

CAPÍTULO 15

FRANCHISED SCHOOLS OF FOREIGN LANGUAGE IN THE VALE DO ITAJAÍ – ANALYSIS OF AN ENTREPRENEUR’S PROFILE, 2003

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ABSTRACT

The main purpose of the present study is to verify if the franchising of the 42 language schools located in the Vale do Itajaí, Santa Catarina state, Brazil, is really an entrepreneurship, manifesting preponderantly the entrepreneurial profile of an authentic manager style, according to Miner (1998). If negative, verify which of the styles cited by Miner (1998) is the one that most appears. The entrepreneurial style may be present in four different “modus operandi” according to Miner (1998): achiever, super salesman, authentic manager, brainstormer and, if there is a combination of two or more styles, there arises the complex style. The collection of data was made by replicating the questionnaire model set by Miner (1998), an entrepreneurial profile evaluation instrument. The questionnaire was filled out by the entrepreneur. The data resulting from the franchisee research indicates that the dominant profile found was that of an achiever, in 34% of the cases, and lastly the authentic manager at 12%. The recommendations are that the same study be enlarged to encompass the whole state of Santa Catarina, to permit a comparison and enable a larger amplitude of the present study, which will eventually enable its generalization. Concluding, it is also recommended that the present work be used by professors of entrepreneurship as an example to its classes, complementing the material of foreign origin that is commonly used.

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KEY WORDS

Entrepreneurship, entrepreneur, genuine manager, franchising, franchisor, franchisee.

INTRODUCTION

Many German immigrants who colonized the Vale do Rio Itajaí region in the state of Santa Catarina, Brazil, beginning in 1850, proved to have an incredible entrepreneurial spirit¹. Here, they built an infrastructure that permitted their survival practically without any government assistance. They began planting agricultural products, formed a villa, and created an operation to receive colonizers who continued to arrive. The villa turned into the city of Blumenau. With their effort and investment, they began small entrepreneurial enterprises in agriculture, commerce, and industry to meet their consumption needs. Within a rather brief period of time, they began to trade commercially with other regions. Many of these initiatives bloomed into great enterprises of national and international fame. A few examples can be cited, such as Companhia Hemmer and its food products, Companhia Hering of the clothing industry, and Companhia Karsten with linens products.

Today, those who wish to start a business no longer have the sole path of finding an unexplored market niche to invest in and bear the risks alone. Many options are available giving the entrepreneur the opportunity to analyze beforehand the best-suited path, tailored to his style, capacity, and expectations. Franchising has been a rising practice all over the world, including in our country. Brazil is the third-largest global market in number of franchises, behind only the U.S. and Japan, according to the Associação Brasileira de Franchising (2002). One of the business segments of franchising that has shown a permanent geographic expansion is that of education, more specifically, that of foreign language education as shows that material of Jaggi (1995), published by Revista do Franchising - Franchising Magazine. The reasons for this development in the teaching of foreign languages are innumerable, and according to Jaggi (1995) the most important are: the popularity of information technology, where hardware and software require knowledge of the English language; internet use; the globalization of communications technology; the creation of global trading blocs; and the fact that the Brazilian population is made up of a significant percentage of youths, who sustain this market. The vigor in this segment of franchising is what motivated

1. The German colonizer here mentioned is considered to be an immigrant from the Austrian-Hungarian Empire invited to go live in Brazil, as part of a development project of the mid-19th century, by Emperor D. Pedro II, who devised the project as a way of economically occupying uninhabited Brazilian territory.

the present study, which aims to analyze the entrepreneurial profile of operators of franchised foreign language schools in the cities of the Vale do Itajaí.

According to own research in January 2003, there were 116 franchised foreign language schools in the state of Santa Catarina, 42 of those being in the Vale do Itajaí. Given the type of service that these schools offered, apparently with great standardization by the franchisor, thus reducing the risk of failure and facilitating the life of the franchisee, it became interesting to analyze if these franchises are characterized with a profile of an entrepreneurial genuine manager. If not, if they fall under other profiles, such as a super-salesman, achiever, or brainstormer, as according to Miner (1998), or even the union of two or more of these profiles. As such, a questionnaire was given to the franchisees as a means of identifying the entrepreneurial profile according to the model developed by Miner (1998), and already replicated by other authors and MBA graduate students in their dissertations, such as Lenzi (2002) and Riscarolli (2002).

The principal problem is that a common entrepreneurial profile of the franchised foreign language schools is unknown. This is due to a lack of scientific studies, and mainly, to a lack of knowledge of repeatable models of methods for identifying and measuring the characteristics of such profiles.

As shown in the data from the Associação Brasileira de Franchising (2002), the training and education franchise sector is growing rapidly. Those who choose to begin a business in this genre may also be classified as businessman², but it is not known whether they fit the entrepreneurial profile according to Miner's criteria (1998).

This study intends to show the principal behavioral characteristics, analyze the profile of the studied public, and assist franchisors and franchisees with the development of a management system more adept to their individual style. The usefulness of this work to franchisors will be to help in identifying the profile of the operators, getting to know them better and, thus, obtaining clues as to how to improve the relationship with such partners. Furthermore, it will serve to better select and guide the hiring of future franchise candidates with the desired parameters and profiles to best run a franchise, and in particular a foreign language school.

OBJECTIVES

General

The main objective of the present study is to verify if the franchisees of foreign language schools located in the Vale do Itajaí preponderantly possess the basic characteristics of an entrepreneur in the style of a genuine manager as defined by Miner (1998).

2. Businessman: concept as defined by Leite (1998).

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Specifics

- a) Verify in the literature the behavioral characteristics and the profiles of entrepreneurs and the behavioral characteristics of the franchisees.
- b) Elaborate suggestions fit to assist franchisors, as well as current and future franchisee candidates, with a more effective and less inefficient administration of the true expectations for each party involved in the process.

THE ENTREPRENEUR

The development of entrepreneurs is based on the principle that human beings are endowed with a need to create something that has yet to be invented, to perfect something that does not function well, or to revise something already established, but unaltered over time. Such creations can turn out profitable or not. This means doing new things or developing innovative and different ways of doing traditional things.

Generally speaking, this topic is debated under the consideration that an entrepreneur is an individual. But what is turning out to be a more common occurrence in the formation of businesses of importance, according to Longenecker; Moore; Petty (1997), is the union of two or more persons. Schumpeter (1978) relates the entrepreneur to a theory of economic development, considering him as an entrepreneur only when he really employs new combinations of productive resources, and considering a company as a business when it has the same stated characteristics. Later, however, he began to see the entrepreneur as an innovator, someone who does new things, or even old things in a new manner. Other figures come to light when considering authors like Drucker (1998) who considers the entrepreneur a risk-taker, in addition to being an innovator, being innovation his tool to explore new opportunities.

The entrepreneur is who makes things happens, in Leite's opinion (1998). For not only does the entrepreneur has the capacity to identify opportunities in the marketplace, but he also has the sensibility to transform an idea into a business. In this process he comes of age not just professionally but many times personally, all while attending to the needs of clients or consumers. The success or failure of an enterprise is directly related to the characteristics of who carried it out, and how he applies his skills. Within these is his capacity to detect opportunities in the marketplace and transform them into reality. For this to happen, he needs to take chances and be bold. Even so, his actions are focused on his returns, be them psychological and/or financial.

Zepeda (1992) researched what characterizes the personality of entrepreneurs that are successful and observed that most possess the following profile: capacity for taking chances; knowledge of the business sector; sense of organization; capacity for making decisions; ability to lead; talent for enterprising; personal

independence; hope; talent for business. Timmons (1985) and collaborators researched in literature the attributes and behaviors that make up the personality of an entrepreneur, obtaining a synthesis from more than 50 studies. These studies showed there to exist basic characteristics in those who succeeded. The following are the principal conclusions from the above-mentioned research: commitment, determination and perseverance; sense of self-achievement and personal growth; sense of opportunity and goal-setter; responsibility; persistency in the resolution of problems; realistic with a sense of humor; concern for feedback; calculated risks; decision, urgency and patience; failure – realistic enough to overcome difficulties; team workers.

To McClelland (1972), entrepreneurs are the few individuals who, due to their boldness, transform reality. The aspects that in them appear as potentials, thus distinguishing them from others, are called characteristics and McClelland (1972) presents them to be the following ten: opportunity-seeker and motivation; persistency; commitment; demands quality and efficiency; undertakes calculated risks; goal-setter; information seeker; systematic planning and monitoring; net worker; independence and self-confidence. It is worthwhile to recall authors such as Iverson; Littler (apud RISCAROLLI, 2002), who note some personality attributes in successful entrepreneurs. Those are: patience and perseverance; economic and money management; flexibility; hard working; makes sacrifices; sense of humor; quick on his feet; optimistic.

The main characteristics of an entrepreneur, as seen stereotypically by the market, according to Longenecker; Moore; Petty (1997) are: a great need for achievement; a disposition to undertake moderate risks; strong self-confidence and a need to search for a change in life. By sense of achievement it is understood to mean the desire to be successful, where success is measured according to a standard of excellence that the entrepreneur establishes for himself.

According to Leite (1998), being sociable is a main attribute of an entrepreneur, whereby he learns to meet people, positions himself among market leaders, and sells his image of efficiency within a posture of a professional and social relationship in the community. To develop such traits in an organization as an employee, this person would require a high-level position. According to Farrel (1993), the personality of an entrepreneur has a very relevant role in whether his enterprise becomes successful or not because it is the personality of the entrepreneur that will form the culture, the values, and the social behavior of the new enterprise.

Going back to Leite (1998), there exists in administrators a duality between entrepreneurial spirit and managerial abilities. The former is based on creative innovation and the latter on technical capacity obtained through university studies and/or practical experience. The ideal businessman is the one that combines personality with ability in a balanced manner. The creative, executive, and organizational characteristics are complementary, where the first acts in the future, the second in the present and the third in the past. The use of this triumvirate may lead the businessman down a quicker path to success. Besides personal characteristics, the environment in which the entrepreneur lives will interfere with his behavior.

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ENTREPRENEURIAL PROFILES ACCORDING TO MINER

Each type of entrepreneur studied by Miner (1998) presents some peculiarities that, if well understood, may permit a more proper understanding of the reasons for the performance of the professionals that are matched in the referred profiles, with their respective needs.

Achievers – these entrepreneurs are considered “classic”, who dedicate a great deal of time to their work, with much vigor, energy, and satisfaction. They make clear that they like to plan and define future goals. They show a high level of incentive and motivation and maintain a significant commitment to their business. To them it is clear that their lives are controlled by their own objectives and actions. It seems that for them to succeed, they look to be successful in all areas of the business, wanting to solve all problems and looking to adapt to each change of scenario. They believe that the business will not survive without them. The professionals considered achievers run the risk of not being successful in other activities, if they don't turn out to be entrepreneurs. They present seven interconnected characteristics directly related with success, which are the following: need for achievement; desire for obtaining feedback; desire for planning and establishing goals; strong personal initiative; strong personal commitment to the business; capacity for changing reality; belief that work should be oriented by personal goals and not the goals of others.

Achievers are generalists, but not necessarily general managers. To become successful, achievers need opportunities that make them active, that allow them to dedicate themselves as much as possible to their work, since they are problem solvers and crises managers. Failure may cross the path of an achiever if the individual does not go seek to obtain necessary knowledge and/or skills for his personal development and of his business; or also if he does not know that he has this profile of an achiever; or also if he is not permitted to follow the path to self-achievement; or even if the business becomes of such size that his personal style has difficulty in involving itself.

Super Salesmen – generally, they are not seen as potential successful businessmen. However, they may undertake initiatives that may become successful. They don't necessarily need this to fully use their skills and reach their goals. Thus, they may establish a life-long career with companies by means of sales. Something that is of particular interest to the individual is establishing a team that is united, and efficient and that does not need to feel the sole or self responsible for achieving good results. They show themselves to be very sensitive in their relationships and in their desires to help people. Interaction with others is very important for them, since they like social meetings and group activities. Sales become the best tool to make their business successful. Those entrepreneurs who identify themselves with this profile should direct their efforts to the commercial area and have someone else in charge of managing the business. What is most distinguishable in a super salesman is the attention given to his clients, seeking to satisfy them from the sale, keeping them faithful and well served.

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Within the characteristics that best describe the profile of super salesmen, the five most outstanding are: empathy with people; the desire to help others; the belief that social processes are very important; the need to maintain solid and positive relationships and the belief that a strong sales force is crucial in carrying out a business plan. For super salesmen, possible pitfalls could arise from the lack of necessary know-how to overcome challenges; or not fully recognizing their talents; or being forced to abandon sales activities.

Genuine Managers – are those that like to undertake responsibilities, have good performance in leadership roles, are competitive, decisive, possess a positive attitude with those who have authority, like power and enjoy carrying out a role. For such reasons, they end up leaving a job to start their own business. In their communication, they persuade in a logical and practical manner. Their strong point is in driving a business to significant growth. Genuine managers are the result of organizational growth when the business reaches a significant quantity of employees that requires someone to coordinate them. Such professionals generally have 6 characteristics, which may be present in different combinations in each person: desire to grow hierarchically; determination; positive attitudes in relation to authority; desire to compete; desire for power and desire to rise above the crowd.

It is more common to find professionals with the characteristics of a genuine manager in big corporations. It is normal for this profile type to have a career in big corporations before becoming a businessman. The pitfalls a genuine manager may encounter could arise due to a lack of abilities and/or know-how for the task he is undertaking; or a constant interference of the responsibilities as an owner, in the case of a small business; or straying off the path of management to undertake some other activity.

Brainstormers – brainstormers are those that invent new products and services, build or discover new needs, find new niches in the marketplace, develop new processes, and, most of the time, are focused on differentiation. They act with efficiency and pave roads to success. Their success depends on sufficient knowledge to be a specialist, have freedom to innovate and implement ideas, and develop their own abilities. They distinguish themselves from the other profiles due to their having some special skill and needing a period of time to study an area in which they wish to work and grow. There are five characteristics that contribute to the formation of the brainstormer profile: desire to innovate; attachment to particular ideas; belief in new products; a good level of intelligence and desire to avoid risks.

As is with the super salesman and genuine manager profiles, brainstormers may pursue successful careers outside of entrepreneurial activities. Normally, when they are let go as employees, they turn out to become entrepreneurs with great possibilities for success, only having to be vigilant not to assume miscalculated risks. There are four problems that may prove to impede the path of brainstormers: when their ideas are restrained or taken off the creative path; when the professional never becomes a specialist; when they remove themselves from idea creation; when success overpowers the desire to avoid risks.

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The Complexes – the entrepreneur classified as complex has mixed characteristics from among the four described by Miner (1998), be it a combination of two, three, or even four of the profiles. The more of the profiles they possess, the greater are their chances of attaining success. The complex profile normally occurs with businessmen with much experience who have gone through ups and downs, be it as an employee or entrepreneur. In his study group of one-hundred businessmen, Miner (1998) identified 38% as having a complex profile. From the 38% identified, only 1% of those showed traits of the four profiles, which means that their chances of success are greater, although they appear less often. According to Miner (1998), the most common combination of profiles would be that of achiever and genuine manager, followed by genuine manager and brainstormer. The combination of three profiles most likely to occur would be that of achiever, genuine manager, and brainstormer, although finding an individual with three profiles is not common, and a combination of four profiles is very rare. The advantage of the combinations is that it allows the businessman to look for other forms of management as the business grows, thus using his multiple skills according to the needs of the times.

The one-hundred cases researched by Miner (1998) would allow the following results for the occurrence of profiles: a) achiever shows up alone 14% of the time while in combination with one or more profiles it appears 86% of the time; b) super salesman would appear 52% of the time alone and 48% as a complex profile; c) for genuine manager the figures are 18% alone and 82% complex; d) for brainstormer its 33% alone and 67% complex. Complex businessmen are more likely to start-up a business alone, in addition to not liking to involve themselves in slow-growing activities. The number of complex entrepreneurs that are likely to start-up a business alone is not proportional to the other profiles. Some characteristics that make up the complex profile are the following: individualistic; autonomous activities; fast operator. It is worthwhile to note that for the complex profile the problems that impede the road to success for the individual profiles apply as well.

In conclusion, one may affirm that, based on Miner (1998), the figure of an entrepreneur appears when one of the five profiles surges in accentuated and perceptible form in an individual, including in those who are autonomous or liberal professionals. In our days, the figure of the entrepreneur is very connected to the founding of a business, according to Miner (1998), with some focus on growth and job and income creation.

FRANCHISING CURRENTLY IN BRAZIL

Brazil distinguishes itself world-wide in terms of the number of international franchises as well as in the number of strictly national franchises. According to a study by the Associação Brasileira de Franchising (2002), there were 46,534

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franchise business units in operation in the country in 1999, and the number rose to 72,942 in 2001, a growth of 57%. According to data of the same association, in 1999 the 894 chains in 20 distinct economic segments were responsible for transactions in the amount of US\$ 12 billion/year, directly generating an average of 250,000 jobs and another 700,000 indirectly. If we consider all types of *franchising* in operation today – be they brands/products, industry, and formal businesses – these figures jump to US\$ 75 billion/year (approximately 10% of Brazil's GDP) and almost 1 million directly generated jobs in the national marketplace, also according to Associação Brasileira de Franchising (2002).

The education and training segment, which is made up of many types of courses and schools, including that of foreign language, is the object of the present work. Again citing the Associação Brasileira de Franchising (2002), in 1999 the education and training segment was made up of 77 chains with 7,400 units throughout Brazil. It is interesting to note that from 1995 to 1999 the financial operations in this segment grew 36%, representing 10% of the US\$ 12 billion mentioned above, while the franchise sector as a whole grew less, at 21%, according to the same source. The sub-segment of language schools appears on the Associação Brasileira de Franchising (2003) internet home page as having 42 franchises and around 7,000 units spread throughout Brazil. In Santa Catarina state, there are about 116 franchised schools of foreign languages, being that 42 of these are located in the Vale do Itajaí, according to research displayed on the Web site of the foreign language schools in June 2003.

Despite all the significant data presented by the franchising sector, according to Plá (2001), is undergoing, like any other system, a process of natural selection whose principal benefit is its own permanent improvement. According to Plá (2001), from 1995 to 2000 around 300 franchises denied the creation of new franchisees. As a result, the growth rate of the sector as a whole, which was 21%, fell to approximately 10% per annum, in relationship to franchises already established in the marketplace. It is estimated that for every 8 franchises that come to establish themselves in the coming years, 2 brands that are currently well-established, will begin a process of deterioration that will be almost impossible to be reversed. However, both the franchises that disappear and those that will become consolidated are under the influence of the so-called “uncontrollable market variables”, such as the unemployment rate, birth and death rates, the foreign exchange rate, the inflation rate, the economic growth rate, and tax alterations, among others.

Brazilian franchising is a mature system and according to Plá (2001), only those franchisors who make long term plans and consider all the opportunities that will arise during this period will survive.

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MATERIAL AND RESEARCH METHODOLOGY

The research had as its main target the franchised foreign language schools in the Vale do Itajaí, with the purpose of finding a relationship between the variables defined in the objectives of the study. Its structure allowed for the identification of the most common entrepreneurial profile, as proposed by Miner (1998), found in the franchisees. The population studied was the franchised foreign language schools located in the Vale do Itajaí, Santa Catarina stated. Although there was no information available at the Associação Brasileira de Franchising, as to the geographic distribution by state, a survey was conducted in November 2002, and repeated it in January and June of 2003, undertaken on the own account of the author. This survey showed there were 116 units of franchised schools in Santa Catarina, 42 of which are located in the Vale do Itajaí, accounting for 36% of the state total. This comprised the universe under study. These 42 schools belong to the following chains: Alps (1); CCAA (9); CNA (3); Fisk (6); Out Corporation (3); PBF (2); Planet (1); Skill (1); Yázigí (3); Wisdom (1); and Wizard (12).

Initially, the proposal was to make a census survey of all 42 schools in the Vale do Itajaí. However, the sample used was 17 schools, 40.5% of the universe. Blumenau is the city with the greatest participation among the respondents, with 35% of the participants. Despite innumerous attempts to follow-up by internet, fax and telephone, expenses with communications, and plenty of time given for the schools to respond, the remaining 25 schools of the universe opted not to collaborate with the work. The first collection of data occurred by means of a replica of Miner's the standard questionnaire (1998), a tool for evaluation of entrepreneurial profiles widely validated over the last years. Lenzi (2002) and Riscarolli (202) serve as examples of recent uses of the replicated model in Brazil. The first performed studies in restaurants in Balneário Camboriú, Santa Catarina state, and the second in advertising agencies in Santa Catarina, obtaining significant and important results for the structure of their work and the ensuing conclusions. Miner's instrument is divided into four parts composed of a series of situational questions organized so as to facilitate the identification of each one of the behavioral entrepreneurial profiles according to him.

PROFILE OF THE STUDIED SAMPLE

A prolonged observation was made of the demographic data collected in the initial questionnaires, looking to relate the data with other types of analyses, such as determining interdependencies existent in the variables of each entrepreneurial profile, as well as a comparative analysis based on the fundamental theory.

After studying the researched schools, it was noted that 47% were founded between 1996 and 2000, 18% were of 13 years of age or older, and only one began activities after 2001. It is noted that the franchises are a new phenomenon, in a

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growth stage, which should see its boom period at the end of the 1990's. Upon attempting to find out the number of franchise associates per school, it was noted that a great number of them have 2 associates per unit, being the exact figure 77%. Only one school had 3 associates. There were also schools with only one associate.

The amount of students per school turned out to be a disperse number, with a slight lead for the group that is composed of between 151 and 200 students, representing 24% of the total. Units with more than 350 students only appeared in 12% of the cases. In the question as to the number of employees, professors, and other collaborators, the smallest number encountered among the researched schools was that of one person, which could mean that professors aren't registered, acting as freelancers. The maximum number was of 19 collaborators.

The survey showed invoice values that appear not to reflect reality, since 65% of the franchisees informed having an income ceiling of up to R\$ 100,000.00 per year. If this estimate is true, the reason may be a concern for secrecy, as competition in the sector is strong and growing. It is worth noting that while 6% of respondents, i.e. one case, affirmed having an income greater than R\$ 400,000.00.

As to the gender of the franchisees, there was a predominance of females, practically 60% of the total. The probable explanation for this may come from the fact that many couples find in franchising and opportunity to start their own business. The wife is the franchisee, while the husband remains associated to another activity. He is or would be the provider of financial resources that permit the acquisition of the franchise license, and cover its expenses until the business solidifies itself in the marketplace.

As to the age of the franchisees, the majority (29%) were within the bracket of 36 to 45 years old, meaning that these businessmen find themselves in the prime period of their lives, with respect to their knowledge, experience and ability to produce. However, it is interesting to note that 24% of the interviewees are of less than 25 years of age, showing their entrepreneurial spirit. The eldest, above 46 years of age, also represented 24% of the sample.

ANALYSIS OF THE PREDOMINANT ENTREPRENEURIAL PROFILES AMONG FRANCHISEES

This instrument Miner (1998) created is composed of four profiles. The evaluation of the results, as can be seen in Table 1, shows a good difference between the achiever profile, with the greatest number, 34%, and super salesman, which came in second place at 24%. Next follows brainstormer at 18% and genuine manager at 12%. With the complex profiles, the following combinations come in tied at 6%: Super salesman/Genuine Manager and Genuine Manager / Brainstormer. It is clear that the genuine manager profile is not the predominant profile among the franchised businesses and has the lowest percentage among the existing profiles.

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TABLE 1.
PREDOMINANT PROFILES AMONG THE INTERVIEWEES

Profile	Obs.	%
Achiever	6	34
Super salesman	4	24
Brainstormer	3	18
Genuine Manager	2	12
Super salesman/Gen. Mgr.	1	6
Gen. Mgr./Brainstormer	1	6
Total	17	100

Source: Survey of franchisees.

The genuine manager has as characteristics the desire to be a leader in the business, determination, positive attitudes in relation to authority, the desire to compete, the desire to obtain power, and the desire to stand out above the crowd. The achiever deems important the need for achievement; desire for obtaining feedback; desire for planning and establishing goals; strong personal initiative; strong personal commitment to the business; capacity for changing reality; belief that work should be oriented by personal goals and not the goals of others. When these two profiles meet head-to-head, one may assume that the difference between the two may be the result of the more inclusive demonstrated by the achiever, while the genuine manager seems to focus more on his micro-environment, his own personal life, his well-being within his organization, and the desire to differentiate himself within the organization so as to be promoted. The achiever, on the other hand, wants to build, dominate a situation, and attain goals that he set forth, but not just hierarchical goals but rather goals innate to the development of the business. To own a business, a desire obtained through a franchise of a languages school, may be a way for the achiever to escape the roadblocks that exist within an organization with a multi-level hierarchy and to build his independence and develop his principle entrepreneurial characteristics.

In addition to this analysis, another was made with the purpose of obtaining further information from the surveyed data. The goal was to find new details that may confirm or extend the discovered truths. After the second analysis of the main exclusive profiles, or in parallel to others, i.e. complex profiles, the two criteria were united so as to verify the tendencies and sub-tendencies of each of the four profiles. To better explain this approach it is important to recall the bibliography about the complex profile. Within the 100 cases analyzed by Miner (100) the following composition of profiles was identified:

TABLE 2.
ENTREPRENEURIAL PROFILES – SINGLE ANALYSIS AND ANALYSIS
WITH MORE THAN ONE PROFILE

	Single	More than one profile
Achiever	14%	86%
Genuine Manager	18%	82%
Brainstormer	33%	67%
Super salesman	52%	48%

Source: MINER, John B. *Os quatro caminhos para o sucesso empresarial*. São Paulo: Futura, 1998. [p. 163].

TABLE 3.
ENTREPRENEURIAL PROFILES – SINGLE ANALYSIS AND ANALYSIS
WITH MORE THAN ONE PROFILE

	Single	More than one profile
Achiever	34%	34%
Super salesman	24%	29%
Brainstormer	18%	24%
Genuine Manager	12%	24%

Source: Survey of franchisees.

A comparison between the results of the survey of franchisees shown in Table 3 – entrepreneurial profiles – and those obtained by Miner in 1998, Table 2, one may verify that the achiever profile stands out with 34% of the interviewees, where as in Miner's survey (1998) the same profile represents 86%. Next, the super salesman with 29% versus Miner's 48%, and then tied with 24% are genuine manager and brainstormer at 24%. For Miner (1998), the last two profiles came in at 82% and 67% respectively.

What may be inferred from this difference is that the studied target group for Miner (1998), collaborating businessmen of an organization, differs from the franchised languages school in that the former shows a much larger number of complex profiles. In the sample of franchisees this did not occur, maybe due to them being operators of a franchise where the need for multi-talented professionals is not necessary. Since the franchisor foresees eventual difficulties in the operation of a school, and through training would eliminate the franchisee's lack of knowledge. This reduction of risks and emergencies could eliminate the need for the franchisee to develop other managerial styles, such as occurs with people that work in an organization with internal and external challenges at the same time.

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RESULTS AND CONCLUSIONS

The main objective proposed for this project was to see if franchisees of language schools located in the Vale do Itajaí possess in an overwhelming manner the basic characteristics of an entrepreneur of the genuine manager type, as defined by Miner (1998). With the result of the survey, it is seen that the majority of interviewees possess the achiever profile, thus not confirming the basic assumption where it was supposed that the entrepreneurs associated with the franchises would be predominantly people with strong administrative skills. The assumption that the genuine manager would be the most likely profile to appear was based on the fact that a latest-generation franchise has as its basic principles to support the franchisees in the following: assistance to reduce the risk of failure; help to study potential markets; selection of venue; decoration and visual program planning; selecting administrative/financial software; providing continuous training and permanent learning material; provide methodology for teaching processes; institutional releases and advertisement; supervision of the field and other lesser details. With all this, and even the strength of a national chain maintaining a constant image in the eye of the public, it seems more fitting for someone with a genuine manager profile to run a franchised school or at most a super salesman, according to the profiles defined by Miner (1998).

Rodrigues (1998) came to a similar conclusion from a study of typologies of franchisee postures, showing how they consider themselves under the entrepreneurial and business aspects. The greatest percentage identified among the interviewees, 41%, was what Rodrigues (1998) named "employed". The reason for this name being of his posture with the franchisor, which are as follows: they consider the franchisor an effective organization, innovative and tuned to the needs of the market and they don't deem themselves apt to make suggestions, for they consider this to be an exclusive activity of the franchisor.

According to Miner (1998), the genuine manager has as its main characteristics the following: desire to grow hierarchically; determination; positive attitudes in relation to authority; desire to compete; desire for power; desire to rise above the crowd. A language school franchise that already has a positive reputation helps the businessman to reconcile the cultural differences, between working in a big corporation with hierarchical levels, and assuming a risky operation with few employees. This profile, furthermore, would not have any difficulty in selling its business and accepting an employment offer from the buyer, which, in the case of the achiever profile, would be a change too complicated to accept.

The data from the surveys of the franchisees don't show what was predicted since the dominant profile found was that of the achiever in 34% of the cases, followed by the super salesman at 24%, further down was brainstormer at 18%, and lastly the genuine manager at 12%. The complex profiles were found in 6% of the cases, both in the combination of super salesman/genuine manager and genuine manager/brainstormer. In the case of analyzing the same data without the complex profiles and considering just the occurrence of the single profiles, whether independently or in combination with other profiles, the positions do not change,

just the percentages. The numbers then become 34% achiever, 29% super salesman, and 24% for both brainstormer and genuine manager.

Due to the complex profiles, those composed of two or more profiles, the sum surpasses 100%. In Miner's research (1998), the achiever profile was also the predominant one at 86%, though followed by genuine manager at 82%, then brainstormer at 67% and lastly super salesman with only 48%. However, in considering Miner's (1998) figures as standard, the data for the franchisee show significant discrepancies, principally due to a smaller incidence of complex profiles with two, three, or even four styles, which may be proved with a summation of the figures in both cases. In each of Miner's (1998) profiles, one may note a characteristic that will make up a complex profile close to what was described by Plá (2001): the achiever's need to achieve, the super salesman's empathy and the need to maintain solid and positive relationships, and the genuine manager's desire for power.

Another specific objective of this study was to elaborate suggestions capable of assisting franchisors, as well as franchisees and future candidates, to administer expectations for each party involved in the process with greater effectiveness and less inefficiency. Based on this study, the franchisors will have the chance to rethink management systems that may better adapt to the profile of the franchisees. The franchisees will be able to better know the threats and opportunities that are typical of their managerial style, thus taking the adequate steps, in addition to expecting that they find alternatives to expand the potential of their school and in other areas of business activities.

Finally, Miner (1998) reinforces that fact that to become successful, the achiever must become a businessman and, to be victorious as such, must trail a path of achievement, for those are the intrinsic characteristics of this profile: the need to realize and the belief that one person alone can significantly change the facts.

One considers, after this study, that Miner's instrument (1995) is extremely valid. Even though it did not confirm the basic assumption, it revealed other innovative paths in the world of entrepreneurship.

If the franchisors are considered as mere executors/administrators of franchised businesses, and that the option of franchising arises out of fear, the present study shows the contrary, that in reality franchises are a way for entrepreneurs to achieve their goals. This coincides with McClelland's affirmations (1998), where he states that there is a great majority of people who do not attempt to achieve their goals, while a small minority chases their dreams and, thus, transforms the world in which we live in. This last group is made up of entrepreneurs.

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