

# THE GOVERNANCE OF MURIAÉ'S (MG) CLOTHING LOCAL PRODUCTION ARRANGEMENT BASED ON A BIDIMENSIONAL MODEL ANALYSIS

## A GOVERNANÇA DO ARRANJO PRODUTIVO LOCAL DE VESTUÁRIO DE MURIAÉ-MG A PARTIR DE UM MODELO BIDIMENSIONAL DE ANÁLISE

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Cecilia Alves da Silva Antero <sup>1</sup>

Bruno Tavares <sup>2</sup>

Luiz Marcelo Antonialli <sup>3</sup>

Sabrina Olimpio Caldas de Castro <sup>4</sup>

### ABSTRACT

The aim of this study was to understand governance in Muriaé's (MG) clothing LPA. A qualitative study of descriptive character, supported by case study method, was performed. Additionally, an analytical model for analysis of governance in LPA was proposed based on the following categories: representation, cooperation and coordination. The primary qualitative data were analyzed with support of the NVIVO® software, using the content analysis technique. Governance in the clothing LPA of Muriaé-MG is characterized by expressive representation of the actors, the incipient cooperation and coordination of the companies and the significant operations of most entities that are committed to the development of said LPA. This study expanded the understanding of the theme of governance in LPA due to its detailed consideration of the criteria used for their understanding, regarding the procedures that can be employed to conduct an investigation, which may be adopted in future researches.

**Keywords:** Cooperation. Coordination. Local development. Public policy. Representativeness.

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1 Master in Administration from the Federal University of Viçosa. Institutional affiliation, PhD student in Public Administration from the Postgraduate Program in Public Administration of the Federal University of Viçosa, country of origin Viçosa-Minas Gerais, Brazil. Email:cecilia.antero@yahoo.com.br ORCID: <https://orcid.org/0000-0002-6340-5174>

2 PhD in Administration from the Federal University of Lavras. Professor at the Department of Administration and Accounting of the Federal University of Viçosa, Country of Origin: Viçosa-Minas Gerais, Brazil. Email: btavares@ufv.br ORCID: 0000-0002-5140-7359

3 PhD in Business from the Faculty of Economics, Administration and Accounting - FEA / USP Institutional affiliation, Full Professor, Department of Administration and Economics, Federal University of Lavras, country of origin: Lavras-Minas Gerais, Brazil. Email: lmantonialli@dae.ufla.br ORCID: 0000-0003-1220-6164

4 PhD student at the Department of Administration and Accounting of the Federal University of Viçosa, Country of Origin: Viçosa-Minas Gerais, Brazil. Email: sabrina.castro@ufv.br ORCID: 0000-0002-9130-782X

## RESUMO

O objetivo deste estudo foi compreender a governança no APL de Vestuário de Muriaé-MG. Foi realizada uma pesquisa qualitativa de caráter descritivo, amparada pelo método do estudo de caso. Adicionalmente, foi proposto um modelo analítico para a análise da governança em APL a partir das categorias: representatividade, cooperação e coordenação. Os dados qualitativos primários foram analisados com suporte do software NVIVO®, utilizando-se da técnica de análise de conteúdo. A governança no APL de Vestuário de Muriaé-MG é caracterizada pela representatividade expressiva dos atores, pela incipiência da cooperação e coordenação das empresas e pela atuação expressiva da maioria das entidades que estão comprometidas com o desenvolvimento do referido APL. Este estudo ampliou a compreensão do tema governança em APL pela indicação pormenorizada de critérios para sua compreensão no que tange aos procedimentos utilizados para conduzir uma investigação, os quais poderão ser adotados em futuras pesquisas.

**Palavras-chave:** Cooperação. Coordenação. Desenvolvimento Local. Políticas Públicas. Representatividade.

## 1. INTRODUCTION

The theme of governance in LPA is being studied from the perspective of different theoretical approaches, once there is not a unified understanding of its meaning. Taking into account the debate between the different approaches, in this study, the governance in LPA is understood as based on the propositions of Guerreiro *et al.* (2009), Villela e Pinto (2009), Dallabrida (2011), Tenório (2011) e Cançado *et al.* (2013) for whom the theme is better understood when the LPA is observed as an environment that promotes participation, involvement in deliberations, and cooperation as an alternative for reaching common objectives.

In this study, the following research problem is being assumed: What is the structure and the governance dynamic in Muriaé's (MG) Clothing LPA? To answer this question, the following general objective was adopted: To understand the structure and governance dynamic in Muriaé's (MG) Clothing LPA based on the institutional context that surrounds it and the interorganizational interactions that happen on it. Specifically, the aim was i) to propose an analytical model for systematizing the understanding of governance; ii) characterize the aforementioned LPA; iii) identify and describe joint actions between the actors that compound that investigated LPA and iv), to comprehend the means by which these actions are coordinated.

When the proposed objectives are reached, it will be possible to designate: i) a systematized way of analyzing governance in LPA s; ii) means by which the LPA actors can obtain better results through the realization, organization and conduction of joint actions and iii) overflows originating from the activities undertaken by the LPA, which consist in, respectively, theoretical justification, practical and the social contribution of this investigation.

In addition to this introduction, this article counts with five other sections. In theoretical framework, the understandings of LPA and LPA governance, which have informed the construction of the analytical model, will be presented. The third section concerns the methodological proceedings. On the fourth section, the researched data will be presented and analyzed. On 'final considerations', the general results will be weighed, as well as limitations and proposals for new studies, followed by the references used for the creation of this study.

## 2. LPA GOVERNANCE

A LPA consists of a "territorial agglomeration of economic, political and social actors with a focus on a specific set of economic activities that are even incipiently linked" (LASTRES;

CASSIOLATO, 2003, p. 3). Despite the various nomenclatures identified (HASENCLEVER; ZISSIMOS, 2006), in Brazil the use of the term LPA prevails (SANTOS; CÂNDIDO, 2013), since this phenomenon manifests itself recurrently. The characterization of an LPA in this project is based on the identification of four factors: the sectoral and territorial concentration, the existence of entities, the relationship between actors (LASTRES; CASSIOLATO, 2003) and the obtaining of passive benefits (MARSHALL, 1982) or active (SCHMITZ, 1997).

It is known that the development of companies is credited to LPAs due to the possibility of obtaining benefits from the sectoral and territorial concentration and the forms of relationship between actors such as specialization, dynamism in the market, knowledge generation, interaction links, cooperation and learning (ALBINO et al., 2010; VALE, 2007; ZANQUETTO FILHO et al., 2007; CASTRO; GONÇALVES, 2014; MONTEIRO et al., 2015; COSTA et al., 2016). In addition to these benefits, obtained passively, the purposeful action of the entities can lead to the promotion of qualification and training, the hiring of specialized services, the creation of consortia and technology centers, and the increase of innovation capacity (CAMPOS et al., 2009; REIS; AMATO NETO, 2012; GUSSONI, 2013; CASTRO et al., 2016; CARDOSO et al., 2016).

Achieving this “collective efficiency” (SCHMITZ, 1997) is related to the ability to coordinate actors’ efforts (SYDOW, 2012; ALVES, 2013; SILVA et al., 2015). This governance problem was presented by SOUZA and MAZALLI (2008, p. 597):

In order for small firms in these particular organizational arrangements to build competitive advantages (over non-arrangement firms), they need to be able to develop joint and coordinated actions to achieve gains and advantages that would be inaccessible to a small individual unit.

Governance is necessary to promote the potential benefits of sectoral and territorial concentration. Thus, governance represents a challenge, as it is the coordination of joint actions of autonomous agents, requiring a new management logic. To understand the complex and dynamic reality of an LPA, it is necessary to use a theoretical approach that allows it to be understood as an environment of participation, decision-making and cooperation to achieve its objectives, as explained by Guerreiro et al. (2009), Villela and Pinto (2009), Dallabrida (2011), Tenório (2011) and Caçado et al. (2013), in which approaches of understanding about the theme of governance in LPA are identified that allow to view the arrangement in a broad way.

Tenório (2011) allows the proximity of intentions regarding the concepts of social management and governance in LPA. This author points out that both imply a set of actors organized in a certain place to deliberate in favor of common goals, envisaging a better result. Caçado et al. (2013) understand governance from the structural and procedural dimensions, in which the characteristic elements of the LPA are inserted, and emphasize participation as a means of achieving development. Dallabrida (2011), based on the proposition of territorial governance (the social management of territories), allows us to understand governance in LPA based on the territorial concentration of actors related to a given economic activity and the LPA as a space for the implementation of compromised actions with the development not only of the arrangement, but also local.

Guerreiro et al. (2009) understand governance in LPA as a local, integrated and sustainable development strategy, highlighting the concern to promote self-development and also provide conditions for the development of its surroundings. Villela and Pinto (2009) understand governance as an alternative for business and local development, in spite of the conciliation of interests of different actors in the planning and execution of actions for business and local development.

As in the above studies, other work has also investigated governance in LPA focusing on participation and development. In these works, the support organizations and the government are highlighted for their commitment to the development of the LPA, for creating ways to develop strategies that provide competitiveness, profit maximization and consequent local development (AZEVEDO FILHO; RIBEIRO, 2011; PEREIRA et al. ., 2011; SACOMANO NETO; PAULILLO, 2012; SILVA et al., 2012; ZAMBRANA; TEIXEIRA, 2013; OLIVEIRA, 2014; MONTEIRO et al., 2015; CASTRO et al., 2016). In other studies, the relationship between actors is emphasized for providing effectiveness and competitiveness to the LPA (CAMPOS et al., 2009; OLIVEIRA; SANTANA, 2013; MALAGOLLI; PAULILO, 2014; SILVA; MUYLDER, 2015; COSTA et al., 2016) by indicating the best configuration for forms of interaction.

It is from the perspective of participation and development that an analytical model for understanding governance in LPA is proposed, from a set of elements, which are gathered in the structural and procedural dimensions (CANÇADO et al., 2013) that complement and condition the actions implemented. The structural dimension, in which the actors and their activities are identified, is defined by the representativeness element (by analyzing the performance of the actors). The types of actors present in the LPA can be grouped into groups: companies, suppliers, educational and research institutions, financial institutions, support organizations, business organizations and public authorities (TAVARES, 2011).

Companies are responsible for the development of economic activities aimed at providing products and services (LASTRES; CASSIOLATO, 2003). Suppliers have the role of providing inputs for production (MURAD et al., 2015). Educational and research institutions are responsible for supporting the technological development of companies through propositions of research projects developed jointly with businessmen in the sector (NIWA, 2014). And financial institutions have the function of creating alternatives to financially support companies, through specific financing lines to support their activities (CAMPOS et al., 2009; VILLELA; PINTO, 2009).

In turn, support organizations are committed to the promotion and consolidation of sustainable economic development, as they are dedicated to presenting and coordinating projects for the development of the LPA (VILARDI; CASTRO JUNIOR, 2007). Business organizations consist of meeting a group of entrepreneurs who share goals and are committed to carrying out activities for the development of the LPA. The government has the function of mitigating the low dynamism problems of local economies (ALBINO et al., 2010; CALHEIROS, 2010) through activities aimed at improving the conditions of economic growth and technological development, as can be verified in the results of the study developed by Silva *et al.* (2015).

Considering that actors can act differently when performing the same type of activity, there needs to be some organization of these activities so that each actor contributes assertively, avoiding overlap or duplication of activities performed (MACEDO et al., 2014; SOUZA et al., 2015; CARDOSO et al., 2016; VIEIRA, 2016). The performance of these actors in carrying out their activities is what determines the representativeness of the LPA, which can be analyzed based on criteria that allow to identify implications of this representativeness in the development of the LPA (Table 01).

Chart 1 - Synthesis of the complementary conceptual aspects employed for comprehension and analysis of Representativeness in a LPA

		Concept	Representation
Representativeness	Role	Size	Determines the size of the actor based on the criteria that classifies the size of industry companies, according to the number of employees: the micro enterprises employ up to 19 people, small companies from 20 to 99, medium companies employ between 100 and 499 people, and big companies employ over 500 people (SEBRAE, sd).
		Nature	Allows to classify the type of actor based on some distinct groups originated from the different forms of representation of actors present in the LPA (TAVARES, 2011)
		Goal	Relates to the activity performed and the intended result, in other words, allows for the identification of the activity performed by each actor and also how this activity contributes to the development of the LPA (AZEVEDO FILHO; RIBEIRO, 2011).
		Type of Actor	Companies, educational and research institutions, financial institutions, support organizations, business organizations and public power (TAVARES, 2011).
		Type of Activity Performed	The activity performed is related to the group to which the actor belongs. (CARIO; NICOLAU, 2012).

Source: Elaborated by the authors.

Another dimension of LPA governance is procedural, concerning cooperation and coordination and relates to the joint actions undertaken by the actors and how these actions are implemented, with the purpose of supporting the agency of the companies.

Cooperation is understood as an important element in the process of economic and social development of the LPA, since the existence of incipient cooperation is related to the low development of the LPA (VILLARDI; CASTRO JUNIOR, 2007; CASTRO et al., 2016). It is also understood as a key to generating synergy in the search for competitive advantages that companies would hardly obtain acting alone (GOBB, 2010; ALMEIDA; ALBINO, 2011; GRANIEL, 2011; AZEVEDO FILHO; RIBEIRO, 2011; SUGAHARA; VERGUEIRO, 2011; SANTOS ; CANDIDO, 2013; QUEIROZ, 2013; ZAMBRANA; TEIXEIRA, 2013, GUSSONI et al., 2015; SOUSA et al., 2015; COSTA et al., 2016). The main concepts used to understand and analyze cooperation are presented in Chart 02.

Chart 02 – Synthesis of the complementary conceptual aspects employed for comprehension and analysis of Cooperation in a LPA

		Concept	Representation
Cooperation	Joint Action	Coverage of Joint Action	Indicates the LPA actors rewarded who benefited from a Joint Action (CAMPOS <i>et al.</i> , 2009).
		Diversity of Joint Action	Distinct type of Joint Actions identified in the LPA (SANTOS; CANDIDO, 2013).
		Frequence of Joint Action	Related to the time and period in which joint actions were undertaken. (ZAMBRANA; TEIXEIRA, 2013).
		Objective of Joint Action	The LPA actors must undertake actions that aim at the development of the companies and strengthening of the LPA (AZEVEDO FILHO; RIBEIRO, 2011).
		Shared Resource	When undertaking a joint action, the LPA actors share material, informational, human resources, etc (ALVES <i>et al.</i> , 2012).
		Benefits of Joint Action	The undertaking of joint actions allows for benefits related to a fiercer competition (SILVA <i>et al.</i> , 2012).

Source: Elaborated by the authors.

Joint action is highlighted as an important element to understand cooperation, as it implies activities implemented to meet common interests, which positively influence the development of the LPA and whose continuous realization provides greater integration, mutual trust, communication and synchrony between actors (CAMPOS et al. al., 2009; AZEVEDO FILHO; RIBEIRO, 2011; ZAMBRANA; TEIXEIRA, 2013).

Another element of the procedural dimension is the coordination, understood as an important factor for the development, because in order to achieve the goals of the LPA it is necessary to have a high level of organization and conduct of its actions (BAPTISTA; ALVAREZ, 2007; AZEVEDO FILHO; RIBEIRO, 2011; QUEIROZ, 2013; SILVA et al., 2015). In order to understand the coordination in the LPA, factors related to the organization and conduct of the activities performed are highlighted, the former comprising formality and management structure and the latter involving integration and participation (Table 03).

Table 03–Synthesis of the complementary conceptual aspects used for the comprehension and analysis of LPA

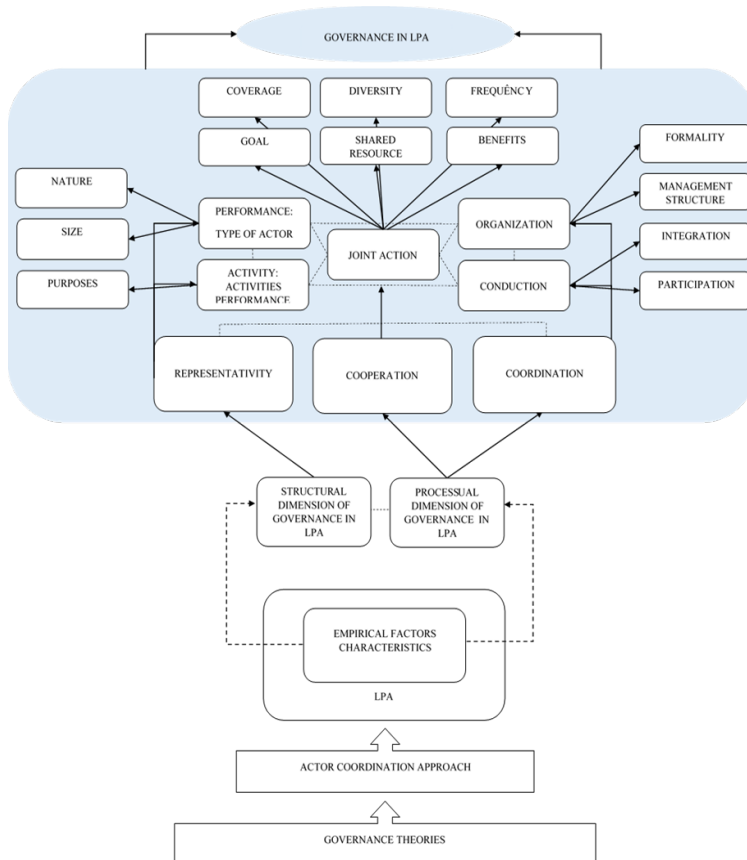
Concept		Representation			
Coordination	Organization	Formality	Adoption of procedures and operations related to standardization, planning, implementation and control of activities performed by the LPA actors. (AZEVEDO FILHO; RIBEIRO, 2011)		
			Standardization	Prestablished procedures to the performing of activities	
			Planning, Implementation and Control	The LPA actors must define objectives and aim to reach them, as well as means of implementing activities and controlling their results.	
		Management Structure	Indicates the way the coordination is done in the LPA, identified by the type of actor responsible for the organization and management of the actions (BALESTRIN; VERSCHOORE, 2008).		
		Management Structure	Self-management	Management structure in which there are few actors, the objectives are less complex and there is heavy interaction between the actors.	
			Coordination from a company	Management Structure characterized by a bigger number of present actors in the LPA and complexity of objectives and interaction between actors.	
	Coordination from an entity		Management structure in which the objectives and interaction between actors is even more complex.		
	It consists of the strengthening of relationships and the existence of relationships between the actors of the LPA (CAMPOS <i>et al.</i> , 2009).				
	Management	Integration	Presence	The presence concerns the actors that exist in the LPA (ZAMBRANA; TEIXEIRA, 2013).	
			Proximity	Strengthening of relationships between companies and entities and in the existence of links among them (CAMPOS <i>et al.</i> , 2009).	
			Influence	Influence consists in the leadership of an actor over the others (SANTOS; CANDIDO, 2013).	
			Inclusion of actors in the decision-making process, in deliberations over actions to be implemented in the LPA (VILLELA; PINTO, 2009).		
		Engagement	Engaged Decision Making Process	The decision making process is characterized by the engagement of all actors present in the LPA, which has deliberated together.	
			Centralized Decision Making Process	Engagement of a small number of actors in the deliberations.	

Source: Elaborated by the authors.

To Dias (2013) the lack of activities related to organizing and conducting joint actions is an institutional problem that affects the development and competitiveness of the LPA. According to Oliveira and Damiani (2014), the way responsible actors exercise coordination influences cooperation among other actors and development.

Based on the theoretical approach and dimensions of governance in LPA, it was possible to identify and gather elements to capture the reality of LPA as explained below in the analytical model that systematizes its governance.

Figure 01 – Analytical Model of Governance in LPA



Source: Elaborated by the authors.

The proposed model allows to capture the reality of the LPA as it manifests and to expose it in a systematic way. It is important to highlight that the context identified in one LPA will hardly be reproduced in another, which justifies the elaboration of a model that brings together elements of this governance, with the ability to be reproduced in other LPAs.

### 3. METHODOLOGICAL PROCEDURES

This qualitative descriptive research (COLLIS; HUSSEY, 2005) fits into the interpretative paradigm regarding epistemological positioning (BURRELL; MORGAN, 1979). To describe the behavior of governance in LPA and to identify relationships between its elements, the descriptive-exploratory case study method was adopted, which will be carried out in four phases: delimitation of the case unit, data collection, selection, analysis and interpretation, and report writing (YIN, 2010).

It was determined in the delimitation of the case-unit that the research would be carried out in the garment sector of the city of Muriaé-MG, which works as the center of the garment center composed by the cities of Eugenópolis, Laranjal, Miraí, Muriaé Sponsorship and Recreio. The choice is based on the analysis of data on the distribution of establishments and employment in the industry of the Annual Report of Social Information (RAIS) of the year 2009 in which the city was highlighted by occupying the fourth position among the municipalities of Minas Gerais (TAVARES, 2011). . Data were collected from primary and secondary sources (GIL, 2002; COLLIS; HUSSEY, 2005). The first were obtained from semi-structured interviews and the last were obtained from the General Register of Employed and Unemployed (*CAGED*) and from the Muriaé Area Clothing Industry Diagnostic, 2010.

The semi-structured interview was the data collection technique used to assertively capture the information reported by the interviewees (GIL, 2002; RICHARDSON, 1999; COLLIS; HUSSEY, 2005). Data were collected during July 2014 through audio recordings, which were later transcribed to a text editor program. Nineteen subjects participating in the research were interviewed, being those representatives of companies or entities, who are actors of the LPA de Clothing of Muriaé-MG, taking into account the accessibility and non-probabilistic criteria and their agreement to participate in the research.

The first interviewees were identified through documentary research and the others from the indications made in the interviews, which were finalized when they became repetitive (BALDIN; MUNHOZ, 2011). To maintain confidentiality as to the sources of information, these subjects were identified as: Interviewee 1, Interviewee 2, Interviewee 3 and so on, according to Table 04, which shows the profile of the interviewees. Among the subjects participating in the research, Interviewee 6 and 20 represent the same actor.

Table 04- Interviewee's Profile

<b>Identification</b>	<b>Type of Actor</b>	<b>Group</b>	<b>Interviewee's Job</b>
Interviewee 1	Entity	Financial Institution	Owner partner
Interviewee 2	Entity	Financial Institution	Business Manager
Interviewee 3	Entity	Business Organization	Manager
Interviewee 4	Company	Supplier	Manager
Interviewee 5	Company	Clothing Company	Owner partner
Interviewee 6	Company	Business Organization	President
Interviewee 7	Company	Clothing Company	Owner partner
Interviewee 8	Company	Distributor	Business Manager
Interviewee 9	Company	Clothing Company	Owner
Interviewee 10	Company	Clothing Company	Financial Assistant
Interviewee 11	Company	Clothing Company	Owner partner
Interviewee 12	Company	Clothing Company	Owner-partner, business manager
Interviewee 13	Entity	Teaching and Research Institution	Dean of Administration
Interviewee 14	Company	Clothing Company	Owner partner
Interviewee 15	Company	Clothing Company	Administrative Manager
Interviewee 16	Entity	Support Organization	Technical Analyst
Interviewee 17	Entity	Public Power	Municipal Secretary for Economic Development
Interviewee 18	Entity	Support Organization	School Principal
Interviewee 19	Entity	Business Organization	Regional Delegate
Interviewee 20	Entity	Business Organization	Main Coordinator

Source: Elaborated by the authors.

In the selection, analysis and interpretation of the data was used content analysis, a technique of data analysis widely used in the field of social sciences, given its ability to capture and interpret meanings and which greatly contributes to the studies in this area (LAVILLE; DIONNE, 1999; BARDIN, 2009). This technique comprises the pre-analysis, material coding and interpretation phases. In the pre-analysis occurs the organization and systematization of the material under analysis, being: floating reading, choice of documents, formulation of hypotheses



and objectives, indexing of indicators and elaboration of indicators. Material coding involves defining categories and identifying record and context units in documents. The interpretation phase concerns the treatment of results, inference and interpretation (BARDIN, 2009).

The thematic classes were: structural dimension and procedural dimension of governance in LPA, as category unit the elements related to dimensions and their subcategories, as detailed in Table 05.

Table 05- Analysis of the content of the interviews done in Muriaé's (MG) Clothing LPA

<b>Thematic Class</b>	<b>Category</b>	<b>Category Index</b>	<b>Subcategories</b>
Structural Governance in LPA	Representativeness	Actors' role	Companies
			Teaching and Research Institutions
Governance Procedure in LPA	Cooperation	Joint action	Financial Institutions
			Support Organizations
	Coordination	Organization	Business Organizations
			Management
			Public Power
			Cooperation between companies
			Cooperation between entities
			Cooperations between companies and entities
			Coordinated by companies
			Coordinated by entities
			Coordinated by companies and entities

Source: Elaborated by the authors.

Thematic analysis of the closed-grid analysis categories was performed through the pairing of strategy of qualitative analysis and interpretation, with the sentence as the analysis category and the word as the content clipping unit. For data analysis, the NVivo® software was used as support, through which the pre-analysis and coding steps were performed (BARDIN, 2009), and the interpretation phase was based on Laville and Dionne's precepts (1999). From the information obtained in the stage of selection, analysis and interpretation of the data was prepared the report in which the governance of the LPA of Clothing of Muriaé-MG and its elements is presented through the characterization of said LPA, the joint actions carried out by the actors and ways of coordinating these actions, as summarized in the following section.

## 4. DATA PRESENTATION AND ANALYSIS

In the Representativeness analysis, the analysis criteria presented in Table 01 (section 2) were observed. It was noticed that in Muriaé's (MG) Clothing LPA the actors are divided between companies and entities. The companies carry out the main activity of the clothing sector and secondary activities. The entities are committed to the development of companies. The different groups in which the LPA actors are organized according to their activity are presented in Table 06.

Table 06- Representativeness of Muriaé's (MG) Clothing LPA actors

<b>Actor's Group</b>	<b>Activity Performed</b>
Company	Nightwears clothing manufacture.
Company	Nightwears clothing manufacture.
Company	Daywear clothing manufacture.
Company	Nightwears clothing manufacture.
Company	Shirts clothing manufacture.
Company	Daywear clothing manufacture.
Company	Nightwears clothing manufacture.
Company	Nightwears clothing manufacture.
Supplier	Supplies raw material for the clothing companies.
Distributor	Offers an array of different services for the transportation of the companies' products.
Teaching and research institutions	Offers graduation in Administration and Fashion that meets the vocation of the Clothing LPA.
Financial Institution	Offers credit lines for the Clothing LPA companies.
Financial Institution	Offers credit lines for the Clothing LPA companies.
Support Organization	Supports business management, specifically concerned with the strengthening of the productive process.
Support Organization	Offers qualified labor for the industry, specifically for clothing manufacture, thus meeting the city's demand.
Business Organization	Provides support to the clothing companies with regard to business transactions, training courses and other representative activities.
Business Organization	Contributes with knowledge and technology aimed at fostering Muriaé's development.
Business Organization	Promotes action that benefit clothing companies: negotiating with unions, technologic advancement, courses, lectures, partnerships.
Public Power	Articulates action that foster the development of the Clothing LPA.

Source: Elaborated by the authors.

In the Clothing LPA of Muriaé-MG, companies and entities were identified in significant numbers, considering the activity performed by each actor in favor of the development of the referred LPA, as highlighted by Cario and Nicolau (2012). Different activities were perceived and at least one actor belonging to the groups of actors that make up the LPA in question was identified, as highlighted in Table 06, which presents information about the representativeness of the LPA actors.

As for the performance, most entities of LPA de Clothing de Muriaé-MG perform their activities satisfactorily, that is, they are committed to the development of companies. However, the incipient performance of the educational and research institution was identified due to the fact that it is recent in the city and the lack of proximity to other entities and companies.

With regard to cooperation in the LPA, information on joint actions undertaken by the actors was identified, analyzed and interpreted considering the type of joint action, objective, resource sharing, diversity, frequency and scope of these actions. As shown in Table 07, co-operation in such a LPA can take place in three ways: between companies, between entities and between companies and entities.

Table 07– Joint actions undertaken by Muriaé’s (MG) Clothing LPA

<b>Type of Action</b>	<b>Objective of rhe Action</b>	<b>Actors Involved</b>
Machinery Sharing	To support the production process	Companies
Manpower Training	To offer training for the companies’ professionals. To foster the companies development.	Entities
Technology Consulting	To identify possible failures in the productive process of the companies	Entities
Promotion of the Clothing LPA	To inform and invite entrepreneurs to participate in the events promoted by the Clothing LPA.	Entities
Holding Meetings	To present products and identify the main demands of the companies with regard to the services that are provided. To inform the entrepreneurs about how to acquire and utilize credit lines	Entities
Use of labor	To train students and offer to the companies knowledge about the performed activities.	Companies and entities

Source: Elaborated by the authors.

It was found that the companies that are part of Muriaé’s (MG) Clothing LPA do not perform joint action. “Cooperation between companies, if any, is minimal. In my view there is no cooperation between them” (INTERVIEWEE 13). The entities, however, perform various joint actions, and are always cooperating. “I believe there is active cooperation between partners, institutions (entities). They work well...” (INTERVIEWEE 18). Similar to what happens in the companies, cooperation between companies and entities is incipient. “Thus, company-entity is very weak because we (company) do not participate...” (INTERVIEW 5).

In the LPA in question, the cooperation occurs through the actions of the representatives of the entities, since the cooperation between companies and companies-entities occurs in a particular and specific way, intended to meet the interests of the actors involved in the action. The individualistic behavior of entrepreneurs, caused by the need to focus on the management of their company, is highlighted as an important factor to understand this lack of cooperation between companies and business entities. Other factors that may be highlighted are: lack of awareness of the benefits of cooperation, lack of favorable conditions for cooperation, lack of trust and competition between companies.

As for the coordination of the Muriaé’s (MG) Clothing LPA, information was identified, analyzed and interpreted on procedures related to the organization and conduct of joint actions performed by the actors. Information on formality and management structure was observed in the interviewees’ statements, in order to understand the organization, integration and participation, and in order to understand how joint actions are conducted, as shown in Table 03 in section 2.

Regarding the organization, it was found that the LPA in question is poorly organized, as it was noticed that most of the actors do not carry out planning and do not adopt pre-established procedures to perform these actions. Few procedures were identified regarding the standardization of activities such as partnership agreements, which define how actions should be implemented. In the referred LPA, planning is replaced by the holding of meetings, which occur according to the identification of demands; thereon, actions are defined, as well as how and by whom they will be implemented:

It all begins with a meeting, or someone’s idea, so we hold the meeting to decide where to look for a resource, where that resource can be found, and who will manage each part of that project afterwards. Currently, the meetings are being held in accordance to the demands of the projects (INTERVIEWEE 19).

The management structure of the Muriaé's (MG) Clothing LPA, also related to the organization, is made up of entities, whose representatives seek alternatives to reconcile the diverse interests of the actors in favor of actions that contribute to development, as can be seen in Table 07, which presents the joint actions carried out in said LPA and confirms the involvement of the representatives of the entities.

As for how it is managed, it was noticed that among the representatives of the entities there is integration and a significant participation in the deliberations of the LPA, due to their constant involvement in joint actions and the nature of the performed activity. "We always carry out activities together and participate together ... The activity we carry out is basically the advertisement of our products ..." (INTERVIEWEE 1).

Among the representatives of the companies, it was found that despite the presence in the same territory and the similarity of the activity performed, there is no proximity, as no forms of interaction or relationship were identified. These representatives interact when they participate in the actions promoted by the entities, but due to their incipient participation, no favorable conditions for the development of proximity were identified. "Most entrepreneurs have individualistic behavior, they do not relate. So I mean ... there are a lot of companies that just look after themselves" (INTERVIEWEE 4).

The influence exerted by the actors of the Muriaé's (MG) Clothing LPA is related to the type of activity performed. Some companies influence the tradition and quality of products, as Interviewee 8 says: "Yes, they do, because here in Muriaé there are these manufactures that are older, bigger, which will always serve as a reference for those who are starting." Entities influence which actions will be undertaken mainly when their performance is decisive for the involvement and participation of company representatives, as pointed out by Interviewee 1: "Entities (CDL Muriaé, CONDESC, SEBRAE-MG, Development Office, and SINDIVEST- MG / MURIAÉ), all these I have already said I think they stand out, they perform their job very well. "

Regarding participation deliberations on intended objectives and priorities of actions to be implemented, it is the entities who decide the future of the referred LPA. Company representatives participate in an incipient way, due to their need for dedication to the management of companies, as interviewee 7 says: "No, I am often invited, sometimes I am not, sometimes I do not participate, and sometimes I am not available to go to meetings." Entity representatives recognize the reasons for this incipient participation of business representatives and because they value it, they are committed to increasing their involvement, as emphasized by Interviewee 17: "We think is of great importance for companies to participate."

It was found that the joint actions are coordinated by the entities CONDESC, SINDIVEST-MG / MURIAÉ and SMDE. Representatives of these entities are constantly looking for alternatives to foster business development. They also influence other entities and companies with their involvement and participation. The entities SEBRAE-MG and SENAI occupy a prominent place due to their role, committed to the improvement of companies and also for their significant influence in actions aimed at development, especially because they are nationally recognized institutions.

## 5. FINAL REMARKS

The objective of this work was to understand the structure and the dynamics of governance in the Clothing LPA of Muriaé-MG. It was found that the governance of this LPA is characterized by a significant representativeness, cooperation between representatives of entities in

contrast to the incipient cooperation between companies and enterprise-entities and the coordination exercised by the entities CONDESC, SMDE and SINDIVEST-MG / MURIAÉ.

Regarding representativeness, cooperation and coordination, it is emphasized that: i) although they were distinct types of actors performing different activities in favor of development, the need for the action of all the entities present in the referred LPA is highlighted, since some show a passive behavior; ii) joint actions focused on manpower training, technology consulting and holding events and meetings. However, to obtain more benefits it is necessary to develop joint actions with diverse objectives, and also to do so often, in order to allow the actors, especially those who do not usually engage in said actions, to realize their benefits and become aware of the importance of cooperation; iii) despite the existence of integration between the representatives of the entities and their active participation in the deliberations, the representatives of the companies are not involved in the coordination of the LPA, which in turn is characterized by the adoption of few formal procedures.

Suggested alternatives to foster cooperation: create favorable conditions for cooperation and raise awareness about the benefits of this practice. Specifically, to improve the actions of the entities the proposal is: diversify joint actions based on the expertise of each entity, carry out continuous and complementary actions and widely disseminate the actions taken to inform all actors.

Concerning coordination, it is suggested to carry out the planning continuously and frequently. Initially, meetings should be held to involve as many actors as possible to make them aware of the need for planning, the benefits to be gained and the importance of their participation. Specifically, with regard to participation, it should be clarified that the greater the number of participants, the better the performance of the entities with regard to meeting the companies' needs.

This study broadened the understanding of governance in LPA by offering contributions related to the proposition of the analytical model, which consists of a detailed indication of criteria for the understanding of representativeness, cooperation and coordination. Also by indicating ways for the actors of the LPA to obtain better results by conducting, organizing and managing joint actions that tend to provide overflows from the activities performed. These contributions can also support policy makers in developing actions to foster the development of local economies.

In this sense, despite offering just an overview of the results obtained in this research, due to space constraints; despite the reduced timeframe in which the research was carried out compared to the required amount for a more complete comprehension of the research participants mindset regarding the themes of LPA and governance in LPA, the procedures used to conduct the research should be remarked upon, since they may be adopted in other researches. For future studies, in addition to the application of the analytical model to other LPAs, we suggest detailed investigations, supported by qualitative and quantitative methods, of the governance elements in LPA, their forms of classification and the implications of their existence. Specifically, regarding said implications, there is the need to investigate the influence of governance on business and local development, which is supported by our identifying of variables that confirm that a solid governance can yield positive results (BOTELHO, 2009).

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<b>Contribution</b>	<b>[Author 1]</b>	<b>[Author 2]</b>	<b>[Author 3]</b>	<b>[Author 4]</b>
<b>1.</b> Definition of research problem	√	√		
<b>2.</b> Development of hypotheses or research questions (empirical studies)	√	√		
<b>3.</b> Development of theoretical propositions (theoretical work)	√	√		
<b>4.</b> Theoretical foundation / Literature review	√	√	√	
<b>5.</b> Definition of methodological procedures	√	√		
<b>6.</b> Data collection	√			√
<b>7.</b> Statistical analysis*				
<b>8.</b> Analysis and interpretation of data	√			√
<b>9.</b> Critical revision of the manuscript	√	√	√	√
<b>10.</b> Manuscript writing	√			
<b>11.</b> Other (please specify)				