

**Expert Meeting on
Investment, Innovation and Entrepreneurship for
Productive Capacity Building and Sustainable
Development**

30-31 March 2015

**BoP Entrepreneurship in a Developing Country:
Brasil**

by

**Mr. Fernando Dolabela
Consultant and Professor, Fundação Dom Cabral**

MULTI-YEAR EXPERT MEETING

UNCTAD

**Best Practices in Key Areas
for Inclusive Growth**

Bop Entrepreneurship in a Developing Country

Brasil

Fernando Dolabela

dolabela@dolabela .com.br

www.fernandodolabela.com.br

Entrepreneurship in the Bottom of Pyramid (BoP)

The fundamental question:

**How to support millions of microentrepreneurs
in a sustainable way, using the strength of the
market?**

My experience with entrepreneurship education the last 24 years

400.000 books sold - 15 titles (first develop and then write)

University education:

- **400 institutions**
- **5,000 teachers**

Basic Education (4-17 years):

- **145 cities**
- **2,000 schools**
- **10,000 teachers,**
- **400,000 students**

Real entrepreneurs of BoP

Disruptive perceptions

No classes for the real entrepreneurs

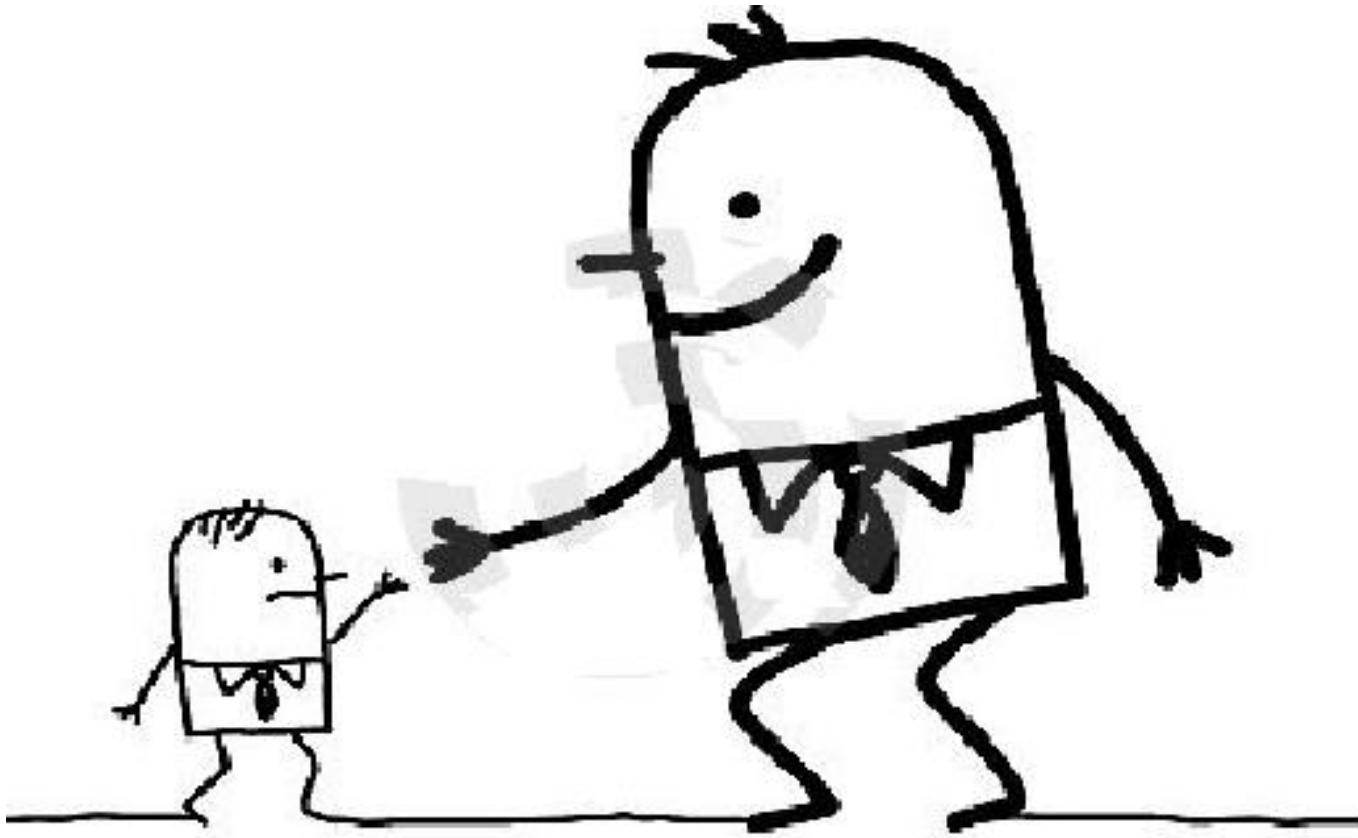
Entrepreneurship education should be concentrated in Basic Education (4 to 17 years old) in order to generate cultural change (universities=hubs)

Entrepreneurship is a result of social contagion and spreads through networks

Entrepreneurship is a phenomenon of communities. Any public policy related to entrepreneurship should target cities or communities.

Government : create the environment and drop off

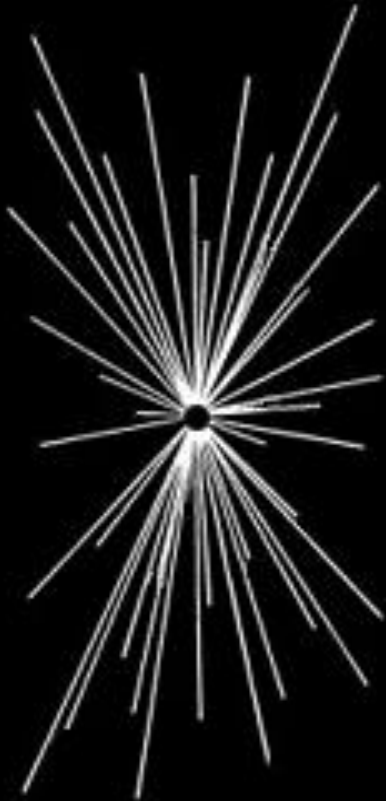
The question that triggered the methodology



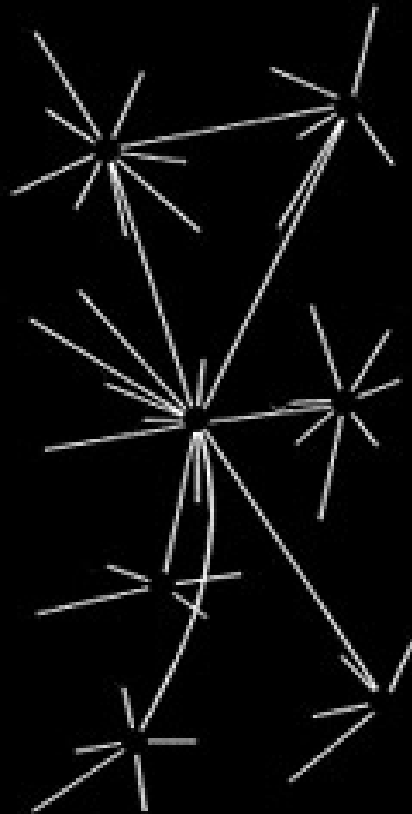
The simple rationale: if one big company helps its thousands of microenterprises customers to grow, they will buy more from it.

Sales will increase in both sides.

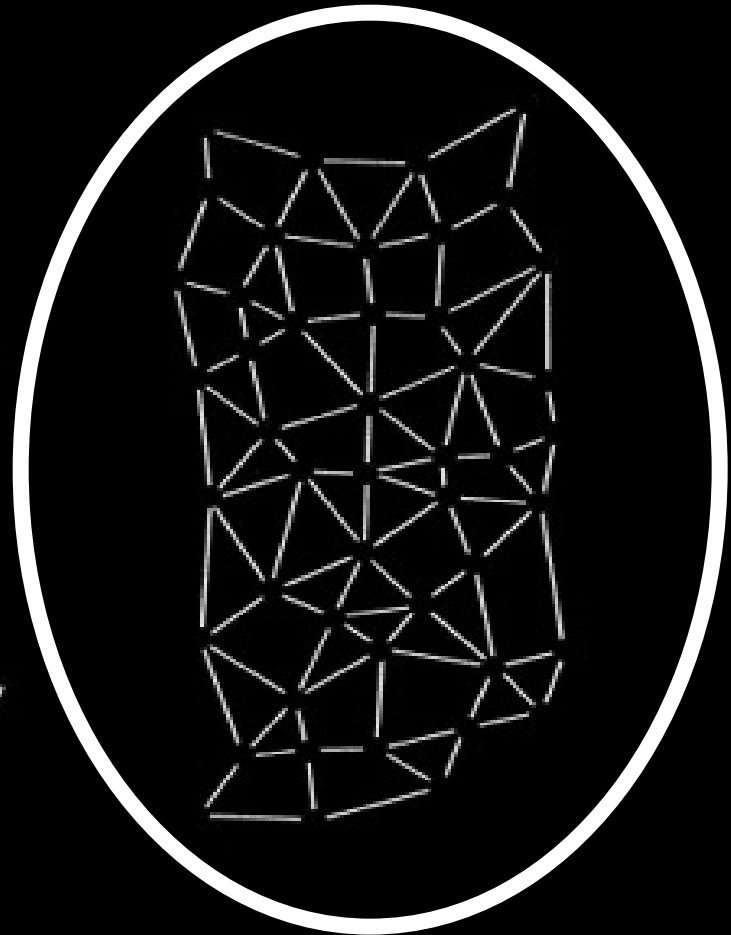
The foundation: networks



Centralized

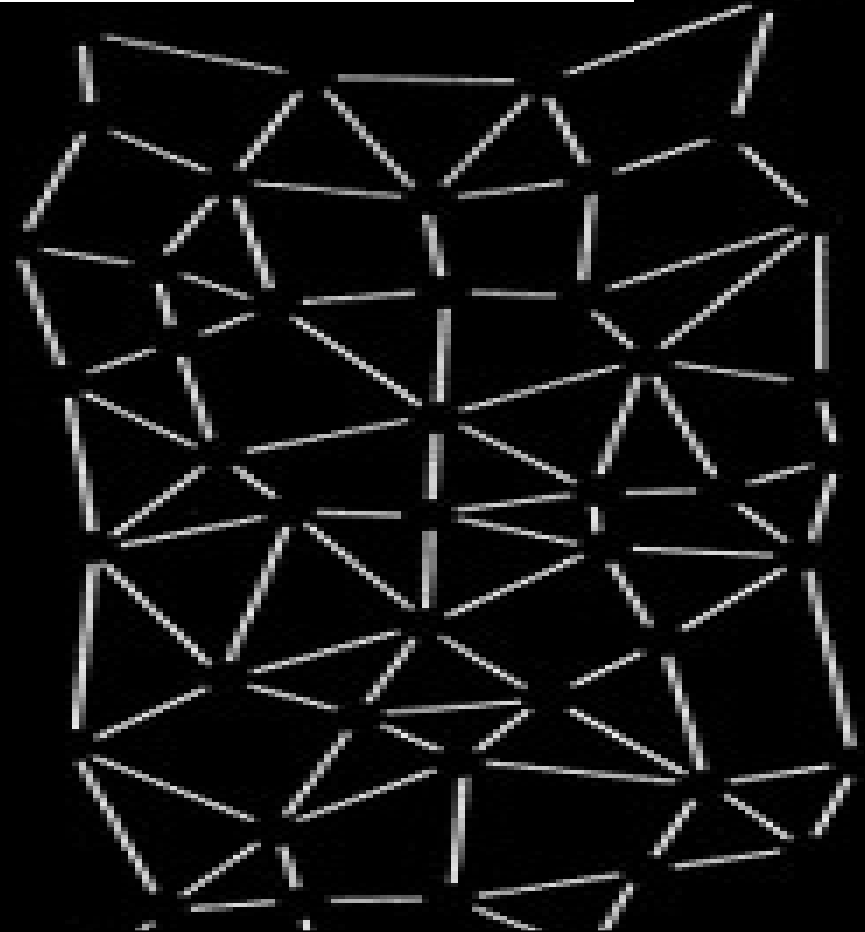


Decentralized



Distributed

Network is the opposite of hierarchy



Hierarchies are for:

Reproduction

Teaching

Networks are for:

Innovation

Learning

**Entrepreneurship learning:
no broadcasting...**



Network: Swarming



Social contagion: epidemics, emotion, religion, politics, entrepreneurship

There is a network (swarm) intelligence that survive the individuals

The real case:

Tenda

Wholesale Distributor (Cash & Carry) - Brasil

2011 - 2013

Top 3rd wholesale distributor in Brazil

Sales: U\$ 1 Billion

250 thousands of micro companies as costumers

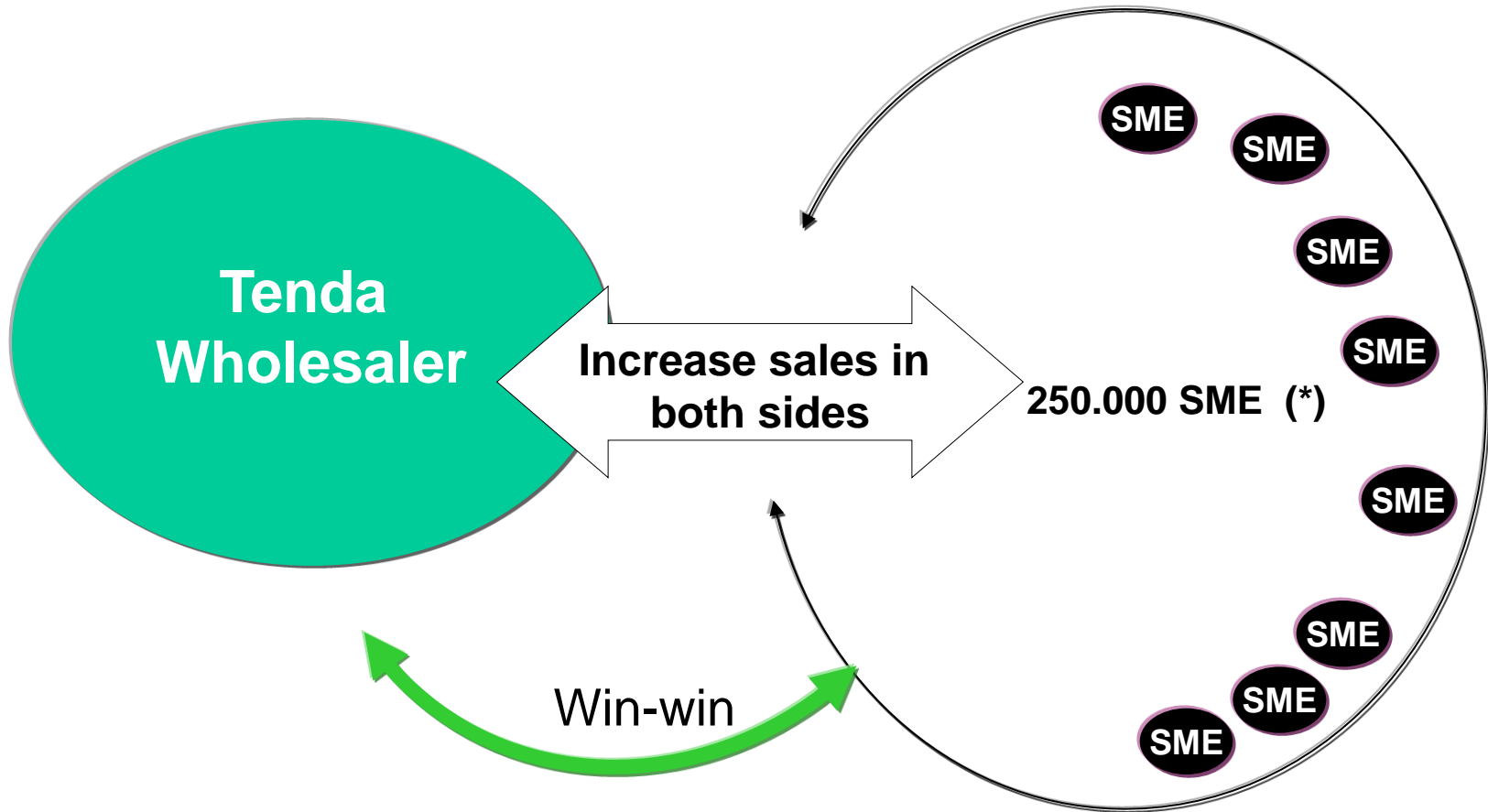
International
Funding



(US\$ 10 MM)

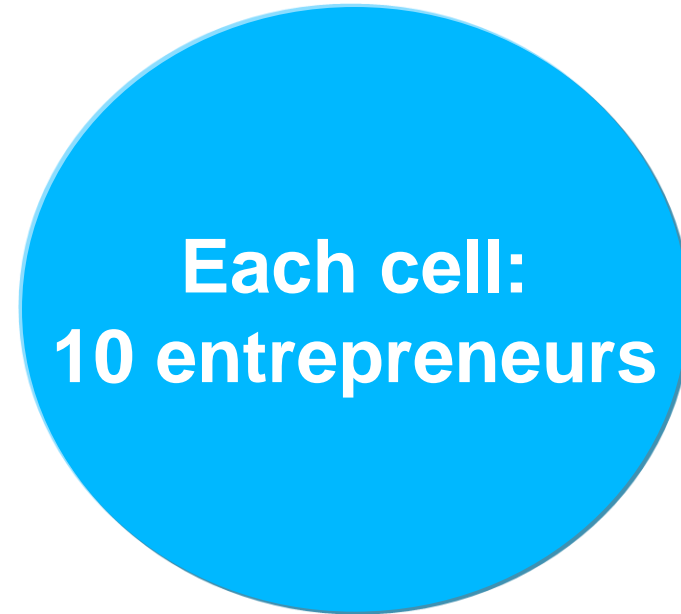


The goal: increase profit by supporting 250 M microenterprises



(*) Little barbecues, small grocery stores, hot-dog stands, cafeterias

The criation of cells

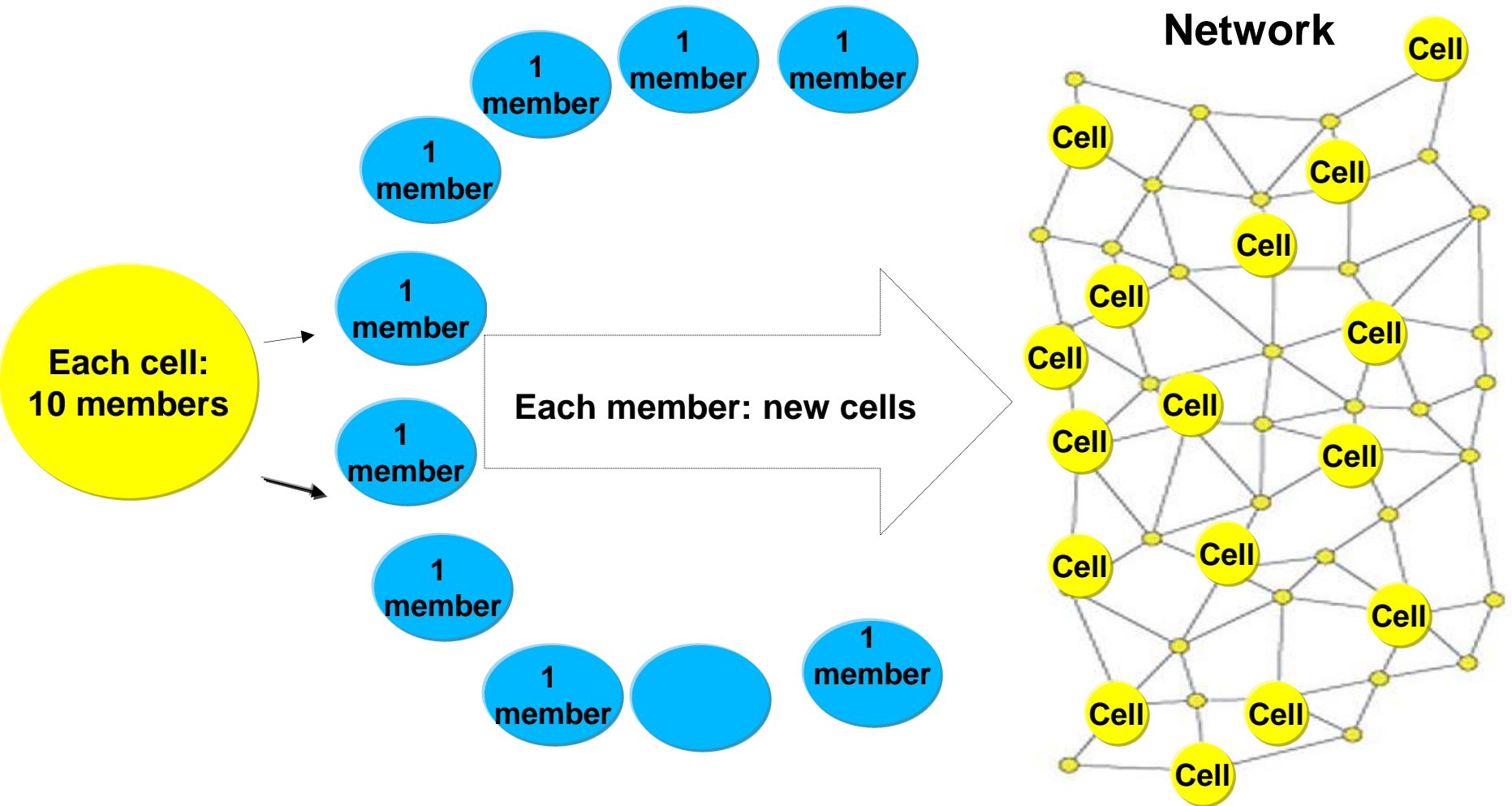


**“An isolated entrepreneur is
in very bad company”**

(GCE, Quebec)

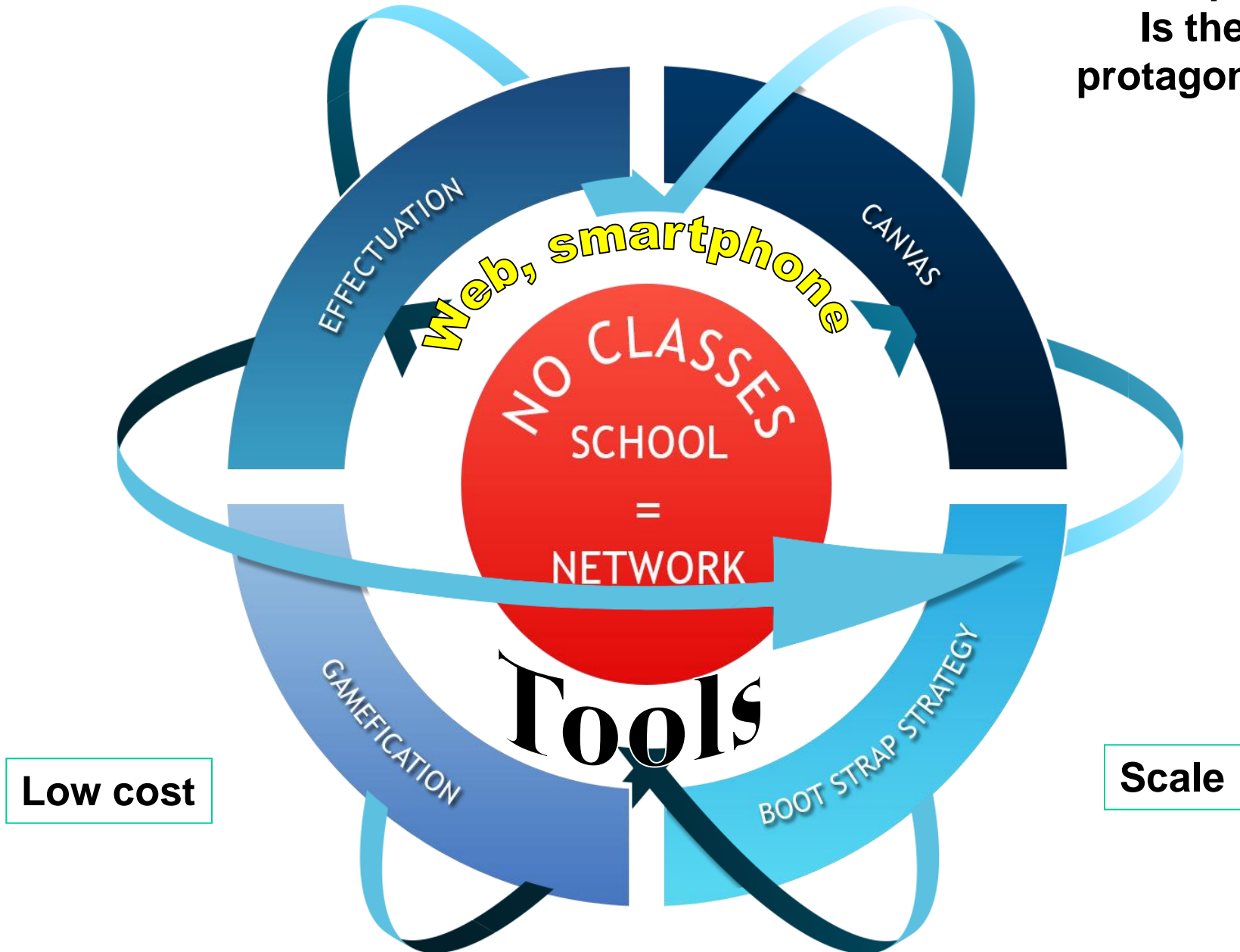
**The best consultant for a small entrepreneur
is another small entrepreneur**

The cells forming the network



The building blocks

The entrepreneur
Is the
protagonist



No classes!
The school
Is the
network





Thank you!

Obrigado!