Multi-sector fair project management

Gestão de projetos de feira multisectorial

DOI: 10.55905/ijsmtv9n6-009

Recebimento dos originais: 08/09/2023
Aceitação para publicação: 11/10/2023

Luiza Dal Bosco Tonial
Bachelor of Architecture and Urbanism
Institution: Universidade Federal da Fronteira Sul
Address: ERS 135, Km 72, 200, Cx Postal 764, Erechim – RS, CEP 99700-970
E-mail: luizatonial@hotmail.com
Orcid: 0000-0001-9752-078X

Débora Regina Schneider Locatelli
PhD in Administration and Post-doctorate in Public Administration
Institution: Universidade Federal da Fronteira Sul
Address: ERS 135, Km 72, 200, Cx Postal 764, Erechim – RS, CEP 99700-970
E-mail: debora.locatelli@uffs.edu.br
Orcid: https://orcid.org/0000-0002-7488-4879

ABSTRACT
Fairs, like projects, can be understood as a temporary endeavor that will provide a unique product, within a pre-defined budget. This article aims to analyze how the project management of multisectoral fairs in the Alto Uruguai Gaúcho region is carried out. For this, it is necessary to identify how the projects are elaborated, what are the elaboration and management methodologies, who are the stakeholders and how the projects are managed throughout their life cycle. The methodology has an exploratory and qualitative approach. Data collection took place through interviews with the organizers of the fairs in 9 municipalities and the analysis was performed with the categorization based on the research objectives and lexical analysis with Iramuteq. With the accomplishment of this study it was verified that the analyzed events do not elaborate projects to assist in the management of the fairs, consequently, the management occurs empirically, varying according to the profile of the organizing committee and without prior planning. The results can help fair organizers, municipal managers and even professional project managers to get to know the reality of fairs and make it possible to improve management with the use of recognized tools.

Keywords: project management, projects, multisector fairs, organizers.

RESUMO
As feiras, assim como os projetos, podem ser entendidas como um empreendimento temporário que proporcionará um produto único, dentro de um orçamento pré-definido. Este artigo tem como objetivo analisar como é realizada a gestão de projetos de feiras...
multissetoriais na região do Alto Uruguai Gaúcho. Para isso, é necessário identificar como os projetos são elaborados, quais as metodologias de elaboração e gestão, quem são os stakeholders e como os projetos são geridos ao longo do seu ciclo de vida. A metodologia possui abordagem exploratória e qualitativa. A coleta de dados ocorreu por meio de entrevistas com os organizadores das feiras em 9 municípios e a análise foi realizada com a categorização baseada nos objetivos da pesquisa e análise lexical com o Iramuteq. Com a realização deste estudo constatou-se que os eventos analisados não elaboram projetos para auxiliar na gestão das feiras, consequentemente, a gestão ocorre de forma empírica, variando de acordo com o perfil da comissão organizadora e sem planejamento prévio. Os resultados podem ajudar organizadores de feiras, gestores municipais e até mesmo gestores de projetos profissionais a conhecer a realidade das feiras e possibilitar a melhoria da gestão com a utilização de ferramentas reconhecidas.

Palavras-chave: gerenciamento de projetos, projetos, feiras multissetoriais, organizadores.

1 INTRODUCTION

The fair can be conceptualized as a “[...] public exhibition with the objective of direct or indirect sales, consisting of several stands set up in special places where products and services are placed” (Matias, 2000, p. 66-67). Fairs benefit the local and regional economy, moving not only those directly involved with the event, but the entire tourist trade, thus involving hotels, restaurants, transport companies, event promoters and other providers of essential services for its holding (Brasil, 2019).

Although practically all municipalities hold multi-sector fairs, no studies were found on the impacts of these fairs or their effects on the local economy. Research was carried out on the CAPES Periodical Portal, which demonstrates the lack of studies on this event, of a social and economic nature, which occurs throughout the country.

However, on the other hand, people are increasingly demanding and demand results, both from the products and services they consume, and from their representatives and representative entities. In view of this, the study topic arose, which aims to verify how project management is carried out at multisectoral fairs held in municipalities in the Alto Uruguai Gaúcho region.

Just like fairs, a project is a temporary effort, with a scheduled beginning, middle and end, which will provide a unique product, within a pre-defined budget (Maximiano, 2014). In this sense, project management has been widely used, as it aims to generate
quality results, considering deadlines, costs and stakeholder satisfaction. To this end, knowledge, skills, tools and techniques are used in project activities in order to successfully meet its objectives (Project Management Institute, 2017).

In the business world, projects are increasingly being recognized as the key link between the company's strategic objectives and the tactical work carried out by its different functions. In this way, project management can affect the organization's results by helping cross-functional teams work smarter. Therefore, it is necessary that they are planned and executed according to a systematic process (Corrêa; Corrêa, 2016). This same perspective can be used in the management of public and institutional projects, to provide the most diverse gains.

Therefore, studying the way in which multisectoral fair projects are managed can help organizing committees to improve their results, identifying activities that are being carried out well and those that can be improved. Furthermore, it can contribute to reducing costs in running fairs, making use of other necessary resources and ensuring transparency in the process for all parties involved.

The general objective of the study is to analyze how the projects of multisectoral fairs that take place in the Alto Uruguai Gaúcho region are managed. Furthermore, the specific objectives are: a) identify how the projects for the execution of these fairs are prepared; b) check whether the preparation of projects and their management follows any methodology; c) point out the main stakeholders involved in the execution of multisectoral fair projects; and, d) detail how multisectoral fair projects are managed throughout their life cycle.

The article is structured into five sections. The first introductory part, which contextualizes the subject, presents the objective and justification. The following section develops the literature review on the topic under study. Next, the methodological procedures used to carry out the research and, subsequently, the presentation and analysis of the results are highlighted. The final section presents final considerations.

2 LITERATURE REVIEW

A project is a temporary effort carried out to create a unique product, service or other result (Project Management Institute, 2017), which has a well-defined objective,
which consumes resources and operates under pressure of deadlines, costs and quality (Kerzner, 2010). Therefore, project management is the planning, programming and control of a series of integrated tasks in order to successfully achieve objectives, for the benefit of project participants (Kerzner, 2010). This also includes various tools and techniques used by people to describe, organize and monitor the progress of activities (Heldman, 2009).

There are different project management methodologies, proposed by different authors. However, in this study the project management model presented in the PMBoK Guide is used as a reference. According to Lopes (2013), knowledge of the best practices of the PMBoK Guide is important, and it does not matter whether the way in which this knowledge is applied, for project management, is done formally or informally, as long as the objective is to have a minimum of organization and control.

The project management model presented in the PMBoK Guide (Project Management Institute, 2017) is made up of ten areas of knowledge, in which forty-seven processes are distributed, logically grouped into five sets of processes that are the project life cycle: initiation, planning, execution, monitoring and control and closure (Vargas, 2009; Project Management Institute, 2017). The areas of knowledge for project management are (Heldman, 2009; Vargas, 2009; Kerzner, 2010; Project Management Institute, 2017):

a) integration: coordination of all aspects of the plan, mainly identification and definition of work, combination, unification and integration of appropriate processes;
b) scope: definition and control of what is and is not included in the said project;
c) time: aims to ensure that project planning and execution occur within the appropriate time frame;
d) costs: plan, estimate, budget, search for forms of financing and control all costs and expenses so that the project is completed within the budget;
e) quality: aims to ensure that the project will satisfy the needs for which it was designed;
f) human resources: in addition to providing the people necessary to carry out the project, it manages these resources throughout the project execution period;
g) communications: planning and distribution of information to all interested parties;

h) risks: evaluates the risks involving all stages of the project, draws up the contingency plan, in addition to the development, selection and management of options for their control;

i) acquisitions: involves planning all acquisitions and contracts to carry out the project, including: purchasing plan, survey of potential suppliers, contracting and administration of contracts;

j) stakeholders: identification of all people, groups or organizations that can impact or be impacted by the project, in addition, analyzes stakeholder expectations and their impact on the project, and development of appropriate management strategies for effective stakeholder engagement interested parties in project decisions and execution.

In turn, the fair is characterized as “[...] a public exhibition of artistic or industrial products on panels or stands. It always happens at the same time of the year [...]” (Reis, 2013, p. 17), and may have free access to the public or require admission fees (Martin, 2007). Companies take advantage of the fair to showcase their products and services to a large number of consumers, in an attractive and motivating way, without high investments in advertising (Giacaglia, 2012; Sarmento; Farhangmehr; Simões, 2015).

Therefore, all planning for the event must be developed by the company or institution responsible for its organization and for all decisions regarding the date, place and dissemination mechanisms. Therefore, it is up to the exhibitor to make decisions related to “[...] exhibition space and the dissemination of their participation and their products/services presented at the Fair” (Giacaglia, 2012, p. 42).

In relation to physical space, it is noteworthy that fairs normally take place in exhibition pavilions, which are prepared for this purpose (Giacaglia, 2012), as it is necessary to set up stands and special installations, as well as the use of a large occupation and movement area (Zanella, 2011). As for the duration, these vary greatly and can last up to fifteen days (Serviço Nacional de Aprendizagem Comercial, 2002; Giacaglia, 2012).
It is important to highlight that the biggest costs of a fair are related to assembly and maintenance. However, there are companies that are interested in supporting and sponsoring them, which contribute part of the resources. In addition to companies, official bodies linked to ministries and state and municipal departments also offer incentives for holding events. Funds for the fair can also come from the sale of stands. These, sold to exhibitors, normally have their values established based on the square meter (Serviço Nacional de Aprendizagem Comercial, 2000).

Fairs can be classified as vertical or horizontal fairs, also known, respectively, as sectoral or multisectoral. The sectoral fair is characterized by presenting a category of merchandise, technology or service, seeking to showcase all phases of production in the sector. The multi-sector fair, in turn, brings together different categories of products, technologies and services, focusing on the latest generation of products for sale (COUTINHO, 2010). The fairs focused on in this study are multisectoral ones, which are normally retail events, organized by municipal governments or local business entities, which are open to the public, enabling the commercialization and dissemination of products from different segments. It is worth mentioning that, most of the time, this type of fair is on a regional scale (Serviço Brasileiro de Apoio as Micro e Pequenas Empresas, 2018).

The methodological procedures used in the research are presented below.

3 METHODS

The study was developed with an exploratory and qualitative approach. The object of this study, multisectoral fairs, is a topic little explored in academic studies, so this approach meets this type of research.

The research population is made up of thirty-two municipalities in the Alto Uruguai Gaúcho region. This region has the Uruguay River to the north, which also forms the border with Santa Catarina; to the east it is bordered by the Inhanadava River and the Várzea River to the west. The region is also known as COREDE Norte, its center is the city of Erechim, which is the main economic reference in the region (Piram, 2015). The sample was made up of nine municipalities that held multisectoral fairs from June 2019 to May 2020. Thus, the municipalities selected in this sampling process and the respective
fairs were: Aratiba (Expoara), Barra do Rio Azul (ExpoBarra), Entre Rios do Sul (ExpoRios), Erval Grande (Spring Festival), Getúlio Vargas (Expo Getúlio Vargas), Jacutinga (Expo Jacutinga), Paulo Bento (Expo Paulo Bento), Ponte Preta (ExpoPonte) and Severiano de Almeida (Feicom).

Data collection occurred through interviews with the organizers and documents obtained from these organizers or official websites. The interviews were carried out with the fair organizers, using a semi-structured script. Participants were invited to collaborate and, after acceptance, filled out the free and informed consent form (TCLE). Documents published by the organizers on the internet and also some provided by the organizers were used.

However, during the development of the research, fairs in the municipalities of Barra do Rio Azul, Entre Rios do Sul, Ponte Preta and Severiano de Almeida, which would take place between the second half of March and the end of May 2020, were canceled due to the pandemic of COVID-19. This was established by Decree No. 55,118, of March 16, 2020, which determines that bodies and entities of the state public administration, for the purpose of preventing the transmission of the disease, avoid crowds and prohibit events with more than one hundred people in the state (Rio Grande do Sul, 2020). However, interviews with the fair organizers had already been carried out before they were suspended.

After carrying out the interviews, they were transcribed, which already constitutes a first analysis of the data or pre-analysis. Data analysis followed the guidelines of Gibbs (2009) and Sampieri, Collado and Lucio (2013). Gibbs (2009) explains that for the analysis of qualitative data, the collected materials must be coded, categorized and compared. After comparison, categorization and coding, a second phase of analysis was carried out, with the aim of analyzing whether categories and codes were processed appropriately. Afterwards, comparisons were made between the categories in order to group them according to the sequence of objectives, from now on the research conclusions were drawn (Sampieri, Collado, Lucio, 2013).

As a way of analyzing the data from other aspects and trying to complement the study, the transcriptions were unified into a single file, suitable for processing in Iramuteq (Interface de R pour les Analyzes Multidimensionnelles de Textes et de Questionnaires),
version 0.7 - Alpha 2, which is free software that works with the lexical analysis of content, performing statistical calculations on it (Lahlou, 2012). These calculations are carried out on qualitative variables based on the texts, as a way of exploring the data, assisting in their understanding and interpretation, but it is up to the researcher to carry out the analyzes (Camargo; Justo, 2013).

The techniques of descending hierarchical classification (CHD), correspondence factor analysis (CFA) and word cloud were used. CHD correlates words forming a hierarchical scheme of word classes represented by the dendrogram. The word cloud groups terms graphically based on their frequency (Camargo & Justo, 2013).

The research data is then presented and analyzed.

4 RESULTS AND DISCUSSION

The municipalities researched were identified with the letter M and the fairs with F followed by a number to differentiate them, this was used to guarantee the anonymity of those surveyed. Table 1 briefly describes the fairs.

<table>
<thead>
<tr>
<th>ID</th>
<th>Purpose</th>
<th>Edições/Público*</th>
<th>Nº exhibitors **</th>
</tr>
</thead>
<tbody>
<tr>
<td>M1/F1</td>
<td>Present local production to the city and region and highlight the municipality’s good reception to visitors and the municipality’s tourist potential.</td>
<td>32nd in 2019/ 80,000 visitors</td>
<td>174</td>
</tr>
<tr>
<td>M2/F2</td>
<td>Show the potential of the municipality and the region, prioritizing local exhibitors, bringing in outsiders, in order to diversify the fair, and celebrate the municipality’s anniversary.</td>
<td>7th in 2020/ 18,000 visitors.</td>
<td>100</td>
</tr>
<tr>
<td>M3/F3</td>
<td>Encourage sales and business, prioritizing local commerce and generating money within the municipality itself, prioritizing local exhibitors and bringing from outside only what the municipality does not offer, in order to create a fair with a good variety.</td>
<td>3rd in 2020/ 6,000 visitors.</td>
<td>90</td>
</tr>
<tr>
<td>M4/F4</td>
<td>Contribute to the municipality, in order to showcase its potential and that of the region, and boost the local economy.</td>
<td>13th in 2019/ 7,000 visitors.</td>
<td>65</td>
</tr>
<tr>
<td>M5/F5</td>
<td>Boost the city's economy and value local companies, prioritizing the industry, clothing and commerce segment, which presents the greatest “difficulty” within the municipality. In addition to celebrating the municipality’s anniversary.</td>
<td>3rd in 2019/ 18,000 visitors.</td>
<td>100</td>
</tr>
<tr>
<td>M6/F6</td>
<td>Show the municipality's potential for the city itself and the region, in relation to commerce, industry and the</td>
<td>10th in 2020/ 38,000 visitors.</td>
<td>200</td>
</tr>
</tbody>
</table>
provision of services, seeking to bring a significant number of visitors due to the wide variety of exhibitors.

| M7/ F7 | Promote the municipality and show its potential for the region, thus seeking to give visibility to the economic sector, with emphasis on agribusiness, commerce and industry. | 1st in 2019/ 10,000 visitors. | 75 |
| M8/ F8 | Develop the city's commerce, prioritizing local exhibitors and, subsequently, other exhibitors that have already participated in the event, to have a variety of exhibitors to attract visitors. | 10th in 2020/ 45,000 visitors. | 155 |
| M9/ F9 e F10 | Boost the city's economy and showcase the city's potential and celebrate the city's anniversary. | 9th in 2018/ 20,000 visitors | 75 |
| M9/ F9 e F10 | Show the economic potential of the municipality, promote local commerce and meet the needs of the local population. | 1st in 2019/ 2,000 visitors. | 25 |

* Estimated average number of visitors in the last edition. ** Average number of latest editions.

Source: Prepared by the authors (2022)

The municipality M9 is developing two fairs, however in this study F10 was emphasized, as the interviewee was more involved in organizing this fair.

Most of the interviewees, 7 of them, worked at the City Hall. Of these, 4 were municipal secretaries, 1 was mayor, 1 vice-mayor and 1 contract and agreement manager. Two interviewees were from municipal entities. Regarding the role played in the Organizing Committee, 4 were the presidents, 3 mentioned that there are no defined roles/positions and 2 were coordinators. Regarding experience in organizing and managing multi-sector fairs, 7 said they had previous experience and 2 said they had no experience. Of those who claimed to have experience, they indicated that they participated directly or indirectly in at least two fairs before this latest edition. Those involved in a project have an important role in the development and management of a project, they are the agents for the production and transfer of knowledge, which will guarantee its success (Moraes, Silva, Oliveira, 2020).

It appears that this information makes it possible to know at least the universe studied and the interview participants, which provides a better vision to understand the research results that will be presented below.
4.1 PROJECTS FOR MULTISECTORAL FAIRS IN THE MUNICIPALITIES OF ALTO URUGUAI GAÚCHO

This topic will present the research findings regarding the preparation of projects for the execution of multisectoral fairs held in the municipalities of the Alto Uruguay region. It was found that in all nine municipalities analyzed, the initiatives to hold multisectoral fairs come from the Municipal Governments, which are also mainly responsible for organizing them. Furthermore, at some fairs, such as F1, F3, F4, F5, F6, F8 and F10, there is collaboration between other entities and cooperatives.

However, the organization of other fairs occurs differently from these. The F2 multisectoral fair is organized only by the City Hall, with no participation from other entities. However, Emater/RS and other entities, despite not participating in the fair’s planning, assist in some specific projects, such as educational lectures.

“[..]Não, a organização, toda ela, é da prefeitura. A gente, o que a gente faz é contratar um empresário, que traz as bandas e as estruturas” (M2).

F7, as it was the first fair held in the city, had its organization outsourced. To this end, a Bill was implemented, approved by the City Council, which determined a specific amount of resources to be transferred to the Commercial and Industrial Association, an entity in the neighboring city that, as it had more experience, was responsible for developing the fair.

“[..] não temos a experiência de fazer feiras, então a gente na verdade terceirizou a feira. A gente passou um Projeto de Lei, na Câmara, e determinou um valor de recursos, que repassou para Associação Comercial de Erechim, e essa... Porque nós não temos uma associação ainda, do município, legalizada.” (M7).

Kim and Kwa (2020) indicate that there is evidence that public-private partnerships (PPPs) work effectively in developed countries, but they still need to be studied in developing countries and also in relation to risk factors.

To prepare the fairs, each municipality seeks to create an organizing committee, which is made up of subcommittees focused on specific aspects and areas of this planning. However, it is worth mentioning that these committees do not receive any type of external
consultancy to guide the planning of the fair. For some years, the municipality M9 already
received assistance from Sebrae in the production of the largest fair, F9, but this
partnership no longer exists and the municipality acts alone in both events.

Furthermore, the organizers seek to use any material and documents from previous
editions, such as accounts, minutes of meetings, maps, sketches, checklists, schedules,
evaluations carried out after the fairs (by the committee or by exhibitors), folders and
publicity projects used to attract sponsors. However, some of these fairs do not have
meeting minutes recorded or any type of project and report about the fairs, only schedules
and other informal records.

The use of documents and materials from previous projects, or even knowledge
passed on directly by others, is important for the success of a project. However, this
process of learning and building knowledge is not systematized in the fairs studied, which
can lead a project to failure (Yang et al, 2020; Eken et al, 2020). It should be noted that
this lack of concern with passing on lessons learned is not exclusive to projects in the fair
area, as demonstrated by Santos and Silva (2017), who indicate that the identification of
knowledge is not well used or is completely absent in most project models. Oliva and
Kotabe (2019) demonstrate that organizations that manage to improve knowledge transfer
through lessons learned in previous projects are more successful.

Among the events analyzed, F5 is the fair with the most formalized project, which
is stored in the form of a catalog and also serves as a historical record. This contains
exhibitor evaluations, reports, market research, sponsorship projects, schedules,
information about the fair's launch event, data about the organizing committee,
documents and other records pertinent to the fair, among which are photographic records
and video files.

“[...] É um relatório, tá? Esse aqui é o relatório da primeira feira. Então, foi
feito um relatório aqui, com pesquisa de mercado, com... Quer dar uma
olhadinha? [...]” (M5).

Project Management Institute (2017) points out that there is no single ideal
structure that can be applied to all projects, however there are common practices in the
sector or organization that normally lead to the use of a certain project structure.
Therefore, it appears that this could occur in the case of multisectoral fairs. Although what was diagnosed is that they do not apply any structure because they do not prepare projects for the fairs, aiming at their management.

For Ghorbani, Ghousi & Makui (2019), planning and control are essential issues for project management that have numerous effects on different project fields, such as reducing project costs. Favaro and Silva Jr. (2014) corroborate this by highlighting that planning, scheduling and controlling tasks in a project help to successfully achieve objectives.

4.2 METHODOLOGY USED TO PREPARE AND MANAGE PROJECTS

In order to verify whether the preparation and management of multisector fair projects follow any specific methodology, the areas of knowledge established by the PMBoK Guide were examined. Therefore, according to the information obtained, we sought to analyze how issues related to integration, scope, time, costs, quality, human resources, communications, risks and acquisitions are developed. Interested parties were addressed in a separate topic.

Given that municipal governments are mainly responsible for implementing these fairs, most of the resources come from them. To this end, a preliminary project is normally carried out which, through a Bill, is sent to the City Council, which must authorize the municipality to invest the money. At some fairs, part of the incentives is provided by entities that help with the organization, such as Commercial and Industrial Associations, Emater/RS and the Chamber of Store Managers.

Furthermore, the rest of the event resources are obtained from the sale of stands and sponsorships, since all organizing committees are concerned with finding sponsors to cover costs. As highlighted by the National Commercial Learning Service (2000), in addition to selling fair stands, there are companies that are interested in supporting and sponsoring fairs, which ends up contributing part of the resources for their organization. There is also interest from public bodies and other institutions in encouraging fairs by providing resources. Within this scope, it is worth highlighting that all multi-sector fairs offer free entry to the public, both in terms of visiting the stands and the shows, therefore, this does not constitute a source of resources.
For hiring suppliers, three quotes are made for all segments of the fair, in order to define which company is the most advantageous, that is, which company offers the lowest price and presents a good quality of services provided. Considering that some of the contracts are made by city halls, there is a need to carry out bidding processes. However, in the municipalities studied, there is a tendency to transfer resources to the entities involved in organizing the fair, so that they can take charge of hiring and acquisitions, reducing bidding processes.

F2 is one of the fairs that uses bidding processes for all supplier contracts, approximately 20 companies, as there is no participation of other entities in the organization. Therefore, for the commercialization of stands, Bills are formalized, which authorize the sale of spaces and determine the value of the sale. F1 also stands out because, although the interviewee did not address the bureaucratic processes, it also purchases and contracts suppliers, approximately 10 companies, through the City Hall.

“[...]Também é feito tudo por licitação, carta convite e esse tipo de coisa [...]” (M2).

At the fairs researched, attempts are made to hire a single company, specialized in holding this type of event, which is responsible for the assembly and maintenance of all internal and external structures, which include the stage, sound equipment and coverings. In this way, a “fair package” is acquired, in which the company presents all the services offered and the budget for implementing them. These companies are responsible for other services, in addition to the infrastructure part. At F4, for example, the contracted company sells the stands and hires the shows. In F6, F8 and F10, the selected company operates in the areas of security, cleaning, assembly of structures and hiring of shows, however the management and commercialization of the spaces are carried out by entities. F5 differentiated itself from other fairs by not hiring a single company specialized in the field.

“Nós nos últimos, nas últimas feiras, a prefeitura contratou, vendeu a feira, os estandes, né, para uma empresa e daí essa empresa se vira com isso [...]” (M4).

“A gente, normalmente, pega uma empresa, contrata uma empresa responsável, e ela fica responsável por toda a feira” (M8).
“E a própria montagem da infraestrutura é terceirizada, porque a gente contrata a empresa que vem montar, e até essa própria empresa, contrata os shows e monta a praça de alimentação. Montou a arena de shows no ano passado” (M6).

Regarding time, in order to ensure that the planning and execution of the project takes place within the appropriate deadline, the organization of the F1, F3, F7 and F9 fairs begins practically a year in advance, with the creation of the fair schedule and with the first negotiations to check whether these would be viable. Furthermore, for F1, an attempt was made to define the hiring of shows and a mobilization campaign for local exhibitors, which would last two to three months.

“[...] como se trabalha com artistas nacionais, a gente precisa ao menos ter uma programação feira, com praticamente um ano de antecedência, porque a contratação desses artistas, ela é, ela precisa ser feita com uma antecedência grande” (M1).

“[...] essa feira a gente começa um ano antes” (M9).

However, despite the meetings held and the resources already foreseen in the municipal budget, there was doubt as to whether F7 would actually happen, therefore, the organization ended up developing in approximately thirty days. Furthermore, F10 was also carried out in a shorter time, of just sixty days, as it differs from the others, as it is a smaller fair aimed at the local population. The other fairs begin to be established five to nine months before the event, depending on when the notice is received from the city hall, which varies with each edition. However, in the period of two to three months preceding the fairs, with the distribution of defined tasks, work begins to become more intense and meetings begin to take place more frequently, to ensure that activities occur within what was planned.

Regarding communication, members of the organizing committees maintain contact, mainly through messaging applications, such as WhatsApp. Groups are created with the aim of convening face-to-face meetings and passing on information quickly and comprehensively. In general, meetings take place without a precisely defined frequency, and in some fairs, they are held monthly or fortnightly, and, as the day of the event approaches, they begin to occur weekly. The F8 organization, on the other hand, ends up not holding a general meeting, with all the subcommittees, so that each group meets
individually to receive guidance and pass on information directly to the coordinators. Thus, they carry out integration and communication between groups, normally via WhatsApp.

The organizing committees, from the beginning of planning, seek to get in touch with agriculture and family farming, to enable their participation in fairs that cover the sectors. To this end, we count on the assistance of Emater/RS, Commercial and Industrial Associations and the Chamber of Retail Managers, who contact their members, who have preference for purchasing stands, and other local exhibitors. And subsequently, regional exhibitors are contacted.

The dissemination of information to the visiting public occurs through the publicity of these fairs. This, which occurs regionally and is developed through the internet, mainly through official city hall websites and via Facebook, brochures, radio and television. In addition, F3 carried out leafletting, twenty days before the fair, in the municipality and neighboring cities, which are within a 60 km radius of the city.

“Até no rádio, Facebook, RBS TV, panfletagem nas cidades vizinhas num raio de 60 quilômetros, a gente pega os picos, em frente à universidade, na frente de escolas, frente de supermercados, é onde mais tem aglomeração de gente né, em horários estratégicos, onde a gente fica 15 dias antes, 20 dias antes, a gente começa a fazer essa divulgação” (M3).

From the interviews carried out, it was noted that there is a lack of planning regarding the risks involved in these events. It was found that risks are identified superficially and are not analyzed or managed, therefore, the development of contingency plans does not occur in any of the fairs studied. However, the organizing committees use some instruments, such as the Fire Prevention Plan (PPCI) and Technical Responsibility (ART), with the aim of reducing possible unforeseen events. During the execution of the events, in order to minimize possible damage, employees responsible for the electricity, infrastructure and health sectors were responsible for maintenance and emergency care. Furthermore, only one of the fairs took out insurance for the entire fair for the days of the event, while the others considered that there was no need for insurance. However, interviewees raised the possibility that companies contracted to assemble and maintain structures have insurance.
Although the knowledge areas of the methodology present in the PMBoK Guide were identified, it was evident among all interviewees that they do not know any project management methodology and that they do not use any tool in a planned way.

It is clear that although the organization of the multisectoral fairs researched is carried out by competent professionals within their areas and serious and committed institutions, there is no use of methodologies and tools for project management. Project management must be used in the public and private sector, as in the fairs studied, the City Hall is directly involved in the organization of all and is its main agent, it must act within the public interest, following the constitutional principles of public administration (Brasil, 1988): legality, morality, impersonality, publicity and efficiency; therefore, the projects they manage must also follow these principles. Alves (2019) indicates that the implementation of a project management office, by the public administration, through its processes can help in solving the problem of managerial and administrative shortages. However, the author reports that this is not something simple to execute and indicates some difficulties faced: poorly qualified professionals, poor physical and administrative structure, appointments and priorities that differ from social needs, difficulty in changing the organizational culture, resistance from some professionals regarding changes and scarcity of financial, material and human resources. With serious project management implemented, society will be able to see a considerable evolution in the services provided by public authorities (Gomes et al, 2020).

4.3 STAKEHOLDERS INVOLVED IN THE EXECUTION OF MULTISECTORAL FAIR PROJECTS

Stakeholders or, in a loose translation, interested parties refer to every organization and individual that has an interest in or is, in some way, impacted by a particular company and/or project (Project Management Institute, 2017). It is important to highlight that, at the same time as stakeholders are impacted by decisions related to the holding of multi-sector fairs, they also influence the processes and results involved in the project. Therefore, during the planning and execution of the project it is necessary to take into account the interests and satisfaction of all parties involved in the development of each of these fairs.
It appears that the nine fairs analyzed have some stakeholders in common, that is, they mobilize several suppliers in the areas of infrastructure, security, cleaning, food, internet, sound, media, event promotion, among others; employees, including public servants and outsourced workers; sponsors, investors and artists to hold shows. In addition to these, companies related to commerce and industry, which act as exhibitors, and the local and regional population, who act as visitors and consumers of the products offered at the event, are essential for the fairs to take place.

Since practically all events are focused on the agricultural and/or livestock sector, the cooperation of entrepreneurs in the agribusiness and family farming sectors is highlighted. However, to carry out F5, which, unlike the others, does not include the agricultural sector, there was collaboration between businesspeople related to the civil construction sector (engineering, architecture and furniture) and vehicles. Another differentiation between the fairs studied occurs due to the entities and institutions that are mobilized to structure them, which are specific to each municipality.

In M1, for example, the following are involved in organizing F1: the City Hall, with significant participation from the Department of Agriculture, Emater/RS, the Commercial and Industrial Association (ACI), the Community Hospital and the Agricultural Defense Inspectorate. In addition to other entities and cooperatives, such as: Cresol, Sicredi, Aurora, COPAAL, COPÉRDIA and Cooperalfa. In F2, the main entities involved are: City Hall and Emater/RS. In F3, they are the City Hall, ACI and Emater/RS.

In F7, given that the fair is outsourced, this involved not only the City Hall, the City Council and Emater/RS, but also an entity from another municipality, such as the Commercial and Industrial Association, which was responsible for holding the event.

In short, the main people involved in organizing the fairs are presented in Figure 1. It is noted that the City Halls in all the fairs studied are centralizing the activities and there are common partners in most of them.
4.4 MANAGEMENT OF MULTISECTOR FAIR PROJECTS THROUGHOUT THEIR LIFE CYCLE

Project management must be developed throughout the project life cycle, thus covering the stages of initiation, planning, execution, monitoring and closure, for it to be successful (Project Management Institute, 2017). Therefore, this aspect also became one of the objects of this study.

The fairs surveyed do not develop projects and do not manage them throughout the development of the fair, as phases of a project. Furthermore, as already reported, city halls produce a project only to release resources through a Bill, approved by the City Council, or to obtain sponsorship for the event. Therefore, these projects do not follow a direction for their management, presenting characteristics typical of a Bill or describing ways for sponsors to finance the fair.

Among the fairs studied, F5 is the only one that has a slightly different project than the others, but even so, it is not focused on management. Although those responsible for the organization record the event phases and store the information, they do not adopt a project management methodology.

Therefore, it appears that the projects for multisectoral fairs in the municipalities of Alto Uruguai Gaúcho are not designed to assist in the management of the fair project.

![Diagram of the main parties involved in organizing multisectoral fairs](image-url)
Likewise, the processes listed are not developed within any specific methodology for this purpose, such as, for example, the PMBoK methodology highlighted in this study.

It is worth noting that all the municipalities studied have their own way of carrying out management, but this occurs without much prior planning and without improving processes over time. In this sense, it was diagnosed that this management follows the profile and way of working of the coordinator of each edition of the fair, the team designated to make up the organizing committee and the situations experienced at that time.

All interviewees highlighted that they use data from the previous fair to direct their actions, despite the fact that documentation is not prepared for all phases of the event and they do not follow a standard. It can also be seen that the data on the acquisition processes are more detailed, as they must comply with some legal procedures. This is due to the fact that, as part of the invested resources are public, accountability must be carried out or because these resources are often passed on to other entities, which carry out the acquisitions, in order to reduce bureaucracy of accountability.

Good project management practices should be used in both the private and public sectors, this aims to provide the manager with a basis so that he can command, control and apply project resources and ensure that he is on the right track, through monitoring his performance indices (Gomes et al, 2020).

4.5 LEXICAL ANALYSIS

The texts of the transcriptions of the interviewees' speeches were gathered into a single file, adaptations were made to meet the demands of the Iramuteq software, which generated the research corpus. The 9 texts generated by the interviews were analyzed, separated into 593 text segments (ST), with the occurrence of 19,621 words/terms. The CHD, generated by crossing the matrices of text segments, had a use of 553 segments out of the 593, representing a percentage of 93.25%. This percentage is very good, since the recommended rate is that utilization is greater than 70% (Camargo, 2005). This demonstrates that the text is homogeneous and the data generated is robust (Mendes et al, 2019).
The CDH generated a dendrogram with five classes that are presented in Figure 2. The first 20 words of each class were listed in the figure, all with statistical significance and ordered by decreasing X².

From the observation and analysis of Figure 2, it appears that there are five classes/clusters and two sets of data. The first set with only one class, 5 called Fair Infrastructure. The second set is more complex, consisting of classes 3 – Start of work and 4 – Stakeholders and a subset formed by classes 2 – Organization and 1 – Financial aspects. Classes 3 and 5 were those with the highest representative percentage, 27.1% and 26.9% respectively. The other 3 classes are practically tied with just over 15%.

Analyzing the classes formed, they all have subjects related to project management, mainly 4 – Stakeholders. However, the highlighted words that are the most
cited and statistically representative are not related to the vocabulary used in project management. Confirming what was already verified in the previous analysis.

5 CONCLUSIONS

It is observed that each fair, like a project, aims to obtain a unique result, based on a temporary effort with a pre-established budget. That said, it appears that fairs are projects and, consequently, should be planned, executed and managed based on project management methodologies. These knowledge, skills, tools and techniques have been widely applied to successfully achieve project objectives and achieve quality results.

From this study, it was diagnosed that the fairs analyzed do not prepare projects aimed at their management, the documents produced have the function of raising resources for the events, whether in the form of a Bill or a Sponsorship Project.

Among the areas of knowledge analyzed, acquisition processes are the most detailed, as purchases and contracting of suppliers involve legal procedures. In order to reduce such bureaucracy and facilitate the progress of the event, the organizing committees transfer resources to other entities that help in coordinating the event, so that they are responsible for hiring or, alternatively, a single company is hired to provide all the infrastructure and this, in some of the cases studied, is responsible for hiring the shows, security and cleaning.

Furthermore, although documentation is not created for all phases of the fairs, data from previous editions is used to guide their organization. Thus, based on these records, formal and informal, and on the individual experiences of the members of the organizing committee, the management strategies that will be adopted to execute these events are developed, which are particular to each municipality.

It is also noted that the professionals responsible for holding these fairs are mostly public servants, that is, they perform their duties in City Halls and also organize and manage the fairs, over time they end up acquiring experience in this area. However, no training or experience in managing this type of project. Therefore, in order to resolve this deficiency and improve the development and management of these projects, it is recommended to train the organizing committees or seek some external assistance.
The study has limitations regarding the scope of the study, which involved a region of Rio Grande do Sul, and not all municipalities developed multisectoral fairs in the period studied. However, as the information was homogeneous, one could see that one does not differ much from the other in terms of organization and in relation to the topic studied.

It is suggested that this study be replicated in other regions of Brazil, so that its results can be compared with the reality experienced in other regions of the country. In addition to multisectoral fairs, business fairs with this same theme related to project management can also be studied and it is proposed to deepen this study using other research techniques.

ACKNOWLEDGMENTS

To the Fundação de Amparo à Pesquisa do Rio Grande do Sul (FAPERGS), for granting the scientific initiation scholarship during the development period of this study.
REFERENCES


