

# **SUPPORTING SME DEVELOPMENT: THE PROGRAM FOR INDUSTRIAL DISTRICTS IN BRAZIL**

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**Dalberg**

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## 1. Introduction

One goal of the Multilateral Investment Fund (MIF) is to improve the management and competitiveness of small and medium enterprises (SMEs) in different sectors in Latin America and the Caribbean. To that end, MIF supports activities that promote the creation and strengthening of support services that will spur development of SMEs and stimulate demand for the use of such services. The Program for the Development of Industrial Districts in Brazil is a good example of how MIF works with local institutions to strengthen different dimensions of SME development.

The case study that follows, prepared based on the Industrial Districts Program impact evaluation conducted four years after program completion, aims to contribute to better design, execution, evaluation, and impact of future MIF programs. It is presented as an educational tool for program officers at MIF and the Inter-American Development Bank (IDB), potential partnering institutions, and other stakeholders.

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### *Calzados Hawai: Expanding the family business horizons*

When the Brazilian Microenterprise and Small Business Support Service (SEBRAE) and Milan Chamber of Commerce Special Agency for International Activities (PROMOS) came to Campina Grande (State of Pará) in 2002 to identify participants for the Industrial Districts Program, Eduardo Almeida Souto, second-generation owner of Calzados Hawai, didn't have a clear idea about how to improve his products or grow further his business. The firm that his father had started with one machine in 1949 and that he had joined in 1969 at age 21 was still a small shoe shop, with 30 workers and production capacity of 600 pairs of shoes a day.

The Industrial Districts Program opened the eyes of Calzados Hawai staff to ways to increase production based on customers' preferences and needs: As program participants, the staff visited other shoe districts in Brazil (in Minas Gerais, Rio Grande do Sul, and elsewhere) and abroad (Italy) and learned more about shoe production and markets. They worked on product modeling, costs, design, and development through the Footwear Technology Center,<sup>1</sup> focusing production on shoe lines with higher profit margins and better consumer acceptance. Eduardo also started investing in new machinery and moved production to a new warehouse where the layout was more efficient and facilitated the management of raw materials and production storage.

*"We improved our products in terms of quality and visited other shoe centers in Brazil. All the companies (in the case of Campina Grande) that participated in the Promos Sebrae program improved and so did the sector as a whole."*

As a result of its participation in the program, Hawai operates in a medium-size factory in Campina Grande, with 70 employees manufacturing 1,800 pairs of shoe per day. More than 80 percent of the production is automated; manual manufacturing has virtually disappeared. Production growth averages about 20 percent per year thanks to new markets and investments. The company is celebrating its 60-plus years of tradition and expertise in the shoe business in Campina Grande, and looking forward to the third generation of Almeida Souto family ownership – Eduardo's son, who is in his mid 20s, works at the factory and is proud to be contributing to building the family business.

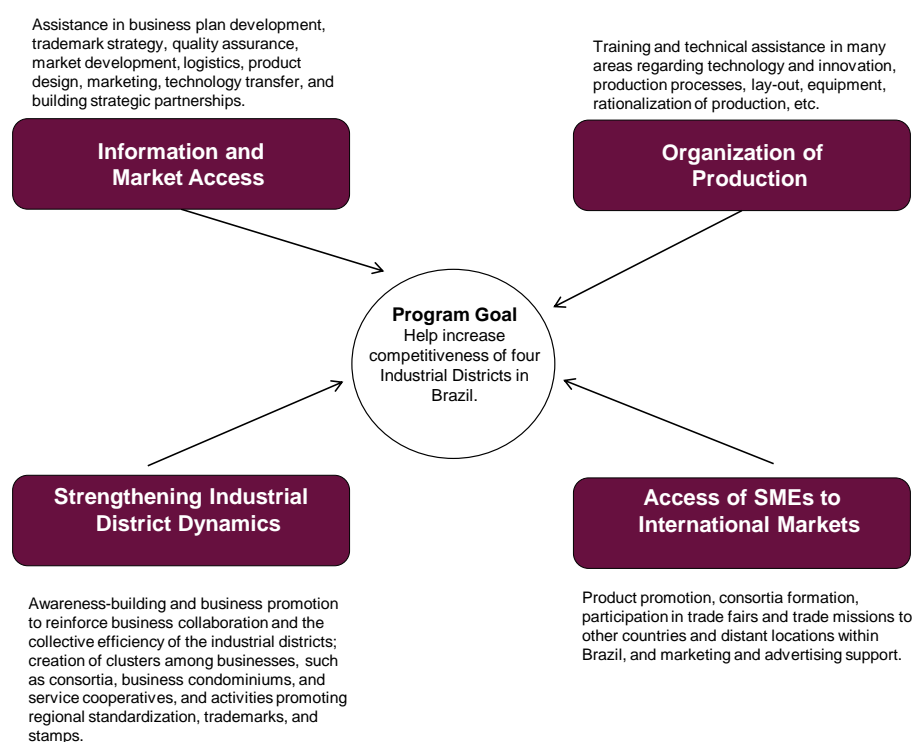
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<sup>1</sup> The Footwear Technology Center is operated in Campina Grande by the Brazilian National Service for Industrial Learning (SENAI); it offers computer-assisted design and manufacturing (CAD/CAM) services that it acquired under the Industrial Districts Program.

## 2. Program Background

Hawai Calzados was one of 591 Brazilian SMEs from four industrial districts (Lingerie in Nova Friburgo; Leather Goods and Footwear in Campina Grande; Wood Products and Furniture in Paragominas; and Apparel and Artisan Stitch Work in Tobias Barreto) that participated in the MIF Industrial Districts Program. The program was a nonreimbursable MIF facility whose objective was to increase the competitive capacity of the small enterprises that produce goods and services in the four districts. The program, run in partnership with SEBRAE, the executing agency, and PROMOS, was approved by MIF in June 2002, formally launched in July 2003, and implemented over a period of 55 months<sup>2</sup>, until 2006. SEBRAE provided 65 percent of the total budget of US\$5.98 million, and MIF provided the remaining 35 percent.<sup>3</sup> The program was structured around the four components shown in Figure 1.

**Figure 1. Program Components**



*Source:* Industrial Districts Program Donor's Memorandum.

The program provided the companies technical assistance and specialized businesses development consulting, and financed their participation in trade shows in Brazil and Italy, to expand their exposure and competitiveness.

<sup>2</sup> Starting from the signature of the Letter of Agreement of the program.

<sup>3</sup> The original program budget was US\$4,105,000, of which US\$2,075,000 (50.55 %) was to be contributed by MIF and US\$2,030,000 (49.45 %) by SEBRAE. However, the program extension and addition of the fourth industrial district (Tobias Barreto) after the program started increased the budget to US\$5,989,000.

### 3. The Impact Evaluation Process

The methodology used to evaluate the outcomes and impact of the Industrial Districts Program had three objectives:

- Identify and measure the outcomes achieved by participating SMEs, using the indicators specified in the logical framework in the Donor's Memorandum and research workplan
- Assess how well the goals for each of the project's four primary components were met
- Identify areas of strength and areas for improvement, which MIF can use to improve program results, the sustainability of outcomes, financial sustainability, and internal processes.

The evaluation framework had five dimensions, for each phase of the project lifecycle: (i) scope and strategic relevance of the program; (ii) internal quality; (iii) likely impact; (iv) dialogue and dissemination; and (v) inputs and processes. The assessment collected both quantitative and qualitative data. The evaluators were able to interview MIF/IDB staff members, SEBRAE's staff at the national and state level, program coordinators and participants, and nonparticipants. However, other information gathering was more challenging. Perhaps the most critical obstacles were building the program's relevant document history (four years after the program had been completed, many documents could not be obtained) and gathering specific baseline data needed for the impact assessment. The absence of baseline data meant the evaluators had to rely on documents such as consultant reports, program's periodical surveys, and other program's documents and data.

### 4. Key Findings of the Evaluation

In general, the Industrial Districts Program achieved many of the general outputs that the Donor's Memorandum framework (and modification) set out for the four program components. However, results of the tracked indicators are more ambiguous: participant performance varied by district and even within each district. Differences in the sector stage of development (some where at the pre-cluster development level), the type of participants (in some districts, like Tobias Barreto, most of the beneficiaries were informal companies and artisans), and the level of sector governance explain the different results achieved by each district.

During the three-plus years of program implementation, overall sales, productivity, and employment generation increased substantially at many of the SME beneficiaries, and many of the increases have been sustained over the ensuing four years. *"The PROMOS – SEBRAE Program helped us access new markets in Brazil and abroad. It also helped us increase our productivity. We went from manufacturing 120 pairs of shoes per day to 1,500 today with three different lines of shoe ranging from shoe size 17 to 26,"* Sydney Rossi from Calzados Bebezinho (Campina Grande) told evaluators.

Participants found many intervention activities to be reasonably designed in terms of length and budget. Many of them reported activities such as product development and production organization provided by SENAI and SEBRAE as the greatest benefit from the program. Participation in national and regional fairs was also considered effective in generating new sales and increasing the client base (especially in Campina Grande and Nova Friburgo). However, they judged some technical assistance too sophisticated for the level of development and knowledge-capture capacity of some of the SMEs, for example, wood furniture companies and fashion designers with few design skills and little of the export experience or international exposure that are needed to export.

The program also supported the creation and strengthening of sector governance institutions that promote different types of joint initiatives such as the promotion of export consortiums, the coordination of support initiatives provided by different institutions, and origin and quality tags for products manufactured in some of the industrial districts. *"The Underwear Fashion Council, created in 2002, was instrumental in channeling support to the sector by institutions such as the Banco do Brasil,*

*SENAI, and city authorities, and in coordinating the specific activities of the IDB-SEBRAE-PROMO program in order to maximize impact on the companies and the sector,” said Claudio Tangari, President of the Fashion Council at the time the program took place.*

In the opinion of the program’s National Director, Renato Caporalli, the program’s budget and duration fell short of completing all planned activities in order to reach cluster self-sustainability impact in consonance with each district’s level of development. *“Perhaps at least five years would have been needed to reach a self-sustained development level to improve the prospect of long-term impact and sustainability.”*

Perhaps the most notable impact and program success, as recognized by the main stakeholders, is the positioning of the SME policy discussion at the national level and the development of the Local Productive Agreements (*Arranjos Produtivos Locais* or APLs- ) in Brazil. In this sense, the intervention served as a “pilot program,” with its lessons helping to frame the national debate around SME development policy. Creation of the first 100 APLs (2005–06) engendered a national debate about this concept that was joined by the Ministry of Industry. More than 100 APLs were represented in the final program workshop. Today there are more than 900 APL initiatives across Brazil. The Industrial Districts Program was certainly instrumental in enhancing awareness and thus a contributor to APL scale-up.

*“The program was the first structured initiative by SEBRAE that organized a relationship with international partners (PROMOS)...it also allowed that SEBRAE developed a new concept integrating sociological, geographical, and economic factors which was the Arranjo Produtivos Locais or APLs concept,” said Paulo Volker, SEBRAE’s National Program Coordinator.*

## **5. Conclusion and Recommendations**

- The Industrial Districts Program had a positive impact on SME beneficiaries in terms of supporting specific production and management areas such as factory layout, market segmentation, participation in trade shows, and access to markets and product development. The program was successful in “opening the participants’ vision” about key business development factors such as increasing productivity, improving production efficiency, and increasing sales.
- The program made an important contribution in promoting awareness of policymakers nationwide on the importance of supporting SME development and creating vehicles to foster cluster development in Brazil under the APL concept. SEBRAE’s presentations on the APL model and the importance of supporting SME development at workshops, seminars, and conferences in Brazil planted the seed for what would become the reference model for the development of clusters. This process included the creation of a methodology for the development of SMEs through the APL model, which had not existed before in Brazil, and its subsequent use by different Brazilian public and private institutions.
- By partnering with MIF, SEBRAE gained access to international project management experience (identification and selection of international consultants, preparation of terms of references, monitoring and evaluation of program outputs and outcomes), and added value came in the form of best practices for project design and implementation and development of international partnerships. The partnership also helped the program to gain credibility, relevance, and visibility.
- In future interventions, MIF may want to consider: (i) moving from “good practices” to “good fits,” that is, moving beyond generic support by tailoring programs and projects to the country context and adapting strategies to local conditions; (ii) agreeing in the very early stages of the program on baseline indicators, beneficiaries’ participation, control group definition, monitoring and evaluation,

and associated arrangements with the executing agency in situations where the program may be considered as part of a mainstreamed programmatic effort; (iii) basing disbursements on achievement of performance benchmarks rather than automatically reimbursing expenses or inputs, thereby reducing line-item controls and allowing greater flexibility to focus on substantive issues, results, and lessons.

- When MIF interventions are intermediated by a major institution like SEBRAE, which has its own policies and practices, there must be alignment on program norms, procedures, and other types of management arrangements from the very beginning of program design. This will contribute to efficient program development, impact on beneficiaries, and overall performance.
- Objective performance evaluations and impact assessments require minimum performance-related data, such as (i) program approval committee documents; (ii) baseline studies, and a database of contact information for beneficiaries and the control group; (iii) monitoring and evaluation reports; (iv) terms of reference for specific activities throughout the project life cycle and consultant reports; (v) fiduciary oversight documents; (vi) peer-reviewed comments and meeting minutes throughout the project life cycle; and (vii) procurement and financial management documents.

At the beginning of each intervention, MIF needs to ask itself: How can further development of the participants and the sector in which they operate be ensured without special (and potential distortionary) incentives? How can a vehicle be introduced, resources mobilized, and international partnerships forged that will free the sector from relying on special subsidies or MIF support?

## Annex II. Individuals Interviewed

Stakeholders from the IDB and SEBRAE

Stakeholder	Name	Organization/Location
1	Renato Caporalli	2002 – 2007 SEBRAE National Director
2	Paulo Volker	2002 – 2004 MIF-PROMOS - SEBRAE Program National Coordinator 2004 - Present SEBRAE International Unit
3	Vinicius Lages	MIF-PROMOS-SEBRAE Program Team - Program National Director
4	Sergio Moreira	Former SEBRAE President (Negotiated Program)
5	Andréa Bonalumi	PROMOS - Milan Chamber of Commerce Representative. Director of PROMOS offices abroad
6	Ismael Gilio	MIF - Brasília
7	Claudio Cortellese	IDB - Washington, D.C. (Project Negotiator)
8	Gerardo Martinez	IDB - Washington, D.C. (Design Team)
9	Maria de Fátima de Jesus Paixão	SEBRAE - Pará
10	Igo Silva Sousa	SEBRAE - Pará

Companies and Stakeholders from SEBRAE in Nova Friburgo

Stakeholder	Name	Organization/Group
1	Lucitex	Focal
2	FIRJAN (Rio Janeiro Industry Federation)	Stakeholder
3	President Sindinvest and Suspiro Íntimo	Focal
4	CCM	Focal
5	Roupa de Baixo	Focal
6	Encanto de la Luna	Focal
7	Edna Emi Veiga	Consultant
8	SEBRAE Team: Fernanda Gripp, Caroline Gomes, Kátia Barreto Borges, Raquel Mattos Stumm	SEBRAE



#### Companies and Stakeholders from SEBRAE in Campina Grande

Stakeholder	Name	Organization/Group
1	CTCC – Grisélia and Josué	SENAI
2	Hawai	Focal
3	Bebezinho	Focal
4	Donna	Focal
5	Samara & BeBi	Focal
6	Eva	Focal
7	Pizarro Calçados	Focal
8	Jotabe Calçados	Focal
9	Antonio Felinto Neto	SEBRAE

#### Companies in Paragominas

Stakeholder	Name	Group
1	Eco Amazonia	Focal
2	De Castro Móveis	Focal
3	Madeira Bella	Focal
4	Bastos e Oleari	Focal
5	Portamazon	Focal
6	RC Móveis	Focal
7	Sabmóveis	Focal
8	Movelaria JSP	Sample
9	Movelaria Maranata	Sample
10	Movelaria R2000	Sample
11	Móveis da Hora	Sample
12	Jordan Móveis	Sample
13	Lu Móveis	Sample
14	WF Móveis	Sample

#### Companies and Stakeholders from SEBRAE in Tobias Barreto and Itabaianinha

Stakeholder	Name	Organization/Group
1	Les Bella - Itabaianinha	Focal
2	Bem Kerer - Itabaianinha	Focal
3	Linda - Itabaianinha	Focal
4	D&C – Tobias Barreto	Focal
5	Lucy Confecções - TB	Focal
6	Genilma de Matos Ferreira - Capitoa	Focal

7	Jilvanda Correia de Andrade Silva e Josivania – Povoado Nova Brasília	Focal
8	Artisan's Association – Samambaia	Focal
9	Amadeu – Production Process Consultant	Consultant
10	Wellington Menezes Santana	SEBRAE

### **Annex III. In-depth interview guides: 1- Stakeholders, 2- Beneficiaries, 3- Control Group**

#### **1- Stakeholders:**

##### **I. SCOPE AND STRATEGIC RELEVANCE**

*This section assesses at-entry conditions (i.e. before commencing project execution). It mainly examines documents leading to the approval of the loan/grant(?) for the project and selected contextual conditions that may impinge on the performance of the project.*

##### **1.1 Clarity of task objectives**

*Does the project concept have clearly defined and monitorable success indicators?  
Can you please describe/articulate them?*

##### **1.2 Relevance of the task to the country**

*The reference point is the feasibility study or proposal presented for this project and the country context conditions described above.*

##### **1.3 Degree of government interest**

###### **a. Degree of government ownership at inception**

*Exploring factors such as government participation in defining scope for each industrial district*

###### **b. Timeliness**

*Timeliness in terms of economic, political situation or donor cycle at the time the project was initiated. The sense here is of the opportunity, actual or perceived, a period of receptivity to the ideas in the initiative. Is the project still relevant? Assess current opportunity and whether it has outlived its usefulness. What conditions have changed? Has it been so successful that it is no longer needed? If it is still needed, what are the current needs?*

##### **II. INTERNAL QUALITY**

*This assessment is focused on how well the task is linked to national or other articulated priorities.*

##### **2.1 Quality of design and implementation as a process**

*Were the component elements or the project well-organized relative to the objectives and then implemented? Were the resources and team appropriately skilled and experienced?*

##### **2.2 Quality of content and analysis**

*At the technical level, did the project try to convey best practice? Was it adequately sensitive to country-specific, including absorptive capacity?*

##### **2.3 Quality of capacity building efforts**

*In terms of both design and implementation, how effectively did the project focus on capacity building in-country?*

#### 2.4 Quality of conclusions and recommendations

*Were findings or conclusions carefully analyzed, realistic and appropriately specific or actionable?*

### III. DIALOGUE AND DISSEMINATION

*This set of questions seeks to inquire how and to what degree government officials, and other stakeholders such as external sources of finance, were partners and active participants in the performance of the task under review. Effective participation and the opportunities for dialogue associated with it are recognized as hallmarks of ownership, and a potential indicator for the achievement of task objectives.*

#### 3.1 Quality of government and stakeholder participation in implementing the task

*Participation of government and other representatives during execution of the work. What did they do? What was their level of commitment? What kind of issues arose and how were they overcome? What were the type of cooperation and support implemented?*

#### 3.2 Quality of consultation with other key stakeholders in the country (e.g. legislators, local government officials, civil society groups, local academics, private sector, etc.)

*Participation of other key stakeholders during the execution of the work. What did they do? What was their level of commitment? What kind of issues arose and how were they overcome? What were the type of cooperation and support implemented?*

#### 3.3 Quality of partnership with other donors

*Participation of other organizations (partnerships) during the execution of the work. What did they do? What was their level of commitment? What kind of issues arose and how were they overcome? What were the type of cooperation and support implemented?*

#### 3.4 Quality of the dissemination and scaling-up efforts (if any and relevant)

*To what extent were the expected “products” and insights gained during implementation transmitted to potential other beneficiaries (e.g. other ministries/departments, local governments, training institutions, academia, etc)?*

### IV. LIKELY IMPACT

*What are the judgments about potential impact of the task in terms of contributions to the country program or priorities being pursued by the Government, Legislature, Judiciary, private or non-governmental sectors? Was there evidence of a clear strategy to achieve impact? How sustainable is the impact, in particular capacity building efforts? Were the themes related to potential follow-up? Did the project seek to maximize government or other relevant parties’ ownership? What was the value-added?*

*For each of the following questions: What factors mediated to determine the likely impact. Are there impacts that were more significant than others? Which were the sustainability impacts and the factors behind them? What were the drivers of impact and which factors influenced positively or negatively?*

- 4.1 Are the output(s) likely to meet the objectives and success indicators defined at the inception?  
*Do the outputs capture the verifiers of impact or results for the intended audiences?*
- 4.2 Likely impact on changes in government policies and programs
- 4.3 Likely impact on donor community and other institutions' programs - *Will it contribute to consensus building and deepening partnerships?*
- 4.4 Likely impact on other stakeholders (NGOs, civil society, private sector)

## **V. INPUTS AND PROCESSES**

- 5.1 How reasonable was the time to complete the task? Why?
- 5.2 How effectively were the resources used?  
*Did the leader of this effort have resources to effectively engage strategic actors, and the government?  
Were outputs timely?*
- 5.3 Skill-mix of the team  
*Was there enough diversity in backgrounds? (including cross-sector sensitivity)*
- 5.4 Peer review process  
*Any type of peer review document (email, paper, document, aid memoir) process for approvals)*

## 2- Beneficiaries:

### Demographic / General Questions

- A. Size, # of employees, sales (local and exports)
- B. Which components of the program did your company participate in?
- C. What type of products does your company develop?

### I. SCOPE AND STRATEGIC RELEVANCE

*This section assesses motivations for participating in the program as well as level of satisfaction of beneficiaries with quality and scope of the overall program and specific activities where they participated.*

- 1.1 What were your reasons for participating in the program?  
*This section assesses motivations and expectations of beneficiary participation in the program.*
- 1.2 Clarity of activity and its objective  
*To what extent the goal and expected outcome of the activity was clear since the beginning to the company.*
  - a. What worked well and why?
  - b. What did not work well and why?
- 1.3 Relevance of the task to the company's productivity, management, or market expansion?
  - a. How effectively were the resources used?
- 1.4 Degree of support and commitment from the consultant/ TA provider  
*Reliability and responsiveness of the consultant who provided the technical assistance to the company.*
- 1.5 Degree of expertise of the consultant/ TA provider  
*Level of knowledge and experience of the consultant who provided the technical assistance. Ability to adapt knowledge to country's reality and participant SME needs.*
- 1.6 Degree of ownership/ independence over TA received, etc.  
*Level of participation of company in adapting TA to intrinsic needs during the course of the activity.*
- 1.7 Reasonable timeline to complete/ achieve expected goals  
*Was the activity length (time wise) adequate to the level of complexity and expected objectives?*
- 1.8 Where the factors addressed by the activity / component key in the success of your expected goal?  
*Inquire about the relevance of factors worked in the activity and its impact on the success of the activity goal.*

### II. INTERNAL QUALITY

*This assessment is focused on how well the activity in which the beneficiary participated was conducted, from the beneficiary perspective. This is related to the specific component – activity where the beneficiary participated.*

- 2.5 Quality of activity design and implementation  
*Were the component elements or the project well-organized relative to the objectives and then implemented? Were the resource-persons used appropriately skilled and experienced?*
- 2.6 Quality of capacity building efforts (knowledge transfer or training)  
*In terms of both design and implementation, how effectively did the project focus on capacity building in-country? What is your perception on the long-term prospects of the project's impact?*
- 2.7 Quality of the dissemination and scaling-up efforts (if any and relevant)  
*To what extent were the expected "products" and insights gained during implementation transmitted to potential other beneficiaries (e.g. other ministries/departments, local governments, training institutions, academia, etc)?*

### III. LIKELY IMPACT

- What are the judgments about potential impact of the beneficiary participation in the program in terms of contributions to overall productivity increase and also as per the specific component in which the company participated? How sustainable was/is the impact, in the particular activity? Were the themes related to potential follow-up? What was the value-added?*
- 3.1 What is the long-term impact of the program/ activity on your company?  
*Narrow answer to specific component where your company participated*
- 5.2 Are there other effects that you would have liked to see from the program/ activity?  
*Inquire about other outcomes that could have a different impact on the company's productivity? Prioritize.*
- 5.3 What were your needs in 2002-2005, and did the program respond to your needs?  
*Assess extend to which participation of company in the program answered its needs level of development and sustainability of achieved outcomes and Inquire about other outcomes that could have a different impact on the company's productivity? Prioritize.*
- 5.4 What are your needs now?  
*Identify current needs as a relation to a progressive SME development. Is there some progress? To what extent can the evolution of the SME be attributed to the program? Who could provide the services to meet their needs?*

### IV. INPUTS AND PROCESSES

- 4.1 What lessons did you learn from participating?  
*Enumerate and comment on the main lessons learned.*
- 4.2 Would you participate again in the Program?  
*Assess overall level of satisfaction with activity / program and willingness to seek similar services from others? Who?*

## V. OTHER FACTORS FOR “DEEP DIVE”

- 5.1 How important was the PROMO/SEBRAE program to help you build a network improved your competitiveness?  
*Assess importance of network and of Program for network building*
- 5.2 Did you participate in other SEBRAE programs before the PROMO/SEBRAE program? How were they different?  
*Assess difference between the IDB program and others*
- 5.3 Did you participate in or benefit from other government programs before or after the PROMO/SEBRAE program? How were they different?  
*Assess benefits from other programs*
- 5.4 Did you participate in or benefit from other government programs at the same time of the PROMO/SEBRAE ? How were they different?  
*Assess benefits from other programs that might influence the impact*



### 3- Control Group:

#### Demographic / General Questions

- A. Size, # of employees, sales (local and exports)
- B. What type of products does your company develop?

#### 1.1 Does your company export?

*Inquire about when they started exporting, how and how many clients they have*

#### 1.2 Do you consider that you have good business cooperation with other companies in the district and that this increases your competitiveness?

*Inquire about social capital and competitiveness improvement through network outside the program*

#### 1.3 Has your company invested in a) Strengthening Industrial District Dynamics b) Information and Market Access c) Organization of Production d) Access of SMEs to International Markets?

*Inquire about the relevance of IBD's chosen components and if there are other relevant focus areas*

#### 1.4 Has your company participated in any capacity building or technical assistance programs?

*Inquire about the relevance of IBD's chosen components and if there are other relevant focus areas. If so try to identify impact of assistance in company's overall performance.*

#### 1.5 Has your company participated/benefited from any export support program?

*Inquire about any other programs that might have been more attractive to them than PROMO/SEBRAE*

#### 1.6 What were your company's needs now? What were they in 2002-2005?


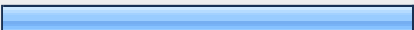
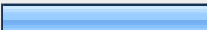
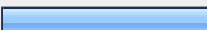
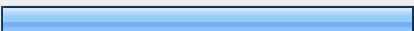
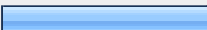
*Inquire about what has attributed to the change in company needs.*

1.7 What are the main achievements that your company has accomplished since 2002 – 2005 until today?

*Explore achievements in terms of performance and business development growth exploring areas such as exports, sales, product development, quality control, internationalization, Try to assess main factors that contributed to these achievements and how these relate to externalities and/or specific conditions managed by the company.*

1. Qual a categoria de produto que a sua empresa produz? (marque um ou mais)		
	Response Percent	Response Count
Lingerie (todo dia) <div></div>	100.0%	3
Lingerie Sexy <div></div>	33.3%	1
Pijama	0.0%	0
Fitness	0.0%	0
Outro (especifique)	0.0%	0
answered question		3
skipped question		0

## 2. Quais foram as suas razoes para participar do programa? (marque um ou mais)

		Response Percent	Response Count
Minha empresa precisava de treinamento em cálculo de custos		33.3%	1
<b>Eu tinha interesse em consultoria em layout de produção e melhoramento de processos</b>		66.7%	2
Eu queria aumentar meus canais de distribuição e participar de feiras locais		33.3%	1
Eu queria aumentar meus canais de distribuição e participar de feiras internacionais		33.3%	1
<b>Eu queria melhorar a qualidade dos meus produtos</b>		66.7%	2
Co-financiamento de atividades, treinamento e participação em feiras		33.3%	1
Eu estava interessado/a em melhores linhas de crédito para máquinas		0.0%	0
Outro (especifique)		0.0%	0
<b>answered question</b>			<b>3</b>
<b>skipped question</b>			<b>0</b>

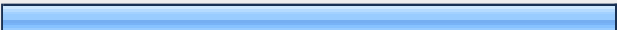
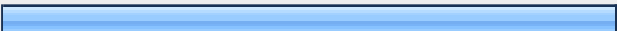
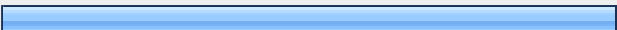
### 3. Em relação às atividades que você ou a sua equipe participaram, por favor classifique em:

	Muito Proveitosa	Pouco Proveitosa	Não Participei	Response Count
SEBRAETEC Organização Produção	66.7% (2)	0.0% (0)	33.3% (1)	3
Consultoria em Gerenciamento Financeiro	66.7% (2)	0.0% (0)	33.3% (1)	3
Projeto Conversa Íntima	33.3% (1)	66.7% (2)	0.0% (0)	3
Capacitação "Técnica de Vendas"	66.7% (2)	0.0% (0)	33.3% (1)	3
Gestão Empresarial	66.7% (2)	33.3% (1)	0.0% (0)	3
Treinamento em Design	66.7% (2)	0.0% (0)	33.3% (1)	3
Outros Treinamentos do SEBRAE	50.0% (1)	0.0% (0)	50.0% (1)	2
Treinamento preparatório e participação em feiras nacionais	33.3% (1)	33.3% (1)	33.3% (1)	3
Treinamento preparatório e participação em feiras internacionais	33.3% (1)	33.3% (1)	33.3% (1)	3
Consórcios	33.3% (1)	33.3% (1)	33.3% (1)	3
Consultoria com especialista em design	33.3% (1)	33.3% (1)	33.3% (1)	3
Consultoria com especialista em produção	33.3% (1)	33.3% (1)	33.3% (1)	3
			Outro (especifique)	1
	answered question			3
	skipped question			0

#### 4. Qual foi o impacto para o seu negócio em termos de mudança no número de empregados?

	Response Average	Response Total	Response Count
N° empregados em 2002	30.00	60	2
N° empregados em 2006	52.50	105	2
N° empregados em 2009	115.00	230	2
<i>answered question</i>			2
<i>skipped question</i>			1

#### 5. Qual foi o impacto para o seu negócio em termos de mudança na produção diária?

		Response Percent	Response Count
Média de N° de peças produzidos por dia em 2002		100.0%	2
Média de N° de peças produzidos por dia em 2006		100.0%	2
Média de N° de peças produzidos por dia em 2009		100.0%	2
<i>answered question</i>			2
<i>skipped question</i>			1

#### 6. Qual foi o impacto para o seu negócio em termos de vendas em R\$ (local + exportação)?

	Response Percent	Response Count
Vendas em 2002	0.0%	0
Vendas em 2006	0.0%	0
Vendas em 2009	0.0%	0
<i>answered question</i>		0
<i>skipped question</i>		3

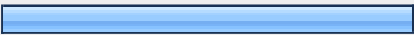

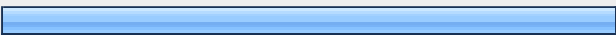
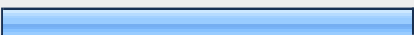
## 7. Qual foi o impacto para o seu negócio em termos de exportação R\$?

	Response Percent	Response Count
Exportação em 2002	0.0%	0
Exportação em 2006	0.0%	0
Exportação em 2009	0.0%	0
<b>answered question</b>		<b>0</b>
<b>skipped question</b>		<b>3</b>

## 8. Qual foi o maior impacto deste programa para o seu negócio? (marque no máximo 5)



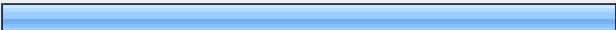
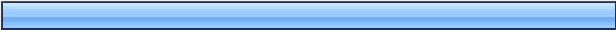
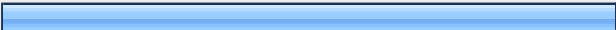
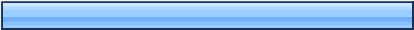
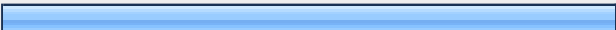

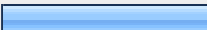
	Response Percent	Response Count
Melhoramento da qualidade e do design	66.7%	2
Profissionalização e maturidade da indústria na região ("abertura de horizontes")	33.3%	1
Melhoramento da rede de comunicação da indústria dentro da região	33.3%	1
Melhoramento da rede de comunicação da indústria fora da região	0.0%	0
<b>Melhoramento do layout de fábrica e dos processos produtivos</b>	<b>100.0%</b>	<b>3</b>
Melhoramento do controle de custos	66.7%	2
Aumento de margem	33.3%	1
Aumento de vendas	33.3%	1
Aumento de exportação	0.0%	0
Outro (especifique)	0.0%	0
<b>answered question</b>		<b>3</b>
<b>skipped question</b>		<b>0</b>

**9. Olhando para o seu negócio em 2002 e hoje, quais as diferenças que podem ser atribuídas ao programa? (marque quantas forem necessárias)**

		Response Percent	Response Count
Eu opero de forma mais profissional		66.7%	2
Minhas vendas subiram		33.3%	1
Minha margem aumentou		0.0%	0
<b>Minha produtividade aumentou</b>		<b>100.0%</b>	<b>3</b>
Eu participei em feiras e isso se tornou um instrumento de desenvolvimento de negócio muito importante para a minha empresa		66.7%	2
Outro (especifique)		0.0%	0
<b>answered question</b>			<b>3</b>
<b>skipped question</b>			<b>0</b>



**10. Quais eram as suas necessidades de negócio entre 2002 e 2006?  
(marque quantas forem necessárias)**

		Response Percent	Response Count
Linha de crédito para máquinas e equipamentos		66.7%	2
Treinamento em controle de custos		66.7%	2
<b>Consultoria em layout de fábrica</b>		100.0%	3
<b>Aumento do conhecimento do mercado onde compita</b>		100.0%	3
<b>Consultoria/Treinamento em melhoramento de processos e qualidade</b>		100.0%	3
Consultoria/Treinamento em design		66.7%	2
<b>Mao de obra técnica qualificada</b>		100.0%	3
Mao de obra gerencial qualificada		66.7%	2
Problemas ambientais (por favor, especifique)		33.3%	1
Outro (especifique)		0.0%	0
<b>answered question</b>			<b>3</b>
<b>skipped question</b>			<b>0</b>

**11. O programa correspondeu às suas necessidades? (Marque com base nas necessidades marcadas na pergunta anterior)**

	Sim	Não	Response Count
Treinamento em controle de custos	66.7% (2)	33.3% (1)	3
Consultoria em layout de fábrica	66.7% (2)	33.3% (1)	3
Aumento do conhecimento do mercado onde compito	66.7% (2)	33.3% (1)	3
Consultoria/Treinamento em melhoramento de processos e qualidade	100.0% (3)	0.0% (0)	3
Consultoria/Treinamento em design	66.7% (2)	33.3% (1)	3
Consultoria/Treinamento de melhoramento de gerenciamento	100.0% (3)	0.0% (0)	3
Problemas ambientais (por favor, especifique)	33.3% (1)	66.7% (2)	3
		Outro (especifique)	0
	<b>answered question</b>		<b>3</b>
	<b>skipped question</b>		<b>0</b>



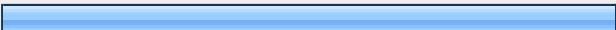
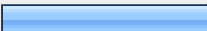
## 12. Quais são as suas necessidades agora? (marque quantas forem necessárias)

		Response Percent	Response Count
Linha de crédito para máquinas e equipamentos		0.0%	0
Treinamento em controle de custos		0.0%	0
Consultoria em layout de fábrica	<div></div>	66.7%	2
Aumento do conhecimento do mercado onde compita	<div></div>	66.7%	2
Consultoria/Treinamento em melhoramento de processos e qualidade	<div></div>	66.7%	2
<b>Consultoria/Treinamento em design</b>	<div></div>	<b>100.0%</b>	<b>3</b>
Mao de obra técnica qualificada	<div></div>	66.7%	2
<b>Mao de obra gerencial qualificada</b>	<div></div>	<b>100.0%</b>	<b>3</b>
Problemas ambientais (por favor, especifique)	<div></div>	33.3%	1
Outro (especifique)		0.0%	0
<b>answered question</b>			<b>3</b>
<b>skipped question</b>			<b>0</b>

## 13. Se existisse outro programa desses, você gostaria de participar?

		Response Percent	Response Count
Sim	<div></div>	100.0%	3
Não		0.0%	0
<b>answered question</b>			<b>3</b>
<b>skipped question</b>			<b>0</b>

**14. Se existisse outro programa como esse, o que você recomendaria que fosse diferente? (Marque quantas forem necessárias)**

		Response Percent	Response Count
Melhor sincronia entre as nossas necessidades e as atividades oferecidas pelo programa		66.7%	2
<b>Adaptar o programa para níveis diferentes de desenvolvimento das empresas</b>		100.0%	3
<b>Mais focalizado na expansão do mercado nacional</b>		100.0%	3
Mais focalizado em exportação		0.0%	0
Mais suporte com linhas de crédito		33.3%	1
Outro (especifique)		0.0%	0
<b>answered question</b>			<b>3</b>
<b>skipped question</b>			<b>0</b>


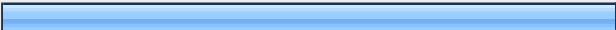
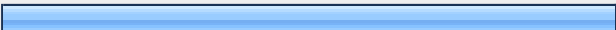
## 15. Como você classificaria a contribuição do SEBRAE para o seu negócio?

	Excelente	Bom	Fraca	Rating Average	Response Count
Explicação do programa e geração de expectativas	33.3% (1)	33.3% (1)	33.3% (1)	2.00	3
Apoio aos empreendedores e entendendo as suas necessidades para incorporá-las no programa	33.3% (1)	33.3% (1)	33.3% (1)	2.00	3
Oferta de treinamento comercial de acordo com as suas necessidades	0.0% (0)	33.3% (1)	66.7% (2)	2.67	3
Fortalecimento da Dinâmica do Distrito (e.g. fortalecimento de associações, sindicatos, incentivo à rede de empresários...)	0.0% (0)	66.7% (2)	33.3% (1)	2.33	3
Informação e acesso a mercado (e.g. desenvolvimento de plano de negócios, construção de alianças estratégicas, desenho de produto, desenvolvimento de mercado, garantia de qualidade...)	0.0% (0)	0.0% (0)	100.0% (3)	3.00	3
Organização da Produção (e.g. melhoramento tecnológico, melhoramento da qualidade e produtividade, redução do custo unitário...)	0.0% (0)	0.0% (0)	100.0% (3)	3.00	3
Acesso de PMEs a mercados internacionais (e.g. missões e feiras nacionais e internacionais...)	0.0% (0)	33.3% (1)	66.7% (2)	2.67	3
	answered question				3
	skipped question				0

## 16. Como você classificaria a contribuição do SEBRAE para o seu negócio depois do término do programa?

	Excelente	Bom	Fraca	Rating Average	Response Count
Oferta de treinamento comercial de acordo com as suas necessidades	0.0% (0)	66.7% (2)	33.3% (1)	2.33	3
Fortalecimento da Dinâmica do Distrito (e.g. fortalecimento de associações, sindicatos, incentivo à rede de empresários...)	33.3% (1)	33.3% (1)	33.3% (1)	2.00	3
Informação e acesso a mercado (e.g. desenvolvimento de plano de negócios, construção de alianças estratégicas, desenho de produto, desenvolvimento de mercado, garantia de qualidade...)	33.3% (1)	0.0% (0)	66.7% (2)	2.33	3
Organização da Produção (e.g. melhoramento tecnológico, melhoramento da qualidade e produtividade, redução do custo unitário...)	0.0% (0)	66.7% (2)	33.3% (1)	2.33	3
Acesso de PMEs a mercados internacionais (e.g. missões e feiras nacionais e internacionais...)	0.0% (0)	66.7% (2)	33.3% (1)	2.33	3
	answered question				3
	skipped question				0

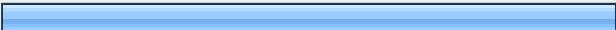
**17. Qual era o número total de máquinas usadas nos processos produtivos da sua empresa em: (Esta pergunta tem o objetivo de comparação entre os anos então por favor use o mesmo critério de máquina para todos os anos)**

		Response Percent	Response Count
2002?		100.0%	2
2006?		100.0%	2
2009?		100.0%	2
<i>answered question</i>			2
<i>skipped question</i>			1

**18. Sua empresa tinha presença em que mercados (estados nacionais e países) em:**

		Response Percent	Response Count
2002?		100.0%	2
2006?		100.0%	2
2009?		100.0%	2
<i>answered question</i>			2
<i>skipped question</i>			1

**19. Sua empresa tinha quantos clientes em:**

		Response Percent	Response Count
2002?		100.0%	2
2006?		100.0%	2
2009?		100.0%	2
<i>answered question</i>			2
<i>skipped question</i>			1

20. Sua empresa participou de feiras nacionais?			
	Sim	Não	Response Count
Antes do Programa	66.7% (2)	33.3% (1)	3
Durante do Programa	100.0% (2)	0.0% (0)	2
Depois o Programa	100.0% (3)	0.0% (0)	3
answered question			3
skipped question			0


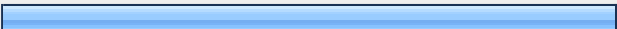
21. Sua empresa participou de feiras internacionais?			
	Sim	Não	Response Count
Antes do Programa	0.0% (0)	100.0% (3)	3
Durante do Programa	66.7% (2)	33.3% (1)	3
Depois o Programa	33.3% (1)	66.7% (2)	3
answered question			3
skipped question			0

22. Algum outro comentário ou sugestão?		
		Response Count
		1
answered question		1
skipped question		2



1. Qual a categoria de produto que a sua empresa produz? (marque um ou mais)		
	Response Percent	Response Count
Lingerie (todo dia) <div></div>	100.0%	1
Lingerie Sexy	0.0%	0
Pijama	0.0%	0
Fitness	0.0%	0
Outro (especifique)	0.0%	0
answered question		1
skipped question		0

## 2. Quais foram as suas razoes para participar do programa? (marque um ou mais)

		Response Percent	Response Count
<b>Minha empresa precisava de treinamento em cálculo de custos</b>		100.0%	1
Eu tinha interesse em consultoria em layout de produção e melhoramento de processos		0.0%	0
Eu queria aumentar meus canais de distribuição e participar de feiras locais		0.0%	0
Eu queria aumentar meus canais de distribuição e participar de feiras internacionais		0.0%	0
<b>Eu queria melhorar a qualidade dos meus produtos</b>		100.0%	1
Co-financiamento de atividades, treinamento e participação em feiras		0.0%	0
Eu estava interessado/a em melhores linhas de crédito para máquinas		0.0%	0
Outro (especifique)		0.0%	0
<b>answered question</b>			<b>1</b>
<b>skipped question</b>			<b>0</b>

## 3. Se sua empresa nao participou ativamente do programa, gostaríamos de saber por quê?

	Response Count
	1
<b>answered question</b>	<b>1</b>
<b>skipped question</b>	<b>0</b>

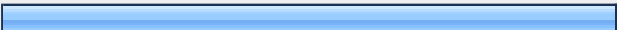
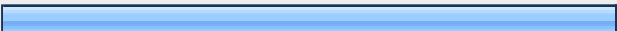
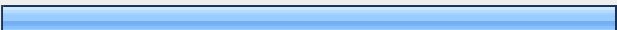
#### 4. Em relação às atividades que você ou a sua equipe participaram, por favor classifique em:

	Muito Proveitosa	Pouco Proveitosa	Não Participei	Response Count
SEBRAETEC Organização Produção	0.0% (0)	0.0% (0)	100.0% (1)	1
Consultoria em Gerenciamento Financeiro	0.0% (0)	0.0% (0)	100.0% (1)	1
Projeto Conversa Íntima	100.0% (1)	0.0% (0)	0.0% (0)	1
Capacitação "Técnica de Vendas"	100.0% (1)	0.0% (0)	0.0% (0)	1
Gestão Empresarial	0.0% (0)	0.0% (0)	100.0% (1)	1
Treinamento em Design	100.0% (1)	0.0% (0)	0.0% (0)	1
Outros Treinamentos do SEBRAE	100.0% (1)	0.0% (0)	0.0% (0)	1
Treinamento preparatório e participação em feiras nacionais	0.0% (0)	0.0% (0)	100.0% (1)	1
Treinamento preparatório e participação em feiras internacionais	0.0% (0)	0.0% (0)	100.0% (1)	1
Consórcios	0.0% (0)	0.0% (0)	100.0% (1)	1
Consultoria com especialista em design	100.0% (1)	0.0% (0)	0.0% (0)	1
Consultoria com especialista em produção	100.0% (1)	0.0% (0)	0.0% (0)	1
			Outro (especifique)	0
			<b>answered question</b>	<b>1</b>
			<b>skipped question</b>	<b>0</b>

## 5. Qual foi o impacto para o seu negócio em termos de mudança no número de empregados?

	Response Average	Response Total	Response Count
N° empregados em 2002	26.00	26	1
N° empregados em 2006	34.00	34	1
N° empregados em 2009	48.00	48	1
<i>answered question</i>			1
<i>skipped question</i>			0

## 6. Qual foi o impacto para o seu negócio em termos de mudança na produção diária?

		Response Percent	Response Count
Média de N° de peças produzidos por dia em 2002		100.0%	1
Média de N° de peças produzidos por dia em 2006		100.0%	1
Média de N° de peças produzidos por dia em 2009		100.0%	1
<i>answered question</i>			1
<i>skipped question</i>			0

## 7. Qual foi o impacto para o seu negócio em termos de vendas em R\$ (local + exportação)?

	Response Percent	Response Count
Vendas em 2002	0.0%	0
Vendas em 2006	0.0%	0
Vendas em 2009	0.0%	0
<i>answered question</i>		0
<i>skipped question</i>		1




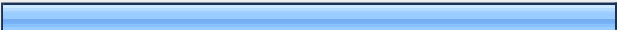
## 8. Qual foi o impacto para o seu negócio em termos de exportação R\$?

	Response Percent	Response Count
Exportação em 2002	0.0%	0
Exportação em 2006	0.0%	0
Exportação em 2009	0.0%	0
<b>answered question</b>		<b>0</b>
<b>skipped question</b>		<b>1</b>


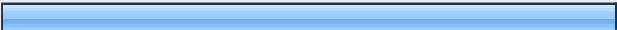
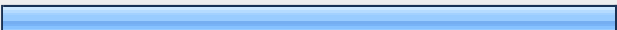
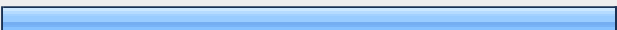
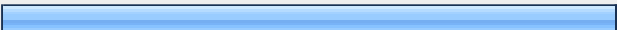
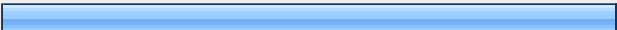
## 9. Qual foi o maior impacto deste programa para o seu negócio? (marque no máximo 5)

	Response Percent	Response Count
<b>Melhoramento da qualidade e do design</b>	100.0%	1
<b>Profissionalização e maturidade da indústria na região ("abertura de horizontes")</b>	100.0%	1
Melhoramento da rede de comunicação da indústria dentro da região	0.0%	0
Melhoramento da rede de comunicação da indústria fora da região	0.0%	0
Melhoramento do layout de fábrica e dos processos produtivos	0.0%	0
<b>Melhoramento do controle de custos</b>	100.0%	1
<b>Aumento de margem</b>	100.0%	1
<b>Aumento de vendas</b>	100.0%	1
Aumento de exportação	0.0%	0
Outro (especifique)	0.0%	0
<b>answered question</b>		<b>1</b>
<b>skipped question</b>		<b>0</b>

**10. Olhando para o seu negócio em 2002 e hoje, quais as diferenças que podem ser atribuídas ao programa? (marque quantas forem necessárias)**

		Response Percent	Response Count
<b>Eu opero de forma mais profissional</b>		100.0%	1
<b>Minhas vendas subiram</b>		100.0%	1
<b>Minha margem aumentou</b>		100.0%	1
<b>Minha produtividade aumentou</b>		100.0%	1
Eu participei em feiras e isso se tornou um instrumento de desenvolvimento de negócio muito importante para a minha empresa		0.0%	0
Outro (especifique)		0.0%	0
<b>answered question</b>			<b>1</b>
<b>skipped question</b>			<b>0</b>

**11. Quais eram as suas necessidades de negócio entre 2002 e 2006?  
(marque quantas forem necessárias)**

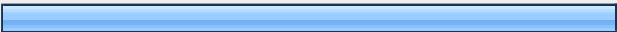
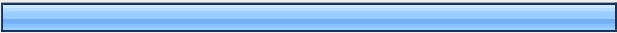
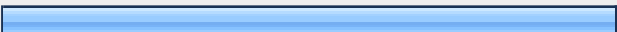
		Response Percent	Response Count
Linha de crédito para máquinas e equipamentos		0.0%	0
<b>Treinamento em controle de custos</b>		100.0%	1
Consultoria em layout de fábrica		0.0%	0
<b>Aumento do conhecimento do mercado onde compito</b>		100.0%	1
<b>Consultoria/Treinamento em melhoramento de processos e qualidade</b>		100.0%	1
<b>Consultoria/Treinamento em design</b>		100.0%	1
<b>Mao de obra técnica qualificada</b>		100.0%	1
<b>Mao de obra gerencial qualificada</b>		100.0%	1
Problemas ambientais (por favor, especifique)		0.0%	0
Outro (especifique)		0.0%	0
<b>answered question</b>			<b>1</b>
<b>skipped question</b>			<b>0</b>

## 12. O programa correspondeu às suas necessidades? (Marque com base nas necessidades marcadas na pergunta anterior)

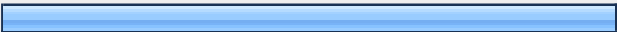
	Sim	Não	Response Count
Treinamento em controle de custos	100.0% (1)	0.0% (0)	1
Consultoria em layout de fábrica	0.0% (0)	0.0% (0)	0
Aumento do conhecimento do mercado onde compito	100.0% (1)	0.0% (0)	1
Consultoria/Treinamento em melhoramento de processos e qualidade	100.0% (1)	0.0% (0)	1
Consultoria/Treinamento em design	100.0% (1)	0.0% (0)	1
Consultoria/Treinamento de melhoramento de gerenciamento	100.0% (1)	0.0% (0)	1
Problemas ambientais (por favor, especifique)	0.0% (0)	0.0% (0)	0
		Outro (especifique)	0
		<b><i>answered question</i></b>	<b>1</b>
		<b><i>skipped question</i></b>	<b>0</b>




### 13. Quais são as suas necessidades agora? (marque quantas forem necessárias)

		Response Percent	Response Count
Linha de crédito para máquinas e equipamentos		0.0%	0
Treinamento em controle de custos		0.0%	0
Consultoria em layout de fábrica		0.0%	0
Aumento do conhecimento do mercado onde compito		0.0%	0
Consultoria/Treinamento em melhoramento de processos e qualidade		0.0%	0
Consultoria/Treinamento em design		0.0%	0
<b>Mao de obra técnica qualificada</b>		<b>100.0%</b>	<b>1</b>
<b>Mao de obra gerencial qualificada</b>		<b>100.0%</b>	<b>1</b>
Problemas ambientais (por favor, especifique)		0.0%	0
<b>Outro (especifique)</b>		<b>100.0%</b>	<b>1</b>
<b>answered question</b>			<b>1</b>
<b>skipped question</b>			<b>0</b>

### 14. Se existisse outro programa desses, você gostaria de participar?

		Response Percent	Response Count
<b>Sim</b>		<b>100.0%</b>	<b>1</b>
<b>Não</b>		0.0%	0
<b>answered question</b>			<b>1</b>
<b>skipped question</b>			<b>0</b>

**15. Se existisse outro programa como esse, o que você recomendaria que fosse diferente? (Marque quantas forem necessárias)**

	Response Percent	Response Count
<b>Melhor sincronia entre as nossas necessidades e as atividades oferecidas pelo programa</b> 	100.0%	1
Adaptar o programa para níveis diferentes de desenvolvimento das empresas	0.0%	0
Mais focalizado na expansão do mercado nacional	0.0%	0
Mais focalizado em exportação	0.0%	0
Mais suporte com linhas de crédito	0.0%	0
Outro (especifique)	0.0%	0
<b>answered question</b>		<b>1</b>
<b>skipped question</b>		<b>0</b>


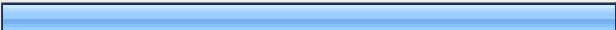
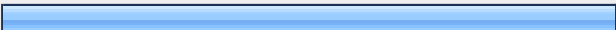
## 16. Como você classificaria a contribuição do SEBRAE para o seu negócio?

	Excelente	Bom	Fraca	Rating Average	Response Count
Explicação do programa e geração de expectativas	0.0% (0)	100.0% (1)	0.0% (0)	2.00	1
Apoio aos empreendedores e entendendo as suas necessidades para incorporá-las no programa	0.0% (0)	100.0% (1)	0.0% (0)	2.00	1
Oferta de treinamento comercial de acordo com as suas necessidades	0.0% (0)	0.0% (0)	100.0% (1)	3.00	1
Fortalecimento da Dinâmica do Distrito (e.g. fortalecimento de associações, sindicatos, incentivo à rede de empresários...)	0.0% (0)	0.0% (0)	100.0% (1)	3.00	1
Informação e acesso a mercado (e.g. desenvolvimento de plano de negócios, construção de alianças estratégicas, desenho de produto, desenvolvimento de mercado, garantia de qualidade...)	0.0% (0)	0.0% (0)	100.0% (1)	3.00	1
Organização da Produção (e.g. melhoramento tecnológico, melhoramento da qualidade e produtividade, redução do custo unitário...)	0.0% (0)	0.0% (0)	100.0% (1)	3.00	1
Acesso de PMEs a mercados internacionais (e.g. missões e feiras nacionais e internacionais...)	0.0% (0)	0.0% (0)	100.0% (1)	3.00	1
<b>answered question</b>					<b>1</b>
<b>skipped question</b>					<b>0</b>

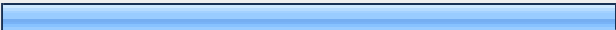
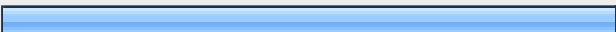

## 17. Como você classificaria a contribuição do SEBRAE para o seu negócio depois do término do programa?

	Excelente	Bom	Fraca	Rating Average	Response Count
Oferta de treinamento comercial de acordo com as suas necessidades	0.0% (0)	100.0% (1)	0.0% (0)	2.00	1
Fortalecimento da Dinâmica do Distrito (e.g. fortalecimento de associações, sindicatos, incentivo à rede de empresários...)	0.0% (0)	0.0% (0)	100.0% (1)	3.00	1
Informação e acesso a mercado (e.g. desenvolvimento de plano de negócios, construção de alianças estratégicas, desenho de produto, desenvolvimento de mercado, garantia de qualidade...)	0.0% (0)	0.0% (0)	100.0% (1)	3.00	1
Organização da Produção (e.g. melhoramento tecnológico, melhoramento da qualidade e produtividade, redução do custo unitário...)	0.0% (0)	0.0% (0)	100.0% (1)	3.00	1
Acesso de PMEs a mercados internacionais (e.g. missões e feiras nacionais e internacionais...)	0.0% (0)	0.0% (0)	100.0% (1)	3.00	1
	answered question				1
	skipped question				0

**18. Qual era o número total de máquinas usadas nos processos produtivos da sua empresa em: (Esta pergunta tem o objetivo de comparação entre os anos então por favor use o mesmo critério de máquina para todos os anos)**

		Response Percent	Response Count
2002?		100.0%	1
2006?		100.0%	1
2009?		100.0%	1
<i>answered question</i>			1
<i>skipped question</i>			0

**19. Sua empresa tinha presença em que mercados (estados nacionais e países) em:**

		Response Percent	Response Count
2002?		100.0%	1
2006?		100.0%	1
2009?		100.0%	1
<i>answered question</i>			1
<i>skipped question</i>			0

**20. Sua empresa tinha quantos clientes em:**

		Response Percent	Response Count
2002?		0.0%	0
2006?		0.0%	0
2009?		0.0%	0
<i>answered question</i>			0
<i>skipped question</i>			1





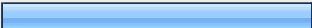
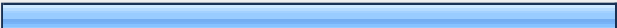

21. Sua empresa participou de feiras nacionais?			
	Sim	Não	Response Count
Antes do Programa	100.0% (1)	0.0% (0)	1
Durante do Programa	100.0% (1)	0.0% (0)	1
Depois o Programa	100.0% (1)	0.0% (0)	1
answered question			1
skipped question			0

22. Sua empresa participou de feiras internacionais?			
	Sim	Não	Response Count
Antes do Programa	0.0% (0)	100.0% (1)	1
Durante do Programa	0.0% (0)	100.0% (1)	1
Depois o Programa	0.0% (0)	100.0% (1)	1
answered question			1
skipped question			0

23. Algum outro comentário ou sugestão?		
		Response Count
		1
answered question		1
skipped question		0

1. Qual a categoria de produto que a sua empresa produz? (marque um ou mais)			
		Response Percent	Response Count
Sapatos Femininos	<div></div>	50.0%	1
Sapatos Masculinos	<div></div>	100.0%	2
Sapatos Infantis	<div></div>	50.0%	1
Sapatos Esportivos	<div></div>	50.0%	1
Acessórios para Sapatos		0.0%	0
Outro (especifique)	<div></div>	50.0%	1
answered question			2
skipped question			0

## 2. Quais foram as suas razoes para participar do programa? (marque um ou mais)

		Response Percent	Response Count
Minha empresa precisava de treinamento em cálculo de custos		100.0%	2
Eu tinha interesse em consultoria em layout de produção e melhoramento de processos		100.0%	2
Eu queria aumentar meus canais de distribuição e participar de feiras locais		100.0%	2
Eu queria aumentar meus canais de distribuição e participar de feiras internacionais		50.0%	1
Eu queria melhorar a qualidade dos meus produtos		50.0%	1
Co-financiamento de atividades, treinamento e participação em feiras		100.0%	2
Eu estava interessado/a em melhores linhas de crédito para máquinas		100.0%	2
Outro (especifique)		0.0%	0
<b>answered question</b>			<b>2</b>
<b>skipped question</b>			<b>0</b>



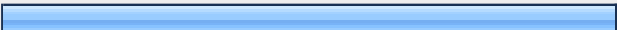
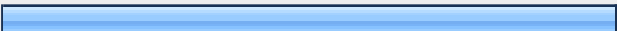
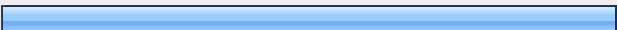
### 3. Em relação às atividades que você ou a sua equipe participaram, por favor classifique em:

	Muito Proveitosa	Pouco Proveitosa	Não Participei	Response Count
Treinamento em Custos de Produção	50.0% (1)	0.0% (0)	50.0% (1)	2
Consultoria em Gerenciamento Financeiro	50.0% (1)	50.0% (1)	0.0% (0)	2
“Programa de atendimento coletivo as empresas do Fabricão em Campina Grande”	50.0% (1)	0.0% (0)	50.0% (1)	2
Gestão Empresarial	100.0% (1)	0.0% (0)	0.0% (0)	1
Treinamento em Design no SENAI	100.0% (2)	0.0% (0)	0.0% (0)	2
Outros Treinamentos do SENAI	100.0% (2)	0.0% (0)	0.0% (0)	2
Outros Treinamentos do SEBRAE	50.0% (1)	0.0% (0)	50.0% (1)	2
Treinamento preparatório e participação em feiras nacionais	50.0% (1)	0.0% (0)	50.0% (1)	2
Treinamento preparatório e participação em feiras internacionais	50.0% (1)	0.0% (0)	50.0% (1)	2
Consórcios	50.0% (1)	0.0% (0)	50.0% (1)	2
Consultoria com especialista em design	50.0% (1)	0.0% (0)	50.0% (1)	2
Consultoria com especialista em produção	100.0% (2)	0.0% (0)	0.0% (0)	2
Mesas redondas (e.g. palestras e discussões organizadas pelo SEBRAE, Sindicalcados)	100.0% (2)	0.0% (0)	0.0% (0)	2
			Outro (especifique)	0
			<b>answered question</b>	<b>2</b>
			<b>skipped question</b>	<b>0</b>

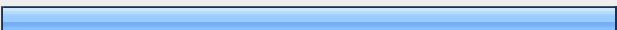
#### 4. Qual foi o impacto para o seu negócio em termos de mudança no número de empregados?

	Response Average	Response Total	Response Count
N° empregados em 2002	25.00	50	2
N° empregados em 2006	42.50	85	2
N° empregados em 2009	65.00	130	2
<i>answered question</i>			2
<i>skipped question</i>			0

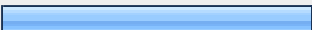
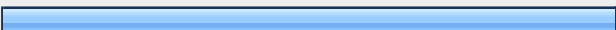
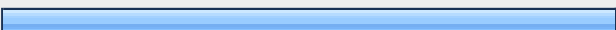
#### 5. Qual foi o impacto para o seu negócio em termos de mudança na produção diária?

		Response Percent	Response Count
Média de N° de pares produzidos por dia em 2002		100.0%	2
Média de N° de pares produzidos por dia em 2006		100.0%	2
Média de N° de pares produzidos por dia em 2009		100.0%	2
<i>answered question</i>			2
<i>skipped question</i>			0

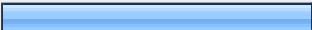
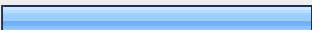
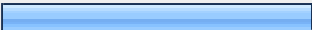


#### 6. Qual foi o impacto para o seu negócio em termos de vendas em R\$ (local + exportação)?

		Response Percent	Response Count
Vendas em 2002		100.0%	1
Vendas em 2006		100.0%	1
Vendas em 2009		100.0%	1
<i>answered question</i>			1
<i>skipped question</i>			1

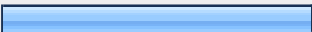
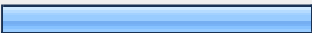
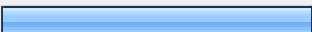
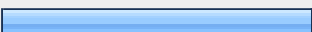
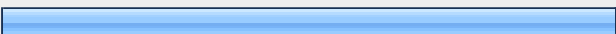
## 7. Qual foi o impacto para o seu negócio em termos de exportação R\$?

		Response Percent	Response Count
Exportação em 2002		50.0%	1
Exportação em 2006		100.0%	2
Exportação em 2009		100.0%	2
<b>answered question</b>			<b>2</b>
<b>skipped question</b>			<b>0</b>


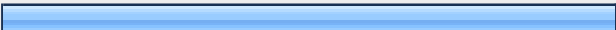
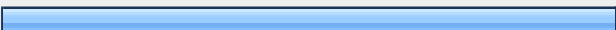
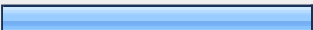
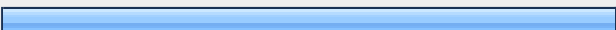
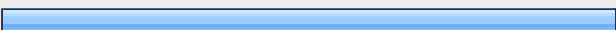
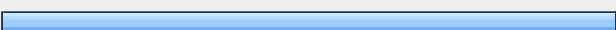
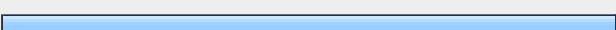


## 8. Qual foi o maior impacto deste programa para o seu negócio? (marque no máximo 5)

		Response Percent	Response Count
Melhoramento da qualidade e do design		50.0%	1
Profissionalização e maturidade da indústria na região ("abertura de horizontes")		50.0%	1
Melhoramento da rede de comunicação da indústria dentro da região		50.0%	1
Melhoramento da rede de comunicação da indústria fora da região		50.0%	1
<b>Melhoramento do layout de fábrica e dos processos produtivos</b>		100.0%	2
Melhoramento do controle de custos		0.0%	0
Aumento de margem		0.0%	0
Aumento de vendas		0.0%	0
Aumento de exportação		0.0%	0
Outro (especifique)		0.0%	0
<b>answered question</b>			<b>2</b>
<b>skipped question</b>			<b>0</b>

**9. Olhando para o seu negócio em 2002 e hoje, quais as diferenças que podem ser atribuídas ao programa? (marque quantas forem necessárias)**

		Response Percent	Response Count
Eu opero de forma mais profissional		50.0%	1
Minhas vendas subiram		50.0%	1
Minha margem aumentou		50.0%	1
Minha produtividade aumentou		50.0%	1
<b>Eu participei em feiras e isso se tornou um instrumento de desenvolvimento de negócio muito importante para a minha empresa</b>		100.0%	2
Outro (especifique)		0.0%	0
<b>answered question</b>			<b>2</b>
<b>skipped question</b>			<b>0</b>

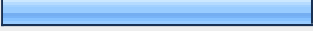

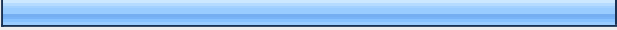
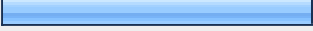
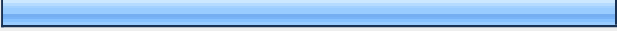


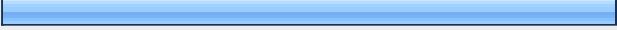
**10. Quais eram as suas necessidades de negócio entre 2002 e 2006?  
(marque quantas forem necessárias)**

		Response Percent	Response Count
Linha de crédito para máquinas e equipamentos		100.0%	2
Treinamento em controle de custos		100.0%	2
Consultoria em layout de fábrica		100.0%	2
Aumento do conhecimento do mercado onde compito		50.0%	1
Consultoria/Treinamento em melhoramento de processos e qualidade		100.0%	2
Consultoria/Treinamento em design		100.0%	2
Mao de obra técnica qualificada		100.0%	2
Mao de obra gerencial qualificada		100.0%	2
Problemas ambientais (por favor, especifique)		50.0%	1
Outro (especifique)		50.0%	1
<b>answered question</b>			<b>2</b>
<b>skipped question</b>			<b>0</b>


**11. O programa correspondeu às suas necessidades? (Marque com base nas necessidades marcadas na pergunta anterior)**

	Sim	Não	Response Count
Treinamento em controle de custos	100.0% (2)	0.0% (0)	2
Consultoria em layout de fábrica	50.0% (1)	50.0% (1)	2
Aumento do conhecimento do mercado onde compito	50.0% (1)	50.0% (1)	2
Consultoria/Treinamento em melhoramento de processos e qualidade	50.0% (1)	50.0% (1)	2
Consultoria/Treinamento em design	50.0% (1)	50.0% (1)	2
Consultoria/Treinamento de melhoramento de gerenciamento	100.0% (1)	0.0% (0)	1
Problemas ambientais (por favor, especifique)	0.0% (0)	0.0% (0)	0
		Outro (especifique)	0
		<b><i>answered question</i></b>	<b>2</b>
		<b><i>skipped question</i></b>	<b>0</b>





## 12. Quais são as suas necessidades agora? (marque quantas forem necessárias)

		Response Percent	Response Count
Linha de crédito para máquinas e equipamentos		50.0%	1
Treinamento em controle de custos		100.0%	2
Consultoria em layout de fábrica		100.0%	2
Aumento do conhecimento do mercado onde compito		50.0%	1
Consultoria/Treinamento em melhoramento de processos e qualidade		100.0%	2
Consultoria/Treinamento em design		100.0%	2
Mao de obra técnica qualificada		100.0%	2
Mao de obra gerencial qualificada		100.0%	2
Problemas ambientais (por favor, especifique)		0.0%	0
Outro (especifique)		0.0%	0
<b>answered question</b>			<b>2</b>
<b>skipped question</b>			<b>0</b>

## 13. Se existisse outro programa desses, você gostaria de participar?

		Response Percent	Response Count
Sim		100.0%	2
Não		0.0%	0
<b>answered question</b>			<b>2</b>
<b>skipped question</b>			<b>0</b>

**14. Se existisse outro programa como esse, o que você recomendaria que fosse diferente? (Marque quantas forem necessárias)**

		Response Percent	Response Count
Melhor sincronia entre as nossas necessidades e as atividades oferecidas pelo programa		50.0%	1
<b>Adaptar o programa para níveis diferentes de desenvolvimento das empresas</b>		100.0%	2
Mais focalizado na expansão do mercado nacional		50.0%	1
Mais focalizado em exportação		0.0%	0
Mais suporte com linhas de crédito		50.0%	1
Outro (especifique)		0.0%	0
<b>answered question</b>			<b>2</b>
<b>skipped question</b>			<b>0</b>



## 15. Como você classificaria a contribuição do SEBRAE para o seu negócio?

	Excelente	Bom	Fraca	Rating Average	Response Count
Explicação do programa e geração de expectativas	50.0% (1)	50.0% (1)	0.0% (0)	1.50	2
Apoio aos empreendedores e entendendo as suas necessidades para incorporá-las no programa	0.0% (0)	100.0% (2)	0.0% (0)	2.00	2
Oferta de treinamento comercial de acordo com as suas necessidades	50.0% (1)	50.0% (1)	0.0% (0)	1.50	2
Fortalecimento da Dinâmica do Distrito (e.g. fortalecimento de associações, sindicatos, incentivo à rede de empresários...)	0.0% (0)	100.0% (2)	0.0% (0)	2.00	2
Informação e acesso a mercado (e.g. desenvolvimento de plano de negócios, construção de alianças estratégicas, desenho de produto, desenvolvimento de mercado, garantia de qualidade...)	0.0% (0)	100.0% (2)	0.0% (0)	2.00	2
Organização da Produção (e.g. melhoramento tecnológico, melhoramento da qualidade e produtividade, redução do custo unitário...)	50.0% (1)	50.0% (1)	0.0% (0)	1.50	2
Acesso de PMEs a mercados internacionais (e.g. missões e feiras nacionais e internacionais...)	50.0% (1)	50.0% (1)	0.0% (0)	1.50	2
	<b>answered question</b>				<b>2</b>
	<b>skipped question</b>				<b>0</b>

## 16. Como você classificaria a contribuição do SEBRAE para o seu negócio depois do término do programa?

	Excelente	Bom	Fraca	Rating Average	Response Count
Oferta de treinamento comercial de acordo com as suas necessidades	50.0% (1)	50.0% (1)	0.0% (0)	1.50	2
Fortalecimento da Dinâmica do Distrito (e.g. fortalecimento de associações, sindicatos, incentivo à rede de empresários...)	50.0% (1)	50.0% (1)	0.0% (0)	1.50	2
Informação e acesso a mercado (e.g. desenvolvimento de plano de negócios, construção de alianças estratégicas, desenho de produto, desenvolvimento de mercado, garantia de qualidade...)	0.0% (0)	100.0% (2)	0.0% (0)	2.00	2
Organização da Produção (e.g. melhoramento tecnológico, melhoramento da qualidade e produtividade, redução do custo unitário...)	0.0% (0)	100.0% (2)	0.0% (0)	2.00	2
Acesso de PMEs a mercados internacionais (e.g. missões e feiras nacionais e internacionais...)	50.0% (1)	50.0% (1)	0.0% (0)	1.50	2
<b>answered question</b>					<b>2</b>
<b>skipped question</b>					<b>0</b>

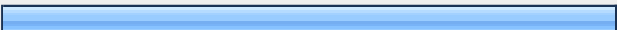
## 17. Como você classificaria a contribuição do SENAI para o seu negócio

	Excelente	Bom	Fraca	Rating Average	Response Count
Qualidade de treinamento técnico	0.0% (0)	100.0% (2)	0.0% (0)	2.00	2
Oferta de treinamento técnico de acordo com suas necessidades	0.0% (0)	100.0% (2)	0.0% (0)	2.00	2
Treinamento técnico te mantendo atualizado com as tendências de Mercado e avanços tecnológicos	50.0% (1)	50.0% (1)	0.0% (0)	1.50	2
<b>answered question</b>					<b>2</b>
<b>skipped question</b>					<b>0</b>

## 18. Como você classificaria a contribuição do SENAI para o seu negócio depois do término do programa?

	Excelente	Bom	Fraca	Rating Average	Response Count
Qualidade de treinamento técnico	0.0% (0)	100.0% (2)	0.0% (0)	2.00	2
Oferta de treinamento técnico de acordo com suas necessidades	0.0% (0)	100.0% (2)	0.0% (0)	2.00	2
Treinamento técnico te mantendo atualizado com as tendências de Mercado e avanços tecnológicos	50.0% (1)	50.0% (1)	0.0% (0)	1.50	2
answered question					2
skipped question					0


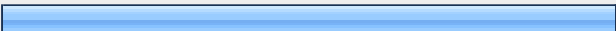

## 19. Qual era o número total de máquinas usadas nos processos produtivos da sua empresa em: (Esta pergunta tem o objetivo de comparação entre os anos então por favor use o mesmo critério de máquina para todos os anos)

		Response Percent	Response Count
2002?		100.0%	2
2006?		100.0%	2
2009?		100.0%	2
answered question			2
skipped question			0

## 20. Sua empresa tinha presença em que mercados (estados nacionais e países) em:

		Response Percent	Response Count
2002?		100.0%	1
2006?		100.0%	1
2009?		100.0%	1
<i>answered question</i>			1
<i>skipped question</i>			1

## 21. Sua empresa tinha quantos clientes em:

		Response Percent	Response Count
2002?		100.0%	2
2006?		100.0%	2
2009?		100.0%	2
<i>answered question</i>			2
<i>skipped question</i>			0

## 22. Sua empresa participou de feiras nacionais?

	Sim	Não	Response Count
Antes do Programa	100.0% (2)	0.0% (0)	2
Durante do Programa	100.0% (2)	0.0% (0)	2
Depois o Programa	100.0% (2)	0.0% (0)	2
<i>answered question</i>			2
<i>skipped question</i>			0

23. Sua empresa participou de feiras internacionais?			
	Sim	Não	Response Count
Antes do Programa	50.0% (1)	50.0% (1)	2
Durante do Programa	100.0% (2)	0.0% (0)	2
Depois o Programa	50.0% (1)	50.0% (1)	2
answered question			2
skipped question			0

24. Algum outro comentário ou sugestão?		
		Response Count
		1
answered question		1
skipped question		1

1. Qual a categoria de produto que a sua empresa produz? (marque um ou mais)		
	Response Percent	Response Count
Sapatos Femininos	0.0%	0
Sapatos Masculinos	0.0%	0
Sapatos Infantis	0.0%	0
Sapatos Esportivos	0.0%	0
Acessórios para Sapatos	0.0%	0
Outro (especifique)	0.0%	0
answered question		0
skipped question		0

## 2. Quais foram as suas razoes para participar do programa? (marque um ou mais)

	Response Percent	Response Count
Minha empresa precisava de treinamento em cálculo de custos	0.0%	0
Eu tinha interesse em consultoria em layout de produção e melhoramento de processos	0.0%	0
Eu queria aumentar meus canais de distribuição e participar de feiras locais	0.0%	0
Eu queria aumentar meus canais de distribuição e participar de feiras internacionais	0.0%	0
Eu queria melhorar a qualidade dos meus produtos	0.0%	0
Co-financiamento de atividades, treinamento e participação em feiras	0.0%	0
Eu estava interessado/a em melhores linhas de crédito para máquinas	0.0%	0
Outro (especifique)	0.0%	0
<b>answered question</b>		<b>0</b>
<b>skipped question</b>		<b>0</b>

## 3. Se a sua empresa não participou ativamente do programa, gostaríamos de saber por quê?

	Response Count
	0
<b>answered question</b>	<b>0</b>
<b>skipped question</b>	<b>0</b>

#### 4. Em relação às atividades que você ou a sua equipe participaram, por favor classifique em:

	Muito Proveitosa	Pouco Proveitosa	Não Participei	Response Count
Treinamento em Custos de Produção	0.0% (0)	0.0% (0)	0.0% (0)	0
Consultoria em Gerenciamento Financeiro	0.0% (0)	0.0% (0)	0.0% (0)	0
“Programa de atendimento coletivo as empresas do Fabricão em Campina Grande”	0.0% (0)	0.0% (0)	0.0% (0)	0
Gestão Empresarial	0.0% (0)	0.0% (0)	0.0% (0)	0
Treinamento em Design no SENAI	0.0% (0)	0.0% (0)	0.0% (0)	0
Outros Treinamentos do SENAI	0.0% (0)	0.0% (0)	0.0% (0)	0
Outros Treinamentos do SEBRAE	0.0% (0)	0.0% (0)	0.0% (0)	0
Treinamento preparatório e participação em feiras nacionais	0.0% (0)	0.0% (0)	0.0% (0)	0
Treinamento preparatório e participação em feiras internacionais	0.0% (0)	0.0% (0)	0.0% (0)	0
Consórcios	0.0% (0)	0.0% (0)	0.0% (0)	0
Consultoria com especialista em design	0.0% (0)	0.0% (0)	0.0% (0)	0
Consultoria com especialista em produção	0.0% (0)	0.0% (0)	0.0% (0)	0
Mesas redondas (e.g. palestras e discussões organizadas pelo SEBRAE, Sindicalcados)	0.0% (0)	0.0% (0)	0.0% (0)	0
			Outro (especifique)	0
<b>answered question</b>				<b>0</b>
<b>skipped question</b>				<b>0</b>



### 5. Qual foi o impacto para o seu negócio em termos de mudança no número de empregados?

	Response Average	Response Total	Response Count
N° empregados em 2002	0.00	0	0
N° empregados em 2006	0.00	0	0
N° empregados em 2009	0.00	0	0
<i>answered question</i>			<b>0</b>
<i>skipped question</i>			<b>0</b>

### 6. Qual foi o impacto para o seu negócio em termos de mudança na produção diária?

	Response Percent	Response Count
Média de N° de pares produzidos por dia em 2002	0.0%	0
Média de N° de pares produzidos por dia em 2006	0.0%	0
Média de N° de pares produzidos por dia em 2009	0.0%	0
<i>answered question</i>		<b>0</b>
<i>skipped question</i>		<b>0</b>

### 7. Qual foi o impacto para o seu negócio em termos de vendas em R\$ (local + exportação)?

	Response Percent	Response Count
Vendas em 2002	0.0%	0
Vendas em 2006	0.0%	0
Vendas em 2009	0.0%	0
<i>answered question</i>		<b>0</b>
<i>skipped question</i>		<b>0</b>

## 8. Qual foi o impacto para o seu negócio em termos de exportação R\$?

	Response Percent	Response Count
Exportação em 2002	0.0%	0
Exportação em 2006	0.0%	0
Exportação em 2009	0.0%	0
<b>answered question</b>		<b>0</b>
<b>skipped question</b>		<b>0</b>

## 9. Qual foi o maior impacto deste programa para o seu negócio? (marque no máximo 5)

	Response Percent	Response Count
Melhoramento da qualidade e do design	0.0%	0
Profissionalização e maturidade da indústria na região ("abertura de horizontes")	0.0%	0
Melhoramento da rede de comunicação da indústria dentro da região	0.0%	0
Melhoramento da rede de comunicação da indústria fora da região	0.0%	0
Melhoramento do layout de fábrica e dos processos produtivos	0.0%	0
Melhoramento do controle de custos	0.0%	0
Aumento de margem	0.0%	0
Aumento de vendas	0.0%	0
Aumento de exportação	0.0%	0
Outro (especifique)	0.0%	0
<b>answered question</b>		<b>0</b>
<b>skipped question</b>		<b>0</b>

**10. Olhando para o seu negócio em 2002 e hoje, quais as diferenças que podem ser atribuídas ao programa? (marque quantas forem necessárias)**

	Response Percent	Response Count
Eu opero de forma mais profissional	0.0%	0
Minhas vendas subiram	0.0%	0
Minha margem aumentou	0.0%	0
Minha produtividade aumentou	0.0%	0
Eu participei em feiras e isso se tornou um instrumento de desenvolvimento de negócio muito importante para a minha empresa	0.0%	0
Outro (especifique)	0.0%	0
<b><i>answered question</i></b>		<b>0</b>
<b><i>skipped question</i></b>		<b>0</b>

**11. Quais eram as suas necessidades de negócio entre 2002 e 2006?  
(marque quantas forem necessárias)**

	Response Percent	Response Count
Linha de crédito para máquinas e equipamentos	0.0%	0
Treinamento em controle de custos	0.0%	0
Consultoria em layout de fábrica	0.0%	0
Aumento do conhecimento do mercado onde compito	0.0%	0
Consultoria/Treinamento em melhoramento de processos e qualidade	0.0%	0
Consultoria/Treinamento em design	0.0%	0
Mao de obra técnica qualificada	0.0%	0
Mao de obra gerencial qualificada	0.0%	0
Problemas ambientais (por favor, especifique)	0.0%	0
Outro (especifique)	0.0%	0
<b><i>answered question</i></b>		<b>0</b>
<b><i>skipped question</i></b>		<b>0</b>

## 12. O programa correspondeu às suas necessidades? (Marque com base nas necessidades marcadas na pergunta anterior)

	Sim	Não	Response Count
Treinamento em controle de custos	0.0% (0)	0.0% (0)	0
Consultoria em layout de fábrica	0.0% (0)	0.0% (0)	0
Aumento do conhecimento do mercado onde compito	0.0% (0)	0.0% (0)	0
Consultoria/Treinamento em melhoramento de processos e qualidade	0.0% (0)	0.0% (0)	0
Consultoria/Treinamento em design	0.0% (0)	0.0% (0)	0
Consultoria/Treinamento de melhoramento de gerenciamento	0.0% (0)	0.0% (0)	0
Problemas ambientais (por favor, especifique)	0.0% (0)	0.0% (0)	0
		Outro (especifique)	0
<b>answered question</b>			<b>0</b>
<b>skipped question</b>			<b>0</b>

### 13. Quais são as suas necessidades agora? (marque quantas forem necessárias)

	Response Percent	Response Count
Linha de crédito para máquinas e equipamentos	0.0%	0
Treinamento em controle de custos	0.0%	0
Consultoria em layout de fábrica	0.0%	0
Aumento do conhecimento do mercado onde compito	0.0%	0
Consultoria/Treinamento em melhoramento de processos e qualidade	0.0%	0
Consultoria/Treinamento em design	0.0%	0
Mao de obra técnica qualificada	0.0%	0
Mao de obra gerencial qualificada	0.0%	0
Problemas ambientais (por favor, especifique)	0.0%	0
Outro (especifique)	0.0%	0
<b>answered question</b>		<b>0</b>
<b>skipped question</b>		<b>0</b>

### 14. Se existisse outro programa desses, você gostaria de participar?

	Response Percent	Response Count
Sim	0.0%	0
Não	0.0%	0
<b>answered question</b>		<b>0</b>
<b>skipped question</b>		<b>0</b>

**15. Se existisse outro programa como esse, o que você recomendaria que fosse diferente? (Marque quantas forem necessárias)**

	Response Percent	Response Count
Melhor sincronia entre as nossas necessidades e as atividades oferecidas pelo programa	0.0%	0
Adaptar o programa para níveis diferentes de desenvolvimento das empresas	0.0%	0
Mais focalizado na expansão do mercado nacional	0.0%	0
Mais focalizado em exportação	0.0%	0
Mais suporte com linhas de crédito	0.0%	0
Outro (especifique)	0.0%	0
<b><i>answered question</i></b>		<b>0</b>
<b><i>skipped question</i></b>		<b>0</b>

## 16. Como você classificaria a contribuição do SEBRAE para o seu negócio?

	Excelente	Bom	Fraca	Rating Average	Response Count
Explicação do programa e geração de expectativas	0.0% (0)	0.0% (0)	0.0% (0)	0.00	0
Apoio aos empreendedores e entendendo as suas necessidades para incorporá-las no programa	0.0% (0)	0.0% (0)	0.0% (0)	0.00	0
Oferta de treinamento comercial de acordo com as suas necessidades	0.0% (0)	0.0% (0)	0.0% (0)	0.00	0
Fortalecimento da Dinâmica do Distrito (e.g. fortalecimento de associações, sindicatos, incentivo à rede de empresários...)	0.0% (0)	0.0% (0)	0.0% (0)	0.00	0
Informação e acesso a mercado (e.g. desenvolvimento de plano de negócios, construção de alianças estratégicas, desenho de produto, desenvolvimento de mercado, garantia de qualidade...)	0.0% (0)	0.0% (0)	0.0% (0)	0.00	0
Organização da Produção (e.g. melhoramento tecnológico, melhoramento da qualidade e produtividade, redução do custo unitário...)	0.0% (0)	0.0% (0)	0.0% (0)	0.00	0
Acesso de PMEs a mercados internacionais (e.g. missões e feiras nacionais e internacionais...)	0.0% (0)	0.0% (0)	0.0% (0)	0.00	0
<b>answered question</b>					<b>0</b>
<b>skipped question</b>					<b>0</b>



## 17. Como você classificaria a contribuição do SEBRAE para o seu negócio depois do término do programa?

	Excelente	Bom	Fraca	Rating Average	Response Count
Oferta de treinamento comercial de acordo com as suas necessidades	0.0% (0)	0.0% (0)	0.0% (0)	0.00	0
Fortalecimento da Dinâmica do Distrito (e.g. fortalecimento de associações, sindicatos, incentivo à rede de empresários...)	0.0% (0)	0.0% (0)	0.0% (0)	0.00	0
Informação e acesso a mercado (e.g. desenvolvimento de plano de negócios, construção de alianças estratégicas, desenho de produto, desenvolvimento de mercado, garantia de qualidade...)	0.0% (0)	0.0% (0)	0.0% (0)	0.00	0
Organização da Produção (e.g. melhoramento tecnológico, melhoramento da qualidade e produtividade, redução do custo unitário...)	0.0% (0)	0.0% (0)	0.0% (0)	0.00	0
Acesso de PMEs a mercados internacionais (e.g. missões e feiras nacionais e internacionais...)	0.0% (0)	0.0% (0)	0.0% (0)	0.00	0
<b>answered question</b>					<b>0</b>
<b>skipped question</b>					<b>0</b>

## 18. Como você classificaria a contribuição do SENAI para o seu negócio

	Excelente	Bom	Fraca	Rating Average	Response Count
Qualidade de treinamento técnico	0.0% (0)	0.0% (0)	0.0% (0)	0.00	0
Oferta de treinamento técnico de acordo com suas necessidades	0.0% (0)	0.0% (0)	0.0% (0)	0.00	0
Treinamento técnico te mantendo atualizado com as tendências de Mercado e avanços tecnológicos	0.0% (0)	0.0% (0)	0.0% (0)	0.00	0
<b>answered question</b>					<b>0</b>
<b>skipped question</b>					<b>0</b>

**19. Como você classificaria a contribuição do SENAI para o seu negócio depois do término do programa?**

	Excelente	Bom	Fraca	Rating Average	Response Count
Qualidade de treinamento técnico	0.0% (0)	0.0% (0)	0.0% (0)	0.00	0
Oferta de treinamento técnico de acordo com suas necessidades	0.0% (0)	0.0% (0)	0.0% (0)	0.00	0
Treinamento técnico te mantendo atualizado com as tendências de Mercado e avanços tecnológicos	0.0% (0)	0.0% (0)	0.0% (0)	0.00	0
<i>answered question</i>					<b>0</b>
<i>skipped question</i>					<b>0</b>

**20. Qual era o número total de máquinas usadas nos processos produtivos da sua empresa em: (Esta pergunta tem o objetivo de comparação entre os anos então por favor use o mesmo critério de máquina para todos os anos)**

	Response Percent	Response Count
2002?	0.0%	0
2006?	0.0%	0
2009?	0.0%	0
<i>answered question</i>		<b>0</b>
<i>skipped question</i>		<b>0</b>

## 21. Sua empresa tinha presença em que mercados (estados nacionais e países) em:

	Response Percent	Response Count
2002?	0.0%	0
2006?	0.0%	0
2009?	0.0%	0
<b>answered question</b>		<b>0</b>
<b>skipped question</b>		<b>0</b>

## 22. Sua empresa tinha quantos clientes em:

	Response Percent	Response Count
2002?	0.0%	0
2006?	0.0%	0
2009?	0.0%	0
<b>answered question</b>		<b>0</b>
<b>skipped question</b>		<b>0</b>

## 23. Sua empresa participou de feiras nacionais?

	Sim	Não	Response Count
Antes do Programa	0.0% (0)	0.0% (0)	0
Durante do Programa	0.0% (0)	0.0% (0)	0
Depois o Programa	0.0% (0)	0.0% (0)	0
<b>answered question</b>			<b>0</b>
<b>skipped question</b>			<b>0</b>

24. Sua empresa participou de feiras internacionais?			
	Sim	Não	Response Count
Antes do Programa	0.0% (0)	0.0% (0)	0
Durante do Programa	0.0% (0)	0.0% (0)	0
Depois o Programa	0.0% (0)	0.0% (0)	0
answered question			0
skipped question			0

25. Algum outro comentário ou sugestão?		
		Response Count
		0
answered question		0
skipped question		0

**Annex V-**  
**Organizations potentially interested in replicating the Industrial District Program**

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- Confederación Argentina de la Mediana Empresa (CAME).  
<http://redcame.org.ar> Argentina.
- CORFO (Corporación de Fomento de la Producción).  
[www.corfo.cl](http://www.corfo.cl) Chile.
- SERCOTEC (Servicio de Cooperación Técnica),.  
[www.sercotec.cl](http://www.sercotec.cl) Chile.
- Cámara de Comercio de Bogotá.  
[www.ccb.org.co](http://www.ccb.org.co) Colombia.
- Cámara de Comercio de Medellín.  
[www.camarademedellin.com.co](http://www.camarademedellin.com.co) Colombia.
- Cámara de Comercio de Quito.  
[www.ccq.org.ec](http://www.ccq.org.ec) Ecuador.
- Cámara de Comercio de Guayaquil.  
[www.lacamara.org](http://www.lacamara.org) Ecuador.
- Instituto PyME.  
[www.institutopyme.org](http://www.institutopyme.org) México.
- Confederación Nacional de Instituciones Empresariales Privadas – CONFIEP.  
[www.confiep.org.pe](http://www.confiep.org.pe) Perú.

## **Annex VI. Project Background Documentation Relevant for Impact Assessment and Bibliography**

- Relatório de Avaliação Final, June 2007 (Final Report).
- Relatório Final da Agência Executora, May 2007 (Final Report from the Executing Agency).
- Metodologia de Desenvolvimento de Arranjos Produtivos Locais, version 2.0, 2004 (Methodology for the Development of Clusters).
- Programa de Desenvolvimento de Distritos Industriais – uma experiência de internacionalização de APLs, 2006 (Program for the Development of Industrial Districts).
- Avaliação do Indicadores de Resultado do Programa PRMOS/SEBRAE – Nova Friburgo – Pólo de Moda Íntima, Marcos -1 and 0 (Nova Friburgo Evaluation Report for Periods -1 and 0).
- Nova Friburgo - Análise e Interpretação de Indicadores de Resultados e Processo – 4º Medição, April 2006 (Nova Friburgo Evaluation Report for Period 3).
- Nova Friburgo - Análise e Interpretação de Indicadores de Resultados e Processo – 4º Medição, Aug 2006 (Nova Friburgo Evaluation Report for Period 4).
- Nova Friburgo - Análise e Interpretação de Indicadores de Resultados e Processo – 4º Medição, Jan 2007 (Nova Friburgo Evaluation Report for Period 5).
- Desenvolvimento do Cluster de Moda Íntima da Região Centro-Norte Fluminense – Final Report, March 2000 (Development of the Lingerie Cluster in the center-north region of Rio de Janeiro – hard copy).
- Regulamento Operativo Versão 1, May 02 (Operating Guide).
- Relatório Semestral de Progresso – Período: Jan/Jun 2006 (Bi-annual Progress Report).
- Relatório Semestral de Progresso – Período: Jul/Dez 2005 (Bi-annual Progress Report).
- Relatório Semestral de Progresso – Período: Jul/Dez 2004 (Bi-annual Progress Report).

- MARCO LOGICO (resumido) II Version 21, May 02.
- Marco Lógico Completo (Borrador) Version 23, May 2002.
- PRODOC Versão 15 03 02.
- Industrial District Donor's Memorandum, Jun 2002.
- PRODUTO 2 - Tetraplan 20 Out 03 – final.
- Campina Grande MARCO 4 versão 28-08-06 ( Campina Grande Evaluation Report for Period 4).
- Diagnóstico Econômico – Financeiro – Coperbordados Cooperativa Artesana de Bordados do Sertão Sergipano Ltda, May 2003 (Financial Diagnosis for Coperbordados – hard copy).
- Mapeamento do Pólo de Confecções de Tobias Barreto, Oct 2002 (Mapping of the Textile District of Tobias Barreto – hard copy).
- Distrito Industrial de Tobias Barreto, Aug 2000 (Industrial District of Tobias Barreto – hard copy).
- I Relatório de Avaliação do Programa PROMOS/SEBRAE – Arranjo Produtivo Local do Pólo de Confecções e Artesanato de Tobias Barreto, Nov 2004 (1<sup>st</sup> Evaluation Report for Tobias Barreto – hard copy).
- II° Relatório de Avaliação do Programa PROMOS/SEBRAE – Arranjo Produtivo Local do Pólo de Confecções e Artesanato de Tobias Barreto, Jun 2005 (2<sup>nd</sup> Evaluation Report for Tobias Barreto – hard copy).
- III° Relatório de Avaliação do Programa PROMOS/SEBRAE – Arranjo Produtivo Local do Pólo de Confecções e Artesanato de Tobias Barreto, Apr 2006 (3<sup>rd</sup> Evaluation Report for Tobias Barreto – hard copy).
- IV° Relatório de Avaliação do Programa PROMOS/SEBRAE – Arranjo Produtivo Local do Pólo de Confecções e Artesanato de Tobias Barreto, Apr 2006 (4<sup>th</sup> Evaluation Report for Tobias Barreto – hard copy).

- Vº Relatório de Avaliação do Programa PROMOS/SEBRAE – Arranjo Produtivo Local do Pólo de Confecções e Artesanato de Tobias Barreto, Aug 2006 (5<sup>th</sup> Evaluation Report for Tobias Barreto – hard copy).



## LOGICAL FRAMEWORK

### PROGRAM FOR THE DEVELOPMENT OF INDUSTRIAL DISTRICTS IN BRAZIL (TC-01-09-00-5-BR)

#### (SUMMARY)

SUMMARY OF OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<b>GOAL</b>			
Help increase the competitive capacity of small enterprises producing goods and services in the selected industrial districts.	Increased competitiveness of small enterprises.	<ul style="list-style-type: none"> <li>– Production and sales indicators of the small enterprises in these industrial districts.</li> <li>– Company surveys and ad hoc studies.</li> </ul>	<p>Industrial district regions deploy development strategies that combine production and export diversification with systematic value added to production and export of goods.</p> <p>It is possible to increasingly incorporate the industrial districts into national efforts for entrepreneurial, technological and export development.</p>
<b>PURPOSE</b>			
<p>Provide new impetus for innovation and technological development in industrial districts by deploying programs to:</p> <p>(i) improve local performance capacity for the competitive development of enterprises, both for institutions and entrepreneurs, on the basis of cooperation among enterprises;</p> <p>(ii) facilitate increased competitiveness of enterprises, through market access and the identification and strengthening of appropriate channels; and (iii) support reorganization of production within the small enterprises, thereby boosting their competitiveness.</p>	<p>Increased investment of industrial districts in science and technology, particularly in the productive sector.</p> <p>Increase in the number of enterprises that regularly undertake innovative actions in technology and marketing.</p> <p>Increased number of professionals and technical experts involved in innovative activities and marketing.</p>	<p>Development of Total Productivity Factor (TPF).</p> <p>Statistics on foreign trade and science and technology spending.</p> <p>Surveys of enterprises and ad hoc studies.</p>	<ul style="list-style-type: none"> <li>– Direct SME beneficiaries participating in the process and allocating resources.</li> <li>– Heightened level of entrepreneurial culture and leadership.</li> <li>– Steady market growth.</li> <li>– Public policies that are suitable for SMEs and for regional development.</li> <li>– Institutional and infrastructure support.</li> <li>– Use of clean technologies.</li> </ul>

SUMMARY OF OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<b>SUBPROGRAMS:</b>			
<b>SUBPROGRAM 1: Nova Friburgo Lingerie Industrial District</b>			
<b>GOAL</b>			
Provide new impetus for innovation and technological development in the lingerie industrial district by deploying programs to: (i) improve local performance capacity for the competitive development of enterprises, both for institutions and entrepreneurs, on the basis of cooperation among enterprises; (ii) facilitate increased competitiveness of enterprises, through market access and the identification and strengthening of appropriate channels; and (iii) support reorganization of production within the small enterprises, thereby boosting their competitiveness.	<p>Number of enterprises involved in the subprogram.</p> <p>Mechanisms have been disseminated and promoted in the industrial district to stimulate district dynamics: aggregation structures have been created or bolstered (service centers, credit consortia, export and certification consortia).</p> <p>Pilot actions have been designed and implemented to strengthen relations with the market and with channels to increase demand for merchandise in the industrial district.</p>	<p>Results and records of events and participation in training.</p> <p>Contracts signed by consortia.</p> <p>Statistical data.</p>	<ul style="list-style-type: none"> <li>– Availability of qualified personnel.</li> <li>– Heightened level of entrepreneurial culture and leadership.</li> <li>– Steady market growth.</li> </ul>
<b>PURPOSE</b>			
Identify and prioritize a group of actions to serve as a foundation for designing and implementing programs, which would represent the backbone for long-term technological and productive development, with an emphasis on the design and marketing of lingerie products.	<p>Identification of a group of clearly specified and prioritized economic-technological parameters in accordance with preestablished criteria.</p> <p>Building of consensus among industrial district actors regarding these priorities.</p>	<p>Working groups with ample participation by industrial district actors.</p> <p>Surveys and other reference documents.</p> <p>Midterm and final reports.</p>	<p>Consensus in the industrial district regarding the need to have a long-term vision for technological and commercial growth.</p> <p>The actors in the industrial district are disposed to cooperate, build consensus and legitimize the defined priorities through participatory processes.</p> <p>The industrial district has the necessary technological, entrepreneurial and governance capacity to create a prospective vision regarding its technological and commercial development.</p>























SUMMARY OF OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<b>SUBPROGRAM 2: Leather Goods and Footwear Industrial District in Campina Grande</b>			
<b>GOAL</b>			
Provide new impetus for innovation and technological development in the leather goods and footwear industrial district by deploying programs to: (i) improve local performance capacity for the competitive development of enterprises, both for institutions and entrepreneurs, on the basis of cooperation among enterprises; (ii) facilitate increased competitiveness of enterprises, through market access and the identification and strengthening of appropriate channels; and (iii) support reorganization of production within the small enterprises, thereby boosting their competitiveness.	<p>Number of enterprises involved in the subprogram.</p> <p>Mechanisms have been disseminated and promoted in the industrial district to stimulate district dynamics: aggregation structures have been created or bolstered (service centers, credit consortia, export and certification consortia).</p> <p>Pilot actions have been designed and implemented to strengthen relations with the market and with channels to increase demand for merchandise in the industrial district.</p>	<p>Results and records of events and participation in training.</p> <p>Contracts signed by consortia.</p> <p>Statistical data.</p>	<ul style="list-style-type: none"> <li>– Availability of qualified personnel.</li> <li>– Heightened level of entrepreneurial culture and leadership.</li> <li>– Steady market growth.</li> </ul>
<b>PURPOSE</b>			
Identify and prioritize a group of actions to serve as a foundation for designing and implementing programs, which would represent the backbone for long-term technological and productive development, with an emphasis on the design and marketing of leather and footwear products.	<p>Identification of a group of clearly specified and prioritized economic-technological parameters in accordance with preestablished criteria.</p> <p>Building of consensus among industrial district actors regarding these priorities.</p>	<p>Working groups with ample participation by industrial district actors.</p> <p>Surveys and other reference documents.</p> <p>Midterm and final reports.</p>	<p>Consensus in the industrial district regarding the need to have a long-term vision for technological and commercial growth.</p> <p>The actors in the industrial district are disposed to cooperate, build consensus and legitimize the defined priorities through participatory processes.</p> <p>The industrial district has the necessary technological, entrepreneurial and governance capacity to create a prospective vision regarding its technological and commercial development.</p>

SUMMARY OF OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<b>SUBPROGRAM 3: Wood Products and Furniture Industrial district in Paragominas</b>			
<b>GOAL</b>			
Provide new impetus for innovation and technological development in the wood products and furniture industrial district by deploying programs to: (i) promote the competitive development of enterprises, both for institutions and entrepreneurs, on the basis of cooperation among enterprises; (ii) facilitate increased competitiveness of enterprises, through market access and the identification and strengthening of appropriate channels; and (iii) support reorganization of production within the small enterprises, thereby boosting their competitiveness.	<p>Number of enterprises involved in the subprogram.</p> <p>Mechanisms have been disseminated and promoted in the industrial district to stimulate district dynamics: aggregate structures have been created or bolstered (service centers, credit consortia, export and certification consortia).</p> <p>Pilot actions have been designed and implemented to strengthen relations with the market and with channels to increase demand for merchandise in the industrial district.</p>	<p>Results and records of events and participation in training.</p> <p>Contracts signed by consortia.</p> <p>Statistical data.</p>	<ul style="list-style-type: none"> <li>– Availability of qualified personnel.</li> <li>– Heightened level of entrepreneurial culture and leadership.</li> <li>– Steady market growth.</li> </ul>
<b>PURPOSE</b>			
Increased development and technological innovation in wood products and furniture as a tool for enhancing competitiveness, by increasing the quality of products and processes, design and marketing, introducing added value and developing local capacity in this area.	<p>Training in neglected areas.</p> <p>Implementation of standards for quality, industrial design and marketing activities.</p> <p>Strengthening of public capacity to support development and technological innovation in wood products and furniture.</p>	<p>Database from state institutions for economic development.</p> <p>Surveys of enterprises and ad hoc studies.</p>	<p>The area institutions consider development of forests and wood products and furniture a priority.</p> <p>There exists a need and demand for productive solutions based on improved design.</p>

## Annex VIII: Summary of Program outputs.























The following tables summarize the program outputs by district, according to the final Evaluation Report dated June 2007. As shown in the tables below, the program framework was defined in general terms. Due to the lack of specific information on the specific activities, the evaluator assessed the level of performance in general terms with a green dot in case the activity was completed, a yellow dot in case the activity was partially completed and a red dot in case it was not completed.

**Table 1: Nova Friburgo – Lingerie program outputs**

Program component	Activities according to the program framework	Final result	Level of performance
I. Strengthening Industrial District Dynamics	<ol style="list-style-type: none"> <li>1. Technical Committee</li> <li>2. End of Yr1 trained local coordinators</li> <li>3. Minimum of 2 organizations to enable synergy among SMEs</li> <li>4. Minimum of 400 companies enrolled in the program in Yr2*</li> <li>5. At least 6 special projects identified and prepared</li> </ol> <p>*Avg of 100 per district</p>	<ol style="list-style-type: none"> <li>1. Created in 2002</li> <li>2. 4 local coordinators participated in the industrial district development course in Italy, 2003</li> <li>3. 3 such organizations</li> <li>4. 230 participating companies</li> <li>5. Source tag created</li> </ol>	    
II. Information and Market Access	<ol style="list-style-type: none"> <li>1. Marketing strategy implemented in the 1<sup>st</sup> 6 months</li> <li>2. Market information system at the end of Yr1</li> <li>3. At least 2 market researches at the end of Yr2</li> <li>4. At least one new distribution channel</li> <li>5. Strengthened design core</li> </ol>	<ol style="list-style-type: none"> <li>1. Qualitative research to feed into the strategic marketing plan</li> <li>2. Not finalized</li> <li>3. 3 studies performed</li> <li>4. Several companies reached different outlets</li> <li>5. SENAI provides this service</li> </ol>	    
III. Organization of Production	<ol style="list-style-type: none"> <li>1. At least 50% of participating companies involved in training, local brand and quality seal</li> <li>2. At least 20 technical assistance companies created and/or strengthened</li> <li>3. Min 200 mgrs/yr trained totaling 600 over 3 yrs</li> <li>4. Min 5 professional training programs</li> <li>5. At least 2 initiatives on business plan preparation to enable access to credit</li> <li>6. Create 3 technology transfer companies</li> <li>7. By the end of the program companies should be paying for 40% of services on average</li> </ol>	<ol style="list-style-type: none"> <li>1. Many companies participated in different programs but it did not reach 50%</li> <li>2. List of 16 companies</li> <li>3. 250 mgrs trained in total</li> <li>4. List of 16 programs</li> <li>5. 17 companies benefited from this initiative</li> <li>6. 5 companies created</li> <li>7. Companies were paying between 20% and 30%</li> </ol>	       
IV. Access of SMEs to International Markets	<ol style="list-style-type: none"> <li>1. Constantly update matrix of investment opportunity and technical solutions</li> <li>2. Min 3 trade trips and events at the end of yr1</li> <li>3. Min 6 investment and trade agreements between Brazilian and foreign SMEs</li> <li>4. Intranet to improve information flow among participants</li> </ol>	<ol style="list-style-type: none"> <li>1. SEBRAE took on the responsibility to provide the service</li> <li>2. 3 international trips to Italy, Argentina and Chile</li> <li>3. List of 8 companies exporting to over 6 countries</li> <li>4. <a href="http://www.intimafriburgo.com.br">www.intimafriburgo.com.br</a></li> </ol>	   






















Source: Evaluators analysis and industrial districts MIF final report.

**Table 2: Campina Grande – Leather Goods and Footwear program outputs**

Program component	Activities according to the program framework	Final result	Level of performance
I. Strengthening Industrial District Dynamics	<ol style="list-style-type: none"> <li>1. Technical Committee</li> <li>2. End of Yr1 trained local coordinators</li> <li>3. Minimum of 2 organizations to enable synergy among SMEs</li> <li>4. Minimum of 400 companies enrolled in the program in Yr2*</li> <li>5. At least 6 special projects identified and prepared</li> </ol> <p>*Avg of 100 per district</p>	<ol style="list-style-type: none"> <li>1. Committee installed but not formalized</li> <li>2. Local coordinators participated in a course in Italy but number is not specified</li> <li>3. 5 such organizations/initiatives</li> <li>4. 90 participating companies</li> <li>5. 15 companies participated in creating their own brand and brands for associations were also created</li> </ol>	    
II. Information and Market Access	<ol style="list-style-type: none"> <li>1. Marketing strategy implemented in the 1<sup>st</sup> 6 months</li> <li>2. Market information system at the end of Yr1</li> <li>3. At least 2 market researches at the end of Yr2</li> <li>4. At least one new distribution channel</li> <li>5. Strengthened design core</li> </ol>	<ol style="list-style-type: none"> <li>1. Brochures and CDs, not sure if this is a marketing strategy</li> <li>2. “Calçados da Paraíba” portal</li> <li>3. 3 studies performed</li> <li>4. New distribution channel to Amazonas and Pará</li> <li>5. Group with 23 designers created</li> </ol>	    
III. Organization of Production	<ol style="list-style-type: none"> <li>1. At least 50% of participating companies involved in training, local brand and quality seal</li> <li>2. At least 20 technical assistance companies created and/or strengthened</li> <li>3. Min 200 mgrs/yr trained totaling 600 over 3 yrs</li> <li>4. Min 5 professional training programs</li> <li>5. At least 2 initiatives on business plan preparation to enable access to credit</li> <li>6. Create 3 technology transfer companies</li> <li>7. By the end of the program companies should be paying for 40% of services on average</li> </ol>	<ol style="list-style-type: none"> <li>1. 95% companies participated</li> <li>2. 30 professionals can provide this service</li> <li>3. 120 mgrs trained in total</li> <li>4. List of 5 programs</li> <li>5. 20 companies accessed this service</li> <li>6. 10 initiatives but not clear how many companies created</li> <li>7. Companies were paying between 10% and 50%</li> </ol>	       
IV. Access of SMEs to International Markets	<ol style="list-style-type: none"> <li>1. Constantly update matrix of investment opportunity and technical solutions</li> <li>2. Min 3 trade trips and events at the end of yr1</li> <li>3. Min 6 investment and trade agreements between Brazilian and foreign SMEs</li> <li>4. Intranet to improve information flow among participants</li> </ol>	<ol style="list-style-type: none"> <li>1. “Calçados da Paraíba” portal</li> <li>2. In Yr 1 2 trips to Argentina and one to Mexico</li> <li>3. Exports to 25 countries</li> <li>4. “Calçados da Paraíba” portal</li> </ol>	   

















Source: Evaluators analysis and industrial districts MIF final report.

**Table 3: Paragominas – Wood Products and Furniture program outputs**

Program component	Activities according to the program framework	Final result	Level of performance
I. Strengthening Industrial District Dynamics	<ol style="list-style-type: none"> <li>1. Technical Committee</li> <li>2. End of Yr1 trained local coordinators</li> <li>3. Minimum of 2 organizations to enable synergy among SMEs</li> <li>4. Minimum of 400 companies enrolled in the program in Yr2*</li> <li>5. At least 6 special projects identified and prepared</li> </ol> <p>*Avg of 100 per district</p>	<ol style="list-style-type: none"> <li>1. Committee installed in 2005</li> <li>2. Local coordinators participated in 3 courses but # is not clear</li> <li>3. 5 such organizations/initiatives</li> <li>4. 72 participating companies</li> <li>5. 8 projects</li> </ol>	    
II. Information and Market Access	<ol style="list-style-type: none"> <li>1. Marketing strategy implemented in the 1<sup>st</sup> 6 months</li> <li>2. Market information system at the end of Yr1</li> <li>3. At least 2 market researches at the end of Yr2</li> <li>4. At least one new distribution channel</li> <li>5. Strengthened design core</li> </ol>	<ol style="list-style-type: none"> <li>1. Long list of actions but not sure if it is part of a consolidated marketing strategy</li> <li>2. www.apimoveis.net and www.moveisparagominas.com.br</li> <li>3. 9 studies performed</li> <li>4. List of 13 initiatives</li> <li>5. 3 initiatives implemented</li> </ol>	    
III. Organization of Production	<ol style="list-style-type: none"> <li>1. At least 50% of participating companies involved in training, local brand and quality seal</li> <li>2. At least 20 technical assistance companies created and/or strengthened</li> <li>3. Min 200 mgrs/yr trained totaling 600 over 3 yrs</li> <li>4. Min 5 professional training programs</li> <li>5. At least 2 initiatives on business plan preparation to enable access to credit</li> <li>6. Create 3 technology transfer companies</li> <li>7. By the end of the program companies should be paying for 40% of services on average</li> </ol>	<ol style="list-style-type: none"> <li>1. 22 initiatives, not clear how many companies</li> <li>2. # Companies not clear</li> <li>3. 50 mgrs trained in total</li> <li>4. List of 13 programs</li> <li>5. List of 5 initiatives</li> <li>6. 7 initiatives but not clear how many companies create</li> <li>7. Companies were paying between 10% and 20%</li> </ol>	      
IV. Access of SMEs to International Markets	<ol style="list-style-type: none"> <li>1. Constantly update matrix of investment opportunity and technical solutions</li> <li>2. Min 3 trade trips and events at the end of yr1</li> <li>3. Min 6 investment and trade agreements between Brazilian and foreign SMEs</li> <li>4. Intranet to improve information flow among participants</li> </ol>	<ol style="list-style-type: none"> <li>1. 5 initiatives but not clear if constantly updated</li> <li>2. 1 trip to Italy on Yr1</li> <li>3. 8 initiatives listed</li> <li>4. 6 initiatives listed</li> </ol>	   

Source: Evaluators analysis and industrial districts MIF final report.

**Table 4: Tobias Barreto – Apparel and Artisan Stitch Work program outputs**

Program component	Activities according to the program framework	Final result	Level of performance
V. Strengthening Industrial District Dynamics	<ol style="list-style-type: none"> <li>1. Business promotion and engagement</li> <li>2. Creation of synergy enabling organizations</li> <li>3. Special projects including standardization, brand and regional seal</li> </ol>	<ol style="list-style-type: none"> <li>1. Increase in formality in the sector</li> <li>2. Creation of “Forum Distrital”</li> <li>3. Creation of the “Maos de Sergipe” brand</li> <li>4. Significant increase in wages</li> <li>5. Increase in competitiveness</li> <li>6. Implementation of a service center</li> </ol>	     
VI. Information and Market Access	<ol style="list-style-type: none"> <li>1. Market Strategy</li> <li>2. Pilot actions and market driven</li> <li>3. Strategic design</li> </ol>	<ol style="list-style-type: none"> <li>1. Participation in national and international fairs</li> <li>2. Benchmark visits to similar clusters in the country</li> <li>3. Participation in the “Fashion Business” fair in Rio de Janeiro</li> <li>4. Rede Sergipe Design (RSD)</li> </ol>	   
VII. Information and Market Access	<ol style="list-style-type: none"> <li>1. Association among business people</li> <li>2. Training</li> <li>3. Technical Assistance to improve production</li> <li>4. Pilot actions in production</li> </ol>	<ol style="list-style-type: none"> <li>1. Increase in level of association</li> <li>2. Creation of “telecentros”</li> <li>3. Increase in level of productivity, use of technology and consequently increase in competitiveness and profitability</li> <li>4. Increase in production level despite unfavorable conditions to the cluster</li> </ol>	   
VIII. Organization of Production	<ol style="list-style-type: none"> <li>1. Promotion of isolated project and creation of alliances</li> <li>2. Scouting of products and markets</li> <li>3. Preparation to participate in fairs and trade trips in Brazil and abroad</li> <li>4. Support in marketing and advertisement activities</li> </ol>	<ol style="list-style-type: none"> <li>1. Consulting provided by the European Design Institute (IED) based in Milan, Italy</li> <li>2. Studies and market scouting in Brazil and Italy</li> </ol>	 

Source: Evaluators analysis and industrial districts MIF final report.



**Annex IX: Program's final budget (\$ thousands)**

COMPONENT	INDUSTRIAL DISTRICT										
	Nova Friburgo: Lingerie		Campina Grande: Leather Goods and Footwear		Paragominas: Wood Products and Furniture		Tobias Barreto: Barreto Apparel and Artisan Stitch Work		TOTAL COST		
	MIF	SEBRAE	MIF	SEBRAE	MIF	SEBRAE	MIF	SEBRAE	MIF	SEBRAE	TOTAL
1. Strengthening Industrial District Dynamics	124	461	105	330	57	272	83	311	369	1374	1743
2. Information and Market Access	349	197	203	92	200	112	80	85	832	486	1318
3. Organization of Production		6	216	55	277	92	170	248	663	401	1064
4. Access of SMEs to International Markets		100		100		100		100		400	400
SUBTOTAL	473	764	524	577	534	576	333	744	1864	2661	4525
EXECUTIVE COORDINATION									136	672	808
EVALUATION AND AUDITING									75		75
OTHER (ADDITIONAL FUND GIVEN BY SEBRAE/NA)										580	
TOTAL									2075	3914	5989

*Source:* Evaluators analysis and industrial districts MIF final report.

It should be noted that component 4 (Access of SMEs to International Markets) was financed only by SEBRAE (as stated in the Donors' Memorandum). Interviewed beneficiaries that participated in activities related to this component had a positive opinion about the component and its activities, even though very few were able to "close" export deals.