

5 wrong habits that harm your career

In the search for success and personal achievement, many professionals forget that the most valuable asset we have is our health.



Cyberwar: The war without bombs

Unlike conventional attacks, cyber attacks can be difficult to attribute accurately.

Simple Business.

May 2022

Edition n° 04

“Our goal is to become a Healthtech.”

JOÃO ADIBE

With a business model based on innovation and disruption, the Cimed Group is already aiming at leadership in the pharmaceutical segment.



São Paulo, BRASIL

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EXPEDIENTE

Publisher: Eagle Publicidade
CNPJ: 21.992.209/0001-59
Legal Responsible: Pedro Mendonça
Creation and Design: Hugo Crisóstomo
Responsible Journalist: Orisvaldo Pires
Interviews: Pedro Mendonça
Review: Deuzenith Ferreira
Columnists: Andryely Pedroso, Claudiani Leite, Henrique Campos, Lucas Boaventura, Matheus Freitas, Mauro Wainstock.

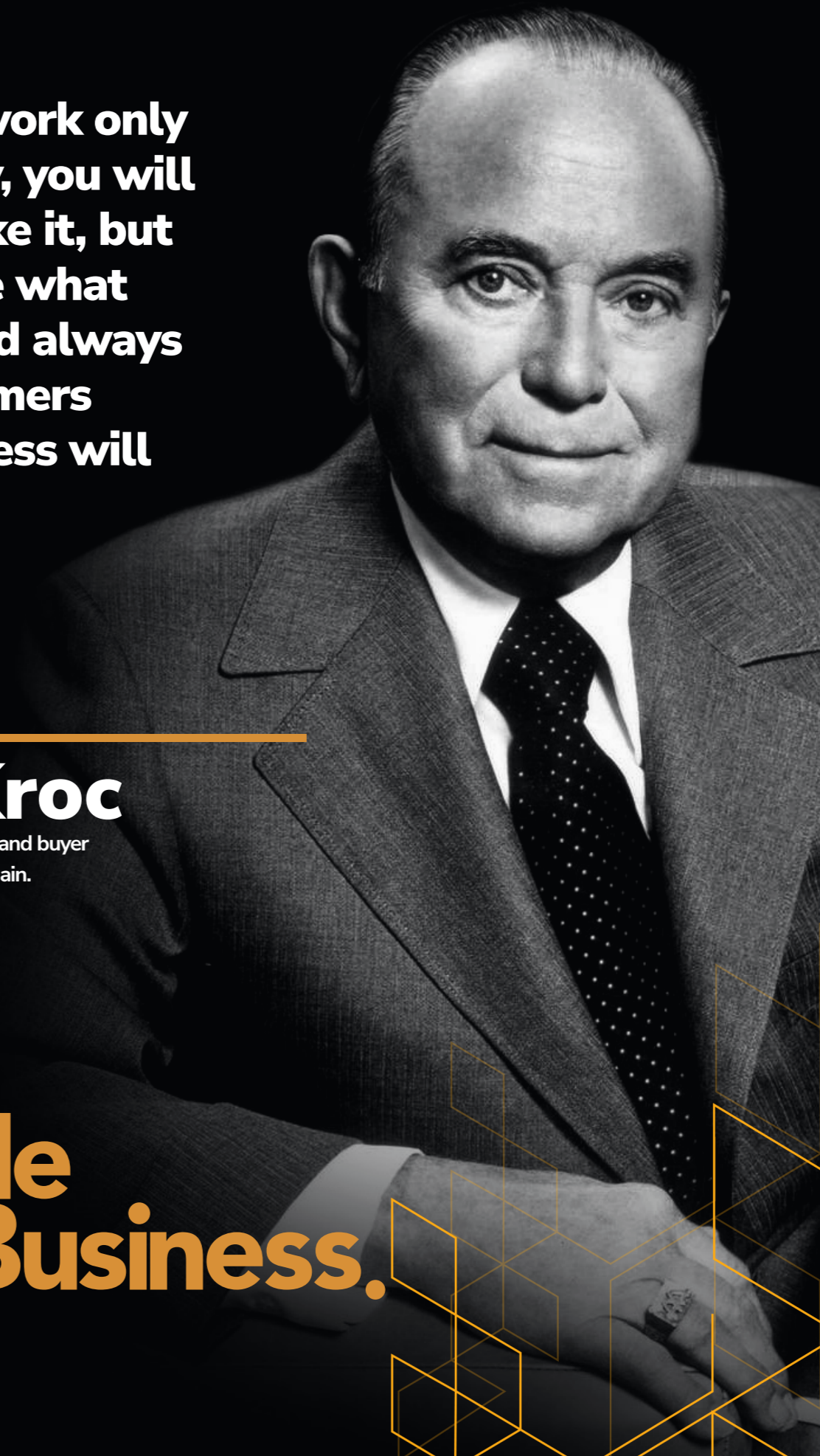
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“
If you work only for money, you will never make it, but if you love what you do and always put customers first, success will be yours.”

Ray Kroc

American businessman and buyer
McDonald's fast food chain.

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Health and Well-being

5 wrong habits that harm your career

Andryely Pedroso



In the search for success and personal achievement, many professionals forget that the most valuable asset we have is our health. I have heard several reports from executives who felt mentally and physically exhausted after too many sleepless nights, poor nutrition (fast food), and a sedentary lifestyle.

When we don't look at our health as we should, we may not realize how much everyday mistakes can harm our mood, productivity, and long-term career.

A survey conducted by the International Stress Management Association (ISMA) estimated that 30% of the more than 100 million Brazilian workers suffer from Burnout Syndrome, characterized by three dimensions:

1. Feelings of exhaustion or energy depletion;
2. Increased mental detachment from one's work and feelings of negativism or cynicism related to one's work;
3. Reduced professional effectiveness.

Few professionals recognize the importance of taking care of their physical and mental health to achieve a successful career. It was with this in mind that I wrote this article.

1. Not scheduling your routine

Did you know that during the day our body oscillates energy levels?

When we don't plan our activities in advance, we tend to overwork, lose hours of sleep, and eat meals of poor nutritional quality. All these habits can throw off the circadian cycle (biological clock), regulated especially by natural light (sunlight).

The regulated circadian cycle keeps our body functioning in harmony, while its imbalance can impair the control of the following phenomena:

- Blood pressure;
- Production of hormones for regulation of the sleep/wake cycle;
- Secretion of neurotransmitters;
- Cognitive ability;



- Bile acid metabolism;
- Body temperature;
- Destoxification of substances.
- Type II Diabetes Mellitus
- Obesity;
- Peripheral Cardiovascular Disease;

The habit of sleeping, waking up, eating, and exercising at very different times can oscillate the release of hormones responsible for regulating our biological clock, so try to establish schedules in your routine, especially to ensure good nights of rest.

Sleep deprivation reduces the release of the hormone leptin, responsible for satiety, reducing hunger. This also occurs when we eat a very restricted diet or fast for long periods.

Exposure to bright screens 2 hours before bedtime can suppress the release of the sleep hormone (melatonin) and alter the optimal circadian cycle according to the results of the study published by Elsevier. By reducing melatonin levels, the chances of having insomnia during the night and stress the next day increase. Remember to leave electronic devices aside in the evening.

2. Not doing any physical exercise

Did you know that Brazil is the fifth most sedentary country in the world and leads the ranking among Latin American countries?

To escape from this reality, the World Health Organization (WHO) recommends exercising at least 150 minutes a week. Remember that just 20 to 30 minutes of exercise a day can prevent a number of diseases, according to the Brazilian Journal of Sports Medicine:

- Anxiety and depression;
- Cancer of the colon, breast, prostate, and lung;
- Osteoporosis and osteoarthritis;

- STROKE;
- Systemic Arterial Hypertension;
- Coronary Atherosclerotic Disease.

The habit of sitting for many hours a day in the same position may favor the development of musculoskeletal, mental, and cardiovascular diseases associated with posture and ergonomics, in addition to occupational stress.

The so-called "mechanized professionals" who habitually neglect the practice of physical activities are subject to prolonged periods of absence from work due to health complications of physiological or muscular origin.

3. Consuming nutrient-poor foods

The Ministry of Health reported in 2019 that the obesity rate in Brazil increased by 67.8% between 2006 and 2018. Certainly obesity can arise due to several factors, but the typical Western diet (rich in refined carbohydrates and fats) has a direct influence on excess body weight

A balanced diet provides sufficient energy substrate for the brain to perform well cognitively and for the body to perform well physically. Proper nutrition also contributes to the regulation of the circadian cycle, a concept referred to as "chrononutrition."

Low fiber intake and high consumption of simple carbohydrates (pasta, cookies, snacks, sweets) are associated with less restorative sleep, besides impairing the control of energy levels in the blood, which also impairs mood and productivity at work.





If you do a lot of traveling, plan some healthy and versatile meals to carry in your workbook and not fall into the temptations of eating only refined products on the trip, such as:

- Nut mix;
- Protein bars;
- Dehydrated fruits;
- Dark chocolate.

Pay attention to your water intake as well. Dehydration can increase fatigue, impair sleep and mood, and predispose you to headaches. The ideal amount varies for each person, but a general recommendation is to drink 35 ml for each kg of body weight.

4. Not controlling anxiety and stress

Exame magazine published a survey conducted by Accountemps consultancy, which indicated the search for reconciling personal and professional demands as the main reason for stress in the workplace for 41% of CFOs participating in the survey.

It is essential to look for alternatives so as not to go crazy with work demands. Outside of work, look for strategies that promote relaxation. It might not be a bad idea to take a "mini vacation" during the year to make your routine lighter.

Proper nutrition also helps to control anxiety and stress.

5. Procrastinating important health decisions

You may have already identified that your routine needs to slow down a bit, but you insist on prioritizing work above mental and physical health. How are you taking care of yourself?

How can we expect our best performance if we don't provide adequate fuel (healthy food), don't train our bodies (active exercise routine), and allow fatigue to take over our routine?



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COMING SOON



Business Does it make sense?

Mauro Wainstock

One of the questions I hear most often in the "startup" ecosystem is.... "does it make sense?".

Sometimes there are variables in the wording of the phrase, such as "if this makes sense to you...", but not in the amount. It is always very frequent.

What is not common in startups is diversity.

A mapping done by the Brazilian Startup Association concluded that, although 96.8% of them declare that they support diversity, only 39.3% of the startups surveyed have concrete actions on the topic, and 37.7% have professionals over 50 years old on their team.

Does it make sense?

In addition to fostering enriching intergenerational debates, and thus helping to build innovative solutions, the 50+ professionals have valuable experiences gained from decades of career, lessons learned from mistakes already made, and an incredible baggage of respect, networking, and emotional intelligence - differentials that have been proven to contribute to the generation of more expressive financial results.

Yesterday's 50+ were able to found disruptive companies that expanded globally, even without the current



technological resources - and many of them have celebrated a centennial of existence.

There are countless examples, I will cite three:

- Henri Nestle started the food company at the age of 52.
- John Pemberton started Coca-Cola at the age of 55.
- Charles Flint founded IBM when he was 61.

Today's 50+ were not born into this digital world. But they did create the computer.

Today's 50+ were not born into this scalable universe. But they made the Internet possible.

Usually startups are associated with youth.

However, globally, the average age of the founders of successful startups is 45.

The conclusion is from the Massachusetts Institute of Technology (MIT). According to the person responsible for the study, Professor Pierre Azoulay, a 50-year-old entrepreneur is twice as likely to sell a company as a 30-year-old.

Ah, but what about Mark Zuckerberg?

How many "Marks Zuckerbgs" are there?



Jeff Bezos was justly 45 when he got his highest capital growth rate from Amazon.

And it was at 52 that Steve Jobs reached the pinnacle of Apple, when he announced the iPhone. Still, he valued the experience: "I would trade all my technology for an afternoon with Socrates.

Chip Conley was 52 years old when he decided to join a startup in the tourism area. It was Airbnb... which began to take off exponentially from that moment on.

And, in Brazil, there are countless examples of "people like us" - less famous, but showing enviable capacity and willingness.

At 62, entrepreneur Elyseu Mardegan had his startup LendMe selected by the Central Bank's "Sandbox" program. The platform uses technology to reduce the bureaucracy and time for granting home equity. He explains the initiative: "People are living longer, pensions yielding less, and reverse mortgages can help people live with more dignity. In other words, a 60+ who created a project aimed at other 60+.

Another interesting case is that of Edson Andrade. After being laid off at 65, he created the project "Plataforma da Gestão", which offers courses, consulting, and training 100% online. In other words, a 60+ solving market pains.

And how do venture builders see this movement?

I asked this question to the founding partner of CriaBiz, Christian Pensa, 42 years old. He was adamant: "The diversity of age, gender and experience, for example, brings a wealth of complementary points of view. It strengthens the environment, allows the healthy exercise of contradiction and enriches the framework of deliveries that can be made to startups, and from startups to the market.

Henriette Krutman, who is 74 years old and president of the company's Board of Directors, adds that this concept does not remain in discourse, but is applied in practice within CriaBiz, both in terms of age and gender: "We seek to strengthen this diversity constantly: 30% of the startups in the portfolio are led by women and 25% of our angel investor base are women. In the CriaBiz verticals, specialized in their niche markets, we seek to form partner-specialist teams with two men and two women."

So, "if this makes sense to you..." start taking action!



Mauro Wainstock. has 30 years of experience in Communication. He was named LinkedIn TOP VOICE & CREATOR, is a mentor for executives and founding partner of HUB 40+, a business consultancy focused on the over-40 audience. Text originally published in the Startups portal



The Secret to investing well: Momentum and Profile

Matheus Freitas

There is no doubt that the financial market has taken over social networks in recent years. From investment brokers to traders, many profiles have passed through our feed a few dozen times, a strategy that has proven promising.

While in 2011 the Brazilian stock market closed with a little over 500 thousand registered investors, in October 2021 B3 reached the mark of 4 million individual accounts, only in variable income. The number of fixed income investors is around 9.6 million. In total there are 13.1 million individuals investing in equities and fixed income. Given this information, we can see that the number of people seeking investments with greater exposure to risk, in search of better returns, is growing year by year.

Even if certain investments seem like good opportunities, the investor must not forget the importance of understanding his moment in life when selecting his investments, so that they are in sync. The investment portfolio of a 28-year-old single lawyer with no dependents is totally different from the portfolio of a 32-year-old dentist with 3 children.

A 28-year-old single investor with no dependents has less financial need, should health problems occur that make it impossible for him to work. Whereas, a 32 year old dentist with 3 small children is concerned with ensuring financial security for his children in case any event occurs that prevents him from practicing his profession.

Another example, two 35 year old businesswomen, both with 2 small children and the same family income, one is a single mother while the other has her husband's income to split 50% of the household costs. The businesswoman responsible for 100% of the household income has a greater concern about the risks and liquidity of her investments, while the businesswoman who shares the income and household costs, worries less about these factors.

There are dozens of investments with different characteristics for different moments in life and different investor profiles. What needs to be taken into consideration when investing are the various scenarios and unforeseen events that can happen in an investor's life, and how your investments will help when they do.

Investor profile

The individual's preferences, together with his capacity to deal with risk, determine his investment decisions. Liquidity, risks, and profitability are the variables analyzed to build a customized investment portfolio. Many times there is a misunderstanding of the individual, where he believes to have one investor characteristic when in fact he has another. It is not rare to see situations in which a person invests in the stock market believing to have an appetite for risk, but when the stocks fall in the first week, he feels a huge discomfort in relation to the investment. This stems

from a lack of knowledge of the investor's profile. There are basically 3 classes of investors:

Conservative: Safety and liquidity are the most important characteristics for the conservative investor. Risk and volatility make them extremely uncomfortable, making them look for applications with predictable yields and scheduled redemption dates. They are usually beginner investors or those whose moment in life does not allow risks.

Moderate: Balance is the word that defines the moderate investor. While some run from risk and others run in the direction of risk, the moderate investor does not accept unnecessary risks, but is

capable of taking advantage of good opportunities. It is normal in their portfolio to have both fixed income investments as well as the stock market, with lower percentage risk investments. It is a common profile in people who already have some knowledge of the market and can risk part of their savings without giving up security.

Aggressive: Also known as bold or sophisticated, this type of investor is always on the lookout for higher returns, accepting risks that others would not accept. Term, volatility, and risk are some of the variables observed, and they can accept long-term investments as long as the return is worth it. He may hold conservative investments in his portfolio, but only until a new opportunity in variable income appears. This profile is indicated for people who do not need the money from variable income in the short term, and seek great returns in the long term.

Most common problems for investors

All types of investors face several problems in their investment journey. Many of them could have been avoided with a little more study or professional advice.

Information overload: Beginner investors often search for knowledge on the Internet and receive a flood of information. The problem with this excess of information is the difficulty in distinguishing good investments from bad ones, according to the investor's moment in life.

Unknown risks: Not always the investor has all the information about the risks involved in a given investment at the time of his choice. When I talk about risk for the investor, I am also referring to the liquidity risk. Have you ever thought of investing in something without having all the information, and when you need the money, finding out that you can only redeem it after two years? Or being caught by surprise with a loss that you didn't expect?

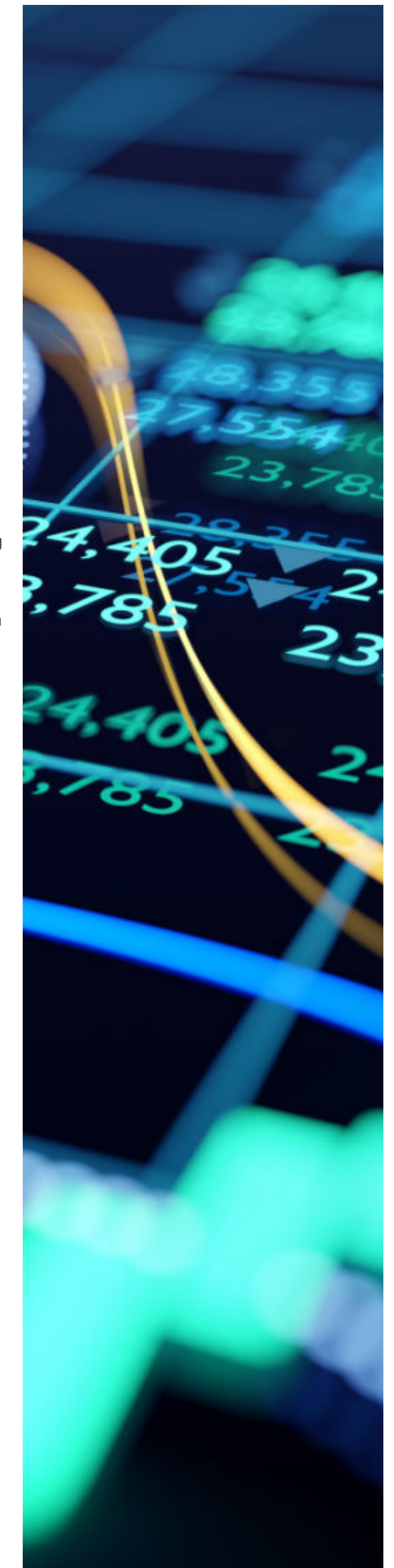
Limited capital: Investing with little capital is not a problem, but when we talk about building an investment portfolio, the amount of capital invested is important, both for diversification and risk management. A portfolio with less capital is more limited in terms of diversification, often being exposed to few assets, thus affecting risk management.

Over-diversification: Not diversifying can be a mistake at the time of investment, but the opposite can also be true. Over-diversification can hurt portfolio returns without offering advantages in risk reduction. Buying all the stocks in the stock market or investing in several mutual funds will not protect the portfolio, nor will it leverage profits. Exaggerated diversification will only make the portfolio's return equal to the average.

At the moment of investing, more important than the investment itself, is to know your profile as an investor and in which moment of life you are. There is no wrong investment, but there are bad investments for investors outside that profile or in unfavorable moments. Never invest without first answering the following questions: What is my goal? What risk can I take? How long can my money be invested? If there is a worst case scenario risk, if my investment goes to zero, will it affect the financial health of my household? If there are 4 satisfactory answers, I believe that the signal is green to invest.



Matheus Freitas.
Graduated in Economics
Investment Advisor
Partner at Kaza Capital



JOÃO ADIBE

“Our goal is to be the largest pharmaceutical company in the market and we are working towards this, always guided by our purpose, to provide health and quality of life.”



My Yellow Blood: João Adibe's innovative model, which makes CIMED grow so much.

With over 40 years of history, the Cimed Group is one of the largest pharmaceutical companies in the country. Leader in the vitamins category in Brazil, the company has more than 600 products in its catalog and a national distribution to more than 60 thousand points of sale. In the last 10 years alone, the company jumped from 36th to 3rd place in the segment's sales volume ranking. With an agile and accelerated management model, production records and highly innovative and strategic projects such as CimedX, the group's goal is to become a Heathtech and include space scientific development among the company's pillars. To Simple Business, in early April this year, the group's president, João Adibe Marques, brings details about the company's disruptive model and how it has been working aiming at the leadership of the segment.

Your family has been in the pharmaceutical business for a long time. Tell us about Cimed's history.

It all started with my grandfather, João Marques, a pioneer in the pharmaceutical business in the country, who founded the Prata laboratory in the 1950s. Twenty years later, my father started the Cimed group and led the company for almost 30 years, while my sister Karla and I prepared ourselves to take over the business. We had 14 drug factories, Brazil went through crises, and the Marques family was left with only five industries. I started working with my father when I was 15 and today, at 50, I usually say that I am the oldest

employee in the company.

Cimed is a family-owned company. How is the family dynamic in the work environment?

We are in the third generation at Cimed. Our children here are employees, and we try to identify how their capacity and skills fit in the business. We want to form successors, not heirs, because they are already heirs. I understand that developing these leaders is my role and that of my sister, Karla Marques Felmanas, currently the company's VP. I also try to set an example. My children have a father who comes home speaking well of the business and celebrating its achievements. They end up mirroring this posture and looking for the best place in this process.

Lately, people have been talking about humanized management. What is the Cimed way of management?

Cimed has an agile and accelerated management model, which challenges its teams daily, a model that was developed internally, based on the company's values and culture. We have this team building DNA in the company, and we celebrate our victories in a way similar to the way sportsmen do, as if we were winning titles. We believe a lot in this teamwork and that the conquest of one is the conquest of all, and I think that this is also the secret of our success. We have created a feeling of belonging at Cimed, there is no decision making alone.

In a market as tough as the pharmaceutical one, what is Cimed's focus?

We continue with our focus on developing quality medicines at affordable prices - just like the vitamins and hygiene and beauty products that are already so well known, but now our investments in Research & Development will also be directed to space scientific research for the development of new products.

In the last few years Cimed has grown well above the sector's average, positioning itself among the largest in Brazil. What are the strategies and differentials for the company to grow so much?

Cimed has an agile and accelerated management model, which challenges its teams daily, a model that was developed internally, based on the company's values and culture. In the 2000's, with logistics already consolidated, we created in 2004, the ICM R&D, not depending on third parties for research, quality and bioequivalence processes. A model so disruptive in the segment, which generates another business opportunity, since even the competition hires the services of the Institute for testing their products. With ICM R&D we were able to develop, test, and release products faster, so much so that we jumped from 36th to 3rd place in the segment's sales volume ranking in ten years.

Tell us about the company's verticalization processes.

In the 1990's, I had the opportunity to get to know deep Brazil and we opted for the verticalization of Cimed's logistics chain, changing the company's strategy against the market. The great turning point is that, with the verticalized chain and 26 distribution centers, we reach 60 thousand points per month all over the national territory and because we don't have intermediaries, we are faster in selling.

"The great turning point is that, with the verticalized chain and 26 distribution centers, we reach 60,000 points per month all over the national territory and because we don't have intermediaries, we are faster in selling."

This way we can produce more and deliver more, meeting the needs of our customers.

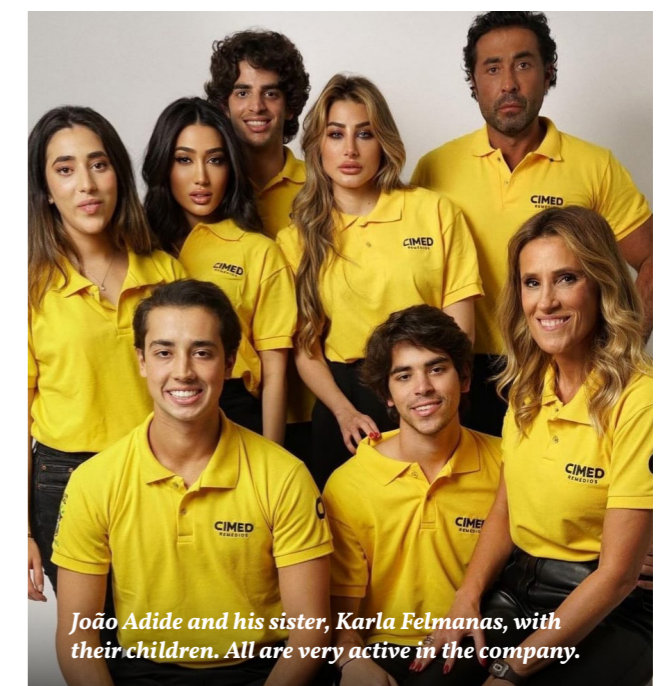
What are Cimed's major challenges in an increasingly global and digital market?

Our goal is to be the largest pharmaceutical company in the market and we are working towards this, always guided by our purpose of providing health and quality of life to the entire Brazilian population, in an accessible way and with excellence. Now, we are also very

focused on becoming a health tech, investing in scientific research to discover new and important treatments.

You are very active in the social networks. What is their impact on business, and how to leverage them in a sector as peculiar as the pharmaceutical one?

Social networks were a way to get closer to people. As Cimed is present all over Brazil, Instagram is a tool that helps me to be close to all these publics - from my employee in the distribution center in Amapá to the clerk of a pharmacy in the extreme south of the country. I am not the executive who was raised and educated in an office, wearing a suit and tie. I



João Adibe and his sister, Karla Felmanas, with their children. All are very active in the company.

Cimed will invest R\$300 million over a period of 5 years, for research and development of new products, through studies in space.



“Our goal is to be the largest pharmaceutical company in the market and we are working towards this, always guided by our purpose, to provide health and quality of life for the entire Brazilian population, in an accessible way and with excellence.”

am João, a salesman and entrepreneur who is on the street, in the factory, in the office, at the client's, getting to know and listening to my public, and this is what made me get this far as an executive.

A few months ago, Cimed was highlighted in the media and gained repercussion with the stories of the actress Carla Diaz, in which she showed the K-med 2 in 1 package. Looking at the digital world and its gigantic potential, what can CIMED expect?

CIMED is always attuned to the digital environment. In an agile way, we take advantage of opportunities to develop creative content, thus reaching not only our consumers, but also expanding our base, with the retention of new audiences.

In addition, CIMED is the official sponsor of CBF, in a World Cup year, we have the opportunity to expand our digital reach, in search of a younger and more engaged audience on social networks.

I see the networks not only as a sales channel, but also as a strong educational tool. In this sense, the newest Dermafeme campaign comes to raise questions of the female universe, acting on several fronts of female empowerment and gender equality. The first initiative will be about menstrual poverty among women in socially vulnerable situations. We will do a series of social actions and initi-

atives to contribute to the improvement of this scenario.

You hold lives on Mondays, Wednesdays, and Fridays with all the company's employees. What benefits has the company already seen?

We do the lives in order to engage the sales team, besides providing a feeling of belonging to the more than 1300 sales people we have spread throughout Brazil. More than that, we deal with extremely relevant issues for this yellow army, such as best practices of the sales highlights, information and opportunities in specific products, commercial actions, motivational campaigns, among others.

Nobody is obliged to participate, but we have, today, an average of 70% engagement. In fact, the invitation is extended to the public in general.

In 2020 we had the beginning of the coronavirus pandemic. What are the impacts on the company? What has changed since then?

As we work with imported inputs, when we



noticed a different movement, right at the beginning of the pandemic, we advanced the purchase of raw materials - which was essential for our business. On the other hand, when the quarantine started, the consumption of what we thought would explode fell, as the distance changed people's habits. The sales of our main product, an anti-flu product, plummeted, and it was one of the best sellers in Brazil. This is proof that the industry did not surf on the pandemic.

On the other hand, we saw the beginning of a change in habits, from curative to preventive. The pandemic highlighted the word immunity, which leveraged our sales of vitamins, but there is still a long way to go regarding the consumption of this type of product by the population in Brazil.

With the new coronavirus pandemic we had an explosion of vitamin consumption. How has Cimed monitored this very promising market in which it is already the leader?

During the period, we saw a much greater interest in prevention and immunity, so we invested in that. Brazilians started to understand what vitamins are and that they should be taken to avoid diseases and not when you are sick. Not by chance, we had a 30% increase in sales, with an emphasis on the sales of these products. Furthermore, at the beginning of the pandemic, we launched the first effervescent multivitamin in Brazil, with a faster absorption. With this novelty, we closed the year 2020 in the leadership of the vitamin segment.

But there is still a long way ahead regarding the consumption of this type of product by the population in Brazil. It is a cultural issue: while only 6% of the Brazilian population takes vitamins. In the United States, this percentage reaches 60%. Take Vitamin C, for example. People take it when they have the flu and not to prevent it. It is necessary that the consumer understands that investing in prevention means saving money in the curative area. And our role is to offer accessibility to the population so that everyone has access to the preventive universe.

Recently Cimed sent proteins from the Sars-Cov-2 virus into space for studies outside Earth. Tell us about CimedX and how it can revolutionize the sector in Brazil.

We have been working on the Cimed X project for more than a year. It started as a sponsorship proposal and we understood that we should go further, to take this step towards the future of Cimed and Brazilian science, which go hand in hand. The main advantage of testing in microgravity environments is to improve the quality of exper-

“It is necessary that the consumer understands that investing in prevention means saving money in the curative area. And our role is to offer accessibility to the population so that everyone has access to the preventive universe.”

imental data. To have an idea, in the case of crystallization - which the Sars-Cov-2 protein samples that will be sent to space later this month will undergo - the crystals formed will have a higher quality than those produced on land. Gravity interferes with the formation of these crystals, so in the microgravity environment some of the phenomena that hinder their formation are cancelled out. In other words, the sample acquires an ideal format to be later visualized and analyzed.

The possibilities created with CimedX could be enormous. Is there a chance the company could become a health-tech? Is a possible IPO on the radar?

Our goal is to become a healthtech, no doubt about it. We are starting an important scientific space movement that can



place Brazil in a prominent position in the next few years. For this reason, we have provisioned an investment of R\$300 million over a five-year period for research and development of new products, also through studies in space. The intention is to include space scientific development among the pillars of the company - which already has its focus on the accessibility of its products and, furthermore, plans to triple its production capacity. Recently Cimed made a movement from LTDA to SA, focusing on the strategic future of the company and on a more updated and robust governance, which leaves us in a condition to hold an IPO, should the company ever want to do so.

With the inauguration of the new plant in Pouso Alegre, what are the plans for the expansion and future of the company?

The new unit is located on the margins of Fernão Dias highway, an area acquired from the former Locomotiva, in an area of more than 283 thousand m², exclusively destined to the production of solid oral medications (tablets) for generics and similar products. Besides the quality control laboratory and all the support structures of the manufacturing complex. In all, there will be 44 thousand square meters of built area - more than double the current plant, located in the Santa Rita neighborhood, also in Pouso Alegre. Production will reach about 600 million units per year. In 2022, 480 million will be produced.

Cimed has been disruptive, from the production chain to distribution, and now it can revolutionize the industry with CimedX. What are the steps for a company to innovate?

Cimed has an agile and accelerated management model, which challenges its teams daily. From production records to highly

innovative and strategic projects such as Cimed X. It is a model that allows people to be protagonists, with room to create, innovate and develop in a collaborative and multidisciplinary way.

The strategy that guides Cimed is the result of the company's evolution. Karla and I learned from our parents to always seek the new and look to the future without forgetting the present. This mentality grew and solidified, and thus the strategy took shape and became robust, with innovation and disruption as its pillars.

Cimed's management model was developed internally, based on the company's values and culture. It started 45 years ago, with the founders - my parents João de Castro Marques and Cláudia Marques - and was improved by me and Karla, and of course, our tireless team of more than 5 thousand employees, who, like us, have yellow blood.

What are the expectations with the arrival of 5G and the possibilities that will open up with the Internet of Things (IoT) and artificial intelligence?

We are a company that is always looking into the future and even though we are part of an industry as traditional as the pharmaceutical industry, we see endless possibilities within our business with the Internet of Things and artificial intelligence. We don't have any projects at the moment specifically focused on these topics, but we are following the technological movements and how Cimed can benefit from them.

Can we expect Cimed, in some way, in the Metaverse?

We have just created a community in the NFT universe - the Fly Now Space Club, with the objective of investing in scientific research in space. To raise funds for the ini-

“We have been working on the Cimed X project for more than a year. It started as a sponsorship proposal and we understood that we should go further, take this step towards the future of Cimed and Brazilian Science, which go hand in hand...”



tiative, we launched a collection with 119 NFTs - 114 avatars of Astronauts and 5 audiovisual arts -, with values starting at \$100 and \$500, respectively.

The first batch of NFTs was made available for sale on OpenSea, the world's largest NFT trading platform. The 119 NFTs were developed by artists Abdala Brothers, co-founders of the project. The auction took place between May 2nd and May 5th. The goal is for the Fly Now Space Club to be an open community in which all knowledge acquired will be in the public domain. The prerequisites for the selection of studies that can be made viable are the impact of the research for the development of treatments, diagnostics and new technologies, the impact of the use of space, and the participation of Brazil. The selection process should begin in June. Besides its main function of creating a scientific community, the Fly Now Space Club will also give its participants access to exclusive experiences and prizes, ranging from mentoring experiences and tours in Cimed's factories, to commercial rights on NFTs.

What characteristics stand out in you, and what is your

leadership profile?

Karla and I believe in leading by example. A good leader knows how to have the right people in the right places, in order to go further and further. To become a good leader,

“Cimed has an agile and fast-paced management model, which challenges its teams daily. From production records to highly innovative and strategic projects such as Cimed X. It is a model that allows the protagonism of people, with room to create, innovate and develop in a collaborative and multidisciplinary way.”

persistence, resilience, courage, and attitude are fundamental. Having a committed and involved team that understands the business is also essential, since without a committed and quality team we will not go beyond the doors of the company.

You inspire thousands of entrepreneurs every day. Who do you get inspiration from

and why? Can we expect a book or something along these lines?

Karla Felmanas

For me, there are easy names that come to mind: my father, my mother, my brother, my children and nephews, and friends who run their businesses and are today entrepreneurs and references in their fields. All of them, through big or small actions, have polished me and helped me become a better person and a better professional.

Many times, we can inspire those we least imagine. It is not necessary to be a high executive or famous, but to have a transforming, correct, and professional attitude. We can inspire people and not know it, just as many of those who are an inspiration to you may have no idea.

João Adibe

I grew up hearing from my father that any adversity is an opportunity to learn and evolve, to grow and do differently. So I learned that if there is a crisis, I should analyze the circumstances, identify my abilities to face it, and act. I learned and learn a lot from my father, for sure, he is one of my inspirations.

I have just released my book “My yellow blood” by Agir publishing house, which is already available nationwide. Besides marking my fiftieth anniversary, I also tell details of my

trajectory at the head of Cimed and the fundamentals of the management model that brought so much success to the company.

What legacy do you want to leave behind?

To provide health and quality of life to the entire population. Therefore, we work hard to meet sales targets and, as a consequence, to serve everyone in the best possible way.

Talk about the “My Yellow Blood” event. What is the motivation and objectives?

The **“Fly Now - My Yellow Blood”** was Cimed's first proprietary event about entrepreneurship and sales. The meeting aimed to share the company's innovative management model, which made Cimed jump from 36th to 3rd place in the segment sales volume ranking in 10 years. Throughout the event's program, we discussed issues related to the company's management model, sales strategy, family succession, verticalized leadership, and financial management, among others. In addition to all the content focused on management and business, we also had panels on innovation for the future, as well as entrepreneurship and female empowerment, the latter led by my sister, Karla Felmanas, VP of Cimed.

Joao Adibe and Karla Felmanas at the “My Yellow Blood” event, held by Cimed, in the beginning of April in São Paulo.



Technology

Cyberwar: The war without bombs

Henrique Campos

For years, Ukraine has been a Russian proving ground for cyber weapons. As we watch the latest chapter of Russia's war in Ukraine unfold, they should pay attention to the online front of the conflict - and think about how to prepare if (and more likely when) it spreads to Ukraine's borders. While some attacks, such as these on infrastructure, are nearly impossible for businesses to prepare for, there are basic items to look out for as a matter of cyber survival:

Make sure systems are up to date and vulnerabilities patched, make sure you have effective and up-to-date malware and antivirus or XDRs, and make sure all important data is backed up in a safe place.

Between 1946 and 1958, Bikini Atoll in the North Pacific Ocean was used as a testing ground for 23 new nuclear devices that were detonated at various points above or below it. The purpose of the tests was primarily to understand (and, in many cases, to show) how these new weapons actually worked - and what they were capable of. The era of nuclear testing may be over, but the era of cyber warfare is just beginning. And for Russia, the war with Ukraine has likely served as a live testing ground for its next generation of cyber weapons.

Countries and companies watching this latest chapter unfold should remember this: The online part of warfare has jumped borders.

Unlike conventional attacks, cyber attacks can be difficult to attribute accurately. Plausible deniability exists because, in many cases, cyber attacks can be launched from an unwitting host. For example, partial control of your home computer can be taken over, unbeknownst to you, and used to initiate a chain of attacks. One such event occurred in 2013, when smart refrigerators were made part of a botnet and used to attack businesses. In 2016, many thousands of home security cameras were taken over and used to disrupt the operations of Twitter, Amazon, Spotify, Netflix, and many others.

But there is strong evidence linking Russian hackers to a series of attacks in Ukraine. Going back to 2015, after the Russian invasion of the Crimean Peninsula, suspected Russian hackers managed to eliminate power to some 230,000 customers in western Ukraine. The attackers repeated the trick the following year, expanding the target list to include government agencies and

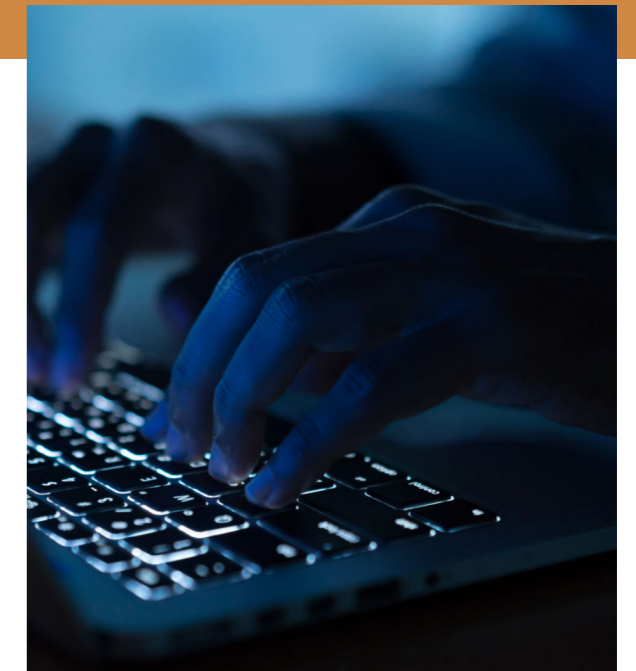
the banking system. In the hours before Russian troops invaded, Ukraine was hit with never-before-seen malware designed to wipe data - an attack on the Ukrainian government said to be "on a completely different level" than previous attacks.

It's easy to see why Ukraine is an attractive target for testing cyberwarfare resources. The country has infrastructure similar to that found in Western Europe and North America. But unlike the United States, the UK, and the European Union (EU), Ukraine has more limited resources to counterattack (although the US and EU, provide support to bolster its cyber defenses). And while Russia is the obvious suspect, it is certainly possible that other countries, such as Iran, North Korea, or China, have also tested their own cyber weaponry in Ukraine.

The main point here is that there is little chance that cyber attacks will be limited to Ukraine. Governments and corporations should pay attention to what is happening there, because cyber warfare can - and has - quickly spread across borders.

What a truly global cyberwar might look like

Given that the US and EU have joined together in support of Ukraine, the scope of a cyber war could be broad. Large-scale cyber skirmishes can go global due to an overflow effect. There is some precedent for the appearance of an overflow. In 2017, a suspected Russian attack with malware dubbed "Not-Petya" disrupted Ukrainian airports, railroads, and banks. But, NotPetya didn't stay in Ukraine. It spread around the world, infecting over a wide period of time - a diverse range of multinational companies, including global shipping company Maersk, pharmaceutical giant Merck, FedEx's European subsidiary TNT Express, and among others.



In research with colleagues, and investigations by Ethical Hackers, we observed that most cyber attacks were not as devastating as they could have been. It may be because the attacker was not fully aware of how much damage could have been done, but perhaps more likely, these were just "tests" of the cyber weapons. It is not only possible to cause systems such as electrical grids to be shut down, but also to cause them to explode or self-destruct - damage that can take weeks or longer to repair. So far there have been few such attacks, but in some cases steel mills and gas pipelines have been destroyed. Probably the best known case was the Stuxnet Cyber Attack which is believed to have destroyed about 1,000 centrifuges at an Iranian uranium enrichment facility.

So what would a real, global cyberwar look like? Given the interdependence of critical infrastructure sectors such as electricity and communications, an aggressive attack would likely take down many sectors at once, amplifying the impact. Furthermore, in an "unrestricted" attack where maximum damage was inflicted, the primary goal would also be to produce lasting physical damage.

The two types of cyber attacks

We observe two different impacts of cyber attacks: direct and indirect.

Indirect attacks: By indirect, I mean that neither you nor your computer are individually targeted. The target would be the power grid, supply chains, banking systems, water treatment, communications and transportation. There is not much you can do personally to defend these systems. But how well, and for how long, can you manage without electricity, food, water, and money?



Direct attacks: By direct, I mean an attack that targets you. In war, the civilian population, deliberately or accidentally, can also be targeted to weaken the desire to continue the war. In cyber warfare, the technical methods are quite similar, but the consequences can be more personal. For example, what if all the data on your computer is stolen or deleted, especially if those are the only copies of photos or documents.

So what can you do to protect yourself?

Indirect cyberattack: You personally may have no way to protect the nation's critical infrastructure. But by collectively influencing the government, the private sector can be motivated to improve its protection, preparedness, and perhaps even more importantly, improve its resilience in the face of such breaches.

Many may not realize that many types of cyber attacks do not need to be reported. As a result, the government and other similar companies have no idea that cyber attacks - attempted and actual - are happening. For example, pipeline companies were not required to report cyber attacks until after the publicity of the Pipeline Colonial Attack. We know that the "bad guys" do a much better job of sharing information than their targets, who may have an interest in keeping quiet about an attack. This needs to change if we are to be better informed and prepared.

When it comes to the resilience of our infrastructure, we often don't realize how ill-prepared we are until too late. A serious cyber attack can have an

impact similar to a natural disaster, taking down critical infrastructure and creating cascading crises. It could, for example, resemble the winter freeze of 2021 in Texas, USA, causing massive outages, loss of electricity, and over 200 deaths. And it could have been much worse. The Texas Tribune reported that the "Texas power grid was seconds and minutes away from a catastrophic outage that could have left Texans in the dark for months."

Companies should push for assurances that their infrastructure can recover quickly after a cyber attack, and have those assurances verified by independent auditors.

Direct cyber attack: Most of the main things you can do to prevent, or at least minimize, direct damage to you and your computer fall into the "Cyber Hygiene 101" category. This includes simple measures such as having a strong password and not clicking on suspicious links - precautions that many of us unfortunately ignore. But we now know that there are ways to access your computer from vulnerabilities such as Solarwinds, Log4j and Pegasus, without you doing anything and without requiring your password. These are called "zero-click vulnerabilities."

As such, preparing for a cyber attack means doing everything possible to minimize potential damage if the attacker gets in. This includes:

- Ensuring that your software is up to date across the organization and that known vulnerabilities in previous versions have been patched.
- Having effective antivirus and malware detection software - and re-



member, malware may already be lying dormant on your computer, awaiting orders.

- Frequently backing up your important data, such as documents that are only stored in one place, in case they are destroyed.

It's also worth taking steps in your organization to minimize risk and prepare to respond if (or when) the worst happens. This includes:

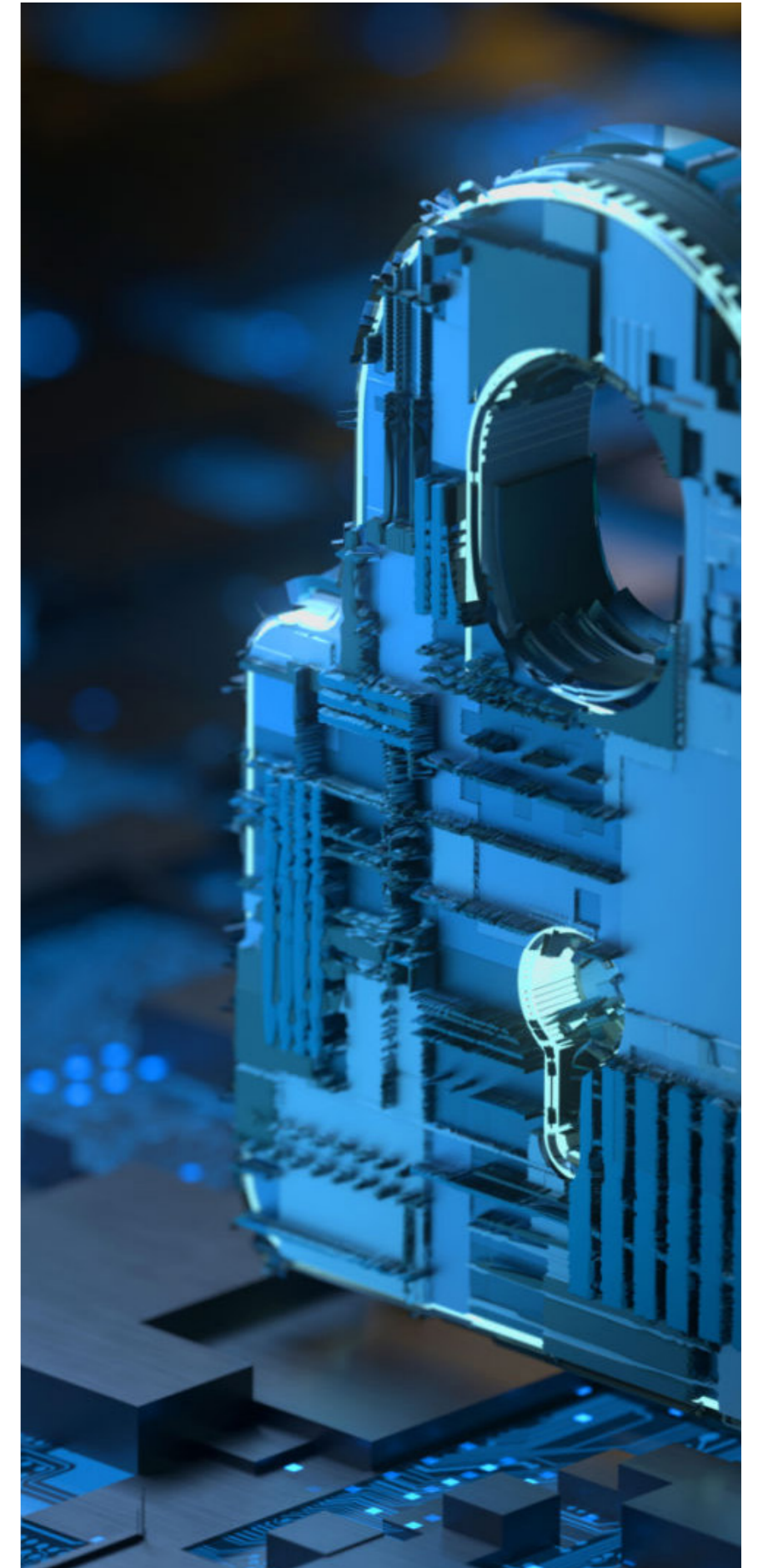
- Looking for potential vulnerabilities in your cyber supply chain and encouraging third-party software vendors to prioritize cybersecurity.
- Testing your incident response plan - including running scenarios and tabletop exercises - to make sure the plan is sound and that everyone knows what they should do in a crisis.

There was a time in the 1960s and 1970s when the world feared a global nuclear war. Fortunately, we are past this period. With luck, we will also avoid a devastating global cyber war. But there is no guarantee, and with geopolitical tensions rising to high levels, it is not wise to rely on good luck alone.

Each of us needs to do everything we can to increase the chances of being a survivor.



Henrique Campos. PhD in Computer Science from Unicamp with 20 years of corporate experience in Technology and Information Security in large companies. He is currently a Counselor and Advisor for emerging and future technologies, innovation and cyber security for startups and companies in the technology market.





Programmed Obsolescence in Fashion

Claudiani Leite

It's not from today that we have the habit, even if sometimes naive, of exchanging our material goods for others that are more modern, with a differentiated and eye-catching design, or even minimalist, with more functions; and all this for the simple fact of exchanging, of having what's newest in the market. Well, planned obsolescence lives with us every day and at every moment of our lives, where we end up being its hostages.

First, let's talk about the meaning of the expression "planned obsolescence" and what it represents. Programmed obsolescence is a concept that serves to denominate the idea that the products we consume have an expiration date determined by the manufacturer, as soon as they are produced. This is what can be observed mainly in the area of technology, where we are daily influenced by advertising and also by the need to be always updated, creating a vicious cycle of buying, which ensures that we are "in fashion" by owning a particular product, be it a car, cell phone, television, and even clothes, shoes, and accessories. Let's delve into the obsolescence observed in the fashion world.

The first example is the great Fast Fashion companies, with their collections released every 15 days, making you feel the need to buy to keep up with the trends. This ends up generating consumers who, so attracted by this addiction, end up filling their closets with pieces that will never be used.

In that sea of fabrics, the piece that was bought last week will be put aside, being replaced by the new piece from the collection that was launched soon after. In chapter 7 of the book "Fashion A Philosophy" by Lars Svendsen, it portrays exactly how we are today: "The post-modern consumer projects idealized enjoyment onto ever-newer products, as the old and well-known ones gradually lose their ability to charm.

The author also presents the vicious cycle in fashion: buy > discard > buy again. We need to understand that the



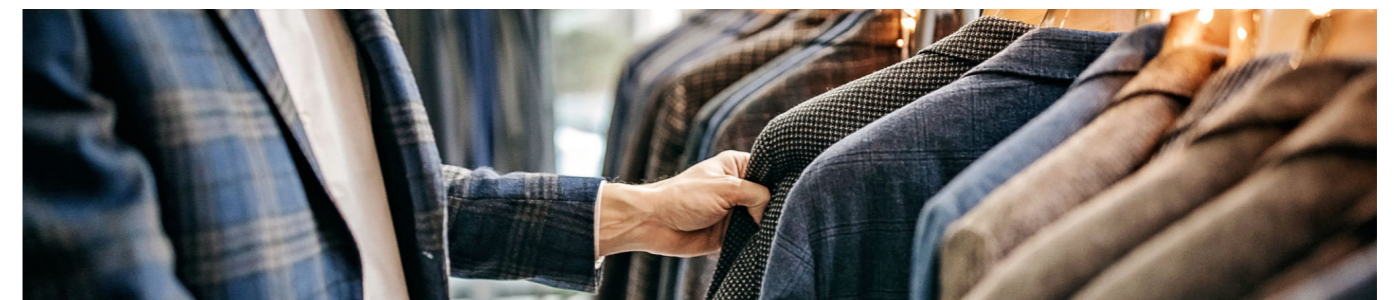
fashion market has been based on this cycle since the first collections, but at the same time we must question ourselves about the real implications of this movement that needs to be rethought. A deeper reflection is needed about how much we are manipulated by an industry that is fed by consumption. Without this reflection we end up paying a high price. Who has never been attracted by that new and often cheap clothing in the store? It is curious when we go deep into this and start questioning the durability, quality and price of the pieces, how and by whom they were made.

Then comes the self questioning, about why we feel this need to have, to consume, and how this feeling influences our well being, do we buy because it is new? Or because we were bored? Surely this is a subject for a very long debate. To support this debate, I would like to draw attention to some frightening data. On February 13, 2022, a story was shown on the program Fantástico that talked about the disposal of textile waste in São Paulo-SP, I strongly recommend that you, reader, watch this report. In short, there are millions of tons of clothes and fabric scraps that end up in some landfill because of the incorrect disposal of these materials, the same reality seen in the landfill of the Atacama Desert in Chile.

Just to have an idea, a garment made of a natural fiber like cotton takes about twenty years to decompose completely. However, garments made of synthetic fibers such as polyester take up to four hundred years to decompose. In the state of São Paulo alone, every day about 16 tons of residues are collected without the correct destination. There are still few people and companies that collect these materials in the state to give a continuity to the useful life of these materials. As a result, we see in the news more and more environmental disasters, killing animals and polluting the soil and the oceans. That is why it is urgent that we rethink the behavior of unbridled consumerism, which causes this need to change our closet for more fashionable and trendy pieces, being more aware of the production process and all the impacts during the making of our next purchases.



Claudiani Veiga
Stylist and Image and Style
Consultant.





Agribusiness

Microscopic in Size, Giants in Technology, Biological Control in Agriculture.

Lucas Boaventura

Have you ever imagined applying a bacterium for the control of plant diseases? And a fungus for the control of insects considered to be pests? Yes, this is the future of agriculture. Future? No, this is the present of agriculture.

The technological evolution in agriculture and the need for new alternatives for the management of pests and diseases have adopted biological control as an effective and highly profitable tool for the producer.

The set of measures adopted by the producer to combat pests and diseases is called Integrated Management, a way to diagnose and position the best options so that we can maintain the quality and productivity of a certain crop. These microorganisms work in synergy with the part of nutrition, growth promotion, and solubilization of elements in the soil.

Once seen as a market of little efficiency, and uncertain regarding quality, today we observe a market that grows 22% per year.

The perspective in Brazil for this market by 2027 is R\$ 3.7 billion, while the global level is around U\$ 5 billion dollars. Observing this context, we are talking about extremely valuable microorganisms for sustainable agriculture.

We see the interest of multinational pesticide producers in this market; large companies already have their bio-factories active. We observe a growing number of national companies investing directly in the field of Biological Control, agriculture is increasingly sustainable and concerned with maintaining the biodiversity of the environment.

We do not exclude the use of pesticides from agriculture, there is a specific niche for these products, which with high technology, help even more in the daily management of crops. The limiting factor has been the shelf life of these chemical molecules, i.e., the targets are creating resistance to chemical actives faster than specialists thought. Biological control is an alternative, working

in synergy with biological pesticides, where the problem of pest and disease resistance to these microorganisms is almost null. The rotation between biological products and chemical molecules is fundamental to slow down the evolution of active resistance in agriculture and the maintenance of sustainability.

The profile of the producer who uses this technology has also changed. In the past it was restricted to small producers, and cultures with vegetables and fruit trees. Today this market is consolidated in large producers of grains such as soy, corn, beans, coffee, and has reached the sugar and ethanol market and is expanding exponentially to the cotton market. This evolution also encouraged companies in the industry to improve their technologies by investing in formulations, microorganisms, and applicability of their products.

But there are also reports of some problems at field level that can hinder the evolution of this technology. Some producers without

technical knowledge try to make the multiplication of these microorganisms in their own properties. Something that is not prohibited by the regulatory agencies, but one should be very careful. The so-called "on farm" method is the production of these microorganisms in a home-made way. EMBRAPA recommends all possible care to producers for this method, because in visits to farms in Mato Grosso and Bahia that adopted the methodology "on farm", producers reported that they were multiplying a specific fungus to control plant diseases, and in fact when analyzed, the researchers found Staphylococcus and Salmonella, microbiological agents extremely dangerous to human health.

We are in a new era in agriculture and agribusiness in general, the use of biological agents (micro and macro organisms) allows us to adopt more and more sustainable ways to mitigate the effects of pests and diseases on plants. This potential market is evolving at a fast pace, and increasingly the decrease in the use of chemical pesticides ensures a sustainable production to meet the new demands of world markets.

Stay tuned, BioEvolution brings us to a new Agricultural Revolution.



Lucas Boaventura.
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Technical Manager in Vital Group.
Specialist in Plant Protection, Environmental Law, Soil and Plant Nutrition.
MBA in Strategic Agribusiness Management.





“
If you want
be the best,
you must do
things that the
other people
are not
willing to do.”

Michael Phelps

Olympic swimming champion.

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An aerial, high-angle photograph of a dense urban skyline, likely São Paulo, Brazil. The image is dominated by numerous skyscrapers and high-rise buildings. In the center, a prominent white skyscraper with a distinctive top section and a flag on its roof stands out. The overall color palette is warm, with golden-brown and sepia tones, suggesting a sunset or sunrise. The text 'Simple Business.' is overlaid in a large, bold, orange font at the top left.

Simple Business.

Aerial View of banespa building, Altino Arantes, Sao Paulo, Brazil

Much more than business.
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