



Final report

**SURVEY OF BUSINESS NETWORKS
IN BRAZIL**

Porto Alegre, April 2019

Unisinos University - A Jesuit University in Southern Brazil

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An overview of Unisinos University

Unisinos is a Brazilian private Jesuit University, founded in 1969. The university has two campuses located in Southern Brazil (one in São Leopoldo and other in Porto Alegre - Rio Grande do Sul) and 18 distance learning centers across the country. Unisinos welcomes more than 25 thousand students in its 73 undergraduate courses, 19 academic masters, 7 professional masters, and 18 Ph.D. programs in six Schools: Polytechnic, Business, Law, Health, Creative Industry, and Humanities.

Unisinos has a strategic orientation in Science, Technology, and Innovation with a global dimension. Its vision to 2025 is to be a global research university trailing towards Academic Excellence; Social Responsibility; Research, Technology and Innovation; Growth and Sustainability, and Internationalization. Through its 5 technological institutes and the Technological Park – Tecnosinos, Unisinos stands out in expanding knowledge to be applied to several industrial sectors and in the local community. It is also amongst the Top 3 among private universities in Brazil, according to the Ministry of Education - 2017.

The Ph.D. Program in Management offered by Unisinos is ranked Top 5 in Brazil due to its high-level research projects, the relevance of its technical and scientific publications, and the impact of its former students towards society. The program is organized in two areas of study: Competitiveness and Inter-Organizational Relations, and Organizational Strategies. The area of study “Competitiveness and Inter-Organizational Relations” investigates management in complex interaction systems among organizations that establish individual and collective competitive advantages in industrial and service sectors. The main fields of knowledge approached by this area refer to (1) interorganizational relations, (2) innovation (3) technological management and organizational competitiveness.

Research projects are developed through research groups such as GeRedes - Research Group on Business Networks and Interorganizational Relations. This group exists since 2005 and is formed by four researchers - Alsones Balestrin, Douglas Wegner, Jorge Verschoore and Kadigia Faccin - focused on the study of business networks, alliances, partnerships, innovation networks and entrepreneurial ecosystems. The researchers published dozens of research articles in national and international journals as well as books and technical reports over the last fifteen years.

1 Introduction: The field of business networks in Brazil

Over the last twenty years, hundreds of business networks have been created in Brazil. The creation of these groups is the result of increased competition in all business sectors due to the economic opening promoted by the Brazilian Government in the early 1990s. The economic opening brought large multinational companies to Brazil and the market became highly competitive for large, and also small and medium-sized enterprises. This scenario, as well as the international experiences of cooperation among small firms (e.g. in Italy, Germany, and Spain), contributed to creating a big wave of cooperation throughout the country since the late 1990s.

Public programs have been created to support cooperation among SMEs in several Brazilian states. For instance, in the State of Rio Grande do Sul (Southern Brazil) the *Programa Redes de Cooperação* (Cooperation Networks Program) supported the formation of approximately 250 business networks over a period of ten years. This public program was based on a network of public and private actors that followed a methodology to promote cooperation among SMEs. Business consultants linked to local universities spread throughout the State were responsible for inviting small firms and promote networking. The legitimacy of such universities in their respective region was fundamental to give credibility to the program and convince firms to join the business networks.

While these public programs have been effective in fostering the first wave of cooperation among SMEs, some negative side effects have also taken place. The focus of public policies was excessively directed at creating new business networks, even when other business networks in the same economic sector were already operating in neighboring locations. In some cases, the number of new business networks formed was more important than keeping the old ones running and consolidate them. The result of this strategy was the creation of many business networks with a small number of members and no management structure to generate benefits to them. At the same time that new business networks were being created, several others failed and ceased to exist.

A first effort to survey the field of business networks in Brazil was carried out in 2011 by Sebrae - the Brazilian Micro and Small Business Support Service. The survey considered as business networks those organizations formed by companies that remain legally independent but act collectively in pursuit of common goals. This study found 778 business networks in activity throughout Brazil, in 79 different business sectors (Sebrae, 2012). Five years later Sebrae surveyed the field again and verified that 211 among the previously identified 778 business networks ceased to exist, but 108 new networks were created. Therefore, 675 active business networks were found in Brazil in 2016 (Sebrae, 2016).

Four business sectors account for more than half of all business networks mapped by Sebrae in 2016: food retail sector (170 business networks representing 25.2% of the total), pharmacies (76 business networks, 11.3%), construction material retailers (62 business networks; 9.2%) and agribusiness (52 business networks, 7.7%). Most of them are settled in Rio Grande do Sul (122), Minas Gerais (95) and São Paulo (79). Sebrae's report did not disclose more detailed information about these business networks, such as the year of foundation, number of members, and managerial structure. However, results showed a large number of business networks running in Brazil and also indicated that many networks disappeared within five years, while new ones were created.

Difficulties to consolidate business networks was also portrayed in other studies carried out in Brazil. Wegner, Alievi, and Begnis (2015) analyzed a set of 28 business networks in a specific region of the state of Rio Grande do Sul and verified that 15 failed after 10 years from creation. Only three out of 28 business networks reached a development stage considered as 'consolidated', where management is well structured and the business network offers a portfolio of services to its members. Although the study portrays the scenario of a specific region, it shows the difficulties faced by Brazilian business networks to consolidate and make their members more competitive.

Since there is scarce information about the field of business networks in Brazil, this study aimed to collect data from around 250 business networks all over Brazil and identify their situation by the end of 2018. Afterward, the survey aimed to describe the general characteristics of these business networks (i.e name, year of foundation, business sector, headquarters, number of members and geographical location, revenue, services offered to the members, managerial staff and representatives); identify the main difficulties and challenges faced by them; identify whether they are linked to regional or national federations and their willingness to join a National Federation of Business Networks. The database was created through Internet searches, lists made available by business consultants and companies that provide services to the business networks; as well as by Sebrae consultants who agreed to collaborate.

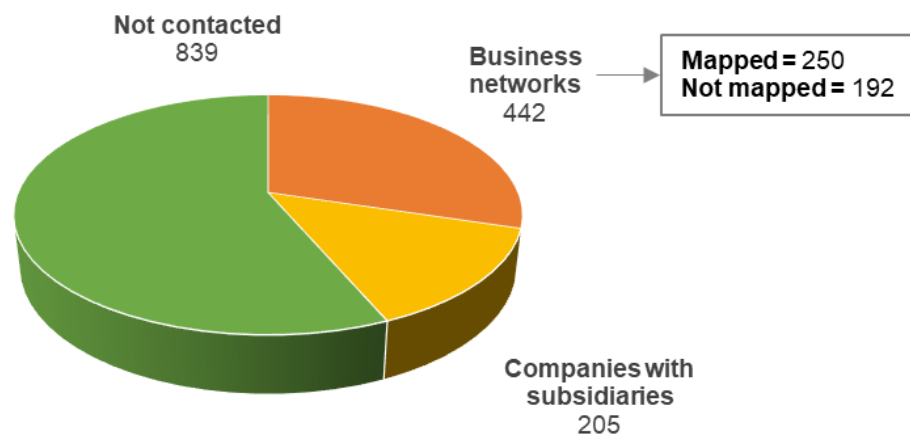
Besides this introduction, the results are organized in five sections: in section 2 we present general data about business networks in Brazil; in section 3 we describe the results of the survey; in section 4 we present all the 250 business networks mapped; finally, in section 5 we present the main conclusions and limitations of this survey, as well as suggestions for future research.

2 General data about business networks in Brazil

The first step of the research comprised a general survey of potential business networks in Brazil. Information to organize the preliminary database was gathered from several sources: internet searches, lists made available by Brazilian consultants, by companies that provide services for business networks, as well as information provided by consultants from Sebrae Rio Grande do Sul. Based on this information we found 1,488 potential business networks throughout Brazil.

After phone calls and web searches we confirmed that 442 out of the 1,488 mapped organizations are business networks composed by legally independent firms that pursue common goals; 205 are companies with subsidiaries (therefore not classified as business networks), and 839 have not been contacted due to lack of correct information or time restrictions (Figure 1). These 839 organizations identified by the research team could potentially be business networks. However, it is likely that not all of them fit into the concept of business networks formed by legally independent firms that pursue common goals.

Figure 1: General information about the database



General data about the 442 business networks identified in the research as well as about the 839 not contacted organizations are summarized in Table 1. The results show similar data to those found by the survey of Sebrae (2016). Four business sectors in the retail (Supermarkets, Pharmacies, Construction Materials, Furniture and Consumer Electronics) concentrate the largest number of confirmed business networks as well as organizations to be contacted.

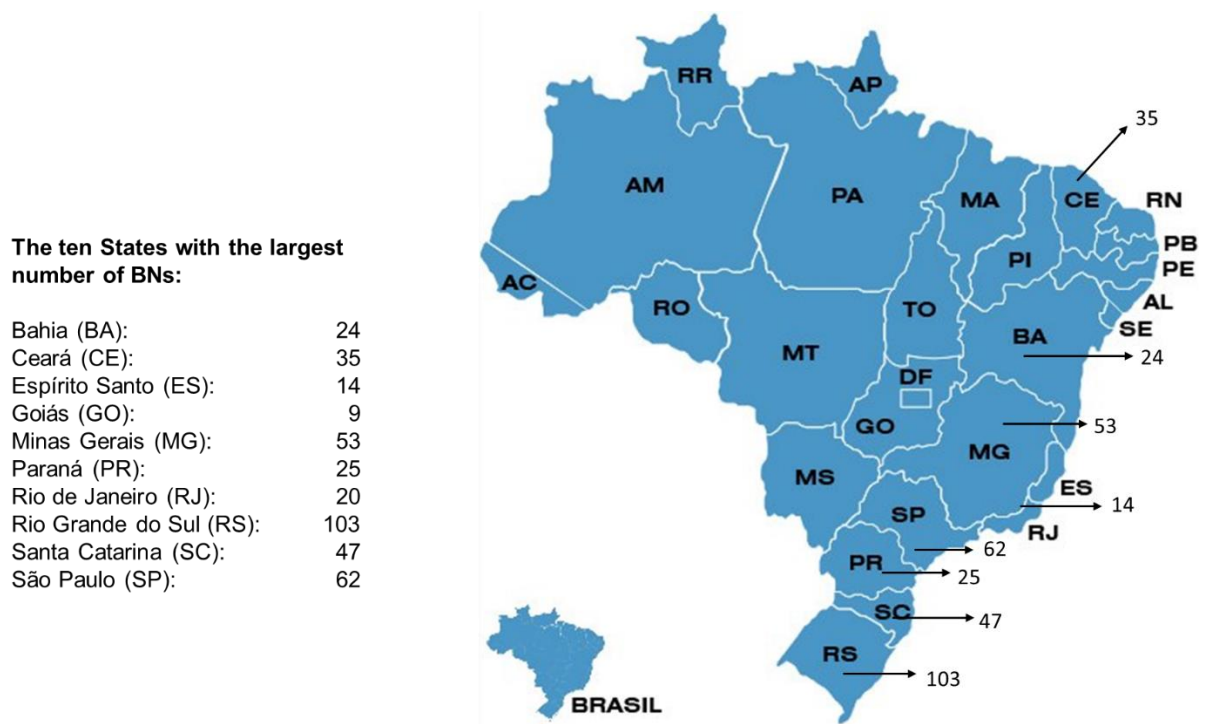
Table 1: General information about the field of business networks in Brazil

Business Sector	Total number of BN identified (N=442)	Number of not contacted organizations (N=839)	Total number of potential BN (N=1,281)
Supermarkets	146 (33.0%)	243 (29.0%)	389 (30.4%)
Construction Materials	74 (16.7%)	25 (3.0%)	99 (7.7%)
Pharmacies	71 (16.1%)	31 (3.7%)	102 (8.0%)
Auto parts	26 (5.9%)	4 (0.5%)	30 (2.3%)
Furniture and Consumer Electronics	23 (5.2%)	30 (3.6%)	53 (4.1%)
Construction industry	11 (2.5%)	9 (1.1%)	20 (1.6%)
Wineries	7 (1.6%)	1 (0.1%)	8 (0.6%)
Laboratories	6 (1.4%)	1 (0.1%)	7 (0.5%)
Agribusiness (retail)	5 (1.1%)	2 (0.2%)	7 (0.5%)
Others ¹	73 (16.5%)	493 (58.8%)	566 (44.2%)
Total	442	839 ¹	1,281

¹ The 839 not contacted organizations comprise 98 business sectors such as Stationery Stores, Coffee Shops, Car Repair Shops, Transportation, Perfumeries, Food and Beverage Suppliers, Apiculture, Engineering and Construction, Leather and Shoe Retail, and Optic Shops.

From all possible business networks in the original list, 442 have been confirmed as such through phone calls or web searches. Figure 2 shows the business networks and the respective Brazilian State where their head office is settled. The results show that most business networks are concentrated in the South and Southeast Regions. The largest number of business networks was found in Rio Grande do Sul (103). An explanation for this result is the public policy 'Business Networks Program' that supported the creation of dozens of groups over a decade. There is also a large number of business networks in two important states of the Southeast Region - São Paulo (62) and Minas Gerais (53). Two states of the Northeast Region - Ceará (35) and Bahia (24) - also concentrate a significant number of business groups.

Figure 2: The 442 identified business networks



Overall, the data collected allow us to conclude that there are business networks in almost all Brazilian States. However, as expected most of them are concentrated in the wealthy regions of the country.

3 Results of the survey

Based on a general list of potential business networks, we contacted 442 organizations from all over Brazil between January and April 2019. We gathered information from two hundred and fifty (250) of them; 22 organizations decided not to provide information, and 168 could not be contacted due to lack of information or incorrect phone number. Table 2 presents the business sector of the 250 business networks mapped in the survey.

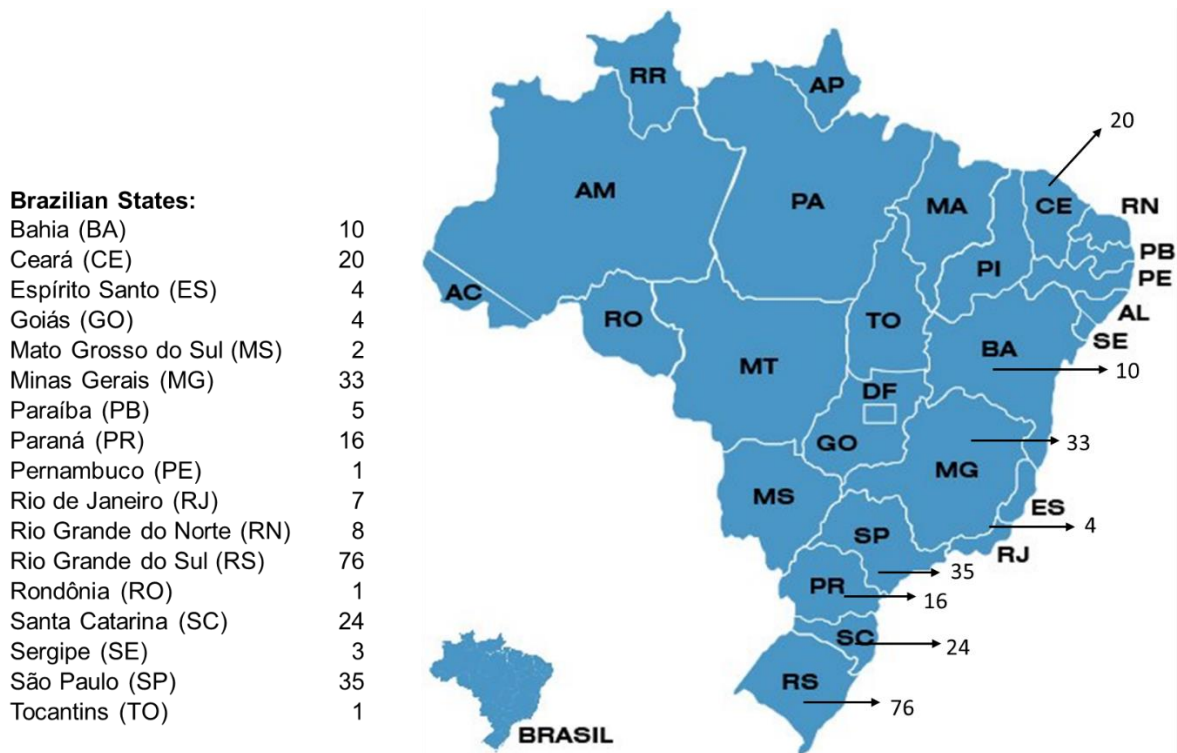
Table 2: The mapped business networks

Business Sector	Number of business networks mapped	Percentage
Pharmacies	60	24.0%
Supermarkets	52	20.8%
Construction Materials	50	20.0%
Auto Parts and tires	13	5.2%
Furniture and Consumer Electronics	10	4.0%
Wineries	7	2.8%
Farm Products - Retail	5	2.0%
Other sectors ¹	53	21.2%
Total	250	100.0%

¹ Includes business networks in the following business sectors: Hotels, Laundries, Wood and furniture, Carpentry, Stationery stores, Decoration, Sports articles, Painting – retail, Footwear, Vehicles inspection, Organization of events, and Multisector partnership.

Figure 3 highlights the Brazilian States where the head office of the 250 business networks is settled. Most business networks mapped have their head office settled in five states in the South and Southeast regions: Rio Grande do Sul - RS (76), Santa Catarina - SC (24), Paraná – PR (16), São Paulo – SP (35), and Minas Gerais – MG (36). Information about 37 out of the 250 business networks have been collected in websites and online searches. These business groups have not answered our phone calls and it was not possible to talk to their managers to get complete information. Therefore, we deliver only partial information about them.

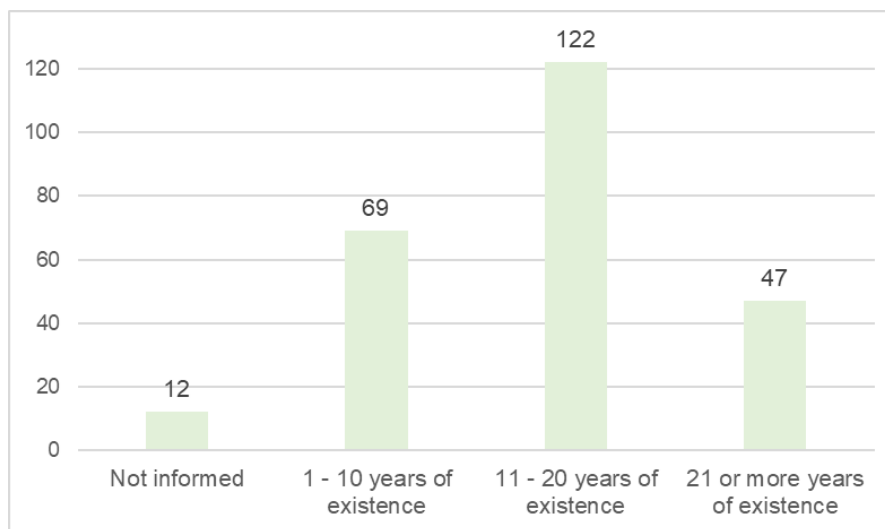
Figure 3: Map of the 250 surveyed business networks



3.1 Number of business networks according to the time of existence

We analyzed the sample of 250 mapped business networks and categorized them according to specific characteristics. Figure 4 shows that most of the mapped business networks have between 11 and 20 years of existence (48.8%). The category coincides with the end of the 1990s and the beginning of the 2000s, when competition increased in most economic sectors and the idea of cooperative strategies flourished in Brazil.

Figure 4: Number of business networks according to time of existence



The results also show that new business networks have been created in the last decade. Twenty-two business groups in sectors such as pharmacies, agribusiness, and auto parts have five or fewer years. The large geographical size of Brazil may contribute to the creation of regional business groups instead of strong national ones, but the survey clearly shows that there is potential for collaboration among existing business networks.

3.2 Number of business networks according to the number of members

With regard to the number of members, Figure 5 shows that the vast majority of Brazilian business networks has a small size. One hundred eighty-five out of 124 business networks (74%) have no more than 50 members. Such a small number of members makes it difficult to offer a large portfolio of services to the members and the maintenance of a professional management structure. Surprisingly only 21% of network managers interviewed consider the small number of members a very relevant difficulty (see Figure 7 on page 16).

Figure 5: Number of business networks according to the number of members



The five largest business networks according to the number of members operate in the pharmacies and auto parts business sectors, while the five smallest ones operate in the food retail sector. Although the number of members in itself is not enough to determine the market power of a business network, groups with such a small size (five to seven members) may have great difficulties to reach higher levels of competitiveness and maintain a professional management structure. Table 3 presents general information about the five largest and the five smallest business networks mapped in the survey.

Table 3: The largest and smallest business networks according to the number of members

Name	Business Sector	Number of members	Year of foundation	State
#1 - Augefarma	Pharmacy	1475	1999	Ceará
#2 - Ultra Popular	Pharmacy	632	2012	São Paulo
#3 - Rede Multmais	Pharmacy	595	2008	Bahia
#4 - Rede Inova Drogarias	Pharmacy	546	2007	Minas Gerais
#5 - Rede Ancora	Auto parts	520	1998	São Paulo
#246 - Rede Nova Sul	Building materials	6	1974	Paraná
#247 - Rede Tacógrafos	Auto parts	6	2004	Ceará
#248 - Rede Nordeste	Supermarkets	5	1990	Rio Grande do Norte
#249 – Supermerc. Winter	Supermarkets	5	2014	Santa Catarina
#250 - Rede Datawork	Education	5	2002	Rio Grande do Sul

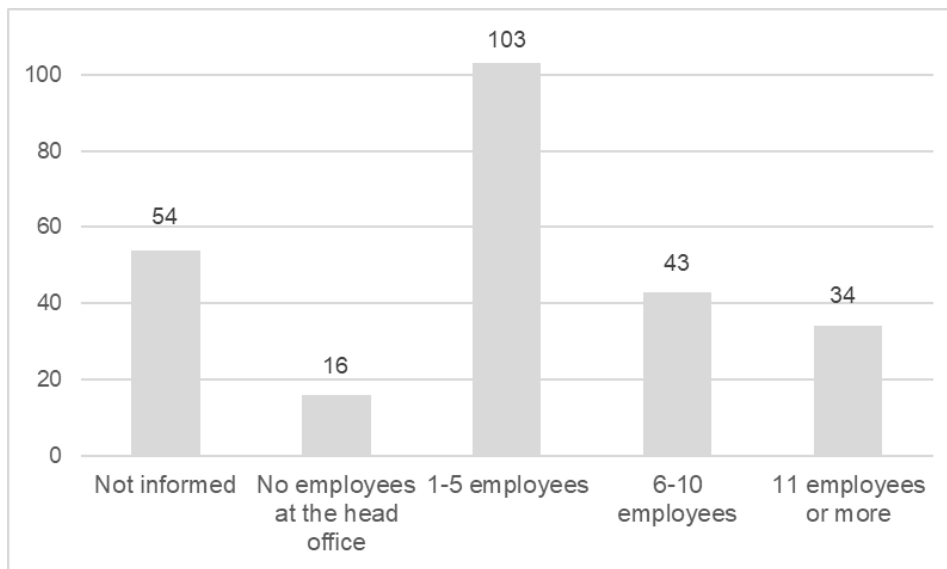
Four out of the five smallest business networks were not formed recently. Rede Nova Sul (building materials) and Rede Nordeste (supermarkets) are among the oldest Brazilian business networks and have only six and five members, respectively.

3.3 Number of business networks according to the number of employees

We also asked the interviewees about the number of employees working at the business network's head office. Results in Figure 6 show that the vast majority of business networks has a small management structure.

One hundred nineteen (119) out of 250 have five employees or less. Among them, 26 business groups have only one employee responsible for administrative tasks. Moreover, there are 16 business groups that do not have a head office nor employees exclusively dedicated to network management.

Figure 6: Number of business networks according to the number of employees at head office



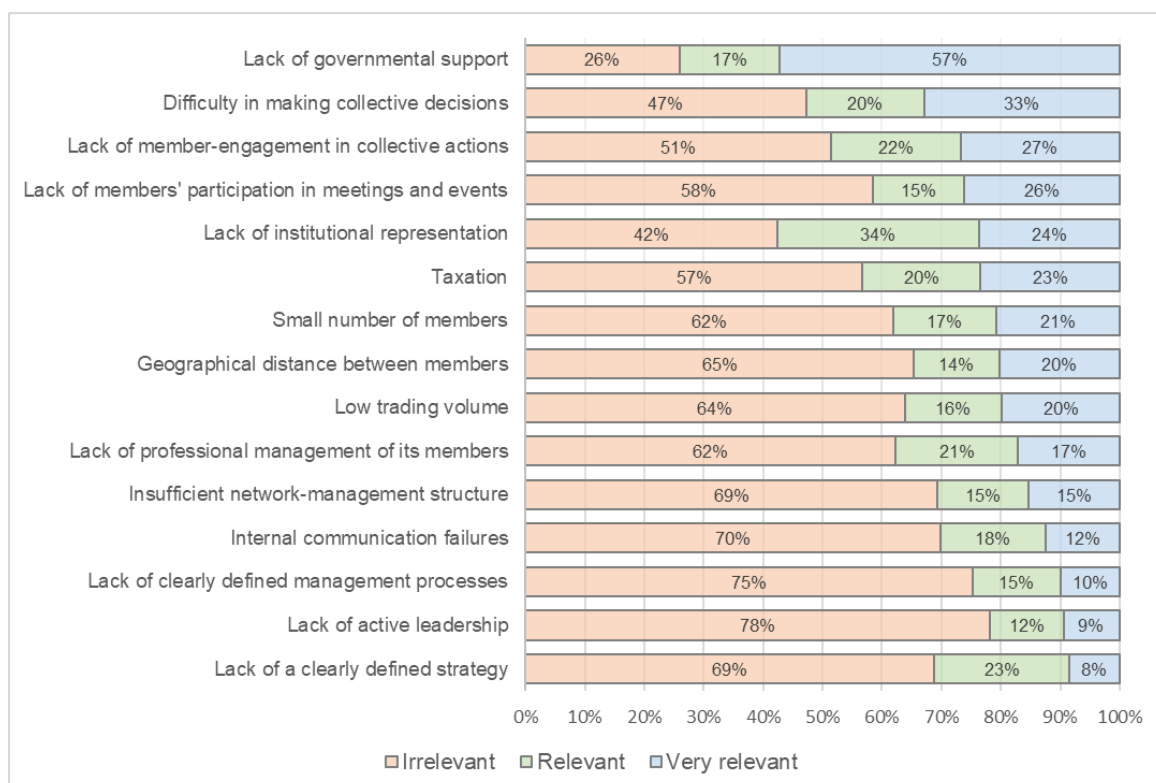
The small management structure of most business networks is also a consequence of their small number of members and regional operation. A small number of members may not be able to sustain professional managers working at the head office, while the lack of professional managers may impede the business networks to attract new members. Therefore, we deduce that there is a vicious circle that hinders networks evolution.

3.4 Difficulties faced by the business networks

The representatives also informed us about the difficulties their business networks face (Figure 7). General results show that the ‘lack of government support’ is considered a very relevant difficulty by 57% of all business networks. The ‘difficulty in making collective decisions’ was mentioned as a very relevant difficulty by 33% of the representatives while the ‘lack of member engagement in collective actions’ was considered by 27% as a very relevant difficulty.

On the other hand, five aspects related to the management of the business network and the network members itself were considered as the less relevant difficulties. The ‘lack of a clearly defined strategy’ was mentioned as an irrelevant difficulty by 69% of the interviewees; a ‘lack of active leadership’ was considered irrelevant by 78%, the ‘lack of clearly defined management processes’ was an irrelevant difficulty for 75% of the interviewees; ‘internal communication failures’ was irrelevant for 70%, and the ‘insufficient network-management structure’ was irrelevant for 69%.

Figure 7: Difficulties faced by the business networks



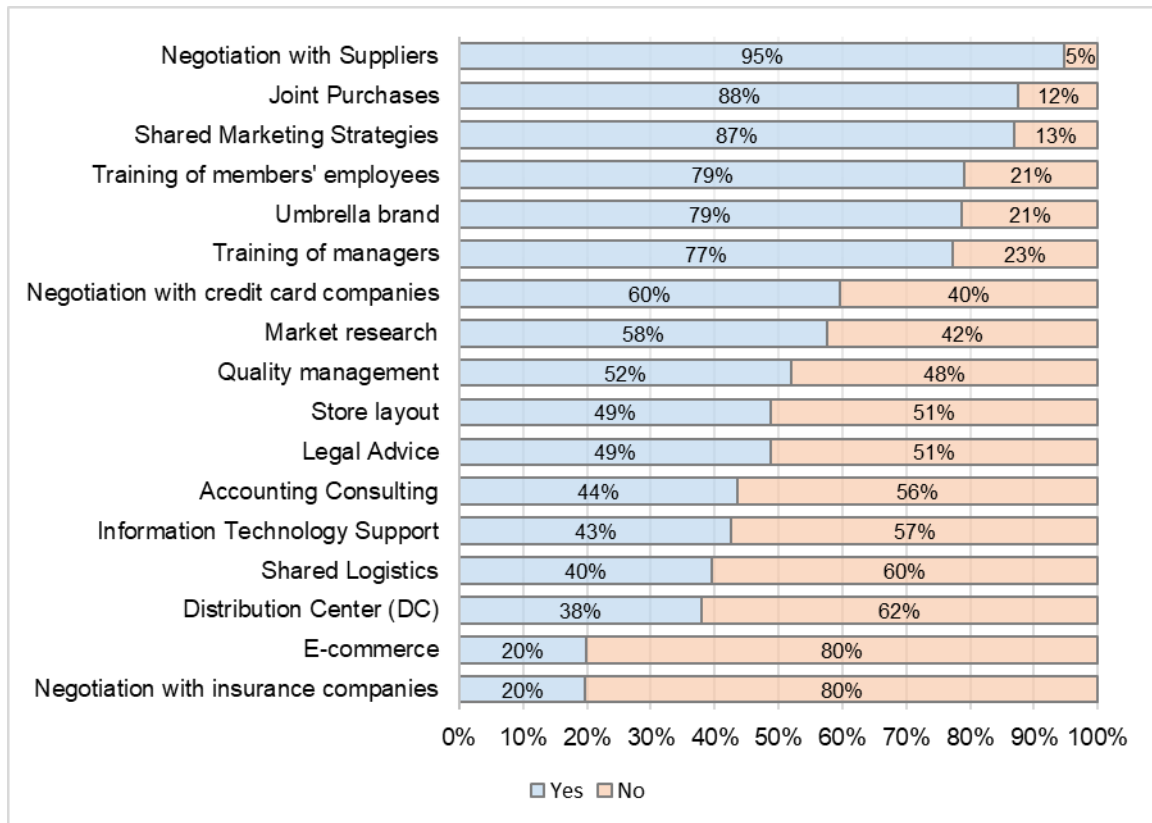
The results are surprising since the majority of interviewed managers consider most aspects as irrelevant difficulties. On the one hand, we have to consider that there may be a bias due to the position of the interviewees. They were asked to answer questions about their own activities (e.g. ‘lack of a clearly defined strategy’) and we could expect they would not assess themselves negatively. On the other hand, the results may also show that most managers do not have a clear idea about the opportunities for growth and professionalization of their business networks (e.g. ‘small number of members’ and ‘lack of professional management’).

3.5 Services offered by the business networks to the members

The business networks' representatives were also asked about the services offered to their members (Figure 8). 'Negotiation with suppliers' was mentioned by 95% of the representatives, followed by 'joint purchases' (88%) and 'shared marketing strategies' (87%). A joint purchase consists of 'buying a product batch together' while 'negotiation with suppliers' refers only to get better prices with the suppliers and buy the products individually. A joint purchase involves shared risks in the sense that the network members split the bill when they buy the products.

Although several services are offered by more than 50% of all surveyed business networks, there seems to be room to extend some services to the whole set of Brazilian business groups (e.g. negotiation with insurance companies, support for e-commerce, IT support).

Figure 8: Services offered by the business networks to their members



Other services were mentioned by a small number of business networks: Vehicle Rental service, Loyalty card, Store consulting services, Human resources and Financial management, Standardized bags, Business consulting, Market intelligence, Benchmarking, Innovation centers, Own brand products, Web page for the members, Partnerships with banks and service providers, and Negotiations with Medical assistance providers.

3.6 Intention to join a federation

Finally, we asked the interviewees about the intention of their business network to join a national federation (Table 4). A large number of business networks (122) informed to be already connected to a federation.

Twenty business networks are connected to Febramat, and 46 business networks informed to be connected to Febrafar (the National Federation of Business Networks in the Pharmacies Sector). Besides that, 4 business networks joined a Federation of Multisector Business Networks (Fernem) settled in the State of Bahia, 4 joined a Federation of Business Networks in the Furniture and Appliances sector, and other 11 joined a Federation of Business Networks in the Auto Parts sector (SSAA).

Almost one-third of network representatives answered 'yes' (9.6%) or 'maybe' (22.4%) when asked about their intention to join a national federation. They informally told the research team that they do not know exactly how a national federation could support their business network. Others argued that they would have to discuss it with their members and could not give a concrete answer at that moment.

Table 4: Intention to join a federation

Answer	Number of business networks	%
Not informed	15	6,0%
Yes	24	9,6%
No	33	13,2%
Maybe	56	22,4%
Linked to Febramat	20	8,0%
Linked to Febrafar	46	18,4%
Linked to Fernem	4	1,6%
Linked to SSAA	11	4,4%
Linked to Brasil Móveis	4	1,6%
Linked to another federation	18	7,2%
Linked to Construir Nacional	8	3,2%
Linked to RedeCen	11	4,4%
Total	250	1

There are also two business networks in two sectors that have organized themselves in larger groups: RedeCen brings together business networks operating in the supermarket sector in Rio Grande do Sul; and Rede Construir Nacional brings together business networks

operating in the construction material sector in different Brazilian States. Both organizations aim to foster a stronger organization of their members to make business together.

In the following sections, we present descriptive information about the business networks mapped (name, state, website, year of foundation, and total revenue¹) in four business sectors: Construction Materials, Supermarkets, Pharmacies, and Furniture and Appliances. The full information about each of these business networks as well as about the business networks in other sectors is available in the Excel File sent in attachment to this report.

¹ Most business networks opted not to share information about revenue.

4. The business networks mapped

4.1 Business networks in the Construction Materials sector

Name and State Website and Year of foundation	Members	President (P) and Executive Manager (M)	Total Revenue
Okinalar (São Paulo) centerokinalar.com.br Founded in 1998	105	Fernando Oehara (P) Hideak Akamine (M)	-
Rede Construção (Santa Catarina) Founded in 2004 redeconstruicao.com.br	31	Davi Bianchi (P)	-
Rede Constru&Cia (Paraná) Founded in 2000 redeconstruercia.com	24	Walmor Sérgio Neid (P) Deivyd Sebben (M)	R\$ 132,000,000
Rede Concasa (Santa Catarina) Founded in 2008 redeconcasa.com.br	12	Felipe dos Santos (P)	-
Rede Construir RS POA (Rio Grande do Sul) Founded in 2000 redeconstruir-rs.com.br	15	Rafael Carvalho (P) Ademar João Grieger (M)	-
Rede Construir SM-RS (Rio Grande do Sul) Founded in 2012 redeconstruironoroeste-rs.com.br	24	Ederson Santiago (P) Daniel Schuffer (M)	R\$ 45,000,000 (2018)
Rede Construir MG Sul (Minas Gerais) Founded in 2011 redeconstruirmgmsul.com.br	16	Ivandro Pereira rezende (P) Fernando Mazzeu (M)	-
Rede Construir SC (Santa Catarina) Founded in 2013 redeconstruisc.com.br	10	Atanásio Koholer (P) Carlos Oliveira (M)	-
Rede Bem Viver (Paraná) Founded in 2001 redebemviver.com.br	41	Sidnei Lasta (P) and (M)	R\$ 204,000,000 (2018)
Rede Centersul (Mato Grosso) Founded in 2003 redecentersul.com.br	12	Edson Friedrich (P) Anderson Ricardo Balestra (M)	R\$ 54,400,000 (2018)
Rede Construtop (Ceará) Founded in 2002 construtop.com.br	9	Carlito Lira (P) Átila Lira (M)	R\$ 65,000,000 (2018)
Rede Fácil Casa e Construção (Paraíba) Founded in 2006	20	Aletson Assis (P) José Alexandro Galdino Soares (M)	R\$ 32,730,000 (2018)

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gruporedefacil.com.br			
Construvip Campinas (São Paulo) Founded in 2008 construvip.com.br	18	Fábio José de Oliveira Santos (P) José Antônio Pagotto (M)	R\$ 86,725,000 (2018)
Rede Construvip Litoral (São Paulo) Founded in 2006 redeconstruviolitoral.com.br	14	Adolfo de Moraes Baldim (P) Rafael Castilho (M)	-
Rede da Construção GO (Goiás) Founded in 1998 rededaconstrucao.com	25	Rodrigo Cardoso de Santana (P) Alexandre Cezar Neto (M)	-
Macsul (Rio Grande do Sul) Founded in 2004 macsulrede.com.br	18	Antônio Ederson Senna Prestes (P) Janine Holz (M)	R\$ 19,200,000 (2018)
Rede Constrular (Espírito Santo) Founded in 2001 redeconstrular.com.br	22	Guido Geovane Cortes (P) Paulo Sérgio Marianelli (M)	R\$ 52,513,000 (2018)
Rede Hipermac (Santa Catarina) Founded in 2007 redehipermac.com.br	15	Flavio Uller (P) Wilmar Haverroth (M)	R\$ 53,118,000 (2018)
Grupo Nikkei (São Paulo) Founded in 2002 gruponikkei.com.br	10	Edson Takashi Sakuma (P) Alexandre C. Campos (M)	-
Rede Erguer (Bahía) Founded in 2005 redeerguer.com.br	19	Jorge de Moraes (P) Fabio Brauna (M)	R\$ 87,339,000 (2018)
Redecon (Rio Grande do Norte) Founded in 2006 redeconrn.com.br	15	Luiz Antonio Beserra Lacerda (P) Rivanda Pereira Dias De Souza (M)	R\$ 32,000,000 (2018)
Rede Tem Lar e Construção (São Paulo) Founded in 1995 redetem.com.br	26	Adib Francisco Siqueira (P) Daniel Lucio Zanqueta(M)	R\$ 7,297,269 (2018)
Rede Todolar (Rondônia) Founded in 2007 todolar.com.br	10	José Carlos Pereira (P) Emerson Chaves(M)	R\$ 51,805,871 (2018)
Rede Vale Construir (São Paulo) Founded in 2000 valeconstruir.com.br	16	Luiz Claret De Oliveira Ramos (P) André Maurício de Souza (M)	R\$ 92,151,744 (2018)
Rede Construir MG Zona da Mata (Minas Gerais) Founded in 2011 redeconstruirmgmata.com.br	8	Adriana Lucarelli (P) Márcia Nogueira da Silva de Paula (M)	R\$ 29,325,800 (2018)

Redemac (Rio Grande do Sul) Founded in 2000 redemac.com.br	59	Edson Berbigier (P) Fernando Lopes (M)	R\$ 388,127,851 (2017)
Rede Construir BH MG (Minas Gerais) Founded in 2015 redeconstruirbh.com.br	14	Adilson Rodrigues de Oliveira (P) Kelly Marques Silva de Freitas (M)	-
Rede Construir BA (Bahia) Founded in 2013 redeconstruirba.com.br	12	Carlen Mendes Alves Gomes (P) Isac Ubiratan Leal Neri (M)	R\$ 12,000,000 (2018)
Rede Construai (Minas Gerais) Founded in 2006 construai.com.br	28	Antonio Gilberto Teixeira Alves Junior (P) Raul Danza Bertozzi(M)	R\$ 30,000,000 (2018)
Rede Grande Oeste (Santa Catarina) Founded in 2009 redegrandeoeste.com.br/	89	Carlos Paris (P) Luiz Pereira Da Silva (M)	R\$ 50,000,000 (2018)
Rede Constrói Minas (Minas Gerais) Founded in (not informed) redeconstroiminas.com.br	44	Rafael Augusto (M)	-
Rede Construir RJ (Rio de Janeiro) Founded in (not informed) redeconstruirrjsul.com.br	NI	Luis Boechat (M)	-
Rede Nova Sul (Paraná) Founded in 2017	6	Magno Aparecido dos Santos (M)	-
Rede Gecon (São Paulo) Founded in 2016 redegecon.com.br	12	Marcia Cristina Rodrigues (P) and Marcos Biondi (M)	-
Clube das Tintas (Minas Gerais) Founded in 2015	25	Josemar de Almeida Silva (P) and Renato Bernardone (M)	-
Rede Construir CE (Ceará) Founded in 2012 redeconstruirce.com.br	11	José Edilberto Magalhães Madeira (P) and Francisco Robério Ferreira (M)	R\$ 39,000,000 (2018)
Rede Casa Vale Mais (São Paulo) Founded in 2010 casavalemais.com.br		Alexandre Martins de Oliveira (P) and Eduardo Astone (M)	R\$ 120,000,000 (2018)
Rede Gminas (Minas Gerais) Founded in 2009 redegminas.com.br	56	Enio de Oliveira Cleiberson (P) and Martins de Carvalho (M)	R\$ 380,000,000 (2018)

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Rede Mais MG (Minas Gerais) Founded in 2008 http://www.redemaismg.com.br/	14	José Luis de Sá (P) and Betânia Soares (M)	-
Grupo Incores (Grupo Unicolor) Rio Grande do Sul Founded in 2008 grupoincores.com.br/grupo	44	Alicio da Costa (P) and Charles Knorst (M)	R\$ 70,000,000 (2018)
Rede Construir MG (Monte Claros – Minas Gerais) Founded in 2007 redeconstruirmgnorte.com.br	13	Neudark Soares (M)	-
Rede Construvip Litoral (São Paulo) Founded in 2006 redeconstruviolitoral.com.br	14	Adolfo de Moraes Baldim (P) and Rafael Castilho (M)	R\$ 5,785,990 (2018)
Rede Casa Nova (Rio Grande Sul) Founded in 2003 redecasanova.com.br/lojas	70	Julian Josué de Oliveira (P) and Jane Schaefer (M)	-
Clube da Casa (Minas Gerais) Founded in 2006 clubedacasa.com.br/	22	João Maiolini (P) and Dellany Petrin (M)	R\$ 200,000,000 (2018)
Rede da Construção RS (Rio Grande do Sul) Founded in 2002 rededaconstrucaors.com.br	42	Marciano Henrique Fagion (P) and Jacir Paulo Roncalho (M)	-
Rede Construir ES (Espírito Santo) Founded in 2000 redeconstruieres.com.br	21	Rafael Borghi (P) and Renata Bridi (M)	R\$ 105,000,000 (2018)
Rede 100% Founded in 2000 rede100.com.br	36	-	-
Rede Constru & Cia Maringá (Paraná) Founded in 1998 www.redeconstruercia.com.br	18	Odair Barion (P) and Claudemir Rodrigues Da Silva (M)	R\$ 33,798,113 (2018)
Rede Construir SP (São Paulo) Founded in 1997 redeconstruirsp.com.br	95	Silvana Salazar (M)	-
Rede Construvip Piracicaba (São Paulo) Founded in 1997 www.construvip.com.br	11	Paulo Odair Correr (P) and Valdenir Luiz (M)	-

Almatec/Rede Construir RJ Founded in 1989 http://redeconstruirj.com.br	11	Ruben Barros Rego (P) and Neliny Soares Rodrigues (M)	R\$ 40,000,000 (2018)
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4.2 Business networks in the Supermarkets sector

Name and State	Members	President (P) and Manager (M)	Total revenue
Rede Nordeste (Rio Grande do Norte) Founded in 2014	5	Jair Queiroz(P) Dornelas Junior (M)	R\$ 1,900,000 (2018)
Rede Uninorte (Espírito Santo) Founded in 2000	25	Marelias Medice (P) Emilio Fermino Bondrine (M)	R\$ 125,000,000 (2017)
Rede Numerc (Bahia) Founded in 2016	24	Florisvaldo Soares de Oliveira(P)	R\$ 4,000,000 (2018)
Rede Iguaçu (Paraná) Founded in 2011	21	Carlos André Silva (P) Lindomar José de Mello (M)	R\$ 25,000,000 (2018)
Rede Assurel (Paraná) Founded in 1998 assurel.com.br/site/	58	Danilo Hage (P) Silvio Luche (M)	-
Rede Mais Compras (Santa Catarina) Founded in 2005 redemaiscompras.com.br	38	Jelson Rosato (P) -	-
Rede São Roque (São Paulo) Founded in 1974 smsr.com.br	7	Efaneu Godinho (M)	-
Rede Suprema (Paraná) Founded in 2007	21	Jurandir Judorc (P) Maria Andreia Freitas (M)	R\$ 119,700,000 (2018)
Rede Amig (Ceará) Founded in 2004	7	Jose Gomes da Silva (P) -	-
Rede 20 (São Paulo) Founded in 1995 rede20.com.br	11	Plasfidio Messias Filho (P) Claudio Alves Brasileiro (M)	-
Rede Passarela (Santa Catarina) Founded in 1990 superpassarela.com.br	6	Alexandre Simioni (P) Diclei Simioni (M)	-
Rede Minipreço (Minas Gerais) Founded in 2004 redeminipreco.com.br	103	Elir Martins (P) and (M)	-
Rede Quero Bem (Rio Grande do Norte) Founded in 2013 redequerobem.com.br	12	Carlos Manata Junior (P) Pauliana Dantas (M)	R\$ 8,000,000 (2018)
Rede CNS (Rio Grande do Sul) Founded in 1999 redecns.com.br	12	Lucas Kramer (P) Fátima Denise Angst Andrade (M)	R\$ 44,123,530 (2017)

Rede Econômica (São Paulo) Founded in 1999 clিকেconomica.com.br	14	Antônio Júnior Mendes (P) Jéferson Silva (M)	R\$ 42,000,000 (2018)
Rede Integrada de Supermercados do Ceará (Ceará) Founded in 2011	67	José Itamar de Souza (P) Jamile Carneiro Teixeira (M)	R\$ 45,000,000 (2018)
Rede Aliança (Santa Catarina) Founded in 2004 aliancasupermercados.com.br	45	Ademir Alchedt (P) Carlos Norshang (M)	-
Rede Top Supermercados (Santa Catarina) Founded in 2002 redetop.com.br	6	Paulo César Lopes (P) Graziela Aparecida Schmoller (M)	R\$ 695,000,000 (2018)
Rede Certa (Paraná) Founded in 2013	12	Marcos Aparecido Costa (P) and (M)	-
Rede Pas (São Paulo) Founded in 2000 redepas.com.br/site	24	Fernando Felipe (P) Airton Zadi (M)	-
Supermercados Winter (Santa Catarina) Founded in 2002 supermercadowinter.com.br	5	Gilmar Winter (P) Daniele Winter (M)	R\$ 7,500,000 (2018)
Rede Super Varejista de MG (Minas Gerais) Founded in 2011 .supervarejista.net	70	Gilberto Assis Cardoso (P) and (M)	R\$ 800,000,000 (2018)
Rede Cergran (Minas Gerais) Founded in 2003 cergran.com.br	14	Cláudio Gonçalves Lemos (P) Tácio Borges Avelar (M)	R\$ 150,000,000 (2018)
Assuper (Minas Gerais) Founded in 1997	40	Neilson Batista de Carvalho (P) and (M)	-
Rede Mastervale (Santa Catarina) Founded in 2003 mastervale.com.br	27	Jair Volpato (P) Edolino Luchtemberg Filho (M)	R\$ 240,000,000 (2018)
Rede SPSM (São Paulo) Founded in 2008 redespsm.com.br	7	Laerte Baruzzi (P) Isabelly Paganini Soarde (M)	R\$ 10,500,000,000 (2018)
Righi Supermercados (Rio Grande do Sul) Founded in 1969	8	Antônio Righi (P) José Righi (M)	-
Rede Oeste SC (Santa Catarina) Founded in 2007 redeoeste.com.br/site	27	Alcemir Nora (P) Márcia Gregolin (M)	R\$ 19,000,000 (2018)

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Rede Grande Sul (Rio Grande do Sul) Founded in 2006 www.redegrandesul.com.br	32	Sergio Santos (P) Clóvis Henz (M)	R\$ 586,444,085 (2017)
Rede Multimercados (Rio Grande do Sul) Founded in 2002 www.multimercados.com.br	22	Gelson Zapparoli (P) Pedro Dal Sochio (M)	R\$ 248,228,354 (2017)
Rede União (Rio Grande do Sul) Founded in 1999	13	Arlei Karpinski (P) and (M)	R\$ 202,072,701 (2017)
Rede Super Passo (Rio Grande do Sul) Founded in 2000 www.superpasso.com.br	33	Silvio Scaravonatto (P) Éderson Oliveira (M)	R\$ 107,580,000 (2017)
Rede Gaúcha (Rio Grande do Sul) Founded in 2005 site.rgcasca.com.br	44	Leirson Cassol (P) Celso Coppini (M)	R\$ 253,526,919 (2017)
Rede Ampa (Rio Grande do Sul) Founded in 2003 ampa.com.br	20	Odir Otto Fetzer (P) Leandro Dallagnese (M)	-
Rede Super (Rio Grande do Sul) Founded in 1996 www.redesuper.com	68	Ibanês Bertagnolli (P) Diogo Ávila (M)	R\$ 1,132,758,760 (2017)
Associação Ricoy (São Paulo) Founded in 2000 http://www.associacaoricoy.com.br/	9	Luis Kogachi (P) and Rodolfo Nagai (M)	-
Nossa Rede Distribuidora de Alimentos Eirelli (Bahia) Founded in 2015 www.anossarede.com.br	33	Jairo (P)	R\$35,000,000 (2017)
Rede Agasuper (Rio Grande do Sul) Founded in 2006	9	Velascio (M)	R\$49,920,000 (2017)
RedeFort (Rio Grande do Sul) Founded in 2001 www.redefort.com.br/	168	Miguel Moletta (P) and Joeci Hercilio (M)	R\$427,470,000 (2018)
Rede Ideal (Rio Grande do Norte) Founded in 2007	14	José Dilson (P) and Francisco Aquino da Costa (M)	-
Rede Paraíba de Supermercados (Paraíba) Founded in 2009 https://redeparaibadesupermercados.com.br/	20	Maria Pereira (P) and Edilson Barbosa (M)	-

Rede Parceria (Ceará) Founded in 2003 redeparceria.com.br	49	Marcos Aurélio Cabral (P)	-
Rede Poupe Mais (Bahia) Founded in 2015	8	Carlos Gilberto de Oliveira (P) and Raiane (M)	-
Rede Seridó (Rio Grande do Norte) Founded in 2004 www.redeserido.com.br	20	Joaquim Cesar Sobrinho (P) and Joseane Medeiros (M)	-
Rede Sul 10 (Rio Grande do Sul) Founded in 1996	6	Vagner Pereira da Silva (P) and Ezequiel Jabs (M)	-
Rede Super Mais (Santa Catarina) Founded in 1984	16	Marco Antônio Ramos (P)	-
Rede Super Show Supermercados (Rio Grande do Norte) Founded in (not informed) http://redesupershow.com.br/	15	John Cesar (P)	R\$386,000,000 (2018)
Rede Super Sul (Rio Grande do Sul) Founded in 1997 www.redesupersul.com.br	17	Claudio Schwerz (P) and Angela Rabello (M)	R\$318,730,613 (2017)
Rede Super Útil (Rio Grande do Sul) Founded in 1999 www.redesuperutil.com.br	56	Sebastião Moraes (P) and Odilon Penteadó (M)	R\$312,362,000 (2017)
Rede Unimax (Rio Grande do Sul) Founded in 2004 www.redeunimax.com.br	42	Ícaro Casagrande Machado (P) and Édson Flores (M)	R\$450,000,000 (2018)
Rede Unisuper (Rio Grande do Sul) Founded in 2000 www.unisuper.com.br	44	João Carlos Ligabue (P) and Sandro Formenton (M)	R\$685,753,280 (2018)
Rede Via Real (Minas Gerais) Founded in 2008 redeviareal.com.br	10	Tiago de Oliveira (M)	-

4.3 Business networks in the Pharmacies sector

Name and State	Members	President (P) and Executive Manager (M)	Total Revenue
Rede Vida & Saúde (Rio G. do Sul) Founded In 2008 vidaesaude.com.br	37	Martinho Francisco (P) Flávio Franco Padilha (M)	-
Farmácias Associadas (Rio Grande do Sul) Founded In 1999 farmaciasassociadas.com.br	380	Ricardo Duarte Da Silveira(P) Everton Mafuci (M)	R\$ 1,000,000,000 (2018)
Rede Tchê Farmácias (Rio Grande do Sul) Founded In 2002 tchefarmacias.com.br	111	Paulo Daniel Peres (P) Adriana Conceição (M)	-
Rede Total Farma (Rio Grande do Sul) Founded In 2011 totalfarma.com.br	20	João Carlos Terges (P) -	-
Master Farma (Santa Catarina) Founded In 1999	650	Enio Grassio Jr.(P) Marcelo Grassio (M)	-
Rede Vida Farmácias (Rio Grande do Sul) Founded In 2013 vidafarmacias.com.br	200	Marcelo Pereira (P) and (M)	-
Grupofarma (Minas Gerais) Founded In 2001 grupofarma.com.br	54	Antônio Miranda Pereira(P) Evandro José Araújo (M)	-
Rede Cityfarma (Rio De Janeiro) Founded In 1996 cityfarma.com.br	93	Marise Nascimento(P) Ernando Eli (M)	-
Droga Rede (Minas Gerais) Founded In 1996 drogarede.com.br	100	Júlio César Ferreira (P) André Luiz Silva (M)	R\$ 20,000,000 (2018)
Rede Entrefarma (Minas Gerais) Founded In 2006 entrefarma.com.br	103	João José Guimarães (P) Carlos Eduardo (M)	-
Rede Viver Mais (Paraná) Founded In 2010 farmaciasvivermais.com.br	420	Wadis Nandi (P) José Getúlio Rocco (M)	-
Rede Uai Farma (Minas Gerais) Founded In 1996 uaifarma.com.br	112	Edgar Reis Maia (P)	-

Rede Inova Drogarias (Minas Gerais) Founded In 2007 redeinovadrogarias.com.br	546	Alan Fernandes (P) Lidiane Braga (M)	-
Rede Multmais (Bahia) Founded In 2008 multmais.com.br	595	Cleber Magalhães (P) Jorge Penalva (M)	R\$ 600,000,000 (2018)
Rede Liga Farma (Minas Gerais) Founded In 2012 redeligafarma.com.br	38	Gustavo Augusto Meirelles (P)	-
Rede Biodrogas (São Paulo) Founded In 1997 redebiodrogas.com.br	40	José Dariva (P)	-
Drogarias Nossa Rede (Goiás) Founded In 1995 drogariasnossarede.com.br	136	Renata Ribeiro Alcântara (P) Luís Antônio (M)	-
Rede Farmáxima (São Paulo) Founded In 1995 redefarmaxima.com.br	40	Valdir Castelani (P) Sergio Eduardo Lilli (M)	R\$ 3,000,000 (2018)
Rede União Farma (São Paulo) Founded In 2004 redeuniaofarma.com.br/	47	Antônio Carlos Hairga (P) Ismael Pozena (M)	-
Rede Mega Farma (Paraná) Founded In 2012 https://www.rmegafarma.com.br	13	Giovani Delajustina (P)	-
Rede Limo Força/Univale (Ceará) Founded In 2018	28	José Vilamar Alves Fernandes (P) José Rodrigues de Mello (M)	-
Rede Coperfarma (Paraná) Founded In 1997 www.coperfarma.com.br	48	Carlos Maran (P) Júlio Ricardo Benitez (M)	-
Rede Unifarma (Rio Grande Norte) Founded In 1999 unifarma.com.br	479	Dejalma Lemos da Silva (P) Hingo Bruno B. Soares (M)	R\$ 2,000,000,000 (2018)
Rede Magistral (Rio Grande do Sul) Founded In 2002 acaomagistral.org.br	92	Gilberto Biegelmeyer (P) Sílvia Lucinda Dos Santos (M)	R\$ 13,000,000 (2018)
AC Farma (Santa Catarina) Founded in 2008 http://acfarma.com.br	25	Zeferino Ferreira (P) and Valdenir Montanha (M)	-
ASFAR (Santa Catarina) www.asfarmacias.com.br	92	-	-
Augefarma (Ceará) Founded in 1999 http://www.redeaugefarma.com.br	1475	Maurício Possidônio dos Santos (M)	-

BigFort (São Paulo) Founded in 1997 http://farmaciasbigfort.com.br/	35	-	-
Boa Farma (Bahia) Founded in 1996 redeboafarma.com.br	112	-	-
Coopefarma RN (Rio Grande do Norte) Founded in 1995	49	Arlindo Barbosa de Araújo (P)	-
Desconto Fácil https://www.farmaciasdescontofacil.com.br/	80	-	-
Drogamais (Paraná) Founded in 1994 http://www.drogamais.com.br/	148	Marco Aurélio Gataz Sguario (P)	-
Drogaria Total (São Paulo) Founded in 1994 www.drogariatotal.com.br/	455	Mario Ifhikawa (P)	-
Drogarias Legitima (Rio de Janeiro) http://www.drogariaslegitima.com.br	52	-	-
Drogarias Maestra (São Paulo) http://drogariasmaestra.com.br	14	Fábio Chaves Costa (P)	-
Drogarias Unilagos (Rio de Janeiro) Founded in 2016 drogariasunilagos.com.br	20	Roxon Figueiredo (P) and Flávio Nogueira (M)	-
Farma & Farma (Santa Catarina) Founded in 1997 http://www.farmaefarma.com.br/v5/	181	José Amazonas Gaspar (P) and Laércio Batista Junior (M)	-
Farma 100 (São Paulo) http://farma100.com.br/	13	-	-
Farmácias Conviva (Ceará) Founded in 2010 farmaciasconviva.com.br/	21	Janne Felix (P)	-
Farmavale e Cia Founded in 1992 http://farmavaleecia.com	37	-	-
Farmavip (São Paulo) Founded in 1997 http://www.farmavip.com.br/	47	-	-
Hiperfarma (Paraná)	163	Raphael Akira Gusso (P) and	-

Founded in 1998 http://www.redehiperfarma.com.br		Kussumoto Elcio Luís Bordignon (M)	
Maxi Popular (São Paulo) Founded in 2012 https://www.maxipopular.com.br/	51	-	-
MG Farma (Minas Gerais) redemgfarma.com.br	66	-	-
Minas Farma (Minas Gerais) Founded in 2011 http://www.redeminasfarma.com.br	317	-	-
Pratika (São Paulo) Founded in 2006 http://www.redepratika.com.br	25	Wandenilson José Teixeira de Carvalho (P) and Giovani Furini de Souza (M)	-
Rede Adifarma (Bahia) http://www.redeadifarma.com.br/	30	Antônio José Galiza de Freitas (P) and Osvaldo Amorim Reis Junior (M)	-
Rede Agafarma (Rio Grande do Sul) Founded in 1996 http://www.agafarma.com.br	467	Wilson Galli (P) and Paulo Bageston (M)	-
Rede Drogaria Venâncio (Rio de Janeiro) Founded in 1980 drogariavenancio.com.br/	67	Armando Ahmed (P) and Wallace Siffert (M)	-
Rede Farmácia Dias (Paraíba) Founded in 2004 http://farmaciadias.com.br/	24	José Adilson Dias Barbosa (P)	-
Rede Farmes (Espírito Santo) Founded in 1997 https://redefarmes.com.br/	112	Marcelo Frisso (P)	-
Rede Med (Pernambuco) Founded in 1996 http://www.redemed.com.br/	-	-	-
Rede Sanar (Rio Grande do Sul) Founded in 2005 http://www.sanarfarmacias.com/	132	-	-
Rede Sis Farma (São Paulo) http://redesisfarma.com.br	25	Marli Miranda do Santos (P)	-
Rede Stylofarma Founded in 2008 www.stylofarma.com.br	25	-	-

Rede Verolaví Founded in 2004 http://www.verolavi.com.br/	7	Jaqueline Saraiva Soares Faraco (P)	-
RedeFarma (Minas Gerais) Founded in 1995 http://www.redefarma.com/	71	-	-
RedeMais Farma (Paraíba) Founded in 2005 http://www.redemaisfarma.com.br	257	-	-
Super Popular (São Paulo) Founded in 2012 redesuperpopular.com.br	16	-	-
Ultra Popular (São Paulo) Founded in 2012 drogariasultrapopular.com.br/	632	-	-

4.4 Business networks in the Furniture and Appliances sector

Name and State	Members	President (P) and Executive Manager (M)	Total Revenue
Rede Quero Bahia (Bahia) Founded In 2007 redequerobahia.com.br	24	Antoniél Lisboa (P) Marlus Rios (M)	R\$ 200,000,000 (2018)
Rede Toda Casa (Goiás) Founded In 2008	10	Gabriel Carmo Faria (P) Alexandra Mattos and Michelle Selvate (M)	-
Rede Mega Eletro (Minas Gerais) Founded In 2004 lojasmega.com.br	30	Edi Fontes (P) Hélio Zampari (M)	-
Casa Bem (Rio Grande do Sul) Founded In 2007 casabem.com.br	19	João Pedro Voltato (P) Rodrigo Tavares (M)	R\$ 42,000,000 (2018)
Grupo Mobile (Minas Gerais) Founded In 1996 lojasmobile.com.br/	13	José Francisco (P) Adalberto Araújo Camelo (M)	-
RedLar (Rio Grande do Sul) Founded In 2005 redlar.com.br	21	Ademir Gerson Deitos (P) Rodrigo Monteiro (M)	R\$ 52,300,000 (2018)
Toklar (Rio Grande do Sul) Founded In 2001 toklar.com.br	70	Eder Aparecido Carpine (P) Jouberto Matte (M)	R\$ 200,000,000 (2018)
Rede Norte (Minas Gerais) Founded In 2007 redenorte.com.br	40	Luciano Alves (P) Roneide Ribeiro (M)	R\$ 100,000,000 (2018)
Rede Solar Magazine (Goiás) Founded In 2011	16	Wesley Machado de Menezes (P) and (M)	R\$ 2,000,000 (2018)
Unilojas (Rio Grande do Sul) Founded in 2010 http://www.unilojasrs.com.br/site/	119	Edson Capra dos Santos (P)	-

4.5 Business networks in various business sectors

Business network	Business sector	State	Year of foundation	Number of members
Entre Flores	Flower shop	RS	NI	25
Rede do Campo	Agribusiness	MG	NI	27
Grupo Garra de Calçados (Folliar)	Shoes	MG	2018	12
Rede Tacógrafos	Auto Parts	CE	2018	6
Rede Unilase	Laboratories	SE	2017	16
Rede Mineradoras Gypway	Mining	PE	2017	16
Rede Unimotos	Auto Parts	CE	2017	10
AgriRede GO	Agribusiness	GO	2016	22
AgriRede MT	Agribusiness	MT	2016	13
Aproforma	Events	RS	2015	10
Rede Acobela	Beauty Salons	CE	2015	38
Redvis Ópticas	Optics	RS	2015	13
Rede Sindiar	Refrigeration	CE	2014	12
Rede Ibiautos	Auto Parts	CE	2014	7
Rede Costa Esmeralda	Hotels	SC	2013	26
Redeagro	Agribusiness	RS	2013	22
Rede Servpeças	Auto Parts	CE	2013	8
Rede Unir-CE	Auto Parts	CE	2013	21
Rede Projetar - Agimóvel	Wood - Furniture	RS	2012	8
Acappm	Handicraft	TO	2012	40
Rede Empresarial do Centro Histórico	Multi Sector	PR	2012	20
Cooperlojas	Technology	SP	2011	22
Rede Petro BC	Oil and Gas	RJ	2011	82
Rede Agrocorp	Agribusiness	SC	2011	11
Grupo MadCompen (GMAD)	Wood – Furniture	MG	2011	79
Rede Uniret	Auto Parts	CE	2011	8
AGEPES	Events	RS	2011	120
Agroforça	Agribusiness	SC	2010	54
Rede Pro Negócios	Wood – Furniture	SP	2010	46
Rede Coopermac	Construction	SC	2009	18
Ampar Central de Negócios	Mining	MG	2009	7
Grupo ConstruSete	Construction	SP	2009	18
Rede Uniprosom	Car services	CE	2009	6
Rede Caripeças	Auto Parts	CE	2009	15

Coopercon/SE	Construction	SE	2008	18
Redeox/AGAPI	Gas Stations	RS	2008	7
EKO Grupo Saúde	Healthcare	RS	2008	10
Coopercon RS	Construction	RS	2008	95
Rede Imobiliárias de Santa Maria	Real State	RS	2008	6
Ativales	Inform. Technol.	RS	2008	20
Rede Criança	Education	RS	2007	7
Rede Super Pet PB	Pet Shop	PB	2007	31
RedeTur	Tourism	RS	2007	26
Rede Unicalce	Shoes	RS	2007	12
Rede LabForte	Laboratories	BA	2007	43
Rede Agamoto	Auto Parts	RS	2006	11
Rede Caminhos Rurais	Tourism	RS	2006	15
Central Canhoto Pneus	Tires	RS	2006	16
Associação Redecore	Decoration	RS	2006	11
Rede Multi Autos & Off Road	Auto Parts	CE	2006	10
Auto Rede	Auto Parts	RS	2005	22
Rede Datawork	Education	RS	2005	5
Rede Arrozeiras do Sul	Food – Grains	RS	2005	9
Agro Real	Agribusiness	SC	2005	23
Rede RQ Sul	Car inspection	RS	2005	36
Multi Centrais (Rede Cuidare)	Healthcare	RS	2005	44
REGINP	Incubators	RS	2005	26
Affemaq	Wood -Furniture	RS	2004	16
Rede Brasil Esportes	Sport equipment	RS	2004	23
Rede Versare	Hotels	RS	2004	13
Rede Clip	Stationery stores	RS	2004	26
Rede AGAPEL	Stationery stores	RS	2003	30
Fast Clean Lavanderias	Laundries	RS	2002	17
Apromontes	Wine producers	RS	2002	10
Rede Paper/AGAPLI	Stationery stores	RS	2002	17
Rede Mundi	Shoes	RS	2002	60
Unicooper	Organic food	RS	2002	15
Rede PetroGas Sergipe	Oil and Gas	SE	2001	120
Asprovinho	Wine producers	RS	2001	13
Rede Ancora	Auto Parts	SP	1998	520
Aprobelo-Serra Gaúcha	Wine producers	RS	1997	25
Aviga	Wine producers	RS	1997	24

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Rede Gaúcha de Imóveis	Real State	RS	1995	29
Aprovale	Wine producers	RS	1995	62
Aprovale	Wine producers	RS	1995	22
Rede de Negócios Metalmeccânica	Metal Working	MG	1989	80
SSA - Assopeças/Sincopeças/Assomotos	Auto Parts	CE	1986	10
Agavi	Wine producers	RS	1981	60

5 Conclusions, limitations and suggestions for future research

The data collected allow us to present general conclusions about the field of Business Networks in Brazil:

- There are business networks in the mostly Brazilian States as a result of a ‘wave of cooperation’ that started two decades ago. However, the vast majority of these networks operates regionally with a small number of members. Only 56 out of 250 business networks have more than 50 members. One hundred nine (109) business networks have up to 20 members.
- The small size of these business networks hampers good negotiations with suppliers and the offering of a complete portfolio of services to their members. Thereafter, these groups have a small management structure and a limited number of employees working at the head office. Results show that ninety-nine business networks (99) in the sample have three or fewer employees working at the head office.
- Three business sectors concentrate the largest number of business networks surveyed: supermarkets (52), pharmacies (60), and construction material (50). The other business groups in our sample operate in 42 different business sectors in the industry, retail, and services.
- Besides Febramat (Brazilian Federation of Business Networks in the Construction Material sector), there have been identified other three federations operating in Brazil: Febrafar (Brazilian Federation of Business Networks in the Pharmacies sector – approximately 50 members), Fernem (Federation of Multisector Business Networks – 11 members), and SSAA (Sistema Sinconpeças Assopeças Assomotos – 11 members).
- Business networks in two sectors have organized themselves in larger groups: RedeCen brings together 18 business networks operating in the supermarket sector in Rio Grande do Sul; and Rede Construir Nacional brings together 8 business networks operating in the construction material sector in different Brazilian States.
- Negotiation with suppliers, Joint marketing strategies and Training are the most common services offered by the business networks to their members. Although these are usually the most important services offered by business networks, the results show that there is room for other services offered by a national federation.

5.1 Limitations and suggestions for future research

Before concluding, we have to acknowledge some limitations of this survey. Firstly, we were not able to contact all the organizations listed as potential business networks. The database contains a large number of incorrect information, phone numbers that do not work anymore, and business networks that have been discontinued. Future surveys may contact the 839

organizations listed as potential business networks that we were not able to reach in this survey.

Another limitation refers to the partial information collected online about some business networks included in this survey. Several network managers decided not to share complete information (especially information about revenue) due to internal restrictions. Business networks linked to Febrafar (The Brazilian Federation of Business Networks in the Pharmacies sector) have been advised by the federation not to share information. Therefore, to have a better portrait of the business networks scenario in Brazil we decided to deliver partial results about these networks based on web searches. Future surveys may seek a greater collaboration of Febrafar to deliver complete information.

Despite these limitations, the survey shows a rich and diverse field of business cooperation throughout Brazil. There are business networks operating in dozens of business sectors, in almost all Brazilian States. We believe the experiences, strategies, and management practices adopted by these business networks could offer relevant insights to other network managers and business consultants. Future qualitative studies could identify the most innovative strategies and management practices developed by the Brazilian Business Networks and disseminate these practices to foster cooperation and inspire innovation.

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