



DIFFERENCES AND SIMILARITIES BETWEEN BUSINESS PLAN APPROACHES AND MVP: application in companies in the food sector

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RESUME: This article seeks to understand the premises and the methodological path of two different planning models applicable to the food industry. For this, we point out the main differences and similarities between the Business Plan models and the MVP model, from the point of view of managers, considering the main benefits and difficulties in preparing a business plan in each of the models. To achieve the central objective of the research, the semi-structured interview technique was used, supported by the literature on business plan and MVP; having been applied to managers of companies in the food sector and who are located in the state of Rio Grande do Sul, who used these planning models, the results obtained,

Key words: Entrepreneurship. Business plan. MVP.

INTRODUCTION

The business world is increasingly competitive and with increasingly specialized professionals. It is known that, to enter this environment, it takes a lot of planning and dedication, being necessary to think about all the factors that can cause risks and threats. According to Chiavenato (2006), when operating a business, several risks are automatically assumed, both in terms of capital and the efforts and time invested - which can mean possibilities of loss.

Thus, a very detailed planning can contribute to the success of the objectives to be achieved; and, one of the ways recommended by the literature, when starting a company, is the elaboration of a business plan. It encompasses the main strategies, the way the company will operate, its characterization, how it will conquer its niche, projections of expenses, revenues and financial results (SALIM et al., 2001). When preparing the business plan, the entrepreneur has the opportunity to reflect and make an analysis on all angles of the company even before constituting it (BIAGIO, 2012a). A good business plan requires knowledge such as: seasonality, consumer profile,

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suppliers, competition, pricing and payment policy, governmental influences, consumer needs (CHÉR, 2002).

Among the various existing models, one of the most widespread in Brazil is that of SEBRAE, the Brazilian Micro and Small Business Support Service, which has as its structure: executive summary, business definition, products and services, target market, resources competitors, SWOT analysis, competitive strategy, organizational structure, executive nature and financial planning. However, there are other methodologies for planning the launch of a company, one of which is the approach by Ries (2012), described in his book *The Lean Startup*. The author suggests the union of several management theories and ideas, such as Design Thinking and Quality Management, resulting in a new planning method, using the PDCA cycle and a pulled production system, based on trial and error together customers;

The changes are evident between the models. The purpose of the business plan is to put everything on paper, making it clear what you want to do and how to do it, and thus analyze the viability of the business. Already, according to the model of Ries (2012), a prototype is launched to the market, feedbacks are received and improvements are implemented in the next version to be launched, it has a proposal much more focused on practice and reflection based on this "going to the market".

Starting from the above, the general objective of this work is to present differences and similarities between approaches to the business plan and the Ries model, here called MVP, a minimally viable product, considering its application in companies in the food sector. For this, in-depth interviews were conducted with managers of two companies in the industry; one that applied the business plan model and another that followed the MVP methodology. As specific objectives, the following actions are presented:

- Understand the methodological paths of the SEBRAE Business Plan and the MVP model; and to point out the main differences and similarities between the models in the light of literature and practice;
- Identify, from the point of view of managers, the main benefits and difficulties in preparing a business plan.

The job market is changing at a surprisingly fast pace. Factors such as new labor regulations, crisis in the labor market and government incentives to create micro-companies through the MEI program (individual micro-entrepreneur), among other factors, have caused a high number of micro-entrepreneurs. According to data from the GEM survey (Global Entrepreneurship Monitor), of the year 2017, the country has been experiencing an entrepreneurial wave, no longer due to necessity, but rather due to opportunity, which reflects the maturity on the part of entrepreneurs to see an opportunity in a volatile and globalized environment.

According to SEBRAE research (2016), in the state of Rio Grande do Sul alone, in December of the same year, there were a total of 389 thousand micro and small companies, with more than 76% of the individual micro-entrepreneurs saying they did not have get involved in entrepreneurial activities before registering. However, the death rate of companies is around 27% in this state. If these rates are analyzed in companies established in 2008, that is, with ten years of activity, the numbers presented are higher, reaching 56.8%.

It is understood that these indexes are influenced by the lack of previous experience and lack of planning when creating a company, which justifies this research. The food sector was chosen due to the professional performance of the research author, in addition to its representativeness in the country. According to ABIA (Brazilian Association of Food Industries), only food retailers had a turnover of R \$ 340 billion in 2017, achieving a growth of 1.2% in relation to 2016, exceeding the growth of the

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Brazilian GDP, in the year 2017.

1 THEORETICAL FOUNDATION

Currently, the word “entrepreneurship” is used frequently, since it is linked to innovation, whose essence is in the perception and taking advantage of new opportunities in the scope of business (CROITORU, 2012). The author also highlights the positive relationship of the concept in economic growth, since it moves economic and social resources in order to transform them into a profitable business.

The entrepreneur has a singular motivation and is passionate about the role he plays, not being satisfied with being just one more among so many other entrepreneurs (DORNELAS, 2001). According to the author, the number of entrepreneurs is increasing, and they are revolutionizing the world; it is necessary to study and understand their behavior and the process of entrepreneurship itself. The rapid advance of technologies and economic competition end up forcing entrepreneurs to adopt different paradigms than they were in the past, intensifying the role of the entrepreneur, which has always been of paramount importance for society (BESSONE, 2000).

Large companies and those known as “small businesses” have some points in common: in addition to generating wealth for owners or shareholders, they boost the local economy, generating jobs, paying taxes and interest. In addition, they contribute to the real estate market, as, in most cases, they pay rent from their headquarters. They generate a benefit for society as a whole, as they need to buy inputs and raw materials, making the local economy revolve (MAXIMIANO, 2012).

Entrepreneurship is a challenge and, to assist in this journey, there are different models of Business Plan, which is, according to Biagio (2012a. P. 3) “a document used to describe the company to interested parties and which contains the business strategy” . The Business Plan can be summarized as the document prepared by the entrepreneur, and which presents,

in formal and objective language, the business you want to conceive and propose to your partners, partners and future investors, exposing to them the vision, mission and objectives of the enterprise, as well as the operational plan (how the ideas will work), the marketing plan (for the dissemination of ideas), the financial plan (for fundraising, maintenance and distribution of funds) and the legal plan (as it will respect and observe the laws and regulations of the sector), in order to facilitate the understanding and acceptance of the interested parties (WILDAUER, 2012. p. 38).

At the moment when a plan is outlined, it is planned, formulating in a systematic way, the objectives of the company and where it wants to go, because planning is the key part of management (SILVA, 2001). Strategic planning must be guided by the company's organizational behavior - mission and vision. The steps of formulating goals, observing the macro environment and microenvironment, preparing the business strategy, formulating goals, implementation, feedback and control are also part of strategic planning. Thus, strategic planning helps in preparing products and services for the market (GAJ, 2002).

The business plan is a document that must contain items such as the reason for which the company will be founded and its description. According to Biagio (2012a. P.19),

the body of the business plan begins with a description of the company that will explain the level of business organization of the business, the history, the legal constitution, the current situation and future projections, both for research and development and for operational and financial activities. The unique characteristics of the product or service and the

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benefits that the company can bring to the customer must be emphasized. Questions regarding how, when and why the company was founded; why to produce or commercialize certain products and services; what is the company's development profile in recent times and what are the company's future projections must be fully answered.

In other words, it is necessary to identify what the company knows how to do well and better than its competitors and to detect its essential competences. After this analysis is made, it is necessary to put energy into what it does best, continually improving essential skills (CHIAVENATO, 2014a).

When the analysis is finished, the first step of the business plan can be made, following the SEBRAE model, which is the company's presentation. In this phase, the identification of the partners and the data of the enterprise, such as the name of the company, the mission, the values, the identification of the business sector and the description of the origin of the resources necessary for its opening, must be taken into account. The second step, then, becomes the preparation of the operational plan.

The business plan model presented by SEBRAE (2017) includes in the operational stage the physical layout or arrangement, which is not only the physical location of the company or the factory, but includes the distribution of goods, raw materials, finished products, shelves, gondolas, showcases, shelves, equipment, furniture, etc. It is worth remembering that a good physical arrangement brings several benefits, such as increased productivity, reduced waste and rework, making it easier for customers to locate products in the sales area and improving communication between sectors and people.

In order to carry out this step, it is necessary to have a well defined definition of what will be produced, since products, as presented by Chiavenato (2014b, p.39), are, in general, goods or merchandise. The author highlights:

the product is something visible and tangible, which can be touched, seen, heard or tasted, as it is composed of physical and visible materials. It has colors, size and occupies a space, such as food, clothes, utensils, appliances, hygiene products, furniture in general, machines, automobiles, etc. The variety and diversity of products is incredible, involving various brands and patents. Some products are traditional and hardly change, such as so-called commodities (from English commodity = article or utility object, merchandise), such as soy, coffee, minerals, fruit, etc.

The SEBRAE plan includes in the operational stage the registration of how the company will work. One must think about how the activities will be carried out, describing step by step, how the products will be manufactured, the sale of goods, the provision of services and even the administrative routines, identifying what work will be carried out, who will be responsible, as well as the necessary materials and equipment. The smooth running of an organization also depends on good people management, usually included in the operational plan. The process of creating the organizational culture arises from each one with the division of their tasks and goals, aiming at professional development within a company, with the idea of wanting to grow together with it. Therefore, according to Robbins (2010 p. 508),

the process of creating a culture occurs in three ways. In the first, the founders only hire and retain employees who think and feel the way they do. In the second, they indoctrinate and socialize these employees according to their way of thinking and feeling. Finally, the founders' behavior encourages employees to identify with them and internalize their values, beliefs and premises. When the company is successful, the founders' personality becomes an integral part of the organizational culture.

In addition to the organizational culture, it is important to aim at the well-being of your

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employees. In addition to the salary, benefits can be thought of, since “the benefit is a form of indirect remuneration that aims to offer employees a basis for satisfying their personal needs” (CHIAVENATO, 2009, p. 108).

Another stage of the business plan concerns marketing, which is the execution of business activities that forwards a flow of goods and services to final consumers (SANT'ANNA, 1998). It is the role of marketing to understand and develop the company's administrative processes, image and positioning, define products and services, establish a relationship with the competition and define suppliers. Analyzing and monitoring market trends is essential to determine the success or failure of an organization (KOTLER; KELLER, 2012).

For Kunsch (2003), business communication stands out in two areas: Marketing and Public Relations. Marketing is responsible for all marketing communication (advertising, sales promotion, fairs and exhibitions, direct marketing, merchandising, personal selling) and Public Relations are responsible for institutional communication (social marketing, cultural marketing, corporate journalism, company advice, corporate identity, corporate image), with internal and administrative communication (internal media, communication process, formal and informal networks, etc.). Neves (2000), on the other hand, defines that communication integrates all relationships established with the public or that make some type of direct communication such as marketing, sales, human resources, public relations, lawyers, telemarketing,

With the fluctuations suffered by the economy, the financial planning of a company must have extra attention when making any decision. It aims to ensure greater profitability to the organization, and with it, the administrator can anticipate possible events and prepare to better face them (CAMARGO, 2007).

The business plan of the SEBRAE model takes into consideration at this stage the determination of resources to be invested for the company to start operating, and the total investment is formed by three important items: fixed investments, working capital and pre- operational. It should be noted that,

investment is characterized as an activated expense, that is, an element acquired by the company to be used in the production process, generating a product that will be sold and, consequently, written off. One fact that we cannot forget about the investment is that it is associated with the useful life of the asset under consideration (BAZZI, 2015 p. 65).

Another item that SEBRAE addresses in the financial plan is having enough working capital to keep the company running, also known as Current Assets. According to Gitman (2010 p. 547), "net working capital is the amount by which the current asset, representing the portion of the investment that circulates from one form to another, in the normal course of the company's activities". In short, net working capital is usually the difference between a company's current assets and current liabilities.

Focusing a little more on the SEBRAE model, the financial plan still brings the idea that it is necessary to have a minimum cash to start the business. Basically, it is its own working capital necessary to run its business, that is, it represents the cash value that the company needs to have available to cover costs until the accounts receivable from customers enter the cash, representing an initial reservation. To find out how much money will be needed to have in the initial cash, simply multiply the value of the net working capital requirement in days by the total daily cost of the company.

The importance of thinking about this part of the business plan is highlighted by SEBRAE (2016) when it points out, in its research, that 2 out of 5 micro and small companies end up going bankrupt due to poorly executed financial management.

After the business plan is completed, it is time to hire an accountant to formulate your company's social contract and register it with the responsible bodies, such as the

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Board of Trade and Federal Revenue, which will issue the National Register of Legal Entities. After this is done, the tax framework for issuing Electronic Invoices will be carried out. After all these steps are completed, the company can begin to operate (BIAGIO, 2012b).

However, there is another business model proposed by Erick Ries (2012) for new companies that develop innovative products or services, called startup. The author brings the idea that the company needs a minimally viable product, whose acronym is MVP. The focus is on developing a product or service that would be offered to the customer, but still understood as unfinished, with a certain test, learning character. From this MVP, the company will seek improvements and adaptations to its product or service. In other words, the company starts to operate, in need of formalization, accountant and other definitions, right from the start.

This model was born out of adaptations of the Toyota production model. The acronym means, in Portuguese, Minimum Viable Product, that is, it is a version of the product that can be subjected to a complete turn of the plan-build-measure-learn cycle (PDCA, in English). This prototype is developed with the least effort and the shortest possible development time, however, the prototype lacks several resources, which may later be necessary for the final version of the product. The prototype is used to find out if the product or service creates or destroys value for the company and helps to test the business model. This is a posture aligned with Steve Blank's well-known phrase "get out of the building",

The startup is an early stage innovation company and, like the others, depends on a well-defined value proposition. As they operate in a market full of uncertainties and little information, they need to make an MVP to collect information from the market and adapt according to demand (RIES, 2012). The basic process of launching a product by a startup goes through four stages: concept, product development, alpha / beta testing and launch of the first shipment. In addition to a product or service that adapts to the market, good business communication is necessary to be able to efficiently market the product or service offered by it (BLANK, 2014).

For Ries (2012), the startup should not focus on trying to do market analysis, but it is important to have a real provision for the company's growth rate, as it is often the deciding factor in attracting investors.

The first problem is the fascination associated with a good plan, a solid strategy and thorough market research. In earlier times, these things were indicative of likely success. The temptation to apply them to startups as well is irresistible, but that doesn't work, because startups operate with a lot of uncertainty. Startups still don't know who their customers are or how their products should be. As the world becomes more uncertain, it is increasingly difficult to predict the future. The old methods of administration are not up to the task. Planning and forecasting are accurate only when based on a long and stable operating history, and in a relatively static environment. Startups have neither. (RIES, 2012, p. 14)

Blank (2014), on the other hand, agrees that the company does not need several financial and operational projections, it should only stipulate a growth target and focus all efforts on the development of the product or service, and operate based on trial and error.

two METHODOLOGICAL PROCEDURES

The present study was developed under an exploratory and descriptive nature, seeking to refine ideas and systematize knowledge, describing characteristics of a given population with standardized techniques and a qualitative approach by multiple case study (VERGARA, 2015) that provides greater validity to the study.

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To define the object of study, population and sample; convenience and typical sampling were chosen, where, according to Malhotra et al. (2005), the definition of respondents depends on the selection of the interviewer. The sample was non-probabilistic and the research results cannot be generalized.

Thus, as case study units it was defined to approach, two companies in the food sector in the state of Rio Grande do Sul, one constituted via Business Plan (COMPANY A) and another via Ries model, here called MVP (COMPANY B). As research subjects, the managers of these companies were defined, as they are the individuals with the possibility of transmitting the necessary information to meet the objectives of this research. To meet the objective of presenting differences and similarities between approaches to the business plan and the Ries model, here called MVP, a minimally viable product, considering its application in companies in the food sector.

In data collection, an in-depth interview was used, elaborated from the theoretical framework, with the managers of both companies, using a semi-structured interview script, with open questions, containing 23 questions. The interview was conducted in September 2018, at the premises of the aforementioned companies.

For the interpretation of the data, content analysis was used, which according to Roesch (2013) is a model that aims to obtain indicators that grant the knowledge acquisition, through systematic and objective procedures for interpreting the content of the interviews.

3 THE PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

3.1 Contextualization of units and definition of business

The chosen companies defined as study units have different planning processes. Aiming at their anonymity, in this study, the company that applied the business plan and the startup EMPRESA B, which applied the MVP model, are named as COMPANY A. Before founding the companies, managers chose different areas of activity within the food segment. The companies presented two different business models.

COMPANY A was founded by a couple of partners in 2017, in the state of Rio Grande do Sul, in the city of Bom Retiro do Sul, where the factory is located. Its products are gluten-free noodles, vegan and high in protein. The company started from a partners dream of taking care of people through food. The partner has a degree in food engineering and a partner in publicity and advertising, both of whom are vegan; and so, they decided to develop a product so that all people could consume, even with dietary restrictions. Currently, the company does not have employees, being only the two partners who work in it.

COMPANY A chose to create a product that does not exist on the market, which is a vegan, gluten-free, protein-free pasta, as reported by the manager:

“We are both vegan and have a hard time finding natural products in stores, with products with the ideal protein supply [...] so we were unemployed and the idea of launching a new product on the market came up. We are very concerned with the nutritional quality of our pasta, so it was even difficult to arrive at a combination of quality and good palatability. (COMPANY MANAGER A, 2018)

COMPANY A relied on the market experience of both partners, as they previously worked in their respective areas. They moved from Porto Alegre to Bom Retiro do Sul, where the family had land, which was assigned to build the factory. The company's building was also made possible with family financial support. Managers have always been very attentive to financial and accounting aspects. With the sale of the property where they lived, in Porto Alegre, and with the savings they already had, they managed

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to raise the capital of 500 thousand reais to invest in the model factory. Then came the idea of formulating a business plan, since through it they could have a better view of the functioning of the business itself, because, according to Biagio (2012a) a business plan is a very important document because it contains the vital parts of the company's functioning. Planning began in early 2017:

[...] in July 2017 we made the decision to sell our property in Porto Alegre, making the move to Bom Retiro do Sul. We managed to gather 500 thousand reais to invest in the construction of the factory, but we continued planning until December 2017, in parallel to the work, [...] we do not use a tool or support from consultants for internal analysis. For the technical and structural part, I count on the experience of my partner, who is a food engineer and has consulted in many industries. For the development and product concept part I used my experience in marketing. (COMPANY MANAGER A, 2018)

COMPANY B was founded in 2017 by four partners, also in the state of Rio Grande do Sul, in the city of São Leopoldo. Three of them were already partners in another company, whose name was “Devorando”, founded in 2013, an online ordering application for restaurants, which IFOOD ended up acquiring in 2016. After the acquisition of the old company, the three partners decided to follow working together and invited another friend to found EMPRESA B, which is a startup that develops management systems for restaurants nationwide, and today has more than 20 employees.

COMPANY B chose to remain in the innovation and technology market:

We had a lot of baggage in the technology and innovation [...] market, so we decided to stay together and call another specialist in the market to be our partner [...] together, we thought about what we knew how to do better [...] systems for restaurants. (COMPANY MANAGER B, 2018)

COMPANY B chose the MVP model to start the startup because it believes that the market is very volatile, and this model is able to adapt to the constant changes in the market.

We worked with this model of MVP previously [...] we never thought of making a business plan [...] for us it doesn't make sense, not the way we live and operate [...] depending on the type there is no way to make it work without using an MVP, because you are not aware of the market and the business changes over time so we made an MVP [...] it was just a very basic prototype of a system for we can run after accelerators and incubators for our technological development [...] (COMPANY MANAGER B, 2018)

3.3 The Accomplished Planning

According to data collected by the survey, it was possible to verify that the partners of COMPANY A formulated only some parts of the Business Plan. They started by defining their mission and the product they were going to sell. In addition to doing market research to see opportunities and identify threats. With the help of the collected data, they made the SWOT and BCG matrices to carry out an environmental analysis of the company. For product feasibility analysis, they used information from the European market, since there was a product similar to what they were going to launch:

Our mission is to bring healthy food to people. We decided to create a gluten-free, protein and vegan pasta [...] the pasta had to be all that and very tasty otherwise nobody would buy [...] After we defined the product [...] We did the market analysis, competitors, audiences, sales channels using traditional planning methods, but in a simplified way, as the goal was to define strategy and not convince someone that a particular strategy was the best [...] the analysis took about 4 months, as it evolved along with the development of the product formulation. There were rounds of, for example, identifying a launch in Europe with an ingredient X, finding

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product reviews, finding an ingredient supplier, testing the ingredient, etc. (COMPANY MANAGER A, 2018)

Environmental analysis consists of a joint and integrated view of the organization's strengths and weaknesses with opportunities and threats, so it is possible to identify a set of strategies that make it possible to explore opportunities and reduce threats (SOBRAL, 2013). After obtaining the product information, COMPANY A continued collecting market and customer information, to make a more accurate projection to the real scenario.

We do not use the formal model. We don't need to put together a document to attract investors or convince a director. We internalized the tools and made an adaptive planning, which evolved as we got to know the business better [...] we had some contacts with market people during the planning and we came to consider their recommendations, but, today, we see that most were based in common sense and not in market reality. Just to give an example, we heard from several people the recommendation to invest in AGAS (supermarket fair) [...] The cost to set up a stand is unrealistic for our size. Even so, we went to a regional AGAS to get to know the fair's profile, as visitors. Empty stands, very high investments in promoters and very little business. (COMPANY MANAGER A, 2018)

According to the managers of COMPANY A, what took the longest was the business license - about six months to be issued, due to bureaucracy, but they reported taking advantage of this time to define the company's strategic objectives, with the purpose of obtaining a competitive advantage over other competitors. In Barney's view (2017), competitive advantage is when the company creates more economic value than its competitors. They also defined the balance point of the business, which according to Chiavenato (2014a) is the minimum amount of sales necessary so that the business does not have a loss, taking into account its fixed and variable costs.

The strategic objectives were defined after the analysis and before the design of the factory plant. We had no external support [...] we traced the company's guidelines and product vision. We estimate a sales and production volume to the breakeven point and dimension the factory to deliver this volume in the first moment and, by purchasing equipment, triple this volume in the formulation part [...] we mainly use data received directly from suppliers and international articles [...] in the market share the sources available on the internet (demographic data, online stores, product reviews, trends in the industry) [...] in the commercial part the information was from contacts working in different profiles from clients. (COMPANY MANAGER A, 2018)

In the case of COMPANY B, initially, the partners needed a place to start developing their MVP. They sent their project to the incubator called TECSINOS, but had to undergo a business analysis to be accepted.

Initially we had nothing, not even a place to get together [...] just an A4 sheet and a very simple MVP of the functionality of the system made on it [...] we built very good metrics to test it when it was "pivoted" [...] we sent our idea and MVP written on the A4 sheet for analysis of the direction of TECSINOS in order to be accepted in the incubator [...] in order to get a place for the development of the prototype. [...] our project was very well structured and that is why we were accepted by the incubator. (COMPANY MANAGER B, 2018)

According to Ries (2012), the difficulty of setting up a startup is due to the fact that the learning of the market and the prototype to be developed is consistent and mainly validated through very well-established metrics, otherwise the chance of failure is huge. After getting a place to develop their MVP, the members of EMPRESA B spent three months immersed there and developed their first prototype, they decided to compete for a place in the technological development incentive program of the state

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of Minas Gerais, through the program called Startups and Entrepreneurship Ecosystem Development (SEED), and report that these are the benefits of business planning, because, with it, it is possible to participate in incubator and accelerator programs that assist in the technological development of the company.

When we had completed our first MVP [...] which was actually stick glue and put on the market [...] did you get customers? Okay, so is it useful? yes [...] do we test functionality [...] does it work? Yes, [...] so let's look for an accelerator to help us improve our MVP. As we were already in this environment, we knew that the SEED program was the best option for us, as Minas Gerais has a perfect technological pole for our product. (COMPANY MANAGER B, 2018)

The program had more than 1,000 startups and only 40 were selected for a six-month immersion. In addition, the highlights are invited to participate in the International Festival of Innovation and Technology (FINIT) 2017, and in it you can have the chance to participate in the main stage of the angel investment program called SHARK TANK BRASIL.

When we were selected by the incubator, the business flew [...] we stayed 6 months immersed in the accelerator living the technology and there we were offered a consultancy [...] in a brainstorming we created our value proposition [...] which is to give more time to people and take the bureaucratic for us. [...] Soon after we were called to FINIT, we amended it with Shark Tank and there came the investment [...] Camila Farani invested in us and today we are growing 26% per month, we have clients nationwide. (COMPANY MANAGER B, 2018)

3.4 Operation and Monitoring of Results

The managers of COMPANY A highlighted the part of the planning that had the most difficulty in collecting information, using the Brazilian family's consumption surveys and data provided by IBGE as a basis. With that, they had the idea of developing a product focused on consumers interested in health and who liked pasta. This statement is corroborated by the notes of Biagio (2012a), when he says that the greatest difficulty in preparing the business plan is the collection of information about the market, as often there is not enough information or, even, the market can be very volatile and, with that, be in constant modifications and the information that had been collected months ago today may not be the same.

The planning went as expected, however, the biggest difficulty we encountered was the lack of research information available in Brazil. We don't have a culture of research. Just to give an example, the IBGE data for family consumption are from 2008-2009. The official nutrition and diet sheets are from 2011. It was common to find two texts on the same subject, using the same numbers, with opposite points of view. Even more common was to find articles based on absolutely questionable numbers [...] we tried to create a product that everyone liked [...] our target audience was mass consumers interested in health. However the most engaged audience for now are vegans and celiacs, vegetarians and intolerants. (COMPANY MANAGER A, 2018)

However, the managers of COMPANY A point out that, despite the difficulties, they currently collect information for quality control through customer feedback and seek to establish a good partnership with their suppliers so that there is no break in supply. In addition, they report that, despite the difficulty in attracting new customers, they seek to maintain a relationship with the oldest to always be in their memory.

We have difficulty in attracting new customers. With this, we carry out personal sales, mainly in person and with the decision makers of the client stores. We also held events for direct sales to consumers to understand the challenge of talking to those who take the product home. Our distribution channels today are direct sales, representative, distributor,

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retail, specialized stores and logistics operators. [...] the relationship with the customer today is built with transparency and openness. Our company only makes sense if we do this. [...] we have some partnerships with suppliers so that there is no break in supply and customers that allow us to act and interact with their customers. [...] for planning control we have the mother tool of each and every private initiative: market feedback. (COMPANY MANAGER A, 2018).

The managers also reported that it took about a year, from the beginning of the planning to the first sale, as they performed more than fifty tests of the product until they obtained the result of the final product. Substituting wheat for pasta seems simple, but replacing it with rice, beans and marsala sorghum (the raw materials for their products) means removing gluten (potentially allergenic for many) from the recipe and replacing it with functionally more advantageous ingredients, in the form of vegetable protein of high biological value, fibers and carbohydrates of low glycemic index. They started selling their products in July of the year 2018. Company A reached the initial target, but not yet the breakeven point, and until the moment of the survey, they have grown around 6% per month. In the first two months of operation, the entrepreneurs conquered 27 points of sale and sold 200 kilos of pasta. From the production line, three flavors come out in the fusilli format: rice and white beans, rice and black beans and rice and marsala sorghum. All options have 20% protein and 7% fiber in the composition. The packages are 300 grams and cost 13.50 reais, for direct sale to the end customer. According to the partner's report:

[...] we managed to reach our first goal, which is to grow around 6% per month, but we still haven't managed to reach the necessary revenue to reach the breakeven point [...] it takes 30 thousand reais a month to pay the cost of operating the factory, equivalent to the minimum monthly sale of one tonne or 3 333 boxes of dough [...] our expectation is to reach the breakeven point by the first quarter of the year 2019 [...] today, our factory has the capacity to produce four tons and, if the demand demands, it can be retrofitted to double the amount. (COMPANY MANAGER A, 2018)

At COMPANY B, it was highlighted that the most difficult part of MVP is to build a metric in which it is possible to measure performance throughout the tests, as it is through these results that it is possible to improve the prototype, in addition to serving as a kind of database. data for the next MVPs to be prototyped (RIES 2012). Well-defined metrics make MVP successful, but if they are formulated in the wrong way they can lead the company to failure.

There are many complex MVPs to be validated, you have to take care of the model you are making and if you have to measure it. From the moment you set up an MVP and you cannot define a metric, it is certain that it will not work [...] as I say it is very easy to be wrong, I did a MVP a little bad, I did a bad test, I used metrics bad, obviously the result will be bad [...] what we run on test MVP, we try to measure a lot to say whether or not we will implement for the business [...] did the MVP and ran it 1 or 2 times passed the metrics made sense? [...] yes it does, so clean up the house and we will implement this as a process and no longer as a prototype. (COMPANY MANAGER B, 2018)

Another point highlighted by the partners is to have a company with a diversity of people with very different characteristics, but who know how to work in a team, because the problems that eventually appear are fixed by people and, often, ideas arise for those who are not even in the area. According to the entrepreneurs, meetings are held every day and the problems encountered by clients are placed on the agenda and, almost always, after the meetings, the MVP that will solve that problem is improved.

[...] Diversity is the key to success. We have only one more technical

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person who came from IT, working in CS (Customer Success) and implementation, the rest of the collaborators come from different areas [...] there are people from administration, psychology, design, accounting, advertising, public relations [...] they are different skills that make things work [...] we don't use the traditional PDCA to solve problems [...] we have weekly meetings and open the mistake for everyone and, right there, solutions come from people who are often not from the area, but they know how the company works [...] (COMPANY MANAGER B, 2018)

These notes are corroborated by Ries (2012), who brings the idea that, as the company creates the MVP, it learns, allowing the acceleration of processes. Due to the lack of market information, the first MVP will take much longer to do than the third.

And, as the company B's partners say, this really happened, and the MVP improved as they improved the metrics and collected more market data and better understood their customers' problems.

Today we are ashamed of our first MVP when we participate in the acceleration program [...] today the processes are different and it takes us much less time to assemble the MVPs due to the amount of information that we already have on the market [...] depending on degree of complexity of the problem, decision making is quick and implementation is even faster. If it is a problem of a button operation, for example, [...] but if the problem affects the entire system it can take up to 4 months to solve [...] we work with weekly and not daily split, because we need have the assurance of the test. (COMPANY MANAGER B, 2018)

The entire startup is a company and it has to generate the expected results. As the market today is very volatile, the company has to adapt to the environment, making its engines never stop; it needs to reinvent itself and continue with synergy (RIES, 2012). According to Ries (2012 p.160) "Keeping a startup's growth engine running is difficult, but the truth is that all growth engines run out of gas." The managers of COMPANY B also emphasize that the great secret of success is to serve customers well and adapt the system to better meet the needs of each establishment.

[...] The key to success is to serve the customer well [...] if he feels comfortable he will tell you where it hurts and what his difficulties are in daily life [...] with patience and good service we managed to solve his problem [...], because when he has earned the trust he calls us and tells us where he is having difficulties [...] we do this with all our customers [...] so we collect the market information that passes by an analysis of our CS team [...] if several establishments present the same difficulties, we got together and solved that problem [...] our system, today, is completely simpler than our first MVP [...]] the most important thing to gain trust is to deliver exactly what the customer asked for, otherwise we lose our credibility [...] (COMPANY MANAGER B, 2018)

Another beneficial point of startup planning by the MVP model highlighted by COMPANY B is the ability to see in advance the need to develop business partnerships, which according to the partners' report can leverage their performance, but depend on a product very well elaborated along with the skills negotiation of the sales team. In their case, this team has an integration channel with the IFOOD company, so they have shared access to the customer database and this allows the system to be sold more efficiently.

We have no face-to-face salesperson, we made sales via telephone [...] we had some market contacts, but anyone who wants to grow up is not afraid, they will call the customer and with arguments will offer the system [...] our greatest customers are from the states of Rio de Janeiro and São Paulo, adding up to more than a thousand [...] customers ask anybody, we are not renowned, nothing special, it is not the name that will sell but the product to be offered [...] we work with inbound and outbound, we test some things with MVP, but roughly speaking, it is to call the customer and

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offer the product [...] we have partnerships with 6 or 7 more companies nationwide and also with other startups. This helps us a lot in attracting new customers; it is practically an exchange of stickers. (COMPANY MANAGER B, 2018).

CONCLUSION

The present study sought to investigate the premises of the formulation of a business plan, as well as of an MVP, presenting its similarities and differences. And, through applied research, structured actions were undertaken in order to meet the proposed objective, as indicated below:

- Understand the methodological paths of the SEBRAE Business Plan and the MVP model; and to point out the main differences and similarities between the models in the light of literature and practice; - materialized through the construction of the Theoretical Foundation Chapter, with the main contributions of the theoretical framework already existing in the area, to support analysis and interpretation of the research data carried out next.
- Identify, from the point of view of managers, the main benefits and difficulties in preparing a business plan; - achieved through the construction of the Presentation, Analysis and Interpretation of Results Chapter.

The perceptions of the study provided an understanding and elaboration of the comparative table presented below (Chart 1):

	Business plan	MVP
Business environment	Low Uncertainty	High Uncertainty
Availability of prior customer information	High Availability	Low Availability
Model Assumptions	<ul style="list-style-type: none"> - Planning - Collection of customer data - Collection of market information - Business scope development - Define what will be offered product or service - Define, mission, values and objectives - Define an operational, marketing, finance and production plan - Conduct business feasibility analysis - Collect information through feedbacks for business improvement 	<ul style="list-style-type: none"> - Create value proposition - Create a product or service - Measure performance metrics - Create a prototype of the idea - Seek help from accelerators and incubators through programs to encourage the development of startups - Understand the problems to be solved - Seeking customer feedback - Perform product improvement through testing before launching the version to the market
Benefits	<ul style="list-style-type: none"> - Prevent possible errors - Measure operational capacity - Establish direction - Greater control over actions 	<ul style="list-style-type: none"> - Participate in accelerator and incubator programs - Define value proposition - Greater control over actions - Well structured MVP
Difficulties	<ul style="list-style-type: none"> - Resistance to change - Lack of market and consumer information - Lack of managerial training 	<ul style="list-style-type: none"> - Metrics incorrectly measured - Value proposal not defined - MVP poorly formulated - Bad organizational climate

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Reliability of market data	High reliability	Low reliability
Market dynamism	Low Dynamism	High Dynamism

Frame 1: Comparison between the Business Plan and MVP models
Source: Research data, (2018).

As a highlight, it can be learned that the Business Plan seems more suitable for those who have little experience in the market, in order to predict the difficulties to be faced during the operation. However, it takes a long time to be realized and, depending on the volatility of the market, its use becomes impracticable. Furthermore, it does not always present itself as a good document for attracting investments, should this be necessary. The MVP model, on the other hand, seems indicated for the creation of a company that aims at rapid growth in a market surrounded by uncertainties. This model is best adapted when there is little information about the market, with high dynamism. However, it requires care when formulating performance metrics, as these can directly impact the quality of the final product.

As similarities, both models require feedback from customers to improve their products or services; the relationship with customers is fundamental for its viability. In addition, diversity within the company, and people from different areas, allows for agility in solving common problems, in addition to improving the organizational climate. A good sales team helps when offering the product, directly impacting the company's financial performance.

As limitations of the research, aspects of time and resources stand out, which led to the option of concentrating the sample on only companies in the state of Rio Grande do Sul, in which contact was easier to be made. As a suggestion for future studies, based on the insights generated in this research, a descriptive research can be carried out to confirm the differences and similarities between the Business Plan and the MVP model, with a larger and statistically relevant sample and also to evaluate the impact of planning models for investors and / or organizations specialized in business financing (traditional and new economy financial institutions) through exploratory and descriptive research; or test the applicability of the MVP model in a traditional food company through experimental research.

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