


**BRAZILIAN RETAIL CONTEXTUALIZED WITH GLOBAL VALUE CHAINS
(CGV'S)** <https://doi.org/10.56238/sevened2025.011-057>**Edmir Kuazaqui¹****ABSTRACT**

Retail has an important participation in economies and suffered impacts during the pandemic period, but it boosted e-commerce. The Global Value Chain (GVC) has positioned itself as one of the strategic ramifications that aim to provide the delivery of the value proposition to the customer and one of the fundamental interfaces between GVC and retail is focused on Information Technology (IT) and Artificial Intelligence. To understand the relationship between GVC and retail, we sought to understand the importance of the Administration professional in the process, as well as the contributions of IT and AI. The research was developed using in-depth qualitative interviews. In general, the domains related to the pillars of digital transformation are directly related to the delivery of the value proposition to customers and one of the great challenges, considering Brazilian retail, is to overcome the structural deficiencies of the Brazilian economy and use technologies in order to integrate its strategies and, in this case, the presence of the Administrator is essential. This integration requires the interface with the GVC, ensuring the continuity of the supply chain, products and services.

Keywords: Retail. Global Value Chains (GVCs). Artificial Intelligence (AI).

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INTRODUCTION

The retail segment has relevant representation in any economy, as it represents one of the final stages (commercialization) of industries, in addition to offering services. Retail is broad and segmented, involving different *stakeholders*, such as supermarkets, pharmacies, dealerships, among others. One of the fundamental points is in the supply chain, one of the pillars responsible for delivering the value proposition to the customer. The pandemic negatively influenced retail in the world, as a result of social distancing and reduced production. In this sense, the Global Value Chain (GVC) has increased its importance, as well as an improvement in its use through Information Technology and Emotional Intelligence.

To understand this phenomenon, the research problem is "Understanding the relationship between Brazilian retail and Global Value Chains (GVC)". From this problematization, the specific objective is "To understand the interfaces of Brazilian retail with the Global Value Chains (GVC)". As secondary objectives, "To identify the importance of the Administration professional in the process of using Global Retail Chains in Brazilian retail, focusing on this professional, as well as in the areas of International Relations and Marketing and "To identify the contributions of Artificial Intelligence (AI) in this process". The research is based on in-depth qualitative interviews.

BRIEF DIAGNOSIS OF BRAZILIAN RETAIL

Brazilian retail represents a crucial component of the country's economy, encompassing a wide range of commercial activities that involve the sale of goods and services directly to end consumers. According to Juracy Parente (2010), a specialist in the sector, retail in Brazil is characterized by its diversity and complexity, reflecting both the geographic breadth and the cultural and socioeconomic variety of the country. As points of reflection, the following stand out:

- Regional Differences: Brazilian retail also has marked regional differences. While states in the Southeast, such as São Paulo and Rio de Janeiro, concentrate most of e-commerce sales, regions such as the North and Northeast still face infrastructure and logistics challenges that limit access to digital services. According to the IBGE (2023), in 2022, retail in the Southeast accounted for approximately 55% of total sales, while the North and Northeast together contributed less than 20%. This disparity reveals the need for public policies that encourage digital inclusion and the development of logistics in less favored regions.

- E-Commerce: Brazilian retail has traditionally developed in a physical environment, with physical stores spread throughout the national territory. However, with the advancement of technology and the increasing penetration of the internet, e-commerce has emerged as a fast-growing segment. E-commerce in Brazil has significantly transformed the retail landscape, providing new ways to access products and services, as well as boosting competitiveness among players in the sector. One of the most notable phenomena in Brazilian retail is the accelerated growth of e-commerce. According to data from Ebit / Nielsen (2021), Brazilian e-commerce registered a growth of 27% in 2020, reaching a turnover of around R\$ 87.4 billion. This growth was driven by the COVID-19 pandemic, which forced consumers and businesses to embrace the digital environment more intensively. In 2021, online sales continued to grow, with a 23% increase compared to the previous year, showing that digitalization is not a passing trend, but rather a structural change in consumer behavior.
- Technological Innovations: Technological innovations have played a crucial role in the transformation of retail. Technologies such as artificial intelligence, Big Data, and digital payment solutions are increasingly being integrated into business models. Companies are utilizing these capabilities to improve the customer experience, optimize inventory management, and personalize offerings. For example, many retailers are adopting management systems that use predictive analytics to understand consumer trends and adjust their marketing strategies.
- Impact of the Pandemic: The COVID-19 pandemic has accelerated digital transformations in retail. Social distancing and the temporary closure of physical stores have led to an unprecedented increase in online sales. In addition, many consumers who were previously reluctant to buy online were forced to adapt to this new reality, creating a new profile of consumers who were more comfortable with digital. This change is corroborated by data from ABRAS (2023), which highlights an average growth of 15% in sales of supermarkets that expanded their online presence during the pandemic.
- Consumer Trends: Consumer trends are constantly evolving. The search for sustainable products and concern for health and well-being have become increasingly relevant to Brazilian consumers. A study by Nielsen (2023) points out that 42% of Brazilians are willing to pay more for products that they consider sustainable. In addition, the digitization of customer service, through *chatbots* and

virtual customer service services, has become a common practice, especially among retailers looking to adapt to new consumer expectations.

Brazilian retail, one of the most dynamic in Latin America, has transformed significantly in recent years. This sector, which ranges from large supermarket chains to small establishments, is characterized by its diversity and complexity, reflecting the different economic and cultural realities of the country.

GLOBAL VALUE CHAINS (CGVS)

According to the *Organization for Economic Co-Operation and Development* (2013, p.14), the Global Value Chain (GVC) is conceptualized as a wide range of activities of firms that involve the entire production process, from the acquisition of raw materials and services, to the acquisition by the final consumer. This entire process involves activities related to production, marketing, *design*, physical distribution and logistics, among others. This concept has its origins in different theories, emphasizing Industrial Economics, Transaction Costs, Technologies and Innovation.

In the context of Global Value Chains (GVCs), Brazilian retail plays a relevant role by integrating itself into international networks of production and distribution of goods. GVCs represent a complex system of operations involving multiple stages of global production and distribution, in which retail plays a crucial role in the last mile of delivery to the end consumer. Among the main variables that influence Brazilian retail in Global Value Chains (GVC), the following stand out:

- **Logistics Infrastructure**: The efficiency of the logistics infrastructure is essential for the integration of Brazilian retail into GVCs, directly affecting the ability to distribute and deliver products quickly.
- **Technology and Digitalization**: The adoption of digital technologies in retail is essential to increase operational efficiency, improve the customer experience, and facilitate integration into the GVC.
- **Regulation and Public Policy**: The regulatory environment and public policies have a significant impact on retail, influencing everything from tax issues to e-commerce regulations.
- **Consumption and Consumer Behavior**: Consumption trends and the behavior of the Brazilian consumer are determinant for market strategies and for the adaptation of retail to GVCs.

- **Competitiveness and Innovation:** The innovation capacity and competitiveness of retail companies are crucial for them to position themselves strategically within the GVC, taking advantage of global opportunities and overcoming challenges.

In summary, Brazilian retail, driven by the expansion of *e-commerce* and integrated into Global Value Chains, faces a dynamic and challenging environment. Understanding the key variables that influence this sector is essential to formulate effective strategies that promote sustainable growth and competitiveness in today's globalized landscape.

GLOBAL VALUE CHAINS: CONCEPTS AND STRUCTURE

Global Value Chains (GVCs) refer to the network of activities involved in the production of a good or service, which extends beyond national borders. These chains connect different countries and regions, allowing products and services to be elaborated through a series of steps that include research, design, production, marketing, and distribution. The importance of GVCs in global trade lies in their ability to facilitate the division of labor and specialization, allowing different countries to specialize in specific parts of the production process, according to their comparative advantages.

The structure of GVCs is complex and involves multiple actors, such as companies, suppliers and consumers. These actors collaborate to optimize costs and increase efficiency, which in turn benefits the end consumer with more competitive prices and higher quality products. A significant example of GVC can be observed in multinational companies such as Apple (undated), which designs its products in the United States, uses components manufactured in several countries and finishes the assembly in places such as China. This configuration exemplifies how GVCs allow not only the maximization of profits, but also the adaptation to local and global demands.

According to the OECD (2023), GVCs are constantly evolving, driven by digitalization and technological innovation, which facilitate the coordination and integration of production processes on a global scale. Companies that are part of these chains are able not only to reduce costs, but also to respond more quickly to changes in consumer preferences.

INTERSECTIONS BETWEEN BRAZILIAN RETAIL AND GVC'S

Brazilian retail is closely linked to GVCs, both in imports and exports. Brazil, being a major exporter of agricultural products, textiles and electronics, has found ways to integrate itself into global chains that value its competitive advantages. Products such as soybeans,

coffee, and meat are examples of goods that often cross borders, inserting Brazil into global production networks and allowing the country to meet international demand.

Imports, in turn, enable Brazilian retailers to access a variety of products and inputs that are not available locally or that are cheaper when purchased abroad. The electronics sector, for example, relies on components that are often manufactured in other countries, allowing local companies to offer products with cutting-edge technology.

An emblematic case is that of JBS (undated), one of the largest food companies in the world, which not only exports meat to several international markets, but also benefits from the integration into GVC's by importing inputs and equipment for its production. Case studies, such as the one carried out by the Chamber of Foreign Trade (CAMEX) (undated) reveal how JBS and other companies in the food sector have been able to expand their operations globally through an effective insertion in GVCs.

Brazil's participation in GVCs is crucial not only for the strengthening of national retail, but also for the country's economic development, as it promotes job creation, increased competitiveness and improved infrastructure.

CHALLENGES AND OPPORTUNITIES

Brazilian retail faces a number of challenges when trying to integrate into Global Value Chains (GVCs). Among these challenges, issues such as poor infrastructure, excessive bureaucracy, and growing competitiveness, both nationally and internationally, stand out. As challenges, infrastructure in Brazil is one of the main obstacles to integration into GVCs. Problems such as poorly maintained roads, inefficient ports, and the lack of advanced technology hinder logistics and distribution. According to a World Bank report, the deficiency in infrastructure increases operating costs and limits the competitiveness of Brazilian companies in the global market.

Another significant challenge is bureaucracy. Brazil ranks low in international rankings of ease of doing business, such as the World Bank's *Doing Business* (2022). Tax complexity and slow administrative processes create barriers to innovation and adaptation to new market demands.

Competitiveness is intensified by the presence of major international players that already operate efficiently in GVCs. Brazilian companies need to not only adapt to these conditions, but also continuously innovate to stay relevant.

On the other hand, digitalization and sustainability present promising opportunities for Brazilian retail. Digitalization allows for the automation of processes, data analysis, and the personalization of services, which can result in a better consumer experience and

greater operational efficiency. Companies that adopt digital technologies, such as artificial intelligence and big data, have been able to stand out in the market.

Sustainability, meanwhile, is a growing trend among consumers, especially among younger generations. Companies that implement sustainable practices not only attract this audience, but also align with the requirements of global regulations and can access new market niches.

Examples of Brazilian companies that are adapting to these demands include Magazine Luiza (undated), which has invested heavily in e-commerce and technology to improve the consumer experience. The company has integrated its business model with sustainable practices, such as the use of *eco-friendly* packaging and recycling programs. The case of Magazine Luiza is emblematic. With a robust e-commerce strategy, the company not only expanded its digital presence but also innovated through strategic partnerships with payment and logistics platforms. This approach has allowed Magazine Luiza to stand out in a competitive landscape, connecting with consumers across the country and even abroad.

Another example is Natura, which, in addition to promoting sustainability in its products, has invested in the digitalization of its operations. The company uses digital platforms to connect sales consultants and consumers, expanding its reach and strengthening its brand globally.

In summary, the adaptation of Brazilian retail to GVC's is not only necessary, but also full of opportunities. Overcoming challenges such as infrastructure and bureaucracy is crucial to enable Brazilian companies to effectively integrate into global markets. Investing in digitalization and sustainable practices will be key for the sector to benefit from emerging trends. To strengthen this integration, it is vital for businesses to conduct ongoing research on market trends and innovation in retail. In this way, Brazilian retail will not only be able to compete, but also thrive in an increasingly challenging global environment.

INFLUENCES OF INFORMATION TECHNOLOGY (IT) AND ARTIFICIAL INTELLIGENCE WITH BRAZILIAN RETAIL AND GLOBAL VALUE CHAINS (CGV)

One of the essential objectives for the delivery of the value proposition (2011) is customer satisfaction. Digital transformation allows the integration of supply chains of supplies, products and services effectively, contributing significantly to what the consumer wants to be available at the point of sale. Rogers (2018) defines five domains that underpin digital transformation: Customers, Value, Competition, Innovation, and Data. According to the author (2018, p.20), *"across these five domains, digital technologies are redefining*

many of the basic principles of strategy and changing the rules of how companies must operate in the market to be successful".

Information Technology (IT) and Artificial Intelligence (AI) play crucial roles in modernizing and strengthening the connections between Brazilian retail and GVCs.

Chopra and Meindl (2015) highlight that the supply chain impacts the competitiveness of companies and customer satisfaction. For this to occur, it is necessary that the Supply Chain is properly aligned with the supply chain strategy with the company's competitive strategy, presenting frameworks and tools to help in the formulation of effective strategies. Planning is covered in depth, including demand forecasting, sales and operations planning, supply chain planning, and transportation planning, enabling an emphasis on collaboration and the integration of planning activities to improve efficiency and effectiveness. The operational aspects of the supply chain are detailed, including inventory management, warehouse operations, transportation, and information technology, where operational decisions impact the overall performance of the supply chain. The following are the main influences from field research:

- Automation and Operational Efficiency, where ERP (*Enterprise Resource Planning*) and SCM (*Supply Chain Management*) systems improve inventory management, logistics and distribution. Regarding Artificial Intelligence (AI), the creation and development of machine learning algorithms optimize demand forecasting and inventory management.
- E-commerce and Customer Experience, where e-commerce platforms extend retailers' global reach and personalized recommendation systems increase sales and improve the customer experience.
- Data Analysis and Decision Making, with the use of Big Data tools that allow the collection and analysis of large volumes of data. Predictive analytics and data mining techniques offer valuable insights into market trends and consumer behavior.
- Transparency and Traceability, where technologies such as *blockchain*, for example, guarantee the traceability and authenticity of products. AI models help with fraud detection and compliance assurance.

Global Integration and Collaboration, where integrated systems enable more efficient collaboration with global partners and *chatbots* and virtual assistants improve communication and customer service.

In summary, the incorporation of technologies in strategies strengthens their practices and results, making flows more consistent and requiring broad management by the Administration.

METHODOLOGY

The guiding problem that motivated the research is "Understanding the relationship between Brazilian retail and Global Value Chains (GVC's)". From this problematization, the specific objective is "To understand the interfaces of Brazilian retail with the Global Value Chains (GVC's)". As secondary objectives, "To identify the importance of the Administration professional in the process of using Global Retail Chains in Brazilian retail, focusing on this professional, as well as in the areas of International Relations and Marketing and "To identify the contributions of Artificial Intelligence (AI) in this process". Therefore, the main variables of the study are directly related to Brazilian retail, the Global Value Chains (GVC's) and the Administrator and its ramifications in International Relations and Marketing, as they are related to the variables mentioned.

The research is aimed at understanding the research problem in a broader way, without the definition of a specific retail sector and GVC and has as one of the main contributions how the Administrator can contribute / interfere to the alignment between the Brazilian retail sector with the Global Value Chains (GVC's). An in-depth qualitative research was applied with 10 interviewees, with an academic background in Business Administration and professional experience of at least 10 years in retail in various areas. Seven of the interviewees are professors from Higher Education Institutions (HEIs) which, although not relevant data in this research, but which has been a focus for future studies, that is, to contextualize how HEIs and faculty can contribute to the learning of GVC. The interpretation of the answers was carried out based on content analysis, recommended by Bardin (2011).

ANALYSIS OF RESPONSES

The following are the questions and their answers consolidated from Bardin (2011):

What is your opinion about Brazilian retail?

Brazilian retail presents unique characteristics and significant challenges. Historically, it is a dynamic and very diverse sector, reflecting the continental dimensions, market needs and cultural diversity of the country. The Brazilian retail market has been marked by growing competition, technological innovation, and changes in consumer preferences,

which have not always been effectively met. Brazil's economic and social diversity translates into different retail segments, from large chains to small local establishments, in order to serve populations that have specific buying and consumption habits and behaviors.

How has the pandemic influenced Brazilian retail? What lessons can be highlighted?

The COVID-19 pandemic has had a profound impact on Brazilian retail, accelerating digitalization and changing consumer behaviors. With reduced mobility and social distancing, businesses needed to quickly adapt to e-commerce and implement health safety measures. On the other hand, people had to learn and adapt to the new environment and scenario, in order to reconcile work, employment, consumption, the economic and the social. The crisis highlighted the importance of agility and resilience for both companies and people, in addition to highlighting the need for *omnichannel* strategies to meet new consumer demands. In the post-pandemic period, companies and people have almost completely returned to their activities, where situations have arisen that enable combined hybrid activities, such as *home office* and face-to-face work, as well as face-to-face service and also *online* and/or with *delivery*.

What is the importance of e-commerce in the Brazilian retail panorama?

E-commerce has been fundamental for Brazilian retail, especially after the pandemic. E-commerce was already growing before the pandemic period. However, the pandemic intensified the need for online transactions which, in most cases, did not occur in a balanced and planned way, but in order to meet mainly short-term demands. So, the subsequent years of the epidemic were of analysis and adjustments being carried out constantly. Not only has it provided new sales opportunities, but it has also enabled businesses to reach consumers across the country while reducing geographical barriers. The rise of e-commerce has highlighted the need for investments in logistics, technology, and online customer experience.

What is the importance and convergence of Brazilian retail with Global Value Chains (GVCs)?

Brazilian retail is increasingly integrated into Global Value Chains (GVCs), both as a destination for products and as part of global operations, especially of major brands. This provides access to new technologies, best management practices and international markets. Integration with GVC also brings challenges, such as fierce competition and pressures for international quality and sustainability standards.

Develop a complete SWOT analysis, involving strengths, weaknesses, threats and opportunities of Brazilian retail contextualized with Global Value Chains (GVC's)?

- Strengths: Diversity of markets and consumers; E-commerce growth potential; and abundant natural resources for local products.
- Weaknesses: Deficient national logistics infrastructure; High tax burden; and Vulnerability to internal economic fluctuations.
- Threats: Intense international competition; Strict commercial and environmental regulations; and Abrupt changes in consumer preferences.
- Opportunities: Expansion of the *e-commerce market*; Integration with GVC for access to new technologies; and Growth of the market for sustainable products.

What challenges and opportunities can be glimpsed regarding Brazilian retail and Global Value Chains (GVCs)?

- Challenges: Adaptation to global quality and sustainability standards; Competition with established global brands; and Need for investments in logistics and technology.
- Opportunities: Access to international markets through partnerships; Incorporation of advanced management practices; and Potential for exporting differentiated and sustainable products.

What recommendations can be made, considering Brazilian retail and Global Value Chains (GVCs)?

- Invest in logistics infrastructure to improve efficiency.
- Adopt sustainable management practices and quality certifications.
- Expand digital presence and invest in e-commerce technologies.
- Establish strategic partnerships with global companies for access to new markets.
- Train employees to deal with international and technological demands.

How can Artificial Intelligence (AI) be used considering Brazilian retail and Global Value Chains (GVCs)?

Artificial Intelligence (AI) is profoundly transforming the Brazilian retail sector by integrating it into Global Value Chains (GVCs), offering new opportunities to improve operational efficiency, personalize customer service, demand forecasting, and optimize the supply chain. In this text, I will explore how AI can be used in a reasoned, structured, and

consistent way, considering reliable sources to illustrate its applications and impacts. Here are the main contributions:

- Personalization and Customer Experience: AI enables advanced personalization in retail by tailoring offers and recommendations based on consumers' purchase history, individual preferences, and browsing behavior. In the context of GVCs, this is crucial to meet the expectations of diversified global customers. Companies can use AI algorithms to analyze large volumes of consumer data and segment the market more precisely, as exemplified by market studies (MARRA et al., 2020).
- Supply Chain Optimization: AI also plays a key role in supply chain optimization, helping businesses to forecast demand more accurately and manage inventory more efficiently. Machine learning algorithms are able to analyze historical sales data, seasonal patterns, and even external factors such as weather conditions and special events to fine-tune product offerings (ZHANG et al., 2018).
- Operational Efficiency and Automation: On the operational side, AI can automate repetitive processes and improve efficiency in various areas, from customer service to logistics. AI-powered chatbots can answer common customer questions in real-time, while computer vision systems can optimize inventory management in physical stores, minimizing errors and reducing operational costs (HANSEN et al., 2019).
- Predictive Analytics and Decision Making: Another significant benefit of AI is its ability to perform predictive analytics. In retail, this translates into more accurate sales forecasts and data-driven strategic decisions. AI algorithms can identify hidden patterns in the data and provide valuable insights to guide strategic actions, such as expanding into new markets or adjusting the product line (CHEN et al., 2021).

What is the role of the Administrator considering Brazilian retail and Global Value Chains (GVC)?

The administrator has a crucial role in the efficient management of resources, in adapting to technological changes and in the integration with GVC. He must lead strategies that promote global competitiveness, sustainability, and innovation within Brazilian retail companies. The role of the Administrator in the context of Brazilian retail integrated with Global Value Chains (GVC's) is essential to ensure the competitiveness, sustainability and efficiency of commercial operations in a globalized and dynamic environment. Managers face significant challenges and unique opportunities when managing retail companies that seek not only to compete domestically, but also to position themselves strategically on the international stage. Here are the main responsibilities:

- Competitiveness and Strategy: One of the main roles of the administrator is to formulate and implement strategies that increase the company's competitiveness in the global market. This involves the constant analysis of the competitive environment, identification of market opportunities, development of competitive products and the creation of comparative advantages that differentiate the company from others (PORTER, 1985). Integration with GVC allows access to advanced technologies, best management practices and efficient supply networks, aspects that the administrator must explore to optimize processes and reduce costs.
- Sustainability and Social Responsibility: In addition to competitiveness, sustainability has become a crucial factor for companies that want to operate globally. Managers must lead initiatives that promote sustainable practices throughout the value chain, from production to distribution and disposal. This not only meets international regulatory requirements, but also responds to consumers' growing expectations for environmentally responsible products.
- Risk Management and Compliance: With the increasing complexity of international operations, the administrator plays a key role in managing risk and complying with global regulations (HILL, HULT, WICKRAMASEKERA, 2019). This includes managing currency, political, and operational risks, as well as compliance with safety, quality, and ethical standards in different markets. The ability to effectively navigate these issues ensures the company's reputation and minimizes potential negative impacts on operations.
- Innovation and Technological Adaptation: The administrator is also responsible for fostering a culture of innovation within the company, encouraging the adoption of new technologies that can improve operational efficiency and customer experience (KOTLER, KELLER, ANG, LEONG, TAN, 2016). This is especially relevant in the context of digital retail, where the integration of advanced technological solutions such as artificial intelligence, big data, and augmented reality can provide significant competitive advantages.
- Leadership and People Management: Finally, the administrator plays a crucial role in leading cross-functional and multicultural teams, which are essential for successful global operations. This includes talent management, developing international competencies, and fostering an organizational culture that values diversity and collaboration. The ability to lead in a globalized environment requires cultural sensitivity, effective communication skills, and a clear strategic vision.

In summary, the administrator in Brazilian retail integrated with GVCs plays a strategic and multifaceted role, from the formulation of competitive strategies to risk management and the leadership of global teams. Their decisions and actions not only shape the company's financial performance but also its ability to adapt and thrive in a competitive and ever-evolving global market.

What is the role of the International Relations Professional considering Brazilian retail and Global Value Chains (GVC's)?

The International Relations professional plays an essential role in identifying global market opportunities, negotiating international partnerships, and complying with international regulations. It facilitates the integration of Brazilian retail into GVCs, promoting international expansion and mitigating commercial risks.

The role of the International Relations Professional in the context of Brazilian retail integrated with Global Value Chains (GVC's) is fundamental to facilitate and manage the company's international business relationships. This professional plays a strategic role in global expansion, in the management of international partnerships and in compliance with international regulations and standards, directly influencing the competitiveness and success of the organization in the globalized market. Here are the main responsibilities:

- Management of International Partnerships and Negotiations: One of the main roles of the International Relations professional is to identify market opportunities on a global scale and establish strategic partnerships with suppliers, distributors, and other international *stakeholders*. This includes negotiating contracts, managing distribution agreements, and ensuring that the company is aligned with international business practices.
- Compliance with International Standards: In a globalized environment, where different countries have specific trade regulations and standards, the International Relations professional is responsible for ensuring that the company complies with all legal and regulatory requirements. This ranges from import and export issues to quality, environmental and labor standards.
- Market Analysis and Competitive Intelligence: The International Relations professional also plays a crucial role in global market analysis, providing insights into consumer trends, consumer behavior, and competitor movements in international markets. This analysis is essential to guide strategies for entering new markets and to adjust product offerings according to the specific demands of each region.

- Crisis Management and Global Risk Management: With globalization comes new challenges, such as economic, political, or health crises that can impact the company's operations. The International Relations professional is responsible for anticipating and mitigating these risks, developing contingency plans and maintaining a network of strategic contacts that can assist in the management of global crises.
- Promotion of International Corporate Image: In addition to dealing with operational and regulatory aspects, the International Relations professional is also responsible for promoting the company's corporate image on the international stage. This includes participating in global events, international PR campaigns, and creating effective communication that strengthens the company's reputation as a trusted and reputable entity in the global marketplace.

In summary, the International Relations professional plays a strategic and multifaceted role in Brazilian retail integrated with GVCs, facilitating the company's global expansion, ensuring regulatory compliance, analyzing the global market, managing crises and promoting the corporate image internationally. Their expertise is crucial to the company's success in a competitive and globalized environment.

What is the role of Marketing considering Brazilian retail and Global Value Chains (GVC)?

Marketing plays a crucial role in adapting to global consumer needs, creating internationally competitive brands, and effectively communicating the advantages of Brazilian products. It must integrate digital and customer experience strategies to maximize the reach and influence of Brazilian retail brands in global markets.

The role of Marketing in the context of Brazilian retail integrated with Global Value Chains (GVC's) is crucial to position retail companies competitively in global markets, promote their brands and products, and meet the demands and expectations of consumers in an increasingly digital and globalized environment. Here are the main responsibilities:

- Brand Positioning and Market Strategy: Marketing plays a key role in the creation and positioning of Brazilian retail brands on the global stage. This involves identifying the international target audience, differentiating the products and services offered, and creating a unique value proposition that resonates with global consumers. Strategies such as branding, integrated marketing communication, and digital marketing are essential for building a strong and recognizable presence in international markets.

- Cultural Adaptation and Market Localization: When expanding into global markets, it is crucial that marketing strategies are tailored to the cultural, social, and economic specificities of each country. International Marketing needs to take into account local nuances, consumer preferences, languages, and even ethical and cultural issues that can impact brand perception and product acceptance by foreign consumers.
- Digital Strategies and E-commerce: With the growth of global e-commerce, Marketing plays an even more relevant role in creating effective digital strategies. This includes using e-commerce platforms, search engine optimization (SEO), content marketing, social media, and influencer marketing to reach consumers in different parts of the world. The integration of advanced digital technologies also allows for deeper analysis of consumer behavior and more accurate personalization of marketing campaigns.
- Global Customer Relationship Management: In the context of GVCs, where the value chain involves multiple international stakeholders, Marketing plays a crucial role in managing the relationship with global customers. This involves everything from pre-sales to post-sales, ensuring a consistent and satisfactory customer experience at all stages. Implementing CRM (*Customer Relationship Management*) strategies helps build brand loyalty and maximize customer lifetime value.
- Competitiveness Analysis and Market Intelligence: Marketing also contributes significantly to global market analysis and gaining competitive intelligence. This includes monitoring global competition, analyzing market trends, identifying emerging opportunities and competitive threats, all with the goal of continuously adjusting marketing strategies and maintaining a competitive position in the global market.

In summary, Marketing plays an essential role in Brazilian retail integrated with GVCs, guiding the brand positioning strategy, adapting to the cultural specificities of international markets, driving digital and e-commerce strategies, managing relationships with global customers and providing strategic analysis to sustain the company's global competitiveness.

GENERAL ANALYSIS

Brazilian retail is diverse and competitive, reflecting the country's complexity and unique characteristics. The pandemic has accelerated digitalization and reinforced the importance of rapid adaptation and resilience in Brazilian retail. E-commerce is essential for Brazilian retail, offering market expansion and improving the customer experience. Brazilian

retail benefits from integration with GVC, but faces challenges in terms of competitiveness and compliance with global standards. Considering the SWOT analysis, Brazilian retail has potential in diversity and the digital market, but faces challenges such as precarious infrastructure and intense global competition. It faces challenges in compliance and competition, but it can seize opportunities for global expansion and innovation. Recommendations include improvements in logistics, adoption of sustainable practices, digital expansion and strategic partnerships to strengthen Brazilian retail.

The context of Brazilian retail integrated with Global Value Chains (GVC's) demands a deep analysis of the roles played by the Administrator, International Relations and Marketing Professional. Each of these professionals contributes crucially to the competitiveness and success of retail companies in today's globalized market.

The application of Artificial Intelligence in Brazilian retail integrated with GVC's represents a significant advance, not only in terms of operational efficiency and cost reduction, but also in the ability to offer personalized and adapted experiences to global consumers. By utilizing AI for personalization, supply chain optimization, process automation, and predictive analytics, Brazilian retail companies can not only compete more effectively in the global marketplace but also lead innovations that will define the future of the industry.

The Administrator is a key player in the formulation and execution of strategies aimed at increasing the competitiveness of Brazilian retail companies in GVCs. His responsibility includes not only managing resources efficiently, but also leading the adaptation to technological changes and integrating the company into global value chains. Successful strategies under his leadership involve continuously analyzing the competitive environment, identifying market opportunities, and developing differentiated products to maintain a competitive edge. In addition, risk management and ensuring compliance with global regulations are crucial to minimize negative impacts on operations.

The International Relations professional plays a strategic role in facilitating the international expansion of Brazilian retail companies. His expertise in international partnership management, regulatory compliance and global market analysis is critical to mitigating risks and seizing opportunities in foreign markets. He acts as a bridge between the company and international *stakeholders*, negotiating trade agreements and ensuring that the company complies with international trade standards. In addition, its ability to manage global crises and promote the corporate image internationally contributes directly to the company's competitiveness and reputation globally.

Marketing plays a vital role in building and positioning Brazilian retail brands in global markets. Responsible for developing marketing strategies that resonate with international consumers, he tailors campaigns to meet the cultural nuances and local preferences of different markets. The integration of digital strategies is essential to expand the reach of Brazilian retail brands, using e-commerce, SEO, content marketing, and social media platforms to engage consumers globally. In addition, Marketing monitors global market competitiveness and provides strategic insights to continuously adjust brand positioning strategies.

Together, the administrator, the International Relations professional and the Marketing team form a strategic triangle that boosts the competitiveness of Brazilian retail companies in the GVC. While the administrator focuses on operational efficiency, innovation and risk management, the International Relations professional facilitates global expansion and ensures regulatory compliance. On the other hand, Marketing positions the brand and promotes products effectively in international markets, adapting to cultural and digital complexities.

Together, these professionals not only enable Brazilian retail companies to participate in the global market, but also empower them to thrive in an increasingly dynamic and competitive economic environment. Their contributions are essential to ensure that companies not only remain relevant, but also stand out in global markets, making the most of the opportunities offered by Global Value Chains (GVCs).

FINAL CONSIDERATIONS

This framework provides a solid basis for exploring the relationship between Brazilian retail and Global Value Chains (GVCs). Each section should be rich in data and examples, allowing for in-depth analysis that is relevant to academics and industry professionals. In summary, Brazilian retail is in a moment of accelerated transformation, driven by the growth of *e-commerce*, technological innovations, and changes in consumer behavior. While there are significant challenges, especially in relation to regional inequalities, the current landscape offers unique opportunities for retailers to reinvent themselves and prepare for the future. The relationship between Brazilian retail and Global Value Chains is fundamental to understand the dynamics of international trade. The specialization and division of labor made possible by GVCs offer significant opportunities for Brazil, allowing the country to excel in strategic sectors. The interaction between imports and exports strengthens Brazil's position in global trade and contributes to innovation and efficiency in retail.

The administrator is essential to implement strategies that strengthen the competitiveness and sustainability of Brazilian retail in a global context. International Relations professionals are important to expand and manage the global relationships of Brazilian retail in a strategic way and in compliance with international standards. Marketing is essential to position Brazilian retail brands competitively and attractively in global markets, using effective digital and communication strategies.

Brazilian retail presents a duality of challenges and opportunities in the face of Global Value Chains (GVCs). The pandemic has accelerated digitalization and highlighted the importance of resilience and rapid adaptation. E-commerce has emerged as a crucial pillar, while integration with GVC offers access to international technologies and markets. However, challenges such as poor logistics infrastructure and intense global competition require robust investments and strategies. Administrators, international relations and marketing professionals have crucial roles in strengthening the competitiveness and sustainability of Brazilian retail globally.

Brazilian retail faces significant challenges, but it has vast opportunities for growth through integration with GVC and the expansion of e-commerce, requiring adaptive strategies and strategic investments to maximize its global potential. For future studies, it is recommended to focus on retail of specific economic sectors, as well as the correlation analysis of each sector with the specific Global Value Chain (GVC's). On the other hand, how Higher Education Institutions (HEIs) can contribute to the integration of the variables of this study.

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