



ENCADEAMENTO PRODUTIVO

Estratégia para atuação do Sistema SEBRAE

Business Linkages

Strategy for Sebrae System

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SMALL business in BRAZIL

99%

of all
Brazilian
enterprises



70%

of the creation
of registered
jobs



40%

of aggregate
wage



25%

of the GDP



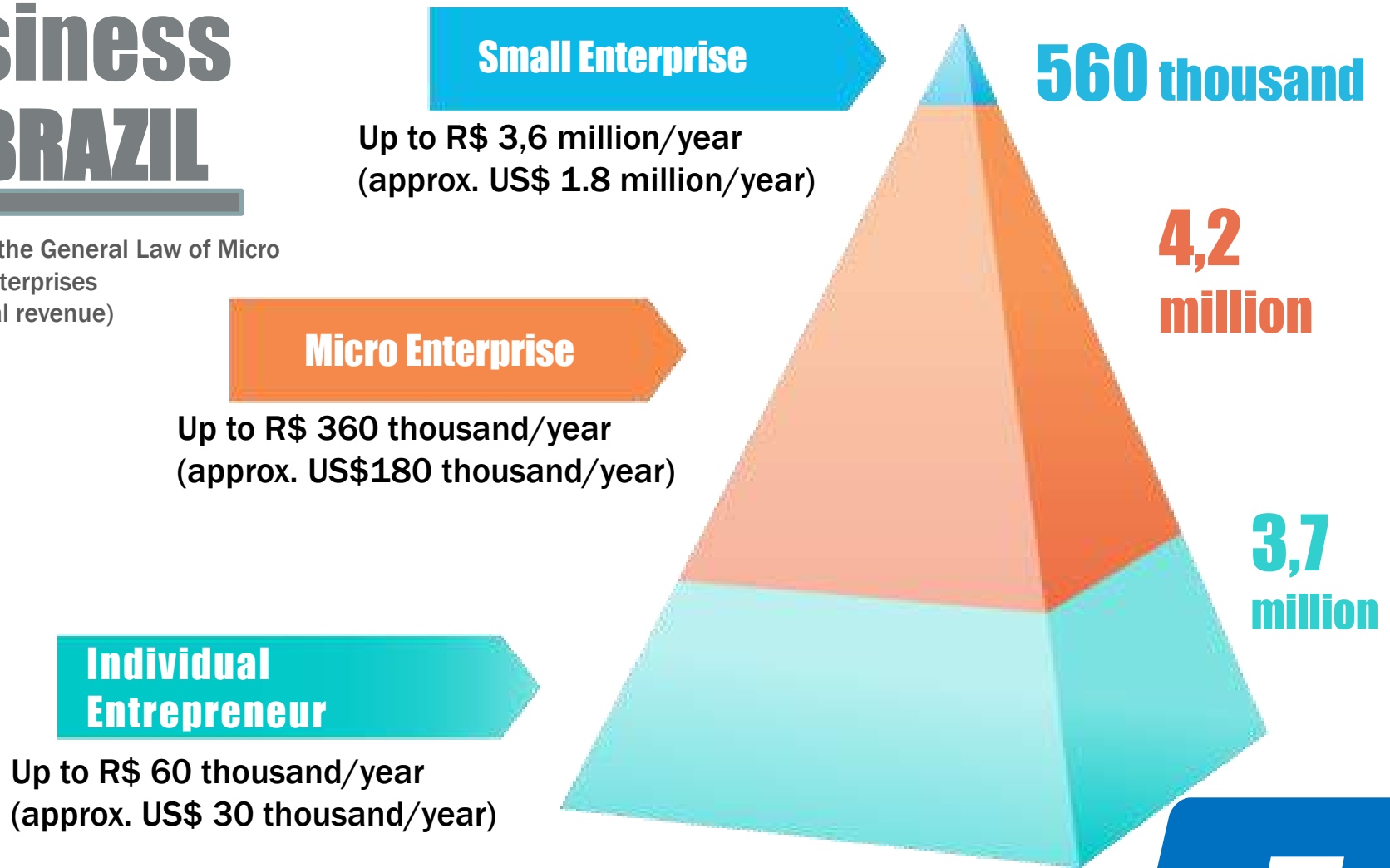
1%

of Brazilian
Exports



Small Business IN BRAZIL

According to the General Law of Micro and Small Enterprises (gross annual revenue)



Reference: 2013 (projection)



About **SEBRAE**

The Brazilian Micro and Small Business Support Service (SEBRAE) is a non-profit private institution established in 1972.

Mission: To promote competitiveness and sustainable development of micro and small businesses and to foster entrepreneurship in order to strengthen the national economy.



SEBRAE in Brazil

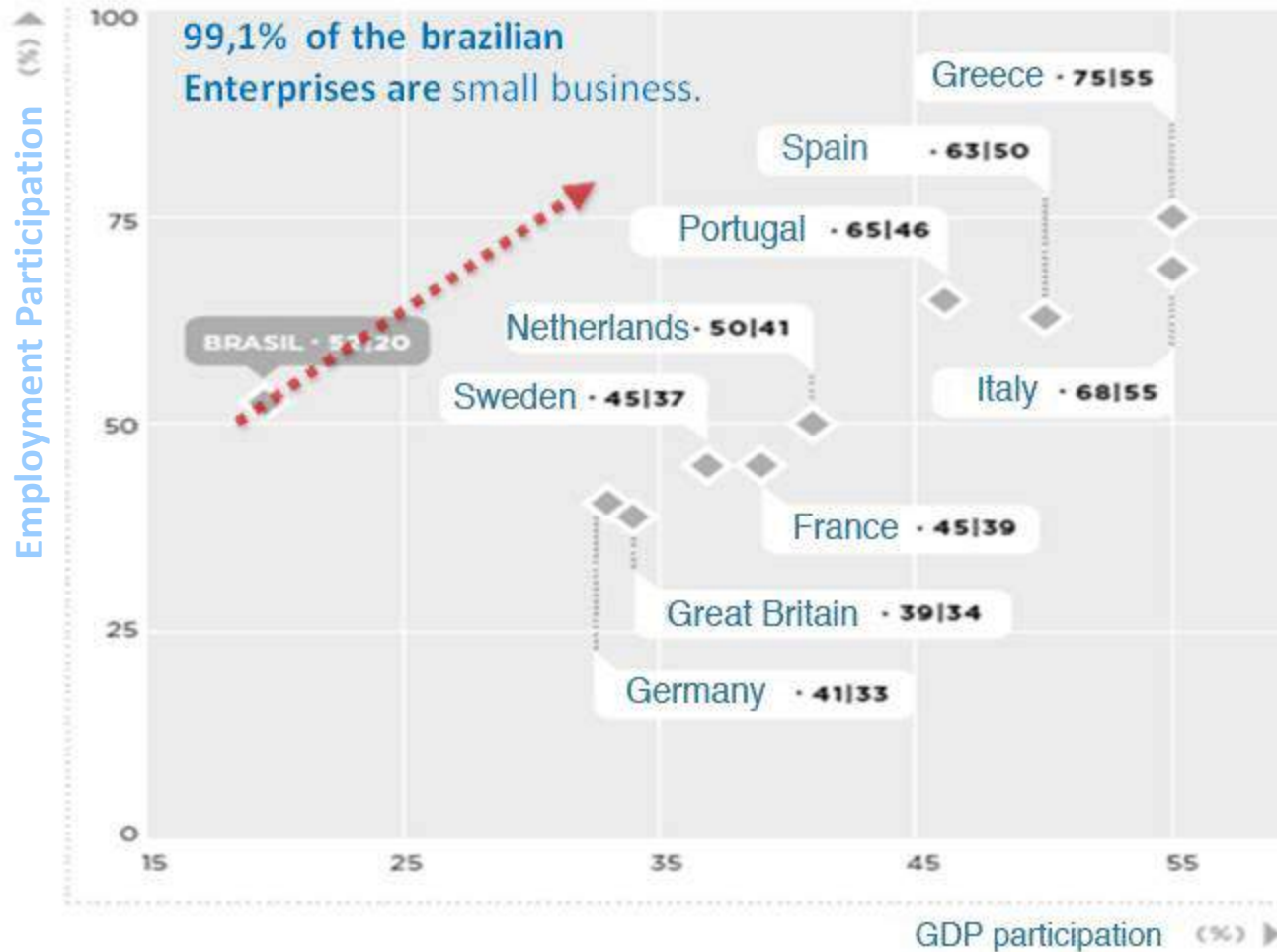
National Office
27 Regional Offices
613 Business Services Centers
6.554 Employees
9.864 Accredited Consultants
2.000 Institutional Partnerships
3.830 Projects in 2013



SEBRAE's Customers



the economy and the Small Business



5,9
millions companies

72% of the new jobs
created in 2010

5,5 million
"nacional simples"

17% of taxes

61% exporting
companies

Produtivity ↑

SEBRAE

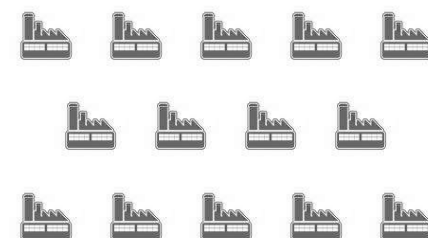
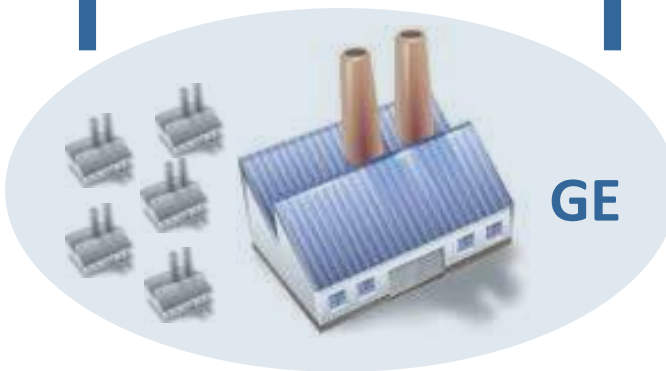
Specifics Markets

Small series production
(customized)

Standardized products
and services



A few small business
Serve an especific
market



A lot of small
business compete
on mass markets



Actual
Phase

A few small business
are suppliers,
franchises and spin-
offs

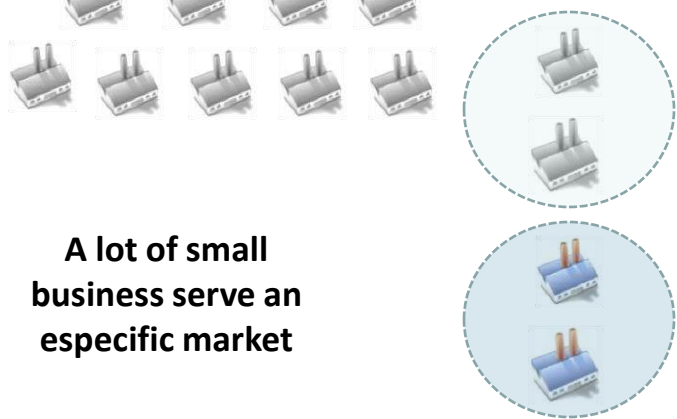
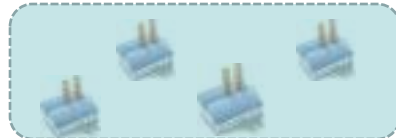
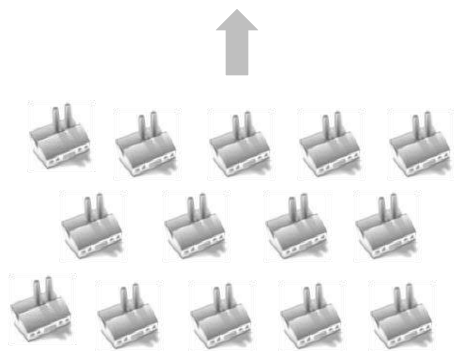


Reference: Tilman Altenburg

Specifics Markets

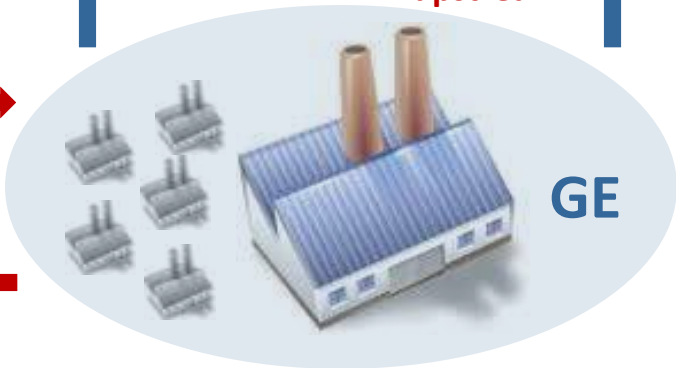
Small series production
(customized)

Standardized products
and services



A lot of small
business serve an
especific market

Acquisition
and Spin-
offs



upstream

A few small business
compete on mass
markets

Downstream



A lot of small
business are
suppliers



A few small business
are suppliers,
franchises and spin-
offs

Vision of
The
future



Supply Chain Gains

Integration with the suppliers

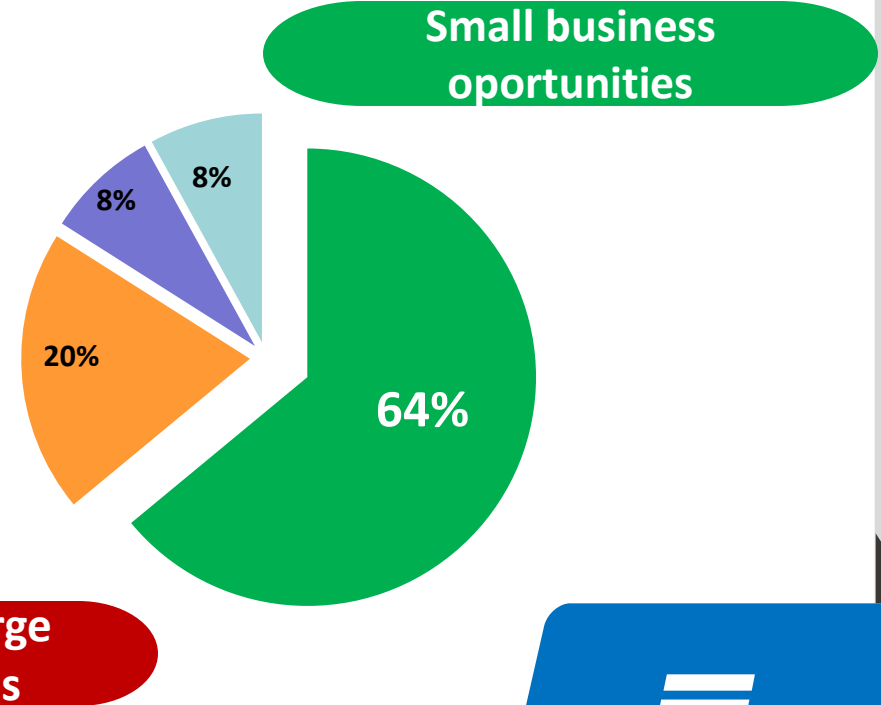
Organizational – requirements alignment

Cultural – enterprise policy (legal and ethical aspects)

New role on the purchase area

Strategic – add results on profitability

Selling revenues	\$ 225.886,61
Suppliers	\$ 144.567,43
Salaries	\$ 45.177,32
Financial management	\$ 18.070,93
Profit after the tax	\$ 18.070,93
Reduction of 5% on suppliers	\$ 7.228,37
Impact on profitability	40%



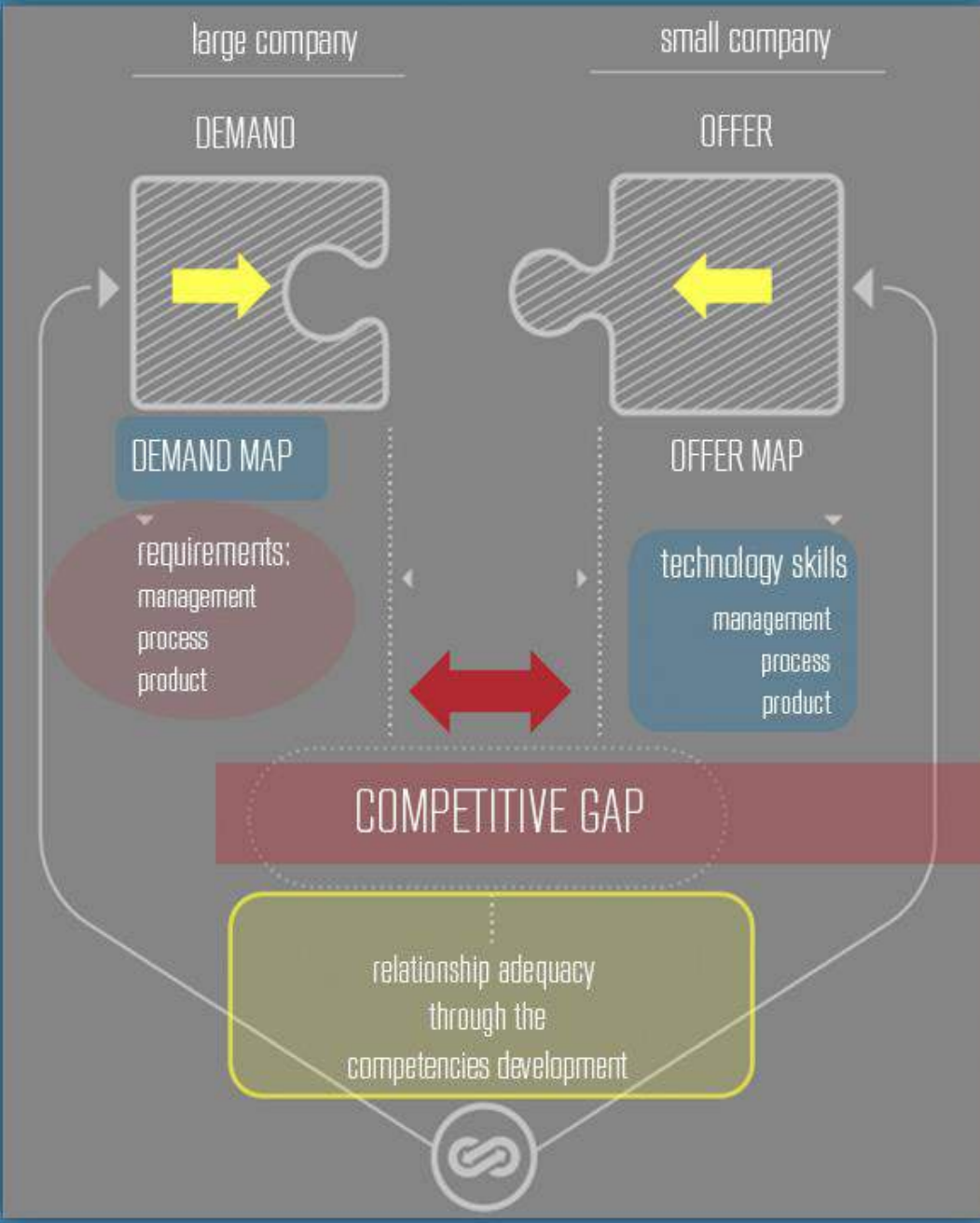
Reference: Reverse Marketing – The new buyer

Business Linkages

An strategy for increase the competitiveness, the cooperation, the technology competence and the companies management.

Are established through the mutually and attractive cooperative relationships, between large and small companies in value chains.





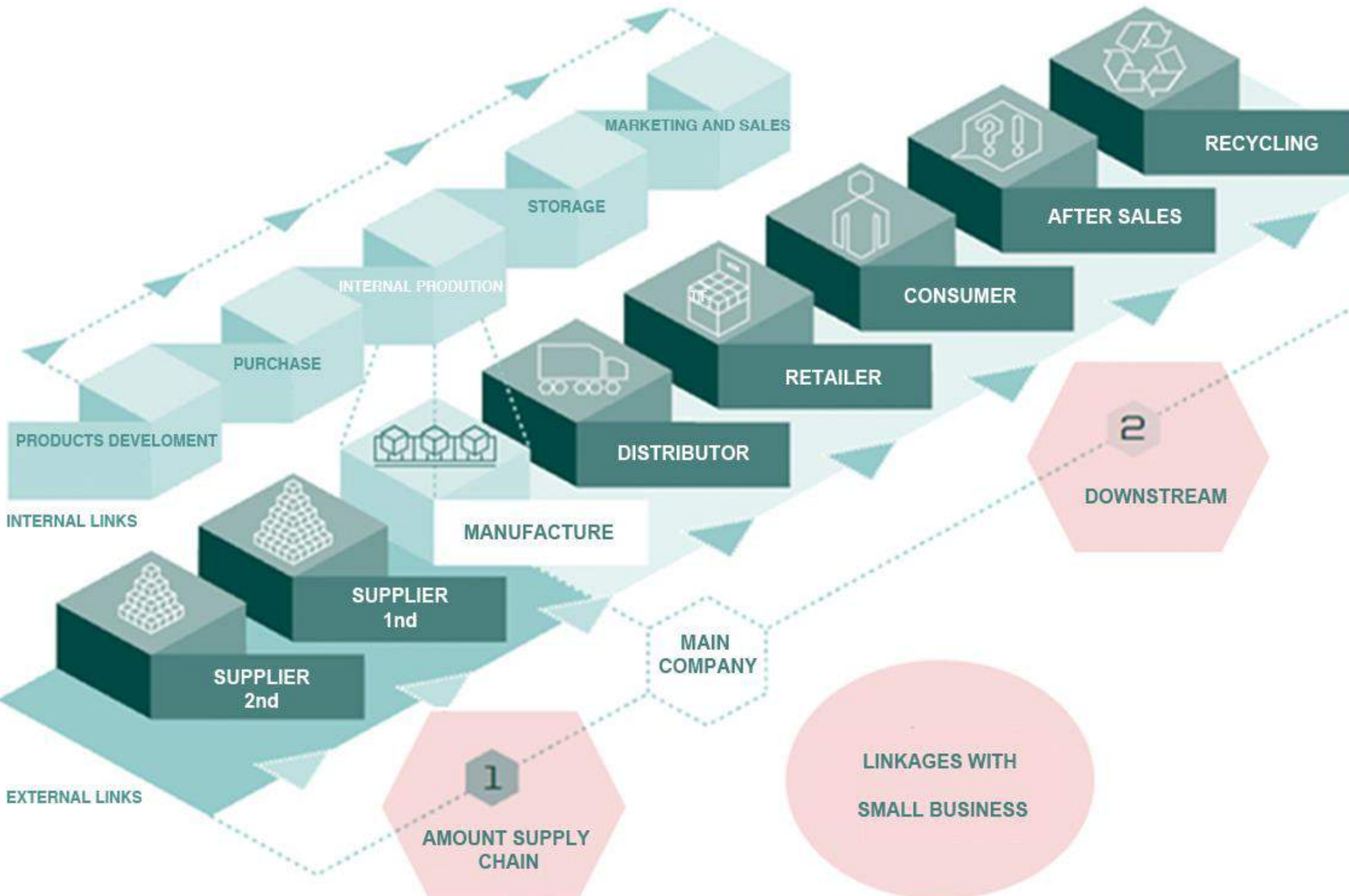
Logic of operation

market information

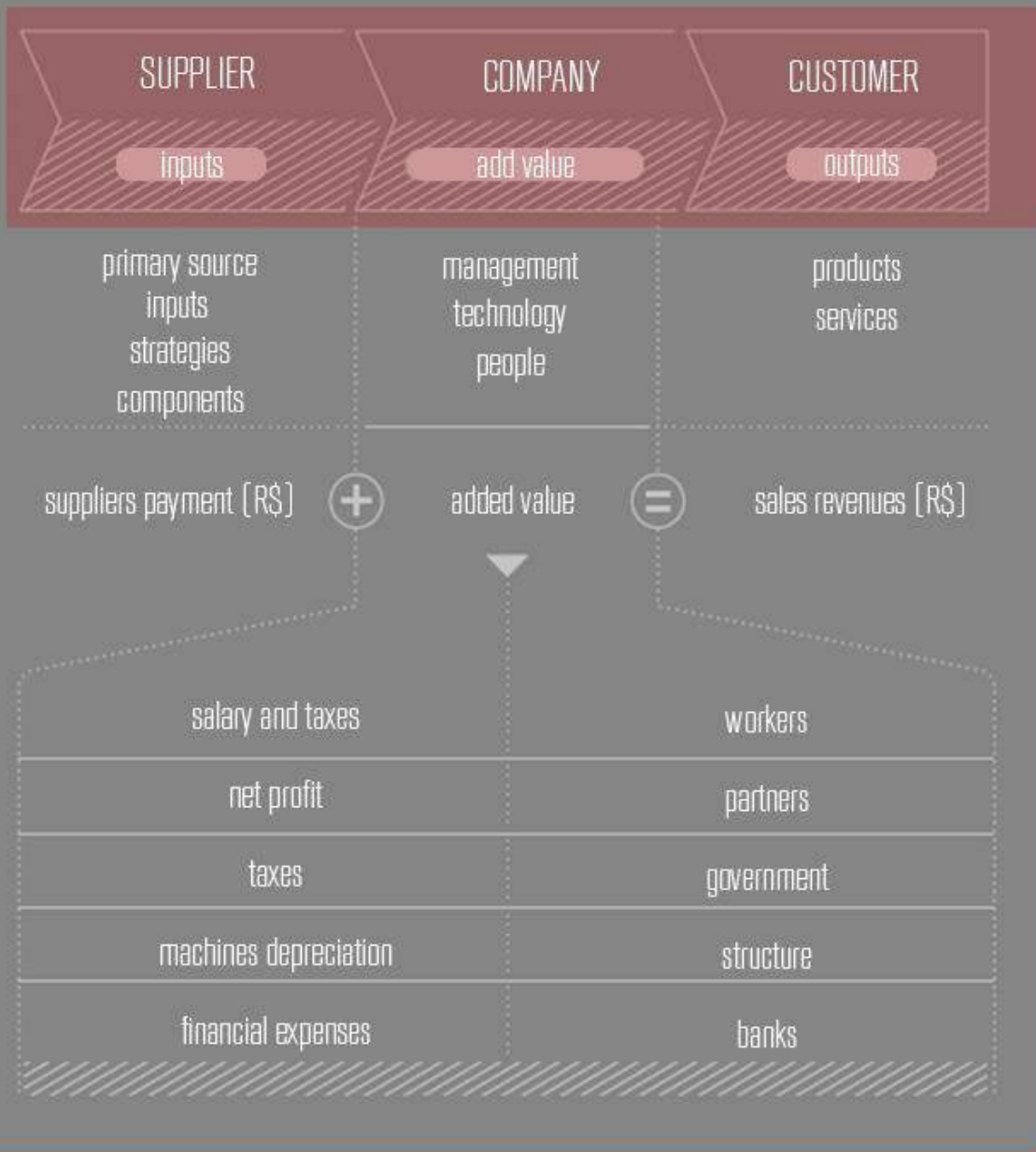
suppliers development

market asymmetries





Logic of operation



FACTORS

INTERNAL

tecnology
management
productivity

EXTERNAL

market
competition
alliance



BUSINESS LINKAGE MODEL

strategic goals

COMPETITIVENESS

SUSTAINABILITY

INOVATION

strategic focus

NETWORKED LEARNING

SMALL BUSINESS
MARKET ACCESSIBILITY

SMALL BUSINESS
DEVELOPMENT

COMPETITIVE INTELLIGENCE

LARGE COMPANIES
CORPORATE POLITICS

Effects that want to promote on small business.

Main strategic action plan to achieve the strategic goal



Project phases



Result oriented strategical management Metodology

Systematization

Result oriented strategical management Metodology system



PCF/PDF
SEBRAE/UF

90's

2002



2004

2003



PCF
Productive
chain

2009



2005



PETROBRAS



LIQUIGÁS



2010



GRU AIRPORT
AEROPORTO
INTERNACIONAL
DE SÃO PAULO

2011



Braskem

2012

2013



GERDAU



PROJETO
VÍNCULOS



Current paternships

Portfolio with **84 projects**
15.482 companies attended
Investiments **\$ 41,64 millions**
business **\$ 1,81 billions**





Projeto serralheiros



Sebrae/UF initiative projects

Portfolio with **32 projetos**
3.955 companies attended
Investments **\$ 13,77 million**





Fonte: Consulta UGE: SME – PPA 2013-2016

Large business benefits



best prices guaranteed
for a greater supplier competitiveness



transport and logistic
cost reduction



flexibility and agility guaranteed
for a greater supplier competitiveness



investment optimization for
suppliers base development.



National visibility from the
economic sustainability, social
sustainability and environmental
sustainability viewpoint



innovation potential increase

Small business benefits



strengthening competitiveness
on small business



innovation and incentive for
the local suppliers expansion



sustainable development in the
regions that are small business



growth of the
local economics



more jobs and formal workers
in Brazil



productivity and improvement
of the process

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