

Green Purchases and Sustainability in Amazon's Coffee Management

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Abstract— *This study was conceived in the cradle of the Brazilian Amazon region, on managerial and cognitive knowledge of the perspectives of sustainable management in coffee cultivation. The objective is to study the green purchasing process and sustainability in coffee management; (1), to map the factors that interfere in the green purchasing processes and sustainability in the researched scenario (2), propose the innovation required with participative management in the face of sustainability with green purchasing (3). With a base on Contingency theories of adaptive nature and emerging demands, Ecodevelopment interprets and performs compatible actions for sustainable local development, the U Theory confronts the problems and transforms them with innovative solutions. The Method of Study adopted is the Case study, of a qualitative nature, such as bibliographic survey procedures, data collection by semi-structured interviews with social actors of the coffee system, data analysis through triangulation and criticism with the theoretical framework and construction of the innovation sustainable development proposal. The result shows the lack of knowledge about green purchasing and the*

sustainability aspect of the practices used in the Global Coffee Platform. The quality work of the coffee farmers was evidenced in an individual form, but in order to meet the quantitative demands of the market, it is required the structural and leadership development for the construction of APL or agricultural cooperative. The mental design configured at the base of the productive chain needs to break paradigms that interfere in the sustainable posture, to understand the needs of the consumers and to emphasize their participation on the responsibility with the Amazon and the beneficiary society as a whole. We presented suggestions of innovation discussed from the gaps detected by the mapping of factors.

Keywords— *Coffee. Sustainability. Management. Amazon.*

I. INTRODUCTION

Since the Industrial Revolution, competition has been the sustaining point of capitalism. Its mark is accelerated consumerism and with it the devastation of the natural resources that maintains this merely economic cycle. In contemporary society, the concepts of sustainability and

local management emerge, redirecting the role of managers and their responsibilities, in order to try to achieve convergence in this scenario. The Green Purchase can be considered a measure of the new dimensional look of the practices that converge the competitive advantage with the innovative character of the commitments between the environmentally responsible organizations and the productive chain in which it is a part.

In the context of the Brazilian Western Amazon, there is the sensitive biome under the planetary expectation. There, the wealth revealed by the unusual biodiversity, glimpses interests and also threats. Therefore, it is opportune to deepen the knowledge of the environment surrounding this relationship, which imposes, strictly speaking, preservation and conservation as factors aligned with integrated and sustainable local development. It motivates the emergence of studies such as this that focuses on the traditional work of coffee producers in the Amazon.

II. OBJECTIVES

This is the design to answer the following: How are green purchases and sustainability in the scenario investigated? To answer this question this research is presented with the general objective of studying the process of green procurement and sustainability in coffee management; and as specific objectives to characterize the local coffee production arrangement in the Brazilian Western Amazon (1), map the factors that interfere in the green purchasing processes and sustainability in the researched scenario (2), propose the required innovation and participative management in the face of sustainability with the green purchases (3). This work is made up of topics and sub-topics, bringing a theoretical-conceptual review, the methodological tracing of the preparation, the results treated in accordance with the proposed objectives, the conclusion and the references.

III. THEORETICAL AND CONCEPTUAL REVISION

The basis of this study is the Contingency Theory, with the contribution of the Theory of Ecodevelopment and the U Theory, in order to lead the interpretation of the socio-technical scenario investigated. Bibliographical survey in Barbosa (2017) refers to the Contingency Theory, about its approach, which focuses on contingency situations; this implies that, in administrative management, nothing is done with an exclusive method, but it is related to the structures dependent on the context; In this way, a manager's position is required to interpret the set of operant facts in the organizational structure, such as the control over the economic, technological and environmental systems to be considered in a research like this. It implies a cognitive interrelation with the environment and the

activities of the environment; it's done in a flexible way, focused on intervening or necessary adaptations, in which the factors are confluent to the internal or external environment of the structure, where the actions are operated, which is a great way to avoid the loss of performance.

Oliveira and Monteiro (2015) argue that the Theory of Ecodevelopment studies the potentialities and the growth of a certain geographic region. Their approach involves interpretations of the social needs of a population. It preaches a study of the inextricable economic aspects of quality of life, through conservatism with environmental responsibility. These authors unite the essential strand for sustainable development since it brings together an ethical, knowledge-based as well as an economic, social, environmental and institutional development, all indissociable from the political and cultural aspects of the beneficiaries of the actions. These are attitudinal orientations that converge to continuous solutions of an integrated participatory nature, fully satisfactory to the progress of a particular locality or region, and therefore sustainable.

A reading in Tinti (2014) indicates that the U Theory is the conglomerate of theories, tools and auxiliary practices in support of entrepreneurial leaders, organizations and communities. It is usual in the confrontation of contemporary problems, bringing together abstract ideas essential for the outcome of innovative and conscious actions, through learning and changes in society. This theory could be a fundamental tool for the organization aid involved in behavioural and structural changes, with effects in the management of innovation, allowing a differentiated work in the competitive path.

3.1 Concepts on Green Purchasing and the Global Coffee Platform

The theme of this study focuses on sustainability. It is important to bring to this subtopic the theoretical and conceptual elements on Green Purchases and the Global Coffee Platform. This provision allows us to deal with the premises in their similarities and in the differences, through the crossing of the peculiar information and intervening factors that, in some way lead to a sustainable relationship. This survey allows the construction of an empirical concept of Green Purchases. A study in Monzoni Neto et al. (2012) indicates that green procurement refers to a concept generated at the World Summit on Sustainable Development in Johannesburg and reflects the promotion of acquisition policies that favour the development and diffusion of environmentally friendly goods and services, factors that positively influence sustainability.

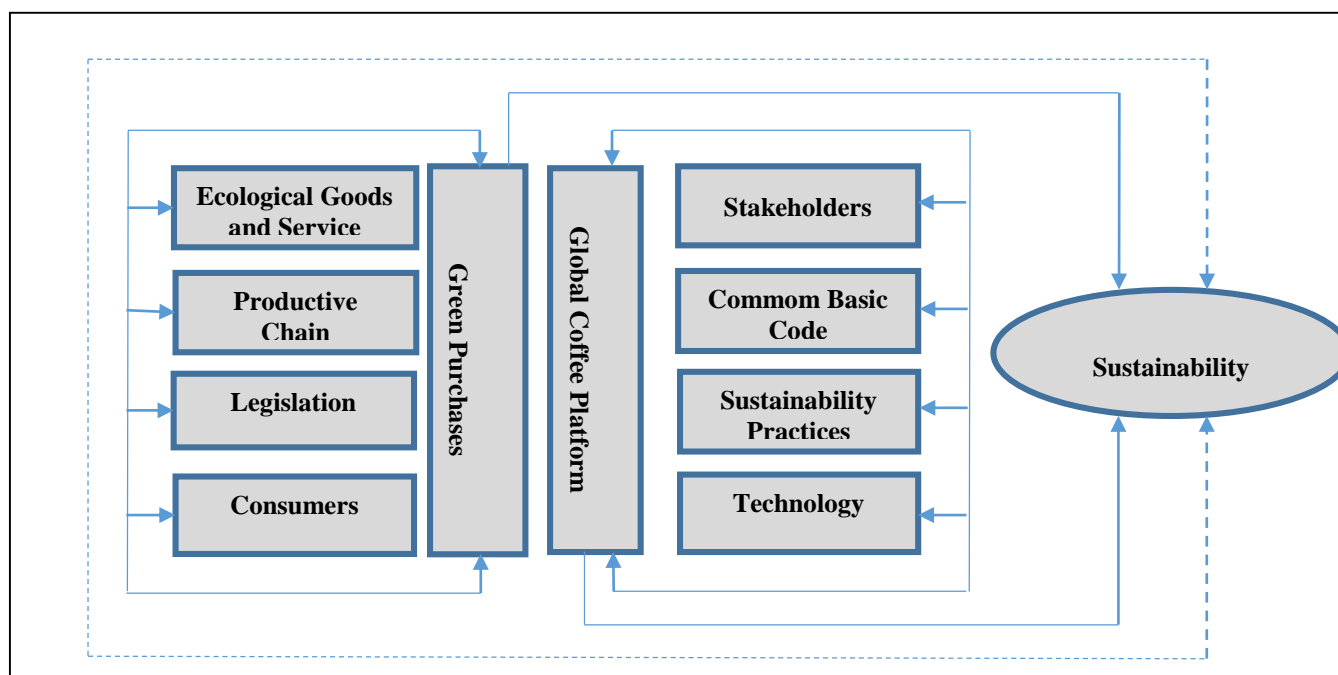
A survey in Silva, Bohnke, & Silva (2016), provides us with a definition about the practice of green shopping when

prescribing its modelling; for this author, such performance represents a global significance, as regards the aspect of sustainable guarantee of the products acquired by the consumer. It is characterized by how cycles of purchases of goods and services; analyzes the production chain in its phases. The author points out the challenges of modifying an organizational structure in which situations involving this level of complexity, since, as consumers improve their critical sense, institutions will never abandon the commitment proposed in the scenario where they are installed.

The Global Coffee Platform (2016) is an international association that involves multiple stakeholders, all of

whom are engaged in the development of the Common Basic Code. This code is a representative language on practices, which establishes the activities of prohibitions, priorities and with recommended compatibility for the strengthening of sustainable interests in a coffee production chain. It is an innovative approach since it comes to stablish sustainable practices in the routine of coffee growers, in a configuration that meets the emerging demands. Figure 1 and Table 1 show the fundamental elements related to green purchasing and their inference with the Platform under study.

Fig.1: Operational diagram of Sustainability in Green Purchases and in the Global Coffee Platform.



Source: Prepared by the authors.

Table.1: Specification of the Green Purchasing Diagram in the face of the Global Coffee Platform.

| Elements | Conceptual specification |
|-------------------------------------|--|
| Green Purchases | It is the contracting of suppliers of goods and services that act in favor of sustainability. |
| Ecological Goods and Service | It's the product of organisations' work. |
| Productive Chain | It is the set of consecutive steps on transforming things into goods or services. |
| Legislation | The laws that regulate the country over certain content. |
| Consumers | The people who buy goods and services. |
| Global Coffee Platform | It's an international association responsible to evaluate sustainable coffee practices. |
| Stakeholders | The strategic public that has interests in the production of coffee. |
| Common Basic Code | The universal language accessible to coffee growers. |
| Sustainability Practices | Actions aimed at coffee sustainability. |
| Technology | It is the systematic operating mechanism that facilitates life in the field. |
| Sustainability | It is the key point of the connection between Green Purchasing and the Global Coffee Platform, which infer on human actions to prospect the environment. |

Source: Prepared by the authors.

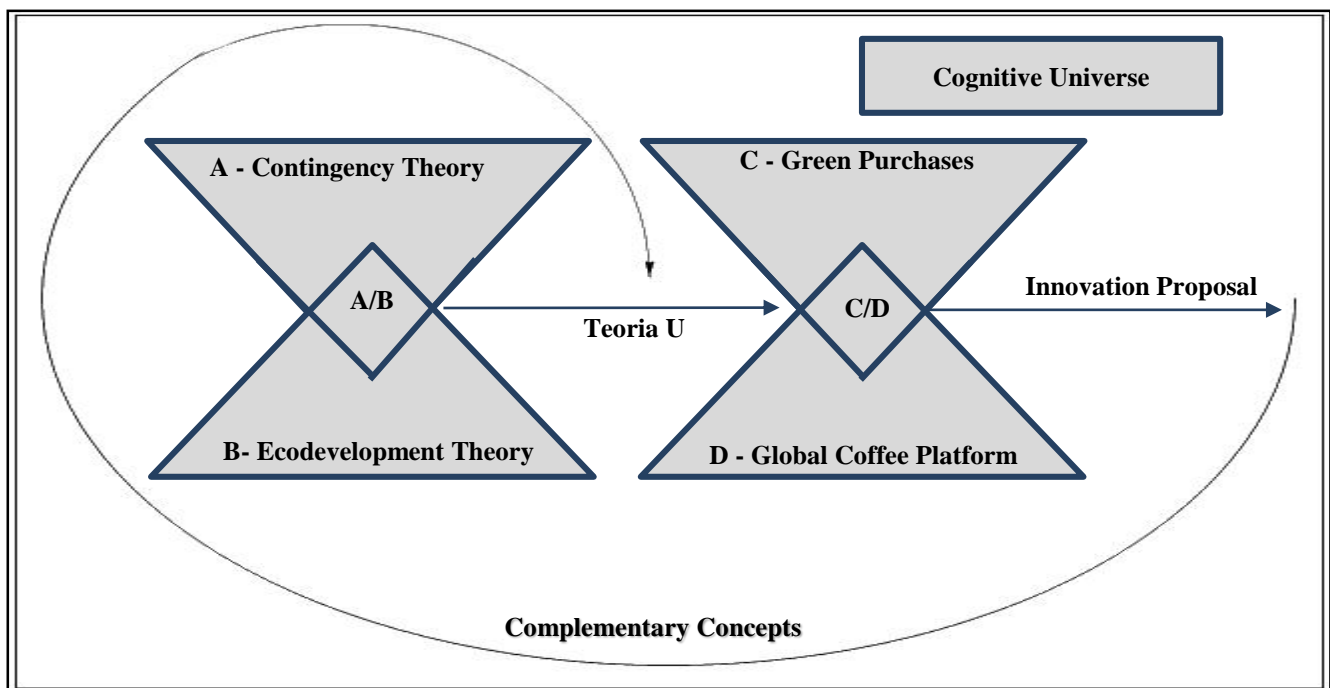
3.2 Concept of participatory management and sustainability

Participatory management refers to effective ways of governing, represented by superior gains in the structural and emerging context. Silveira (2010) conceptualizes participatory management as the contemporary paradigm required in the face of the future challenges. This management has as a guide the circumstances of the socio-environmental dynamics allied to the human factor; but adds the dynamism of the market to economic, social, environmental and institutional variables. Thus, stakeholders have a globalized vision and knowledge of the activities of this type of management and, in general, feel

as an integral part of the strategic process of the organizations that practice such management, as long as it is led by a leadership free of authoritarianism.

Cenci, Zanini, Callegaro, Pinto and Hertzberg (2016) portrays sustainability as a highly representative subject, but not yet familiar with its true depth of knowledge, necessary for the prosperity of people and society, because it is directly linked to development, requiring an awareness of changes in behavior, in the way man interacts with the world, to achieve improvement in quality of life and local development. Figure 2 shows the interconnection of the elements treated herein, and Table 2 shows the descriptive elements.

Fig.1: Diagram of the conceptual theoretical body applied in this research.



Source: Prepared by the authors.

Table.2: Descriptive elements on the arrangement of the theoretical foundation of Figure 1.

| Elements | Description |
|-----------------------------------|--|
| Cognitive Universe | Mental process that influence the behavior of the individual. |
| A - Contingency Theory | Ability of interpretation, relationship and adaptation in the structures of their context. |
| B -Ecodevelopment Theory | It seeks to recognize the regional potentialities and problems, to apply continuous solutions. |
| A/B | Union of elements of emergency interpretation for the development of local solutions. |
| U Theory | Cognitive mechanisms conducive to innovation management. |
| C - Green Purchases | It involves the purchase of goods and services on the supply chain and production, from the beginning to final disposal. |
| D – Global Coffee Platform | Common Basic Code of good practices in the coffee sector, to strengthen sustainability in the production cycle. |
| C/D | Intersection of the study base evaluating the sustainable factors guiding the system. |

| | |
|-------------------------------|--|
| Innovation Proposal | Discovering gaps in sustainability processes characterized by green procurement and the global coffee platform. |
| Complementary Concepts | Auxiliary knowledge on the mapping of the factors that infer in the green purchasing processes in the researched scenario. |

Source: Prepared by the authors.

3.3 Concepts about local productive arrangement (LPA) and coffee consumer market in the Western Amazon

The Local Productive Arrangement (LPA) has been taking proportions, based on interventionist measures of public policies, that operate with development programs directed to sectoral economics. Regarding this contextualization, Anes, Deponti and Arend (2016) conceptualizes that LAP is conceived from the integration of small and medium companies that work in the same field of activity and have physical proximity. These elements become facilitators when the similarities of social, cultural, logistic, governmental and cooperation experiences are studied, based on organizational guidelines, which have repercussions on the situational strategic planning.

Considering these pieces of information, the LAP of agribusiness structure survives on selling to the consumer market, which according to Tejon (2017), this stage reaches the fourth link of agribusiness, Beyond the farm doors, it emphasizes that the future of agribusiness will be chained by the vision of the broader context of people's consumer relations, which comes from sensory analysis and certification, social responsibility standards throughout the production process and valorization of origination, all of this is embedded in a society that seeks to enjoy natural products that are accessible to all social classes, this means changing habits and behaviors in order to obtain health, food security and nutrition, admitting that this is considered a privilege of the few today, due to the high cost of daily consumption.

IV. METHODOLOGY

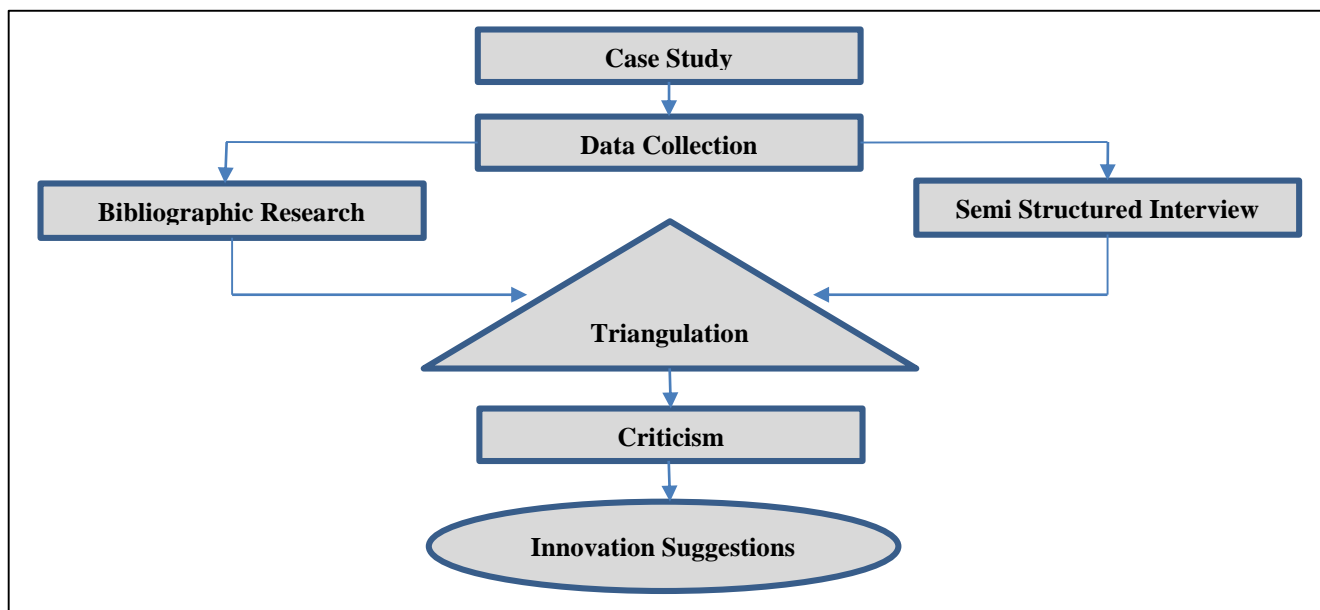
The method adopted in preparation for this task is the Case Study, qualitative nature, according to André (2013)

contributes to the research with the provenance of multiple methods, rationalized in their dynamics to understand and deepen the facts that are not controllable, in order to guarantee that the approach is appropriate to the nature of the question and the research objectives. Thus, we sought to select the main stakeholders of the coffee production sector, having different forms of performance in this cycle; and to know the explanations of the common phenomenon found in each case.

As procedures are elements of support to the practice of the research, as addressed by Siena (2011), the procedure is related to the techniques of data collection, processing and analysis. It serves as a database to guide the results of the research, the retrieval procedure, the use of a bibliographic survey, as well as an application of semi-structured interviews with stakeholders, codification and critical examination of information.

Data processing involves the confrontation of the reports collected from the respondents, verifying the lines of convergence and divergence of investigation, taking into account the criteria of validity; This is a program that aims to put in evidence aspects that get in the way of green purchasing, sustainability, consumer market, Amazon and participatory management, based on the theoretical framework. This practice is effective in identifying gaps in the productive arrangement, making possible the construction of innovative proposals in this segment. Figure 3 shows the methodological functional diagram, included in the case study method, as well as stages of data collection, interpretation and treatment, analysis and proposal of innovation. And Table 3 below contains the diagrams and their respective description.

Fig.2: Methodological diagram now applied



Source: Prepared by the authors.

Table.2: Specification of the Methodological Diagram considered in this research.

| Elements | Description |
|----------------------------------|--|
| Case Study | Social Sciences based method of approach involving multiple procedures. |
| Data Collection | Search for information correlated to the theme. |
| Bibliographic Research | Procedure to gather concepts addressed by authors that will serve as a basis for research. |
| Semi Structured Interview | Semi Structured questions with involved key research actors for fact narration. |
| Triangulation | Confrontation of the responses of social actors based on the theoretical conceptual framework. |
| Criticism | Detailed evaluation of the intervening elements of the research. |
| Innovation Suggestions | Check the gaps detected in the system and propose innovation to solve problems. |

Source: Prepared by the authors.

V. STUDY OF THE PROCESS OF GREEN PURCHASES AND SUSTAINABILITY IN COFFEE MANAGEMENT

The study of the green purchasing process in this research involves as the central element the Amazonia coffee, considered as the black gold of the region; which lead to the recognition of social actors about the significance of this product for local and regional progress and development. This concept surpasses the Amazonian geographical environment and reaches an international dimension when the concept of Amazon Coffee arises, which reveals the competitive differential and the triumph reached by immigrants from the Brazilian states of Paraná, Minas Gerais and Espírito Santo; they brought this culture and turned it into an alternative solution that is now part of the reality and living conditions of the families involved in this monoculture.

Investigations like take into consideration the regional peculiarities and the interest of the society in context. Among these complexities, the characterization of the productive arrangement that supports the coffee platform under study, the mapping of factors that somehow interfere with this activity and other issues that make it possible to innovate the scenario with sustainability.

5.1 Characterization of the Productive Arrangement of the local coffee

The research was developed in the Western Amazon, in the State of Rondônia, according to Empresa Brasileira de Pesquisa Agropecuária [Embrapa] (2015), the State is responsible for the production of approximately 90% of the coffee in the Amazon. The scientific name of coffee is *Coffea Canephora*, and Arabic variations, Conilon and Robust. Ranked as the fifth largest coffee producer in Brazil, first in the Robusta variety, second in the Conilon

variety, and in the International Coffee Week of 2017, it received the National Quality Award in the second and third places. The area of spatial concentration of coffee production is located in the central and northern regions, which include the Municipalities of Cacoal, Alta Floresta d' Oeste, São Miguel do Guaporé, Machadinho d' Oeste, Ministro Andreazza and Nova Brasilândia D' Oeste.

A survey by Embrapa (2015) points to challenges that reflect the characteristics and geographical conditions of the Amazon; high rainfall rates that cause water stress, and consequently affects pest formation and other diseases, which affect coffee production. According to Embrapa (2017), the incipient revolution in coffee production in Rondônia is a direct reflection of two changes in global coffee consumption: the increase in global demand for robust coffee and the valorization of products with higher quality and differentiation at the end of the chain.

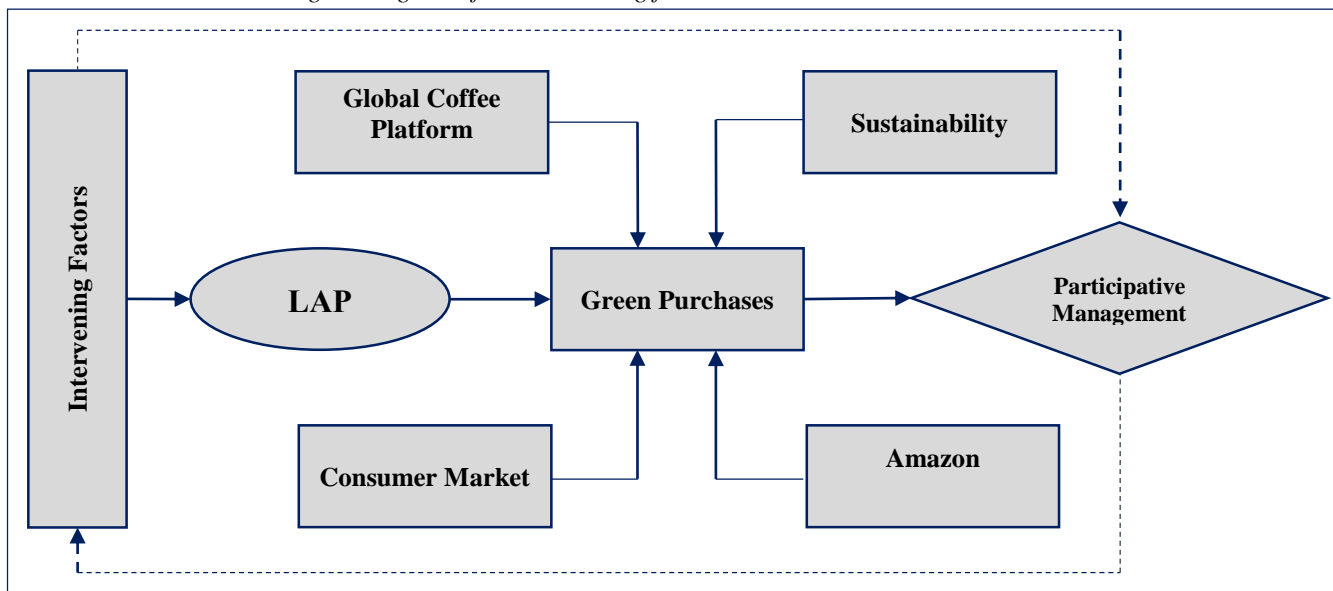
The site investigated is located in the Municipality of Cacoal, in the State of Rondônia, in the Brazilian Western Amazon. According to Instituto Brasileiro de Geografia e Estatística [IBGE] (2017), the municipality has an estimated population of 88,507 inhabitants, in a territorial unit of 3,792,948 km². A survey by Embrapa (2015) says that the area that harbours the coffee harvest in 2014 was one of 11,356 hectares. As a result of the acceptance of the soil to grow crops, the immigrants brought seeds of coffee, and there they established themselves transforming the city

into the Coffee Capital. Embrapa's ongoing productive characterization research (2015) predominates the traditional model, with a low technological standard, where pruning, sowing, pest and disease control, soil repair and fertilization are little used. The irrigation system is characterized by the intensive use of inputs and high productivity.

5.2 Mapping of the intervening factors presented by the social actors on coffee management in the Amazon

The search for the results of this research required an interaction with the social actors and a direct interview with the coffee grower winner of the CONCAFÉ award in the 2017 Sustainability Modality. Another measure involved talking to the current President of the Coffee Sector Chamber and an interview with the rural extension technician based on the state, responsible for the technical assistance and rural extension activities in the rural properties of Rondônia. In fact, this activity was considered as a state standout, and then national, in the coffee segment in the years 2016 and 2017 consecutively. The concepts of the green purchasing activity and the Global Coffee Platform, the relationship of sustainability, consumer market performance, the reflection in the Amazon and the participative management remained to be clarified. Figure 4 below and the subsequent Table 4 represent the mapping of this task.

Fig.4: Diagram of the intervening factors to be criticized in the research.



Source: Prepared by the authors.

Table.4: Specification of the Research Intervening Factors Diagram.

| Elements | Description |
|---------------------|--|
| Intervening Factors | LAP, green purchasing, Global Coffee Platform, consumer market, participatory management and Amazon. |
| LAP | Integration of the social agents for the development of the branch of activity in common. |

| | |
|---------------------------------|---|
| Green Purchases | Rigor in the acquisition of products and services from institutions that prove sustainable application. |
| Global Coffee Platform | It establishes the unification of language and practical actions for the sustainable strengthening in the coffee farms. |
| Sustainability | Attitudes that consecrate the beneficial relationship between coffee grower and environment. |
| Consumer Market | Acknowledgment of the desires customers expect from coffee. |
| Amazon | Investigated scenario. |
| Participative Management | Form of organization of the social actors in the coffee reality. |

Source: Prepared by the authors.

A) Local Productive Arrangement - LAP

The critique begins here with the knowledge of the factors mapped above, revealing the absence of - LAP, which implies productive barriers to achieve management competence. In the conception of Anes (2016) LAP is the union of equal or similar activities of spatial proximity that provide competitive advantages with strategic planning, such as productive links, interaction, cooperation and learning.

B) Green Purchases

In order to present the data of the interview with the stakeholders, it's brought to light the understanding of the Green Purchases concept. The trio confirmed the ignorance on the Green Shopping theme. This fact contradicts the indications of Monzoni Neto (2012) and Silva et al. (2017) that use of procurement management criteria with suppliers that recognize the origin of the production chain for sustainable guarantee throughout the cycle. This demonstrates that there is no selectivity in the contracting of goods and services from trustworthy organizations, which compromises the sustainability of the chain of production before the farm doors. This contextualization, inferred from the contingent perspective in a bibliographic survey of Barbosa (2017), portrays the role of the leader in the understanding of the internal and external context, for the application of various methods in the intervening or necessary adaptive capacity.

C) Sustainability

The research brings results on the perception of those involved in the characterization of sustainability. Social actors are aware of the relevance of changing attitudes towards sustainable practices and the beneficiary society as a whole, but it is still considered in the initial phase. They admit that in the past the concept of sustainability was used in a negative way, allied exclusively to the environment, for example, the prohibition of agrochemicals, deforestation, among others, generating erroneous interpretations that at this point make complicated to break this paradigm. They believe that the role of the State was fundamental to the development of specific policies to support the sustainability initiative, which today is a concern of those involved; they say that before the CONCAFÉ competition, they were unaware of the subject

and that there is a long way to go for achieving excellence, but it's a good starting point; This vision of sustainability, in line with the approach of Cenci et al (2016), refers to the significance of the theme, however, there is a need to deepen this concept, to validate human actions committed to socio-environmental aspects and local development. This premise values the conceptualization of the Theory of Eco-development by Oliveira and Monteiro (2015) advocates for sustainable development, through conservationism with environmental responsibility, based on ethical human behaviour and the consequential local growth.

D) Global Coffee Platform

The research turns to the interpretation of the study in Global Coffee Platform (2016) which offers support to the appropriate treatment of the topic under study; this platform indicates the Common Basic Code, where prohibited, priority and recommended operations for sustainability in coffee farms are designated. In the consensus of the interviewed farmers, the initiative of the state government with the support of the Global Coffee Platform instrument, provided learning and knowledge on how to know what is right and wrong, with joint valorization and responsibility, made in a language simple and accessible; they believe that these actions prevail in the development of a new identity for the State of Rondônia. In addition, the social agents are favorable to the concept of Oliveira and Monteiro (2015), when bringing the Theory of Eco-development he proposes the study of the potentialities and the development of a geographic region, through compromising attitudes in favour of sustainability, based on the integrated participatory nature.

E) Consumer Market

The key point of this topic is to consult the respondents with their position on the coffee consumer market perspective. Understanding makes it clear that consumers view coffee as a special food that is part of their daily lives, but there are several types of consumers, ranging from the ones who seek special products such as organic, gourmet and exotic, as well as the traditional bakery coffee; it's important to state that the consumer knows the difference of the product not only in the monetary value but also the added value with the quality certifications, considering the

requirements that regulatory agencies determine for excellence in this segment. Another demand that has an impact on the value added by the client are the health issues, that is why the concern to know the origin of what is consumed, having the coffee grower as an essential factor at the beginning of this productive chain. According to Tejon (2017), the consumption relations are complex, since they involve sensorial processes, responsibility, appreciation of origination, standards, health, food security and nutrition.

In the evaluation of the rural extensionist, with the advent of globalization and the critical sense of the demands, communicative attributes are used to expose opinions in a positive or negative way, without barriers; taking advantage of this situation, the industries that provide innovation, charge high prices to meet these requirements. Although there are still several coffee producers who still work in the same way since 1980; others are already in the process of evolution, looking over for market trends and believing in prosperity with the combination of the involvement of young people and women, but the difficulty is in how to enter this market, due to lack of experience, leadership and disunion of the group. The repercussion of this situation emerges by treatments in the Contingency Theory, addressed by Barbosa (2017), that portrays the indispensable role of the leader on this scenario and proposes actions for the development of the cognitive interrelationship with the environment for the achievement of performance.

F) Amazon

The results obtained with the stakeholders in relation to what the locus in which they are inserted in the Amazon represents shows that there is a unanimity about the responsibility that this nomenclature infers about, and with coffee it's no different, the planetary concern of how Brazilians are disposing of the natural resources that exist here, and how far are conservation and preservation initiatives. At the 2017 International Coffee Week event held in the city of Belo Horizonte, state of Minas Gerais, the questioning evidenced by potential international buyers, focused on deforestation for coffee planting, making clear the cancellation of purchases should this occur. In the report of some coffee grower, they confirmed that before participating in the event, they were unaware that the State of Rondônia belonged to the Amazon region, which portrays the position of the group of coffee producers.

The President of the Coffee Sector Chamber added an issue to be discussed as a matter of urgency on the subject of water control, used from springs, in the irrigation system of rural properties, especially in periods of drought, a climatic feature of that region, although we are privileged by the abundance of water in the Amazon region,

alternative drip and sprinkler mechanisms should be used to save water, avoiding that in the future such problems as those faced in the States of Espírito Santo and Minas Gerais will occur. In summary, the Ecodesign Development Theory that compromises the systematization of Amazonian development, as approached by Oliveira and Monteiro (2015), involves a diagnosis of the potentialities and difficulties of a region, bringing together participants' attitudes towards the sustainable environment, jointly.

G) Participative Management

Significant management factors can lead the organization to success through competence development. This study allows us to bring an essential factor that is participative management, corroborating with Silveira (2010). Regarding this theme, there were disagreements in the positions of social actors and the role of each one.

According to the President of the Sectorial Chamber, the organization of the group occurs with the union of the components of the productive chain, coffee growers, public and private agencies, where problems and potential for decision-making, language and consensual actions are discussed. This model of performance was responsible for the revitalization of coffee and achieved representativeness for the State, the National Coffee Awards being a proof of it. This leads us to believe that even with the replacement of governments, the structure and understanding of those involved is consolidated for future confrontations. These facts confirm the concept of participative management of Silveira (2010) from the perspective to select assertions with the group.

In the conception of the coffee growers, there is no participative management process for this class, being this deficiency that prevents the development of the system to meet the quantitative and qualitative demands for the world, which would add negotiation power, portfolio disclosure, among other advantages; the reality that prevails is individualism, the need for organization, lack of awareness of the benefits that collective attitudes bring. The validation of this view contradicts Silveira (2010) prescription that incorporates as a challenge for the human element the responsibility for the dynamism of managing the economic, social, environmental and institutional variables, this requires an informal leadership capable of arguing the information to be decided by the group.

In the modeling applied by the public body, they present some methods that have positive effects on the forms of learning together, the modality is called Indirect Technical Assistance ", where a prominent producer is chosen, one that has productive performance, easy absorption of technical orientation and search for knowledge, so two types of treatment are implemented: Observation Unit and Demonstrative Unit. Observation Unit uses the

experimentation of new techniques for the crop under analysis, where after the implementation is observed the development and its data will be used later as an example to the other producers. Demonstration Unit is about concrete actions that have worked and become a way of mirroring other producers, and as a form of incentive is now being shown to the general public in the form and visits, field days and excursions. The participatory approach is also supported by the Hanns R. Neumann Stiftung Group method, which is present in 18 countries, a non-profit institute for the training of smallholders, through collective technical assistance with sustainable development; has the support of youth for the purpose of planetary challenge, reproducing strong ties of cooperation with governmental organisms; develop tools and promotional resources for knowledge exchange, which significantly optimizes the systemic performance of the initiative. The actions promoted to help the practice in the property, use the premise of the participative management of Silveira (2014) under the character interface of the globalized vision of the stakeholders and the knowledge of the work activities, of comprehensiveness as an integral part of the strategic process there. The approach that fits the thoughts of social actors is the Contingency Theory presented by Barbosa (2017) requires

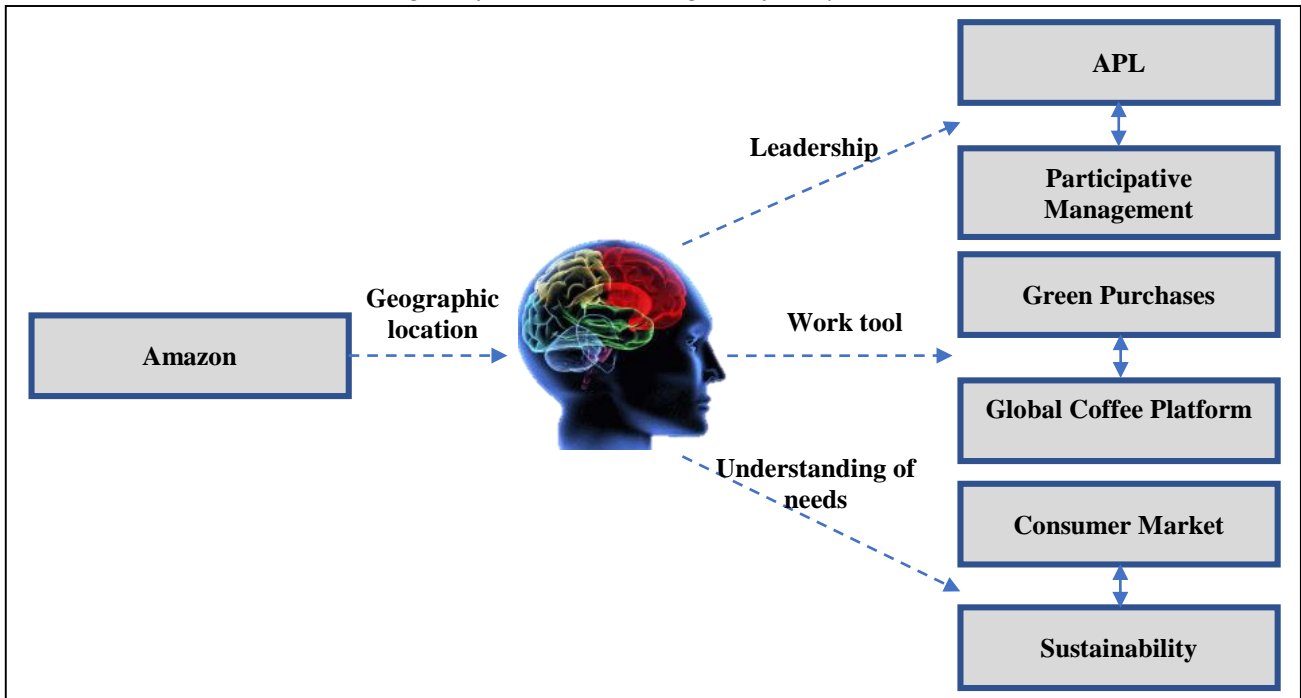
the recognition of the scenario, as well as the physical and cognitive dependent structures to focus on the adaptive or necessary adaptations in favor of performance organizational structure.

5.3 Proposal for the innovations required in the face of sustainability with green purchases

In this subtopic the challenge related to the presentation of innovations for green purchases and sustainability in coffee management, with the contribution of the Theory, addressed by Tinti (2014), referring to the gathering of abstract ideas supported by the use of theories, instruments and actions that support leadership in solving contemporary problems in the innovative competitive path through learning and behavioral changes.

It is possible to identify gaps in the mapping of factors, which in some way interfere in the evolutionary process of the sustainable coffee production chain, evidenced by the social actors who lead the work routine in the Brazilian Amazon region. This implies a significant change in the situation, bringing real advantages to this conjecture. Continuing the sustainable construct, it became important the representation in Figure 5 and in Table 5 that continue suggesting actions of innovative interventions using the results of this research.

Fig.5: Inferences and the cognitive flow system.



Source: Prepared by the authors.

Table.5: Suggestions for interventions for the scenario investigated.

| Intervening Factors | Problems Detected | Suggested Intervention |
|---------------------------------|--|--|
| Green Purchases | 1. Lack of knowledge about Green Purchases. | 1. Insert public policies for the acquisition of goods and services linked to institutions that act with sustainability in the agribusiness environment. 1. Implement in the CONCAFÉ Contest, the premise of responsibility for the raw material purchased for planting. |
| Sustainability | 1. Amplitude about the concept of sustainability. | 1. Carry out publicity campaigns demonstrating practices on sustainability, to root the conception, values and beliefs. |
| Global Coffee Platform | 1. Avoid the discontinuity of the evaluation instrument. | 1. Carry out partnerships and training of public and private professionals working in the coffee business, students of technical and higher education courses segmented in rural activities, as guiding and supervising the evaluative criteria of the Platform. |
| Consumer Market | 1. Break paradigm over coffee as poison; 2. Being unaware of consumer trends and needs; 3. Not knowing how to advertise their products to the consumer market; | 1. Presenting the coffee as a special food and show its benefits; 2. Present information on news, complaints and requests that the industries receive in their communicative channels in lectures, events, among others; 3. Hire a company specialized in marketing, to reproduce the history, daily practices with the sustainability, responsibility, unique special flavor of the Amazon biome, will be the key to the success and appreciation of the local coffee grower. |
| Amazon | 1. Contextualization on the Amazon locus; 2. Relevance of care with the Amazon; | 1. Emphasize and disseminate the geographical location of Rondônia in the Western Amazon for the understanding of the mass; 2. To raise awareness and responsibility for the Amazon. |
| Participative Management | 1. Individualism of coffee growers; 2. Need for leadership; | 1. Raise awareness of the urgency of the need for group work to strengthen the productive chain and to integrate young people and women into decision-making. 2. Present candidates with a leadership profile, capable of promoting the creation of an agricultural cooperative with coffee growers, to work together, establishing standards of quality, organization and profitability; |

Source: Prepared by the authors.

VI. CONCLUSION

This study provides essential information for strengthening the productive sector, the academic area, local

management, government, consumers and the Amazon region from the perspective of coffee production. The result answers the research question when it brings knowledge that allows us to affirm the inexistence of the green purchasing process in the municipality of the Brazilian Amazon, but even though the knowledge of sustainable practices is recent, the Global Coffee Platform tool is used in a way that allows a significant socio-environmental contribution.

Given the breadth of qualitative recognition of this coffee worldwide, it is possible to affirm that there are divergences of conceptions or lack of information mainly for the coffee grower who initiates the productive chain, this sector needs special attention because it is rooted in backward beliefs, values and attitudes, suffering influences even from the geographical location where it is inserted, which implies compromising the achieved. Another factor that infers in the local development, is existent individualist concept in that organism, that requires works with conscientization to change this cognitive structure, to obtain opportunity and competitive advantage. Finally, it stands out in this research when producing innovative suggestions that can be used by the leaders and of the segment.

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