

**A STRATEGIC PLAN PROPOSAL FOR PRIVATE INTEREST ASSOCIATIONS (PIA):
The Case of Orplana¹**

Prof. Dr. Marcos Fava Neves

*Faculdade de Economia Administração e Contabilidade de Ribeirão Preto
Universidade de São Paulo
E-mail: favaneves@gmail.com*

Prof. Dr. Luciano Thomé e Castro

*Faculdade de Economia Administração e Contabilidade de Ribeirão Preto
Universidade de São Paulo
E-mail: lcastro@usp.br*

Rafael Bordonal Kalaki

*Faculdade de Economia Administração e Contabilidade de Ribeirão Preto
Universidade de São Paulo
E-mail: rbkalaki@gmail.com*

Leonardo Silva Antolini

*Faculdade de Economia Administração e Contabilidade de Ribeirão Preto
Universidade de São Paulo
E-mail: leonardo.antolini@gmail.com*

Prof. Dr. Roberto Fava Scare

*Faculdade de Economia Administração e Contabilidade de Ribeirão Preto
Universidade de São Paulo
E-mail: rfava@usp.br*

ABSTRACT

Brazil is the largest producer of sugarcane. Despite being important, sugar-energy industry is going through a moment of crisis and currently does not have a strategic horizon. In a crisis environment, associations and cooperatives are a way to strengthen SAG members. Strategic planning is essential to address the changes in the business environment. This article aims to present a strategic plan proposal for an PIA of the sugar-energy industry. This research was characterized as an exploratory study using the technique of case study. Data were collected through 21 workshops with the participation of 152 association managers, as well as in-depth interviews with 548 producers. As a result, 19 strategic projects have been proposed for the PIA studied. This article brings contributions in respect to the discussion of PIA importance in the development and coordination of SAG, providing an important tool for decision-making in the Brazilian sugar-energy industry.

Keywords: *sugarcane, associations, PIAs*

1. INTRODUCTION

Brazil was the largest producer of sugarcane in 2013 with a participation of 39.4%. In sugar production, the country was also the largest producer with 21.6% of the total, and the largest exporter with a participation of 50.1% in total exports. Regarding ethanol production, the country occupied the second largest producer position with a total of 26.9%. (FAO, 2013; USDA, 2014).

The sector has a strong impact on Brazil's economy, being a generator of wealth for the nation due to the fact that only in the harvest of 2013/14 the sector generated a GDP of US\$ 43.4 billion, which was equivalent to approximately 2% of GDP in Brazil. This value represents a GDP greater than some countries such as Paraguay, North Korea, Afghanistan, Jamaica and Estonia. Considering the total sum of sales of the various links that make

¹The Authors would like to acknowledge the financial support of FAPESP (The São Paulo Research Foundation) and the cooperation of ORPLANA (Organization of Sugarcane Growers of Brazil's Center-South Region) for this research.

up the sugarcane agro-industrial system (Table 1), it reached the value of US\$ 107.7 billion (NEVES and TROMBIN, 2014).

Table 1. Estimate of financial transactions of the sugar-energy industry in the harvest of 2013/14.

Segment of the Production Chain	Production Value
	(US\$ billion)
Before the farm	9.29
On the farms	17.99
After the farms	69.90
Facilitating agents	10.54
Total	107.72

Source: Prepared by Neves and Trombin (2014).

Although being important to the country's development, the sugar-energy industry is going through a moment of crisis. Along its history, the sector has been facing a discontinuity and uncertainty in the Brazilian energy policy, dealing with the highest level of debt, low pay in the activity, lack of government incentives, problems of agricultural and industrial productivity, industrial idleness, and the lack of specific policies for the sector (NEVES and TROMBIN, 2014).

In this context, it is worth highlighting that the sector is currently without strategic horizon, without a drawing and without the continuity of public policies to strengthen the sector. There are many challenges to be faced by the Brazilian sugar-energy industry. At the same time, many opportunities are appearing on the horizon.

In a crisis environment, associations and cooperatives are a way that is increasingly important to strengthen the members of the agribusiness system. Within the associations, private interest associations (PIAs) have as a main function the generation of public goods in the form of services for member companies or political actions. Economic incentives offered by PIAs to maintain and attract members are the collective benefits (NASSAR and ZYLBERSZTAJAN, 2004).

Still according to Nassar and Zylbersztajn (2004), the structure of PIAs should reflect two factors: in addition to economic incentives, they should also reflect the need for accommodation of the interests of different member organizations. In this context, private interest associations (PIAs) gains an important role. PIAs can be understood as a field for collective actions, which can generate greater competitiveness for their members (BARRA, OLIVEIRA and MACHADO, 2007). In this regard, a question arises: how to carry out a strategic plan for a private interest association to mitigate the problems faced by an agro-industrial system? How to prioritize the projects within a strategic plan to optimize the plan?

For sugarcane producers in Brazil, the association model is mainly based on associations per producing region. Until the early 1990s the participation of producers in associations was compulsory, and the associations needed to coordinate the production of producers, supplying manpower training and medical assistance (MELLO; PAULILLO, 2005). From the deregulation of the sector in the country, participation and membership of sugarcane producers in the associations became voluntary, and the producer can even choose the association he wants to participate.

The Organization of Sugarcane Growers of Brazil's Center-South Region (Orplana) is an association that aims to represent the associations of sugarcane growers in the Center-South of Brazil. Thus it is an PIA. Besides the role of representing associations of sugarcane growers, it also provides a number of services to its members, having as function, along with the Union of Sugar Cane Industry Association (UNICA), to coordinate sugar-energy agribusiness system.

Strategic management of production chains has become crucial for the implementation, development and sustainability of production chains (NEVES, 2004). King et al. (2010) claim that understanding and anticipating the dynamics of global agribusiness environment will be increasingly critical. Neves (2008) states that strategic planning is essential to address the changes in the business environment of companies and to increase opportunities for agribusiness systems.

This new situation, in which the industry in crisis, memberships are voluntary and there is no obligation of the association by region, brought challenges for the associations since there is now a greater pursuit of benefits by

producers, enforcing their contribution to be worth it. This has led some associations to weaken and others to grow stronger.

Based on the arguments above, this article aims to present a strategic plan proposal for an PIA of the sugar-energy industry and to mitigate the negative effects experienced by the sector.

2. THEORETICAL FRAMEWORK

2.1. *The associations as a tool of collective actions*

According to Nassar and Zylbersztajn (2004) an entity of class is a group of companies with the same interests, causing them to organize themselves in order to achieve collective benefits more efficiently. This is justified due to the fact that some of the selected benefits are public goods. However, when the public good is provided, it becomes available to everyone, even non-paying members, rising an exclusion cost of non-paying users (free rides).

Olson (1971) states that when the decision to provide the public good is analyzed from the individual point of view, there are incentives for certain individual to get free rides on the efforts of others, being a non-taxpayer user. Clearly, if all individuals react this way, nothing or very little of the public good will be distributed to the group. The author points out this effect tends to occur in larger groups since the non-contribution of an individual has little effect on the final result of the public good provision due to the large dilution of the costs in these groups.

Olson (1971) also argues that group members must have similar specific features. Otherwise, the provision of the public good is doomed to failure. The author highlights the fact that successful groups must somehow overcome free riding and the organization's success depends on the users that compose it, which clearly explains why some groups can not organize themselves, despite the benefits of doing so.

According to Oliver (1993), the model built by Olson (1971) fits in a single-actor type. In this type of conceptual model, the group is segmented into individuals allocated in a conjoint structure of payoffs between group and individual. In this analysis model, group behavior is defined a priori, that is, when meeting certain goals, individuals tend to assume a position of self-interest and in situations related to collective benefits that stimulate the association, the assumption of rationality gains importance (OLIVER, 1993; MEIRELES, 2012).

Additionally, according to Oliver (1993) there are several kinds of collective action and these can not be captured in a single conceptual model. Four conceptual models are reviewed by the author: 1) single-actor model, such as the one by Olson (1971); 2) model of interdependent aggregation of individual choices into collective action; 3) model of collective decisions of individuals with different interests and 4) model of dynamic interactions among collective actors and their opponents. It is not the objective of this research to exhaust the models discussed by Oliver (1993), but only to point out their existence.

2.2 *Strategic planning of private interest associations and coordination of agroindustrial systems*

Based on Transaction Costs Economics (TCE) it can be seen that Agroindustrial Systems (SAG) may be organized based on market impersonal relationships, through contracts and vertical integration. Transaction costs can lead the organization to minimize the risk, which is often associated with rigid contracts or vertical integration (WILLIAMSON, 1991; FARINA et al 1997; MÉNARD, 2012; SAES; SILVEIRA, 2014).

In addition, the choice of governance type also depends on the profile of resources and strategy of entrepreneurs who supposedly aim the creation and value protection through the governance structure. Parallel to this, two behavioral assumptions are established for this search: bounded rationality and opportunism of decision-makers (COASE, 1991; WILLIAMSON, 1991; ZYLBERSZTAJN, 1995; SAES; SILVEIRA, 2014).

These features may influence the choice of governance type by PIA because strategies of associations depend on the types of groups they represent and their internal structure must align their strategy (CHANDLER, 1962).

Nassar and Zylbersztajn (2004) discuss political actions and provision of services carried out by associations of several SAGs such as public goods and selective incentives, the relationship between the organizational architecture of these associations, and meeting the demands of the members according to the degree of homogeneity and size of the groups: small and homogeneous; small and heterogeneous; large and heterogeneous; and large and homogeneous. In homogeneous and small groups, there is greater alignment of the necessary public goods and demands of the members avoiding the provision of public goods of lesser appropriateness. However, in heterogeneous, and also in homogeneous and large groups, associations have lower alignment between the supply of various services and the demands of the members. This effect tends to generate inefficiencies and higher

costs of transaction and services, potential agency problems, and free riding. Figure 1 shows an example of application of these concepts, results of the study by Nassar and Zylberztajn (2004), which can be used in several contexts, including this study.

Figure 1. PIAs Classification According to Group’s Size and Heterogeneity of Companies Represented

Large	Unica Apas	Abimaq SRD Abia	Abrasem Ocesp Abag
	Anda Anfal Abecitrus	Andef Abef	Abiove
Small	Homogeneous		Heterogeneous

Source: Nassar and Zylberztajn

Zylbersztajn (2002) identified some of the challenges of PIAs: 1) Double role of the member; 2) Horizon problem; 3) Free Riding Problem; 4) Portfolio Problem; 5) Control Problem and 6) Influence costs. These challenges are likely to be present in associations of sugarcane suppliers, given their setting and organizational architecture.

From these findings, this study follows the logic of Nassar and Zylbersztajn (2004) in which private interest groups (PIA) aim to provide public goods in the form of political actions or services for associated companies. These benefits generated attract and keep their members, especially in a predominant scenario of free association such as in the sugar-energy industry.

Based on these concepts, it is possible to understand the structuring of sugarcane supplier associations and to deepen the study related to coordination and offering of collective service, as well as eventual problems in the alignment between supply and demand for services, free riding, and the mapping of associations’ profiles in which these problems tend to occur.

According to Hax and Majluf (1991) the strategy forming process must be aligned into a coherent, unifying and integrating model, determine and reveal the organizational proposal or long-term strategic purpose, select the scope of the business, achieve sustainable competitive advantage (SCA) in each business units, promote intra-company engagement: corporate, business units and functional areas, and, finally, define the objectives and economic and non-economic contributions to its shareholders.

In order to perform strategic planning and management, Conejero (2011) suggests that the organization needs to focus on the value offered to members through strategic pillars, develop a competitive intelligence system for tracking competitors, monitor the strategy, build and promote interaction between the working committees in strategy formation, have regional presence with groups of producers, decentralize the strategy for the cores and regional groups, and develop relationships with various stakeholders.

3. METHODOLOGY

According to the objective of this study, which is to propose a strategic plan for a private interest association based on the definitions of Selltiz et al. (1967), Campomar (1991), Lazzarini (1997), Malhotra (2001) and Hair et al. (2005), this study has an exploratory nature and is a qualitative research, since it has greater interest in understanding the problem, the exploration of ideas and deepening of the issue not using quantitative research methods.

Case study method for field research was chosen in this article. The choice of method was based on Creswell (2012), Campomar (1991), Voss, Tsikriktsis and Frohlich (2002), Yin (2010), who claim that case study method allows the exploration of a limited system, also being a deep and intense study, allowing the discovery of relations, new and creative high impact insights and development of new theories. Still, based on Stake (1995), this is an instrumental case study, since the researchers aim to understand a particular issue, making an analysis of a specific case to provide ideas on this particular subject or to improve a given theory.

The three conditions necessary for the selection of the case study method presented by Yin (2010) are in the field work proposed, thus justifying the choice of case study method.

3.1. Sample and Data collection

According to Yin (2010) it is necessary a case study protocol. So, it was performed the protocol containing a) an overview of the case study project; b) field procedures; c) case study questions; and d) guide to the case study report.

In-depth interviews, workshops, direct observation and documentation were used as data collection technique for field research. For in-depth interviews and workshops, a semi-structured script was developed since it is possible to delimit the amount of information, giving respondents the opportunity to discuss the topic, achieving greater direction and intervening so that the objectives can be achieved, which is a good technique for primary data collection (BONI; QUARESMA, 2005).

The sample consisted of sugarcane producers and managers of associations affiliated to Orplana. In order to collect data with the managers of the associations affiliated, 21 workshops were conducted. Out of a total of 33, there was the participation of 26 associations² affiliated to Orplana with the presence of 152 managers. Data collection was carried out through in-depth interviews with 548 producers. In-depth interviews and workshops were held from April to September 2014.

4. RESULTS

The Organization of Sugarcane Growers of Brazil's Center-South Region (Orplana) was founded in 1976 aiming to represent the sugarcane grower associations of Center-South in Brazil. In 2014, the association had 33 regional associations of sugarcane growers affiliated to it, representing around 16,000 sugarcane producers (ORPLANA, 2014).

Orplana, in addition to the role of representing the regional associations of sugarcane growers, also provides services to its members such as technical and legal advice, dissemination of knowledge, dialogue with government agencies, communication actions, defense of producers, monthly update of production cost and preparation of Consecana³ in conjunction with the Union of Sugar Cane Industry Association (UNICA).

Due to the fact it represents a large quantity of associations, which together account for most of the of sugarcane grower associations, and also the fact that these associations are present in the same class and culture, Orplana can be classified according to Zylbersztajn and Nassar (2004) as a large and homogeneous association. Therefore, the association may not benefit from some advantages highlighted by Olson (1999) for small groups and face possible problems such as free riders.

By conducting internal analysis of the association, it was found that political representation and pricing of sugarcane are the most recognized functions by member associations. Nevertheless they claim to have a superficial knowledge about the performance of Orplana and believe that the association could improve their performance. Still, the member associations consider that Orplana has great importance for the producing class.

The main strengths and weaknesses of Orplana are summarized in Table 1 below:

Strengths	Weaknesses
Good relationship with national and international entities	Decrease in contributions arising from member associations
Board with significant political influence	Concentration of information in few people
Lean structure	Low integration between member associations
Well-articulated policy	Member associations have management problems
	Low communication level
	Lack of standardization in the form of collection

Table 1. Strengths and weaknesses of Orplana

Source: Prepared by the authors

² Araraquara, Jaú, Barra Bonita, Araçatuba, Penápolis, Valparaíso, Andradina, Assis, Ourinhos, Chavantes, Monte Aprazível, General Salgado, Piracicaba, Capivari, Porto Feliz, Santa Bárbara, Igarapava, Olímpia, Mococa, Lençóis Paulista, Sertãozinho, Bariri, Orindiúva, Iturama, Frutal and Jaboticabal

³ Consecana (São Paulo State Sugarcane, Sugar, and Alcohol Producers' Council) is an association created to represent sugarcane producers and sugar and alcohol industries. This council created a pricing system of sugarcane aimed at transparency in the sector (UNICA, 2015).

From the strengths and weaknesses survey, the authors have raised some points of challenges for the organization. These points were used as subsidies for the proposal of strategic projects. Therefore, the main challenges for Orplana are: (i) increase the representativeness; (ii) improve the associative culture of the sector; (iii) approach representative entities of the sector; (iv) promote institutional marketing; (v) professionalization of management; (vi) restructure Consecana.

After analyzing the internal situation of Orplana, the external environment analysis is presented. In external environment, there are several difficulties experienced by the sugarcane industry, which is undergoing a time of crisis. Climate, legislative and financial issues were the most raised by the respondents. Table 2 presents the main threats and opportunities arising from the external environment analysis.

Opportunities	Threats
Environmental pressures against fossil fuels	Lack of specific policies for the sector
Renewable energy producer sector	Both agricultural and industrial profitability problems in the activity
Development of new technologies in the sector	Competition with other energy sources
Development of new products using sugarcane as raw material	Low political force of the sector
Suitable environment to form alliances and partnerships	Lack of industry coordination
	Low investment and lack of incentive policies
	Lack of planning in the sector

Table 2. Threats and opportunities for Orplana

Source: Prepared by the authors

From the survey of internal and external analysis, there was subsidy to propose objectives for Orplana and strategic projects necessary for the association to reach those goals. The goals were divided into quantitative and qualitative objectives, because according to Neves (2008), the proposed objectives in the strategic plan should be clear and measurable. This way, the agents of the agroindustrial system can track and monitor results. The proposed objectives were submitted and validated by the agents of Orplana. Table 3 shows the proposed objectives.

Quantitative Objectives	
<i>Orplana in 2014</i>	<i>Orplana in 2025</i>
Number of member associations: 33	Number of member associations: all
Budget: R\$ 2 million	Budget: R\$ 6 million
Number of producers represented: 16000	Number of producers represented: 20000
Qualitative Objectives	
To support, strengthen and maintain the competitive advantages of independent sugarcane producer, maximizing efficiency and profitability	
To be a facilitator in the development of technical and strategic knowledge for the sugar-energy chain	
To develop a favorable external environment for sugarcane producers	
To contribute to maintaining the competitiveness of the sugar-energy industry in the long term	
To represent producers contributing to the sustainable development of integrated sugarcane chain	
To raise efficiency levels of associations of sugarcane producers members of ORPLANA keeping class unity	

Table 3. Objectives for Orplana to be achieved in 2025

Source: Developed by the authors

With the proposition of the objectives, it was necessary to develop strategic projects that could reach the goals proposed. Therefore, 19 strategic projects were developed. The strategic projects as well as their strategic guidelines were summarized and represented in Figure 2.

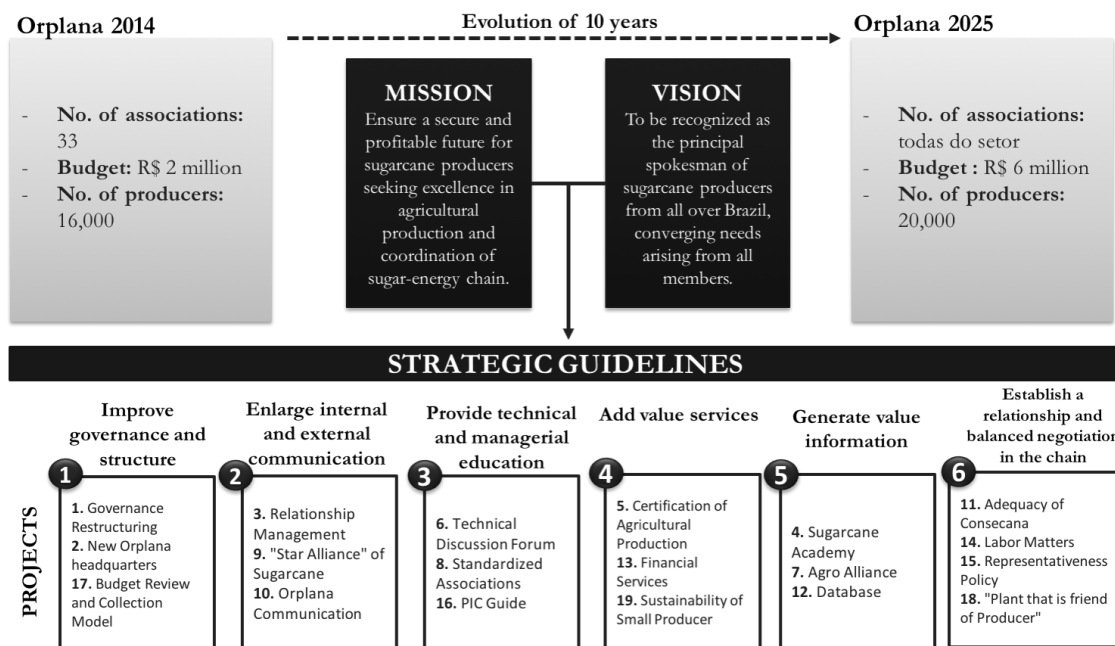


Figure 2. Strategic Map of Orplana
 Source: Prepared by the authors

After the proposal of strategic projects it was necessary to develop an action plan, that is, to decide where to start and finish. For this, the authors developed a matrix for prioritizing projects. The priority matrix was constructed using two variables: (i) results and (ii) facility. The variable "results" is linked to factors such as the relevance of the project, the urgency, the project awareness power regarding plan participants and performers, and the project power to attract more performers. The variable "facility" deals with issues related to project implementation such as the availability and necessary time for the development of strategic project and the availability of financial resources. From the development of the matrix, it was possible to divide it into four quadrants according to its position as shown in Figure 3.

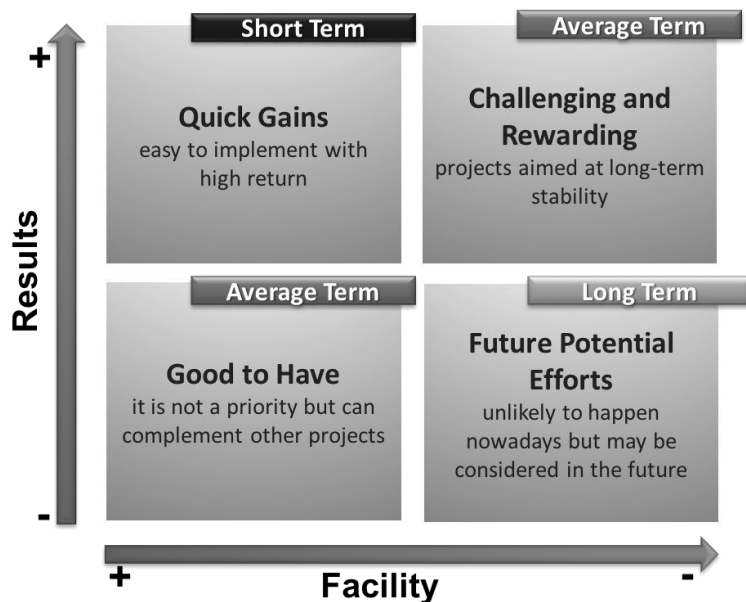


Figure 3. Project Prioritization Matrix
 Source: Prepared by the authors

In this moment an analysis of the implications and characteristics of each quadrant is conducted. Projects with high results and facility are projects that enable quick gains, being easy to implement and with high return. Therefore, they must be realized in the short term. Projects with high results and low facility are characterized as challenging and rewarding, aimed at long-term stability. Therefore, they are projects prioritized as medium-term.

On the contrary, projects with low results and high facility are good projects to have. They are not priorities but complement other essential projects and are classified as medium-term. However, projects with low results and low facility are future potential efforts, since they are currently difficult to happen but should be considered in the future and are prioritized as long-term.

Therefore, the projects were prioritized. The prioritization was carried out through interviews, where respondents assigned grades from 1 to 5 for the variables "result" and "facility". This way, grade 1 was considered a project with low result and facility, and 5 was considered a project with great result and facility. The result of the prioritization is shown in Figure 4.

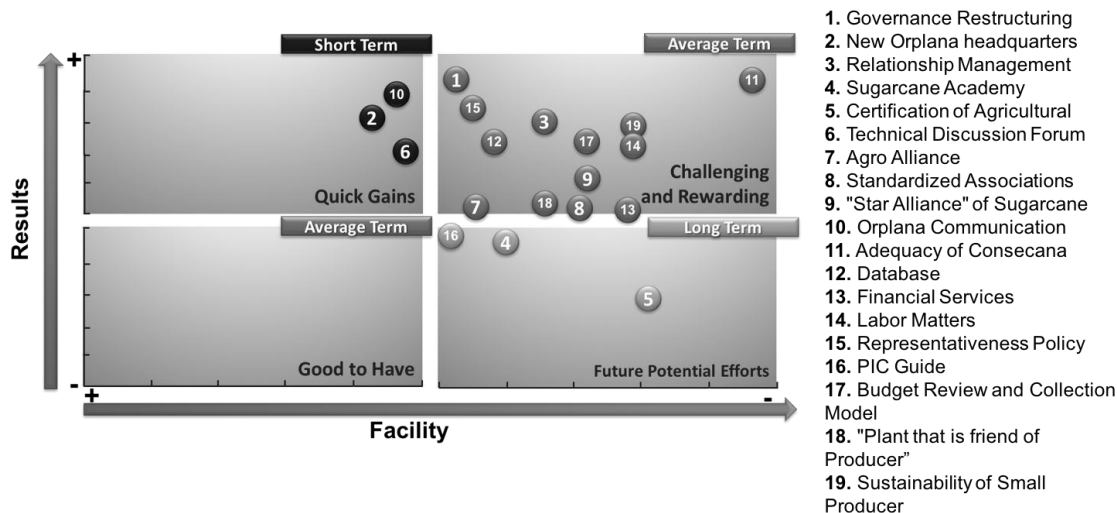


Figure 4. Prioritization of strategic projects for Orplana

Source: Prepared by the authors

Thus it was presented a strategic plan proposal for Orplana. The plan passed through the stages of internal and external analysis, development of objectives, proposition of strategic projects and prioritization of projects, as proposed by Neves (2005).

5. CONCLUSIONS AND MANAGERIAL IMPLICATIONS

The present study showed the current situation of the sugar-energy industry as well as the real situation of one of the most important private interest associations in the sector, Orplana, making use of case study method.

Regarding the sugar-energy industry, the sector has faced a crisis with high debt, remuneration that does not allow profitability in agricultural and industrial activity, and a time of political instability for the sector. In this scenario, Orplana with associations of sugarcane producers shows its institutional importance of SAG, primarily for institutional regulation and stability of relationships, as pointed out by Barra, Oliveira and Machado (2007), as well as the contribution to pricing definition and coordination of SAG.

In its diagnosis, Orplana presented several points of weakness and threats that could aggravate the sector's situation if not mitigated. In this regard, it was necessary a strategic plan for the association. The preparation and implementation of a strategic plan according to Zuin and Queiroz (2006), are key actions in seeking and maintaining competitiveness, and should include the participation and commitment of all those involved in the process and supported by an efficient and clear communication between managers.

Despite the construction of the plan, it is important to remind that success and achievement of the objective depend on a task force of Orplana well as the cooperation and participation of member associations. For this, Nassar and Zylbersztajn (2004) claim that members should be aware of the benefits that the association membership offers them, since this may lead to the decision to stay and support the association.

With respect to scientific contribution, this article provides contributions regarding the discussion of the importance of PIAs in the development and coordination of SAG. Moreover, the article contributes to the proposal of a project prioritization tool into a strategic plan. Added to this, the work provides an important tool for decision-making in the Brazilian sugar-energy industry with clear goals and strategic directions for the development of the sector.

REFERENCES

- BARRA, G. M. J.; OLIVEIRA, V. C. S.; MACHADO, R. T. M. O papel das associações de interesse privado no mercado cafeeiro brasileiro. **Revista de Gestão USP**, São Paulo, v. 14, n. 2, p. 17-31, abril/junho 2007
- BONI, V.; QUARESMA, S. J. Aprendendo a entrevistar: como fazer entrevistas em Ciências Sociais. **Revista eletrônica dos pós-graduandos em Sociologia Política da UFSC**, Santa Catarina, v. 2, n. 1, p. 68-80, jan.-jul. 2005. Available at: <<http://goo.gl/6lXV4>>. Accessed on: 12 dez. 2014.
- CAMPOMAR, M. C. Do uso do “estudo de caso” em pesquisas para dissertações e teses em Administração. **Revista de Administração da USP**, São Paulo, v. 26, n. 3, p. 95-97, jul.-set. 1991.
- CONEJERO, M. A. **Planejamento e gestão estratégica de associações de interesse privado no agronegócio: uma contribuição empírica**. 2011. 325p. Tese (Doutorado) – Departamento de Administração, Faculdade de Economia, Administração e Contabilidade de Ribeirão Preto, Universidade de São Paulo, Ribeirão Preto.
- CASTRO, L. T. NEVES, M. F.; GERBASI, T.; GOMES, C. C. M. P. . Challenges for Sugar Cane Growers Associations. In: 2014 Agribusiness and World Food Forum, 2014, Cape Town. Proceedings of 2014 Agribusiness and World Food Forum, 2014.
- COASE, R. H. The institutional structure of production. **The American Economic Review**. Pittsburgh, v. 82, n. 4, p.713-719, Sept. 1991.
- CRESWEL, John W. **Qualitative Inquiry and Research Design: Choosing Among Five Approaches**. Thousand Oaks: Sage, 2012.
- FAO – Food and Agriculture Organization of the United Nations. **FAOSTAT**. Available at: <<http://faostat.fao.org/site/377/default.aspx>>. Accessed on: 13 nov. 2014.
- FARINA, E. M. M. Q.; AZEVEDO, P. F.; SAES, M. S. M. Competitividade: mercado, estado e organizações. **São Paulo: Singular**, 1997.
- HAIR JR. J. F.; BABIN, B.; MONEY, A. H. et al. **Fundamentos de métodos de pesquisa em administração**. Porto Alegre: Bookman, 2005.
- KING, R. P. et al. Agribusiness economics and management. **American Journal of Agricultural Economics**, v. 92, n. 2, p. 554-570, abril, 2010.
- LAZZARINI, S. G. Estudos de caso para fins de pesquisa: aplicabilidade e limitações do método. In: FARINA et al. (coord.). **Estudo de caso em Agribusiness**. São Paulo: Pioneira, 1997. p 9-13.
- MALHOTRA, N. K. **Pesquisa de marketing: uma orientação aplicada**. 3. ed. Porto Alegre: Bookman, 2001.
- MEIRELLES, F. Teoria da Escolha Racional: Limites e Alcances Explicativos. **Revista Eletrônica de Ciências Sociais**. João Pessoa. n. 22. p. 52-61, dez. 2012.
- MELLO, L. F., PAULILLO, F. O. T. Metamorfoses da Rede de Poder Sucroalcooleira Paulista e Desafios da Autogestão Setorial. **Agric. São Paulo**, São Paulo, v. 52, n. 1, p. 41-62, jan./jun. 2005.
- MÉNARD, C. **Hybrid modes of organization: alliances, joint ventures, networks, and other ‘strange’ animals**. In: GIBBONS, R.; ROBERTS, J. The handbook of organizational economics. Princeton: Princeton University Press, 2012. p. 1066-1108.
- NASSAR, A.M., ZYLBERSZTAJN, D. (2004) Associações de interesse no agronegócio brasileiro: análise de estratégias coletivas. **Revista de Administração da USP**. v.39, n.2, p.141-152, São Paulo
- NEVES, M. F. **Planejamento e gestão estratégica de marketing**. São Paulo: Atlas, 2005
- NEVES, M. F. **Uma proposta de Modelo para o planejamento e gestão estratégica de marketing nas organizações**. 2004. 295p. Tese (Livre-Docência) – Departamento de Administração, Faculdade de Economia, Administração e Contabilidade de Ribeirão Preto, Universidade de São Paulo, Ribeirão Preto.
- NEVES, M. F. Método para planejamento e gestão estratégica de sistemas agroindustriais (GESis). São Paulo: **RAUSP, Revista de Administração da Universidade de São Paulo**, v. 43, n. 4, out.-nov.-dez. 2008.
- NEVES, M. F. **Demand Driven Strategic Planning**. 1. ed. New York: Routledge, 2012. 180p.
- NEVES, M. F.; TROMBIN, V. G. (coord.) **A dimensão do setor sucroenergético: mapeamento e quantificação da safra 2013/14**. Ribeirão Preto: Markestrat, 2014.
- OLIVER, P. E. Formal Models of Collective Action. **Annu. Rev. Sociol.** 1993. 19:271-300.
- OLSON, M. A **Lógica da Ação Coletiva: os benefícios públicos e uma teoria dos grupos sociais**. Tradutor: Fabio Fernandez. São Paulo: Edusp, 1999. 201p. Título original: The Logic of Collective Action: Public Goods and the Theory of Groups.
- OLSON, M. **The logic of the collective action: public goods and the theory of groups**. Cambridge, USA: President and Fellows of Harvard College, 1971. 185p.
- ORGANIZAÇÃO DOS PLANTADORES DE CANA DA REGIÃO CENTRO-SUL DO BRASIL – ORPLANA. Available at: < <http://www.orplana.com.br>>. Accessed on: nov. 2014.
- SAES, M. S. M.; SILVEIRA, R. L. F. **Novas Formas de Organização das Cadeias Agrícolas Brasileiras: Tendências Recentes**. In: O mundo rural no Brasil do século 21: a formação de um novo padrão agrário

- e agrícola. A. M. BUAINAIN.; ALVES, E.; SILVEIRA J. M.; NAVARRO, Z. Brasília, DF: Embrapa, 2014
- SELLTIZ, C. et al. **Métodos de pesquisa nas relações sociais**. São Paulo: Herder, 1967.
- STAKE, Robert E. **The art of Case Study Research**. Thousand Oaks, 1995.
- UNIÃO DA INDUSTRIA DE CANA DE AÇÚCAR – UNICA. **Consecana**. Available at: <http://www.unica.com.br/consecana>. Accessed on: fev. 2015.
- UNITED STATES. U.S. **Department of Agriculture**. PSD Online. Available at: <http://www.fas.usda.gov/psdonline/psdQuery.aspx> Accessed on: 06 jan. 2015.
- YIN, R. K. **Estudo de caso: planejamento de métodos**. 4 ed. Tradução Ana Thorell. Porto Alegre: Bookmann, 2010.
- ZUIN, L. F. S; QUEIROZ, T. R. Gestão e Inovação nos Agronegócios. In: **Agronegócios, Gestão e Inovação**. São Paulo: Saraiva, 2006. p.3-18.
- ZYLBERSZTAJN, D.; **Coordenação e Governança de Sistemas Agroindustriais**. In: O mundo rural no Brasil do século 21: a formação de um novo padrão agrário e agrícola. A. M. BUAINAIN.; ALVES, E.; SILVEIRA J. M.; NAVARRO, Z.– Brasília, DF: Embrapa, 2014
- ZYLBERSZTAJN, D. **Estruturas de Governança e Coordenação do Agribusiness: Uma Aplicação da Nova Economia das Instituições**. 1995. 238p. Tese (Livre-Docência) – Departamento de Administração, Faculdade de Economia, Administração e Contabilidade, Universidade de São Paulo, São Paulo.