

Entrepreneurs, Politics and the Web; mapping the political activities in the portals of Brazilian Industrial Federations

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Abstract: The general aim of this article is to present the results of our research project on the “informatisation level” of the web portals of 27 regional Industrial Federations. Special focus is given to the map created for the political activities developed by business owners through these portals. This general objective puts forward two specific objectives: a) to present a proposal for measuring the Industrial Federations’ informatisation level and Internet usage, with the goal of evaluating how these institutions have progressed in using the Web to promote their activities and interact with the general public; b) to create and apply theoretical and methodological tools to analyse this data, particularly to evaluate the effectiveness of the Internet as a tool for the organisation of political action by the business community.

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Entrepreneurs, Politics and the Web; mapping the political activities in the portals of Brazilian Industrial Federations

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Abstract: The general aim of this article is to present the results of our research project on the “informatisation level” of the web portals of 27 regional Industrial Federations. Special focus is given to the map created for the political activities developed by business owners through these portals. This general objective puts forward two specific objectives: a) to present a proposal for measuring the Industrial Federations’ informatisation level and Internet usage, with the goal of evaluating how these institutions have progressed in using the Web to promote their activities and interact with the general public; b) to create and apply theoretical and methodological tools to analyse this data, particularly to evaluate the effectiveness of the Internet as a tool for the organisation of political action by the business community.

1) INTRODUCTION AND OBJECTIVES

There has been an increase in the bibliography regarding the question of the impact of new Communication and Information Technologies (CIT’s) on the political arena and on the public sphere in the Brazilian Political System (GOMES, 2007) . However, these studies often examine public administrative bodies and traditional political actors, such as governmental and legislative institutions’ websites, without great concern about the systematic study of "civil society" actors, such as social movements, unions, businesses and others. In turn, although there are a fairly good number of studies about the political role of the business community in the new Brazilian democratic cycle, which started with the 1988 Constitution (BOSCHI et. al., 2000; DINIZ & BOSCHI, 2004; MANCUSO, 2004, 2007), these studies emphasize the presence of businesses in traditional instances of the political process, such as parliamentary and legislative bodies, pressure groups, sectorial councils and chambers, as well as bodies representing interests from within the State apparatus. There are still very few studies that attempt to analyse more systematically the political relations established by the business community with other actors of civil society in the new Brazilian democratic cycle. There are virtually no studies that examine how businesses have been using CITs in general, and the Internet in particular, in order to organise their political and associative actions, as well as to promote and develop new forms of political engagement and promotion of citizenship. Therefore, within the context of new fields of investigation opened by recent research on the relationship between the business community and the Brazilian political system (MANCUSO, 2007), it is essential to carry out new studies in this recent arena of political engagement and their interaction with other actors.

The objective of this article is to propose this reflection and to contribute to filling this gap, which is why we attempt to present the results of our research about the “informatisation level” of the portals of 27 regional Industrial Federations. Special focus is given to the map developed for the

political activities carried out by industrial enterprises through these portals.¹ This general objective puts forward two specific objectives: a) to present a proposal for measurement of the Industrial Federations' informatisation level and Internet usage, with the goal of evaluating how these institutions have progressed in using the Web to promote their activities and interact with the general public; b) to create and apply theoretical and methodological tools to analyse these data, particularly to evaluate the effectiveness of the Internet as a tool for the organisation of political action by the business community².

We tried to accomplish these objectives through the creation and analysis of a spreadsheet, where we systematised information on 120 basic variables found in the Industrial Federations' websites studied. Starting with the application of the spreadsheet, we evaluated the information within each item and attempted to create a comprehensive chart of how these industrial associations have progressed in using the CITs, particularly in order to organise and promote their political activities.

Therefore, for the analysis and observation of the "informatisation level" of the sites of such organisations, we suggest a methodology which achieves the following pre-requisites: (1) it must be easy to implement and understand, allowing any researcher or citizen with access to the Internet to use these resources in order to monitor the characteristics of Internet usage by the several bodies examined; (2) it must present, concisely, the largest amount of information, allowing the researcher and the Internet-using citizen to have a broad view of the application of these resources, enhancing their perception of the potentials and vicissitudes of CITs usage to organise their collective action and to create new ways of democratic participation. Therefore, the general aim of this article is to provide information to allow a more precise and empirically based evaluation of the transparency level in the examined industry associations, according to the measurement of Web usage by these institutions in order to promote their activities. Our basic proposition is that the Internet can be a significant tool to organise these actors, making their activities more efficient and transparent, as well as leading to new ways of collective action and political participation. It may contribute to the integration of businesses in actions that stimulate the participation of communities within their region of origin through dialogue with traditional activities such as information and services to the internal public of these institutions, as well as acting in more conventional areas of interest representation, which are often not transparent to public opinion.

In order to approach these issues, we organised our presentation as follows: a) first, we will clarify some aspects of the methodology used to study the portals of the Industrial Federations, which is a modified version of the analysis techniques previously applied in our studies of legislative bodies (BRAGA, 2007); b) secondly, we will discuss the results obtained through the application of this methodology, creating a descriptive map and a quantitative analysis of the information available on the websites of these institutions; c) finally, taking into account the analysis of cases from the most organised industrial association's websites and the website of the *Political Participation Business Network (Rede de Participação Política do Empresariado)*, we will attempt to analyse more concrete aspects of this theme and put forward some considerations on the potentiality of CIT usage as a tool for more transparent and effective participation of the business community in the public sphere.

¹ We also included the CNI (National Industrial Confederations - Confederação Nacional das Indústrias) in our research due to the reasonable number of political activities of this institution and also because it is the one which mostly centralises and coordinates the political actions of other businesses in the sub-national spheres of government.

² The most general motivation for this research was a combination of our interest in the more comprehensive theme of the relationship between "Internet and Politics" and our direct participation in the activities of the Political Participation Business Network as coordinator of the partnership established between FIEP and UFPR, in order to implement and execute the Elected Representative Evaluation and Monitoring System. Our initial intention was to verify if projects of political participation and integration of businesses with the community were being reproduced similarly to those currently developed by FIEP, in other units of the Federation and other business institutions. For further information about the monitoring system, visit the site: <http://www.fiepr.org.br/redeempresarial/>

Next, we will demonstrate the fundamental elements of data analysis and collection methods used in our research.

2) ANALYSIS METHODOLOGY

The structure of our methodology has the aim of developing tools that allow a comparative analysis of the political and associative actions of the different Industrial Federations through their websites, as well as measuring the "level of informatisation" (or transparency) of these websites. This concern led to the establishment of an indicator that allows the perception of greater or lesser frequency of the variables that are the object of this study. As previously said, we attempted to accomplish this task by creating and filling a specific spreadsheet with around 120 items used for the collection and systematisation of information on several aspects of variables found on the sites of the business federations.

It must be stressed that the use of this methodology is compatible with some of the basic motivations for this research. Therefore, on the one hand, we have a *descriptive* concern, to the extent that we attempt to detect the frequency of items that imply political activity in relation to other types of activities presented on the sites of these institutions. On the other hand, we have an *analytical* concern, to the extent that we attempt to test some hypotheses, expectations and theoretical propositions by examining and discussing such evidence. The justification for this concern, from our point of view, is to avoid the excessively generalized approach of other analyses that study the impact of CITs on the political system.

Based on the bibliography studied and the site maps of the different institutions consulted, we listed a series of elements present on websites that we consider relevant for a comprehensive view of how these bodies work, as well as for the composition of our indicator. It is important to stress that all the variables included in this spreadsheet were extracted from the literature found on the sites of the analysed institutions. Therefore, the maximum score corresponds to a hypothetical site that contains all the items enlisted.

We created a spreadsheet in order to verify if the items are present on each site of the Brazilian Industrial Federations (including CNI – National Industrial Confederation). Subsequently, we filled this spreadsheet by classifying the items according to a non-continuous 0 to 30 scale, ranking the items according to their presence on the sites and weighing them according to how relevant they are to increase the interaction of such institutions with public opinion, as well as to increase their transparency level. It also must be stressed that, besides establishing the presence of each one of the items in the websites, we tested their functionality. For this reason, we attributed unequal weight to the score of each variable, due to their functionality and their greater or lesser importance to the accessibility of information about the institutions by the researcher and the Internet-using citizen.

Moreover, according to directives constructed in previous studies (BRAGA, 2007), we attempted to subdivide our methodology into two basic streams: (1) first, the definition of the most relevant *dimensions* analysed in the websites of the industrial associations; (2) secondly, the definition of criteria to rank and weigh the different variables examined. This double methodological concern is justified by the most general objective of this study, namely the establishment of a comprehensive and "empirically oriented" evaluation of the main resources present on the websites of the industrial associations, comparing and contrasting them with the resources available to promote political activities. Hence, this study is fundamentally concerned with developing precise analytical tools in order to permit this comparison, despite the risk of attributing a descriptive character to the considerations that follow.

Therefore, we opted for structuring our analysis around some basic *dimensions*, which stem from the analytical concerns previously discussed. Consequently, we are interested in evaluating these websites according to the level of resources made available by the business associations through the Web for the following basic dimensions:

1) *General Information/navigability*: these are resources present on the home pages of the Federations that enable and encourage Internet usage upon first contact with the sites. They comprise the availability of basic usage resources to the public interested in using the websites of these institutions. This dimension is represented on item 1 of the attached spreadsheet, “General information/navigability” (variables 1 to 11 of the spreadsheet).

2) *Institutional information*: this is the basic information on how the studied institutions work, their organisational charts and their composition, ranging from their objectives and mission to board information and minutes for council meetings. This dimension also comprises information on recruitment for management levels and other deliberative bodies of these associations, as well as on organisational activities of their administrative routine (variables 12 to 26 of the attached spreadsheet).

3) *Basic services and business/investment opportunities*: this dimension comprises information on services and opportunities offered by the institutions and their associates, such as worker rights’ laws and general legal support, studies of the economic scenario and other information on business behaviour (variables 27 to 38 of the attached spreadsheet).

4) *Education and citizenship*: these are programs aimed at the promotion of educational and citizenship activities in general, but without strict political characteristics (39 a 50).

5) *Communication and information*: these are media and information services made available by each institution, comprising the presence of media topics on the sites, such as news services, clippings, sound and video files and even on-line TV and radio broadcasts (50 to 62).

6) *Economy and technology*: this is basic information on subjects of economic and technological nature made available to the associates, such as studies and information about employment levels and industrial performance, among others (63 to 80).

7) *Political and civic activities*: these comprise the set of variables we have mapped that regard the political activities of industrial businesses, such as actions on legislative bodies, positioning towards basic debate themes in the political arena and other activities of a civic character that demand a greater interaction with civil society (81 to 102).

8) *Links to other institutions*: this is an initial attempt to measure the “web integration” of the Industrial Federations with other associations and institutions, or the way they interact with other political actors via the Internet (variables 103 to 120 of the spreadsheet).

These are, from our perspective, the most relevant dimensions of action by the Industrial Federations that must be present on their websites. Broadly speaking, they translate details and correspond to basic functions (accessibility to the public; recruitment and organisation of social action; communication; information; interactivity and web connection with other actors; participation in the collective decision-making process), which can be performed by the CITs in order to support the political, social and community organisation and participation of the associations, and which can structure their role in the public sphere.

Concerning the second dimension of our website analysis methodology, another question faced was the criteria for ranking the items, as well as the question of an analysis, even exploratory, which could articulate qualitative and quantitative aspects present on the sites. Amongst other reasons, we needed to be careful with this issue because, although the links to the information were present in the researched sites, they were often not accessible to the Internet-using citizen, or their accessibility was precarious. Moreover, it has to be stressed that not all the variables have the same weight in the organisation of the sites, creating a need to define a weighting value for ranking the items.

We attempted to solve these problems by ranking the analysed variables according to the following criteria:

Table 1: Website scoring criteria (non-continuous)

Evaluation Type of information	Complete and/or satisfactory information (c)	Incomplete and/or unsatisfactory information (i)	No information (0)
Important and essential	15 a 30	5 a 15	0
Important, but not so essential	10 a 15	3 a 5	0
Less important	5	3	0

The criteria to define the level of importance of the examined variables was their relevance to the improvement of a transparent participation by these institutions on the public sphere, keeping in mind the average availability of the technological resources promoted and used by website managers. Taking this into consideration, we started to put into practice our methodology, analysing the levels of transparency or informatisation of the industrial associations according to the criteria mentioned above. The ranking of the sites were obtained by applying the table above to the spreadsheet created in order to evaluate them.

Visits to the websites were carried out in periods during the months of January and February 2009, as well as a new round of visits in the first week of March in order to check and update the functionality of each variable analysed. Therefore, information on this article was updated until this last date, although there is a certain margin for error due to the great number of “experiments” necessary to prove the functionality of the observed variables, as well as the “dynamic” nature of organisation of the home pages³.

It must be made clear, finally, that we researched only the websites of the Industrial Federations and the systems or portals associated with them (such as SESI, SENAI and IEL, where there was information on some of the researched variables), excluding from our study other institutions such as the Industrial Centres which, although strictly associated with the systems of the Federations, are institutions of a different nature instead of a simple part of the latter.

³ Throughout the research period we were not able to access the websites of the Industrial Federations of Amapá, Pará, Rondônia and Roraima. They were offline during the whole research period. We also chose to exclude the website of the Industrial Federation of Piauí state. It was online during some periods of our research, but presented many problems regarding functionality and navigability.

3) DATA ANALYSIS

The Industrial Federations analysed are listed in the table below, followed by their respective electronic addresses, as well as the acronyms related to each of the institutions. In order to simplify the visual representation, we will use the acronyms of the units of the Federation to which the associations in the following graphics belong. In total, twenty-eight websites, from several types of Federations, distributed through the five Brazilian regions, were analysed.

Table 2: Industrial Associations Researched

N	Institution	Acronym	Website
1	National Industrial Confederation (Confederação Nacional da Indústria)	CNI	www.cni.org.br
2	Industrial Federation of Acre (Federação das Indústrias do Estado do Acre)	FIEAC	www.fieac.org.br
3	Industrial Federation of Alagoas (Federação das Indústrias do Estado de Alagoas)	FIEA	www.fiea.org.br
4	Industrial Federation of Amapa (Federação das Indústrias do Amapá)	FIAP	No website
5	Industrial Federation of Amazonas (Federação das Indústrias do Estado do Amazonas)	FIEAM	www.fieam.amazonas.org.br
6	Industrial Federation of Bahia (Federação das Indústrias do Estado da Bahia)	FIEB	www.fieb.org.br
7	Industrial Federation of Ceara (Federação das Indústrias do Estado do Ceará)	FIEC	www.sfiec.org.br
8	Industrial Federation of the Federal District (Federação das Indústrias do Distrito Federal)	FIBRA	www.fibra.org.br
9	Industrial Federation of Espírito Santo (Federação das Indústrias do Estado do Espírito Santo)	FINDES	www.findes.org.br
10	Industrial Federation of Goiás (Federação das Indústrias do Estado de Goiás)	FIEGO	www.fieg.org.br
11	Industrial Federation of Maranhão (Federação das Indústrias do Estado do Maranhão)	FIEMA	www.fiema.org.br
12	Industrial Federation of Mato Grosso (Federação das Indústrias do Estado de Mato Grosso)	FIEMT	www.fiemt.com.br
13	Industrial Federation of Mato Grosso do Sul (Federação das Ind. do Estado de Mato Grosso do Sul)	FIEMS	www.fiems.org.br
14	Industrial Federation of Goiás (Federação das Indústrias do Estado de Goiás)	FIEMG	www.fiemg.com.br
15	Industrial Federation of Pará (Federação das Indústrias do Estado do Pará)	FIEPA	www.fiepa.org.br
16	Industrial Federation of Paraíba (Federação das Indústrias do Estado da Paraíba)	FIEPB	www.fiepb.org.br
17	Industrial Federation of Paraná (Federação das Indústrias do Estado do Paraná)	FIEPR	www.fiepr.org.br
18	Industrial Federation of Pernambuco (Federação das Indústrias do Estado de Pernambuco)	FIEPE	www.fiepe.org.br
19	Industrial Federation of Piauí (Federação das Indústrias do Estado do Piauí)	FIEPI	www.fiepi.com.br
20	Industrial Federation of Rio Grande do Norte (Federação das Indústrias do Estado do Rio Grande do Norte)	FIERN	www.fiern.org.br
21	Industrial Federation of Rio Grande do Sul (Federação das Indústrias do Estado do Rio Grande do Sul)	FIERGS	www.fiergs.org.br
22	Industrial Federation of Rio de Janeiro (Federação das Indústrias do Estado do Rio de Janeiro)	FIRJAN	www.firjan.org.br
23	Industrial Federation of Rondônia (Federação das Indústrias do Estado de Rondônia)	FIERO	www.fiero.org.br
24	Industrial Federation of Roraima (Federação das Indústrias do Estado de Roraima)	FIER	No website
25	Industrial Federation of Santa Catarina (Federação das Indústrias do Estado de Santa Catarina)	FIESC	www.fiescnet.com.br
26	Industrial Federation of São Paulo (Federação das Indústrias do Estado de São Paulo)	FIESP	www.fiesp.org.br
27	Industrial Federation of Sergipe (Federação das Indústrias do Estado de Sergipe)	FIES	www2.fies.org.br/
28	Industrial Federation of Tocantins (Federação das Indústrias do Estado de Tocantins)	FIETO	www.fieto.com.br

Source: Federations of Industry Websites (February/March 2009)

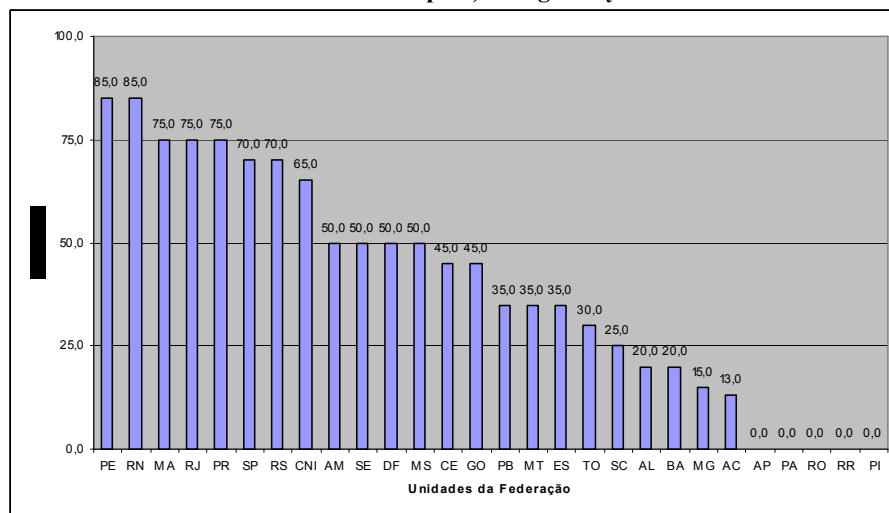
We will now start the analysis of the six relevant dimensions present in the twenty-eight websites analysed.

3.1) General Information/Navigability

The first dimension of analysis refers to the “General information/Navigability” available to the public. It represents a “gateway” to the websites, where the user has a first contact with the Industrial Federations on the web. In this section, we evaluated information featured on the first pages of the websites that try to facilitate navigation and make them more attractive to the user, turning their contact with the associations friendlier and more accessible, for instance: 1) presence of search mechanisms; 2) presence of site map; 3) address and e-mail information; and 4) information features about the movement. These items were chosen due to their importance to the

initial stages of web navigation, as well as to make navigation on home pages more stimulating, without difficult to understand information. Repeated presence of such items on the FIES portals indicates an increased concern by the managers of these portals to reach a broader public that is not necessarily specialized and is different from the Federations’ traditional public.

Graph 1) Navigability



The graph above systematizes the information from the “General Information/Navigability” section of the annexed table. As with the other dimensions analysed from here on, they are grouped into four categories: (1) Federations’ portals or websites with a high level of informatisation (75-100 points); (2) associations with a medium-high level of informatisation (50-75); (3) associations with a medium-low level of informatisation (25-50); (4) associations with a low level of informatisation (0-25).

In effect, through the figure above we can see that Brazilian Industrial Federations are consolidating a policy of disclosing such information on the web, thus making navigation more accessible to the various social actors that interact with such entities. As such, of the 28 sites examined, 12 reached satisfactory levels and were above-average in incorporating items that assist the navigability of the regular user, presenting the basic resources for a more active navigation beyond the passive reception of messages⁴.

The Industrial Federations of Pernambuco and Rio Grande do Norte obtained the highest score in this item. Other well-organized sites, such as FIEP’s and FIESP’s, did not get similar scores due to the absence of some items like polls about themes of interest to the industry, suggestions forms, navigation statistics and others that could make navigation more attractive if included on the first page, without overloading the site.

Regarding the items which most frequently appeared on the homepages researched, as observed in *table 1 of annex 1*, we detected “link back to the homepage always visible” in 64,3% of the portals; “website search mechanisms” (46,4%)⁵ and “easy access to contact e-mail” (39,3%). On the other hand, items that encourage more interactivity of the user with the portals, such as “suggestions for improvement” (10,7%) and “link to portal evaluation” (3,6%) are still seldom

⁴ We note that the percentages observed in the portals of the Industrial Federations are superior to those obtained in a research carried out in the beginning of 2007 with Brazilian legislative portals, when a total of 62,1% of legislative sites presented a low navigability level and did not disclose basic resources to citizens that could stimulate their usage of internet research (BRAGA, 2007: p. 49).

⁵ When such search mechanisms were restricted to the *news* posted on the site, we ranked the variable as “unsatisfactory” or “incomplete”.

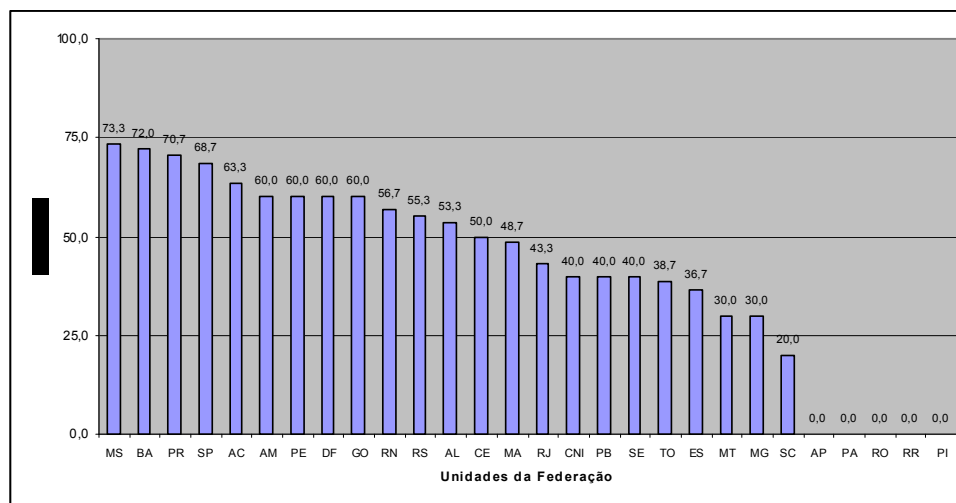
present, indicating that the portals still lack strategies to promote greater interaction with the citizen who uses the internet.

3.2) Institutional Information.

An important dimension regarding the functioning of the Industrial Federations is the disclosure of detailed information about the biography, career and recruitment of their leaders, as well as details about the deliberation and the decision-making processes of these entities, such as agendas and minutes of board and council meetings, as well as of other decision-making bodies. It is evident that the more information there is about the directors, and the more systematically they are presented, the higher the possibility of tracking and controlling their conduct, thus strengthening the connections with symbolic identification and representation and making the actions of these elite leaders more transparent to public opinion. Therefore, the disclosure of such information to the general public reveals a high level of concern from the business sector with the transparency of their deliberation processes, as well as with the dissemination of relevant aspects of its decision-making centres, which contributes to the connection of businesses with other social actors and makes their actions and deliberations more transparent.

The information present on the websites about leaders and deliberation mechanisms of the entities analysed are summarized in the graph below:

Graph 2) Institutional Information



As in the previously examined dimension, there is a clear inequity in the availability of information about the decision-making centres of the Industrial Federations. Of the 28 entities examined, only 12 reached above-average scores, revealing little concern in publicizing transparent information about its centres of decision-making.

Once again, the Industrial Federations of Paraná and São Paulo stand out from the others, despite not having reached the maximum score and having been surpassed by the Mato Grosso and Bahia Federations in this specific item. The FMIEMT portal is remarkable in this aspect, with fairly detailed curricular and biographical information about its board directors, as well as about its own and other business activities, an uncommon procedure amongst the other business representation entities.

Regarding the frequency of items, through the data on *table 2 of annex 1* we observe that the most present items are those that offer general information about the nature of the entity, such as “objective and mission” (71,4%), “board members” (67,9%), and “number of associated unions”

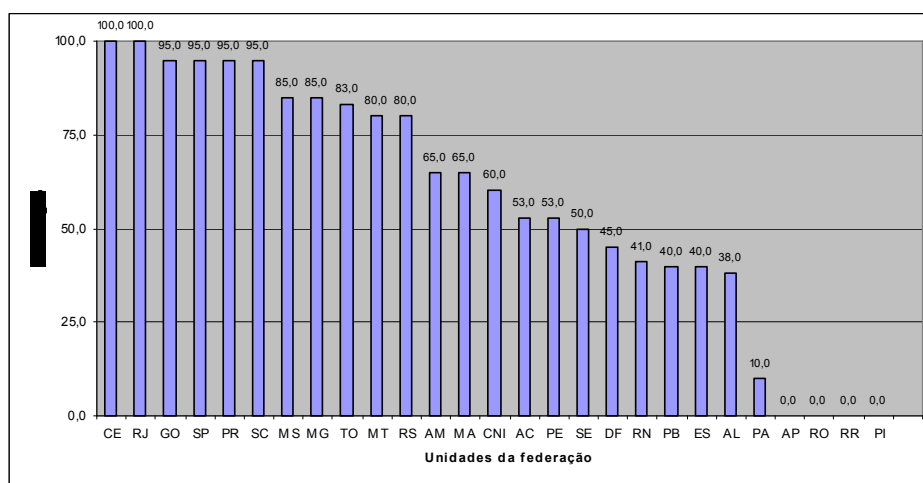
(64,3%). On the other hand, some items or variables that could make the deliberation process of these entities and the profile of their leaders more transparent are still seldom present, revealing a lack of disposition by these entities in making their deliberation process open to public scrutiny, as opposed to the situation with federal legislative bodies. This is the case with variables such as “links to board/council meetings” (7,2%), “detailed curricular and biographical information about directors” (7,1%), “board and council meeting agendas” (3,6%), all of them with very low percentages. In sum, information about the deliberation process of the Industrial Federations is still scarce, contrary to what happens in Brazilian legislative bodies, which disclose such information in a more transparent manner (BRAGA, 2007).

3.3) Basic Services.

A third item from which we can evaluate the performance of industrial federations’ websites and, more importantly, compare it with the presence of political activities, is the existence of information about services and relevant information to the users of such sites. In this case, not considering items that reach a broader public, it is important to verify the existence of information destined primarily for the internal public of such Federations, such as union contribution payments, online legal counselling, market research and investment opportunities for associates, and so on.

The graph below shows the average scores for information available on the websites about actions and strategies implemented by each of the examined associations.

Graph 3) Basic Services and investment opportunities



Amongst all the examined “dimensions”, this had the highest frequency. In effect, out of 28 Industrial Federations, only 10 did not reach satisfactory scores. This was also the dimension where most of the Federations obtained “very high” scores (12/28), which confirms our initial expectation that a good part of the information on the FIES portals consists of technical information to serve the interests and demands of the associations’ internal public.

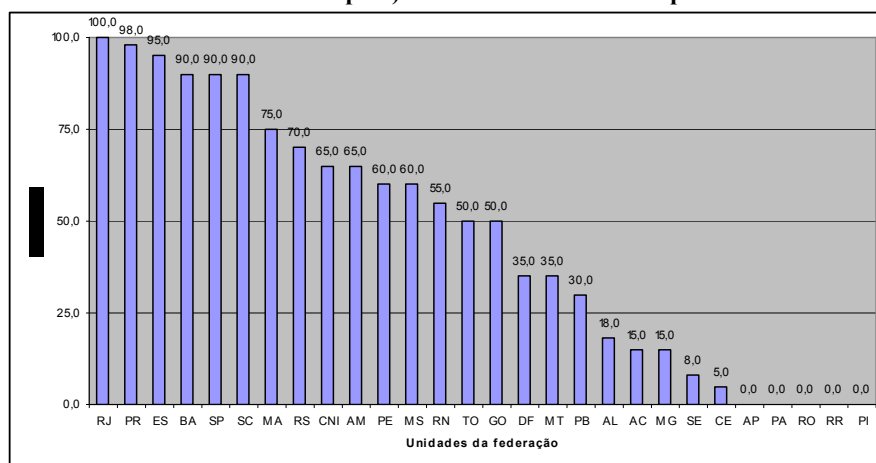
Regarding the frequency of items present on the FIES, we observed elevated rates of items such as “orientations about union contribution” (75,0%), “information about job conflicts” (64,3%) and “analysis of the economic situation” (60,7%). If we consider that out of the 28 entities examined, 5 were offline or presented access problems during the research, we can infer that the frequency percentage of some of the main items in this dimension almost reaches one hundred percent.

3.4) Education and citizenship.

Another important group of variables that can be observed in the Industrial Federations' portals are the resources destined to promote actions related to "education and citizenship", that is, to publicize and stimulate educational programs and citizenship actions that do not necessarily involve activities with associative or political purposes related to the participation in ampler decision-making processes over issues of a collective nature. Through the data collected in our analysis, we observed that the presence of such information on the FIES sites is related to the relevance that institutions in the IEL/SESI/SENAI system – all of them related to the promotion of initiatives in educational and worker's rights fields – possess in their functioning.

The presence of items related to educational programs and to strengthening workers' social rights in the Industrial Federations' websites is informed in the graph below:

Graph 4) Education and citizenship



The graph pattern shows an elevated level of presence of activities supported by these entities directed to the promotion of educational activities (especially professional education) and to strengthening workers' rights, since only 8 Federations that were online during the research period did not obtain satisfactory scores.

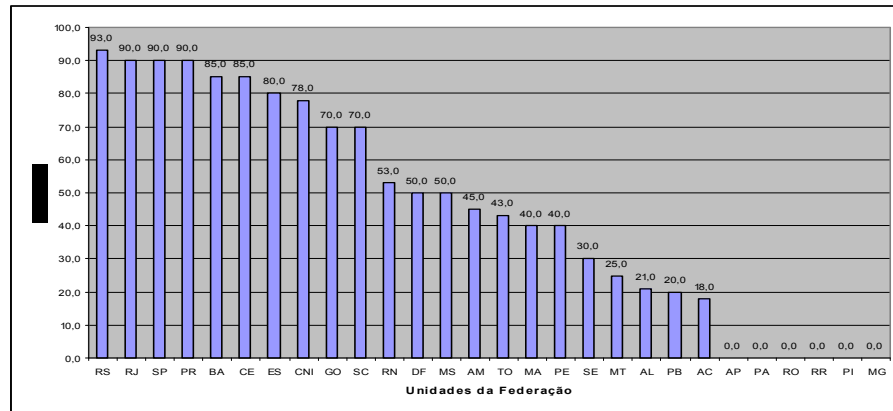
Regarding the frequency of the items researched, the low percentage of information about "graduate courses and programs" (25,0%) and "partnerships and exchanges with universities", types of activities that still do not have great visibility in the portals examined, should be noted, indicating a low level of integration between the industrial sector and universities, or at least little intention in making such partnerships visible on the websites.

3.5) Communication and media/information.

The dimension "Communication and Media" includes items used by the different business associations to publicise their activities to public opinion, without necessarily establishing an interactive relationship or stimulating feedback. It basically comprises the resources destined to reinforce the functions of communication and information established by the Federations with society in general, using more traditional media resources. Amongst these resources are items such as news agencies and services present in the websites, publications by the various federations, etc.

The frequency of the different communication and media items on the websites is indicated by the graph below:

Graph 5) Communication and information

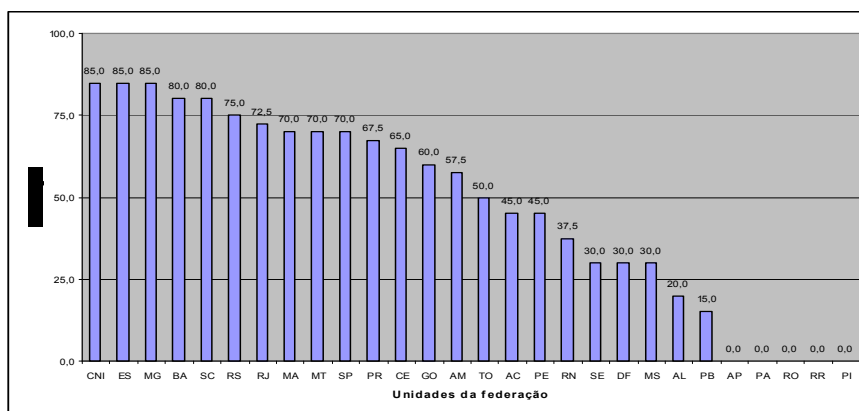


Here it is also possible to visualize a large disparity in the disclosure of such resources on the portals, with varying amplitude between associations that possess their own online TV transmission (such as FIERGS) and entities without news services or specialized agencies. However, overall the presence of media items on the Federations’ sites is strong. For example, the majority of entities feature “information produced by their own news agency” (67,9%), “weekly newsletter or newspaper in pdf format” (53,6%), “state industrial annual report in pdf format” (53,6%). Nonetheless, the availability of diversified media and information resources is still rare, as is the case with “books and other publications in pdf” (32,1%), “access to library catalogue” (25,0%), and “live video/tv catalogue” (17,6%). In addition, many Federations have a link to the CNI radio, which broadcasts online non-stop from the entity’s website, revealing a tendency by subnational entities to abdicate the usage of such resources and a propensity to centralize the responsibility with the national representation entity (in this case the CNI), suggesting a lack of concern by a good part of the Brazilian industrial associations to develop actions integrated with the collectiveness within which they are inserted.

3.6) Information about economic and technological performance.

Regarding the information about activities related to the Economy and Technology, the ranking is shown in the graph below. The frequency of each item can be observed in *table six of annex 1*.

Graph 6) Economy and Technology



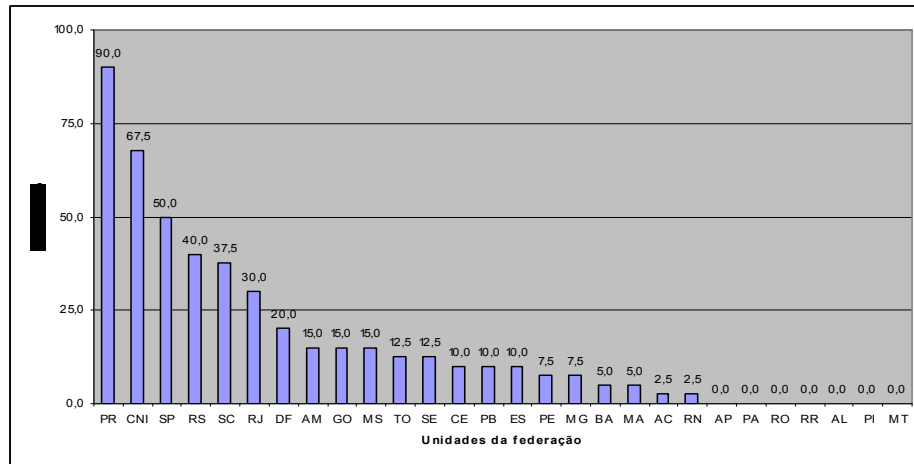
Despite the high scores, the low frequency of some relevant items should be observed, such as “link for direct monitoring of the PAC” (3,6%), “information about the functioning of regulatory agencies” (3,6%) and other important programs executed by both federal and state governments, notwithstanding the reasonable presence of news about such programs and about the functioning of these new government bodies. From the analysis of the frequency of items present in the federations’ portals, we observe that even though the habit of disclosing constant information about the industrial performance of various states is fairly rooted, the use of such entities’ websites to monitor the workings of specific government programs related to economic and technological development, such as Public-Private Partnerships, functioning of regulatory agencies in subnational government units, and the Growth Acceleration Program (PAC), is still rare.

3.7) Civil and political activities.

Finally, we have reached the most relevant dimension to the present analysis’ goal, which is the incidence of specific items related to political and civil activities promoted by the business sector through their websites. It should be clarified that we included in this category “Social Responsibility”⁶ actions and programs existent in the Federations’ sites, since these actions also aim at the promotion of citizenship and integration of the industrial sector with the broader community of which they are part. Overall, we listed 22 political activities in the portals of the associations examined. As previously stated, our initial expectation when we began our investigation was to find activities similar to those observed in the FIEP site in the websites of other entities. However, as seen in the graph below, such expectation did not materialize, since the level of promotion of political and civil activities through the internet used by FIEP was not found in any other business entity.

⁶ By Social Responsibility we mean programs implemented by private businesses with the objective of creating a management culture of positive impacts through initiatives of local development for all the different publics affected by the businesses. For more details on Social Responsibility actions see the information available on the Ethos Institute website: <http://www.ethos.org.br>

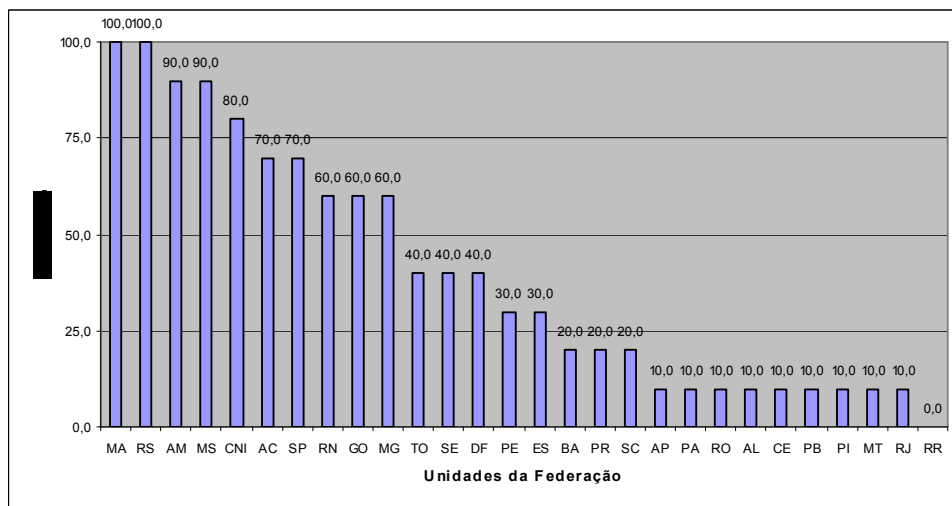
Graph 7) Information about political and civil activities



As observed in the graph, FIEP can be considered an isolated case in the promotion of political and civil activities through the internet, followed by CNI, FIESP and FIERGS. Excluding the dissemination of Social Responsibility programs (60,7%), already broadly employed by most entities, other political activities can be considered sporadic actions on the websites of Industrial Federations, as will be further commented on the next item.

Finally, we include a graphic representation summarizing the information found about “network connections” with other entities and associations established by the studied federations through their websites ⁷.

Graph 8) Network connections with other relevant associations.



⁷ It should be clarified that the information presented on the graph does not correspond to the group of links to other associations available on the portals of the examined institutions. The rank only included those links that can be found within two mouse clicks from the front pages, which in our opinion are a more precise indication of a real intention by the portals to establish connections with other websites and entities, and not a mere protocol of inclusion.

4) CONCLUSIONS.

Now, we have devised a global analysis of the behaviour of variables collected and an analysis of the *Political Participation Business Network* case, an initiative organized by FIEP.

4.1) The “informatisation level” of Industrial Federations’ portals.

Consolidating the information presented above and grouping the data by region, by dimension and by “global informatization (or transparency) index”, we have the following results:

Table 3: Informatization/transparency level of the Brazilian industrial associations (by dimension X region)

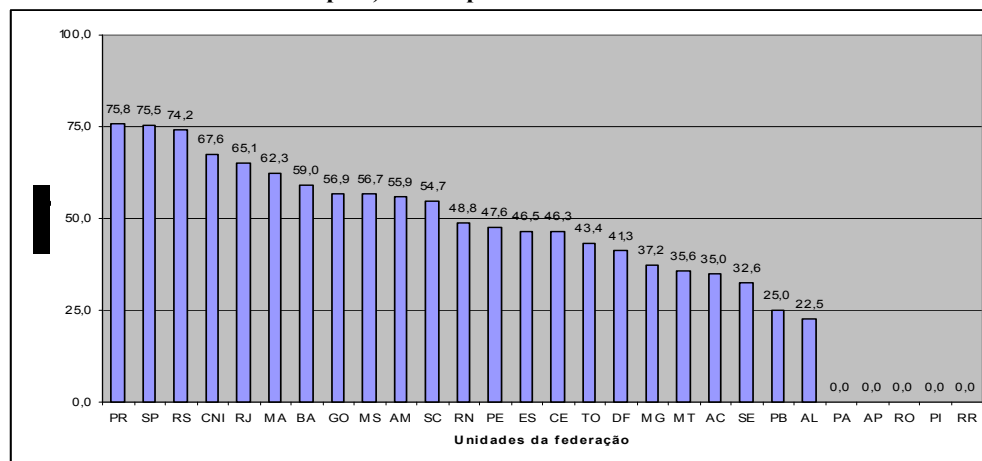
	<i>Nav</i>	<i>Inst</i>	<i>Serv</i>	<i>Edu</i>	<i>Com</i>	<i>Eco</i>	<i>Pol</i>	<i>Net</i>	<i>Total</i>
CNI/Federal	65,0	40,0	60,0	65,0	78,0	85,0	67,5	40,0	67,6
North	13,3	23,1	30,1	18,6	15,1	21,8	4,3	16,4	24,5
Northeast	46,1	46,7	54,1	37,9	41,6	40,3	5,8	17,2	35,3
Centre-west	45,0	55,8	76,3	45,0	48,8	47,5	12,5	25,0	46,4
Southeast	48,8	44,7	70,0	75,0	65,0	78,1	24,4	21,3	54,5
South	56,7	48,7	90,0	86,0	84,3	74,2	55,8	25,0	64,5
Average (item)	45,8	43,2	63,4	54,6	55,5	57,8	28,4	24,2	48,8

Source: Table annexed

Regarding the degree of internet usage by the different regions and federation units, the table above generally confirms our initial research expectations of finding a higher level of web usage amongst national (CNI), southern (64,5%) and south-eastern (54,5%) entities. We also confirm our expectation of finding a low presence on the web of political and civil activities compared to the other dimensions. Activities related to “Services” (63,4) and “Technology” (57,8) are the most prominent on the Industrial Federations’ websites.

On the other hand, analysing the global performance of portals by industrial entity in relation to the highest score obtained from an “excellent portal” that contains all items researched, we have the following results:

Graph 9) Global performance of websites



We verify that two Industrial Federations stand out from the others for demonstrating a high degree of transparency in their web portals during the research period: FIEP/Industrial Federation of Paraná State and FIESP/Industrial Federation of São Paulo State. After these two associations come others, which have a satisfactory informatization level but that do not present the same variety of resources: FIERGS/Industrial Federation of Rio Grande do Sul, CNI/National Industrial Confederation and FIRJAN/Industrial Federation of Rio de Janeiro, amongst others. Out of the 28 entities examined, only 10 had satisfactory levels of informatization, 12 were above average and 5 were offline during the research period. All in all, employing the criteria we used to evaluate the websites of Brazilian Industrial Federations, there is still much work to be done by these entities to improve their level of communication and integration with public opinion, despite many advancements having already been made.

Nevertheless, more relevant than establishing a ranking for the Industrial Federations, we seek a profound analysis of the main political activities present on the websites, with the objective of evaluating how they are using this tool to publicize civil activities and, consequently, to strengthen the insertion of businessmen in the community of which they are part. This is what we will do next.

4.2) Main political activities found and the Political Participation Business Network case.

Taking a closer look at the information in the table below, we can end our analysis calling to attention some phenomena observed, noting the case of the *Political Participation Business Network* and pointing some singularities of this experience in relation to similar initiatives developed by other industrial federations. Far from wishing to saturate the theme, this is an attempt to comment on some data that can be recollected and developed later through more extensive case studies.

We can properly visualize the political actions found on the websites of business associations if we further analyse a table with the frequency of the main political and civil actions publicized through these entities' portals:

Table 4) Political and civil activities in the portals of industrial associations

		With information		Without information		Incomplete		Total	
		N	%	N	%	N	%	N	%
1	Social Responsibility Programs	17	60,7	9	32,1	2	7,1	28	100,0
2	Miscellaneous Civil Campaigns	8	28,6	20	71,4	0	0,0	28	100,0
3	State Legislature Monitoring System	7	25,0	19	67,9	2	7,1	28	100,0
4	Industry's Legislative Agenda	7	25,0	20	71,4	1	3,6	28	100,0
5	Position about Tax Reform	6	21,4	21	75,0	1	3,6	28	100,0
6	Information about legislative counselling	6	21,4	21	75,0	1	3,6	28	100,0
7	Link to CNI's legislative agenda	6	21,4	22	78,6	0	0,0	28	100,0
8	Federal Legislature Monitoring System	4	14,3	22	78,6	2	7,1	28	100,0
9	Registration to monitor legislative propositions	4	14,3	24	85,7	0	0,0	28	100,0
10	Position about Political Reform	3	10,7	24	85,7	1	3,6	28	100,0
11	Local Development Projects	3	10,7	23	82,1	2	7,1	28	100,0
12	Poll about political issues	2	7,1	26	92,9	0	0,0	28	100,0
13	Position about the Reform of the Public Pension System	2	7,1	26	92,9	0	0,0	28	100,0
14	Position about the Reform of Work Legislation	2	7,1	26	92,9	0	0,0	28	100,0
15	Elections (FIESC)	2	7,1	26	92,9	0	0,0	28	100,0
16	Results of previous Congresses (FIEP)	2	7,1	25	89,3	1	3,6	28	100,0
17	CPMF Campaign	1	3,6	26	92,9	1	3,6	28	100,0
18	Interactive space about political issues	1	3,6	27	96,4	0	0,0	28	100,0
19	Elected representatives monitoring System	1	3,6	27	96,4	0	0,0	28	100,0
20	Political Development Course	1	3,6	27	96,4	0	0,0	28	100,0
21	Parliamentary Forum with other associations	1	3,6	27	96,4	0	0,0	28	100,0
22	Political Blogs	0	0,0	28	100,0	0	0,0	28	100,0
	Total	86	14,0	516	83,8	14	2,3	616	100,0

Source: Industrial Federations' websites (February/March 2009)

Of the 22 political activities we detected on the portals or that we found in literature analysis, the items with most frequency are those that publicize Social Responsibility programs and actions, as well as various civil campaigns⁸. In second place, with much inferior frequency, are those related to the monitoring of political processes that occur in traditional representative institutions, such as legislative monitoring systems (25,05), the industrial sector's legislative agendas (25,0%)⁹, and positions about issues in debate by legislative bodies that closely affect businesses' corporative interests, such as the Tax Reform (21,4%). Finally, in a third group of variables, we can mention those political and civil activities of a less "orthodox" nature (that is, not aimed at the promotion of social responsibility actions or to the scrutiny of decisions by traditional legislative bodies) and meant for the promotion of participatory methods in political democracy. In this respect, there are very few business entities that use their portals to promote and to stimulate "local development projects" (10,7%), "interactive spaces for the discussion of political issues", "political development courses", materials publicizing the position of businesses regarding general themes that make up the public agenda (such as political or public pension reforms), and other experiences that encourage a participatory experience in politics and citizenship, less turned to traditional instances of political deliberation (such as parliamentary bodies).

We can better comprehend the nature of these new forms of political action through the web if we closely analyse the cases of those Federations that more extensively use their websites/portals to promote political activities, such as FIEP, FIESP and CNI.

a) Civil-political activities in FIEP's portal: the case of the Political Participation Business Network

As seen above, FIEP's Portal presented the highest score among all examined websites. This is due to the fact that it presents great integration and a balanced distribution between the various social actions by industrial businesses that can be stimulated through these portals. We should reinforce, however, that the Industrial Federation of Paraná stands out from the others due to its elevated presence of political activities in its portal. Thus, right on the portal's front page there is a feature link to the Business Network (<http://www.fiepr.org.br/redeempresarial/>), indicating that political activities are a significant dimension in the portal. There is also quick access to numerous political activities. The singularity of FIEP's website is that not only are there Legislative monitoring activities and actions aimed specifically at the industrial sector, but also actions aimed at the general society and preoccupied with their transparency and promotion.

There are many and diverse political and civil activities on FIEP's site that use the internet as one of their main – if not the main – method of dissemination. Within these activities, we list the following as the most significant:

a) First, the *Political Participation Business Network* stands out (<http://www.redeempresarial.org.br/>), which is the main political activity promoted by the institution and the one that engages and centralizes all others. According to the network's own definition, "The Political Participation Business Network is a non-partisan movement created to promote the engagement of society through actions synched to other business sector initiatives at a national level. One of its main objectives is to stimulate businesses and all of society to continuously participate in politics." According to information disclosed by FIEP, throughout its

⁸ "Diverse civil campaigns" are demands for public works of general interest in determined regions (for example, the construction of the Cadebelo Port, in Paraíba), campaigns in support of public health projects (such as the dengue fever in Rio de Janeiro), monitoring of government constructions, etc.

⁹ The *legislative agendas* are a widespread political intervention mechanism available on Industrial Federations websites that disseminates the position of the Federations regarding themes that are in debate by the State Assemblies. Developed from a successful experience at CNI, as a rule the positions of the Federations are clearly and objectively presented in these documents.

two years of existence, the Network promoted various practical development actions that reached more than 5.000 connected citizens in 24 Brazilian states, recruited 5.300 participants in approximately 80 virtual debates, organized courses that capacitated approximately 400 new agents in Paraná, and instigated 26 local (community) projects, besides having supported a political project for the development of cities in Paraná in 10 regions of the state and executed a permanent, totally online, political development and citizenship course entitled “Democracies, Social Networks and Sustainability”¹⁰;

b) Another notable program is the “*Yes, we can Paraná*”, that stimulates community development actions and seeks the achievement of the “Millenium Development Goals”, initiative to reduce social inequity through the development of self-sustainable strategies (<http://www.nospodemosparana.org.br/>);

c) *Exercise your rights/Political Reform*: links to sites that discuss the political reform (<http://www.reformapolitica.org.br/>) and encourage the web user to participate in debates about the issue;

d) *Cities for Basic Education Movement*: program that monitors and accounts for the execution of basic education programs, especially at the local level (<http://www.cidadespelaeducacao.org.br/>);

e) *Elected Representative Monitoring and Evaluation System*: partnership with the UFPR that monitors federal and state politicians (<http://www.redeempresarial.org.br/monitora/>)¹¹;

f) *Political Development Course*: political education program that promotes the political development course;

g) *Political project for the development of cities*: program that promotes local development and entrepreneurial initiatives through citizen mobilization in civil networks (<http://www.redeempresarial.org.br/Notes2218content23883.shtml>)¹².

h) *Ideas Bank*: According to the site, encompasses a “Space destined for members of the Political Participation Business Network to present themes for discussion or engagement actions. Comments are registered and intermediated by the author. Those interested in suggesting themes must send a message to the email [rede.empresarial@fiepr.org.br](mailto:redempresarial@fiepr.org.br). Criteria for publication are established in the ‘orientations’ presented on the Network’s initial page.”

i) *Legislative counselling*: “Attempting to improve the defence of interests of Paraná’s industrial sector, the Industrial Federation of Paraná State – FIEP offers a new monitoring service of the activities of the State Legislature. This work consists in the identification of propositions that interest the industry, publicizing them and devising alternatives that converge with the sector’s agenda. Inspired on the work developed by COAL (Legislative Issues Unit), part of the National

¹⁰ According to a testimonial by FIEP’s current president, Rodrigo Rocha Loures, the creation of the Network in April 2006 is strongly related to the repercussion of the “mensalão” political scandal and its impact and consequences on the functioning of the Brazilian political system. Also, according to him, the credibility crisis of the Brazilian political system on the second half of president Lula’s first mandate caused important segments of Paraná’s business sector to perceive a need for new forms of political participation that were more participatory and closer to the community, different than the regular means of business engagement, such as financing electoral campaigns and acting as a pressure group in specific instances of interest to the business sector.

¹¹ As informed by the system’s website: “The Elected Representative Monitoring and Evaluation System (SMAE) in the state of Paraná is a continuous process of watching and appreciating the behaviour of executive and legislative representatives in federal and state levels, done through a partnership between the Political Participation Business Network and researchers in the Universidade Federal do Paraná.”

¹² According to the FIEP portal: “The project’s basic idea is as follows: the Political Participation Business Network at the local level (initially in Paraná’s 10 main cities and later in cities that make up the state’s micro regions) should also be a network that promotes development out of its political components (summarized in a pact for local democracy that includes: local political reform and the creation of new governance systems capable of promoting a synergy between actions by government, businesses and civil society for an agreement on a common agenda for democratic development).”

Industrial Federation (CNI), a new department, of multidisciplinary character, was structured with the name Legislative Counselling, where FIEP is responsible for maintaining this system. The work consists in detecting the main legislative propositions that affect business competition, registering the industrial sector's stance in relation to each of them. The promotion of this work is done through the Legislative Agenda of Paraná's Industry, an annual publication with the course of the main themes of interest to the sector proposed in the Assembly during the Legislative year; and the maintenance of a website (www.fiep.legisdata.cni.org.br) that contains the processes of law propositions that are relevant to strengthen the industry."

It must be outlined that besides publishing the "Industry's Legislative Agenda" and monitoring legislative propositions, FIEP's legislative counselling publishes information about Paraná's deputies, news produced by an internal news agency about events in the Federal and State Legislatures, and newsletters about the main laws of interest to the industry that were approved in legislative sessions. Moreover, there is a system that tracks propositions processes, accessed by registration in an intranet system.

j) Paraná Council of Business Citizenship, responsible for the development of various Social Responsibility and encouragement of citizenship programs. <http://www.fiepr.org.br/fiepr/cpce/>

k) Other programs: In addition, the FIEP portal formulates online surveys available to evaluate the political thought of the web user (Net Test), discloses votes by the Paraná coalition in the CPMF polls (See the coalition's votes Program), along with other political and civil activities.

In sum, the main characteristic of the Industrial Federation's portal is to use the internet intensively to promote activities that not only look at business activity within traditional institutions of parliamentary and representative democracy, but that also integrate them with the community through the promotion of political participation.

b) FIESP's site.

In the case of the main state level representation of Brazilian industrial interests, we observed that no political activity is featured on the initial page, except for news about some civil campaigns permeated by business activities.

The site is particularly frugal in relation to declarations of businesses about heated political issues of the moment. The main political activities found are located on a link titled *FIESP/Brasília*, where FIESP's political activities are almost "hidden", all of them focused on actions in Brasília and not on its state or community of origin. There are several sub links, of which we note the following:

a) SALF/Legislative Watch System: legislative watch system centred on industrialists: "On SALF, the industrialist can research, with daily updates, the legislative propositions that are in discussion at the National Congress, be it by number, author, unions affiliated with the FIESP, industrial sector, supply chain and theme." The System features custom information such as explanations, priority proposals and spaces for opinions and suggestions. The SALF is an important instrument for labour procedures and positioning of various FIESP Councils, Departments and Committees.

b) Understand the three powers: short explanation about the three power system and about the political decision process in Brasília.

c) Political Synthesis: summary of the main resolutions of interest to the industry published in the Official National Government Gazette (Diário Oficial da União - http://www.fiesp.com.br/brasil/sintese_diario.aspx)

d) Legislative Activities: weekly selection of new propositions of interest to the industry and tracking of legislative activity in the week's Plenary and commissions agendas.

e) You in Brasília: information about Brasília and lobbying agency for business interests.

In sum, the entity favours proximity with supposed centres of power and decision-making, rather than activities destined to promote political participation, public scrutiny over decision-

making powers and implementation of government programs, or even activities that focus on the integration of businessmen with their communities and places of origin.

c) CNI's site

On CNI's website there are various links to political issues, but there are no exclusive spaces for political activities, nor interactive activities with the web user. Some of the most important activities found on the site are:

a) *Legal issues*: monitoring system for the ADI/Direct Action due to Unconstitutionality, which has been one of the main tools of intervention by groups harmed by measures approved in Congress, given the "judicialization" of politics in Brazil (VIANNA, 2002);

b) *Legislative Issues*: The main political actions developed by the entity through the internet are in this link. It basically consists of a watch site for propositions of interest to the industry that are being discussed by National Congress. The program published the *Industry's Legislative Agenda* containing projects that interest the industry going through the voting process, as well as a position about them. The web user can download the last two agendas, from 2006 and 2007, free of charge.

c) *Legisdata*: monitoring system of legislative processes, always about themes of interest to the industry, only accessible with a password;

d) *Tax and Public Pension Reforms*: there are various files and publications with the industry's position regarding these issues, but not much about political reform. There is also an agenda and public policy projects.

Overall, the privileged spaces of political action are the traditional ones, such as scrutiny of the legislative process and the industry's position regarding traditional public policy and agenda suggestions. There is little attempt at publicizing more ample political intervention or proposing interactive elements with the web user, evidencing the predominance in these elite business segments of a traditional view of politics as those activities that take place in the sphere of the State, in detriment of activities turned to the engagement of civil society seeking a more autonomous promotion of citizenship related to public power.

d) General Conclusions.

We finish this paper by proposing some systematic general conclusions that emerged from the present analysis. Amongst the main conclusions of this study, the following stand out:

- There is much heterogeneity on the websites of Industrial Federations, both in terms of content and presentation. As such, we observe the existence of portals that balance reasonably well the various dimensions of social actions by the business sector, Federations in less developed regions who do have web portals, and those that have recurrent access problems;
- The portals of industrial associations are still rarely used to develop political activities compared to other activities aimed at the business sector and at public opinion. Nevertheless, some portals already feature a wide range of resources focused on stimulating political action by these actors, although such actions still expose a more traditional conception of political activity, focused on social responsibility programs and on the role of traditional representative democracy institutions, especially parliamentary bodies;
- Amid all the websites examined, however, we observed some innovative experiments of the use of internet resources for the promotion and encouragement of political activity. Among these experiences, the *Political Participation Business Network* promoted by FIEP through its portal stands out, which encompasses a series of other innovative initiatives aimed at broadening the political participation

of businesses and, specially, advancing the integration of this segment with its community of origin.

- The “innovative” character of these experiences is the fact that they transcend the limits of politics and of traditional parliamentary democracy, stimulating the population’s political participation and the exposure of the business sector’s point of view in relation to issues that are part of a public agenda, thus turning these social group’s actions more transparent and strengthening the control and the scrutiny of civil society over the State.

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Anexo 1) Freqüência dos itens pesquisados nos portais das associações industriais

Tabela 1) Informações gerais/navegabilidade

		Com informação		Sem informação		Incompletas		Total	
		N	%	N	%	N	%	N	%
		1	Link de volta para a página inicial visível	18	64,3	6	21,4	4	14,3
2	Mecanismos de busca no site	13	46,4	12	42,9	3	10,7	28	100,0
3	Fácil acesso a e-mail para contato	11	39,3	6	21,4	11	39,3	28	100,0
4	Cadastro para notícias na página inicial (newsletter)	9	32,1	15	53,6	4	14,3	28	100,0
5	Link para "mapa do site"	5	17,9	14	50,0	9	32,1	28	100,0
6	Enquete sobre temas de interesse da indústria	5	17,9	23	82,1	0	0,0	28	100,0
7	Páginas em Inglês	4	14,3	24	85,7	0	92,9	28	100,0
8	Sugestões de melhoria	3	10,7	25	89,3	0	0,0	28	100,0
9	Link para avaliação do Portal	1	3,6	27	96,4	0	0,0	28	100,0
10	Estatísticas de navegação /número de visitas	1	3,6	26	92,9	1	3,6	28	100,0
11	Programas de acessibilidade (FIEMA)	1	3,6	27	96,4	0	0,0	28	100,0
Total		71	23,1	205	66,6	32	10,4	308	89,6

Tabela 2) Informações institucionais

		Com informação		Sem informação		Incompletas		Total	
		N	%	N	%	N	%	N	%
		1	Objetivos ou missão da entidade	20	71,4	6	21,4	2	7,1
2	Composição da diretoria	19	67,9	8	28,6	1	3,6	28	100,0
3	Número de sindicatos associados	18	64,3	7	25,0	3	10,7	28	100,0
4	Composição dos conselhos temáticos	16	57,1	10	35,7	2	7,1	28	100,0
5	Informações sobre Assessorias	14	50,0	13	46,4	1	3,6	28	100,0
6	História da entidade	10	35,7	14	50,0	4	14,3	28	100,0
7	Fotos dos diretores	5	17,9	22	78,6	1	3,6	28	100,0
8	E-mail para contato com diretores	3	10,7	23	82,1	2	7,1	28	100,0
9	Número de empresas filiadas	2	7,1	25	89,3	1	3,6	28	100,0
10	Links para atas da Diretoria/Conselhos	2	7,1	24	85,7	2	7,1	28	100,0
11	Organograma da instituição	2	7,1	25	89,3	1	3,6	28	100,0
12	Setor de origem dos diretores	2	7,1	24	85,7	2	7,1	28	100,0
13	Informações biográficas/CV sobre diretores	1	3,6	24	85,7	3	10,7	28	100,0
14	Pautas das reuniões das diretorias/conselhos	1	3,6	25	89,3	2	7,1	28	100,0
		124	21,09	404	68,71	60	15,3	588	100,0

Tabela 3) Serviços básicos & oportunidades de negócios

		Com informação		Sem informação		Incompletas		Total	
		N	%	N	%	N	%	N	%
		1	Orientações sobre contribuição sindical	21	75,0	5	17,9	2	7,1
2	Assessoria Jurídica on-line	20	71,4	8	28,6	0	0,0	28	100,0
3	Informações sobre Pesquisa de Mercado	18	64,3	8	28,6	2	7,1	28	100,0
4	Calendário de eventos atualizado	18	64,3	7	25,0	3	10,7	28	100,0
5	Informações turísticas sobre estado	17	60,7	8	28,6	3	10,7	28	100,0
6	Informações sobre oportunidades de investimento	16	57,1	9	32,1	3	10,7	28	100,0
7	Informações sobre estágios	15	53,6	10	35,7	3	10,7	28	100,0
8	Análise de Conjuntura	14	50,0	12	42,9	2	7,1	28	100,0
9	Orientações sobre conflitos trabalhistas	13	46,4	13	46,4	2	7,1	28	100,0
10	Editais para licitações	12	42,9	16	57,1	0	0,0	28	100,0
11	Banco de currículos/oportunidades de emprego (FIEMS)	8	28,6	20	71,4	0	0,0	28	100,0
12	Vínculo direito para licitações governamentais ou da entidade	6	21,4	22	78,6	0	0,0	28	100,0
		178	53,0	138	41,1	20	6,0	336	100,0

Tabela 4) Educação e cidadania

	Com informação		Sem informação		Incompletas		Total	
	N	%	N	%	N	%	N	%
1 Programas de saúde e lazer para os trabalhadores	18	64,3	10	35,7	0	0,0	28	100,0
2 Programas de qualidade de vida no trabalho	17	60,7	11	39,3	0	0,0	28	100,0
3 Cursos dados pela instituição	16	57,1	11	39,3	1	3,6	28	100,0
4 Distribuição de bolsas de Estudo	16	57,1	11	39,3	1	3,6	28	100,0
5 Programas de preservação do meio ambiente	14	50,0	14	50,0	0	0,0	28	100,0
6 Prêmio para melhores práticas de estágio	14	50,0	13	46,4	1	3,6	28	100,0
7 Programas voltados ao ensino básico e fundamental	13	46,4	14	50,0	1	3,6	28	100,0
8 Programas de ensino de empreendedorismo	12	42,9	15	53,6	1	3,6	28	100,0
9 Programas de educação à distância	10	35,7	18	64,3	0	0,0	28	100,0
10 Cursos ou programas de pós-graduação	7	25,0	20	71,4	1	3,6	28	100,0
11 Parcerias e intercâmbio com universidades	7	25,0	18	64,3	3	10,7	28	100,0
12 Programa de Empresa Júnior	6	21,4	20	71,4	2	7,1	28	100,0
	150	44,6	175	52,1	11	3,3	336	100,0

Tabela 5) Comunicação e informação

	Com informação		Sem informação		Incompletas		Total	
	N	%	N	%	N	%	N	%
1 Agenda de notícias própria	19	67,9	7	25,0	2	7,1	28	100,0
2 Informativo ou jornal semanal em pdf.	17	60,7	10	35,7	1	3,6	28	100,0
3 Anuário industrial do estado em pdf.	15	53,6	11	39,3	2	7,1	28	100,0
4 Clipping de notícias da indústria	14	50,0	14	50,0	0	0,0	28	100,0
5 Revista da organização em formato específico	14	50,0	12	42,9	2	7,1	28	100,0
6 Notícias atualizadas da imprensa	13	46,4	13	46,4	2	7,1	28	100,0
7 Agenda de Desenvolvimento (FIEBA)	12	42,9	14	50,0	2	7,1	28	100,0
8 Link para palestras em pdf. Ou ppt.	10	35,7	16	57,1	2	7,1	28	100,0
9 Livros e outras publicações em pdf.	9	32,1	17	60,7	2	7,1	28	100,0
10 Acesso ao acervo da biblioteca	7	25,0	18	64,3	3	10,7	28	100,0
11 Acervo de áudio/rádio ao vivo da entidade	6	21,4	22	78,6	0	0,0	28	100,0
12 Acervo de vídeo/TV ao vivo da entidade	5	17,9	23	82,1	0	0,0	28	100,0
13 Publicação sobre ranking das maiores empresas (FINDES)	1	3,6	27	96,4	0	0,0	28	100,0
	142	39,0	204	56,0	18	4,9	364	100,0

Tabela 6) Desempenho Econômico e Tecnológico

	Com informação		Sem informação		Incompletas		Total	
	N	%	N	%	N	%	N	%
1 Indicadores industriais da unidade	20	71,4	6	21,4	2	7,1	28	100,0
2 Informações sobre incentivos fiscais e subsídios	19	67,9	8	28,6	1	3,6	28	100,0
3 Programas de inovação tecnológica	19	67,9	7	25,0	2	7,1	28	100,0
4 Comércio Exterior/Centro internacional de negócios	19	67,9	7	25,0	2	7,1	28	100,0
5 Informações setoriais sobre indústria	18	64,3	9	32,1	1	3,6	28	100,0
6 Legislação trabalhista e tributária	17	60,7	10	35,7	1	3,6	28	100,0
7 Indicadores de atualizados de nível de emprego	16	57,1	10	35,7	2	7,1	28	100,0
8 Legislação de incentivo à indústria	16	57,1	11	39,3	1	3,6	28	100,0
9 Programas de qualidade nas empresas	15	53,6	12	42,9	1	3,6	28	100,0
10 Link específico para programas de pequena e média empresa	13	46,4	15	53,6	0	0,0	28	100,0
11 Incubadoras de empresas	13	46,4	15	53,6	0	0,0	28	100,0
12 Informações sobre linhas de crédito à indústria (FIEMT)	13	46,4	15	53,6	0	0,0	28	100,0
13 Informações específicas ao exportador (ALEMG)	13	46,4	15	53,6	0	0,0	28	100,0
14 Planejamento estratégico da unidade (FIEMA)	9	32,1	18	64,3	1	3,6	28	100,0
15 Matriz Insumo-produto da unidade	1	3,6	27	96,4	0	0,0	28	100,0
16 Link para acompanhamento do PAC	1	3,6	26	92,9	1	3,6	28	100,0
17 Informações sobre PPP	1	3,6	27	96,4	0	0,0	28	100,0
18 Informações sobre Agências Reguladoras	1	3,6	27	96,4	0	0,0	28	100,0
	224	44,4	265	52,6	15	3,0	504	100,0

Tabela 7) Atividades políticas e cívicas

	Com informação		Sem informação		Incompletas		Total	
	N	%	N	%	N	%	N	%
1 Programas de Responsabilidade Social	17	60,7	9	32,1	2	7,1	28	100,0
2 Outras campanhas cívicas	8	28,6	20	71,4	0	0,0	28	100,0
3 Sistema de acompanhamento legislativo estadual	7	25,0	19	67,9	2	7,1	28	100,0
4 Agenda Legislativa da Indústria	7	25,0	20	71,4	1	3,6	28	100,0
5 Posicionamento sobre Reforma Tributária	6	21,4	21	75,0	1	3,6	28	100,0
6 Informação sobre assessoria legislativa	6	21,4	21	75,0	1	3,6	28	100,0
7 Link para agenda legislativa da CNI	6	21,4	22	78,6	0	0,0	28	100,0
8 Sistema de acompanhamento legislativo federal	4	14,3	22	78,6	2	7,1	28	100,0
9 Cadastro para acompanhamento específico de proposições legislativas	4	14,3	24	85,7	0	0,0	28	100,0
10 Posicionamento sobre Reforma Política	3	10,7	24	85,7	1	3,6	28	100,0
11 Projetos de Desenvolvimento Local	3	10,7	23	82,1	2	7,1	28	100,0
12 Enquete sobre temas políticos	2	7,1	26	92,9	0	0,0	28	100,0
13 Posicionamento sobre Reforma Previdenciária	2	7,1	26	92,9	0	0,0	28	100,0
14 Posicionamento sobre Reforma Trabalhista	2	7,1	26	92,9	0	0,0	28	100,0
15 Eleições (FIESC)	2	7,1	26	92,9	0	0,0	28	100,0
16 Resultados de Congressos anteriores (FIEP)	2	7,1	25	89,3	1	3,6	28	100,0
17 Campanha CPMF	1	3,6	26	92,9	1	3,6	28	100,0
18 Espaço interativo sobre temas políticos	1	3,6	27	96,4	0	0,0	28	100,0
19 Sistema de monitoramento dos eleitos	1	3,6	27	96,4	0	0,0	28	100,0
20 Curso de Formação Política	1	3,6	27	96,4	0	0,0	28	100,0
21 Fórum Parlamentar com outras associações	1	3,6	27	96,4	0	0,0	28	100,0
22 Blogs de comentários políticos (ACRJ)	0	0,0	28	100,0	0	0,0	28	100,0
	86	14,0	516	83,8	14	2,3	616	100,0

Tabela 8) Integração em rede com outros órgãos

	Com informação		Sem informação		Incompletas		Total
	N	%	N	%	N	%	N
1 Outras Federações das Indústrias	23	82,1	5	17,9	0	0,0	28
2 CNI	14	50,0	14	50,0	0	0,0	28
3 Governo Estadual	8	28,6	20	71,4	0	0,0	28
4 BNDES	8	28,6	19	67,9	1	3,6	28
5 Governo Federal	7	25,0	21	75,0	0	0,0	28
6 SEBRAE	6	21,4	22	78,6	0	0,0	28
7 Congresso Nacional (Câmara ou Senado)	6	21,4	22	78,6	0	0,0	28
8 Banco Central	4	14,3	23	82,1	1	3,6	28
9 Assembléias Legislativas	4	14,3	24	85,7	0	0,0	28
10 CNPq	2	7,1	26	92,9	0	0,0	28
11 PNUD	2	7,1	26	92,9	0	0,0	28
12 Universidade Federal do Estado	2	7,1	26	92,9	0	0,0	28
13 Instituto Ethos	2	7,1	26	92,9	0	0,0	28
14 Sindicatos de Trabalhadores/Centrais Sindicais	1	3,6	27	96,4	0	0,0	28
15 Livrarias e Editoras	1	3,6	27	96,4	0	0,0	28
16 Bolsas de Valores	1	3,6	27	96,4	0	0,0	28
17 PNBE	0	0,0	28	100,0	0	0,0	28
18 Universidades Privadas	0	0,0	28	100,0	0	0,0	28
	91	18,1	411	81,5	2	0,4	504