

Easy Planning

Novo Modelo de Planejamento e Gestão Estratégica
Em Construção Neves and Gray (2020)

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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

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www.doutoragro.com

1. WHERE ARE WE
NOW?



2. WHERE WE WANT
TO GO?



3. HOW TO GET
THERE?

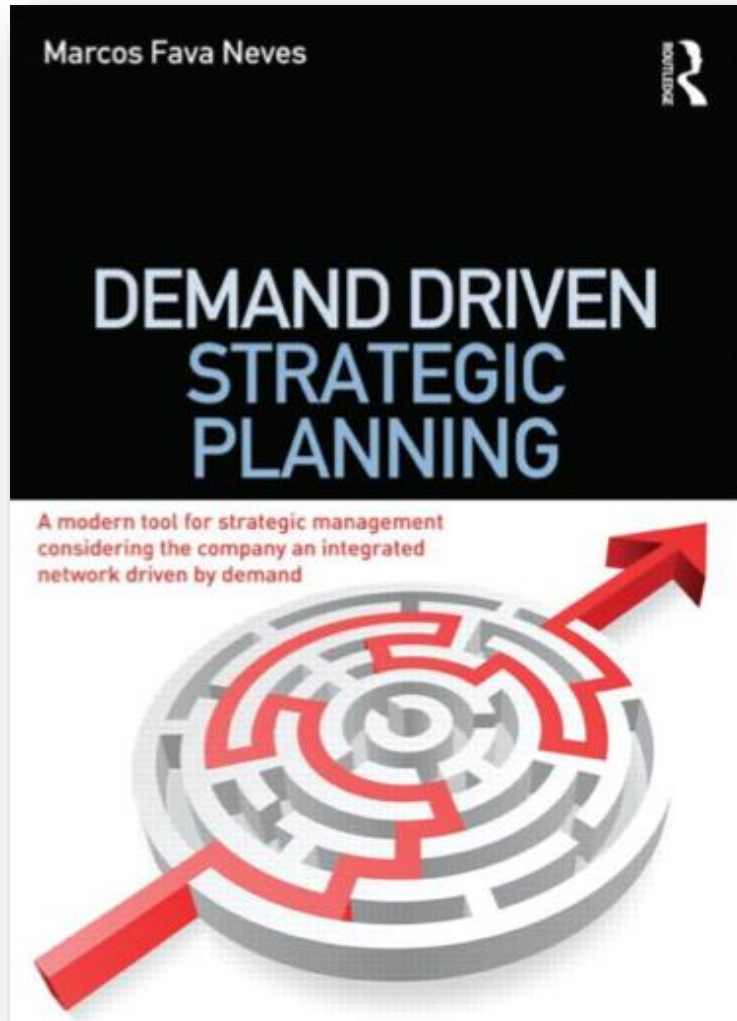


4. WHICH STRATEGIC
PROJECTS?



5. HOW TO MAKE IT
HAPPEN?

Strategic Planning Books



Strategic Planning and Management Method

(Fava Neves & Gray, 2020)

1- WHERE ARE WE NOW?

BASIC

- ✓ Company Network, History and Other Topics

EXTERNAL ANALYSIS

- ✓ Market Evolution and Economic Trends
- ✓ Consumer Behaviour and Trends
- ✓ Competitors and Rivalry Analysis
- ✓ Suppliers and Buyers Markets Analysis
- ✓ Political/Legal Environment
- ✓ Technological Environment and Substitutes
- ✓ Natural Environment and Risks

INTERNAL ANALYSIS

- ✓ Physical Assets
- ✓ Financial Resources
- ✓ Technology
- ✓ Management and Organizational Culture
- ✓ Human Resources
- ✓ Cost/Price Structure
- ✓ Supply Chain
- ✓ Channels
- ✓ Alliances
- ✓ R&D
- ✓ Target Segments
- ✓ Current Value Proposition
- ✓ Portfolio and Services
- ✓ Reputation, Brands, Packaging
- ✓ Communications
- ✓ Sales Force
- ✓ Marketing Orientation and Relationships
- ✓ Government Relations

Output: Final List of Opportunities and Internal Activities Needed

2- WHERE WE WANT TO GO?

- ✓ Setting Quantitative Goals and Objectives
- ✓ Defining the New Guiding Philosophy
- ✓ Defining the new value proposition

Output: Final List of Objectives

3- HOW TO GET THERE?

- ✓ Basic Strategic Definitions
- ✓ Choosing Market Segments
- ✓ New Markets (Channels) for Current Solutions
- ✓ Financial Strategies: New Partners, IPO...
- ✓ Business Diversifications
- ✓ Vertical (Supply Chain and Channels) Coordination and Integration
- ✓ Acquisitions or Mergers
- ✓ Selling or Renting the Business (Units or Others)
- ✓ Value Creation, Capture and Sharing (Relationship & Marketing)
- ✓ Collective Actions Strategies

Output: Final List of Strategic Projects

4- WHICH STRATEGIC PROJECTS?

- ✓ Detailing the Strategic Projects Frame with Preliminary Budgets
- ✓ Prioritizing the Strategic Projects in Waves
- ✓ Structuring the Management Committee for the Strategic Plan
- ✓ Projects Team Definition (Internal Talents and Outsourced)
- ✓ Deeper Elaboration of Projects
- ✓ Mapping and Prevention of Possible Problems
- ✓ Rethink Prioritization Based on Budget Restrictions
- ✓ Plan is Ready to Go!

Output: Projects Complete and Ready to Start

5- HOW TO MAKE IT HAPPEN?

- ✓ Make it Happen – Start Projects Execution
- ✓ Committee's Management
- ✓ Continuous Engagement, Leadership and Discipline
- ✓ Increasing Strategic Flexibility.



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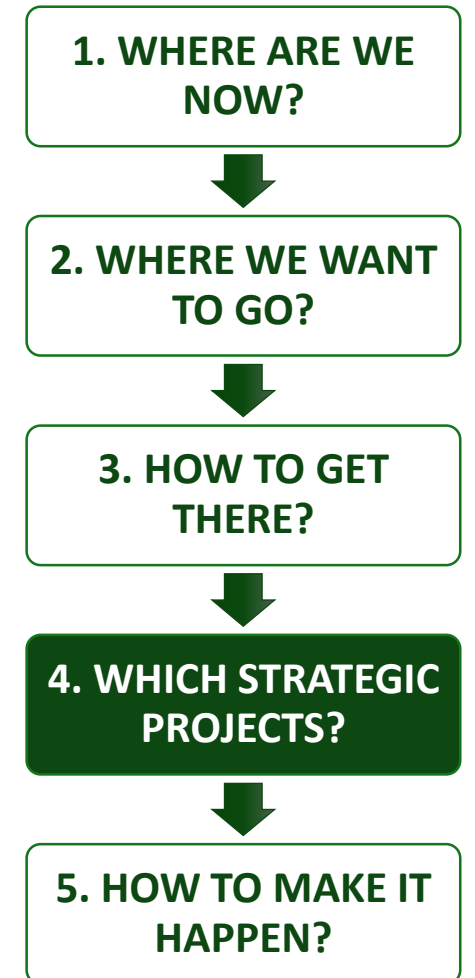
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Agenda – Which Strategic Projects ? (Chapter 04)

4.1 - Detailing the Strategic Projects Frame with Preliminary Budgets

4.2 - Prioritizing the Strategic Projects in Waves

4.3 - Structuring the Management Committee for the Strategic Plan

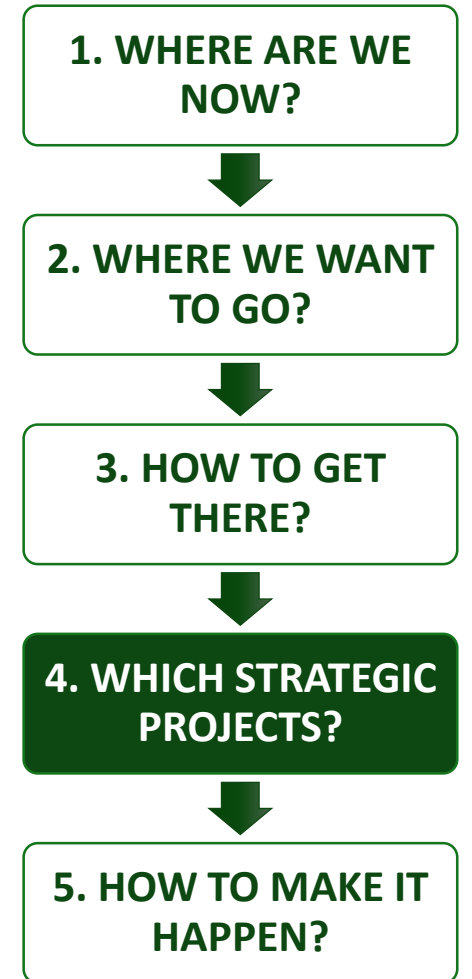
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What is a Project?

A project is a set of coordinated **activities** with established **objectives and timeline**, with a finite and transient duration. The project involves **several functional areas** and **hierarchical levels** while extrapolates the routine.



Fundamental Topics in Project Management

Detailed Description of the Plan Developed in the Concept Phase	
1- Coordinator and team	<p>Definition of a coordinator for the project.</p> <p>Appoint a team or someone committed to getting the project going.</p>
2 - Objectives	<p>The project must have clear objectives. In the same way the objectives of the strategic plan were made, the project (operational) objectives must be defined.</p>
3 - Scope	<p>Define the outline (project boundaries).</p> <p>List the actions that are part of the project.</p> <p>Clarify what is not a part of the project (in cases where boundaries are not very clear).</p>
4 - Results	<p>The results expected from the actions to be developed must be clear and well defined; it is the expectation at the end of the project.</p>
5 - Expected Schedule	<p>Make a time matrix scheduling the project's activities.</p> <p>Define activities in an analytical structure which successively decomposes the project's final result into stages and sub stages, until a level is reached where activities are sufficiently small for deadline estimates to be defined.</p>

Table 12.3 Fundamental topics in project management.

Fundamental Topics in Project Management

Detailed Description of the Plan Developed in the Concept Phase

<p>6 - Points of Control (indicators)</p>	<p>Indicate the important points for the committee to follow up on the project. For example, the end of an economical analysis, a technical essay, the opinion of a specialist, etc.</p> <p>Indicators: Point out items that will evaluate the efficacy of the project's result. For example:</p> <p>Cost: Reduce ABCD's production cost by x%.</p> <p>Margin: Increase the EFGH's product line margin by y%.</p> <p>Quality: Reduce the contamination index to z%.</p> <p>Image: Change to w% the positive image evaluation index of products, according to perception research.</p>
<p>7 - Budget / Resource Balance</p>	<p>A large percentage of all projects will involve expenses in order to implement defined actions. Therefore, the budget of what will be spent should be discussed by the committee and the expenses approved.</p>
<p>8 - Contingency Plan</p>	<p>Actions to be taken can be highlighted, where there are unexpected or undesirable events.</p>

Table 12.3 Fundamental topics in project management.

Source: Developed by the author, based on Pensa Projects and contributions from Roberto Waack.

Project X - NAME

OBJECTIVES

XXXX

ACTIONS

- X
- X
- X
- X
- X
- X
- X

TEAM

Coordinator:

Participants:

RESULTS

Main KPIs

Source: Elaborated by Markestrat.

AgroBio Project 8. Strategic Intelligence

Objectives

Develop a strategic intelligence system, incorporating strategic issues for the development of the industry as well as improvements in monitoring systems.

Actions

- Map international NGOs that attacks GMOs and create a dialogue.
- Constant update AgroBio's database (IT).
- Include in AgroBio's database information and tracking of laws and IP decisions.
- Strategic management of data to generate information and support decision making.
- Create an environment in which associated organizations may share trends and information about new technologies being developed.
- Monitor possible topics impacting the industry.
- Work together with CIB to avoid duplicity.
- Catalyst position in partnerships with research companies and funding organizations.

Source: Elaborated by Markestrat.

8. Strategic Intelligence

Indicators	KPIs	Unity	Goals
Map NGOs against GMOs	NGOs mapped	%	100%
Relationship with these NGOs	Meetings and communications with NGOs	number	2 per year
Improvements in AgroBio's database	Tracking of laws and IP decisions	-	-
Proximity with CIB	# of meetings with CIB	number	Increase of 20%
Foster partnerships with research and funding companies	# of meetings	number	Increase of 20%
New technologies	Answering to tech changes	Time (days)	Reduce by 10%

TEAM	SINERGY	PRIORITIZATION
Coordinator: Mário Participants: Alessandra Adriana Eliane Companies Representatives	Legislative and Executive Issues (3) Industry Representation and Relationship (4)	Final: 4th (7,2) Relevance: 7,4 Urgency: 7,1 Easiness: 7,1

Source: elaborated by Markestrat.

Agenda – Which Strategic Projects ? (Chapter 04)

4.1 - Detailing the Strategic Projects Frame with Preliminary Budgets

4.2 - **Prioritizing the Strategic Projects in Waves**

4.3 - Structuring the Management Committee for the Strategic Plan

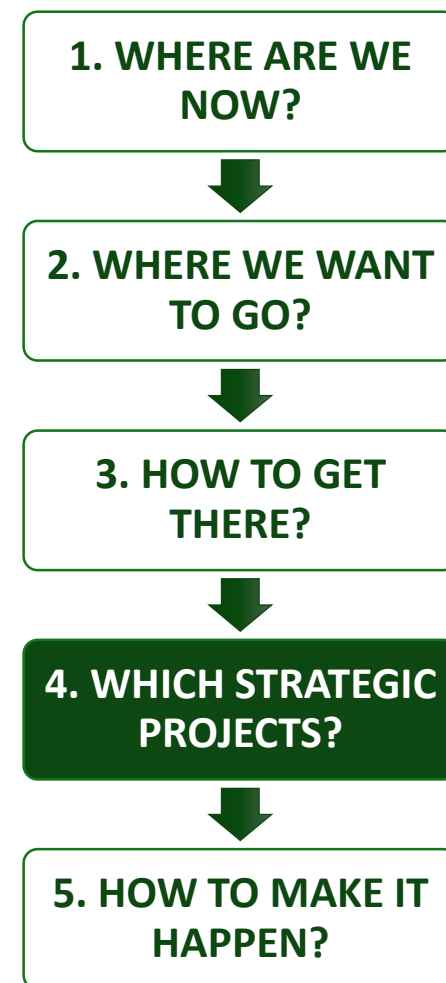
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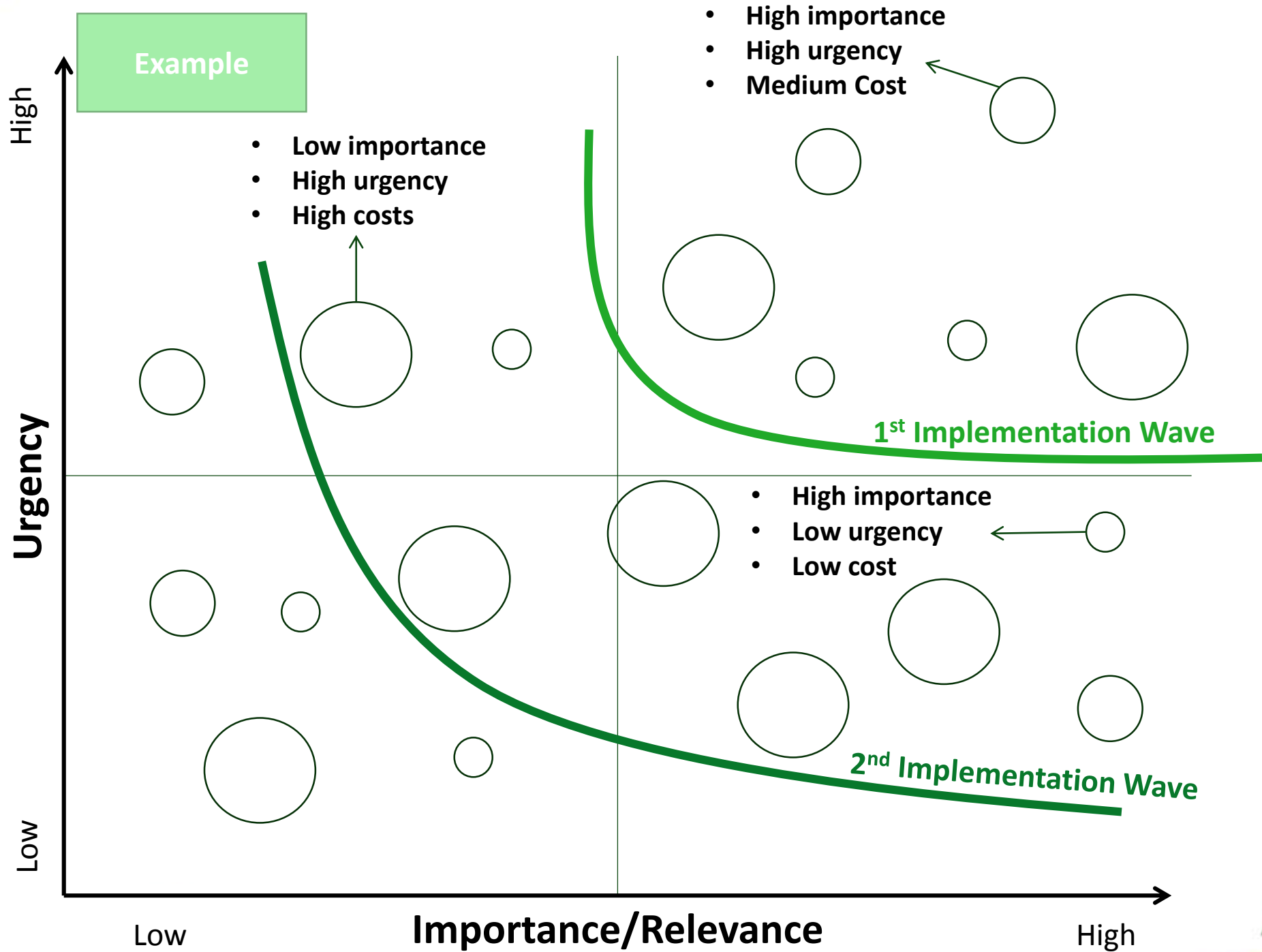


How to Prioritize The List of Projects?

Project Prioritization Tool

Project/Actions	Relevance (impact on company results, return over investment dimension)	Urgency (need for fast implementation, time dimension)	Easiness (easy or difficult to do, resources dimension)	Volume of Investments Needed, cash dimension (\$\$) (the lower the highest grade)	A x B x C x D
Project A	4	8	3	8	
Project B	7	9	7	7	
Project C	2	4	10	6	
Project D	10	5	1	9	
Project Z	9	7	7	3	

Obs: Within the 4 criteria of analysis, you can use weights to make them more or less important.





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QUEM SOMOS

A Associação das Empresas de Biotecnologia na Agricultura e Agroindústria (AgroBio) é uma associação civil, sem fins lucrativos e sem nenhuma conotação político-partidária ou ideológica.

EMPRESAS ASSOCIADAS

Fazem parte da AgroBio as seguintes empresas:

[MISSÃO](#)[OBJETIVOS](#)[ESTRUTURA ADMINISTRATIVA](#)[EMPRESAS ASSOCIADAS](#)[POLÍTICAS INTERNAS](#)

BIOTECNOLOGIA

Neste espaço, você vai encontrar as principais legislações e informações relevantes relacionadas ao tema. A AgroBio compilou este material para facilitar a sua busca.



AgroBio Prioritization of Projects



AgroBio 2016-2018 Strategic Map

VISION

Be a world reference in industry representation, defending the biotechnology development on production chain and in value generation in Brazilian agribusiness.

OBJECTIVES

Acting in the development and defense of biotechnology applied to agribusiness, representing its associates in legal and regulatory issues, providing a legally safe environment.

To act in the improvement of the legal and regulatory environment maintaining interface with regulatory governmental bodies

Strengthen relationships with other entities related to the sector aiming at the defense of biotechnology in Brazilian and world agribusiness

Communicate in an efficient and educative way in order to raise the awareness of the public on issues related to biotech in agribusiness

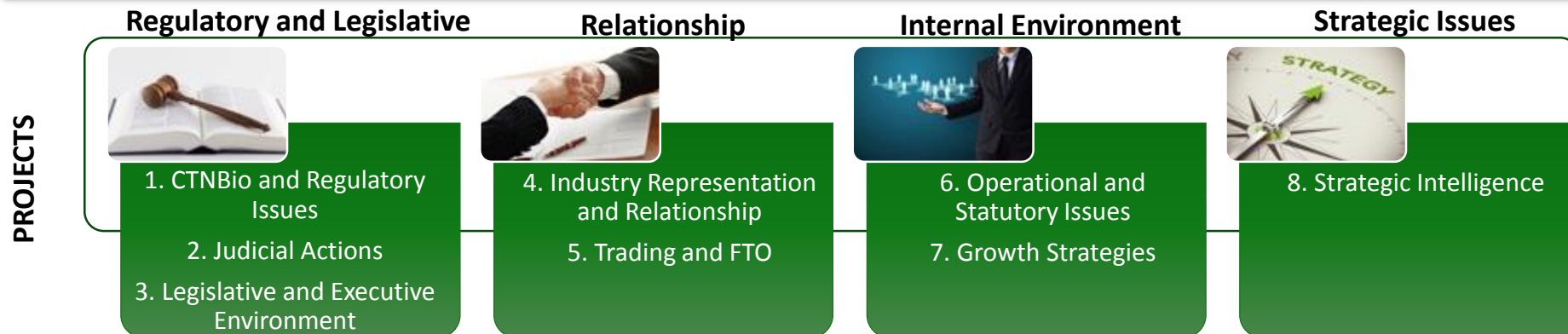
Improve the association's internal environment for better results and performance

Acting internationally, coordinating approvals and maintaining good relationships with international agents in biotechnology

MISSION

To act in the improvement of a functional regulatory structure and in obtaining a legally safe environment for the development of biotechnology applied to the sustainable production of food, bioenergy, wood and fiber.

STRATEGIC GUIDELINES



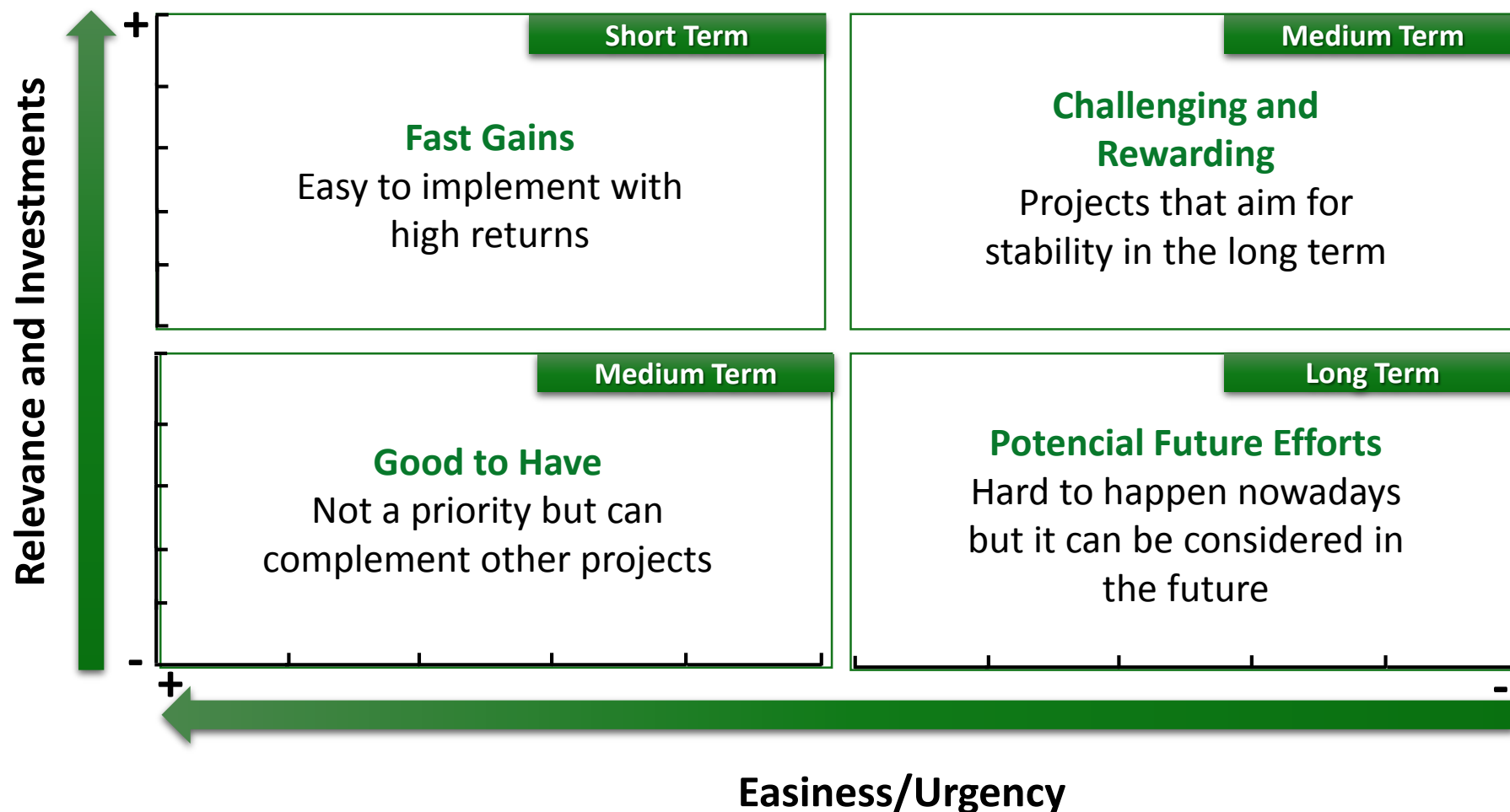
AgroBio Prioritization of Projects

Projects	Relevance (0 to 10)	Urgency (0 to 10)	Easiness (0 to 10)	Final Score	Prioritization
CTNBio e Regulatory Issues	10,0	10,0	7,6	9,2	Short Term
Operational and Statutory Issues	8,0	9,4	8,6	8,7	Short Term
Sectoral Representation and Relationship	8,8	8,4	8,1	8,4	Short Term
Strategic Intelligence	7,4	7,1	7,1	7,2	Medium Term
Judicial Actions	8,0	7,5	5,4	7,0	Medium Term
Legislative and Executive Environment	7,4	7,1	5,9	6,8	Medium Term
Trading and FTO	7,0	7,9	5,1	6,7	Medium Term
Strengthening Strategy	6,8	6,0	6,1	6,3	Long Term

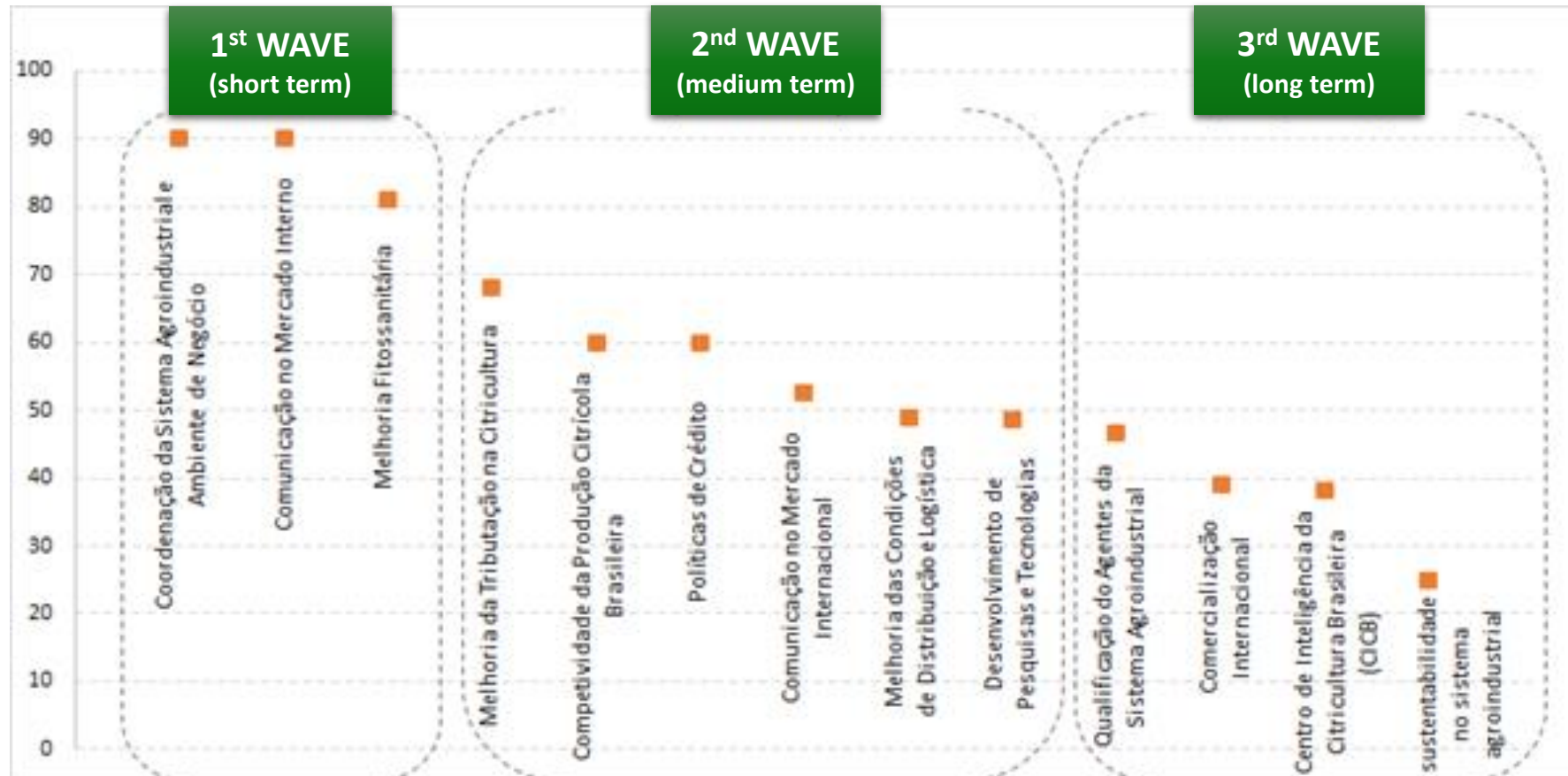
Source: Elaborated by Markestrat.

Another Alternative for Prioritization of Projects

4 Modules Matrix



Prioritization of Strategic Projects for the Orange Juice



Source: Elaborated by Markestrat.

Coplana Cooperative: Brazilian Premium Peanuts

LISTA DE PROJETOS ESTRATÉGICOS COPLANA 2017				
TOTAL	MEDIA		LIDER	EQUIPE
200	10.00	GRÃOS 01 - Aumento da Capacidade de Pré-Limpeza (TIR)	Paulo Bortolin	Vicente, Mineiro e Matheus
200	10.00	GRÃOS 02- Sistema de Armazenamento para Produto Acabado (TIR)	Paulo Bortolin	Vicente, Mineiro, Faverton, Jarbas
189.5	9.48	GRÃOS 04- Nova Unidade de Tratamento de Sementes (TIR)	Mineiro	Paulo, Paulo, Anselmo, Ednel
187.4	9.37	GRÃOS 09 - Planta de Extração de Óleo (TIR)	Paulo Bortolin	Vicente, Mineiro e Anselmo
182	9.10	GRÃOS 07- Fomento de Áreas de Produção de Amendoim	Paulo Henn	Marta, Ednel, Dedé
180.5	9.03	GRÃOS 08- Programa de Pesquisa de Amendoim (Estação Exp.)	Paulo Henn	Marta, Amauri, Pablo
177	8.85	GRÃOS 12- Projeto de Redução de Custos de Produção no Campo	Amauri	Paulo Henn, Ednel e Guilherme
167	8.35	GRÃOS 03 - Novo Armazem a Granel para Amendoim Casca (TIR)	Vicente	Mineiro, Paulo Bortolin, Jarbas e Matheus
151.5	7.58	GRÃOS 06- Adequação do Regime de Trabalho (TIR)	Gustavo	Marta, Mineiro, Mirela, Fernando e Almir
106.5	5.33	GRÃOS 05- Aumento da Capacidade de Blanchamento (TIR)	**Chico	Cesar, Vicente, Rafael Peixinho, Mineiro e Paulo Bortolin
100.5	5.03	GRÃOS 11 - Fabricação de Pasta de Amendoim (TIR)	**Chico	Cesar, Vicente, Rafael Peixinho, Mineiro e Paulo Bortolin
70	3.50	GRÃOS 10 - Projeto de Geração de Energia com a Casca (TIR)	**Paulo Bortolin	Vicente, Mineiro e Anselmo
TOTAL	MEDIA		LIDER	EQUIPE
200	10.00	SILOS 02 - Troca do Secador de Soja por Novo com Capacidade 60t/h	Vicente	Paulo Bortolin, Paulo Henn, Dedé
200	10.00	SILOS 03- Reforma Geral do Secador de Milho com Peças da Soja	Vicente	Paulo Bortolin, Paulo Henn, Dedé
199	9.95	SILOS 01 - Prospecção de Novos Produtores, Tradings e Armazenadores	Paulo Henn	Fernando e Dedé
TOTAL	MEDIA		LIDER	EQUIPE
194.5	9.73	COMERCIAL 05 - Projeto Nova Loja da Filial de Jaboticabal (TIR)	Luiz Torquato	Ednel, Mirela, Cesar e Dagmar
183.5	9.18	COMERCIAL 01 - Projeto Filial de Minas Gerais (TIR)	Ricardo	Luiz Torquato, Ednel, Mirela e Marcos Minari
180.5	9.03	COMERCIAL 07 - Projeto de Segmentação Estratégica	Luciana	Juliana, Ednel e Marcelo, Fião e Mirela
180.5	9.03	COMERCIAL 08 - Projeto de Grandes Grupos e Empresas de Insumos	Ednel	Rodolfo, Luciana e Marcelo
180.5	9.03	COMERCIAL 09 - Projeto Conhecimento de Fidelização de Cooperados	Juliana	Marta, Luciana, Regiane, Fião, Mirela e Ednel
180	9.00	COMERCIAL 04 - Projeto Filial de Insumos Pecuários (TIR)	Gustavo Vilela	Luciano, Luiz Torquato, Cesar
178	8.90	COMERCIAL 06 - Projeto Centro de Educação Socio Ambiental	Amauri	Igor, Marta, Regiane e Pedro Sgarbosa
176.5	8.83	COMERCIAL 02 - Projeto Filial de Monte Aprazível (TIR)	João Lourenção	Ednel, Luiz Torquato e Eduardo Pacifico
159.4	7.97	COMERCIAL 03 - Projeto Filial de Batatais (TIR)	Marcelo	Edvaldo, Marquinhos
TOTAL	MEDIA		LIDER	EQUIPE
200	10.00	ADMFIN 02 - Programa de Desenvolvimento de Lideranças, Sucessão	Gustavo Chioda	Mirela, Tamiris
200	10.00	ADMFIN 03 - Melhoria da Gestão Orçamentária	Dirson	Rafael, Mirela e Stella
199	9.95	ADMFIN 04 - Escrever Normas e Procedimentos, Políticas e Manual	Rafael	Dirson e Comitê Gestor
178.5	8.93	ADMFIN 05 - Inteligência Analítica de Informações	Flávio	Fião, Junior, Mirela, Chico e Ednel
177	8.60	ADMFIN 01 - Programa de Adequação do Site Coplana	Juliana Monte	Dedé, Regiane, Fião e Mirela

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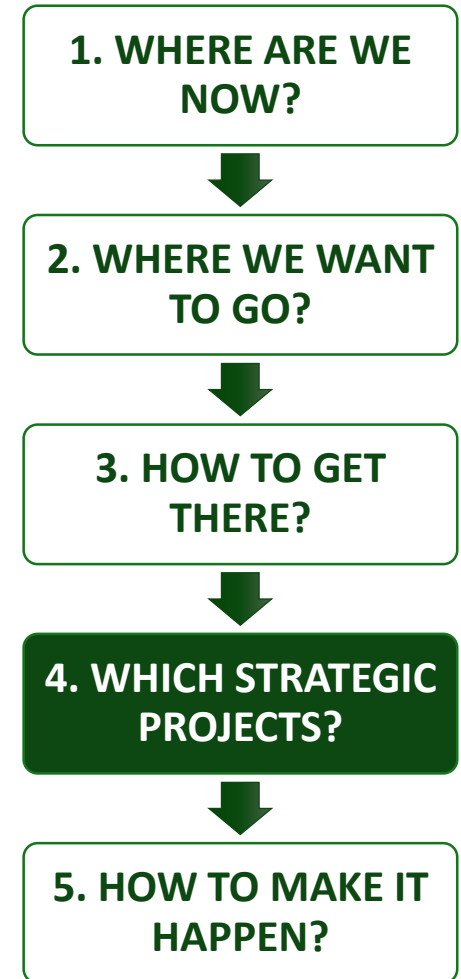
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Structuring the Committee

Who are they: Organization members and possible external agents.

Defines the responsibilities of the Committee and of the Project Coordinator.

Changes teams and priorities during implementation



Management Committee:

- ✓ Defined by the controllers
- ✓ Small decision-maker group
- ✓ Project's evaluation and adjustments forum
- ✓ Monthly meetings
- ✓ Interact with company management routine
- ✓ Strong discipline and leadership

Questions:

- ✓ Company is heading the right direction?
- ✓ The main resources are allocated where it should?
- ✓ External environment variables and trends are still valid or should be reviewed?
- ✓ Critical activities are being developed?
- ✓ Strategic guidelines need to be adjusted or rebuild?
- ✓ Progress has been made until now?
- ✓ Objectives and timelines are being fulfilled?
- ✓ Method adjustments are necessary?

Strategic Management Meetings of the Committee

MACROENVIRONMENTAL (STEP) ANALYSIS



Project Number	Project Actions	Deadlines

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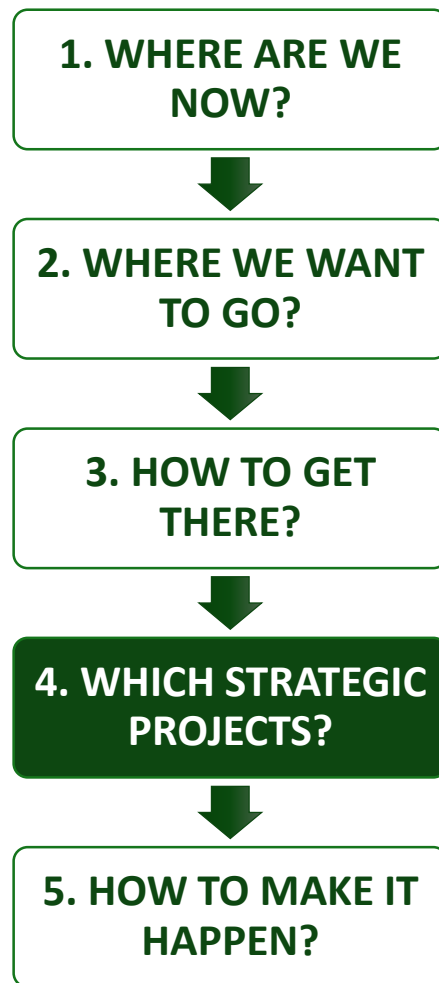
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Defining the Teams



- Each project may have 6 to 10 participants
- People from different areas of the organization
- Resources with unique expertise
- Integrated with other teams in related projects (same person in both to build the bridge)
- A project is a nice way to learn and train people
- The responsible for coordinating the group, writing the minutes can be a young talent
- Take care with political issues
- Take care with allocations in order to avoid one person in several projects
- Take care with the distribution of leadership of the projects to avoid one person centralizing several
- Teams should be well distributed and stimulated



Source: Project-Management.com

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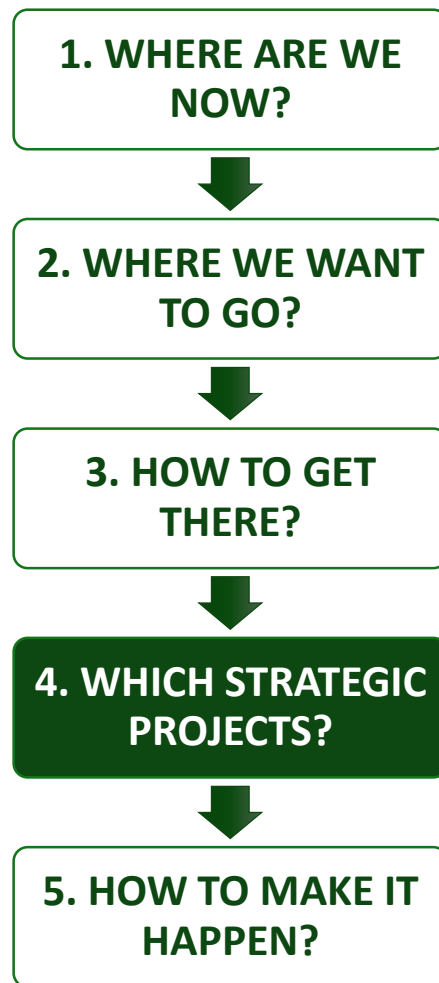
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	A	B	C	D	E	F	G	H	I	J	K	L	M	N							
1																					
2																					
3																					
4	Plano Estratégico "Empresa X"																				
5																					
6	PROJETO							EQUIPE													
7	1 . Nome do Projeto							Componente das Equipe													
8																					
9																					
10	OBJETIVOS							COORDENADOR(A)													
11	Objetivos							Coordenador do projeto													
12																					
13																					
14								INDICADORES DE DESEMPENHO													
15	ESCOPO							quais os principais indicadores de performance do projeto													
16	Até onde o projeto vai																				
17																					
18																					
19																					
20	PRODUTOS FINAIS																				
21	quais os principais produtos que surgirão deste projeto																				
22																					
23																					
24	PRINCIPAIS ATIVIDADES/AÇÕES																				
25	A) OPERACIONAL																				
26	atividade 1							Prazos													
27	atividade 2														Responsável						
28	atividade 3																				
29																					
30	B) ESTRATÉGICO																				
31	atividade 4							responsável pela atividade 4 responsável pela atividade 5 responsável pela atividade 6													
32	atividade 5																				
33	atividade 6																				
34																					

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI	AJ	AK	AL	AM	AN	AO	AP	AQ	AR	AS	AT	AU	AV	AW	AX	AY	AZ
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6	CRONOGRAMA - DETALHAMENTO DO PLANO DE PROJETO																																																			
7	Referente ao Projeto 1																																																			
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9	ATIVIDADE	Investimento	Responsável	Status	JAN	FEV	MAR	ABR	MAIO	JUN	JUL	AGO	SET	OUT	NOV	DEZ																																				
10	Ação 1	R\$ XX	XX	40%	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
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The Use of Software for Plan Management

- For management and tracking of plan's execution, several **tools** may be used, **varying** with the **complexity of the plan, number of projects, resources** that the organization owns, the **team knowledge** on project management tools, and the **level of control** wanted.
- Some tools that can be used vary from simple or customized **Excel spreadsheets to project management softwares** (online and offline).
- Some examples of software used for managing projects:
 - ✓ Oracle Primavera
 - ✓ Microsoft Project
 - ✓ Deskaway
 - ✓ jxProject
 - ✓ GanttProject
 - ✓ OpenProj
 - ✓ Project Planner
 - ✓ Project Engine Personal
 - ✓ Streber
 - ✓ Eventor
 - ✓ Go Plan
 - ✓ Wrike
 - ✓ Project2Manage
 - ✓ Task Juggler
 - ✓ Open Workbench
 - ✓ Planner
 - ✓ NB Projet
 - ✓ Tutos
 - ✓ OmniPlan
 - ✓ DotProject

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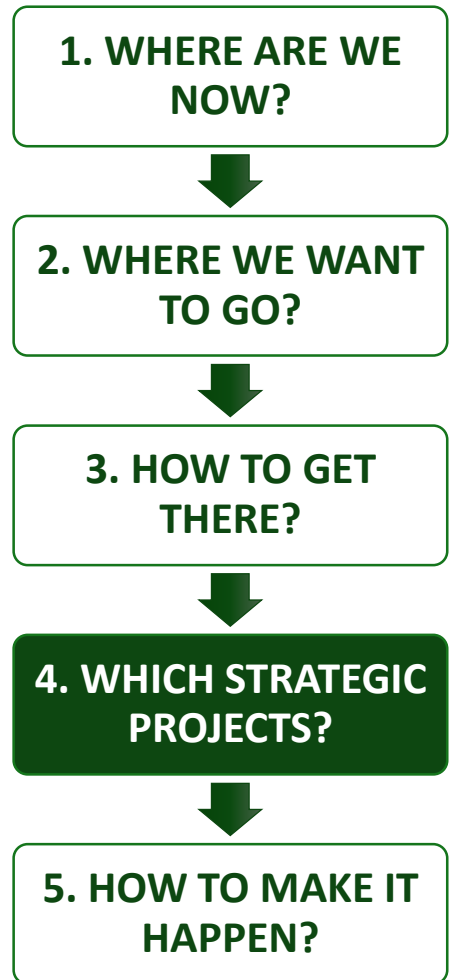
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Difficulties in Planning Implementation	Mitigation (how to reduce?) (source: Prof. Marcos Fava Neves)
1. Insufficient human resources	• Hire people, outsource
2. Political and cultural issues (oppositions)	• Ability to recognize and change it (lobbying and politics). Create status positions.
3. Divergent goals, lack of focus and short term vision	• Understand, seek for common ground. Listen to everyone.
4. Perception of a “top/down” process	• Since the beginning, promote participation (questionnaire, suggestion boxes, intranet, breakfasts) – They all should feel they are “parents” of the plan.
5. Losing motivation over time	• Stimulating monthly meetings, rewards and incentives.
6. Lack of environmental analysis (PEST)	• Always update STEP analysis, keep the integrated vision
7. Lack of discipline and monitoring	• Implement strategic management meetings
8. Arrogance and lack of leadership	• Choose wisely the project leader, train people.
9. Lack of standards	• Create chart, tables and slides templates.
10. Poor governance and controls	• Ethical standards, consensus and clear rules.
11. Poor communication and integration	• Constantly communicate the entire organization, involve different departments
12. Low importance given and accommodation	• Stimulus, gather those who make it happen.
13. Lack of financial resources and knowledge	• IPO, financing, credit, training, hiring.
14. Risk aversion and conservative behavior	• Broad process of convincing, testimonials.
15. Lack of technologies and other resources	• Internal development and resource’s flexibility.

Agenda – Which Strategic Projects ? (Chapter 04)

4.1 - Detailing the Strategic Projects Frame with Preliminary Budgets

4.2 - Prioritizing the Strategic Projects in Waves

4.3 - Structuring the Management Committee for the Strategic Plan

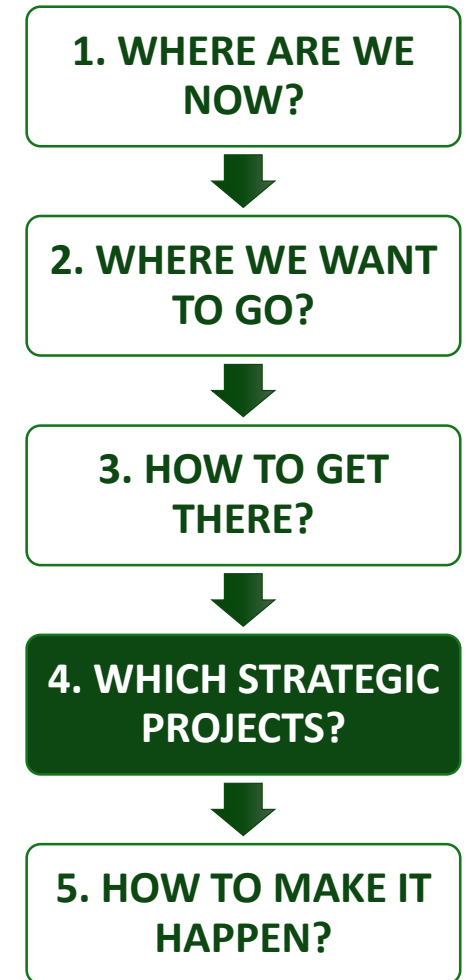
4.4 - Projects Team Definition (Internal Talents and Outsourced)

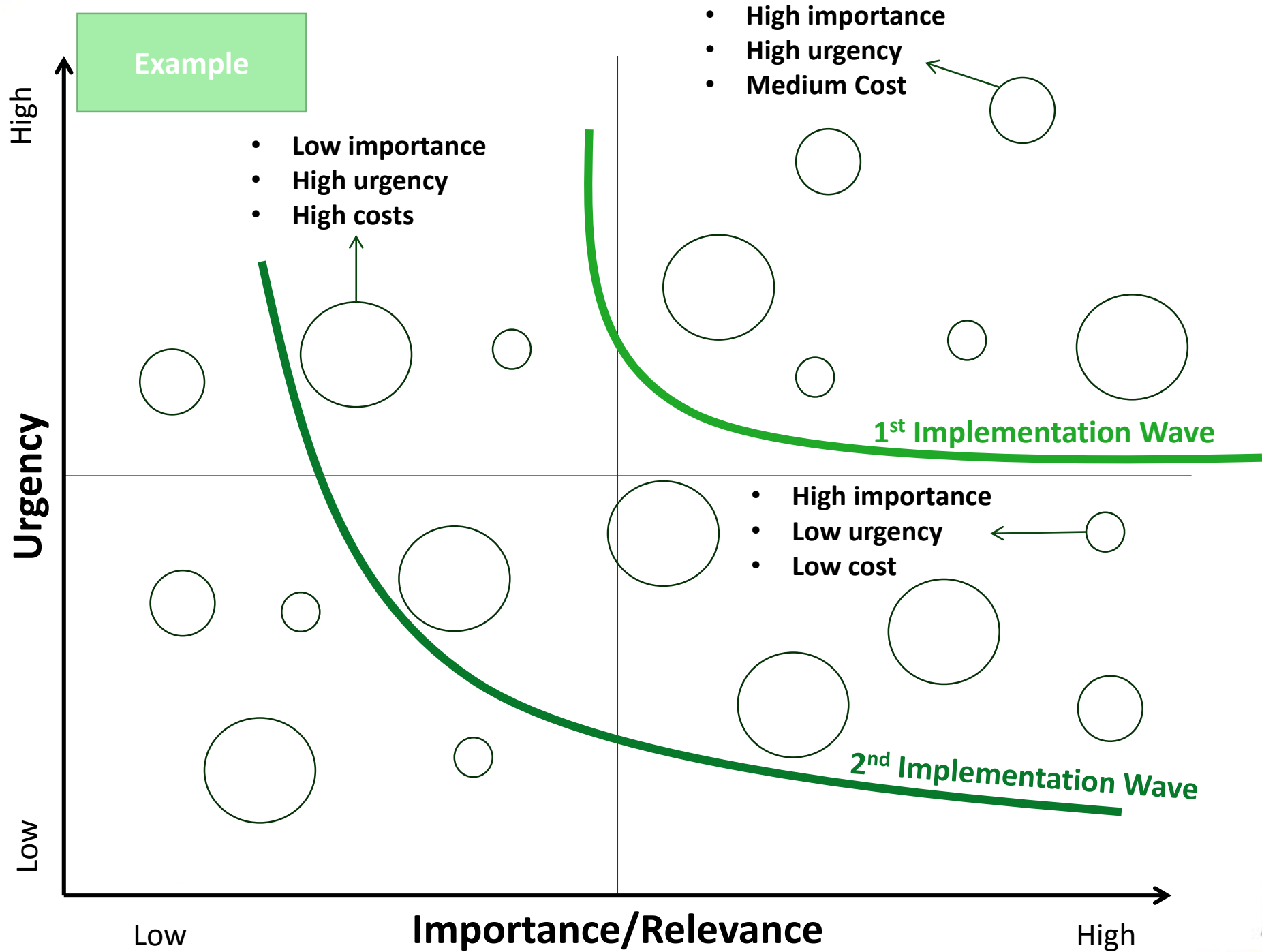
4.5 - Deeper Elaboration of Projects

4.6 - Mapping and Prevention of Possible Problems

4.7 - Rethink Prioritization Based on Budget Restrictions

4.8 - Plan is Ready to Go!





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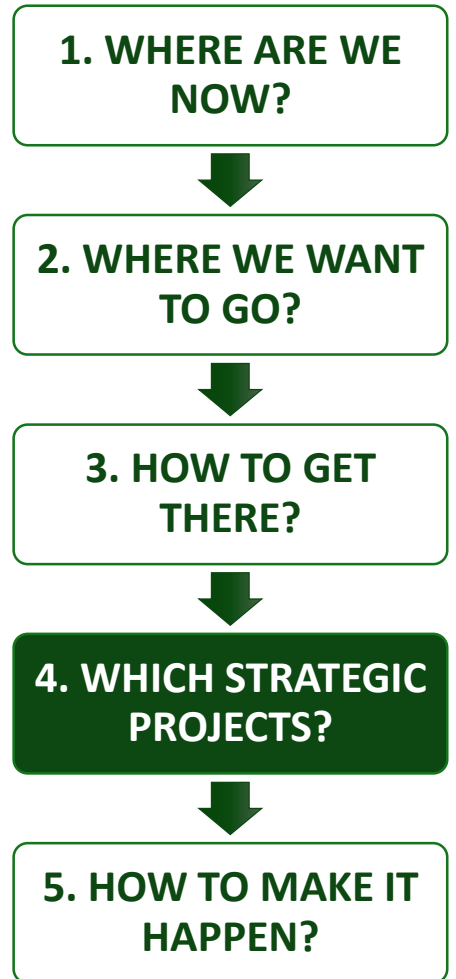
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Important Aspects for the Effective Implementation of the Strategic Plan

Component	Specific Tasks
Build an organization that is capable of executing the strategy	<ul style="list-style-type: none"> ➤ Create an organizational structure of support for the strategy. ➤ Develop abilities and distinct competencies on which strategy is based. ➤ Select people for key positions.
Establish a budgetary support strategy	<ul style="list-style-type: none"> ➤ See that each organizational unit has a budget to conduct its part of the strategic plan. ➤ Make sure that resources are being used efficiently.
Construct internal management support systems	<ul style="list-style-type: none"> ➤ Establish and administrate policies and procedures which facilitate the strategy. ➤ Develop management and operational systems to provide critical capacities to the organization's strategy.
Distribute prizes and incentives that are strongly connected to the objectives and strategy	<ul style="list-style-type: none"> ➤ Motivate organizational units and individuals to carry out the strategy. ➤ Designate prizes and incentives that lead to the employee's desired performance. ➤ Promote orientation to results.
Mold corporate culture to adjust to the strategy	<ul style="list-style-type: none"> ➤ Establish shared values. ➤ Define ethic standards. ➤ Create a work environment that supports the strategy.
Exercise strategic leadership	<ul style="list-style-type: none"> ➤ Lead the process of creating values, modeling culture and motivating the creation of the strategy. ➤ Keep the organization innovative, responsive and alert to market opportunities. ➤ Lead strategy policies, creating consensus. ➤ Reinforce ethical and behavioral standards. ➤ Initiate corrective actions to improve the strategy's execution.

Table 12.1 Important aspects for the effective implementation of the strategic marketing plan and the planning process as a whole.

Source: Thompson and Strickland, 1990.

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.