

The Competitiveness of Micro-Enterprises and Small Businesses in a Change Scenario: In the Western Area of - Bangu Polo in the Municipality of Rio De Janeiro - Brazil

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Abstract— The present theme is about the importance of administrative instruments for entrepreneurs of micro and small businesses in the West Zone of the Bangu Pole of Rio de Janeiro, in which it is necessary to assess whether managers make use of the mechanisms in the elaboration of their strategic planning. The general objective is to analyze the micro and small businesses of the West Zone of the Bangu Pole in the city of Rio de Janeiro - Brazil in the face of the changes and competitiveness of the current market. The methodology used for the development was a qualitative approach and bibliographic research with emphasis on books, articles, internet materials, dissertations and theses. Thus, it is concluded that the Microenterprises and Small Businesses of the West Zone of the Bangu Pole in the Municipality of Rio de Janeiro in the districts of Bangu, Padre Miguel and Realengo, make use of administrative tools for their decision-making, in creating your competitive advantage.

I. INTRODUCTION

Brazil found itself in a recent economic crisis, which resulted in factors that resulted in a growing unemployment rate, causing the closure of several jobs. When it comes to organization, it refers to individual micro-entrepreneurs to multinationals, in which the emphasis is on Micro-enterprises and Small Businesses, within the country's economy, presenting a prominent role that, economically, together correspond to a growing market. Brazilian. Therefore, with the economic changes, the use of administrative tools by the managers of the Bangu Pole in Rio de Janeiro becomes viable, which has a development with an emphasis on the elaboration of strategic planning as a competitive advantage.

In this scenario, the justification for the work stems from the analysis of Microenterprises and Small Businesses of Polo de Bangu do Rio de Janeiro, economically active, tries through an essential condition to remain in the market,

venturing with several professionals not all with training of work, considering that all this involves economic and social situation, which start to establish the performance of administrative managers to remain in the current financial market.

So, the question is how do micro and small businesses in the West Zone of the Bangu Pole in Rio de Janeiro – Brazil remain in the face of the changes and competitiveness of the current market? In light of this question, planning requires being strategic, inserting conditions essential for survival, which is prone to disputes and competitiveness that generate an organism for growth.

The general objective is to analyze the micro and small businesses of the West Zone of the Bangu Pole in the city of Rio de Janeiro - Brazil in the face of the changes and competitiveness of the current market. As for the specific objectives, they are: to analyze micro and small businesses in the Bangu hub of the city of Rio de Janeiro; show the

economic and legal organization of companies; and present the administrative tools of the Bangu hub in the city of Rio de Janeiro.

The methodology used for the development was a qualitative approach and bibliographic research emphasizing books, articles, internet materials, dissertations and theses.

The relevance of the article is in the face of the need of academic training by managers in their ventures, due to the last decades the economy, the market, the company and the workplace, have been undergoing constant changes that have modified the way of managing an organization, this new paradigm, tells us the figure of the manager, central character of our investigation, because through his answers we will be able to reflect if there is interest in planning an action for the organization and in what way his attitudes can contribute positively or negatively so that it can be achieved the company's objectives.

II. MICRO-ENTERPRISES AND SMALL BUSINESSES IN THE BANGU POLO IN THE MUNICIPALITY OF RIO DE JANEIRO

The City of Rio de Janeiro, in the West Zone, has the Bangu Pole, which covers the districts of Bangu, Padre Miguel and Realengo. The taxation of Simples Nacional, that have a turnover of up to R\$360,000.00 for Microenterprises (ME) and R\$3,600,000.00 for Small Businesses (EPP), which cover the neighborhoods of Bangu 49.87 %, Padre Miguel 13.17% and Realengo 36.96%, being the third Pole in the City of Rio de Janeiro (SEBRAE/RJ, 2010).

However, Microenterprises and Small Businesses have an integrated system of legalization and incorporation of companies, known as Poupa Tempo, service agencies of the Federal, State and Municipal governments, a place that concentrates the leading agencies for the legalization of a company, that is, a Business Company, Sole Proprietorship or Public Limited Company, where registrations are made with the Board of Trade of the State of Rio de Janeiro (JUNCERJA), place of concentration and registration of legal entities in the locality.

The Bangu Hub, which corresponds to the districts of Bangu, Padre Miguel and Realengo, in the West Zone of the City of Rio de Janeiro, which have an average annual turnover of up to R\$3,600,000.00, values determined by Simples Nacional, as determined by the Complementary Legislation 123/2006.

ME and EPP are of great relevance to the economy, as together they represent approximately 3.5 million companies,

meaning an expressive number of roughly 60 million people involved with ME and EPP, classified as entrepreneurs, family members, and employees, which together correspond to 98% industrial, commercial and service establishments and a percentage of 60% of the human capital related to the workforce in the urban area. (SEBRAE, 1998)

To succeed or be successful with their micro-enterprise or small business, managers must not only open a business, but they must also know how to use administrative tools, in the elaboration of their strategic planning, and the development of its activities, in its production process, in the evolution of its competitive strategy about the market in which it operates. However, even having a billing within the limits of the sublime Simples Nacional, the company may be excluded, if it does not comply with the payment of its primary obligations and the ancillary information of this system.

The ME and EPP of the Bangu Complex in Rio de Janeiro, participate in 85.7% of the economic activity in the region, with emphasis on the commercial sector with 0.0% 5.0% 10.0% 15.0% 20.0% 25.0% 30.0% 35.0% 40.0% 45.0% 50.0% Up to BRL 240,000.00 Up to BRL 4,800,000.00 Above BRL 4,800,000.00 48.8 % 36.9% 14.3% 81 65% and the service provision area with 27%, percentages shown on page 49, graph 03, these activities cooperate a lot with the economic development of the Pole.

According to Meireles (2014, p. 94) presents the recent IBGE data "MSEs represent 20% of the Brazilian Gross Domestic Product, are responsible for 60% of the 94 million jobs in the country and constitute 99% of the 6 million existing formal establishments. in Brazil". The group of companies that belonged to the Simples Nacional taxation system.

Organizations that for some reason do not comply with the primary or accessory obligations of the previous year or even fail to pay more than three installments with suspended liability, may be excluded from Simples Nacional and thus are obliged to change their form of taxation, being able to choose between Presumed Profit where the profit margins are assumed, not reflecting the business reality.

Small companies are efficient in their day-to-day but ineffective in strategic decisions. This is because most ME and EPP need to use administrative tools in elaborating their strategic planning, even knowing that competition is fierce to remain in a globalized market. Large companies at every moment create scenarios that help in the constant

search to achieve their objectives or goals, they know the benefits of elaborating and putting into practice strategic planning using it as a management tool (ALMEIDA, 1994).

In addition, the Real Profit aims to reflect the reality of the operational activity of the organization, in this way, in the elaboration of a strategic plan, the manager, if not belonging to Simples Nacional, must analyze whether it is feasible to implement a new methodology in the structure. Of the organization to increase its revenue, as it follows a cascade effect about taxation, increased revenue, and taxes will follow the same trajectory, however, if economic management is carried out, it may have profitability through the efficiency of the activity developed, gained through the business intangibility.

According to Catelli (2001, p. 136), the economic management process is, in fact, “a major control process, which aims to ensure business efficiency, an activity that has been characterized [...] as a decision-making process”. Therefore, it is clear to everyone that it is of great importance to use administrative tools in the elaboration of a strategic plan for decision-making. In this scenario, ME and EPP cannot fail to use them.

III. THE ECONOMIC AND LEGAL ORGANIZATION OF COMPANIES

Brazil has been experiencing major economic, political and social transformations since the year 2016, with the impeachment of President Dilma Rousseff of the Brazilian Government, a fact that occurred after complaints related to tax benefits to private companies. Given the main events arising from the corruption of managers in the public area and entrepreneurs of private companies were investigated through processes investigated by the Federal Court, whose representative was Judge Sérgio Moro de Curitiba.

In the journalistic media it was called the “Lava Jato” scandal, which culminated in the condemnation of several businessmen, politicians, in the three spheres of power. Due to the favoring of some entrepreneurs with overbilling over corporate ventures in the country, today after investigations in the states of the federation and in their capitals, as happened in the states of Rio de Janeiro and Rio Grande do Sul and Minas Gerais.

An economic organism destined for the production of goods and services, with the objective of profit for the entrepreneur. It is a combination of several elements that involve the organization of people and goods, exploring production with the

intertwining of capital, work and objectives, aiming above all at the return of the first, with profit. (FRANZONI 1996, p. 48).

In addition, the states of Rio de Janeiro and Rio Grande do Sul and Minas Gerais had difficult moments about the public sector, which caused delays in the payments of employees and their suppliers, causing a drop in collection, as it became a cascade effect, people stop buying due to lack of salary and the state stops collecting it because companies can't sell their products, so they don't collect sales tax.

And if they are bought, they analyze the best moment and in the minimum quantities necessary for their supply. About the Government, the taxes collected, in turn, are not enough to fulfill the role of State and Municipalities within the public policies aimed at education, security, health, mobility, etc., and in this aspect, society in In general, it has been going through economic and financial problems and also with constant loss of its jobs, generating underemployment, urban disorder and social chaos.

Historically, the company is a term that in its etymology that “is derived from the Latin *prehensus*, which corresponds to pretender (to undertake, to practice), has the sense of undertaking or commitment intended to achieve a goal” (SILVA 1996, p. 522).

Several websites describe how the state crisis is affecting state employees, directly or indirectly with the constant delays in their salaries. These facts occur in the large states of national sovereignty, especially those located in the south and southeast regions of the country.

These state professionals are effective civil servants, a class that until recently was considered an elite within the economy with their salaries being paid and having as a reference a payment schedule established by law, however, the Government itself already sees the need to reduce social charges through a proposal known as: The Voluntary Dismissal Program (PDV). Furthermore, “the company is a production unit that aims to create wealth, transacting the two markets, a supplier, another consumer... The company's objective is the well-being of society”. (FIGUEIREDO & CAGGIANO, 1997, p. 24).

The Voluntary Dismissal Program (PDV) is a proposal that proves to be viable to reduce government spending on the public service payroll, a fact consistent with the Fiscal Responsibility Law, where the State can only spend the corresponding 60% of all its revenue.

Public companies create voluntary dismissal policies to reduce the cost of employee payroll. With the onset of the crisis in the State of Rio de Janeiro and with a pessimistic scenario about the effectiveness of the workforce, it made

the workers of private companies and civil servants, be forced to obtain new work fronts for the sustenance of their lives and their families, some citizens ventured out as entrepreneurs, because they were not confident in continuing to carry out their activities in the company.

According to the Brazilian Institute of Geography and Statistics (IBGE) the unemployment rate in the state hit a record in the 2nd quarter, reaching 15.6% of the population. In the second quarter of 2014, this rate was 6.4%, less than half that recorded now. Compared to the first half of last year, there was an increase of 4.3 percentage points (p.p) in the unemployment rate in Rio. About the first quarter of this year, the increase was 1.1 PP (SILVEIRA, 2017).

Organizations, in turn, also need to positively close their cashiers to comply with their primary or accessory obligations of the Government and also to pay their other stakeholders; even before the economic crisis installed in Brazil, companies were already working with a minimum margin of profitability and with the situation in Brazil, the same, makes each moment smaller and smaller. In a study carried out by the Centro de Estudos do Clube de Principais Lojistas do Rio (CDLRio), in 2017, data was presented that addresses the drop in trade sales related to the festive dates in the country.

IV. THE ADMINISTRATIVE TOOLS OF THE BANGU POLO IN THE MUNICIPALITY OF RIO DE JANEIRO

The word strategy is a term known for a long time because it was formerly used by armies to conquer new lands or even to fight their enemies in their battle maneuvers. The initiation of strategy is as being: "[...] since the beginning, man has organized himself into groups to defend their territories and their goods from other enemies" (ZACCARELLI, 2000, p. 92). However, the term business strategy in the company's environmental scenario began in the 1960s, when organizations were forced to create new strategies to improve their market competitiveness.

In the same way that the armies defended their lands, wanted at every moment to expand through their conquests of new territories, companies also seek through strategies a better positioning in the market through the conquest of new customers, sponsors and investments. Even though the word strategy has been used in time, as already discussed in its application since ancient times, what spread was the expression Strategic Planning, which corresponds to the

objectives traced by the organization to be developed by its agents at the tactical level and at the operational level.

For managers to be effective, it is essential to "be more powerful" in advantage than in cost/benefit, rate of return on investment, or comparative cost analysis. Competitive advantages have become the foundation of modern strategic thinking. The other decision-support techniques are worthy of respect but should be relegated to the background (ZACCARELLI, 2000, p. 91).

Over the years, the company must keep in mind the organization's mission, vision and cultural values in the elaboration of its planning. The task is intended to define the organization's reason for being through it, it represents the objectives we must seek to achieve at each moment. The development of a competitive strategy is "the development of a broad formula for how a company will compete, what its goals should be, and what policies are needed to lead to that goal". (PORTER, 2004, 22).

There are several types of competitive advantages that the manager can adopt within its corporate purpose, even knowing that each one has a peculiarity, however they all have something in common, which is the success of the organization. With the crisis installed on the world stage and corruption in Brazil, both have generated climates susceptible to uncertainty within the market for decision-making, at every moment within organizations their managers are forced to create new scenarios, which enable a proactive stance about its operating environment.

Companies and their suppliers, marketing intermediaries, customers, competitors, and the public operate in a macro-environment of forces and trends that shape opportunities and impose threats. These forces represent uncontrollable factors that the company must monitor and respond to. In the economic area, companies and consumers are increasingly affected by global forces" (KOTLER, 2000. p. 160).

The entrepreneurs of micro and small companies can use this tool to characterize their internal environment (strengths and weaknesses) and thus create elements that can improve their advantages over other competitors. About the external environment (opportunities and threats), this tool can help in a better market positioning, creating in advance strategies to compete and stay in the market.

In this way, the company can, within the opportunities, participate in new niches, which can help it increase its revenue; in the scenario of threats, we can emphasize that the company will be able to prepare itself for possible

existing crises or the entry of new competitors in the market, being in many cases, with the negotiation power superior to that of the company.

V. CONCLUSION

In a scenario of constant changes, we find companies as central characters, which in all aspects need to be classified as a “living being” that needs attention. The manager must keep in mind that his organization belongs to a fully integrated market, that is, the discontinuity or bankruptcy of his company could lead to the bankruptcy of countless other smaller companies that exist as a result of its activity, directly (providing products and services) or indirectly (in terms of employability, generating wealth in the region).

Microenterprises and Small Businesses in the West Zone of the Bangu Pole in the Municipality of Rio de Janeiro in the districts of Bangu, Padre Miguel and Realengo, as well as all other ME and EPP in Brazil, are extremely important for increasing the country's wealth, their ventures correspond to 98% of companies, in terms of participation in the economy they correspond to 27% of the national GDP and in terms of employability they are around 60% of human capital in activity.

Thus, it can be said that Brazil produces wealth because it has micro and small businesses. It is obvious and evident to managers that, for a company, it is necessary that all activities are planned, so that rework is mainly avoided, this is because, in the role of administration, planning had the highest signaling among the interviewees, and then the control that has the function of monitoring, if what was determined is being carried out by what was established by the managers.

Thus, it is concluded that the Microenterprises and Small Businesses of the West Zone of the Bangu Pole of the Municipality of Rio de Janeiro in the districts of Bangu, Padre Miguel and Realengo, make use of administrative tools for their decision-making, in the creating your competitive advantage.

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