

ENJOY

Strategic Planning and Management Method
Fava Neves and Gray (2020)

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1. WHERE ARE WE NOW?



2. WHERE DO WE WANT TO GO?



3. HOW TO GET THERE?



4. WHICH STRATEGIC PROJECTS?



5. HOW TO MAKE IT HAPPEN?



Como acompanhar e estarmos próximos?





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Agribusiness & Strategic Planning

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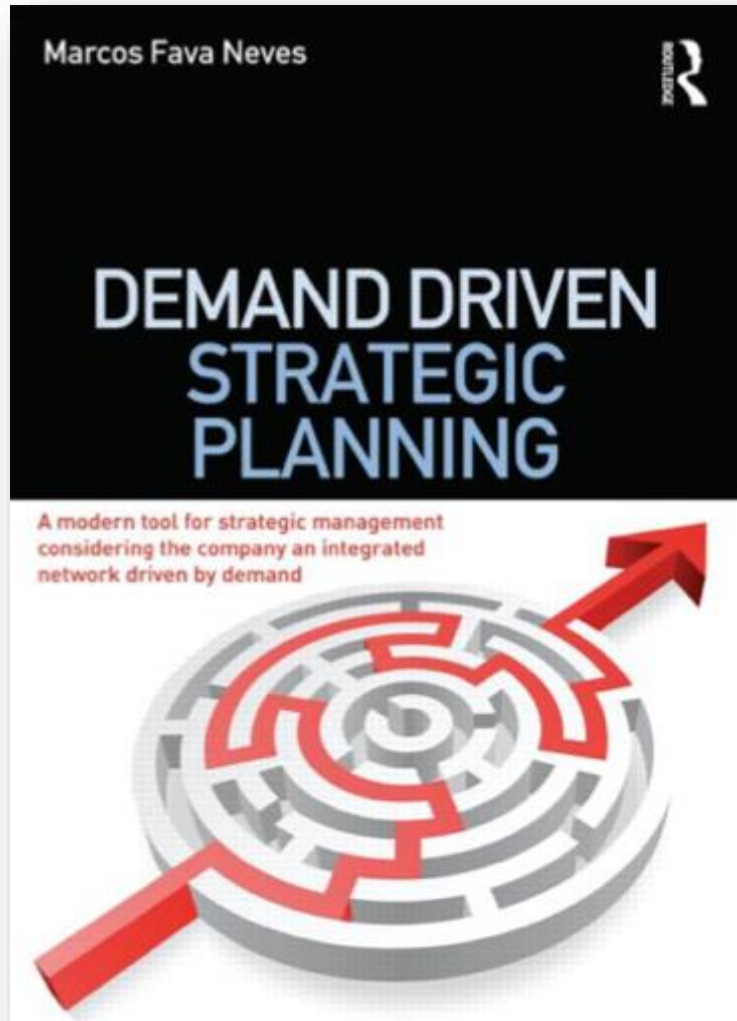
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Previous Strategic Planning Books Used to Build the ENJOY Method



2013

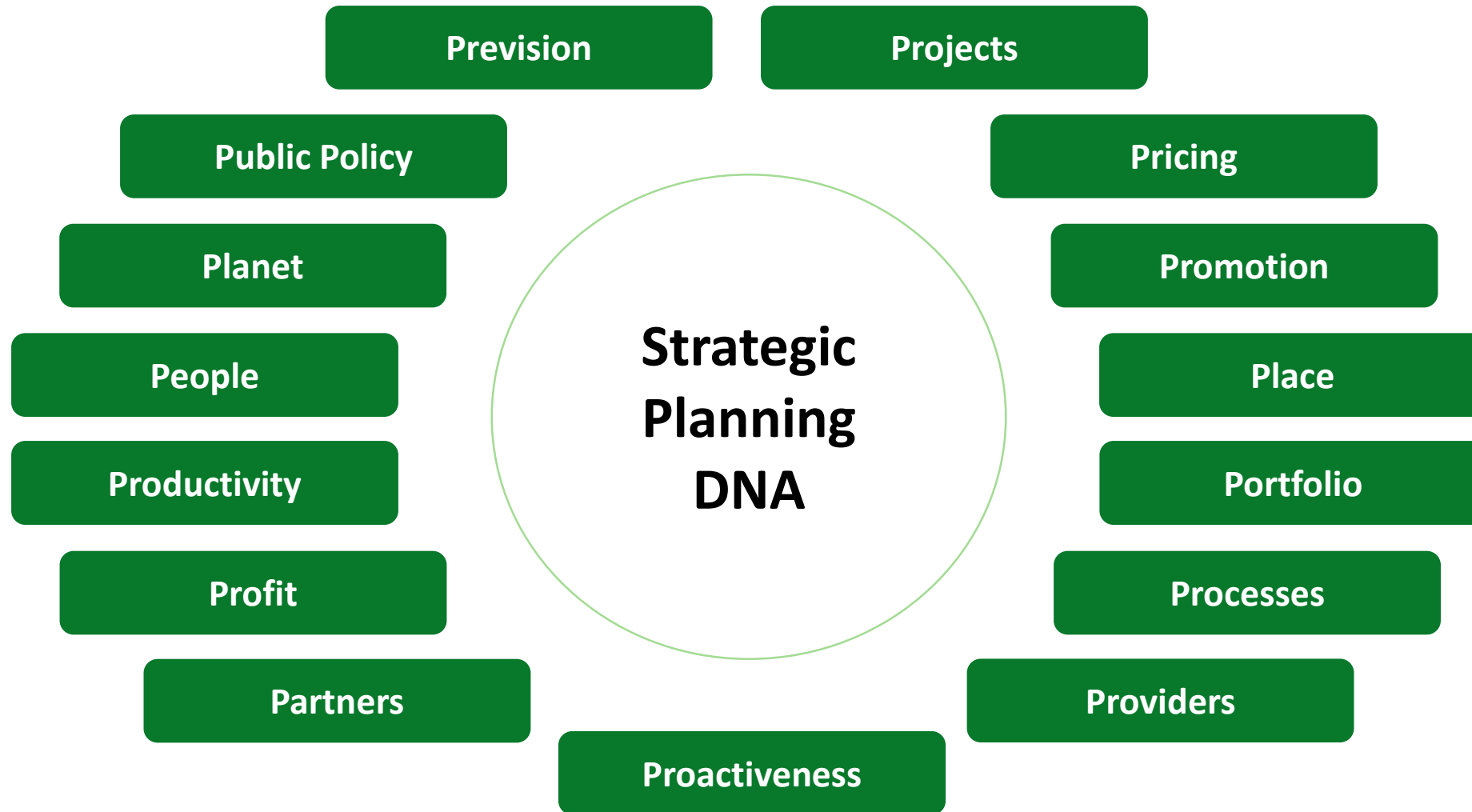


2005



2014

Strategic Planning 15 P's



Source: Developed by the autor. Figure 1.3: Strategic Planning 15 Ps



Strategic marketing plans and collaborative networks

Strategic marketing plans

Marcos Fava Neves

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Abstract

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

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

Findings – The new model, including its focus on collaborative action, earned considerable support among participants in the second and third phases of the research. The plan itself was found to be applicable in practice. Obstacles to the achievement of collaborating networks were identified, and solutions are proposed.

Research limitations/implications – The study proposes and tentatively tests a systematic, sequential framework for marketing planning. It also casts light on networks and working relationships from an unusual angle, which may be transferable to other contexts. Suggestions for further research mainly concern the application and testing of the new model in practice. Limitations concern the representativeness of the case-study and focus-group respondents, and the timescale.

Practical implications – The major managerial implication of this research study is the planning instrument it proposes and, tentatively, tests. It holds the promise of more making marketing budgets work harder, via more systematic planning and exploitation of the power of networks.

Originality/value – The proposed model differs from other marketing planning frameworks in treating the company to which it is applied as member of a network, not an individual. The study took place in a very large “second-world” economy, a setting very different from those in which conventional marketing plans have been proposed and applied.

Keywords Marketing planning, Network, Operating systems, Brazil

Paper type Research paper

Introduction: room for change in the marketing planning process

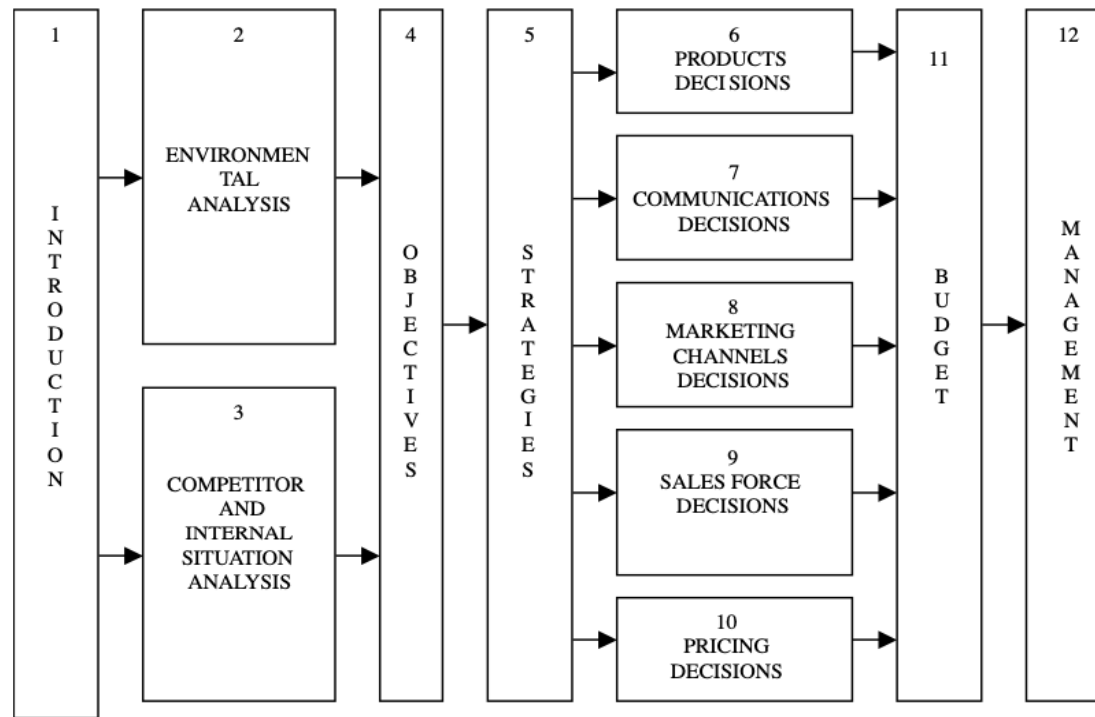
The growth in international trade, opening of economies and global access to information have brought increasing competition in several industries, resulting in strong consolidation and reduction of margins. This new environment introduced marketing strategists to an era of strict budgetary control and coordination, demanding very careful decision making with respect to where and how to spend what resources were available. In response to the constraints imposed by the globalization of markets, which often have no conventional boundaries, firms and their marketing function have become more international, and recognized a growing need to focus on their core businesses, outsourcing activities and contractual relationships, so as to

The author is grateful for the input from the anonymous blind reviewers, which revealed several directions for improvement of the submitted manuscript. The author also thanks Professor Marco Conejero for his support.

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Strategic marketing plans

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Figure 2. The SMPM planning framework

ENJOY - 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

- ✓ Current Value Proposition and Target Segments
- ✓ Marketing Orientation and Relationships
- ✓ Organizational Culture and Human Resources
- ✓ Physical Assets, Infrastructure and Operations
- ✓ Financial Resources
- ✓ Costs Structure and Prices
- ✓ Company's Supply Chain (Suppliers)
- ✓ Technology, Alliances and R&D
- ✓ Portfolio, Services, Brands and Packaging
- ✓ Communications
- ✓ Company's Marketing Channels (Distributors)
- ✓ Sales Force
- ✓ Government, NGO's and Stakeholders Relations

Output: Final List of Opportunities and Internal Activities Needed

2 - WHERE DO 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 are Ready to Start

5 - HOW TO MAKE IT HAPPEN?

- ✓ Make it Happen – Start Projects and Committee Management
- ✓ Building a Winning Working Climate: "Enjoy" Process
- ✓ Discovering, Creating, Engaging and Improving Talents
- ✓ Rethinking the Plan

Output: Plan in Movement





What are the differences from the PGEM and what may be missing in the ENJOY MODEL?





What is the company's
business model?



Evaluating a Company's Business Model and Building Strategies

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



2. Where we are at the macroenvironmental analysis?

Business Opportunities (PEST)



Business Challenges (PEST)



3. How we are performing? What needs improvements?

Doing well/Strong points /Admired



Worries/Needs improvement



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



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

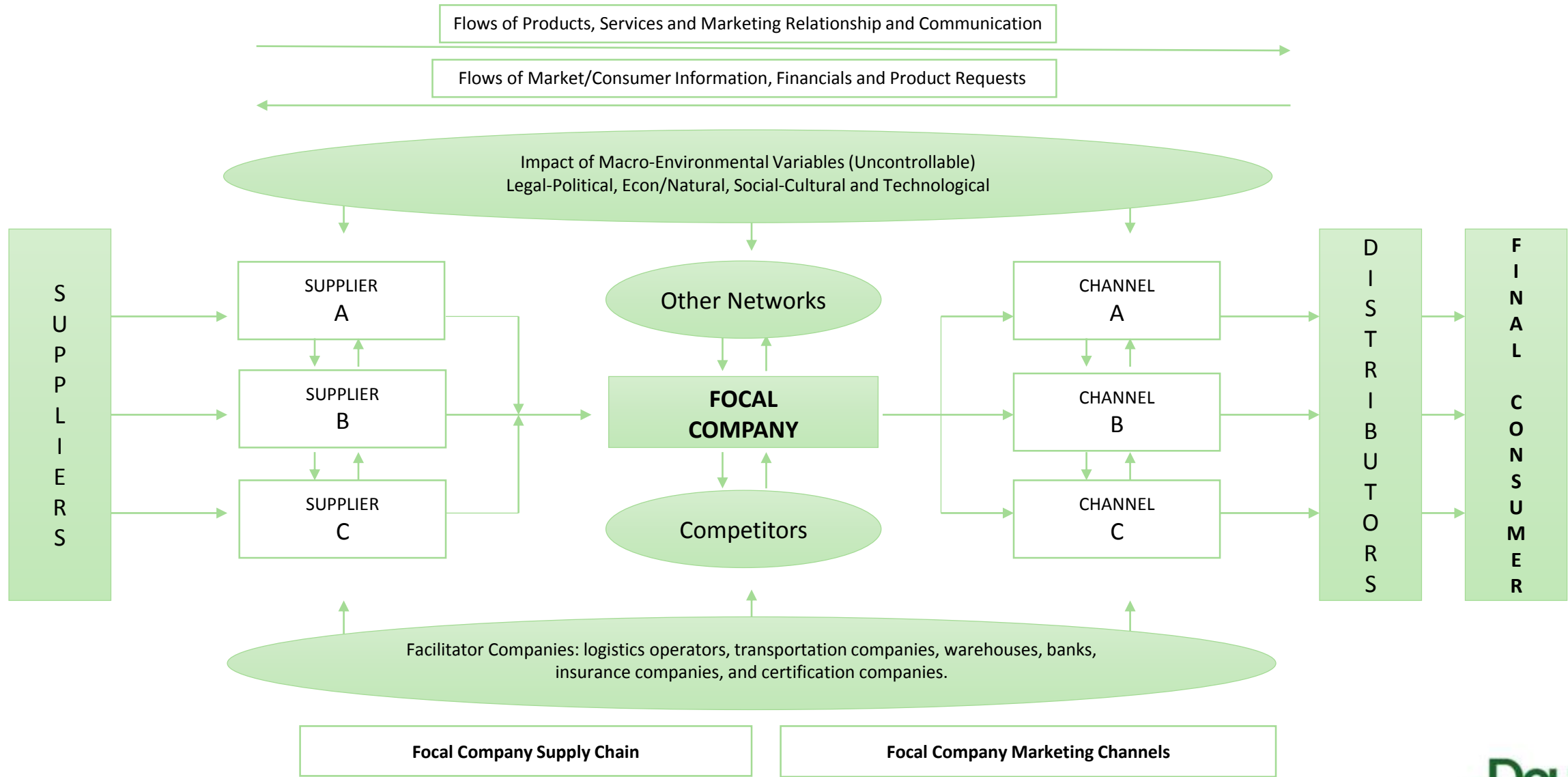




What is the company network and advantages of this approach?



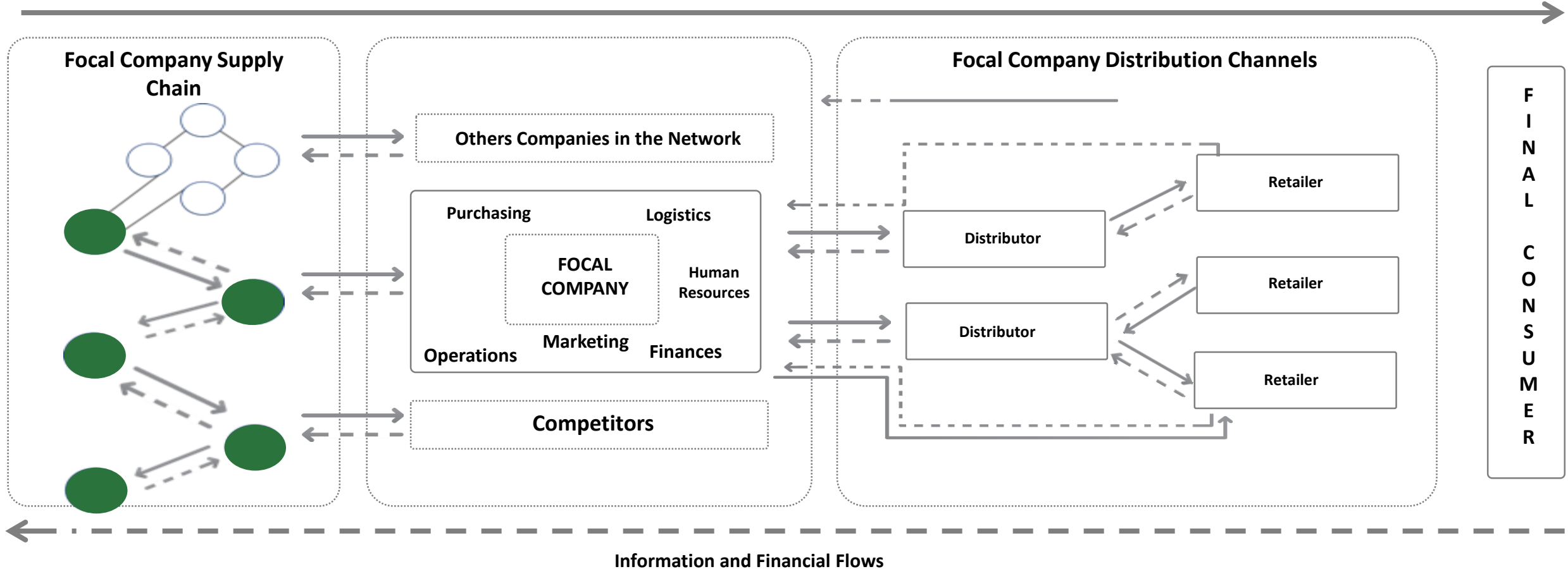
The Focal Company Network



The Company as an Integrated Network – Conceptual Model

Environmental Variables Shaking the Network (PEST)

Flow of Products, Services and Marketing Relationship and Communication



Service Providers: financial, insurance, certification, transport, storage...

Alibaba's Business Network

DIGITAL MEDIA & ENTERTAINMENT

优酷
世界都在看
Streaming
 UC Web
Mobile Browser
 阿里巴巴-影业集团
Alibaba Pictures
Investments Movies
 大麦
damai.cn
Events Ticketing
 Music

OWN CHANNELS

FRESHPP
Market and Restaurant
 TACOPE
Coffee Shop

Suppliers of Parts
 Suppliers of Final Goods
 Service Providers
 Wholesalers
 Farmers
 Aggregators Business

B2B ECOMMERCE

Alibaba.com
International Market
 1688.com
全球最大的采购批发市场
Chinese Market

Channels
 Individual Consultants
 Branded Sellers
 Industry Manufacturer
 Small Sellers

B2C ECOMMERCE

天猫 TMALL.COM
Premium Goods
 AliExpress
International Market
 Lazada
Southeast Asia Market

C2C Ecommerce

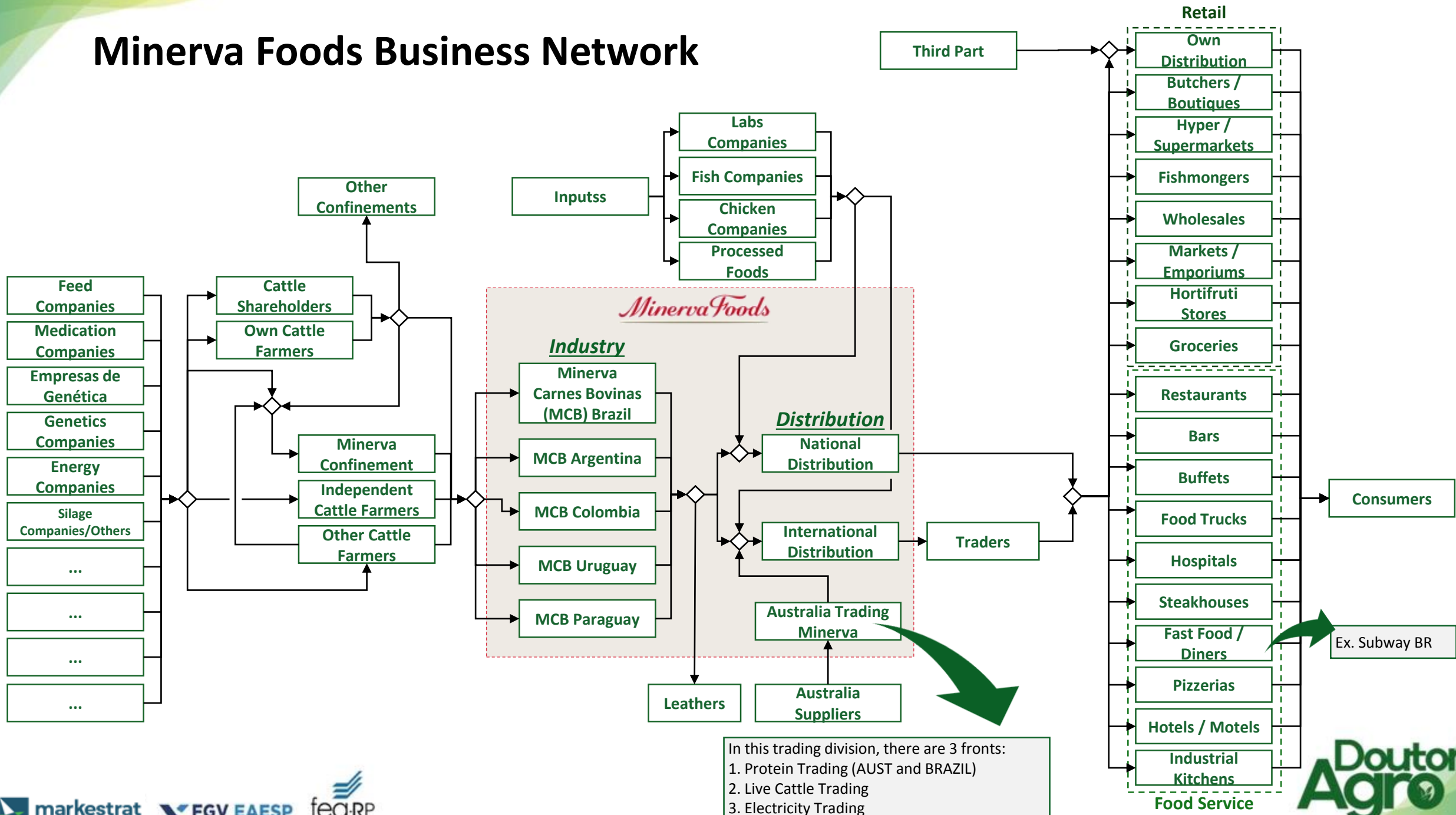
淘宝网
Taobao.com

Final Consumer

SERVICES

支付宝 ALIPAY
Transactions Platform
 Alibaba Cloud
Cloud Services
 AliHealth
Health Service and Ecommerce
 菜鸟
Logistics Services

Minerva Foods Business Network

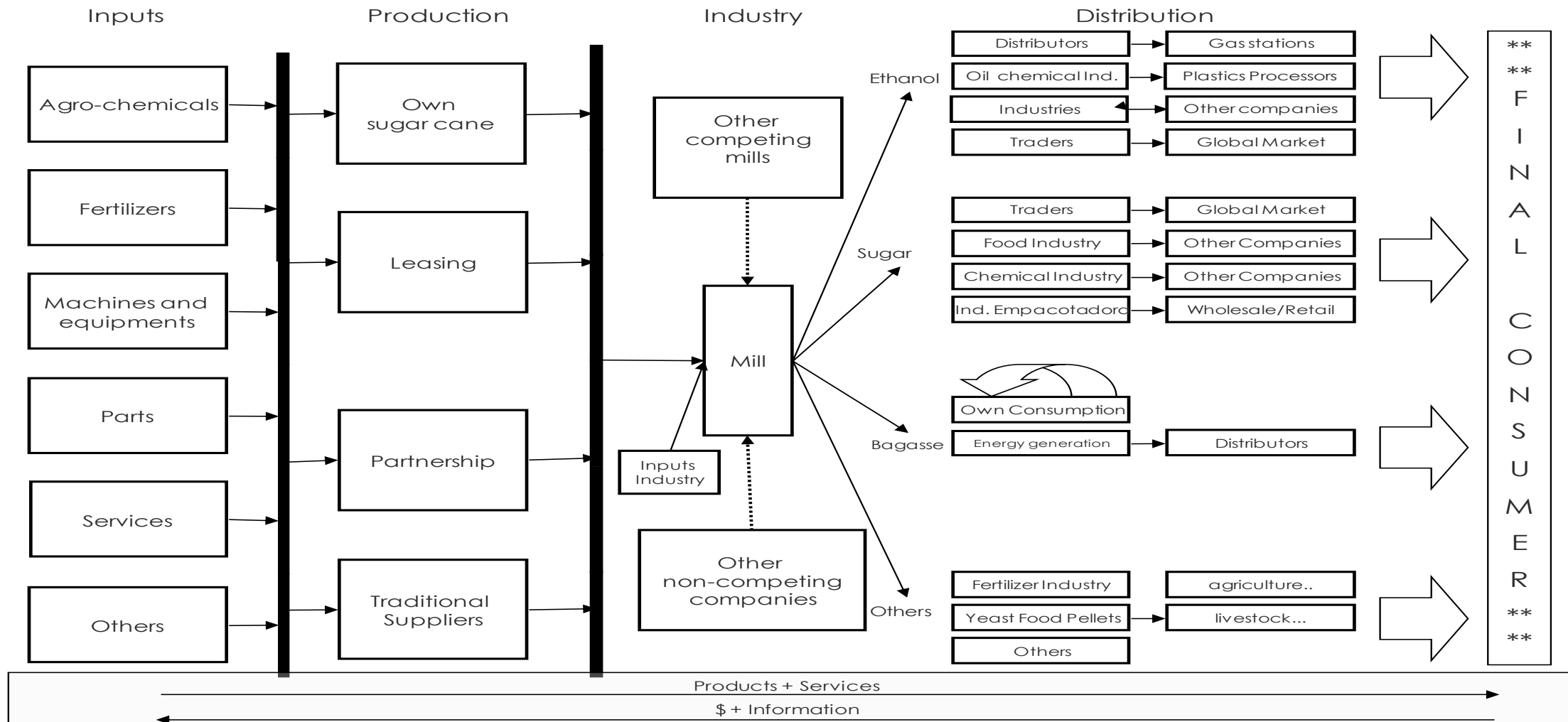


In this trading division, there are 3 fronts:
 1. Protein Trading (AUST and BRAZIL)
 2. Live Cattle Trading
 3. Electricity Trading

Ex. Subway BR

Sugar Cane Mill Network

PEST (Political-legal, Economical-natural, Social-cultural, Technological environments)



Facilitators agents: Logistics, Transport, Storage, Brokers, Banks, Insurance Companies, Certificators etc.



What are the advantages of the company network approach?



What are the advantages of looking at a company as a network

- ✓ Understanding the company in a “ecosystem” integrated
- ✓ More complete view of the organization and its relationships
- ✓ Overview of the supply chain and marketing channels
- ✓ Understand the impact of the macroenvironmental variables over the whole network
- ✓ The responsibilities of suppliers and channels over the company’s image and activities

1.1 - Company Network, History and Actual Strategy

Questions to Make

What is the company's history?

What are the existing plans?

How the planning process is carried out in the company?

What is the company's current strategy (mission, vision and values)?

Which teams will participate in the Easy Planning process?

How is the company's business network?

Who are the suppliers?

Who are the channels?

Who are the competitors?

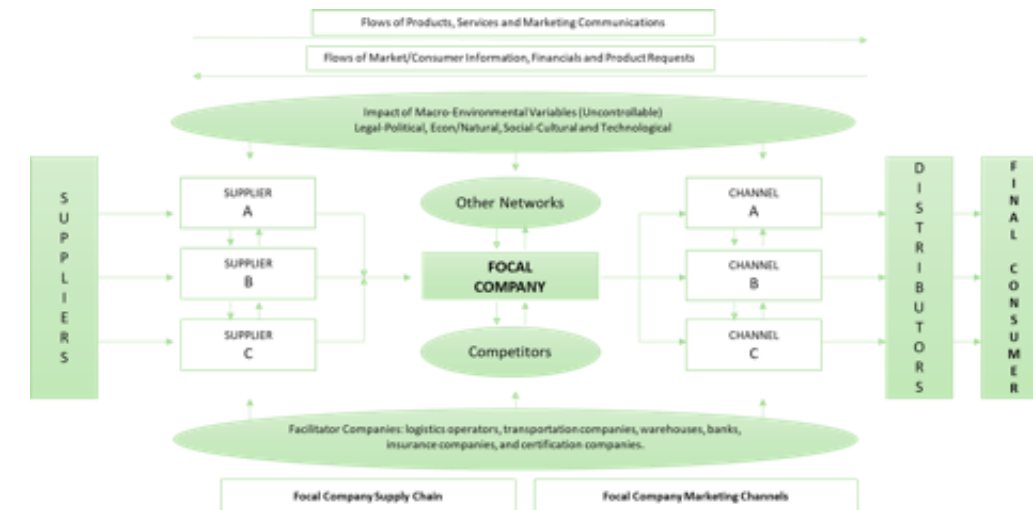
Who is the final consumer?

Who are the services providers?

How the flows are performed?

Outputs

- Company's history and DNA;
- Company's business network.



Agenda – Where Are We Now? (Chapter 01): External and Internal Analysis

1.2 - EXTERNAL ANALYSIS

- 1.2.1 - Economic Trends and Markets Evolution
- 1.2.2 - Consumer Behaviour and Trends
- 1.2.3 - Competitors and Rivalry Analysis
- 1.2.4 - Suppliers and Buyers Industry and Markets
- 1.2.5 – Political & Legal Environment (Regulatory)
- 1.2.6 - Technological Environment and Substitutes
- 1.2.7 - Natural Environment and Risks

1.3 - INTERNAL ANALYSIS

- 1.3.1 - Current Value Proposition and Target Segments
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1.2.1 - Economic Trends and Markets Evolutions

Questions to Make

Economic Trends

- Economic scenario that can impact the company's offer, within the:
- Business life cycle
- Interest rates
- Exchange rates?
- Credit lines availability
- Inflation rate
- Investment levels
- Unemployment rate
- Energy costs and availability
- Financial institutions
- Growth tendencies (Gross National Income)
- Nature of the competition (internal, external, local)
- Incentives and limitations of the commercial blocks
- Education level
- Economic integration
- Costs margins and profitability
- Role of regional companies
- Others?

Key Indicators

- Projections for interest, exchange and inflation rates.

Output

- Economic Trends Report.



1.2.1 - Economic Trends and Markets Evolutions

Questions to Make

Market Evolution

- In which markets does the company operates?
- What is the amount of sales (in \$ and volume)?
- What are the average prices?
- How much is sold by the company/line of product?
- How much is sold by each region or territory?
- What is the company's market share?
- What is the company's market penetration?

Key Indicators

- Size, compound annual growth rate (CAGR) and projection of the market;
- Amount of sales (\$ and volume);
- Average prices;
- Sales by company;
- Market share;
- CRM evolution.

Output

- Market Analysis Report.



Marketing Information Systems

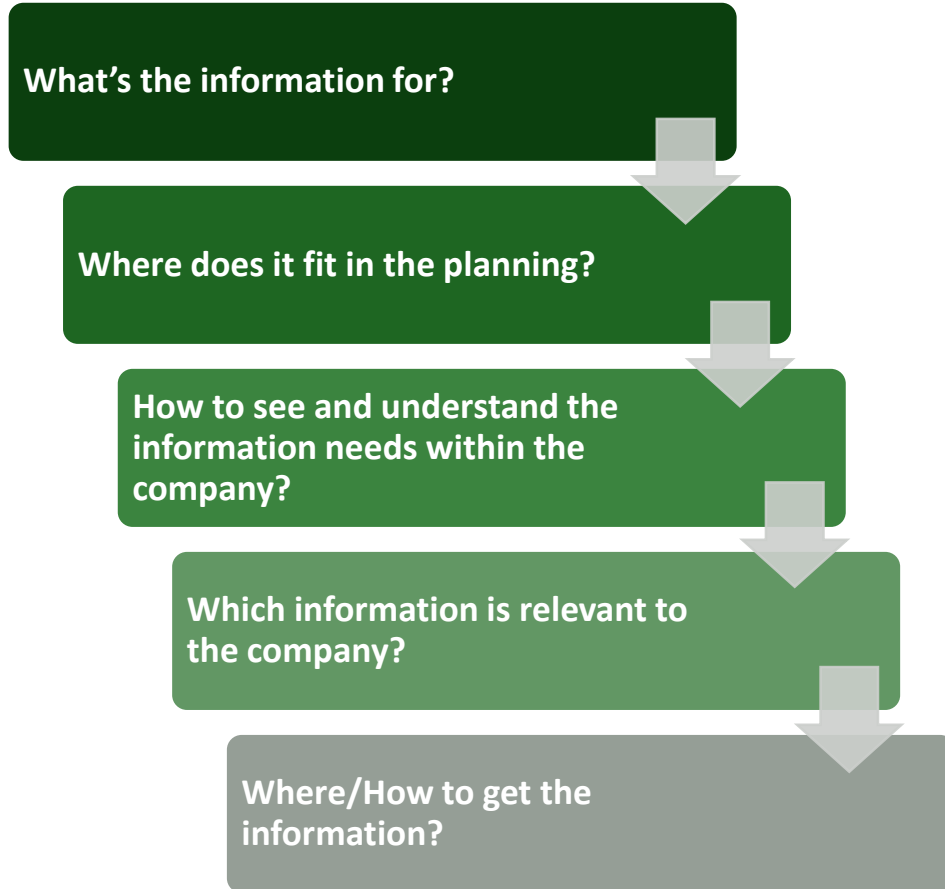


Table 2.1 Marketing Information Systems

Market Evolution

	2016	2017	2018	2019	2020
Amount of Sales (\$)					
Volumes (quantity)					
Average prices					
Sales per Company					
Company Market Share					

Table 2.2 Market evolution.

	2016	2017	2018	2019	2020
Region A					
Region B					
Region C					
Region D					
Region E					
Total					

Table 2.3 Market evolution by region.

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1.2.2 - Consumer Behaviour and Trends

Questions to Make

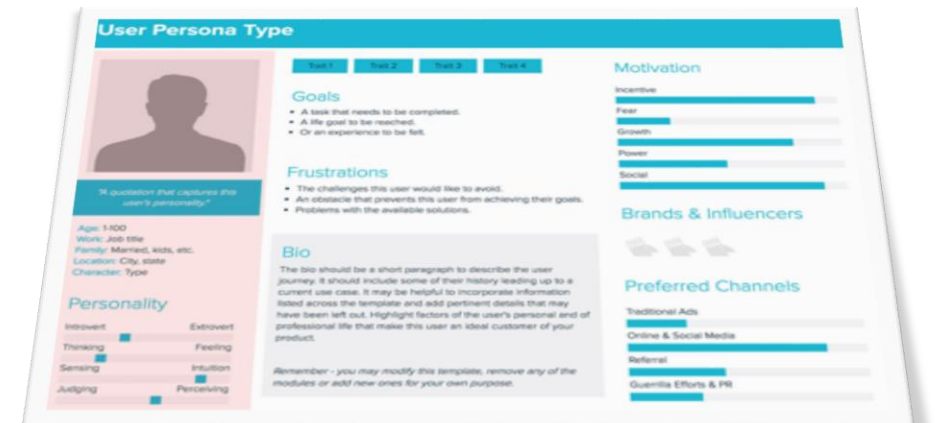
- What is the consumer profile (persona)?
- What are the demographic characteristics?
- What are the life style characteristics?
- What are the cultural characteristics?
- Which places attends and with which groups?
- What is the race, ethnicity and religion?
- What is the educational level?
- What is the social class?
- What are the main attitudes?
- What are the main pains and frustrations?
- What are the behavior patterns and goals?
- What are the attitudes at work?
- What is the engagement with digital media?

Key Indicators

- ...
- ...

Output

- Definition of the consumer persona.



1.2.2 - Consumer Behaviour and Trends

Questions to Make

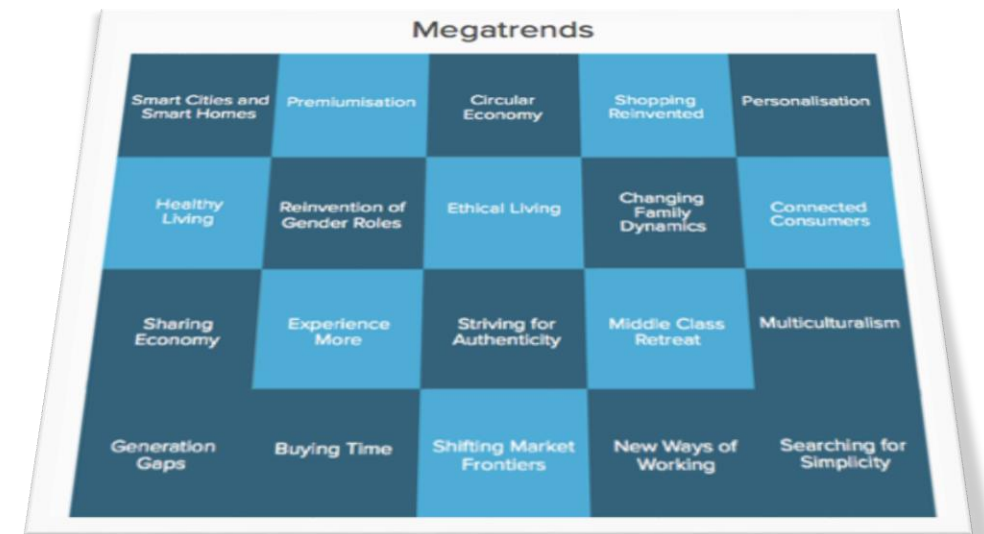
- Trends related to the consumer profile that can improve the company's offer...
- Women`s participation in the labor market
- Population concentration in large cities
- Time scarcity
- Population aging
- Personal individuality
- Family shopping trip
- Home office
- Search for security
- Convenience
- Leisure
- Wealth distribution
- Shared economy
- Concern with food sustainability, traceability and security
- Environment
- New digital era

Key Indicators

- ...
- ...

Output

- Mapping of consumer trends.



1.2.2 - Consumer Behaviour and Trends

Questions to Make

- In the case of this market customers, in what aspects is their purchase decision based (product choice; brand choice; seller choice; time of purchase; amount to spend)?
- How does the purchase decision process work?
- How the step happens?
- What ideas can be used?
- What opportunities are there for your company?
- Which questions must be asked?
- How can the company be more effective in each step? (1. Recognition of the Purchase Need; 2. Search for Information; 3. Evaluation of the Alternatives; 4. Purchase Decision; 5. Post Purchase Behavior).

Key Indicators

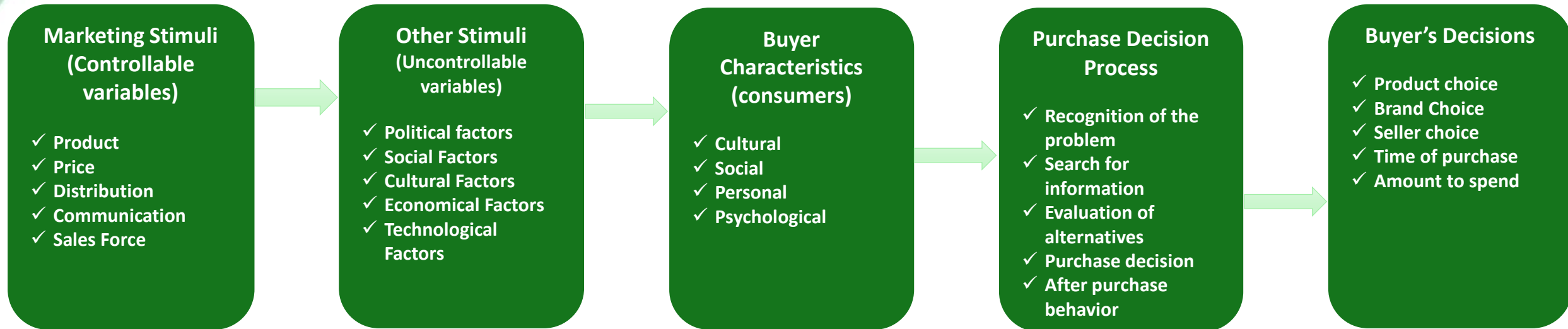
- ...
- ...

Output

- Mapping of the consumer decision process.



Consumer's Buying Behavior



The Consumer's Purchase Decision Process



1.2.2 - Consumer Behavior and Trends

Questions to Make

- What are the main consumer risks to be analyzed?
- What are the risks of bad performance (the product will not solve the need completely)?
- What are the risks of extra-time expenditure or lack of convenience in the purchase process?
- What are the risks of money expenditure (perception of less value for the money spent)?
- What are the risks of not belonging or not receiving pleasure, comfort and well being within the community in the purchase of the product?
- What are the risks in health or security related to the product?
- What are the risks of payments (receivables/consumer finances)?
- What are the risks in not fitting consumer's values towards environment, employment and other values a consumer might have?
- What are the risks in reselling (value of used products)?
- What are the risks in understanding features of the product?
- What are the risks in maintenance, services, or post-sales interactions?

Key Indicators

- ...
- ...

Output

- Mapping of the consumer risks.



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1.2.3 - Competitors and Rivalry Analysis

Questions to Make

- How big is the industry in which the company operates?
- Which is the growth expectation for this industry?
- How is the competition in the market?
- What is the sales concentration?
- How many competitors are there?
- What is the diversity of competitors?
- Is there potential for product differentiation?
- What are the barriers to entry in the market?
- Are companies operating in over capacity?
- Is the industry growing, stagnating or declining?
- What are the prices offered and terms of sales?
- Is there competition with substitute products?
- What is the propensity of buyers to replace the product?
- Are substitute products easily found?
- Are the prices and performance of substitute products equivalent?
- Who are the new players diversifying to this market?
- Is there a threat of new entrants?
- Is there a demand for capital?
- Does the industry depend on economies of scale?
- Are the distribution channels easily accessible?
- Are there legal barriers?
- Are there retaliations?

Key Indicators

- Size of the market;
- Concentration of the market;
- Number of competitors;
- Average price of competitors;
- Production capacity;
- Industry growth rate;
- Number of companies offering substitute products;
- Average price of substitute products;

Output

- Mapping of competition e rivalry in the market.



Description of the Company's Most Relevant Competitors

	Competitor 1	Competitor 2	Competitor 3	Competitor Number...
Main Characteristics				
Main Suppliers				
Main Segments				
Infra-structure				
Revenues				
Sales Force and compensation				
Strategic Movements				
Others				

Table 3.3 Description of the company's main competitors.

Source: Gilligan and Wilson (2003).

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1.2.4 - Suppliers and Buyers Markets Analysis

Questions to Make

Suppliers Analysis

- Who are the main suppliers?
- Where are they located?
- Do suppliers have bargaining power?
- Is there price sensitivity?
- Are suppliers concentrated?
- Is there integration among suppliers?
- Are buyers able to determine the price?
- Are the factors that determine the supplier's power the same?
- What are their offers?
- What are their prices?
- Are the raw materials offered with quality?

Key Indicators

- ...
- ...

Output

- Mapping of strategic suppliers and their offers.



1.2.4 - Suppliers and Buyers Markets Analysis

Questions to Make

Buyers Analysis

- Who are the main buyers?
- Where are they located?
- Do buyers have bargaining power?
- Is there price sensitivity?
- Are buyers concentrated?
- Is there integration among suppliers?
- Are buyers able to determine the price?
- What are the trends in retailing?
- Will retail concentration and global operation movement continue?
- What to expect from private labels?
- Which will be the effects of technology and price transparency?
- Which will be the policies toward supply chain (purchasing)?
- How competition among retailers will affect the chain?
- What will be the role of foodservice?

Key Indicators

- ...
- ...

Output

- Mapping of strategic buyers and their necessities.



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3. HOW TO GET THERE?



4. WHICH STRATEGIC PROJECTS?



5. HOW TO MAKE IT HAPPEN?

1.2.5 - Political/Legal Environment

Questions to Make

- What is the political and legal structure?
- What are the potential alliances and political orientations?
- What is the legislative structure?
- Who are and how do the government agencies that legitimize the activity of the industry behave?
- Are there anti-trust policies?
- Is the policy of the country or region stable?
- Is the Interest and exchange rates (in their political aspect) stable?
- How does the labor legislation work?
- What are the international commerce regulations?
- How does the environmental protection legislation work?
- Are there pressure groups?
- What is the power level of the labor unions?
- What are the packaging and recycling laws?
- Is there packaging restrictions?
- Are there restrictions on communication types?
- Are there tariff barriers?
- Which are the taxation polices?
- Are there agricultural subsidy policies?
- Are there product certification and/or processes?
- Others?

Key Indicators

- ...
- ...

Output

- **Political and legal environment analysis.**



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1.2.6 - Technological Environment and Substitutes

Questions to Make

- Which will be the speed of New Product Development (NPD)?
- What is the government and the industry level of investment in research and development?
- How fast is technology transfer?
- What is the product life cycle?
- What is the direction of the technology transfer?
- What are the changes in costs from technology?
- Who are the research entities and institutes, and universities that are developing research?
- What are the most relevant research programs?
- What is the life cycle of the equipment used?
- What are the equipment improvements?
- What are the new sales channels (email, telephone, internet, delivery)?
- What are the new management and information technologies (scanners, computerized stock control)?
- How does it work the electronic data interchange (edi)?
- What are the impacts on the internet of things (IoT)?
- What are the advances in genetics 4.0 and nanotechnologies?
- What are the advances in satellites and drones?
- What are the advances in digitalization, smartphones?
- What are the advances in QRcodes and traceability?

Key Indicators

- ...
- ...

Output

- **Technological environment and potential substitutes analysis.**



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5. HOW TO MAKE IT HAPPEN?

1.2.7 - Natural Environment and Risks

Questions to Make

- What are the climatic interferences?
- What are the risks of diseases and pandemics?
- What are the risks of extreme events?

Key Indicators

- ...
- ...

Output

- Natural environment and risk analysis.



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5. HOW TO MAKE IT HAPPEN?

Current Value Proposition and Target Segments

Items to analyze

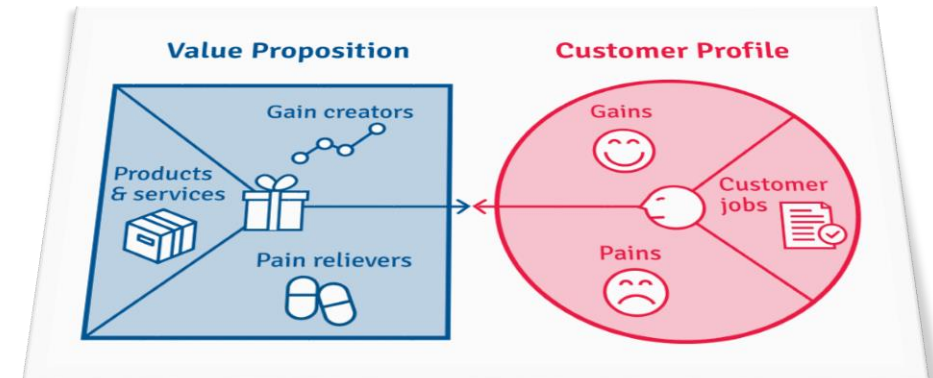
- Customer's problems helping to solve
- Customer needs being satisfied
- Features that match customer's needs
- Market discipline: cost leadership, customer intimacy or product leadership
- The value proposition
- Who has a problem being solved, for whom is it creating value?
- Who are the customers (mass market, niche market, segmented, diversified, multi-sided)?
- Does the value proposition match their needs?
- What is the customer profile?
- What are the purchase motives?
- Are there new consumers?
- Are there lost customers?
- What proportion of customers repeat the purchase?
- Are there programs for customers return or loyalty?

Key Indicators

- ...
- ...

Output

- Creation or reformulation of the value proposition.



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5. HOW TO MAKE IT HAPPEN?

Marketing Orientation and Relationships

Items to analyze

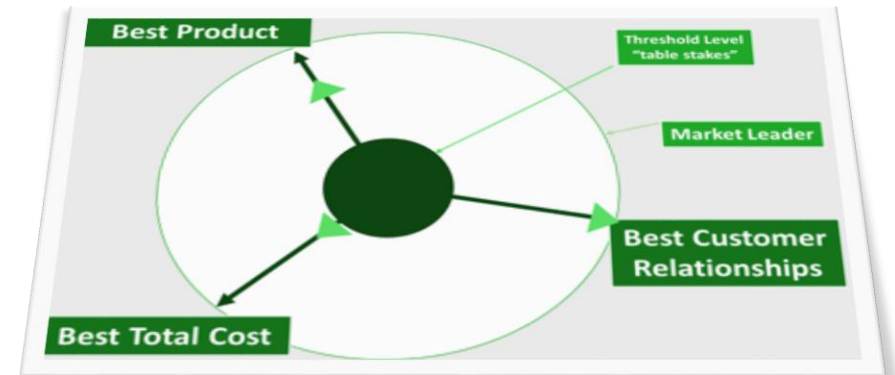
- Listens and studies the customer's needs and desires in well-defined market segments?
- Allocates marketing efforts according to the potential of long term profit of the target segments?
- Creates winning offers for the target segment?
- Continually collects and evaluates ideas of new products and how to improve existing products and services in order to satisfy the customer's needs?
- Has specialized knowledge of the customer's sector of activity?
- Transmits the customers' needs and ideas to the people responsible for product development?
- Serves the same customers for a long period of time?
- Acts as an internal customer and an advocate of the public with the intention of improving the company's policies and practices?
- How to deliver great value and built loyalty?
- How to anticipate trends?
- How to offer solutions?
- How to monitor the feedback?
- How to build consumers laboratories, places for interactions?
- How to improve the linkage and connectivity with consumer?
- How to get, keep and grow customer?
- What is the most appropriate form of relationship to each segment? Personal assistance, dedicated personal assistant, self-service, automated services, communities or co-creation?

Comments

- ...
- ...

Output

- Mapping of the company's market orientation.



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4. WHICH STRATEGIC PROJECTS?



5. HOW TO MAKE IT HAPPEN?

Organizational Culture and Human Resources

Items to be analyzed

- Company's philosophy and culture, values, traditions and social norms
- Main executives (profile) and management team
- Commitment to strategy
- Organizational structure
- Organizational objectives (short and long term)?
- Expectations of the employees
- Attitudes towards risk
- What are the special abilities?
- Working environment
- Training and education, development programs
- Abilities available
- Employees adaptation, flexibility and propensity to collaborate
- Employees commitment and loyalty
- Salaries and participation
- Other human resource policies and management

Comments

Output

- Mapping of internal management and culture.



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4. WHICH STRATEGIC PROJECTS?



5. HOW TO MAKE IT HAPPEN?

Physical Assets, Infrastructure and Operations

Items to be analyzed

- Production capacities
- Production operations
- Asset usage
- Flexibility
- Storage
- Locations
- Efficiency
- Others

Comments

Output

- Analysis of physical assets.



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4. WHICH STRATEGIC PROJECTS?



5. HOW TO MAKE IT HAPPEN?

Financial Resources

Items to be analyzed

- Capacity for funding/credit
- Equity
- Investment capacity
- Performance level, margins and profitability
- Cash flow
- Capital structure is composed
- Flexibility
- Quality of reports
- Invoicing

Comments

Output

- Mapping of internal financial resources.



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4. WHICH STRATEGIC PROJECTS?



5. HOW TO MAKE IT HAPPEN?

Cost/Price Structure

Items to analyze

- Most important costs
- Cost structure
- Key resources
- Key activities
- Prices and discounts
- Credit and payments
- Special terms

Comments

- Operational cost;
- Unit cost of products.

Output

- Mapping of internal costs and prices.



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5. HOW TO MAKE IT HAPPEN?

Company's Supply Chain (Input Suppliers of the Company)

What to analyze?

- Suppliers' quality and costs
- Suppliers' continuous innovation
- Seeking new suppliers
- Contracts, transaction costs and relationships
- Suppliers' flexibility
- Supplier's sustainability and security procedures
- Supplier's management practices and governance

Comments

- ...
- ...

Output

- Mapping of the company's supply chain.



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4. WHICH STRATEGIC PROJECTS?



5. HOW TO MAKE IT HAPPEN?

Technology, Alliances and R&D

Items to be analyzed

- Intellectual propriety or patent
- Investments
- Copyrights
- Innovative resources: research
- Technicians and scientists
- Commitment to innovation
- Strategic alliances, joint ventures, collective actions
- Horizontal associations
- Service providers
- Key partners
- Technology development
- R & D structure and investments
- Partnerships with innovators

Comments

Output

- Mapping of internal technologies



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4. WHICH STRATEGIC PROJECTS?



5. HOW TO MAKE IT HAPPEN?

Portfolio (Products), Brands, Packages and Services

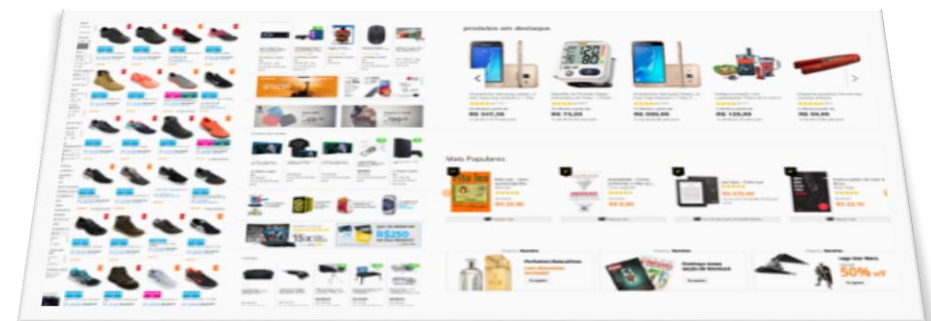
Items to Analyze

- Products and lines of products, attributes and others
- Amplitude and depth of the product lines
- New product development
- Performance, quality and reliability
- Market share
- Brands
- Packaging
- Warranty and support services
- Patented products
- Brand identity and image to customers
- Brand's reputation with consumers

Comments

Output

- Mapping of portfolio, brands and services.



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4. WHICH STRATEGIC PROJECTS?



5. HOW TO MAKE IT HAPPEN?

Communication

Items to Analyze

- Level of investments and standards
- Advertisement
- Promotional actions
- Digital media
- Sales promotions
- Media plans and schedules
- Public relations

Comments

Output

- Mapping of communication and relationship effectiveness.



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- 1.3.1 - Current Value Proposition and Target Segments
- 1.3.2 - Marketing Orientation and Relationships
- 1.3.3 - Organizational Culture and Human Resources
- 1.3.4 - Physical Assets, Infrastructure and Operations
- 1.3.5 - Financial Resources
- 1.3.6 - Costs Structure and Prices
- 1.3.7 - Company's Supply Chain (Suppliers)
- 1.3.8 - Technology, Alliances and R&D
- 1.3.9 - Portfolio, Services, Brands and Packaging
- 1.3.10 - Communications
- 1.3.11 - Company's Marketing Channels (Distributors)
- 1.3.12 - Sales Force
- 1.3.13 - Government, NGO's and other Stakeholders Relations

1. WHERE ARE WE NOW?



2. WHERE DO WE WANT TO GO?



3. HOW TO GET THERE?



4. WHICH STRATEGIC PROJECTS?



5. HOW TO MAKE IT HAPPEN?

Company's Marketing Channels (Distributors)

What to Analyze?

- Types of distribution channels used
- Channels coverage
- Performance of channels and flows
- Channels margins and objectives
- Channels inventories
- Channels support capacity
- Channels storage capacity
- Channel incentive (relationship) programs
- Contracts and transactional costs with distributors
- Private label strategies

Comments

Output

- Mapping of the company's channels.



Agenda – Where Are We Now? (Chapter 01): External and Internal Analysis

1.2 - EXTERNAL ANALYSIS

- 1.2.1 - Economic Trends and Markets Evolution
- 1.2.2 - Consumer Behaviour and Trends
- 1.2.3 - Competitors and Rivalry Analysis
- 1.2.4 - Suppliers and Buyers Industry and Markets
- 1.2.5 – Political & Legal Environment (Regulatory)
- 1.2.6 - Technological Environment and Substitutes
- 1.2.7 - Natural Environment and Risks

1.3 - INTERNAL ANALYSIS

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5. HOW TO MAKE IT HAPPEN?

Sales Force

Items to Analyze

- Governance and structure
- Size, capacity and experience of the sales force
- Geographic and customer coverage
- Level of assistance is available
- Salaries and commissions
- Post sales service
- Customer support philosophy
- Sales management by territory, product or client
- Training

Comments

Output

- Mapping of sales force effectiveness.



Agenda – Where Are We Now? (Chapter 01): External and Internal Analysis

1.2 - EXTERNAL ANALYSIS

- 1.2.1 - Economic Trends and Markets Evolution
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5. HOW TO MAKE IT HAPPEN?

Government, NGO's and Other Stakeholders Relations

Items to Analyze

- **Governmental relations**
- **NGO's relations and programs**
- **Stakeholders relations and programs**

Comments

- ...
- ...

Output

- **Mapping of company's relationships .**



Internal Analysis Versus Competition

FACTORS OF EVALUATION	Company	Competitor 1	Competitor 2	Competitor n
PRODUCT	Grade 0 to 10	Grade 0 to 10	Grade 0 to 10	Grade 0 to 10
Quality				
Style				
Brands, packages				
Warranty and support services				
Cost				
Lead time				
PRICE	Grade 0 to 10	Grade 0 to 10	Grade 0 to 10	Grade 0 to 10
Price level				
Discount policy				
Credit conditions				
Payment conditions				
Special payment terms				
COMUNICATIONS	Grade 0 to 10	Grade 0 to 10	Grade 0 to 10	Grade 0 to 10
Publicity				
Personal sales				
Promotion				
Advertising				

Table 3.4 Internal analysis versus competition.

Source: Prof. Dr. Marcos Fava Neves

Internal Analysis Versus Competition

FACTORS OF EVALUATION	Company	Competitor 1	Competitor 2	Competitor n
DISTRIBUTION	Grade 0 to 10	Grade 0 to 10	Grade 0 to 10	Grade 0 to 10
Distribution channels				
Channel coverage				
Location				
Transport system				
.....				
HUMAN RESOURCES	Grade 0 to 10	Grade 0 to 10	Grade 0 to 10	Grade 0 to 10
.....				
PRODUCTION PROCESS	Grade 0 to 10	Grade 0 to 10	Grade 0 to 10	Grade 0 to 10
Quickness				
Efficiency				
Capacity utilization				
.....				
OTHERS	Grade 0 to 10	Grade 0 to 10	Grade 0 to 10	Grade 0 to 10
....				
TOTAL				

Table 3.4 Internal analysis versus competition.

Sources: Developed based on Gilligan and Wilson (2003), Neves (2003), McDonald (2002), Grant (2002), Lambin (2000), Las Casas (1999), Cooper and Lane (1997) and Kotler (1997).

Comparison and Weighting of the Critical Success Factors

CRITICAL SUCCESS FACTORS		FOCUS COMPANY		COMPETITOR 1		COMPETITOR 2	
CSF description	Weight	Grade	W X G	Grade	W X G	Grade	W X G
Ex.: access to the channels	50	6	300	7	350	6	300
Ex.: production scale	30	8	240	7	210	9	270
.....
Ex.: qualified team	20	9	180	6	120	8	160
Total (P x N)	100	–	720	–	680	–	730

Table 3.6 Comparison and weighting of the critical success factors.
Source: Developed by the author from Grant (2002) and McDonald (2002).

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.