Management and cooperativismo

Gestão rural e cooperativismo rural

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Tamires de Souza Machado
Bachelor of Administration from Universidade Estadual do Paraná (UNESPAR) - Campus de Campo Mourão
Institution: Universidade Estadual do Paraná (Unespar) - Campus de Campo Mourão
Address: Avenida Comendador Norberto Marcondes, 733, Campo Mourão
E-mail: tamires.16.souza@gmail.com

Eloisa Paula de Oliveira
PhD in Administration from Universidade Estadual do Paraná (UNESPAR) - Campus de Campo Mourão
Institution: Universidade Estadual do Paraná (Unespar) - Campus de Campo Mourão
Address: Avenida Comendador Norberto Marcondes, 733, Campo Mourão
E-mail: eloisapauladeoliveira@gmail.com

ABSTRACT
It is known that Agribusiness is one of the pillars of the economy in Brazil, and this sector has been increasingly modernized, demanding greater adaptability from producers to changes, knowledge and investment in their business in order to remain a competitor in the market. Thus the cooperative is of great importance for small and medium producers who do not have access to many available resources. Therefore, the present work has a general objective to comprehend the relation between an agricultural cooperative and the rural producer Edmar Canuto de Medeiros, as well suggest improvements in the management of their property so that more professionalization of the processes and consequently greater profit.

Keywords: agribusiness, rural management, cooperativism.

RESUMO
Sabe-se que o Agronegócio é um dos pilares da economia no Brasil, e cada vez mais esse setor tem se modernizado exigindo dos produtores maior adaptabilidade às mudanças, conhecimento e investimento em seu negócio para se manter concorrente no mercado. A cooperativa então é de grande importância para os pequenos e médios produtores que não tem acesso a tantos recursos disponíveis. Portanto, o presente trabalho tem objetivo geral compreender a relação entre a cooperativa agrícola e o produtor rural Edmar Canuto de Medeiros, além de sugerir melhorias da gestão de sua propriedade para que se obtenha maior profissionalização dos processos e consequentemente maior lucro.
1 INTRODUCTION

Agribusiness is one of the fastest growing sectors in Brazil every year. Despite the critical moment the world is facing with the COVID-19 pandemic, which has caused a breakdown in several countries’ health care systems and one of the largest economic crises ever seen, the sector has kept the country’s economy.

The term "agribusiness" has a broad concept that aggregates all activities around rural production. That is, agribusiness is the whole process that starts with the purchase of inputs, investments and bank insurance, land preparation, technologies to optimize processes, climatology, pesticides, planting, harvesting, distribution of products, processing of raw material and arrival of the final product to the consumer (Neves, 2016). This involves various organizations and actors from the supply of inputs to the purchase by the final consumer.

Its magnitude becomes even more palpable when one presents the results in numbers. According to data captured by the IBGE agriculture census in 2017, Brazil was the world's largest exporter of soy, coffee, sugar, orange juice, sugarcane ethanol, beef and chicken. In 2019 it produced 232.6 million tons of grain, 43.1 million tons of fruit, 33.8 billion liters of milk and 27.9 tons of meat. It accounted for 21.4% of GDP and 19.5% of the labor force.

As it is, the state of Paraná contributes directly to this growth, since it is the second largest grain producer in the country, in which the cultivation of soybeans occupies ¼ of its entire territory. Highlighting the Midwest with 690 thousand hectares of planted area for 20/21 soybean harvest, according to the official website of the Paraná News Agency. In which the city of Phoenix is located and was the site of the study.

One of the main reasons for this growth is the Agricultural Cooperative. Its concept characterizes it as an organization in which profits are not for itself, but rather for its cooperates, with the main function of assisting rural producers with technology, insurance, storage and marketing. According to Bialoskorski (1994), the main purpose of
cooperatives is to serve as bridges between the market and the cooperatives in order to make profits.

From a legal perspective the Cooperatives Law 5.764/71, in its Article 4, the Cooperative is defined as:

Cooperatives are partnerships of a civil nature and form, not subject to bankruptcy, formed to provide services to members, distinguishing themselves from other companies...

Agricultural cooperatives have gained strength and space within the national and international market, making them act in different branches of agribusiness and agribusiness. For example, the large-scale access to raw material of various producers allows the use of waste for animal feed, the production of products such as oil, margarine, wheat, among others, for marketing. Cardoso, 2014

On the international stage, one can see the tendency that the American cooperatives are merging among themselves. Cooperatives from a given region merge by investing in research from nearby universities, in product quality programs recognized by the government for greater consumer reliability. (Gomes et al 2019)

In Paraná, the largest agricultural cooperatives capture most of the production for marketing and for the production of their final products, whether by future contracts, fixed-term contracts, joint ventures, among others. According to the online publication of the newspaper Gazeta do Povo, on July 19, 2016 the state has 17 cooperatives between the largest in Brazil and the largest in Latin America, with sales in the previous year of R$60.3 billion.

Coamo is the largest agricultural cooperative in Latin America with global revenues in 2020 of R$20,003,524,461, according to a report available on the organization's own website. Its headquarters are located in the city of Campo Mourão, serving all the small municipalities nearby. Reaffirming the importance of the present study located in the city of Phoenix, in which producer is part of the cooperative's framework of cooperatives.

The present study aimed to understand the relationship between the agricultural cooperative and the rural producer Edmar Canuto de Medeiros according to the
interpretation of the cooperative. In order to achieve this goal and contribute directly to the studies and other research about rural management, the case study was chosen so that day-to-day and practical problems are analyzed. Making the research get as close to the reality as possible to those who are interested in the subject. For Gil (2008), the case study is characterized by a thorough and exhaustive study of one or more objects, in order to allow their broad and detailed knowledge, in this case, the rural property of Mr. Edmar and its relationship with the cooperative.

The primary and qualitative data were obtained from the first approach with a free interview to identify the main or main difficulties of the rural producer, as well as all his history with the activity in the field, marketing his products and his dynamics with the cooperative, allowing him to express with his own words his opinion and his arguments in the decision making regarding the theme of the work.

At a second moment, data on the property and the owner were gathered and again, an interview was conducted with a script to obtain more detailed and specific information on the processes between the cooperative and the cooperative, such as: negotiation and commercialization, influence of the cooperative in the decision-making on the property, advantages and disadvantages, among others.

While the secondary data were acquired through sources of bibliographic research, theses, books and websites that deal specifically with agribusiness and are also aimed at producers, to foster and base all theory necessary for the development of the work. Reporting was required after the analysis of the data, which was presented as suggestions and can be used to aid business decision-making.

It is known that the agribusiness sector suffers numerous fluctuations in the production, supply, demand and quality of products, whether by favoring the climate or not, increasing prices passed on to the final consumer, foreign competitors, foreign market and other variations of the sector. This phenomenon is directly linked to the marketing of products, causing problems that the rural producer is not always ready to react and take assertive decisions.

Second Batalha (2013) Rural Management is formed by collecting data and generating information about the property as a whole in order to foster analysis and decision making. However, the subject is insufficiently addressed in the literature, and
when treated it is done by professionals from other areas related to agribusiness. However, the dissemination of this information and research is also not sufficient to empower the producer in the implementation and use of the techniques available in management.

Knowing this, the present study was necessary to contribute bibliographically to the theme, further enriching the collection of studies and research, since the same is done from the perspective of the Administration de facto.

Furthermore, the property and region was chosen precisely so that it could serve as an example and tool for improvement for other small and medium producers, who live and own land in small municipalities and go through the same difficulties. It was and will also be a tool to make clear to those interested in the subject the relationship of the cooperative with a cooperative inserted in a small town that has the focus of its economy in agribusiness. And also assist you in understanding and practicing the theory of rural management, aiming improvements to your business.

2 RURAL MANAGEMENT

Rural management is a challenge for administrators, rural producers and consultants, as it is a huge and very dynamic economic sector. Competitiveness is fierce and information about technology and techniques seems to be lost in the midst of all this, not reaching the small producer, who in the majority of cases has managed his business in the same way for many years.

Protectionism has been gradually replaced by modernization, as a result of the high quality requirements of consumer markets. The inclusion of advanced technology and techniques is almost an obligation to continue in rural activity. (Battle, 2013).

Another important point is the cost of activities and capital investments, usually this comes from the own resources of the rural producer, which is insufficient being also one of the reasons for not implementing improvements in its ownership. Hence the emergence of rural credit companies and financing, as well as government programs. However, getting these financial resources is an extremely bureaucratic process, making it difficult and even impossible to raise them. Especially for small producers who do not have the required banking conditions, lack knowledge about other forms of credit, need to deal with high interest rates and do not run risks for fear of losing what little they have
or even all their property. In order to solve these problems or to have help and specialization, small producers make use of the cooperatives that normally provide all or almost all of these services. (Battle, 2013).

These problems are present in two of the three types of rural enterprise according to Batalha (2013), being: Traditional Rural Enterprise that still makes use of rudimentary machinery, the owner is farmer and also manager of its property, making family administration based on empiricism, bringing high degree of uncertainties and being at the mercy of agrarian policies and climatic conditions.

In rural enterprises in transition the greatest difficulty faced is to understand that rural property is not independent, but rather a link of the entire agribusiness chain that must always be in line. To understand that the end customer dictates the demand for the quality of the products and that there are various means of distribution, deadlines, prices and sales is also an important step in this transition process. (Battle, 2013).

Modern enterprises are those that have already undergone the transition and have sufficient technology and financial resources to adapt to the demands of the market, producing on a large scale and with the quality expected. (Battle, 2013).

Traditional rural ventures are more concentrated in small towns, becoming a market opportunity for collective actions aimed at bringing together and achieving common goals, in which all members are treated equally. Examples are collective actions, partnership, producer pool, associativism and cooperativism, as the next subject is.

2.1 RURAL PROPERTY OF MR. EDMAR

As a young man, Mr. Edemar was following his father's work. He came to like machines, tractors and harvesters, and it was this that encouraged him even more to choose the profession of the profession in the field of agriculture. He learned in his teens the handling of agricultural machinery.

He has experienced much of the evolution in technology in the field, one of his reports on the improvements, is the component called cabin present in the harvesters providing security to the operator. In spite of appearing something simple, before the invention the field workers suffered from the great contact with the agrotoxics used to combat the pests of the crop, they were hit by objects and even by dry parts of the planting.
The first opportunity he had to work was through his father, who granted him a farm of 2 bushels (ha) of land, which paid income of 25% of the production. Since then opportunities have arisen, some of them passed on by his father and others by third parties. Currently, after twenty-six years he works in a total area of 100 cultivated bushels, in which 15% is his property, that is, in 15 bushels of land.

For some time, he found himself without many resources and knowledge of the climate, pests and even the management of his business. However, the difficulties and obstacles were faced with the thought focused on success and love for agriculture, always with a lot of work, but looking back on what was wrong to correct the present and future.

It became cooperative in 1996. According to a report by Mr. Edmar, a lot has changed after joining the agricultural cooperative, such as the facility in agricultural financing, support and consultancy of agronomic engineers and agricultural technicians available for work such as soil correction, applying limestone and other products, storage in silos that guarantee the quality of the grain, and, in particular, having a direct channel of marketing that respects the prices and market prices, besides punctuality in payment.

3 DIAGNOSIS OF RURAL MANAGEMENT OF THE PROPERTY

In order to understand the case set out here, it is necessary to present the organizational structure of Mr. Edmar's rural property and the environmental factors that condition it. These clarifications are necessary because, as a result, the suggestions for improvement will imply changes affecting the structure.

Also in this topic is presented the way of property management and its relationship with the cooperative in the development of activities.

3.1 STRUCTURE

Correctly done organizational structure provides greater clarity of roles, roles, roles and division of responsibilities, identification of activities and planning that must be fulfilled in order to achieve the established objectives, with due attention to the established hierarchy (Steiffer & Costa, 2007)

The organizational structure of the property administered by you. Edmar is in the process of transition from an informal structure to a formal one. There is the rational
division of labor, but there is no classification of positions, there is no proven specialization by way of diplomas and certificates of employees, there is only the experience and experience of each one in his activity exercised.

It is assumed here, that the organizational structure is divided into systems (Oliveira, 2006): a) Responsibility System involving departmentalization and specialization of work; b) Authority System which is formed by the distribution of power and authority at the hierarchical levels; c) Communication System which is seen in the interaction between individuals, sectors and hierarchical levels; and d) Decision System which is formed by the activities, decisions and relations between organizational units;

In the rural property in question, the System of Responsibility has some lags in relation to the departmentalization and specialization of the work. One of the problems raised by you, Edmar in our interview was the difficulty of finding qualified labor to help him in the activities of the countryside, especially in the harvesting seasons. However, the cooperative offers an expert service to provide all assistance in the processes classified as before and inside the gatekeeper, making the property be able to maintain itself.

The System of Authorities has a hierarchy centered on the owner who makes the decisions on a daily basis with the help of the cooperative that provides and makes available important data for this process.

The property's Communications System leverages technologies and applications to quickly and accurately exchange information. Staff deal directly with their boss and property manager. The communication between cooperative and cooperative also occurs dynamically and quickly, through applications, phone calls and visits until the transfer of the same. There is always someone available to ask questions and assist in the use of some service offered.

Like communication, the decision is centralized by you, Edmar with the help of the cooperative in relation to the best moments for buying inputs and selling grain. However, when it comes to hiring a new employee, buying new machinery and taking financing and loans the same decides alone based on market information seeking the best for your business.
3.2 RELATIONS WITH THE EXTERNAL ENVIRONMENT

As for the conditioning factors of the organizational structure, the technology factor is one of the most studied and commented subjects of agribusiness. It is closely linked to how much the company uses the available technology resources and how up-to-date these resources are and how they are employed within the company. Analyzing this factor in the property one can see that its use is reasonable, with modern machinery, use of various types of seeds and inputs, which are provided by the cooperative. There is a telephone tower and the use of 4G is possible, but nothing that could be used for technologies like drones, monitoring and accompaniments by means of programs and software that need faster internet.

The Human Factor is related to the behavior, knowledge and interaction of the people who work in the company. Aspects such as satisfaction, teamwork, climate and organizational culture, and expertise to carry out assigned activities and functions are part of this conditioner. According to the owner this is a scarce resource, the town is small and there is not a great supply of labor for the countryside. Therefore some measures to ensure employee satisfaction are employed, such as good remuneration, guarantee of labor rights, commissions and friendly and friendly organizational climate.

The Factor System of Objectives, policies and strategies is in the internal environment and is directly linked with the decisions taken to define what are the objectives, how and when they will be conquered. The system of objectives is decided together with the family, since the most important objective of them is to guarantee comfort and provide a quality education for the daughters and a decent retirement for the couple. Another problem he raised was the lack of quick and easy access to his financial planning, activities, quotes, among others. Therefore, achieving these goals has become difficult and it has been identified that the company has no physical or material record of past harvests on any financial, labor or performance information and strategy.

As for the External Environment Factor, as its name already says, it is everything that is outside the company that can affect its functioning and behavior towards consumers and employees, such as the market, economic crises, new consumer demands, climate change, scarcity of resources, among others. With regard to the external environment, it is known that this one has the power to change the course of the
agribusiness market with simple changes. For the moment, the commercialization of the commodities is on the rise both in the domestic market and in the international market. In spite of climate changes that did not make farmers' lives easier with the drought a few months ago, in which several had to apply for insurance and others for late planting did not have their losses mitigated.

3.3 MANAGEMENT OF MR. EDEMAR'S RURAL PROPERTY

The medium-sized rural producer in question uses all the support services that the cooperative of which he is a member offers, be it harvest insurance, agronomist engineer, equipment and machinery finance facility, and also be responsible for the purchase of all commodities produced by him.

The same company actively participates in the corn and soybean crops, and all of its commercialization is done through the cooperative. The negotiation and sale of commodities produced are sold respecting the type of Forward Contract, in which the contract terms: price, product quality and quantity, delivery date, storage and storage are negotiated before production.

After the harvest and delivery of what has been signed in contract you. Edmar chooses how he wants to receive the value of the sale, part of which is money and products, inputs, among others. It is also important to note that if the producer has produced more than has been signed, he can use the storage silos without any cost or obligation to sell under the terms of the previous contract.

The purchase and sale prices are compatible with the market and can be consulted at any time by the cooperative's website or application. Besides, the producer doesn't need to go there to sign the contract, this app provides a field to make sales intentions, and everything can be done online.

The great advantage of being a cooperative is always to have essential resources of the activity ready, such as: quality inputs and seeds, technical support, resources and financial facilitators and always have a demand for the purchase of what is produced.

However, the management of your business is still done without market strategies, planning and organizational structure. This can lead to product losses and high production costs.
The current situation of ownership regarding the entire organization of the people who work there, activities performed, specialization and departmentalization. We know of the problems faced by you, Edmar, to better detail the staff of the property has:

- 1 CTPS employee with 2 minimum wages and commission and in harvest periods;
- 1 truck driver responsible for transporting the commodities from the rural property to the cooperative storage silo;
- 1 tractorist to assist in planting and harvesting;
- 1 harvester to assist in harvesting;

It is customary to work with about 6 to 8 people in the seasonal periods of high, the other employees are paid for the days worked only.

Despite this, the number of people working is little compared to the extent of the land, being 100 there are in total, 15 there are belong to Mr. Edmar.

Analyzing the situation described above, it can be seen that the area is extensive and the number of employees is low, not allowing rotation to preserve the employees and the quality of the work without there being delays and losses during the periods of planting and harvesting.

Another point raised was the lack of specialization of the hired labor. More than knowing how to perform the function, it is necessary that you know how to do according to the expected of the one who hired you. Even if remuneration is attractive it is not enough to keep the job properly occupied, generating exacerbated expenses and wear and tear, since the owner needs to work and unfold in the short time he has to look for, evaluate and hire someone else.

Especially in the processes of hiring and introducing the contracted in the required activities, when done in the harvest periods are troubled, causing delays, losses and a poor quality service interfering directly in the quality and later in the sale of the grains. In addition, some professionals hired on a daily basis do not appear on the days combined, further damaging the performance of the service.

It is already known the objectives of the sir. Edmar, as well as the difficulties faced by him in the organization and planning of the processes and activities that must be carried out, as well as their deadlines and periods.
Currently, this planning is only thought out and executed in a simple and quick way without any printed or online material, does not contain a comparison with the other crops. To make it a little clearer and more practical all this information has been passed through conversation, at the moment the soil has been fertilized by the straw of corn of the previous crop, the next steps will be to do the leveling of the curves, to prepare the earth with specific machines. In which such earthmoving services are done by means of hiring specialized companies.

In parallel to this, the planting was provisioned in accordance with the medium and long term climatic forecast and with the species of each seed. The area is large and there is little manpower and machinery, so the seeds are strategically selected where and when they will be sown. And none of this can be studied or reviewed for not being registered.

Analyzing the situation presented, we see that all the work and management of activities directly linked to the field are the responsibility of Mr. Edmar, which generates a weariness allowing errors and non-assertive decision-making. Moreover, this information is also not passed on or exemplified to other workers performing direct functions of planting, daily care and harvesting.

The follow-up of everything that has already been carried out is not so detailed and correct, causing false impressions and data, there is also a lack of preparation for combating possible unforeseen events and identified by means of planning and a lack of important information of the whole crop, so that there is a standardization of the processes guaranteeing a better quality of the commodities.

All of these information and data gaps that are essential to follow up, and then create a plan to meet the objectives, cause problems that are difficult to resolve. The cost of any activity must be as low as possible and in this situation it is not possible to measure it so that one knows whether or not there is a waste, the quality of commodities required by the cooperative is often not achieved by the lack of follow-up, and even for obtaining financial resources it is necessary to present documentation that proves the income of the activity and performance of the activities.

Agribusiness deals with unforeseeable situations, be they market or climate, to minimize them, the use of technology has grown more and more and has become more
necessary, as already said the small and medium producers often lack the financial resources and expertise to do so. Therefore, it is indispensable to have a good planning and accompaniment of their activities so that they are not so disadvantaged and that they manage to obtain more and more income to improve their activities and profits.

Therefore, one can list the main problems detected:

- Delay in activities and services;
- Wear and tear from any disorder generated;
- unnecessary costs;
- Uncertain financial data;
- unnecessary expenditure;
- Unguaranteed quality throughout the harvest;
- Possible breach of contract due to lack of pre-determined product quantity;

4 PROPOSED IMPROVEMENTS

This section presents suggestions that we hope can help Mr. Edemar (and other rural producers in the same situation) alleviate the problems on his property.

Firstly, it was necessary to draw up and classify the positions according to the literature that guides us so that the hiring process is more effective, since one has in detail what activities are to be carried out and which professionals are to be hired. From this, the following tables were obtained:

Table 1 Job Description: Driver

<table>
<thead>
<tr>
<th>MEDEIROS SITE</th>
<th>JOB DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>DRIVER</td>
<td>JOB SUMMARY DESCRIPTION: Responsible for the transportation, loading and unloading of soybeans and corn.</td>
</tr>
<tr>
<td></td>
<td>JOB DESCRIPTION: The professional is responsible for capturing the grains directly from the tractor that is positioned in strategic places. He transports the beans to the cooperative and there carries out the weighing of the load and unloads the grains in the place indicated for storage.</td>
</tr>
<tr>
<td></td>
<td>SUBORDINATE TO: Edmar Canuto</td>
</tr>
<tr>
<td></td>
<td>SUPERVISES</td>
</tr>
</tbody>
</table>

Source: Prepared during data collection
Table 2 Job Description: Tractor

<table>
<thead>
<tr>
<th>MEDEIROS SITE</th>
<th>JOB DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TRACTORIST</strong></td>
<td></td>
</tr>
<tr>
<td><strong>SUMMARY DESCRIPTION OF THE POSITION:</strong> Responsible for planting the grain and aid in harvesting.</td>
<td></td>
</tr>
<tr>
<td><strong>DESCRIPTION OF THE OFFICE:</strong> the professional is responsible for the help in preparing the soil and planting. In the harvest it is positioned in strategic places accompanying the harvester to store the harvested grain that must be placed in the truck for transport.</td>
<td></td>
</tr>
<tr>
<td><strong>SUBORDINATE TO:</strong> Edmar Canuto</td>
<td><strong>SUPERVISES</strong></td>
</tr>
</tbody>
</table>

Source: Prepared during data collection

Table 3 Job Description: Harvester

<table>
<thead>
<tr>
<th>MEDEIROS SITE</th>
<th>JOB DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>HARVESTER</strong></td>
<td></td>
</tr>
<tr>
<td><strong>SUMMARY JOB DESCRIPTION:</strong> Responsible for handling machinery to harvest grain.</td>
<td></td>
</tr>
<tr>
<td><strong>JOB DESCRIPTION:</strong> The professional is responsible for handling and care of the machinery responsible for harvesting the grain. Head to the tractor and unload whenever necessary.</td>
<td></td>
</tr>
<tr>
<td><strong>SUBORDINATE TO:</strong> Edmar Canuto</td>
<td><strong>SUPERVISES</strong></td>
</tr>
</tbody>
</table>

Source: Prepared during data collection

Table 4 Job Description: Homemade

<table>
<thead>
<tr>
<th>MEDEIROS SITE</th>
<th>JOB DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>HOMEMADE</strong></td>
<td></td>
</tr>
<tr>
<td><strong>JOB SUMMARY DESCRIPTION:</strong> Responsible for the care and security of the property. Carries out activities related to agriculture.</td>
<td></td>
</tr>
<tr>
<td><strong>JOB DESCRIPTION:</strong> The professional is responsible for the care, maintenance and security of the property. It monitors all the processes from the preparation of the earth until the harvesting of the grains. He must know how to carry out the greatest number of tasks related to the process of planting and harvesting.</td>
<td></td>
</tr>
<tr>
<td><strong>SUBORDINATE TO:</strong> Edmar Canuto</td>
<td><strong>SUPERVISES</strong></td>
</tr>
</tbody>
</table>

Source: Prepared during data collection

As a suggestion it is advised that you, Edmar look for specialized labor in programs offered such as the JAA (Young Apprentice Farmer) and the Agricultural College of Campo Mourão, in which students learn to perform and optimize various activities of agriculture, not only in theory, but in practice. In addition, young graduates are looking for a job opportunity to put into practice everything they have learned. There
is also the possibility to announce the available vacancies in the Rural union of the city, no cost.

It is necessary to plan and schedule the hires in advance so that it is possible to explain all the assignments of the function, provide a small training in the property and provide a period even if it is short for the contractor to adapt to the new activities.

The first step would be to call the institutions and ask them to make the vacancy available in the application groups and to present it to the trainee students who were interested in the vacancy, providing the telephone number of the producer so that he could schedule the interviews in the way that suits him.

After the choice of candidate for the vacancy, treating financially, the costs would be related in the process of hiring in the CTPS system being necessary to take the admissional examination in the city of Campo Mourão, which according to the company responsible for carrying out the exam, the same costs about R $ 80,00 can vary according to the need of exams to be done required by the company. After the hiring the salary floor of the agricultural technician in the trial period is R $ 1,900,00, after that period it should be readjusted to the value of R $ 2,332,00.

It is worth remembering that for hiring under a labor regime, charges are levied such as the work of an accounting professional who will assist in the withholding of taxes and other activities required by law. For hires made through pre-established contracts, the cost is only for salaries and bonuses.

It is also possible, thinking in the long term, to carry out a bonus at the conclusion of all the work, or to sign a new contract right away for the next harvest, in order to create a link with the new employees. Solving the problem of the shortage of labor, the other problems will be alleviated and even extinguished. Below are the logos of the above-mentioned institutions:

Regarding the difficulties with planning and objectives, we suggest using the Coamo application provided free of charge by the cooperative. This app offers the services of crop planning, rural stock control, field notebook, farm machinery, agricultural marketing and agricultural indicators. It has accessible language and pleasant layout.
The cooperative also offers a website, in which the producer can put all the necessary information and follow everything, it is worth remembering that the cooperative does not have access to such data giving privacy and security to the user. For better viewing follows below photos taken from the application by means of screenshots, showing all available tools and data.

Figure 1: First screen after login into the co-op application made available to the co-op.

Source: Figure taken from the co-op application via the screenshot feature.
Figure 2: Reports tab available for query.

Source: Figure taken from the co-op application via the screenshot feature.
Figure 3: Soybeans stored in the cooperative that can be sold at any time by the cooperative.

Source: Figure taken from the co-op application via the screenshot feature.
Figure 4: Maize stored in the cooperative that can be sold at any time by the cooperative.

To facilitate and streamline the organization of planning as a whole, it was suggested an organization chart that subdivides the harvesting processes of each commodity so that planning is done that meets its particularities and needs. As the
cooperative provides all products and services before the gatekeeper, it will continue to be present in both activities.

By following the planning and controlling with the application, rural management will become more organized and rich in data for future decision-making, saving time, improving income and profits in order to achieve the objectives set by the producer.

5 TECHNOLOGICAL/SOCIAL CONTRIBUTION

One of its advantages of being a cooperative of any cooperative is the guarantee of its rights and interests that are maintained and guaranteed through voting, deciding what are the next steps of the institution in a way that always benefits everyone. In addition, the Cooperative is important precisely because it allows small producers to increase their competitiveness in the market, improve their management and planning techniques by increasing their production through technology and commercialization, consequently their profit. Their contribution and social relevance are also highlighted. Cardoso, 2014

The cooperative's role in marketing is extremely important. The techniques and technology implanted in rural property, as well as the consulting of agronomists, make the production be on a large scale and with the quality demanded by the market. One of the services provided to the cooperatives is storage and distribution, optimizing another requirement of the agro-industries that seek a large quantity of product with quality, stability of production, easy distribution and delivery. In relation to the strategies for highlighting in the market is the aggregation of value to the product, for soybeans, corn and other commodities produced on a large scale, techniques and improvements of the seeds are used that guarantee a required standard of quality. (Alves et al, 2020)

We found that the cooperative is the encouragement of small and medium producers, which is the case studied, especially here in Paraná, since the largest Agricultural Cooperative in Latin America has its headquarters in Campo Mourão. It provides all the necessary inputs for the processes that take place during all the stages of the production process. It is largely responsible for enabling producers to take technology and consultancy inside their properties, as well as providing financing and special insurance. Without it the farmer would not have support and success in the field.
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