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**ENTREPRENEURIAL
ECOSYSTEM: AN
INVESTIGATIVE STUDY
OF STARTUPS IN
RONDONÓPOLIS – MT**

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Abstract: This research aims to determine the current situation of the entrepreneurial ecosystem focused on startups in Rondonópolis in the view of professionals working in this area. It was based on concepts of innovative entrepreneurship, focusing on startups with their scalable businesses and technologies. An exploratory, explanatory and qualitative research was carried out, by exposing several variables and the interaction between them, analyzing influencing variables, institutions, and public actions that are directed to the area. For that, we used the survey procedure, with professionals working in the area within the municipality of Rondonópolis, data were collected through semi-structured interviews. The research revealed that the municipality has bodies active in the area of startups and that several public actions have been carried out generating positive results, but that, when it comes to variables such as government support and investor performance, it is still in a precarious situation.. It is concluded that, even with difficulties in some regional variables, the positive attitude of people willing to develop the startup ecosystem, added to the good municipal demand to direct products and services, results in a promising environment for the establishment and development of startups.

Keywords: Startups. Entrepreneurial Ecosystem. Innovation.

INTRODUCTION

Advances in technology generate significant impacts on monetary factors. Based on this assumption, technological development has significant importance for the economic development of regions and countries (Dornelas, 2008; Tigre, 2006; Bachher and Guild, 1996). Entrepreneurship has a large share of contribution to economic advances in Brazilian states. (Almeida, Valadares, Sediama, 2017).

Entrepreneurs are revolutionizing the world, so their behavior and the entrepreneurial process itself must be studied and understood (Dornelas, 2008). The evolution of entrepreneurship seeks to follow innovative trends within the technology area to take advantage of its advantages. One of these trends was the emergence of startups, which are companies inserted in environments of uncertainty, designed to create innovative products or services using profitable and highly scalable businesses, and which, for the most part, have an almost total or totally technological basis (Ries, 2012; Bachher and Guild, 1996; Branco, 2016). Businesses focused on the virtual area have an excellent market (Solomon, 2011). This high demand may be one of the reasons that in recent years there has been a growth in the number of startups, as well as a significant prominence of some entities in this segment (Branco, 2016). Nakagawa (2008) indicates a number of benefits of the existence of startups in a country, such as higher tax collections, employment of skilled labor and improvements through increased competitiveness.

This type of companies dominates continents in an accelerated way and currently, according to the Forbes ranking, startups are among the largest corporations in the world, such as: Google, Facebook, Uber, Snapchat, Dropbox, Twitter, Microsoft, among others (Chen, 2015).

Brazil is the fifth largest digital economy and is undergoing a technological transition from computers to smartphones as a gateway to online services, standing out globally for having the highest number of cell phones per inhabitant in the world (Branco, 2016).

In this context, knowing the importance of startups in the international, national and regional scenario, we will seek to answer the following question:

How is the entrepreneurial ecosystem, with regard to startups, in the city of Rondonópolis? This way, this research aims to determine the current situation of the entrepreneurial ecosystem aimed at startups in Rondonópolis in the view of professionals working in this area. Entrepreneurs start a startup company with no management knowledge or scarce financial resources. Most technology-based companies start their activities with the intelligence and conduct of the entrepreneur as an inventory, without tangible resources or initial capital (Bachher and Guild, 1996). Thus, from an idea and with a minimum of resources, it is possible to create a startup. The relevance of this study is to arouse interest and help entrepreneurs to enter this area with the contribution of knowledge, so that they can take advantage of available intellectual capital.

THEORETICAL REFERENCE

A widely explored subject is the definition of entrepreneur and entrepreneurship, although there is no unanimity about the concepts and definitions. For the purposes of this work, we sought to deal specifically with themes that contribute to the development of the intended scope.

A survey on the evolving domain of entrepreneurship studies carried out by Carlsson et al (2013) brought up considerations on the subject, among which, in the table below, some authors and their contributions stand out:

Evidently others contributed, such as: Schumpeter, Venkataraman and Casson, in a list of many authors consecrated in different published works. However, those selected provide a sample of the evolution of research and mastery in the field of entrepreneurship.

For Filion and Lima (2009), in Brazil and in other countries, there is an abundance of literature aimed at entrepreneurs, as well as books, articles and research focusing

on business plans and business creation, stressing that studies on innovative practices are scarce. They also argue that the field of entrepreneurship had its development “around processes linked to the creation of companies, rather than around entrepreneurial processes in a broad sense, that is, around innovative practices in organizations, businesses and society” (p. that add value” (Filion & Lima, 2009, p. 91).

Entrepreneurship is a characteristic linked to human behavior, and as such, it is subject to the environment in which it develops, since it influences the behavior of the entrepreneurial potential. According to Parreira Junior (2013, p. 11) “entrepreneurship is a regional phenomenon, insofar as the culture, needs and habits of a region determine behaviors. Several surveys have shown that entrepreneurs reflect the characteristics of the period and place they live”. Julien (2010) also highlights the environment as a delimiting element of the possibilities of an entrepreneur, as they need, in order to be independent, resources to develop organizations and information for the continuity of their projects.

Currently, with the advent of technology allied to communication tools, the transmission of information occurs quickly and comprehensively, however Parreira Junior (2013, p. 18) states that “Even in the era of globalization, in which entrepreneurs exert influence beyond the boundaries of their region, the basic referential of their relationship remains at the regional level”. Regional influences occur in different ways, from the beginning of the entrepreneur’s life and can be both positive and negative, as shown in Table 2.

As shown in Table 2, the entrepreneur receives affective, symbolic and sociological influences from different origins, which can be positive or negative, the positive ones being those capable of inspiring the entrepreneur in

Landstron at al. (2012)	They observed that there were only two research manuals on entrepreneurship published before 1990: Kent et al. (1982) and Sexton and Smilor (1986).
Gartner(1990)	Conducted a “Delphi” study among academics, business leaders and politicians in an attempt to define entrepreneurship. No consensus was reached, but eight themes emerged within the approach: the entrepreneur, innovation, creative organization, value creation, profit versus non-profit, growth, uniqueness and the owner-manager
Davidson et al. (2001)	He observed a reorientation in process: Exploratory Side - away from the stable characteristics of individuals. Exploration side - emphasis on studies of SMEs, family members, internal business, new ventures, discovery and exploitation of opportunities.
Aldrich(2012)	Social Structure of the Countryside: Social Networks - professional associations and conferences; publications; Training and Mentoring; Financing; State - recognition and awards; Research globalization. In 1996, the Global Entrepreneurship Award was created
McClelland(1961)	It concluded that countries that are more economically developed are characterized by a stronger focus on institutional norms and openness to other people and their values. In this context, entrepreneurs are recognized as a driving force for development. His work has spawned a stream of research by behavioral scientists on the role of entrepreneurship in economic development.

Table 1: Contributions to the evolving domain of entrepreneurship research.

Source: Carlsson et al (2013).

Influences	Origin	Effects	Positive	Negatives
Affective	Family, friends, etc.	Strong ties of safety	Encouragement	Dissuasion
Symbolic	Education, work	Norms, beliefs, models	Safety	Conservatism
Sociological	Job, experience, networks	Rooting or immersion in a medium	Available resources	Obstacles potentials

Table 2: Types of social influences on the potential and effective entrepreneur.

Source: Julien, 2010.

order to boost his entrepreneurial activity. Thus, it can be said that entrepreneurship has characteristics influenced by the regional environment to which the entrepreneur is exposed, and therefore the environment has potential relevance to the area of activity of the same.

Bringing this to the analysis of this research, according to the 2015 Endeavor Brasil study, the Entrepreneurial Cities Index, which analyzes cities in all regions of the country from 8 pillars and 55 indicators, the capital of the state of Mato Grosso, Cuiabá, appears in 28th place (ENDEAVOR, 2015).

To better understand what this means, it is explained that the Entrepreneurial Cities Index aims to analyze the entrepreneurial ecosystem of the main Brazilian cities, to point out those that have the most favorable conditions for the development of companies and to show how they can still evolve (ENDEAVOR, 2015).

Rodrigo Louzich, marketing director of the Mato Grosso Startup Community (StartupMT), expressed his opinion on investments in entrepreneurship in the state: "The state's economy is essentially agricultural and therefore, we end up forgetting a little about the other segments of technology. [...] But we can already see movements that point to changes both with government, college and community initiatives. Soon we must start to reap these fruits" (Bruno, 2016, p. 1).

This way, we believe in a scenario that can become favorable for innovative entrepreneurship in the state. Nevertheless, some of the companies in Mato Grosso have achieved great national prominence, such as the startup Estudavest, conceived by Carlos Pirovani from Cuiabá, being the largest question site for ENEM and Vestibulares in Brazil with more than 240 thousand users of the application. in the Android smartphone cell phone system (Estudavest, 2017).

Mato Grosso hosted Startup Weekend, the

largest entrepreneurship event in the world, in the capital Cuiabá in December 2015, September 2016 in the city of Sorriso and in October 2016 in Rondonópolis. The event usually brings together the best specialists in startups in Brazil, with mentorships such as Keiko Mori, account manager at Google Brazil; Andre Hotta, regional manager at Techstars and founder of SmartMobCoworking; Bernard De Luna, former product leader at Jornal do Brasil and Petrobras; and Flavio Estevam, serial entrepreneur elected by the UOL portal as one of the 50 successful entrepreneurs of 2013 and a finalist for the Microsoft Spark Awards (Startupweekend, 2015).

Startup Weekend is a non-profit event whose mission is to inspire, educate and empower people through meaningful knowledge about areas of entrepreneurship. It's 54 hours of practical experience, where startups are formed by the participants themselves in a weekend, and they start earning income immediately. According to Nager et al (2012, apud Silveira et al, 2015) around 13,000 startups have already been formed through the event.

Given the above, the emphasis that entrepreneurship has had in Mato Grosso is substantial, so that the influence of its advance capable of generating innovation and progress in social and economic factors is being experienced with intensity in the State.

With regard specifically to the city that is the focus of this study, it is worth noting that the Government of Mato Grosso, through the Strategic Affairs Office (GAE), and the City of Rondonópolis signed in June 2016 a protocol of intentions that aims to join efforts to strengthen the municipality the ecosystem of entrepreneurship and innovation. The secretary of Structuring and Innovation at GAE, Flavio Gomes, highlights that the partnership encompasses the exchange of knowledge and information between the teams

of state and municipal Executives, enabling technical support for the structuring of an innovation hub in the city, called Inova Hub Rondonópolis, as well as joint participation in events in the technology, innovation and entrepreneurship sector (Takahara, 2016).

In addition, an institution is being created in the city that intends to develop its activities exclusively and specifically for these corporations. This is Startup Rondonópolis, located at Rua Barão do Rio Branco, 160, in the Vila Aurora neighborhood. According to Taguchi (2017) “the regiment and statute are being built, so formally the institution does not yet exist”. The document that is under development prescribes that the purposes of Startup Rondonópolis include presenting itself as a reference entity in entrepreneurship and innovation with the objective of developing the startup ecosystem in Rondonópolis - MT; Disseminate knowledge, strengthen businesses and entrepreneurs; Collect and manage disbursements for the promotion of science, technology and innovation; Promote activities and projects involving researchers, specialists and students; Promote public awareness of the need for innovation; Stimulate, recognize and value initiatives aimed at the growth and development of innovation; Promote educational activities that allow society to naturally manage, understand and develop the culture of innovation.

Thus, in view of all the aforementioned aspects, it is believed in the development of a favorable environment for startups, since not only innovation-oriented entrepreneurship has acquired incentives, but also actions aimed specifically at the companies themselves that fit in that category.

METHODOLOGY

The methodology begins with the research typologies used, describing the characterization of the interviewees and

ending with the four steps of processing the data obtained.

RESEARCH TYPOLOGIES

A The methodology provides the elaboration of procedures to achieve the research objectives. In this study, regarding the objectives, it is characterized as exploratory and explanatory research. The exploratory study due to the researched subject has made recent progress, without much depth in the area (Traldi & Dias, 2011). Explanatory because it includes the understanding of the bases of the phenomena and the explanation of the relationships between them (Traldi & Dias, 2011), thus seeking to elucidate the influential factors in the middle of that phenomenon.

Regarding the approach to the problem, this study is characterized as qualitative research, as it uncovers and interprets the various factors in the environment capable of exerting an influence on the evaluated phenomenon (Minayo, 2001). A survey was chosen, in terms of procedure, of the survey or survey type, to collect and ascertain information related to a type of person from whom it is expected to obtain data that will help to promote and fulfill the research objectives. The sample is defined as non-probabilistic, as the most suitable representatives of non-governmental institutions and organizations that have a wide range of information regarding the innovative entrepreneurship of companies were chosen. startups within the municipality. (Gil, 2002; Marconi & Lakatos, 2003).

Data collection was done through semi-structured interviews, starting with a basic questionnaire and adding questions resulting from new hypotheses that arise during the interview (OLIVEIRA, 2003; Marconi & Lakatos, 2003). The variables and characteristics used to prepare the questionnaire were based on the work of

Decoster (2015) and the study ENDEAVOR (2015).

CHARACTERIZATION OF RESPONDENTS

For the interviews, professionals who represent institutions or work influentially in the midst of entrepreneurship focused on startups in the city were selected, so that they had extensive knowledge about the characteristics that were presented to them, and that through the analysis of the data obtained from the interviews, an overview of how the municipality is in relation to this matter.

For “Interview I” Fabiano Keiji Taguchi was chosen, graduated in Information Systems, with postgraduate degrees in Information Technology Management and Project Management. He was considered for this research for his well-known performance in 2016 as coordinator of the startup nucleus in the city, Startup Rondonópolis, and also highlighted his startup project in the structuring process called “Discourse”, which is focused on the area of education.

When asked about the motivations that led him to working in the area, Taguchi informed that the biggest motivation to develop the Startup Rondonópolis nucleus was the beginning of an incentive from the government of the state of Mato Grosso from the year 2015, stimulating activities in this area, arousing the interest of the population and opening new opportunities. He highlighted the importance of the first Startup Weekend in the state, in Cuiabá, and of events that followed, which moved this scenario, especially in Rondonópolis. Adding this to the various actions of the Rondonópolis city hall that intensified in 2016, factors were added that motivated him to follow this area. As for his ongoing project, he highlighted that one of the main motivations that led him to

participate as a startup manager was that to better help other entrepreneurs, he would like to know how this type of company works in practice, and he chose the educational area because currently also work as a teacher.

Teacher Roger Resmini took part in “Interview II”. Currently a professor of the Information Systems course at the Federal University of Mato Grosso (UFMT) Rondonópolis campus, being manager of the Graduation and Extension department, he was defined for this research as a representative counselor of the university at Comciti, the Municipal Council of Science, Technology and Innovation for three years. He explains that the council is an organ of the Municipal Secretariat for Economic Development, which includes representatives of various institutions and companies from various segments, with participation of representatives of the Commercial and Industrial Association of Rondonópolis (Acir), Instituto I-geos, UFMT, Instituto Federal Government of Mato Grosso (IFMT), among others.

When asked about the reasons that led him to work in the area of entrepreneurship, innovation and startups, Resmini pointed out that although an individual does not know the term “entrepreneurship” in its entirety, he ends up having contact with the particularities of this area since adolescence, when the bargain is discovered and the desire to extend your personal goals arises. However, taking into account entrepreneurship as a more scientific and practical area of activity, his motivation occurred after he joined Comciti, where activities of this nature are constantly carried out. He highlights that a crucial strong point is the development of his doctorate, where he was provoked to work with innovation through the need to propose something that had not yet-or had scarcely-been studied. At UFMT he also found motivation when he got in touch with the extension department, where he was

inclined to take new projects to the external community. Regarding startups, he revealed that the area is attractive for working with the accelerated entrepreneurship modality, explaining that an idea is stimulated to get off the ground very quickly when it comes to this business model, and this proved to be quite interesting in its perception.

For Interview III, Mr. Wanderlan Barreto, an economist with a master's degree in administration, was selected. He is currently an advisor to the board of directors of the Commercial and Industrial Association of Rondonópolis, president of Comciti, advises three startup companies, owns the company Patamar in the business intelligence field and has been a volunteer since 2013 with the Rondonópolis incubator. Within the area of entrepreneurship, he reveals that he has worked since the beginning of his career, including his trajectory as a teacher for more than 40 years.

When asked about the motivations that led him to the area of entrepreneurship, innovation and startups, Barreto explains that from a very early age he developed an entrepreneurial profile, always being driven by his interest in the new. He reveals that his vision is ahead of the current time, weaving forecasts and visualizing regional profiles with magnitude and expectations for future years. In fact, his vision for Rondonópolis is of a region with many startups and a fully functioning technology park.

The people selected for the interviews were considered able to contribute to the construction of an overview of how the municipality is in relation to the influential characteristics of startups, as they maintain direct contact with entrepreneurs, groups, institutions, and especially, with the people themselves. who work with these enterprises.

TREATMENT OF THE DATA

In the first part of the interview, the interviewees were presented with factors referring to the characteristics of the entrepreneurial subject and startups so that they could classify them in two ways, the first according to their level of relevance for the entrepreneur of startups, and also how the municipality is in regarding its influence on the development of these characteristics. For the analysis of the entrepreneurial ecosystem of the municipality, the characteristics classified as irrelevant or not very relevant for the entrepreneur were excluded. In the second part, respondents were asked to rank from 01 to 06 starting from the most important to the least important, the following variables: Regulatory Environment, Population, Government, Infrastructure, Human Capital and Entrepreneurial Culture. For analysis, they were grouped in a table in order of importance.

Subsequently, it was questioned about the specific environmental variables, in this work considering the regional characteristics that can influence the entrepreneurship of startups. In the last part of the interview, the interviewees were allowed to express their opinions freely about general topics of innovative entrepreneurship and startups.

ANALYSIS OF RESULTS

THE INFLUENCE OF THE MUNICIPALITY ON CHARACTERISTICS OF THE ENTREPRENEURIAL SUBJECT

Below, in table 3, the results obtained in the three interviews are shown, so that those considered most relevant are grouped in the first lines. It must be noted that in the table, where "Extre" is read, it refers to the term "Extremely".

When analyzing the picture, it can be identified that the three characteristics in

relation to the entrepreneur subject, considered as “extremely relevant” are the first three: Personal identification, acceptance and having a network of contacts. It is noticed that these characteristics in relation to the municipality receive seven positive evaluations and only two negative ones, that is, in Rondonópolis there is a favorable environment according to the interviewees.

It is noteworthy that the characteristic “Having a network of contacts within the business area” does not receive a rating less than satisfactory by any of the interviewees, being, therefore, a strong point of the entrepreneurs in the municipality.

It is noteworthy that in Interview III the answer that the characteristic “Being a member/having access to an entrepreneurial family” is null, as the interviewee only believes that every human being can become an entrepreneur if encouraged, regardless of whether he is included in an entrepreneurial group or not, and that even people included in favorable groups sometimes do not become entrepreneurs. Thus, it did not present a classification of how the municipality is in this characteristic. By classifying as extremely relevant the fact of “being a member of or having access to an entrepreneurial family”, Resmini emphasizes the concept that entrepreneurship is a learning process and that it can be started very early if the individual is in a group that favors it.

Regarding the “constant search for updated information about the area”, Taguchi from “Interview I”, highlights the relevance of this characteristic, citing the example of Rondonópolis. In this city, the population was contemplated regarding knowledge about the entrepreneurial ecosystem of startups through the promotion and continuous participation of events from the year 2016.

It is worth mentioning the good classification in “High demand from potential

consumers in the middle of insertion”, even though the municipality is in the interior of the state of Mato Grosso, this characteristic is recognized by the interviewees as a good region where there are demands to direct products or services.

As for the favoring of entrepreneurial characteristics, such as “initiative, personal persuasion and self-confidence”, Rondonópolis also receives a satisfactory rating, revealing another positive point for those who wish to undertake in the region.

The variable that is found most unfavorably in the municipality is “access to investors”, whose classification occurs with the lowest evaluation criterion by all respondents. During the interviews, there was an emphasis on the importance of investors, considered essential for both the structuring and expansion of great ideas. This factor becomes something of concern when classified as a totally unsatisfactory characteristic within the municipality. Barreto emphasizes the “access to investors” feature, classifying them as extremely relevant, in his view, promising projects that would generate great repercussions, often cannot stop being just idealizations, due to the lack of an investment contribution that makes that idea a reality. He also emphasizes that this need can occur not only with creation, but also with the need to expand that project. In his view, there is no shortage of investors, the challenge lies in how to work to make them believe in ideas, that is, they are still skeptical of innovative and non-traditional businesses.

Rondonópolis is classified as an environment that is not entirely unsatisfactory, but still not conducive to awakening an inclination to “take calculated risks”, an essential factor when it comes to the uncertain environment of which startups are composed.

	Level of relevance for the entrepreneurial subject			How is the municipality in relation to the influence for these characteristics		
Characteristic	interviews			Interviews		
	I (Taguchi)	II (Resmini)	III (Barreto)	I (Taguchi)	II (Resmini)	III (Barreto)
Personal identification of the entrepreneur with your business	Extremely relevant	Extremely relevant	Extremely relevant	Very satisfying	Little satisfactory	Satisfactory
Market acceptance of your product/ technology/service	Extremely relevant	Extremely relevant	Extremely relevant	Very satisfying	Little satisfactory	Extremely Satisfying
Possess a network of contacts within the business area	Extremely relevant	Extremely relevant	Extremely relevant	Very satisfying	Satisfactory	Very satisfactory
Be a member/ have access to an entrepreneurial family	Extremely relevant	Extremely relevant	Little relevant	Satisfactory	Satisfactory	The person Did not answer
Constant search up-to-date information about the area	Extremely relevant	Extremely relevant	Much relevant	Satisfactory	Little satisfactory	Much satisfactory
High demand from potential consumers in the means of insertion	Extremely relevant	Relevant	Extremely relevant	Very satisfactory	very satisfactory	Extremely Satisfying
Personal persuasion	Extremely relevant	Much relevant	Extremely relevant	Very satisfactory	Little satisfactory	Satisfactory
Self confidence	Relevant	Extremely relevant	Extremely relevant	Little satisfactory	Satisfactory	Satisfactory
Access to investors	Very relevant	Relevant	Extremely relevant	Unsatisfactory	unsatisfactory	Unsatisfactory
Initiative	Extremely relevant	Very relevant	Very relevant	Satisfactory	Satisfactory	Satisfactory
Availability of capital to invest	very relevant	Relevant	very relevant	Little satisfactory	Little satisfactory	Satisfactory
Innovation	Very relevant	Very relevant	Very relevant	Satisfactory	Little satisfactory	Very satisfactory
Take calculated risks	Relevant	Very relevant	Relevant	Little satisfactory	Satisfactory	Little satisfactory

Table 3 - Level of relevance of the characteristics for the entrepreneur and situation of the municipality.

Source: prepared by the authors.

ANALYSIS OF GENERAL ENVIRONMENTAL VARIABLES IN THE MUNICIPALITY OF RONDONÓPOLIS

General environmental variables are those characterized as elements of a municipality that can positively or negatively influence startups. The variables are presented in the order in which they were described in the quiz:

- Regulatory Environment (process time, tax cost and complexity of the tax machine);
- Population (economic and intellectual development, potential customers);
- Government (policies focused on the area);
- Infrastructure (urban conditions, intercity transport, physical accommodations, technological development in the region and urbanization);
- Human Capital (accessible and quality labor);
- Entrepreneurial Culture (potential regional entrepreneur, tendency towards innovation, encouraging creativity in business).

Next, the variables listed in order of importance on the left side are grouped in Table 4, the first being those that, added to the values obtained in their classification, added up to the lowest value, thus being the most important. While on the right side, the classification of the reality found in the municipality, according to the interviewees, is presented. Where the rating of respondents was 01 for dissatisfied and 05 for extremely satisfied.

It is noteworthy that, in order to untie the variables “Government” and “Population”, the one that received at least one criterion “1” in

the relevance classification by the interviewees was considered more important.

In an overview of the variables classified in Table 4, it points to a balanced panorama of Rondonópolis when exposing the first variables considered as most important: Entrepreneurial Culture and Regulatory Environment result in classifications in the municipality as satisfactory.

Entrepreneurial culture, considered the most relevant, does not find any classification below satisfactory, thus highlighting an important element that is favorable. It is important to highlight that this is a variable capable of influencing other areas (according to what was evaluated in the interviews) and its classification as satisfactory is of great value, as it can favor beneficial influences in other points that are still regular. For Taguchi, the entrepreneurial culture, highly prominent for the analysis because it was classified as the most determining factor for the success of startups, is very satisfactory in Rondonópolis. It highlights that, although the number of people engaged in making the panorama of startups in the city significant can still grow, the people who currently work to make this happen are exceptional and are constantly looking for improvements in the area, generating benefits in other variables as well, and accentuating even more this culture in the region.

As for the regulatory environment, Resmini pointed out that within the accelerated entrepreneurship of startups, it is important that the environment processes are fast. The municipality has to be prepared to understand that the time of the processes must be short. He also highlighted that as for taxes, there could be a different way for startups, since they stimulate and contribute to the economy.

The good classification of the most important variables does not exclude the fact that the lowest also deserve attention, as

Rating in importance level				Variable	Classification in the municipality			
Interviews			Total		Interviews			Total
I	II	III			I	II	III	
01	01	05	07	Entrepreneurial Culture	04	03	03	10
04	02	02	08	Regulatory Environment	03	02	05	10
05	03	01	09	Government	03	02	03	08
02	04	03	09	Population	03	01	05	09
03	05	05	13	Infrastructure	02	01	03	06
06	06	04	16	Human capital	03	01	01	05

Table 4- Classification of general environmental variables of the entrepreneurial ecosystem in Rondonópolis.

Source: Prepared by the authors.

Variable	Relevance rating			Municipality classification		
	Interviews			Interviews		
	I	II	III	I	II	III
Existence of agencies to promote innovation in the scope of <i>startups</i>	Extremely relevant	Very relevant	Extremely relevant	Satisfactory	Little satisfactory	Unsatisfactory
Public actions related to the development of <i>startups</i>	Extremely relevant	Very relevant	Extremely relevant	Satisfactory	Satisfactory	Unsatisfactory
Accelerators and/or incubators	Extremely relevant	Very relevant	Extremely relevant	Very satisfactory	Satisfactory	Satisfactory
Government support in various areas	Extremely relevant	Very relevant	Extremely relevant	Satisfactory	Unsatisfactory	Satisfactory
Availability of accessible resources	Very relevant	Extremely relevant	Extremely relevant	Satisfactory	Little satisfactory	unsatisfactory
Balance between cost, quality and the availability of labor	Extremely relevant	Extremely relevant	Very relevant	Little satisfactory	Little satisfactory	Very satisfactory
People willing to develop the ecosystem of <i>startups</i>	Extremely relevant	Relevant	Extremely relevant	Extremely satisfactory	Very satisfactory	Extremely satisfactory
Development technological	Extremely relevant	Very relevant	Very relevant	Little satisfactory	Little satisfactory	Very satisfactory
Familiarity of the population with those areas	Extremely relevant	Relevant	Relevant	Very satisfactory	Satisfactory	Very satisfactory

Table 5 - Specific environmental variables and their classification in Rondonópolis.

Source: Prepared by the authors.

they play a relevant role with actions aimed at startups and the variables Government, Infrastructure and Human Capital are classified as below satisfactory in the analysis.

ANALYSIS OF SPECIFIC ENVIRONMENTAL VARIABLES IN RONDONÓPOLIS

Specific environmental variables refer to regional characteristics that can influence startups' entrepreneurship. For this analysis, only those classified as relevant or above by all respondents were considered. Table 5 presents the result in order of relevance, with the first being the ones that obtained the highest importance rating, and also their situation within the municipality in the view of the interviewees. It must be noted that in the table, where "Extre" is read, it refers to the term "Extremely".

It is noted, through the classification in relation to specific environmental variables, that the interviewees gave to the municipality of Rondonópolis that although there is a certain balance, there are areas that are considered to be in lag.

We highlight the existence of innovation promotion agencies, public actions aimed at the area, and the availability of accessible resources that receive unsatisfactory ratings by at least one interviewee and are somehow linked to the government support variable, which also holds a ranking where there must be improvements.

The performance of the city incubator, in turn, receives a satisfactory rating, standing out in terms of the role it has been playing, capable of offering favorable bases for entrepreneurs.

As for the variables linked to population aspects, the familiarity of the population with the areas and people willing to develop the startup ecosystem with very good ratings, which leads to an interpretation that

residents in the municipality also yearn for the advantages that a region that has startups can offer.

OVERVIEW OF ENTREPRENEURSHIP IN THE MUNICIPALITY

Regarding the Startup Rondonópolis nucleus, Taguchi believes that entrepreneurial skills are mainly developed through the exchange of ideas, experiences and knowledge, which generate the ability to model visions and support startup managers who seek them out with doubts about this type of model business.

It considers a great contribution to the municipality the fact that the nucleus is always striving to be seeking the engagement of the population with innovative entrepreneurship, especially through the promotion of various projects. It highlights that in 2016, six events were held that were able to move the concept within the municipality, and this ended up generating good results to arouse the population's interest in an initial understanding of how startups work. Taguchi explains that the nucleus also contributed to a decisive point in the city that was to host the Startup Weekend Rondonópolis. Promoted by Google, this is considered the biggest entrepreneurship event in the world, from which more than ten projects by startups that are still being structured and some are already operating in the region.

It also emphasizes that through the activities of the Idea business incubator and the startups nucleus, events focused on the area will continue in 2018, as will the support to the startup projects that are structured. When asked about what could be improved in Rondonópolis in general, despite all the variables classified as unsatisfactory, he highlighted that the main improvement must be in the number of people engaged in

promoting this ecosystem. For him, other variables can present significant improvements if there is greater pressure. In his opinion, successful examples are key to attracting more interest in the area. However, he does not detract from the fact that the people who currently make up this group are exceeding expectations in an extremely satisfactory way.

As for interview II, Resmini replied that he believes that, through Comciti, entrepreneurial skills are developed to foster innovation and various entrepreneurial characteristics in individuals who are interested in the area. The council is currently responsible for idealizing a series of events, such as the MeetUps that are characterized by informative meetings for the general public.

The Science, Technology and Innovation Fair of Rondonópolis (Feciti) is also held by Comciti, which contributes significantly to innovative entrepreneurship. For him, this fair, which has already taken place twice in the city, although it is seen by many as a public notice to promote projects, it is actually a way of exposing to the community all the projects that the municipality is capable of producing, thus exposing the local innovative potential. It highlights that an excellent indicator of the fair is an innovation project of the Secretariat of Science and Technology (Secitec), which won in the category in which it competed and went to the state level, where it also won, and after that, managed to reach the first place in the scope national.

As for other bodies or entities that help to implement the entrepreneurial ecosystem with regard to startups within the municipality, Resmini also highlights the performance of the I-deia incubator, which, being within an NGO, that is, a Non-Governmental Organization, It also receives capital from the prefecture. For him, in addition to the various training courses offered by the incubator, it helps by guiding and offering technical support and

management information to the entrepreneur, thus facilitating the process of innovation and access to technologies for small businesses.

Nevertheless, it still comments on the importance of local institutions that develop projects and that arouse population interest in the area, such as the IFMT, the Federal Institute of Science, Education and Technology of Mato Grosso, Rondonópolis campus, which together with UFMT, Federal University de Mato Grosso Rondonópolis campus through its research and extension projects, usually presents the highest quality projects.

In a general summary, Resmini classifies Comciti as quite satisfactory in fulfilling its attributions and highlights that its actions to promote and improve the ecosystem of the municipality and region influence 19 other cities.

It highlights, however, that Rondonópolis still lacks professionals who have a high level of knowledge about startups, and that in events promoted in the city, it is often necessary to seek qualified people from other places, since the local ones are still very much linked to the mentality of traditional ventures. However, in an optimistic view, it reveals that it is a matter of time to adapt.

Resmini also reiterates that it is necessary to create more startups in the region. In his opinion, a large part of the environmental variables would be influenced if there were more examples of this type of business being successful within the municipality.

However, he emphasizes that for a municipality that is in an initial situation within this area, he says that the region is progressing well and has a promising future. He informs that, in comparison with cities of the same size in Brazil, it is still far from what is necessary. Within the state of Mato Grosso, the city of Rondonópolis is a reference, being the only municipality that has a council focused on this and also the only

one that holds a fair focused on innovative entrepreneurship. Above all, it reiterates that the state government often cites the city as an example.

Barreto, the last interviewee, states that his activity influences entrepreneurial skills in the municipality, by encouraging the population to play an increasing role in developing innovative ventures. In agreement with Resmini, he classifies Feciti as having a decisive and extremely relevant role in the city, scoring it as a landmark for regional entrepreneurship, especially in terms of generating and disseminating entrepreneurial, modern and progressive knowledge.

He also defends the incubator's role as a promoter of innovation, but reveals that its performance would be even more considerable if there were greater incentives from the municipal government.

It defines, therefore, that the core of startups is active, and believes that the Technological Park will become essential for startups. It reveals that it will be an environment where all research institutions and start-up companies will be brought together to find a way to develop. For him, if the park is successfully structured, Rondonópolis will skyrocket, establishing itself as a reference for this type of business in the state of Mato Grosso.

FINAL CONSIDERATIONS

The results obtained in this study confirm that the research objectives were achieved, as it was possible to know, through the interviews, that there are institutions such as Comciti that covers several segments within the city, the Startup Rondonópolis nucleus, the I-deia business incubator and also institutions that indirectly contribute to entrepreneurship and innovation, such as UFMT and IFMT, through their extension projects.

In addition, it was possible to visualize in general the entrepreneurial ecosystem of the

municipality, the positive points and points where there are still deficiencies that can harm startups.

It was found that, as much as startups have a competitive advantage based on technology and innovations, in practice, there is a need for outside investment from investors both for their structuring and for their expansion, and this is a point where the municipality is vulnerable to entrepreneurs. There is currently difficulty in attracting external funding for startups in the city.

As for professionals who contribute both to promoting events and advising startups, there is a deficiency that generates losses, which, together with the lack of accessible resources, causes a strong dependence on other cities.

With regard to government support through public actions and favoring the regulatory environment, there is a balance in their level of satisfaction, since it is not presented as unsatisfactory, but could be adjusted in conditions specifically adapted to the needs of the companies. startups.

The entrepreneurial ecosystem of the municipality cannot be characterized as unfavorable, taking into account that the entrepreneurial culture, seen as a variable capable of positively influencing most of the others, is classified as quite adequate.

Thus, combining the positive attitude of people willing to develop the startup ecosystem, with the fact that there is a good municipal demand to which to direct products and services, it can be said that the environment is, at least, promising for future structuring. of startups.

This is strengthened by the active performance of the bodies presented in this study, which are always fostering innovation and creating new projects in the area, with emphasis on the willingness to host events such as Startup Weekend and Feciti.

It is concluded that the municipality

of Rondonópolis has paid attention to the various actions to strengthen local innovative entrepreneurship aimed at startups, and, although it finds difficulties in some regional variables, it is still a promising environment for the establishment and development of this type. business.

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