

**ECOSYSTEM LENS FOR VALUE CREATION IN AGRIBUSINESS: THE
PROPOSITION OF AN ANALYTICAL STRUCTURE**

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Introdução

The renewal of agricultural organization models requires the promotion of more open and decentralized approaches, focusing on innovation, value creation, and sustainability for the rural sector. This theoretical study focuses on the transition from a traditional value system to an ecosystem-based value system. It should be noted that the ecosystem approach is commonly seen in cases of high-tech companies, and the studies that have used the ecosystem lens for agribusiness follow a “regional approach”.

Problema de Pesquisa e Objetivo

The central argument of this theoretical study is that rural companies can establish an ecosystem-based value system as a strategy to add value to their focal offer, enabling complementary actors to contribute to the creation of product and service value based on complements and complementarities. In this sense, the research question is: How the ecosystem lens can be applied in the context of rural companies? Given this context, the aim of this study is to propose an analytical structure that considers ecosystems as a strategy for rural companies to create value from complementarities.

Fundamentação Teórica

The theoretical foundation is divided into two sections: 1) Ecosystem as an organizational strategy; and 2) Value creation in agribusiness. The first section was structured based on seminal articles about ecosystems and the state of the art of the last ten years. The second section was structured based on reviews and empirical studies on innovation and the agribusiness value chain.

Discussão

This essay is structured around four theoretical propositions that highlight the importance of ecosystem lens in the context of agribusiness. The propositions explore the relationship between complementarities and complements, value creation, business opportunities, and the role of formal and informal institutions in this process, considering the peculiarities of the rural context.

Conclusão

This theoretical essay highlights the transition to an ecosystem-based value system as a fundamental strategy for rural companies in agribusiness. The active search for complementarities and complements to the company's focal offer is key element in this transition, propelling innovation, value creation, and entrepreneurship in rural areas. By exploring the nuances of the ecosystem lens, the essay outlines a path for rural companies to maximize value creation, presenting a reflection on the transition from the traditional agribusiness value system to an ecosystem-based model.

Contribuição / Impacto

The theoretical and practical implications of this essay are relevant for both rural businesses and policymakers. One of the fundamental implications lies in adopting an ecosystem strategy as an effective approach to create value and promote innovation in rural businesses. This involves actively pursuing strategic partnerships with various actors in the ecosystem, such as suppliers, agricultural technology companies, research institutions, and companies from different sectors serving as complementary actors.

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