



MEASURING THE IMPACT OF ENTREPRENEURSHIP PROGRAMMES  
ENDEAVOR BRAZIL

Endeavor transforms emerging countries by establishing

**HIGH-IMPACT**

**ENTREPRENEURSHIP**

as the leading force for sustainable economic development.

## OUR RESULTS

**20,000+**

Entrepreneurs  
Screened

**581**

Endeavor  
Entrepreneurs  
Leading

**372**

Companies

**\$3.5Bn+**

Revenue in 2009 (2/3  
growth post selection)

**64%**

Average revenue in the first  
two years after selection

**135,000+**

jobs created

**Financial  
Capital**

**\$3.5Bn**  
revenues generated by Endeavor  
Entrepreneurs in 2009 (2/3 growth  
resulted post selection).

**64%**  
average annual growth rate in first  
two years after joining Endeavor

**10%**  
of Endeavor Companies  
have sold or IPO'd.

**Human  
Capital**

**23,000+**  
candidates received  
professional feedback.

**130,000+**  
high-quality jobs created by Endeavor  
Entrepreneurs (3/4 created from  
growth post selection).

**86**  
Endeavor Entrepreneurs  
have started another company  
post selection.

**Social  
Capital**

**291**  
Endeavor Entrepreneurs  
advise or invest in other  
Endeavor companies.

**15,780+**  
hours of mentoring provided  
by Endeavor VentureCorps  
mentors in 2009.

**432**  
weeks spent by Fellows and eMBAs  
on location consulting Endeavor  
Entrepreneurs in 2009.

**Intellectual  
Capital**

**76%**  
of Endeavor Entrepreneurs  
invested in R&D in 2009.

**123**  
university cases or case studies on  
Endeavor or Endeavor Entrepreneurs  
taught in 2009.

**754**  
patents or patents pending  
by Endeavor firms.

**Cultural  
Capital**

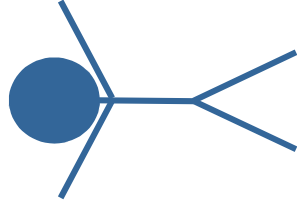
**495MM**  
people reached by Endeavor through  
print and broadcast media in 2009.

**14%**  
of first year Stanford business  
school students applied to  
be an eMBA.

**401**  
major entrepreneurship awards  
received by Endeavor and its  
Entrepreneurs.

# ENDEAVOR CHANGING BRAZIL

## INCREASE THE NUMBER OF HIGH IMPACT ENTREPRENEURS IN THE COUNTRY



### WHO THEY ARE:

**Passionate** (about what they do)

**Generate real value** (innovation and excellence)

**Being big** (vision, ambition)

**Just doing it** (attitude)

**Being ethical** (getting it right, no shortcuts)

### HOW THEY DO IT:

- Transparency
- Management
- Good people



- + employment
- + income
- + innovation
- + economic growth
- inequality

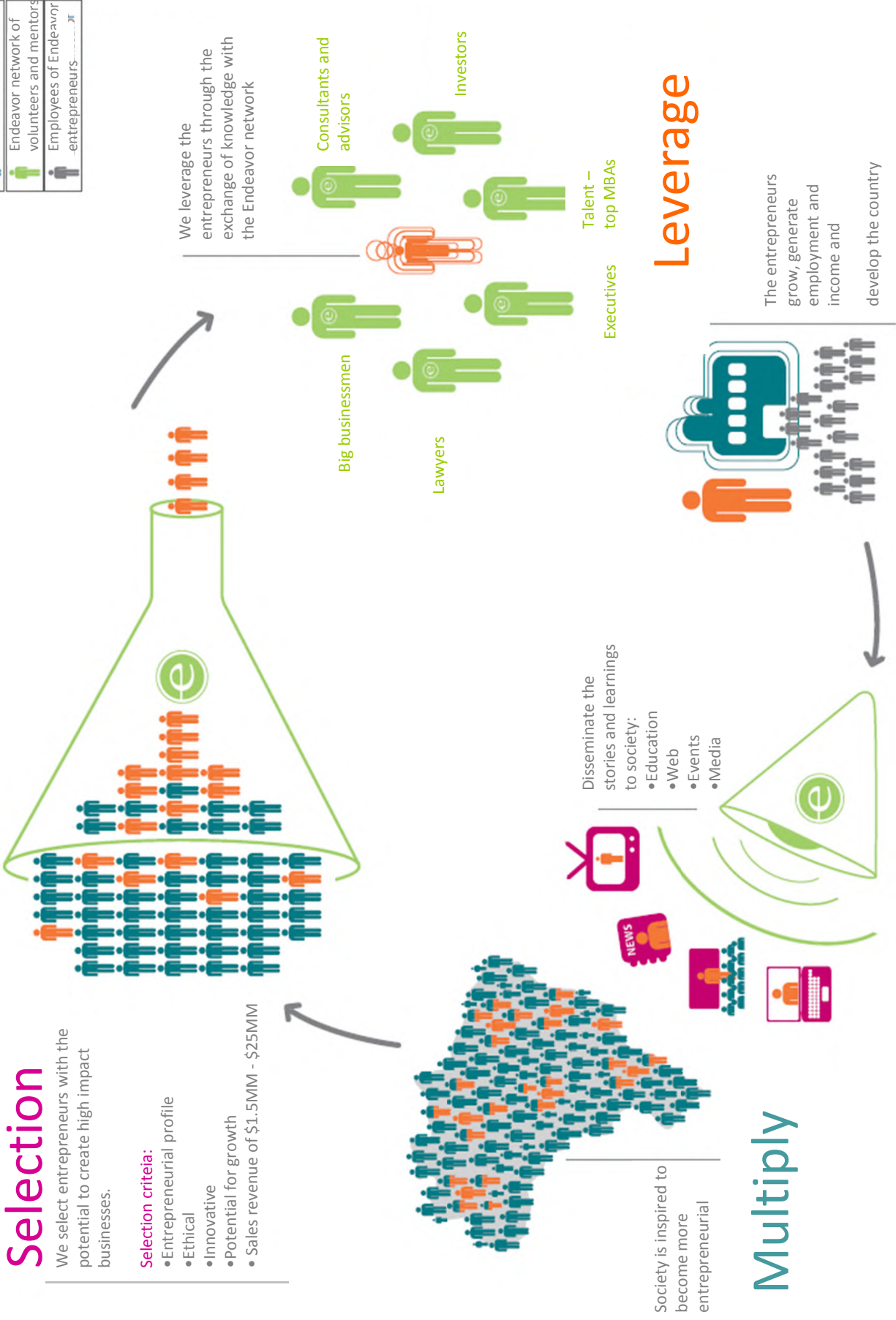
# ENDEAVOR OPERATIONS:

## Selection

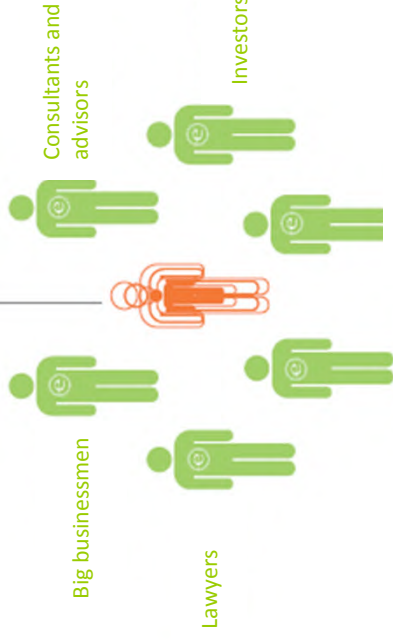
We select entrepreneurs with the potential to create high impact businesses.

### Selection criteria:

- Entrepreneurial profile
- Ethical
- Innovative
- Potential for growth
- Sales revenue of \$1.5MM - \$25MM



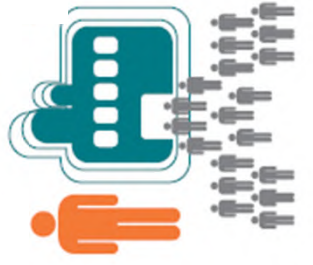
We leverage the entrepreneurs through the exchange of knowledge with the Endeavor network



Executives  
Talent – top MBAs

## Leverage

The entrepreneurs grow, generate employment and income and develop the country



## Multiply

Society is inspired to become more entrepreneurial

Disseminate the stories and learnings to society:

- Education
- Web
- Events
- Media

# WHAT DO WE NEED TO MEASURE?

ENTREPRENEURSHIP SUPPORT ORGANISATIONS NEED ANSWERS TO MANY QUESTIONS

- Do our entrepreneurs have a social and economic impact?
- How do they compare to other entrepreneurs in their sector or region?
- Do our programmes and interventions have effects?
- Do businesses in general have an impact on the economy and society? If so, which have the most effect?
- How does what is going on in my country compare to the rest of the world?

# HOW TO MEASURE? – EIP

## ENTREPRENEURSHIP INDICATORS PROGRAMME

- The newest and most prestigious programme that measures entrepreneurship: Supported by Kauffman and designed by the OECD and Eurostat
- International comparisons: 23 countries involved (USA, Canada, Europe, Israel)
- Holistic: Looks at many factors that can create an entrepreneurial environment and also at what entrepreneurship can do for a country
- Use existing data: Use existing data which national statistics organisations already have and incentivise them to develop more comparable data to other countries.

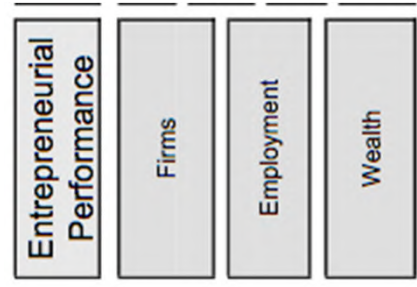
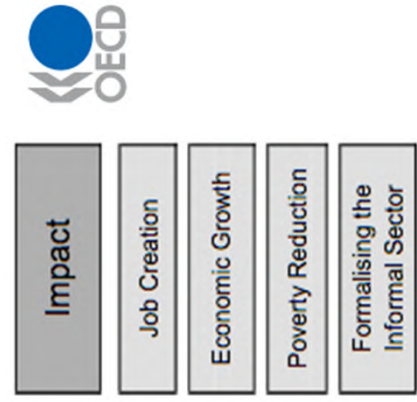
**KAUFFMAN**  
The Foundation of Entrepreneurship



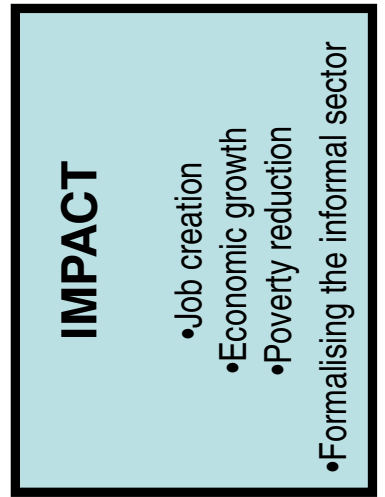
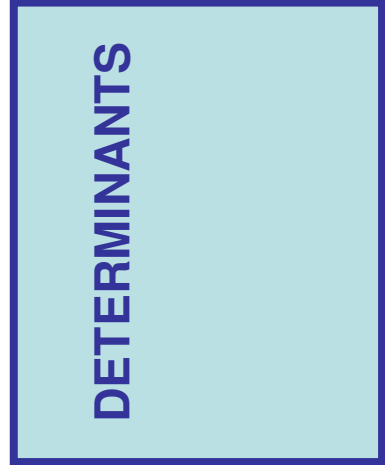
**eNDEAVOR**



# EIP FRAMEWORK

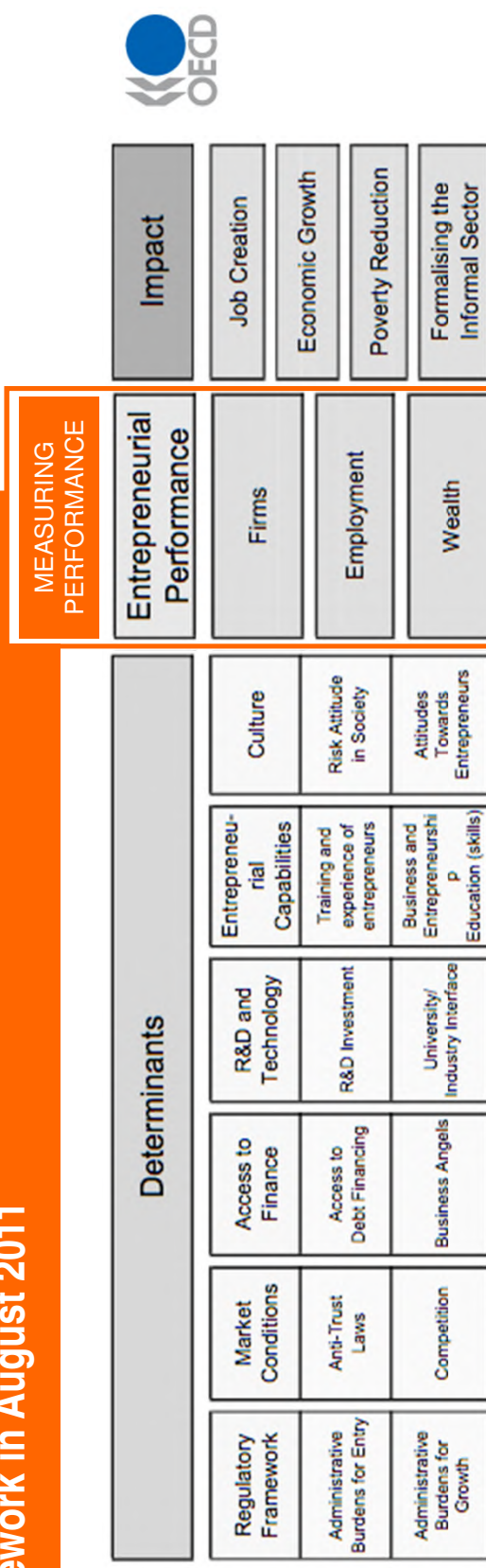


Determinants					
<b>Regulatory Framework</b>	<b>Market Conditions</b>	<b>Access to Finance</b>	<b>R&amp;D and Technology</b>	<b>Entrepreneurial Capabilities</b>	<b>Culture</b>
Administrative Burdens for Entry	Anti-Trust Laws	Access to Debt Financing	R&D Investment	Training and experience of entrepreneurs	Risk Attitude in Society
Administrative Burdens for Growth	Competition	Business Angels	University/ Industry Interface	Business and Entrepreneurship Education (skills)	Attitudes Towards Entrepreneurs
Bankruptcy Regulations	Access to the Domestic Market	Access to VC	Technological Cooperation Between Firms	Entrepreneurship Infrastructure	Desire for Business Ownership
Safety, Health and Environmental Regulations	Access to Foreign Markets	Access to Other Types of Equity	Technology Diffusion	Immigration	Entrepreneurship Education (mindset)
Product Regulation	Degree of Public Involvement	Stock Markets	Broadband Access		



# MEASURING PERFORMANCE INDICATORS

- Endeavor and IBGE will release the first report on high-growth businesses in Brazil using national data and the OECD framework in August 2011



# PERFORMANCE INDICATORS

- **Number of firms**
- **Number of high growth firms**
  - High growth = a firm that has grown employment by 20% each year over 3 years, excluding all firms starting the period with less than 10 employees
- **Number of people employed**
- **Sales revenue**
- **Value added**
- **Money spent on research**



**SPLIT BY:**

**SIZE, AGE, SECTOR, REGION, HIGH-GROWTH (yes/no)**

# PERFORMANCE INDICATORS

COMPANY	JOBS 2005	JOBS 2008	JOBS CAGR
Health Care Equipment & Services co.	28	64	129%
Hardware and equipment co.	31	65	110%
Advertising, Marketing & PR co.	17	35	106%



# PERFORMANCE INDICATORS

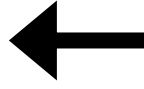


COMPANY	JOB 2005	JOB 2008	JOB CAGR	SECTOR AVERAGE JOB CAGR
Health Care Equipment & Services co.	28	64	129%	135%
Hardware and equipment co.	31	65	110%	108%
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# USING THE DATA

**See the companies that are succeeding / need more help**

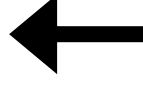
Comparisons to the market to further understand



- Previous example – companies that are growing at the same rate are not enjoying the same success when compared to their market
- Comparing this to our needs assessment process could help to evaluate the effectiveness of programmes

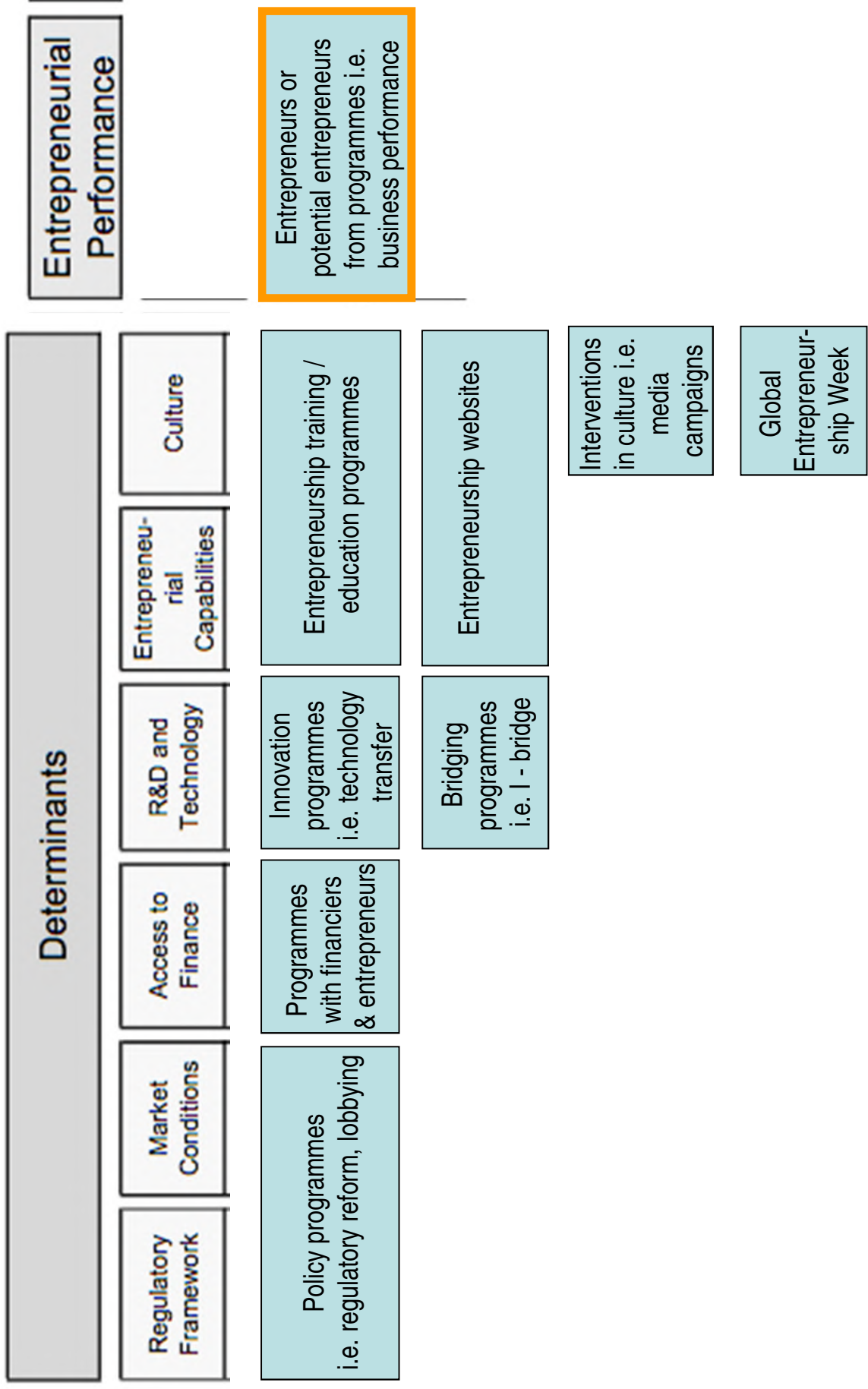
**Highlighting areas to find new Endeavor entrepreneurs**

Key sectors, subsectors and states



- High growth companies in Brazil are more likely to be found in the manufacturing sector rather than the service sector.
- The key regions for businesses in Brazil remain important: the Southeast region has the most high-growth businesses, followed by the South and then the North-East..

# OTHER PROGRAMMES AND EIP



# MULTIPLY – MORE DIFFICULT TO MEASURE

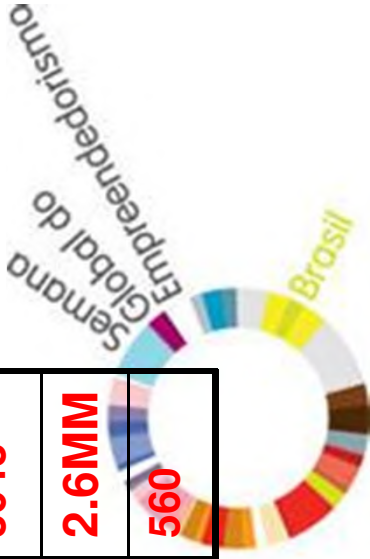
OUTREACH PROGRAMMES TO TRANSMIT ENDEAVOR EXPERTISE TO THE POPULATION

## GLOBAL ENTREPRENEURSHIP WEEK

	2009	2010
Activities	1780	3043
Participants	2.3MM	2.6MM
Partners	558	560

# R\$30MM

## A.V.E.



# +2000

Students

# +500

Professors

# 25

Universities



# PLANS FOR 2011: MEASURING CULTURE INDICATORS

- National survey with population and business owners
- Regional booster surveys to provide more detailed and diverse pictures within Brazil
- Comparisons to participants in Endeavor programmes



Determinants						Entrepreneurial Performance	Impact
Regulatory Framework	Market Conditions	Access to Finance	R&D and Technology	Entrepreneurial Capabilities	Culture	Firms	Job Creation
Administrative Burdens for Entry	Anti-Trust Laws	Access to Debt Financing	R&D Investment	Training and experience of entrepreneurs	Risk Attitude in Society	Employment	Economic Growth
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Bankruptcy Regulations	Access to the Domestic Market	Access to VC	Technological Cooperation Between Firms	Entrepreneurship Infrastructure	Desire for Business Ownership		Formalising the Informal Sector
Safety, Health and Environmental Regulations	Access to Foreign Markets	Access to Other Types of Equity	Technology Diffusion	Immigration	Entrepreneurship Education (mindset)		
Product Regulation	Degree of Public Involvement	Stock Markets	Broadband Access				

## MEASURING CULTURE

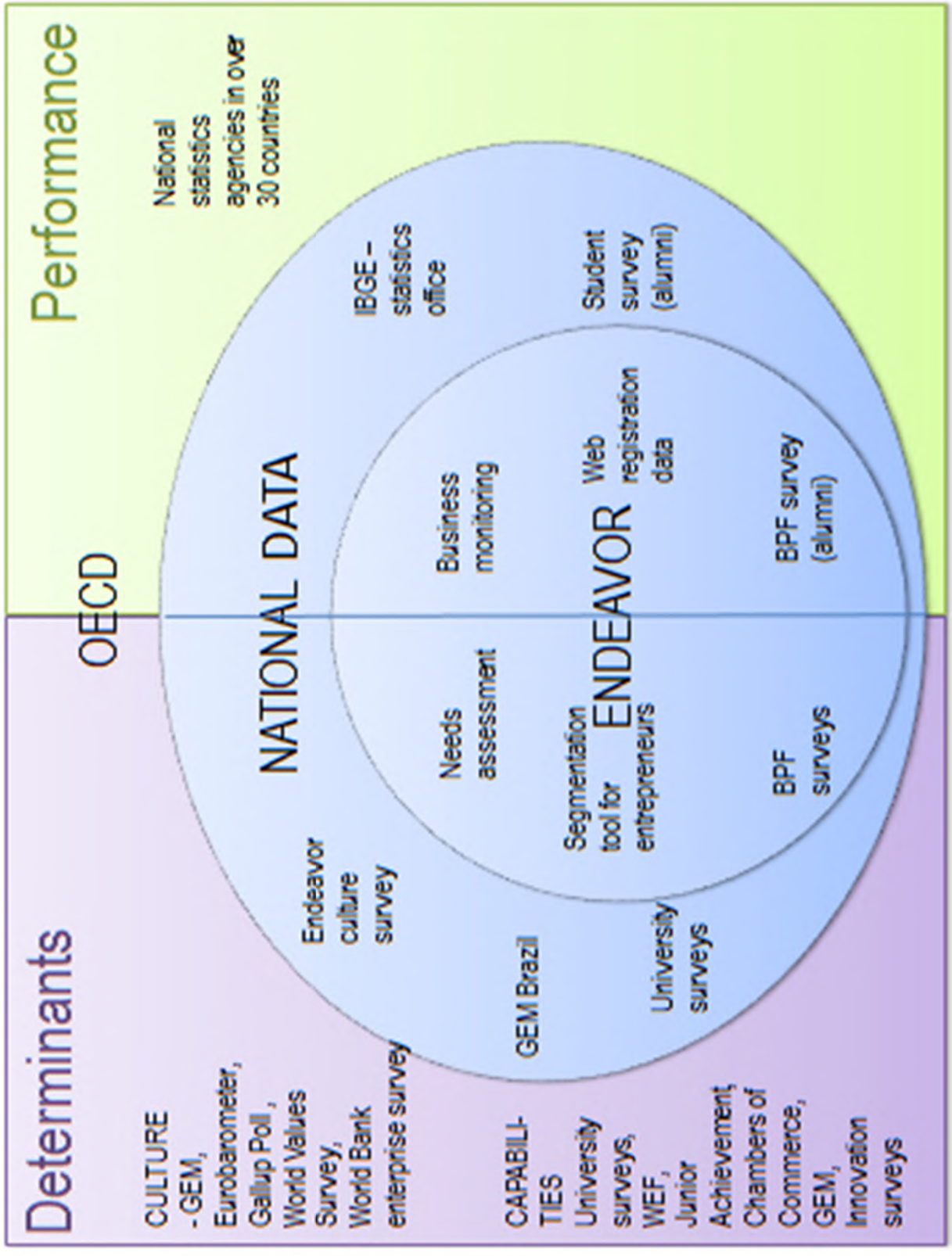
# PLANS FOR 2011: MEASURING CAPABILITIES INDICATORS

- The first inter-university survey in Brazil about provision, entrepreneurship capabilities and attitudes
- Nationwide mapping of entrepreneurship education in universities
- Comparisons to participants in Endeavor University programmes



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						<b>MEASURING CAPABILITIES</b>	

# MEASURING ENDEAVOR PROGRAMMES USING THE EIP





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# PROCESS - USE NATIONAL STATISTICS / DATA TO GAIN INFO ON HGBS

