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Banco Regional de Desenvolvimento do Extremo Sul

**BRDE**

-

**UNIDO**

**PROGRAMA**

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**OPTIMA**

**FINAL REPORT**

**1999**

**2000**

**PORTO ALEGRE-RIO GRANDE DO SUL-BRAZIL  
JANUARY/2001**



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## 1. INTRODUCTION

OPTIMA International Program – *Optimization Program for Trade and Investments in Markets for Agribusiness* – is promoted by UNIDO – United Nations Industrial Development Organization and the Ministry of Agriculture and Fishery of France. It aims at promoting the technologic and competitive development of agribusiness companies and to propitiate partnerships among companies of the participant countries and international businesses. The Program method consists of the diagnosis of the interested companies, the establishment of development strategies, and finally, the devising of financial, technological and commercial partnership plans.

Banco Regional de Desenvolvimento do Extremo Sul (Regional Development Bank of the Extreme South – BRDE) and the Centro Nacional de Tecnologias Limpas (National Center of Clean Technologies – CNTL)/SENAI are responsible for the implementation of the program in Southern Brazil, specifically in the states of Rio Grande do Sul, Santa Catarina and Paraná. The contract establishing the partnership between BRDE and UNIDO is registered under number 99/072, project n. US/INT/97/034 and activity code n 320C11, at UNIDO.

Until now, several activities were developed within the Program, such as technical and commercial visits of French visitants to companies, government organizations and research institutes of this Region, as well as seminars, trainee programs, training courses, mini-diagnosis reports, among other activities determined in the contracts. There are presently 10 companies under contract, 1 being contracted and 8 under negotiation.

The developed activities are described in this report as follows: history (chapter 2), signed contracts (3), seminars (4), negotiations (5) and training (6). Perspectives and conclusions are described in chapters 7 and 8, respectively.



## 2. HISTORY

UNIDO contacted by the end of 1997 BNDES and CITIPAR/Paraná proposing to establish a integration program between Brazil and France directed to the food industry in the Southern Region of Brazil.

BNDES informed UNIDO that BRDE would be the best institution to support this idea due to its structure, experience and also because it covered the three southern states. UNIDO approached BRDE, which recognized the merits of the Program, agreed with the proposal and later signed the agreement originating the Program.

The activities of OPTIMA began in July, 1999, through the formalization of the partnership between BRDE and UNIDO. In the beginning, CITIPAR was also a partner in the project, but due to reasons of its own, it left. As an alternative, the Centro Nacional de Tecnologias Limpas/CNTL-SENAI (National Center of Clean Technologies) was invited to participate in the Program.

It is important to note that the contract suffered changes due to the exchange devaluation of the Brazilian currency in 1999. The main alterations referred to the separate agreements of the Program Modules, decrease in the participation of the Brazilian companies in American dollars and the selection by UNIDO of the consultants for the companies.

## 3. ESTABLISHED AGREEMENTS

### 3.1 Cotrimaio - Cooperativa Agropecuária Alto-Uruguai Ltda.

Location: Três de Maio-RS.

Products: soybean, corn, wheat, canola, sunflower, milk, etc.

Mini-diagnosis: Marc Beaudoin, Claude Moreau, on May/2000.

Results: The professionals responsible for the mini-diagnosis pointed out the potential for the production of non-GMO soybeans. The French professional Raimond Faillenot returned to the company to direct and to support the establishment of a product traceability system. The company sent two professionals to France for training in traceability and certification.

Cotrimaio prepared the whole system from the field production, transport, processing and storage, besides a small soybean crushing and oil extraction unit in order to operate under certification. The cooperative received the French professionals and businessmen who inspected, followed up and approved the process.



Cotrimaio produced 40,000 tons of non-GMO traceable and certified soybeans in the harvest of 2000, and should produce 80,000 tons in the harvest of 2001. About 50% of the production of the year 2000 was destined to non-GMO soybean protein for human consumption in the domestic market. The other 50% remains stored, with export expectations for the French market. The company expects the feasibility of marketing traceable and certified non-GMO soybeans harvested in 2001 to France.

### **3.2 Interagro S.A. Alimentos**

Location: Curitiba-PR

Products: production, slaughter, processing and distribution of broilers.

Mini-diagnosis: Marc Beaudoin, Jean Pierre Frenchia, on July/1999.

Results: Interagro company asked to leave the program. Its financial situation did not allow a satisfactory evolution of OPTIMA objectives.

### **3.3 Pomifrai Fruticultura S/A**

Location: Fraiburgo-SC.

Products: production and processing of apples.

Mini-diagnosis: Bruno Fely On August/1999.

Results: The company was diagnosed, advised and supported by the Program, overcoming one of the main problems of the sector, which is accessibility to the European market. The contacts supported by the program promoted the partnership with a French company, allowing the marketing of its product in Europe. The program gave some orientations as to processing, quality for the European market and packaging presentation for this market.

The company has been seeking through the program partnerships for downgraded product processing for export and fresh consumption.

### **3.4 Baumhardt Irmãos S/A**

Location: Santa Cruz do Sul-RS.

Products: pork sausages

Mini-diagnosis: Jean Pierre Frenchia and Marc Beaudoin on July/1999.



Results: The company had negative results. The diagnosis pointed out measures which were implanted and rendered positive operational results. The decommission of the slaughter sector was recommended, as the low availability of raw material in the area and inadequate scale generated losses. The company presently ceased to slaughter and started to buy carcasses for processing in the market. The president visited processing plants in France and contacted two other French companies to establish partnerships.

### **3.5 Irmãos Ruivo Ltda.**

Location: Pelotas-RS.

Products: biscuits.

Mini-diagnosis: Jean Pierre Frenca and Marc Beaudoin on October/1999.

Results: The company followed the recommendations of the mini-diagnosis, was satisfied with the results, but did not show any interest in partnership contacts. It made fixed investments with its own resources.

### **3.6 Germani Alimentos Ltda.**

Location: Caxias do Sul-RS.

Products: pasta and biscuits.

Mini-diagnosis: Dominique Matthias and Marc Beaudoin on October/1999.

Results: The mini-diagnosis pointed out the need to update the machinery and to improve biscuit and pasta manufacturing. The company is implanting the recommendations and will relocate its facilities in a new and larger building. It received the visit of Mr. Bouquet, who showed interest in establishing partnerships and negotiations. Mr. Carlos Stédile, president of Germani, went to France to know Mr. Bouquet's company and to advance the negotiations.

### **3.7 Associação dos Pequenos Agricultores de Palmeira das Missões**

Location: Palmeira das Missões-RS.

Products: production and slaughter of ecological poultry

Mini-diagnosis: Raymond Waugarny and Argemiro Brum on December/1999.

Results: The Program offered the Association basic production and marketing guidelines to establish a production and slaughter unit of ecological poultry, aiming at



the regional market. The unit is in the initial stage of implantation. The Association remains interested in receiving Mr. Barou to show the project.

### **3.8 Alisul Alimentos S/A**

Location: São Leopoldo-RS.

Products: animal feed.

Mini-diagnosis: Roland Sachot on July/2000.

Results: Mr. Philippe Carle, President of Techna-Nutrition et Techniques Animales also visited Alisul aiming at a technical and commercial partnership. Besides Alisul headquarters, located in São Leopoldo, RS, the unit of Maringá-PR was also visited. The company received technical advice on products, processing and equipment, as well as on issues related to market and its potentialities. Product diversification and formulations were well accepted by Alisul, which continues to make contacts in search of partnerships.

### **3.9 Confepar-Cooperativa Central Agro-Industrial Ltda.**

Location: Londrina-PR.

Products: milk and dairy products.

Mini-diagnosis: Dominique Gily on December/2000.

Results: This producers' cooperative had the mini-diagnosis oriented to the milk production sector. The company was advised as to technology equipment, tetra-pack packaging, etc. Confepar is in contact with CBSA due to the visit of Mr. Gily, aiming at a partnership for the use of Chambourci brand and product line in Brazil.

### **3.10 Cotrijui -Cooperativa Regional Triticola Serrana Ltda.**

Location: Ijuí-RS.

Products: flours and sausages.

Mini-diagnosis: Mr. Jean Marie Carrara, on October/2000.

Results: Small farmers' cooperative, interested in a mini-diagnosis on the production and marketing of foods based on cereals and other regional raw materials for children and elderly people. It also being oriented for the establishment of a fish processing unit using French technology.





#### 4. SEMINARS

- AUG/1998 – Florianópolis/SC: Optima Program dissemination.
- DEC/1998 – Porto Alegre/RS: "Fast Knowledge of the Market Method"
- AUG/1999 – Porto Alegre/RS: "Competing in the Agribusiness".
- APR/2000 – Santa Rosa/RS: "Promoting a stronger participation on the process of traceability and certification of non-GMO soybeans".
- APR/2000 – Santa Rosa/RS: " Traceability and Quality Certification of Food Products – The European Market as an Example", at FENASOJA (National Soybeans Fair) auditorium.
- APR/2000–Curitiba/PR: "New Technique of Agriculture Products Marketing".
- APR/2000-Curitiba/PR: technical meeting, at BRDE, on "GMO and non-GMO Agriculture Products Market".
- APR/2000 – Curitiba/PR: technical meeting to evaluate contacts and events promoted in the State of Paraná".
- OCT/2000 – Porto Alegre: "Sabor Gaúcho (Gaúcho Flavor) Label" and "Differentiation Strategies for the Certification of Agrifood Products". BRDE promoted the release of the book "Official Indexes of Agricultural Food Quality: Strategic Guide to Obtain Agrifood Label from the European Union" written by Mr. Marc Leusie and Ms. Agnes Alessandrin, published in Brazil by UNIJUI.

#### 5. NEGOTIATIONS

##### 5.1 Technical and commercial visits

- Tech - Philippe de Carle visited the companies: Alisul, Doux-Frangosul, Batavo and Da Granja, besides BRDE agencies.
- Les Grands Moulins de Paris - Mr.Bouquet : Germani Alimentos, Filler e Seven Boys.
- OPTIMA coordinator- Mr. Sarazin: BRDE, Centro Nacional de Tecnologias Limpas (CNTL), OCERGS, Germani, Alisul, Baumhardt, Leivas Leite, Lotus, Porto Pesqueiro de Rio Grande.
- Ecocert - Mr. Pons: made contacts for the establishment of Ecocert-Brasil in Rio Grande do Sul with BRDE, State Department of Agriculture (SAA), OCERGS, CNTL, Unitec and Cotrimaio. In Santa Catarina, with Fundagro and in Paraná, with BRDE, TECPAR, OCEPAR and Emater.
- National Institute of Agricultural Research of France (INRA) - Mr. Leusie: contacts for a partnership between SAA and INRA.



- French Confederation of Agriculture Cooperatives: the agenda of the French mission that would come to Brazil to meet sister organization in Rio de Janeiro and Curitiba, with a possibility to come to Florianópolis and Porto Alegre was postponed.
- CBSA - Mr. Dominique Gily to Cooperatives Piá, Santa Clara, CCGL, OCERGS, Confepar and Elegê company aiming at negotiating the use of Chambourci brand and line of products.

## 5.2 French mission in Rio Grande do Sul and Paraná

In April, 2000, under the coordination of BRDE, a group of French professionals came to Brazil to participate in meetings, make some visits and to lecture in the seminars scheduled in Santa Rosa, RS and Curitiba, PR. They represented producers' organizations, industries and the French Ministry of Agriculture. The following professionals were members of the mission: Jean Bailè; Jean-Benoit Sarazin; Annick Bartheleix; Yves Montecot; Yves De La Fouchardiére; Raymond Faillenet; Frédéric Monnier; and Marc Leusie.

They participated in the following events:

- Cia. Estadual de Silos e Armazéns (State Company of Silos and Warehouses - CESA) and Terminais Marítimos S.A. (Maritime Terminals - TERMASA)/ RS: technical visit.
- Leivas Leite and Argus/ RS: technical and business visit.
- XI Fórum Nacional da Soja (Soybeans National Forum) / RS: participation;
- BRDE Optima Seminar and Guests / RS: participation;
- Seminar in Fenasoja (National Soybeans Fair)/ RS: participation;
- Cotrimaio/Fundagro/ RS: technical meeting;
- Comitês Estaduais de Certificação e Qualidade (State Committees for Certification and Quality)/ RS: participation;
- CESA/ RS: technical and business meeting;
- Avecol – Aves Ecológicas S.A./ RS: technical and business meeting;
- Associação Riograndense de Pequenos Produtores/ RS: technical and business meeting;
- Cotrimaio/ RS: technical and business meeting;
- Giovelli & Cia. Ltda./ RS: technical meeting;
- COTRIJUÍ/ RS: technical and business meeting;
- UNIJUÍ/ RS: negotiations on the "Guide Strategique";
- Ministério de Desenvolvimento Agrário (Ministry of Agrarian Development): technical meeting;



- Citpar/ PR: technical meeting;
- Secretaria da Agricultura/ PR (Department of Agriculture): technical meeting;
- Secretaria de Indústria e Comércio/ PR (Department of Industry and Commerce): technical meeting;
- Seminário Comercialização de Produtos Agrícolas/ PR (Seminar on Marketing of Agricultural Products) : participation;
- BRDE/ AGCUR: commercial and technical meeting;
- TECPAR/ PR: commercial and technical meeting;
- OCERGS/ RS: technical meeting;
- FEDERASUL/SICREDI/ RS: lunch meeting - participation;
- UNIDO/SENAI/CNTL/ RS: technical and business meeting;
- SEBRAE/ RS: technical and business meeting;
- Governo do Estado RS, SAA: technical and business meeting;
- ALISUL ALIMENTOS S.A./ RS: technical and business meeting;
- FRANGOSUL/DOUX/ RS technical meeting;
- Salão Internacional da Alimentação (SIAL)/ RS (International Food Fair): discussion on participation;
- Expointer/ RS (International Animal and Machinery Show): invitation to participate

### **5.3 Evaluation survey of the Program**

By solicitation of Mr. Sarazin, coordinator, a survey among the participants, who were asked for a brief evaluation of the program, was carried out.

### **5.4 Financing by BRDE**

The following companies and cooperatives, which participate or are interested in joining OPTIMA, have received support from BRDE or are negotiating to obtain financing for their projects: Cotrimaio, Cosuel, Cosulati, Avecol, Germani, Alisul and Pomifrai.

## **6. TRAINING**

O BRDE received two trainees from France, Miss Servane Thomas and Mr. Marc Beaudoin in 1999. The training was done at BRDE on the Food Sector. The trainees also visited companies along with Program consultants.



The vice-president of Cotrimaio, Mr. Amilton Dotto, professionals of UNITEC, Mr. José Álvaro Pacheco, and of Classpar-SA/PR, Mr. Gilberto Wust da Silva and Mr. Osvaldo de Castro Olson, did training on the certification of non-GMO products, in Lemans, France, in 1999.

BRDE professionals, Mr. Nede Silva and Mr. Miguel F. Oliveira, long with 12 Brazilian entrepreneurs were in SIAL, 1998, under the coordination of Mr. Sarrazin.

Also under Mr. Sarrazin's guidance, entrepreneurs from the Program, participated in SIAL/2000.

## **7. PERSPECTIVES**

The perspectives related to the continuity of OPTIMA Program are: one company in contracting phase, 8 under negotiation, the interest of Cooperative Organizations and State Departments of Agriculture, and organizations of the seminars later described.

### **7.1 Companies in contracting phase**

Lotus Industrias.Ltda (Grupo Argus Engineering Ltda): seafood processing. Pelotas-RS

### **7.2 Companies under negotiation**

COSUEL-Cooperativa dos Suinocultores de Encantado: pig, soybean oil and milk production. Located in Encantado-RS.

AVECOL-Aves Ecológicas Ltda.: The company produces and slaughter ecological poultry, supplying 80% of its production for Carrefour supermarket chain. Carrefour follows up production and inspects slaughter, labeling the product. It was visited by Mr. Raymond-Waugarny. There is interest to establish a partnership with the French entrepreneur Mr. Barou. Located in Estrela, RS.

COSULATI-Cooperativa Sul Riograndense de Laticínios Ltda.: production, processing and marketing of poultry and swine, milk production. Located in Pelotas, RS.

FILLER S/A.: pasta and biscuits company visited by Mr. Bouquet, of Grands Molins de Paris, to make negotiations related to partnership. Located in Santa Cruz do Sul, RS.



**SEVEN BOYS S/A:** bread and biscuits company visited by Mr. Bouquet, of Grands Molins de Paris, to make negotiations related to partnership. Located in Porto Alegre, RS.

**ELEGÊ ALIMENTOS S/A:** dairy products company visited by Mr. Dominique Gily, aiming at negotiation with the French company CBSA in order to use Chambourci brand and product line. Located in Porto Alegre, RS

**COOPERATIVA SANTA CLARA:** dairy products cooperative visited by Mr. Dominique Gily, aiming at negotiation with the French company CBSA in order to use Chambourci brand and product line. Located in Carlos Barbosa, RS.

**COOPERATIVA PIÁ:** dairy products cooperative visited by Mr. Dominique Gily, aiming at negotiation with the French company CBSA in order to use Chambourci brand and product line. Located in Nova Petrópolis, RS.

### **7.3 Seminar Schedule**

Three seminars on "Agribusiness – Product Traceability and Certification" are scheduled for April, 2001, one in each of the states of the Southern Region.

Strategies for Milk Producers Cooperatives, promoted by OCERGS/BRDE with the presence of Mr. René Mauge, scheduled for 2000 and postponed for 2001.

### **7.4 Cooperatives**

Brazilian cooperatives presently use RECOOP - Restructuring, Strengthening, and Modernization Program.

BRDE, which has always backed up cooperatives, has made several financing contracts with 15 years amortization. The bank is nationally renown for having promoted RECOOP in the Southern Region.

### **7.5. Department of Agriculture of the States of RS and PR**

DA of Paraná wants to include further 15 companies in OPTIMA.

DA of Rio Grande do Sul wants to establish partnerships with French organizations concerning product traceability and certification, as well as for the development of Production Chains, specially in the beef, pork, dairy products and wine sectors.



## 7.6 Economic setting

Brazilian economy in 2000 had an actual growth in GDP around 4%, the highest rate of the last five years. In the domestic front, exchange stability, decrease of interest rates and of inflation, and also an improvement in indebtedness of the public sector<sup>1</sup>, point out to the consolidation of a economic environment propitiating growth. Moreover, there is a favorable external setting of soft landing in the USA and of growth in EURO areas – which currency is being more valued than the American dollar, expanding the competitiveness of Brazilian exports – and in the Pacific Rim. Therefore, a growth rate of 3.7-5.6% and an inflation of 4-6% are expected in Brazil for the year 2001.

The recent reduction of 0.5% of the basic interest rate in the North-American economy and the upgrading of the rating of credit risk of long term government bonds in Brazil, from B+ to BB-<sup>2</sup>, allows a reduction in the cost to obtain resources in the international market by Brazilian companies and government. This is an essential issue for the Balance of Payments, as the increase in domestic demand tends to restrict the result of the commercial account.

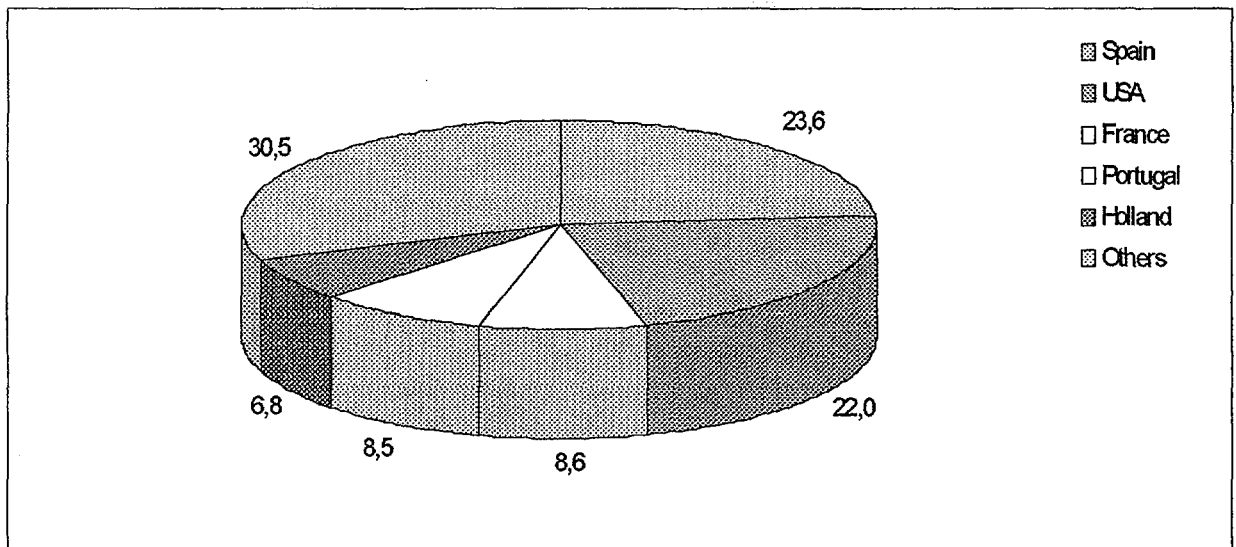
However, it must be noted that this optimistic setting may be obstructed by the performance of some external variables, such as the evolution of oil prices, the outcome of the Argentinean crisis, and the global effects of the de-warming of the American economy.

Brazilian exports grew 14.7% in 2000. Nevertheless, the commercial balance had a deficit of US\$691 million due to the strong increase in imports resulting from economic growth. However, in 2001, direct external investment and short-term loans will still have an essential role in financing the deficit in current transactions.

As to direct external investments input in October, 2000, of US\$1.7 billions (Central Bank of Brazil data), US\$ 401 millions came from Spain. France is in the third position, having invested US\$ 146 millions, whereas the USA is in second, investing US\$374 millions in the same year. Brazil has accumulated increasing sums in DEI account, mostly due to the process of privatization. The prospective reduction in the entry of autonomous capital, derived from the decline in investment opportunities associated to this process, points out a reduction in DEI flow. Thus, the increase in exports and the protraction of debts, along with cost reduction, are essential to sustain a external financing profile which is compatible with sustainable domestic growth. The graph below shows the participation of DEI in Brazil.

<sup>1</sup> The primary surplus accumulated in the public sector (Jan-Nov/2000) was R\$ 41,5 billion, which is higher than the R\$ 36,7 billion agreed with IMF.

<sup>2</sup> Published by the International Agency of Rating Standard & Poor's on 03/Jan/2000.



Source: Banco Central do Brasil.

Graph 1 – Participation (%) in Direct External Investment (DEI)  
October - 2000

### 7.7. Possibilities offered by BRDE

BRDE, with its present structure of capital, assets, human resources, number of clients, and regional development performance, is able to continue to develop the actions determined in OPTIMA and also to offer other opportunities, such as:

- publishing sectorial and regional reports on the Southern Region of Brazil;
- financing investments of Brazilian and French enterprises in the Southern Region of Brazil,
- helping the organization of seminars and technical meetings;
- helping the publicity of fairs;
- collaborating in training exchange between Brazil and France;
- promoting technical and business contacts and meetings for business purposes.



## 8. CONCLUSION

According to the activities described in this report, the OPTIMA program generated results during these years. As seen above, 10 companies have already concluded the first phase of the Program and are waiting negotiations to begin the second phase. In parallel, there were exchange of information and negotiations as a result from the visit of several French professionals and entrepreneurs to local companies, government organizations and other institutions. Some outcomes are, for example, negotiations for the establishment of "Ecocert do Brasil", and of a local laboratory to identify non-GMO products.

Besides these, there are other companies negotiating the contract of the first stage of the Program (1 under contract, 8 under negotiation). The cooperative sector awaits definitions to act more intensively, as well as the Departments of Agriculture of the States involved. Sectors such as dairy cattle, swine and wine production, fishery and agricultural machinery have good possibilities to establish partnerships. BRDE, besides the action it develops, is able to make reports in regions or sectors which may interest the Program, including those generating products with "denomination of controlled origin", an issue which interested the French Ministry of Agriculture.

The positive effects promoted by the information disseminated in seminars and other events must be highlighted. They called the attention of the Brazilian entrepreneur and producer to new technologies and quality standards developed in the French and international market. In addition to awakening the interest for the market and leading to competitive strategies, the information exchange allowed the beginning of mutual confidence relationships which may originate financial, commercial and technical partnerships, the aim of OPTIMA Program.

Adding to the presented perspectives, there are the expectations of growth of the global and the Brazilian economy, the latter founded on price and exchange stability, decrease in interest rates, improvement of the profile of the public sector indebtedness, and in external relations of Brazil. It is relevant to point out once more the importance of the Southern Region to the Brazilian economy. According to IBGE (Brazilian Institute of Geography and Statistics) data of 1998, this region is responsible for the second highest GDP of Brazil (US\$ 143.4 billion) behind the Southeastern Region. It also has the second GDP per capita (US\$ 5,938.00).

In this context, the partners of OPTIMA Program are waiting for the definition of new guidelines to implement further stages of the Program, the admission of new interested companies and organizations, and new opportunities UNIDO may offer.





## TEAM

During this period, the staff was composed of the following professionals:

Jean Benoit Sarazin	UNIDO-Coordinator
Carlos Alberto Vaz da Silva	BRDE/RS
Carlos José Ponzoni	BRDE/RS
Cíntia Rubim Pedro	BRDE/RS
Júlia Ortiz Ambros	BRDE/RS
Miguel F.de Oliveira	BRDE/RS
Nede Lande Vaz da Silva	BRDE/RS
Raul Carvalho	BRDE/SC
Carlos A. Olson	BRDE/PR
Lauro Esmanhoto	BRDE/PR
Valmor Grade	BRDE/PR
Carlos A.M do Nascimento	CNTL
Claudia Terres	CNTL
Hugo Springer	CNTL