# THE INFLUENCE OF THE LIFE STORY OF AN ENTREPRENEUR IN THE FORMATION OF A BUSINESS CONSULTING

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#### summary

The article is based on the life story of an entrepreneur in the business consulting area, where we sought to discuss the relationship between entrepreneurial capacity and the development of a successful business consulting company. The main objective of this work is to analyze the behavioral profile of a successful entrepreneur. Soon, the themes of entrepreneurship were approached in general, female entrepreneurship and the topics of business consultancy aiming to deepen the theme. It was necessary to identify the entrepreneur's behavioral characteristics, describe her life experiences and verify their impact on her life. The research was carried out through a semi-structured qualitative interview. The interview and data analysis were divided into two dimensions: personal life and professional life. It is concluded that the researched entrepreneur has the following entrepreneurial characteristics: seeks opportunities and initiatives, persistence, commitment, demand for quality and efficiency, takes calculated risks, establishes goals, seeks information, systematically plans and monitors, persuasion and networking, independence and self-confidence. It is suggested to expand and develop other cases of local entrepreneurs and to compare with the data of this research, independence and self-confidence. It is suggested to expand and develop other cases of local entrepreneurs and to compare with the data of this research. independence and selfconfidence. It is suggested to expand and develop other cases of local entrepreneurs and to compare with the data of this research.

**Key words:** Life's history. Entrepreneur. Business consulting.

**Keywords:**Life Story. Female Entrepreneur. Business Consulting.

#### INTRODUCTION

The Brazilian scenario for entrepreneurs is increasingly challenging, so the search for training, information about the market where it operates and differentials in its performance are necessary points for survival in the crisis environment as the current Brazilian scenario.

According to the *Global Entrepreneurship Monitor*, GEM (2017), Brazil, in 2016, reached the second highest Total Entrepreneurial Rate in its historical series, which accounted for 36% of the adult population involved in the entrepreneurial activity. After a long series of growth in these indicators, their fall in 2016 is related to the crisis in the Brazilian economy and / or to a natural depletion of the growth of these iindicators, after reaching the record the previous year.

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Also according to GEM (2017), which is the main research institution for entrepreneurship in the world, in 2016, women represent 51% of entrepreneurs who start businesses, which contributes to the increase of women's financial autonomy. In addition, women's income has gained increasing importance in the family budget. This is because four out of ten Brazilian households are led by women, according to data from the National Household Sample Survey (PNAD, 2015). Of these, 41% own their own businesses. With this scenario, the entrepreneur increasingly seeks alternatives to circumvent the controversies of the entrepreneurial world. For this, one of the alternatives is the search for business advice and training. The figure of the consultant appears there.

According to a survey carried out by GEM in 2015, in Brazil, the percentage of entrepreneurs aged between 18 and 64 years was 39.3%. Of those interviewed, 50% say they have the knowledge, skills and experience necessary to open a business, and for 60.9% of them, the possibility of failure would not be an obstacle to undertaking. Also according to the survey, owning your own business appears in third place in the list of wishes and expectations of Brazilian adults, with 31.4%. In the Northeast Region of the country, SEBRAE is the support agency most sought by those who wish to undertake and find it necessary to seek some support for such action (GEM, 2015).

In this way, the importance of the role of entrepreneurship in the economic and social development of a country is perceived. For this work, she focused on the story of the life story of a young entrepreneur who owns a consulting company in the Cariri region, who was successful in business, as she addressed a topic where there are still new elements for reflection and that enrich the study of local entrepreneur. Therefore, the following problem arises: What behavioral characteristics are necessary for the success of women entrepreneurs?

So the general objective of this study is to analyze the behavioral profile of a successful entrepreneur. To contemplate this objective, the study has the following specific objectives: to understand the behavioral characteristics of the entrepreneur; describe the entrepreneur's life experiences; understand how the successful entrepreneurial process is achieved in the life of a successful entrepreneur.

## 2 THEORETICAL FRAMEWORK

## 2.1 Entrepreneurship

The term entrepreneurship has several meanings in practice, some of which diverge from each other, but a definition introduced by Baron and Shane (2007) suggests that entrepreneurship is a business area, seeking to understand how opportunities arise to create something new (new products or services, new markets, new production processes or raw materials, new ways of organizing existing technologies); how they are discovered or created by specific individuals, that is, to identify opportunities, that have valuable potential in order to be exploited in practical terms as a business (that is, an opportunity that can produce sustainable profits) and to identify the activities involved in the exploration or in the actual development of that opportunity.

Entrepreneurial activity is considered a global phenomenon, given its strength and growth, in international relations and professional training. Brazil is considered as one of

the most creative countries in the world and where most entrepreneurs develop (MATIAS, 2016). According to Chiavenato (2014), entrepreneurs are popular heroes in the business world, since they provide jobs, introduce innovation and encourage economic growth. The author also explains that entrepreneurs are not only providers of goods or services, but energy sources that take risks in a changing and growing economy. According to Dornelas (2008) and Matias (2016), entrepreneurs are people who start something new and take different risks.

The concept of entrepreneurship has been very widespread in Brazil in recent years, intensifying in the late 1990s. In the first decade of the 21st century, the term became popular with the concern of the government and class entities to create micro and small companies lasting companies and decrease the high mortality rates of enterprises. According to Dornelas (2008) entrepreneurship in Brazil basically begins with the increase in unemployment rates in large cities, where there is a larger group of companies, so in the search for new alternatives to generate income, these unemployed start new businesses with their personal savings from the last job and, in many cases, have little or no experience in the activity. When they realize, they become bosses, and no longer employees.

According to the Micro and Small Business Support Service - SEBRAE, the rate of entrepreneurship in Brazil in 2015 reached 39.3%, so about 52 million Brazilians aged between 18 and 64 years were involved in the creation or maintenance of some business as an entrepreneur in an initial or established stage (GEM, 2015). In the panorama presented by GEM (2015), creativity and resilience are cited as characteristics of Brazilians who favor entrepreneurship.

In this universe, female entrepreneurship has been presenting a panorama with a differentiated management model (MATIAS, 2016). For Villas Boas (2010) the entrepreneurial behavior of the male and female public presents important differences.

## **Entrepreneurial Behavior**

Bueno, Leite and Pilatti (2004) affirm that entrepreneurs have characteristics that differentiate them and seek to improve them, it is that individual who wants to learn and seek self-knowledge and updates himself within the environment in which he operates. The authors also claim that some needs end up influencing the entrepreneur's behavior and life, and that some qualities and values accompany an entrepreneur throughout his life, while others are acquired with experience.

In 1972, David C. McClelland conducted world-class research to detect the common characteristics of successful entrepreneurs. It lists ten main entrepreneurial behavioral characteristics and gathers them in three main groups of need, studied by the author, they are:search for opportunities and initiative; taking calculated risks; demand for quality and efficiency; persistence; commitment (belonging to the achievement set); Information search; setting goals; planning; systematic monitoring (belonging to the planning set); persuasion and network of contacts (belonging to the power set), (SOUZA; FRACASSO, 2008).

According to Teixeira et al (2011), a successful entrepreneur has extra characteristics, which go beyond the personal attributes that, added to external characteristics such as sociological and environmental ones, allow the development and

even the creation of a new business. The table below presents the main entrepreneurial characteristics according to several authors:

DORNELAS	DOLABELA	McCLELLAND	TIMONNS	BHIDÉ	FILION
-Visionário	- Possui um	- Busca de	- Comprometimento,	- "Não existe	- Pessoa
	"modelo", uma	oportunidades e	determinação e	perfil ideal. Os	criativa.
<ul> <li>Sabe tomar</li> </ul>	pessoa que o	iniciativa.	perseverança.	empreendedores	
decisões.	influencia.			podem ser	- Marcada
		- Persistência.	- Busca	gregários ou	pela
<ul> <li>Indivíduo</li> </ul>	- Iniciativa,		autorrealização,	taciturnos,	capacidade
que faz a	autonomia e	- Exigência de	crescimento, com	analíticos ou	de
diferença.	otimismo,	qualidade e	metas desafiadoras.	intuitivos,	estabelecer
	autoconfiança,	eficiência.		cautelosos ou	e atingir
- Sabe	necessidade de		- Senso de	ousados".	objetivos.
explorar ao	realização.	- Assume riscos	oportunidade e		
máximo a		calculados.	orientação para	- Não se pode	-
oportunidade.	<ul> <li>Trabalha sozinho.</li> </ul>		metas.	definir um	Visionário.
		- Determina metas.		modelo único	
-	-Perseverança e		- Iniciativa pelo	de perfil	
Determinado	tenacidade.	- Busca	senso de	empreendedor.	
e dinâmico.		informações.	responsabilidade		
	- Aprende com os		social.		
<ul> <li>Dedicado.</li> </ul>	erros.	- Planejamento e			
		monitoramento	- Persistência e		
- Otimista e	- Grande energia, é	sistemático.	determinação na		
apaixonado	incansável.		resolução de		
pelo que faz.		- Persuasão e rede	problemas.		
	- Fixa metas e as	de contatos.			
-	alcança.		- Enfrenta situações		
Independente		- Independência e	adversas com		
e constrói o	<ul> <li>Forte intuição.</li> </ul>	autoconfiança.	otimismo, humor e		
próprio			perspectiva.		
destino.	Comprometimento	-			
		Comprometimento	- Busca feedback do		
Líder.			desempenho e		
			aprende com os		
			erros.		

Figure 1- Summary of the main characteristics of the entrepreneur according to different authors.

Source: Teixeira et al., (2011)

Countless authors try to outline the ideal profile of the entrepreneur, believing that their motivation for achievement and their behavioral characteristics are responsible for the process and determinants in it, however, there is no standard nor scientifically proven studies on entrepreneurial characteristics, the potential of entrepreneurship defies diversity of perceptions to increase learning (TEIXEIRA, et al., 2011).

## **Female Entrepreneurship**

Women have a different way of working than men, with their excellent persuasiveness and great concern for customers and suppliers, they contribute even more to the company's progress. Thus, they are increasingly conquering their space in the business world, which shows them an entrepreneurial capacity and strength over the years. According to the statistics signed by a survey promoted by SEBRAE (Global Entrepreneurship Monitor), they show that 49% of the new ventures that are emerging are led by women (GEM, 2015).

Searching for more qualifications and access to information has been the fundamental investment targets of women. These seek to be more professional, this is

justified by the level of education of new business owners, where 49% (where women are the majority) have at least completed high school, already in established businesses, with more than three years in activity, where men are the majority, this rate is 41% (GEM, 2015).

Current studies show that women are creating new companies for different reasons: either just because of the need to survive, but also because of the perception of market opportunities, difficulties in advancing their professional careers in other companies or even because of the desire to achieve and independence (TAKAHASHI, et al., 2011).

Research shows that the profile of the entrepreneurial woman, attributed to her main managerial characteristics, is essential for decision making and presents aspects of leadership and formidable stance for the entrepreneurial world. The female sex tends to emphasize quality more than the male sex, which proves to be a favorable attitude towards family involvement in the organization and, therefore, proposes to employ more women than men. The combination of masculine characteristics (initiative, courage and determination) with feminine characteristics (sensitivity, intuition and cooperation) defines a style of management by entrepreneurs. Such style, combined with the intense dedication to work on the part of women entrepreneurs, contributes to the increase in the survival rates of companies managed by women (MACHADO, 1999, apud TAKAHASHI, et al. 2011).

Among many characteristics of the entrepreneurs, sensitivity, greater empathy, commitment and willingness to help stand out, in addition to encouraging participation and information sharing among employees, making them with positive attributes for entrepreneurial success. The author also reinforces that currently women have assumed characteristics that were previously attributed to men, such as competitiveness, leadership, ambition, ability to take risks, accept changes, analytical and objective thinking, thus making them able to face the business world. with the same level of relevance as male entrepreneurs (MATIAS, 2016).

## **Business consulting**

## 2.1.1 Consulting History

Consulting in its broadest sense can be considered one of the oldest activities in the world, being considered the origin of the word, consultare, originating from Latin, which means "to give or receive advice, to advise and also to be advised". In antiquity, the activity was based on systematic and intelligent observation from the natural phenomena that were developed by the primitive consultants from their knowledge (JACINTHO, 2004).

For Conceição (2015), the consultancy has existed since then, but it had a greater concentration in the period of the 19th and 20th century, with the first organizational consultancies in England being identified. Where according to Alves, Dias and Monsores (2015) the industrial revolution provided an increase in the demand for qualified professionals, causing the emergence of the first consulting company. In the USA, the consultancy branch was consolidated after the Second World War, where the US government was forced to hire consulting services to reorganize the military sector. This

action influenced the rest of the world.

In the 40s and 50s the USA and Western Europe made important advances in the systematization of consultancy work, abandoning empirical experiences and incorporating the eminently technical and scientific link based on theories, without leaving aside the focus on practical solutions (CONCEIÇÃO, 2015).

Donadone, et al. (2012) point to the USA as the largest leader in the consultancy sector, while Brazil is one of the countries with the highest growth in this segment. Soon, pit appears that due to the advancement of the new economy, and due to the readjustment of organizations, a qualified professional is advised for small companies capable of assisting them in their development (ALVES; DAYS; MONSORES, 2015).

# **Consulting Concepts and Features**

Jacintho (2004) defines consultancy as the action in which a client provides or requests opinions, studies and analyzes from a specialist contracted so that he can assist through support and guidance in his administrative work. Parreira (1997) proposes a categorization in which it highlights some aspects of consultancy: being an exchange; a specialized service; not being an expensive service; being an ethical service; and an orientation service.

Consulting is the main means of managing rapid changes in the global organizational context and the need for specialized knowledge (CONCEIÇÃO, 2015). To be able to help, the consultant must perform skills and knowledge necessary for the client's company, while the company must be open to collaboration so that contributions are generated through changes (Jacinto, 2004).

Within this aspect, Oliveira (2001) defines business consulting as an interactive process of a change agent external to the company, capable of assuming responsibility in assisting the executives and professionals of the company contracting such services in decision making, however, not having, direct control of the situation.

Jacintho (2004) raises the following question: the consultancy work is a work of diagnosis, advice and guidance for the implementation of solutions without, however, occurring an involvement in the execution, because from the moment the consultant starts to have control straight from the situation she stops being a consultant and becomes an executive of the client company.

However, Oliveira (2001) states that even though he does not have direct control of the situation, the consultant should not put himself as someone who has no responsibility for the results of the implementation of the project that he idealized, structured and developed.

Jacintho (2004) assures that consultants are advisers and their responsibility rests only with the quality and integrity of the boards they disseminate, and the clients are responsible for the acceptance of these boards. The same author further exalts that it is not enough that the right advice is given, but that it is given properly and at the right time, residing there, the consultant's fundamental skill.

Consultancy emerged informally from people trying to help, giving advice to others. However, over time, the consultancy started to be considered in a systematic way. With the emergence of consultancy in a systematic way, small companies see it as a tool where they can assist them in their management (ALVES; DIAS; MONSORES, 2015).

# Types of consultancy

Jacintho (2004) exposes several approaches to the types of consultancy, but aiming to give a general focus to the types of consultancy and explain the general activities, Schein (1972) apud Jacintho (2004), establishes three basic types of consultancy:

- a) Specialized service purchase model: where the consultant is a specialist and sells his specialized service;
- b) Doctor-patient model: where the consultant is invited to make a diagnosis, identify problems and indicate the appropriate treatment to improve the results of the client company;
- c) Procedural Consulting Model: here the focus is on the client's own perception to understand and act on the interrelated factors that occur in the environment. In this type of consultancy, the consultant and the client make a diagnosis together.

As for the nature of the service Kurb (1986) apud Jacintho (2004) describe the types of consultancy being:

- a) Business diagnosis: the consultant researches the organization's resources, its results, management policies and standards, to define its strengths and weaknesses and to identify key problems that impact business performance;
- b) Special research and studies: the consultant acts focused on a matter of importance to the client organization, and when he finishes the job, he submits a final report, discussing it with the client;
- c) Elaboration of solutions for specific problems: the client needs more than a diagnosis, needing solutions for specific problems. The work will be completed when the customer understands that he has received an adequate solution to his problem;
- d) Implementation assistance: after the diagnosis and elaboration of the solution, the client company may need support in the implementation. It may involve personnel selection and training, helping the manager to mobilize people towards the expected results;
- e) Advice: the consultant acts in the strict sense of the word: answering questions when asked. You must take care, however, not to pass to the role of referee. The decision will be up to the customer.

One issue to be considered is that the attitude of not executing is often confused with not following the execution. This procedure can generate great criticism from customers to the consultancy process, as the feeling that can be left is that the consultant enters the company, questions everything and then presents a proposal that is not followed up to see if it worked (CONCEIÇÃO, 2015).

## **METHOD**

The referred study materializes as a qualitative research, being at the same time bibliographic and documental, where Lakatos and Marconi (2010) say that the

bibliographic research, covers all bibliography already made public in relation to the subject of study, which vary from publications such as: magazines, books, research, monographs and others. The study also has a documentary framework, which enables the understanding of the subject addressed, allowing the researcher to get even closer to the objective, starting from a wide analysis of the contents based on documents.

Qualitative research does not have the main purpose of finding statistical data or that can be demonstrated through graphs, tables or numbers, but it can and should be understood as a study that demonstrates the particularities and understandings about a reality (MINAYO, 2007). it is also a research, using the bibliographic survey method in order to improve the researcher's understanding of the topic and provide discussion points for the second stage, data collection, where we sought to understand and describe the influence of the life story of an entrepreneur in her consulting firm.

The research subject is an entrepreneur in the business consulting industry, with a company established in the municipality of Juazeiro do Norte, state of Ceará. The intention was due to its prominence in the Caririense region, in addition to the entrepreneur's availability and receptivity in contributing to the research.

The data collection instrument was the semi-structured interview, presented in the appendix of this study. It was applied face to face, with the interviewer being the researcher himself. For Triviños (1997, p. 146) "the interview, while valuing the researcher, offers all possible perspectives for the informant to achieve the necessary freedom and spontaneity, enriching the investigation".

In total, three interviews were conducted with the entrepreneur, where these interviews were recorded and transcribed to build the life story. The interviews were conducted on April 3, June 5 and June 7, 2017.

## RESULTS AND DISCUSSION

In order to answer which behavioral characteristics are necessary for the success of women entrepreneurs, the general objective of this research was adopted analyze the behavioral profile of a successful entrepreneur. To this end, the specific objectives of the work were: to perceive the entrepreneurial behavioral characteristics; describe the entrepreneur's life experiences; understand how the successful entrepreneurial process is achieved in the life of a successful entrepreneur.

Schuly approaches that, in the view of McClelland (1972), the motivation for the accomplishment is shown as an unconscious trait that is effect mainly of the experiences lived in the childhood, of the way the children are treated by the parents, and still completes that experiences have a broad and perennial role in future situations (SCHUHLY, 1995).

In view of this, the research addressed data on personal life, which addressed situations of childhood, adolescence and early adulthood; and professional data, however, the two are often related.

## **Interview analysis**

Schuhly (1995), says that there is a correlation between income and the family environment. Given this and what was exposed by McClelland, at the beginning of this

session, a parallel of the conjuncture between the process of growth of the entrepreneur, her family and in the construction of her personality, marked by entrepreneurship, will be drawn.

Business consultant, career developed in the Cariri region, married, 33 years old, mother, visionary woman, the entrepreneur in question since she was a child had an entrepreneurial influence that was decisive in directing her towards a bright professional future in business.

Born on August 6, 1983 in São Bernardo do Campo, a municipality in the state of São Paulo, the entrepreneurial entrepreneur learned early on the meaning of the words claw and overcoming. With the death of her father, the victim of a heart attack, she, with only 4 years old, accompanied by her mother, moved to the capital of Ceará, Fortaleza, since her mother was born in the city of Ceará. With a ruled life, due to limitations and with no one to leave her daughter with, her mother always took her to accompany her in her sacoleira profession, which contributed to the development of the entrepreneur's communicative side "she spent the day selling clothes and me listening and learning to talk and learn to relate", says the businesswoman. The entrepreneur went through a difficult and full of needs childhood,

Even though she worked as a sacoleira and seamstress, her mother often needed financial help from family members to be able to pay for her daughter's studies and always encouraging her to study: "my mother motivated me to be very studious to win a scholarship and for us to change our life", says the entrepreneur. And then he adds: "I was in the special classes at Farias Brito school, I had a 50% scholarship and I was also an athlete, I played Volleyball, I was from the team that ratified my scholarship" (INTERVIEW, April, 2017).

Authors such as Filion (1999) and Dolabela (1999) emphasize that when a person has a family model or the environment in which they live, they are more likely to become entrepreneurs.

Encouraged by her mother to pursue a career in medicine or law, the consultant ended up tracing her own future and chose Advertising as her future profession, "I did Advertising because I thought I liked the area of communication and dealing with clients, with the idea of creativity in dealing with the consumer. I felt an affinity for these themes ", says the consultant. (INTERVIEW, April, 2017).

In the first semester she already set goals and outlined plans on how to get extra income to help her mother with expenses "as soon as I went to college, I worked at events, I did pamphlets, I served soft drinks in supermarkets", reports the entrepreneur . She also says that such experiences were essential for her professional growth "today I understand merchandising, promotional strategy, because I experienced it in practice" (INTERVIEW, April, 2017).

It is noticed here the eminence of some characteristics present in the studied bibliography that were developed since the childhood of the entrepreneur, they are: independence and self-confidence; persuasion and networks; search for information; persistence, goal setting and search for opportunities and initiative. These characteristics will still be in the process of development in the face of experiences lived also in adult and professional life.

At the age of 21 she became a consultant, still very young, just before finishing her graduation, she got a job at the multinational Petrobras. Even considering herself young, the consultant of humble origin was not afraid of the unknown, for her it served as a trigger to always try to give her best "I went without fear, gave training to several people and was not discouraged by being young, for not knowing things", she says. (INTERVIEW, April, 2017).

According to the authors exposed in Table I, the heterogeneity perceptual amplifies learning, challenges intellect, sharpens the inquiring spirit and the power of observation. They can also be related, the self-realization in undertaking and the pride of transforming a dream into an activity that allows the achievement of greater independence.

The search for knowledge added to the experience acquired in the company encouraged her to dare more and more and the consultant focused on her studies and passed her Masters in Administration. In 2007, she started teaching at the State University of Ceará. That same year she married a caririense, graduated in law and today Judge. This union yielded yet another change, as her husband passed the judge's contest, in 2009 the chosen destination was Juazeiro do Norte-CE.

At first, the entrepreneur put herself back in the job market as a teacher, since she already practiced this profession in the capital of Ceará, in Cariri she started teaching at the Faculty of Juazeiro do Norte, Faculdade Paraíso and Faculdade Leão Sampaio. In 2010, the then consultant and university professor took another step in her academic life and became a PhD student in Business Administration at the University of Fortaleza. The constant update for greater reading and planning of performance in the market should be sought by the entrepreneur, this is a point addressed in the characteristics, search for information and search for opportunities and initiative, brought by McClelland (1972) that are perceived in the words of the consultant .

In her curriculum she also has the title of Professor of Graduate Studies, Coaching with more than four international certifications and author of three books. The first addresses the merger of Bradesco with BEC (Banco do Estado do Ceará), the process of communication to employees and change. The second was about collective entrepreneurship and the third launched in 2017, together with the CDL (Chamber of Shopkeepers), brings the biography of 29 entrepreneurs from Cariri that inspire. In addition to another one in progress, this one will tell the life trajectory of many women entrepreneurs in Cariri.

Although they do not guarantee the success of the business, the absence of the characteristics of successful entrepreneurs, may cause difficulties in achieving business success, since some personality traits are crucial for those who want to venture into the business world. To reach the ideal profile and be successful, the entrepreneur needs to know his entrepreneurial characteristics, detecting what can be improved and developing the potential (GREATTI, 2003).

Therefore, it is highlighted which characteristics were present in the process of creating and developing the consultancy business, where with an improved professional profile, the consultant decided to venture into the entrepreneurial universe. With the mind of those who see beyond, believing in the potential of the Caririense region and its transforming capacity to make a difference. In 2012, she opens her consulting firm.

Located in the municipality of Juazeiro do Norte, it serves small, medium and large companies in the Cariri region. With five employees, the company offers market management tools, provides consultancy and business training in the areas of team

management by results and financial management.

In just four years on the market, the company has trained more than eight thousand people and has served more than 150 companies, including Cajuína São Geraldo and Grupo J. Gondim.

The organization became the most awarded consultancy in Cariri. In 2017, its revenue grew by 40% and its staff increased by 25%, in addition to opening another area in the company, Coaching.

But success didn't happen overnight, as she says: "What I had to challenge when I got here, was because people didn't know, so I knocked on several doors, I took a lot of tea, I waited to be received, the person received, sometimes did not believe ". In the words of the consultant, it is noticed the persistence and commitment dedicated by her in the process of creating her business and then, the consultant adds that "and over time, thanks to God the name started to gain strength, we started gaining repercussions, a lot of indication and today people come to us more than we go to them ". The interviewee highlights her courage as a more entrepreneurial behavior that excels in her. Admitting that the solid foundation on which your company was founded, is the result of controlled calculations and risks, always looking to take a chance on ideas that motivate you to do your best (INTERVIEW, April, 2017). Dornelas (2001) highlights that entrepreneurs are independent people who build their own destiny. They are empowered and motivated to operate in their own businesses successfully.

His intention with the consultancy was to become a reference in the Cariri region in his area of activity, and to seek his professional fulfillment, "we serve 32 companies at the same time, I believe that we are one of the largest consultancies in the region. It has a strong name. We serve large customers, "she says. He also claims that it is a privilege to be able to be part of the evolution of the region, since there were several points to be improved in professionals from Cariri: "we saw that the level of customer service was low, the level of professionalization of companies was low, and being able to contribute to the change in Cariri was our main objective ", says the entrepreneur (INTERVIEW, April, 2017).

The consultancy is focused on enhancing the results of the companies, intending to maintain the permanence in the market and favoring the generation of jobs. Aiming to increase customer satisfaction in relation to its services and attendance, seeing a tourist potential for the region, and heating up the economy of Cariri.

Entrepreneurs strive to achieve the highest level of excellence in their work. Therefore, they carry out their activities with dedication and commitment, acting efficiently quickly and with cost reduction, ensuring that the work is completed on time. Thus, the result is satisfactory and often exceeds the previously agreed quality standards (GREATTI; SENHORINI, 2000).

The entrepreneur is very emphatic when referring to the consultancy's credibility as a strong point "we have a good respect for the media, today TV Verdes Mares called to be able to give an interview, Globo usually selects who she calls". The consultant also has a program on the radio every Monday and has a good level of relationship with TV Verdes Vale, which insists on having her participation in one of its programs (INTERVIEW, April, 2017).

One of the characteristics of the entrepreneur is the ability to identify and seize an opportunity, making it a profitable and successful business. The opportunity is

approached as a work of observation procedure, the reality of an exercise that will only be returnable if practiced constantly (GUEIROS, 2004). Lopes (2007) states that this characteristic refers to the ability to anticipate facts and create business opportunities.

The studied company has a YouTube channel in order to bring the residents of the Cariri region closer to consulting, bringing knowledge to those seeking training. And the channel has brought good results, "generally people asked when we were going to give lectures, I felt a need to be communicating with this audience and also the employees of the companies we serve", she says. "Directors can access, train, and, in addition, it is a way for us to explore some success stories in our region", he adds (INTERVIEW, June, 2017).

Regarding the company's weaknesses, the consultant claims that the consultancy's growth is not parallel to its demand, due to the lack of qualified professionals to deal with a certain problem, and this factor ends up causing a delay in customer service.

Encouraged by the studies of (TAKAHASHI, et al., 2011), which show women as creators of companies for different reasons, the consultant presents that even in the development of her company's symbol she thought of female empowerment in the job market, where she says that the symbol that bears the company's brand is the queen, a chess piece that, according to her, is the piece that has greater mobility and conceptualizes the organization as an opportunity to go beyond what can be achieved, an idea of being able to earn more amplitude in the competitive market. In addition to relating to her role as a woman and director of the company.

It also carries with it the ideology of empowering women in the job market. In March 2017, she lectured in a packed auditorium with more than 450 women, discussing aspects that affect modern women. The success was so great that a new edition was scheduled in 2018.

The consultant points out that the role of women in the job market has demystified a lot over the years, and that the myths about the lack of competence and capacity to exercise certain positions and professions have been weakened. According to her, "today women act in different segments and with prominence, so she has already proven that she has the competence to act in any area and assume any leadership position". Then he adds: "at Cariri I think we have also had several achievements, there are many successful businesswomen, managers, company directors. What remains is the wage gap in relation to men in the same position" (INTERVIEW, June, 2017).

The young consultant who is the mother of a boy believes that it is possible to undertake and reconcile her work with motherhood, for her it is enough to have a rigid planning of time, to synchronize all activities, with organization and productivity, in order to enjoy every moment so much in the company as with the family. "When we are a mother, we even develop some very interesting skills, such as intuition, sensitivity, resilience, tolerance", she says (INTERVIEW, June, 2017).

Despite the setbacks, the young entrepreneur loves what she does and advises that to venture into the entrepreneurial world, the person must like what she does because it will require a lot of dedication and sacrifice and still exemplifies "there is no use for a person who does not like to cook, open a restaurant, will she think about innovation? On new dishes? Will she keep up with the restaurant? So, the ideal is that you like that you identify yourself".

After all, the trajectory lived and marked by the traits pertinent to

entrepreneurship present since childhood, and continuing through the entrepreneur's initial life, culminates with contributions and learning. What corroborates with what was observed in the theoretical review: the relationship between the development of the entrepreneurial spirit and the family's living environment.

#### 5. FINAL CONSIDERATIONS

The research discussed the influence that the life story of an entrepreneur causes in the formation of a company in business consulting. In this study, it was observed that the entrepreneur has some defining characteristics of an entrepreneur, such as: search for opportunity and initiative, persistence, demand for quality and efficiency, search for information, systematic planning and monitoring and persuasion and network of contacts. However, it was also seen that they are built and enhanced since childhood and the experience that the individual has throughout their life trajectory.

Revisiting and confirming McClelland's (1972) approach, that the first experiences act as a significant role in future situations, the relevant results in the interview and throughout the research create a point of congruence between theory and practice.

The research highlighted characteristics of an entrepreneur with creativity, marked by the competence to establish and achieve goals, having renowned references to capture business opportunities, who seeks continuous learning, uses the decision-making process with moderate risk, aims at innovation, self-confidence, with great leadership power, has systematic planning and monitoring, is committed, values quality and efficiency, and finally has persuasion and networks.

In view of the characteristics presented, it was seen that the entrepreneurial profile has an influence on the life of a successful businesswoman, and this set of characteristics lives up to the environment in which she operates and is influenced.

This study leaves room for future work on entrepreneurial behavior, which includes looking at regions and people with different experiences and there may be a comparison between the reality of different regions and different environments, keeping in mind that in psychosocial analysis, entrepreneurs can suffer influences from the environment and what is inserted. Then, as a research suggestion, it is proposed to compare the characteristics intrinsic to the entrepreneur in different regions and situations.

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# **Table 1- Personal Life Questions Script**

	r ar ar ar Carana a mar Fr
Q1	Date of birth / birthplace / parents / siblings / childhood / adolescence
Q2	Marital status / Children
Q3	Education level / area of expertise
Q4	Difficulties faced
Q5	Do you have a model to follow?

Source: Authors (2018)

## **Table 2- Questionnaire Professional Profile**

	2- Questionnaire Professional Profile
Q1	Report a little about your professional life (professional experiences)
Q2	What experience did you have in the business? What can stand out from your entrepreneurial behavior
Q3	What was the trigger point that motivated the idea of opening a consulting company?
Q4	Did you have partners? Where did you seek investment for the business?
Q5	Did you have family support? Was any family member already an entrepreneur or working in the business?
Q6	Did you have any knowledge about strategic business planning?
Q7	Which objective did you intend to achieve with consulting? (Personal, professional or financial)
Q8	What were your financial and market analyzes perceived when opening the consultancy?
<b>Q</b> 9	How do you position yourself against competitors? What is your competitive advantage?
Q10	How do you evaluate the management used at that time and how do you evaluate the current management?
Q11	How do you select people to work with you?
Q12	Growth strategies?
Q13	What is success for you?
Q14	How to deal with failure in your opinion? How to recognize an opportunity?
Q15	Weaknesses and strengths of your company?
Q16	Relationship between stakeholders?
Q17	What suggestion would you give to someone who is thinking about starting a business?
Q18	What made you choose to advertise since your mother wanted you to do law or medicine?
Q19	What motivated you to open a consulting company here in Juazeiro and how did you manage to put yourself in the job market of Cariri?
Q20	
Q21	Have you ever been a professor at university and college, I wonder if you intend to return to teaching?
Q22	In your Lattes curriculum you are saying that you are still completing your PhD, I do not know if you are outdated, I would like to know what period you finished your doctorate?
Q23	You opened a channel on Youtube, what was the purpose of this channel?
Q24	Explain about the symbol of the chess piece you have on your company's brand, the Queen?
Q25	What was the first multinational you worked for and what was your age at the time?
Q26	Are you Pedro's mother, after maternity, how do you see the entrepreneurial woman who has children, how should she behave in the Cariri market?
Q27	How many books do you have of your own and what subjects do they address
Q28	Have you done training at SEBRAE?