

# **Analysis of the Performance of a Private Entity as Agent of Governance in a Local Productive Arrangement of Information Technology**

**Flávio D'Angelo Pereira da Silva, Gabriel da Silva Martins, Tainah Delfino Artieri,  
Yuri do Rosario de Araújo**

Industrial Engineering School of Petrópolis  
Federal Fluminense University

flaviod@id.uff.br, martins\_gabriel@id.uff.br, tainahartieri@id.uff.br, yuriaraujo@id.uff.br

## **Abstract**

This paper analyzes the performance of a private nonprofit entity, called Serratec, a member of the Local Productive Arrangement (LPA) of Information Technology (IT) in the mountainous region in Rio de Janeiro State, Brazil, which exercises the governance of it. This article shows a single case study based on bibliographical research and unstructured interviews with managers of Serratec. The geographic region of this LPA involves four cities and around four hundred companies of software development, mostly small and medium sized. Sixty-three of those companies are associated with Serratec, contributing financially and benefiting from it. Besides economical results, this LPA acts an important social role, training and offering first job opportunities to young people or people under social vulnerability conditions. These cities and companies of this LPA are officially part of another productive arrangement of IT that involves nineteen cities in a large geographic area, including the capital of the state, which makes this arrangement unable to meet the demands of companies and society of the mountain region. Despite being just three years old and did not take part of the genesis of the LPA, Serratec inherited and reactivated a thirty-year history of alternating expansion and contraction phases, motivated by planned actions by the government and business representation bodies, promoting technology and innovation in the region. The LPA is classified as “in development” and the governance is called “soft”. Serratec is focused on creating conditions for companies and society to develop themselves in economic and social aspects with low environmental impact.

## **Keywords**

Industrial Engineering, Local Productive Arrangement, Petrópolis, Brazil, Information Technology.

## **Biographies**

**Dr. Flávio D'Angelo Pereira da Silva** is a professor at Federal Fluminense University, Petrópolis, Brazil. He taught at undergraduate level in many engineering schools in Brazil, with 25 years of experience; and taught at postgraduate level for 5 years. He was a guest speaker at SteinBeiss University, Berlin, Germany. He graduated as a Metallurgical Engineer from São Paulo University in São Paulo, Brazil; obtained his Master's Degree and his Doctorate in Industrial Engineering at São Paulo University, as well. He has certification in Master Business Administration from Getúlio Vargas Foundation in São Paulo, Brazil. He is also the author of many papers published in international congresses. He worked in many international companies as quality manager and industrial manager and has large international experience. He was a consultant in a program to develop small companies in São Paulo State, Brazil, as well as one of its court experts. Currently, serves as a Member of Emergency Management Council at Petrópolis County, Rio de Janeiro State, Brazil.

**Gabriel Martins** is a graduating student of Industrial Engineering in Federal Fluminense University in Petrópolis, Brazil. Currently, he works as a quality assurance analyst in a software development company associated to Serratec.

**Tainah Delfino Artieri** is a graduating student of Industrial Engineering in Federal Fluminense University in Petrópolis, Brazil.

**Yuri do Rosario de Araújo** is a graduating student of Industrial Engineering in Federal Fluminense University in Petrópolis, Brazil.

