

The city redesigning its economy by marketing strategies

Introduction

“Only the future will tell if we (the ones who want) will retrieve then the unit between the language and the real life, between the action that changes life and the knowledge” (LEFEBVRE, 1991: 82).

In the late 60's, the philosopher Henri Lefebvre had predicted a revolution due to the new and deep-seated urban problematic, which was no longer possible to be faced by the logic of the programs, plans and models, that were used to structure and organize the industrial cities, as result of the functional posture from the planning professionals.

Along the same decade, Marshal McLuhan pointed out towards the changes caused by the propagation and spread of the mass media that incorporated definitely the daily life in a world scale, sealing the destiny of the urban society, modifying the way the world was perceived, as well as habits and human beliefs.

The geographical environment went through a transition, leaving behind the sense of technical environment, result of the industrialization process, to aggregate science and information. It became, thus, in this new historical period, a technical, scientific and informational environment. More than replacing a system by another, what did happen was the incorporation of the technology and information into production, delivery, consumption and management of the products and services, this last one increasingly present in the urban space of the cities.

Although this period has started after the Second World War, its consolidation has just taken place in the 70's, when the new stage of the cities, at that point recognized as post-industrial cities, was introduced to the global debate. Cities that were born out of the industrialization process, but that during its urban development had to resize and organize themselves in order to fit the new ways of mass consuming production that became global due the information. "The information is the basic vector of the social process and the territories are, in this way, equipped to facilitate its circulation" (SANTOS, 1996:191).

With the technological development and the computer science, the idea of “simultaneous and instantaneous” were presented as the means for shortening the global distances, that have become reduced to flows more often. The so-called “spaces of flows” have been frequently found in the inner cities, reconfiguring or articulating in a more efficient way the “spaces of the fixed” establishing, thus, the metaphor of the **globalization**. It is understood as the process of joint and integration of different times and spaces in the world by means of the virtual sense widespread by information waves.

The consequence of this global virtual reality reflects in the new urban projects, mainly that one related to the infrastructure issues facilitating the articulation of the flows, making possible to support the spaces of emergent creativity, bringing a differential for the cities before the global competitiveness. But, in global terms the act of projecting has an aggravating issue: at the same time that the projects should dialogue with this virtual logic of flows and global consumption, they must materialize themselves into the concrete space of the cities, generated daily by the imaginary of its inhabitants who use to attributing meanings to them. Because of that, they are responsible for transforming them into places, *genius loci*, product of the local cultural repertory.

Here it is the great impasse for the planning professional role: the old methods and instruments related to the technical world or to the old configuration of the industrial cities have become insufficient to deal with the questions related to the actual urban world, faced to the global market, which has transformed citizens into consumers. Over the past decades, the urban society has culturally left from being a consumption society, as can be seen in the works of Andy Warhol and Don Eddy, in the 60's and 70's, to become the place of consumption from all different kinds of material and immaterial goods, such as culture, art and entertainment. The consumption stopped being a culture exercised in the interior of the cities to become the motor force of its organization, development and existence (ECKARDT, 2003:28).

Therefore, the current role of the planning professional should establish the suitable urban environment taking into account the global materialization of the productive space, without compromising the quality of life of the citizens who live and build up the local culture of the city. In other words, the great challenge relies on how to make the cities attractive spaces to invest, and excellent places to work and to live.

In this article we will approach these challenges that have been taking place into the cities' agenda, once they are on the spot of world-wide economic scene where the global market influences directly its urban design and daily dynamic. We will also present the case study of an old and important industrial city in the Metropolitan Region of São Paulo - Santo André - that has tried to address these goals by means of innovative strategies promoted by the interaction between private initiative and public administration in different scales of the marketing activity.

The space of the cities and the urban environment of the Globalization

In post-industrial times the major question established by the globalization is settled in the urban environment of the cities, although it is also reflected in the dynamics of the rural environment. Thus, it is important to point out the distinction between two concepts: urban and city. Searching for an appropriate definition of these two terms, we will use the references of the Brazilian geographers, Milton Santos and Maria Adélia de Souza

"The urban is the spatial expression of the production means: it is world-wide, abstract. The capitalist world is urban. Going further: the today world is urban. On the other hand, the city is the concrete, on where the citizens live: it is the material, the set of infrastructures and equipments. Finally, it is all the materiality that increasingly allows the collective life of a bigger group of citizens living together" (SOUZA, 1999: 34-35).

In a simpler way, we can say that the urban is the external one, the generality and the abstract. The city is the intern, the particular and the concrete (SANTOS, 1994).

Castells (1989), a legendary reference when the subject is globalization, was one of the pioneers in affirming that the "spaces of the flow" would substitute the "spaces of the places". Although the global society is a fact, its development did not annul the sense of place, by the contrary. Since globalization times, the subject "place" or "local" has been talked and discussed as it has never been seen before. The places have become important ways of innovation and creativity, necessary conditions for providing the cities with the new processes and ways of world-wide economy, as a result of the control of the informational flows, that is an important differential for attracting the global market.

It becomes clear then that exists a need for opposing to what is the representation of this global urban, and the necessities and cultural characteristics of the city, in other words it is necessary to establish dialogue between the global and local; between flows and place; and between virtual and real. Thus, to attend the requests and demands for a creative and innovative city, and not only informational, it is necessary to understand the conditioning factors of the geographic space: the "flows" and "fixtures", considering that "the fixed elements, settled in each place, allow actions that modify the place itself, new or renewed flows that recreate the environmental and the social conditions, and redefine each place" (SANTOS, 1997:50)

Peter Halll presented the idea that the higher the rate of the centripetal force of the flows in relation to the centrifugal forces that impact on the city territory, the stronger the power of a city will be. It means the bigger the power of cities' attraction is, the greater the benefit generated by the incidence and mainly by the control of the flows in its territory.

The current society is based on the way the informational flows modify and structuralize the "fixed objects" that reshape materially the space and happen directly on the social relations. Perhaps this is the most crucial aspect to be faced by the cities of the developing countries, as Brazil, because the social matter raises as the great obstacle for the attractiveness of the cities, being essential to balance the social lack of evenness, mainly to diminish the rates of unemployment, consequence of the productive reorganization, mostly in that cities with the historical of development based on the fordist model of industrialization.

The planning professionals, as well as the public administrations must be warned against the projected image that masks the social relations, excluding the low-class economical groups. In a world plenty of signs and meanings, the question of the "imaginability" as it was argued by Kevin Lynch (1988), in his book "The image of the city", is a currency of bargain in a world-wide communication system, especially taking into account the global competitiveness, that promote the great power for those who has the higher visibility in the economical panorama, creative and producer of knowledge. In global times, the image becomes plus an attribute of the urban one, causing an impact directly to the cities' language. When the cities are planned they are virtually represented by means of them (images), replacing, in many cases, the own material object by its representation.

Although the territorial marketing or city-marketing existed before the 80's, it was in this historical stage of the post-industrial cities that the communication tools, based on the new technologies and new medias, effectively had been used in planning strategies, regarding the communication and representation of the cities, as George Benko (2000) certifies admitting that once that the representation be a social or individual creation of a pertinent structure of the real, the marketing can be considered a new form of geographic representation.

Therefore, surrounded by the expectations of the global urban environment, structuralized for the spaces of flows and the potentialities generated by the images, the real attributions of a city do not only attract companies, but also creative capacity and research; knowledge and culture, objectives that will only be reached when the city will be capable to present quality of life, opportunity for the different social groups, solidarity and social and cultural diversity. This challenge becomes even harder when the city is settled in a developing country.

In Brazil, in the last decades the cities have organized themselves to reach these goals, mainly searching to revert the disastrous picture of the unemployment and the social unbalance, looking for new investments and economic chances for their development and survival.

Brazil, Ministry of the Cities and the Statute of the Cities

The increasing importance of the cities in the global economic scene drove the Brazilian government to create a special ministry to assist the cities to find specific alternatives to the local realities, strengthening the independence before the national guidelines, particularly in relation to the caption of resources.

The creation of the Ministry of the Cities was still more necessary after the approval of the Statute of the Cities, instrument composed by a set of guidelines, laws and norms created to address the emergent urban problematic in an integrated and articulated way. Currently, 82% of the Brazilian population lives in the urban way.

The Statute of the City strengthens the role of the urban planning, extending the possibilities of a more democratic management, aiming at the debate of the city-related questions, in order to approach its inhabitants in the public power decision making process.

By the new law of the cities, the cities with more than 20 thousand inhabitants are obliged to elaborate its proper master plan and moreover any work of great impact in the urban tissue shall be accompanied by a study of neighborhood, capable to quantify and value the impacts caused in its surroundings, seeing that the inhabitants will be able to veto or to accept the new installation and facilities next to their dwelling areas.

Therefore, it was foreseen that through these new legal disposals, the municipal administrators and the planning professionals themselves would have the important technical tools to provide the cities with adequate solutions to its management.

The creation of the Ministry of the Cities confirmed the importance assumed by the cities and the concern of the federal government in creating subsidies that assisted them in this moment of autonomy and initiative before the global demands and, also, of high competitiveness in relation to the other national and international cities.

Therefore, the cities have searched for creating opportunities to place themselves in front of the economic scene, mainly the cities of the Metropolitan Region of São Paulo, with special light on the Great ABC, one of the main industrial poles of the country, cradle of the union

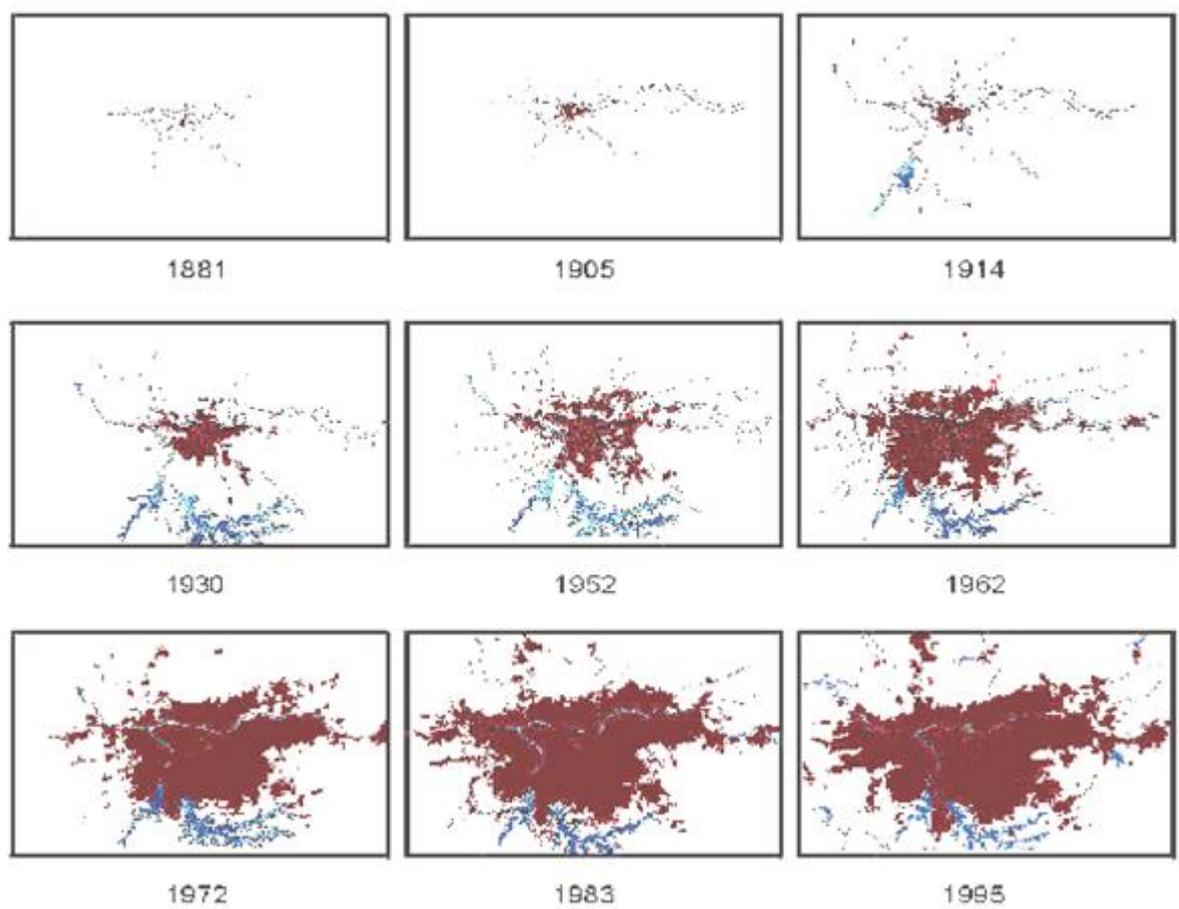
movement and of the political history that lead the current president of the republic to occupy his current position.

Since that the industrial cities of the ABC witnessed some industrial plants shut down and the increase of unemployment rate with the loss of work job position, a new and necessary challenge was created. It was to search opportunities to attract investors of different profiles, aiming at a social and economic well-balanced growth and the reconstruction of a productive and creative environment. The first city to stand in front of this process was Santo André, thanks to a large extent to the entrepreneur vision of the public administration at the time, that understood which would be the guidelines to be taken to revert the effect of the productive restructuring process and industrial emptiness.

The São Paulo Metropolitan Region and the industrial cities of the Great ABC

The São Paulo Metropolitan Region is composed of 39 cities, bordering and confluent to the city of São Paulo. The conurbation of these cities over all in the Southeastern region reflects the previous industrial development that flew out the limits of São Paulo, forming the industrial cities of the ABC, of which Santo André is part.

The set of maps below presents a historical briefing of the urban occupation of the Metropolitan Region of São Paulo, from the evolution of the Urban Spot.



source: Deák, Csaba. CESAD, FAUUSP, 1995.

O período da exportação do café impulsiona a construção de uma rede de armazenamento e transportes ferroviários de cargas, a partir de 1867, a São Paulo Railway, ligando o Planalto ao Porto de Santos, inaugurado em 1892.

The period of coffee's exportation stimulated the construction of a network of storages and goods railroad transportation from 1867. It was the São Paulo Railway connecting the

countryside where the coffee was cultivated to the Port of Santos, which was inaugurated in 1892.

The strategic advantages of the region broke out a polarizing movement in the capital of the State and in the neighbor cities. The newly installed industrial park occupied the region of low and flat land alongside the river Tamanduatehy, benefiting the urban expansion spread out to the east and the southeast areas.

It is from the 30's that the increasing industrialization, as a replacement model of imported goods, results into deep urban growth, attracting a population that, until then, was rural in its majority.

In this period, there was a demographic explosion and an overflow of the urban spot. Paradoxically, the road system was led to the saturation by the increase of density of the population in the central area as well as in the industrial quarters. A split process of the industrial pole was installed in the city to search for new areas to the Southeast, towards the "Great ABC" and along the Tietê river.

The spatial movement of the production, from the second industrial boom that was initiated between 1946 and 1950, ordered the occupation and the formation of the Great São Paulo (nowadays Metropolitan Region). At first, the expansion occurred in 1950, following the Santos-Jundiaí railroad track, towards São Caetano do Sul and Santo André cities and, later, in 1960, towards the Brazil Central Railway.

The industrial occupation of the Great ABC region started from the 20's, as a continuous industrial occupation process running parallel to the tracks of the Santos-Jundiaí Railroad string. Its high concentration became even more visible in the 40's, with the installation of the capital goods industries, but only after 1955 with the "Plan of Goals" promoted by the federal government the cities of Great ABC were consolidated as an urban agglomeration.

The "Plan of Goals" aimed an acceleration of the Brazilian development process, searching to attract foreign investments, public and private national undertakings and, mainly, the installation of the automobile plants. Thus, a huge industrial park was implanted in the ABC composed of assembly parts and vehicle plants, consolidating the region definitely as a national industrial pole.

The radial and concentric drawing of the road system and transportation that was structured to support the demographic explosion and the disordered occupation of the metropolitan territory, resulted in a series of urban barriers that segregate a sort of portions of the metropolitan territory, disabling more intense exchanges in the intra-urban space.

In addition to the restrictions to the urban expansion, there are environmental-protected designated areas in the North and South portions of the Metropolitan Region, that were established to secure the environmental preservation against to the predatory urbanization that advanced on the sources of supplying and natural resources.

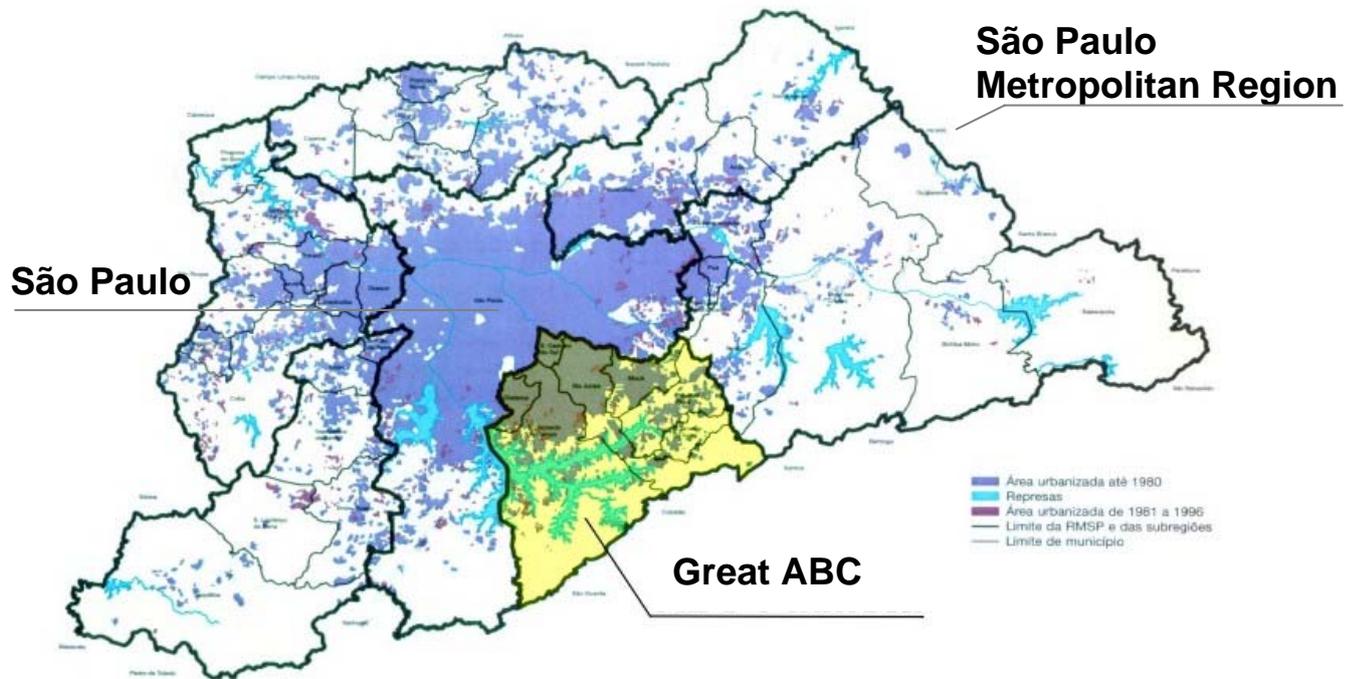
The need of setting up a legal landmark allowed the implantation of a regional management system that faced the conflicts and the common cities necessities. The conurbation through the continuous and large urban spot created by São Paulo and ABC cities and the considerable role in the national economy assumed by the region pushed down the federal government to approve, in 1973, the Complementary Law nº 14, that establish the Region Metropolitan of São Paulo.

From this date on, the consolidation of the Region as the biggest industrial pole of the Country and the Latin America could be observed - a role that is still a reality - even though facing a global process of productive restructuring and industries withdraw, initiated in the 80's reflected the technological advances and the global markets.

During the 90's, the São Paulo Metropolitan Region became the most important national center of the tertiary sector, aggregating transnational companies becoming the more powerful financial market in Latin America.

According to Census 2000, the population in the São Paulo Metropolitan Region is about 18 million inhabitants, what means that, approximately, one in each ten Brazilians live in the Metropolitan Region of São Paulo. This population contingent is about 66% superior to the Metropolitan Region of Rio de Janeiro, number two in the Country.

The Metropolitan Region of São Paulo is the biggest pole of the national wealthy. Its Gross Domestic Product (the GIP) reached in 2000 something around US\$ 100 billion, what corresponds about 17% of the Brazilian total.



source: Prefeitura Municipal de Santo André, 2001.

The above described phenomena and the economic and financial performance made possible to rise and concentrate in the Metropolitan Region, a sort of sophisticated services, defined by the close dependence on the information spread and flow: planning, advertising, marketing, insurance, finances and consulting firms, among others.

For the next years, the great challenge for the São Paulo Metropolitan Region will be to deal with the resultant liabilities of the disordered urban occupation in order to avoid spoiling the gains. Therefore, in order to make them efficient it is necessary an investment in infrastructure services, such as a public transportation service that allows traffic to flow easily and provides fast connections between new regional centers, as well as between airports and trunk regions.

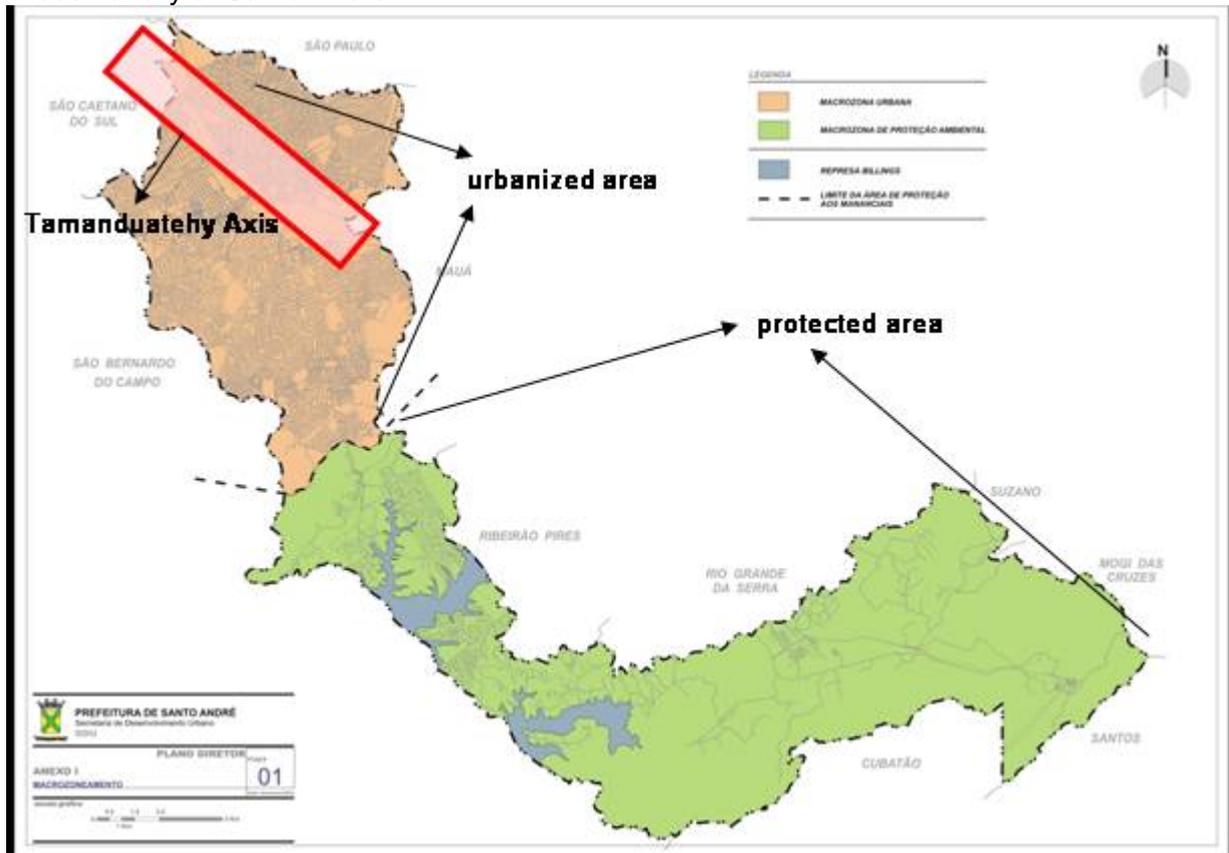
Regarding all these issues, in the late 90's, Santo André initiated its process of getting ready for the new flows of the global economy and their consequences, with two different projects in scale and scope, that can be taken as innovative example for the Brazilian cities reality.

Santo André

Santo André is one of the richest cities of the Metropolitan Region of São Paulo with about 650 thousand inhabitants. Composing together with São Bernardo do Campo, São Caetano do Sul, Diadema, Mauá, Ribeirão Pires e Rio Grande da Serra the Great ABC - one of the most important industrial poles in Brazil.

Since 2001, according to the municipal investments in strategic sectors, as education and health, Santo André's Index of Social Responsibility classification has raised, shifting from "Economically Dynamic City and Low Social Development" to "City Pole". This is the result of a lot of efforts to rebalance the municipal economy after the structural global changes in the secondary sector.

The scenery in the 80's started with the change of the society from mass production to services and data information control. These global changes also affected the economy of the industrial city of Santo André.



Source: Prefeitura Municipal de Santo André, Master-Plan, 2004.

Santo André industrial space was deprived of great part of its industries that shifted to the surroundings located in other regions of the country, in the search of better “tax incentives” and less crowded area. All these structural changes were responsible for the exodus in the city, particularly along to the “road corridor” that connects to the industrial area of São Paulo city, a territorial and economic gaps that demanded new projects from the municipality.

In the end of the 90's, the city initiated an active process for reentering the market and for creating a new image to regain visibility in the metropolitan area, as well as in an international scale. A group of international architects and city planners were invited to work on the theme of the reconstruction of the industrial areas along to the Tamanduatehy axis, one of the main axis of connection and development of the São Paulo Metropolitan Region.

Tamanduatehy Axis

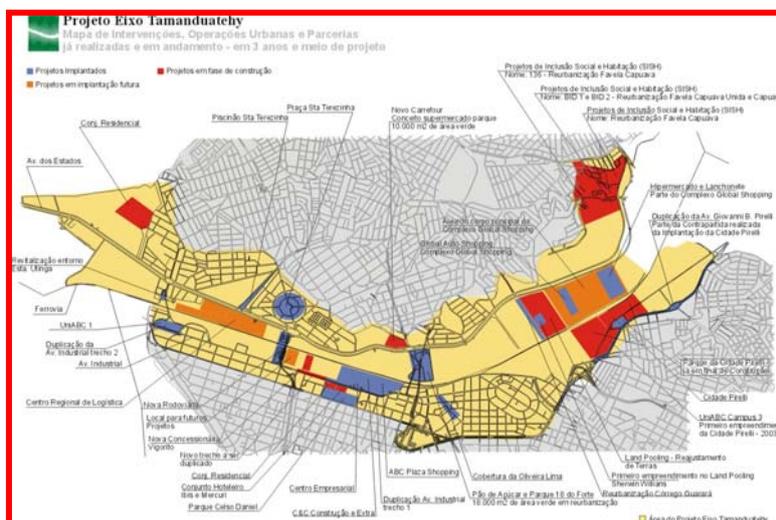
Between the decades of 1980 and 1990, Santo André had witnessed the migration of great part of its industries to other regions with potential better adjusted to their new necessities, thus leaving true spatial gaps along to the former industrial axis, that demanded new forms of planning and use for providing continuity to the historical process of development and life of the city.

The Tamanduatehy axis corresponds to the old industrial axis formed by the Tamanduatehy river that crosses the city of São Paulo discharging into the river Tietê, plus the Industrial Avenue, the States Avenue and the Santos-Jundiaí Railway.

In 1997, for the beginning of the work, some architects and planning professionals were invited among them Christian de Portzamparc (France), Eduardo Leira (Spain), Joan

Busquets (Spain), Jordi Borja (Spain), Cândido Malta (Brazil) and Raquel Rolnik (Brazil); split into four teams, each one responsible for an intervention perimeter.

The targeted objective was fixed to induct the Great ABC to surpass its peripheral condition in relation to the Metropolitan Region of São Paulo, aggravated by its vacated industrial areas, reverting this situation through the creation of a basic axis for the metropolis, by means of an occupation of the tertiary sector along the road corridor of the Stated Avenue. Thus, the private initiative would have primordial participation in the success of the project.



source: Tamanduatehy Axis Project, 2001.

The intervention area corresponds to 12, 8 Km², along 10 km axis from the border of São Caetano do Sul up to the limits of the city of Mauá. For this some meaningful changes are foreseen at medium and long terms, and the resulting benefits would not only impact to Santo André, but also to the Great ABC and the Metropolitan Region of São Paulo.

The Tamanduatehy Axis Project, part of the guidelines of Urban Strategic Planning (DANIEL, 2000), introduced the Brazilian reality with the concept of Strategic Planning in the late 90's. For years, this concept had been very spread out in Europe as a solution for sceneries of same scale and target, among them the IBA Emscher Park project, initiated in 1989 and concluded 10 years later. This project, understood as an International Building Exhibition, dealt with the re-conversion of the Ruhr valley, addressing the questions that the structural changes of the last decades of 21 century had imposed on planning professionals, by means of an strategic development, promoting transformations in regional scale increasing its attractiveness and influence.

According to the city planner Regina Meyer (2000), the big difference between the projects of the modern metropolis and that ones of the contemporary metropolis is the "strategic value" subordinate to its ability to generate transformations in wide scale and large area of influence, developing a new model of metropolis.

Thus, the Tamanduatehy Axis project was based on three parameters, having as important leit-motiv the infrastructure as an propelling element able to regenerate and to reorganize the old spatial structure and, mainly, to promote a new status for Santo André, placing it forefront of the other cities of the great ABC. They were:

- metropolitan spacial situation;
- good accessibility;
- availability of areas

Santo André has suffered more than any another city of the industrial withdraw. Because of that it was essential to create an environment able to support the new flows of information, as well as of logistics, mainly if one considers the integration between the road and railroad axis.

The project benefits have had great impact in the Great ABC, as well as in the São Paulo Metropolitan Region. The project program involves terms between 10 and 20 years depending on the visibility reached in the economic environment. The most important condition is to attract investors and the society participation. To obtain this, the city created tax incentives' programs, besides a suitable urban legislation to the building concessions in exchange for providing green areas for parks and in facilitating new uses to the vacant industrial areas, turned to the tertiary sector, as hotels, universities, convention centers, office's buildings of structures of leisure, culture and entertainment.

This magnificent metropolitan scale project is still in progress and its impacts are foreseen at long term. It resembles each other international projects stimulated by the same urban problematic related to the industrial re-conversion. In addition to the already mentioned project in the Ruhr valley; one can cite the Madero Port project in the port area of Buenos Aires; the projects in Barcelona initiated in the 70's and consolidated with the Olympic Games; the projects of urban reorganization of the railway tracks surroundings in Madrid, as well as the Guggenheim museum in the city of Bilbao.

The ongoing project takes into account a sort of obstacles, among them the power of attraction of the city of São Paulo, center of its Metropolitan Region, the most important pole of services in the country; the creation of a metropolitan ring road that will improve new logistic poles, including making possible the linking between the international airport of Guarulhos (city of the metropolitan region) and the Port of Santos, and increasing the competitiveness among other cities of the ABC, specially São Bernardo do Campo, that has not been so much impacted by the productive restructure. During the last years, São Bernardo do Campo has received investments from BID (Inter-American Bank of Development) for reorganizing its internal road infrastructure, in a way of integrating the two parts of territory crossed by two large highways (Rodovia dos Imigrantes and Via Anchieta), responsible for the distribution of flows and goods overall. These two highways would be even more positively affected by this plan for transports and roads. A project turned to the flows that will modify "fixed spaces" in the city.

Thus, the city needed immediate actions to take part into the economic scene - a scene of not necessarily great industrial plants, economic shape that molded it during the latest decades, but a scene of lesser and more agile actors.

Considering that major part of the job positions are generated by the micro and small companies, the municipal administration looked to democratizing the information of its different sectors of market to attract business not only to benefit the city, but its citizens who would turn into clients.

Entrepreneur Room

The great urban projects planned to address the areas that had undergone some productive restructuring process, aim at the reorganization in wide scale, searching to solve the urban problems generated in the core of the metropolis and modern cities, among them the fragmentation and dispersion (MEYER, 2000). However, by the complexity of the scope and the scale of performance, these projects not only involve great budgets, but also they are carried along the medium and long term. Besides, they are projects that work the global urban scale (abstract, external and general) with global repercussions resembling to its peers in the world, including the fact that the architects and city planners circulate through several projects, as part also of information and knowledge flows.

The need to search new solutions for the installed crisis, mainly in relation to the creation of new job positions imposes on the municipality to turn itself to the market, seeing the caption of resources that could generate a quality of life socially and economically balanced at short term, because excepting for the direct investments from the government or by means of special projects, these resources are available in the market. Including the Tamanduatehy Axis Project that will be only viable by means of private initiative in investing on it.

The conurbation produced by the growth of the industrial cities in the region turned the regional reality to be a fact. It brought the implementation of an Inter-municipal Development Agency for the Great ABC. The Great ABC, of which Santo André makes part, corresponds

to the Sub-Southeast region of the São Paulo Metropolitan Region, still being the most industrialized of Brazil and the third bigger Brazilian market just behind São Paulo and Rio de Janeiro. The economic pattern demonstrated by the region is fruit of the industrial development. Retirements, pensions or available money from the resignations had allowed some parcels of the population to start its own businesses, however this potential still needs to be economically explored, more particularly because the commerce and services sectors are the responsible for the highest number of jobs positions in the region.

Thus, the need to improve the viability of unemployed people or small entrepreneurs to feel encouraged and secure to open their own business, taking advantage of the financial resources acquired by the industrial past, as well as entrepreneurs of medium and great importance, became the basic strategy in the Urban Strategic Planning (2000) of the city, besides the Project Tamanduatehy Axis.

Santo André's economic scenario places it as one of the best cities in the Great ABC ranking, with gains per capita of R\$ 1300,00, Index of Development of 0,87, above Brazil average (0,75), counting on 60,2% of economically active population. Its leading economic base is turned towards the industries of metallurgy, petrochemical, chemical and rubber devices, and the sector of commerce and services, the highest potential of employment of the city, presenting higher growth in the last decades. Although the problem of the industrial emptiness is irrefutable in the national context, and the consequences have been observed by the last decades in the urban territory of Santo André, the city still remains as the headquarters of the biggest number of companies among the most profitable in the Metropolitan Region of São Paulo.

Thus, based on the above mentioned, the planning professionals of the municipality searched through the partnership with a national consultancy firm to build an innovative project, talking about the Brazilian reality, named "Entrepreneur's Room". In this project, the marketing information would be used in the urban and economic planning, now directed to the population allowing its real participation, also in the strategic planning of the city. With this project the planning turned towards the city and its potential and latent market, as a concrete space, particular and internal, having the local reality as the main parameter.

The Brazilian municipal governments act very little in a direct and prospective way in the search or conquest of companies to be installed in its territory, mainly the small and the medium companies from commerce and services sectors. The tertiary sector with more than 85 thousand employees is the main employer of Santo André.

Thus, the objective of this project was the construction of physical, graphical and electronic environments for the distribution of information driven from the city to the market. This was the second and, perhaps, most important innovation of the "Entrepreneur's Room". Besides the organization of the up-to-date information in its several secretariats by market sectors, they would also be made available.

The "Entrepreneur Room" project corresponded to the physical environment to be created in the City Hall, as well to its virtual space - the site to be developed.

The proactive performance of the municipal government not only aimed at the creation of instruments of communication and negotiation with the entrepreneurs, but also promoted the changes in the internal procedures in the administrative machine, over all what is related to the organization, systematization, update and distribution of data (DUARTE, 2002).

The first change related to the elaboration of the project happened from an internal procedure, with the organization of a geo data base with information from all the secretariats, focusing on the market. This modified the methodological work way of the planning professionals in the municipality and carried through a first conceptual selection in relation to prioritize the necessary data for the objectives of the "Entrepreneur's Room".

In order to the market information to be able to reach the target of attracting the entrepreneurs, the information became available through three complementary instruments, elaborated from different scales of approach and negotiation. They are:

- the folders of the "entrepreneur's room", split into business-oriented sectors, available as an instrument of communication between the city and the entrepreneurs from diverse scales of business, focusing the presentation and analysis of market on a personalized way for each

business-oriented sector. These folders would be sent by the Municipality to the entrepreneurs of the different segments of the market, searching in a proactive way to attract their attention to the city, presenting it under the approach of the business entrepreneur;

- the virtual “entrepreneur’s room” (site) organized to make available specific information and analyses to the market;

- the physical space of the room of the entrepreneur, installed with layout, equipments and functioning characteristic of a private company in the City Hall, where the entrepreneurs and the common citizens interested in investing in the city by means of settling a new business could make a deep study of the analysis of the local market, with the aid of the GIS (Geographic Information System) and of planning professionals with profiles of urban business-oriented consultants, trained by the municipal government with the vision of being responsible for the shaping of the urban economy in continuous progress planning, with systemic repercussions over the city territory. These professionals would be then responsible for the strategic vision of the municipal dynamics, being basic parts to articulate the urban planning of the city.

The prioritized business-oriented sectors were General (overview of the municipal economy), Commerce and Services, Industry, Education, Real Estate and Health. Thus, all the scales of investments would be worked out, from the opening of a grocery shop, a bakery or drugstore up to a university or international hotels and centers of logistic.

Through the analysis of the market sectors potential of investments were identified in several markets. For example, it was identified potential for the formation of health service clusters; besides a potential of 200 thousand students for kindergarden and university education and new areas for the settlement of industries as complementary strategy to the Tamanduatehy Axis project. Apart from the great potential of the commerce sector and services, as it was already mentioned.

Therefore, this set of instruments and procedures showed an innovative alteration in the process of the city presentation, approach to the entrepreneurs, and to negotiations that place the municipal government as a proactive agent in the process of conquest of small and medium entrepreneurs, who speed-up the municipal economy and integrate in the strategic planning of the city.

The entrepreneurship vision of the Public Power, during the project structuring made possible its initial implementation, but its continuity was harmed by the alterations suffered in relation to the technical team and the responsible for the municipal management. Thus, the project was interrupted, as it was also the great opportunity to set new challenges to the planning professionals in drawing a balanced social and economic urban reality, having its own potential and latent market as possibility of generation of resources and viability of outstanding projects.

Conclusion: Answering to the challenges of the planner

In this contribution, some approaches to the questions involving the changes of the role of planning professional were addressed regarding today’s cities context which search for spaces of creativity, taking as a case study a city of the Metropolitan Region of São Paulo that has going through the same global effect of the economic deceleration of the fordist production model, looking for alternatives that can keep the social and the economic quality of life in its territory.

The “Entrepreneur’s Room” project, even so it has been structuralized by the public sector with a cooperation of a consultancy firm for Santo André, today can be an agenda for all the Brazilian municipalities and regional development agencies.

The market is one of the conditioning elements for planning. For many years the private interests come quiet molding the reality and dynamics of the urban space, specially in global scale, by means of the global networks that many times are located in the city because its strategic position in theses same networks, but with few concerns with its dynamics and impact over the municipal territorial theatre, even because this is attribution of the public power and not of the private initiative. According to this view, a proactive position is more than necessary, it is vital for the search of new enterprises, particularly the creative ones,

generated by qualified professionals from different fields and investments of diverse economic sectors.

The city needs to adjust itself to the current requirements for that the structural changes be successful. Not only the cities, but also the planning professionals must carry the attributes of the creativity, the knowledge and the talent to dealing with the new challenges, as well. For that it is very important to observe the reality, paying attention to its demands and possibilities and then to communicate them in agile and clear way.

For creating an urban environment with influence in the local and/or regional dynamics is attribution and challenge of the planning professionals, mainly for those who work in developing countries cities, where the social unevenness constitutes the highest obstacle.

Following this guideline, the "Entrepreneur Room" project in Santo André demonstrated an innovative possibility how the knowledge of the market and of the global transformations can be applied as a tool of communication and economic development, in a manner of setting the city as active agent in the aiming of the investments all over the municipal territory, besides providing a more democratic and transparent management.

The knowledge of the dynamics of the municipal market by the public power, through the organization of the information in the diverse secretariats carried through by a consultancy firm, and later available by means of a clear and direct communicational action, by means of market sector folders and of "entrepreneur's room" (physical and virtual), intended to promote the knowledge and the valuation of the territory, facilitating the meeting and the synergy among institutional subjects, entrepreneurs of small, medium and large scale and territorial economic categories. The project showed how public and private agents can interact in a productive way when the planning responsible get to establish the dialogue between both.

The embryonic project implemented in Santo André is an example of innovative politic action, not only for having the market as allied in the search for new possibilities of urban economic development, as well as in the sense to point to new attributes and qualifications of the professional profile of the urban planners, that for acting in a efficient manner in this cities' environment must not only plan in its plane tables and computers, drawings and programmatic functional strategies, but to dialogue with the diverse real and active sources for building this environment up.

Thus, a strategic vision of the various conditioning factors of the global urban and, mainly of its striking in the city, understanding its real and structural complexity as the basis of the project.

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