

RESEARCH YEARBOOK

GVpesquisa

2016 • 2017



RESEARCH YEARBOOK 2016-2017

EDITOR-IN-CHIEF

Thomaz Wood Jr.

PROJECT COORDINATOR

Daniela Mansour M. da Silveira

PROJECT ASSISTANT

Isolete Rogeski

EDITING

Adriana Wilner

REVIEWER

Paula Thompson

GRAPHIC DESIGN AND DIAGRAMMING

Cris Tassi

INDUSTRIAL PRODUCTION

Printing and finishing: Única Gráfica e Editora Ltda. – Epp

Print date: 6/08/2016

Print run: 450 copies

FREQUENCY

Annual

GVpesquisa

Av. Nove de Julho, 2029 – 11º andar • 01313-902 • São Paulo

Tel.: + 55 11 3799-7719/7842

<http://gvpesquisa.fgv.br>

<http://www.youtube.com/gvpesquisa>

<http://www.flickr.com/photos/gvpesquisa>

INTRODUCTION

This yearbook presents summaries of research conducted by research professors from FGV-EAESP.

The work was funded by GVpesquisa, and our research included four support categories: two individual categories related to projects conducted with the support of over-the-counter and productivity grants and two collective categories related to Research Line and Study Center projects.

The sections provide an overview of the contributions made by FGV-EAESP researchers to the development of administration studies in Brazil as well as guidance for the construction of a research agenda for both the present and future.

This yearbook also contains a section by Maria Tereza Leme Fleury and Servio R. C. Werlang on applied research, and it emphasizes the issue of methodological strictness.

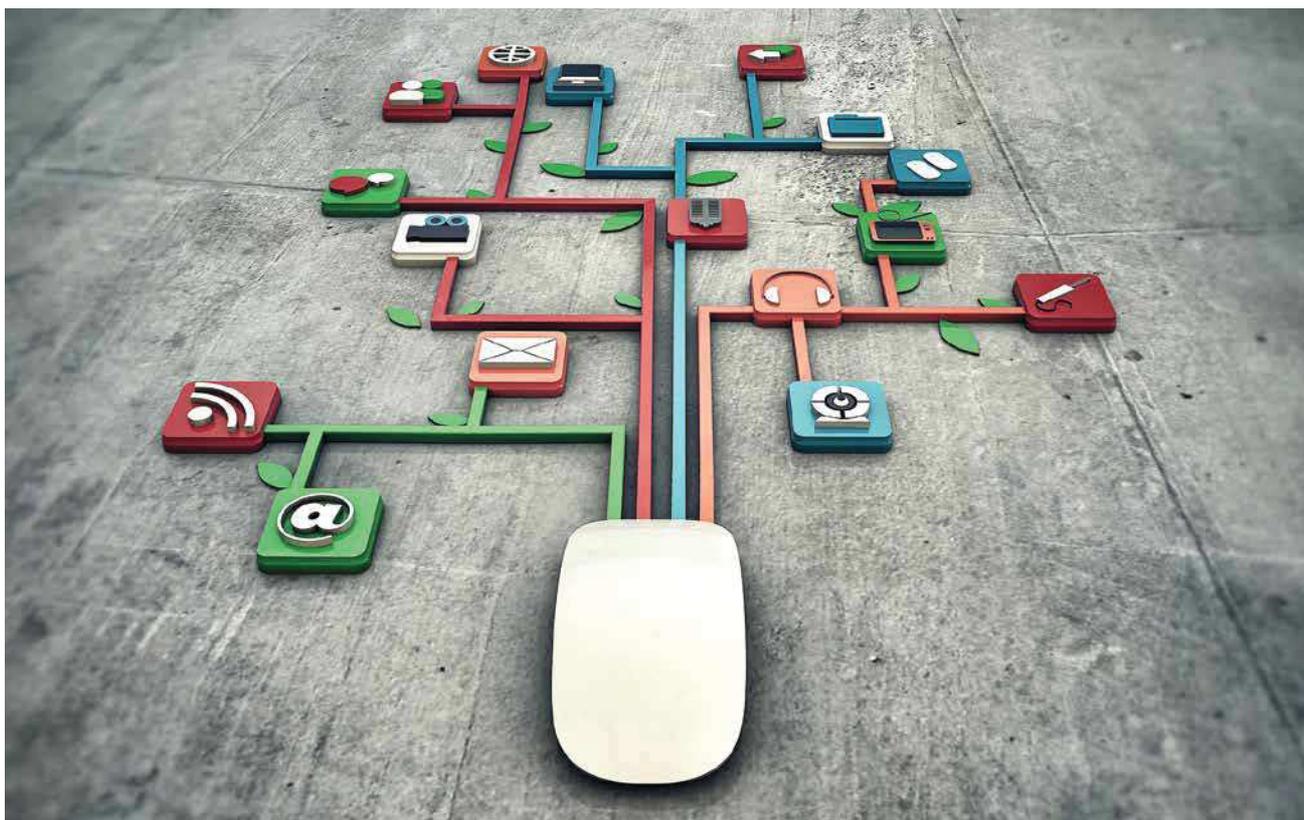
The research summaries were prepared by the authors themselves and edited by Adriana Wilner. Graphic design was performed by designer Cris Tassi, and the overall project was coordinated by Daniela Mansour M. da Silveira from the GVpesquisa team.

We hope that this yearbook achieves its objectives, which include disseminating the knowledge generated by FGV-EAESP, and serves as a bridge between readers and authors.

With warmest academic greetings,

Thomaz Wood Jr.

Coordinator – GVpesquisa



MARKETING STRATEGIES

The challenge for e-commerce is to grow without abdicating profitability

RESEARCH IN FOCUS:
A new moment for e-commerce

Leandro Angotti Guissoni,
Tânia Veludo-de-Oliveira and
Thales Teixeira

Buying clubs, physical and virtual retail combinations, digital franchises and the sale of products from small stores by large retailers are models with the potential to generate profit.

OBJECTIVE TO UNDERSTAND HOW BRAZILIAN E-COMMERCE COMPANIES CAN GROW WITHOUT ABDICATING THEIR PROFITABILITY.

SNAPSHOT

- A temporal analysis was conducted of the organizational narrative of Brazilian e-commerce companies based on reports published in 2014 and 2015 in Brazilian business magazines (e.g., Isto é Dinheiro, Exame, E-commerce News).
- Analyses were conducted of sector reports for 2015, such as Latin America 500 and WebShoppers.
- Analyses were conducted of the results' metrics (e.g., sales growth rate, sales revenue growth, average ticket, conversion ratio) of those Brazilian e-commerce companies that showed the greatest growth in 2014.
- A forum was conducted with executives from e-commerce companies.

RESULTS

- Brazilian e-commerce companies have adopted initiatives to achieve profitability, such as increasing product diversity, reducing delivery times, avoiding margin loss through price wars, opening new distribution centers, delivering free of charge and investing in mobile commerce.
- Four business models with the potential to generate profitability for Brazilian e-commerce companies stand out: (1) buying clubs, wherein internet users are invited to join a "club" to enjoy discounts for bulk buying (e.g., Wine.com); (2) using the marketplace, wherein products from small stores are sold by large retailers (e.g., B2W, Cnova and Wal-Mart); (3) combining physical and virtual stores, wherein physical and virtual stores operate side-by-side (e.g., Magazine Luiza); and (4) implementing digital franchises, wherein internet users can become the consultants of virtual stores (e.g., Natura).

NEW INSIGHTS

- Brazilian e-commerce companies grew during an economically favorable period in the country and are under pressure to generate profits in an economically turbulent time. The previous discourse based on obtaining traffic growth, sales conversion rates and gains in market share has been modified to an expectation of making operations profitable.
- The four business models mentioned in this study have the potential to ensure that e-commerce companies grow and break even.



Contact the author:

Leandro Angotti Guisson – leandro.guissoni@fgv.br