Shared environment nets: management of the microbasins and the urban domestic garbage in the state of São Paulo

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Abstract
The present article has the proposal to be a basic reading of the current scene for the problematic construction of municipal public administration, that passes for an accented process of consolidation in direction to a new paradigm of management based on three strong pillars: the popular participation, the environment management, and the creation of nets. The article has the purpose to show the empirical viability of the new presented theoretical base. It will bring a particulate view of the problem of the urban domestic garbage in the State of São Paulo, having shown the main results of no observance of the approach of the environment nets in the public administration of the metropolitan regions. The two questions of management hydric resources through the existing microbasins will be used in the city of São Paulo as a example of an incipient approaching of the concept of nets and its main consequences for the management of hydric resources and the urban domestic garbage on public places. In regional level, this matrix will be extended so that let us have an integrated vision of the physical environment of the localities.

Palavras-chave: Shared Environment Nets; Public Management; Urban Domestic Garbage..

1. Introduction
The strong intent in local public municipal administration and the power has of the past, is elapsing along the years, for innumerable moments of changes in the history of the country. Initially, was the time, where the local public administration, deliberately, acts for the defense of specific interests of the population, using the power, without any type of focus or vision, later, for a long period of social assistencialism acts, as form to guarantee the continuity of the politics of aiding the poor people private of the power. Arriving at the present moment, where the exclusive aiding to the ruling classes and the social assistencialism more do not represent the base of the local public governance that, although all under strong influence of these factors, it is presented a moment of changes of this paradigm, the environment question, associated to the aspects of the exercise of the citizenship and of the partnerships between the public power and the civil society, a factor that becomes more evident along the time, and in the context of the public administration place, as a necessity of a complex reflection of all the society in the construction and consolidation of a new paradigm of the public administration, that takes care of the news and actual necessities of the current society in change and with the partnership between the public and the private organizations.

This reflection, today, is concentrate in the necessity of having a bigger understanding of the society in its diverse component dimensions, since the geographic questions, strategic politics and, even the problematic of the construction of know- how about the collective place and its consequences in the consolidation of the local power to the municipal level and its results, under the socioeconomic and environmental point of view. It is in these dimensions that the interventions of the local power occur in more intense and direct way, through actions aiming
at the results of a new local development.

A new paradigm of the public administration is built, whose main objectives start to be the creation of generating conditions of the supported development, of the popular participation, the partnership under the diverse levels, public, private and the organized civil society. In this new context, the environment question starts to have a basic, importance as well as the management of flows of value in the interior of Shared Nets that, we will define as Dendrifics Nets in the presented case of sharing analyses and solutions for the urban garbage and the treatment of hydric basins in the State of São Paulo.

2. Methodology

The case study, whose intention is to observe the best practice of organizations or to recommend alternatives of politics, it represents what Stablein (1996) calls of cases - examples and is, according to it, the type more used in organizacional research. The organizacional reality of the researcher, consists of almost universal and excellent problems, processes or solutions to the majority of the organizations. According to its definition, this is a specific type of case study, where the researcher tends to be less worried in criticizing the reality and, some times, are compromised to the organization, as participant or manager. Descriptions of problems, processes, practices or solutions, nor always are used with a theoretical approach, but they can contemplate literature in the area or comparisons with other cases. Stablein (1996), calls this type as a “ethnographic case”, and Yin (2001) considers such studies as "qualitative", separating them of the case study that, according to it, is based on qualitative evidence, as in such a way, quantitative. According to Marshall & Rossman (1995), the author must construct an argument that binds to the case study the theoretical problems or its significance in terms of practical politics or, both. Still, Yin (2001) pointed the increasing trend of the study of case in business schools.

3. Entrepreneurial Strategy: Theoretical Contribution

The analysis of the literature shows, in general terms, that the study of entrepreneurial strategies is usually related to the organization link with its environment and contemplates mainly the establishment of methods and plans of action to attain the aims defined (Albuquerque & Da Silva, 2003). For Ansoff (1977), the strategy emphasizes the rational analysis regarding the high spheres of the enterprise, in which the aims are essential for orienting, evaluating performance and attaining the organizational purposes, which must be coherent with its "potentialities profile". For this author, such an approach is based on four given characteristics in terms of the ensemble product and market, associated to the growth vector and competitive advantages (which describe the quest for opportunities intrinsically in its external environment) and a synergy process which provides competences for attaining success. According to Andrews (1980), mentioned by Mintzberg & Quinn(2001), entrepreneurial strategy is the decision standard in an organization which determines and reveals its aims, purposes or goals, produces the main policies and plans for obtaining these goals and defines the business scale which the company should get involved with, the type of economic organization it intends to provide to its shareholders. For this author, for a strategy adopted by a corporation to be successful, it should be taken into account that it is intimately related to the organizational structure, values and behavior adopted. Henderson (1989), apud Carvalho and Laurindo (2003), approaches this strategy issue under the perspective of a plan of action which will develop a competitive advantage for the business, being that for this, it is necessary for the organization to have clearly defined what it is, where it is and what its aim is. Following the same descriptive line adopted by Ansoff (1977), Quinn (1992) approaches
the strategy with a plan integrating larger goals, policies and sequences of actions, within a cohesive whole which, if well formulated and applied, helps ordinate and allocate the resources, allowing the anticipation of alterations in the competitive environment.

In the same line of study, Mintzberg (1992) presents a classification with five possible approaches for this theme: strategy as a plan, as a ploy, as a standard, as a position and as a perspective. In the "plan" approach the establishment of directives for a course of action stands out. In the "ploy" approach, the focus is based on the way it generates competitive advantages over the competitors. The strategy approach, as a standard of actions to be followed (prescriptive character), is based on a flow of actions, as presented by Ansoff (1977) and Quinn (1992). In the Strategy approach as position, the main focus is placing the organization in the environment, mediating forces in an internal and external context environment. The "perspective" approach is related to the inner portion of the organization, not as a chosen position, but as a consolidated way for the organization to see the external environment. For Porter (1996), the strategy in the entrepreneurial context corresponds to the establishment of a single and valuable position, involving a different group of activities. On the same line, Markides (1999) apud Carvalho and Laurindo (2003), considers that the strategy is a process that involves the elaboration of questions, the generation of alternatives and the making of choices so that the organization can sustain that position as its own. SLACK et al. (2002) understand entrepreneurial strategy as being "a global standard of decisions and actions which place the organization in its environment and aims to make it attain its long-term objectives". Because of the forces affecting the industry structure, some generic strategies are defined by Porter (1991) grounded in strong and weak points, detected in the competitive industry/environment relation. In the same work, the author presents three generic strategies that may be used by the companies in a combined or isolated fashion: total cost leadership; differentiation; and focus. In Cost Leadership, the focus is to attain the smaller cost before the competitors. In Differentiation, the focus consists in the establishment of a product or service that is unique in the industry context in which the organization competes. However, the generic strategy based on Focus centers on the concentration on a certain buyer group, a segment of the line of products, or a geographical market. Along this line, Porter (1998) states there are only two strategies levels: the Business Units Strategy (or competitive) and the Corporative Strategy (or that of the whole entrepreneurial group). For this author, the Competitive Strategy regards the establishment of competitive advantage in each of the business fields in which the group, while Corporative Strategy, establishes the way in which the company is going to compete in corporative character in the markets it acts on. Andrews (1998) justifies such an approach considering that the involvement of the organization in different types of businesses. For this author, the Corporative Strategy may be defined as "... standard of purposes and goals - and the main policies to attain these goals - which define the business or the businesses with which the company is involved and the type of company it wants to be." (Andrews, 1998).

For Carvalho and Laurindo (2003), the corporative strategy analysis is related to issues concerning the definition of the businesses in which the corporation should act and how to administer these priorities among the business units, articulating them around essential competences”.

4. The approach of the nets (urban, social and economic) and the philosophy of the sustainable development: the foundation for the dendriticas construction of the new theoretical base of the environment nets.

According to Porter (1998), the competitiveness is the performance, for a long period of time,
above of the average of the competitors and, being thus, this can occur individually, between the companies or regions, in one determined local or country. Thus, the analysis of the environment nets, in the context of the local public administration, must be associated to the theory and complexity of the formation of the nets and its possible conceptions in the process of formation and development of cities and in the processes of globalization of the economy. In principle, such processes if find linked to a large extent, but this interrelation alone can be only analyzed, and exactly reverted, from the point of view of the nets. The called phenomenon of metropolization and consequence dissolution of the cities in poverty, violence and marginality, fruit of economies of extreme negative externalities in great urban agglomerations, already had been pointed by Santos (1994). The process of globalization and urbanization, disconnected to the of environment question, has generated problems that, according to Guattari (1999), could only be decided from the moment where these problems will be faced as a desterritorialized way.

"The city-world", the new model of the integrated world-wide capitalism is, then deeply, desterritorialized, its diverse components are dispersed, understanding all the surface of planet "(GUATTARI, 1999).

The approach of the nets, in the local context of public administration, is related to the conceptualization of the nets as component of a strategic vision, involving all the social sectors (economically active, or not), come back to guarantee the generation of instruments of mobilization of social, economic and environment resources capable to generate the wealth necessary to guarantee the quality of life of the society, without, however, to harm the right to the minimum access of the future generations to this same quality.

In such a way, the premise is considered of that this quality of life is determined by the relation of the partnership of cultural and economic factor in determined society allied with a development philosophy, focus in the social sustentability that, in turn, will be guaranteed by the rational use of the natural resources of production. The studies of urban nets are inserted in the context of quantitative geography and are based on the funcionalistic theories and the theories of the systems.

According to Marteleto (2001), the social nets appear as a new instrument face to the institucional determinisms. "What is new in the work in nets of connections it is its promise as a global form of organization with the individual participation. One form that recognizes independence, while accepts the interdependence ". This author still detaches that the study of the nets evidence a contemporary social aspect, who still is being little explored: the perception of that "the individuals, endowed with resources and propositive capacities organize its action in the proper spaces. In function of management for the proper development of the nets".

The approaches are several and/or meanings that the concept of nets can present, but, amongst them, those displayed by Marteleto (2001), for presenting a strong social character, are fit well in the proposal presented in this work. For this author, the concept of nets can be express through "a system of nodes and links", or "a not geographic community", or a "physical system that if seem a tree or a net". The nets mention a type to it of relationship that exist since that the man consolidated its social character and that, especially now, in the globalization society of information, they assume an excellent character that deserves a special attention of social sciences. In this society, intensely complex, contemporary, globalized and in the internet, three dimensions deserve prominence, when it is aimed at to study the perspective of inherent nets to the dynamics of the social movements: of the sociability, of the spaciality and
the temporality.

The adequacy of these concepts in the context of other studies also is detached by Marteleto (2001), these concepts reveals strong related to the concept of enterprise nets presented by Ribault et al. (1995), that it affirms to be, the nets of companies, a form of destined grouping to favor the activity of each one of them without, however, to demand that these have financial links between itself. As well as in the social context (human), the nets of companies represent a form of association for affinity, with an ample informal character and that it makes with that each company is the responsible one for its proper development and all for the success of the system.

For Marteleto (2001), although to originate in an informal sphere of social relations, the effect of the nets can outside be perceived of its space, either in the interactive relations with the State, distinct sectors of the society, formal or informal economic organizations or other representative institutions, in new conception. Powell (1990) detaches that many authors have converged its opinions to the fact of that, in middle of the decade of 1980, a new form of economic organization was initiated that is if consolidating, the point of other authors (not cited for it) to consider that such fact is resulting in a new form of social organization, and life. Economic relations are based in a social context that if develops in mutual function of linkings, interests and reputation that, still according to this author, are determined by a informal structure of authority. Thus, the addition of the relations in a net does not represent its greater potential for constructions of positive interactions between the parts; these, still, also are very dependents of the form as the net is structuralized, and of the historical and local time.

Since the classic studies of social nets until most recent years, it is agreed that does not exist a "theory of social nets" and that this concept can be used with diverse social theories, needing complementary empirical data, beyond the identification the links and relations between individuals (MARTELETO, 2001). Beyond the job in diverse social theories, many works have shown the possibility of association of this concept to other areas of the human knowledge, especially those related to the economic and educational and environment aspects.

Amongst the motivations most significant for the development of the nets those are that relate to the levels of social-global organization, national, regional, state, local, communitarian (MARTELETO, 2001) to which must, also, be associated with the motivations of environmental character, all related they to the subjects detached for the author, which insists on the importance of the inclusion of the citizen.

The nets, not necessarily, need a hierarchic center and a vertical organization, differently of that it occurs in the organizations, a time that is defined by the quantitative and qualitative multiplicity of the links between its different components, guided for a logic and an associative principle. This suggests creation of tipologies of nets.

In the study, Grandori and Soda (1995) use as grouping parameters the degrees of formalization of the consisting nets, the centralization and the mechanisms of cooperation that these case present. Thus, the authors present the followin groupings: Social Nets, Symmetrical Social Nets; Anti-symmetrical Social nets, Bureaucratic Nets, Symmetrical Bureaucratic Nets, Anti-symmetrical Bureaucratic Nets, Nets Proprietors, Nets Symmetrical Proprietors and Nets Anti-symmetrical Proprietors.In this context, the philosophy of the sustainable development comes to act, in the scope of the environment question, as an agglutinant actor between these concepts, being allowed that in each one of them the basic
principle of this philosophy that if bases on the preservation of the natural resources for the future generations, that can be searched, for example, through an enterprise reception system structuralized in nodes and links. Or either, for the aglutination of the concepts of social nets, enterprise nets and governmental links.

Symmetrical social nets are characterized for the inexistence of being able centered, and all its participants share the same capacity of influence, already, in Anti-symmetrical Social Nets it has the presence of a central agent for the coordination of the projects. Already, Bureaucratic Nets are legal, contractual and formal, being able, also to be symmetrical or anti-symmetrical, nets anti-symmetrical proprietors are the capital venture and nets symmetrical proprietors joint-ventures. But, in new paradigm it matters to explore the consequence of a hierarchic relation between cities determined for the logic of the extration tax and for the established necessities of the mercantile circulation of permanent form in the territory.

5. Co-opetion: Microbasins and the Urban Domestic Garbage in the state of São Paulo

Porter (1998) defines cluster as geographic densities of companies in the same economical activity area, specialized suppliers, costumer service, companies in related areas, and other particular organizations (universities, normative agencies, commercial associations), that compete but also cooperate with each other. (PORTER, 1998).

This concept is supported by another one known as “Competitiveness Advantage Diamond” which examined four features that might stimulate the local development: Elements of Production, Demand Conditions, Supporting and Similar Areas, Strategies, Structure and Competition of Companies. (PORTER, 1998).

This definition looks into cooperation and competition among companies, but Porter highlights that the competition among companies in a same cluster can promote economic development and prosperity. The difficulties caused by strong internal competition that forge the companies, a reference to the steel, provide the companies with a power to face external competition, making the cluster more and more competitive.

On the other hand, regarding cooperation, the competition should happen only in the upright way of productive chain, through similar areas, by local institutions. (PORTER, 1998).

There are other authors, as Veiga (2002) e Zaccarelli (2000), who also argue that the competition is an actor in a leading role in a cluster set, in a cause/consequence relationship, vital for the participants in the horizontal way of productive chain. Concerning cooperation, it is an actor in a supporting role in the upright way of productive chain.

There is disagreement about the role to be played by cooperation. Some authors think that, even with the necessary competition for consumers market, the competitors might collaborate with one another. In Brazil, this prospect is embraced mainly by official agencies as SEBRAE, the FIESP and REDE SIST. The cooperation is more difficult in horizontal-like systems when companies yield goods in the same link in the productive chain, and it is quite easy when there is a clear opportunity, impossible to be accomplished by the isolated companies. Amato Neto (2000) shows, as a previous experience, that one happened in Terza Italia, which comprises Emiglia Romana and Veneto regions, northeast Italy, where from the early nineties in the last century, the first Horizontal Cooperation Networks have been established, and whose integration and cooperation might beget corporate economies promoting a more efficient and competitive productive chain. (AMATO NETO, 2000).

There is cooperation among competiros in these networks. It might happen when isolated
companies can’t acquire and share short resources of production, answer the market demand or produce new products. That’s an alternate recipe for small business, as a strategy to face together larger competitors. (BERNARDO; SILVA; SATO, 1999).

Concerning network formed by small companies, it’s possible to merge flexibility advantage with scale manufacture profits. (ALMEIDA; FISCHMANN, 2002). Although the main objective of this research is the clusters innovation approach, we can’t only look at the interpretation of cooperation role, as long as, for both streams, there is an influence relation between cooperation and innovation. This research considers that, despite the necessary market competition, we can have cooperation relations among rivals in searching for their objectives.

Conclusions

This kind of situation corroborates Andrew’s (1980) view, mentioned by Mintzberg & Quinn (1998), that points to a measure in which there is no clear definition of objectives and goals in the corporative ambit; any strategy that comes to be delineated will end up in failure, as it brings in itself these embedded standards that, in the case of SãoPaulo city, since they were not structured, had their reflection in the results found. In the scenario characterized in this study, it is clear that the managing board of the nets, eventually treated the strategy issue in the wrong way, as being one more of the entrepreneurial tools presented as an alternative to improve its organizational performance, going against the criticism presented by Porter (1996).

Still concerning the elaboration and implementation of the diversification strategy adopted by the cooperative nets, according to Porter’s (1987) concepts here approached, it is possible to observe that there was no attempt concerning the elaboration of their own strategies by the business units established, although they present, in thesis, management autonomy before the general management of the cooperative nets; in this study, there is no evidence of any attitude on the part of the units towards this issue. Another factor that may have contributed for this situation was the very fact that the autonomous management power of the business units has not been characterized in practice and this, as was clearly characterized in this study, very much contributes to the poor performance of the units. Still within the parameters presented by Porter (1987), neither was any initiative by the cooperative highest management observed that treated the elaboration of the corporative strategies approaching the management aspects of the business units established.

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