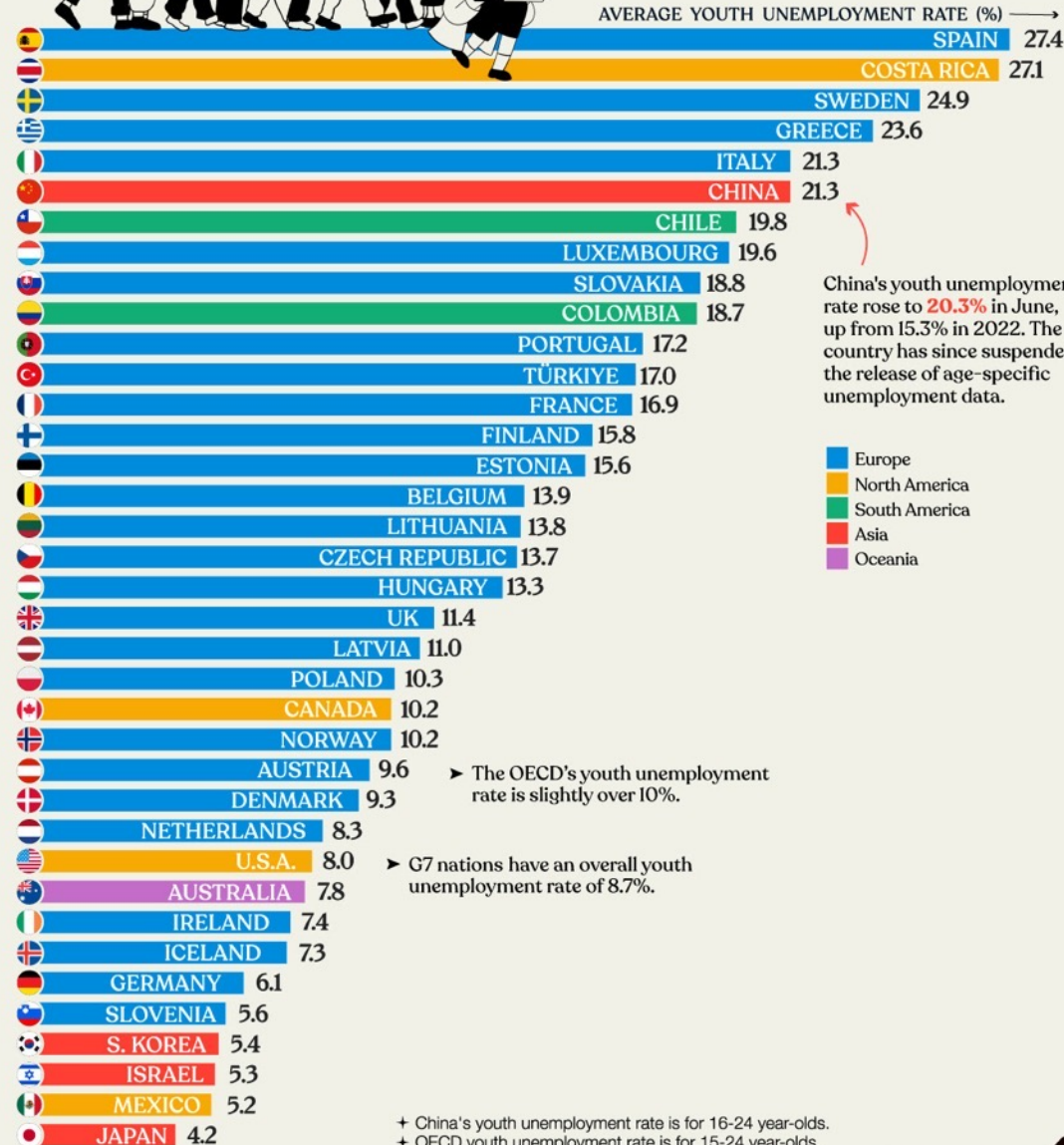
*For imports, the country of origin is recorded for most products, however if two or more countries were involved in the manufacture of products, the place where the last substantial working or processing was carried out is recorded as the country of origin. Source: General Administration of Customs of the People's Republic of China





Youth Unemployment Rates in Major Nations

The pandemic disproportionately affected youth unemployment, and in some countries like China, as many as 1 in 5 young adults do not have a job as of June, 2023.



+ China's youth unemployment rate is for 16-24 year-olds.
 + OECD youth unemployment rate is for 15-24 year-olds.
 Source: OECD Data, National Bureau of Statistics of China

Circular Economy



Usina São Martinho utilizará primeiro Scania off-road movido a biometano no Brasil

setembro 10, 2019



Luciano Duarte



Source: Prof Marcos Fava Neves

Crowdfunding

Cervejaria Leuven capta R\$ 5 milhões na maior rodada de crowdfunding do Brasil

Publicado por [Carlos Felipe Freitas](#) em 12 de agosto de 2019 Tags [Categorias](#)



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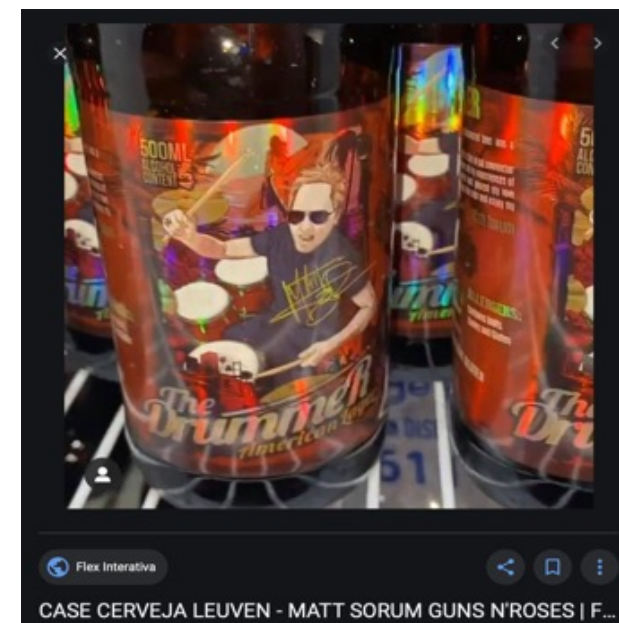
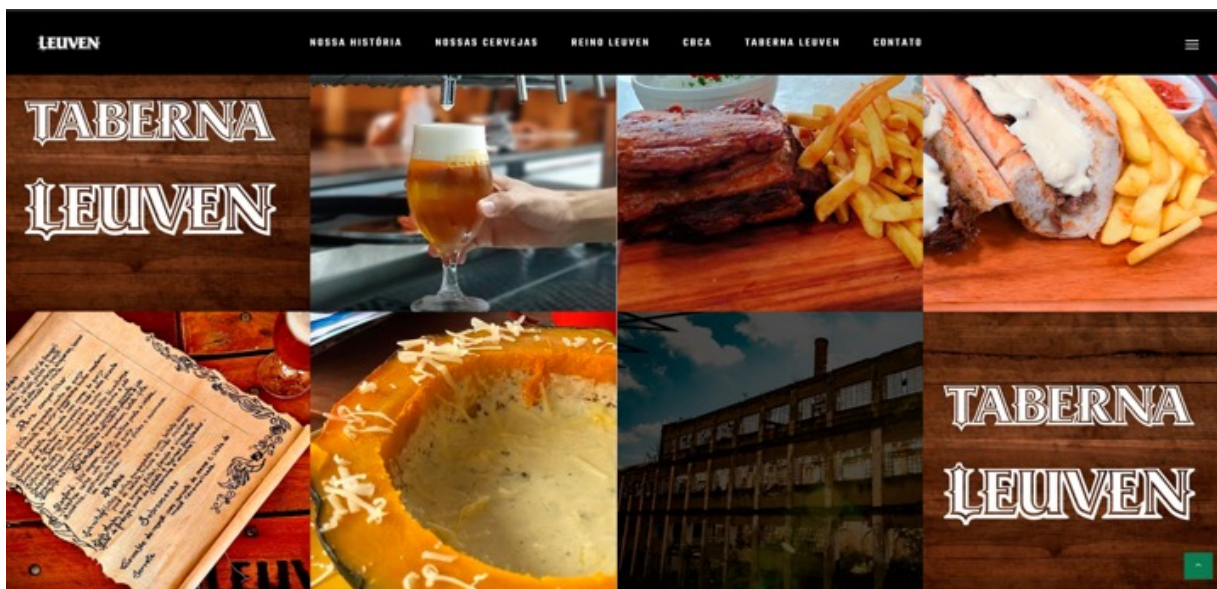
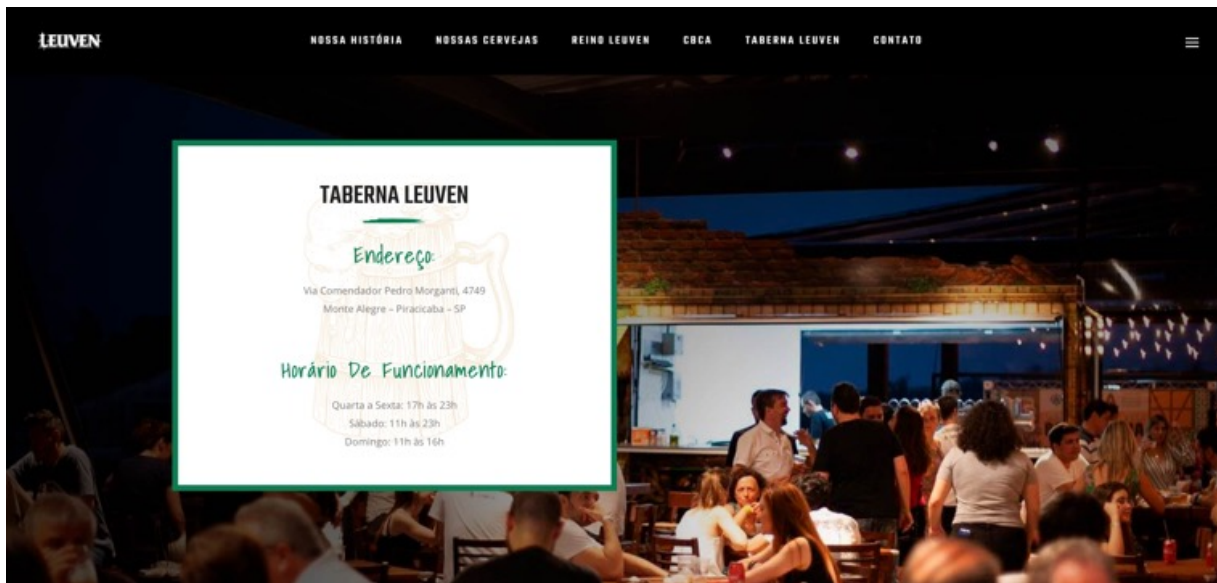
Cerveja artesanal atrai 'anjos e coletivos'

Por Cibelle Bouças | De São Paulo



As cervejarias artesanais tornaram-se alvo de investidores-anjos e pequenos investidores adeptos do "equity crowdfunding" - investimento coletivo em participações de startups. Enquanto anjos fazem aportes de R\$ 50 mil a R\$ 500 mil,

Source: Prof Marcos Fava Neves



Nissan terá carros elétricos com célula de etanol para dispensar recarga

Projeto visa ter carros com “célula de combustível” circulando nas ruas em menos de dez anos, mas usando etanol no lugar de hidrogênio

Por Camila Torres

14.06.2021 às 18h:11 • Att. há 6 dias



Como funciona a Célula de Combustível de Óxido Sólido da Nissan?

O sistema gera potência através da reação química do íon oxigênio com diversos combustíveis, como o etanol ou o gás natural, por exemplo. Eles são transformados em hidrogênio na célula, gerando assim eletricidade.

Na explicação pode parecer simples, mas na prática é imensuravelmente mais complexo. A Nissan é a primeira empresa que já desenvolveu protótipos que são abastecidos com bioetanol para carregar uma célula de combustível.

Leia também: [Avaliação: carro elétrico mais vendido no Brasil é enorme e sem retrovisor](#)

Até então, modelos elétricos de produção por célula de combustível, como o Toyota Mirai, tem sido movidos diretamente por hidrogênio.

Dois veículos NV200 já foram equipados com a Célula de Combustível. Nos testes realizados pela equipe de desenvolvimento do Brasil, foi atestado que o sistema além de demonstrar boa adaptação ao cotidiano, apresentou compatibilidade com o combustível brasileiro. Atualmente os testes seguem sendo coordenados pela equipe de pesquisa e desenvolvimento da Nissan do Japão.





Source: Prof Marcos Fava Neves

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Infused Olive Oil
OLIVE WOOD SMOKED
Clearly, most of us already know that we need to use the highest quality, fresh, natural olive oil to make our Olive Wood Smoked Olive Oil. All natural with no artificial ingredients, preservatives, or refined carrier oils. The flavor of olive wood smoke is closer to that of oak wood smoke. In addition, olive oil wood smoke is commonly used for grilling fish, poultry, meats, and vegetables. Use in potato salad, marinades, over poultry, in soups with an BBQ sauce, brushed on grilled meats, with vegetables, and even pasta.

Premium Specialty
ROASTED WALNUT
Simply roasted to perfection in California, then together ground and finely blended, it adds a rich walnut taste. Try salad dressing, pasta, pizza, meat, fresh baked pastries, and for a great bread dip. Shake an equal amount of our Red Apple or Backberry-Ginger Specialty Vinegars for an unforgettable vinaigrette!

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**The Most Relevant Variables at
the Socio-Cultural Environment**
*As Variáveis Mais Relevantes
no Ambiente Sócio-Cultural*

Entendendo o Futuro: a Ferramenta da Nova Agenda Estratégica do Agronegócio



Fonte: The Future of Food Business, Neves (2014).

A. AMBIENTE SOCIOCULTURAL – MOVIMENTOS DO CONSUMIDOR

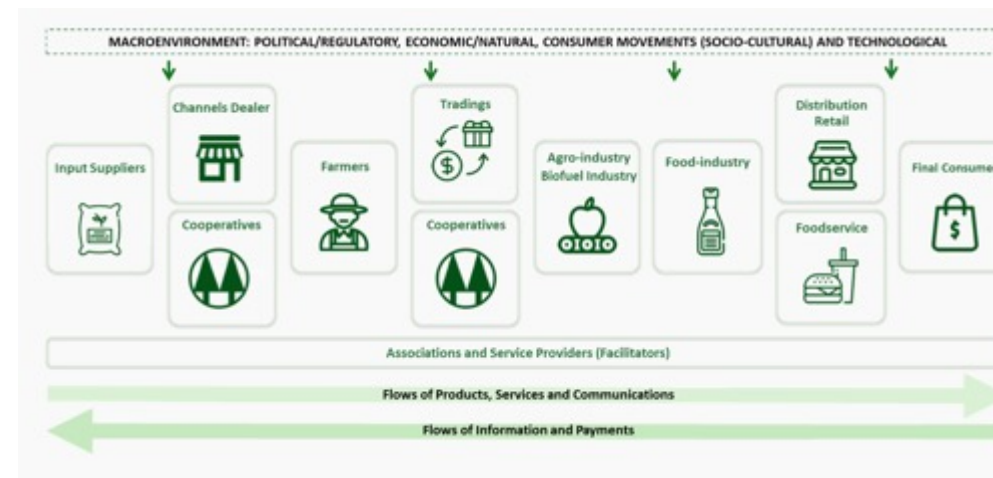
- Preocupações com os 3Rs (Reduzir, Reutilizar e Reciclar) no que se refere ao desperdício de alimentos, aumentando o valor para a economia circular;
 - Preocupações com inclusão e inovação social (pequenos produtores e negócios);
 - Movimentos para redução de *food miles* (distância do local de produção ao local de consumo), fortalecendo a compra local e outras iniciativas regionais;
 - Aumento da demanda pela imagem e denominação de origem dos países ou das regiões produtoras;
 - Valorização de alimentos étnicos, produtos artesanais (caseiros), orgânicos e outras experiências de consumo;
 - Apreciação pela autenticidade, simplicidade, ética e abertura ao diálogo entre empresa e consumidor;
 - Onda crescente do movimento *slow food* (comer e apreciar);
 - Atitudes positivas em relação aos canais diretos entre agricultores e consumidores (mercados de agricultores ou *farmers markets*);
 - Incentivo à abordagem multicultural: as culturas diferem nos mercados e interferem no comportamento, na dieta, no estilo de vida e nas visões do consumidor;
 - Questões relacionadas ao uso da terra (preservação); bem-estar animal (criação e manejo) em evidência; maior pressão social em relação à escassez de recursos; aumento do engajamento em tópicos de sustentabilidade;
 - Mudanças climáticas e outras questões relacionadas ao clima;
- preocupação com a mensuração e gestão de carbono (pegada de carbono); comportamento favorável ao clima e ao planeta;
 - Simplicidade no estilo de vida; movimentos de economia de tempo (otimizando tempo, aprendendo a usá-lo e outros);
 - Participação maior da população idosa (a população com mais de 65 anos vai dobrar até 2030);
 - Influências de gênero nos produtos;
 - Novos papéis de influenciadores junto aos consumidores;
 - Aumento do comportamento de compra on-line;
 - Aumento da abordagem do coletivismo;
 - Aumento dos cuidados com desinfecção de áreas e com a higiene e maior conhecimento sobre virologia;
 - Maior percepção de valor em certificação, exigindo maior segurança e rastreabilidade da cadeia de produção;
 - Maior atenção às dietas (sentir-se bem, saudável, bem-estar e nutrição);
 - Aumento da curiosidade e da aceitação de fontes alternativas e sustentáveis de ingredientes (carne de laboratório e outros produtos *plant-based*, proteína de insetos, algas, entre outros);
 - Maior atenção na origem e nas fontes de notícias;
 - Aumento da confiança na ciência e na agricultura;
 - Aumento do valor para “*made in ... meu país*”;
 - Aumento do engajamento ativista;
 - Aumento na conectividade com os consumidores finais;
 - Apreciação de momentos em família (como cozinhar e comer juntos);
 - Expansão da cultura e da influência asiáticas (também em alimentos).

Source: Prof Marcos Fava Neves

Macroenvironmental Changes in Food, Agribusiness and Biofuel Chains

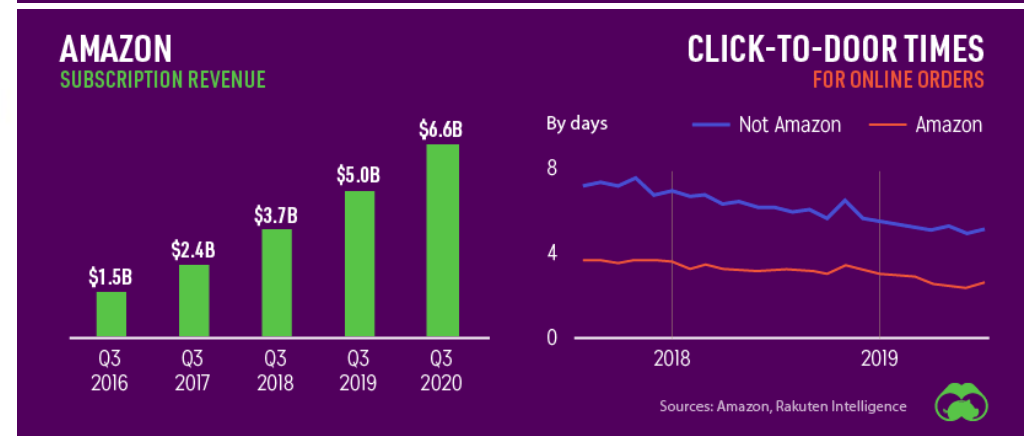
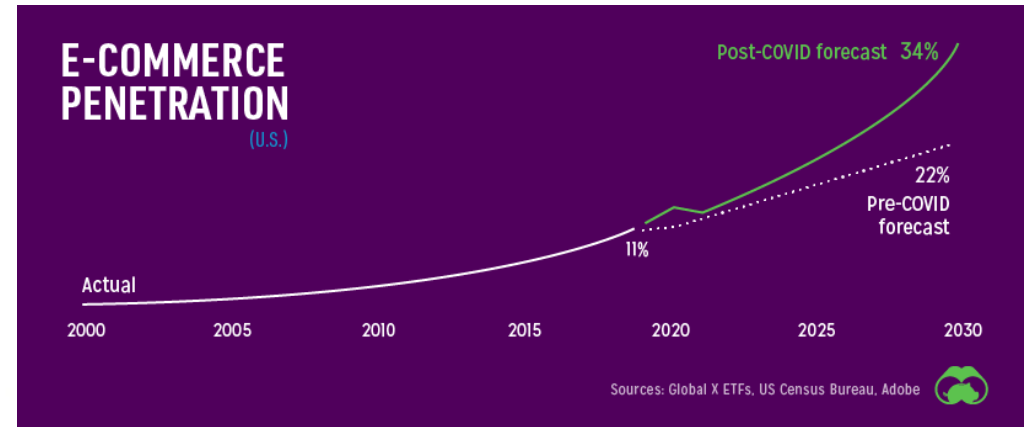
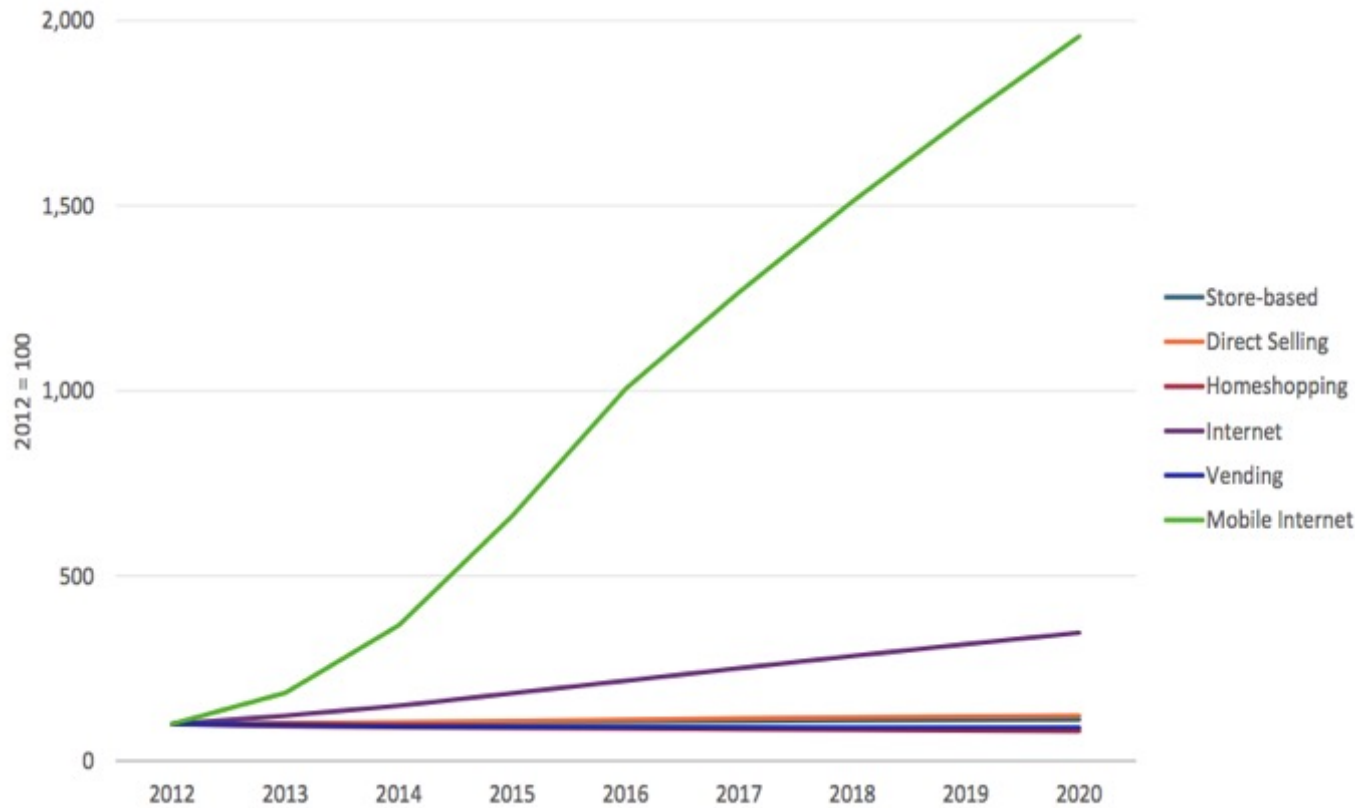
CONSUMER MOVEMENTS (SOCIO-CULTURAL)

- Concern about food waste, recycling, reusing, value to circular economy.
- Concern about inclusion and social innovation (smallholders).
- 'Buy local' and other regional initiatives.
- Increasing demand for image and country of origin denomination.
- Ethnic foods, artisanal products (home-made), organic and other experiences.
- Slow-food movement (eating and enjoying).
- Positive attitudes toward direct 'farmers-to-consumers' channels.
- Increasing purchasing power of consumers and choices.
- Land use issues (preservation) and animal welfare (free range and others);
- Climate change and climate-related issues;
- Simplicity lifestyle; time-saving movements (buying time, learning how to use time, etc.).
- Gender roles and related food products.
- New role of influencers with consumers.
- Growth of online buying behaviour (also households growing own fruits and vegetables).
- Increasing collectivism and engagement approach.
- Increasing appreciation of small and local businesses.
- Increase in sanitizing, hygiene care and greater knowledge of virology.
- Increasing appreciation for certification; security and traceable products.
- Increasing acceptance of alternative and sustainable ingredients sources (lab meat....
- Increasing confidence in science and agriculture.
- Increasing value to 'made in ... my country'.
- Increasing activist approach and engagement; connectivity of food consumers.
- Appreciation of moments with family, (cooking, eating together).



Online Buying Behavior

Real growth in global retail sales by type, 2012-2020



Source: Prof Marcos Fava Neves

Your guide to sustainable and healthy products in the supermarket



Organic

Less chemicals, less pesticides, better for the birds, the bees and the soil too.



No Chemicals of Concern

Cuts chemicals linked to health issues.



Free from Additives

Cuts down on processed food.



Greener Cosmetics

More natural, fewer chemicals, kinder to you and the planet.



Healthier Option

Lower fat, sugar and salt.



Responsibly sourced

Better for the environment and better for workers.



Animal Welfare

Higher welfare standards, no factory farms.



Kinder Cleaning

Better for the environment, kinder to you.



No Animal Testing

No Animal Testing!



Low Carbon Footprint

Less carbon, better for climate change.



Sustainable Palm Oil

Less deforestation, better for nature, climate change and animals too.



Better Packaging

Less Plastic, less rubbish, more recycling!



Hero Products

The most sustainable and healthy products in the supermarket.



UK Made

Less transportation is better for the environment. Some people also prefer to buy UK made products.



Plant Based

Plant based foods are a key part of a sustainable diet.



Giki is here to make it easy to shop sustainably

We believe we can all reduce our environmental footprint one step at a time and play a part in protecting the environment now and for future generations.

Download the Giki app to get informed and know the impact of your UK supermarket products for a more sustainable lifestyle.

Giki Badges

An app to help you find sustainable and healthy products in the UK supermarket.

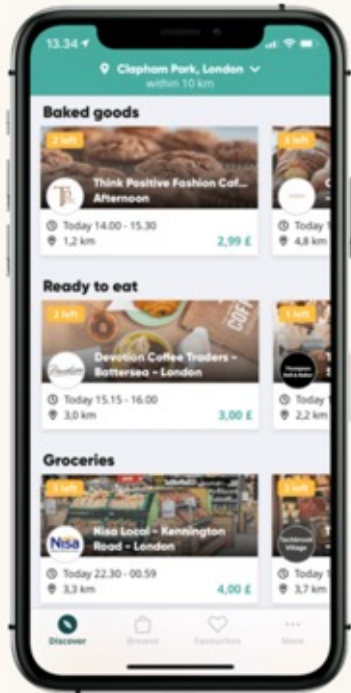
Just scan the barcode, see which badges the product wins, and check out the alternatives for new ideas. We can all make a difference, one step at a time.



FOOD WASTE, A WORLDWIDE ISSUE

AN UNKNOWN REALITY

Each year, 1/3 of food produced in the world goes to waste, and it is responsible for 8% of all greenhouse gas emissions. We are on a mission to change that - are you with us?



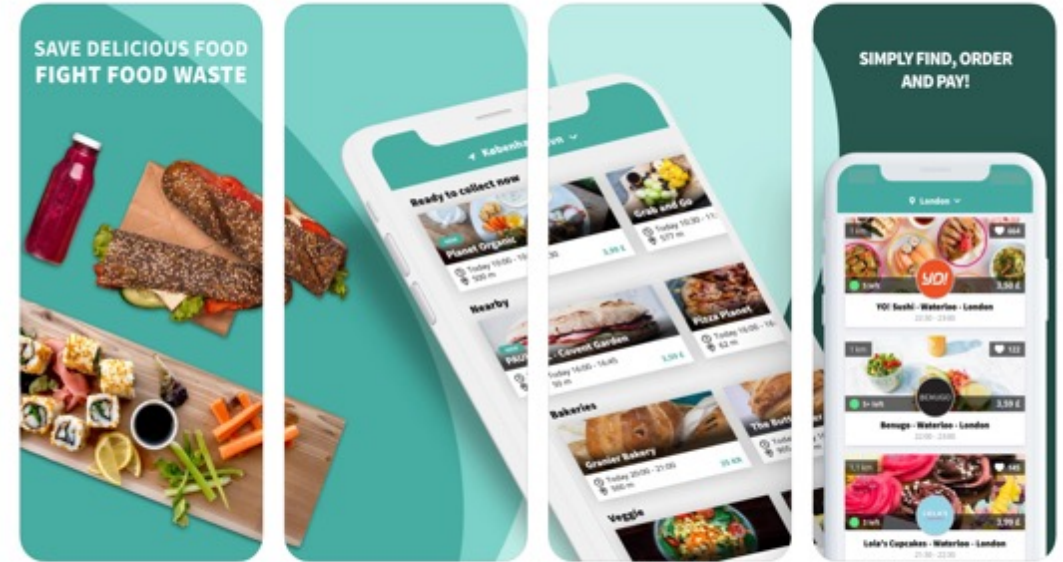
MEET TOO GOOD TO GO

THE #1 ANTI-FOOD WASTE APP



App Store Preview

Screenshots [iPhone](#) [iPad](#)

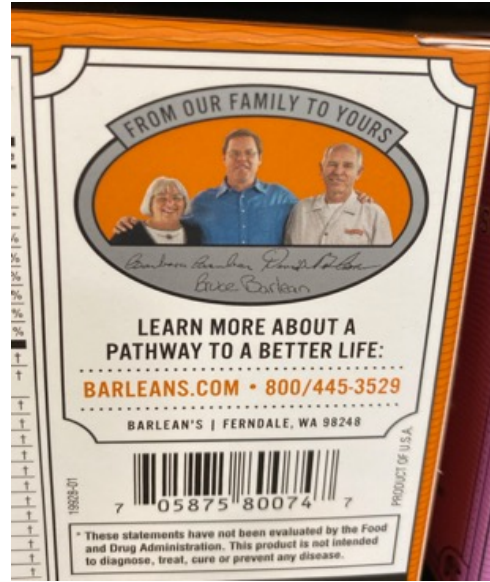


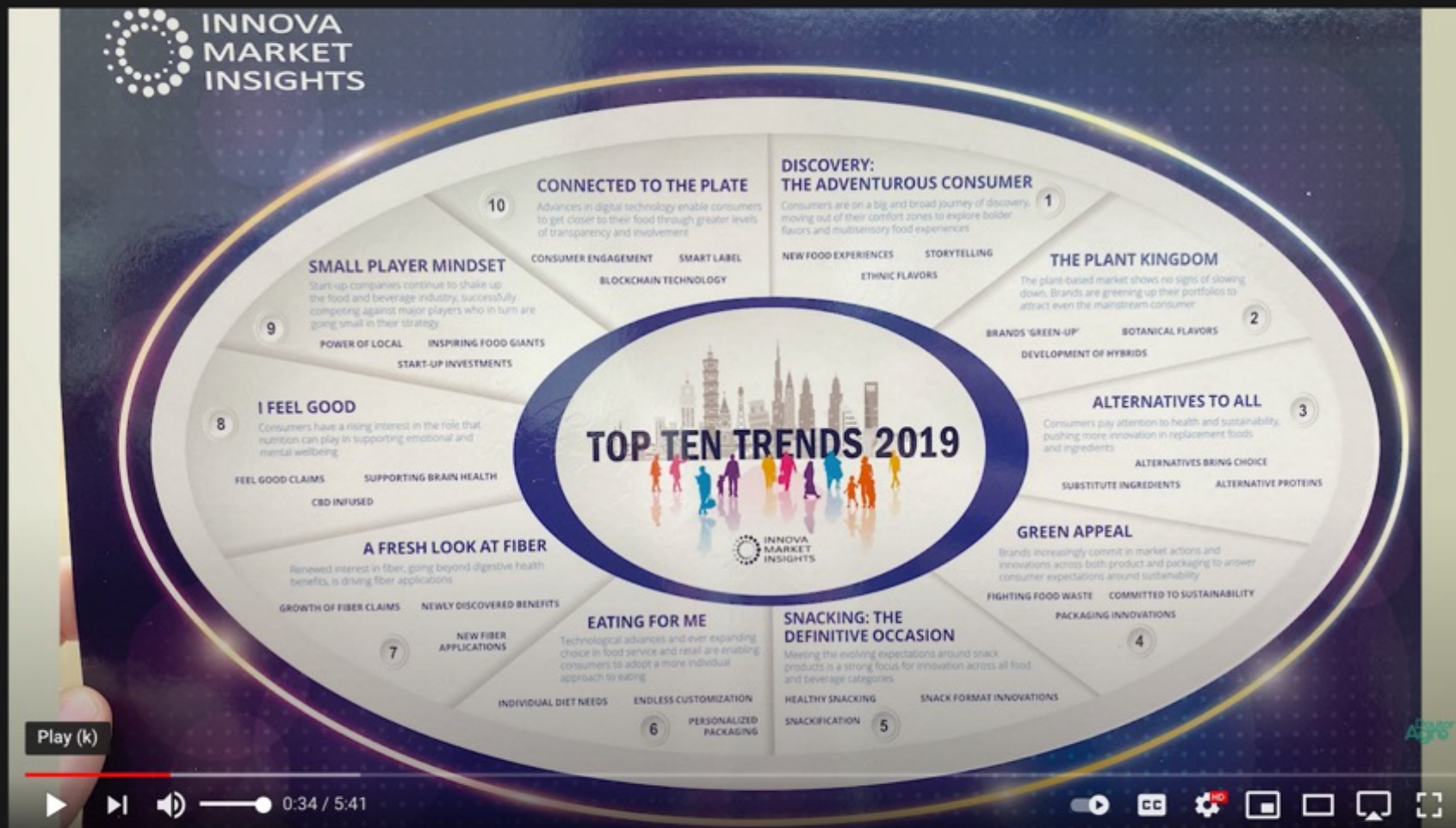
Join millions of food waste warriors by downloading Too Good To Go - the world's number 1 app for fighting food waste. You can buy quality local food for as little as £2.

Certified



Corporation





Play (k)

0:34 / 5:41

Doutor Agro | Marcos Fava Neves | Tendência do consumidor de alimentos Anuga Alemanha 2019

759 views • Nov 28, 2019

24 0 SHARE SAVE ...

PROGRAMME

11:00-11:45 a.m.: Top 10 Trends 2019

Speaker: Innova Market Insights B.V.

12:00-12:45 p.m.: Preparing for a plant-based future

Speaker: Innova Market Insights B.V.

1:00-1:45 p.m.: Top 10 Trends 2019

Speaker: Innova Market Insights B.V.

2:00-2:45 p.m.: Disrupted or distracted? Understanding insurgent brands and new business models in food

Speaker: Euromonitor International GmbH

Play (k)



0:22 / 1:46



Doutor Agro | Marcos Fava Neves | Tendências no mercado da alimentação

378 views • Premiered Oct 30, 2019

👍 16 💬 0 ➦ SHARE ⚙️ SAVE ...

Eat Just Mulls \$3 Billion IPO To Eventually Make Cruelty-Free Food Mainstream



Douglas Yu Contributor

Food & Drink

I cover exclusive investment news of the food & beverage industry.

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-02:07

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Eat Just's upcoming IPO will likely put its value at more than \$3 billion, according to one of the ... [+] EAT JUST

Eat Just is targeting "at least" \$3 billion in valuation for its IPO that will likely happen in Q4 2021 or early next year, according to one of the leading investors of the plant-based eggs producer, an increase from the \$2 billion valuation *Bloomberg* reported last October.

Cofounder and CEO Josh Tetrick recently noted how Eat Just is on track to achieve several key milestones in terms of operating profitability and scale, and confirmed a public listing is "definitely getting closer."

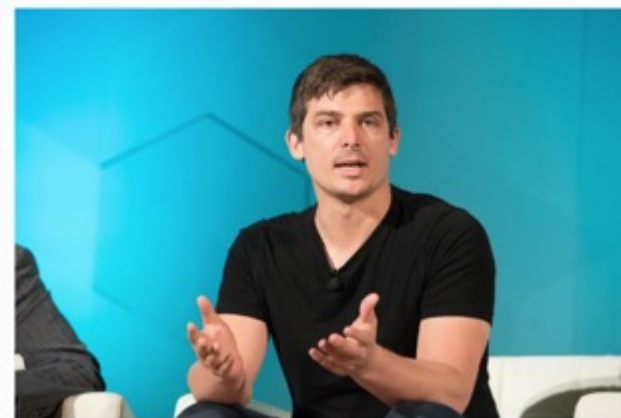
The California-headquartered company has raised a total of \$440 million to-date, according to Crunchbase, including a recently closed \$200 million led by the Qatar Investment Authority (QIA), joining other investors, including Charlesbank Capital Partners and Vulcan Capital.

PROMOTED

Mitsubishi Heavy Industries
BRANDVOICE
| Paid Program
These Decarbonization Technologies Are Especially Ripe For Innovation And Investment

UNICEF USA
BRANDVOICE
| Paid Program
UNICEF USA Applauds Passage Of Rhode Island Child Marriage Bill

Civic Nation
BRANDVOICE
| Paid Program
Appealing Financial Aid In Times Of COVID-19



Eat Just's cofounder and CEO, Josh Tetrick, believes cruelty-free food is the future. EAT JUST



**The Most Relevant Variables at
the Technological Environment**
*As Variáveis Mais Relevantes
no Ambiente Tecnológico*

Entendendo o Futuro: a Ferramenta da Nova Agenda Estratégica do Agronegócio



D. AMBIENTE TECNOLÓGICO

- Aumento de geração, propriedade e uso de dados;
- Aumento de fluxo de informações, transparência, rastreabilidade e preservação de identidade;
- Aumento nos níveis de segurança (dados, qualidade, garantia e zero contaminação);
- Uso de ferramentas de comunicação com o consumidor (do contato pessoal para plataformas digitais);
- Contratos digitais;
- Mudanças para níveis mais altos de inovação e empreendedorismo nas cadeias alimentares;
- Aumento das lacunas entre usuários e não usuários de tecnologia;
- Fazendas inteligentes e agricultura de precisão: agricultura digital abrangendo as propriedades por completo, com equipamentos guiados por GPS, drones controlados por dados, softwares de análise e equipamentos avançados;
- Convergência de indústrias (alimentos e medicamentos, alimentos e cosméticos);
- Edição de genes: resistência, menor utilização de recursos e produtividade; aumento da biotecnologia, da genômica e de características intrínsecas; uso de fungos, bactérias e culturas resistentes à seca;
- Desenvolvimento da propriedade intelectual;
- Substitutos de fontes convencionais de alimentos produzidos em laboratório (com base em diferentes ingredientes); aumento de substitutos da carne (à base de plantas);
- Crescente olhar para os produtos orgânicos e seus rendimentos;

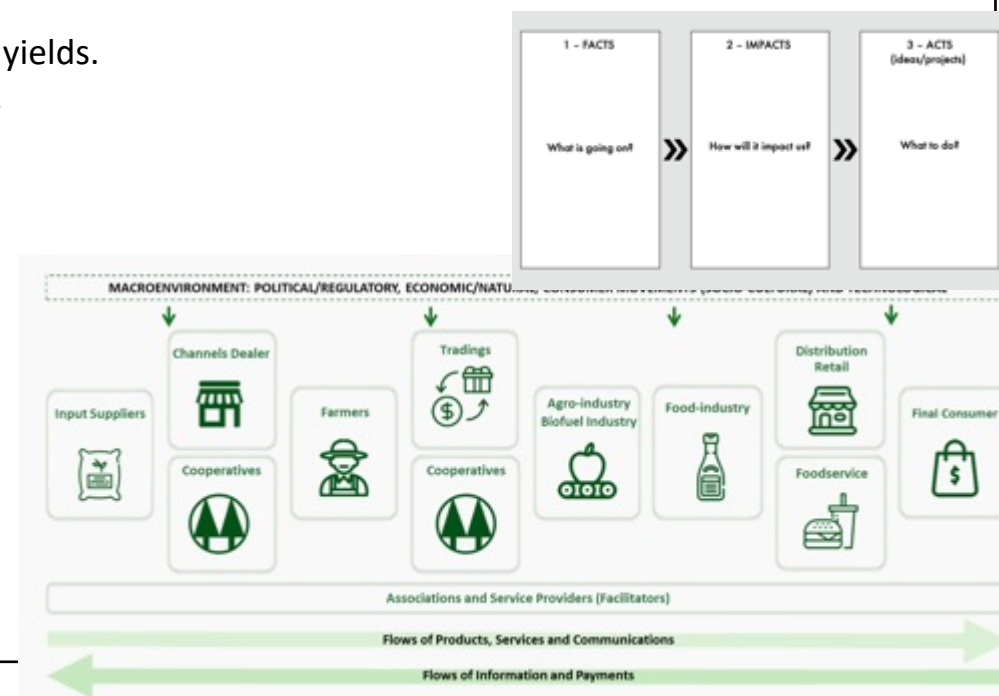
- Aumento do número de startups atuantes nas cadeias;
- Maior amplitude de tablets/smartphones e seus serviços;
- Aumento no uso de inteligência artificial (robôs);
- Impressão 3D (sementes e outros);
- Fontes de energia alternativas (energia solar e outras muito mais acessíveis); tecnologias de geração de energia devem ficar mais baratas;
- Tecnologias que permitem inovações crescentes relacionadas a serviços, experiências e relações de marketing;
- Diversificação tecnológica para oferta de soluções completas: de uma empresa química para uma empresa de sementes, semeadura de precisão, monitoramento do clima e serviços de alta tecnologia;
- Maior uso de dispositivos digitais e móveis, com aumento de reuniões on-line para socialização e negócios;
- Expansão das áreas de suporte ao ambiente digital;
- Aumento de plataformas comerciais on-line (marketplaces);
- Tecnologia aeroespacial, nanotecnologia e outras;
- Tecnologias que permitem novas formas de marketing (lives, palestras virtuais, dias de campo virtuais e outras);
- Tecnologia e agricultura urbana (fazendas verticais);
- Superplantas e superalimentos (com altos níveis de proteínas, minerais e outros);
- Agricultura regenerativa;
- Bioplásticos e todos os outros "bio" desenvolvimentos com características mais facilmente degradáveis;
- Aceleração de P&D e robótica (principalmente para a colheita);
- Aumento de tecnologia e uso de dados no varejo;
- Aplicativos em diversas atividades de produção de alimentos.

Source: Prof Marcos Fava Neves

Macroenvironmental Changes in Food, Agribusiness and Biofuel Chains

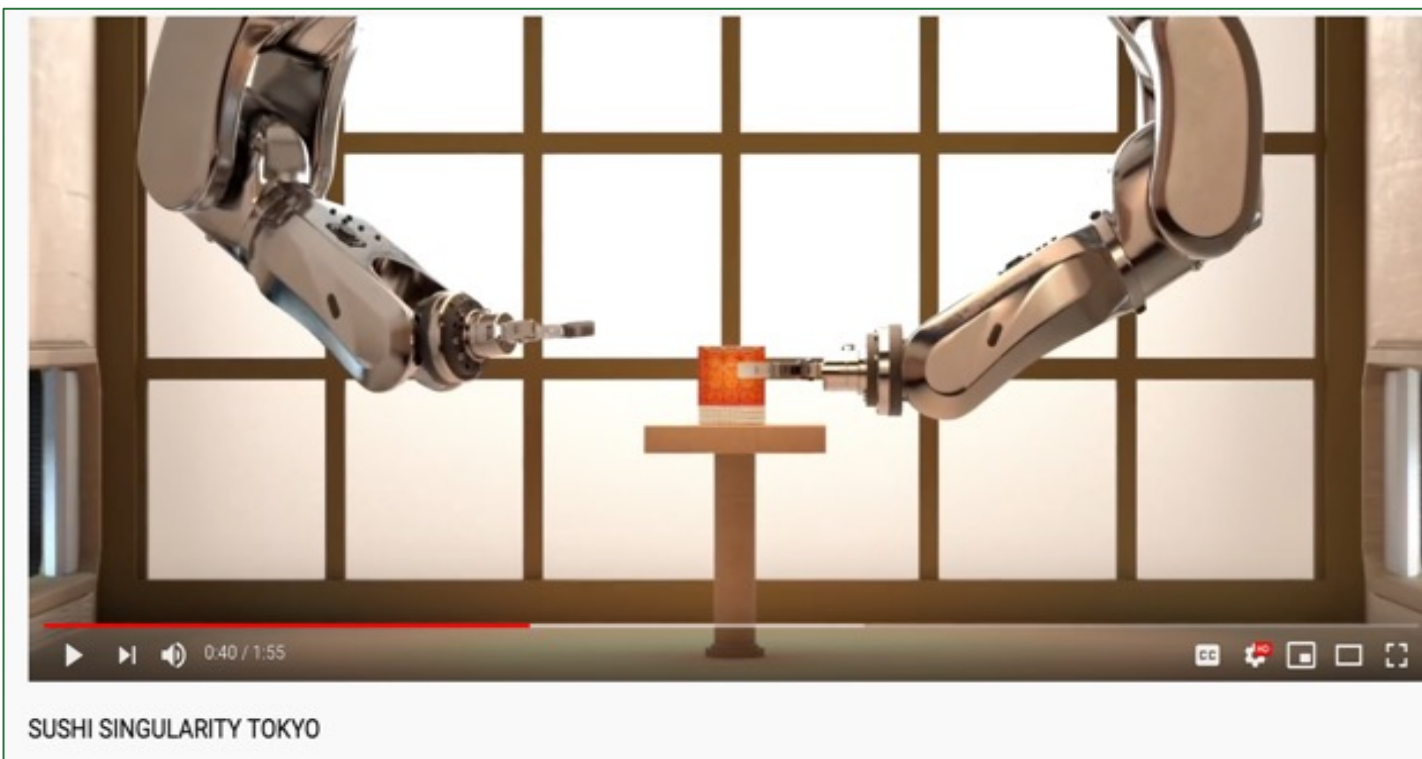
TECHNOLOGY ENVIRONMENT

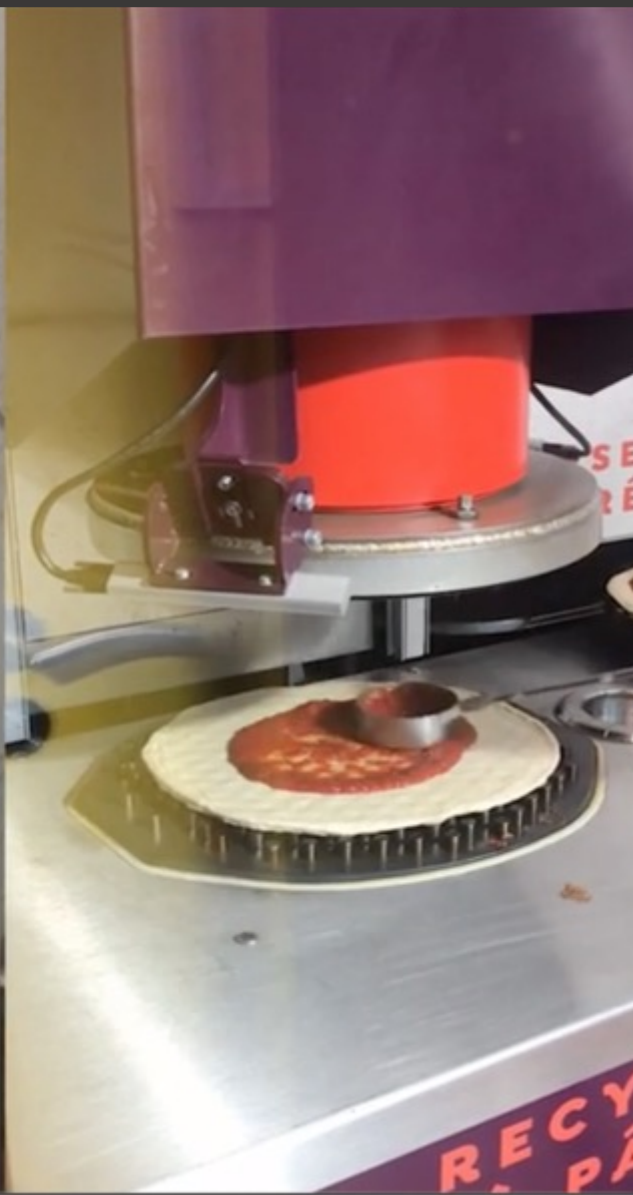
- Increasing data generation, ownership and usage, information flows, transparency, traceability and identity preservation.
- Consumer communication tools (from in-person to digital platforms).
- Digital contracts.
- Higher levels of innovation and entrepreneurship in food chains.
- Increasing gaps among users and non-users of technology.
- Smart farms and precision agriculture: digital farming everywhere with GPS-guided equipment, drones, analytics software, advanced equipment.
- Convergence of industries (food and medicine, food and cosmetics).
- Gene editing: resistance, resource usage, productivity and consumers; increasing biotech, genomics, traits; fungi, bacteria and drought resistant crops.
- Enhancing intellectual property.
- Natural lab-produced food substitutes (food coming from different sources). Organics and yields.
- Increasing number of start-ups. Increasing amplitude of tablets/phones and their services.
- Artificial intelligence (robots); 3D printing (seeds, etc.).
- Energy sources (solar power and others much more accessible);
- Increasing tech innovations related to services, experiences, and relationship.
- Greater use of digital, online meetings for socializing and business.
- Increase in online commercial platforms (marketplaces).
- Aerospace technology, nanotechnology and others.
- New tech-inspired forms of marketing (the use of 'lives', etc.).
- Super plants and superfood (with high level of proteins, minerals, etc.).
- Regenerative agriculture.
- Bioplastics and all other bio developments.
- Accelerating R&D and robotics (mainly for harvesting).



Source: Prof Marcos Fava Neves

3D Printing (Seeds and Others)



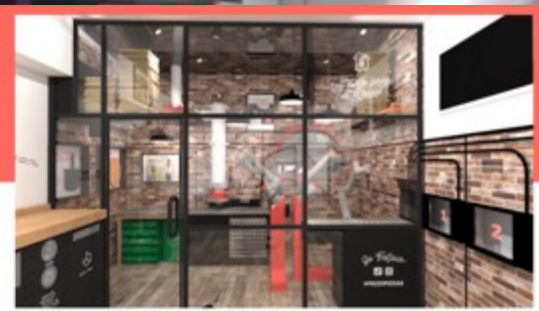


Pazziria Val d'Europe

Centre commercial du Val d'Europe, 77700 Serris

Ouvert de 11h30 à 20h00 le lundi et mardi - Ouvert de 11h30 à 21h00 du mardi au dimanche

COMMANDER À EMPORTER 



Pazziria Beaubourg

42 Rue Rambuteau, 75003 Paris

Ouverture Prochaine

COMMANDER À EMPORTER 

Cientistas japoneses criam 'carne mais cara do mundo' em impressora 3D



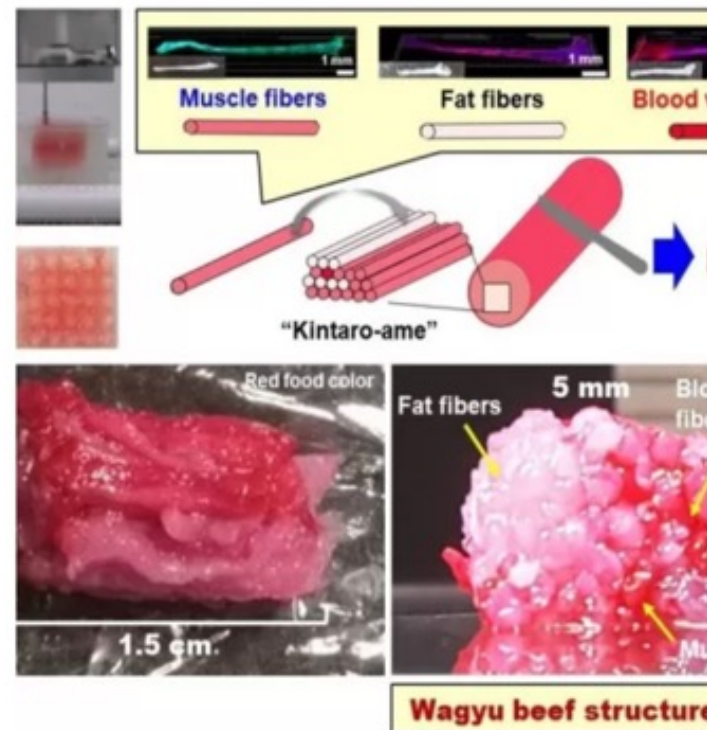
Colaboração para Tilt

25/08/2021 23h03 | Atualizada em 26/08/2021 08h13



Cientistas da Universidade de Osaka, no Japão, conseguiram imprimir em 3D o primeiro bife cultivado em laboratório que, segundo eles, se assemelha a um corte de carne bovina da raça conhecida como Wagyu - uma das mais caras do mundo. A criação foi detalhada em um artigo publicado na revista Nature Communications.

Segundo a publicação, os cientistas coletaram dois tipos de células-tronco de vacas Wagyu, as incubaram e depois as converteram em células musculares, gordurosas e em vasos sanguíneos. O resultado foi um bife com alto teor de gordura, de cinco por 10 milímetros de tamanho, uma "carne sintética muito parecida com a real".



Carne Wagyu produzida por pesquisadores japoneses em laboratório e impressa em 3D

Imagem: Reprodução/Universidade de Osaka

Shared Economy Models (Uber)

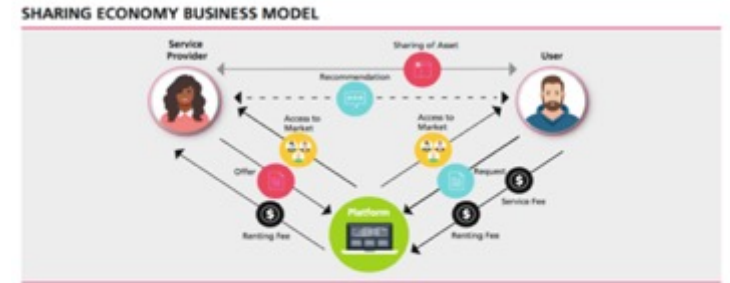


Figure 1: The Sharing Economy business model, Source: Business Model Toolbox

¹ Goodwin, T. (2015).
² Cook, J. / Easter, A. (2015).
³ TaskRabbit Inc. (2016).



For Farmers For Booking Agents For Tractor Owners For Tractor Dealers

HELLO TRACTOR FOR FARMERS

Affordable, Reliable
 Access to Timely
 Tractor Service

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100% Verified Reviews
 Real guests. Real stays. Real opinions.

Review score
 Based on 681 reviews by Booking.com guests

9.2

Wonderful: 9+	501	Cleanliness	9.3
Good: 7 - 9	145	Comfort	9.3
Okay: 5 - 7	29	Location	9.4
Poor: 3 - 5	4	Facilities	9.2
Very poor: 1 - 3	1	Staff	9.4
		Value for money	9.4
		Free WiFi	9.6

Substitutes for Conventional Sources of Food and Laboratory Produced (Ex: Meat Substitutes - Plant-based)

HOME > FOOD & BEVERAGE > Burger King CEO: Meat Items Will Be Dropped, Menu Will be 50% Plant-Based Within Nine Years

Burger King CEO: Meat Items Will Be Dropped, Menu Will be 50% Plant-Based Within Nine Years

© March 3, 2021 | Food & Beverage, Hot Off The Vegan Press



©Burger King

Following the news that McDonald's has entered into a three year agreement with Beyond Meat for the upcoming full range of products under the McPlant menu; Burger King UK's CEO Alasdair Murdoch yesterday reported to i News that BK will gradually drop meat products from the menu and introduce more meat-free options to the point where half of the menu will be plant-based by 2030.

Murdoch stated that the previously discontinued Rebel Whopper would reappear on menus in the UK and there will be new vegan and vegetarian dishes including a plant-based Royale burger and meat-free nuggets. The CEO claims that this is part of a company strategy to curb its carbon footprint by selling less beef.

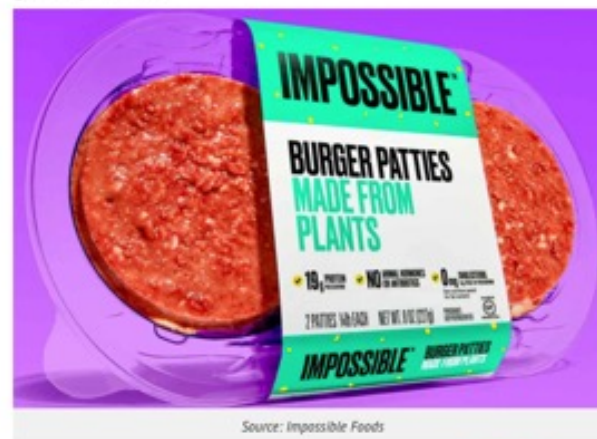
MEAT+POULTRY

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ARE YOU FUTURE READY? Learn more amcor

Impossible Foods rolls out plant-based patties to more grocery stores



Source: Impossible Foods

08.26.2020 | By Erika Shaffer

REDWOOD CITY, CALIF. – Impossible Foods is expanding its footprint in the grocery channel with the launch of pre-formed, quarter-pound (4-oz) patties at nearly 2,000 grocery stores owned by The Kroger Co.

Patty packs of the Impossible Burger will begin rolling out at Kroger-affiliated stores, including Kroger, Ralphs, Fred Meyer, Mariano's, Smith's and others. The Impossible Burger patties will be placed in Kroger's fresh meat section in 8-oz packages and packages of two pre-formed, quarter-pound (4-oz) patties. The patties are also available for online ordering through Kroger.com for Kroger Curbside Pickup and Delivery.



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10 Aug 2020 REGISTER How to formulate with the ingredients consumers prefer

CURRENT ISSUES



Starbucks expands plant-based range in Asia Pacific

September 8, 2020 | Tong Van



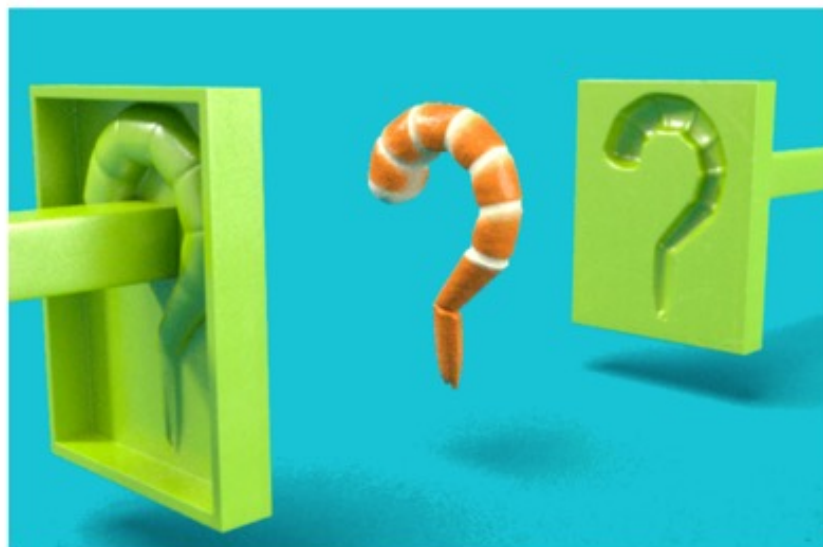
Starbucks has rolled out a new plant-based menu in selected Asia-Pacific markets.

The brand has added two new seasonal plant-based beverages – Oatmilk Cocoa Macchiato and Almondmilk Hazelnut Latte. The beverage range will be available across eight markets: Hong Kong, Indonesia, Malaysia, New Zealand, Philippines, Singapore, Thailand and Vietnam.

Substitutes for Conventional Sources of Food and Laboratory Produced (Ex: Meat Substitutes - Plant-based)

Los Angeles Times

The first lab-grown meat for sale could come from Singapore startup that's re-creating shrimp



Singapore-based Shook Meats has re-created shrimp meat in its lab. The company aims to also produce crab and lobster. (Comrade / For The Times)

By DAVID PIERSON | STAFF WRITER

OCT. 8, 2020 | 5 AM

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OPINION

The complete list in the November

OPINION

Endorsement: Th Anderson, Hende

POLITICS

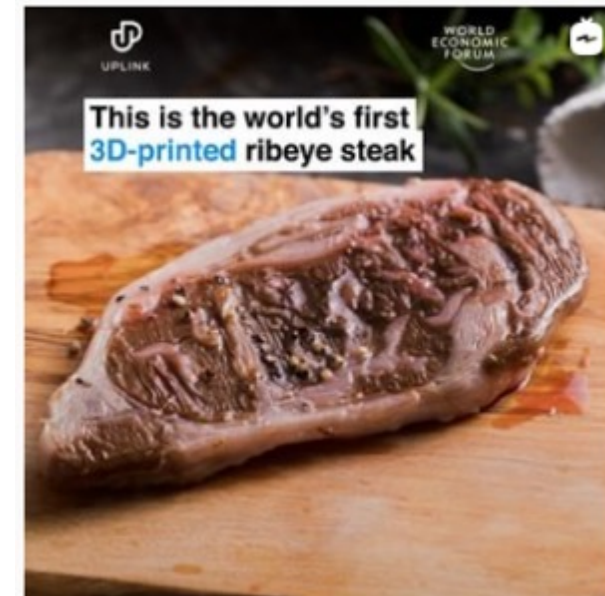
Your guide to the

CALIFORNIA

A look at Californ propositions

COMPANY NEWS

The Times Publis Resources as Ear



worldeconomicforum This is the world's first 3D-printed ribeye steak

A taste of what's to come.

Submit your solution for the future of protein on UpLink using the link in our bio.

@alephfarms

Technology and Data Use in Retail



Make your quick trip even quicker

Shopping for 1 or 2 bags of groceries? With Amazon Dash Cart, you can skip the checkout line and roll out when you're done.

Smart Farms and Precision Agriculture



Online Commercial Platforms (Marketplaces)

NA PORTEIRA DO LADO!
COM A GEOLOCAÇÃO, VOCÊ IRÁ ENCONTRAR E ALUGAR A COLHEITADEIRA MAIS PRÓXIMA DA SUA FAZENDA, ECONOMIZANDO NO CUSTO DE TRANSPORTE.

alluagro

Entrega: 12 a 18 horas



Produtor



Restaurante

Objetivos do Meicai:

1. Eliminar intermediários (extraem 90% do valor final);
2. Prover vegetais mais frescos e baratos;
3. Valorizar a margem do produtor rural.

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Tratores

Colheitadeiras

Semeadoras

Pulverizadores Agrícolas

Distribuidores de Fertilizantes

Enfardadeiras

Rocadeiras Agrícolas

Empilhadeiras

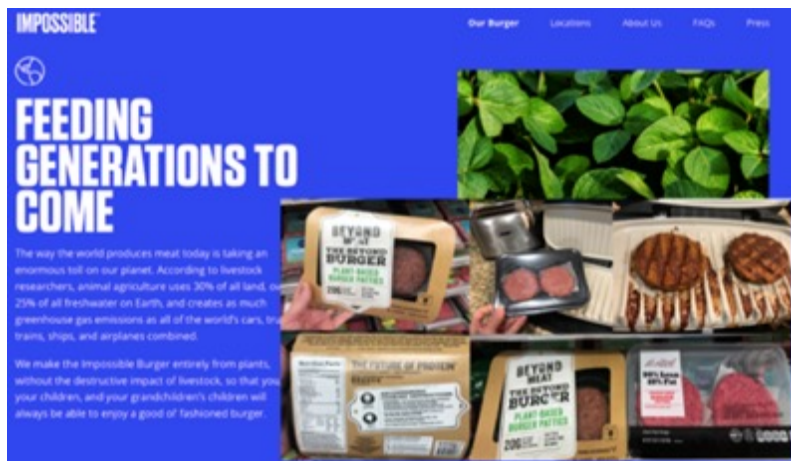
Source: Prof Marcos Fava Neves

Reduction of Food Miles, Buy Local and Regional Initiative



Source: Prof Marcos Fava Neves

Substitutes for Conventional Sources of Food and Laboratory Produced (Ex: Meat Substitutes - Plant-based)



MARKETS INSIDER WATCHLIST

MARKETS STOCKS INDICES COMMODITIES CRYPTOCURRENCIES CURRENCIES ETFS NEWS

Beyond Meat is going bananas, surging to a more than 550% gain since pricing its IPO (BYND)

Carman Runkle 01 Jun, 15, 2019, 09:12 AM

Best Savings Accounts & Rates - August 2019

Bank	Min. Inv.	APY
Marcus BY GOLDMAN SACHS	\$0	2.15%
synchrony	\$0	2.15%
BARCLAYS	\$0	2.10%

- Beyond Meat's stock has continued to soar since its first-quarter earnings topped expectations on Thursday.
- Shares are now trading more than 550% above their May initial public-offering price of \$25.



Source: Prof Marcos Fava Neves

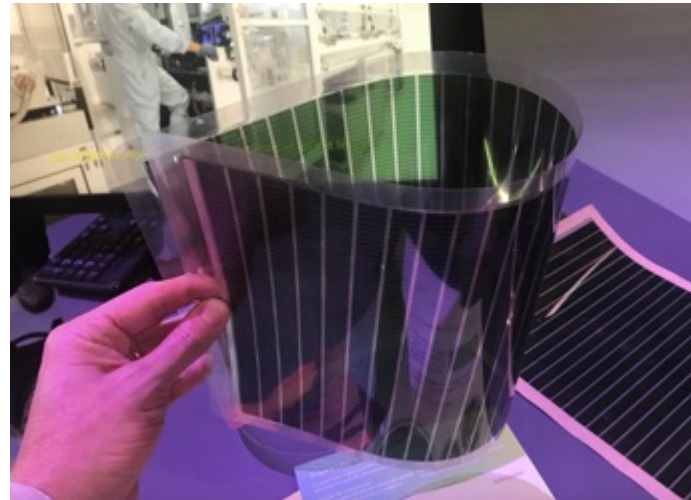
Alternative Energy Sources (Solar and Others Much More Accessible) and Their Cheapness



AMBIENTE	ANIMAIS	CLIMA	DESIGN	ENERGIA	INSPIRAÇÃO	LIXO	MOBILIDADE
----------	---------	-------	--------	---------	------------	------	------------

AS ÚLTIMAS DO TGP: Só um terço dos rios do mundo permanece como "rio de curso livre"

Tesla começa a produzir em larga escala telhas que geram energia solar (e são mais baratas do que as telhas convencionais)



Cooperativa inaugura maior usina de energia solar voltada ao setor agro do estado de SP em Bebedouro

Instalado ao custo de R\$ 5 milhões, complexo com 3,6 mil placas fotovoltaicas vai abastecer 28 unidades da Coopercitrus e reduzir em mais de 50% gastos com energia elétrica.



32°
Monte Alto
USINA DE GERAÇÃO DE ENERGIA SOLAR
Inaugurada em Bebedouro para produtores rurais



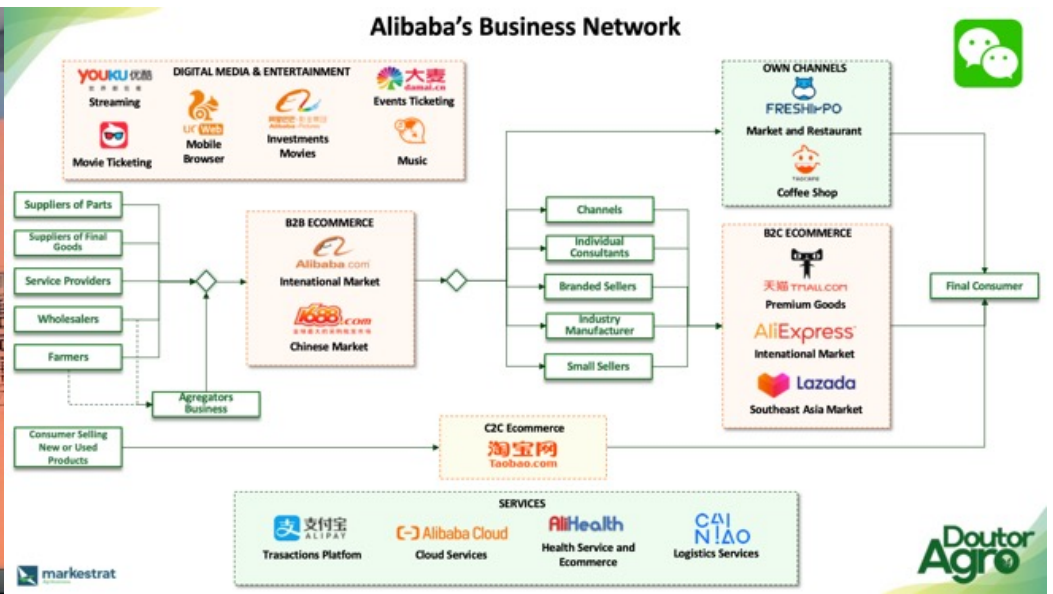
RaboResearch Food & Agribusiness

Home

Biogas: New Energy for Brazil's Cane Sector?

SUGAR October 2019

Brazil's cane industry is already a showcase for sustainable agribusiness – it currently uses over 50% of the sugarcane it processes for the production of fuel ethanol, while almost all of the fibrous waste from milling, bagasse, is used for the generation of steam and electricity.



Bowery Farms

PRODUCE FARMS LATEST FARM VISION

BLOG RECIPES COMPANY JOIN US FIND IN STORE



PRODUCE FARMS LATEST FARM VISION

BLOG RECIPES COMPANY JOIN US FIND IN STORE

Arugula
DARK LEAFY GREENS


Baby Butter
LETTUCES

Baby Kale
DARK LEAFY GREENS



It's time to reimagine farming from the ground up

Did you know that by 2050, we'll need to produce 70% more food to feed an estimated world population of 10 billion? As it currently stands, our agricultural system cannot sustainably feed that many people, most of whom will be living in urban areas. To feed the future, farming needs to aim higher.




PRODUCE FARMS LATEST FARM VISION

BLOG RECIPES COMPANY JOIN US FIND IN STORE

Reimagining farming from the ground up

Right outside of cities, we're growing wildly flavorful, sustainable, and safe produce indoors.





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0:04 / 0:47



Doutor Agro | Marcos Fava Neves mostra tenda da Starbucks na China

267 views · Jul 3, 2019

6

0




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0:19 / 0:58

Doutor Agro | Marcos Fava Neves | Supermercado Alibaba e a substituição dos caixas de pagamento

227 views • Jul 11, 2019

13 0 SHARE SAVE ...

New Study Claims Cultivated Meat's Current Path Is Significantly Worse for Environment Than Beef



by Michael Wolf

· MAY 16, 2023
· FILED UNDER:
[NEWS](#)



A new life-cycle analysis by researchers at UC Davis has concluded that the current path of the cultivated meat industry's commercialization process is potentially orders of magnitude worse for the environment than beef produced through animal agriculture, producing anywhere from 4 to 25 times more CO₂ than traditionally produced beef.

Opinion
[Leticia Miranda](#)

Ghost Kitchens Are Dying and Nobody Noticed

Delivery-only restaurants are turning out to be more a thing of quarantine folklore than a reliable business.



LIVE ON BLOOMBERG
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Out and about. Photographer: Spencer Platt/Getty Images North America

By Leticia Miranda
15 de maio de 2023 11:41 AMT

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Leticia Miranda is a Bloomberg Opinion columnist covering consumer goods and the retail industry. She was previously a business reporter at

There are a few pandemic habits we've embraced IRL: Zoom meetings, QR codes, hand sanitizer. Not so much the ghost kitchen, an innovation that promised to change the world, but has shaken out to be more a thing of quarantine folklore than a reliable business.

Ghost kitchens, which are restaurant kitchens that only offer delivery, became a popular and affordable way for fledgling restaurants to launch on a shoestring budget and for existing companies to bring in additional revenue during the pandemic. As traffic and sales at major restaurants cratered, they hopped on to the trend. In 2021, Wendy's Co. announced plans to open 700 ghost kitchens across the US, Canada and the United Kingdom. Rego Restaurant Group said its Quiznos and Taco Del Mar brands were set to open 100 ghost kitchens the following year. Even as investing cooled last year, the trend sparked a startup funding surge with dozens of companies snapping up millions of dollars to run ghost kitchens for some of the biggest names in food. Commercial real estate company CBRE predicted that by 2025, ghost kitchens would account for 21% of the US restaurant industry.



How to put all these in a model?

In terms of managerial implications?

Macroenvironmental Changes in Food, Agribusiness and Biofuel Chains

1 CONSUMER MOVEMENTS (SOCIO-CULTURAL)	2 ECONOMIC AND NATURAL ENVIRONMENTS
<ul style="list-style-type: none"> • Concern about food waste, recycling, reusing, value to circular economy. • Concern about inclusion and social innovation (smallholders). • 'Buy local' and other regional initiatives. • Increasing demand for image and country of origin denomination. • Ethnic foods, artisanal products (home-made), organic and other experiences. • Slow-food movement (eating and enjoying). • Positive attitudes toward direct 'farmers-to-consumers' channels. • Increasing purchasing power of consumers and choices. • Land use issues (preservation) and animal welfare (free range and others); • Climate change and climate-related issues; concern about carbon measurement and management (carbon footprint); climate- and planet-friendly behaviour. • Simplicity lifestyle; time-saving movements (buying time, learning how to use time, etc.). • Gender roles and related food products. • New role of influencers with consumers. • Growth of online buying behaviour (also households growing own fruits and vegetables). • Increasing collectivism and engagement approach. • Increasing appreciation of small and local businesses. • Increase in sanitizing, hygiene care and greater knowledge of virology. • Increasing appreciation for certification; security and traceable products. • Increasing acceptance of alternative and sustainable ingredients sources (lab meat, other plant-based products, insect protein). • Increasing confidence in science and agriculture. • Increasing value to 'made in ... my country'. • Increasing activist approach and engagement; connectivity of food consumers. • Appreciation of moments with family, (cooking, eating together). 	<ul style="list-style-type: none"> • Asian and emerging nation-driven world (70% of world GDP in 2030) • GDP/demand growth and diet changes. • Pandemic and its impacts on global economic growth and development. • Economic borders (agreements and trade). • More transparent income and profit allocation and distribution; • Natural resources scarcity. • New types of insurances & other risk management tools. • Circular economy (using by-products as inputs). • Global investors and faster capital flows (credit), with new currencies. • Terrorism risks for food stocks, food transport. • Volatility in world food prices. • Increasing value of biodiversity. • Education as a basic source for competitiveness. • Sharing economy (Uber models). • New labour forms, work models (at home, during commute, part time and others). • Increase in home offices, resulting in less need for workers and physical space. • New sources of protectionism. • Precarity: job and income insecurity. • Public (government) debt. • Health risks in food production industrial units and other stages of the chains. • Private companies providing more micro credit plans and fintech's. • Crowd-funding movements. • Restaurants trending toward the delivery model. • Increase in raw material stocks. • Natural disasters, diseases and plagues. • Effects of climate change in producing areas.

Source: Prof Marcos Fava Neves

Macroenvironmental Changes in Food, Agribusiness and Biofuel Chains

3 POLITICAL-LEGAL (REGULATORY)	4 TECHNOLOGY ENVIRONMENT
<ul style="list-style-type: none"> • Governmental/public policies interventions and regulations. • The evolving role of NGOs (non-governmental organizations) and pressure groups as influencers. • Labour legislation, safety and trade unions. • Environmental legislation. • Agricultural subsidies policies and tariffs. • Certification laws. • International trade regulations. • Tax policies. • Crisis-related interest rate cuts; liquidity injection; credit lines; tax relief; and suppression of some regulatory obstacles; vouchers for informal workers. • Governments going 'online'. • Increase in health budget and regulation and budgets for public R&D. • Prohibition of trade of exotic products. • Increased 'wet market' regulations. • Policies for local production incentives. • Product labelling and traceability requirements. • Data and information protection. • Restrictions on freedom and individual movements. • Embargo over some products due to shortages and international political conflicts. • Problems of stability and political crisis. • Increase in food safety regulations. • Increase in food self-sufficiency policies after the Coronavirus event. • Increasing levels of security (data, quality assurance, zero contaminations). 	<ul style="list-style-type: none"> • Increasing data generation, ownership and usage, information flows, transparency, traceability and identity preservation. • Consumer communication tools (from in-person to digital platforms). • Digital contracts. • Higher levels of innovation and entrepreneurship in food chains. • Increasing gaps among users and non-users of technology. • Smart farms and precision agriculture: digital farming everywhere with GPS-guided equipment, data-driven drones, analytics software, advanced equipment. • Convergence of industries (food and medicine, food and cosmetics). • Gene editing: resistance, resource usage, productivity and consumers; increasing biotech, genomics, traits; fungi, bacteria and drought resistant crops. • Enhancing intellectual property. • Natural lab-produced food substitutes (food coming from different sources). • Organics and yields. • Increasing number of start-ups. • Increasing amplitude of tablets/phones and their services. • Artificial intelligence (robots); 3D printing (seeds, etc.). • Energy sources (solar power and others much more accessible); • Increasing tech innovations related to services, experiences, and relationship. • Greater use of digital, online meetings for socializing and business. • Increase in online commercial platforms (marketplaces). • Aerospace technology, nanotechnology and others. • New tech-inspired forms of marketing (the use of 'lives', etc.). • Super plants and superfood (with high level of proteins, minerals, etc.). • Regenerative agriculture. • Bioplastics and all other bio developments. • Accelerating R&D and robotics (mainly for harvesting).

Source: Prof Marcos Fava Neves

Entendendo o Futuro: a Ferramenta da Nova Agenda Estratégica do Agronegócio

FIGURA 4. Método de planejamento: Matriz FIA – Fatos, Impactos e Ações.



Fonte: *The Future of Food Business*, Neves (2014).

Prof. Dr. Marcos Fava Neves

❖ Nascido em Lins (SP), é professor em tempo parcial das Faculdades de Administração da Universidade de São Paulo em Ribeirão Preto e da FGV em São Paulo. Engenheiro Agrônomo formado pela Escola Superior de Agricultura Luiz de Queiroz (Esalq/USP) em 1991 e fez toda a carreira de pós graduação (mestrado, doutorado e livre-docência) em estratégias empresariais e chegou a professor titular da USP aos 40 anos, tendo sido Chefe do Departamento de Administração da USP em duas gestões. Complementou sua pós graduação em marketing de alimentos e planejamento do agronegócio na França (1995 – no IGIA) e na Holanda (1999 – na Universidade de Wageningen). Desde 2006 é Professor Visitante Internacional da Universidade de Buenos Aires, desde 2013 da Purdue University, Indiana, EUA, onde deu aulas durante todo o ano de 2013 e desde 2020 da Universidade de Pretória, África do Sul.



❖ É especializado em planejamento e gestão estratégica, tendo realizado mais de 250 projetos de planejamento no agronegócio brasileiro e mundial. Trabalhou ou foi membro de Conselhos das seguintes organizações: Botucatu Citrus, Vallée, Lagoa da Serra; Renk Zanini, Inova, Embrapa, Associação Mundial de Agronegócios, Cooperativa Coplana, Cooperativa Holambra, Ouro Fino, Canaoeste e Orplana (Organização dos Plantadores de Cana). Ajudou a montar e é acionista de 5 empresas, sendo 3 start-ups.

❖ É autor e organizador de 80 livros no Brasil, Argentina, Estados Unidos, África do Sul, Uruguai, Inglaterra, Cingapura, Holanda e China, por 10 editoras. Escreveu casos para o Pensa, a Universidade de Harvard (2009/2010) e Purdue University (2013/2019/2021). Publicou mais de 200 artigos indexados em periódicos científicos internacionais e nacionais, tendo recebido 5.000 citações no Google Acadêmico. Foi articulista do jornal China Daily de Pequim e da Folha de S. Paulo, além de escrever artigos para Estadão e Valor, tendo mais de 600 artigos de análises de conjuntura publicados. Na formação de talentos humanos orientou 9 teses de Doutorado, 27 de Mestrado e 150 Monografias. Ajudou a formar mais de 1.500 administradores de empresas com 140 disciplinas de graduação e 30 cursos de Mestrado e Doutorado na USP e na FGV. Realizou 1.500 palestras em 22 países, sendo um dos brasileiros mais respeitados internacionalmente na área de agronegócios.

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