

Received: 09/25/2019

Accepted: 05/16/2022

THE DEVELOPMENT OF SELF-MANAGEMENT AND SOLIDARITY IN ECOSOL STORES IN CANOAS, RS

O DESENVOLVIMENTO DA AUTOGESTÃO E DA SOLIDARIEDADE NAS LOJAS DA ECOSOL EM CANOAS, RS

Cléo Zorzi Montanari¹
Robinson Henrique Scholz²

Abstract

This article studies how self-management is developed in shared management in ECOSOL Canoas stores, in view of solidarity practices, from the perspective of stores being constituted, as solidarity economy tools, being based on four basic characteristics: cooperation, solidarity, economic viability and self-management. The case study was adopted as a research method, in a qualitative, descriptive approach, having as a data collection instrument, 10 semi-structured interviews, 02 store documents and 8 direct observations recorded in field diaries from the 22nd to the 30th of December, April 2019. A técnica da análise de conteúdo foi utilizada na interpretação dos dados. Data from the research financed by FAPERGS indicate that the self-management of stores is developed in decision-making and jointly in the responsibilities from the plenary sessions, in the construction and application of the Internal Regulation of the same, as well as in the election of the team of coordination, and it plays a fundamental role of leadership and moderation.

Keywords: Self-management. Solidarity. Solidarity economy. ECOSOL.

Resumo

O presente artigo estuda como a autogestão é desenvolvida na gestão compartilhada nas lojas ECOSOL Canoas, em vistas as práticas de solidariedade, na perspectiva de as lojas serem constituídas, como ferramentas de economia solidária, sendo fundamentada em quatro características básicas: cooperação, solidariedade, viabilidade econômica e autogestão. Foi adotado como método de pesquisa o estudo de caso, em uma abordagem qualitativa, descritiva, tendo como instrumento de coleta de dados, 10 entrevistas semiestruturadas, 02 documentos da loja e 8 observações diretas registradas em diários de campo no período de 22 a 30 de abril de 2019. A técnica da análise de conteúdo foi utilizada na interpretação dos dados. Os dados da pesquisa financiada pela FAPERGS apontam que a autogestão das lojas é desenvolvida nas tomadas de decisões e

¹ Graduated in Management Processes from La Salle University, Canoas – RS, Brazil. Email: czmzorzi@gmail.com

² PhD in Social Sciences (UNISINOS). Professor at La Salle University, Canoas – RS, Brazil. Email: robinsonscholz@hotmail.com

solidariamente nas responsabilidades a partir das plenárias, na construção e aplicação do Regimento Interno das mesmas, assim como também na eleição da equipe de coordenação, sendo que ela exerce um papel fundamental de liderança e moderação.

Palavras-chave: Autogestão. Solidariedade. Economia solidária. ECOSOL.

Introduction

In Brazil, from 1980 onwards, the growth of systematic unemployment caused a precariousness of informal work and the lack of perspectives of insertion of formal work, led to the search for alternative economies, among them the Solidarity Economy, which can be observed in three dimensions: i) economically, which proposes self-management; ii) culturally, producing and consuming local and healthy products; iii) politically in a change of society, based on the values of solidarity, democracy, cooperation, environmental preservation and human rights.

In the state of Rio Grande do Sul, Brazil, in 1999, the Research Group in Solidarity and Cooperative Economy (ECOSOL) was created with the objective of investigating associative and cooperative experiences and, from it, the articulations of the Economic Forums are mobilized. Solidarity at the municipal, regional, state and federal levels. Thus, in the city of Canoas, the Municipal Forum of Popular Solidarity Economy was also built and organized, in the sense of expanding the spaces for discussions and moving the solidary economy through solidary economic enterprises.

On December 18, 2012, through Law No. 5717, the Policy for Fostering a Popular Solidarity Economy was instituted in the Municipality of Canoas/RS, giving legal certainty to the Forum and bringing together Canoan enterprises in the area of handicrafts, food and urban family farming in two fixed spaces in the city, constituting the ECOSOL stores in Canoas: at Estação Canoas/La Salle of the Trensurb SA and at Praça da Bíblia, both in the center of the city.

Based on this context, we have a research problem: how is self-management developed in shared management in ECOSOL stores in Canoas, in view of solidarity practices? Therefore, the objective of the study is to understand how self-management is developed in shared management in ECOSOL stores in Canoas, in view of solidarity practices. The specific objectives are: a) to evaluate entrepreneurs in the sense of belonging and responsibility in management; b) analyze the possible criteria for entry as an exhibitor taking into account solidarity; c) study the criteria that can be punished or excluded from stores from the point of view of self-management; d) observe the dichotomy between work and income and the values proposed by ECOSOL.

This article is one of the results of a research funded by the Fundação de Amparo à Pesquisa do RS – FAPERGS, which covers the understanding of the solidarity economy and its practices in the municipality of Canoas, RS. The method adopted in this study is qualitative and descriptive, using the case study as a technical procedure. The data collection techniques used were the consultation of store documents, the application of 10 semi-structured interviews and 8 direct observations from April 22 to 30, 2019, recorded in field diaries. Data were interpreted through content analysis.

This work is composed of 5 sections composed as follows: In section 1, this introduction is presented, followed by section 2, which deals with the theoretical framework. In section 3, the study method is explained and in section 4, the collected data are analyzed. Finally, in section 5, the final considerations are pointed out.

Solidarity Economy

The solidarity economy has emerged as an alternative way of facing exclusion in the capitalist way, but in Brazil, it is only from the 1990s onwards that it has been perceived in different forms of previously marginalized social categories. These are transformed into various ways of organizing work, such as associations, cooperatives or informal collective groups for the production of goods and income generation. (FERRARINI *et al*, 2018). For Veronese, Gaiger and Ferrarini (2017), it differs from other economic initiatives and encompasses a field of social economy fundamentally due to certain characteristics, such as collective ownership, the protagonism of the workers themselves and the self-management of the enterprise, with peculiarities and references. developing with practices endowed with singularity and creativity. However, the main focus of these

groups is the generation of social well-being and dignified survival for their members. The extensions of economic limits are studied in Ferrarini *et al* (2018, p. 308):

Solidarity economy is not just a way of producing material life, but alternative ways of building ties and political practices that rebuild primary protection networks and that are capable of reducing situations of vulnerability, strengthening identities and promoting citizenship.

Their relationships are defined based on cooperation, appreciation and preservation of the subject and society (SANTOS *et al*, 2016). The solidarity economy is opposed to a system of mass production and centralization of work as a need for human subsistence. It brings with it a community or solidarity development, because all those involved participate as a collective society, and its economic, political and cultural results are shared with respect to the diversity of race, ethnicity and gender, building a new form of social inclusion. For Pessy and Scholz (2015), the solidarity economy is characterized as an efficient way of generating income and establishing social relationships between people and their needs.

The cooperation starts from the existence of common interests and objectives and the union of efforts and capacities, in the aspect that "[...] the solidarity economy came to encompass, in its expansion process, various social categories and various modalities of organization, as informal income generation units [...]" (FERRARINI *et al*, 2018, p. 307). In this sense, Veronese, Gaiger and Ferrarini (2017, p. 91), point to the diversity of forms of cooperation, as an example: "associations, informal groups, cooperatives, self-management companies, local initiatives in the field of social services and assistance to people in need, social enterprises and solidarity finance". These collective organizations aggregate a set of individual and family activities for those who work and constitute the community, contributing to its development (BRAND, 2016).

According to Gross (2016), cooperativism plays an important role in the solidarity economy due to its own characteristics, such as democratic control by members, commitment to their education, distribution of responsibilities and results. Thus, there are feelings of belonging about the business and collective decisions.

The decision-making process on the part of group members differs from false cooperatives, which according to Veronese, Gaiger and Ferrarini (2017, p. 91), "use the cooperative legal framework to intermediate low-cost labor, keeping the company hierarchy and the division between capital and labor intact.", fleeing the purposes of free and democratic cooperation.

The economic dimension of solidarity economy projects is one of the motivational bases for the aggregation of efforts and personal resources for production, processing, credit, marketing and consumption. It involves the set of elements of economic viability that, in accordance with Gaiger, Ferrarini and Veronese (2018), presupposes individuals not only entirely altruistic, but multifunctional and endowed with full communicative rationality. This implies that it is necessary to guarantee, with its own means, the continuity of its economic activity, thus assuming the inherent costs and risks, without depending on external contributions.

After conceptualizing the theme of solidarity economy, in the next section solidarity is characterized with its conceptual bases and that dialogue with the scope of this study.

Solidarity

Solidarity comes in the proposition of inclusion, having the subject as part of a society as a whole or as a counterpoint to social exclusion, since it seeks to add economically disadvantaged individuals to collective growth. Mendonça (2018, p. 98) defines it as follows:

Solidarity, etymologically, goes back to the term *solidum* which in Latin means something cohesive, whole, compact. It is, therefore, associated not only with ethical values, but also with the concept of equality, since everyone is part of the same community and must, therefore, ensure their well-being.

Solidarity, according to Bajoit (2006), can be understood in two logics: in the logic of reciprocity in which each one has something that is useful to the other and is willing to give in exchange for something they need; and in the logic of gregariousness, understanding that each individual in the group has something that everyone lacks and they complete each other when they are together. The combination or articulation of the logics of solidarity translates into more solid groups, however, others are organized in a single logic with more fragile relationships, but still very interesting.

Gaiger and Santos (2017, p. 302) understand that social movements achieve virtuous experiences when they seek bases in reciprocity, placing it in the grandeur of an economic principle, equivalent to the others, because "reciprocity can be examined within the scope of social practices in its role as an axiological and moral vector that drives the concrete modalities of mutual and successive services between individuals, collectivities and peoples". In the context of solidarity economy, the character of solidarity can be observed from the fair distribution of results, in the improvement of the living conditions of the participants, in the relationships established with the local community or with other social movements. Complementing, according to Brand (2016, p. 161), "another foundation is solidarity, promoted among participants who establish social bonds of reciprocity among themselves in their cooperative relationships". Thus, according to Veronese, Gaiger and Ferrarini (2017), solidarity contributes to reducing the boundaries between individual and collective interests and stimulates the practices of concrete experiences in the management of the common good.

After presenting the understanding of solidarity in the context of the solidarity economy, the following section bases self-management in the practices of collective and democratic participation.

Self-management

The concept of self-management is related in a context of collective and democratic participation, providing autonomy for individuals to become responsible for decisions, controls and directions of an enterprise (BRAND, 2016). Costa (2018) starts from a principle in which workers take over the means of production and self-organize work and life. Now, for self-management to take place, it is necessary for the partners to recognize that they all have the same rights and share a common project with equal abilities and conditions. In other words, "democratic management encourages participation and ensures that fundamental deliberations are taken by the group of partners; it is the form that best suits the collective and egalitarian nature of the solidarity economy" (GAIGER; FERRARINI; VERONESE, 2018, p. 153).

Gross (2016) points out as a challenge to self-management in solidary economic enterprises the great difficulties related to the lack of specialization and professional qualification of the cooperative members, although there are exceptions, the vast majority do not have knowledge in managerial, accounting or financial administrative areas. This thought is in line with the study on the challenge to self-management by Borges *et al.* (2013, p. 104): "it concerns the ability of the members of an enterprise to manage it efficiently in the absence of an expert".

According to studies by Gross (2016, p. 50) not all solidarity enterprises are guided by the same ideological values among workers in democratic management, some have different values from those preached to self-management, as "we have to question the effective support of the solidarity economy based on unconditional self-management and solidarity". However, involvement and collaboration with the enterprise become a requirement for the individual as a participant in the group, since the collaboration and its actions will impact the other participants. Santos *et al.* (2016, p. 51) brings as an observation to the management mode, different behaviors among the members: "while some understand and assume the mode of construction and daily learning, others, however, perceive only as an alternative source of income without involving themselves if in self-management."

After presenting the theoretical framework of this article, the following section describes the research method and the contextualization of the study.

Method

The study financed by FAPERGS, under Grant Term nº 17/2551-0000863-4, was developed through a qualitative approach, as it seeks to understand how the self-management of the case under

study takes place, according to Minayo (2012, p. 693) , "the main verb of qualitative analysis is to understand. To understand is to exercise the ability to put oneself in the other's shoes".

The research was descriptive, as it had “[..] as its primary objective the description of the characteristics of demand, population or phenomenon, or else, the establishment of a relationship between variables” (GIL, 2002, p.42). As a technical procedure, it opted for the case study (YIN, 2001) to take into account the data collected specifically from ECOSOL Canoas, in the aforementioned stores. This method “[..] focuses on the study of a particular case considered representative of a set of analogues, which it significantly represents” (SEVERINO, 2016, p. 128).

To obtain the data, 10 semi-structured interviews between April 22 and 30, 2019 were used as collection instruments, which were recorded and transcribed to be properly analyzed later. It also made use of 8 direct observations, on the same days mentioned and 02 documents referring to the enterprise, namely, the Internal Regulations and the Cash Book. According to Pádua (2016), in a semi-structured interview, the researcher organizes a script of questions on the topic, allows or encourages the interviewee to spontaneously talk about the subject, revealing nuances that will collaborate with the main theme. In direct observation, according to Yin (2001) one can formally or informally assess the incidence of certain behaviors at a given time, offering additional information or characteristics about what is being studied. The documents complement the case study, which for Severino (2016, p. 128), “is any form of recording and systematizing data and information, placing them under conditions for analysis by the researcher”.

The collected data were analyzed using content analysis as a technique, which according to Campos (2004), is a set of research techniques whose objective is the search for the meaning or meanings of a document, referring to the study of both the contents in the figures of speech, ellipsis, between the lines, based on the researcher's creativity and capacity.

Contextualization of ECOSOL Canoas Stores

The stores, objects of the proposed case study, belong to solidary economic enterprises that are part of the Municipality's Forum for Popular Solidarity Economy (ECOSOL) and are located at two addresses: at Estação Canoas/La Salle da Trensurb SA, next to the Centro Information Center (the store was opened on June 12, 2014) and in Praça da Bible, close to Highway BR 116 (opened on October 21, 2017). The spaces created by the Municipal Secretary for Economic Development are intended for exhibition and trade by groups integrated into the city's Forum. On site, handicrafts, food products, sale of flowers are sold, in addition to the cultural part that operates in the purchase, sale and exchange of books, CDs, DVDs and vinyl records.

Customer service is provided by Forum members who take on the role of store exhibitors, with 16 exhibitors at Praça da Bible store and 28 exhibitors at Estação Canoas/La Salle store, which are divided in scale to serve in the morning shifts. It's late. The stores are open from 9 am to 7 pm, from Monday to Friday and on themed dates such as Mother's Day, Book Fair, Father's Day and Christmas, the space is also open on Saturdays, service is from 9 am to 4 pm. .

After the presentation of the method used, as well as the contextualization of ECOSOL Canoas Stores, the data analysis is presented in the next section.

Data Analysis

This section is of great importance in the article, as it sought to clarify and answer its objective from the understanding and analysis of the data collected through the unfolding of the specific objectives interpreted separately, which are presented below.

Participation, Decision-making and Responsibility.

ECOSOL Canoas Stores, as they are composed of solidary economic enterprises, have self-management as a principle, which, in accordance with Gaiger, Ferrarini and Veronese (2018), requires the involvement of the partners in the management and identical decision-making power. In contribution to this, Brand (2016) points to self-management as an autonomy for individuals to become responsible for decisions, controls and directions in an enterprise.

In this context, the involvement and participation of store members in decision-making (SANTOS *et al* , 2016) is understood in the speech of Interviewee 5: “ Decision-making is together, we have a meeting every month in the plenary , and from there, all the difficulties are discussed, the things that will arrive, what will come out, what can and cannot”. In collaboration with Interviewee 1: “[...] everyone has the power to put ideas, it is always like this, to improve and if you see what is best, it is adopted”. The essence of self-management present in the store's self-management practices can be seen from the data, in line with the studies of Gaiger, Ferrarini and Veronese (2018).

However, one can observe a greater burden on the coordination team of the Stores, as stated by Interviewee 3: “[...] it's not like that, you know it's a bunch of women, right? But it's not quite like that, there are those who decide things more and we obey”. This position of the coordination is also evident in Interviewee 10: “[...] we can give an opinion, but the decisions are made by the forum coordinators”. It is noted that the contradiction is present in life in society and is no exception to the rule in an enterprise such as the one researched, and must be perceived according to its social relations (MENDONÇA, 2018). In this sense, a fundamental role of leadership is associated, which for Seghetto and Scholz (2015, p. 15): “[...] the leadership component is related to the success or failure of a particular team and how to achieve a certain objective”. This thought is in line with the speech of Interviewee 6: “Invariably there will always be someone who will coordinate, they may not be called coordinator, but there will always be a leader”. The recognition of this leadership is observed by the interviewee, demonstrating the importance of coordination that can share self-management processes (SCHOLZ; BROCHIER; ROMERO, 2014), as an example of Interviewee 4: “[...] without coordination, a lot would not happen ”, contributing this understanding based on Interviewee 3: “Without coordination it wouldn't work, at this point they are right [...]”. There is a need for leadership processes present in the relationship with the store's work collective, guided by collective trust and learning (SCHOLZ; VERONESE, 2019).

Coordination is supported as being able to resolve urgent administrative cases of store maintenance, without prior consultation of the assembly, by article 6, item "a" of the Internal Regulations, which refers to the organizational structure of the stores: "the Coordination of Stores, composed of of seven (07) members will be able to resolve administrative cases such as maintenance of the stores, without having to consult a previous meeting of the Stores [...]”. However, according to Mendonça (2018), solidarity comes from a perspective of commitment and conception of equality, since everyone integrates and must care for the well-being and growth of the collective, because according to Bajoit (2006), no collectivity survives if there is no division of tasks and socialization among its members, so that they are integrated into this division. In this sense, it is necessary to divide responsibilities. This understanding is understood in the speech of Interviewee 1: “[...] yes, I think that what happens, whether good or bad, is everyone's responsibility [...]”. Contributing to this understanding, Interviewee 5 reports that: “Everyone takes care of the store, everyone is responsible, there is a group of people who coordinate the forum, take care of the organization, but in themselves, they all have an obligation to take care of the space, to serve well” . Still in this aspect of solidarity in the face of responsibilities, there is clarity in the speech of Interviewee 8: “[...] it is a solidarity economy, everyone helping each other, working together, dividing the work and the responsibilities”. This thought is in line with the understanding of Ferrarini *et al.* (2018, p. 308): “The primacy of solidarity in such enterprises is manifested in the involvement of its members with daily management, in the socialization of productive resources and in the adoption of equity principles”.

Still in the self-management perspective, Gaiger, Ferrarini and Veronese (2018) perceive that collective management fulfills the social mission in solidarity economy ventures, when control, management and collective ownership takes place in the exercise of equal power for all, in economic activities, decision and sharing of results, through transparent and democratic administration (BRAND, 2016). In this bias, the belonging factor of the entrepreneurs involved can be observed in the voice of Interviewee 2: “[...] I feel like an owner, because the mayor pays the rent, but what we have here is ours! It's like we say, the store belongs to everyone!”. Added to this perception, there are the lines of Interviewee 3: “[...] the owner, yes, it is definitely our store” and Interviewee 4: “[...] we are proud to say to our store [...]”.

In the analysis of the data obtained, in order to obtain answers to the first specific objective, it is noticed that there are entrepreneurial and committed postures with the stores and sharing responsibilities jointly, as part of the large group, governed by a coordination, which is composed of members of the group, that is, being the protagonist of the enterprise.

The next section will deal with the second specific objective regarding the analysis of possible criteria for entry as an exhibitor, taking solidarity into account.

Entry criteria as an exhibitor with a view to solidarity

The purposes of solidary economic enterprises are opposed to a system of mass production and centralization of work as a need for human subsistence. In this context, for Brand (2016), work is inherent to the individual and as a form of autonomy. According to Veronese, Gaiger and Ferrarini (2017), they have their own peculiarities and references, developing with practices endowed with singularity and creativity. Associated with this, according to Ferrarini *et al* (2018) emphasizes that they are not only responsible for the purpose of fighting poverty, nor of kindness and compassion, as they are not charities. These groups also have the role of publicizing and practicing solidarity actions in the event of new participants entering and leaving the stores.

As the collectives consolidate (COSTA, 2018), there are inclusions of new participants, and in order to be an exhibitor in stores, it was realized that a journey of this new associate is necessary in a solidary economic enterprise; and this exhibitor candidate, as well as the enterprise, must participate in the Canoas Solidarity Economy Forum for at least 1 year, as commented by Interviewee 5: "You cannot enter here, directly here, you have to take a walk, participate in a group, participate in meetings, 1 year of solidarity economy", and complemented by Interviewee 2: "You have to have groups within the solidarity economy to participate in the store. We go through screening, everything to be part of the store here". These statements are in addition to what is proposed by the Internal Regulations for Enterprises, in article 21, item "a" in relation to the group: "To participate in the Stores, the group must be participating at least for (01) year in the ECOSOL Forum", and in item "b" that treats the exhibitor as a participating individual: "To participate in the Stores, the person must be participating at least for (01) year of the Forum. In this sense, it can be seen that there is a concern for new entrants to be aligned with the purposes of the solidarity economy (GROSS, 2016), evidenced in the speech of Interviewee 9: "[...] they have the principles of the solidarity economy, and then it passes to us, we read a lot to know, how far we are going to bear, endure, respect and then do our part. To be in accordance with the statute of the Forum and the store". The interviewee's perception of the principles of the solidarity economy stands out, such as self-management, cooperation, social responsibility and democracy (SEGHETTO; SCHOLZ, 2015).

It should be noted that, as mentioned in the Field Journal of 04/28/2019: "The Internal Regulations are physically in the store for everyone to access". Still on the regiment, he also brings this recommendation, in relation to the observance of the principles of solidarity economy, purpose of the stores, as rules for the group to participate in it:

Art. 3 - to participate in the Store, the group must: a) be registered in the Canoense Forum of Solidarity Economy; b) be self-managed, respect the principles of democracy and Solidarity Economy; c) be forwarded by the Canoense Forum of Solidarity Economy in accordance with its screening rules.

In this perspective, there is a stimulus to solidarity (MENDONÇA, 2018) when new participants establish social bonds of reciprocity and solidarity practices (PESSY; SCHOLZ, 2015) in the Forum space, in accordance with Veronese, Gaiger and Ferrarini (2017).), in the concrete experiences of managing the common good, justice and the collective interest, even before being included in the stores. This reflection is seen in the speech of Interviewee 4: "It is good that these people who join now are already from the solidarity economy, so they know how it is, they already participate".

In another aspect, another factor evaluated to new participants concerns the quality of the work developed, in accordance with Gaiger, Ferrarini and Veronese (2018), individuals capable of guaranteeing, with their own means, the continuity of their economic activity and the success of the enterprise. Based on this thought, the ECOSOL Canoas stores are intended for the trade of products from artisans in the municipality, food products and products aimed at culture (GAIGER; SANTOS, 2017). In this context, screenings are carried out by the coordination, towards quality products, diversification and viability of the stores, according to Interviewee 2: "[...] first they will see what is not in the store, put something different, not the same things, it may even be the same craft technique, but with a different audience". According to Interviewee 6: "the coordination assesses

whether the product is well made, if it is handmade, it has to be at least 70% handmade, they do not give up on that". These characteristics, in accordance with Brand (2016), refer to the purpose of establishing solidary economic enterprises, which seek to ensure the quantity and quality of the participants' work. According to Interviewee 1: "[...] the coordination is who determines whether or not to enter the store [...]". This role is also recognized by Interviewee 5: "[...] they already have an opinion formed, a system of working, so it's more or less that there, right". 04/19: "the food provided in the establishment is based on healthy, natural food, without preservatives, without additives and is not fried".

At another time, after going through the screening and being considered fit, these new participants need a welcome to feel integrated into the group. This moment is in line with what Gaiger and Santos (2017) present, in which solidarity practices are made possible and developed in the group over the long term, adapting to the demands of the times without detaching from their origins of cooperation, solidarity and reciprocity present in it (SCHOLZ; BROCHIER; ROMERO, 2014). In this aspect, the lines of Interviewee 4 were evident: "I always welcome you well, right, but sometimes, where there are many women working together, right? But in general, the people who enter are welcomed in the same way, there is no difference because it is new or not"; as well as from Interviewee 6: "[...] I have been for two years, several came in, they are well received, yes, very well received [...]".

The data collection from the instruments used demonstrate, as possible criteria for entry as an exhibitor, bases that are linked to the principles of solidarity economy, one of the criteria being the requirement for the new participant that he is already inserted in a group linked to the Forum of Solidarity Economy of the municipality for at least 1 year, experiencing solidarity. At another point, the product to be displayed can be seen as a criterion, comprising a healthy and natural product (in the case of food), sustainable, artisanal, of quality and different from those already existing in stores, coming from a work that is inherent to the exhibitor. Upon entry, they are welcomed jointly by the group of store exhibitors.

In the following section, data referring to the third specific objective are analyzed.

Criteria for punishment or exclusion from the point of view of self-management of stores

The perspective of participation in collective and democratic management proposed as a concept of self-management, according to Gaiger, Ferrarini and Veronese (2018), ensures that fundamental deliberations are taken by the group of partners. However, Santos *et al* (2016), points towards the way of different behaviors among the members, with the need for rules for harmonization and good functioning of the same, since their actions will impact the other participants. The ECOSOL Canoas stores are included in this context, according to Interviewee 5: "It is self-management, but there must be rules, otherwise it doesn't work [...]". The need for regulation among the participants is perceived, as a way of implementing the agreements and the construction of the Internal Regulations of the stores.

In this way, in compliance with the Internal Regulations, sanctions or even exclusions of store exhibitors may occur. It should be noted that the word exclusion is not used here, contrary to inclusion, since such members were jointly included as a principle of the solidarity economy, but may be excluded from the stores because they do not fit the purposes established by them (SCHOLZ; VERONESE, 2019).).

In this proposition, Article 21, in item "h" determines as a duty to the store user, "Participate in the meetings of the Ordinary and Extraordinary Assemblies of the ECOSOL Forum", not only as an incentive to participate, but also as a normative (MENDONÇA, 2018), in which repetitive non-attendance (in agreement with Interviewee 1) is a reason for punishment: "[...] it is imperative that one from each group go to meetings, the fact of not attending already shows disinterest, deserving a punishment yes, missing three meetings, you can be out of the store". Contributing, Interviewee 8 reports that "[...] this is why the groups have to have 4 people, so in case of a patient, the others will represent". In this context, the Field Diary of 04/26/19 is added: "the possibility of participation in the plenary was being discussed, as one of the participants had had a surgery and could not go".

In another aspect, there is a criterion of punishment or exclusion to the exhibitor of the stores, which is the non-payment of the collective maintenance fee of the stores, as stated by Interviewee 5: "[...] , at the beginning there was even a very strict Regulation, when you didn't pay, two months you didn't put your product, until you settled the debt, but over time it became more

flexible". In relation to the lack of payment of the collective maintenance fee of the store, the Internal Regulations have the possibility of sanctions in articles 17 and 18:

Art. 17: The on-call worker who does not pay the fee for a month will be prevented from exhibiting and marketing his products in the following month, after the debt has been remedied, he will be able to exhibit the products again.

Art. 18: The group that does not pay the fee will be suspended until due settlement and, repeating the error, will be excluded from the store project.

This prerogative of paying maintenance fees can be understood as being a characteristic of these solidarity economic enterprises, with regard to their economic viability, since according to Gaiger, Ferrarini and Veronese (2018), depending on resources can be avoided as much as possible. external sources, making everyone's cooperation essential. Evidence of this characteristic can be seen in the Field Diary of 04/23/2019: "[...] the stores look clean and have a pleasant smell, there is a certain commitment of the on-duty staff with the organization and cleaning". This understanding is also associated with what Gross (2016) defends, which brings cooperation as a characteristic of cooperativism, based on the existence of common interests and objectives, the union of the efforts and capacities of the participants.

In another variable, as a criterion for punishment, it concerns the responsibilities of the on-call worker, evidenced in the speech of Interviewee 7: "[...] I think that punishment, only if the person fails to participate, not doing the shift then ends up overloading the other people, you have to run around to open the store".

Art. 14: The person responsible for sales, each time he is absent, will pay a fee to be defined by the Coordination.

Art. 15: The on-call person responsible for sales who does not appear twice will be prevented from exhibiting and marketing their products for 15 days, and these products will be collected by the Coordination and sent to the stock warehouse.

Art. 16: The on-call worker who repeats this procedure twice (02) will be excluded from the store project.

Art. 19: The on-call worker who does not replace merchandise or present it with characteristics different from those that went through sorting will be warned. The fact is repeated, it will lead to the exclusion of the project group.

From a self-management perspective, ECOSOL Canoas stores have criteria for punishing or excluding store exhibitors, such as non-attendance at monthly meetings, by at least one member per group; non-payment of the collective maintenance fee of the stores is also a criterion; and the lack of responsibilities of the on-call worker. According to Veronese, Gaiger and Ferrarini (2017), administrative processes are relevant to the management of a self-managed collective, as it allows the entrepreneurial vector to allow the sustainability of the enterprise, associated with the characteristic practices of the solidarity vector, creating reliable and more lasting social bonds governed by democracy (COSTA, 2004).

The analyzes of the fourth and final specific objective are presented below.

Dichotomy between just income generation and collective values

The economic dimension of solidary economic enterprises is one of the motivational bases for the aggregation of efforts and personal resources, since it has emerged as an alternative way of facing exclusion in the capitalist way. For Pessy and Scholz (2015), they characterize an efficient way of generating income and establishing social relationships between people and their needs. In this context, the ECOSOL Canoas Stores have fulfilled the objectives for which they were constituted, according to Interviewee 2: "[...] they all sell here, if it is not the only income, or the main one, it is certainly a good complement, for example, I can pay the house bills". Added in this sense to

Interviewee 4: “[...] you just have to have a product, you have to produce. If it's here, sell it”. In this aspect, the Field Diary of 04/23/19 is associated: “[...] there are constant arrivals and departures of customers in the store and sales are made”.

However, according to Ferrarini *et al* (2018), reciprocity and the redistribution of goods are the basis of activities, in a collaborative, egalitarian and collective way in these enterprises, not being, therefore, suitable only as a way to obtain income. In this context of incompatibility of just obtaining income with no commitment to the community (GAIGER; SANTOS, 2017), the speech of Interviewee 3 is reinforced: “[...] there is no way, in the solidarity economy, you have to participate, before income need to think about the collective, regardless of the need, just thinking about money is no use”. Contributing to Interviewee 1: “[...] it would have to have participation, right, as much as it produces and needs sales, participation is part of growth and learning”. Interviewee 6 reports that “if someone intends to make handicrafts and sell simply, it is not possible here, because the Store's Rules do not allow it. The person needs to participate in the shifts, in the organization, anyway”. It brings as a guide the knowledge of solidarity economy practices, as an example in article 21, paragraph “e” that brings as duties to users: “Receive visitors and provide them with general information about ECOSOL, the Forum and the process developed in the stores.” This is in line with the Field Diary of 04/25/19: “[...] the attendants interviewed are very friendly and very knowledgeable about what the Forum is about.” The collective organization is noted, and normative on the collective work of the shop researched, having as a reference the rules for the good coexistence of the group defined democratically, and must be complied with to obtain egalitarianism, one of the principles of the solidarity economy (SCHOLZ; VERONESE, 2019).

In another aspect of reciprocity and collectivity (BAJOIT, 2006), it concerns sales, as they are collective stores and with on-call workers who do the same. In this sense, comments the interviewee 2: “[...] I sold several of my colleague's pieces, it's really a matter of the client's taste, very personal. I try not to influence, it's very calm”. For Interviewee 1: “[...] yes, I love it, I sell much more from others than from my work”. In the same thought, Interviewee 9 concludes: “[...] I get sad if I don't sell anything, when I see a colleague's product, it's the same as if it were mine”. Important proof: “When the sale is made, it is noted in a cash book, the label of who produced it is kept, along with the value, to be later removed, regardless of the presence of the exhibitor.” In agreement with this, Interviewee 1 states that “As for sales, each one takes its value, when it sells, it is noted in an envelope, then a person in charge distributes the values of each one, without fee, without anything, of the full value.” Again it is evident entrepreneurial practices of records, controls and accountability, so that transparency and democratic management prevail (BRAND, 2016).

In another perspective, Gaiger, Ferrarini and Veronese (2018) assume that in collectives of work and income generation there are individuals with capacity and full communicative rationality. These characteristics can be seen in the ECOSOL Canoas Stores, as suggested by Interviewee 2: “[...] the task, here is the service in common to all, the sale, you have to do your production, leave everything organized, tidy, well right to expose, in case you have any questions”. The zeal for the business is also the object of the Internal Regulations in article 21, item “f”, referring to the duties of users: “To ensure its conservation, as well as to fix and replace what may be damaged during their participation in the stores”. According to Interviewee 7: “[...] the idea of the rules is not to leave the store closed, otherwise you could go out in times of low sales and come back on commemorative dates. That's why you can leave whenever you want, but to come back, you have to walk all over again”. It is also possible to see the division of costs, according to Interviewee 1: “[...] we divide the cleaning materials, bag, Durex tape, everything you need, even the costs of the card machine, we pay an amount fixed every month, regardless of the sale, to help with costs”. From the data described, the data point to the social practices applied in the self-management of the store (VERONESE; GAIGER; FERRARINI, 2017), evidencing elements of management, solidarity and regulation, which make the collective a real and possible space for joint marketing of solidarity economy products in the municipality of Canoas, RS.

However, according to Ferrarini *et al* (2018) it is not just a way of producing material life, but of building bonds and practices capable of promoting citizenship. This context can be observed in the speech of Interviewee 1: “What makes me happiest is the socializing, I really like to participate, the experience with the girls, knowledge, the crafts I love, I'm passionate about it, so I feel very well, it makes me feel more fulfilled”. For Interviewee 5: “[...] it is very important as a human, personal achievement, getting closer to people, getting together, is good for people's self-esteem”. And Interviewee 2 contributes: “[...] I feel good, I leave the house, entertain, meet a lot of people, we

become friends, so it's very good for us". Interviewee 6 also brings references in the sense of the importance of interaction between the participants of the enterprise: "[...] sometimes even in terms of treating depression, the craft brings this possibility, to treat, because it frees your creativity, the person to praise your work, it's good for self-esteem, sometimes it's even worth more than the sale itself". The social dimension is highlighted in the aforementioned passages, identifying that the solidarity economy goes beyond economic relations and the generation of work and income: it is a space for citizenship, acceptance, quality of life, solidarity and well-being (SCHOLZ; BROCHIER; ROMERO, 2014).

From the collection and analysis of the data, it was understood that the ECOSOL Canoas Stores fulfill their purposes as a way of generating income, but the collective values linked to the solidarity economy are privileged, in the construction of bonds and practices that promote citizenship and appreciation human, the next section presents the final considerations.

Final considerations

The general objective of this work was to understand how self-management is developed in shared management at ECOSOL Stores in Canoas, in view of solidarity practices. Based on the specific objectives, already answered in the data analysis, it is concluded that the self-management of stores is developed from the involvement and commitment of the members, in the division of responsibilities jointly and in the making of decisions, while they are taken from the monthly plenary sessions. It is worth noting in this aspect that participation in meetings, at the same time that it is given as an equal right to decision-making, are also requirements for them, to the extent that non-attendance to them is a criterion for possible punishments.

In another aspect, contributing to the development of self-management, the Internal Regulations point out guidelines for self-management, providing recommendations for the proper functioning of the stores, regulating the practices to be developed, in the adhesion of new members, as well as the responsibility of the on-call worker, since its actions will have a direct impact on others and on the stores as a whole, so that collective values linked to the principles of solidarity economy are privileged over earning income.

However, a greater burden of responsibilities and decision-making falls on the coordination of stores, which is responsible for the most urgent decisions, as well as a position in the face of divergences, which demand both leadership and moderation. It should be noted, however, that self-management incurs in this aspect, when the coordination members are elected by the other participants, at the same time they are exhibitors equally and without any encumbrance.

Coordination plays a fundamental role in the organization of solidarity economy enterprises, visibly causing a direct impact on their achievements and growth or failure. Two relevant antagonism factors are implied in it, while on the one hand the repeated indication of the members that compose it can cause energetic directive powers, causing damage to self-management, in the decision-making in an egalitarian way. On the other hand, the repetition of the members who manage the coordination brings expertise in confronting collective interests, as well as in relations with government powers, providing representation in the debates that are inserted. In the case in question, the coordination of the Stores, present a positive leadership, not only in them, but also in the questions related to the Forum of Solidarity Economy of the municipality, a fact verified when the coordination is invariably mentioned in the interviews as a form of struggle and conquests, as well as in the tasks performed, in the way that the Internal Regulations of the Stores give autonomy for more urgent issues and decisions, and at the same time, submit to the self-management of the participants, allowing the re-election of the coordinators, even for a longer period than the one governed, given the relevance and positivity of the elect.

In another bias, the choice of a coordination team is a moderating factor, in the face of divergences, of course they occur, such as sometimes complaints about the decisions and positioning of the coordination, as well as adverse points of view. As an assignment of coordination, the design of resistance also fits, both in the direct fight in favor of the collective objectives of the Stores, as well as in the maintenance of the principles of solidarity economy, such as sustainability and the production of artisanal work, before obtaining of profit and income.

In the light of the theory in which it is inserted, confronted with the empirical practice researched. It can be said that the ECOSOL Canoas Stores fulfill their role as a tool for economic and regional development, providing exhibitors with work, income generation, solidarity and human

appreciation in their practices. However, peculiarities as well as the possibility of day-to-day divergences must be considered, facts that do not constitute them as utopianly perfect, but possible and viable from the point of view of self-management, corresponding to the purpose for which they were created.

In the end, the construction of this article was considered very satisfactory and gratifying, primarily because of the warm way in which the exhibitors interacted during the field research and also as a testimony to the possibility and feasibility of solidary economic enterprises, provided that their members, are convinced and involved with the basic principles of solidarity economy, above all cooperation, solidarity and self-management. Based on this, a special look at such practices and experiences is left as a recommendation to the community. To government agencies, not only the creation of regulatory frameworks, but also mechanisms that facilitate the implementation and effectiveness of these projects.

As an indication of future studies, a research on social marketing is suggested, in order to give greater visibility and growth to ECOSOL Canoas Stores, as well as the dissemination of its practices for expansion in new ventures.

References

BAJOIT, Guy. **Tudo muda**: proposta teórica e análise da mudança sociocultural nas sociedades ocidentais contemporâneas. Ijuí: Ed. da Unijuí, 2006.

BRAND, Fabiane Cristina. O empreendedorismo em uma dimensão de economia solidária: uma revisão teórica. **Desenvolve**: Revista de Gestão do Unilasalle, Canoas, v. 5, n. 1, p. 153-174, mar. 2016. DOI <http://dx.doi.org/10.18316/2316-5537.16.19>. Disponível em: <http://revistas.unilasalle.edu.br/index.php/desenvolve/article/view/2316-5537.16.19/pdf>. Acesso em: 03 abr. 2019.

BORGES, Maria de Lourdes *et al.* Interações e ações dos sujeitos na cultura da gestão de resíduos. **Mouseion**: Revista Eletrônica do Museu e Arquivo Histórico La Salle, Canoas, n. 14, p. 99-120, jan. 2013. DOI <http://dx.doi.org/10.18316/1018>. Disponível em: <http://revistas.unilasalle.edu.br/index.php/Mouseion/article/view/1018>. Acesso em: 20 abr. 2019

CAMPOS, Claudinei José Gomes. Método de análise de conteúdo: ferramenta para a análise de dados qualitativos no campo da saúde. **Revista Brasileira de Enfermagem**, Brasília, v. 57, n. 5, p. 611-614, out. 2004. DOI <http://dx.doi.org/10.1590/S0034-71672004000500019>. Disponível em: http://www.scielo.br/scielo.php?script=sci_arttext&pid=S0034-71672004000500019&lng=en&nrm=iso. Acesso em: 20 abr. 2019.

COSTA, Ana Paula Borba. **Processo de incubação em economia solidária à luz de preceitos de autogestão**: experiências de estudantes de graduação da OASIS/UFRN. 2018. 75f. Dissertação (Mestrado em Administração) - Centro de Ciências Sociais Aplicadas, Universidade Federal do Rio Grande do Norte, Natal, 2018. Disponível em: <https://repositorio.ufrn.br/jspui/handle/123456789/25771>. Acesso em 05 abr. 2019.

FERRARINI, Adriane Vieira *et al.* Empreendimento econômico solidário e empresa social: ampliando abordagens e integrando conceitos no diálogo Norte-Sul. **Polis**, Santiago, v. 17, n. 49, p. 299-322, mai. 2018. DOI <http://dx.doi.org/10.4067/S0718-65682018000100299>. Disponível em: https://scielo.conicyt.cl/scielo.php?script=sci_arttext&pid=S0718-65682018000100299&lng=en&nrm=iso. Acesso 03 abr. 2019.

GAIGER, Luiz Inácio Germany; SANTOS, Aline Mendonça dos. **Solidariedade e ação coletiva**: trajetórias e experiências. São Leopoldo: Ed. da UNISINOS, 2017.

GAIGER, Luiz Inácio; FERRARINI, Adriane; VERONESE, Marília. O Conceito de Empreendimento Econômico Solidário: Por uma Abordagem Gradualista. **Dados**, Rio de Janeiro, v. 61, n. 1, p. 137-169, mar. 2018. DOI <http://dx.doi.org/10.1590/001152582018149>. Disponível em: http://www.scielo.br/scielo.php?script=sci_arttext&pid=S0011-52582018000100137&lng=en&nrm=iso. Acesso em: 03 abr. 2019.

GIL, Antônio Carlos. **Como elaborar projetos de pesquisa**. 5. ed. São Paulo: Atlas, 2002.

GROSS, André. **Memórias institucionais da reciclagem de resíduos pós-consumo em duas cooperativas da economia solidária**. - Centro Universitário La Salle, Canoas, 2016. Disponível em: http://biblioteca.unilasalle.edu.br/docs_online/tcc/mestrado/memoria_social_e_bens_culturais/2016/agross.pdf. Acesso em: 03 abr. 2019.

MENDONÇA, Suzana Fernandes. Deveres Fundamentais de Solidariedade. **Revista de Derecho**, Montevideo-Uruguai, [S.l.], n. 18, p. 91-116, 2018. DOI <http://dx.doi.org/10.22235/rd.v18i2.1666>. Disponível em: http://www.scielo.edu.uy/scielo.php?script=sci_arttext&pid=S2393-61932018000200091&lng=es&nrm=iso. Acesso em 03 abr. 2019.

MINAYO, Maria Cecília de Souza. Qualitative analysis: theory, steps and reliability. **Ciência & Saúde coletiva**, Rio de Janeiro, v. 17, n. 3, p. 621-626, mar. 2012. DOI <http://dx.doi.org/10.1590/S1413-81232012000300007>. Disponível em: http://www.scielo.br/scielo.php?script=sci_arttext&pid=S1413-81232012000300007&lng=en&nrm=iso. Acesso em: 08 abr. 2019.

PÁDUA, Elisabete Matallo Marchesini de. **Metodologia da pesquisa: abordagem teórico-prática**. 18. ed. Campinas: Papyrus, 2016.

PESSY, Roseana Benelli; SCHOLZ, Robinson Henrique. Análise do perfil dos empreendedores de economia solidária que participam do Fórum canoense de economia popular solidária de Canoas-RS. In: SCHOLZ, Robinson Henrique; BORGES, Maria de Lourdes. **Práticas sociais na economia solidária: tecendo experiências e pesquisas sobre incubação**. Canoas: Ed. do Unilasalle, 2015. p. 141-162.

SANTOS, Clarice Silva; *et al*, Psicologia & economia solidária: possíveis intervenções. **Diálogo**. Revista Temática Acadêmico-Científica do Centro Universitário La Salle, Canoas, n. 31, p. 47-57, abr. 2016. DOI <http://dx.doi.org/10.18316/2238-9024.16.23>. Disponível em: <http://revistas.unilasalle.edu.br/index.php/Dialogo/article/view/2238-9024.16.23>. Acesso em: 4 abr. 2019.

SCHOLZ, Robinson Henrique; BROCHIER, Rita de Cássia da Rosa Sampaio; ROMERO, Mychel da Silva. Dádiva, inovação social e liderança solidária compartilhada em cooperativas de catadores. SCHOLZ, Robinson Henrique (org.). **Economia solidária e incubação: Uma construção coletiva de saberes**. São Leopoldo: Oikos, 2014, p. 25-46.

SCHOLZ, Robinson Henrique; VERONESE, Marília Veríssimo. Contribuição da estratégia como prática à liderança solidária compartilhada. In: SALVAGNI, J.; NODARI, C. L.; LIBARDONI, P. J. (Orgs.). **As organizações e o trabalho no Brasil contemporâneo**. Curitiba: Editora Appris, 2019, p. 171-185.

SEGHETTO, Alexandra Carla; SCHOLZ, Robinson Henrique. Gestão cooperativa e suas práticas em uma cooperativa de catadores de resíduos sólidos urbanos. In: SCHOLZ, Robinson Henrique; BORGES, Maria de Lourdes. **Práticas sociais na economia solidária: tecendo experiências e pesquisas sobre incubação**. Canoas: Ed. do Unilasalle, 2015. p. 11-32.

SEVERINO, Antônio Joaquim. **Metodologia do trabalho científico**. 24. ed. São Paulo: Cortez, 2016.

VERONESE, Marília Veríssimo; GAIGER, Luiz Inácio; FERRARINI, Adriane Vieira. Sobre a diversidade de formatos e atores sociais no campo da Economia Solidária. **Caderno CRH**, Salvador, v. 30, n. 79, p. 89-104, abr. 2017. DOI <http://dx.doi.org/10.1590/s0103-49792017000100006>. Disponível em: http://www.scielo.br/scielo.php?script=sci_arttext&pid=S0103-49792017000100089&lng=en&nrm=iso. Acesso em: 03 abr. 2019.

YIN, Robert K, **Estudo de caso: planejamento e métodos**. 2. ed. Porto Alegre: Bookman, 2001.



Esta obra está licenciada com uma Licença Creative Commons Atribuição 4.0 Internacional.