

## Practical influence of the strategic process in organizational results

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### ABSTRACT

This article proposes to verify to what extent the practice of the strategic process exerts influence in the managerial results of a garment industry of the State of Santa Catarina. The topic is discussed theoretically, however, doubts remain about the effectiveness of its purposes with the daily execution of its activities. From this premise came the question of research: in what way does the practice of the strategic process influence the organizational results of a garment industry? It presents an exploratory-descriptive approach of qualitative nature, based on the methodology of case study. Initially, a bibliographical research was done to survey the theoretical aspects about the theme. In the empirical research, an interview with the director of the company was carried out, as well as a questionnaire was elaborated applied to the responsible managers of each area. The collected data were transcribed, analyzed and refined in order to generate information relevant to the study. As a result, it was possible to verify the importance of establishing strategic processes in practice and the synergy between those involved in decision making. It also demonstrates that the use of management tools enables a clearer understanding of all the strategic processes that it influences. In addition, it helps to predict risks, analyzes opportunities and provides an improved observation of the results and ends with the proposal of future studies.

### PALAVRAS-CHAVE

Planejamento estratégico;  
Resultados organizacionais;  
Prática estratégica.

### RESUMO

Este artigo propõe verificar em que medida a prática do processo estratégico exerce influência nos resultados gerenciais de uma indústria do vestuário do Estado de Santa Catarina. O tema é discutido teoricamente, porém, subsistem dúvidas quanto à efetividade de seus propósitos com a execução diária de suas atividades. A partir dessa premissa, surgiu a questão da pesquisa: de que maneira a prática do processo estratégico influencia os resultados organizacionais de uma indústria de confecções? Apresenta uma abordagem exploratório-descritiva de natureza qualitativa, baseada na metodologia do estudo de caso. Inicialmente, foi realizada uma pesquisa bibliográfica para levantamento dos aspectos teóricos sobre o tema. Na pesquisa empírica, foi realizada uma entrevista com o diretor da empresa, bem como elaborado um questionário aplicado aos gestores responsáveis de cada área. Os dados coletados foram transcritos, analisados e refinados, a fim de gerar informações relevantes para o estudo. Como resultado, foi possível verificar a importância do estabelecimento de processos estratégicos na prática e a sinergia entre os envolvidos na tomada de decisão. Demonstra também que o uso de ferramentas de gestão permite uma compreensão mais clara de todos os processos estratégicos os quais ele influencia. Além disso, ajuda a prever riscos, analisa oportunidades e proporciona uma melhor observação dos resultados e termina com a proposta de estudos futuros.

## 1 Introduction

Companies in general, regardless of their size, are immersed in competitiveness in an increasingly globalized market. The development of new products, services, technologies and solutions, whatever the field of activity has worried managers and professionals, given the speed of change, where companies that do not follow these oscillations are lagged behind the competition. Milnitz and Luna (2017) highlight among the main characteristics of the Brazilian textile industry, the production of labor-intensive products with little investment in intellectual capital, which allows competition and opening of companies in regions with low labor costs. work.

Changes in the external environment bring challenges to organizations and affect them in a variety of ways, requiring definitions by managers at every turn, in pursuit of the survival of growth (Gulini, 2005). In addition to this, the current economy requires companies to take an entrepreneurial and constant innovation. Menegon (2018) provides an overview of the main innovation strategies, according to Freeman and Soete (2008), developed by firms in the west of Santa Catarina where 37.5% use traditional strategies with imitative, dependent and defensive strategies, fall to 18.75%, respectively, only 6.25% of companies use opportunistic strategy. And it is within this vision that competitive intelligence moves from strategic to entrepreneurial (PELISSARI et al, 2012). This article is justified because it considers necessary the development and application of strategic management tools in a practical way, in order to assist the decision-making process, to demonstrate credibility to all those involved, as well as to facilitate the structured development of organizations. The strategy is present in any action that managers take, regardless of the area of the company. When linking a case study based on theoretical precepts, where strategic planning is put into practice in a structured, standardized way, it is assumed to achieve relevant organizational benefits.

Following this line of reasoning, the research was developed in a garment industry located in the western region of Santa Catarina, has been in the apparel market for 26 years, specializing in men's fashion. Since 2010 the company has been investing in the professionalization of management, adding tools that support the strategy,

the budget, tend to the organizational synchronism, besides adopting the precepts of the situational leadership. The organization works through interdependent processes, acting in an integrated and synchronized way to obtain the desired final result.

In order to elucidate the practical versus strategic *modus operandi*, the article is articulated by beginning this discussion by the theoretical understanding about the strategy, the strategy formation process and its practical applicability. These initial clarifications are relevant as they form part of the concept of strategy in practice. The methodological aspects are presented, followed by the analysis of the results.

It was defined as the research problem: in what way does the practice of the strategic process influence the managerial results of a garment industry? The general objective of this study is to verify to what extent the practice of the strategic process influences the managerial results of a garment industry in the State of Santa Catarina.

## 2 Theoretical rationale

In this session we will discuss the scientific concepts that will support this research.

### 2.1 The Strategic Process and Strategy as Practice

Empirically, there is a suspicion about the process of strategy formation, that this process does not only emerge internally but is influenced by the environment (HART, 1992; HART, BANBURY, 1994). The way to develop the strategy can be influenced by diverse characteristics such as culture, manager profile and sector in which the organization is inserted (MINTZBERG; AHLSTRAND; LAMPEL, 2009), this shows that the strategic area is lacking in qualitative studies that recognize the applications of the theme in organizations and answer questions of research regarding the way the strategic phenomenon occurs in companies.

Mintzberg, Ahlstrand and Lampel (2009) categorize the studies in ten schools: three with a prescriptive approach (design, planning and positioning); and seven with a descriptive and procedural approach (entrepreneurial, cognitive, learning, power, culture and configuration). It is evident that schools aim at thinking strategically, and they vary according to the profile of the

strategist and the environment, individual or collective, analytical or action oriented.

On strategy in practice, Whittington (2006) defines as a social activity, built through actions, interventions, and multi-stakeholder negotiations and practices on something. It uses a conceptual framework for strategy in practice, based on three elements: praxis, practices and practitioners, where praxis is a term that describes the whole of human action at the social level, and the interconnections between actions, modeled flow of activities over time. Practices as routine types of behavior, and practitioners the individuals or professionals who use them. It emphasizes that there is no need to avoid the interconnection of these three issues in strategy research, in view of their interdependence. The challenge of strategy as a social practice is to understand how strategists exercise strategizing in their daily lives, based on the interaction between the strategists of the organization and the physical (objects, artifacts, tools) and social resources (practices, community, division of labor and rules) available in their social, historical and cultural environment (JARZABKOWSKI, 2010).

The strategy-as-practice approach is not limited to checking how strategists who decide strategies think and lead, but also understand how other people in the organization contribute to its execution. There is much research on the strategic process in organizations, but with little focus on the individual, that is, the research agenda is focused on strategies focused on professionals, professionals versus praxis, practices versus professionals, and methodological levels in empirical practices. From the discussion of the strategy's microprocesses, studies have emerged on the need for a more practice-based approach to strategy. This led to the emergence and partial institutionalization of a group strategy as a practice. The practice-based approach investigates the core strategy formation, budget routines, expense meetings, reports and presentations by focusing on praxis, practitioners, and practices (WHITTINGTON, 2003). From the management theories, a certain degree of ambiguity is required to maintain the flexibility of interpretations in contexts of local change.

Starbuck (1983) found a gap the discourse, action and decision in the organizations, showing that practical-level managers actually do different things than at the discursive level. To the resource group for everyday activities to do strategy,

Jarzabkowski presents the difference between practice and practice, where practice is the actual activity, events, or strategy work, while practices are the traditions, norms, rules and routines through of which strategy work is constructed (JARZABKOWSKI, 2004).

When analyzing what happens when the strategies are put into practice, and how individuals, especially managers, contribute to this process, it is evident that some companies do well without strategy, some strategies emerge from the company, while others are implemented from up. The field of strategy as the practical investigation should open itself to other areas that are not yet interconnected, for example, sometimes the unspoken is more important than what is carefully articulated, hence an analysis of the symbols, artifacts, and strategic language would be crucial to understand strategy as a practice (CLEGG et al, 2011).

Through Whittington's (2003) strategic outline, concern about understanding contemporary strategy-making activity can be broadly characterized as a means of identifying what strategists actually do. The problem is that company managers are unable to carry out the sophisticated strategies they develop from an organizational point of view. In the last 20 years, strategic thinking has distanced itself much from organizational competencies "(BARTLETT; GHOSHAL, 1998, p.

About the profile of strategists there is little information available, thinking about organizational future, decision making and resource allocation, this lack of knowledge becomes a hindrance. Clegg, Carter, and Kornberger (2004), bring a question that is worth a deep reflection: how do you form the identity of the strategists who live in a time and a space that forces them to create a future that perhaps never arrives?

The notion of a practical approach strategy, it is an activity, not only as an attribute of the company, but the work developed by employees, that is, strategy is something that people do (JARZABKOWSKI, 2010). The strategic planning cycle is a powerful practice for distributing an increasingly consistent interpretation of desirable strategic activity based on accountability and financial viability. Johnson et al. (2003, p.14) argue that "our position is different in that it addresses the enduring issues of bottom-up strategy."

For Whittington (2004: 63), "strategy as

practice allows both illumination of a significant phenomenon that has hitherto been obscure as the improvement of something in which people and society in general have great resistance." this approach, managers who create strategies in those fields where action is possible can be coordinated by these strategies. From an epistemological perspective, strategy as a practical approach seems to resemble a rough version of positivism that understands practice as being "closer" to reality, with a "more accurate" description of the real world. Strategy as a practice, in its approach, positions itself as a problem-solving tool for managerial elites.

The practical approach draws on many insights from the process school, but returns to the managerial level, concerned with the form of strategies, leaving aside the methodological challenges involved in observing a strategy within a process, the critique of the practical approach is that the structure of the process is not yet sufficiently sensitive to the microenvironment. (Johnson et al., 2003, p.5).

As noted, strategy as a practical approach does not use the concept of practice to its fullest extent. Practice seems to mean being closer to reality or being more easily applicable, in other words, practice is understood as what people actually do as strategies. Veyne (1997) suggests turning our thinking upside down: some companies do well without strategy, some strategies emerge from the company, while others are implemented from the top down. From this perspective, a strategy of practical approach would be to investigate the practices that constitute the object of the strategy. The field of strategy as the practical investigation must open up to other areas that are not yet interconnected.

Rather than replicate the conventional notion that strategy is about top management teams of the corporation, we suggest broad and inclusive conceptualizations about how the strategy could be and how it is done. Practical understanding lags far behind strategy design. From the theories that deal with management, it is necessary to maintain the flexibility of meaningful interpretations in contexts of local change. Rather than reproduce the conventional notion that the strategy the top management teams of the corporation, the article broader and more inclusive conceptualization on the practical action of applied form of strategic planning.

## 2.2 Clothing industry

The textile segment, worldwide, is one of the most dynamic. An example of this is the various collections released annually. World textile production is led by China, which owns 50.2% of the amount produced, and represents the largest consumer market in the world. Brazil occupies the 5th place in the world production of manufactured textiles, with 2.4% of the total (IEMI, 2013). Despite the fact that Brazil is among the five largest manufacturers of manufactured textile products in the world, its production is geared primarily to the domestic market.

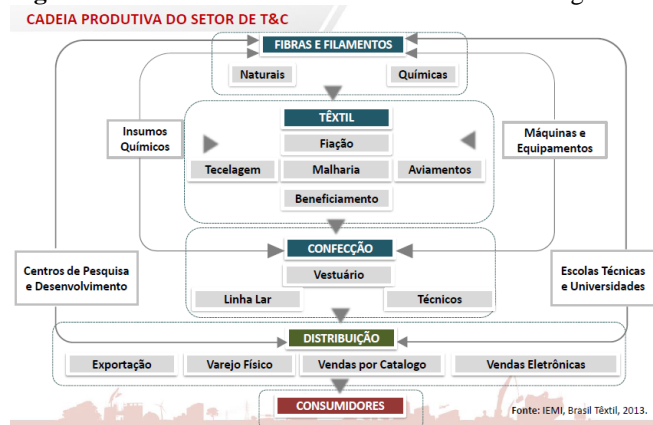
There is a need to rethink the financing structure for innovation in force in the country so that more expressive and sustainable amounts are allocated to companies in this segment that are in constant cycles of innovation. Data from the National Confederation of Industries (2017) show that between 2007 and 2016, about 30% of the collection of the National Science and Technology Development Fund (R \$ 12.2 billion) is no longer invested in research and development Innovation). Because of this, the CNI, together with entrepreneurs and the federal government, are articulating actions to ensure that resources for innovation reach companies.

The Brazilian Textile Industry is concentrated in the Southeast (52.2%) and South (28.3%) of the national production. The Northeast participates with 15.6%, while the Midwest (3.5%) and North (0.4%) are considered to be less representative in this industrial activity (ABIT, 2016). In the 1980s, the Brazilian textile industry dominated the domestic market, which was closed to imports of finished products or inputs and equipment. As a result, the production chain bases its strategy on improving productivity with the modernization of the industrial park and the development of new products, which are still out of line with the world's competitors (VIANA, 2005). Figure 1 illustrates the productive chain of the textile sector.

The sector's businesses start with the raw material (textile fibers), being transformed into yarns in the spinning mills, from where they go to weaving (that manufactures flat fabrics) or to knitwear (knitted fabrics). Afterwards, they go through the finish until finally they reach the confection. The end product of each of these phases is the raw material for the next phase. (Costa,

ROCHA, 2009, p.162).

**Figure 1.** Production chain of the Textile and Clothing sector.



Source: IEMI (2013)

In Brazil, the textile industry accounts for 2.0% of the Gross Value of Industrial Production (VBPI) and accounts for 3.8% of jobs in the Manufacturing Industry (IBGE, 2014). In August 2016, there was a 3.8% reduction in industrial activity, a more intense drop since January 2012 (-4.9%), where clothing and accessories made a negative result of 6.9%. According to data from IBGE (2016), the comparison of August 2016 with the same month of the previous year, the industrial sector showed a decrease of 5.2%, among activities, clothing and accessories 7.3%. This fall in industrial performance brings an alert on the level of competitiveness and innovation of the textile sector. The low productivity of the Brazilian apparel industries, needing to meet the needs of a growing market, must compete with large retail chains, which mostly work with the importation of resale products. This fact leads to the outsourcing of processes with small factions that tend to share the production with other smaller workshops and, as a consequence, the quality of the final product is impaired.

Vianna (2005) traces a panorama of the Brazilian textile industry, considering as main characteristics the technological and managerial heterogeneity. In the same segment are modern companies, with technological standards and strategies similar to the best companies in the world, and in contrast, there are partially modernized companies, with some up-to-date equipment in strategic processes and with strict quality control and design training. However, in this same segment, there are several companies with technological and managerial standards

outdated.

### 3 Methodology

This research adopted an exploratory-descriptive approach of qualitative nature. In Severino's view (2014), the exploratory research seeks information about a given object, delimiting the field of work and the specific conditions of that object. Triviños (2006, p. 110) states that "the descriptive study is intended to accurately describe" the facts and phenomena of a given reality ". Barros and Leheld (2007: 84) point out that in this type of research "there is a survey of data that can be compared, but not manipulated, that is, there is no interference of the researcher, he describes the object of research, discover the frequency with which a phenomenon occurs, its nature, characteristics, causes, relationships and connections with other phenomena. " Minayo (2011, 24) states that "the researcher who works with qualitative strategies acts with the raw material of experiences, everyday experiences, analyzes structures and institutions." The case study strategy is used because it is "an empirical investigation that investigates a contemporary phenomenon within its real life context" (Yin, 2015, p.17).

As for the procedures, data collection artifacts are used, through an interview, a questionnaire and a bibliographic survey. As secondary data, performed participant observation and documentary research. Researches with this design can accurately characterize the object of study, demonstrate and describe relationships between phenomena and variables, but do not propose to determine causality (GIL, 2002). The study was conducted in a garment industry, located in the city of São Carlos - SC.

Data collection was performed through interviews and questionnaires. The interview was given by the manager-financial manager of the company, in addition to the manager, there is the president, who is dedicated to the marketing area, this shares with the vision the interviewee, which is why, among them, they defined the company. The the manager took into account the proactive stance, the concern with the direction of the business and the relevance of its position, since it is a partner-owner. The interview was performed in the organization, with a semi-structured format, using a recorder, with the consent of the interviewee,

generated 42 minutes of recording, later transcribed, allowing the analysis. The semi-structured interview allows the informant to use all his creativity and spontaneity, valuing the research (Beuren, 2003). A questionnaire was sent to the managers of the organization, made available by e-mail, with the appropriate guidelines, to all 7 managers, of whom 57% handed in the forms answered, will be listed as Manager1, Manager2, Manager3 and Manager4. Managers who did not respond to the questionnaire, when approached indirectly on the subject, portrayed the perspective described here, talking about the tools used in strategy management, the format of meetings and the active participation of managers in all areas of the company.

The questions that guided the present research were based on Whittington's (2003) precepts: "Where and how is strategy creation and management really done? Who does this activity? What skills are required for this activity and how are they acquired? What are the common tools and techniques for creating and managing strategies? how is this activity performed? How are your results disclosed and used? "

The bibliographic survey was carried out taking into account the area database, books and specialized magazines, in order to present the state of the art in light of the strategy in practice. After the data collection, the results were analyzed according to the dimensions derived from the theoretical discussions, as shown in table 1 below:

**Table 1.** Theoretical Discussions Strategy in Practice

Authors	Strategy in practice
Reckwitz (2002)	It differs in its location from the social and its conceptualization of body, mind, things, knowledge, discourse, structure or process and agent.
Whittington (2003)	Process of interaction between people, environment, organization and strategy with their practice (praxis, practice and practitioners).
Clegg, Carter e Kornberger (2004)	Reflective and critical strategy, shaping the organization, interrelationships and additional techniques.
Jarzabkowski (2004)	Actions based on micro activities with a view to understanding the strategy.
Johnson et al. (2007)	It considers the phenomena that happen at the micro level (actors and their relationships) where processes and practices occur.

**Source:** Prepared by the authors (2017).

From the information collected it was possible to understand the strategic management of the business, the interaction between the areas and the tools used to translate the expected organizational objectives into practice. The survey was conducted from February to May 2016.

## 4 Analysis of results

The Textile and Apparel Sector is the guiding force behind this research, given the importance of this segment to Brazil. In this sense, attention is paid to the stakeholders involved in the entire production chain.

### 4.1 Characterization of the object of study

The company, object of study has been growing above 20% per year, (Deloitte, 2016). The positive outlook has awakened a look at the strategic management and the development of the strategic process. He has been working in the textile and clothing sector for 26 years, with headquarters in São Carlos, SC, has six production units in municipalities in the western region of Santa Catarina. It has 92% of the domestic production, with a focus on the male audience, in the last collections, started the production of juvenile children. With competitive differentials, it has been gaining space nationwide with products of high turnover, retail services, personalized service and with attractive marketing campaigns. Today it has more than 3,000 points of sales.

### 4.2 The practice of the strategic process

According to the administrative-financial director, the strategy structuring process is due to the need for positive results and emerges from the company's vision for the market, there is a need to understand who the competitors are, the target audience, and what are products for this audience , the price, according to the profile of the consumer, in addition to competing strategies, which culminates in a view from the outside in. It seeks incessantly for information that enables the company to find the best market positioning, through its brand, the strength it has in the market, and its perceived value by the consumer.

The business area is apparel, men's fashion, with a very specific profile. It understands that the strategy is closely linked to sociology and

psychology, given the rapidity of the behavioral changes of the individuals that directly influence in the form of consumption. Moreover, the superficiality of the use of trademark brands is observed as a determining factor in consumer habits given the hierarchy of individuals' needs, versus the financial availability to purchase clothes with higher costs.

Another situation raised by the director is the issues related to the informality of the branch of productive activity, which in many Brazilian states are several informal operators that influence in the market, generating or contributing to unfair competition, from the importation of the raw material, inputs, labor and billing itself. She notes that, over the years, the learning curve related to strategy has changed the perception of managers who make the decisions.

Among the players that discuss the strategy are the internal professionals who study the market, through the product research and development sector, the market intelligence sector, the productive, administrative, commercial, financial and results analysis (controller). The strategic decisions are discussed at the table, collectively, always observing the impact of expected results in each area. It also aggregates the knowledge acquired through international information related to the sector, research on these subjects, as well as expert opinion, sectoral and performance indicators, as well as the raw material suppliers themselves who are always anticipating trends. The company has short, medium and long-term strategy cycles.

The company has formalized the Strategic Planning process for a number of years, for a period of five years thereafter, deploying and analyzing the results annually. Among the main performance indicators are brand positioning in the market, growth and market share, and return on financial results. The process is done by analyzing the results obtained together with the management, discussion and establishment of new strategies, in a cycle of retro-analysis and with the definition by the Board of Directors. The development of the specific strategy of each area is given by its management that is responsible for contributing or developing its share so that the company's overall strategy is carried out. The strategic tools used translate strategic intentions into practical actions and projects and are used by the entire team of managers and management. The practitioners'

praxis in their practices is thus verified (WHITTINGTON, 2003), based on the significant interpretations in the different contexts and periods of change.

By questioning managers about where and how the strategy creation and management activity is actually done, they cite the strategy cycles, PEOE (Strategic Planning and Implementation) meetings, where areas are involved in order to deploy goals and objectives of the organization, with management support and participation.

In analyzing the cycle of success or failure of a particular strategy, it is observed that the fact that the company has implemented a project management cell has reduced the chances of great losses or failures. The Project Management process has helped to predict possible problems of new projects or bets of the company, and evaluate as to the continuity, reapplication, cancellation or abandonment of certain strategies, bringing maturity to those involved and faster decision making.

It is noticed that the economic-financial result is very present in the analysis of the strategies, this indicator is decisive for the decision making, and is inserted in the day-to-day of the company managers who discuss and evaluate periodically through the shared management. Data input is the first step in the strategy creation process, after analyzing the variables and alternatives with the professionals' discussion process, followed by the execution, followed by feedback.

One of the great challenges of management is the development of leaders, team managers and processes that can develop strategy in every sector of the company, every individual is in a stage of life, maturity, development and aligning all is a difficult task for the managers, there is always a continuous development in the search for professionalism and professional qualification. The most important skills for managers of the company is the analytical capacity of the scenarios, internal and external indicators, specific technical skills of each area, as well as the team's ability to lead the planned results.

There is agreement in the manager's speech when analyzing table 2, the profile of the managers of the company is basically formed by employees who started in operational activities and increased their career within the organization, ascending to the responsibilities of thinking about the future of



the company, corroborating with Clegg, Carter and Kornberger (2004), on the formation of the strategists' identity.

**Table 1.** Manager profile

	Manager 1	Manager 2	Manager 3	Manager 4
Genre	Male	Female	Male	Male
Age (years)	Between 35 to 45	Between 35 to 45	Between 35 to 45	Between 25 to 35
Company time	22 years	20 years	3 years	15 years
Schooling	Specialization	Specialization	Specialization	Specialization

Source: Prepared by the authors (2017).

Asked about the *growth in the professional career*, Gestor1 emphasizes that "I started the activities in the company after finishing high school, in the sector of the Court, I was changing roles, with a good job and directing the studies to the administrative area, came the invitation to assume the management of an important area of the company, this happened with challenges and projects focused on my area." The other managers affirm that they started their activities in operational areas and over the years were invited to take on new challenges in strategic areas of the company.

In general, the company always makes investments in external knowledge through consultancies, permanently maintaining market professionals that bring new work tools to help improve the company's performance. The board emphasizes that over the years they perceive the gradual progress and positive reflection of the implantation of new routines, new processes, new concepts and capacities the team, be it in industry, in finance, accounting, information technology, project management, processes, marketing and strategy, which has been instrumental to the success of the business. The managers highlight the opportunities offered by the company to perform their roles, recognize as positive the participation in management consulting, training and use of strategic tools.

On the learning curve and analysis of the flaws of the strategic process already exercised over the years, the board emphasizes that the proximity to the consumer and the understanding of their desires is a continuous process in finding how to find the best form of communication and approximation with this group and extract from it the most accurate feedback.

Managers are accustomed to planning and

strategic processes. They consider essential for the company to grow and differentiate itself in the market. They emphasize that the use of management tools, by the sectors and departments of the company, turns to goals and metrics directed to the general strategy, that is, all working in their areas with their goals and objectives aimed at the reach of the business strategy, consider, with that the achievement of objectives becomes easier to achieve. They consider that the strategy of the company is what governs all the decision making, of any collaborator.

Regarding the *influence of corporate culture on the development of Strategic Planning*, Gestor 2 emphasizes that the company's ideology is very strong, mission, vision and values are in daily practice, Gestor1 corroborates in affirming "I consider that the clarity of business, , a vision allied to values, are essential factors, together with objectivity, goals, numbers, co-responsibility between management and managers, through open and shared management, and synchronization between areas are factors that add up and reflect in the result and development of strategic planning".

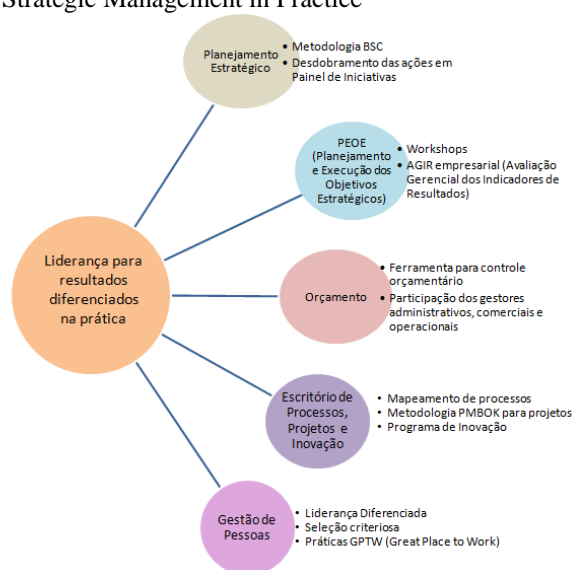
The director finishes the interview reporting that in analyzing the strategies adopted, the company has been growing between 25 and 30% per year in business volume and this has been a positive indicator reaffirming that the decisions and paths chosen and run by the management have been satisfactory. In relation to *common tools and techniques for creating and managing strategies*, managers cite BSC (balance score card); strategic map; strategic, tactical and operational indicators; budget; differentiated leadership; people management tools, reverberate that "the data needs to be presented so that everyone is following up and seeking improvement of results, with immediate or specific actions for each indicator."

The strategic thinking alignment between directors and managers is perceived. The tools used give the necessary subsidy to the decision making and these, as the reports have shown, are directing the growth and participation in the market by company. Figure 2 illustrates the main management strategies tools in the practice adopted by the company. From the participant observation, it was possible to perceive that the base of the leadership is oriented to results, these, are based on a strategic plan with BSC (Balance Score Card) methodology, with unfolding of the strategic actions in a panel of initiatives developed by all



areas of the company. These actions are organized from the PEOE (Planning and Execution of Strategic Objectives), in workshops held monthly, in the so-called AGIR (Managerial Assessment of Results Indicators). Control tools are used for a participatory budget, besides the company count on an office of processes, projects and innovation, that is responsible for the process mapping, the project management and the innovation program developed by the company. Still, people management values differentiated leadership, with careful selection of the human resources and humanized practices of the best companies to work for.

**Figure 2.** Strategic Management in Practice



**Source:** Prepared by the authors (2017).

In view of the results obtained, it can be observed that the levels of growth of the company surveyed, in the face of the crisis period established in the current economic situation, in relation to the productivity of the segment in the country over the last decades, have been differentiated. In the set of internal factors that allowed the company to reach this differentiated level, we can mention: I) the strategic planning with the use of structured tools and the use of the BSC methodology; II the unfolding of the planning in strategic actions, in the format of panel of initiatives, with responsible for each action, indicators, metrics and well-defined goals; III strategic agenda of meetings, entitled PEOE (planning and execution of the strategic objectives), which are disaggregated to the tactical areas in AGIR's (Managerial evaluations of results indicators) and workshops with training on actions that need review and replanning; IV budget

controlled and defined with the participation of the areas, using access tools interconnected with the enterprise ERP; V process, project and innovation office that provides assistance to the areas in the mapping of processes, use of the project methodology in the PMBOK model, with scheduling control and indicators through a specific tool, in addition to using the CANVAS method to present the approval of the projects for multidisciplinary budgetary team; has an innovation program in the operational areas; VI management of people with premises of situational leadership, method of careful selection with the participation of managers requesting the vacancies in conjunction with the management of people, use of *great place to work* practices.

The theoretical precepts exposed on strategy in practice speak about an integrative structure developed from strategy as practice, which defines its general parameters of research as: practitioners (those people who do the work of strategy); practices (the social, symbolic, and material tools through which strategy work is done); and praxis (the flow of activity in which the strategy is performed) (Jarzabkowski, 2004, Johnson et al., 2003; Whittington, 2006). These three elements represent the study of strategic activity that differs from top-down approaches and that work with rectified notions of company and strategy.

Thus, in the case study, the influence of the practices used by the company to execute the strategic process, which are positively driving managerial results, was verified. As advocated by Jarzabkowski (2004), Whittington (2006) and Johnson et al (2007), strategy as practice emphasizes explicit links between micro-action perspectives, that is, the deployment of strategic planning for areas, what people actually do and how they influence teams in the end product of their process, to the macro perspective, taking into account the context in which they are inserted.

In the meantime, strategic planning, in the format adopted by the company has positively influenced its results. The practice, as advocated by Reckwitz (2002), by mentioning the routine types of behavior that consist of several elements, interconnected to each other, being things and their use, culminating in the form of understanding, know how, make the act of managing the areas, according to the strategy, a preponderant factor that has led them to support the business. Professionals are the individuals who translate into practices to

act the format delimited by the strategists of the organization.

## 5 Conclusion

This paper presents a brief overview of the textile sector, which shows the difficulties faced by the current economic situation, which led to a decline in industrial performance, a factor that directly affected the level of competitiveness and innovation in the sector, which is reflected in technological and managerial diversity, where some are the best companies on a world scale, while others are outdated.

In the study company, it was verified that the activities are carried out based on the actions, interactions and negotiations of multiple actors, the approaches used are united by the proposition that the practical understanding and the strategic intelligibility are articulated in the daily situations in relation to the variety of its activity.

It is noticed that the tools used to formalize the strategy process have been of great value, that is, positively influenced the results of the business. The learning curve reported by the director shows that mistakes are part of the constant revisions of daily management activities. The growth bias of the company, contrary to the pessimistic forecasts of the market, shows us that the methodologies adopted underpin professional management.

In this way, the factors under the decision-making perspective are in accordance with the actions practiced, the alignment of procedures and methods, the initiatives of performance improvements implemented, forecast delivery and controls account for meeting the strategy defined according to the methodology. In addition, the company's growth indicates the satisfaction of the customers in relation to the products offered following the standards and market trends.

## 6 Implications and future studies

As a suggestion for future studies, it is recommended the comparative view among companies of the same segment, in order to analyze the format of strategic management, the effective use of management tools, and to correlate organizational practices with growth outcomes in the light of strategic planning definitions. The expectation of the delimitation of this study is to provide information in a practical, structured way,

with a view to contributing to the academy and promoting the scientific knowledge alluding to the strategic practices of companies. In addition, encourage new forms of work, be it in the textile segment or in other areas of activity.

The contribution brought by this research is in the indication of opportunities in aligning the strategic planning in order to be perceived in the execution of the daily activities. That is, the use of management tools, in a structured way, leads to professional management to mitigate measurable results. The role of managers is to translate business objectives into structured processes, to involve the different actors in the discussions about the necessary updates when correcting the organization's directions and, mainly, to understand that practitioners are essential in the execution of the praxis required by the business strategy with a view to understand the actions and routines that constitute the competitive advantages of the business.

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