

**Entrepreneurial culture in the Costa Verde Region / RJ – Brazil**

**Cultura empreendedora na Região da Costa Verde / RJ – Brasil**

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**ABSTRACT**

The main objective of this research is to identify and analyze the idealizers of the entrepreneurial culture in the Region of Costa Verde / RJ - Brazil, with a view to the formation of networks to promote entrepreneurship. In the ambit of entrepreneurship, it was sought to identify the organizations and strategic subjects in the formation of a local entrepreneurial culture, as well as to analyze the main promoter and repressor aspects of entrepreneurship and the degree of articulation between them. This research was of qualitative approach and the methods used sought to obtain data that allowed subjective analyzes to be carried out on the local entrepreneurial culture. An exploratory study was carried out based on a bibliographical and documentary research. The result of this research shows that there is still a great lack of investments around entrepreneurship mainly by the public sector. It is also noted the importance of SEBRAE in the matter, since practically all the institutions linked to the theme have a partnership with SEBRAE. It is also noted the existence of a gap left by educational institutions that have been filled by the branches of institutions that have been installed in the region in recent years. These results can be sources of information in the formulation of public policies to promote entrepreneurship, as well as contribute to the formation of strategic networks to foster the local entrepreneurial culture.

**Keywords:** Entrepreneurship, Entrepreneurial culture, Network.

**RESUMO**

O principal objectivo desta investigação é identificar e analisar os idealizadores da cultura empreendedora na Região da Costa Verde / RJ - Brasil, com vista à formação de redes para promover o empreendedorismo. No âmbito do empreendedorismo, procurou-se identificar as organizações e temas estratégicos na formação de uma cultura empreendedora local, bem como analisar os principais aspectos promotores e repressores do empreendedorismo e o grau de articulação entre eles. Esta investigação foi de abordagem qualitativa e os métodos utilizados procuraram obter dados que permitiram análises subjectivas sobre a cultura empresarial local. Foi realizado um estudo exploratório com base numa pesquisa bibliográfica e documental. O resultado desta pesquisa mostra que existe ainda uma grande falta de investimentos em torno do empreendedorismo, principalmente por parte do sector público. É também notada a importância do SEBRAE na matéria, uma vez que praticamente todas as instituições ligadas ao tema têm uma parceria com o SEBRAE. Regista-se também a existência de uma lacuna deixada pelas instituições de ensino que foram preenchidas pelos ramos de instituições que se instalaram na região nos últimos anos. Estes resultados podem ser fontes de informação na formulação de políticas públicas para promover o empreendedorismo, bem como contribuir para a formação de redes estratégicas para fomentar a cultura empreendedora local.

**Palavras-Chave:** Empreendedorismo, Cultura empreendedora, Rede.

**1 INTRODUCTION**

The definition of “Entrepreneurship” is not usually simplistic, different authors create definitions or adapt their definitions to existing definitions, not necessarily opposed to each other, but with differences in certain points. Schumpeter [1] argues that the economic system, once functioning, remains inert and without changes in its general structure with the repetition of a cycle. Since the cycle is only broken by the entrepreneur when he introduces a change in the market, even changing the characteristics of consumers.

That is, when innovating, the entrepreneur not only introduces a product or technique, but also destroys the conventional economic cycle and creates one. Over time, innovation is no longer a novelty and is covered by the conventional economic cycle [1].

According to Góes et al [2], in a view of entrepreneurship aimed at the market, entrepreneurship is based on the possibility of profit when finding something new.

This “business alert” mentioned, corresponds to the observation of the market and the behavior of society in search of opportunities not yet explored. When found, these opportunities initially generate a large share of profit, which falls as the competition progresses. From the moment in which the exclusivity in the offer of a product or service is no longer available, great administrative knowledge is also essential in order to guarantee the survival of the company when the economic cycle stabilizes again and, after these events, the creator of the idea is no longer an entrepreneur.

From the 1980s on, entrepreneurship takes on a new meaning, the entrepreneur is no longer the owner of the big company and the apology for self-employment begins, where the creation of new and small businesses prevails and where the owner is the entrepreneur himself. In this context, a government incentive is essential, through public policies that encourage training [3], considering that entrepreneurship can be a mechanism that promotes the creation of jobs, companies, innovating the economy generating development and the creation of wealth [2], [4].

The change that occurred in the 1980s contributed to a greater variation in the offer of products and services, in addition to improving income distribution and through the organization of micro and small entrepreneurs. From this, pressure from public authorities by organizations formed by small and medium-sized entrepreneurs, such as associations and cooperatives, became feasible, as opposed to the individual lobbies of large companies.

Analogous to the definition of entrepreneurship, the definition of entrepreneur is also the subject of much discussion, authors like Say (apud Góes et al) say that "The desirable characteristics of a good entrepreneur, agent or 'master-agent', should be the ability to plan, evaluate projects and be able to take risks" [2].

As for the moral qualities, Say (apud Góes et al) highlights: judgment, perseverance, common sense, knowledge of the world, as well as knowledge or business expertise. Marshal (apud Góes et al) adds by saying that "the entrepreneur should have a deep knowledge of the industry and, as a result, they should be the natural leaders." [2].

Thompson (apud Góes et al) states that entrepreneurs are keen to achieve goals, are positive and their style is pragmatic. They enjoy independence and take calculated risks. They are energetic, determined, and self-confident. Entrepreneurs can inspire others and they learn from their experiences [2].

According to Thompson's understanding (apud Góes et al), conventional wisdom says that many entrepreneurs survive and thrive without any formal administrative training [2].

The characteristics that each entrepreneur has immense relevance, being as determinant for the success of the works as the idea itself [3].

Caetano et al [3] lists the main individual characteristics of the entrepreneur, namely: need for independence; ability to innovate; need for achievement; self confidence; locus of internal control; proactivity and self-motivation; ability to live with risk and uncertainty and be a visionary.

The so-called social capital, which are the resources obtained through the organization and collaboration between entrepreneurs from a specific economic area and / or region, also gained great importance during the 1980s [3].

Collective entrepreneurship actions, such as social capital, together with an entrepreneurial profile generate the so-called “Entrepreneurial Culture”.

In the face of the information above and in a world of constant changes and changes, in which the economy, mainly due to the changes created by the internet, diversifies and reinvents itself in short periods of time, the figure of the entrepreneur becomes increasingly important to lead such a process.

In this way, it is to be expected that most of the world's major economies will increasingly invest in training entrepreneurs in different areas and it is becoming more and more common to pass this knowledge on to young people earlier and earlier, for example special attention from the Ministry of Education-MEC in one of its main training programs for technical students [5]. Batista [6] also recalls that the execution of entrepreneurship is fundamental for achieving sustainable development.

The environment around the entrepreneur has a great influence on him. For Caetano et al [3] the entrepreneur is the one who recognizes opportunities and for these opportunities to arise, technological, socio-demographic, political / legal changes and market changes are necessary.

In this context it is important that there is an entrepreneurial culture, which involves more than one entrepreneurial characteristic and allows new achievements to be thought about and, mainly, realized. For Schmitd and Dreher [7] the “Entrepreneurial Culture” as the concentration of two or more forms of entrepreneurship, as the entrepreneur itself and collective actions of entrepreneurship.

The formation of the “Entrepreneurial Culture” can come from the entrepreneurs themselves or from third parties - State, civil society organizations, teaching and research institutions - or both, and they can act to awaken the entrepreneurial spirit in a given population or group or even encourage and advise those who have already taken the first step. In the case of intrapreneurship, the idea of fostering this culture in general comes from the person responsible for the organization or from the organization's workers [8].

Trade associations and cooperatives are good examples of how self-organizing entrepreneurs can make all their members benefit and improve their ventures [9]. In addition to the possibility for these entities to organize themselves and offer training to, mainly, their members, they assume a legitimate role to make charges to the public power or even to contract services and / or goods for the benefit of their members.

The Micro and Small Business Support Service - SEBRAE is a private entity present in all Brazilian states, and aims to strengthen entrepreneurship and formalize the economy, using as a tool lectures, consultancies, educational software and others [10,11].

Associations, social companies and foundations can also be institutions that seek to foster entrepreneurship, focused on social issues, which consequently may or may not generate profits [12].

Higher education institutions can and should, especially public ones, collaborate in this promotion. In addition to traditional education, these institutions can carry out research projects to understand the desires and needs of each location as well as extension projects such as business incubators and junior companies or even partnerships for the creation of technological parks [13].

The State has a fundamental role in fostering the “Entrepreneurial Culture”, since it can bring benefits to society in general [8].

Therefore, this research sought to understand the actors that foster the “Entrepreneurial Culture” in the region, its degree of inclusion and the connection between them. Initially, the Costa Verde region will be evaluated, with details of the municipalities being presented separately below.

Conducted over the years 2015 and 2016 as a Scientific Initiation project linked to the Federal Center for Technological Education Celso Suckow da Fonseca - CEFET / RJ and the National Council for Scientific and Technological Development, this research was of a qualitative approach and the methods used sought obtain data that would allow subjective analysis of the local entrepreneurial culture. An exploratory study was carried out based on bibliographic and documentary research, in addition to direct observation by the authors.

## **2 ANALYSIS OF THE SOCIECONOMIC SITUATION OF COSTA VERDE**

### **2.1 COSTA VERDE**

The administrative region of Costa Verde is located in the south of the State of Rio de Janeiro and is formed by the municipalities of Angra dos Reis, Mangaratiba and Paraty. The region is recognized for having a large strip of coastline with Atlantic Forest, being a region with low population density, activities in general focused on tourism with a late entry of industry.

Only 2.2% of companies in the Costa Verde region are considered medium or large, according to SEBRAE's assessment [14]. The vast majority is made up of micro-companies, which earn up to 360 thousand reais annually, quoting with 82.5% of the total number of companies. This data does not undergo major changes when compared to each municipality in the region or even when compared to the average of the State of Rio de Janeiro.

According to data from SEBRAE [14], the Gross Added Value, which is the demonstration of the wealth created, in the Costa Verde region, is divided into 65% in Services and Trade, a large part of which are aimed exactly at tourism. About 23% of the Gross Value Added is in industries, mainly Eletronuclear, which manages the Nuclear Power Plant, the Brasfels shipyard and the Transpetro waterway terminal. The public administration also has an important participation counting 11% of the value and the agriculture appears with less than 1%.

Also according to SEBRAE [14], 68.8% of the entrepreneurs in the region have employees, the majority of whom are in the service sector and the sector that practices the best wages is the Industry sector, which has 12,244 workers. The sector with the most employees, however, is services, with 22,609 employees. This data can serve as a thermometer regarding the success of the ventures in the region and the advantages they bring to the local economy. In total, there are 62,225 formal jobs, of which 11,886 are public administration positions. The remaining positions are held in other areas.

There was an increase in its participation in the gross domestic product-GDP of the State of Rio de Janeiro specifically in the industrial sector, although there was a decrease in 2008. The increase in participation in the state's GDP in industry indicates that the region has shown absolute growth above the average of other regions, which may be a consequence of the good moment of the economy, mainly oil that is directly linked to the shipyard and Transpetro. With the 2008 crisis, the pace slowed [14].

Another activity that deserves great prominence in the region is extraction and fishing. With a strong presence in the three municipalities, fishing was the main or one of the main sources of income in all of them. Only after the opening of the Rio-Santos Highway, which is part of the BR-101, its strong influence on the local economy gave way to tourism, however the activity still has great importance in the economy and even in the local culture [15].

## 2.2 ANGRA DOS REIS

The Municipality of Angra dos Reis currently has an area of 825,082 km<sup>2</sup>, a population in 2010 of 169,511 inhabitants, giving an average of 205.44 people per km<sup>2</sup>. It is the richest municipality on the Costa Verde, bordering Paraty, Mangaratiba, Rio Claro, Bananal-SP and São José do Barreiro [16].

Portugal arrived in Angra dos Reis in 1502 by Gonçalves Coelho, and definitively colonized by Portuguese immigrants from 1593, although indigenous communities already existed in the municipality [17].

During the 18th century, the base of the economy was the planting of sugar cane, together with port and fishing services, thanks to the local physical characteristics [17].

In the 20th century, the municipality expanded its connections with neighboring territories through the road section connecting the city to the old Rio-São Paulo Highway, in addition to the installation of the Verolme shipyard, the Nuclear Power Plant, the Petrobras maritime terminal and the construction of the Rio-Santos (SP) Highway [17].

Although these large investment projects may seem beneficial to the local population, according to Villela [18], regions that receive large projects suffer from a disruption of their existing economic activities, in addition to disorderly growth and environmental degradation, as can be seen in many parts of the city.

Despite the problems with large projects, it is undeniable that the opening of the Rio-Santos Highway made it possible that mainly the tourism sector developed in the city and made it possible for other products to enter and exit.

Today, in addition to the great developments of the 20th century, the municipality has tourism activities, which mainly take advantage of the beauty of the various islands located in the municipality. [17].

Fishing still represents a significant part of the municipality's economy, although it lost a lot of strength in the 1970s with the closure of the sardine factory, external pressure against industrial fishing, in addition to the expulsion of *caiçaras* (a term that designates natives from certain areas of the Brazilian coast region) produced by real estate speculation hindering artisanal fishing and the creation of conservation units [19].

The municipality's economy has great relevance for the Costa Verde region, with a Gross Domestic Product of R \$ 10,473,424,000 in 2012, with a per capita GDP of 61,961.39 reais. The municipality also maintains 3,913 active companies and the average monthly salary is 3.7 minimum wages [13]. In the region, the municipality also has the vast majority of numbers of formal jobs and establishments and, consequently, most admissions and dismissals [17].

There was a decrease in investments made in the municipality since 2011, this being a consequence of the economic crisis that hit the whole country at the same time. Between 2013 and 2014 the index rose again, but this is a short period to assess whether growth is a trend or even if it will reach the values achieved in 2011 again. [15].

Among the actors that foster entrepreneurship in the region, ACEAR - Business Association of Angra dos Reis, which offers training courses, technical events, exchange of experiences, congresses, among others, in addition to making several partnerships with the local SEBRAE, can be mentioned [20].



In addition to ACEAR, smaller associations of fishermen, rural producers and boatmen also stand out, generally with activities restricted to the neighborhoods to which they are located.

The city hall also plays an outstanding role when it comes to promoting entrepreneurship. In partnership with SEBRAE, the so-called “Entrepreneur Room” was created, where credit assistance is provided to individual microentrepreneurs. One can also mention the incentive to agricultural and artisanal production in addition to several courses offered in partnership with SEBRAE, SENAI - National Service for Industrial Learning, SENAC - National Service for Commercial Learning, universities and companies located in the municipality [21].

### 2.3 MANGARATIBA

The Municipality of Mangaratiba currently has an area of 356,408 Km<sup>2</sup>, a population in 2010 of 36,456 inhabitants, giving an average of 102,207 people per Km<sup>2</sup>, bordering Angra dos Reis, Rio Claro and Itaguaí [16].

The exploration of the municipality began in 1534 and faced strong resistance from the Tamoio Indians, who for decades protected themselves by plundering and attacking the invaders' homes. At the beginning of the 17th century, Indians who were already catechized were brought in to ease the confrontations and thus open the doors for the exploitation of the white man [20].

Administrative independence came in 1831, with the municipality being called Nossa Senhora da Guia de Mangaratiba. Before independence the place initially belonged to the municipality of Itaguaí, passing to Angra dos Reis until finally achieving its independence [22].

Like the other municipalities on the Costa Verde, Mangaratiba also served as a outlet for coffee from Vale do Paraíba, reaching over one third of the country's coffee production [22]. The railroad connecting the municipality to the Paraíba valley, due to the high toll fees charged for its use, combined with difficulties in circulation between people between Mangaratiba and neighboring municipalities ended up destroying commercial activity in the municipality. The worst moment occurred with the end of slavery that practically ended the local agriculture, which came to declare total bankruptcy on two occasions in less than 30 years. [22].

In 1910, the railway connecting Santa Cruz, a neighborhood in the city of Rio de Janeiro, was installed. In this period the municipality grew again thanks to the production of firewood, coal and bananas that were drained by the train [23]. But it was only in 1914 with the railroad connection to Central do Brasil that the municipality started to develop again [22].



Large-scale banana production in the municipality occurred at the beginning of the 20th century (and is so important in the municipality's economy that the municipality's coat of arms has banana leaves) and reached its peak between 1950 and 1970 [23].

Fishing is the oldest culture in the municipality, becoming one of the largest fish producers in Rio de Janeiro in the first half of the 20th century, to the point of creating the Technical School of Fishing in the city [23].

The installation of the Rio-Santos highway caused a phenomenon similar to what happened in Angra dos Reis, bringing large real estate and hotel developments mainly focused on tourism, which is currently the main economic activity of the municipality [22].

Although the Rio-Santos highway created a land connection between the districts of Mangaratiba and neighboring cities, it also brought a great demographic explosion in line with a de-characterization of its bathing villages in order to meet the demand of tourists [23].

Since 1982, with the construction of the Port of Itaguaí, a drastic reduction in fishing activities in the region has been noticed, in addition to reducing tourism in the nearby islands. [23].

The investment indicators in the municipality show that despite the slight recovery in 2013, the indexes decreased again in 2014, showing great uncertainty regarding the future of investments in the municipality [15]. The municipality has a GDP - Gross Domestic Product of R \$ 1,288,086.00 in 2012, with a GDP per capita of 33,718.65 reais. The municipality also maintains 721 active companies and the average monthly salary is 3.3 minimum wages [16].

Mangaratiba has some associations that deserve to be highlighted, such as the Commercial, Industrial and Agropastoral Association of the Municipality of Mangaratiba, the Fishermen's Association of Mangaratiba, the Boatmen's Association of Itacuruçá, the Association of Maricultores de Mangaratiba among others. The diversity of associations can be an important point, since each sector has different demands, but it is worth mentioning that a very large decentralization between the sectors ends up taking away the political and financial strength of each sector, being interesting the creation of an organization that defends the demands in common.

The city of Mangaratiba invested in fostering entrepreneurship in 2006, through the Secretariat for Industry, Commerce and Information Technology, and an area was provided for SEBRAE to have a headquarters in the municipality [24].

## 2.4 PARATY

The Municipality of Paraty currently has an area of 925.32 km<sup>2</sup>, a population in 2010 of 37,533 inhabitants, giving an average of 40.57 people per km<sup>2</sup>. It has the lowest HDI in the region, 0.693, a value that is considered average. It is also the southernmost of the Costa Verde and borders the municipalities of Ubatuba-SP, Cunha-SP and Angra dos Reis-RJ [16].

The municipality's first major economic phase was during the Gold Cycle when the municipality came to have the second largest port in the country. With the rise of coffee, the municipality remained as a major outlet for coffee from Vale do Paraíba and cane derivatives, mainly cachaça, causing great development in the local economy [25].

The opening of Caminho Novo, which replaced the Caminho do Ouro route in 1725, removed Paraty from the outflow route, causing a major negative impact on the economy. Later, in 1870, with the opening of a railway linking São Paulo to Rio de Janeiro, the city lost even more importance. However, it was the Abolition of Slavery in 1888, which resulted in the complete collapse, causing a great emigration of the population [25].

Between 1978 and 1985, with the construction of the highway, which connects the city of Rio de Janeiro to Santos-SP, the municipality was removed from isolation and a new sector gained strength to compete with agriculture and fishing as the main source of income for the municipality, the tourism [25].

Tourism is able to thrive in Paraty thanks to its well-preserved Historic Center, the Gold Trail itself and the natural beauty of the region, which has beautiful beaches, islands, waterfalls and an immense green area of preserved Atlantic Forest, and this preservation can be highlighted as a positive aspect of the isolation that lasted practically a century. Cultural tourism is also present, thanks to the city's well-preserved rich history and the Paraty International Literary Festival - FLIP.

This new market possibility brought to the municipality entrepreneurs from different branches of the tourist activity, transforming the city into a tourist product [24]. The city contains many hotels and similar establishments and travel agencies. In the center of the city there are many souvenir shops and others for products that refer to the city, both handicrafts and products produced in series, as well as restaurants [25].

The new entrepreneurs transformed the city into a tourist object and culminated in the marginalization of a large part of the local population that was unable to excel in the face of the strong economic power and administrative knowledge of entrepreneurs outside the region. The increase in the value of real estate, combined with the high cost of trade, expelled the local population to remote areas.

Tourism ended up becoming the main source of income and the main threat to the local population [26].

Given the small proportions of the municipality, it is not surprising that there are a low number of large companies, despite the existence of micro industries, with cachaça stills being more notable, but none of them can achieve the status of “small company”, that is, none of the companies has an annual turnover of more than 3,600 thousand reais a year. Service and commerce have most registered establishments [27].

Agriculture is losing space in the municipality. The crops that exist are scarce and are hardly regularized since the residences in the rural area themselves lack regulation and the implementation of a regularization policy is recent [27].

The municipality follows the trend of the entire Costa Verde, showing a strong increase in investments until 2010 and a sharp drop in the following years, with an uncertain future ahead [25], with a GDP of 1,981,523 thousand reais (2012), being that GDP per capita is 51,149.27 reais. The municipality also maintains 1,134 active companies and the average monthly salary is 2.2 minimum wages [16].

Of the associations present in Paraty, ACIP - Commercial and Industrial Association of Paraty and APACAP - Association of Producers and Friends of Cachaça in Paraty can be highlighted. ACIP organizes the provision of collective services to its members in order to reduce prices and offers information on quality stamps, among others. APACAP stands out for its strong network that includes the Federal University of Rio de Janeiro, SEBRAE, The National Institute of Industrial Property, Ministry of Agriculture, and the Rural University of Rio de Janeiro. The wide organization and network of APACAP makes it not surprising that Cachaça de Paraty is a nationally recognized product, even having the registration of a geographical indication at the INPI, which brings a differential in relation to the other cachaças produced, guaranteeing quality and origin of the product and serves as further proof of the importance of bringing educational institutions closer to entrepreneurs, as already noted by Ota et al. [28], Gomes et al. [29], Croisfelt et al [30] among others.

Also noteworthy is the Association of Boatmen of Trindade and the Association of Residents of Trindade - AMOT which, in addition to being a great political force, has great responsibility for the success of tourism in the place, being commanded in general by the local population itself, in contrast to what occurs in practically the entire Costa Verde.

Among the organizations that foster the “Entrepreneurial Culture”, we can highlight the Cairucu Association, which has a technology and innovation program, seeking to develop the training of children and young people in the areas served.

### 3 CONCLUSIONS

Based on the information exposed in the previous chapters, one can reach some conclusions about the “Entrepreneurial Culture” in the Costa Verde / RJ region:

The focus of the local entrepreneur is on tourists, which is not surprising, since this is one of the main sources of the three municipalities. The opening of Rio-Santos replaced the extractive industry with the service industry focused on tourism. Although it is natural to occur, this concentration in a single branch is far from healthy, as the decline of one sector could mean a collapse in the local economy.

Another interesting point to note is that, for the most part, entrepreneurs are from other regions, outside the Costa Verde. This is most likely a reflection of the low quality of education in the region and the low visibility of the theme given by the public sector, since, with the exception of Angra dos Reis, the websites of the prefectures of the other two municipalities do not even have an area reserved for the theme. , for example. As a positive point, we can highlight the immense potential that has not yet been explored and discovered by the local population in relation to these aspects, the arrival of new education centers such as CEFET / RJ and CEDERJ - Distance Education Center of the State of Rio de Janeiro, can be explored in order to start an entrepreneurial culture in the municipality.

SEBRAE shows itself as a determining actor in the development of local entrepreneurship, where it is observed that practically every organization (public or private) focused on entrepreneurship has a strong connection with SEBRAE, thus showing its importance in a region with a large number of micro and small businesses.

Large investments have considerably increased the region's GDP, moving the economy, and increasing municipal revenue. However, the plastering of the local economy by large investment projects such as the Nuclear Power Plants, Transpetro and the Brasfels shipyard (all in Angra dos Reis) has great reflex, causing an addiction in the local population in having the almost exclusive objective of professional success and staff working in these places.

Finally, it can be noted that Angra dos Reis has greater government support in fostering and in entrepreneurial networks, while Paraty stands out for its private associations and Mangaratiba seems to have little strength in both the governmental and private spheres. Across the region there is a large

gap promoted by the lack of a large institution that can provide training and the possibility of developing new ideas in addition to an articulation between all these networks. Projects such as the business incubator, junior company and Enactus that have already been successfully implemented in several institutions throughout Brazil can contribute significantly to the formation of the “Entrepreneurial Culture”.

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