

SYSTEMIC COMPETITIVENESS: Analysis In A Third Sector Organization

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ABSTRACT

This study sought to analyze operational efficiency of a non-profit organization, based on the analysis model of systemic competitiveness of the German Institute for Development. Initially sought to adapt the model to the reality of a third sector organization and its differentiated market pattern. After adjustments, a large data-collection process was held, involving 4 different groups and a sample of 252 people. The results showed that the model made possible to evaluate the Association in terms of organization, interaction, learning, interests and efficiency, along with the main actors and groups related to that Association. Still has been found gaps in four evaluated levels. Such results can be attributed to low education and lack of knowledge of the associates about policies and public management instruments, besides the lack of greater interaction with the population and other organizations. Still were pointed restrictive and competitive aspects of the performance of the organization.

Keywords: *systemic competitiveness, third sector organizations, operational efficiency*

1. INTRODUCTION

The aim of this study is to analyze the operational efficiency of a non-profit organization, more specifically an association of garbage collectors, by means of the systemic competitiveness analysis model of the German Institute for Development – GID. Garbage collectors associations are mostly non-profit organizations, here also called "Third Sector", that opposes the "market companies", in the sense of not having the aim of obtaining profit for private purposes. However, this does not exclude them from current business scenario, it means, as well as other companies, these organizations also coexist with the economic problems arising from the constant changes of focus of the factors of social, political, economic and technological order. Furthermore, the "Third Sector" also needs financial resources for the implementation of its activities. For this reason, warns Drucker (1994), these organizations requires competitive enterprise-organizational behavior in its market - and State responsibility, because of the need to be self-sustaining and to act normally in so-called social sectors such as education and health, for example.

In this sense, Porter (1999) notes that no organization can ignore the need to compete, since the competition has already interfered in the stability of the markets from almost every sector. Besides, the author points out that competing reveals itself as an essential advantage for organizations, managing their development and supporting their processes. In this way, the conception that you have is that the survival of any organization, into this unstable environment, increasingly depends on its competitiveness. Ability that, to Coutinho and Ferraz (1994), means going beyond the abilities to adopt appropriate competitive strategies, but also to establish course corrections when these are required.

Fleury and Fleury (2002) corroborates these premises, adding that, with the increased competition in the markets, and the fast evolution of new technologies and media, the generation of innovations capable of promoting the advancement of the economic value of the companies becomes one of the most valuable organizational resources at the present time. In this sense, Porter (1986) points out that the organization relationship with the world in which she finds herself inserted is one of the main sources of success in the market. Being essential, according to the author, that the company has a clear vision of the risks that surround its business, as well as the opportunities offered, in short, medium and long term, because the knowledge of these factors is the main point for the conduct of any organization.

For Thompson (1997, p. 46), despite opportunities, there are two important fields on which the role of the entities of the "Third Sector" has been gaining space and prominence: the political and the economic. However, he warns that to succeed and better take advantage of this opportunity, these entities should adopt some strategies for each field in prospecting. As regards the first, it is necessary that they act on conquest and guarantee of fundamental rights and citizenship of the excluded. To this end, some issues need to be taken into consideration, such as: (a) social mobilization capacity and impact in front of public opinion, (b) flexibility to generate lasting alliances, (c) influences on decision making, and (d) transparency of values. In the second field, organizations of the "Third Sector" will have as main challenges the quality of services, the cost-efficiency-effectiveness, training resources and attention to the customer. According to the author, these are the elements so that the "Third Sector" can fulfill its role.

Soon, this set of aspects becomes the central object of this study which seeks to identify the capacity of articulation, integration, cooperation and organization of the research entity related to economic, social and political factors that impact on its results. Since nowadays the work of garbage recyclers associations, became more necessary and at the same time harder, because with urbanization process combined with the change in consumption habits, the trash got another dimension. All of these factors, combined with the function of generating jobs and income to less fortunate and excluded from the formal labour market communities, require that these organizations are increasingly efficient in fulfilling its tasks and functions. In this way, it is believed that the Arcoenses Recyclers Association (ARA) – object of study of this work, created for the purpose of managing the Selective Collection service of the municipality of Arcos, Minas Gerais State, in addition to raising their own sustainability, should be, as well as other organizations, efficiently able to well exercise its function. Even because it is the only source of employment and income of most people that it serves.

Thus, the organization model under study, its characteristics, its limits and endogenous and exogenous factors, deserve special attention and was the center of a research that presents itself now.

2. LITERATURE REVIEW

For the development of research, literature review presents the conceptual basis which underlies the work. We seek with this elaborate review to elaborate the theoretical fundaments that has supported the development of empirical research on the topic. Accordingly, the following themes were discussed: non-profit organizations, strategy versus operational efficiency and the IAD model for analysis of operational efficiency.

2.1 Non-profit Organizations

According to Coelho (2000), when it looks at how society is organized, its noted the existence of a significant number of different organizations with different objectives and structures. However, these organizations can be classified according to the nature of its activities, in a model of three sectors, which would: (1) Government or First Sector; (2) Market or Second Sector; and (3) Third Sector; the latter formed by institutions whose activities are not coercive, i.e. have all freedom of action, but his goal is not connected to the profit, but rather to meet the collective needs.

According to Druker (1994), several terms are used to refer to non-profit organizations: non-governmental organizations, civil society organizations, social or philanthropic entities, private voluntary organizations, Third Sector, among others. In each one of the highlighted aspects are found names as volunteer work, organizations without ties to the State, with philanthropic and assistance naturer, or even that its origin is in civil society. These facts reflect, to some extent, a disagreement about what exactly happens to be an organization that is not part of the State or the market, and that does not follow, at least in theory, government and business logic.

For Junqueira (2000, p. 14) non-profit organizations "are public private organizations, because they are geared not to distributions of profits to shareholders or directors, but for the realization of public interests; However, are the unlinked from state apparatus ". In a simplest sense, however applicable, Lizuka (2003) defines nonprofit organizations as those who work mostly with people who are on the fringes of society, i.e. with a portion of the

population that is socially excluded. Junqueira (2000) outlines several aspects that non-profit organizations, in its internal organization, seek to give priority, among which: (1) cooperation and joint liability, collective and shared; (2) cohabitation of plural forms of work, composed of employees, volunteers and other partners; (3) hybrid sources of resources as of the market (marketing), non-market (financing or support from the State or agencies), non-monetary (donations of goods or services); (4) ongoing information, strengthening the bonds with the entity and with the cause; and (5) development of alliances and partnerships with other entities or audiences, because you can't forget about the imperative of independence and sustainability.

However, Kasil (1997) points out that sustainability, within the Third Sector, is not linked only to the internal capabilities of the same, but also the capabilities to adapt to dynamic and constantly changing external environment. As internal variables most important, the author mentions technology and organizational structure. And as external, highlights the degree of hostility of the environment and how this should be assessed.

Corroborating Kasil vision (1997), regarding Third Sector sustainability capabilities, Salamon (1997, p. 94) states that these organizations require "social bonds", which implies the existence of a favorable position with regard to social, economic and political aspects. In this way, the author defines four critical challenges, on which synthesizes the sustainability of Third Sector. Namely: (I) challenge of legitimacy – be recognized to all sectors of society; (II) challenge of efficiency — have operational capacity and competence; (III) challenge of sustainability – possessing funds enabling the provision of its services; and (IV) the challenge of collaboration – ability to establish strategic partnerships with the State and with the business sector.

Armani (2001) supports the point of view of Salamon (1997), adding that the internal and external skills from Third Sector should be treated under two aspects: the managerial and systemic. In the latter, attention turns to the politician insertion, for the credibility and strengthening of the social base of the organizations, which are determining factors for its ability to boost lasting social change processes. In the managerial approach, the conditions of effectiveness and efficiency of organizations are evaluated. The author justifies that these two aspects are complementary. Therefore, both need to be considered in order to develop and evaluate the power of sustainability of Third Sector.

2.2 Strategy versus operational efficiency

According to Porter (1986), every organization has, implicitly or explicitly, a strategy. This being the development of an extensive formula, whereby a company will compete, as well as the policies and goals necessary to achieve their goals. In addition to being, according to the author, the decision about what features must be purchased and used in order to take advantage of the opportunities and minimize factors that threaten the achievement of the desired results. Slack, Chambers and Johnston (2009) share this idea, defining strategy as "the overall pattern of decisions and actions that position the Organization in their environment and have the purpose to make her achieve their long-term goals."

However, among the various concepts exposed, the proposal of Meirelles (2000) presents itself as the more plausible and more well placed, since for the author strategy means "creation of a unique and valuable competitive position, involving a different set and compatible activities, [...] is exercising excluding options in competition; is choosing what to do, but fundamentally what not to do "(Meirelles, 2000, p. 08).

In addition to the search for the definition of what is strategy, another issue is raised by Porter (1997): the need to distinguish between strategy and operational efficiency. The author argues about the confusion between strategy and strategic actions. For he strategy is the differential, the sustainable competitive advantage of organizations. While operational efficiency means execute similar activities, but better than competitors.

Soon, the author concludes that both the strategy and operational efficiency are essential for any company to reach the goal to obtain optimal performance. However, warns the author, operational efficiency is not strategy, since both have different ways of acting. I.e. for a company overcome its competitors it must preserve a unique feature (being strategic), provide greater value to customers or create value at lower costs (efficiency); or do both, since the fact that provide greater value allows the company to charge higher prices. Soon, greater efficiency means doing it to lower unit costs.

Hitt, Ireland and Hoskisson (2005, p. 101) conclude that "strategic competitiveness is established when the company meets the needs of operational efficiency of their external environment, while simultaneously using its unique capability to establish a viable competitive position".

2.3 IAD's model for analysis of operational efficiency

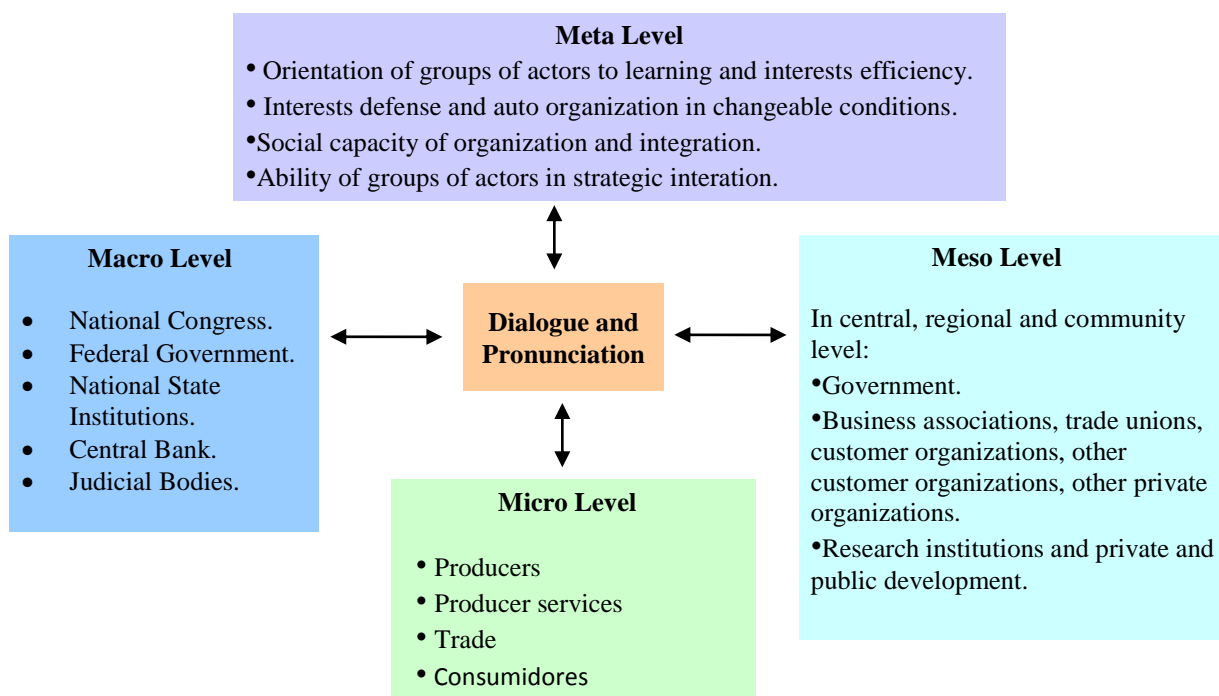
The inconstancies and the speed with which changes occur in the current business context require that every organization is able to coordinate, cooperate and join forces in order to keep or find new spaces within this dynamic and so competitive macroenvironment. What you see in this situation is that "today" organizations can no longer look only to themselves, since competition in the present day doesn't happen only between sectors of the same segment, but on a global level. Soon, the efficiency of organizations must also turn to the whole, so that they can be and/or remain competitive on the market.

In this context, the model for analysis of systemic competitiveness of the German Institute for Development (GID) presents itself as the most appropriate to evaluate the efficiency of an industry, in the sense of its competitive capacity. This model considers competitive the sector can develop in an integrated and comprehensive manner, i.e. when one considers all the actors he is connected to. Soon, this model suggests that the competitiveness of an industry or economic sector occur in systemic interaction of forces from several actors and groups which are inserted into four levels: meta level, macro level, meso level and micro level, and is therefore defined by joint actions (Esser, Hillebrand, Dirk & Stamer, 1994, p. 21), being the product of dialogue and joint articulation between the groups of actors involved in the competitive environment to be studied that will determine, at each level of analysis, the specific actions that should be developed so that the competitiveness necessary to the development of the sector as a whole is possible.

For Barreto (2008) systemic approach of the model of the German Institute of Development considers that competitive advantage is achieved through competitive relevance parameters included in all levels of the system and the articulation between these levels. Thus, the concept of systemic competitiveness emphasizes that competitiveness rests on measures directed to a goal. According to this author, to achieve systemic competitiveness it is necessary for the organization to be competitive within each level and, at the same time, it also needs the interaction between the four levels of the system.

The GID's model, according to Esser et al. (1994), reflects the full network of competitiveness that serves on four levels, which it defines as follows: (1) meta level: civil society; (2) macro level: state, market economic policy; (3) meso level: state, horizontal policy, and (4) micro level: company. For authors, the analysis of this model allows, yet, to say that the competitiveness of companies is based on a social organization that generates competitive advantages based on the interaction of several factors relevant to the system. Figure 1 demonstrates the model, with the articulation between its levels.

Figure 1: model of the IAD-determinants of Systemic Competitiveness



Source: Esser, K., Hillebrand, W., Dirk, M. & Stamer, J. M. (1994). Competitividad sistémica: competitividad internacional de las empresas y políticas requeridas. Instituto Alemán de Desarrollo-IAD, Berlin.

As displayed in Figure 1, the GID's analysis levels assess competitiveness under the optics of the following groups and/or elements:

- **Meta Level:** analyzes the society and its cultural aspects, as well as your organizational and integration skills, ability to elaborate strategies and policies for their self-organization and defense of its interests, beyond the level of learning and collective knowledge. Openness and willingness to change are also important aspects in meta level, as well as the separation of the State from institutions and social organizations, through the independence of these last.
- **Macro Level:** find out to what extent and on what measures the political and macroeconomic issues (economic stability, legal system, trade, fiscal, monetary, budgetary and environmental policies, transport and energy infrastructures, encouraging research, etc.) contribute to the sustainable development of the sector. It is important that this environment presents itself stable.
- **Meso Level:** analyzes the layout of the environment in which companies are inserted, in addition to the measures adopted by the Government, business associations and entities, public and private research institutions in central, regional and community level, which allow to define specifically the policies that will be employed in order to promote specific competitive advantages. An institutional environment to support organizations, formed by trade associations, financial institutions, technology, training of manpower and marketing support are indispensable for developing a competitive meso level.
- **Micro Level:** checks the performance of the company's internal activities to promote competitive advantages through the exchange of information and collaboration of the actors involved in this sector, consisting of the learning set. High innovative capacity, efficient management system and competent employees are important factors for organizations to obtain and sustain competitive advantage.

In this context, it can be said that the main points of this model are: (i) the clear approach that a sector will develop competitively only through dialogue and cooperation among all groups of actors in it submerged; (ii) the need for clear and objective development policies, which allow the fixing of actions based on solid bases, in order to contribute to a more accurate strategic planning; (iii) greater emphasis on social aspects, including the State action and the mobilization of society; (iv) detailed analysis which enables analyzing since micro-level - that studies the organization and internal administration of the company, to the meta level – which encompasses the sociocultural organization of a nation.

The GID model considers that competitiveness is not an isolated fact and non-dependent solely and exclusively of the efficiency of a business unit. Competitiveness is, therefore, the result of a strong correlation of factors that are inserted into the institutional, political, social, technological and cultural contexts.

Therefore, it is clear in this model that the competitive growth of a sector only makes sense when thinking and applied in an integrated and comprehensive manner, i.e. when one considers all the actors he connected. Thus, the GID model allows you to verify, in each of its levels, organizational skills, interaction and integration of a sector, industry or country, with several actors and groups in them inserted. What, therefore, allows you to point your competitive capacity.

3. METHODOLOGY

To analyze operational efficiency of a non-profit organization, through the model of the German Institute for Development (GID), a survey of exploratory character was developed, using essentially qualitative strategies.

Thus, in order to meet the objectives of the study and the various paths taken to this end, the sample was stratified into several segments, leading the investigative process to be accomplished by various methods and phases. This was in order to obtain a valid data record instrumental, able to provide reliability to the result to be achieved.

Regarding the definition of the type of sampling, this was non-probabilistic, intentional. In this way, were selected respondents who then were divided into four groups according to the goals to be achieved:

- **Group 1** - composed of the representatives of the ARA. Is the Group of greatest relevance to the achievement of this study, since it is the internal analysis of the main focus of the same Association. Thus, this group sought to identify the capacity of the internal organization of the Association, as well as their capacity of integration, learning and defense of their interests, in addition to issues relevant to the development of their activities.

- Group 2 -Contains representatives of the Municipal Government. The goal of this group was to identify the perception of these authorities regarding the role of the ARA in institutional terms.
- Group 3 - formed by companies, schools and neighborhood associations. Was used to determine the knowledge of these organizations with respect to the Association and the work she develops.
- Group 4 - composed of representatives of the population. This is the second group of greatest interest of this work, as it allows to identify the efficiency of ARA under the optics of their "customers".

Thus, this research had as sample eighteen workers from the studied association, fifteen mining companies and service providers in the city, ten schools of public and private segments, seven districts associations, two representatives of the municipal government and two hundred people from the local community. Soon, has a total sample of two hundred and fifty-two people.

The methods used to obtain the relevant data for the fulfilment of the purpose of this research were: (a) analysis of documents; (b) structured and semi-structured interviews and (c) questionnaires. The documentary analysis was the first data-gathering instrument used. In these were examined documents of the Organization, in order to obtain information capable of providing its characterization.

Thirty six interviews were initially conducted, two with representatives of the Organization studied (Chairman and in charge), two with representatives of the Municipal Government (planning Secretary and Secretary for Social integration), and thirty two involving other organizations of the city. The results obtained in these processes were analyzed qualitatively by considering indicators and goals established at each level of analysis of the GID model. To confirm and supplement the data obtained in the initial stages, were applied, in the presence of a researcher, eighteen questionnaires to employees of the studied entity, including the two previously interviewed, and two hundred questionnaires to the local population.

The data obtained in the interviews with government representatives were treated and analyzed qualitatively. However, for a better understanding of the results achieved in gathering data, it was also used a quantitative descriptive analysis.

4. ANALYSIS AND DISCUSSION OF THE RESULTS

The data collected in this survey were analyzed according to the levels of the GID analysis model and its respective goals to be achieved in the same. That way, the items in the analysis of data turn to research issues, seeking to answer them at the same time contributes to the clarification of the proposed research problem. Noting that to be effective the ARA should be able to integrate and coordinate well with all connected actors.

Once, stands the first profile of the sample used in this survey, which was divided into four groups. The first, composed of eighteen employees of the researched Association, which represents 95% of all workers in the same. The second group is composed by two representatives of the Municipal Government of Arcos/MG, being these occupants of Government strategic-level jobs and keeping direct relationships with the social and environmental issues of the municipality. The third was formed by fifteen companies in the mining and supply services (banks) of the city. It were researched a total of ten schools, among public and private, and seven neighborhood associations. The fourth group was formed by two hundred people representing the local community.

The community is, after the Association employees studied, the most significant sample of this study, since it is the public directly assisted by the Association work. Therefore, greater attention is given, then, to both groups of respondents most relevant to the present study.

Because it is a sector whose work demands more "courage" and need to keep, than education and specialization, as commonly see, ARA workers are people typically excluded from formal labour market demands, since most of them has over 38 years of age, are female, and mothers who have between 1 to 6 children, with age ranging from 1 to 20 years. These are people who do not have neither the complete elementary school, whose family income does not exceed two minimum wages.

The interviewed arcoense population consists of persons residing in the urban area, whose neighborhoods are served by the program of selective collection, mostly male, unmarried, with high school complete with family income ranging between 1 to 5 minimum wages (86 percent). Characterized the sample, now we go to analysis of the results.

4.1 Meta Level

The indexes set out to analyze the efficiency of ARA at this level were: (a) ability to interests defense and self-organization, (b) ability to orientation of groups of actors to learning and efficiency; (c) (c)social ability of organization and integration. To respond to such indexes it has been used, from Group 1 - Representatives of ARA and, in addition, an external research involving Group 3 - Representatives of companies, schools and neighborhoods associations and Group 4 - Representatives of the population.

Soon, through the research instrument (questionnaire), it was possible to notice that many people know or at least have heard of the Association of Recyclers from Arcos. However, there are a considerable number that still doesn't know about the existence of same. Most people know about the methods of separation of recyclable materials, but not everyone knows how often and days that collection is performed, which ultimately affect the productivity and profitability of the ARA, which in turn loses considerable amount of feedstock.

The dissemination and awareness of the importance of the process of selective collection for the environment and social and economic issues, which contribute especially to social inclusion of people considered anonymous towards society, still fall short, as there is a relatively high percentage of people who have no knowledge about the same.

Although the concepts are assigned to work and performance of the ARA, towards Arcoense society, are from good to very good, there needs to be improvements, adjustments and optimizations of the resources used, so the Association can become more competitive. Among these improvements, questioned people helped giving their opinion about what could be done. From their viewpoints: greater disclosure; deploy dumpsters around town which would indicate the type of material to be deposited; greater organization of collectors and greater commitment and attendance with the Collections.

It was noticed yet, with data analysis, that most people are interested in finding out more about the work of garbage pickers. However, when it comes to commitment, how to support their projects or participate effectively of the same, the number of interested suffers a considerable fall. That is, there is the intention to help, but without the commitment to engage or take part directly from the Association.

Thus, according to the discussion presented one can conclude that society has a positive perception about the ARA. However, such perception is not the same with respect to the services it performs, since most people said that need to be more efficient. Soon, you could say that the model's goal level indicators of the IAD were satisfactory to the achievement of this goal.

Regarding the analysis involving Group 3, representatives of companies, schools and neighborhood associations, the results demonstrated that ARA does not have a good interaction with the researched public, because most who knows it almost equals the majority who do not. The results were even more unfavorable when the question referred to the knowledge of that public about the services provided by it, because only 20% of surveyed organizations knew to point at least a service developed by that Association.

Thus, although some organizations know ARA, for most of them the purpose and the services that the Association does is not well defined. Therefore, we can conclude that the surveyed organizations, generally speaking, do not know well ARA or the work it performs. In this case, the IAD established indicators were also satisfactory to respond the goals.

4.2 Macro Level

To assess the efficiency of ARA at this level, it was considered its ability to integrate with government policies in federal domain, such as assessment index. In such an analysis were considered the following evaluation parameters: (a) the knowledge of the Association on the management instruments and public policy created by the Federal Government and (b) knowledge of organs and/or Federal Government sources which, in addition to funding projects, promote seminars and education programs geared to associations and cooperatives of garbage collectors, recycling projects, selective collection, organic composting and improvements of landfills. The Group 1 – representatives of ARA, was the respondent on these questions.

The results of the evaluation of these parameters were as follows: both the President and the other employees of the ARA demonstrated not to have any knowledge with respect to the two questions proposed. The following speech, from the President of the Association, corroborates this analysis: "I don't know anything about it. Actually I've never heard of politics from Federal Government and agencies that help associations like ours". The lack of knowledge of Federal Government actions and bodies that encourage and finance projects to garbage collectors

associations is also unanimous among the other employees covered, since everyone claimed not to know what this is about and not ever having heard of these actions of the Government.

4.3 Meso Level

At this level were considered the following indexes of evaluation: (a) integration capacity of the studied entity in relation to the Municipal Government; (b) integration capacity of the studied entity in relation to associations, business entities, among other organizations. To this end, we used the following evaluation parameters: (I) capacity of the ARA in building partnerships with the Municipal Government, neighborhood associations, among other organizations, in order to promote actions to improve the selective collection of the municipality; (II) ability of integration of association with the Municipal Government and other associations and local business entities, in order to obtain political, economic and educational support. To respond to these parameters have been addressed the groups 1 and 2, representatives of the ARA and the Municipal Government, respectively.

The data analysis collected in these interviews showed that, for the Municipal Government, the ARA is an important organization, which has brought effectively positive results to the city. It was noted that, although there is no formal partnership between ARA and the City Hall, it offers full support for the Association, in order to promote and encourage the separate collection, give financial support, among others. This shows the positive perception that the Government has in relation to the ARA.

As regards the integration capacity of the association with the Municipal Government and other associations and local business entities, in order to obtain political, economic and educational support, the result obtained was that ARA never sought support of these organs, despite having participated in a few lectures, offered by some of them. Through these results, it can be said that ARA adopts a position somewhat comfortable, hoping that the "others" come to offer them knowledge. Therefore, it cannot be said that ARA is efficient in this aspect. As stated by Druker (2002), is essential to any organization having competence to add self-knowledge; constant dialogue, open and receptive; leadership and commitment to quality improvement.

4.4 Micro level

At this level was assessed the internal structure of the Organization, which took into consideration the capabilities and resources that it has for the development of their activities, as well as its economic performance. To do so, were considered the following evaluation parameters: (I) availability and use of equipment, vehicles and manpower; (II) percentage of residue recovered in relation to total sold; (III) total, in reais, the monthly average income by the total number of employed workers in the sector; (IV) amount, in tons, of waste recovered in stock. As at this level the focus is the internal structure of the Organization, the Group addressed was the Group 1 – representatives of ARA, and the results achieved in these analyses were as follows.

The ARA has a privileged structure able to respond well to their needs of operations. However, this is not being enough so that its activities are conducted with success, since the nineteen employees who currently make up its staff cannot perform all the separation of recyclable material, collected and taken to the Association daily, on the same day that it is delivered, always remaining accumulated trash to be separated the next day. In addition, the ARA can't sell all recyclable material that is recovered, always maintaining a stock of approximately 3.600 kg per month.

It was noted that the Association does not have a fully efficient organizational structure to lead its members to learning and efficiency, as well as to self-organize and defend their interests, since even with informal conversations about the associations, cooperation, environmental awareness, among other issues relevant to their learning and growth, these are not formalized, or controlled and are rarely put into practice. Even though the workers tell they are concerned with issues related to garbage collection, with sales of recyclable materials and the profitability of the Association, no action is effectively developed so that they can make improvements on these aspects.

The lack of information and knowledge of the members of the ARA, regarding to fostering mechanisms to educational programmes and financial resources for so-called social associations also contributes to that it is not able to conduct learning, efficiency and defense of their interests.

Another aspect detected in visits to conduct the interviews and apply questionnaires was the lack of organization of the ARA, in relation to its routine procedures and internal controls. On these occasions were observed, also, deficiencies in the control of recyclable material that enters the Association, since not always the truck passes through the scale so that the material can be weighed. The worksheets that control the weighing of trucks are confusing and do not allow a clear view of the amount of material that goes in and out of the Association.

Employees don't agree to try alternatives that may allow the sorting of recyclable faster and less tiring. Currently each one makes the way they think it's best. And, finally, another fact noted with respect to the selling price of recyclable. This, according to workers at the ARA, is established by the senior buyer of the Association, which shows the same inefficiency regarding the trading capacity.

In view of what has been exposed, it can be concluded that the ARA has a good infrastructure and a relatively satisfactory staff. However, it is not being able to get organized in order to make better use of the resources it has and get those which still needs. In this context, we can say that the GID model indicators, established to evaluate this issue, were satisfactory.

5. CONCLUSION

The model for analysis of the competitiveness of the German Institute for Development (GID), although it is focused on competitive analysis of large industries, has adapted satisfactorily to analyze operational efficiency of the Arcoense Recyclers Association, a small non business organization, with monopolistic characteristics. The results show that model indicators enabled the evaluation of ARA capability in terms of organization, interaction, learning, interests defense and efficiency, along with the main groups and actors that relate directly or indirectly with the same. Thus, the study found that the ARA is not fully efficient in none of the evaluated levels. The explanation for this fact is the lack of communication, organization and effective interaction between the Group of workers, and with the other actors connected to ARA. Furthermore, it is considered that ARA lacks a planning to better develop their actions and strategies that enable their scope.

Another important conclusion deals with the relationship of the ARA with the community and other local organizations. Generally speaking, both people and businesses, schools and other organizations have little knowledge about the entity. Even for those who know or at least have heard, its function is not well defined. Therefore, it is concluded that there is a lack of a largest ARA interaction with the population and other local organizations. This is another very important factor for the competitive success of the Association, given that society is directly responsible by its larger or smaller profits.

Regarding other organizations, it is believed that the ARA should seek closer relationships so that partnerships can be signed, in order to improve and facilitate the selective collection. However, it notes that the low level of education, the lack of information and knowledge of the employees/managers about issues relating to policies and public management instruments, both at the Local level as State and Federal, that support entities such as ARA, causes the Association be exempt from an articulator, a person able to elaborate a project, to plead resources and establish partnerships. In short, a person who is capable of organizing the group in order to get individual improvements and for the Association.

It is worth noting that, even though the only city recyclers Association, ARA is not without competition. It was noted that there are in the city more than twenty informal garbage collectors that would normally pass through the streets collecting the best recyclables, before the passage of the collection truck of the ARA, which implies a direct competition with this "organization". With regard to the relationship and interaction of ARA with the Municipal Government, it was possible to conclude that this performed satisfactorily, since the Government proved to be confident and satisfied with their work, stating that this contributes effectively to many positive results, such as income generation and employment for disadvantaged people, and less pollution in the streets of the city.

However, even having achieved all these results, it is possible to point out some limitations to the survey. The first one refers to few studies found that discuss the methodology of the German Institute for development, especially on the aspect studied. The second concerns the extension of research. It is a large job that lacks larger studies to obtain best results. For this, there is the intention to continue the research.

The third and final limitation refers to qualitative techniques used. Because it is the evaluation of the perception of respondents, the questionnaire and the interviews, although being significantly influential to extract the qualitative information that could not be perceived, if these methods were applied, these are limited, primarily by demand a better structuring, which is back on the case of the extension of the work, and secondly, as a result of the first reason, has been the inability to capture all issues related to public perception.

However, even given the limitations, it was possible to observe that the reference model of the German Institute for Development were satisfactory in the analysis of operating efficiency of Arcoense Recyclers Association - ARA, pointing out the aspects on which the ARA is not being efficient and emphasizing those who, although they have not been pointed out as totally inefficient, need to be improved.

Besides, this research has allowed to verify that the efficiency of an organization, regardless of their size and segment, should be evaluated considering the issues and actors involving both the internal and external environment. And that is the ability of interaction between the actors, and the best use of resources in both environments, which will define the competitive capacity of the same.

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