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RESEARCH ARTICLE

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SHARED SERVICE CENTERS AND TERRITORIES: EXAMPLES OF DIFERENTE SECTORS IN BRAZIL AND PORTUGAL

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ABSTRACT

The objective of this text is to analyze territorial development factors, promoted by the agglomeration of shared service centers, which contribute to the regional and urban economy through the spillover effect, observing interrelated corporate components of governance, strategy and location, as well as externalities on the non-participants, in particular at the economic, social and environmental levels. Studies were carried out in different sectors in the Northeast and Center-South geo-economic regions of Brazil, highlighting the beverage, pharmacy, transport and financial services segments; and in the cities of Lisbon and Porto, in Portugal, and their metropolitan areas, namely in the technology, telecommunications and transport segments. To this end, a literature review was carried out, connecting elements of human capital, innovation and knowledge with the phenomenon of sharing services and the areas of research support; and accessed executive documents, which deal with planning and implementation of service centers. The methodology favored the content analysis of semi-structured interviews with one hundred and twenty professionals from the companies and governments of the regions, which provided a better understanding of the phenomenon, its activities and repercussions. The relevance of territorial configurations was perceived as a strategic component and economic development, promoted by the agglomeration of people, processes and technology in shared service centers, enhanced by the agglomeration of these equipments, which operate in different ecosystems, but obtain competitive advantage and increases in value chains through the network economy. The research contributed to broadening the understanding of the relationship between territory and companies' strategies, with emphasis on development factors.

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INTRODUCTION

From the 1970s onwards, and particularly in the last decades, the revitalization of the debate on new forms of organization of production and studies of the factors that have contributed to the spatial development outside the large urban-industrial centers, especially capital human, innovation and knowledge. The main conclusion of these investigations can be summarized as follows: cities, regions or territories are not passive structures for the location of economic activities, they can become active spatial areas, and assume a certain role in the decision as destinations for public and private investments.

The concept of territory makes it possible to understand and describe ways of life, how people and groups organize and relate to each other. It helps to identify forms of use and appropriation of spaces and environments, as well as the production and consumption of goods and services, mainly through material and symbolic relationships and exchanges. Thus, territories actively contribute to changing production and consumption processes and, in broader terms, ways of life. Dallabrida (2017, p. 27) states that "several authors, when elaborating syntheses on the evolution of theories of development, distinguish between spatial theories and economic theories". To embark on paths still unexplored, or partially explored, is, perhaps, the most exciting challenge of scientific research. Inconclusive results trigger new investigations. In this way, there is continuity of learning and the development of interpretive schemes, capable of providing elucidating elements for new questions, whether specific or of a

theoretical-methodological nature. The global environment promotes significant changes in companies, which seek to meet new demands and desires of an increasingly demanding public. Competitiveness is the word that guides corporate movements and initiatives in the market, organization and regulation dimensions. Increase in productivity and cost reduction are materialized in service center models, the result of strategies aimed at flexibility, speed and security of internal transactional processes, placing them on an industrial scale. In this sense, shared services emerge as a solution to governance models, practices and recommendations and become equipment that concentrate business processes, information technology and people; thus, due to their characteristics, they can act as instruments of territorial development, largely potentiated by their geographical agglomeration. This research revisited the literature on Territorial Development, Regional and Urban Economy and Shared Service Centers (SSCs), and was supported by strategic and executive information from companies operating in geoeconomic sectors in the Northeast and Center-South of Brazil: beverage, pharmacy, transport segments and financial services; and in the metropolitan areas of Lisbon and Porto, in Portugal: pharmacy, technology, telecommunications and logistics segments. Based on examples in Brazil and Portugal, it aims to discuss territorial development factors, promoted by the phenomenon of agglomeration of shared service centers, which contribute to the regional and urban economy through spatial relationships and the spillover effect. The results reflect analysis of executive corporate documents and interviews with one hundred and twenty professionals from companies and governments in the regions, which provided a better understanding of the phenomenon, its activities and repercussions.

MATERIALS AND METHODS

About territorial development, the literature highlights two approaches that focus on development, from the territorial perspective: the globalist and the regionalist. Both have different variations, which will be summarized below, based on the discussions and their main theoretical exponents. Dallabrida (2017) argues that the first manifestations of the problem of development would be theories that were restricted to explanations related to differences in the concentration of territory or production, known as spatial. The theoretical basis of the globalist trend is, generally speaking, supported by the thesis of homogenization of local space, based on liberal principles, in which it is believed that a situation of perfect competition between locations is possible. It has four perspectives recognized by leading authors. The first is the so-called School of New Urban Policy (Cox, 1995). His analyzes are centered on the discussion of the crisis that affected industrialized cities in developed countries in the 1970s, associated with the closing of plants, with the consequent urban social degradation of former industrial areas in Europe and America. This approach, despite slight variations, maintains its argument on the idea that local governments and communities have no choice but to offer all kinds of concessions, such as legal flexibility, tax exemptions and even direct investments by the local government itself to attract new investments (Rodell, 1993; Thompson, 1997). The second variation, dating from the late 1980s, emphasizes competition between European cities and regions, as part of the process of unifying the European market. Based on city marketing strategies, it would be up to cities and regions, increasingly, to assume responsibility for generating employment and income, through the elaboration and adoption of a business behavior to attract capital, already considered scarce and volatile. At this point, the city assumes a role in the global competitive context (Kanter, 2003, p. 120), highlighting a possible form of urban growth:

The great danger to the viability of communities is not globalization, but a return to isolationism and protectionism. (...) Ironically, the best way for communities to preserve their local control is to become more globally competitive. A third variation, the 1990s, corresponds to a line of work on the emergence of networks of cities and regions, connected to each other in a global society based on the flow of information.

Thus, a process of globalization is presented, driven by the great advances in information, telecommunication and transport technologies, providing opportunities for knowledge flows, transferred very easily to anywhere on the planet, practically online and without great additional costs. The role of large companies in managing global information flows is highlighted, from their production units located in different territories, stimulated by the deregulation of capital markets (Borja, 1993; Castells, 1997; Sassen, 1998). It is important to point out that part of this movement is currently under judicial review by the data protection regulatory bodies, especially with regard to large social connection groups. Finally, the fourth variation, inspired by the administrative and managerial literature on globalized models, proclaims the emergence of an international order without national borders, with a consequent exhaustion of the role of the National State and its macroeconomic regulation policies (Ohmae, 1996), or even its disappearance (Strange, 1996). It is a version that has condemned the interventionist behavior of the State and defended the advantages of free competition between cities or regions.

A group of authors emphasizes the perspective of territorialization of development in the context of the new globalized international economy. Re-territorialization [or territorialization] must be understood as a process that guarantees certain spatially concentrated economic, political, social and cultural conditions. These provide site-specific configurations that cannot be replaced, at least not immediately, through the locational strategies of transnational companies, without substantial transactional costs (Klink, 2001). According to the authors who defend the possibility of territorialization of development, there has been a considerable increase in the capacity of cities-regions-territories to act on structural factors, implying a “greater ability to use and take advantage of these global factors according to the specificities of the place” (2011, p. 23). It is understood that the joint participation of local stakeholders in the decision-making process is fundamental. In the history of Economic Sciences, few authors have cared about space issues. Benko (1999) states that although men have always lived in space, economists have ignored this evidence, perhaps because these discussions go beyond certain existing theories. In this context, part of the theoretical work developed within this paradigm takes up Marshall's classic approach, which addresses economic agglomerations for three reasons: (1) agglomeration provides the phenomenon of labor pooling, a group of skilled workers, which reduces hiring and firing costs, and increases productivity; (2) industrial agglomerations and districts are characterized by the density of networks between different specialized producers and suppliers, which stimulates and attracts other companies; and (3) agglomeration offers important positive technological externalities, as geographic concentration favors its diffusion and internalization in the region as a whole.

At this point, Shared Service Centres, particularly in cities that show a propensity to attract several of these centres, can contribute to territorial development, enhancing the factors of geographic agglomeration and its regional diffusion. Referring to development policies, with the intention of overcoming the opposition between exogenous and endogenous understandings, Swyngedouw (1997) resorted to the concept of glocalization, in order to address, at the same time, fundamental aspects linked to morphology and dynamics. of functioning of capitalism in its post-Fordist stage, based on a society of production. According to Amin and Thrift (1992), the term seeks to embrace and reflect the new symbiotic relationship between the global space, where the economic system is reproduced in real time, and the local spheres, where the dynamic productive nodes that enter global networks are located, being processes of reintegration between the social, institutional and economic levels that operate in the intra-territorial sphere. It is important that the SSCs, which configure strategic responses of large companies driven by the global functioning of the economy, can articulate with the conditions offered by the places where they are implanted and contribute to their development.

About regional and urban economy, addressing region, location and development is a complex task, as there are different currents of thought and conceptions very far apart. The basic study of region is linked to the fundamental notion of differentiation of geographic areas. In this sense, in order to understand the meaning of region and the alignment of this work, it is necessary to refer to the historical period and the context in which it arises. Spagnoli (2009) states that from the last decades of the 19th century, two important processes emerged that marked Europe and the geography of the region. The first refers to the phase of territorial expansion of capitalism and the second reflects the systematization of geography as a science, which contributes to the relevance of discussions on the region, thus pointing out the first divergences. It is, therefore, a matter of separating

[...] the natural region, influenced by the deterministic current, which is characterized by the uniformity of the results of the combination or integration in areas of the elements of nature, justifying the exploitation of natural resources by economic interests, and the geographic region, resulting from the vision Vidal de La Blache's possibilist, in which the human and natural components of the landscape give a specific combination to diversity, singularizing the regional space (Gomes, 2000, p.35)

In the discussion with Martins (2010), the region is like a set of places where the internal differences between these places are smaller than the differences between them and another set of places. For Lopes (1995) the region is an observable concept because it concretely results from the overlapping of areas of influence of the cities contained therein. Therefore, a region must consider areas endowed with interdependent relationships, not excluding economic, political, social and cultural factors, as well as the functioning of that region within its system of regions. This functionalist perspective of the region is already a long way from naturalist conceptions and proves to be more interesting from the perspective of this work, to understand the location decisions of SSCs and the resulting flows of capital, people and information. Santos (2006) describes region as a concrete and historical synthesis of social processes, as a product and means of production and reproduction of all social life, and also reports that, for phenomenologically based geography, the region can be understood as a construction individual mentality inscribed in the collective consciousness. The region's capacity for social organization is defined by the existence of components capable of allowing its internal growth. The analysis of this set of factors makes it possible to explain the development of a given place, making use of data elements and indicators, including statistical variables for their measurement. Studies on regional development emphasize the factors of agglomeration and production defended by economists and geographers between the 19th and early 20th centuries, and can also be understood as an analysis of the spatial organization of the economy. Among the theorists concerned with this question, three stand out, due to their relationship with the intended analysis: Johann Heinrich von Thünen, Harold Hotelling and Paul Krugman.

Recognized as the founder of land use theory, von Thünen's work is the foundation for the development of the modern urban economy (Thisse, 2011). According to Dallabrida (2011) von Thünen focused studies on the analysis of distance, transport cost and market location, as explanatory variables of the pattern of agricultural land occupation. He demonstrated that market prices increased with increasing distance between production sites and the consumer market, an interpretation that led to the "Thünen rings", which are the circles around the city, each one corresponding to the area of production. cultivation of a product. Von Thünen inspired several theorists of regional and urban economics and urban planning. Unit transport costs and the price of urban land are, until today, decreasing functions of the distance to the centre. As such, location income is inversely related to distance. These conditions continue to be relevant for understanding the location of companies at urban and regional scales. CSPs are no exception. As well, Hotelling made extensive theoretical contributions to the fields of economics and statistics, and applied optimization methods to several practical and important problems in

economics, most notably the spatial economy (notably, the spatial competition model) and the optimal management of resources. natural. Dallabrida (2011), with a different theory, studies the nature of competition in space and the way in which companies choose their location in a strategic environment. In this model, the difference refers to the locational decision as a way to obtain a competitive advantage in relation to the competition. The decision of where to produce is fundamental to endogenously define the distribution pattern. Paul Krugman (1997) presented the microeconomics of spatial economic agglomerations and regional imbalances at national and international levels. Thus, he constructed a general equilibrium model capable of explaining why, how and when economic activity can be concentrated in a few places. According to the New Economic Geography, the current in which the author belongs, the location of companies is endogenously determined by the combination of Marshallian factors (natural resources, labor, technology, ...); However, these factors give rise to others (for example, external economies depending on the size of the market), which end up triggering a self-reinforcement of agglomeration, according to which "manufacturers tend to locate themselves where the market is large, but the market is large where manufacturers are concentrated" (Krugman, 1991).

About Shared Service Centers, the concept varies both in scope and focus, with three meanings being identified in the literature. In the first sense, SSC involves the concentration of resources aimed at processing common and repetitive activities, which are distributed throughout the organization. In this universe, two basic premises are cost reduction and improvement in the level of services offered to the so-called internal customers (Schulman et al, 1999). In the second interpretation, business units decide to share a set of support services, rather than having them as a series of duplicated activities within the company (Quinn; Cooke; Kris, 2000). In the third, the CSP represents a collaboration strategy, in which a subset of business functions is concentrated in a new semi-autonomous unit. In this reading, the SSC has a management structure aimed at increasing efficiency, generating value, reducing costs and improving services for the company's internal customers (Bergeron, 2003). During the 1970s, large corporations used the centralized model of organization, mainly for their support functions (such as human resources, finance, information technology, accounting and general procurement). Strengths of the centralized model are highlighted: common systems, consistent standards and controls, and economies of scale. From the second half of the 1990s onwards, the model began to be applied as an operational strategy, adopted by most major economic agents. Global shared services survey carried out by the consulting firm Deloitte (2015), with the participation of almost four hundred respondents, from nine sectors of activity, representing the main regions of the world and more than seven hundred service centers, revealed the main themes related to the planning, implementation and operation efforts: (1) digital transformation; (2) cost efficiency; (3) global business services organization (GBS) structure; and, to be highlighted in this work, (4) location strategy, since the largest companies (with revenues of approximately US\$ 25 billion) look for differentiated opportunities in manpower and scale, as well as in delivery.

Faced with the complexity of a SSC, Frederico (2014) highlights challenges and steps that support the decision to implement. It is an exponential structure and each installation project must be seen as a new business. Within a so-called "zero" stage, there is the feasibility study: process mapping and diagnostics; identification of candidate processes for the SSC scope; delimitation of the processes to be operated by the SSC; survey of possible benefits to be obtained with centralization; geographic location analysis and decision; dimensioning of the infrastructure and the team necessary for the execution of the project and its effective implementation; and development of the Implementation Plan According to Schulman, Harmer, Dunleavy & Lusk (2001, p. 9), SSCs can be defined as the concentration of the company's resources acting with activities spread throughout the organization, in order to serve multiple internal partners, at low cost and with a high level of services, with the

common objective of satisfying external customers and adding value to the company. Silva, Santos & Santos (2006) argue that shared services consist of an environment in which a given company can absorb activities that support the main business processes of each of its other business units, consolidating such activities in an operation unit. Due to the constant changes and needs of the current global environment, Pinto (2015, p. 3) highlights the change in the economic paradigm in which “[...] new organizational realities and new management models emerged”, reinforcing that the concept of service sharing is based on a collaborative strategy whereby selected transversal services, common to different business units of an organization, are concentrated in business units that promote efficiency and effectiveness, considering three principles: standardization, consolidation and reengineering, all with strong dependence on Information and Communication Technologies. The research method of this work was based on the bibliometric analysis of publications on Territorial Development; Regional and Urban Economy; and Shared Service Centers, intertwining them, in addition to the theoretical framework, with examples in Brazil and Portugal, discussing territorial development factors, promoted by the phenomenon of agglomeration of shared service centers, which contribute to the regional and urban economy through of the spillover effect.

Phenomena are constituted, founded and transformed from multiple determinations that are essential to them. Such determinations are constitutive of the phenomenon, are part of it, are determined or compose other relationships. Knowledge is not produced, therefore, from a simple reflection of the phenomenon, but has to reveal, in the phenomenon, what is constitutive to it and which is, in principle, obscure; The method for producing this knowledge assumes, therefore, that the phenomenon as it really is behind the appearance is discovered, and more, what determines, even, that it appears in the way it does (Andery et al., 2014). To expand the analysis, a practical dimension was sought, through Bardin's (2007) content analysis of executive documents, which deal with corporate strategy, basically planning and implementation of service centers, and semi-structured interviews with one hundred and twenty professionals from the companies and governments of the regions, which provided a better understanding of the phenomenon, its activities and repercussions. Studies were carried out in different sectors in the Northeast and Center-South geo-economic regions of Brazil, highlighting the beverage, pharmacy, transport and financial services segments; and in the cities of Lisbon and Porto, in Portugal, and their metropolitan areas, namely in the pharmacy, technology, telecommunications and transport segments. The interviews were carried out with information, circumstances and expectations, in two stages, the first focused on the company and the second focused on the territory. Discussions took place in the decision-making sphere due to the shared model and geographic location, as well as governance practices, organizational structure, processes and technologies, human capital, relations with the government and repercussions for economic development.

RESULTS

The objective of this text was to analyze territorial development factors, promoted by the agglomeration of shared service centers, which contribute to the regional and urban economy through the spillover effect, observing interrelated corporate components of governance, strategy and location, as well as externalities on the non-participants, in particular at the economic, social and environmental levels. More than a hundred professionals working in the planning, implementation and operation of shared services in Brazil and Portugal were consulted. Discussions took place in the sphere of decision-making by sharing and geographic location, as well as governance practices, organizational structure, processes and technologies, human capital, government relations (and the public policies involved) and repercussions for the economic development. The result in Brazil brought elements of planning and coordinated actions of public entities, still with a strong influence on the process, in the sense of promoting cities, regions or territories as candidates

for service centers of large economic agents, as well as and, perhaps, mainly, of attracting and retaining qualified and better paid human capital, contributing directly to economic development. These are experiences in the spatial dimension, on a regional scale or in specific geographic areas, constituting intersectoral planning instruments. The results in Portugal reinforced the perception of optimal territorial configurations and how these influence locational decisions for global operations. Despite the parity of variables identified in the interviews and observed in the research, the discrepancy between the two countries was noticed, as well as the paths that must be followed to maintain or expand the status. Likewise, it was observed that the relationship between service centers and territories is virtuously circular, as investment attracts investment and consumption, which promotes development and, consequently, the capacity for greater investment. The analysis also reinforced the importance of territorial configurations as a strategic component and economic development, promoted by the agglomeration of people, processes and technology in shared service centers, enhanced by the agglomeration of these equipments, which operate in different ecosystems, but obtain competitive advantage and increments. in value chains by the network economy. Schumpeter reinforces that development is closely linked to technological knowledge, the existence of efficient institutions and the entrepreneurial spirit (Dallabrida, 2017). Opting for paths that are still unexplored, or partially explored, is perhaps the most exciting challenge of scientific research. New phenomena, relationships and inconclusive results trigger new investigations. The continuity of learning and the development of interpretive schemes, capable of providing elucidating elements for new questions, whether specific or of a theoretical-methodological nature, are essential for more assertive constructions. The research contributed to broadening the understanding of the relationship between territory and companies' strategies, with emphasis on development factors, understanding that this promotes structural and spontaneous changes in the flow channels of the previous economy. Likewise, it demonstrated the need for higher studies in order to discuss theories, phenomena and relationships arising from governance, sharing services and regional economic development.

DISCUSSION

Salvador was the first Portuguese capital of Brazil, being one of the oldest cities on the continent. Located in the geo-economic region of the Northeast, it is notable throughout the country and the world for its gastronomy, music and architecture. The African influence, present in many aspects of the city, makes it the center of Afro-Brazilian culture. Studies point to Salvador as a strategic choice for the implementation of service centers, mainly in the Energy, Oil and Gas segments, as it is located a few kilometers from the Camaçari Industrial Complex, which plays a transforming role for the development policies of the State of Bahia. The work by Castro (2020) highlights both the strategic choice of the region for the implementation of the Pole, inaugurated in 1978, the first planned petrochemical complex in the country, and the decision of Petrobras, the largest Brazilian company, to maintain the Financial Operations Center in Salvador, in the period 2008-2015, promoting development through the concentration of processes, technologies and people. When the Center was moved to the company's headquarters, in Rio de Janeiro, it left the important legacy of a more structured region to receive new ventures, mainly shared services, which happened in subsequent years. Following the trend of the service center model, many economic groups invested in the concentration of transactional activities, in the case of Salvador, taking advantage not only of a ready-made operation and support infrastructure, but also of the territorial configurations of the capital and metropolitan region, which were attractive and receptive to such ventures. Also in the State of Bahia, in the last five years, there was also a more intense movement west of Feira de Santana, practically, a new ecosystem of production and services, with clusters of production and agribusiness activities connected to the States. Goiás and Minas Gerais, located in the Center-South geo-economic region, which suggest important contributions to territorial development, through, according to

interviews with public actors, the installation of two hundred new operations and the generation of approximately three thousand direct and indirect jobs, only in the last four years. It is important to note that agribusiness and related activities did not suffer negative impacts from the COVID-19 health crisis. Regional figures indicate an average growth of 16% and excellent prospects for the coming years. The first block of interviews aimed to validate the trend and decision of the model and location of SSCs in the planning and implementation stages, based on global and corporate governance practices. In this sense, the responses of one hundred and five professionals on the need to reduce costs, standardize processes, comply with the recommendations of governance, strategy and competitiveness dominated the discussions. The arguments about location were diverse and about challenges and difficulties, their perceptions were divided between the incentives of local governments and the retention of human capital, determinants of geographic location. São Paulo is the most important federative unit in Brazil, located in the Center-South geoeconomic region. Currently, with 46.6 million inhabitants, about 22% of the Brazilian population, it is the most populous state in Brazil, the third most populous political unit in South America and the most populous national subdivision of the American continent.

The São Paulo workforce is one of the most diversified in the country and descends mainly from Italians, who began to emigrate to the country at the end of the 19th century, from Portuguese, who colonized Brazil and installed the first European settlements in the region, from Amerindian peoples, natives, African peoples and migrants from other regions of Brazil. It is understood that having the largest number of companies and decision-making structures for operations distributed throughout the country would not be enough to guarantee the largest number of service centers, but the territorial configurations of the interior of a developed state did and, nowadays, present elements attracting and retaining human capital. One of the interviewees was recently hired by the service center object of this study, after an outplacement process, triggered by the non-acceptance of returning to face-to-face work in the capital. He highlighted family, quality of life and services offered in the region. São Paulo is today the most sought after destination in the country for the implementation of shared services. Investment in business and urban infrastructure, as well as an increase in the quality of life in some regions, facilitated the acceptance of the workforce that, naturally, in the context of the health crisis (COVID-19), began to migrate from the capital to the countryside. The interviews showed a willingness to move from large urban centers and new residence in the so-called "developed interiors". The analysis of executive documents of the companies studied signaled concern with the volume of investment for the implementation of service centers, significantly multiplied when including logistical movement and programs for training and retaining human capital. In the researched examples, the participation of local stakeholders stands out for the viability of the projects. In practice, the companies list candidate cities, considering specific prerequisites for the operation and the people, and a team starts negotiations with the local and state governments, in the search for conditions or incentives for the referred undertaking.

The service center of a pharmaceutical laboratory, located in Salto, in the interior of the State of São Paulo, drew attention in the research, as public resources in the form of incentives, in the period of 20 years, cut in half the forecast of the total amount invested by the company, in the order of US\$ 350 million. The government provided land, sanitation, electricity, tax benefits and subsidized financing from the National Bank for Economic and Social Development for civil construction. The project is in the last phase of implementation and the expectation is to generate 2,000 direct and indirect jobs. The economic group in the beverage segment maintains a service center attached to a production unit, in Jaguariúna city, in the interior of São Paulo, which, between attraction and formation of human capital, employs a good part of the economically active local population, around five thousand people. The "independent" businesses work for the company in such a way that one of the researchers found it difficult to have a simple coffee, outside the company's premises,

during the plant's opening hours. It was observed that small businesses open at alternate times. This region in the interior of São Paulo is quite peculiar, because in the same lane of highway (BR-374), covering about 145 km, there are two large operations in the beverage segment, three pharmacy (one in the implementation phase), three transport, one for cement and, now, under construction, one for financial services, all with shared centers. The latter is scheduled to open in 2023 and to move or hire 800 professionals locally. The works visited indicate the construction of a high standard villa for the four hundred employees. Presentations and an executive project suggest a place integrated with nature, self-sustainable and a meeting point for professionals in transit, integration and development, as well as to receive clients, but with a view to the development of the territory, mainly from the regional and urban economies. In the interior of Bahia, an ecosystem is growing with industrial production, which serves the capital and the rest of the state and the country, and agribusiness activities, which primarily serve, considering exchange and price strategies, the international market. Some plants have decision-making centers located in the Center-South geo-economic region, especially São Paulo, and other smaller service centers in the region itself. It is still a timid movement, but it already has about fifteen municipalities, the most developed ones, with technological infrastructure, logistics and greater government presence - interviews highlighted health, safety and education. In the interior of São Paulo, in the BR 374 region, the level of integration of local governments, promoted by the state government, reinforces interest and allocation of public resources, totaling around R\$ 1 billion, for the viability of service centers. The research identified an effort to consolidate "rings" of support services - hospitality, transport, financial, education, leisure - in ranges between 20 and 30 km from large units or unit groups. According to interviews, everything is being thought of firstly to offer companies better infrastructure and secondly to facilitate the process of attracting and retaining human capital with training, income and willingness to consume.

The researchers became aware of a company specialized in the construction of commercial and service centers, which maintains dozens of projects in the interior of the Center-South geoeconomic region and is currently adding eight business units to its portfolio. Interestingly, the company also operates in the Funeral segment, building and managing cemeteries in thirty-two municipalities. Portugal consolidates itself as an attractive market for the implementation of international operations, due to factors such as its strategic location, quality of human resources, climate of political stability and social peace, robust infrastructure of connectivity and innovation and digital transition. According to a study by Savills (2021), Portugal on the Radar of Business Service Centres, the country appears as a destination of choice for investment in multiple sectors, especially by foreign investors. Shared service centers are a global trend and are growing and contributing to the development of the Portuguese territory, responding to companies' need to optimize resources, ensuring maximum productivity levels at more competitive costs, safeguarding the quality of the production process. Also according to the Savills study, the country has one hundred and seventy-five centers of this kind, in Lisbon, Porto, Braga and Aveiro - metropolitan areas are preferred in the installation of this type of companies, normally close to train stations or buses. The interviews indicate that more and more multinationals are betting on the Portuguese market as a location for shared service centers, either owned or outsourced. At this point, the Global Shared Services Center of a North American pharmaceutical company will be installed in Lisbon. The company already has a unit with sixty professionals and will receive, in 2023, an increase in a service center with more than two hundred people. According to interviews, the decision for Portugal was strategic, as Lisbon offers a highly qualified and relatively cheaper workforce, when compared to other European sites, made up of local and international professionals and supported by leading universities. The center's initiative stemmed from the need to transform important corporate functions and optimize the support operation. The choice for Lisbon was also supported by the corporate sharing strategy, connecting decision-making facilities across the European continent.

Planning for 2030 provides for the implementation of two more service units, standardization of all computer systems, which will solve problems with legacy resources of M&A (Global Framework Project) processes and creation of approximately 1,500 jobs. Interviews with professionals working in Portugal highlighted cost reduction, increased productivity, improved service quality and company growth as the main advantages of shared service centers. Some respondents added the absence of geographical barriers, the improvement of the language skills of employees, the optimization of costs and personalization, which facilitate implementation and innovation processes. Public policies that guarantee accessibility, social stability and strong investment in infrastructure are also relevant criteria. In most cases, the location of the dwelling loses relevance. The prevalence of public policies in the daily life of Brazilian society contributed to the formation of a certain consensus among the population, bureaucracies, scholars and the media - the latter, in strong evidence since 2018, after the last presidential elections. The service centers surveyed in Portugal together employ or will employ approximately 1,500 people. Executive documents show that 45% of university human capital has knowledge of two or more foreign languages, which facilitates communication and connection with other global operations. Territorial settings are decisive. Interviewees from an infrastructure and telecommunications multinational, new to the municipality of Amadora, Lisbon's metropolitan region, detailed that the geographic location offers a GMT+00 time zone, important even for a remote work schedule, the proximity to other European cities and the African continent and the rail and road network with quick reach to various parts of the country. On sharing services and working remotely, interviews at that company signaled the definition of a permanent hybrid model in which employees work remotely for one month and fifteen days in the office, adopting new corporate strategies and defending aspects of the so-called New Economy. Here, it is worth highlighting the first service agreement and remote delivery, for specific governance, strategy and management projects, and not just technology, with a major economic agent, currently the largest financial services company in the euro zone.

An important transport and cargo handling company intends to expand its service center in Portugal. The geographic location has not yet been decided, but the idea is to concentrate activities distributed in the Iberian Peninsula. Planning and implementation documents, presented by the Governance, Risk and Compliance area, set the goal of finding the best working model in the post-pandemic scenario, given the challenge of dealing with the movement called Great Resignation and efforts in the search for standards that make meaning for employees and the business. Castro (2020) argues that preparing the region to host the service center and allocated human capital promotes economic development. People demand better services and are willing and able to pay for them, observing the education and income dimensions. The regional and urban economy takes on a new dynamic. Today, Lisbon is committed to renewing and placing an offer on the service office market in response to a demand movement with new occupancy needs and forms of organization, which are reflected in workspaces. Major economic agents look for ready-made solutions. When they find them, whether in Brazil, Portugal or any other country, the location decision is outdated, moving on to the next issues that involve the implementation of a service center and make it an agent for the development of the territory.

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