

**Fernando Castelló Sirvent  
(coordinator)  
Juan Puchalt Sanchís  
Juan Poveda Gil  
Fernando Marco Faderna**

# **Case Idai Nature international: bio business expansión**

**Fernando Castelló Sirvent  
(coordinator)  
Juan Puchalt Sanchís  
Juan Poveda Gil  
Fernando Marco Faderna**

# **Case Idai Nature international: bio business expansión**



**Case Idai Nature  
international:  
bio business expansion**

Fernando Castelló Sirvent  
(coordinator)

Juan Puchalt Sanchís

Juan Poveda Gil

Fernando Marco Faderna

# Case Idai Nature international: bio business expansion

There is a teacher's manual intended as a pedagogical complement.  
It is available to teachers who use this document as teaching material.  
[editorial@esic.edu](mailto:editorial@esic.edu)



October, 2022

*Case Idai Nature international: bio business expansion*

Fernando Castelló Sirvent (coordinator), Juan Puchalt Sanchís, Juan Poveda Gil and Fernando Marco Faderna

All rights reserved.

Any form of reproduction, distribution, communication to the public or transformation of this work may only be performed with authorisation from its copyright holders, unless exempt by law.

Should you need to photocopy or scan an excerpt of this work, please contact CEDRO ([www.cedro.org](http://www.cedro.org)).

© 2022, ESIC Editorial  
Avda. de Valdeñigrales, s/n  
28223 Pozuelo de Alarcón (Madrid)  
Tel. 91 452 41 00  
[www.esic.edu/editorial](http://www.esic.edu/editorial)  
@EsicEditorial

ISBN: 978-84-19480-02-6

Cover design: ESIC  
Layout: Nueva Maqueta  
Printed by Gráficas Dehon

A notebook of



*Printed in Spain*

*This notebook has been printed with organic ink and sustainable paper.*

X

E

D

Z

—

1. INTRODUCTION.....	9
2. CASE ENVIRONMENT.....	9
3. DESCRIPTION OF THE PROBLEM.....	12
4. COMPLICATIONS OF THE PROBLEM.....	12
5. CASE QUESTIONS.....	13
6. CASE SOLUTION TEMPLATE.....	13
7. BIBLIOGRAPHIC REFERENCES.....	13



## Fernando Castelló Sirvent

Economist and associate professor in ESIC Business & Marketing School, where he has taught courses on international trade, international economics and Spanish economics. Likewise, his teaching experience has been developed in management, strategy, and business information systems. His fields of research include sustainable transitions, strategy, crisis management, think-tanks and public policy, and entrepreneurship, and have been published as journal articles indexed in Journal Citation Reports (JCR) and books indexed in Scholarly Publishers Indicators (SPI). He also currently works as a economic analyst, strategic consultant and senior business advisor for SMEs and family firms.

LinkedIn: <https://www.linkedin.com/in/fcastello/>

Twitter: [https://twitter.com/Castello\\_F](https://twitter.com/Castello_F)



## Juan Puchalt Sanchís

Professor of marketing at ESIC Business & Marketing School since 2011 (campus of Valencia). Associate professor at the Faculty of Economics of Valencia (1994-1996). Doctor in Economy and Business Administration (University of Valencia). He has published some articles on exhibitions and has participated in more than forty national and international conferences and seminars related to the exhibition industry. He has collaborated on several research projects. Consultant and general secretary of the Spanish Trade Fairs Association. 37 years in the exhibition industry, holding various management positions at Feria Valencia (1985-2011) and as International Business Developer at Fira de Barcelona and at other companies.

LinkedIn: <https://www.linkedin.com/in/juan-puchalt-42379b14/>

Twitter: <https://twitter.com/jpuchalt5>

Facebook: <https://www.facebook.com/juan.puchalt>



## Juan Poveda Gil

Engineer in Industrial Design from the Cardenal Herrera CEU University, with a Master's Degree in New Trends and Innovation Processes in Communication from the Jaume I University, and an Executive MBA from ESIC Business & Marketing School. He is currently a doctoral student in the Doctorate Program in Communication Sciences at the Universitat Jaume I. His lines of research focus on the analysis of the communication of the innovation construct in the Social Innovation environment. He combines his work activity as a Branding Consultant with that of associate professor in Undergraduate and Postgraduate courses at ESIC Business & Marketing School.

LinkedIn: <https://www.linkedin.com/in/juanpovedatrumbo/>



## Fernando Marco Faderna

Degree in Chemistry from the University of Valencia. MBA from Cerem IBS. Advanced Course in Operations, Logistics and Supply Chain from the University of Nebrija. Occupational risk prevention expert. Specialist in Quality, Industrial Environment and Lean Manufacturing. Experience of more than 20 years, having carried out work in all the processes of the supply chain in companies of formulation, filling, packaging and distribution of chemical products. Currently, he carries out his activity as Process Engineering & QHSE Manager at IQV, S.A. (Matholding Group), a company dedicated to the synthesis of copper salts and the formulation, filling, packaging and distribution of crop protection products. Professor at ESIC since 2019, he participates in different programs such as the EMBA, MBM and LOCS, he also collaborates with Corporate Education, teaching different courses.

LinkedIn: [www.linkedin.com/in/ferranmarcofaderna](http://www.linkedin.com/in/ferranmarcofaderna)

*Original case study of professors **Fernando Castelló Sirvent, Juan Puchalt Sanchís, Juan Poveda Gil and Fernando Marco Faderna**. Developed as a basis for class discussion and not as an illustrative example of effective or ineffective handling of an administrative situation. The data used in this case is based on public information of the company, obtained through its website and other sources of information and supplemented with information obtained in personal interviews. The characters and situations expressed are fictitious, except for public statements.*

*Original November 2, 2021. Last revised December 5, 2021.*

## 1. Introduction

Carlos Ledó had been waiting for that call for years. It was the year 2018 and the warm breeze of April immersed him in the warm memory of beginnings that now seemed distant. Gone was his activity as an advisor to agricultural estates. Further, his training as an agricultural engineer. Now, he smiled to himself as he recalled how his curiosity lit the fuse of the enterprise.

## 2. Case environment

In those early years, a young man fresh out of college would visit his clients' farms and, on many occasions, they would give him generous samples of their harvests. Curiously, they did not share with him the same type of products that they intended for sale, but those that they reserved for his relatives. At first, this caught his attention, because it was not an isolated event. It happened in Huelva and also in Castilla La Mancha, and in many other areas of the national geography. In all cases, they were crops produced with great care to avoid the application of chemical products. He found that farmers had two types of crops, one for the market and the other for personal consumption. It was common in farms dedicated to strawberries and strawberries, in general, to the entire family of berries, and to mushrooms. It occurred in practically all types of crops.

Carlos fell silent with emotion when he became aware of the reason why these farmers preserved for themselves those products that were more natural