

Translation of entrepreneurial attributes into business DNA by entrepreneurs: an analysis from businesses at the ideation stage

Tradução de atributos empresariais em DNA de
negócio por parte de empreendedores: uma análise
a partir de negócios em fase de ideação



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ABSTRACT

The translation practices, which accompany the evolution of communication in history, are usually dealt with in the context of textual communication or oratory. This article seeks to expand such practices to other forms of language, especially translation in the symbolic realm of interpretation, promoting analysis of the translation of essential attributes in business DNA from the perspective of entrepreneurs whose businesses are in the ideation stage. Considering the recent growth of entrepreneurship initiatives is essential to understand the impact of the translation of the ideas, seeking to evolve business concepts. This paper aims to understand how the translation of DNA occurs by entrepreneurs in businesses in the early stage of development. The study applied the DNA Tool, in creative events, with two distinct groups of entrepreneurs, one in remote modality and the other in hybrid modality. It was possible that, even though the businesses are at an early development stage, the entrepreneurs have a sound vision of their main characteristics. However, fragility in the uniqueness of these projects' attributes is observed, which points to a strong influence of the collective in the translation process.

KEYWORDS

Business DNA; Translation; DNA Tool; Ideation; TXM Business.

RESUMO

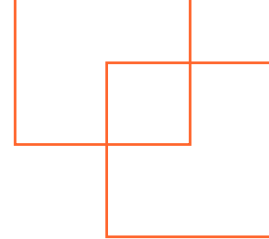
As práticas de tradução, que acompanham a evolução da comunicação na história, normalmente são tratadas no âmbito da comunicação textual ou oratória. Este artigo, busca expandir tais práticas para outras formas de linguagem, em especial, a tradução no âmbito simbólico da interpretação, promovendo uma análise sobre a ocorrência da tradução dos atributos essenciais em DNA de negócios, partindo da perspectiva dos empreendedores cujos negócios encontram-se em estágio de ideação. Tendo em vista o crescimento recente de iniciativas acerca do empreendedorismo, torna-se fundamental compreender o impacto da tradução de ideias, buscando evoluir os conceitos de negócios. O objetivo deste trabalho é compreender como ocorre a tradução do DNA por parte dos empreendedores em negócio no estágio inicial de desenvolvimento. O estudo aplicou a ferramenta DNA Tool, em eventos

RESUMO

criativos, com dois grupos distintos de empreendedores, um em modalidade remota e outro na modalidade híbrida. Foi possível perceber que, mesmo estando em fase inicial, os empreendedores possuem uma boa visão das características principais dos seus negócios, entretanto observa-se uma fragilidade no sentido de singularidade destes atributos entre os projetos, o que aponta para uma forte influência do coletivo no processo de tradução.

PALAVRAS-CHAVE

Business DNA; Translation; DNA Tool; Ideation; TXM Business.



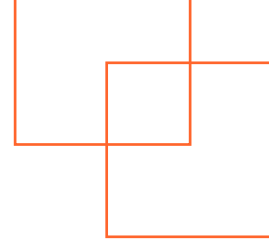
INTRODUCTION

The translation practices are undated because of the evolution of communication throughout history. Because of these practices, translation studies have a theoretical line that, starting from the functional practice of communication activities, makes the practical act intellectualized, going through a process of study and planning (VASCONCELLOS and BARTHOLAMEI, 2009). This process occurred in the same way in other disciplines, by introducing a theoretical exploration of natural practices.

Such studies become the focus of this article when they stop dealing solely with textual communication or oratory and move on to other forms of language, particularly translation in the symbolic realm of interpretation. Therefore, translation is associated with the brand's narrative as a form of expression and communication, identified and recognized by its interpreter, the consumer (GOMES, 2017). When it reaches this power of recognition, an organization starts to transit in the symbolic field and become part of the collective unconscious, which Jung defines as part of the human psyche that is not directly associated with its existence, that is, that were acquired in a collective way (JUNG, 2018).

The meanings come to represent the central values of brands. They need to be managed with caution and aligned with strategic planning to reinforce and remain active in the collective unconscious (PEARSON and MARK, 2011). To make possible the perennality of the meanings of brands, authors like Jung (2018) and Pearson and Mark (2011) point the use of archetypes as a strategy to "maximize the power of your brand in the market and manage as successfully its meaning over time" (PEARSON and MARK, 2011, p.319). The archetypes can be understood as models that can be reproduced and innate to behavior (MACHADO, 2020). Other cultural attributes also need to be highlighted by the organization to identify them.

In the case of business DNA, a restricted set of essential characteristics of the organization that, being unique, add to the organization's identity. It is based on the DNA that the meanings and narratives that best represent it can be supported, creating a brand as a symbolic artifact representing the organization's culture, which may, however, be reinforced through archetypes. Identifying an organization's DNA is a collaborative process that induces more integrated, creative, and innovative results, promising in solving a problem or demand (SALVI et al., 2017).



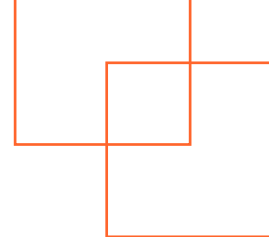
Although identifying an organization's DNA can be performed at any time, when identified in the early stages of the development of a new business, the DNA contributes to strengthening the main foundations necessary for its structuring. It may give rise to more solid and consistent businesses. In this sense, the content presented in this study aims to expand the studies on DNA business, contributing to its application from its initial stage, also called ideation, and from the perspective of entrepreneurs. Thus, the general objective of the article is to understand how the translation of DNA by entrepreneurs into business occurs in the initial stage of development.

In this study, the ideation stage is comprehended as the first phase of developing a new business. According to Giacon and Dreyer (2021, p.5), this stage comprises four issues: validation of the business model, the definition of the product and target audience, construction of the narrative, and clarity of the solution proposed the business. Considering that the ideation phase is characterized by the moment to take an idea off the paper and start the project (SPINA, 2020), it is necessary to understand the vision of entrepreneurs regarding the identification of the main characteristics of the business. Thus, the authors seek to answer the following question: "How do entrepreneurs translate the main attributes of their projects into the DNA of their business at the ideation stage from a set of collectively generated proposals?".

Following the presented question, this article uses the DNA Tool, provided as one of the tools of the ideation process of the TXM Business methodology. The choice of this theme is justified because business DNA represents one of the main pillars for the consolidation of new businesses. Therefore, the entrepreneurs are guided to reveal the DNA of their businesses still in the formation phase. Therefore, when focusing on an idea, translating the main attributes that the entrepreneur visualizes for the business may present some challenges. However, these attributes are already observed in the conduct and the very experience of the entrepreneur's team and must only be translated by the tool applied.

2 METHODOLOGY PROCEDURE

The present paper is characterized by an exploratory process applied to two distinct groups of entrepreneurs during the pre-incubation process.



The present paper is characterized by an exploratory process applied to two distinct groups of entrepreneurs during the pre-incubation process. The procedures were divided into two stages.

The first stage involves applying the DNA Tool® to group 1 in hybrid and group 2 in virtual formats, then data collection and treatment. Then, the results of the application of the tool in both groups were analyzed.

The second stage refers to the adjectives collection selected to compose the DNA of the businesses and the analysis of the translation made by the entrepreneurs. The second stage of data collection occurred two months after applying the tool, considering the confirmation period of the characteristics listed by the entrepreneurs for the DNA of the business.

Finally, the study also compared the results of the two formats to present possible advantages between the hybrid and virtual formats, sustaining some discussions.

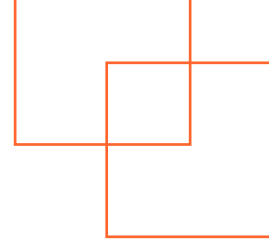
3 TRANSLATION, BUSINESS AND BRANDING: MAIN CONCEPTS

The translation is a linguistic concept applied to business ideas and management and explains how concepts are translated into artifacts - books, documents, or models. When translated, these artifacts can be translated again into objects and actions, which is a repeated way, can permeate the actions of institutions (CZARNIAWSKA, 2009, p. 425, our translation). According to Waeraas and Nielsen (2016, p. 237, our translation), when applied to business, translation comprises "a complex process of negotiation, where, meanings and interests change".

This happens because translation, mainly applied to business strategies and brands, seeks the satisfaction of specific interests, usually related to the persuasion of those involved in the processes, the stakeholders¹. Following this line of thought, it is essential to understand that translation applied to business ideas changes the creative process, which is not linear and allows the entrepreneur to revisit the translation constantly.

Like reading and interpreting texts or images, a brand also goes through a translation process when it transmits its meanings to its

1 - Stakeholders with direct relation to the business (TXM BUSINESS).



customers, which they interpret (GOMEZ et al., 2011). For this reason, having a multisensory vocabulary facilitates that the expression of the business is in line with the DNA attributes and thus, strengthens its brand (CAMPOS, 2015).

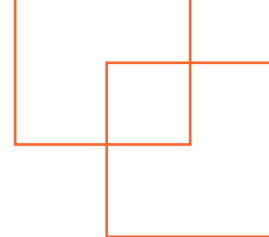
A brand can be understood as an experiential relationship between a business and its consumer, and when experienced brands reach an emotional and affective level (CAMPOS et al., 2015). When they reach this level, brands build narratives that reinforce their connection with consumers. Campos et al. (2015) also reinforce that it is the emotional factor that provides the construction of mental connections with the consumer, which in turn, gives rise to meanings and provides that the experiences of relationship with the brand are memorized to then interfere in their actions of consumption and relationship.

In this perspective, companies seek to conduct transparent communication associated with their values so that they can get closer to their audience (CARRERA, 2020). In this context, DNA presents the essential fundamentals that help properly construct strategies to achieve their business goals.

4 THE BUSINESS DNA

Like the human DNA and other living beings, the DNA of a business is a coded structure that determines a set of characteristics and identifies the individual, or the business, from others of the same species (DE ASSUNÇÃO et al., 2011). According to Gomez et al. (2011), the meanings and signs that will enable the creation of relationship and contact experiences with the business will be built and explored.

For businesses, understanding their DNA is associated with understanding their own identity, conducting actions and strategies based on authentic attributes, and thus consolidating a structural basis for conducting their activities (FASCIONI, 2017). Identifying the most substantial and essential characteristics of the business can be conducted by the DNA Process® tool. When applied in the ideation phase of an organization, it becomes an inspirational process that will guide the structuring of the business coherently and comprehensively (GOMEZ, PEREIRA E SALVI, 2020). For the DNA Process® application, it is necessary, however, the involvement of the entrepreneurs and other stakeholders already identified by the entrepreneurs.



When people are involved, participating directly or indirectly during the first months of the business establishment, the DNA Process® stimulates the convergence of a greater volume of cultural fragments, which collectively evidenced, may enrich the quality of the attributes available for the selection, and consequent representation of the DNA of the new business. That means that supported by the mimetic theory proposed by Dawkins (2017), the Business DNA will be concentrated in a restricted set of memes selected among a set of collectively generated options. This restricted set of memes, being the ones with the greatest strength and prominence, will be responsible for grounding the business and can be replicated and communicated to reach an increasingly more extensive group of people (CAMPOS et al., 2015).

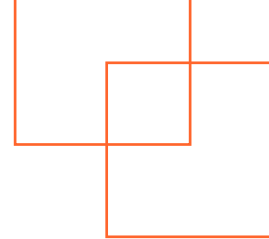
Just as memetics offers a theoretical foundation for the search for the essential characteristics of the business, two methodologies are applied to the process, allowing a sensitive and metaphorical exploration for the convergence of ideas. These methodologies are SENSE®, by Marc Gobé (2001, 2010), and ZMET®, by Gerald Zaltman (2014). The SENSE® methodology², is responsible for "developing a multidimensional, emotional, visual and sensory vocabulary, serving as a basis for the design process" (CAMPOS, 2015, P.674). ZMET® uses knowledge of semiotics and neuroscience to promote the interpretation of meanings through metaphors. This process occurs by selecting images that will represent the concepts present in the DNA to expand the references and information about the business.

In this theoretical structuring, the DNA of Business is one of the key features of the TXM Business methodology. The DNA Process® is the first output of the Think stage. Its configuration includes a set of tools that provide information and subsidies for defining the DNA and will also assist in building a multisensory vocabulary for the business. The tools of

the DNA Process® are the self-diagnosis, the SWOT analysis (Strong, Weakness, Opportunities, Threats), the DNA Tool®, and Visualization Map and Semantic Panel (GOMEZ, PEREIRA e SALVI, 2020). Among these tools, the DNA Tool® stands out, which refers directly to the definition of DNA.

Therefore, the business DNA will be configured as a set of qualities represented by adjectives. The choice for adjectives occurs due to its ability

2 - Sensorial Exploration and Necessary States Evaluation.



to modify a noun and attribute quality, an extension, or a quantity (CEGALLA, 2008). Thus, the components of a business come to possess an essential quality, which can be extended to their actions, conducts, and decisions to put into practice the organization's DNA. The DNA Tool® is described in Section 6.

5 IDEATION

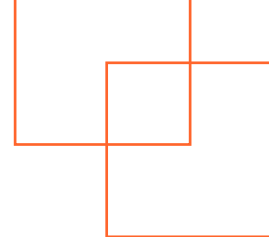
In order to the recent growth of entrepreneurship initiatives, it becomes fundamental to understand the impact of the translation of ideas, seeking to evolve business concepts. In this sense, Longo (2014) states that these changes are fruits of the post-digital era due to the deconstruction of old habits and the introduction of questions that give rise to new corporate processes and conducts.

The ideation process, inspired by Design Thinking, is a creative and collaborative process associated with the context of this work, the stage of new business creation, in its most primary stage. Ideation addresses the initial structuring of business based on experimentation, validation, and the construction of the main foundations necessary to ensure the organization's viability (SARFATI, 2020). In this phase, the entrepreneur will be able to understand the symbolic dimension of his business brand and consolidate a structure linked to clear communication strategies.

At this stage of development, the business that still inhabits the field of ideas does not have an exact product or legal configuration. However, it is already possible to identify the attributes that the entrepreneur best recognizes to identify his business. In this way, it is possible to guide the development in a planned manner, highlighting the symbologies and values associated with the organization.

6 THE DNA TOOL®

The process that gives rise to the DNA of businesses occurs with the application of the DNA Tool®, an adaptation of the Brand DNA Tool®, which was developed to generate brand DNA (GOMEZ, 2018). Both processes are similar, aiming to discover the Company's DNA to strengthen their brands and actions, creating the basis for solidifying the culture and identity of the businesses.



To apply the DNA Tool® in a creative event, entrepreneurs from different projects from the same ideation class are brought together. This group of individuals collaboratively builds proposals that will be individually selected to compose the DNA of each business project.

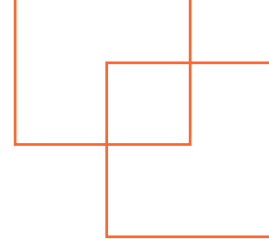
The process consists of a theoretical introduction on the themes of mimetics, co-creation and creativity methods, and strategies for idea generation (CAMPOS et al., 2015). Then, some triggers are applied to favor creative thinking, making the environment and the participants more favorable for creativity.

The idea generation technique known as brainstorming is applied to generate ideas, which proposes generating a maximum number of alternatives for solving a given problem in a limited period (RAWLINSON, 2017). For the application of brainstorming, participants are randomly distributed into groups. Each group is challenged to generate 300 adjectives in 15 minutes, and everyone is invited to participate with suggestions. A member of each group is in charge of recording the proposed adjectives. The generation includes adjectives of any nature and without a specific theme.

At the end of the brainstorming, the adjectives generated by each team are read to all participants. At this point, each entrepreneur must individually identify which adjectives are related to their business, resulting in the first screening of attributes with the potential to characterize their business. This list presents the components of a business's DNA.

The business DNA has a total of 4 components and one component integrator. Each component refers to one of the facets of a business.

The first component, the Technical, refers to the main feature present in all the products or services that the brand will develop. The technical component can be configured by its tangibility and measurability. The Emotional component will represent the relationship with the client, creating emotional bonds of belonging and loyalty. The Market component will represent the relations with the market and positioning. The Resilient component will be the anchor characteristic of the adaptation and updating of the business in the face of the market dynamics. Furthermore, finally, the Integrator component, which in turn is the one that will reconcile the other components and represent the competitive advantage of the business, acting as a supreme attribute in the creation of business



value.

After presenting the component meanings, the entrepreneurs select an adjective for each component, creating their set of concepts that represent their business DNA. At this moment, in particular, the translation of the most essential business characteristics and perceived by the entrepreneurs into a business DNA occurs.

7 THE APPLICATION OF THE DNA TOOL®

This study applied the DNA Tool® to two groups of entrepreneurs, allowing data collection and qualitative analysis of the results. The experiment was conducted similarly, in different formats, to highlight whether the results achieved by the two formats present some disparity, which may configure advantage or disadvantage in the quality of the result.

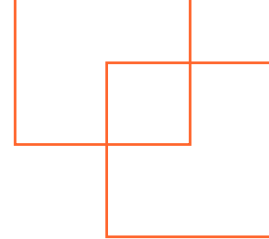
The application of the tool occurred in the CocreationLab ideation process, based on the TXM Business methodological framework. CocreationLab is an initiative that promotes the development of business ideas, guiding entrepreneurs in the initial construction of their projects.

7.1 Selection of groups of entrepreneurs

Two groups of entrepreneurs in the early stages of the CocreationLab ideation process were randomly selected. The first group of selected entrepreneurs was class 1 of CocreationLab Ipê Roxo, located at UnB Gama College, in Brasília, Federal District. The second group was the entrepreneurs were the participants of class 3 of CocreationLab São José, located at the University of São José, in the Santa Catarina city of the same name.

7.2 Application of the DNA Tool® in a hybrid format

The application of the DNA Tool® with the first group, in a hybrid way, took place on July 6, 2021, starting at 6 PM, and was conducted in person with virtual transmission through a videoconference platform. The total number of participating entrepreneurs was 12 in person and two remotely. Besides the entrepreneurs, four management team members



also followed the application of the tool, and one of the authors acted as a facilitator of the activity. The event lasted approximately 1 hour and 30 minutes.

The participants who followed the event in person were divided into three groups of 4 people each. In contrast, the participants who followed the activity remotely formed the fourth group with two people. Table 1 presents the data collected from the application of the DNA Tool in the hybrid format. The data presented refer to the total number of adjectives generated by the entrepreneurs during the 15 minutes of brainstorming. From the total, the number of nouns or adverbs wrongly suggested were transformed into adjectives, as the number of repetitions of adjectives suggested more than once were eliminated. The total presents the result of valid proposals, referring to the number of adjectives generated after corrections.

Table 1 - Statement of adjective generation Group 1

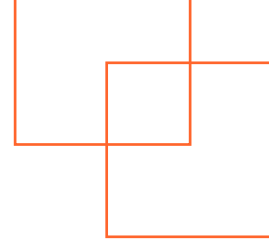
Adjective generation	544
Adjective correction	5
Repeating deletion	120
Total of adjectives	424

Source: The authors, 2021

7.3 Application of the DNA Tool® in a virtual format

The application of the DNA Tool® with the first group, in a virtual way, took place on July 09, 2021, starting at 7 PM, and used the Whereby video conferencing platform. The event was attended by 19 entrepreneurs, two members of the management team, and one of the authors as the facilitator. The application of the tool followed the processes described in Section 6 and lasted approximately 2 hours.

In the virtual format, there is no division of groups, and all participants use the chat space of the video conference platform to suggest the adjectives. Table 2 presents the data collected from the application of the DNA Tool in the virtual format. The data presented refer



to the total number of adjectives generated by the entrepreneurs during the Brainstorming, which lasted 15 minutes. Corrected adjectives refer to the proposals transformed into adjectives, and the number of repetitions suggested more than once. Total valid proposals refer to the total number of adjectives generated or corrected minus repetitions.

Table 2 - Statement of adjective generation Group 2

Adjective generation	569
Adjective correction	26
Repeating deletion	145
Total of adjectives	387

Source: The authors, 2021

7.4 Analysis of the results

Table 3 presents a comparison between the results obtained by applying the DNA Tool in the two formats used. It is possible to see that there was not a significant difference between the formats in the scope of the results.

The total number of valid adjectives in the hybrid format was higher than in the virtual format. Although the format proposed more adjectives overall, it also presented a higher number of repetitions and mistakes. Suppose the number of participating entrepreneurs is considered. In that case, one can consider that the result of the hybrid format was superior to the virtual format, having an average of 30 valid proposals per participant. In comparison, the virtual format showed an average of 20 valid proposals per participant.

Table 3 - Comparison of adjective generation in hybrid and virtual format

Data	Hybrid format	Virtual format	Total (sum)	Difference (subtraction)
Number of participants	14	19	33	5
Adjective generation	544	569	1113	25
Adjective correction	5	26	31	21
Repeating deletion	120	145	265	25
Total of adjectives	424	387	811	37

Source: The authors, 2021

8 RESULTS OF THE BUSINESS DNA TRANSLATION PROCESS BY ENTREPRENEURS

This section presents the results of the translation of the essential characteristics for DNA by the entrepreneurs. The collection of information occurred three months after applying the DNA Tool®.

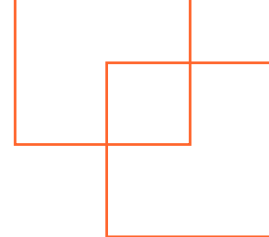
8.1 Group 1 - hybrid format

In all, seven teams of entrepreneurs translated the DNA of their businesses from the adjectives generated. In Table 4, it is possible to observe the adjectives selected by the entrepreneurs to represent the essential attributes of their businesses, translated as DNA.

Table 4 - Presentation of the DNA of the Group 1 teams' businesses.

	TECHNICAL	RESILIENT	EMOTIONAL	MARKET	INTEGRATOR
Team A	AUTHENTIC	UNCOMPLICATED	ARTISTIC	COOPERATOR	CONNECTIVE
Team B	UNBUREAUCRATIC	ADAPTABLE	TRUSTABLE	DIDACTIC	EFFICIENT
Team C	EDUCATIONAL	COHERENT	SAFE	ACCURATE	TRANSPARENT
Team D	USEFUL	SIMPLE	ORGANIZED	INNOVATOR	FUNCTIONAL
Team E	HEALTHY	PROACTIVE	MOTIVATOR	INNOVATOR	HUMAN
Team F	ACCESSIBLE	ADAPTABLE	EASY	UNBUREAUCRATIC	INNOVATOR
Team G	COOPERATOR	INCLUSIVE	INSPIRATIONAL	TECNOLOGICAL	TRANSFORMER

Source: The authors, 2021



In general, the set of attributes selected by the entrepreneurs presents coherence. In some cases, the concepts related to each DNA component could be better distributed to serve each purpose better.

Analyzing each project individually, we highlight the use of semantically close concepts that may compromise the breadth of application of DNA when associated with the actions of the business, such as the concepts "accessible" and "adaptable," as well as "cooperative" and "connective. Although not direct synonyms, these terms end up representing very similar qualities and offer less diversity for building business strategies and characteristics.

Still analyzing the set of DNA concepts selected by each team, we find qualities of low differentiation, such as "simple" and "easy." It is also possible to perceive concepts of conditions, such as "useful" or "functional," a determining characteristic for any solution.

On the other hand, terms such as "authentic," "transparent," "artistic" used by some entrepreneurs show more unique characteristics, and for this reason, prove to be more favorable in the composition of a business DNA.

Finally, it is possible to observe that there are repetitions of terms among the projects, as in the case of the "innovative" concept that appears selected as an attribute by three teams. Likewise, the concept "unbureaucratic" is used by two different teams to translate the DNA.

8.2 Group 2 - virtual format

In group 2, 9 teams concluded the translation of the DNA of the businesses by applying the DNA Tool®. Table 5 shows the concepts selected by each team for the five components of DNA.

Table 5 - Presentation of the DNA of the Group 2 teams' businesses.

	TECHNICAL	RESILIENT	EMOTIONAL	MARKET	INTEGRATOR
Team A	TECHNOLOGICAL	CONNECTIVE	SAFE	INNOVATOR	MUTABLE
Team B	HEALTHY	HARMONIZABLE	AFFECTIVE	FOOD SAFETY	SUPPORTER
Team C	PRACTICAL	ADAPTABLE	SHAREABLE	FAIR	POSSIBLE
Team D	EFFICIENT	ROBUST	FRIENDLY	SMART	AUTHENTIC
Team E	EFFICIENT	MOLDABLE	ATTRACTIVE	MODERN	COMFORTABLE
Team F	CAREFUL	SUSTAINABLE	PRACTICAL	FRATERNAL	COLLABORATIVE
Team G	REFERENCE	COOPERATIVE	EMPOWERING	INNOVATOR	REALIZER

	TECHNICAL	RESILIENT	EMOTIONAL	MARKET	INTEGRATOR
Team H	PRACTICAL	BOLD	INSPIRATOR	INTEGRATED	SUSTAINABLE
Team I	DYNAMIC	INNOVATOR	HOPEFUL	ENABLER	TRUSTABLE

Source: The authors, 2021

The set of adjectives selected by the entrepreneurs to translate their DNA presents good relevance and coherence. As in the first group, the concepts' organization for each component's purposes could be better structured, but they relate to the concepts chosen.

The semantic similarity between the adjectives chosen by the entrepreneurs of each team is not evident in group 2. The selection presents a broader range of meanings in this group by presenting more diverse adjectives.

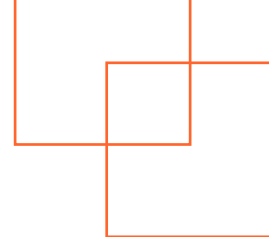
However, although with lower incidence, this group of entrepreneurs also made some mistakes in selecting adjectives, such as the use of concepts that represent little differentiation, like, for example, the adjective "practical". The same happens with concepts that are understood as primary conditions for business, such as "efficient".

Another similarity with Group 1 occurred in the repetition of adjectives in different teams. The concept "practical" appears in three combinations of DNA components, while two teams use "innovative" and "efficient". Although not the same, the concepts "safe" and "food safety" that show similarities are also used by different teams.

In group 1, the occurrence of terms that are not configured as adjectives, like the case mentioned above, "food safety", and the use of the term "reference" was observed. The words choice may be related to a singular characteristic of the business, which meaning cannot be approximated by adjectives or even by the interpretation given by entrepreneurs in the translation of their business attributes.

9 FINAL CONSIDERATIONS

The DNA Tool® application for the two groups of entrepreneurs was carried out in the same week, with a 4-day interval between the first and the second group. Group 1 took place in a hybrid way, i.e., it was carried out in person with the online transmission. The event with the Ipê Roxo group was held only virtually. The conduction of the two events occurred equally, with more interaction from the public in the hybrid event.



The tool application in different formats had the objective of comparing the results to highlight each of the formats' possible advantages or disadvantages. In this sense, it was possible to conclude that group 2, in the virtual format, generated a more significant number of alternatives during the Brainstorming; however, if only the valid alternatives were considered, the hybrid format presented a better result. If considering the number of participants concerning the number of alternatives, the hybrid format shows a better performance. Despite the differences found between the two formats, it is not possible to identify significant differences that could impact the application of the DNA Tool.

Regarding the results of the entrepreneurs' translation of the DNA of their businesses, it is possible to point out some conclusions. The repetition of some terms demonstrates the collective influence on the power of entrepreneurs' interpretation, even in the case of individual projects. Thus, despite facilitating the generating alternatives process and enriching its diversity, the collective generation of adjectives also interferes in the business DNA definition.

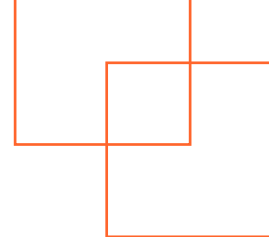
Considering that the DNA of the business seeks the translation of the most essential attributes to identify it, it is essential to highlight the unique and most differentiating characteristics of the business in the market. Therefore, the business DNA composition with standard terms may interfere with the organization's uniqueness and symbolism.

Despite being in an initial phase, entrepreneurs have a clear vision of the main attributes of their businesses. However, it is possible to observe a weakness in these attribute's depth, which may reflect the business development step, where there is still little certainty about the main distinctions of the business compared to other similar solutions. It may also represent the need for a second stage in applying the DNA Tool® to support entrepreneurs in defining the concepts individually and contextualized by the business's characteristics.

Finally, it is possible to continue this study, promoting an analysis of the selection of adjectives to compose the DNA of businesses and the relationship between them and the configuration of projects.

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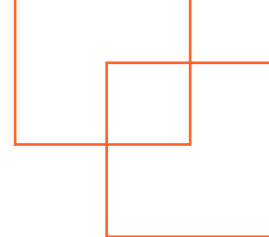
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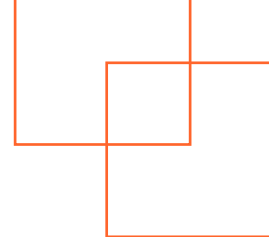
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