

JORNADA PARA A  
**TRANSFORMAÇÃO DIGITAL**

**DIGITAL TRANSFORMATION JOURNEY**

*FIESP – CIESP – SENAI – SEBRAE – São Paulo*

**MULTILATERAL INDUSTRIAL POLICY FORUM 2023 - UNIDO**

**Prof. Luciano Coutinho**

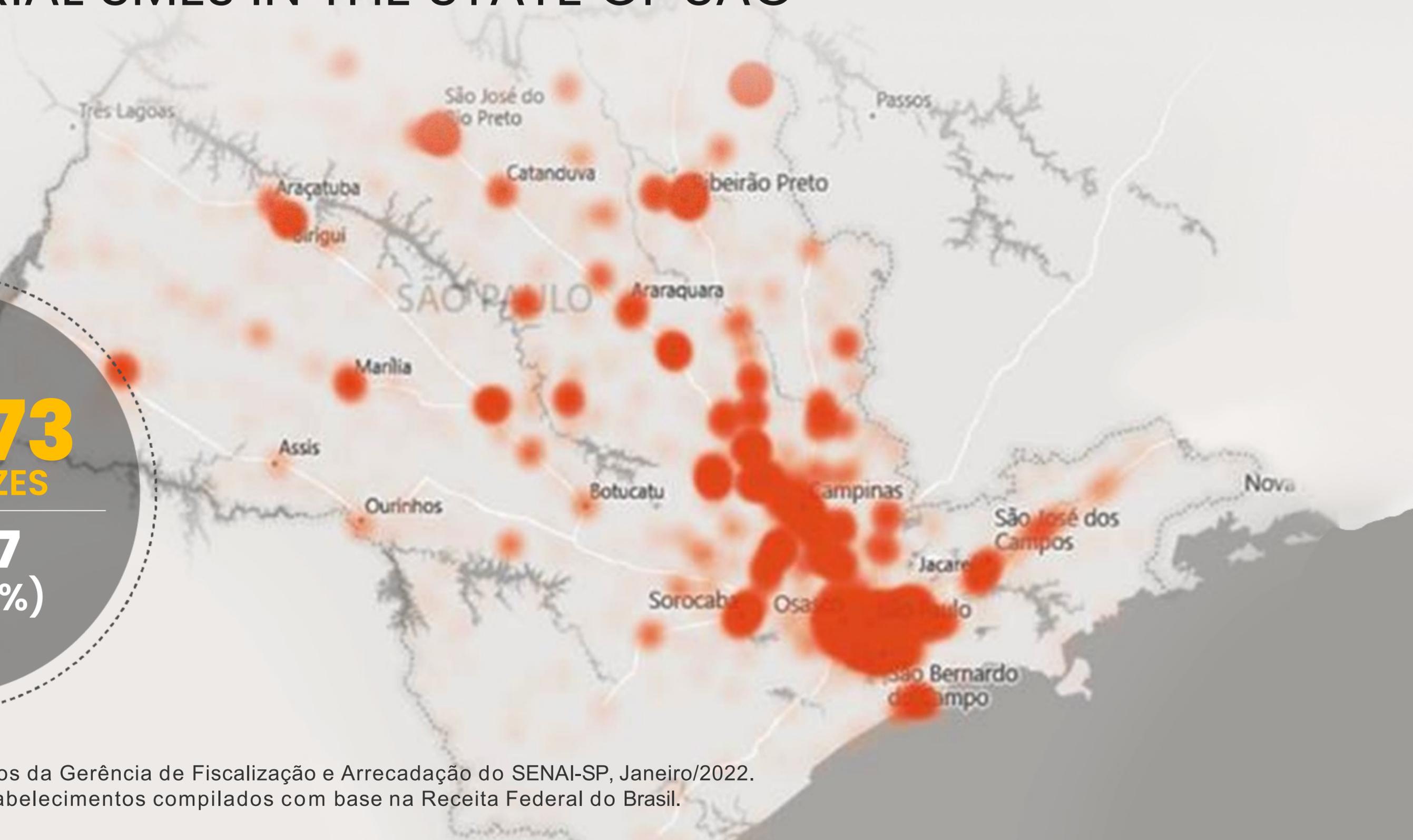
Institute of Economics – UNICAMP

Consultant to the *São Paulo Federation of Industry - FIESP*

# GEOGRAPHIC DISTRIBUTION OF INDUSTRIAL SMEs IN THE STATE OF SÃO PAULO

**53.073**  
ENTERPRIZES

**48.827**  
SMEs (92%)

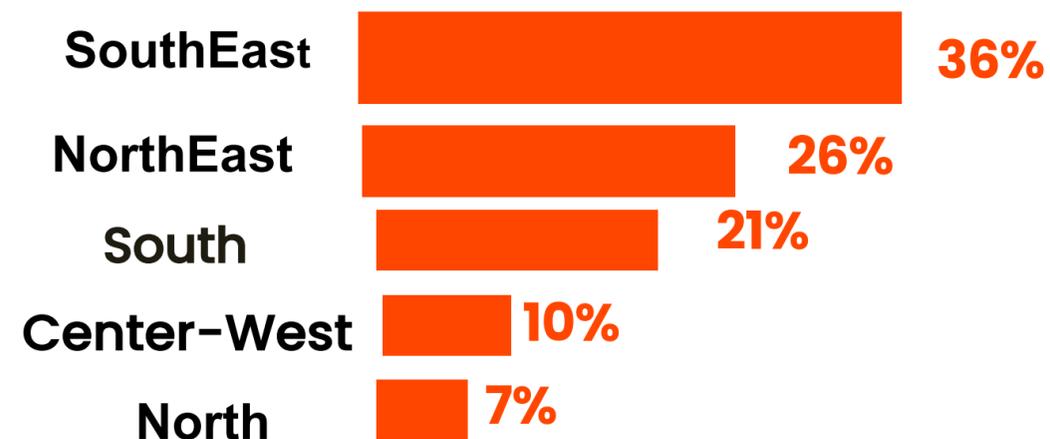


FONTE: Base de dados da Gerência de Fiscalização e Arrecadação do SENAI-SP, Janeiro/2022.  
NOTA: Porte dos estabelecimentos compilados com base na Receita Federal do Brasil.

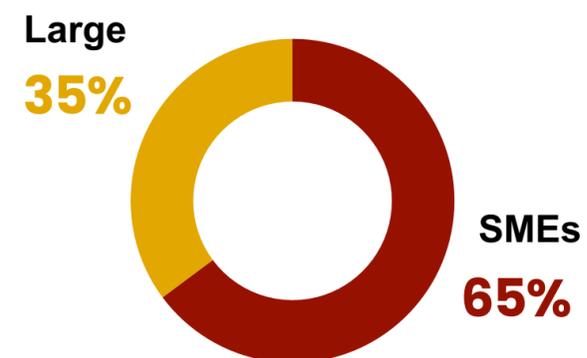
# Digital maturity of BRAZILIAN SMEs

ABDI, 2021, survey

## Regions

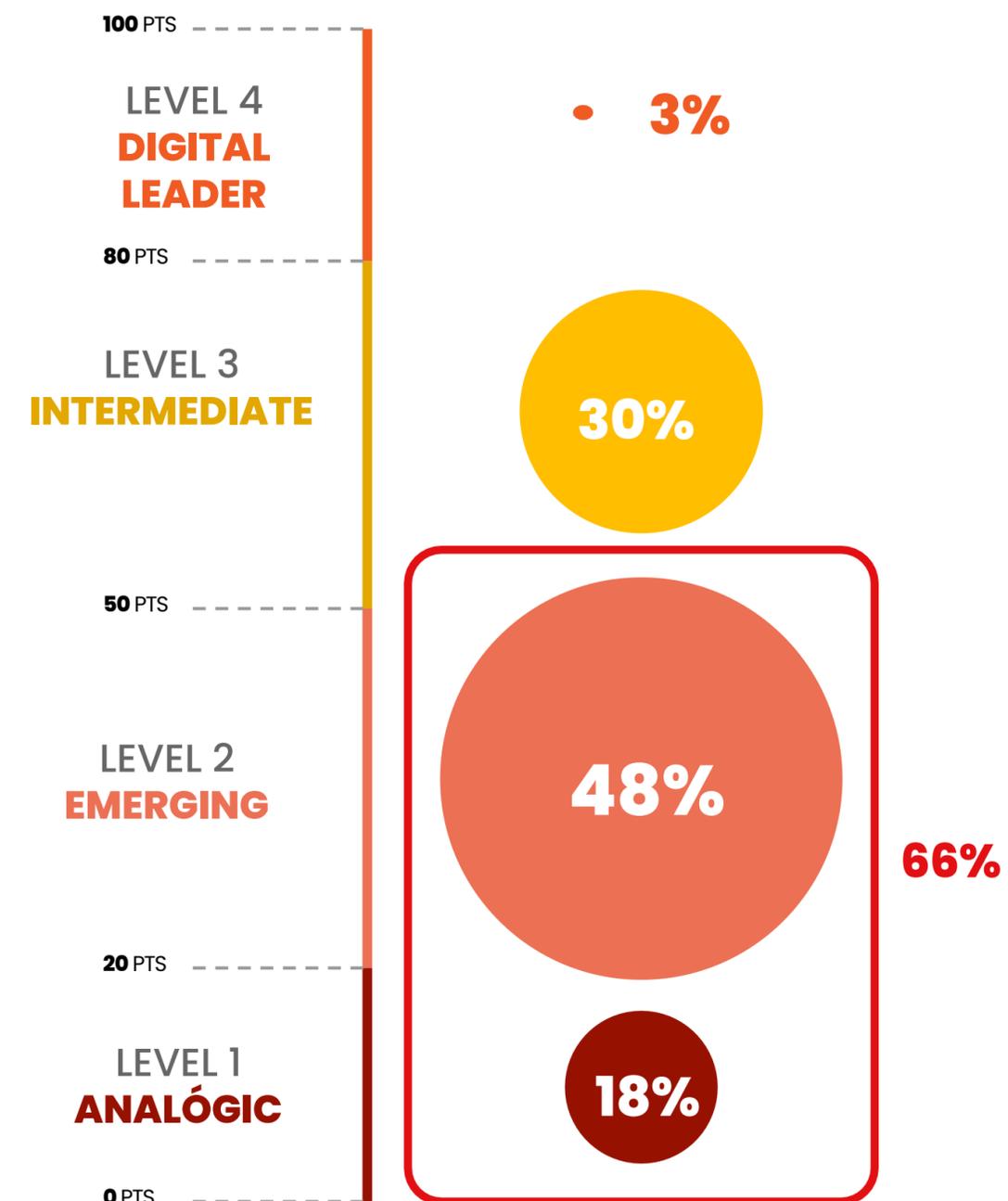


## Size of firms



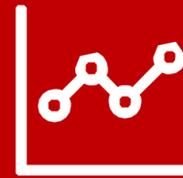
A transformação digital das MPEs está em estágio inicial independente do setor econômico.

## 2.572 firms in the sample



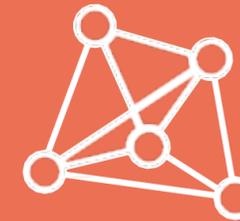
# The FOUR CHALLENGES TO SMES

ABDI's survey



## **BUSINESS MODELS**

How to gain basic capabilities to engage in digital transformation



## **TECHNOLOGY**

Low technological maturity  
Superficial knowledge about the digital tools



## **HUMAN CAPITAL**

SCARCITY OF QUALIFIED LABOR



## **LACK OF CAPITAL**

INADEQUATE AND/OR SCARCE FINANCE

**THE  
PROPOSAL: a  
program to  
face these four  
challenges**

# An ambitious program: 40 thousand firms in four years

Should service

**+10 thousand**  
Plants per year 2022–2026



**+ productivity**



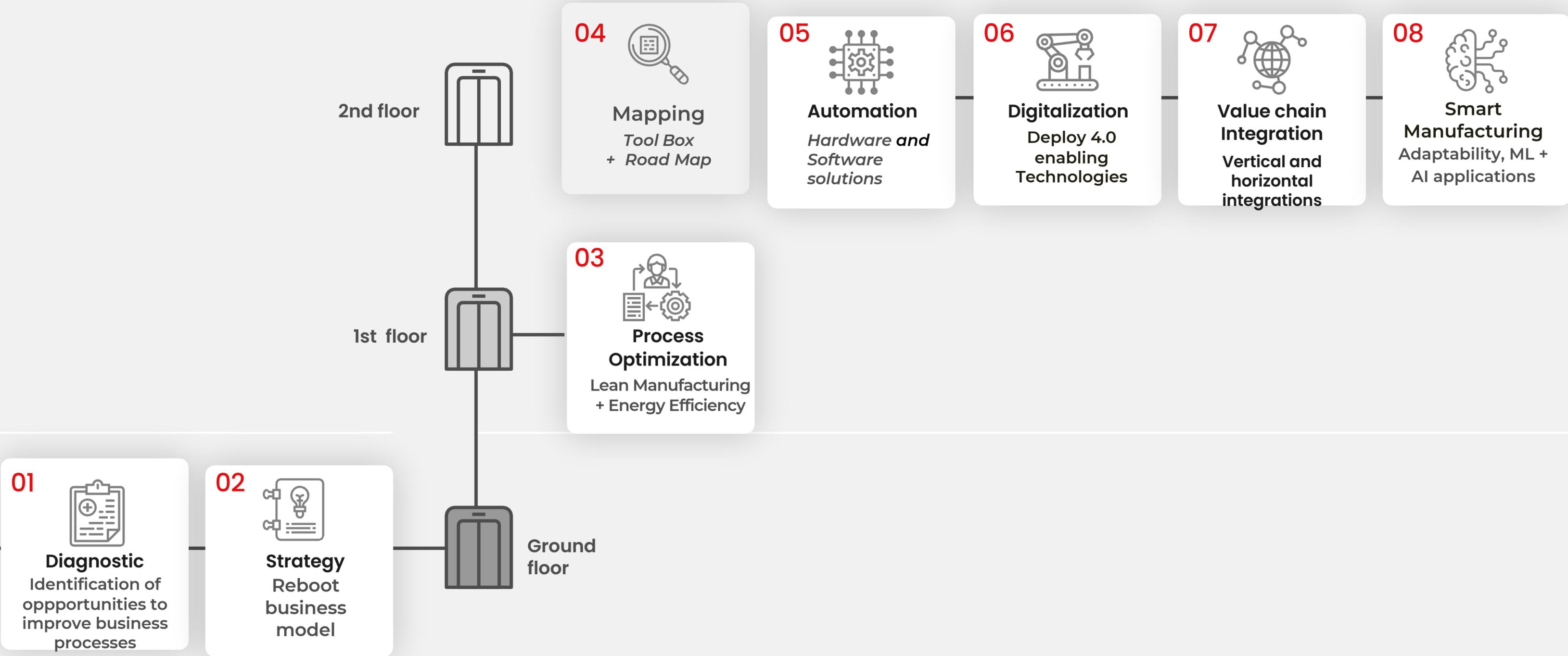
**+ digital maturity**

**Online evaluation of results**

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DIGITAL*

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# DIGITAL TRANSFORMATION JOURNEY



# Sources of Finance

# FONTES DE RECURSOS



**1-Labor training and education in digital Technologies by SENAI**

**2-EXECUTIVE EDUCATION TO ENTREPRENEURS AND C-LEVEL EXECUTIVES: engineering and business schools, technical institutions**

**3-Engagement of leading large companies capable of inducing transformation**

**CREATING A COLLABORATIVE ECOSYSTEM !**

9600 COMPANIES IN THE  
JOURNEY BY MID MARCH 2023 !

**Average productivity gain  
at stage 3 of 34%  
plus additional gain of 14%  
at stage 6 !**



Aponte a câmera do celular  
para acessar o site.

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**[jornadadigital.sp.senai.br](http://jornadadigital.sp.senai.br)**