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**COMPORTAMENTO EMPREENDEDOR DE PROPRIETÁRIOS DE LAN HOUSES
NA COMUNIDADE DA ROCINHA, RIO DE JANEIRO, BRASIL**

**ENTREPRENEURIAL BEHAVIOR OF INTERNET KIOSK OWNERS OPERATING
IN THE INFORMAL ECONOMY IN A BRAZILIAN SLUM: THE CASE OF
ROCINHA IN RIO DE JANEIRO, BRAZIL**

**COMPORTAMIENTO EMPRENDEDOR DE PROPIETARIOS DE CABINAS DE
INTERNET EN LA COMUNIDAD DE LA ROCINHA, RIO DE JANEIRO, BRASIL**

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RESUMO

O objetivo deste artigo é investigar as características, comportamentos, motivações para iniciar um negócio e as práticas de gestão dos empresários, donos de *lan houses*, que operam no contexto da economia informal na Rocinha, a maior favela do Brasil, onde 90.9 % das empresas são informais. Foi realizada uma *survey* utilizando o Thematic Apperception Test, proposto por McClelland, adaptado para o contexto brasileiro. Dos 92 empreendedores de *lan houses* na Rocinha, 44 responderam ao questionário TAT. Os dados foram tratados utilizando o SPSS 16.0. A análise sugere que o comportamento dos empreendedores na Rocinha converge com as características empreendedoras propostas por McClelland e suas principais motivações são a busca de oportunidades de negócios e aumento da renda e se orientam pela busca da satisfação das necessidades dos clientes, mas tem baixa percepção de diferenciação de serviço.

Palavras-chave: Empreendedor. Comportamento Empreendedor. Economia Informal. *Lan Houses*. Rocinha (Rio de Janeiro).

ABSTRACT

The aim of this article is to investigate the characteristics, behaviors, motivations to start a business and the managerial practice of entrepreneurs, owners of internet kiosks, operating in the context of the informal economy in Rocinha, the biggest slum in Brazil, where 90.9% of businesses are informal. The Thematic Apperception Test used by McClelland serves the purpose of this research. The instrument used in this survey was adapted for Brazil. From the 92 internet kiosk entrepreneurs in Rocinha, 44 responded to the TAT questionnaire. Data were analyzed using SPSS 16.0. The analysis suggests that the behavior of the entrepreneurs in Rocinha match the entrepreneurial characteristics proposed by McClelland and their main motivations are seeking opportunities and increasing income and try to meet customers' needs and have a low perception of service differentiation.

Keywords: Entrepreneur. Entrepreneurial Behavior. Informal Economy. Internet Kiosks. Rocinha (Rio de Janeiro).

RESUMEN

El objetivo de este artículo es investigar las características, comportamientos, motivaciones para iniciar un negocio y la práctica de gestión de los emprendedores, propietarios de cabinas de internet, que operan en la economía informal en Rocinha, la mayor favela de Brasil, donde 90.9 % de las empresas son informales. Sirvió para el propósito de esta investigación, el Test de Apercepción Temática de McClelland. El instrumento de la survey fue adaptada para Brasil. De los 92 emprendedores propietarios de cabinas de internet en Rocinha, 44 respondieron al cuestionario TAT. Los datos fueron analizados utilizando el programa SPSS 16.0. El análisis sugiere que el comportamiento de los emprendedores em Rocinha coincide con características emprendedoras propuestas por McClelland. Sus principales motivaciones son la búsqueda de oportunidades y aumento de ingresos, tratan de satisfacer las necesidades de los clientes y tienen baja percepción de la diferenciación de servicios.

Palabras-clave: Emprendedor. Comportamiento Emprendedor. Economía Informal. Cabinas de Internet. Rocinha (Rio de Janeiro).

1 INTRODUCTION

The theme Entrepreneurship has been rising on the agenda of the researchers, mainly due to the potential actions in the economic and social development of the countries done by the entrepreneurs, known since the time of Cantillon (1680-1734). Even then, Cantillon defined the entrepreneur as the person who, in a given society, fulfills the role of taking risks and facing uncertainties to obtain profit.

Since then, the role of the individual who takes risk to perform actions into new enterprises, which generates wealthy, is being studied from different perspectives.

Two approaches are the most highlighted: the economical and the behavioral. In the first one, the issue is mainly studied by the social and economical development as well as the innovation. In the behavioral approach, the studies rely, heavily, on constructs from psychology, sociology and anthropology

fields, used to support many theories that try to explain the entrepreneurial behavior.

This research tries to contribute to the understanding of the theme from studies of the behavior of entrepreneurs, who are the basis of the social pyramid, operating in the informal economy, specifically residents of communities such Rocinha, in Rio de Janeiro, where the research of this article was done. The Brazilian Census 2010 showed 11.4 million people living in subnormal agglomerates, concentrating 6% of the Brazilian population, distributed in 3,224,529 occupied households (5.6% of the total). Subnormal agglomerates are irregular settlements known as favelas (slums), invasões (invaded properties), grotas (slums in deep valleys), baixadas (slums in low lands), comunidades (poor communities), vilas (slums in villages), ressacas (slums in backwaters), mocambos (type of sack) and palafitas (stilt houses), among others. Twenty metropolitan areas concentrated 88.6% of the subnormal households and almost half of them (49.8%) were located in the southeast region of Brazil.

The subnormal agglomerates are often settled in areas less appropriate to urbanization, like the steep hillsides of Rocinha, which is the biggest one with a population of 69.161 residents, located in

downtown Rio de Janeiro, where the job offers are concentrated.

The entrepreneurs of these communities are what Castillos (2007, p. 10) calls “elite of the slum”, “a group whose key members are the successful local businesspeople” and Rocha e Silva (2008, p. 8) classify them as “elite of the poors”, “a group made of local entrepreneurs with better houses in best locations, which are related to each other and are symbols of social increase for the others, from the same slum”.

Therefore, the focus of the research was the behavior of the entrepreneurs that are at the basis of the social pyramid and the type of enterprise chosen was the *internet kiosks*, internet cafes, a type of enterprise that has contributed to the digital inclusion of Brazilian population with low income (BARBOSA, 2010). The objective of this research was to investigate the characteristics of entrepreneurial behavior of internet kiosk entrepreneurs operating in Rocinha, as well as their motivations for starting a business. Thus, the research problem was: What are the characteristics of entrepreneurial behavior of internet kiosk entrepreneurs in Rocinha and their motivations for starting a business?

The Thematic Apperception Test (TAT), proposed by McClelland (1961, 1971), adapted for the Brazilian context by Silva (1991), was used in this study. A

survey was conducted among internet kiosk entrepreneurs in Rocinha (Rio de Janeiro) in which data or information regarding features, actions and/or opinions of this group of people were obtained with the use of a questionnaire. A non-probabilistic convenience sample consisting on 44 subjects from among the universe of internet kiosk entrepreneurs in the community of Rocinha, with 40 valid responses being obtained from a universe of 92 internet kiosks. In order to ensure the quality of the responses, the questionnaires were administered by the researchers themselves with each owner individually. The data were processed using SPSS 16.0, from which the means and standard deviations of the responses to the questionnaires were extracted.

This research is justified by the need of knowing the entrepreneurs who live in communities, more commonly known as *favelas*/slums. Castilhos (2007), for example, has even referred to some of these entrepreneurs from such communities the “elite of the hill”, a group whose core members are successful local businesspersons. However, few studies have been carried out in these regions due to the need to know someone from the local community, which was the case of the researchers in the present study, as we know people from Rocinha. Moreover, there is a lack of this type of study in the

research object chosen for this study, internet kiosks, which in the hills and *favelas*/slums are numerous because most of the population access the internet through them.

This article was built in five parts besides the introduction. Initially, we tried to present concisely what are the *internet kiosks* and their importance in the Brazilian scene, without disconnecting them from ideas and proposals of the study of entrepreneurship, especially of the entrepreneurial behavior. Next, we indicate the methodology used to conduct the survey and analyze the results. Then we present the results obtained with the appropriate analysis and, finally, we make some conclusions and remarks, indicating the references used throughout the text.

2 THE *INTERNET KIOSKS* AND THE ENTREPRENEURIAL BEHAVIOR

The Internet cafes have become a phenomenon in Brazil because they are responsible for the digital inclusion of a significant portion of the Brazilian population, as shown in a study conducted by the Internet Management Committee of Brazil (CGI.Br), coordinated by Barbosa (2010). Silveira (2005), a policy maker and former chairman of the state-funded National Institute of Information Technology (ITI), who coordinates the national information technology policy in

Brazil, defines digital inclusion as the access to a global network computer, web contents, e-mail and electronic information storages, basic information and tools of the network and the development of systems and tools for the communities.

‘These enterprises, the *internet kiosks*, allow digital inclusion to poor population unable to gain access to computers and the Internet. In 2007, among all Brazilian internet access, 49% were already through *internet kiosks*’ (CETIC, 2008, p. 1). In the following years, Barbosa (2010) shows that the percentage remained almost the same, indicating also that the lower the income, the greater is the access through the *internet kiosks*. This shows their importance and relevance as digital inclusion in Brazil. Barbosa (2010) also presents data indicating that 51% of the population belonging to D and E classes had accessed the network from these places, as well as 31% of the C class and only 7% of the B class. The A class nearly do not use *internet kiosks* to access the Internet.

However, the creation of the internet cafes in Brazil occurred without a structured public policy that had as main objective to promote the digital inclusion of low income population through the participation of the entrepreneurial civil society. For the formulators of such

policies, the units of digital inclusion should be like public computerized libraries connected to the network, school computer labs and classrooms connected to the Internet, telecentres and kiosks with a small number of computers with Internet access (SILVEIRA, 2005).

Silveira (2005), does not consider the *internet kiosks*, in the setting of a private enterprise, as a unit of digital inclusion. According to its typology, in the best understanding, *internet kiosks* could be classified as kiosks. According to Silveira (2005), the *internet kiosks* could not facilitate the digital inclusion of low income population because of its private characteristics, especially because it would charge for the use. However, as shown by the data published by the CGI.Br of 2010, the *internet kiosks* remain the primary unit of digital inclusion in Brazil (BARBOSA, 2010) and its wide presence in the Brazilian peripheries is a fact, while the public telecentres has only 5% of the total presence.

The CGI.Br, under the coordination of Barbosa (2010), also recognizes that the Internet accesses in Brazilians households are uneven and inefficient. If it wasn’t for the quick and comprehensive creation of enterprises like *internet kiosks*, offering paid internet access for the low income population, the growth of Brazilians Internet users would have been much

slower and excluded. In 2009, only in Rocinha, there were 92 *internet kiosks* in operation (CABRAL, 2008, p. 2), all of them operating in the context of informality. Moreover, this is just one of the poor communities in Rio de Janeiro.

Regarding entrepreneurship, especially in its academic aspect, this construct has been the subject of many discussions. Some researchers launch a series of criticisms about the studies in this field, that, in their point of view, has a weak epistemological and paradigmatic development, especially when it comes to its construct, noting also the existence of overlap between this subject and others more mature, especially the Management and Psychology, this one regarding the studies of entrepreneurial behavior (IRELAND; REUTZEL; WEBB, 2005). In another direction, there are many researchers who support and continue researching the subject, despite the overlapping between the disciplines. These establish a dialogue from interdisciplinary and even use it to legitimate. At least in Management field.

Certainly, neither group of researchers believes in a “nomothetic fallacy”. In fact, those are healthy disputes in academics, like any other area, supporting the idea of debates to search a hegemonic speech or a common understanding in the area, at least in its

basic concepts. It must be noted, however, that the main dispute is between the economical and behavioral perspectives. While the behavioral aspect empathize motivational issues and the search for recognition by the entrepreneur, the economical highlights the individual with initiative, innovative ideas and willing to take risks in order to obtain financial gains.

As the objective of this research is to understand the motivations and behavioral characteristics of *internet kiosks* entrepreneurs who operate in the informal economy in communities such as Rocinha, we exploit the behavioral aspect and the concept of entrepreneur from Gartner (1989, p. 47): “the person who opens a business”. Entrepreneur, also understood by Araujo (1988), is someone who takes risks and innovates with a precise objective: to start and maintain a business, which is his/her enterprise. In this sense, entrepreneurs are individuals whose behavior tends to change the dynamics of a particular place, especially where his/her enterprise is settled.

Even when discussing only the entrepreneurial behavior, we still find several major schools of thought on entrepreneurship with two very clear sides: the economic perspective and the behavioral perspective. Besides these, others perspectives can be related to Entrepreneurship: Physiological, Positive

Functional and the cognitive perspective, the school of psychology that examines internal mental processes, such as creativity, perception, thinking, problem solving, memory and language.

The economic perspective empathizes that the essence of entrepreneurship is innovation, holding to new opportunities in the business and creating a way to use all resources available. Regarding the entrepreneurial behavior this perspective is very weak. The Physiological approach points out that entrepreneurship or being an entrepreneur is due to human nature, nor the environmental conditions or his/her behavior. The Positive Functional School observes the entrepreneur as an individual who initiates new enterprises adapted to his/her context and his/her growth is according to changes in the environment, i.e., the entrepreneur is a product from the environment where he/she lives. The cognitive perspective provides greater emphasis on the cognitive dimension because it believes that there is a narrow relation between the entrepreneur activities with his/her personal capacities, including the ability to learn, which means that can be taught how to be an entrepreneur (BARON; MARKMAN, 2003).

With the publication of the book “Administrative Behavior”, Simon (1947), in mid 1940, the Behavioral School took

its first steps highlighting individuals facing decision-making in the organizations. Moving forward to mid 1960 with McClelland (1961), whose approach is highlighted in this article with the studies of human behavior in organizations, pointing out the possibility to understand entrepreneurial practices from the entrepreneur’s behavior. This perspective gained more legitimacy from 1980.

McClelland (1961; 1971) was known for his thoughts based in researches that tried to explain the climax and decline of some civilizations. The author identified characteristics that made one civilization more powerful and stronger than the others and since civilizations are humans formations, McClelland (1961; 1971) tried to identify the same characteristics in business organizations. From developing achievement-based motivational theory and models, the author points out three reasons/needs that could guide the behavior of an individual: achievement, affiliation and power. Noting that different individuals may have different levels of these reasons/needs, although it is unlikely not to have one of them; especially the achievement, since it has to do with motivation for the success, the search of success. Until today, his contributions help on the understanding of the entrepreneurial behavior and, therefore, is used in this

article as a reference, although it is known that this behavior cannot be understood as totalitarian or determinant.

For McClelland (1961; 1971), entrepreneurs are those individuals with high need of achievement that are sensitive to environmental changes related to economical opportunities. The author understands the entrepreneur, ultimately, for his/her motivational structure in contrast from the others because of one specific need: the need of achievement/performance. Therefore, the Behavioral School is focused on the need of the individuals 'self realization. Entrepreneurs are perceived for their personal characteristics, their desires and motivations. From this point of view, we can suppose it does not make any difference if the entrepreneur works in an informal economy.

Confirming McClelland (1961; 1971; 1972), Leite (2000) adds that the need of achievement directs the attention of the individual to perform the task in the best possible way to reach his/her objective. However, other thinkers argue that the need for achievement is insufficient to explain neither the creation of new enterprises nor the success of entrepreneurs. It is not proved yet the interconnection between owning a small business and the need of achievement,

although a lot about the subject has been studied.

McClelland (1961; 1971), however, sustains that entrepreneurial characteristics are based on the "Theory of Planned Behavior", search for information, persistence, commitment, demand for quality and efficiency, conviction and network, calculated risks, to establish goals, independence and self confidence. From these criteria, the author created the model to identify which characteristics are most remarkable on the entrepreneur, highlighting the characteristics in Table 1.

The theory developed by McClelland (1961; 1971), which holds to these ten characteristics and generated a model of entrepreneurial behavior analysis, is widely adopted and accepted from those who study entrepreneurship in Business. The development of the model analysis is focused on the motivation of the entrepreneur is a precondition to achieve the goals. According to Winslow and Solomon (1987), the critical psychological element in successful businessmen, identified by McClelland, was what he called "achievement motivation" or "the push to improve" and to identify this motivation is one of the intentions of his model.

McClelland (1961; 1971) also describes the entrepreneur as an independent individual, with initiative,

intuitive and passionate about his/her work; an individual that searches professional and personal fulfillment, obstinate, overcomes the errors and grows by his/her discoveries. Thus, from the concept of the author, the motivation from entrepreneurs is above average and is due to their need of achievement.

The conceptual and methodological structure used by McClelland also serves the purpose of this research, especially what was described by him in the Thematic Apperception Test (TAT). A Test that tries to identify ten personal entrepreneurial competencies (PECs) described by the author and categorized in three clusters: achievement; planning/solving problems;

and ability to influence and to interact with people. TAT has been used several times by Brazilian researches who tried to adapt it to their reality, thus, causing variations in the nomenclature and composition of the clusters and in the set of entrepreneurial behavior competencies.

The instrument used for this survey was adapted by Silva (1991) for Brazil and identify the ten entrepreneurial behaviors. Some changes to the instrument have been made to make it more understandable to the researched public.

Table 1 shows each of the PEC that we tried to identify among the *internet kiosks*' entrepreneurs in Rocinha and was the basis for the survey of entrepreneurs.

Table 1 - Entrepreneurial behaviors

Cluster	Personal entrepreneurial competencies (PEC)	Description
Achievement	Opportunity seeking and initiative	Do things before being asked or forced by the circumstances; acts to expand the business to new fields; takes advantage of opportunities to start a business, to obtain funding, equipments and find a workplace.
Achievement	Demand for quality and efficiency	Find ways of doing things better, quicker and cheaper; develops or uses procedures to make sure the work will be done on time or to meet the quality Standards previously agreed.
Achievement	Persistence	Acts when confronted with a major obstacle; acts repeatedly or changes strategy in order to face a challenge or overcome a obstacle; makes personal sacrifices or makes a great effort to complete a task.
Achievement	Independence and self-confidence	Seeks autonomy; maintains his/her point of view even when initial disappointing outcome; Express confidences in his/her capacity of completing a task or facing a challenge.
Achievement	Risk taking	Evaluates alternatives and calculates risks; acts to reduce risks or control the results; puts him/herself into situations that involve moderate risks or challenges.
Planning/solving problems	Information seeking	Tries to obtain information from customers, suppliers and competitors; investigates personally how to make a product or provide a service; looks for technical and business advice.
Planning/solving problems	Goal setting	Establishes personal goals and objectives that are challenging; defines long-term specific and clear goals; sets measurable and short-term goals.
Planning/solving problems	Systematic planning and monitoring	Splits large tasks into simpler ones, with deadlines; constantly reviews his/her plans, taking in consideration results and changes; maintains financial records and uses them to make decisions.
Ability to influence and to interact with people	Commitment to the work contract	Takes personal responsibility for achieving the required goals; cooperates with the employees or finishes a task, if necessary; tries to keep customers satisfied and puts good will first instead of short- term profit.
Ability to influence and to interact with people	Persuasion and networking	Uses strategies to persuade or influence others; uses key persons to achieve his/her objectives; acts to develop or to maintain business relationships.

Source: Adapted from Silva (1991).

3 METHODOLOGY

This research is the outcome of a survey where the data acquisition or information about features, actions or

opinions of a certain group of people is through a data collection instrument (PINSONNEAULT; KRAEMER, 1993). The authors rank the survey as to its purpose in explanatory, exploratory and

descriptive, though the last one meets the objective of this work because its purpose is to verify if perception of the facts are in accordance with reality. Pinsonneault and Kraemer (1993) emphasize that the analysis can be an individual, in this case matching the respondent, a group, a sector of the organization or the organization itself.

As for the sampling procedures, Perrien, Chéron and Zins (1984) consider this to be defined by the target population, context, sampling unity, sample size and selection or the implementation of the sampling process. Thus, the target population is the owners of *internet kiosks* in Rocinha, a slam in Rio de Janeiro.

Some factors contributed to the choice of this community, such as the survey taker know some people who live in the favela, which facilitated access and contact to the respondents and the Residents Association. First action was to seek support of the Association for the survey, introducing the researchers to two people from the community. They were essential for the development of the research, since they allowed access and guided one of the researchers within the community. They are residents of Rocinha and have knowledge of the neighborhood, which provided access to local entrepreneurs. Therefore, this monitoring has facilitated the research in a unique way

since most of the streets are narrow making the access difficult. According to the last Census conducted by the Government of Rio de Janeiro, only 7,5% of the streets are appropriate for driving.

Because of these peculiarities, the sample was non-probabilistic, selected by the criteria of accessibility. The respondents were chosen by convenience, 44 entrepreneurs of internet kiosks in Rocinha, with a total of 40 valid answers. Respondents allowed using the data from the questionnaires because they were anonymous, thus it was not possible to identify the entrepreneur or his house. Trying to improve the quality of the answers, the researchers conducted the questionnaires individually. According to Richardson (1999), if the researcher is present, the chances of not answering some of the questions or the whole questionnaire by the respondents are very low. Members of the Residents Association of Rocinha accompanied the researchers. The objective was to facilitate the approach and identification of *internet kiosks'* entrepreneurs, as being accompanied by a member was much safer for the researchers.

The data collection questionnaire was adapted from the one developed by Silva (1991), as shown in Table 1, although the original questions of the research have been rewritten to make the

language more adequate to the target public.

The questionnaire was divided into five blocks called A, B, C, D and E. Part “A” consists of 6 questions allowing us to describe the entrepreneurs’ demographic profile, part “B” had 17 questions in order to know the enterprise and the motivation to undertake. Part “C” had 4 questions about the object of the enterprise in relation to the value perceived by customer, what regards digital inclusion. The part “E” is the largest and central of this research, relied on 31 statements about the entrepreneurial behavior competencies.

It was conducted a pre-test with 5 owners of *internet kiosks* in Rio das Pedras, another community in Rio de Janeiro, to ensure that all the statements in the questionnaires were correctly understood by respondents. The objective was to “submit the survey to a field similar to the sample, promote the required alignments and validate the final version” (GIL, 1999, p. 53). Some statements had to be reformulated after the pre-test.

The survey questionnaire was parameterized and scanned in the program CSPro 3.0, ensuring safety in entering the data. Then the data were exported to SPSS 16.0, where statistical analysis was conducted. CSPro is an open source software and the Universidade Federal Fluminense has SPSS software license

used by Department of Entrepreneurship and Management. We extracted the average and standard deviations given to the 31 statements about entrepreneurial behavior characteristics that were part of Part “E”, which was the central and most important part of the survey, which fluctuate between strongly disagree and strongly agree, in a five ordered response levels Likert scale. Richardson (1999) suggests the descriptive data analysis to exploit wide aspects such as survey of opinion and attitudes of the population about specific situations. Thus, we proceeded to the descriptive analysis of the proposed statements.

4 ROCINHA

The aerial view of Rocinha shows a plenty of buildings and we have a feeling that we will not find the exit when walking through its narrows streets. The Brazilian Census 2010, conducted by IBGE, has estimated the population in 69.161. According to the Residents Association of Rocinha (2010), the population is around 150.000 inhabitants, setting itself as the largest slum population in Latin America.

Situated in the hill called Dois Irmãos (Two Brothers), in Rio de Janeiro, Rocinha became a district in 1993.

The first residents of Rocinha established in the old farm Quebra-Cangalha around 1930, when the entire area was transformed from sugar mills into small farms. The products grown by the families, who settled there, mostly intruders who had lost everything with the coffee crisis in 1929, were put on sale at Praça Santos Dummont, which supplied food for the entire south zone of Rio. The name of Rocinha only began to be used in the mid 1930's. According to the oldest inhabitants, when customers asked where the fruits and vegetables came from, everyone said it was a Rocinha (small ranch) in High Gavea. (FAVELA TEM MEMÓRIA, 2010, p. 4).

In the 1940's the occupation of the land by people who believed the land was public was not expressive. In the next decade with increased migration from northeasters to Rio de Janeiro, Rocinha had its first boom of expansion. Nothing compared to the 60's and 70's, when both Rebouças and Dois Irmãos Tunnels were opened, which contributed to a greater job offers in the region and also provided job access in further regions of the city (MARTINS, 2005). Regardless the conditions of access to Rocinha, the community only got its first infrastructures' improvements in the mid 1970's, because of claims to the public authorities. Such as implementation of nurseries, schools, footbridges, plumbing ditches, post office, etc. The first Health Center was opened in 1982, after the residents were protesting in the streets and reporting the negligence of the City Hall (FAVELA TEM MEMÓRIA, 2010). The proximity of Rocinha to the region that has

the greatest earning power attracts a great number of residents every year.

According to the Municipal Planning Institute (IPLANRIO, 2010), Rocinha occupies an area of 1 square mile and its geographical situation encouraged the development of a labor market, even if it is in the informal economy. Its location also encourages real estate speculation, which resulted in spatial and economical stratification, i.e., a slum inside the slum, pointing out to an intra-household income (REICHENHEIM; HARPMAN, 1990).

The official concept of slum is human settlements that have, fully or partially, the following characteristics: grouping or residential buildings formed by more than 50 units; predominance of cottage or rustic huts, built mainly of zinc plates, tinsplate and other similar materials; buildings without a permission or inspection in land of third parties; lack of sanitary network, telephone, electricity, piped water; and finally non urbanized area, with lack of street names and house numbers (GUIMARÃES, 1953).

The Census showed that most part of the streets in Rocinha is lanes and narrow streets. The access various services is harmed because in only 7,5% of the streets is possible to drive a car. The main issues raised by residents about their home are: little space (48,3%), poor lighting (41,9%), poor natural airing (41,8%), and wet floor or wall (20,6%). (AGÊNCIA BRASIL, 2009)

In Rocinha, 48,5% of inhabitants are male and 51,5% are female. Children and teenagers until 14 years of age constitute 25% of the total, while adults between 20 and 44 years of age are 46%. The average household income is approximately R\$ 727,49. The gross income from work and/or retirement displays a poor population, as 24,4% do not have an income, 14,8% receive up to R\$ 415,00 while 23,1% earn between R\$ 415,01 and R\$ 830,00. (GOVERNO DO ESTADO DO RIO DE JANEIRO, 2010).

The Census also identified the main occupation of the residents: 23,5% are students, 30,9% are employed in the formal economy and 7,7% are unemployed. Those performing free enterprise activity were classified in four distinct ways: 5,655 people or 7,8%, declared themselves as self-employed, casual workers; 1,326 people or 1,8%, are by self informal workers; 304 people or 0,4%, are by self formal workers; and only 77 people or 0,1% of the population in Rocinha declare to be an employer or business owners. Those data also showed that 56,6% does not receive their mail in their homes.

In the same period, 2009, the Government of Rio de Janeiro conducted the Business Census in Rocinha, trying to identify and assess the enterprises and entrepreneurs in the community. 6.529

business or entrepreneurs have been identified, both in the informal and formal economy. Data shows that 85% of the entrepreneurs are in the informal economy and do not intend to change their status, the reasons pointed out by them are as follows: 44,7% do not feel a need of formalizing the business, for 14,8% is the lack of money, 9,2% fear the bureaucracy, 3,8% is the lack of information and for only 1,1% is the tax collection. Almost 70% of the business are in the field of service, local market is 28,2% and only 130 or 2,1% of the total are industrial business. (GOVERNO DO ESTADO DO RIO DE JANEIRO, 2010).

According to 50,4% of the interviewers, unemployment was the reason for beginning a business, 14,5% tried to increase family income, 13,6% said that were given an opportunity and 10,2% did not want to work for another person. From all entrepreneurs, 76,9% do not have a side activity.

5 RESULTS ANALYSIS

The Business Census in Rocinha, conducted by the Government of Rio de Janeiro, has shown that there are 92 *internet kiosks* in Rocinha. From these, 40 compose the survey sample. 95% of the enterprises are opened every day and 72% are open for a period of 13 to 16 hours daily.

We identified three categories of establishment, measured by the numbers of available computers: 8 large *internet kiosks*, which own between 15 and 22 available computers, corresponding to 20% of the total. Most of the establishments, 60%, have between 8 and 14 computers and 20%, 8 establishments, are small and have between 4 and 7 computers. The use of the computers varies in accordance with peak times.

The owners of the *internet kiosks* estimate that 71% of the customers use the Internet for about 1 hour. The cost varies between US\$ 0.25 and US\$ 0.50 for ½ hour or US\$ 0.50 and US\$ 1.00 for 1 hour.

Teenagers and young people are the main customers and they use the computers to access games, social networking sites, listen to and download music, among other activities.

Our data shows that 75% of the *internet kiosks'* entrepreneurs in Rocinha are male. From the total, 82.5% are residents and 77.5% aged between 18 and 36 years. According to them, 52.5% of the *internet kiosks* are in operation between 2 and 3 years; 37.5% of the entrepreneurs reported having another business beyond that and 62.5% work only in the *internet kiosk*; 22.7% of the entrepreneurs had a previous business and for 77.5% it is their first one.

For 72% of them, the family income has increased in the last year and 60% do not have a partner. When asked how they classify their activity, 52.50% said they are self employed, 12.5% are independent professionals, 12.5% are students and only 10% declared themselves as entrepreneurs or businessmen.

If we compare the profile from the *internet kiosks'* entrepreneurs with the entrepreneurs interviewed by the Business Census in Rocinha, there are significant differences. First one relates to level of education. From the Government Survey a little bit more than 20% of the interviewers have started or finished high school education, while the number from the *internet kiosks'* entrepreneurs is 80%. Possibly the management of an *internet kiosk* needs more specific knowledge, especially in the computing area. The average household income in Rocinha is approximately R\$ 727,49 (US\$ 394) while the entrepreneurs have higher earnings, which highlights their position in the community.

We presented a set of ten statements to analyze the entrepreneurial behavior and the motivation to open the *internet kiosk*, which the entrepreneur should answer in a scale of 1 to 5, ranging from strongly disagree to strongly agree.

The responses were compiled in Table 2 and show that the entrepreneurs

who established the internet kiosks, have already wanted to open their own business, whose average response was 4.1. Most of the entrepreneurs agree that they had the influence of family to open their own business. The average 4.0 also shows that most of them opened the enterprise to increase their income. The expertise in computers and the perception of an opportunity also induced in opening the business. Most of them used their own

resource to open their internet kiosks, while some took a loan.

These entrepreneurs appear to have motivation related to opportunity, driven by income increase and the search of independence, as can be seen from the average related to the statement “always wanted to have my own business” and “decided to open the *internet kiosk* to be a household income increase”. The data also show that the incentives of the public authorities are rarely used, if there is any.

Table 2 - Reason for opening the internet kiosks

<i>Item</i>	<i>Statements</i>	<i>Average</i>	<i>Standard deviation</i>
1	I found the opportunity talking with friends;	2.95	1.08
2	I have examples of successful family members who opened their own business;	3.49	1.25
3	I always wanted to have my own business;	4.10	0.67
4	I was unemployed and used the money of FGTS and from the contract termination to open the internet kiosks because it seemed a good deal;	2.32	1.31
5	I am trained in computer science and I found a partner to invest the money;	2.90	1.22
6	I noticed the increase of internet kiosks in the community, so I decided to open one;	2.92	1.38
7	I decided to open the internet kiosks to be an increase in the family income;	4.00	0.72
8	I opened the business without asking anyone for money;	3.52	1.28
9	I took a loan to open the internet kiosks because I knew it was a good business;	2.55	1.28
10	I took advantages of public incentives to open the internet kiosks;	1.60	0.78

Source: Based on the research data.

In Table 2, item 4, FGTS – Fundo de Garantia por Tempo de Serviço or Redundancy Compensation Fund for Employees is an entitlement of any worker with a formal work contract. This benefit is like a saving account opened in the name of the worker, and is a place where the employer deposits a sum equal to 8% of the worker’s salary every month. The

person can withdraw the benefit when get unemployed. This balance shall be available also for use to buy a house, for retirement and, other emergency situations, the worker should be made redundant.

The responses about their entrepreneurial behavior were categorized into three parts: achievement or the ability to perform the project; planning/solving

problems; and ability to influence and to interact with people. Regarding the ability of performing, this category has the following entrepreneurial behaviors: search of opportunities, initiative, requirement of quality and efficiency, persistence, independence and self-confidence.

Table 3 shows the responses from the respondents. Each one chose from the statements that better expressed their opinion: strongly disagree (SD); disagree (D); neither agree, nor disagree (NA-ND); agree (A) and strongly agree (SA). According to the survey, the respondents believe that opportunities can be identified and are not a matter of luck or destiny. 65% of the respondents disagree with the statement “the most important thing is to be lucky”, confirmed with 90% who also disagree with the statement “I think like Zeca Pagodinho, I allow life to take me”. Zeca Pagodinho is a famous Brazilian singer/songwriter working in the genres of “samba” and “pagode”. His most famous song is “Lets Life Takes Me” and the refrain is “Let me take the life, (Life takes me!), Let me take the life, (Life takes me!), Let me take he life, (Life takes me!), I am happy and I thank, For everything that God gave me ...”. 75% of the respondents indicate that there are many ways to identify an opportunity, such as cueing in the bank, a chat in a bar or restaurant, and even reading the newspaper. 90% of the

respondents said that extra care should be taken in order to anticipate events that can go wrong. 95% of the respondents aim to grow and to increase in new products or services, what shows intention to exploit new opportunities that arise from the current business.

When asked about issues related to the quality and efficiency of their service, the responses are less equal. “I work things out when problems emerge” seems to be the strategy of 62,5% of the respondents, although 90% agree that when doing something “tries to find a way to be better, quicker and even cheaper”.

The statement “things only happen to those who work hard” split the respondents since 45% disagree and 47,5% agree with it. Part of the group doubt that achieving the goals is related to working hard. However, the majority, 85%, disagree with the statement “I take another way when things start to go wrong” and 92,5% believe that “to overcome life’s obstacles you must keep straight to your goals and even change your plans to achieve what was planned”. Likewise 90% agree that it takes effort and even make a “personal sacrifice” to achieve the goals.

The response on the issue of independence and self-confidence showed that opening their own business is based on the possibility of the independence and also allows them to “make their own

decisions and manage their time”, according to 65% of the respondents who rely in their own abilities as well.

Answers to Table 3 suggest that the respondents believe that having initiative to notice and take advantage of opportunities is crucial to open and innovate in business. The data show also that respondents bring to themselves the responsibility about their destiny, instead

of believing in luck or fate. So much that only 7,5% of the 40 respondents, 3 of them, agree with the statement “I think like Zeca Pagodinho, I allow life to take me”. There is consistence to the statements suggesting those entrepreneurs are “in control” of their lives, therefore that is why they show initiative.

Table 3 - Ability of achievement of internet kiosks 's entrepreneurs in Rocinha

<i>Personal entrepreneurial competencies (PEC)</i>	<i>Statements</i>	<i>Strongly disagree %</i>	<i>Disagree %</i>	<i>Neither Agree, nor Disagree %</i>	<i>Agree %</i>	<i>Strongly Agree %</i>
Opportunity seeking and initiative	I try to anticipate myself If I realize that something can go wrong;	0.0	2.5	7.5	67.5	22.5
Opportunity seeking and initiative	Aim to grow and to increase in new products or services; *	0.0	5.0	0.0	52.5	40.0
Opportunity seeking and initiative	There is many ways of identifying an opportunity, such as cueing in the bank, a chat in a bar or restaurant, and even reading the newspaper.	0.0	12.5	12.5	52.5	22.5
Opportunity seeking and initiative	The most important thing is to be lucky	15.0	50.0	20.0	15.0	0.0
Demand for quality and efficiency	I think like Zeca Pagodinho, “I allow life to take me”;	22.5	67.5	2.5	5.0	2.5
Demand for quality and efficiency	I try to find a way to be better, quicker and even cheaper;	0.0	7.5	2.5	60.0	30.0
Demand for quality and efficiency	I work things out when problems emerge;	2.5	27.5	7.5	55.0	7.5
Persistence	Things only happen to those who work hard;	7.5	37.5	7.5	30.0	17.5
Persistence	I take another way when things start to go wrong;	10.0	75.0	5.0	5.0	5.0

Table 3 - Ability of achievement of internet kiosks 's entrepreneurs in Rocinha (continuação)

<i>Personal entrepreneurial competencies (PEC)</i>	<i>Statements</i>	<i>Strongly disagree %</i>	<i>Disagree %</i>	<i>Neither Agree, nor Disagree %</i>	<i>Agree %</i>	<i>Strongly Agree %</i>
Persistence	To overcome life's obstacles you must keep straight to your goals and even change your plans to achieve what was plan need;	0.0	5.0	2.5	62.5	30.0
Persistence	It takes effort and even makes a personal sacrifice to achieve the goals.	0.0	7.5	2.5	60.0	30.0
Independence and self-confidence	I open my own business to make my own decisions and manage my time;	2.5	17.5	15.0	52.5	12.5
Independence and self-confidence	When problems occur, I do not rely in my own abilities;	27.5	50.0	10.0	12.5	0.0
Risk taking	When a business opportunity arises, I do it instantly because I do not like planning;	25.0	57.5	5.0	10.0	2.5
Risk taking	If I do not have the money and a good opportunity comes, I will think twice prior to make a loan in the bank or with family and friends;*	2.5	15.0	2.5	52.5	25.0

* One respondent did not answer

Source: Based on the research data.

Those results confirm that McClelland (1971) features the entrepreneurs as intuitive and curious individuals who are in constant search of professional and personal fulfillment. However, respondents were divided about the value of work and the insistence on achieving it. This aspect deserves a deep study in future researches. Some characteristics were highlighted among the respondents, such as attention, the demand for quality and efficiency, as well as the attitude to insist and to move forward,

confirming the way McClelland (1971) described entrepreneurs: as individuals passionate about their work and trying to overcome their limits.

On the ability of planning and solving problems, 82,5% of the respondents refuse the statement "planning is not for me", as shown in Table 4. They seem to be aware of the importance to be well informed because 79,4% of entrepreneurs stated "being informed depends on us, on our attention". In that sense, entrepreneurs are engaged, seeking

information and concerned about the consequences on their enterprises.

Table 4 - Ability of planning and solving problems from the entrepreneurs in Rocinha

<i>Personal entrepreneurial competencies (PEC)</i>	<i>Statements</i>	<i>Strongly disagree %</i>	<i>Disagree %</i>	<i>Neither Agree, nor Disagree %</i>	<i>Agree %</i>	<i>Strongly Agree %</i>
Information seeking	I try to make friend because we never know when we will need them;	0.0	0.0	15.0	45.0	40.0
Information seeking	It depends on our attention and friendship with suppliers, customers and competitors to be well informed;	0.0	7.5	2.5	52.5	37.5
Goal Setting	It is hard to save money, to many ways of spending;	12.5	27.5	17.5	37.5	5.0
Goal Setting	To save money I can stay at home and do not go out with family and friends;	2.5	22.5	5.0	50.0	17.5
Goal Setting	To have a good result, the coach must know with whom and when they are going to play;	5.0	12.5	2.5	62.5	17.5
Systematic planning and monitoring	Saving money helps future investments or any losses;	0.0	7.5	2.5	50.0	40.0
Systematic planning and monitoring	I check every day on the financial results and if something is different from what I planned, I think of alternatives;	0.0	15.0	2.5	47.5	35.5
Systematic planning and monitoring	The bills from March and October affect Christmas shopping;*	5.0	37.5	12.5	30.0	12.5

* One respondent did not answer

Source: Based on the research data.

It is important to be updated and upgrade the infrastructure of the *internet kiosks*, since new technologies come out every moment. When it comes to overtake risks, 80% of entrepreneurs are careful about it, as agreed with the statement “if I do not have the money and it comes a good opportunity, I will think twice prior to make a loan in the bank or with family and friends”.

As for setting goals, planning and systematic monitoring, 80% of the respondents agree that “to have a good

result, the coach must know with whom and when they are going to play”. 90% agree that “saving money helps future investments or any losses”.

The result of the PEC is different from the characterization of McClelland (1971), who describes the entrepreneur as an individual who learns with mistakes, grows with his/her findings, establishing for himself/herself and for the business achievable goals.

Regarding the entrepreneurs’ ability to interact, this was divided into two PEC,

“persistence and commitment” and “network”. 97,5% of the respondents agree with the statement “where needed you need to cooperate with your employees and put yourself in their places to finish the job”. 70% state that “many of my achievements were through my network”. The responses suggest that *internet kiosks* owners in Rocinha seen to establish

interpersonal relationships in order to achieve their personal and professional goals. They are also aware that their interpersonal abilities have an affect on their business performance and on the people who work for them. They have seen to be worried with their image in front of the customers, friends, suppliers and the community.

Table 5 - Ability to influence and to interact with people

<i>Personal entrepreneurial competencies (PEC)</i>	<i>Statements</i>	<i>Strongly disagree %</i>	<i>Disagree %</i>	<i>Neither Agree, nor Disagree %</i>	<i>Agree %</i>	<i>Strongly Agree %</i>
Commitment to the work contract	Stay in the cashier to have control of the situation	5.0	22.5	17.5	47.5	7.5
Commitment to the work contract	When necessary I help the employers or I finish the work	0.0	0.0	2.5	77.5	20.0
Goal Setting	It is difficult to find someone who does not agree with my ideas	2.5	27.5	20.0	40.0	10.0
Goal Setting	I do not like discussions, when people talk too much I keep quiet	7.5	22.5	15.0	42.5	12.5
Goal Setting	Many of my achievements happened because of my network	2.5	15.0	12.5	45.0	25.0

* One respondent did not answer

Source: Based on the research data.

When it comes to the customers, it is observed that when they pay for the Internet access, they also have a special attention from the owners or their employees to teach how to use the new technology. Those *internet kiosks* provide for free some services for customers who do not know how to use the computers yet, such as opening a profile on Facebook, opening an e-mail account, MSN. In some

internet kiosks is permitted to have more than one person per computer, so it is possible to help the beginners. This result is in conflict with Silveira (2005), who says that *internet kiosks*, due to the nature of the private sector, would not promote the necessary support for the users to be digitally included. The data show that when helping customers using the

computers, the entrepreneur benefits both the customer as the business.

Table 6 - Customer Service of the *internet kiosks* in Rocinha

Item	Statements related to customer service.	Average	Standard deviation
1	We help people who do not know how to use the computers, the employers or myself	4,20	0,69
2	The <i>internet kiosk</i> directs customers to a Informatics School; which has an agreement with ;	1,70	0,52
3	Customers who do not have computer knowledge disrupt the service by asking for help;	2,68	1,07
4	The frequent users of the internet kiosk feel uncomfortable with the requests for help from the new customers;	2,57	1,15
5	My internet kiosk is directed to advanced users and we do not accept beginners;	1,60	0,63
6	Beginners are welcome as may be future regular customers;	4,63	0,49
7	We give discount to customers who bring new customers;	2,53	1,20

Source: Based on the research data.

Therefore, entrepreneurs, who took part on the survey, have a motivation related to opportunity, moved by the search of independence and increase in their income. They believe that opportunities can be identified, are not the results of luck or fate and believe that if they are persistent, they can overcome the obstacle until they reach their goal.

6 FINAL CONSIDERATIONS

The confirmation of the digital inclusion of classes C, D and E through the *internet kiosks* is one of the major findings of this research. The *internet kiosks* were created by entrepreneurs, in search of opportunity, without any help from the government, which insisted in digital inclusion through telecentres or other means that do not contemplate the participation of the civil society.

The action of entrepreneurs, at least in Rocinha, and the way the society

interacts with these services and technology, led to new and dynamic formats, which probably would not be planned or organized by public policies. Proved to be effective, especially with digital inclusion of part of the Brazilian population who do not have access to new technologies.

Although the survey results cannot be generalized, it showed that entrepreneurial behavior at the basis of the pyramid, in Rocinha, do not differ from entrepreneurial behavior found in literature from other social classes. The entrepreneurs from Rocinha have a motivation related to opportunity, driven by the search for independence and increase in family income, as can be seen in the statement “always wanted to have my own business” (4.1) and “decided to open the *internet kiosk* to increase the family income” (4.0). 65% of the respondents believe that opportunities can

be identified, are not the results of luck or fate, as they disagree with the statement “the most important thing is to have luck”. This is also confirmed from 90% of the respondents who also disagree with the statement “I think like Zeca pagodinho, I allow life to take me”.

It is notable that the entrepreneurs doubt (question) about the merit related to working hard and achieving goals because only 45% agree that “things only happen to those who work hard”, although they are persistent because 85% disagree with the statement “I take another way when things start to go wrong”. 92,5% believe that “to overcome life’s obstacles you must keep straight to your goals and even change your plans to achieve what was planned” and 90% agree that it takes effort and even make a personal sacrifice to achieve the goals.

Importantly, the results confirm what McClelland (1971, 1972) suggests when he characterizes entrepreneurs as intuitive, curious subjects who are constantly seeking professional and personal fulfillment. However, it is emphasized that the internet kiosk entrepreneurs in Rocinha are divided as to the value of work and persistence in the pursuit of what one seeks to achieve. This aspect deserves further development in future research in similar environments.

Another result that differs from previous research was noted: regarding the customers, it was noted that they receive special attention or assistance from the entrepreneur when learning to use new technologies. For example, the entrepreneurs in the internet kiosks offer assistance on opening Orkut, MSN, Facebook and email accounts, among other services to people who do not have mastered the technology. In some internet kiosks, more than one user may use a computer, so people with more knowledge can help beginners. These results conflict with Silveira’s (2005) understanding that the internet kiosks, because they are private capital, do not provide users with the support necessary to promote their digital inclusion.

The survey data show otherwise, since by creating ways to help users they make better use of the available resources, thus the entrepreneur benefits both the customer and the business itself. This aspect also deserves further development in future research in similar environments, since there are an increasing number of people who, not having the appropriate technology at home, seek internet kiosks. Furthermore, this research shows, at least in Rocinha, that the internet kiosks have also become the proper environment for learning about new technologies, with the

entrepreneur being the facilitator of that learning.

Finally, the main limitation of this study was the inability to apply the survey questionnaire among the 92 internet kiosk entrepreneurs in Rocinha. The survey was conducted with only 44 subjects due to the lack of access to others, since they were located in areas of the community where our contact could not access with the necessary security. One must reminding that Rocinha is not a uniform community, it is composed of several subgroups that define the free access territories. Nevertheless, a transformation is already underway in the community with the arrival of the Pacifying Police Units. The arrival of this new organization in this territory provides room for future research on the same subject or other aspects of entrepreneurship in the community.

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