


**CASE STUDY: FEMALE ENTREPRENEURSHIP INCLUSIVE MANAGEMENT OF
LUIZA HELENA TRAJANO AT MAGAZINE LUIZA**

**ESTUDO DE CASO: EMPREENDEDORISMO FEMININO GESTÃO INCLUSIVA
DE LUIZA HELENA TRAJANO NO MAGAZINE LUIZA**

**ESTUDIO DE CASO: EMPRENDIMIENTO FEMENINO GESTIÓN INCLUSIVA
POR LUIZA HELENA TRAJANO EN LA REVISTA LUIZA**

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Phayra Kaoma Grutmann¹, Daniel Henrique Rodrigues², Renata Silva³

ABSTRACT

Luiza Trajano's management case is an inspiring example of entrepreneurship and inclusive management. Through her leadership, Luiza Trajano managed to transform Magazine Luiza into one of the largest retail chains in Brazil, earning national and international recognition. One of the key results of this case is the proof that inclusion in management is a competitive advantage for companies. Luiza Trajano understands that a country where everyone advances prospers. That said, her actions and programs are geared towards the growth of the population as a whole, but especially for women and small businesses. Entrepreneurship can overcome obstacles related to crises and the lack of adequate public management, provided there is inclusive management that values and promotes equal opportunities. Luiza Trajano is an example of how inclusive management can contribute to diversity and innovation in a company. Magazine Luiza stands out not only for its financial results but also for its socially responsible actions. This case reflects the results that entrepreneurship combined with inclusive management can bring in times of crisis, both for the organization and for society as a whole.

Keywords: Entrepreneurship. Leadership Magazine Luiza. Luiza Trajano. Crisis.

RESUMO

O caso em gestão de Luiza Trajano é um exemplo inspirador de empreendedorismo e gestão inclusiva. Através de sua liderança, Luiza Trajano conseguiu transformar o Magazine Luiza em uma das maiores redes varejistas do Brasil, com reconhecimento nacional e internacional. Um dos principais resultados desse caso é a comprovação de que a inclusão na gestão é um diferencial competitivo para as empresas. Luiza Trajano entende que um país em que todos avançam, prospera. Dito isso, suas ações e programas são voltados para o crescimento da população como um todo, mas especialmente para mulheres e pequenas empresas. O empreendedorismo pode superar obstáculos relacionados a crises e à falta de gestão pública adequada, desde que haja uma gestão inclusiva que valorize e promova a igualdade de oportunidades. Luiza Trajano é um exemplo de como a gestão inclusiva pode

¹Graduated in Administration. Universidade do Vale do Itajai (UNIVALI).

E-mail: phayra@outlook.com Lattes: <https://lattes.cnpq.br/1013995029873685>

² Master's in Knowledge Engineering. Universidade do Vale do Itajai (UNIVALI).

E-mail: danielh6640@gmail.com Orcid: <https://orcid.org/0009-0009-8962-7638>

Lattes: <http://lattes.cnpq.br/5531075532605832>

³ Master advisor. Universidade do Vale do Itajai (UNIVALI). E-mail: renataprofadm@gmail.com

Lattes: <http://lattes.cnpq.br/7766161180606623>



contribuir para a diversidade e a inovação em uma empresa. O Magazine Luiza se destaca não apenas pelos resultados financeiros, mas também por sua atuação socialmente responsável. Este caso reflete quais os resultados o empreendedorismo aliado a gestão inclusiva pode trazer num momento de crise, tanto para a organização quanto para a sociedade como um todo.

Palavras-chave: Empreendedorismo. Liderança Magazine Luiza. Luiza Trajano. Crise.

RESUMEN

El caso de gestión de Luiza Trajano es un ejemplo inspirador de emprendimiento y gestión inclusiva. Gracias a su liderazgo, Luiza Trajano logró transformar Magazine Luiza en una de las cadenas minoristas más grandes de Brasil, obteniendo reconocimiento nacional e internacional. Uno de los resultados clave de este caso es la prueba de que la inclusión en la gestión es una ventaja competitiva para las empresas. Luiza Trajano entiende que un país donde todos progresan, prospera. Por ello, sus acciones y programas están orientados al crecimiento de la población en general, pero especialmente de las mujeres y las pequeñas empresas. El emprendimiento puede superar los obstáculos relacionados con las crisis y la falta de una gestión pública adecuada, siempre que exista una gestión inclusiva que valore y promueva la igualdad de oportunidades. Luiza Trajano es un ejemplo de cómo la gestión inclusiva puede contribuir a la diversidad y la innovación en una empresa. Magazine Luiza destaca no solo por sus resultados financieros, sino también por sus acciones socialmente responsables. Este caso refleja los resultados que el emprendimiento, combinado con la gestión inclusiva, puede aportar en tiempos de crisis, tanto para la organización como para la sociedad en su conjunto.

Palabras clave: Emprendimiento. Revista de Liderazgo Luiza. Luiza Trajano. Crisis.



1 INTRODUCTION

Entrepreneurship has been an increasingly relevant topic in the business world. According to Luiza Trajano in the interview conducted by Agência Sebrae (2022), "the entrepreneur is the one who seeks a solution, never gives up, always looks for alternatives to overcome difficulties".

According to Sebrae (2021), "the term entrepreneurship refers to the ability that an entrepreneur has to solve problems, generate opportunities, create solutions, and invest in the creation of ideas relevant to their audience and society". Among the various types of entrepreneurship, female entrepreneurship has been gaining prominence and recognition, as women represent a large part of new entrepreneurs in Brazil.

In addition to entrepreneurship, the management model adopted by companies is decisive for the success or failure of a business. According to Damares (2023), Senator who approved the National Week of Women's Entrepreneurship project in Brazil, "entrepreneurship can be considered a form of struggle for gender equality, since the opportunities for success, theoretically, are the same for men and women entrepreneurs". In this context, Luiza Trajano, businesswoman and president of the Board of Directors of Magazine Luiza, who has been an advocate for female entrepreneurship and inclusive leadership, stands out. Luiza Trajano is known for creating projects and incentives that aim to increase the participation of women in the labor market and entrepreneurship.

Luiza Trajano is an example of success in the business world due to her inclusive leadership and modern management model, which values diversity and inclusion. In addition, Magazine Luiza stands out in innovation and investments in technology. All this recognition is due to the visionary and strategic leadership of Luiza Trajano, who has been an inspiration for many entrepreneurs and business leaders in Brazil and around the world.

Luiza Trajano has been one of the main leaders in Brazilian retail, transforming Magazine Luiza into one of the largest store chains in the country. She also founded the 'Women of Brazil Group', an organization that brings together women from various business sectors in Brazil to discuss actions in areas such as entrepreneurship, education, health and culture. According to the Women's Group of Brazil website (2023), "the organization was created in 2013 by 40 women from different segments, with the aim of engaging society in the search for improvements in the country".



Businesswoman Luiza Helena Trajano is the current president of the group, which has more than 98 thousand participants in Brazil and abroad.

Luiza Trajano's trajectory is an inspiration for many people, especially for women who want to undertake and stand out in the business world. Her story is an example of how determination and the constant search for knowledge can lead to success, becoming a reference in people management and female entrepreneurship in Brazil. Her example of inclusive leadership and her fight for equality in the labor market inspire many companies and draws attention internationally.

Therefore, this work will present the relationship between female entrepreneurship, management model and inclusive leadership from the leadership case of Luiza Trajano. For this, sources such as academic articles, books, reports and interviews with Luiza Trajano published in media outlets were used in order to understand how these topics relate to and contribute to the success of her business.

2 THE CASE

2.1 THE PATH TRACED BY LUIZA TRAJANO FOR WOMEN'S ENTREPRENEURSHIP

Luiza Helena Trajano Inácio Rodrigues is one of the most renowned Brazilian businesswomen, known nationally and internationally for her role as CEO of Magazine Luiza, one of the largest retail chains in the country. To become a reference in the business world, Luiza went through great challenges. Her story begins in Franca, where she was born in 1951.

From a very young age, Luiza showed interest in the family business, closely following the activities of commerce and helping in whatever way she could, since she was 12 years old, working on her school vacations to have her own money. Luiza studied in public schools and, after completing high school, officially started working at Magazine Luiza while studying law at Faculdade de Franca. When she graduated in 1972, she was already immersed in the business world of Magazine Luiza. Luiza met her first husband and father of her children while still in college, when she was 18 years old. They married and had three children. During the raising of her children, Luiza reconciled family life with studies and work. She held various roles within the store, from salesperson, store manager, foreman and buyer until she received the invitation, in 1991, to take over the leadership of the company. And she couldn't be more prepared.



Since then, Luiza Trajano has been one of the main leaders in Brazilian retail, transforming Magazine Luiza into one of the largest store chains in the country. She has also become one of the main references in female entrepreneurship, being recognized for her work in projects that encourage the participation of women in the labor market and entrepreneurship.

2.2 THE BIG BUSINESS OF MAGAZINE LUIZA

Magazine Luiza is one of the largest retail companies in Brazil, operating mainly in the furniture, appliances, electronics and computer items sector. The company currently also offers financial services, such as credit cards and insurance. Magazine Luiza was founded in 1957, in the city of Franca, in the interior of São Paulo, by the couple Pelegrino José Donato and Luiza Trajano Donato. The company started its activities as a gift shop and gradually specialized in furniture and appliances.

In 2023, Magazine Luiza has more than 1,339 physical stores across the country, in addition to its powerful e-commerce, which today represents most of the company's revenue. The company's headquarters remain in Franca, where the Distribution Center is also located, responsible for supplying stores throughout the country.

Magazine Luiza's organizational structure is well defined and based on inclusive leadership, as defended by its current president of the Board of Directors, Luiza Trajano. The company has a diverse team that values inclusion and equal opportunities. In addition, the company seeks to strengthen female entrepreneurship, through initiatives and projects for society in general, such as the 'Women of Brazil Group' program, which offers training for women who want to start entrepreneurship.

Magazine Luiza's main competitors in the retail market include large companies such as Casas Bahia, Ponto Frio and Americanas. However, the company has stood out in recent years for its innovation and agility to adapt to market changes.

Magazine Luiza's target audience is quite broad, ranging from young consumers looking for technology to families looking for furniture and appliances for their homes. The company also maintains partnerships with suppliers from different segments, which strengthens the brand and guarantees a wide variety of products in its stores and website.

Therefore, Magazine Luiza is a consolidated company in the Brazilian retail market, which stands out for its inclusive leadership and constant innovation. With its



wide network of stores and strong digital presence, the company aims to serve all types of customers, offering quality products and financial services that make consumers' lives easier and viable.

2.3 LUIZA TRAJANO AND THE POWER OF INCLUSION: AN IMPACTFUL INTERVIEW ON FEMALE ENTREPRENEURSHIP AND INCLUSIVE MANAGEMENT

On October 5, 2020, via live broadcast on the YouTube channel, an interview was held in which it is part of a cycle of lives launched by the Court of Justice of Minas Gerais, called "Women who inspire people and overcome the challenges of today."

This lecture, the exhibitor and main guest, Luiza Helena Trajano – former CEO and now current Chairman of the Board of Directors of Magazine Luiza and President of the Women of Brazil Group – was present. The debaters who asked the questions to Luiza Trajano were the Judges of the TJMG: Cláudia Regina Guedes Maia, Sandra Alves de Santana, Fonseca and Selma Maria Marques de Souza and the businesswoman Giana Marcellini. The interview lasted 77 minutes and had more than 638 views during the broadcast. Each debater had their time to ask a question each, in which they were focused on the main theme of the live.

The topics raised by the debaters were answered in a relaxed and dynamic way by the exhibitor Luiza Trajano. When Judge Sandra Fonseca took the floor, she reported in her speech the opportunity to expand this communication between the judiciary and entrepreneurship, to oxygenate and merge ideas. She pondered that every woman needs to be heard, because we all know some woman who undertakes to support her family and due to this growing expansion in the number of women entrepreneurs, public agencies and municipal councils have to deal with this issue with the highest importance, as it affects everyone uniformly. She revealed that through her profession she can see the fiscal difficulties that women face, even to open a micro-enterprise. He pointed out that the objections are many, especially in the part of credit for the company.

Judge Sandra Fonseca stated:

"Everyone knows that no company works without a contribution of credit. Not only for working capital, but also for insertion on the internet, because today sales are, due to the pandemic and the need, made there. So the woman without internet is not able to work.



She also pointed out that, according to SEBRAE (2020), "women entrepreneurs receive from public institutions, such as banks, a loan worth 13 thousand reais less than men. In addition to receiving less, it has the highest interest rates and the shortest term to repay this loan". This is publicly accessible data and, according to her, to solve this we need to face and talk about this discrimination. She stressed the importance of the Women's Treaty that has been ratified by Brazil since February 1, 1984 and says that the State must legislate to eliminate the difference between man and woman, that it must provide women with everything they need, in equality, conditions, work, financing.

Judge Sandra Fonseca stated:

"What we have, in addition to all the discrimination, we have the personal situation of women, who do not have a daycare center or a full-time preschool so that they can work. So, it is very simple to discuss women: they need credit, training, daycare, an institution with support for women's health in particular. It is in the convention that women should have a differentiated treatment, make available to them, the medical, psychological, social apparatus. The government has an obligation.

To conclude her narrative for the question to the speaker Luiza Trajano, Judge Sandra Fonseca stated that, on the one hand, there is the entrepreneurial woman with all these fiscal, personal, cultural, tax difficulties and on the other side we have the State, which is responsible for public policies. It turns out that we don't need more laws, because we already have norms ratified by Brazil. We need effectiveness. And on the other side we have companies, which are between these two situations. Due to this, she highlighted Magazine Luiza for its expressive number of sales, treatment with its sectors and with the title of best company to work for in Brazil.

Thus, Judge Sandra Fonseca asks Luiza Trajano:

– So, what can I say to our illustrious guest Luiza: today private companies should participate in the government's public policies due to the government's difficulty in implementing these policies? Regardless of the partisan character or not? Emphasizing that these are policies that are already provided for in the law. That would be my initial consideration and position.

To answer the question of Judge Sandra Fonseca, the speaker Luiza Trajano first showed a lot of interest in the data collected by her and revealed that she delved deeper into the information that was unknown to her until then. In addition, Luiza explained that she is focused on studying micro and small companies and asked that



these companies alone are responsible for 85% of jobs in Brazil, 55% of which are formal jobs. However, the woman who needs to work, does not have a daycare center to leave her child and that this is one of the struggles in her project Women of Brazil Group.

Luiza Trajano highlighted in her speech the conditions of most Brazilian women today:

– In São Paulo, a woman leaves at 5 am and comes back at 10 pm and still has to take care of her children who are alone. The Women of Brazil Group created 'Donas de Mim': we took 300 women with entrepreneurial experiences, with our own capital, the small, invisible entrepreneurs, and lent them up to 3 thousand reais, without interest, to start paying in 9 months. So they buy a freezer, lines, etc., to give them a better condition to work. Now we have managed to help another 2 thousand women, those invisible ones.

With her words, Luiza Trajano concluded that in addition to social obstacles and the double journey of women, small businesses need training and money. But it also doesn't solve anything if there is a decentralization of this money, since Brazil is very extensive. According to her, in her account of her experience accompanying the banks, precisely to understand how the loan process for small businesses happens, you could only see a world of people making several registrations and asking for money, but many were unsuccessful.

From this analysis, Luiza commented that an idea emerged to solve this problem and speed up the loan of small businesses: accountants, who are necessary for small businesses, join with lawyers and accredit in public policies an office to do two things: a consultancy for a period and then an audit. Thus, when the request for this credit arrives at the financial institutions, it will already be properly correct and ready to receive the loan.

Luiza Trajano explained an example she followed to understand the root of the problem in micro and small companies:

"I followed companies without revenue last year, which did not register employees, even in Simples, due to a profound lack of preparation, because they do not want to pay tax and then do not get credit approval. So, I have an idea that I am spreading everywhere, so that we can unite an accountant with a lawyer in the cities and carry out this service. So we decentralize credit approval, because otherwise, you can count on everything we do, we can put whatever money we want, there will be no speed, because Brazil is very large and decentralized. Each microcity has an



entrepreneur, and the treatment of those invisible has to be different, like what the Women of Brazil Group is doing. It's about the invisible entrepreneur, you give the money to buy a freezer, you increase the freezing. You give money to buy the cake pan, to increase the materials...

About the Women of Brazil Group, Luiza explains that there is the 'Donas de Mim' project, which in addition to financial support, volunteers help women professionally. Luiza revealed that in her recent research she came across an interesting fact, as the microentrepreneur employs about 40 thousand employees throughout Brazil, the same as Magazine Luiza. Microentrepreneurs are responsible for a lot of job offers and services and commerce to the population. Due to this, she made an advertisement for microentrepreneurs who are those relatives, cousins with businesses or those neighbors of the 'buy in the neighborhood'. So, during the pandemic, Luiza did a deepening and a campaign to buy in the neighborhood. The families who donated basic food baskets, for example, bought the baskets from the neighborhood itself to be able to generate money for these invisible people.

Luiza Trajano explains:

"It's a job that we're all going to have to do, it's beautiful and it's time, because there's no point in putting money in if it doesn't have a purpose. I confess that the government's measures on the lockdown were quick, they were not bad. I created De Para because when I called people asking "can you take a vacation? (due to the Covid-19 lockdown) "I can't Luiza, I don't have overdue vacations". With their lack of understanding of the government's actions during the pandemic, I myself did lives and explained De Pará, a government guarantee fund, explained how simple the program was and did the training process in their language. Because it is not easy for people to work all day, who have an intellectual level that sometimes does not understand those documents that are made by you Judges, so it has to be transformed into a simple language for everyone. Then I'll ask my people to send it to you. I distributed this material everywhere, to help small businesses understand that the law helps. That's what I have to say about it, your study was wonderful.

At the end of the answer to the question of Judge Sandra Fonseca, concluding that in fact private companies should be active in participating in the government's public policies due to the government's difficulty in implementing these policies in such a decentralized country.

Judge Sandra Fonseca complemented her question to Luiza Trajano with the following question:



– What is the profile of the company of the future?

Luiza Trajano replied:

– Companies today, I'm seeing this at several events, it has to have purpose and sustainability, the consumer is demanding it and the funds that invest in the company start to charge. I myself have never done anything to receive praise from customers who want to buy cheaper, but with the 'Don't Fire' campaign that I joined, they come to tell me: "Luiza, I don't want to buy from another company because you're not sending people away". This didn't exist before, so Brazil is becoming aware that if everyone does well, Brazil will too.

The interview continued with the other debaters asking their questions about the management model, inclusion and female entrepreneurship. In fact, the inclusive management carried out by Luiza is her great differential and prominence in relation to other companies, her interest goes beyond profit because she understands that a country in which everyone goes forward, prospers. In this way, its actions and programs are aimed at the growth of the population as a whole, but mainly women and small businesses.

It is known that Luiza Trajano is an entrepreneur and Chairman of the Board of Directors of one of the largest retail companies in the country. She is also recognized for being an inclusive leader, founder and President of the Women of Brazil Group. She conducts her decisions within Magazine Luiza in such a way that there are potential benefits and risks of her choices. An example cited here is its 'Don't Fire' action, carried out in the period of the Covid-19 pandemic and lockdown, where many companies drastically reduced the number of employees or had to close their doors. Luiza Trajano went in the opposite direction, carried out her action and ensured the employment of the 40 thousand families who worked for her company, in addition to numerous other campaigns that she promoted during this period. As an inclusive and entrepreneurial leader, Luiza Trajano must promote actions so that there is a satisfactory result and balance between her company, her employees, customers and society in general.

With the financial pressures of the pandemic crisis and the potential risks to the company and its shareholders, Luiza Trajano had to decide whether to continue to retain all employees, even if it negatively affected the company's bottom line, or whether to consider measures such as cost reduction to protect the organization's financial health and retain employees.



This dilemma faced by Luiza Trajano involves ethical, financial, and strategic considerations, where she had to carefully consider how her decisions will affect not only her employees, but also the company, its shareholders, and society in general. The 'Don't Fire' action is commendable from a social point of view, but the economic consequences of keeping a large number of employees at a time of economic crisis must be addressed.

Based on the facts analyzed in this Case in Management and your knowledge of People Management, argue and exemplify how you would lead the Magazine Luiza company in times of crisis, such as the COVID-19 pandemic, maintaining the well-being and safety of employees without dismissal and at the same time ensuring business continuity? How can Luiza Trajano's inclusive leadership contribute to innovation within Magazine Luiza? What organizational mechanisms can be used to encourage Magazine Luiza and other companies to obtain an inclusive and entrepreneurial environment?

3 EDUCATIONAL OBJECTIVES

With educational objectives, this case aims to demonstrate the importance of inclusive leadership for the success of a company and for the promotion of equal opportunities for all; Analyze the leadership case of Luiza Trajano and how she managed to overcome obstacles and become one of the most renowned Brazilian businesswomen; Expose the importance of inclusion in management and how inclusive leadership can contribute to innovation in an organization; Reflect on actions to be taken in times of crisis and that are beneficial both for the company and for employees, partners and society in general.

The present work has an interdisciplinary character, since it is related to the subject of the undergraduate course of Administration, especially in the disciplines of Entrepreneurship, People Management and Management Development and Leadership, with a focus on leadership strategies and inclusion in times of crisis.

4 DATA SOURCES

This case was produced based on secondary data that were collected in internet searches, seeking the best information that would provide a basis for executing the case. Such sources include a live broadcast held in 2020 by the Court of Justice of Minas Gerais, through the communication channel Youtube; Citations of



books by contemporary authors that address the themes presented and research on internet sites.

5 DISCUSSION QUESTIONS

- a) Argue and exemplify how you would lead the Magazine Luiza company in times of crisis, such as the COVID-19 pandemic, maintaining the job security of employees and at the same time ensuring business continuity?
- b) As an inclusive leader, you are aware that your employees are going through a period of stress and insecurity due to the pandemic. Some employees may be dealing with personal health concerns or those of their family members, while others may be overwhelmed with new remote work demands, adaptations, or social distancing measures. In this scenario, how to keep your team motivated and productive amid the uncertainties of the crisis?
- c) What organizational mechanisms can be used to encourage Magazine Luiza and other companies to maintain an inclusive and entrepreneurial environment?

6 CASE ANALYSIS AND CONNECTION WITH THE LITERATURE

To understand this case for teaching, it is necessary to understand what entrepreneurship is and how entrepreneurship and inclusive management are beneficial to the entrepreneur in his role as a leader and team builder.

Entrepreneurs have an unusual sense of leadership and are respected by their employees, as they know how to value, stimulate and reward them, forming a team around themselves. They know that, in order to succeed and succeed, they depend on a team of competent professionals. They also know how to recruit the best minds to advise them in the fields in which they do not have greater knowledge. Successful entrepreneurs consider themselves good leaders and team builders. They select key people for the job and are able to motivate them to achieve goals. These entrepreneurs consider teamwork essential for success and therefore seek to prioritize the formation of their teams. (Dornelas, 2007).

A positive aspect of Brazilian entrepreneurship has been the effective participation of women in the creation and management of businesses. "Brazilian women are at the forefront of practically half of the entrepreneurial initiatives in Brazil" (GEM Brasil, 2012), and international surveys increasingly show greater participation of women in the entrepreneurship of their own business.



This is due not only to his entrepreneurial profile, but to a change in behavior and the reality of families. In the world (with rare exceptions) and also in Brazil, women are already fully inserted in the labor market, and entrepreneurship in their own business naturally presents itself as a career option (Dornelas, 2014).

According to Hisrich (2014), organizations that want to have an entrepreneurial culture need to encourage new ideas and experimental efforts, eliminate opportunity parameters, make resources available, promote a voluntary corporate entrepreneurship teamwork approach, and enlist the support of senior management.

The corporate entrepreneur must also have appropriate leadership characteristics. In addition to being creative, flexible, and visionary, the corporate entrepreneur must be able to work within the corporate structure. Corporate entrepreneurs have to encourage teamwork and diplomatic effort in all established structures. Open debate and firm support from team members are also needed. Lastly, the corporate entrepreneur must be persistent to overcome the inevitable obstacles.

"The large-scale participation of women in the professional scenario, especially in entrepreneurship, has caused noticeable changes in labor relations and business strategies" (Crnkovic, 2010).

Dornelas (2014) points out that, "when mentioning entrepreneurial attitudes in the organization, we often think only of company leaders - those who command the teams and use their specific knowledge to put business projects into practice". In a limited way, people see within the organization that only leaders have the ability to undertake. This erroneous idea causes companies to act in a reactive manner, following orders from the top down, which limits the promotion of an entrepreneurial culture at all levels of the organization.

With the rapid advancement of technological innovations and the cultural and behavioral changes of the new generations, several companies were already adjusting and adapting their management policies and practices. However, the crisis triggered by the Covid 19 pandemic has brought greater prominence to "the human factor", which was already considered important previously but is now even more valued in this new context. (Bichuetti; Bichuetti, 2020).

According to Forni (2019), "crises generate insecurity in people because they interrupt the normality of daily activities, alter established processes, but at the same time, offer opportunities for improvement for society". As a result, organizations face several types of challenges with the crisis, such as operational and financial issues.



However, Forni (2019) argues that "many of these crises are predictable, allowing managers to manage them even before they occur, avoiding further inconvenience".

In a scenario of complete uncertainty, as the Covid-19 pandemic crisis generated, work dynamics were altered, many of the interactions with the team took place virtually, and the anxiety about the uncertain and the concern of some members affected their productivity. "In this way, managers were challenged to take on new responsibilities. This included the active involvement of the team, the creation of connections at a distance, and the action to establish an environment conducive to the effective performance of the team" (Santos; Hail; Marolla-Glauco, 2020).

Research conducted by Deloitte (2020) "highlighted the essential requirements for companies to adopt a more humanized approach and seek not only to survive a crisis, but to thrive." These requirements include the implementation of programs that promote the performance of activities focused on integral well-being, covering physical, mental, financial and social health. In addition, it is recommended to encourage employees to adopt a leader mentality, providing autonomy so that they feel motivated and engaged in increasing their performance.

Ansoff, Dclerck and Hayes (1981) cite several factors and characteristics related to the successful entrepreneur. Among these elements, dominance, aggressiveness, self-confidence, optimism, great energy, independence, persistence, flexibility, creativity and risk propensity stand out. In this way, it is observed that some of these characteristics are clearly evident in the profile of entrepreneur Luiza Trajano. In addition, in the management she conducts, these traits have played a crucial role in innovation and dynamism in the business of the Maganize Luiza group.

Ferreira's (2009) study portrays the implementation of strategies used by the company Magazine Luiza that can induce the modification of procedures, work processes, interpersonal relationships, behaviors, products and activities, in addition to the fact that it is important to know how elements such as organizational structure, leadership, power and culture relate to the process of implementing strategies.

This entrepreneurial culture will only occur if the company has entrepreneurship as a philosophy of its business, seeking innovation and the identification of new opportunities. For this, the company needs to promote internal actions, reviewing its processes and, most importantly, encouraging its employees to think and act entrepreneurially. This is the great challenge for established companies in the pursuit of innovation. It is a paradigm shift in business management. Dornelas (2015) "concludes that entrepreneurship does not represent a new administrative



theory aimed at solving all organizational issues". Entrepreneurship is, in fact, a set of organizational processes, enabling the company to work collectively in pursuit of a common goal. This behavior is centered on the identification of new business opportunities, through the systematization of internal actions aimed at innovation.

6.1 ANSWER TO THE QUESTIONS

Answer to question (a) – Argue and exemplify how you would lead the Magazine Luiza company in times of crisis, such as the COVID-19 pandemic, maintaining the job security of employees in the company and at the same time ensuring business continuity?

According to Forni (2019), "crises generate insecurity in people because they interrupt the normality of daily activities, alter established processes, but at the same time, offer opportunities for improvement for society". As a result, organizations face several types of challenges with the crisis, such as operational and financial issues. However, Forni (2019) argues that many of these crises are predictable, allowing managers to manage them even before they occur, avoiding further inconvenience.

With the rapid advancement of technological innovations and the cultural and behavioral changes of the new generations, several companies were already adjusting and adapting their management policies and practices. However, the crisis triggered by the Covid-19 pandemic brought greater prominence to "the human factor", "which was already considered important previously, but is now even more valued in this new context". (Bichuetti; Bichuetti, 2020).

- **Transparent and Regular Communication:** It is essential to maintain transparent and regular communication with employees. Explaining the current situation, the measures being taken, and future plans is essential to build trust and reduce uncertainty;

- **Prioritize Employee Safety:** Ensuring the physical and mental safety of employees should be the number one priority. This involves following public health guidelines, providing personal protective equipment, establishing strict hygiene protocols, and offering mental health support if needed;

- **Flexibility at Work:** Adopting flexible work policies, such as remote work when possible, adjusted hours, and paid leave for employees in special situations (e.g., caring for sick family members) can help protect jobs while maintaining employee safety;



- Training and Adaptation: Invest in training and qualification to allow employees to adapt to new forms of (remote) work or functions;
- Cost Reduction: Identify areas where it is possible to reduce costs without negatively affecting employees. This may involve renegotiating contracts, optimizing processes, or postponing non-essential investments;
- Expanding Online Operations: Investing in online presence can help offset losses in physical stores during the crisis. This may involve enhancing the online platform, improving delivery logistics, and expanding the range of products available online;
- Support for the Local Community: Demonstrating support for the local community through social responsibility actions can strengthen the company's reputation and create a sense of purpose for employees. For example, donations to local charitable organizations or assistance to employees affected by the crisis;
- Recovery Planning: While facing the immediate crisis, the company must also develop a long-term recovery plan. This may involve diversifying businesses, expanding into new markets, or identifying emerging opportunities;
- Implement public policies created by the government to combat and minimize the effects caused by the crisis, such as the Provisional Measures created to protect the company and the worker during the lockdown.

Example: During the COVID-19 pandemic, Magazine Luiza adopted an approach that balanced employee safety and business continuity. The company invested in training to enable employees to serve customers online, expanded its delivery capacity, and implemented strict health safety measures in its physical stores. At the same time, the company stood out for its transparent communication and commitment to employee safety, avoiding mass layoffs, such as the "Não Demita" action, which guaranteed the employment of 40 thousand families who worked for the company. This action demonstrates the company's commitment to its employees and society in general, while seeking to maintain business continuity.

Answer to question (b) – As an inclusive leader, you are aware that your employees are going through a period of stress and insecurity due to the pandemic. Some employees may be dealing with personal health concerns or those of their family members, while others may be overwhelmed with new remote work demands, adaptations, or social distancing measures. In this scenario, how to keep your team motivated and productive amid the uncertainties of the crisis?



In a crisis scenario such as Covid-19, work dynamics were changed, many of the interactions with the team took place virtually, and the anxiety about the uncertainty and the concern of some members affected their productivity. In this way, "managers were challenged to take on new responsibilities. This included the active involvement of the team, the creation of connections at a distance, and the action to establish an environment conducive to the effective performance of the team" (Santos; Hail; Marolla-Glauco, 2020).

A survey conducted by Deloitte (2020) highlighted the essential requirements for companies to adopt a more humanized approach and seek not only to survive a crisis, but to thrive. These requirements include the implementation of programs that promote the performance of activities focused on integral well-being, covering physical, mental, financial and social health. In addition, it is recommended to encourage employees to adopt a leader mentality, providing autonomy so that they feel motivated and engaged in increasing their performance.

Therefore:

- Open and empathetic communication: Maintaining open lines of communication so that employees can voice their concerns and needs is crucial. Showing empathy and listening carefully to employees can help alleviate some of the stress.

- Flexibility and support: Offering flexibility in working hours and deadlines, when possible, can help employees balance personal and professional demands. Additionally, providing mental health support resources, such as counseling or wellness programs, can be beneficial.

- Recognition and incentives: Recognizing and rewarding the team's effort and resilience is key. This can be done through public praise, financial incentives, or development opportunities.

- Realistic goal setting: Consider resetting realistic goals and expectations, taking into account the exceptional circumstances of the pandemic. This can help reduce pressure on the team and maintain motivation.

- Promoting a healthy virtual work environment: Facilitating the development of a supportive and collaborative culture, even in a remote work environment, can improve team morale. This can include holding virtual social activities, such as online happy hours or mental health discussion groups.

- Providing resources: Ensuring that staff have the necessary resources to do their jobs effectively, including access to technology, training, and technical support.



The dilemma faced by the leader regarding team motivation during the COVID-19 pandemic involves finding the right balance between maintaining productivity and demonstrating empathy and support to employees in a challenging time. A sensitive and adaptive approach is key.

Answer to question (c) – What organizational mechanisms can be used to encourage Magazine Luiza and other companies to maintain an inclusive and entrepreneurial environment?

- The company must have a clearly defined and constantly reinforced entrepreneurial vision;
- There should be a system of rewards and recognition for employees, including profit sharing, stock-option (options to purchase company shares), etc.;
- Encourage performance improvement, taking calculated risks, without penalties or punishments for failures (unless they are repeated);
- Reduce hierarchical levels and segmentation of organizational units;
- Have small organizational units with cross-functional teams;
- Establish varied roles for people, encourage/stimulate initiative and experimentation;
- Enable high levels of empowerment;
- Enable unrestricted access to information;
- Implement corporate funds for investment in new businesses;
- Bring the voice of the consumer into the company (at all levels). (Dornelas, 2015).

7 CASE APPLICATION

7.1 TECHNICAL DATA OF THE APPLICATION

This case was carried out by academic Phayra and advisor Renata and applied in the discipline of People Management, accompanied by Professor Claudia Silva Ribeiro Alves, in the Administration course at the University of Vale do Itajaí (UNIVALI), in the evening class, in a face-to-face discipline, where about 15 students were present, on 09/12/2023.

7.2 REPORTING OF THE APPLICATION

In August, the academic Phayra, who developed the case together with her advisor Renata, in contact with Professor Cláudia, verified the possibility of applying



the case in the discipline of People Management, in which Professor Cláudia made herself available to apply a differentiated activity in her class. A whole planning was carried out so that there was an interactive dynamic with satisfactory results for the Case in Management, in which the academic Phayra accompanied and applied, together with Professor Cláudia.

On September 12, 2023, about 15 students from the 5th period of the Business Administration course participated in an innovative pedagogical approach known as "productive coffee break", inspired by the book by author Harrison Owen and his ideas on effective collaboration in meetings and events, this method was implemented to promote the critical analysis and discussion of this Case in Management.

The dynamics of the "productive coffee break" began with the prior distribution of the Case in Management via e-mail, allowing students to prepare in advance for the activity. On the day of the class, a brief review of the case in slides was carried out by the student (ANNEX A) and the dynamics were introduced to the students (ANNEX E).

The students were organized into three groups (ANNEX B, ANNEX C and ANNEX D) and each group prepared a shared coffee table. Then, they received one of the three questions related to the Case in Management. The goal was to discuss the question with their group mates and record their answers. After a signal from teacher Claudia, the students called "travelers" were invited to move to another table, where they were received by the "hosts" who explained the issue and the details of the case under discussion. While enjoying the other group's coffee, they collaborated to develop an answer to the new question, recorded by the "secretary" at the table.

This dynamic of alternating between groups was repeated until all students had the opportunity to migrate through all tables, discussing and recording answers to all questions. Later, the groups met again at their original tables and began to make posters to present the answers to the questions.

The "productive *coffee break*" approach, inspired by the ideas of Harrison Owen (APPENDIX E), has been shown to be an effective way to engage students in the active and collaborative learning process. This activity allowed students not only to analyze and discuss Case in Management, but also to experience teamwork dynamics, creative problem-solving, and effective communication.

At the end, each group presented the answers given by all to each question, promoting an enriching discussion and a deeper analysis of the Case in Management.



After analyzing the proposed questions, the students reflected on how to lead a company during a crisis, keep the team motivated in the midst of uncertainty and promote an inclusive and entrepreneurial culture, through the study of a real Management Case: the COVID-19 pandemic and its challenges for inclusive leader Luiza Trajano.

Regarding the first question, about how to lead the company in times of crisis, the students explored creative and adaptable strategies (APPENDIX F). They emphasized the importance of transparent communication and adapting quickly to changing circumstances, aligning with Luiza Trajano's approach to maintaining employee safety and business continuity. They also highlighted the need to diversify revenue sources, through e-commerce sales and investment in marketing. Leave for employees who need to be away, adaptation to home office employees, partnerships with companies, such as the Magalu Partner, investment in education and training for new work resources, and use of vacations and other Provisional Measures adopted by the government.

In the second question, which dealt with how to keep the team motivated during the uncertainty of COVID-19, the students showed understanding about inclusive leadership (ANNEX G). They emphasized empathy and psychological support for employees, flexibility in working hours, open and noise-free communication, and the promotion of resilience training. The students highlighted the importance of maintaining an inspiring vision and sharing the company's values, in line with the example of Luiza Trajano.

As for the third question, which addressed mechanisms to encourage inclusion and entrepreneurship (ANNEX H), the students proposed a series of organizational measures, including training, inclusive policies, flexibility at work and incentives for innovation and support networks, strengthening the organizational culture. They understood the importance of creating an environment where everyone feels valued and encouraged to contribute.

The application of the Case in Management through the "*productive coffee break*" intermediated an example of the development of People Management and Inclusive Leadership skills. The students not only answered the proposed questions, but also immersed themselves in in-depth and practical discussions that challenged them to think like good leaders and managers.

They learned valuable lessons from Luiza Trajano's example, realizing that inclusive leadership, empathy, and flexibility are essential components of maintaining a

motivated and productive team in times of crisis. In addition, they understood that an inclusive culture in the organization requires organizational strategies aligned with the company's values.

The students reported positive feedback on the applied activity, it was aligned with what they are learning in the People Management discipline and as Professor Cláudia mentioned, she is interested in applying Case in Management so that students reflect on real cases within the organization in times of crisis and what is the best way to act in the face of events.

It was observed by the academic Phayra, in relation to the approach of the content for students on the proposed theme, that very few students were aware of who Luiza Trajano is and what she represents as an entrepreneur for Brazil and suggested that her achievements throughout her career be more specified to better interpret the case and answer the questions. In this way, the academic Phayra made a greater depth than reported in the Case in Management, about events that marked the career of Luiza Trajano and her current state in the face of the conditions of Magazine Luiza on the present date.

The Case Study, through the "productive *coffee break*", not only enriched the students' understanding of People Management, but also prepared them to face real challenges in the business world, inspired by the inspiring example of Luiza Trajano and her innovative approach to leading Magazine Luiza in times of crisis.

Figure 1

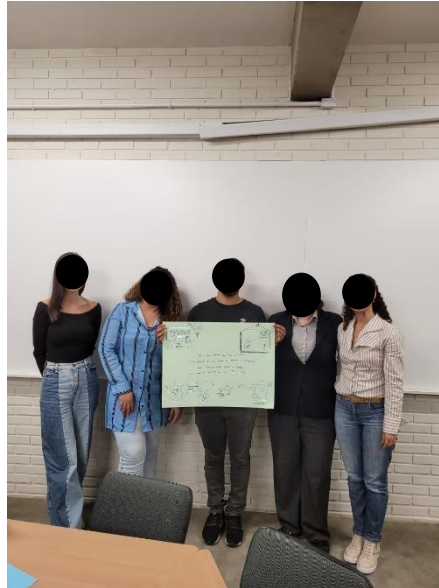
Annex A



Source: registration of the application of the Case in Management on September 12, 2023.

Figure 2

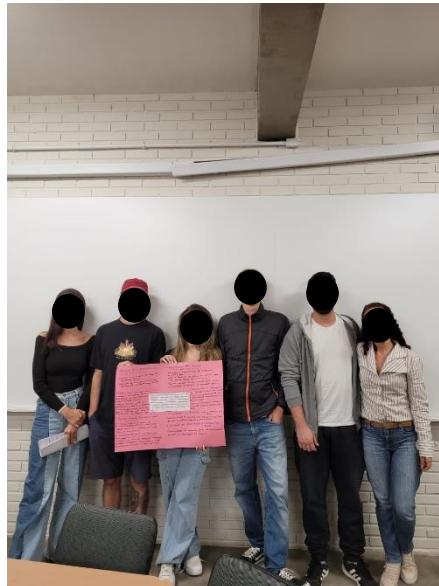
Annex B



Source: registration of the application of the Case in Management on September 12, 2023.

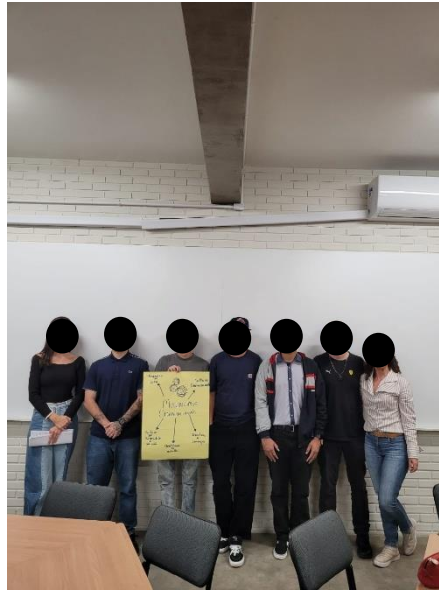
Figure 3

Annex C



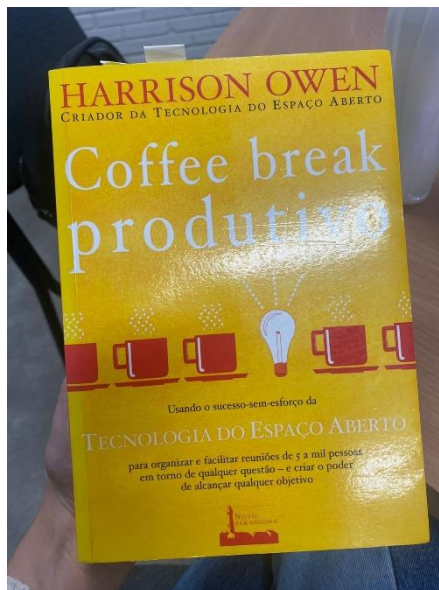
Source: registration of the application of the Case in Management on September 12, 2023.

Figure 4
Annex D



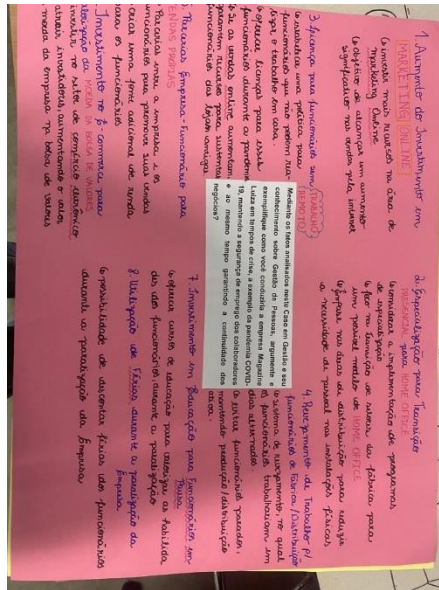
Source: registration of the application of the Case in Management on September 12, 2023.

Figure 5
Annex E



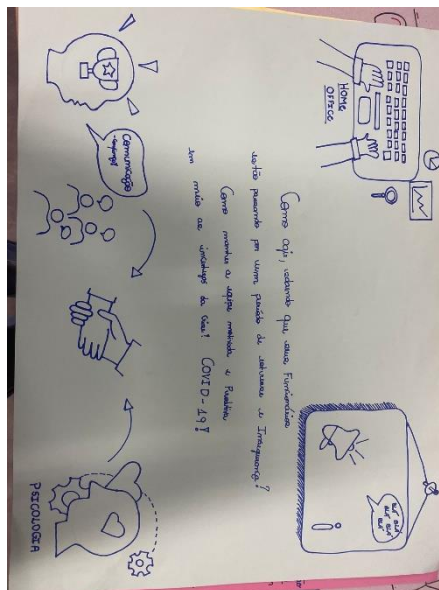
Source: registration of the application of the Case in Management on September 12, 2023

Figure 6
Annex F



Source: registration of the application of the Case in Management on September 12, 2023.

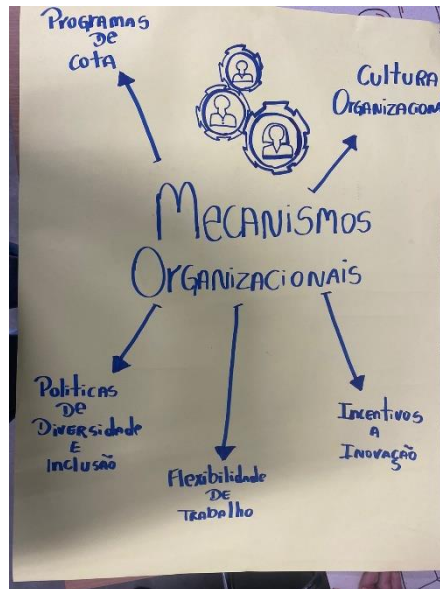
Figure 7
Annex G



Source: registration of the application of the Case in Management on September 12, 2023.

Figure 8

Annex H



Source: registration of the application of the Case in Management on September 12, 2023.

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