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WOMEN ENTREPRENEURSHIP TO IMPROVE THE QUALITY OF LIFE THROUGH BEST PRACTICES IN RURAL MICROBUSINESS

A resources and capabilities approach

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Abstract: *The purpose of this paper is to analyze the case of a joint venture stage to determine the successes and failures undertaken by women entrepreneurship aimed to improve the quality of life. The analysis is based on the theory of resources and skills of entrepreneurship and business. It is intended to answer the question, what were the successes and failures committed by entrepreneurs to run the business plan aimed to improve the quality of life in this particular case? The answers were found relating the situations described in the case with the theories of resources and skills and entrepreneurship. The analysis concludes that the empirical knowledge of entrepreneurs, in this case were not sufficient to direct the business to success, and that the lack of structured knowledge and adequate scientific support for this project strongly directed towards the non-permanence on the market.*

Keywords: *Entrepreneurship, quality of life, women entrepreneurs, PROMUSAG.*

JEL classification: M14

INTRODUCTION

The Mexican government through the Ministry of Agrarian Reform supports rural entrepreneurship projects. One way is PROMUSAG (program for women in agriculture). This is a support program for rural women entrepreneurs, seeking their integration in the productive sector to earn income to help in the fight against poverty in this rural environment. The support consists of a sum of money to start up the business to undertake, which is repayable but it is considered at lost funds. In 2009, hundreds of projects have benefited from PROMUSAG,

one of which has been analyzed for this report. This case is featuring nine women in the municipality of San Martin de Hidalgo, Jalisco. In that year, nine women was PROMUSAG order required for each project.

The team for this project consisted of women with little or no preparation in business, but the team had a leader with knowledge and skills acquired empirically that gave the project some routing to success. PROMUSAG central requirements requested to be eligible for funding to the various proposals were teams of nine members, all participants should be female, a project to undertake the business detailing emphasizing the distribution of grant money, it is sent to be developed by an engineer in the agricultural area and the last requirement was to have an area of land sufficient to carry out the purpose of the enterprise activity.

The venture was marked by the fall in leader's illness, which conditioned the project to a resounding lack of profitability, this, coupled with the lack of scientific preparation and support scientists generated a mismanagement of resources and capabilities that had the project, bringing this to its final termination in six months.

THEORETICAL FRAMEWORK AND LITERATURE REVIEW

The enterprise is the basic and elemental production system of an economy, is an indivisible economic unit that is generated in the process of value creation that is the essence, purpose and function of the entire economic system (Luis Alegre; C. Berne & C. Galve, 1995). Strategic management is the scientific discipline that studies issues related to management of organizations and how are managed the functional areas of the firm. Just as the way the company has designed herself, to set their goals and values, and to relate to their environment.

According to Richard P. Rumelt (1997), the purpose of the strategy is to provide partial support for the company to survive and be successful. Strategic management analyzes and determines the behavior of the target company specifically focuses on the determinants of competitive advantage and how it can be used to generate profits. In any organization or company, it is essential to have certain resources and capabilities that are the basis for the generation of competitive advantages, which are crucial to the achievement of the objectives of the firm, that is, to generate sales and more importantly, getting benefits.

The theory of resources and capabilities focuses on the analysis of assets owned

and / or controlled by companies, as well as their differences, and the importance of this fact to explain the evolution of the results (Jay B. Barney, 1991). From this approach, the company is considered as a unique set of resources and capabilities with a unique story (Gregorio, M. Castro & José E. Navas Lopez, 2006). In this perspective the strategy is defined as a constant search and maintenance benefits, which shows the economic approach model (Carlos Fong-Reynoso, 2005).

Achieving success in business depends on the performance of the tasks of management and internal coordination and the efficiency with which the company competes. The theory of resources and capabilities and the structural theory explain the existence of extraordinary benefits of this success, although the empirical analysis shows that the first explains even better.

The value of the company is more related to intangibles than tangible aspects on which the valuation was done traditionally (Alfonso Jiménez, 1999). In turn, intangible resources and capabilities are usually based on information and knowledge, so they have no limits in their ability to use (Luis A. Guerras & José E. Navas López, 2007) and therefore it is necessary to manage knowledge, which means managing the processes of creation, development, dissemination and exploitation of knowledge to gain organizational capacity (Elena Revilla Gutiérrez, 1995). This makes every day more evident that the value of the company that is more related to intangible aspects than with tangible on which the valuation was done traditionally (Alfonso Jiménez, 1999), and thus, with knowledge.

According to Sáez D. de Viten Arranz (2000), when the company discusses how to achieve competitive advantage based on resources and capabilities, should take into account that these attributes, to become forms of knowledge, are the result of merging the ideas of the hierarchy with the rest of the organization. Jaume Filella i. Ferrer (1989) argues that this merger or organizational ethos contains a latent energy of known and unknown resources, used or unused, which tells the company how to progress and change, because it can build on this potential enhanced capabilities and routines. Also these attributes should have the following characteristics: be valuable, rare or idiosyncratic, imperfectly imitable and transferable, and have hardly substitutes (Jay Barney, 1991; Margaret A. Peteraf, 1993 and M. Zulima Fernández Rodríguez, 1993).

Characteristics of valuable resources in the model of Jay Barney (1991): Simplicity in use, shortages, difficult imitation, difficult to replace, analysis of managers. In addition there should be strategically equivalent resources, whose existence

can be seen as an additional amount in offering a superior resource. Carlos Fong Reynoso (2005) mentions three definitions of company capabilities:

- A. The company's capabilities are the skills that are equally to integrate, build and reconfigure internal and external competencies of the company in order to react quickly to the changing environment.
- B. Ability to use resources through organizational processes of the company, with the aim of obtaining a particular purpose.
- C. High level routines (or collection of routines) that, together with resource flows, provides company management a set of decision options for producing significant results.

Efficiency is manifested in three complementary aspects: strategic capabilities allow the company to perform functional activities in a better way than their competitors, will dynamically adjust to the demands of the environment and foster the enterprise to obtain strategic resources (David J. Collis, 1994). Davis J. Teece, Gary Pisano & Amy Shuen (1997) mention that the capabilities of the company are supported by organizational processes, i.e., organizational routines that take place in the organizations and they have three functions: integration-coordination as static concept, learning as a dynamic concept and reconfiguration. Implications of learning: skills involves both the organization and the individual, organizational knowledge generated by activities that are performed on a daily basis in the company, reflected in new patterns of activity, in routines or a new organizational logic.

Routines are patterns of interaction that represent successful solutions to particular problems. These behavioral patterns reside in behavioral groups where some simple routines can be represented by individual behaviors. One of the determinants of the strategic position of the company is the active control, which are plants and specialized equipment and, even more, the knowledge-based assets are difficult to trade and the complementary assets. These assets determine the market share and profitability at any given time. Asset capabilities relevant to the company can be classified in different ways. One is to use the following categories: technological, complementary, financial, associated to reputation with structural, institutional derivatives market structure and organizational boundaries (Davis J. Teece, Gary Pisano and Amy Shuen, 1997).

The orthodox explanatory scheme has eliminated the entrepreneur of this system has had its recognition throughout economic history, making it the fulcrum (pivot) on which everything turns business (Juan Carlos Bustamante, 2004).

The Royal Academy of the Spanish Language (La Real Academia de la Lengua Española, 2012) gives the following definition of an entrepreneur: “That undertakes with resolution difficult and eventful actions”.

Entrepreneurs are considered an important part of the process of job creation and stimulating factor of growth as they create new businesses, and thus, creating more wealth and prosperity in a country (Miguel Angel Galindo Martín, 2009). As defined by Sander Wennekers and Roy Thurik (1999) the entrepreneur is linked to the manifest ability and desire of individuals, either by themselves or by teams within or outside existing organizations, to create new economic opportunities, that is, new products, new forms of organization, new methods of production, etc. and introduce their ideas in the markets, facing uncertainty and other obstacles, by making decisions on location and in the form and use of resources and institutions. Arantza Bilbao & Susana Pachano (2002, p. 35), proposed the following definition of an entrepreneur:

“The successful entrepreneur is a person with a dream, a goal, a desire to create, to innovate, to capture a business opportunity, which is able to” see “HIS idea into finished form, which is not stopped by obstacles, so the persistence and tenacity are typical characteristics of HIS behavior.”

Felix Antonio Malagón (2003) found that entrepreneurs meet the following characteristics:

- A. Constance.
- B. Sense or business opportunity.
- C. Knowledge.
- D. Personal responsibility.
- E. Leadership.

To develop entrepreneurship, according to Sérvulo Anzulo Rojas (2003) is:

- A. Make things, no look for excuses or reasons to prove that you can do.
- B. Getting stronger every time he falls, never dig in his heels to find the reason for his failure.
- C. It is worthy, conscious, responsible for his actions.
- D. The creator of something, a home, a business.
- E. Understand that honest work, well there is not a need or sacrifice but a privilege and

F. Opportunity it gives us life.

G. Dreaming of something, do it and discover how special and unique we are, are always positive.

ENTREPRENEURIAL VENTURES AND LIFE QUALITY

Quality of life is considered as the set of factors which contribute to the general well-being of people in terms of personal satisfaction with happiness, health, safety, intellectual and cultural preferences, financial security, family life, job satisfaction, etc. Quality of life has been defined as the level of satisfaction with an individual's conditions, relationships, and surroundings relative to the available alternatives (Samuel Liddell McGregor and Elizabeth, B. Goldsmith, 1998).

The Business Dictionary defines quality of life as "Daily living enhanced by wholesome food and clean air and water, enjoyment of unfettered open spaces and bodies of water, conservation of wildlife and natural resources, security from crime, and protection from radiation and toxic substances. It may also be used as a measure of the energy and power a person is endowed with that enable him or her to enjoy life and prevail over life's challenges irrespective of the handicaps he or she may have".

Quality of life has different manifestations, ranging from improvements in health, standards of living, education, work life, etc. Quality of life can be described as a multidimensional phenomenon that cannot be reduced to a few quantitative indicators. Explanations of quality of life include psychological, social, political environmental, economic, issues. Quality of life profiles or analysis of the correlates are different only in the emphasis of the human development approach to social welfare.

Existing concepts of quality of life are wide enough to overcome multidimensional social concerns such as exclusion and poverty explanations that cover much the same territory. However, the improvement in the provision of social services to a specific community or to a specific segment of population, can raise the indicators of quality of life of that society, but fail to deliver services in geographically remote areas or to socially disadvantaged groups as an unfocused goal.

The consensus that narrows measures of consumption and quality of life is inadequate and a broader view is needed. Economists concerned with quality of life recognize the importance of income and consumption derived from sources

provided by the State, social and private sectors. There are some policies and synergies contained on this approach to quality of life. Economic growth may increase the living standards, benefit the quality of life and reduce poverty. The approach to income and the level of consumption as a quality of life can be criticized when having access to resources by other means. A case is the improvement of the social services, education and health provisions, etc., and taking advantage of opportunities offered by the growth of safety groups and social networks.

The best known of these influences on improvement on quality of life as national welfare strategies derived from postindustrial growth, state structures and economic geography. This institutional welfare state approach focuses more on the content of policies, more universal and less directed social programs at target groups, the requirements to be eligible beneficiary and the quality of the services. These welfare programs benefit the quality of working life and employment, rather than social spending. Thus, it improves the societal quality of life. Societal quality of life is defined as the general state of well-being experienced by society's members (Michael Harry Morris and Richard J. Lewis, 1991). However, the decline in the terms of quality of life and socioeconomic characteristics of the working class as well as the dismantling of the welfare state, are taking place already.

Entrepreneurship has been found to have an impact on life quality (Michael Harry Morris, 1998b; Johannes M. Pennings, 1982; Joseph Sirgy, 1985). The relationship between entrepreneurship and life quality is being studied by the family and consumer sciences focusing on societal and environmental trends (American Association of Family and Consumer Sciences, 2004; Horridge & Craig, 2001; R. J. Key & F. M. Firebaugh, 1989; Sung-Hee Kim, Deanna L. Sharpe & Hye-Yeon Kim, 2002; Tamra McNabb, 2004). Michael Harry Morris's (1998b) contends that entrepreneurship has an impact on quality of life dimensions. The perception level of the entrepreneurial efforts has a significant impact on dimensions of quality of life.

Entrepreneurs' quality of life and a positive perception of impacts on their families, customers and community sustain their business. Thus, lifestyle entrepreneurship benefits family's quality of life and community development (Marcketti et al. 2006). Peters, Frehse and Buhalis (2009) continue the analysis of the relationship between entrepreneurial quality of life and tourism business growth. The quality of life perceived motivates and sustains lifestyle and economic status more than growth. Entrepreneurs may be emotionally motivated by their fami-

lies and quality of life more than workload factors depending upon individual wants and characteristics and personality traits (Marcketti et al., 2006).

Peters, Frehse and Buhalis (2009) have analyzed the relationship between entrepreneurial quality of life and profits and have derived some propositions. Life quality and leisure time decrease determined by entrepreneurial factors during the time of financial risks and expectations for establishing the new business. Lowering or heightening quality of life expectations may be necessary to meet the profits requirement despite that the lifestyle entrepreneurship may have positive effects.

Social Entrepreneurs contribute to enhance the well-being and quality of life (John A. Baden, 2006). Social entrepreneurship at national business system level has an impact on the societal quality of life. At regional/national business system level, social entrepreneurship improves the objective and subjective indicators the quality of life. Social, organizational and individual interactions and complex inter-organizational relationships at regional/national business system have an impact on quality of life (Daiva Koponen, s. f.). Small businesses are formed to improve quality of life conditions by meeting the family's needs and demands (Candida G. Brush, 1992; Nancy Stanforth & Gleen Muske, 1999). Social entrepreneurship contributes to the general well-being and societal quality of life balancing social change and social capital in a certain regional or local level.

The model of Koponen (s.f.) proposes that the objective parameters of quality of life are sustained on social entrepreneurship, considering social value vs. market mechanism which in turn is the base of business model with its value proposition and exchange. The dimensions of quality of life are the social, material, physical, productive and emotional quality of life. Entrepreneurship has an impact on quality of life economic, physical and mental health, social, technological, job satisfaction, institutional, and ecological dimensions (Michael Harry Morris, 1998b; Rice, 1985).

The objective parameters are the numbers, percentages, total sums, etc. The subjective parameters are the society's experience, opinion, social norms, traditions, etc. These objective and subjective parameters have social and business effects on the general well-being, the national business system, social capital and change. The economic model of any society is related to the improvement of a societal quality of life (Bill Jordan, 2008). However, there is no unified conclusion on how to achieve a greater level of quality at local, regional or national levels.

Few studies have examined the relationship between lifestyle entrepreneurship and life quality (Jason Henderson, 2002; Mary W. Mhango, Sara B. Marcketti, & Linda S. Niehm, 2005; Norman N. Scarborough & Thomas W. Zimmerer, 2003). From the systems theory, perspective lifestyle entrepreneurship bridges with quality of life. Lifestyle entrepreneurship has an impact on life quality for individual small business owners, their families, and communities. Successful lifestyle entrepreneurs enhance the perception of a better quality of life driven by a mindset and values affecting their families, customers and the community. Life quality of the business owner perceived as an entrepreneurial venture may provide quality of life to employees, consumers, and the community.

Still it is not clear how to measure entrepreneur's quality of life and the effects on new ventures. When creating a new venture, the entrepreneur's quality of life may lower while workloads increase by many personal barriers, worries and financial risks (Shaver et al., 2001; Weiermair and Peters, 1998b) until he reaches a breakeven point where both quality of life and profits are maximized. As a consequence of this new venture that entrepreneurial effects on quality of life may be positive, although some times when creating a new venture, individual quality of life may start to decrease.

After lifestyle entrepreneurs reach this breakeven point, they diminish activities and depending of several variables of life quality, their effects start to decrease and to become negatives. The, the lifestyle entrepreneur does not have economic motivations and hinders growth. Although he contributes to economic welfare (Weiermair and Peters, 1998a) he does not lower quality of life.

An exploratory study conducted by Marcketti; Niehm, and Fuloria (2006) found a relationship between lifestyle entrepreneurship and life quality for business owners, families and communities involved. Also, some elements of entrepreneurship such as creativity, innovation, and personal life experiences have long-term effects on the life quality of business owners, their families and communities.

Despite that quality of life is a relevant factor for the location of new business; it is one of the most neglected by policymakers. However, regional variables have an impact on entrepreneurial decisions and policy makers on quality of life, although some variables cannot be controlled such as the impact of weather and geography on quality of life. Quality of life is a livable factor that attracts business and individuals (Endeavor Insight, 2014; Joseph McCann, 2000; Pennings, 1982). However quality of life is not always the main factor in deciding to start a business.

Many of the policies that address these concerns at local levels that link quality of life to economic growth may lead to the central dilemma. This dilemma can be represented on an advanced society that may be opposed to materialism. The elevation of a post industrial expansion of quality of life is related to multi-site decision making on well-being. Also it is related to a long tradition of social, political and economic welfare policies as much attention to subnational spatial conditions of the economic policy and market geography, rather than simply eliminating territorial influences make them relevant in new ways.

Quality of life is an intangible and subjective variable difficult to measure objectively because individuals have different priorities. The quality of life (QOL) index is an objective measure compiling a variety of objective factors ranging from life expectancy, public education, public safety, recreation, etc. to the share of childhood welfare and poverty.

The level of entrepreneurship has a causal effect of the societal quality of life. Michael Harry Morris and Richard J. Lewis (1991) examine the relationship between entrepreneurship and societal quality of life. Michael Harry Morris and Richard J. Lewis (1991) identified seven quality of life dimensions in terms of costs and benefits produced by entrepreneurship: economic, health, social, technological, work, institutional, and ecological. For example, they found that entrepreneurship may have a positive effect on the ecological dimension of quality of life.

Research has shown that there is significant correlation but not perfect within specific regions. Comparison of QOL measures on regional bases can correlate entrepreneurial decisions and quality of life. Quality-of-life variables can explain new-business formations across the regions, although may not indicate causation. All these variables contribute to increase the standard of living that influence entrepreneurship, new business startups, and decisions of local policymakers.

A high quality of life means that people get increased power. The decline in the terms of quality of life and socioeconomic characteristics of the working class as well as the dismantling of the welfare state are being shaped by the advance of economic globalization processes and the deepening of capitalism that benefit from the intensive exploitation of labor. From a public management perspective, it is intended to view government from the bottom up focusing more on quality of life and work in public organizations and seeking to understand and improve organizational elements such as leadership, strategic management, organizational

climate, service quality, innovation, performance and customer satisfaction.

Quality of life has been related to satisfaction with management decisions regarding individual goals, physical and emotional improvements and betterment of self, family and community (Cecile Hoover Edwards, 1991; Samuel Liddell McGregor and Elizabeth B. Goldsmith, 1998; Michael Harry Morris, 1998a). Decision making and management may result in satisfying outcomes and better life quality.

The human development index is an indicator of a set of minimum values of the quality of life of a person, such as his educational, health, economic and other. The first concern is with human services agencies being established which provide care, money, education, shelter and support to people, often with significant personal interaction between the agency and the individual client user.

A high quality of life for people is the goal of sustainable development. Policies fostering the post industrial growth have focused increasingly on the economies of cities and regions, and sub national elites have emerged as sectors in these policies. At the same time, space policies explicitly targeted the urban environmental problems with a main impact on local quality of life in general that has proliferated conditions. Especially in the post- industrial urban arrangements, local social movements and parties regularly mobilize people around these concerns on a better quality of life. Women employment contributes to improve the overall quality of life through the formulation of more sustainable development policies.

To determine the relationships between entrepreneurial motivations and realities and the enhancement of quality of life is important to consider for a comprehensive framework for policy making and to design the incentives to motivate entrepreneurs. Incentivizing external growth instead of internal growth of business is required to achieve and breakeven point with the higher rates of quality of life and profits.

THE PROMUSAG PROGRAM

The Secretary of Agrarian Reform (Secretaría de la Reforma Agraria, SRA) is the institution of the Federal Government that serves women and men who live and work in the rural communities and ejidos or community's owned land across the country. The SRA provides legal certainty for the owners of the land and promote comprehensive rural development social justice. One of the ways the SRA

supports rural development is through the promotion of entrepreneurial and productive projects in ejidos and communities through its programs Support for Productive Projects in Agrarian Nucleolus Fund (Fondo de Apoyo para Proyectos Productivos en Núcleos Agrarios, FAPPA) Program for Women in the Agricultural Sector (Programa de la Mujer en el Sector Agrario, PROMUSAG) and Young Rural Entrepreneur and Land Fund (Joven Emprendedor Rural y Fondo de Tierras, JERFT). PROMUSAG is aimed at women who are organized to develop a productive project that allows them to earn an income and thus help fight poverty in rural areas (PROMUSAG 2012, SAGARPA, 2016).

Within PROMUSAG program, projects can be installed in various areas, such as ecotourism, cattle fattening, rural stores, food production or various services. Women living in the countryside can access the program PROMUSAG women's groups of 3-6 members, over 18 years old, who inhabit agrarian and rural areas owners of community land. The financial support is of \$30,000.00 per member provided it does not exceed the amount of \$ 180,000.00. Women may be benefiting from the support of PROMUSAG until they have been supported in the past five fiscal years by himself or by the FAPPA PROMUSAG (Fund for supporting productive projects in agrarian).

METHODOLOGY

The methods employed are the analytical and descriptive. The first aims to analyze the case and identify failures and successes which led the company for the ensuing year and the descriptive method to detail the situations experienced by the venture.

CASE TO ANALYZE

The history and details of the case were provided by one of the women who undertook this business which in turn is a daughter of the initial principal leader of the enterprise. To gather the information, a personal informal interview was conducted on May 2012. What more motivated the business venture was the fact that the main entrepreneur has a great taste an innate ability for this type of business, her personal qualities and characteristics mostly agree with those of a successful entrepreneur. The main obstacle for this business venture was the lack of funding, which it once existed, the project was launched.

In 2009 the entrepreneurial principal, was blessed with a support of \$ 100,000.00

in cash, with the advantageous feature called “sunk” to the implementation of a rural business in the town of San Martín de Hidalgo, Jalisco, which consisted of raising and fattening cattle. Support was received from the government body called Agrarian Reform Secretariat by rural support program to women entrepreneurs “PROMUSAG”. PROMUSAG central requirements requested to be eligible for funding to the various proposals were teams of nine members, all participants should be female, a project to undertake the business detailing emphasizing the distribution of grant money, it is sent to an agricultural engineer to develop the agricultural area and the last requirement was to have an area of land sufficient to carry out the purpose of the enterprise activity.

The selection criteria for the formation of the task force were: being female is the PROMUSAG prerequisite required and indispensable, belonging to the family, time available for the project and interest in it. The skills and / or abilities that have the formed team made are the leadership, expertise in law, some livestock knowledge and empirical knowledge of small business management. The way in which it was given the work distribution between women entrepreneurs was by making meeting arrangements, where they defined their roles. The “lady” was the project leader, his daughter is bachelor in law and has the role of administrator of financial resources, and the other members would act as support staff, i.e. performing operational tasks of supplies purchase, cleaning stalls, feeding cattle and attention to situations that may arise in the production area.

The business plan prepared was paid before the monetary benefit was granted, it just detail issues relating to investment in equipment and production inputs such as instruments, equipment, food, young livestock, among others. Therefore, only was useful to structure the production plant and neither for business organization or healthy finance to sustain within inside. The way to get to the end customer and more convenient for the type of business, existing resources and the region where they conducted the enterprise, was to sell the product at a much larger broker to sell the product to the final consumer. The project lasted only six months from commissioning to decommissioning, which corresponds to a period of fattening cattle.

Application of the theory to the case

It is necessary to analyze the internal aspects of the company to find the main successes and failures committed in undertaking this business, as the main reasons for the success of a company are brewing inside of it. A business venture begins with the idea and the desire of an individual undertaking, which must

have certain qualities and characteristics. In this case, for the entrepreneur's main business was a success in life, as she is a person who has the characteristics and qualities of a successful entrepreneur, which are constancy, sense or business opportunity, knowledge, personal responsibility and leadership skills.

The monetary resource was, together with the decision of entrepreneurship, the main trigger of the business. This financial resource was needed for the purchase of instruments and appliances for conditioning the production plant. These acquired assets would be tangible resources with which the company would have to begin to build a road and build competitive advantage. Unfortunately these were not innovative or special characteristics that could lead the company to take advantage of some sort as cost leadership, differentiation or focus. It really was the most common for a company to take from this type of business.

The fact that there was no proper business plan to guide this enterprise in the formation of a solid organizational structure led to the existence of a variety of situations, which the organization was not in a proper way as there is no basis for internal coordination. That is, the organization did not developed intangible resources, neither knowledge nor skills, and also did not took advantage of the existing resources in good way, and there was no strategic plan to guide the company towards a goal through proper orientation of each of the actions to be undertaken. This due to the existing empirical knowledge and not theoretical basis exists. When it happened the disease of the entrepreneurship leader in the early stages, when the project did not even started to run was one of the situations for which the organization had no way to handle properly.

The lack of evidence document-based to guide the integration of the existent resources and capabilities propelled an unsuitable an inadequate knowledge management tied to hand and feet to the organization in terms of the creation and development of competitive advantages. There were three reasons why the venture was short-lived for only six months:

1. - Failures in the leadership capability, the main leader fell ill soon after received financing and abandoned the project, not permanently but did not have enough contact to conduct business to success, being at the head of the project the daughter of the main leader. Her daughter is Bachelor in Law as a profession, but without certainty in knowledge about business management and effective leadership skills. This created an atmosphere of des governance, which brought conflict among team members and discouragement to work and / or continue

in the project.

2. - Lack of capacity in the area of procurement, equipment and supplies were bought at high prices, which were not covered by the investment project. This situation created a debt in addition to the already acquired through funding from PROMUSAG, turn in a few days unviable the business that was being undertaken, as the rate of return on investment would hardly be necessary for the project to survive in the short term.

3. - Lack of marketing capacity to market the product, at the time it was possible to have a finished product, feedlot cattle in optimum conditions, the price at which it was sold was low. However, it was not possible to recover the investment in the production stage; the money raised was used to pay debts owed to suppliers and creditors, leaving the project without resources and women without encouragement to continue. This happens due to a lack of capacity in the area of negotiation and the lack of market intelligence to analyze the situation and to anticipate future price to implement the actions that were relevant.

CONCLUSIONS AND RECOMMENDATIONS

Empirical knowledge of entrepreneurs, in this case, was not enough to route this business to success and the lack of structured knowledge and appropriate scientific support to this project strongly directed towards not stay in the market.

The recommendation for PROMUSAG is that it needs to call for a strategic plan as a requirement to be eligible for financial support.

To start a business the entrepreneurs should also count on empirical knowledge, a scientific basis, either by the project members, or by external consultants.

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