

DISCRIMINANT FACTORS OF MORTALITY VERSUS SURVIVAL OF MICRO AND SMALL COMPANIES

Kellerman Augusto Lemes Godarth

UNIOESTE - Universidade Estadual do Paraná e UNIPAR – Universidade Paranaense
PGDR - Programa de Mestrado em Gestão e Desenvolvimento Regional
Rua Maringá, 1200 - Bairro Vila Nova - Francisco Beltrão – Paraná - Brasil
CEP 85605-010
E-mail: kgodarth@gmail.com

Edison Luis Leismann

UNIOESTE - Universidade Estadual do Paraná
PGDR - Programa de Mestrado em Gestão e Desenvolvimento Regional
E-mail: elleismann@gmail.com

Adriana Picagevicz Melk

UNIOESTE - Universidade Estadual do Paraná
Curso de Administração
E-mail: adria397@hotmail.com

Claudio Mioranza

UNIOESTE - Universidade Estadual do Paraná
PGDR - Programa de Mestrado em Gestão e Desenvolvimento Regional
E-mail: cmioranza@terra.com.br

Claudio Antonio Rojo

UNIOESTE - Universidade Estadual do Paraná
PGDR - Programa de Mestrado em Gestão e Desenvolvimento Regional
E-mail: rojo_1970@hotmail.com

ABSTRACT

This article intends to delimitate, of theoretical and empirical way, through bibliographical research, some factors that can discriminate two groups of companies, which are the survivors and the closed ones. It starts with the initial hypotheses that are discriminant factors to the competitiveness, the leadership profile, the tools for decision-making, and the literacy of the manager. In this way, presents as objective to identify the discriminating factors to the survival or mortality of the micro and small companies. Another result worthy the research is that, knowing the causes of mortality of the SMEs, the new entrepreneurs can be stimulated to avoid it, through campaigns, trainings and information in general. Related to regional development, it becomes useful for establishing of stimulation strategies to its own regional development, because once aware of the factors that cause the SMEs survival, such strategies can be established.

Keywords: *Discriminant factors; mortality; survival; SMEs.*

1 INTRODUCTION

Since the beginning of mankind's history, it is constant the surging of new products, services, ways of organization and ways of management. Therefore, the economy is always changing, constantly with a new appearance. In this way, is increasingly common the rising of companies with knowledge more and more specialized, which consequently reduces the number of employees in the large companies, making people set up their own business, occurring the growth of the number of micro and small companies (SMEs). These companies are quickly molded to the market conditions, supplying short-term demands due its simplified structure that allows new experiences, flexibility, and fast adaptation capacity to the technological changes (LACORTE, 2006). In this way, is highlighted the importance of the micro and small companies to rapidly supply the market demands, relevant fact to economy.

To Dornelas (2014) the role of the entrepreneur was always fundamental to the society, recently highlighted due to technological advances, which require a biggest number of entrepreneurs. The economy and the ways of

production are more sophisticated, demanding knowledge formalization, which was prior acquired empirically. According to the author, the competitiveness in the economy also forces new entrepreneurs to adopt new action ways. Therefore, the current context is propitious to the surging of new SMEs, and the formation of new entrepreneurs were prioritized in several countries, including Brazil, with creation of courses and entrepreneurship specific subjects as alternative to the students that might be creators of new enterprises.

Some examples of the importance of entrepreneurship are explored by Dornelas (2014), which highlights the actions developed to the theme, as company incubation programs and technological parks, development of integrated curriculum, which stimulate the entrepreneurship in all education levels. Programs and government aids to promote the innovation and transference of technology, government aids to creation and development of new companies, creation of support agencies to entrepreneurship and the business generation, programs of debureaucratization and credit line access to small enterprises and development of tools to enhance intellectual property recognition.

Also as example, in 2009 at the Economics Worldwide Forum of Davos (DORNELAS, 2014), occurred a meeting called "Educating the new wave of entrepreneurs" which recommended as a way to empower entrepreneurship, develop leadership skills and knowledge of the world and the environment. Emphasize the entrepreneurial education in the formal education in a transverse way, not only disciplinary, use the interactivity with focus in experiment, action, analysis and problem solving capacity.

However, the high mortality level of the micro and small companies in Brazil was highlighted in the news over the last years. This fact has been studied in several areas of human knowledge, mainly by the entrepreneurship researchers, but also of Administration, Economics, Public Management, Regional Development, among others. Like the studies of BBC (2011), Bonacim, Cunha e Corrêa (2009), Brasil (2012), Dutra (2002), Ferreira (2006), Ferreira et al (2012), IBPT (2013), Iglésias (2009), Lins (2011), Lopes (2012), Lucato (2003), Moreira (2013), Nunes, Miranda e Ferreira (2010), Pelissari et al (2011), Riche (2009), e Sebrae (2013).

The micro and small enterprises are known as important pieces of Regional Development's tray. It has important role in job and income generation, strongly contributing to regional development.

This article intends to delimitate, of theoretical and empirical way, through bibliographical research, some factors that can discriminate two groups of companies, which are the survivors and the closed ones. It starts with the initial hypothesis that are discriminating factors to the competitiveness, the leadership profile, the tools for decision making, and the literacy of the manager.

The competitiveness can be studied in terms of scale, measured by employee numbers and sectorial competition, lifted by the number of competitors identified by CNAE (National Economic Activity Classification); the leadership profile can be defined according to theories of personality traits, leadership style and situational leadership. The decision-making can be studied based in the use of management and/or systematized information (DRE - Income Statement, cash flow, etc.), and informal (talk to sales representatives, suppliers, employees, etc.) and the formation of the manager in formal study terms (basic school, secondary school, college education, MBA.) and the amount of free courses by different institutions (SEBRAE, SENAC, etc.).

Therefore, presents as research question: Is it possible to identify and characterize a set of factors discriminant to survival or premature mortality of micro and small companies? In addition, as consequent objective: Identity the discriminant factors to the survival or mortality of micro and small enterprises.

2 SMALL AND MICRO ENTERPRISES (SMEs)

According to SEBRAE (2009), the small and micro enterprises are fundamental to Brazil's development, making it necessary an institutional environment, which empowers the creation of new formal, competitive and sustainable companies. There will not be effective development in the country without the creation of jobs and generation of income, commanded by the entrepreneurs.

The micro, small and medium-sized companies (SMEs) have great socioeconomic importance in Brazil when it comes to jobs and income distribution. According to study realized in 1994 by the Instituto Brasileiro de Geografia e Estatística (IBGE), the SMEs were responsible for 34,83% of Brazilian jobs, and the micro enterprises for 23,66% (LIMA, 2001).

According to Longenecker, Moore and Petty (1997), the small companies contribute to the nation's economic wellbeing because produces significant part of the total of goods and services, being similar to economic

contribution, like the large companies. It provides new jobs, insert innovation, stimulate competition, support large companies and produce goods and services with efficiency.

Morelli apud Viapiana (2001) consider relevant to highlight the importance of Brazilian micro and small enterprises, related to formation of a national entrepreneurial class, with absorption of a management technology produced in its own environment, enabling the internalization, in a way to fortify the municipal economy, because utilize local raw-material and labor force. In this way, avoiding the immigration to the big centers and providing, at the same time, a better income distribution and development between regions and states.

The importance of micro and small companies in some countries has been significant, because it represents the bigger number of companies, are responsible by jobs generation, income distribution, and a considerable part of GDP. That is why, in the whole world, the small companies are receiving support measures (VIAPIANA, 2001).

2.1 Management Characteristics of SMEs

Planning in the environment of micro and small companies is, many times evaluated as null or informal, being considered not properly organized. The importance of the planning must also be taken seriously by the Brazilian micro/small companies (LOURENÇO, 2006).

The same author classifies the manager of micro and small companies as being an entrepreneurial spirit person which one day desired to get out of informality. The closure of the activity would not result in great financial or moral losses, and if it succeeds in the activity, doing it until nowadays, when there are problems, the solutions are searched; thus, it uses its own management way, having the knowledge acquired over years of experience and work, and not through academic ways. Those who have college education, not in Administration area, but are, for example, medics, engineers, lawyers, physiotherapists, vets, nutritionists, among others, they set up their business and its his experience in the activity what makes the enterprise goes on.

According to Martens (2001), a small company is, generally composed by a limited team of people and, many times, in quality terms. As the company have no conditions of hiring specialists to supply its needs, the own entrepreneur becomes multifunctional, passing to attempt production problems, buying, marketing, sales and human resources.

Drucker apud Raza (2005) establish some different features according to the company's size, as follows below:

In micro companies, there is no separation in hierarchical levels, where the manager uses the biggest of time in operational tasks of the company, the time that is left is used on entrepreneurship functions, such as buying, accounting, etc.

The small companies already require an administrative organization, demands and administrative level between the manager and the employees. The manager accumulate functions, the biggest part of the time, in functional areas as financial, sales, buying, etc..., and the rest of time are more related to management and operational tasks.

These features are of remarkable differences in relation to medium and large size companies. In medium enterprises, the command position demands full-time dedication and the global entrepreneurial objectives cannot be established by the one who occupies this position. The disability in administrative problem solving organization, is one of the most frequent and serious difficulties in this stage. In big companies, the CEO position supplants the capacity of one person, divided into coordination of medium levels and setting entrepreneurial objectives.

According to Adizes (2001) the organizations pass by some stages during its existence, the author makes an analogy, comparing to phases lived by people. Classifying the companies by the phase of the growth that evolves and dates, childhood, touch-touch, the second birth and the adulthood, which includes the youth, fullness and aging, which involve a stable organization, aristocracy, incipient bureaucracy, bureaucracy and death.

To the author, in the dating phase, the company did not physically born yet, it is an idea, and it is on development stage. The founder is still in love by the business idea.

The companies in childhood phase present few rules as feature; everything done is seeking for results, which can be inconsistent due the maturity of the company, highly centralized and dependent of its founder. There is no much hierarchy, lacks planning for staff hiring, it happens once necessary. There is no processes experience, the

founder cannot expect immediate results, managing through crisis and depending of money intake and its own commitment to survive (ADIZES, 2001).

According to the author, the next phase is touch-touch, when a childhood company advances to this stage, many times the founder utilize a professional manager, from this stage on, it is not a micro/small anymore.

In the first stages of an organization makes it necessary financial effort, injecting resources in the company and according to its maturing, the economic analysis must be a reality, because will be the driving force of the company (ADIZES, 2001).

2.2 Discriminant Factors to Companies' Mortality

Many factors can be discriminant and influence in SMES activities' closure. The assumption used starts from four items, as it follows:

- Competitiveness: through companies' scale and competitors research, the level of competition can be determined, and establishing it or not as discriminant factor to enterprises' mortality. Maramaldo (2000) defines competitiveness as "net positive result" and "making money", by raising the contribution margin.
- Leadership Profile: the strategy methods adopted by hierarchical superiors in charge of subordinates and decision-making are also considered factors, which can distinguish the successful or unsuccessful companies.
- Decision-making: the management way also influences on its mortality or success. There is no a unique or complete model for all companies. It needs to analyze and choose the one that better fits to its organizational culture, strategies and objectives of the company.
- Manager Formation (Literacy): the capacity and professional qualification has been shown as differential to business' success. Well-prepared, trained and actualized managers have shown better results. The formal education in a college courses also brings good results to those that actually show learning will.

2.2.1. Competitiveness

A game. With other rival players, there is no end, but daily winners, which are the ones who reach the companies' maximum objective, the mission. Mission which is grounded in fulfillment the stakeholders' requirements, mainly of customers, that are in last instance the reason of the companies' existence, that give it sustainability and future prospects. This is how we define what competitiveness is. Chasing better profitability than the rivals, before they do.

To Porter (1989) compete is in the essence of business, because the competition in industry, whichever, is a constant. Moreover, compete with not only same area companies, but also dispute space in potential entry markets, replacements, suppliers and clients. A systemic dispute against everybody and against itself. This is how contemporary market presents itself, a strife arena, where having a competitive differential is having a competitive advantage, is an unstoppable quest, necessary to the business survival. Thus, compete is the cause and consequence to the existence of the enterprises.

Chiavenato and Sapiro (2003) confirm that compete is in core of market organizations, that the new century brought with itself exciting and dynamic competitive challenges, answered with margin generation and superior returns. The authors affirm that there is a new nature in competitiveness, new economic cycles, in changes speed, world transnationalization, globalization, technological information, in a mutable workplace and innovation, and all the consequences that comes with all this.

The competition has several explanation and understanding ways. Biological competition depends of Darwin's natural selection; military competition, mother of the modern concept, written and immortalized in business community by Sun Tzu (and his book, *The Art of War*) and by Von Clausewitz (and his book, *The War*); political competition by Maquiavel, pejoratively dirty and dishonest. Passing through sportive competition, this one clean and healthy, encouraging of agonistic attitudes of victory and gratification; until business competition, this article's theme, heir of all features of its described sisters (CHIAVENATO; SAPIRO, 2003).

Different phases permeated business competition. Since the industrial revolution, where initiated in the dispute in commodities market, passing by the beginning of XX century and its mass production, where Henry Ford, Alfred Sloan Jr. and Chester Barnard, empirical or theoretically boosted the knowledge about competition. The decade of 1950, post-war is marked by introduction of strategic planning as competitiveness tool, while in the following decade, rises the SWOT analysis, Ansoff and Steiner systematized the strategic planning, making it more dynamic and inserting the UEN notion (Business Strategic Unit). Hamel and Prahalad adopted the concept of essential

skills to creation of competitive advantage, more currently making planning more flexible, which gives the tonic for competitiveness (CHIAVENATO; SAPIRO, 2003).

To the authors, when it comes to competitiveness in companies, feels a pressure by profit generation at any cost, in small and large companies, it is strengthened by the challenge of being different and bigger in their actuation market.

Ferraz, Kupfer and Haguenaer (apud QUARTUCCI, 2007, p32) conceptualize competitiveness as “The companies’ capacity to formulate and implement strategies, competitions, which allows them to expand or retain, in permanent way, a sustainable position in the marker.”

Maramaldo (2000) defines competitiveness as “the best possible combination between pleasing the market and making money”, which gives the necessary indication to the decision process of the companies. However, it is a conflicting goal, and reach it equally becomes the competitive challenge.

In order to visualize the companies’ competitive level, Maramaldo (2000) points that is essential to compare it with its main competitors. To perform this comparative, two basic indicators are necessary:

1. Market Satisfaction: defines the company’s expansion related to its competitors and revenue growth of the last five years;
2. Making Money: net results compared with the last five years, if there was significant growth.

In view of these two indicators it’s possible to identify if the company is competitive, in other words, is necessary to list the company’s performance under any outer market conditions and thus, determinate its success or failure.

The Dynamic Model of Competitiveness, presented by the author, indicates that this search might result in four different possibilities, according to Figure 1.

The bankruptcy quadrant is represented by organizations that neither satisfies the market, nor make money, in other words, will not survive to market’s competitive requirements. The companies that seek to fulfill the client’s requirements and consequently are satisfying the market, might be leaving the situation of the previous quadrant, and still don’t make money, but are walking in this direction. Another way to be adopted is suddenly costs reduction, which can negatively impact in market’s satisfaction and positively in the making money, by raising the contribution margin, changing the company to the profitability quadrant. This quadrant, according to the author, is risky, because can cause clients loss, and in short time, the unsustainability of the positive cash condition.

The ideal and satisfactory quadrant is of the competitiveness, where the two goals, besides its conflicts, are reached, providing the desired competitiveness condition.

Prahalad and Hamel (2005) present another possibility by competitiveness search, according to Figure 2. It can come by three different ways, which are the portfolio restructuring and downsizing, processes reengineering and continuous improving, and last the reinvention of sectors and strategies regeneration. Each of these alternatives presents advantages and disadvantages, as any other alternative, existent or that might appear.

The leadership loss by several companies that did not follow the changes, mainly the technological, that came together with the need of organizational transformation, which carried the downsizing, administrative expenses reduction, empowerment, processes redesign, and portfolio rationalization. Despite the importance, no one of these initiatives is capable of reach a leadership position neither in present nor in future.

Competitiveness problems such as stagnation, contribution margin and market share reductions, when it seems inevitable, leads to brutal cuts, eliminating processes and unprofitable business, seeking bigger productivity. Almost always the weaker side loses, with employees’ numbers reduction. The authors’ argument that this is not the best alternative seeking the competitiveness, because a leaner company is not necessarily healthier, as a person with anorexia and consequently thinner also is not.

As alternative to competitiveness search by restructure, more tuned companies already initiate reengineering processes, excluding unnecessary work, pointing processes to client’s satisfaction, cycle reduction time and to the total quality. The disadvantage associated to this process is that in general it leads to catch up competitors, and not overcomes them. Thus, “although they frequently try to transform imitation in virtue and dress it with the modern colors of adaptation capacity, many times the managers are adapting themselves to preemptive strategies

of more creative competitors” (Prahalad e Hamel, 2005, p.16) Reflect itself in the competitors is necessary, however it doesn't lead any organization to leadership.

Yet, it is not sufficient the companies be small and/or better, reducing its size or rising its efficiency and agility. The capacity of regenerate and reinvent itself is what makes the difference, in other words, the company also needs to be different, because it loses its current business when reduce faster than improves its efficiency, also loses future business when improves the efficiency without changing itself. According to the authors, a competitive dispute is not between geographic distance, with your neighbor or with other side of the world, but yes with nontraditional business. The competition is between stragglers versus challengers, leaders versus innovators, inertial and copiers versus creative.

The concept of entrepreneurial competitiveness, propose to adopt, as a presupposed, a definition that integrates multiple aspects under different focus: marketing, strategic, production, financial, people mobilization, environmental, global market integration and of internet connectivity. Therefore, the proposal of a way of measure the entrepreneurial competitiveness will consider that:

A company's competitiveness is its capacity of being, continuously, creating and reforming its competitive strategies (Hamel and Prahalad, 1995), in order to obtain a favorable positioning in the market (Kotler and Armstrong, 1997). As result, it must generate profitability above the average of the industrial sector where it acts (Porter, 1989), operating in a financially sustainable way (Brealey and Myers, 1992), with quality, agility and flexibility (Slack et alii, 1997). Still, must be aligned with the globalized market (Daniels and Daniels, 1993), integrated to the internet (Castells, 2000), and in perfect harmony with the employees (Pfeffer, 1994) and with its environment (Porter and Linde, 1995).

2.2.2. Leadership Profile

The leadership consists in power and in authority of influence, helping the group as a whole to achieve its objectives, and satisfy its needs, for this the leader needs to be careful to the human nature and its behavior. Within organizations, because of many aspects of daily evolutions, it is necessary the leadership participation in all departments.

According to Maximiano, (2000, p.379) “Leadership is the use of not coercive influence to drive the activities of group members, and take them to the realization of group's objectives”.

In relation to several situations occurred over the years, the leadership started to be evaluated in three factors, Minicucci (2001, p.169) stands out as: the leader, the led and the situation, where the situation creates the leader and the way as the led will answer to this placements, in which the leader becomes more effective where he better satisfies the needs of his subordinates.

According to Chiavenato (2006, p.19) the leadership can be seen over several angles.

- Leadership as an interpersonal influence phenomenon: this concepts stands out the leadership as a social phenomenon, where its influence mainly happens in a group, with the purpose of execution of one or more objectives.
- Leadership as a group's uncertainty reduction process: in this aspect leadership is not defined only by the leader's characteristics, but yes by the situation where he is, the leader needs to assign to his group security, and confidence in his taken decisions.
- Leadership as functional relation between leader and subordinate: the relation between leaders and subordinates intends to be as good as possible, seeking to satisfy the personal needs of both parts, in order to have a good underway and efficiency of developed tasks is necessary to maintain the balance, so everything can be possible.
- Leadership as a process in function of leader, followers, and situation variables: this aspect defines that leadership exist to figure out the needs occurred in each situation.

2.2.3. Management Model: Financial Plan

The enterprises utilize financial plans to direct its actions to reach its immediate and long-term goals. The financial plan is important for the company's operation, because it offers scripts to run coordinates and control its actions in objective's realization (GITMAN, 2002).

To the financial planning is important to present some concepts like working capital, cash flow, stock management; sales price, economic-financial viability of projects, profitability, balance sheet and income statement of the period.

The working capital covers decision-making processes, directed to the liquidity preservation of the company, which affects its profitability. It corresponds to the resources invested in company's current assets, formed by stocks, accounts receivable and availability. In a larger approach, it also involves current liabilities (BRAGA, 1989).

According to Assaf Neto (2012) the working capital involves the way to identify the resources that turn several times in determined period. It's constituted by part of the capital applied by the company in its operational cycle, in short term, assuming several ways along the productive process and sales. The operational cycle includes since the production until the product's sales. The working capital's importance varies according to each company's action way, economic conjuncture performance, risk ratio and desired profitability.

To Lemes Jr. Rigo and Cherobim (2002), the cash or the available, represent the assets of immediate liquidity. Together with the cash values, the resources are added, eventual and momentarily idle, which are applied in the financial market, in other words, negotiable securities.

According to the authors, the cash management has as objective the optimization of financial resources. These are the activities that follow the reflex of investment politics, sales, credit, purchase and stock. The cash managers define the politics, taking care to avoid liquidity problems to the company. These professionals control input and output flow, in order to guide people or areas that take decisions that can affect this process.

Stock administration involves important components of current assets in commercial and industrial companies, it represents great volume of investments applied in relation to the others current assets. Represent assets of less liquidity. The stocks are represented by raw-material, inputs, products in process and finished products (LEMES JR; RIGO; CHEROBIM, 2002).

The amount of stock has influence by behavior and foreseen volume of company's activity and by investment required level. Always that possible is important to avoid excessive stock, because in this way, it slower the assets turnover and reduce the company's profitability. (ASSAF NETO, 2012).

2.2.4. Manager Formation:

The process of formation can be developed by constitute, compose, order, foundation, create, instruct, put aside of, self-development.

However, when it comes to an individual formation, which conception does it fits in? To Severino (2006), is "the one that reaches a way of being, which is featured by an existential quality, marked by the maximum possible of emancipation, by the conditional of autonomous subject. A situation of full humanity". In other words, is the way how the person becomes human or humanizing.

About the process of the individual formation by education, Severino (2006) highlights: "The education is not only an institutional and instructional process, its visible side, but fundamentally an investment formed of the human, being In the peculiarity of personal pedagogical relation, or collective social relation".

Demo (1994), portraying the education, comments:

Education [...] in the formal side, orchestrate the people with the crucial ability of handling the most powerful combat weapon, that is the knowledge, and, in the political side, feeds the citizenship. Educated society is that composed by critical and creative citizens, capable of indicate the historical course, collectively intended, especially develop, maximally, the historical opportunity available.

Demo's quote mentioned the role of education in the formation of critical and wise men. In this sense, Martins (2005) asserts that education is a process of socialization and learning, directed to intellectual an ethical development of an individual. When this process happens in the school, it's called education.

To Adorno (1995), education cannot be conceptualized as people molding, because there is no the right of molding the individual from his exterior.

According to the author, educate is not merely knowledge repassing, but auxiliary in the formation of true consciousness people. In this sense, the education develops, contemplates and liberates beings. Because the right

use of this tool feeds the critical sense and argumentation power, making them develop and become consciousness of his rights and duties as citizens.

It should be noted, the process of individual's formation, the preposition of Plato, to who educates is forming virtuous men. The author compares the sensitive world to a cave where men are chained and overshadow by the shadows in the walls. The men of the cave's interior characterize their own ignorance's state, and the education consists in applying all the available resources to give your soul a good direction, driving them out of the cave.

To Morin(2000), by treating the seven knowledge necessary to future's education, analyses the relevant knowledge, in other words, the individual's need of knowing the reality, of having a vision capable of situate the set, and overall, stimulates the capacity of placing reality and knowledge inside the set, because is not the amount of information nor its sophistication in a specific area which leads to modern education.

The author draws attention to the needs of integration with social life, culture and politics of the individual, which names as human identity, because to him, the individuals are part of a society and this is part of their lives, whereas, since he was born, the culture guides him. Therefore, the education cannot disregard the relation between this individual and the society,

In this sense, Zabala (1998) highlights that educate is "forming citizens that are not in watertight compartments in isolated capacities". Parallel to this view, Perrenoud (2000) affirms that "the teaching act is to stimulate the knowledge desire and, still, reinforce the learning decision".

Rounding, Adorno (1995) arguments:

[...] education looks like, today, as a global social function, inwardly associated to the idea of culture, trapped within their wider anthropological sense, seeking develop the transformation and the social progress, [...], more than adaptation and integration, [...] exercised by numerous and multiple instances. Because it is acculturation, through the knowledge tradition and the acquisition of an know-how and a how to be, and it expresses what is even more fundamental, "worldview", a "cosmogony" [...]

The society advances and the living of a moment marked by great transformation, mainly resulting from technological advances, in several areas of its existence; the economic production of natural goods and life's political relations makes with the education emerges as an important key while facing this uncertainty scenario that future promotes. Almeida (2008) writes that education should pass by a reform of its thinking way and "surpass the knowledge fragmentation, reconnect the knowledge and transpose the deficiencies of the information society [...]"; configuring, in this way, a north to the complex knowledge. The author reminds Edgar Morim' affirmation, to who "educates for living" becomes the role and the mission of a tuned education with idea's ecology.

The education in citizens lives shouldn't be guided, only and exclusively, by tradition of know-how, based only in troubleshooting. It also must preach the how to live and how to be, by the meanings that the citizen, besides solving problems, will have the discernment to enter the society and knowing his place in the context, assuming a not fragmented education, performed by integration with other individuals and the exchange of knowledge, social and cultural living.

3 FINAL THOUGHTS

This text intends to demonstrate the causes of mortality or survival of SMEs, and consequences to regional development. Starting from assumptions identified in the literature, intends to test, in future researches, variables such discriminant factors. The consequences to regional development will also be analyzed according to the studied literature, but qualitatively, starting from the statistical results.

Another result worthy the research is that, knowing the causes of mortality of the SMEs, the new entrepreneurs can be stimulated to avoid it, through campaigns, trainings and information in general. In this way, promotional materials can be developed, and also courses, lectures, trainings and other information ways to alert the future and current entrepreneurs to not make the same mistakes.

Related to regional development, it becomes useful for establishing of stimulation strategies to its own regional development, because once aware of the factors that cause the SMEs survival, such strategies can be established.

REFERENCES

- ADIZES, I. Os ciclos de vida das organizações: Como e Por que as Empresas Crescem e Morrem e O que Fazer a Respeito, São Paulo: Pioneira Thomson, 2001.
- ADORNO, T. W. Educação e emancipação. Rio de Janeiro: Paz e Terra, 1995.
- ALMEIDA, M. C. X. Educação como aprendizagem de vida. Revista Educar, Curitiba, n.32, p. 43-55, 2008.
- ASSAF NETO, A. Finanças corporativas e valor. 6. ed. São Paulo: Atlas, 2012.
- BBC (2011), Brasil supera China e Índia em criação de empresas, diz pesquisa, http://www.bbc.co.uk/portuguese/noticias/2011/12/111215_startups_rp.shtml, 15 de dezembro, 2011
- BONACIM, CUNHA E CORRÊA (2009), Mortalidade dos empreendimentos de micro e pequenas empresas: Causas e aprendizagem, Gestão & Regionalidade - Vol. 25 - Nº 74 - mai-ago/2009.
- BRAGA, R. Fundamentos e técnicas de administração financeira. São Paulo: Atlas, 1989.
- BRASIL (2012), Mortalidade das empresas, <http://www.brasil.gov.br/economia-e-emprego/2012/02/sobrevivencia-e-mortalidade>, 02/02/2012
- BRASIL (2012), Sobrevivência e mortalidade, <http://www.brasil.gov.br/economia-e-emprego/2012/02/sobrevivencia-e-mortalidade>, 02/02/2012
- BREALEY, Richard A. e MYERS, Stewart C. Princípios de finanças empresariais. Lisboa: McGraw-Hill, 1992.
- CASTELLS, Manuel. A sociedade em rede. São Paulo: Paz e Terra, 2000.
- CHIAVENATO, I. Administração Geral e Pública: teoria e mais de 500 questões com gabarito. 6ª Edição. Rio de Janeiro: Elsevier, 2006.
- CHIAVENATO, Idalberto; SAPIRO, Arão. Planejamento Estratégico: Fundamentos e aplicações. Rio de Janeiro: Campus, 2003.
- COCHRAN, A. B. Small Business Mortality Rates: S Review of the Literature. Journal of Small Business Management, Oct. 1981, v. 19, p. 50.
- DANIELS, J.L. e DANIELS, N.C. Global vision. New York: McGraw-Hill, 1993.
- DAVIS, H. Business Mortality: The Shoe Manufacturing Industry. Harvard Business Review, Spring, 1939, v. 17. Issue 3, p. 331.
- DEMO, P. Educação e qualidade. Campinas: Papirus Editora, 1994.
- DORNELAS, José Carlos Assis. Empreendedorismo: transformando ideias em negócios. 5 ed., rev. e atual. Rio de Janeiro: Empreende LTC, 2014.
- DUTRA (2002). O Perfil Do Empreendedor E A Mortalidade De Micro E Pequenas Empresas Londrinenses. 01/10/2002. 1v. 129p. Mestrado. UNIVERSIDADE ESTADUAL DE MARINGÁ - ADMINISTRAÇÃO
- ERCOLIN, C. A. Fatores financeiros determinantes da mortalidade de micro e pequenas empresas. São Paulo, 2007. Disponível em: <www.teses.usp.br/teses/disponiveis/12/.../DisseCarlosErcolin.pdf> em: Acesso em: 28/09/2011.
- FERREIRA (2006), Como medir a competitividade das organizações, Revista Produção On Line, Vol. 6/ Num. 2/ Agosto de 2006.
- FERREIRA et al (2012), Análise quantitativa sobre a mortalidade precoce de micro e pequenas empresas da cidade de São Paulo, Gest. Prod., São Carlos, v. 19, n. 4, p. 811-823, 2012.
- GITMAN, L. J. Princípios de Administração Financeira. 7. ed. São Paulo: Harbra, 2002.
- IBPT (2013), Causas de desaparecimento das micros e pequenas empresas, Instituto Brasileiro de Planejamento Tributário – 2013
- IGLÉSIAS (2009). Estudo Sobre A Mortalidade E Sobrevivência De Micro E Pequenas Empresas Natalenses E Seus Impactos Nas Políticas Públicas Pró-Empreendedorismo. 01/11/2009. 3v. 59p. Mestrado. Universidade Federal Do Rio Grande Do Norte - Administração
- KOTLER, Philip e ARMSTRONG, Gary. Principles of marketing. 6.ed. Englewood Cliffs, NJ: Prentice-Hall, 1997.
- LACORTE E. A micro empresa e a empresa de pequeno porte no direito brasileiro. UNESP – Universidade Estadual Paulista, 2006. Disponível em: <<http://www.franca.unesp.br/interno-publicacoesDireito2006.php>>. Acesso 29/03/2014.
- LEMES JÚNIOR, A. B.; RIGO, C. M.; CHEROBIM, A. P. M. S. Administração Financeira: princípios, fundamentos e práticas financeiras. 3 ed. Rio de Janeiro: Elsevier, 2010.
- LIMA, E. de O. As definições de micro, pequena e média empresas brasileiras como base para a formulação de políticas públicas. In: Encontro Nacional De Empreendedorismo, 2, 2001. Londrina. Anais II EGEPE. Londrina: EGEPE, nov. 2001, p. 421-436.
- LINS (2011), Predição de competências de liderança a partir do uso de estratégias de aprendizagem, horas de treinamento e motivação para aprender. Brasília, D.F., Universidade de Brasília, Instituto de Psicologia, Programa de Pós-graduação em Psicologia Social, do Trabalho e das Organizações
- LONGENECKER, J. G.; MOORE, C. W.; PETTY, J. W. Administração de pequenas empresas. São Paulo: Pearson Education do Brasil, 1997.

- LOPES (2012), Estudo global relaciona escolaridade a sobrevivência de empresas brasileiras, <http://economia.uol.com.br/empreendedorismo/colunistas/2012/08/03/relatorio-global-mostra-a-relacao-da-escolaridade-com-o-sucesso-de-empresarios-brasileiros.htm> 03/08/2012.
- LOURENÇO, D. F. C. A falta de planejamento como fator determinante para a não sobrevivência da micro e pequena empresa brasileira. Técnicas de planejamento para as micro e pequenas empresas brasileiras. São José dos Campos, 2006. Monografia de conclusão do curso de Controladoria e Administração Financeira. Disponível em: <[http://www.biblioteca.sebrae.com.br/bds/BDS.nsf/4132F65F53DFE44A0325713500031F61/\\$File/N T000AF29A.pdf](http://www.biblioteca.sebrae.com.br/bds/BDS.nsf/4132F65F53DFE44A0325713500031F61/$File/N T000AF29A.pdf)>. Acesso em: 24/04/2014.
- LUCATO (2003), A medida da competitividade de uma empresa: uma proposta conceitual, Wagner Cezar Lucato, VI SEMEAD - Seminários em Administração. 2003, São Paulo. FEA/USP
- MARAMALDO, D. Teoria da Competitividade Total: Conceituação e prática. 1 ed. Campinas: Editora Alínea, 2000
- MARTENS, C. D. P. A tecnologia de informação (TI) em pequenas empresas industriais do Vale do Taquari/RS. 88 f. Dissertação (Mestrado em Administração) - Universidade Federal do Rio Grande do Sul, Porto Alegre, 2001.
- MARTINS, V. Constituição de 1988 e seu artigo 206: ensino e educação. 2005. Disponível em: <<http://www.eduquenet.net/ensinoeducacao.htm>>. Acesso em: 10 out. 2009.
- MAXIMIANO, A. C. A. Introdução à Administração. 5ª Edição. São Paulo: Atlas, 2000.
- MINICUCCI, A. Relações humanas: psicologia das relações interpessoais – 6. ed. – São Paulo: Atlas, 2001.
- MOREIRA (2013), Número de empresas ativas em Beltrão e Pato Branco cresce acima da média estadual, Jornal de Beltrão, 25/11/2013.
- MORIN, E. A cabeça bem feita. Rio de Janeiro: Bertrand Brasil, 2000.
- NUNES, K. P.; MIRANDA, L. C. M.; FERREIRA, K. A. S. Dura lição: aprendendo com os pequenos empresários que fecharam seus negócios. Revista da Micro e Pequena Empresa, [online] Campo Limpo Paulista, vol. 4, n. 2, p. 48-63, 2010. Disponível em: <www.spell.org.br/documentos/download/5867>. Acesso em: 14/05/2014.
- PELLISSARI et al (2011), Empreendedorismo: Fatores de Sucesso e Insucesso de Micro e Pequenas Empresas, VII SEGET – Simpósio de Excelência em Gestão e Tecnologia, 2011, Resende – RJ.
- PERRENOUD, P. Práticas pedagógicas, profissão docente e formação: perspectivas sociológicas. Lisboa: Publicações Dom Quixote - Instituto de Inovação Educacional, 1993.
- PFEFFER, Jeffrey. Competitive advantage through people. Boston, MA: Harvard Business School Press, 1994.
- PORTER, E. M., Estratégia Competitiva: Técnicas para análise de Indústrias e da Concorrência. 7ed. Rio de Janeiro: Campus, 1989.
- PORTER, E. Michael, Estratégia Competitiva: Técnicas para análise de Indústrias e da Concorrência. 7ed. Rio de Janeiro: Campus, 1986.
- PORTER, Michael E. e LINDE, Class van der. Green and competitive: ending the stalemate. Harvard Business Review, Boston, p.120-135, Sep. / Oct. 1995.
- PORTER, Michael E. Vantagem competitiva. Rio de Janeiro: Campus, 1989.
- PRAHALAD, C. K.; HAMEL, Gary. Competindo pelo Futuro. Estratégias Inovadoras para obter o Controle de seu Setor e Criar os Mercados de Amanhã. Rio de Janeiro: Editora Campus, 2005.
- PUGA, F. P. Experiência de apoio às micro, pequenas e médias empresas nos Estados Unidos, na Itália e em Taiwan. Rio de Janeiro: BNDS, 2000. Disponível em: <http://www.bndes.gov.br/SiteBNDES/export/sites/default/bndes_pt/Galerias/Arquivos/conhecimento/Td/Td-75.pdf>. Acesso em: 13/07/2011.
- QUARTUCCI, João Paulo. Análise da competitividade do cluster da indústria de fertilizantes da região metropolitana de Salvador. 2007. Dissertação (mestrado em administração). Universidade Federal da Bahia – UFBA. Salvador, 2007.
- RAZA, C. A capacitação das micro e pequenas empresas paulistas, evitando a mortalidade precoce. Monografia. Grau de Especialista em Gestão Estratégica de Pessoas para Negócios. São Paulo, 2005.
- RICHE (2009), A Influência dos Estilos de Liderança no Desempenho da Pequena Empresa Familiar, Um Estudo de Caso. 2009, 104 f. : il. ; 30 cm, Dissertação (Mestrado em Administração)–Pontifícia Universidade Católica do Rio de Janeiro, Rio de Janeiro, 2009.
- ROSS, S.; WESTERFIELD, R. W.; JAFFE, J. F. Administração Financeira. 2 ed. São Paulo: Atlas, 2002.
- SEBRAE (2013), Sebrae/SC cria índice para medir a competitividade das MPes, <http://wp.clicrbs.com.br/euempresario/2011/10/26/sebraesc-cria-indice-para-medir-a-competitividade-das-mpes/?topo=77,2,18,,67/feed/>, em 06/11/2013
- SEBRAE (2013), Sobrevivência das Empresas no Brasil, Coleção Estudos e Pesquisas, Julho/13, Serie Ambiente dos Pequenos Negócios

SEBRAE (2013), Taxa de sobrevivência de empresas no Paraná é de 75%, mostra estudo, Agência Sebrae de Notícias – PR, 10/07/2013

SEBRAE. Critérios e conceitos para a classificação de empresas. Disponível em http://www.sebrae.com.br/customizado/estudos-e-esquisas/integra_bia?ident_unico=97. Acesso em 21/07/2009a.

SEVERINO, A. J. Educação, trabalho e cidadania: a educação brasileira e o desafio da formação humana no atual cenário histórico. São Paulo Perspectiva, v.14, n.2, p.65-71, abr./jun. 2000.

SLACK, Nigel et al. Administração da Produção. São Paulo: Atlas, 1997.

TACHIZAWA, T.; FARIA, M. S. Criação de novos negócios gestão de micro e pequenas empresas. Rio de Janeiro: FGV, 2002.

VIAPIANA, C. Fatores de sucesso e fracasso da micro e pequena empresa. In: II Encontro de Estudos sobre Empreendedorismo e Gestão de Pequenas Empresas – EGEPE. 2001, Londrina. Disponível em: <<http://www.egepe.com.br/geral/arquivos/edicoesAnteriores/IIERGEPE2001/GPE2001-14.doc>>. Acesso em: 28/03/2014.

ZABALA, A. A prática educativa: como ensinar. Porto Alegre: Artmed, 1998.

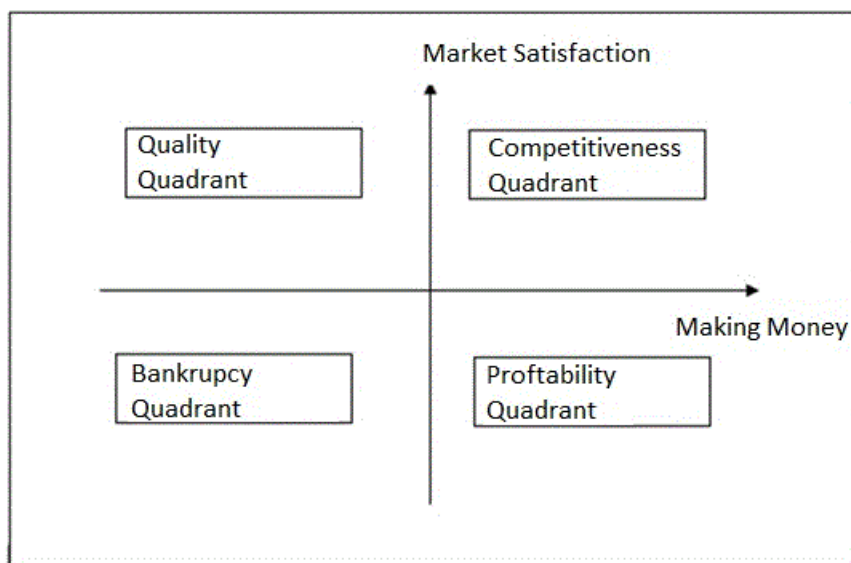


Figure 1 – The Dynamic Model of Competitiveness

Source: Maramaldo (2000).

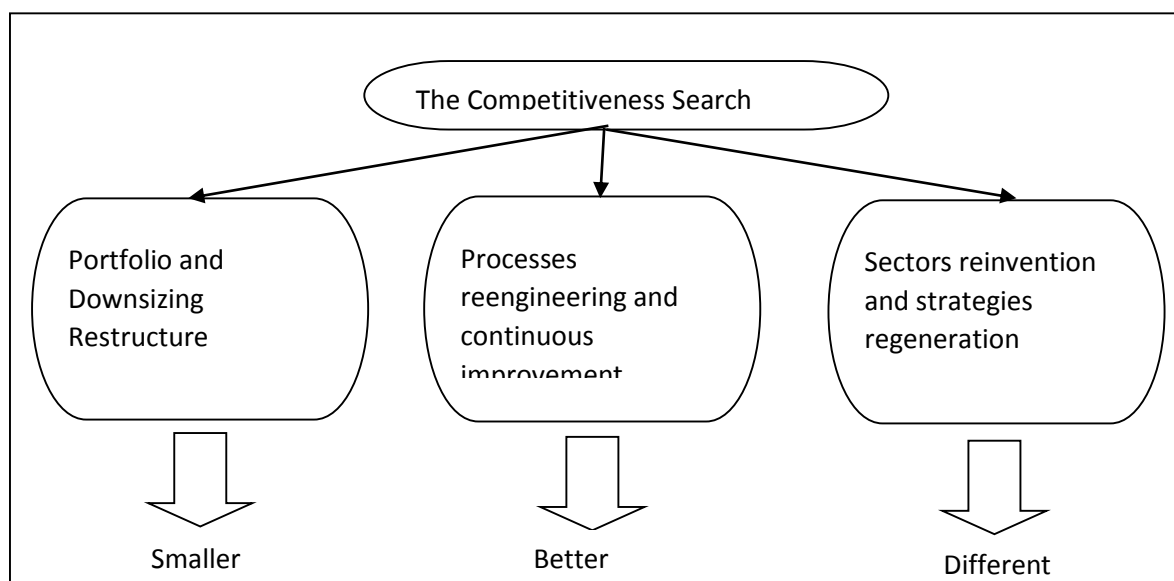


Figure 2 - The Competitiveness Search

Source: Prahalad e Hamel (2005)