Latimpacto



Case Study: **Entrepreneurship for the Future**

Productive inclusion and overcoming poverty through entrepreneurship

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aliança empreendedora

1. The Problem Addressed

Brazil is home to millions of people in situations of socioeconomic vulnerability, for whom access to the formal labor market remains limited. In this context, grassroots entrepreneurship emerges as one of the main drivers of income generation and productive inclusion—especially for populations living below the poverty line.

The "Entrepreneurship for the Future" project arose from a partnership between Aliança Empreendedora and Suzano S.A. with the goal of creating a scalable and replicable model for economic inclusion. The central challenge was ambitious: to lift 2,100 people out of poverty within 22 months, working in areas with profoundly different sociocultural realities—from indigenous communities in Mato Grosso do Sul to urban peripheries in Salvador (BA) and São Paulo (SP).

From the outset, the initiative proposed a methodology that integrated entrepreneurial training, mentoring, access to support networks, and connections to local markets—recognizing that overcoming poverty requires much more than simply transferring income.

2. The Case Study

Project Name	Entrepreneurship for the Future
Sector	Entrepreneurial education
Location	Mato Grosso do Sul and urban outskirts in Salvador (BA) and São Paulo (SP), Brazil
Duration	2023-2025
Partners	Suzano S.A.
Financial Instrument	Donation
Mobilized Capital	
SDG Addressed	1, 8, 10

The project structured a training program in four main stages, which was refined over the course of two implementation cycles:

1	Entry via Cineclube and registration (T0): an innovative methodology that integrates entrepreneurship education content into short, accessible formats, serving simultaneously as a space for mobilization and initial registration of participants.
2	Targeted training: training tracks tailored to the business's maturity level—whether just starting out or already operational—covering management, finance, marketing, and strategy.
3	Individualized mentoring: support focused on strengthening management and increasing revenue generation, with mentors trained by Aliança Empreendedora.
4	Seed capital and connections to local fairs: financial support of R$ 100 per participant and participation in fairs that have increased visibility, sales opportunities, and community support networks.

Methodological Innovation with Indigenous Communities

One of the project's distinguishing features was the development of specific methodologies for Indigenous peoples in the Água Bonita Village (MS). The project created workshops on bio-jewelry and painting as initial income-generation strategies, respecting the rhythms, forms of communication, and cultural dynamics unique to the territory.

Model of Partner Organizations

The project relied on an ecosystem of local partner organizations, responsible for replicating the Alliance's methodology in their territories. In Salvador—which accounted for 64% of the participants served—partners were assigned distinct roles: one dedicated exclusively to community mobilization and two others responsible for conducting the training sessions.

Geographic Scope

The project operated in 7 municipalities spread across 5 Brazilian states, each with specific characteristics that shaped the implementation strategies:

Territory	Highlight / Specific Feature
Salvador (BA)	Main territory—64% of the target audience. Continuation of the work from the first year allowed for deeper engagement and expansion. Strategic partnership with the City of Salvador and Instituto Aliança.
São Luís and Açailândia (MA)	Partnership with the state program "Formando e Cozinhando" (State Secretariat), involving the distribution of kits to women entrepreneurs.
São Paulo (capital) and Campinas (SP)	The challenge of identifying and mobilizing people living below the poverty line in a densely populated urban setting.
Serra and Fundão (ES)	Partnership with the Secretariat for Women; the challenge of aligning the participants' profiles with the priority target audience.

Campo Grande/MS – Água Bonita Village	Work in an indigenous context using an adapted methodology. The project's greatest cultural and logistical challenge.

3. Results

Key Figures

5.026	2.110	USD $593.000	7
People reached	Lifted out of poverty	Income generated	Municipalities

Outcome Indicators

Indicator	Target	Result	Status
Number of registered individuals	1 700	1 618	✔ Reached
Direct and indirect beneficiaries	5 100	5 026	✔ Reached
Beneficiaries below the poverty line (T0)	4 500	4 366	✔ Reached
People lifted out of poverty	2 500	2 110	✔ Reached
People who remain below the poverty line	—	680	✔ Monitored
Total income generated (USD)	—	593 000	✔ Generated
Municipalities benefiting	7	7	✔ Reached
Traditional communities benefiting	2	2	✔ Reached

Tangible and Intangible Benefits

Beyond the numbers, the project brought about profound changes in the lives of the participants:

- ***Sense of identity:*** Many participants began to see themselves as entrepreneurs, developing self-esteem and the autonomy to manage their businesses.
- ***Business reorganization and growth:*** the practical application of training content resulted in increased income and better financial management.
- ***Strengthening of community networks:*** connections among entrepreneurs, community organizers, partners, and local leaders created a more resilient social fabric.

- ***Cultural impact in the Indigenous context:*** strengthening of economic autonomy combined with cultural preservation and expression in the Água Bonita Village.
- ***Institutional influence:*** The "Empreendendo o Futuro" journey was so powerful that it inspired updates to other Aliança programs, such as "Tamo Junto."

Partnerships and Co-investments

The project was made possible by a collaborative framework that went beyond Suzano's financial contribution:

- ***Suzano S.A.:*** lead investor and strategic partner. The close involvement of program managers Erika and Nayara was crucial for developing joint solutions throughout the implementation process, as well as for establishing connections with other organizations in the local communities.
- ***Empreender 360 Program:*** a program of Aliança Empreendedora that strengthens relationships with the public sector, facilitating partnerships with municipal and state government agencies.
- ***Coca-Cola Foundation:*** synergies in Salvador allowed us to optimize efforts and expand the reach of our activities, avoiding duplication of efforts.
- ***Maranhão State Secretariat (Formando e Cozinhando):*** a partnership that ensured direct access to the target audience and the distribution of work kits.
- ***Espírito Santo State Secretariat for Women:*** support in promoting the program and engaging participants.
- ***Salvador City Government:*** a strategic mobilization partner with extensive knowledge of the territory and the target audience.
- ***Aliança Institute:*** contributed to the formation of the team of interviewers and strengthened local processes in Salvador.

These co-investments and institutional synergies amplified the project's impact, ensuring that existing resources, teams, and networks were integrated into the initiative.

6. Conclusions and Lessons Learned

"Empreendendo o Futuro" concludes its cycle with a legacy that transcends the numbers. The initiative demonstrated that it is possible to build scalable models of productive inclusion when there is integration between robust methodology, local partnerships, and investment committed to real impact.

For Aliança Empreendedora, the project represented a significant institutional advancement: the lessons learned are already being incorporated into other programs, strengthening the organization's capacity to work in depth with people living below the poverty line.

A more robust impact assessment, featuring a human-centered report that compiles testimonials and narratives from participants, is scheduled to be shared with Suzano—consolidating the qualitative record of the transformations experienced by the families served.