



PENSA
Agro-Industry Relations
Research Center
University of São Paulo
Brazil

www.pensa.org.br



Agribusiness Program

- Started: June 17th, 1990
- Research Team :
- 6 full time faculty
- 4 part time
- Schools Economics and Business
- School of Agriculture (ESALQ)
- São Paulo – Piracicaba – Ribeirão Preto



Mission

To generate knowledge to identify and solve problems in food-fiber-energy agro-systems.



How?

Interactive environment
for academy and food-
fiber-energy
organizations.



Objectives

- Study: coordination of food-fiber-energy systems and networks.
- Identify and analyse trends.
- Upgrade the managerial skills of those responsible for the management of agri-food-systems and networks.
- Promote international links with organizations related agribusiness systems and networks.



Agrosystem Method

INSTITUTIONAL ENVIRONMENT



ORGANIZATIONAL ENVIRONMENT



Methodology

- Focus on the Chain and Network Coordination.
- Industrial Organizations: How players are organized.



Methodology

- Focus on the Interfaces among organizations in systems and networks
- Analysis of institutional and competitive environments that influence organizations strategies



Theoretical Background

- Economics of Organization and Industrial Organization
- Interface: Economics & Management
 - Economics (Social Sciences)
 - Law (New Approaches to Agricultural Law)
 - Managerial Sciences



Educational Activities

- **GRADUATE COURSES**

- Economics of Organization

- (Transaction Cost Economics, Resource Based Approach)

- Coordination of Agroindustrial Systems
(applied to SCSS)

- Agricultural Economics

- Industrial Organization

- Marketing Planning



Educational Activities

- **UNDERGRADUATE COURSES**

- Economics of Organization (Strategy)
- Coordination of Agroindustrial Systems
- Agricultural Economics
- Industrial Organization
- Marketing Planning



Basic Activities

- **Basic research**

Chain and Network Coordination studies of food, fiber and energy chains.

- **Applied research**

- Case studies: (4-5 year for 19 years)

- **Consultancy: World Bank, Brazilian Government, Private & Research Organizations, Coffee Growers, Cooperatives, FAO...**

- **Executive Education**

- **International Pensa Seminar (November 2009)**



Networks

1. Theoretical consolidation
2. Contribution to public policy
3. Contribution to private strategies
4. Networks as inclusion mechanism
 - a. Current model achieves efficiency but one of the negative effects is exclusion
 - b. How to design network organizations and strategies to promote inclusion of small businesses



Safety and Quality

- technology and practices (agric., industry and distribution)
- traceability
- public and private grades and standards
- certification:
 - organic, GMO-free, social responsibility and environmental sustainability
- Institutional environment:
 - Definition of grades and standards
 - Enforceability
 - Monitoring systems



Contracts: agro-industry

- Strategy and Contracts
- Stability
- Contract Architecture
- Stability and Value Creation
- Dispute Resolution



International Cooperation

- WAGENINGEN (NL)
- ATOM (Paris I) (France)
- Missouri-Columbia - CORI (USA)
- UBA- (Argentina)



Research Team

- Scientific Initiation: last year undergraduate students (5)
- Master Level Students (7)
- PhD level Students (5)
- Post Doc Research (2)
- Total: 19



Current Research

- Family Farmers: Business Model(Mizumoto,Alcantara)
- Beef Chain Coordination in Brazil(Caleman)
- Contracts of access to land(Evandro)
- Food business: Brazil and China(Sun)
- Agricultural Contracts (Leles, Luciana)
- Bio-Diesel contracts in Brazil(Camila)
- Ethanol contracts in Brazil(Pedrosa)



Current Research

- Organic Certification (França)
- Dairy Cooperatives (Pozzobon)
- Plant Variety Property Rights (Fowler, Camila)