



BESOURO
AGÊNCIA DE FOMENTO SOCIAL

Material prepared using the methodology By Necessity®, from Social Development Agency Besouro, unique in Brazil in this proposal, with registration at the Ministry of Culture, at the National Library and at the copyright office under the registry ISBN: 978-85-85403-03-4.

PUBLISHER:

Besouro Publicações

AUTHORSHIP AND DEVELOPMENT:

Vinicius Mendes Lima

EDITORIAL SUPPORT:

UNFPA Brasil

Rachel Quintiliano

Raíla de Melo Alves

COMMUNICATION COORDINATION:

Jolie de Castro Coelho (MTB 14015)

Shállon Teobaldo

RESEARCH AND WRITING:

Priscilla Panizzon (MTB 18744)

DIAGRAMMING:

Besouro Publicações

DESIGNERS:

Gabriel Capitaneo

Kayuane Silveira

Matheus de Oliveira

TECHNICAL SUPPORT:

Guilherme dos Santos

Matheus Rosário

Felipe Agner

Lisiane Pinto

Fernanda Candemil

Priscilla Taroco

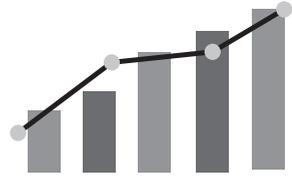
Nayana Rigon

TABLE OF CONTENTS

| | | | |
|------------------------------------|-----------|--|-----------|
| ○ YEAH, I DOUBTED IT! _____ | 6 | STEP 6 _____ | 30 |
| ○ MY BOOK _____ | 7 | <i>Product/Service</i> | |
| STEP 1 _____ | 8 | STEP 7 _____ | 37 |
| <i>Let's do it</i> | | <i>Sales: Money, Money, Money</i> | |
| Step 1 – My dream | | Step 7 – My sales | |
| STEP 2 _____ | 12 | STEP 8 _____ | 40 |
| <i>I Am In Charge!</i> | | <i>HR</i> | |
| Step 2 – My Profile | | Step 8 – My team | |
| STEP 3 _____ | 15 | STEP 9 _____ | 43 |
| <i>Invention And Innovation</i> | | <i>Economy And Finance:</i> | |
| Step 3 – My possibilities | | Step 9 – Cash flow | |
| STEP 4 _____ | 19 | STEP 10 _____ | 48 |
| <i>Para onde vou?</i> | | <i>In Therapy</i> | |
| Step 4 – My Business | | Step 10 – My Analysis | |
| STEP 5 _____ | 22 | ACTION PLAN AND LAST STEP _____ | 51 |
| <i>Write it down!</i> | | | |
| Step 5 – My Brand | | | |
| STEP 6 _____ | 26 | | |
| <i>Planning And Research:</i> | | | |
| Step 6 – My research | | | |



YEAH, I DOUBTED IT!



HOW COME IT CAN HELP SO MUCH?

It is based on the By Necessity® methodology, studied at universities in Latin America and with proven application in vulnerable communities.

A form of teaching that combines theory with practice and, in the proposed workload, develops, along with the student, a business plan with total technical and financial viability - based on their reality and need.

Creation of the business brand, financial monitoring, purchase of inputs, team building, advertising, cash flow control are teachings delivered to the students. In addition, a incubation period for new businesses with assistance in loss-making areas.

In other words, the student starts his own business and receives support from specialist during his development.





MY BOOK

This book will be your guide throughout the training. Here are all the steps for creating your business, with instructions that only successful practice in communities could report.

In addition, you will have access to a virtual platform with video classes, and e-books about the business world.

Carry it with you, register all your doubts and experiences. It was made especially for you!



HAVE A NICE STUDY, PRATICING AND ENTREPRENEURSHIP!

STEP

01

LET'S DO IT



SOCIAL NETWORKING

Relationship network or network of contacts or even the famous network. All this is the same network we have on WhatsApp – which we used to have on our home agenda.

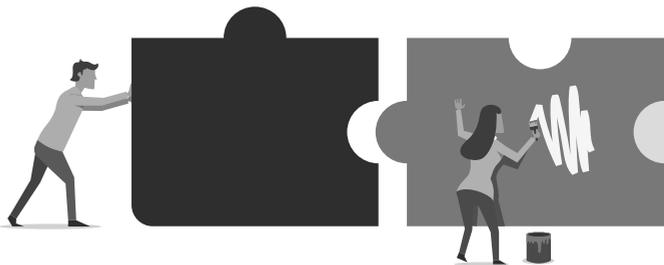
This base is very important for any and all businesses. When it comes to a micro or small business, it becomes essential. It is from there that the first sales and the first market studies take place. You already know that you will get your first penny: your first million!

In addition to being structured, this network needs to be organized. That is, segmented by friends from school, college, neighborhood, work. This division facilitates its enterprise, as it can be used to promote, research and sell.

The network is also a great tool for exchanging information, knowledge and broadening your worldview, since you know people who have opinions and different life sources from your own. Enjoy!



IT'S NOT HARD

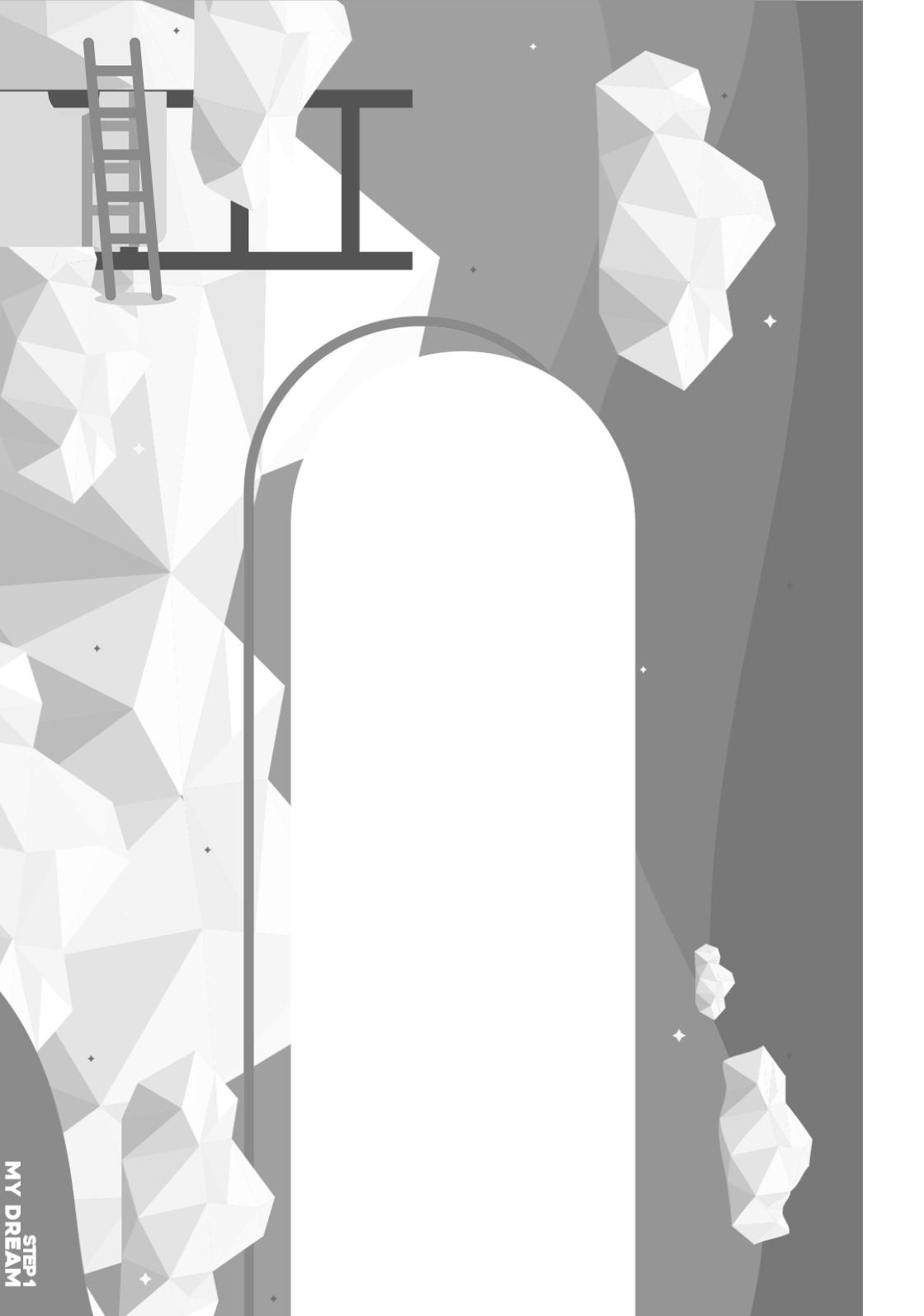


Having a business seems difficult, but it's actually very simple. Just like your our life, where we work and take care of various areas, such as education, leisure, sport, work, in a business is not very different. And we need to settle within each of these areas. As micro-entrepreneurs, we have to do everything, but this is not a difficult process. With planning and organization, it is possible! Despite the well-known crisis, small businesses are still responsible for 52% of brazil's formal jobs and represent job opportunities and social development.

Also according to Brazilian Micro and Small Business Support Service (Sebrae), in 2011, small business accounted for 27% of Brazil's Gross Domestic Product (GDP). Even more impactful is that in 2015, 98.5% of the total of private companies in the country. According to the Annual Social Information Ratio (RAIS), in the same year, the mass of salaries of companies was 44.1% and the total number of jobs with a portfolio was 54%.

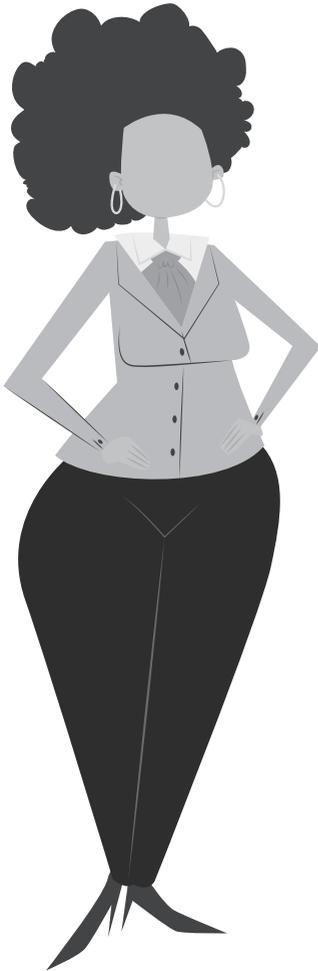
STEP 1 My dream

We're talking about dreams and life projects. Your dream can be big or small. It is the extent of your satisfaction and fulfillment. Think outside the box, because the possibilities are huge! On card number 1, write inside the cloud about your dream.



STEP

02 I AM IN CHARGE!



I AM AN ENTREPRENEUR!

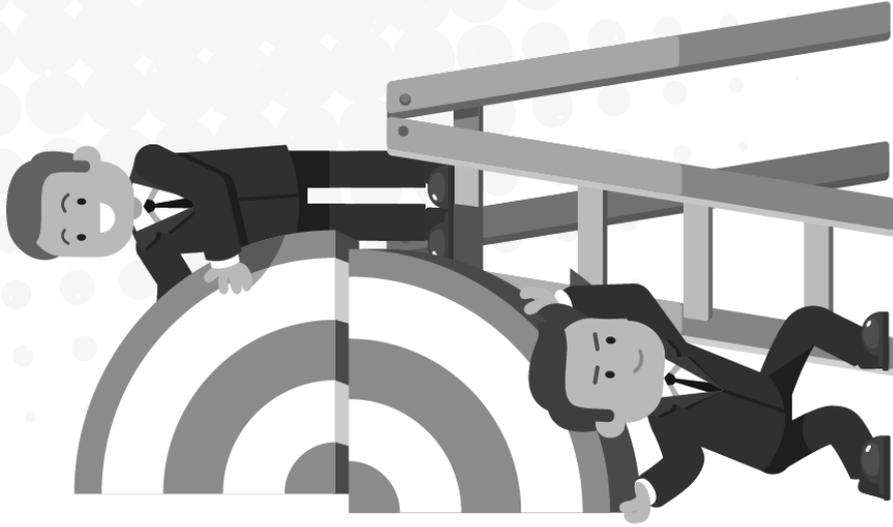
An entrepreneur is that person who find a solution to a problem. It is the one who listens to criticism and seeks innovative ideas, who leads a team and believe that anyone can be better and developed. It's that person who believes in a dream and puts it into practice. The entrepreneur needs to a organized leader to make an idea come to life.

Believing in yourself, knowing that you are able to succeed.



STEP 2
My profile

Check card number 2 for the image that most matches you.



()

PLANNER



()

SPONTANEOUS

STEP

03

INVENTION AND INNOVATION

The big difference between INNOVATION and INVENTION is that the first one is nothing more than the second one becoming a good product for the market.

In the last two or three decades, we've had few major inventions, but one of them is the internet. Nevertheless, we have had major innovations, such as the changing of tube TV to LED technology. Now, electric car are still just an invention that has everything to become innovative, but it will only happen when the entire population start consuming it.



HERE COMES THE STORM

Brainstorming is a great way to generate a lot of ideas that you would not be able to generate by just sitting down with a pen and paper. The intention of brainstorming is to leverage the collective thinking of the group, by engaging with each other, listening, and building on other ideas

Individual brainstorming is most effective when you need to solve a simple problem, generate a list of ideas, or focus on a broad issue.



STEP 3 My possibilities

It's never too much to ask: is there enough market for this business? The answer can help you separate trends from fads. On card number 3, write down at least three business ideas you'd like to have.

MY BUSINESS IDEAS

1

2

3

STEP

04 WHERE SHOULD I GO?

Once you have the business idea defined, it's always good to have a reference. In the other words, having a mentor.

Who would be your inspiration to be the biggest/main competitor? So reference is nothing more than looking at someone as the best.

If that doesn't happen, our small business will never stop being small ! If you have a reference, you increase the willing to be infinitely greater.



STEP 4 My Business

Remember, to achieve great goals, we need to set small and big goals. That's right, long-term and short-term goals (one week, two months)!

Fill the card 4 with your business goals!

A Describe your business (Give an um example)

B What is the best company, person or product in my area?

C My business name will be...

D How do I want to be senn by clients (slogan)?

E What is my goal for ve years from now?

F What is my motivation to open my business?

G My Point of Difference is:

STEP

05

COMMUNICATION:

WRITE IT DOWN!

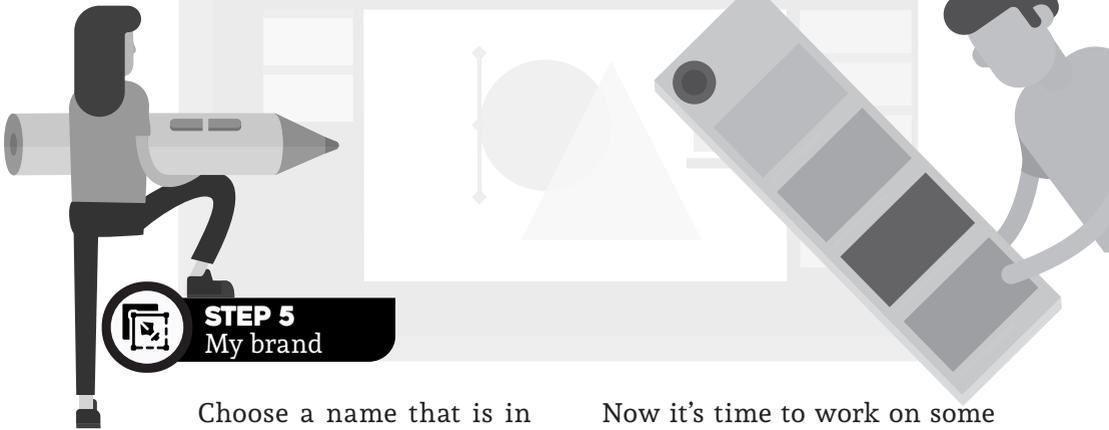
When we have a micro business, or even just the idea of a business, the process of creating a brand can be simple.

HOW?

Look at the reference, the main competitor, who you imagine to be, observe his/her slogan – which is nothing more than the phrase that is very close to the brand of the company – can be the first step.

Then, you want to want to turn the company name and these references into a drawing. The brand must convey what of principal you want to sell in your business.





STEP 5
My brand

Choose a name that is in accordance with your product/service and that has easy understanding and pronunciation – this is very important! Search for other registered companies with the same name you chose. Don't forget to put something also about you: your tastes, what you believe in...

Look for references in the segment you will enter, to help you choosing an image or a symbol that represent what your business is about. Give preference to images with high resolution and in 'png' format.

Now it's time to work on some program that you know how to use, such as Paint, Photoshop or another image editor. There are mobile apps that can help you too.

Choose a font or typography that matches your logo. Try to combine the brand name with the slogan, to be interesting to the consumer. Think differently from your competitors! Having a reference is not the same as copying it.

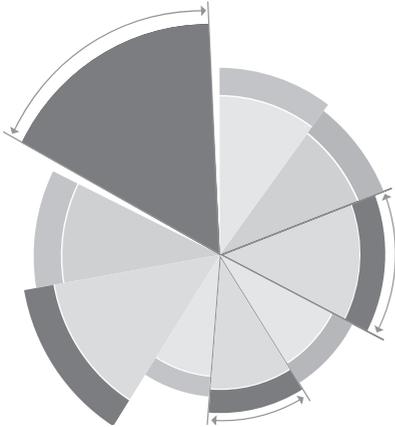




STEP

06

PLANNING AND RESEARCH:



PIZZA TIME!

Talking about the market is actually talking about all the people who can find a product or a service. Think of a pizza with different flavors: it is the market. The mozzarella slice is the segment. To seek to understand the cheese or oregano of this slice is to think of your target audience

S: STRENGTHS

What makes your client prefer you?

W: WEAKNESSES

What are your flaws?

O: OPPORTUNITIES

What can happen in the country (politically or environmentally) or about the technology in the world and what can come to help you?

T: THREATS

What can happen in the country (politically or environmentally) or in terms of technology) in the world and that may affect you?



STEP 6 My research

To understand your target audience, competition, preferences, create a quiz with a group between 10 and 50 people using WhatsApp or social media. Use card number 5 to guide your quiz.

MY RESEARCH

TARGET AUDIENCE:

- 1) How many people have you interviewed? _____
- 2) Were most of them male or female? () male () female
- 3) How old were most of them? () 15 to 20 years old () 20 to 35 years old () 35 to 50 years old () More than 50 years old

MY PRODUCT:

- 1) Do most of them already buy a product / service similar to yours? () Yes () No
- 2) Did most of them say they would buy if you were selling it? () Yes () No
- 3) How much did most say they would pay for it? From \$ _____ to \$ _____

COMPETITION:

- 1) Where do most people buy this type of product / service? _____
- 2) How much did most people say they paid for this product / service? From \$ _____ to \$ _____
- 3) How did most people rate your competitor? () Excellent () Very Good () Good () Satisfactory () Unsatisfactory

SUPPLIERS:

- 1) What are the main products you would need? _____
- 2) What is the minimum amount of money you would need? _____
- 3) Who would lend this to you? _____



A What is my main product?

B Do you have a manufacturing process? Describe the flow (main difficulties in the process).

STEP

06

PRODUCT/ SERVICE

What is my (main) product?

What's your point of difference? Can you innovate or create something different from the competition? Do you have a manufacturing process? How is the product/service sold?

Talking about a product when it comes to a small business is dealing with something innovative or, at the very least, different.

Example: Selling accessories can be more than just charge for it. It is possible to aggregate value - and earn even more! – when selling an experience, such as thinking about special collections for commemorative dates.

PRICE

To reach the final price formation, simply add the fixed cost to the variable cost and add a profit margin.

$$\text{FC} + \text{VC} + \% \text{ PROFIT} = \text{FINAL PRICE}$$



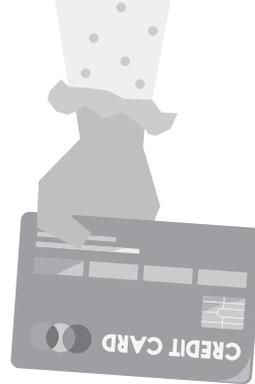
MY PRICE VS COMPETITOR'S

CALCULATION:



| VARIABLE | COMPETITOR'S PRICE A | COMPETITOR'S PRICE B | YOUR PRICE |
|---|----------------------|----------------------|------------|
| Main Product (e.g. bread): | | | |
| Secondary products (e.g. cookies): | | | |
| Neighborhood location (low income, middle, high): | | | |
| Size (small, medium, large): | | | |
| Strong brand (small, medium, very): | | | |

ON SALE:



In a simple way, we can define **FIXED COST** as those that do not change when manufacturing or selling more or less products/ services. Exemple of fixed costs are rent, telephone expenses, cleaning and maintenance, and others.

VARIABLE COSTS are directly linked to the company's production. The best example of this type of cost are the raw materials: the more we produced it, more material is used and, therefore, higher expensive.

PAYMENT METHODS

You have to think intelligently. In this case, think about receiving your product or service in the currency in which your audience is most accustomed to paying. Money? Credit or debit card? Check? Billet? Bank transfer or deposit? It's basically thinking as a customer: how would I pay? It's as simple as that.

LOCATION OF MY BUSINESS

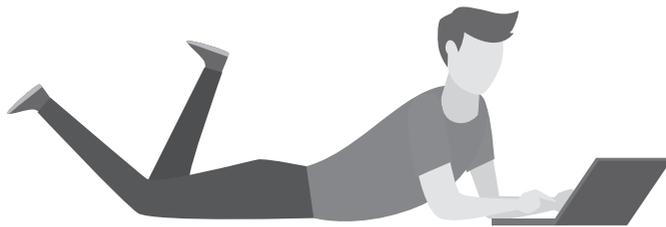
Do I need a place of easy access? Is it near my home or suppliers and customers? Is it worth paying for the location? How do I sell my product/service? Answering these questions are necessary for a micro or small entrepreneur. More than that, these choices will define whether your business will survive or not the first year.

LOCATION VS BENEFIT - MAKE YOUR MATRIX



| VARIABLE | EMPLOYEES | SUPPLIERS | CUSTOMERS |
|---|-----------|-----------|-----------|
| Easy to access? | | | |
| What is the cost of transportation (high, medium, low)? | | | |
| Who is your location important to? (low, not important) | | | |
| Results | | | |

- **WHERE WILL MY BUSINESS BE LOCATED?**
- **REVIEW THE MARKET RESEARCH AND ANALYZE IF IT'S WORTH INVESTING IN A GOOD LOCATION FOR YOUR BUSINESS.**



ADVERTISING

Can be made by two ways: online and offline. What is the difference between the two? The first is the world of the internet, the digital. The second is considered more conventional and refers to printed materials.



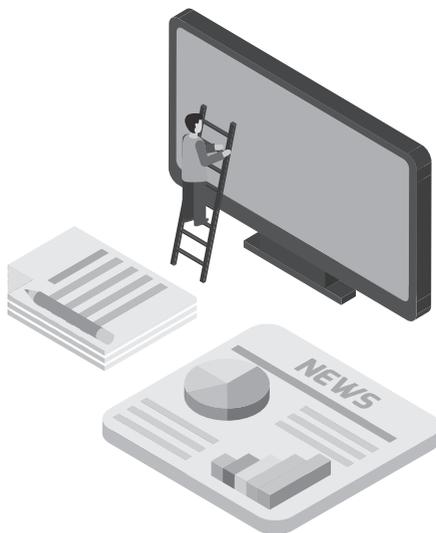
ONLINE

Talking about online advertising is basically thinking of website and social networks as the main channels to present your business to your future customers. In this digital world, you have to be able to define the audience you want to reach, whether through Facebook, Instagram, LinkedIn, or other social media.

OFFLINE

Anything that is palpable can be considered as offline advertising. Materials such as pamphlet, poster, business card... This can all be done by hand or with a help from professional computers and printers.

To organize this step, it is important to know the types of advertisements exist. Are there free options? Which are the most used or reach the largest number of people and potential customers?



ON/OFF



ON

OFF



1

2

3

1

2

3

STEP

07

SALES: MONEY, MONEY, MONEY

WHO WANTS IT?

Selling is making any dream of having a business come true. Without sales, nothing exists. Without this step, the only thing that exists is the dream, there, stuck in your mind.

A company that offers school trips or trails with extreme sports such as rafting, climbing and rappelling. Maybe a vegetarian restaurant or a beauty salon... None of this will become true if you don't go out and sell or online promote this.



STEP 7 My Sales

Fill out the card 7 with your sales forecast information



SALES FORECAST

| PRODUCT | MON | TUE | WED | THU | FRI | SAT | TOTAL |
|---------|-----|-----|-----|-----|-----|-----|-------|
| 1 | | | | | | | |
| 2 | | | | | | | |
| 3 | | | | | | | |
| 4 | | | | | | | |
| Total | | | | | | | |

MONTH (X4 WEEKS) _____ YEAR (BAD MONTHS) _____
 YEAR(X12) _____ TOTAL A YEAR _____



STEP

08 HR

GET TO WORK

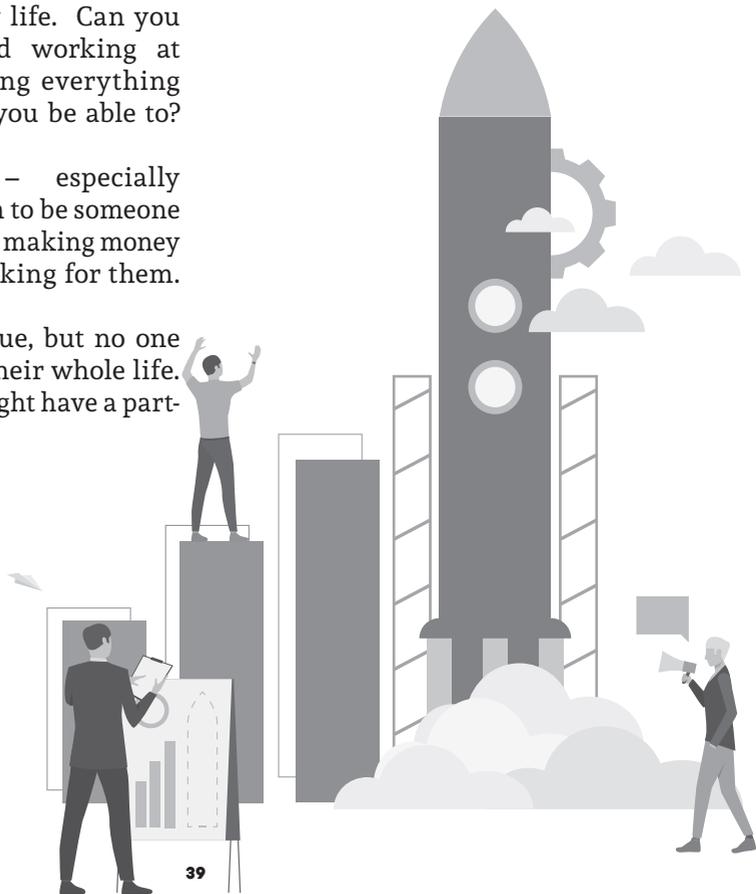
You are able to do everything in a micro business. Clean the floor, make coffee, update Facebook, organize the schedule, pay the bills, etc. If you stop to analyze, you do exactly the same with your life, on a daily life. Can you imagine living and working at the same time? Doing everything you like? Wouldn't you be able to?

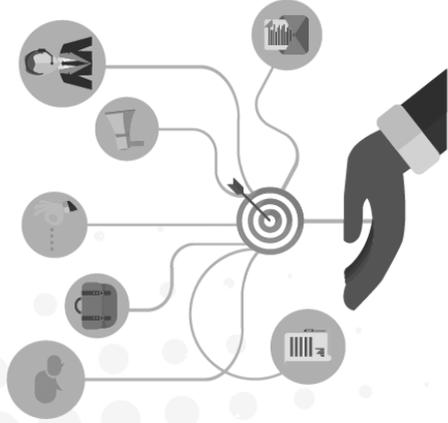
Entrepreneurs – especially micros – are far from to be someone sitting behind a desk, making money while a staff is working for them.

Yes, all this is true, but no one wants to be micro their whole life. In the future, you might have a partner or employee.

STEP 8 My team

In business, nothing motivate more than making money. And a motivated staff is synonymous of profit. You need to listen and talk to your team. Think about professional profiles you need on the card 8.





| | | | | |
|--|--|--|--|--|
| | | | | |
|--|--|--|--|--|

STEP

09

ECONOMY AND FINANCE:

EVERYTHING YOU NEED TO KNOW

REVENUE : Revenues are all resources derived from the sale of goods or the provision of services.

$$\text{REVENUE OR BILLING} \\ = \text{UNITS SOLD X SALE PRICE}$$

PROFIT = REVENUE - TOTAL COSTS (FIXED COST + VARIABLE COST) **ROI = PROFIT - INVESTMENT**

Example:

If you invested R\$100.00 and made a profit of R\$500.00, it means that your ROI was 5. That is, your return was 5 times the value of the investment.

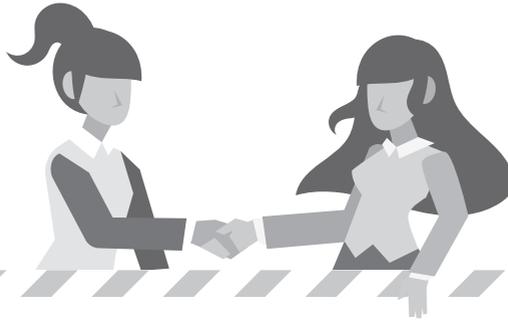
Balance Point – If the total cost is \$500,00, the cost value of the product is \$10.00, and the number of sales per day is 5, it means that your balance point is 10 days.

EXPENSE: Is all the expense related to administration and sales.



STEP 9 Cash flow

Fill out the card 9 with your cash flow information



IMPORTANT

The difference between **expense and cost** is that the first one cannot be directly related to the final product.

Expenses = Fixed Cost (not product related, does not vary in month)
Variable Cost = Product/service related (varies by number of sales)

IMPORTANTE

**TOTAL COST OR MONTHLY COST
= FIXED COSTS + VARIABLE COSTS**

PROFIT: Profit is considered all positive income obtained through an economic negotiation.

ROI - RETURN ON INVESTMENT:

It is the relationship between the money earned or lost through an investment.

PAYBACK: Time necessary for the company making results that allow investors to recover all their investment.

WORKING CAPITAL: It is the money needed to finance the continuity of the company's operations.

CASH FLOW - LOW SALES SCENARIO

| FIXED COSTS | VALUE | VARIABLE COSTS | VALUE | INPUT | OUTPUT |
|-------------|-------|----------------|-------|---|--------|
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| Total | | Total | | Total | Total |
| | | | | INPUT - OUTPUT = (profit or loss of the day) | |

BASIC FINANCIAL ANALYSIS



- ✓ Monthly cost _____ based on sale of _____ units.
- ✓ Monthly revenue _____ based on sale of _____ units.
- ✓ Total monthly profit _____ based on sale of _____ units.
- ✓ Working capital (calculation) _____
- ✓ Monthly balance point _____ and yearly _____
- ✓ Deadline for return on investment (calculation) _____

STEP

10

IN THERAPY

To get an idea off paper and put it into practice, the process of remembering your life through sharing your own story is very important.

Remembering everything you dreamed of one day, when you were a child, analyzing the stones you passed through. Telling all that to friends or people who could understand you is essential for your future.

Feeling that you are capable, it is easy afterwards to analyze and tell everything that you have already experienced difficulties in life.

The past, the present, the future.



STEP 10 My Analysis

On card 10, write in a sentence what you have to improve in your life (body, mind and knowledge).





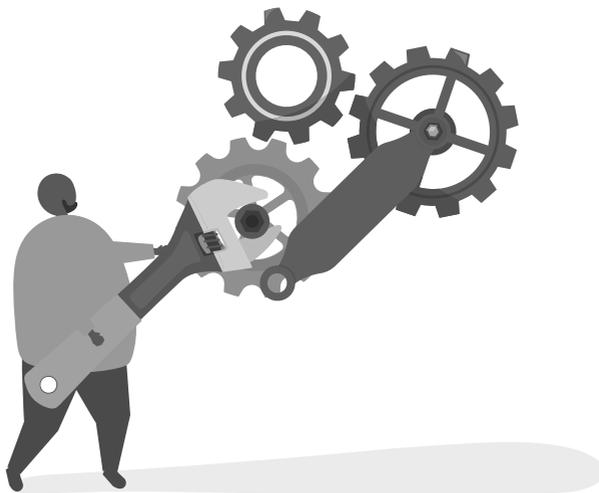
BODY

MIND

KNOWLEDGE

ACTION PLAN AND LAST STEP

*Fill in the last card with the information
Requested.*



LET'S PUT THIS INTO ACTION

| WHAT? | WHERE? | WHEN? | WHO? | HOW MUCH? |
|---|--------|-----------|------|-----------|
| Do more research | | — / — / — | | |
| When do you want to start? | | — / — / — | | |
| What is missing to start? (Money, supplies, staff, etc.) | | — / — / — | | |
| Negotiate with suppliers | | — / — / — | | |
| Advertising (On e Off) | | — / — / — | | |
| Make your first sales with friends | | — / — / — | | |





BESOURO

AGÊNCIA DE FOMENTO SOCIAL