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# SANTA CATARINA INCUBATORS AND THEIR KEY PRACTICES: EVALUATION OF THE PROPOSAL SELECTION PROCESS IN ACCORDANCE WITH THE CERNE METHODOLOGY

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## summary

Business incubators are organizations that work for innovative entrepreneurship. The importance of these institutions occurs while the mortality of companies is high in their first years of life. Thus, the incubation process provides support to these ventures so that they can be strengthened in the face of the challenges imposed by the market. In order to expand the capacity of incubators to systematically generate successful innovative ventures, the Brazilian Support System for Micro and Small Enterprises (SEBRAE) in partnership with the National Association of Entities Promoting Innovative Enterprises (ANPROTEC), created the methodology called Reference Center for Support to New Enterprises (CERNE) which has basic elements that aim to reduce the variability in the success of the supported companies. The objective of the present study was to carry out the evaluation of the proposal selection process in accordance with the reference methodology in the scope of the incubators. In Santa Catarina, of the 25 incubators in existence, 04 were certified Cerne 1 in 2016: Midi Tecnológico, Entrepreneurial Center for the Development of Advanced Technologies (CELTA), Softville and Instituto Gene. In this sense, the objective of the present study was to evaluate the proposal selection process in accordance with the CERNE methodology.

**Key words:**Incubator; CERNE Methodology; Selection; Enterprises.

## Introduction

In the contemporary business environment, entrepreneurship has come to be considered as a key element in the search for competitiveness among organizations (RAUPP; BEUREN, 2006). One of the essential factors that guide the growth of the economy of the countries is the creation and permanence of companies in the market, however, to create the company itself it is essential that the entrepreneur has initiative, commitment and some other competences so that the obstacles to act in the exceeded (SILVA; VELOSO, 2013). In the meantime, initiatives such as the establishment of business

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incubators have emerged in different locations around the world, fostering the culture of entrepreneurship and helping entrepreneurs to expand their knowledge and establish their businesses.

Dornelas (2002) explains that the movement for the creation of business incubators has always been linked to the entrepreneurship movement that has shown exponential growth in Brazil in recent years. Meeder (1993) argues that the development of American business incubators emerged in the 1970s, whereas the National Association of Entities Promoting Innovative Enterprises (ANPROTEC) (2016) explains that the origin of the incubator movement was in New York, United States, in 1959. In Brazil, the history of business incubators is recent. In the 1980s, incubators began to be created based on an initiative to implement the first Technology Parks Program in the country, by the National Council for Scientific and Technological Development (CNPq), in the 1980s.

The literature basically explains the same functions for incubators, regardless of their type. The National Business Incubation American (NBIA) (1997) describes the incubation process as a dynamic process where the objective is to encourage people to start their own businesses and support companies in the development of their innovative products. In 2004, the innovation policy was established and the concept of incubation was defined at the federal level (BRASIL, 2004). Brazilian law has signaled that a business incubator is an organization that aims to stimulate or provide logistical, managerial, and technological support to the innovative entrepreneur, as well as to spread knowledge, with the intention of facilitating the creation and development of new innovative ventures ( BRASIL, 2004).

The expansion of the incubator movement is not restricted only to the outside. Studies such as those by Silva and Veloso (2003) reveal that in the last ten years, the number of incubators in Brazil has grown at an average rate of over 25% per year. According to the authors Azevedo, Gaspar and Teixeira (2016), in Brazil, there are 161 incubators, and in Santa Catarina alone there are 25 incubators (VIA ESTAÇÃO CONHECIMENTO, 2017).

The partnership of efforts between ANPROTEC and the Brazilian Micro and Small Business Support Service (SEBRAE) resulted in the Cerne model, a document that arose from the need for incubators to expand their results - quantitatively and qualitatively -, that is, this methodology aims to promotion and continuous improvement in the results of incubators from different sectors of activity. This methodology determines good practices to be followed in several key processes, which are associated with the existing levels of maturity: CERNE 1, CERNE 2, CERNE 3 AND CERNE 4, where each level reached represents a step by the incubator towards the improvement it seeks be achieved (CERNE, 2015).The demarcation

and detailing of the systems related to the key processes to be implemented are relevant for the incubators to have significant improvements in the generation of innovative and successful ventures. Linked to key practices there is a set of principles on which processes and practices are structured with a focus on ventures, focus on processes, ethics, sustainability, responsibility, continuous improvement, human development and transparent and participative management (CERNE, 2017) .

However, only recently (in 2016) have CERNE 1 certifications been carried out in Brazilian incubators and, in general, studies that report the practices carried out in these certificates are still scarce and necessary, mainly to serve as benchmarking for new incubators that are preparing for CERNE accreditation. Thus, the present study sought to evaluate the selection process of proposals from Santa Catarina incubators that were certified CERNE 1 in 2016.

## Methodological procedures

This study is characterized as being descriptive (Cervoand Bervian 2002)focusing on a case study (Marconi and Lakatos, 2007). The analysis started from the practices announced and carried out, according to the internal documentation of four incubators, CERNE 1 certified, located in the state of Santa Catarina, with a focus on the selection of enterprises for the incubation process. The analyzes were associated with the key practices: receipt of proposals, evaluation and contracting, where it was analyzed how each incubator conducts these key practices.

The sample analyzed in the present study was: Midi Tecnológico, Entrepreneurial Center for the Development of Advanced Technologies (CELTA), SOFTVILLE and Instituto Gene, with a population of 25 incubators from Santa Catarina companies extracted from the list provided by the mapping of Via Estação Conhecimento (2017). However, even with a population of 25 incubators, the present study analyzes all the CERNE 1 certified Santa Catarina incubators, which to date have been in four. It should be noted that in Brazil there are no incubators with CERNE 2, 3 or 4 certification.

## The relevance of contemporary business incubators

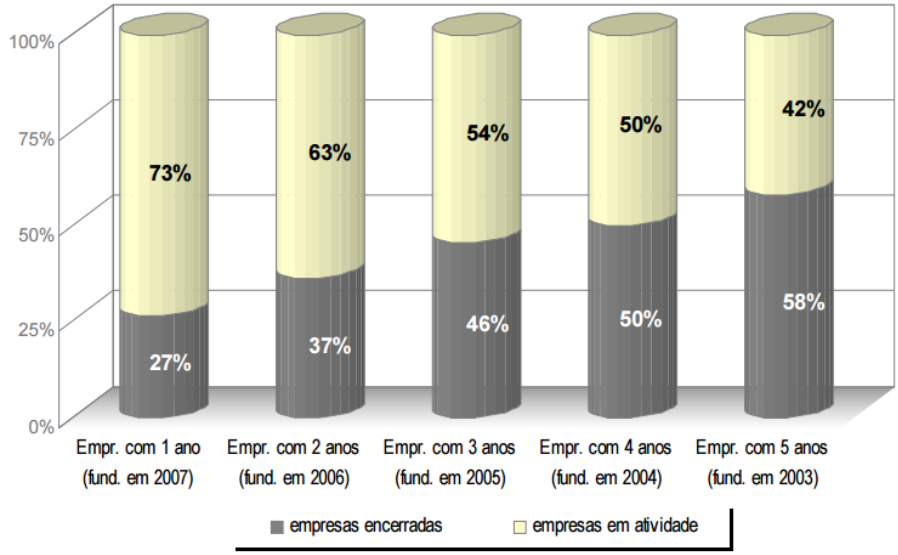
The concept of business incubation is closely linked to the monitoring of a business from its initial stage and to help the development of enterprises since before its formal birth and its opening to market. In this sense, incubators are the most traditional mechanism for generating innovative ventures (ANPROTEC, 2016) and can have three distinct types (MCT, 1998):

- Technology-based Business Incubator: It is the incubator that welcomes companies whose products, processes or services are based on the results of applied research, and in which technology represents high added value.
- Business Incubator from Traditional Sectors: It is the incubator that welcomes companies related to traditional sectors of the economy, which have widely used technology and want to add value to their products, processes or services through an increase in the technological level adopted. They need to be committed to the absorption or development of new technologies.
- Mixed Business Incubator: It is the incubator that houses companies of the two types previously described - technology-based and traditional sectors.

However, authors call attention to the emergence of other types, according to the specific needs of each region, such as agroindustrial, cultural, arts, cooperative, sectorial, social and virtual (RAUPP; BEUREN, 2017).

ANPROTEC demonstrates that the incubation process substantially raises the survival rates of companies. Still related to the importance of the activity of business incubators in the country, studies by Sebrae (2010) indicate that the mortality rate of companies in the state of São Paulo, for example, is high in its first years of life, as shown in Figure 1 .

Figure 1 - Mortality rate of companies in the state of São Paulo (tracking: Oct / 08 to May / 09)




Source: SEBRAE (2010).

More recently in the Corporate Survival Report in Brazil, SEBRAE (2016) aligned that the main determinants of business closure are mainly associated with the preparation of entrepreneurs, business planning and management, which further corroborates for the relevance of business incubators.

For the consolidation of the role of the company incubator in society, this institution offers services to its incubators. Authors such as Azevedo, Gaspar and Teixeira (2016) indicate in their studies that among the services offered by the incubators, the most prevalent are: i) Support for entrepreneurs for the development and strengthening of their businesses, ii) Support for innovation, support for innovative ideas, iii) Aid to the cultivation of knowledge, iv) Networking, v) Access to information and vi) Access to the global market. The National Business Incubation American (NBIA) (1997) describes that in addition to accommodation, a business incubator must offer services such as practical management, access to finance - mainly through connections with seed capital funds or angel investment -, advising legal, operational know-how and access to new markets. The Organization for Economic Development Cooperation (OECD) (2010), also adds support services such as accounting and legal advice. Table 01 presents the various services and infrastructure offered by Cerne 1 certified Santa Catarina incubators.

Table 1 - Services and infrastructure offered by Cerne 1 certified Santa Catarina incubators

| **Technological Midi** |
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| ▪ Business Training;<br>▪ Structure of events / opportunities;<br>▪ Management Consulting;<br>▪ Library;<br>▪ Approximation between the company and the sources of financing;<br>▪ Corporate Social Network;<br>▪ Technological Partnerships;<br>▪ Synergy and Networking;<br>▪ Automatic affiliation to ACATE;<br>▪ Lounge;<br>▪ Shared cup;<br>▪ Meeting rooms. |
| **Business Center for the Development of Advanced Technologies (CELTA)** |
| ▪ Support for business development;<br>▪ Operational Support;<br>▪ Quality System;<br>▪ Computerized Administration System;<br>▪ Technological Support;<br>▪ Financial;<br>▪ Technological;<br>▪ Business;<br>▪ Capitalization;<br>▪ Legal;<br>▪ Private spaces of the Company;<br>▪ Centreventos Minister Renato Bayma Archer;<br>▪ Restaurant and Cafeteria;<br>▪ Service Center;<br>▪ Communication and Informatics;<br>▪ Equipment Allocation. |
| **SOFTVILLE** |
| ▪ Business mentoring;<br>▪ Connections with other entrepreneurs;<br>▪ Workshops and training programs for the development of entrepreneurs and their |

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| businesses;<br>▪ Modules for project development;<br>▪ Meeting rooms;<br>▪ Auditorium;<br>▪ Local telephony;<br>▪ Internet at affordable costs. |
| **Gene Institute** |
| ▪ Specialized training;<br>▪ Managerial orientation;<br>▪ Individual room (for incubated residents);<br>▪ Internet (for incubated residents);<br>▪ Telephone extension (for resident incubators);<br>▪ Kitchen (for resident incubators);<br>▪ Auditorium;<br>▪ Meeting room;<br>▪ Leisure environment;<br>▪ Parking. |

Source: Adapted from Technological Midi (2017); Celta (2017); Softville (2017); Gene Institute (2017).

## The Incubation process

The incubation process is interspersed by phases, which must be monitored in order to effectively guarantee the development and strengthening of the incubated (ALMEIDA, 2015). Thus, Uggioni (2002) indicates the steps in a company's incubation process, such as implantation, growth or development, incubation, release or graduation, as follows:

1) Implementation: the company's constitution phase, with the formation of the team and the business. Obtaining investments to carry out the incubated activities is also linked to this phase;

2) Growth or development: it consists of the technical improvement of products, processes and services as well as the commercialization of it;

3) Consolidation: the maturity of administrative, financial and technical issues are highlighted;

4) Incubation, release or graduation: it is the final moment of incubation. At this stage of the process, the company moves to the shutdown process in relation to the incubator.

However, Andino et al. (2004) discuss three fundamental steps that describe the incubation process of a company, namely:

1) Implementation: consists of selecting possible entrepreneurs who want to settle in the incubator;

2) Growth and consolidation: this stage occurs when the incubated company starts to use the physical space and begins to receive the services offered by the incubator;

3) Maturation: it is the final moment of incubation, that is, the company has already gone through

the entire incubation process. The incubated company leaves the incubator at this stage.

However, the incubation processes were not enough for the success of the incubators and consequently for the incubated companies, a fact supported by authors such as Furlanetto (2016) who points out that the success of the incubators is densely connected to the success of their incubated companies in their markets of performance. Thus, in 2011, as a result of the partnership between SEBRAE and ANPROTEC, and supported by entities such as the National Council for Scientific and Technological Development (CNPq), Financier of Studies and Projects (FINEP), National Program for Supporting Business Incubators ( PNI), Ministry of Science, Technology and Innovation and the Federal Government, a methodology called CERNE was created, which aims to create a model and performance standard that guarantees the expansion of the incubators' capacity to systematically generate

The reference methodology for incubators is similar to the ISO 9001 certification, which measures the quality of companies (ISO 9001, 2017). The CERNE model was built from three main levels of approaches: i) the enterprise, ii) the incubation process and iii) the incubator. The structuring logic was built from “guiding axes” that also represent the levels of maturity that incubators must achieve, as shown in Table 2.

Table 2 - Levels of maturity of the CERNE model.

| Maturity level | Focus | description |
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|---|---|---|
| CERNE 1 | Property | The focus at this level of maturity is on the enterprise, that is, all processes and practices are linked to the development of the enterprises. Upon reaching this level, the incubator shows that it has the ability to prospect and choose good ideas and turn them into successful innovative ventures, systematically and repeatedly (CERNE, 2015). |
| CERNE 2 | Incubator | At the second level of maturity, the objective is to guarantee effective management of the incubator as an organization. Therefore, the incubator must adopt techniques that enable its strategic management, the expansion of the services provided and the target audience, in addition to the evaluation of its results and impacts (CERNE, 2015). |
| CERNE 3 | Partner network | The purpose of the third level is to establish a network of partners to increase the performance of the incubator. Here the reinforcement of its performance as one of the "nodes" occurs, the network of actors that participate in the process of promoting innovation (CERNE, 2015). |
| CERNE 4 | Continuous improvement | Finally, the fourth level, based on the structure established at the previous levels, the incubator is mature enough to consolidate its innovation management system. Thus, in addition to generating innovative ventures, effectively managing the incubator as an organization and actively participating in the network of actors covered in the process for the sake of innovation, the incubator systematically generates innovations in its processes (CERNE, 2015). |

Source: Adapted from CERNE, 2015.

Linked to the key practices, the set of principles on which the processes and practices are structured can be considered as follows (CERNE, 2017) .:

i) Focus on enterprises:**the incubator's work must be focused on adding value to the supported projects. In this sense, all the attention of the incubator's management team should be aimed at finding difficulties and opportunities, in order to accelerate and expand the success of the ventures (CERNE, 2017).**

ii) Focus on processes:the processes used by the incubator influence the results obtained in the generation of new ventures. Therefore, in order to improve the final results - number of graduated companies, success rate, among others - the incubator must maintain focus on the processes that define these results (CERNE, 2017).

iii) Ethic: the actions of the incubator and incubated companies must be in sync with society's values (CERNE, 2017).

iv) Sustainability: the incubator needs to be economically viable, socially just and environmentally friendly (CERNE, 2017).

v) Responsibility:the incubator must answer for its actions and omissions, acting actively to improve the society of which it is a part (CERNE, 2017).

vi) Continuous improvement: this principle indicates that the incubator must continuously improve its processes and results (CERNE, 2017).

vii) Human development:the incubator must prioritize the personal and professional evolution of the management team members, highlighting self-management and self-control (CERNE, 2017).

viii) Transparent and participative management:the incubator's work must be carried out collaboratively. The adopted processes and results obtained must be reported in a transparent manner to the different actors in the innovation process (CERNE, 2017).

In Santa Catarina, of the 25 mapped incubators (VIA ESTAÇÃO CONHECIMENTO, 2017) only 04 have been certified by CERNE 1 (ANPROTEC, 2016), they are: Midi Tecnológico in Florianópolis, Entrepreneurial Center for the Work of Advanced Technologies (CELTA) in Florianópolis, SOFTVILLE in Joinville and Instituto Gene in Blumenau, with only Instituto Gene focusing on mixed enterprises. The others - Midi Tecnológico, CELTA and Softville - focus on the technological sector (MIDI TECNOLÓGICO, 2017; INSTITUTO GENE, 2017; CELTA, 2017; SOFTVILLE, 2017).

Regarding the proposal selection process, it consists of three key practices: Reception of Proposals, Evaluation and Contracting (CERNE, 2015).

The analysis of the present study allowed to verify that the four highlighted incubators divide the proposal selection process into stages, with the Softville and Instituto Gene incubators carrying out their selection processes in two phases (SOFTVILLE, 2017; INSTITUTO GENE, 2017). Technological Midi does it in three
phases and the Celta incubator in six (MIDI TECNOLÓGICO, 2017; CELTA, 2017).

The process begins with the receipt of proposals that, according to the Term of Reference prepared by the Cerne methodology (2015), the incubator must have a formalized step-by-step so that entrepreneurs can expose their project proposals. The initial practice of this key practice, referring to the CERNE 1 certification, exposes that in addition to the incubator having procedures for receiving proposals, it is also necessary to explain the existing phases, as well as the forms and tools to be used in this step. Thus, the four CERNE 1 certified Santa Catarina incubators start their selection processes - receipt of proposals - via online, through the macropus software (MIDI TECNOLÓGICO, 2017; CELTA, 2017; SOFTVILLE, 2017; INSTITUTO GENE, 2017). This software is an ERP[2]complete, developed for the management of incubators, thus being interwoven with the CERNE methodology, as it meets 33 key practices of the model created by ANPROTEC and SEBRAE (MACROPUS, 2017). In addition, according to information from ANPROTEC, the approval of the software for management of CERNE is made through a public notice made available on the homepage[3] of the institution.

Regarding the process of receiving proposals, the Midi Technological Incubator does so by submitting the CV of the partners along with the company's social contract. In addition, it is required to submit the project of the enterprise, in which the personal data of the entrepreneurs must be described - name, Individual Taxpayer Register (CPF), General Registry (RG), Issuing Agency, date of issue, e-mail, address, Postal Address Code (CEP) / city, weekly workload of dedication to the enterprise, function (s) in the company, professional biography, Link to Lattes Curriculum or Linkedin - as well as company data - company name, National Register of Legal Entities (CNPJ), trade name, area of operation, telephones, website, address and zip code / city. In addition, there are issues related to technology, market, capital, management and motivations that must be answered by the

[2] Enterprise Resource Planning
[3] Information on approval of software for the management ofsincubators. Available at: <http://anprotec.org.br/cerne/menu/o-cerne/>. Accessed on June 27, 2017.

entrepreneurs that aim to support the incubation. The CELTA incubator describes that its proposal reception process begins when the interested parties present to the CELTA board an Executive Business Plan where they briefly present what they intend to develop during the incubation process. The information requested in this first contact, which also aligns the indications of the CERNE methodology, raises questions as shown in Chart 3: The CELTA incubator describes that its proposal reception process begins when the interested parties present to the CELTA board an Executive Business Plan where they briefly present what they intend to develop during the incubation process. The information requested in this first contact, which also aligns the indications of the CERNE methodology, raises questions as shown in Chart 3: The CELTA incubator describes that its proposal reception process begins when the interested parties present to the CELTA board an Executive Business Plan where they briefly present what they intend to develop during the incubation process. The information requested in this first contact, which also aligns the indications of the CERNE methodology, raises questions as shown in Chart 3:

Table 3 - Information requested according to themes

| **Linked theme** | **description** |
|---|---|
| Entrepreneur | Relationship with the incubator, presentation of the company, profile of the entrepreneurs, description of the business (CELTA, 2017). |
| Technology | Description of the Products (s) / Services (s), of the Enterprise Description, of the Products (s) / Services (s) of the Enterprise; Productive process (CELTA, 2017). |
| capital | Costs, investments, machinery / equipment and software, financial plan, cash flow, capital composition(CELTA, 2017). |
| Market | Market, competition, price, suppliers, marketing plan / Commercial and Partners(CELTA, 2017). |
| Management | Organizational aspects, phases of the enterprise, vision of the future and finally, summary of the enterprise(CELTA, 2017). |

Source: Prepared by the authors according to data presented on the Celta Incubator homepage (CELTA, 2017).

The Softville Incubator describes that in the stage regarding the receipt of proposals, interested parties must develop a business plan detailing how the business will be established, with steps, deadlines and financial analysis. The whole process of
filling in the business plan will be done in a specific form via the web system (SOFTVILLE, 2017). The Instituto Gene states in an announcement that the first phase - which is related to the process of receiving proposals - covers filling out the registration form, available online. In addition to the form, the documents listed - for individuals or companies - must be attached.

In the second key practice of the selection process - Evaluation - the incubator needs to have a way of evaluating proposals for projects for incubation, and the help of experienced and qualified professionals is essential at this stage so that the projects can be judged and examined from different perspectives: entrepreneurial profile, technology, capital and management. The initial practice is to define criteria for the incubator to evaluate the proposals, taking into account the axes: entrepreneur, technology, capital, market and management (CERNE, 2015). In the mapping carried out on the homepages of the incubators (MIDI TECNOLÓGICO, 2017; CELTA, 2017; SOFTVILLE, 2017; INSTITUTO GENE, 2017) the notices were found which make it clear that the evaluation process is carried out as explained in Table 4.

Table 4 - The bid evaluation process

| **Incubator** | **Proposal Evaluation Process** |
|---|---|
| Technological Midi | The evaluation of proposals is prepared by an external bank, formed by members invited by Midi Tecnológico, containing representatives from ACATE, SEBRAE, entrepreneurs and investors (MIDI TECNOLÓGICO, 2017). In addition, as indicated in the previous step, the axes of analysis considered are entrepreneurial profile, technology, capital and management. |

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|---|---|
| Celtic | There is an analysis of the Business Plans and an interview with the candidates, where an evaluation committee, formed by the members of the Management Committee of CELTA and at least one representative of the Directorate of and Management of CELTA. The opinion of the Evaluation Committee will be structured through objective criteria of analysis and decision, which contains a personal opinion of each evaluator made through competitive analysis, technical and financial analysis, evaluation of the positive and negative points of the enterprise, demand in relation to CELTA and other important points for judging the enterprise. In this stage, there is also an interview that aims to eliminate doubts about the exposed project and measure the degree of knowledge about the success of the presented projects. The Evaluation Committee may request interviews with candidates (CELTA, 2017). |
| Softville | The project proposals sent to Softville will be evaluated by a committee of consultants, where it will evaluate the quality of the business plans exposed according to the criteria: entrepreneur, management, technology, capital and market (SOFTVILLE, 2017). |
| Gene Institute | There is a face-to-face presentation of the proposals made by the entrepreneurs, where a bank assists and evaluates the proposed enterprises based on the following criteria: proposals with the objective of developing products, processes or services with innovative content; social impact of the enterprise; market viability of the enterprise; technical and economic feasibility of the project; work plan appropriate to the enterprise's objectives; potential impact of the enterprise on the local or regional economy; candidates' managerial and technical capacity; degree of commitment and availability of candidates in the development of the enterprise; entrepreneurial profile of candidates and sustainability or ability to generate or attract resources. (GENE INSTITUTE, 2017). |

Source: Midi Tecnológico (2017); Celta (2017); Softville (2017); Gene Institute (2017).

In general, it can be said that in all incubators the axes for evaluations are followed: entrepreneurial profile, technology, capital and management, as well as advocating the initial key practice of CERNE 1.

Finally, the third key practice associated with the selection process concerns hiring. The objective of this stage is to establish conditions and create transparency between the related parties - the entrepreneurs and the incubator. In hiring,the incubator must adopt a set of procedures and documents that give guarantee and transparency in relation to the rights and duties of the incubator, as well as of the entrepreneurs, with regard to the provision of services, commercial aspects, access to information and the like. When hiring, the initial practice is with the incubator showing how the legal formalization of the relationship with the projects is carried out. In addition, there is also an analysis of the documentation - signed contracts - signed by the representatives of the enterprises and by the incubator (or managing entity) (CERNE, 2015).

Related to hiring, Midi Tecnológico describes in a selection notice that the selected companies will sign together with the contract, a Modal Donation Term, which foresees the donation by the Promising Donor (company) to the Promissária Donatária (incubator) the equivalent of 2% (two per percent) of the following values, originating from the following liquidity events: i) Investments contributed by third parties, outside the donor's corporate structure, as a financial injection for the development of the company, which does not include any revenue from its core activities, such as, for example, revenue for providing services of any kind; ii) Entry of new partners through the acquisition in cash or assets of shares of the Promising Donor;

On the other hand, CELTA shows on its homepage that the candidates with the highest scores will be called to fill the existing vacancies. After informing management of the enterprise's classification for access to the incubation mechanism, the entrepreneur must provide documentation according to the personality. In the case of a legal entity, a transferred company and a development center, it is necessary to send the social contract, proof of regularity with the registry offices in the region where the company is installed / registered and the updated card of the State Registration Register (CGC) (CELTA, 2017 ) .. In the case of an individual, it is necessary to present the negative CPF of the partners. The Gene Institute, for its part, publishes the list of approved and disapproved projects after the evaluation and the approved projects can sign the agreement with the incubator (INSTITUTO GENE, 2017). Regarding contracting, the Softville incubator does not mention any public notice (SOFTVILLE, 2017).

## Final considerations

The aim of this study was to analyze the selection process of proposals from Santa Catarina incubators that were certified CERNE 1 in 2016, they are: Midi Tecnológico in Florianópolis, Entrepreneurial Center for Advanced Technology Work (CELTA) in Florianópolis, Softville in Joinville and Instituto Gene in Blumenau. With the analyzes, it can be said that the processes are similar, however they differ in the number of phases although the CERNE methodology mentions the existence of three stages - receipt of proposals, evaluation and contracting.

Regarding the receipt of proposals, the Midi Technological incubator requests that the description of the project be sent with the entrepreneurs' Curriculum Vitae or Lattes Curriculum. CELTA asks the entrepreneur to develop and send a business plan with information focused on the entrepreneur, technology, capital, market and management. The Softville incubator, on the other hand, requires the submission of the enterprise's business plan. Finally, the Gene Institute demands from entrepreneurs the filling and sending of forms, as well as the documents listed in the public notice. In the evaluation stage, the four incubators analyzed use the evaluation method developed by the bank, which is occupied by members of the incubators or people connected to the incubator - external bank. In the key hiring process, only the Midi Technological incubator mentions values. The CELTA incubators and the Gene Institute explain that the list of those approved for the incubation process is disseminated. The Softville incubator makes no mention of the bidding process. All incubators use software to manage the analyzed key practices, which can facilitate the process. However, new studies are suggested to verify the perception of managers in terms of incubator performance and effectiveness of adopting CERNE 1.

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