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Revista de Negócios

Studies on emerging countries

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PRESENTATION

Revista de Negócios is located in Blumenau, state of Santa Catarina, Brazil, in the campus of Universidade Regional de Blumenau—FURB, postgraduate programme in Business Administration. Revista de Negócios is published quarterly in January, April, July and October on the website furb.br/mn.

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MISSION

Revista de Negócios advances the knowledge and practice of management learning and education. It does it by publishing theoretical models and reviews, mainly quantitative research, critique, exchanges and retrospectives on any substantive topic that is conceived with studies on emerging countries. Revista de Negócios is an interdisciplinary journal that broadly defines its constituents to include different methodological perspectives and innovative approach on how to understand the role of organizations from emerging countries in a globalized market.

SCOPE AND FOCUS

Revista de Negócios aims to create an intellectual and academic platform, under the perspective of Strategic Management Organization, to promote studies on Emerging Countries. The Journal looks and reviews for contributions to the debate about researches on two specific topics: innovation and competitiveness and strategic organization in emerging countries. The topic of innovation and competitiveness covers all studies and researches related to how organizations can sustain their competitiveness, particularly focusing on innovations, entrepreneurship and performance. The second topic covers studies and researches on strategic management of organizations, more specifically on how companies can or should act at strategic level looking mainly but not only to external context, supply chain, competitive strategies in international market, and marketing approach. The editorial policy is based on promoting articles with critical perspectives seeking for the understanding of the differences and similarities among emerging countries and in comparison with experiences and theories on strategic management in developed countries. It intends to promote specific contributions of how theoretical and empirical studies on emerging economies may contribute to the advance of theories related to innovations and competitiveness and strategic management of or-

ganizations. It is welcome scholars particularly working on such topics to submit theoretical essays, empirical studies, and case studies. The Revista de Negócios is open to different methodological perspectives and innovative approaches on how to understand the role of organizations from emerging countries.

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Editorial Letter

The main objective of our Journal is to create an intellectual and academic platform, under the perspective of strategic management of organization, in order to promote studies in emerging countries. It looks forward to contribute to the debate regarding researches on two specific topics: innovation and competitiveness, and strategic organization in emerging countries.

We understand that the topic of innovation and competitiveness covers several studies and researches related on how the organizations are capable to sustain their competitiveness, particularly focusing on innovations, entrepreneurship, and performance. The second topic covers studies and researches regarding strategic management of organizations. More specifically it focuses on how companies can or should act at a strategic level, examining mainly but not only to the external context, supply chain, competitive strategies in international markets, and marketing approach.

We will continue accepting articles for both Portuguese and Spanish, but the most part of the publications and our website will be published in the English language.

The present issue is divided into two sections, Research; Reviews and Books; Resources Reviews, focusing on context effects and contextualization in entrepreneurship, governance and sales in management. In this issue, begins with a study of management of steel parts leftover generated by the maintenance of heavy vehicle. The objective of this study was to analyze the waste management in a maintenance workshop for heavy vehicles. To achieve this, purpose a study in the state of São Paulo - Brazil was conducted in a maintenance workshop for heavy vehicles providing services for the major plants of this sector in the region. Data were collected over a period of 18 months, using the Wuppertal method to measure the environmental gains. It was observed that more than 245 tons of abiotic materials are no longer generated by the practice of reuse in the steel production chain. Moreover, 2,000 tons of water and 20 tons of air no longer were used to process the same steel amount that is sent for reuse in the production chain.

The second article is about the Challenges of Internet Advertising: the strategic perception of the agencies of Florianópolis. This research aims at proposing strategic actions in order to increase the development of internet communication vehicles in the context of Florianópolis based on the perception of its advertising agencies, including the factors that influence the purchase of media, the relationship between vehicle and Agency and the challenges to be faced for the rise of the internet as advertising media. The research was divided into an exploratory stage, in which documentary and bibliographic research is convenient, and a descriptive step, conducted through in-depth interviews with agency leaders. As a result, separate proposals were structured in four different perspectives, in relation to the relationship, capacity, regulation and results of the agencies, as well as to observe as a preponderant problem the lack of capacity building, lack of customer knowledge and low profitability from the Internet in the Advertising environment.

The third article is about management essential inputs, that were about the case of methanol supply in biodiesel industry. This paper aims to discuss the ways that biodiesel producers manage the supply chain of methanol, an indispensable input obtained almost exclusively through importation. To build this discussion, it was firstly drawn the main features of the Brazilian biodiesel industry and, after that, it was described the main methanol's origins, applications and market. It was identified two ways on which biodiesel companies acquire methanol: a) via long-term contracts or b) in the spot market. If the first option means supply safety, the second one means more competitive prices. This qualitative study was built from

two different data collection steps: a) participant observation and b) semi-structured interviews.

To finish this edition the article study about an organizational perspective of values. The studies on organizational values have acquired centrality in the Business Administration field within a functionalist perspective, based on the evidence that organizations with strong cultures achieve better global results. The belief in the potentiality of this resource, especially in regard to behavior alignment aimed for goal achievement, has prompted the quest for a theoretical structure of the concept and development of different ways of assessment. More contemporary perspectives, however, have come across significant constraints within the existing framework, especially the ones that disregard the dynamics of this concept. Such views provoke debates about the practical capacity of the instruments used for assessing the basis of values that govern organizations. The present study seeks to present a contemporary theoretical review on organizational values. Methodologically, it is a qualitative study that brings back to light the theory of value and its applicability to the organizational sphere, based on a survey of a literature review of empirical articles published on the subject between the period of 2000 and 2016.

Marianne Hoeltgebaum e Gerson Tontini

Editor and Coeditor

EDITORIAL LETTER

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Marianne Hoeltgebaum and Gerson Tontini

Editor and Coeditor

A study of management of steel parts leftover generated by the maintenance of heavy vehicles

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KEYWORDS

Sustainability;
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Steel

ABSTRACT

The objective of this study was to analyze the waste management in a maintenance workshop for heavy vehicles. To achieve this, purpose a study in the state of São Paulo - Brazil was conducted in a maintenance workshop for heavy vehicles providing services for the major plants of this sector in the region. Data were collected over a period of 18 months, using the Wuppertal method to measure the environmental gains. It was observed that more than 245 tons of abiotic materials are no longer generated by the practice of reuse in the steel production chain. Moreover, 2,000 tons of water and 20 tons of air no longer were used to process the same steel amount that is sent for reuse in the production chain.

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1 Introduction

The occurrence of environmental accidents like the explosion of a nuclear reactor at Chernobyl in the Soviet Union in 1986; the oil spill in 1990 from the oil tanker Exxon Valdez, among other episodes, forced companies to shoulder high costs in damages, environmental recovery, damage control, in addition to the negative image generated by the environmental damage. In response, companies with pollution potential began to develop and implement environmental management in order to contribute to reduce the risk of environmental incidents and accidents without reducing their competitiveness (Barata, 2007).

According to the Ministry of the Environment (2015) after the approval of the National Policy for Solid Waste in August 2010, the society as a whole has become responsible for the environmentally adequate management of solid waste. If managed properly, it acquires commercial value and can be used in the form of new raw materials or new inputs. The implementation of a management plan will result positively in the social, environmental, and economic scope, as well as reducing the consumption of natural resources, providing new markets, generating labor, employment and income, and decreasing the environmental impacts

caused by improper disposal of residues.

The activities carried out by maintenance companies related to the automotive sector, generate different types of solid waste and effluents. Thus, for the disposal be suitable for new destinations appropriate treatment which does not cause damage to the environment and public health is necessary. Among services such as: change of lubricating oil, coolants and hydraulic fluids, spare parts, overhaul of engines, fuel injection, suspension, brakes, engine tuning, alignment and balancing, among others, large amounts of solid waste are generated. Among this solid waste the main ones are: used parts, tires, tins, flannel, cotton waste, cardboard and packaging of lubricating oils and parts pieces (Nunes and Barbosa, 2012).

According to Lacourt (2012) for the disposal of solid waste it is advisable a waste management logistics once it is necessary the waste to be placed in locations that ensure the preservation of the environment, or depending on the material a treatment such as recycling, incinerating or composting is needed. This treatment aims to reuse or destroy it in order not to harm the environment and the people's health.

In this context, this study analyzes the following problem: How is the management of steel parts leftover generated by the maintenance of heavy vehicles? Thus, the objective of the research was to analyze the waste management in a maintenance workshop for heavy vehicles.

Guided by a qualitative methodology of exploratory nature, the data analyzed correspond to a period of 18 months. As a result, it was observed an average of 1.4 tons of steel parts leftover per month that are sold to other companies using the material that would be disposed of in ordinary trash but were able to generate income and environmental gain in the chain; furthermore, about 2 million liters of water were not spent for production of new products as well as 20 tons of air were no longer polluted.

2 Theoretical Framework

2.1 Automotive Industry

The automotive industry has great relevance in the world economy. According to OICA (2016a), the sector employ about 9 million people directly in making the vehicles and the parts that go into them. This is over 5 percent of the world's

total manufacturing employment. It is estimated that each direct auto job supports at least another 5 indirect jobs in the community, resulting in more than 50 million jobs owed to the auto industry. Brazil has a great potential and effective domestic market, competent industrial park, both vehicles and part systems, solid base of automotive engineering and structured dealer network with national coverage.

Brazil is among the largest vehicle producers in the world. In 2016 it was the ninth largest producer (OICA, 2016b). The country has 31 different manufacturers supplied by more than 620 auto parts companies. There are 65 manufacturing plants considering automobile manufacturers, automotive agricultural machinery, engines and components spread across eleven states and more than 50 municipalities. It is an industrial complex with an installed capacity to produce 4.5 million vehicles per year (ANFAVEA, 2016).

With the potential automotive market, there is the concern with waste management and environmental problems. As Sebrae (2015), a small vehicle during their first year of life, generates on average 12 liters of used oil, five kilograms of waste as cotton waste, packaging, oil filter, fuel and air and inputs used in car checkups. Vigsø (2004) most of the wastes generated at dealerships do not have adequate final destination. In general, companies are concerned with environmental issues, but do not know what fate to give to these wastes. Disposing waste improperly results in several problems such as depletion of landfill, clogging elements of the urban drainage system and groundwater contamination, among others.

The CONAMA (National Environment Council) established by resolution 275 that all waste from the mechanic workshop activities, office and cafeteria should follow a color-coded for different types of waste, as well as the identification of collectors and transporters. It is a form of easy viewing of waste segregation at source, thus being able to enormously reduce the provision in landfill the materials which can be recycled.

For some waste disposal, such as lubricating oil from garages CONAMA 362/2005 says that external transport must be performed by licensed company for this purpose. Companies that make this transport must be registered with the

Regulator Authority of Petroleum Industry and licensed by the competent environmental agency.

2.2 Recycling and Solid Waste Reuse

Since the Industrial Revolution large-scale production has made the volume and diversity of waste generated in urban areas increase. Humans are experiencing the era of disposability (Fehr, 2014). Most products are used and then thrown away or incinerated, causing considerable damage to the environment. Currently, more stringent laws and growing consumer awareness are driving companies to think about their responsibility for their products after use (Veiga, 2013).

Recycling is defined as returning waste materials to the processing line in order to reduce process costs and open up new possibilities (Braga Junior & Rizzo, 2010; Veiga, 2013). According to Motta (2011), the word recycling was introduced to the international vocabulary when it was found that the sources of oil and other nonrenewable raw materials were (and are) running out. To this author, recycling is a reverse channel revaluation, where materials discarded from post-consumer products are extracted industrially, turned into secondary raw materials, not directly taken from nature or recycled and are then incorporated into the manufacture of new products. Recycling saves energy, saves natural resources, and brings materials back to the productive cycle that were thrown out or discarded.

For Mano, Pacheco, and Bonelli (2005), the potential benefits of recycling include: a) "Reduction in the consumption of non-renewable natural resources, when replaced by recycled waste; b) Reduction of consumption of the virgin material for production process; c) Reduction of pollution" (John, 2000); and d) "Reduction of areas required to landfill as waste is used again as consumer goods" (Pinto, 1999).

The recycling and reuse of materials that would be discarded and the remains that arise over the activities of the grocery retail create a reverse flow (Braga Junior et al., 2009). The reverse flow of goods that were not consumed becomes an important tool for the sustainability of organizations (Braga Junior & Rizzo, 2010).

Authors such as Gonçalves (2003) and Mano et al. (2005) explained that reducing the generation of waste, and instead reusing, and recycling these materials, are parts of the clean

production targets and cleaner production processes initially employed by the industry and today have been adopted by various business sectors.

To meet the demands imposed by the National Policy on Solid Waste - NPSW, Law No. 12,305 / 2010, increased investment in technology is needed in education and knowledge management. The NPSW sets standards requiring major market players to provide a suitable destination for solid waste that is generated in the manufacturing process and after consumption of various goods. Thus, one must have a means that enables the return of products and post-consumer packaging for the industry to adopt the processes and the most suitable procedures to recover waste components with the lowest environmental impact. In this sense, Dowlatshahi (2000) explained that reverse logistics can be a tool in waste management because it is a process in which the manufacturer receives the waste generated after the consumption of products and may thus recycle, remanufacture, or dispose of.

Dias and Braga Junior (2015) explain that the National Policy for Solid Waste sets standards requiring major market players to provide a suitable destination for solid waste that is generated in the manufacturing process and after consumption of various goods. Thus, one must have an environmental management that enables the return of products and post-consumer packaging for the industry to adopt the processes and the most suitable procedures to recover waste components with the lowest environmental impact.

According to the ISO 14000 (2004), environmental management can be understood as a set of well-defined steps and procedures which, if applied correctly, can reduce and control the impact on the environment.

The NBR 10004 - Solid Waste - Classification, revised in 2004, defines solid waste as:

"Residues in solid and semi-solid state that result from industrial and domestic origin, hospital, commerce, agriculture, service and sweeping. In this definition it is also included the sludge from water treatment systems, those generated in equipment and pollution control facilities as well as certain liquids whose

characteristics make it impossible to be launched in the public sewage system or water bodies, or require for it technical solutions and economically unviable in the face to the best available technology."

The NBR 10004 divides waste into two classes, being: waste Class I - Hazardous waste and Class II - Non-hazardous (II A - Not inert and IIB - Inerts). Class I Waste - Hazardous have physical, chemical or infectious properties, which can cause risks to public health and the environment. Class II Wastes - Not Hazardous are divided into inert and non-inert.

The non-inert one's exhibit properties such as: biodegradability, combustibility or solubility in water. Inert ones are any waste that, being sampled in a representative way and subjected to dynamic and static contact with distilled or deionized water at room temperature, do not have any of its constituent solubilized at concentrations higher than the standards for water portability, except for appearance, color, turbidity, hardness and flavor.

According to the new law no. 12.305 of 2 August 2010, the preliminary provisions for solid waste, described in Chapter I of Title III, set in Art.9 the order of priority of solid waste management that are the not generation of solid waste, its reduction, reuse, recycling, treatment and environmentally final disposal.

The management plan is a tool that helps the company to achieve an improvement in the environmental aspect, facilitating its consistency in legal requirements. The RMP (Risk Management Plan) should ensure that all waste will be managed properly and safely, from generation to final disposal. The correct handling and packaging of waste will enable the maximization of opportunities to reuse and recycling (Lopes and Kemerich, 2007).

Develop and implement a waste management plan is essential for any company that wants to maximize opportunities and reduce costs and risks associated with solid waste management (Paes et al, 2014; Maroun, 2006).

According to Liu et al (2010), to proper management of solid waste take place is necessary the correct segregation, conditioning, temporary storage, external transport, treatment or final disposal of waste generated by each project. Thus, Recycling and reuse saves energy and natural

resources, bringing materials that were thrown out or discarded back to the productive cycle (Brogaard and Christensen, 2012; Dias and Braga Junior, 2015).

Taking into account the environmental issues that are involved in the automotive sector, specifically in the maintenance sector of heavy vehicles, which generate different types of solid waste and effluents, it is necessary to define practices that reduce the generation of solid waste, separating it at the source, properly disposing the waste as well as reducing its generation and its treatment before being released into the sewage system (Paulino, 2009).

Motor vehicle maintenance companies consume large volumes of water for cleaning of employees, floor and parts. The effluents generated in these enterprises have potentially polluting characteristics due to the presence of used lubricating oil, grease and solvents (Paulino, 2009).

3 Method

As the aim of the research was to analyze the waste management in a maintenance workshop for heavy vehicles, the research was carried out along with a workshop for maintenance of heavy vehicles which provides services for major plants in the sugar and alcohol sector in the State of São Paulo /Brazil.

The exploratory and qualitative character of research sought to quantify the volume of waste that cease to be discarded in the environment in a workshop of heavy vehicles. As the automotive industry has a high profile of the types and volumes of waste it generates, as a matter of access and availability of the company in participating in the research making available its data so that the analysis could be performed, it was possible to measure the amount and the main wastes generated in the process.

To analyze the environmental benefits generated by the waste management, the Wuppertal Institute developed an analysis method for environmental benefits that can assess the environmental changes associated with resource extraction from the natural ecosystems based on the life cycle of products (Ritthoff, Rohn & Liedtke, 2002).

This method uses the calculation of Material Input Per Service unit (MIPS), in short it means

input material per unit of service. Its function is to estimate the environmental impact caused by the production of a product or service, and indicate the amount of resources used for this product or service. This calculation can be done at the organizational, regional, national and global level (Ritthoff, Rohn & Liedtke, 2002).

Indirectly MIPS calculation says that all material input becomes an output: waste or emissions. If each input becomes an output, it follows that through the measurement of the inlet it is possible to estimate the potential environmental impact. By measuring the inputs, we cannot come to an impact assessment (qualitative), but a valuable indicator (quantitative) of the potential environmental impact on the environment of a product or service (Ritthoff, Rohn & Liedtke, 2002).

Table 1. Data for steel conversion – MIPS (kilograms)

	Abiotic Material	Biotic Material	Water	Air
Steel	9.32		81.86	0.77

Note. Adapted from “Calculating MIPS: Resource productivity of products and services”, by Ritthoff, Rohn, & Liedtke (2002)

In the case of this research the MIPS calculation was used to measure the environmental benefits of management for steel pieces’ leftover generated in the maintenance of heavy vehicles. For the calculation a period of 18 months (October 2013 to March 2015) was considered and, based on the conversion table (Table 1) data relating to steel sent for recycling were measured as the compartments analyzed by the method.

4 Results

The company subject of study has been on the market for about 60 years in the automotive industry, specifically in the maintenance of heavy vehicles and has a diversification of products and services that are showing in Table 2.

Table 2. Products and Services in the company subject of study

Products and Services
Installation of 2 nd steering axle
Installation of 3rd axle (approved)
Chassis stretching and wheelbase
Suspension – exchange of springs and

- accessories
- Hauling service and alignment
- Support and truck springs
- Bushing shaft sleeve
- Installing bumpers
- Commerce of parts
- Modification Service for rear suspension

Source: research data

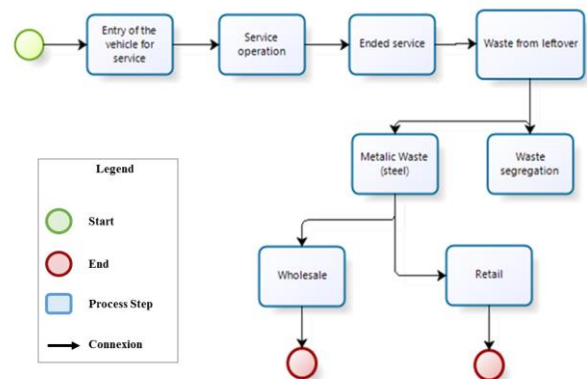
The studied company receives distinction for its main services both in its regional and nationwide scope, serving almost all the sugarcane mills of Alta Paulista region, providing maintenance service on their trucks. It is also nationwide remarkable in services of axle installation, chassis stretching and wheelbase. In this segment the company receives clients from all over Brazil.

Whereas the company has a significant number of products and services, it is observed that in this regard the services and products offered generate wastes during the transformation process. In this context, one of the main services of the company is the installation process of the 2nd and 3rd axles and maintenance of truck suspension, which are presented in Figure 1.

As shown in Figure 1, the processes generate waste from leftover material of the services performed in the company under study, a selection of waste is carried to its destination; scrap metal, in the case of the company the remains of steel parts, are intended to wholesale and retail.

The wholesaling is made to companies working in the scrap metal marketing and retailing sector is made for metalwork companies that look for the company in order to buy the material.

Figure 1. Flow of maintenance process/axle installation.



The volumes of steel scraps generated during the period of analysis are presented in Table 3. In this table the data are consolidated into two periods totaling 18 months, once the studied company uses a strategy of waiting to have a significant amount of pieces of steel scraps in order to have a greater bargaining power at the time of sale. This volume corresponds in the first period to an amount of 12,800 kg and in the second period an amount of 13,500 kg. This data will be showing in the Table 3.

After the MIPS calculations it was possible to measure the economic and environmental benefits of managing leftover of steel pieces generated by the maintenance of heavy vehicles made by the company studied. The following table presents the environmental gains made by this administration.

Table 3 - Consolidated amount of steel scraps (kilograms)

Period	Steel
Oct/13 - Jul/14	12,800.00
Aug/14 - Mar/15	13,500.00

Source: research data

As shown in Table 4, considering the analyzed period 245 tons of abiotic materials were generated and no more than 2,000 tons of water have been used for the production of this new material, and more than 20 tons of air was no longer polluted. Accordingly, when the values are distributed per month (considering the 18-month period analysis) reducing abiotic material generated is more than 13 tones, and more than 119 tons of water not used for the production of a new product and over 1 ton of air is no longer polluted.

Table 4. MIPS calculation for the total amount of steel generated by the company - (kilograms)

	Abiotic Material	Biotic Material	Water	Air
Steel (kg/kg)	245,116.00		2,152,918.00	20,251.00
Total	245,116.00	0.00	2,152,918.00	20,251.00

Source: Research data

Considering the data in Table 5, the economic gains made in the period of analysis may not pose a significant amount for such a period once it was obtained R\$ 13,185.00 with a monthly average value of R\$ 732.50. But this gain

is the company's opportunity not to miss it economically and apply the reverse logistics of the analyzed residue (steel) to generate value on what would be considered disposal. With this result, the company has invested in activities for the development of the business and the people who work in it.

Table 5. Financial results – Steel selling

Period	Kind of sale	Amount	Value	Total
Oct/13 - Jul/14	Wholesale	9,000.00	0.38	3,420.00
	Retail	3,800.00	0.80	3,040.00
Aug/14 - Mar/15	Wholesale	9,500.00	0.35	3,325.00
	Retail	4,000.00	0.85	3,400.00

Source: Research data

6 Conclusion

With the occurrence of environmental accidents and their impacts on the environment, the companies have been considered responsible and shouldered with financial losses caused by them, once besides the negative image generated from the occurring, it is remarkable that these episodes unleash reactions to develop and implement environmental management, aiming at reducing the risk of incidents and accidents without reducing their competitiveness.

In this context, laws were created for a correct management of waste which, besides avoiding environmental risks, can be analyzed with an economic view, as if performed a planning and an efficient implementation can achieve financial gains that can be invested in the development of business or persons involved in such business.

As for the provided environmental benefits, the implementation of waste management can be performed at the organizational, regional, national and global levels, once recycling the material it is possible to reduce the environmental impact avoiding the production of new products and thus reducing the generation of abiotic materials, water and air pollution.

In the present study it was possible to demonstrate that the management of steel parts leftover made by the company studied had significant environmental and economic benefits, once more than cooperating with the environment, reducing polluting effect and negative impact, the

company can obtain financial gains that can be invested in the development of your business and the people who work in it.

It is noteworthy that as a consequence of the strategy adopted for the management of scraps of steel parts the company is able to quantify its environmental records in addition to winning in bargaining power when selling these materials.

A limitation presented by this study lies in the fact of the Wuppertal Institute to explain that conversion data of biotic and abiotic materials, water and air are very close to real and that there is no way to show accuracy, but it is an appropriate way to quantify the environmental advantages being very important for the scientific context.

Finally, a contribution of this study is the knowledge of how the solid waste generated in the heavy automotive sector can be treated using the concept of reverse logistics demonstrating that this can be an alternative to direct economic gains and environmental benefits for society in search for sustainability.

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The Advertising Challenges of the Internet: the strategic perception of Florianópolis agencies

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SUMMARY

This research aims to propose strategic actions in order to increase the development of the Internet communication vehicles in the context of Florianópolis from the perception of its advertising agencies, including the factors that influence media buying, the relationship between vehicle and agency and the challenges to be faced to the rise of the internet as advertising media. The research was divided into exploratory stage, in which befits documentary and bibliographic research, and descriptive stage, conducted through in-depth interviews with agency leaders. As a result, separate proposals were structured into four different perspectives regarding the relationship, training, regulation and results of agencies, and observe how major problem the difficulty of training, lack of knowledge of clients and low profitability coming from the internet in Featured advertising environment.

1 Introduction

Advertising face several challenges in recent decades, which, according Brings and Burke (2004) is marked by both the domain period of the mass media, where newspapers, radio and TV appear and predominate over the communication market, shifting part of the advertising budget business, as the rise of the internet, which turns the media consumption mode, opposing the mass media, now consolidated, decentralized and diverse. (Castells, 2002)

According to the Brazilian media research (BRAZIL, 2015), held across the country by IBOPE institute with a sample of 18,312 respondents of different characteristics, it appears

that 48% of the largest Brazilian population 16 years has the habit of accessing the internet 55% has as usual the use of radio and 95% use the TV as the primary means of communication, however, also points out that socio-demographic characteristics, such as income and education, have high impact on the use of communication media to create social gaps depending on the technology. At the same time points as the main public internet user the young high family income.

When we look at the media investment on the Internet in 2014, according to Inter-Media Project (2015) a partnership between the Medium and Message group with Princewaterhouse Coopers consultancy operating since 1990 in the measurement of Brazilian advertising

investments Only 7.6% of advertising revenue cake are destined to the Internet, while 58.5% are for television, representing a total of R \$ 39.97 billion recorded in the survey. Despite being considered the main source of information in relation to advertising investments, Inter-Media Project underestimates the internet layer to disregard important players such as Google and Facebook. Since the data submitted in 2014 by the Interactive Advertising Bureau (IAB Brazil), the main representative body of the Brazilian digital interactive segment about Brazilian advertising revenue on the internet, in partnership to comScore, finds the amount of R \$ 8.3 billion. Thus, there has been a high distance between the two investments in Brazil. In the case of Santa Catarina, the revenue for the Internet are even lower because, according to Advertising Placement Market Research Santa Catarina (2013), conducted by the Institute Map, only 0.6% of revenue from advertising placement are sent to Internet.

The changes of technological paradigms, emerging from an era focused on the product for an era focused on the consumer, who now demands flexibility and interaction is governed by changes in the market, reflected in increasing communication, as well as its segmentation and individuality (OKADA, SOUZA, 2011). It is therefore necessary, according to Shimp (2009), a stream of change and constant updating by advertising agencies, requiring experimentation and adaptation of specialists, especially in the digital advertising market.

Advertising agencies play a decisive role in the choice of media used by their advertiser clients. Adler and Firestone (2002) report that the advertising market is sustained mainly in the relationship between: vehicle (producing content), public (consuming this content) and advertisers often represented by advertising agencies (who "buy" the associated hearing the vehicle). And second O'Guinn, Allen and Semenik (2008) Media fragmentation is a major headache for advertising agencies, who are still struggling to figure out how to enter, and also the trademarks of their clients in this new environment.

Faced with the scenario presented, this study aims to propose strategic actions for the communication vehicles that use the internet, specifically in the city of Florianópolis, which examined the perception of advertising agencies, in order to understand the factors that influence

media buying the particular context And the relation between vehicle and agency and challenges faced by them due to the rise of the Internet as advertising media. In for it, it will first outline the theoretical framework on the subject.

2 theoretical framework

It is intended to elucidate this topic on the seven themes that make up this research: Marketing; Communication, advertising and marketing; Internet advertising; Publicity agencies; communication vehicles; The relation between vehicle and agency; and Strategy.

2.1 Marketing

Organizations have always found in marketing a source of differentiation attributes to survive in the market. As a definition, the American Marketing Association (AMA, 2016), presents marketing as "[...] the activity, set of institutions and processes of creating, communicating, delivering and exchanging customer value offers, partners and society in general". Already Kotler and Keller (. 2012, p 3) defined as: "[...] activity, the body of knowledge and the processes of creating, communicating, delivering and exchanging offerings that have value for customers, clients, partners and society as a whole ", so that the definitions given to the term differ with social and managerial perspective, with the application management of exchange of goods, services, events, experiences, people, places, properties, organizations, information and ideas. Where the marketer always seeks a response from your customer, stimulating the demand for their products (Kotler and Keller, 2012). Thus, Kotler and Keller (2012) divide marketing under a holistic looking into four main components originally used by McCarthy (1976) as a compound marketing (model the 4P):

- **Product:** the product or service are said to certain when they meet and or exceed consumer expectations, thus meeting some of the basic requirements of the product: size, quality and design.

- **Price:** the target consumer must feel that you are paying a fair price for the product, the price corresponding to the needs and the consumer desire to own the product or service.

- **Square:** It should be located next to the desired and advantageous market at the time of distribution, transport, storage and packaging.

• **Promotion:** It is a set of actions that begins in advertising spends for public relations, sales promotion, personal selling and merchandising, which used the right way are able to stimulate the realization of sales. (COBRA, 2007)

These "4P's" serve as support for the marketing mix, seeking harmony and balance between the elements that compose it, which second Peci and Sobral (2013, p. 476) comment compose "[...] the set of variables on which the marketing manager will take decisions. " The "P" promotion, leading to this research encompasses all communication tools between organization and its public, something that gets specific space and expanded this research.

2.2 Communication, marketing and advertising

The specific subject of this research, advertising, it should first clarify what comes to communication, which, according to Sant'Anna (2002) is a process of three main structures: sender, message and receiver. Designed in the marketing context, to persuade, or to seek an effect calculated in attitudes and target audience behavior in function and a specific product, either by personal selling, promotion, merchandising, public relations, packaging, direct marketing, advertising or advertising. The last two, although commonly used interchangeably, they differ in concept. Advertising public drift (*publicus* Latin), which means the quality of what is public, making public a fact or idea. Propaganda (Latin (*propagare*) indicates the spread of principles, theories, relating specifically to the sale, the rhetoric at the idea. In this research, we opt for the use of advertising term, focusing on structuring disclosure in the case, specific research agencies. (SANT'ANNA, 2002)

According to the standard rules of advertising activity presented by CENP (1998), the body that regulates these activities in Brazil, we have that much advertising as advertising, pursuant to art. 2 of Decree No. 57,690 / 66, is taken as any paid form of dissemination of ideas, goods, products or services by an identified advertiser. Gomes (2003) outlines advertising as a form of communication that uses a set of paid media, and that affects the public and persuades to purchase goods or services and Sant'Anna (2002) It defines the term as a mass communication technique, and pay with the purpose of providing information, develop attitudes and actions cause beneficial to advertisers.

The advertising business is established on the triad: the advertiser, the agency and the communication vehicle in which the owner starts the process by asking the service to the agency, which designs and supervises the placement of the vehicle (Cappo, 2003). This ratio must follow the rules presented by CENP (1998), in which:

Relations between Agencies, Advertisers and Media are at the same time, professional, commercial and have presupposed the need to reach technical excellence through professional qualification and the reduction of transaction costs among themselves, observing the principles of this instrument, ethics and good market practices by encouraging full competition in each of these segments. (CENP, 1998, p.6)

It is to emphasize the cultural and technological changes have transformed various aspects of society, encouraging new challenges to advertising inserted contemporaneously with Lévy (2010, p. 17) contextualized as cyberculture a "[...] set of techniques (material and intellectual), practices, attitudes, modes of thought and values that develop in a cyberspace "that is located in the world and global interconnection of computers (Lévy, 2010). These changes that also set in Lipovetsky (2007) calls hyperconsumption society, characterized by a greater democratization of comfort and leisure, attached to a trivialization of access to new and growing diversification of offers and products. In this new phase, new media are consolidated, decentralized and diversified, which take advantage of new technologies to provide new choices and individualized consumption. (Castells, 2002)

According Lapolli and Gauthier (2008), the main argument for the areas of sales were the numbers of the audience, especially in the case of TV. However, public engagement in online platforms and social networks becomes increasingly interesting. This situation intensified from the web 2.0, as the twenty-first century, they began to massively be available systems, applications and tools that offer the possibility of joint actions to users. These aspects result in the emergence of an individual with greater autonomy, situated on a context of rapidly changing technology and communication. This phenomenon was called "Culture Convergence" and is explained by Jenkins ideas (2008), which comes in two different models media, corporate or alternative, in which power production and distribution of content becomes technically accessible all.

then questions the convergence towards the public's attention through the many

communication options, as well as delete the remuneration obtained through traditional communication vehicles. Thus, it emphasizes creativity as a crucial point, no longer seen as just the creative department function, but all previously bureaucratic sectors such as the media, for example. (Cappo, 2003)

2.3 Communication and Internet Vehicles

In contemporary times, where is the media worldwide proliferation (O'Guinn, ALLEN and Semenik, 2008), companies use is a high variety of communication vehicles to get their message to the target audience, thus compounding the media, as radio, newspaper, magazine, television and the internet, for example. However, it is observed that there is no ideal media, depending on the choice of that the objective of the advertiser, the creative needs, the competitive challenge and the availability of financial resources in addition to considering the nature of the product or service being advertised attached to communication vehicle characteristics. (Shimp, 2009)

For a long time, radio was the primary means of mass communication, offering programs for all public profiles, but with the growth of television, from the 50, it creates a new communication universe, which caused the restructuring of existing resources, structured on television. Similarly occurs contemporary change to internet television, embodied advertising maneia in electronic banners (O'Guinn, ALLEN and Semenik, 2008). This technological evolution provides the gain of other features, making them more attractive and enabling a more efficient interaction with the user, stratified according to Gabriel (2010), according to the strategies used by companies: online presence; e-mail marketing; social networks; and search marketing.

Thus, the target audience of the marketing campaign is not only designed as a 'target', but as a media generator and transmitter of it. Gabriel (2010, p.109), "[...] we can not assume that our audience behaves like a" target "waiting to be" hit "- that is more appropriate for consumers highly controlled traditional media." Therefore, some advantages presented by the use of the Internet as advertising media are highlighted:

- Driveability - direct messages to specific targets;

- Tracking - track how users interact with brands;

- Flexibility - you can monitor and adjust the campaign at any time;

- Accessibility - available to users 24 hours a day; and

- Interactivity - the user can talk to the company to make the purchase. (PINE, 2008)

2.4 Publicity agencies

Regarding the regulation, which defines the advertising agencies, according to Law No. 4,680, of June 18, 1965, duly regulated by Decree No. 57,690, of February 1, 1966 has that in its Art. 6 to advertising agency is:

[...] Specialized in corporate methods in art and advertising technique, which through professionals at your service, studies, designs, executes and distributes advertising to Disclosure Vehicles, order and account advertiser clients with the purpose of promoting the sale of goods, products and services, disseminate ideas or inform the public about organizations or institutions they serve. (BRAZIL, 1966)

As for its operation, Shimp (2009) comments that advertisers have three alternatives to perform the same advertising function: hold internally; buy single services, as needed, specialized companies; or select a full advertising agency for its accomplishment, as regards the latter, advertising agencies, four are its main functions: creative services; media services; research services; and account management. Thus, it is observed that an advertising agency has the main function planning advertising communication of its customers and the creation and subsequent production of advertising production, study and determination of the best alternatives in the selection of media vehicles, referral for placement production and final assessment of the results to the client who hires the service (PINE, 2008). To Shimp (2009) four are the functions of an advertising agency: creative services; media services; research services; and account management.

With the dramatic changes that have taken place in the sector in recent years, Cappo (2003) states that traditional advertising agencies lost space. When most of the marketing costs were for television, the agencies have a clear role: doing research on mass audiences, create compelling and put these commercials commercials on TV. Everything else was just an addition to basic television campaign. This simple solution for advertisement does not exist because the TV does

not dominate the whole way scenario, as before, so the use of neutral media strategies is necessary to advance in all positions to grope the market and win customers.

2.5 The relation between vehicle and agency

The body that regulates the advertising market in Brazil is the CENP (Executive Board of Standard Norms), an entity created and maintained by the private sector to ensure good practice among advertisers, advertising agencies and media, whose "Standards-standard Advertising activity "1998 currently apply. Operates to ensure the technical quality of advertising agencies, ensuring their physical and personnel structure, accrediting the various services, maintaining a deposit of the price lists of the various instruments and media at the same time acts as a permanent forum for technical discussion the advertising-commercial area. (CENP, 2016)

The agency, according to the CENP (1998) should use the absolute impartiality in the selection of suitable vehicles for advertising communication of its customers; on the other hand, it is for vehicles comply with the agency as intermediary legitimizes the process, whose performance will result in benefits for the advertiser as to the vehicle. (PINE, 2008)

2.6 Strategy

A term widely used strategy as defined by Mintzberg and Quinn (2001), it is consistent path determinations for the organization to act on the external environment obtaining competitive advantages for the same (Barney, Hesterly, 2007). However, it is noted that this concept has several approaches, a multitude of settings for each situation in which it is referenced. As an example, there is the definition of Chandler (1962), where the strategy is the determination of long-term organizational goals, as well as the allocation of resources needed to achieve this goal. Ansoff (1990) expands the definition of Chandler (1962) to include in its strategic planning model two key concepts: analysis of deviations, ie a check between planned and carried out; and synergy, as regards use of combined powers of two or more departments or organizations.

Other work to be noted is the Mintzberg (1987), which presents five "P's" strategy: plan (plan); pattern (default); position (position); ploy (maneuver); and perspective (perspective). Similarly, we have also the classic definition of Snow and Hambrick (1980), where the strategy is a pattern of making important decisions for the maintenance and organizational alignment with the context in which it operates, as well as management needs internal organization.

From the foregoing, it can be said that advertising agencies need strategies to address customers the best possible information of the vehicle, in line with market rules granted by external mediators and adapting to the rapidly changing industry.

3 Methodological procedures

This research is classified as exploratory and descriptive. Exploitative by providing greater familiarity to the topic, analyzing it and making it more explicit, for this step, It was used bibliographical and documentary research. And also descriptive when you want to describe specific characteristics of a given population, this step took place multicases study Florianópolis advertising agencies, seeking an in-depth details of the study object. (GIL, 2010)

According to the nature of the data collected, the research is characterized as qualitative, such that consider communication researcher in the field with the explicit part of knowledge production, showing variety of perspectives on the subject, from social meanings and subjective related to it . (FLICK, 2009)

The research universe consists of the advertising agencies in Florianópolis / SC registered in CENP (National Council for Standard Norms), which regulates advertising activity in Brazil. The list was generated through the website of CENP (2015), held on 7 March 2015 and follows represented by Table 1, totaling 30 branches of possible observation. One has to point out that this universe was excluded Koerich Advertising agency because it is a "house", meaning that there is to meet an exclusive company.

Frame 1 - Florianopolis agencies certified by the CENP

On one.	Fantasy name
1	Neovox
2	squeeze Communication

3	agency Mob
4	model Propaganda
5	BZZ MultiComunicação
6	Strategy Marketing Mix
7	9MM
8	Advertising market
9	D / Araujo
10	Quadra Communication
11	Onewg MultiComunicação
12	Creation agency
13	Communication intelligence
14	interactive communication
15	propagate
16	Formula Communication
17	Novita Communications And Marketing
18	DBS Multi
19	Sambba
20	Gr Communication
21	Toro Communication
22	Air Advertising And Propaganda
23	Marcca Communication
24	Qing Communication
25	Ezcuze Advertising
26	Gas multi-agency
27	Tutano Communication
28	decision Communication
29	Koerich Advertising
30	Sonata and Advertising

Source: Adapted from CENP (2015)

The agencies were then contacted via email or phone, allowing the scheduling of interviews with eleven (11) representatives, these two had post of president, seven direction and two management. The sample was therefore not probabilistic and mainly defined by access, in order to interview owners, partners, presidents, directors or managers of agencies, focusing on the areas of care, planning and media.

Thus, this study is divided into two steps. The first comprises the secondary data obtained through bibliographical and documentary analysis in books, journals, newspapers, magazines, websites, research and industry information related to the national advertising market, state and local levels, formulating the basis for structuring the problem situation, theoretical basis, objectives and the creation of the collection instrument.

In the second phase, interviews were conducted in depth with leaders of Florianópolis advertising agencies contacted, using a semistructured script It builds on the theoretical foundation. For the structuring of choosing a vehicle of communication factors used in Question 2, they were used as the basis dimensions presented by Fahey and Randall (1999) that support the competitive position of a company. In other issues, he sought to observe the proximity of advertising, regarding the changes in the media with the agency strategy actions, taking the bases, or "P's" of Mintzberg (1987), later translated into four points addressed by the authors of the advertising and marketing industry: relationship, training, regulation and result (Castells, 2002; Cappel, 2003; Santaella, 2003; Jenkins, 2008; PINHO, 2008; Shimp, 2009). For the script validation was performed a pretest to the director of an agency in Joinville on March 2, 2015.

Data collection took place from March 13 to May 13, 2015. Interviews were conducted individually, in room reserved in their own agencies, and are recorded for later transcription. Respondents were able to discuss their ideas spontaneously, leaving the researcher just listen and conduct the interview as structured script. Importantly, the data represent the perceptions of respondents at that particular time.

The recordings of the interviews were transcribed and the data were analyzed qualitatively taking into account the views and comments of respondents. Data analysis summarized in a process of verification and interpretation of the information collected, followed by reduction, preparation and presentation. In analyzing the issue that contained planning factors, the factors that had the minimum coincidence of at least five equal responses, representing almost half of the respondents were highlighted.

As the research limitation for only address the region of Florianópolis / SC because of convenience features and availability of researchers, it has been the inability to generalize the results at the state or national level. However, it should be noted that there is no impediment to the use of data or research results as a basis for future research, carried out in a similar way to other markets.

4 Presentation and Analysis of Results

In Question 1, respondents indicated the estimated percentage media on the Internet authorized by your agency in the year 2014. With the exception of the Agency 6, the others are between 5 to 15%, showing the little representation of this medium in advertising campaigns through agencies consulted. However, there is the Agency's information 3 that has a percentage of around 50%, demonstrating a point outside of the curve. In such a confirming is operated, there is a case of the effectively perceived reality the target market. However, the percentage authorized media on the internet by the agencies consulted therefore presents a fashion of 10%.

4.1 Factors for choosing a communication channel

In Question 2 was prompted respondents to draw up a ranking of 1 to 10, 1 being the most important, of influencing more factors when choosing a communication vehicle for media campaign and to justify the choices of the first and last factors. Most respondents made the proviso that the weights of these factors vary widely according to the customer or the purpose of the campaign, but was oriented to respond according to what occurs more frequently in your agency.

Most of the factors did not show a pattern of responses. Considering an acceptable standard those factors that had at least five responses equal among respondents, the factors "Audience" and "Content" were elected the most important in choosing a communication vehicle, and on the other hand, "Opec"(Business Operations) and "Bonus" were the least relevant.

The choice of "Audience" as the most important factor in choosing a vehicle of communication explains the TV share of the lead in advertising revenue cake presented by Inter-Media Project (2015), considering that it is the medium most used by the population Brazil, according to Brazilian media research (2015). Respondents who justified the choice of this factor showed that the leadership in audience indicates the vehicle can send the message to more people, but that should not be considered alone. Some respondents suggested that when assessing the audience, it is also necessary to evaluate the "price" (and thus obtain the CPM, or cost per

thousand), the "Image and Reputation" of the vehicle and even the "Content", a factor that He ranked second in the ranking. That is, the "price" factors, "Image and Reputation" and "Content" can influence the choice of other vehicles even if they are not leaders in audience.

On the "Content", many respondents justified as the second most important factor because it is very tied to "rating" because it is the right content that attracts the audience with the profile you want. The interviewee of the agency 10 states that "the main criterion is the suitability of vehicle strategy, so Audience / Content are first." So once defined choice of vehicle depending on the audience, you have to match the media proposal convergent mode with the content.

On the other hand, at the other end of the evaluated factors, "Opec" was identified as a factor that little influence on the decision to be more linked to internal procedures and as shown by the respondent of the Agency 1, "in general, there are no large issues regarding this market. " On the "Bonus", some respondents recognize its importance for the agency, but all claim that it should not influence the choice of the vehicle process. According to the interviewee of the agency 10, "BV is last because it has to be the consequence of making a statement, not the cause."

Being "Opec" and "Bonus" less relevant factors among the alternatives described, it can not also be identified as serious impediments to the growth of the internet representation in the media by the total authorized agencies. This is because some of these vehicles have no Opec and do not offer bonuses, and sometimes even the discount standard agency.

Question 3 also uses the factors set forth in Question 2, but requested that the respondents do a comparative analysis of the factors that stand out in traditional media (such as TV, radio, newspaper) and those who stand out in vehicles on the Internet. The most frequently cited factors in relation to traditional vehicles were "Image and Reputation," "Sales and Relationship" and "Audience". The interviewee of the agency 7 made a statement which helps explain this scenario:

Traditional vehicles have more organization, more relationships, size, and this gives a security. Because the internet have very new things, have the insecurity of income customer.(AGENCY 7)

Compared to traditional vehicles when considered the main factor derived from research

to "Image and Reputation," followed by "Sales and Relationship", evidence of the strategy the standard and defined position by Mintzberg (1987). Whereas traditional vehicles make up the largest slice of the pie of advertising revenue, according to Inter-media (2015), it is clear that the factors of "Image and Reputation" and "Sales and Relationship" are more relevant to the choice of a vehicle than indicated by the responses Question 2. These factors could therefore gain more weight in the ranking.

Already the most cited factors for vehicles on the Internet were: "Content" and "flexibility". The first factor is cited because of the diversity of channels that the internet has, making it possible to offer different content and targeting of campaigns. This really is one of the great advantages of the Internet. But even that respondents consider the "Content" as the second most important factor in choosing a vehicle of communication, it seems that this spread of internet has not proved sufficient to boost their revenues on advertising.

On the "flexibility" he was cited ease of creating different shapes and the smooth exchange materials at any time, characteristics which are more restricted in traditional media. With the ease of measurement that the internet provides, it is much easier to evaluate a campaign and make the necessary adjustments at any time. However, although it seems an advantage for this flexibility agency also means increased efforts to create and media. It takes even more exercise creativity, increase knowledge and measure results. Therefore, this factor is also not enough to leverage the media investment on the Internet.

It notes that only when referring to vehicles on the internet is the "price" factor was cited. Whereas this is a very relative factor, as it must be analyzed as the audience, you can say the interviewees consider the vehicles on the Internet with relatively better price than traditional vehicles. But just as "Content" and "flexibility", the "price" was also not enough to increase the representativeness of the internet in the composition of the media agencies consulted.

When considering the advantage presented by the mainstream media in the cake composition of advertising investments compared to the internet, it can be concluded that the characteristics presented as highlighting the traditional, such as "Image and Reputation" are preponderant the highlighted features on the

Internet as the "Content". This runs counter to the results presented in the ranking of factors, the most relevant factors should be elected "Audience" and "Content". In the context of the marketing mix, presented by Cobra (2007), the Internet as advertising media needs to develop its "promotion", in order to match the image and reputation presented by the mainstream media, as the respondents have pointed out positive features about " price "and" product ".

4.2 The relationship with the media

Addressing the relationship between media and agencies, Question 4 asked the respondents pointed that strategic actions are carried out by their agencies to maximize the relationship with the media gains. The most frequent response was related to the provocation meetings with the vehicles, in order to carry out creations together and build custom formats. It is observed from the answers that most agencies are open and willing to approach and generate business. Respondents said that this approach is essential to know more about the vehicle, understand the possibilities and discuss new ideas.

Question 5 also addresses the relationship between vehicle and agency, but questions whether there are differences in this relationship when comparing traditional vehicles and vehicles on the Internet. All respondents stated that there are differences in this respect, except the Agency 11. The main difference is the more pointed relationship "cold" when it comes to vehicles on the Internet. On this issue, the interviewee of the agency 8 explains:

There are some differences. Traditional vehicles are expensive and it helps in that regard. But if you will buy Google / Facebook, does not have the same service. Or invoice. This impersonality is bad. In traditional vehicles, there is a partnership, joint construction.(AGENCY 11)

Still on Question 5, the interviewee of the agency 5 makes a statement that also addresses the most distant relationship of the vehicles on the Internet, deepening the sense of lack of direction for building a more effective campaign.

In the case of the Internet, not so much (the relationship with the agency). It is a means underutilized in terms of creation. Speaking in terms of media, I am clear that I must put, I know it works. But I think it lacks a little on the vehicle, which has all the technological expertise, tools, knowledge of what can be done, move on to the part of the creation of the agencies. It is no use just make a banner that is a "partizinha" newspaper ad.(AGENCY 5)

Two other responses that draw attention, despite not being the most cited, is on legislation and the commission (the discount standard agency). The relationship between advertiser, agency and vehicles follows a clear regulation and widespread in the market, which is not always followed by vehicles on the Internet. interviewee of the agency 10 talks about this point:

It's very different, because the vehicles on the Internet, most of them do not fit or the law governing the relationship between vehicle and agency and advertiser. They are more informal relationships are relationships that have not yet defined rules, then no doubt is a relationship that one hand is more flexible, free, but on the other it is less clear.(AGENCY 10)

Even if the less attention has been appointed to the factors "Bonus" and "Opec" by respondents in Question 2, emphasis is placed on this topic a lack of clarity for trade relations with the vehicles on the Internet.

4.3 The challenges faced

In Question 6, all respondents stated that there were changes in advertising with the arrival of the internet. The main changes mentioned were the increased possibility of targeting, increased media options / vehicles and consumer interaction. Below is described a review of the Agency interviewed 8 on this issue:

Another point is about the thousands of options that exist today to invest your campaign. On the one hand it is legal, on the other hand is complicated because the line cake is almost the same. The first problem is that you think you have to be in all of them. Second is that the customer think you have to be in all of them, but can not afford to be in all of them, or do not have enough money to have a reasonable frequency in all of them, to bring results. This year the advertising pie will shrink, it becomes a great game of puzzle for the media professional how to ride with these millions of possibilities with the money he has. Now, there's more to say "take the money and puts all on TV"; for now the TV does not talk to the public and I have to start to understand how to use the internet to talk to this audience, if only to draw their attention to the TV somehow.(AGENCY 8)

Another interesting statement on this issue was the interviewee of the agency 10, which addresses the improvement of consumer involvement:

The consumer is no longer passive and became active in brand communication and business. There is no longer a one-way street, it is now two-way. This greatly changed the way that businesses communicate with their consumers. No use I say my product is good, is the best, is the cheapest, and find that no one will answer that it is not true.(AGENCY 10)

When checking the reports of respondents in relation to changes in advertising with the advent

of internet, it is clear that fall criticism of the model of traditional media like TV, which owns the preference of Brazilians. They present the various contributions and challenges that the Internet has brought to the field of communication.

Continuing this theme, Question 7 asked the respondents to report what the main challenges facing his agency with the growth of the internet as a communication medium. The most frequent response was the challenge of investing in employee training constantly. They cited the importance of having a technically qualified team that knows how to deal with so many new features that appear every day in this medium. Some agencies admit that when they lack the knowledge, resort to third parties, as pointed out by the Agency 8:

When I started working with advertising, I got a promotion and event agency in Sao Paulo. At the time, we were the "below the line" and almost 15 or 20% of the budget went to promotion. Over the years, the division has become 50%. At this time, the large advertising agencies have started buying the promotion agencies. And today this movement happens. Arises a legal digital agency, begins to grow, it is a large group and purchase not to lose money. At the agency, we do little because, managerially speaking, little is invested in what has little volume. So, we prefer to work with partners, which has been our practice, than to develop internally.(AGENCY 8)

Another challenge was also mentioned in relation to the lack of knowledge, but this time the customer. The interviewee of the agency said that 1 on this subject:

We feel a very great difficulty in getting our customers understand what we are proposing. We have had a series of campaigns that present we focus a lot on the Internet, with relatively complex strategies, with a number of things that we realized it was beyond the capacity of understanding the customer. We are having to simplify, or do things without the customer know.(AGENCY 1)

It is common understanding that the distance of the agencies with the internet is due to a relative lack of this type of media and its potential, but is perceived lack of interest of some agencies to "embrace this cause." Limited to the internal training and using third-party palliative way, there is evidence of a reactive posture of some agencies the profound changes that the Internet has brought to advertising, cited in the previous question, letting them stay in their traditional style.

Another challenge addressed and that contributes to this accommodation state, it is the difficulty to monetize more with the internet. Again, it was mentioned the lack of definition of

agency commission for all vehicles on the Internet, according to comments the Agency 3: "Our regulators have not established a form of commission on all internet vehicles." In this regard, the Agency 2 points to the issue of low profitability:

Today as I have many other options, the amount of stuff I have to create is very large, with lower costs. So the challenge for us as an agency, it's like I monetize this, because it has no pattern. Before I had half a page, a page, 30 seconds. And with these other various formats and possibilities, I can not pass it to the client. And the ease of exchange of content on the Internet, the client wants me to change even more.(AGENCY 2)

Therefore, the difficulty of constant training, lack of knowledge of advertiser clients and the low profitability of internet configure the challenges that the agencies consulted more have faced with the growth of the internet as a communication medium. As mentioned, these challenges have proved major barriers to update the advertising business model, leaving the agencies attached to the traditional model.

Question 8 asked respondents to indicate what challenges the media outlets on the Internet have to face to gain more importance in customers' campaigns your agency. The most frequent response was related to better reflect the return of possibilities for customers. This issue also goes through what was mentioned in the previous question, about the lack of market knowledge on this type of media. So, to show the possibility of return to customers, they will feel more secure in hiring this type of media.

It was also questioned by the interviewees the actual return that the internet offers as advertising media. Some said that it's not a similar result to which the traditional media often provide. The interviewee of the agency 8 further complements and reinforces the importance of showing the "return":

Two things are basic: the first is you can prove that people really pay attention to advertising on the Internet. They provide, as we have several cases of companies that grew based on this type of advertising. The advertiser has doubt on the effectiveness of the banner. I sell 1 billion views, but is watched? Do they not bother? The second is conversion. The customer wants to see the sale. But do these actions generate results? Sell more? This is the great difficulty. I think the biggest mistake of a vehicle is trying to prove that is a leader in something. He has to prove that gives return.(AGENCY 8)

However, it is questionable this kind of statement when confronted with the question of previous answers, pointing to the lack of expertise of some of the agencies consulted in this type of

media. The internet requires different expertise, analytical view of data and different formats that are worked in traditional media, as they must be less interruptive. Perhaps the questions regarding the outcome of the Internet have been made based on the lack of ability to build a campaign that meets these specifications.

Then it was appointed on the remuneration of the agencies with these vehicles. The interviewee of the agency said that 7

The question of agency remuneration is still a matter to be discussed as well. There are many issues in setting. Lack a way to make the agencies realize how much they can earn, lack thinking about how agencies can be better paid.(AGENCY 7)

However, these claims are contrary to what was indicated on the low influence of the "Bonus" in choosing a vehicle of communication. Although it was cited by only two agencies in question 8, it is necessary that this factor is observed more relevant to Internet growth in advertising investments.

4.4 The advertising market of Florianópolis

Finally, Question 9 is broader questioning about the timing of the advertising market of Florianópolis. All said that the market is going through a difficult time, some have more pessimistic, as the respondent of the Agency 2:

It is a gigantic crisis. We're in a business model exhausted and the crisis of the economy I think it's much worse ... I have talked to other owners of agencies and they are terrified, laying off many people, I'm thinking where will it arrive, if it's time to separate those who will survive and who will not. Many will leave the market.(AGENCY 2)

The interviewee of the agency 10 also passes a more optimistic message, believing in evolution of Santa Catarina market as a whole, despite the economic crisis in the country. She says:

Despite the difficult economic times, the willingness of advertisers, the Santa Catarina market has grown a lot. And will continue to grow, not only in mathematical terms, but in terms of maturing, with conditions provide better service, better advise their customers with more strategic concern, more foundations, more focus on results.(AGENCY 10)

On the other hand, the interviewee Agency 8 has a description even broader market the time of this state, showing concern with excess "regionalismo".

Our market is very regional, different from Curitiba and Porto Alegre who can get national customer accounts. So, we started to have some problems, how to work with very little information, very with "guesses", all with

common information. How do you define a strategy without relevant information? If you do not have these data, no planning. Thus, we can not have a relevance to the client's business. The agencies are beginning to get very similar to each other. If I'm not relevant, the negotiation of compensation with the customer becomes more difficult, enter the monthly fee model, which is interesting for the cash flow, but is not consistent with my production. Thus, the agency lives tight, with little time, with volume giant work, and there the quality is pushed down. This becomes a vicious circle. We have in SC is much to question the "owner of the agency." This ends up pulling for non professional. If not in the professionalization and not seek this relevance, we will continue limited to our regionalism.(AGENCY 8)

Ratifying the characterization of Florianópolis market placed by the respondent as "regional", there is, from the considerations and views expressed, the existence of a certain empiricism and cronyism in relations between clients and agencies, giving rise to a lack of relevance agency's role in the business customer.

4.5 Consolidation of strategic actions

As a result of the research, the main points discussed were organized according to the following perspectives: relationships, training, regulation and result.

The relationship perspective stands in the disadvantage that the internet medium is related to the factors "Image and Reputation" and "Sales and Relationship" compared with traditional means. Despite the many advantages of using the Internet as advertising media, as shown by Pine (2008), little development factors linked ahead of sales and marketing are weighing negatively on the side of the vehicles on the Internet. As a result, the agencies interviewed point out the relationship "cold" vehicles on the Internet, making the joint construction of solutions and the promotion of business. In addition, one of the main advantages cited for the internet is the "flexibility", indicated by the agencies as essential in the relationship with the vehicles. However, the lack of a close relationship of the vehicles on the Internet appears as a barrier to further exploit this feature. Thus, the relationship with the agencies needs to be developed by the vehicles on the Internet, leaving aside the impersonality currently the distance agencies and advertisers.

The training perspective stands out when respondents recognize the potential of the Internet, but take the lack of market knowledge on how to use it in the most appropriate way in an advertising campaign. Castells (2002) and

Santaella (2003) state that new technologies have enabled consumers to take a more active stance regarding communication with brands and agencies need to adjust their strategies to adapt to these changes. Therefore, the main challenge pointed out by the agencies is to maintain their often trained teams to work with the internet, and face the lack of training of its customers. At the same time, the agencies expect from the Internet communication vehicles is just better reflect the return that offer as advertising media to facilitate this understanding of the market. The training agencies and clients is vital if they are able to build and understand effective strategies and to break their insecurities when it comes to the digital universe.

Another challenge is whether regulatory adherence of vehicles on the Internet. This is essential to address the barriers that still show undefined in its relationship with agencies and advertisers, as the remuneration of the agency, pricing and billing forms. clear rules in this regard would facilitate the creation of a more cost-effective and transparent business model for everyone involved. The fact is that this issue is very well designed for traditional vehicles, especially in the remuneration issue. In this sense, Pine (2008) Cappo (2003) point out that this situation results in a dependency on agencies over traditional vehicles.

In addition, to follow this regulation, the partnership between vehicles on the internet and agency would be made official by avoiding the direct purchase by the advertiser, which makes this means of communication outside the general strategy developed by his agency. With this, more businesses could be promoted through the agency, including allowing BV institution to compete more equally with the model used by traditional media. As pointed out by the survey, despite the "Bonus" to be one of the least important factors for choosing a vehicle of communication in many other answers and comments, this query was considered important by respondents to the vehicles on the internet to gain more representation in media investments.

Regarding the result, only saying that has audience is no longer enough. Despite being the most important factor that influences the choice of a vehicle, the internet has been questioned about its effective results as advertising media, as has been pointed out by Cappo (2003) and Shimp (2009). So one of the main challenges identified

by the agencies for the development of vehicles on the internet is better translate the results they can offer customers. However, we need to translate these results through the plethora of data that the Internet has, indicating the return that can be measured far beyond just "clicks".

For this it is necessary to go beyond the banner advertising format commonly used on the Internet that is measured by impressions and clicks. We must understand that it has created a new culture from the new media, as pointed out by Jenkins (2008) on the convergence culture, where corporate media and alternative act simultaneously. Another important feature goes against the main feature of traditional advertising, the interruption. On the internet, this advertising format is hardly accepted by users: advertising content must be "disguised" editorial content.

Thus, the outlook observed in the field of research (relationship, training, regulation and result), when collated with the theoretical framework on marketing, advertising and strategy, give off are the following possible strategic actions to internet communication vehicles:

a) Promote professional relationships with advertising agencies and advertisers in order to improve their commercial services and perform the joint construction of the campaigns on the Internet;

b) Present digital media as an alternative to advertising agencies based on the relationship with traditional media, especially in terms of agency remuneration and volume incentive plans;

c) Create vehicle networks on the Internet, for example networks of blogs, in order to gain relevance and to unify its business operations;

d) Create doubts care for channels and promote training to advertisers and agencies par reduce uncertainty to invest in new media;

e) Work together to advertising students to be formed more skilled professionals to work with digital media;

f) Acting through professional bodies in regulating the digital advertising market so that the business models and actors involved not fall within the law and can act with clearer rules;

g) Offer advertising formats that have more return on the Internet as an alternative to banner, which has been widely criticized for advertisers and users - offer formats that are less

disruptive and are mixed with the content they get the attention of consumers;

h) Reposition the digital media within the advertising to be considered as favorable for advertisers and agencies as to traditional media.

5 Conclusions

Considering the overall objective proposed for this research, regarding characterization of the perceptions of advertising agencies in Florianópolis on the development of communication media on the Internet, if feasible from the strategic actions previously proposed based on four perspectives derived search: relationship, training, regulation and result. This context was derived from the understanding of the perceptions of the agencies in their relationship with the vehicles on the Internet and analysis based on the specific theoretical framework.

In summary, the research shows that vehicles on the internet need to have a close relationship, maintain qualified market have a regulated relationship with key influencers in this market, advertising agencies, and show results. The internet gains more importance in people's lives and therefore gain more representation in advertising, to the extent that will be required such adjustments in trade relations, the advertising practices in professional and business models.

On the factors that influence the Florianópolis advertising agencies in the choice of vehicles used in a communication plan, it was found that the order of importance of these factors is quite relative, but when it comes to the most and least influential factors was possible to establish a standard answers. The most influential elected were "Audience" and "content", and the less influential "Opec" and "Bonus". It is important to highlight the various reservations about these factors presented in this work. Factors "Image and Reputation" and "Sales and Relationship" highlighted prominently in traditional vehicles could have been presented with more relevance in the rankings, as they are features that differentiate the means with greater representation in advertising revenue. Likewise, one must also question the factor of the "Content", because even being touted as the most relevant second to choosing a vehicle and appointed as a differential to the internet, this could not raise the productivity of this type of media the agencies. Finally, despite the "bonus" was less relevant

elected, he appears as an important point in the relationship between vehicle and agency in various other responses and comments of respondents, and therefore should not be overlooked.

To characterize the strategic actions of Florianópolis advertising agencies in their relationship with the media, most of the respondents said they are active in this process, choosing to lead meetings with vehicles for joint construction of solutions to customers. However, when making the comparison between traditional media and the Internet, respondents said that vehicles on the internet are more "cold" and they often do not follow the rules governing the relationship between agency and vehicle, unlike traditional vehicles that have this issue very well settled. Thus it was found that the aforementioned meetings are held most commonly with traditional vehicles, which makes this distance with the vehicles on the Internet impede the construction and implementation business.

The main challenges faced by Florianópolis advertising agencies with the growth of the Internet as a means of communication are: the difficulty of constant training of its staff, the lack of knowledge of advertiser clients and the low profitability of the Internet. The constant changes in technology and the numerous possibilities offered by the Internet hamper the learning market, which feels insecure in using this type of media. On profitability, he cited is the lack of definition of the remuneration of the agency and the increased workload due to the ease of exchanging material and increase options to be worked.

However, it was concluded that one of the main barriers to the development of the Internet as advertising media is also in the lack of interest or willingness of agencies to make it happen. Although they stated that there were changes in advertising with the advent of the Internet, the agencies have become rooted in the traditional model of advertising, more profitable, and mostly limited to the internal training for its development in the market.

Finally, at the intersection of literature on the subject and the discourse of respondents, this work offers the advertising market a number of contributions regarding the challenges faced with the rise of new technologies. Regarding the contribution to the media on the Internet, it is recommended to split the four perspectives

described above (relationship, training, regulation and result) in order to break down the barriers that hold its development as advertising media. Highlights the need for more effective action regarding these points mainly by entities representing this class, directing discussions on these guidelines and contributing to increase the competitiveness of the medium in advertising.

This study also provides contributions to advertising agencies that, through discourse of the interviewees present themselves comfortable in the traditional model. However, from the rise of the internet representation in people's lives, the agencies will no longer be shown unwilling to develop in this direction. Increasingly, these new opportunities will arise, so agencies need to understand this moment and prepare to exploit more efficiently all the possibilities of communication with consumers. In this sense, it is the contribution also to advertisers, to be vigilant in choosing their agencies and the development of their communication objectives.

You can also observe contributions to traditional vehicles. Supported a regulatory model and very well established remuneration in the Brazilian market and is condemned by other markets in the world, it is the recommendation also to adapt to new technologies. Many vehicles already have their digital platform, but still is the challenge to become as relevant as the Internet are on your media source. In the same way that has been described in relation to advertising agencies, traditional media need to be prepared for the best broadband infrastructure in Brazil, the digital culture that new generations are being submitted and the strong growth of search platforms, social and Mobile.

For future studies, it is suggested as a possibility a theme with further research in other contexts and places, amplifying the perception analysis of the front advertising agencies online challenges, see that this research was limited only to the city of Florianópolis.

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Managing essential inputs: the case of methanol supply in biodiesel industry

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ABSTRACT

This paper aims to discuss the ways that biodiesel producers manage the supply chain of methanol, an indispensable input obtained almost exclusively through importation. To build this discussion, it was firstly drawn the main features of the Brazilian biodiesel industry and, after that, it was described the main methanol's origins, applications and market. It was identified two ways on which biodiesel companies acquire methanol: a) via long-term contracts or b) in the spot market. If the first option means supply safety, the second one means more competitive prices. This qualitative study was built from two different data collection steps: a) participant observation and b) semi-structured interviews.

1 Introduction

The interest for the research in biofuels, especially in biodiesel, has grown significantly in the last few years. That reflects in an increase in biofuels articles published in scholarly journals. Some examples might be mentioned such Jupesta, Harayama and Parayil (2011), that build an analysis on the design a sustainable business model on the development of a biofuel industry in Indonesia; Babcock (2012), that discusses the market impacts of US biofuels and biofuel policies; Mcphail and Maimunah (2012), that bring to the light an important discussion about the challenge of producing biofuels and keep producing food in Malaysia and Maonga *et al.* (2015), that analyzes the critical and socioeconomic factors that leverage smallholder farmer's decision and willingness to adopt

mentioned right above, few papers have been addressed internal competitiveness of the biodiesel producers. It is especially rare to see papers that discuss strategies on the supply chain management in this industry. Some samples might be mentioned like César and Batalha (2011), that describe each competitiveness driver and presents a picture of the competitiveness of agricultural production and industrial production of the biodiesel supply chain and Sartori *et al.* (2009) that assess the implementation of crushing plants focused on the oil supply to small farmer's biodiesel facilities. None of them, however, discuss the day-to-day of decision process inside a biodiesel production company. This paper comes to start filling this gap.

The Brazilian biodiesel industry is very competitive. Since its creation by the government up to current days, yearly production soared from nearly 70.000 m³ in 2006 to approximately 3.400.000 m³ in 2014, according to the National Agency of Petroleum, Natural Gas and Biofuels (2015). To be profitable in a tough business environment as biodiesel's companies have to be diligent in cost control, supply chain management and logistics management. A company that is a leader in costs has the opportunity to catch higher margins.

The set of arguments above presented build the scenario to propose a study that focus on discuss the ways biodiesel companies in Brazil manage their essential inputs. It is put in the center of the discussion the supply chain management of methanol, an indispensable input to the biodiesel production that is almost totally imported. To address this objective, it was firstly described the biodiesel supply chain and secondly clarified the main methanol's origins, applications and markets. It was employed qualitative research methodology to perform the analysis of data collected in two different procedures steps: participative observations and semi-structured interviews.

2 Theoretical Framework: supply chain management (SCM) and supply chain disruption

Gibson *et al.* (2005, p. 17) say that the concept of SCM is a disparate set of descriptions. According to the authors, definitions may vary from narrow and functionally based perspective, such as regarding the management and control of materials, information and logistics, to broadly definitions that reach the integration of business processes from end users to original suppliers. Burgess *et al.* (2006, p. 703) go in the same way saying that, while interest in SCM is immense, it is clear that much of the knowledge about SCM resides in narrow functional silos such as purchasing, logistics, IT and marketing.

Boone *et al.* (2007, p. 594) affirm that SCM strategies and techniques are as varied as the disciplines from which they originate and the customers they are to serve. The complexity of relationships among the authors opens the opportunity to discuss SCM from a non-linear perspective. In this sense, Hearnshaw and Wilson

(2013, p. 442) say that a linear approach of SCM as a dyadic relationship “grossly oversimplifies and distorts the realities of the modern supply chains. Choi *et al.* (2001) defend the same, saying that the linear view using dyadic analysis fails to adequately account for the interdependence between numerous heterogeneous firms present in supply chain systems.

Evolving the concept of interrelations among the players that compound a supply chain, Choi and Wu (2009) approach this as a joint of triadic relationships. This authors specifies nine buyer-supplier-supplier archetypes. Wu *et al.* (2010) say that in a buyer-supplier-supplier relationship triad, the buyer, as a contracting entity, influences the supplier's behaviors and the relationship between them. Still according the authors, by considering the relationships in such a triad, it is possible to gain a richer and more realistic perspective of buyer-supplier relationship. Hitt (2011) endorses the argument of supply chain as a complex joint of relation discussing its management covered by resource based view of the firm, transaction cost economics, organization learning theory and social capital approaches. In spite of being largely discussed in literature, Thomas *et al.* (2011) point out that a common accepted definition of SCM is still lacking.

Other important point to be considered in the conceptualization of SCM is the issue disruption. The concept of disruption of a supply chain is linked to the idea of risk management in supply chains. In this sense, Hendricks and Singhal (2005a, p. 696) mention that disruptions or, in their terms, glitches in supply chain are likely to adversely affect the short and long-term profitability of the firm. According to the authors, supply chain glitches can lead to loss in sales and market share, lower sales price due to markdowns of excess inventories and could prevent the firm from capitalizing on strong market demand due to unavailability of products. To avoid this kind of disruption or glitches, a diligent supply chain risk management is required. Ouabouch and Paché (2014) defend it saying that a multitude of more or less critical incidents along any supply chain may prevent a company from obtaining the expected level of logistics performance. Still according the authors, knowing how to anticipate and manage supply chain risks is therefore an important approach to maintain a competitive advantage.

Cousins *et al.* (2004, p. 556) argue that a firm part of a supply chain might be exposed to two particular risks: technological and strategic. The former is related to over-reliance in a single or limited source of a product, process or technology. The latter reflects the danger of being over-reliant on a single or limited number of suppliers. One case or another, Hendricks and Singhal (2005b) state that the risk of supply chain disruption is an indication of a firm's inability to match demand and supply.

3 Methodology

The data collection procedures were divided into two parts: a) participant observation, according to Guercini (2014) and b) semi-structured interviews. The first part was performed from January 2013 up to December 2014 and was realized within a biodiesel producer company. During this stage, the author had the chance to see how decision taker built and execute methanol purchase strategy. The author kept up with six processes of purchases in the spot market during this period of time. The main concern in this case was to get the best price at the spot market and, at the same time, assure a constant supply flow.

Being inside a biodiesel company has allowed the author to get in touch with managers of methanol supply companies. Because of this relationship rapprochement, it was possible to perform the second part of data collection. This stage, that happened between March 2014 and February 2015, was compounded by seven semi-structured interviews with three methanol supplier companies. The interviews approached global methanol origins and destinations, international and inland logistics and sales models applied in the Brazilian biodiesel market.

All the analysis performed on primary data were qualitative. The collection data procedures were rich of details and quality due to the fact that the author could be following activities inside a biodiesel company and because of the access to important methanol merchants that this opportunity gave to him. Beyond the robustness of primary data, the research question, focused on descriptive analysis, would be better answered by qualitative methodology. In this sense, Rynes and Gephart Jr. (2004) are assertive when defining qualitative research as method. According to this

authors, it provides insights that would be hardly reached by quantitative method, giving the chance to understand the social processes that underlie management field.

Sutton (1997) advises that a qualitative research has to be conducted with rigor and criterion. This way, say the author, qualitative research will enjoy its legitimacy. Aiming to meet this requirement, it is presented right below a chart that brings the main characteristics of each of two steps that composed data collection procedures, as well as sort of information collected in each process. It will not be revealed the name of the companies or interviewees that kindly participated as data supplier to this study due to a matter of academic ethics.

Table 1. Characterization of data collection procedures and sort of information collected in each.

Data collection procedure	Main features	Sort of company
Active observation	Observation of six purchase processes at the spot market with one commercial manager.	Biodiesel producer (1)
Semi-structured interviews	Free conversation with seven commercial managers from methanol supplier companies that serve Brazilian biodiesel industry.	Methanol supplier companies (3).

Source: Elaborated by the author.

Each of data collection procedure was elaborated taking into consideration target information to be captured. The topics used to drive data collection in each kind of procedure is described below:

Active observation: strategy of purchasing at the methanol spot market; important logistics factors to be considered when building purchasing strategy; importance to have more than one methanol supplier when buying in the spot market; participation of methanol on total and variable costs of biodiesel production.

Semi-structured interviews: the main methanol origin areas; fundamentals of a long-term contract of methanol supply; the port logistics infrastructure needed to operate methanol in Brazil; the main concerns of biodiesel

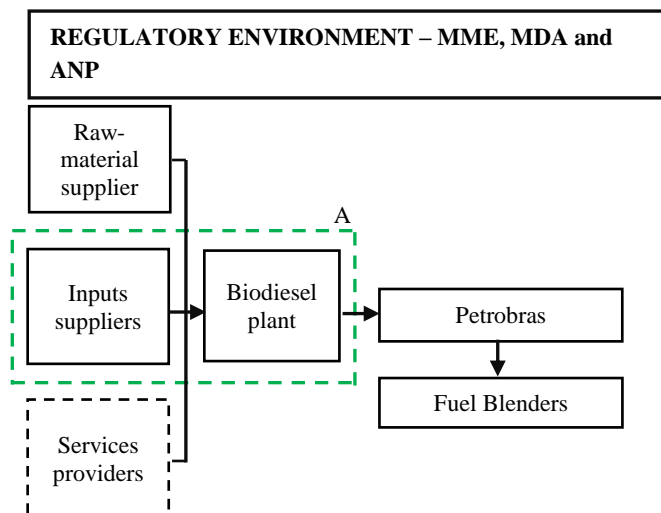
producers when they look for methanol supply.

4 Analysis

4.1 Characterizing Brazilian biodiesel supply chain

Brazilian biodiesel supply chain is highly controlled by government. Commercially, the Ministry of Mines and Energy (MME), via Petrobras, control the whole contractual system between biodiesel producers and fuel blenders. Concerning to industrial aspects, MME apply its control through the National Agency of Petroleum, Natural Gas and Biofuels (ANP). This agency takes care of aspects related to specification, quality, biodiesel x diesel mandatory blending attendance, among others. With regard to the social aspect, exclusive of Brazilian biodiesel industry comparing with the similar from other countries, the Ministry of Agrarian Development (MDA) names through the Fuel Social Stamp those companies that are small farming friend. The figure below illustrates the Brazilian biodiesel supply chain.

Figure 1. Brazilian biodiesel supply chain.



Source: elaborated by the author.

In this paper it will be focus the relationship between biodiesel plants and their input suppliers, highlighted above by the green dashed line (letter A). Specifically, it will be approached the strategies that the formers adopt to manage the supply of one of the most important inputs to the production: methanol. According to primary data, methanol corresponds to 60% of the total inputs used in biodiesel production or 8,5% of total

variable costs (inputs + raw-material).

4.2 Characterizing methanol origin, applications and market.

Methanol or methyl alcohol is a colorless liquid produced from synthesis gas (a mixture of carbon monoxide, carbon dioxide and hydrogen) (Pereira and Andrade, 1998; Cummins *et al.*, 2010). This product is widely used in chemical industry as raw-material (Pereira and Andrade, 1998), feeding in special formaldehyde production process. Cummins *et al.* (2010) and the Brazilian Agency of Industrial Development (2012) say that formaldehyde is basic raw-material used in the production of common products such as particle boards, medium density fiberboard, plywood, paints, foams, rubbers, solvents, fuels and pesticides. In addition to the applications mentioned above, it might be pointed out other kind of application as additives for gasoline, solvents and anti-freezes, or in the biodiesel production process (IEA-ETSAP, 2013).

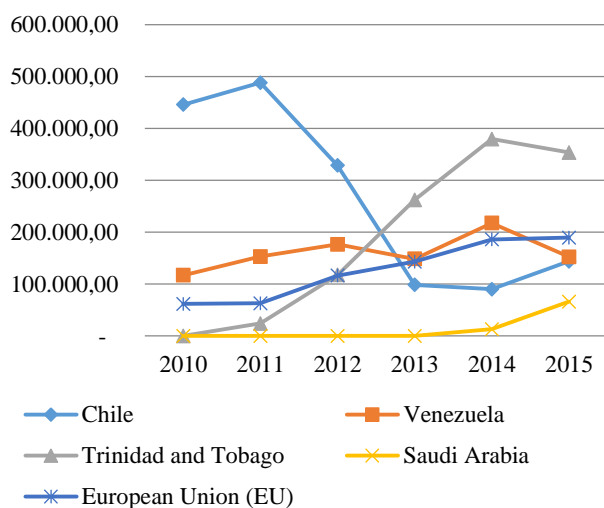
In 2012 global methanol production was about 45 million ton, strongly based on fossil fuels, mainly natural gas (IEA-ETSAP, 2013). However, this product may also be produced from other carbon-containing feedstock such as biogas, biomass, waste streams and CO₂ (IEA-ETSAP, 2013). Coal is pointed out as an important raw material for methanol production as well (EPA, 2010; National Energy Technology Laboratory, 2014).

According to Dolan (2013), geographical concentration of methanol production plants changed drastically from 1999 and 2010. Production capacity in North America and Western Europe fell down from 13,3 million ton in 1999 to just 900.000 ton in 2010. In the same time, still according to Dolan (2013), production capacity jumped from 13,1 million ton to over 24 million ton in South America, mainly in Trinidad and Tobago and in the Middle East. However, nothing is similar to the increase in production capacity seen in China. From 1999 to 2011, Chinese production capacity grew up from 1,2 million ton to roughly 40 million ton (Dolan, 2013). This movement was driven by the fast increase in natural gas feedstock costs in the pioneering industrial regions.

Farias (2014, p. 54) says that Brazil is a net importer of methanol by having a demand of

952.000 ton versus a production of 206.000. According Rodrigues (2011) and the National Agency of Petroleum, Natural Gas and Biofuels (2012), the annual production capacity of the country in 2012 was 309.500 ton divided amongst three companies, namely GPC Química (220.000 ton), Companhia Petroquímica do Nordeste (COPENOR) (82.500 ton) and Vale Fertilizantes (7.000). Interviewees consulted during primary data collection process confirmed that national production capacity has not changed from 2012 to 2015. According to the Ministry of Development, Industry and International Trade (2016), it was imported in 2015 US\$ 288.374.778,00 or almost 842.000 ton. Still according to that Ministry, from this total, 353.574 ton was brought from Trinidad and Tobago, 152.324 ton was shipped from Venezuela and 143.700 ton was imported from Chile. The three countries latter mentioned have production plants of two of the biggest players in the global market, namely Methanex and Mitsubishi. Figure below brings participation of the main supplier countries in Brazilian exports since 2010

Figure 2. Main Brazilian methanol suppliers (2010 – 2015) in ton.



Source: adapted from the Ministry of Development, Industry and International Trade (2016).

The Methanol Institute (2013) shows that it is needed around 10% of methanol to produce 100% of biodiesel. Taking into account that in 2015 biodiesel plants sold 4.054.667 m³ of biodiesel to meet internal market demand and considering the methanol yield above mentioned, it is possible to deduce that it was used around 356.810 ton of this product only to feed biodiesel

production. It is remarkable the importance of this input to biodiesel production. Table below shows the estimated consumption of methanol by biodiesel industry and total demand vis-a-vis internal production and imports of this input.

Table 2. Methanol Supply and Demand in Brazil – (2008 to 2013) – and participation of biodiesel in total demand.

Item	2010	2011	2012	2013
Internal Production	206.000 t	206.000 t	206.000 t	206.000 t
Imports	563.193 t	671.428 t	637.869 t	750.338 t
Total Supply	769.193 t	877.428 t	843.869 t	956.338 t
Total Demand	769.200 t	877.400 t	843.600 t	952.800 t
Net result (supply – demand)	-7 t	+28 t	+269 t	+3.538 t
% Biodiesel on total Demand	27%	27%	28%	27%

Source: adapted from and Farias (2014), National Agency of Petroleum, Natural Gas and Biofuels (2016) and the Ministry of Development, Industry and International Trade (2016).

4.3 How do biodiesel companies manage methanol supply chain?

The huge amount of methanol used to feed biodiesel industry comes from Santos (SP) and Paranaguá (PR) ports. It means that the most part of this input is brought from international markets. Some exceptions are seen in the case of biodiesel producers placed in North and Northeast Brazil that take methanol from domestic suppliers as Copenor in Camaçari (BA). These biodiesel players are PBio (Bahia), PBio (Ceará) and Oleoplan (BA). The following discussions will be focus on the contractual relationship between biodiesel players and methanol suppliers import this input through the two ports above pointed out.

Five important companies prevail in Brazilian methanol supply chain dedicated to biodiesel production, namely Methanex, Mitsubishi, QuantiQ, Tricon Energy and Copenor. The two former companies are two of the most important methanol producers and trading company globally. QuantiQ is a Brazilian trading owned by Braskem holding. This company

operates methanol only in Brazil. Tricon Energy is a global trading company focused on Petrochemical products, among them methanol. This company don't produce methanol. And Copenor, as per mentioned, is a Brazilian producer. In Paranaguá (PR) and Santos (SP) ports they operates with their own product produced in Camaçari (BA) or with imported product.

Methanex, the world's largest methanol producer and supplier (Methanex, 2014; methanol institute, 2015), makes business in Brazil only in two ways: a) selling in the spot market through intermediate players/distributors companies, like QuantiQ and Copenor, or b) selling via long-term contract directly to the biodiesel producer. In the first option, the intermediaries are responsible for all customs procedures to nationalize product in Brazil and make it free for loading by biodiesel purchasers. In the second option, Methanex deliver the product inside tanks rented by itself and the biodiesel player takes care on the customs procedures.

On the other hand, Methanex's most important competitor, namely Mitsubishi, offers the two ways of commercialization as Methanex does, but, in case of spot market, with no intermediaries. Mitsubishi, differently from Methanex, has a subsidiary in Brazil. It allows the company to deal by itself the full custom procedures and deliver product nationalized to the biodiesel producer.

QuantiQ, Tricon Energy and Copenor only offer product in the spot market. Being Methanex's distributor, QuantiQ and Copenor count with huge confidence in terms of supply guarantees. On the other hand, Tricon Energy is a pure trading company with no liaison with methanol's suppliers. This company tries to catch purchase opportunities in the Middle East and Asia and bring this product to Brazil. If in one hand they are very competitive in prices, on the other hand they eventually might disrupt methanol supply in Brazil due to problems on the origination side.

The annexes 1 and 2 brings in a systematically way each of the mentioned companies work and a scheme that shows how each of the companies manages their methanol supply chains

It is in that methanol supply scenario that a biodiesel producer has to manage the supply chain

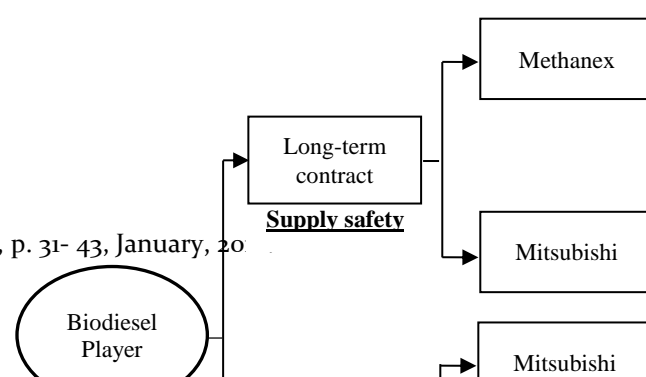
of this important input. To deal with this, a biodiesel player has basically two options: a) Buying methanol via long-term contract or b) Buying methanol in the spot market. Eventually, a biodiesel player might mix both strategies, but, in this case, long-term contract sellers tend to increase the parameters used to build de price. In this case, then, methanol price get higher. This mixed strategy is not common.

In a long-term contract, offered by Methanex and Mitsubishi, a biodiesel player finds supply safety. As both companies have facilities in South America and have good tank space in the port, they may give the purchases this guarantee. These contracts might have from one to three years duration. Sale price is defined by a formula that takes into consideration an international price reference plus international logistics and port costs.

In the spot market, biodiesel players have to be in straight contact with the suppliers to understand product availability and to try to catch some opportunity to buy a lower-price product as well. The critical point here is supply safety. An important event that happened first half 2015 may illustrate this point: in April 2015, an Ultracargo liquid terminal burned on fire in Santos due to and leakage. This incident caused serious damage to the supply of methanol to biodiesel industry. In that case, those who were used to operate in spot market suffered with supply chain disruption, while those that held long-term contracts had their flows kept by product coming from Paranaguá (PR).

An important competitive advantage of operating in spot market is, undoubtedly, the capacity to get very good opportunities in prices, mainly playing with competitive suppliers as Tricon Energy. But, on the other hand, if biodiesel player chooses this way, it is necessary to bear in mind that it needs both good tank storage capacity and an accurate logistics planning and execution. Figure below shows possible contract's flows from biodiesel player's point of view.

Figure 2. Possibilities of contract per supplier.



or another depending on their interests and needs.

Methanex and Mitsubishi have very similar ways to manage business in Brazil. Both work with the two commercialization modalities. The difference between them is that the former doesn't have subsidiaries in Brazil and, because of that, only deals in the spot market via distributors and the latter do have subsidiary in the country. It means that Mitsubishi is ready offer nationalized product to purchasers when the sale is done in the spot market, while Methanex has to use QuantiQ or Copenor to participate in this modality.

Both purchasing modalities have pros and cons. Buying in a long-term contract will give to biodiesel producer the guarantee of supply. Mitsubishi and Methanex are two of the largest methanol producers worldwide. This position gives them flexibility to bring product from a set of facilities. If safety is guaranteed, it is not possible to say the same about competitive prices. On the other hand, operating in the spot market gives to the biodiesel producer the possibility of getting better prices. Tricon, for example, use its know-how as petrochemical trading company to find out cheaper methanol resources all around the world and offer its product to the Brazilian biodiesel companies. In this case, biodiesel producer must be aware about the eventual supply disruption risk and execute a diligent supply chain management to avoid this situation.

This paper brings to the light the approach of supply chain management and supply chain disruption to an industry that is poorly explored on this: Brazilian biodiesel industry. Other inputs and even raw-materials would be approached in the same conceptual background, but none of them would represent in the clearest way the risks of disruption in supply chain than methanol. This input arises with two important issues: it is essential and cost-representative to the biodiesel industry and it is almost fully imported.

Studies that address discussions on supply chain management and supply chain disruption on the sort of raw-material used to feed biodiesel industry would help to evolve supply chain management and supply chain risk management to this important industry in Brazil. In the same way, studies that address deeply the origins, applications and global flows of methanol would help to discuss the risks involved with this input not only in the Brazilian biodiesel industry, but in other important sectors as well.

Source: elaborated by the author.

5 Conclusion

This paper aims to discuss the ways that biodiesel producers manage the supply chain of methanol, an indispensable input obtained almost exclusively through importation. To do so, it was firstly described the biodiesel supply chain and secondly clarified the main methanol's origins, applications and markets. It was employed qualitative research methodology to perform the analysis of data collected in two collection procedures steps: active observations and semi-structured interviews.

Methanol is an important input to biodiesel industry. It represents 60% of cost spent with inputs and 8,5% of total variable costs. This numbers show the importance of this input that is almost totally imported. Biodiesel companies have to be diligent on supply chain management to avoid supply disruption or glitches (Cousins et al. 2004; Hendricks and Singhal, 2005b; Ouabouch and Paché, 2014). Hendricks and Singhal (2005a) highlight the importance of a diligent supply chain management saying that supply chain glitches can lead to loss in sales and market share, lower sales price due to markdowns of excess inventories and could prevent the firm from capitalizing on strong market demand due to unavailability of products.

It was identified basically two ways to purchase methanol in Brazil: a) via long-term contracts or b) in the spot market. Five companies are on the spotlight when the subject is methanol supply to Brazilian biodiesel industry: Methanex, Mitsubishi, Tricon Energy, QuantiQ and Copenor. These companies have different ways to act in the Brazilian methanol market. These differences will induce biodiesel producers to purchase from one

6 Implications and Further Research

Academically, the findings of this study contributes to add one more piece on the concept of supply chain management regarded to biodiesel industry. Studies on this industry having SCM as theoretical background are much more focused in raw material supply chain issues, putting aside the important strategic group of inputs supply.

This paper also brings important contribution to the professionals that deal with biodiesel industry. To those that is inside biodiesel industry managing the daily basis commercial operations, it is important to have a better understanding on how methanol supply chain is organized and thus having enough subsidies to take the better decisions. To those professionals that deal with Merger and Acquisitions (M&A) in companies that are willing to embark in biodiesel market, this work may be helpful in addressing in details the risks and traps of inputs strategic group.

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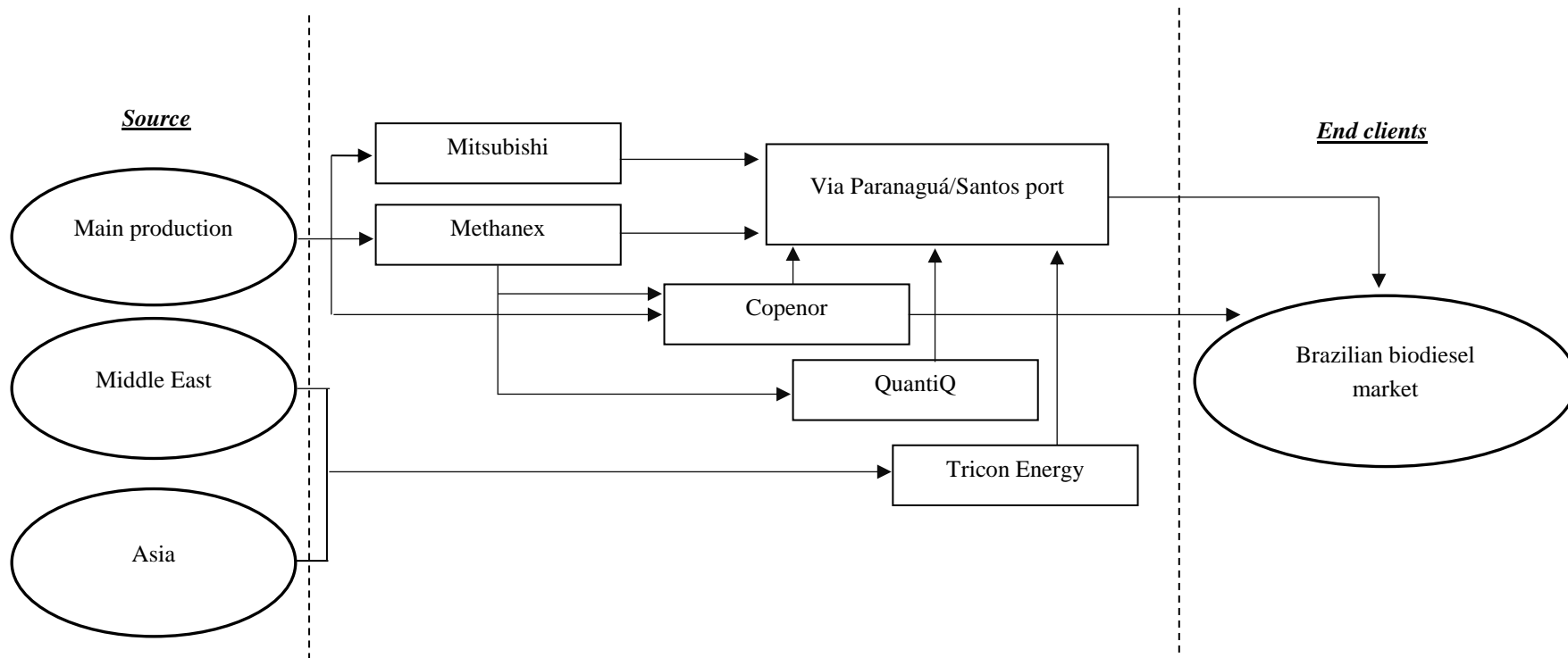
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Annex 1. Features of the main methanol suppliers to Brazilian biodiesel market.

Methanol Supplier	Main features	How does each company manage supply chain?	Advantages	Disadvantages
Methanex	<p>Largest world's producer and supplier.</p> <p>Strong position in South America due to its industrial plant in Chile and in Trinidad and Tobago.</p> <p>Doesn't have subsidiary in Brazil.</p>	Operates in spot market via distributors or in long-term contracts directly with end-users.	a) Guarantee of supply.	Prices are not very competitive.
Mitsubishi	<p>One of the largest world's producer and suppliers.</p> <p>Strong position in South America due to its industrial plant in Venezuela and in construction plant in Trinidad and Tobago.</p> <p>Holds a subsidiary in Brazil.</p>	Operates in spot market or in long-term contracts with end-users both directly.	a) Guarantee of supply.	Tough process of credit analysis.
QuantiQ	National company that deal with methanol exclusively in Brazil.	100% Methanex distributor	a) Guarantee of supply.	Prices are not very competitive.
Tricon Energy	<p>International trading company that trading petrochemicals and fuels globally, among them methanol.</p> <p>Does not have industrial plant.</p>	Looks for purchasing opportunities all around the world, mainly Middle East and Asia, and ship the product to Brazil.	a) Prices are competitive.	Risk of disruption in supply.
Copenor	Brazilian methanol producer.	It may operates both sides, i.e., distributing its own methanol (generally in North and Northeast Brazil) and distributing Methanex's methanol via Paranaguá and Santos ports.	<p>a) Prices are competitive.</p> <p>b) Guarantee of supply.</p>	

Source: elaborated by the author.

Annex 2. Methanol supply chain focused on Brazilian biodiesel industry.



Source: elaborated by the author.

An organizational perspective of values

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ABSTRACT

The studies on organizational values have acquired centrality in the Business Administration field within a functionalist perspective, based on the evidence that organizations with strong cultures achieve better global results. The belief in the potentiality of this resource, especially in regard to behavior alignment aimed for goal achievement, has prompted the quest for a theoretical structure of the concept and development of different ways of assessment. More contemporary perspectives, however, have come across significant constraints within the existing framework, especially the ones that disregard the dynamics of this concept. Such views provoke debates about the practical capacity of the instruments used for assessing the basis of values that govern organizations. The present study seeks to present a contemporary theoretical review on organizational values. Methodologically, it is a qualitative study that brings back to light the theory of value and its applicability to the organizational sphere, based on a survey of a literature review of empirical articles published on the subject between the period of 2000 and 2016.

1 Introduction

The studies of values do not constitute themselves as recent in organizational theory. From the late 1970s an increasing interest in the subject has been noticed, which is directly related to the popularization of works on organizational culture conducted by Pettigrew (1979), Hofstede (1981), Schwartz and Davis (1981), and Schein (1985, 1990, 1999).

The underlying assumption is that organizations with strong cultures achieve better global results (COLLINS; PORRAS, 1996; STRIDE; HIGGS, 2014). Just like personal values guide actions and individual judgments, organizational values play a relevant guiding role in the function of organizations.

Apart from expressing the justifications and more generalized ideological aspirations, they represent an integrating element as they are shared among their members (KATZ; KAHN, 1978;

ENZ, 1986). This way, the literature considers that an appropriate combination of values will influence the level of results of organizations significantly, being an alternative to bureaucratic control (BOURNE; JENKINS, 2013; MALBASIC; REY; POTOCHAN, 2015).

Conceived as the cornerstone of organizational culture (DEAL; KENNEDY, 1982), organizational values have acquired centrality in Management area within a functionalist perspective. From the theoretical structures of individual human values and cultural values, one of which is the proposal by Rokeach (1973) and, more recently, Schwartz's models (1992-1999), a significant number of researchers has focused on the construction of assessment instruments of the intrinsic values to organizations. On an international level, there is some outstanding development of scales such as the Organizational

Culture Profile (OCP), by O'Reilly, Chatman and Coldwell (1991); Competing Values Framework (CVF), by Cameron and Quinn (1991) and Organizational Values Questionnaire (OVQ), by Reino by Vadi (2010). In Brazil, the *Inventário de Valores Organizacionais* (IVO), by Tamayo, Mendes and Paz (2000) and *Inventário de Perfis de Valores Organizacionais* (IPVO), by Oliveira and Tamayo (2004) are the scales most largely used for this purpose.

An analysis of the national and international empirical articles on the subject, published between 2000 and 2016, allowed the inference that the most recurrent interest in such issue has been the assessment of the level of rapport between individuals in organizations, becoming a general consensus to call it Person-Organization fit (P-O fit) (KRISTOF, 1996; CABLE; EDWARDS, 2004; DE CLERCQ; FONTAINE; ANSEEL, 2008). In order to apply P-O fit, the same instrument is answered twice by the members of organizations, through which they first describe the important values for themselves and then, a second time, they mention the values they find relevant to the organization they work at.

Other constructs constantly related to organizational values are **productivity and performance**, as shown in the research by Dobni, Ritchie and Zerbe (2000), Henri (2006), Leung and Chaturvedi (2011); Melo and Domenico (2012); Yusof and Jamil (2013) and Riveira, Domenico and Sauaia (2014); **resistance to change**, as shown in the research by Neiva and Paz (2012), Johansson *et al.* (2014) and Towne Jr. *et al.* (2015); and **compromise and engagement at work**, as shown in the research by Vuuren *et al.* (2007), Natarajan (2012), Sortheix *et al.* (2013) and Stride and Higgs (2014).

Complementary studies aim at comparative analyses among existing values in different types of organizations. Such are the cases of, for instance, Porto and Tamayo (2005), that investigate the relationship between organizational values and civics in two governmental companies, a private one and a Brazilian cooperative; by Van Der Wal, Graaf and Lasthuizen (2008), that comparatively assess organizational values of different governmental and private organizations in Holland; and by Glomseth and Gottschalk (2009), that look into the differences in organizational values of criminal investigation and antiterrorism police stations in Norway.

Another common form of assessment of organizational values is the one based on managers' perception, by the consensus that they have strong influence over the prevailing values and culture in organizations (SCHEIN, 1985), due to their ability to judge espoused values, as well as shared ones (BOURNE; JENKINS, 2013). Such are the cases of researches carried out by Helmig, Hinz and Ingerfurth (2014), on hospital managers in Germany; by Leung and Charturvedi (2011), on high-tech company managers in Singapore; and by Day and Hugson (2011), on north-American small-business managers.

Therefore, it is known that organizational values have been studied in governmental, private and third-sector organizations of different areas and in relation to different constructs. In general, investigations do not seek to assess organizational values per se, but they aim at assessing their impact in relation to other relevant phenomena in the function of the organization. And, as concluded by Bourne and Jenkins (2013, p. 496), "values have a long reach and a wide span of influence on critical processes and characteristics in organizations".

Despite the interest in the subject and existence of a significant number of empirical researches, there are not sufficient, especially in national context, studies that are concerned about providing a theoretical thought on inherent dynamics of this concept and consequent possibility that the adopted theoretical constructions used for its assessment may be limited. Likewise, such studies do not seem to consider the existence of an alternative model of man, one that questions the legitimacy of functional rationality within organization spheres and, thus, bring about embarrassment as for the concrete possibilities of behavior alignment according to standard instruments.

Under this scenario, the present study seeks to present a contemporary theoretical review on organizational values. Methodologically, it is a qualitative study that brings back to light the theory of values and its applicability to the organizational sphere, based on a literature review of empirical articles published on the subject between the period of 2000 and 2016.

Specifically, the research surveyed a literature review of national and international empirical articles on Portal Capes and the electronic library Spell, with time restriction including only the years between 2000 and 2016,

and which allowed the identification of 54 quantitative studies on the subject, of which 15 were national and 39, international.

2 Theoretical framework

2.1 Values

The first significant contributions to the functionalist theory of values were provided by the work "Towards a General Theory of Action", published in 1951 by sociologists, psychologists and social anthropologists. Some authors such as Kluckhohn (1951) and Parsons and Shils (1951), particularly, provided fundamental elaborations of the construction of the concept. Such conceptions are to do with the aspirational that influence human choice. Based on that, life would hardly be possible without common social values: there are value systems in society or in individuals to which fidelity is expected (SPATES, 1983).

The perception that the institutionalization of values within a group produces a 'perfect' social effect has led to the objectification of the concept as a conditioning of a certain society. Its main characteristics under this particular formulation were the hierarchical organization and limited variability, which distinguished norm values related to specific situations and functions. This way, values were supposed to be abstract concepts that, from a systematic orientation, would provide reference to thought and action (SPATES, 1983).

In regard to the relevance of the studies on values carried out back then in order to understand human orientation, the high level of abstraction of the concept, the deductive imposition and lack of empirical support led to a kind of atrophy of its interest in the 1960s. The empirical works that provided interesting data, but were hindered by its own nature *ad hoc* and by idiosyncratic construction of the adopted methods, which constrained systematic comparison of the developed studies, were what have kept the field of research alive up until mid-1970s. No work sought to, in any way, interconnect with existing theoretical approaches. As a consequence, the derived data were merely descriptive (SPATES, 1983).

A revitalization of the field took place in the 1970s with the studies by Rokeach (1973) and Kohn (1977), who made an attempt to construct their assessment based on the data collected from

the populations under scrutiny. Rokeach (1973), in particular, was the one who provided the first most relevant data to the theory of values, with systematic studies of the phenomenon and establishment of the connection between values and behavior and the causes of value changes. The author developed The Value Survey instrument, which can assess 18 values considered terminal (such as liberty and equality), with all the refined and tested categories for its purpose of reliability and validity (ROKEACH, 1973; DE CLERCQ; FONTAINE; ANSEEL, 2008; MALBASIC; REY; POTOCHAN, 2015).

For Rokeach (1973), values are durable beliefs about abstracts of existence or specific forms of social behavior. In his words (ROKEACH, 1973, p. 5), the concept refers to the "enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable to its opposite". Therefore, in his perception, the knowledge of an individual's values will make it possible to predict how he will behave in experimental situations and real life.

Schwartz and Bilski (1987, p. 551), on their turn, have conceptualized values as "(1) concepts or beliefs, (2) pertain to aspirational end states or behaviors, (3) transcend specific situations, (4) guide selection or evaluation of behaviors and events, and (5) are ordered by relative importance".

A more contemporary definition is given by Bourne and Jenkins (2013, p. 497), to whom values are "enduring beliefs that are personally or socially preferable to converse beliefs, which transcend specific situations, and which guide selection or evaluation of behavior", referring to, thus, what really matters to people's lives. Each individual has different values with different levels of relevance, in a way that a specific value may be important for one person but irrelevant for another.

Schwartz (1992), responsible for the Theory of Universal Basic Human Values, largely used nowadays, presents six fundamental characteristics for values, which are equally implicit in the definitions of different theoreticians: (1) values are intrinsic beliefs to affection. When activated, they mix in with feelings; (2) values are related to aspirational aims that motivate action; (3) values transcend actions and specific situations, becoming different from norms and attitudes; (4) values can be used as standards or criteria, in a way that people make their decisions based on possible consequences for their values; (5) values are

established according to their value in relation to others. Thus, a person's values make up a set of priorities that characterize one as such; and (6) relative importance of multiple values guides action (SCHWARTZ, 1992, 2012).

Schwartz's (1992) theoretical construction deals with basic values that people from all cultures recognize. According to the author, they are considered universal because they meet at least one of the three basic needs of human existence: biological needs; social interaction needs and institutional and social needs aimed at the welfare of groups. Based on Rokeach (1973) and on two scales – Schwartz Value Survey (SVS) and Portrait Value Questionnaire (PVQ) – applied in samples in 82 countries, Schwartz (1992) identified ten different types of motivational values¹, defined as shown in table 1:

Table 1. Definition of the motivational types of values identified by Schwartz (1992)

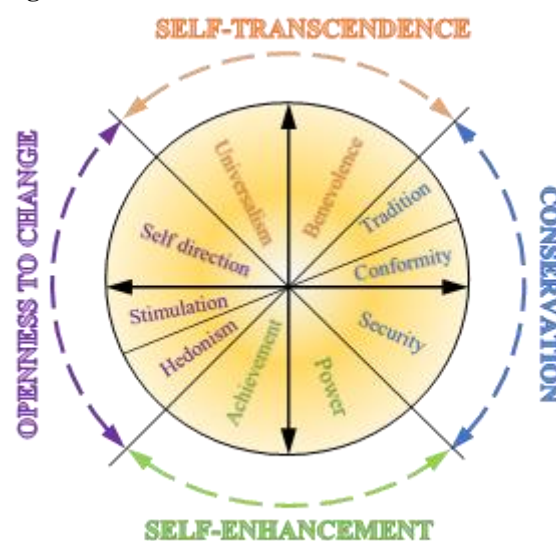
Objective	Definition
Universalism (welfare of all)	Understanding, appreciation, tolerance, and protection for the welfare of all people and nature.
Benevolence (welfare of close others)	Preservation and enhancement of the welfare of people with whom one is in frequent personal contact.
Tradition (commitment to tradition)	Respect, commitment, and acceptance of the customs and ideas that traditional culture or religion provide the self.
Conformity (social expectations)	Restraint of actions, inclinations, and impulses likely to upset or harm others and violate social expectations or norms.
Security (safety and authority)	Safety, harmony, and stability of society, of relationships, and of self.
Power (wealth & authority)	Social status and prestige, control or dominance over people and resources.
Achievement (personal and organizational success)	Personal success through demonstrating competence according to social standards.
Hedonism (pleasure)	Pleasure and sensuous gratification for oneself.
Stimulation (excitement & novelty)	Excitement, novelty, and challenge in life.
Self direction (freedom & independence)	Independent thought and action: choosing, creating, and exploring.

¹More recently, Schwartz (2012) refined his theory to 19 values and, nowadays, he recommends the use of the Portrait Values Questionnaire – Revised (PVQ-Revised).

Source: Elaborated by the authors based on Schwartz (1992) and De Clercq, Fontaine & Anseel (2008).

The values described in Table 1 fit in two dimensions and four moral typologies: open to changes versus conservatism and self-transcendence versus self-realization. While some of the values are compatible (with conformity and security) and are found horizontally, others are adverse (such as benevolence and power) and are found transversally, which produces conflict for the individual. This dynamic relationship that is established among different types of values is illustrated by the continuum of Figure 1:

Figure 1. Universal basic human values



Source: Adapted by Schwartz (1992).

It is important to mention that social groups have different hierarchy of values. For Schwartz (1999), individual values distinguish themselves from the cultural ones, once the value priorities of an individual are the product of the shared culture and of singular personal experience, whereas cultural values help society build the contingencies to which people should adapt to. Bourne and Jenkins (2013) demonstrate that the standards of decision of an individual may vary according to the context in which he is. In Rohan word's (2000, p. 266), the difference between values among people and the various groups to which they belong show that they "must decide whether to behave in line with others' expectations, consistent with social

value priorities, or their own value priorities”. This is due to the fact that in specific contexts values are subject to judgments.

One of these specific contexts in which values are structured is the organizational. Malbasic, Rey and Potocan (2015) note that organizations per se do not hold any values, but, instead, they are made up by humans whose values shape them. Oliveira and Tamayo’s (2004) research demonstrated that the structure of organizational values correspond to the structure of personal values proposed by Schwartz (1992). Based on such grounds, it is possible to claim that an organization will be based on the values of society and its members, especially on the founders and those who hold more power and influence (TAMAYO, 2007).

2.2 Organizational values

The literature considers that organizational values are the cornerstone of organizational culture. Kroeber e Kluckhohn (1952, p. 181) define organizational values as “made up by implicit and explicit standards and by the behavior acquired and transmitted by symbols, which will constitute the distinct performance of different groups, including the materialization of its artefacts”. Both authors add that “the essential core of the culture consists of traditional ideas and especially its adjacent values. The cultural systems may, on the one hand be considered as products of actions, and on the other hand as conditioning elements of future actions” (KROEBER; KLUCKHOHN, 1952, p. 181).

Schein (1985), in turn, argues that the cultural analysis of a group or organization requires the distinction between three fundamental levels in which culture is expressed: its noticeable artefacts; its basic adjacent assumptions and its values. Therefore, organizational culture becomes a determinant as to the compromise with productivity and longevity of an organization (O’REILLY; CHATMAN; COLDWELL, 1991). Organizations with a strong culture – whose values are shared by its members – tend to achieve better global results (COLLINS; PORRAS, 1996; STRIDE; HIGGS, 2014).

The same way personal values guide actions and individual judgments, organizational values play a relevant guiding role in the function of organizations (SCHEIN, 1985). They express

justifications and ideological aspirations, as well as they determine which actions and objectives are preferred in comparison to alternative actions and objectives (KATZ; KAHN, 1978; ENZ, 1988). That is, they provide implicit norms regarding how the members of organizations should behave themselves and how organizational resources should allocated (EDWARDS; CABLE, 2009).

Organizational values are, thus, “a form of consensus regarding the values that a social group or organization consider important for its aims and collective welfare” (BOURNE; JENKINS, 2013, p. 497). They are stables and durable, neither totally fixed because there would be no possibility of change, or very fluid because there would be no continuity, and they are particularly connected with cultural and institutional phenomena (BOURNE; JENKINS, 2013).

In considering that individuals tend to select groups with similar values to theirs, the same way as they avoid different values (SCHNEIDER; GOLDSTEIN; SMITH, 1995), an emerging concern in this respect is the level of adaptation or compatibility of individual values to organizational values, what has become a consensus to call it Person-Organization fit or P-O fit. According to De Clercq, Fontaine and Anseel (2008), many researchers have studied this phenomenon aiming at understanding and predicting workers’ attitudes and actions in their organizations.

Kristof (1996) argues that the compatibility between people’s values and those of the organizations occurs when at least one of these entities provides what the other needs, when they share similar fundamental characteristics or when both situations occur. Within this perspective, a high level of compatibility between values correlates positively with other significant variable to the organizational performance, such as work satisfaction, identification and compromise (BORG *et al.*, 2011).

There is, therefore, a relationship between organizational values and control. Shared values are characterized as an integrating element that is capable of providing stability and consensus, as they guide conveniently both behavior and action (KATZ; KAHN, 1978; MARTIN, 1992). In this sense, the conformity of members with organizational values allows for the creation among themselves similar mental models in regard to the function of the organization, the same way it avoids the expression of different perceptions

which would result in repercussion for their behavior. As argued by Ouchi (1980, p. 138),

Common values and beliefs provide the harmony of interests that erase the possibility of opportunistic behavior. If all members of the organization have been exposed to an apprenticeship or other socialization period, then they will share personal goals that are compatible with the goals of the organization. In this condition, auditing of performance is unnecessary except for educational purposes, since no member will attempt to depart from organizational goals.

Based on this author's view, such institutionalization of values allows that the organization survives even under conditions that seriously limit its capacity of rational control, which comes as an alternative to bureaucratic control. As Bourne and Jenkins (2013) recognize, in practice, organizational values are more and more used for stimulating or reinforcing behavior alignment as a kind of normative control, which raises a number of questions around efficiency and ethics.

The research on organizational values has been carried out through three main strategies (TAMAYO, 2007). The first one, of a qualitative nature, is carried out based on the analysis of the contents of the organization documents, aimed at identifying espoused values. This is, however, a limited approach, once the values stated in the documents may not be found in the organization praxis or in the individual's mind. The second one uses the average of personal values as an estimate for organizational values. However, the incompatibility is frequent between personal and organizational values, in such a way that the obtained results cannot express accurately the organization's values. A third access way to organizational values is through workers' perception about existing and practiced values in the organization. Within this realm, the access is mainly through managers, considering they have strong influence over prevailing values in organizations (SCHEIN, 1985).

2.3 Empirical studies of organizational values

From the analysis of the articles that were the objects of this study, we verified that the scales

most largely adopted were the Organizational Culture Profile (OCP), by O'Reilly, Chatman and Coldwell (1991); Competing Values Framework (CVF), by Cameron and Quinn (1991) and Organizational Values Questionnaire (OVQ), by Reino and Vadi (2010). In Brazil, the *Inventário de Valores Organizacionais* (IVO), by Tamayo, Mendes and Paz (2000) and *Inventário de Perfis de Valores Organizacionais* (IPVO), by Oliveira and Tamayo (2004) are the ones mostly adopted.

Another possible inference to draw was that the most recurrent interest has been in P-O fit (KRISTOF, 1996; CABLE; EDWARDS, 2004; DE CLERCQ; FONTAINE; ANSEEL, 2008). In order to assess it, the same instrument is answered twice by the members of organizations, first they describe the important values for themselves and secondly they inform the ones relevant for the organization they work at.

Other constructs constantly related to organizational values are **productivity and performance**, as in the researches by Dobni, Ritchie and Zerbe (2000), Henri (2006), Leung and Chaturvedi (2011); Melo and Domenico (2012); Yusof and Jamil (2013) and Riveira, Domenico and Sauaia (2014); **resistance to change**, as in the ones by Neiva and Paz (2012), Johansson *et al.* (2014) and Towne Jr. *et al.* (2015); **compromise and work engagement**, as in the ones by Vuuren *et al.* (2007), Natarajan (2012), Sortheix *et al.* (2013) and Stride and Higgs (2014).

Complementary studies aim at comparative analyses among existing values in organizations of different natures. Such are the cases of Porto and Tamayo (2005), who investigated the relationship among all types of organizational values and civics in two governmental companies, a private one and a Brazilian cooperative; by Van Der Wal, Graaf and Lasthuizen (2008), who comparatively assessed organizational values of different governmental and private organizations in Holland; and by Glomseth and Gottschalk (2009), who look into the differences in organizational values of criminal investigation and antiterrorism police stations in Norway.

The assessment of organizational values based on managers' perception is also frequent. This type of assessment is done by the consensus that managers have a strong influence over prevailing organizational values and culture. Such are the cases of researches carried out by Helmig, Hinz and Ingerfurth (2014), with hospital managers

in Germany; by Leung and Charturvedi (2011), with high-tech companies' managers in Singapore; and by Day and Hugson (2011), with North-American small-business managers.

Therefore, organizational values are found to be studied in governmental, private and third-sector organizations of different areas and in relation to different constructs. In general, the investigations do not seek to assess organizational values per se, but to assess its impact in relation to other relevant phenomena in the function of the organization. As stated by Bourne and Jenkins (2013, p. 496), "values have a long reach and a wide span of influence on critical processes and characteristics in organizations". However, as De Clercq, Fontaine and Anseel (2008) reflect in their analysis of the assessment models P-O fit, a careful examination of the literature reveals some fundamental limitations, and most of them are related to how researchers have looked into the congruence of values.

This outlook implies skepticism and confusion in regard to research on values, which is intensified by the large number of definitions and instruments used for their assessment. This implication results in the use of different value dimensions and makes it difficult to a universal reapplicability (BOUCKENOOGHE *et al.*, 2005). The theoretical thought of Bourne and Jenkins (2013) reveals that a significant part of existing approaches ends up conceiving the phenomenon a single entity as stable and totally formed, which hinders the empirical and theoretical dialogue and, thus, the practical capacity of these instruments to assess the value basis that guide organizations. Therefore, based on the theoretical models most realist to organizational praxis can be inferred that they should consider the inherent dynamics to values, as well as the influences of asymmetric relationships of power that are established within this realm.

2.4 A contemporary perspective of organizational values

A careful examination of the studies on organizational values demonstrates that they can take four different forms and, still, they can guide members of an organization regarding selection and behavior assessment (BOURNE; JENKINS, 2013). Each one of these values – espoused; attributed; shared; and aspirational – is a valid

representation, but partial of the values that constitute organizations, for temporal orientation, as well as for the level of analysis. Therefore, conceiving each type individually as representative of organization values implies significant limitations, whereas their integration offers a more complete and realist perspective for the subject study. Table 3, elaborated based on Bourne and Jenkins (2013), shows the main characteristics and limitations of the types of organizational values.

Table 3. Forms of organizational values according to Bourne & Jenkins (2013)

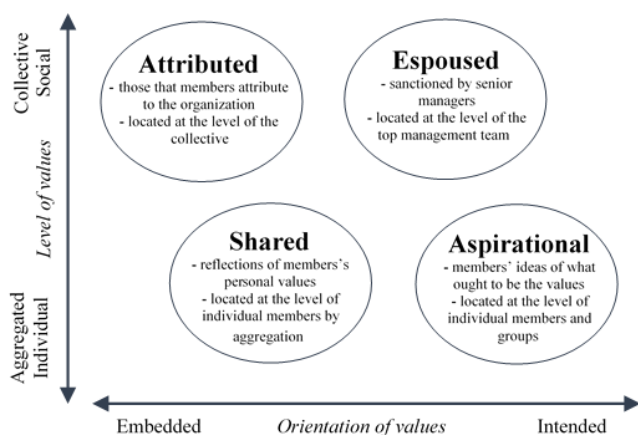
Forms of values	Description	Limitations
Espoused	Values formally espoused by managers through oral or written statements and documents; they are explicit	Organizational values would be the outcome of cognitive styles and managers' bias. However, such values are not necessarily shared with members of the organization.
Attributed	Values that members attribute to the organization based on standards of actions they observe on a regular basis.	They are based on repeated standards of actions and decisions. Therefore, they do not encompass future projections and may not characterize the organization. Members may address values they do not necessarily share.
Shared	Values that members share. They are usually able to identify common organizational values, at least the ones belonging to their work groups.	They are based on the conception that member's personal values may be adjusted through socialization and that divergent interests may be minimized. However, asymmetric power relations are disregarded and that there may not be common values shared by members, especially in big organizations
Aspirational	Values members think that the organization should adopt in order to succeed in the long term	They may signal for a rupture with the historical standards, but they are on the level of members and may not necessarily

		sanction by managers.
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Source: Elaborated by the authors based on Bourne & Jenkins (2016).

Within a dynamic perspective, these four types of values are aligned according to how they are oriented towards past standards or a desirable future and according to how collective they are, or at the level of personal cognitive structures shared by the members of the organization (BOURNE; JENKINS, 2013). Figure 2 illustrates the inherent dynamics to the concept:

Figure 2. Dynamic perspective of organizational values



Source: Bourne & Jenkins (2013).

As shown in figure 2, a dynamic approach, more connect with the organizational praxis, considers that most organizations will present a variation in the composition and emphasis on value forms. For instance, a certain organization may espouse values that emphasize individual performance, while most of its members share values that emphasize team work.

A number of internal and external factors influence the mounting or reduction of tension between forms of organizational values. In the model proposed by Bourne and Jenkins (2013), the similarities among the types of values imply in overlaps, whereas contrasts imply tensions or gaps. Thus, these authors raise four hypotheses related to the possibilities of value variations within the organizational sphere.

An organizational value overlapping represents little difference in the contents of the four types and it occurs under conditions of relative stability and certainty, which is common in long-term positive performance occasions and highly

institutionalized places. For managers, this is a desirable chart, because it reflects positive and negative aspects for the organization and it reduces the need for normative control. However, this same chart is not so desirable because diversity can be reduced, it implies little motivation to challenge the basis of decision and action and it raises difficulties for people with different values. The first hypothesis, however, is that organizations with positive performance or belonging to highly institutionalized areas boost extended periods of stability, which promote overlapping in the types of organizational values (BOURNE; JENKINS, 2013).

An expectation gap created by tension in orientation represents a gap among the types of values assimilated into past standards, attributed and shared, and the ones oriented for a future intention, espoused and aspired. We then have a common chart during weak performance and dissatisfaction increase among members, which can lead to a radical change process and the substitution of old values for new ones. This way, the second hypothesis is that low organizational performance may lead to a demand for alternative values. If such values are adopted, we have a failure between aspired forms of values and those assimilated into the past of the organization (BOURNE; JENKINS, 2013).

A dislocation gap created by tension between levels represents a large alignment of aspired values with attributed ones and a large alignment of shared ones with aspired ones, but not between both dimensions. This scenario occurs in explicit lack of group belongingness to the organization, which is common when part of the members belong to powerful groups with antagonistic values to the ones espoused by managers and attributed by the other members, or when there is expansion of the cultural distances. Thus, a third hypothesis is that of when there are groups of members linked to institutions or cultures ideologically distant from the corporate center, a dislocated tension may emerge among the values these groups add to the individual and collective level of the organization (BOURNE; JENKINS, 2013).

To conclude, a leadership gap represents lack of alignment between espoused values and all other types of organizational values, which occurs when managers espouse new values to signal conformity with certain norms and institutional strategic expectations before having support from the

organization for such change. This way, the fourth and last hypothesis is of that in situations where leaders fail to gain support from members, a leadership tension emerges among espoused organizational values and other organizational values (BOURNE; JENKINS, 2013).

Although Bourne and Jenkins (2013) do not provide a whole theory, the model is supposed to contribute significantly to the organizational theory, and their model is considered to be useful to organizational values because it isolates their distinct forms that emerge in the organizational context and explores floating relationships that are established among them. Values are based on highly clashing human requirements, in a way that each one of their forms individually emphasized in the literature reflects a partial demand, but it does not represent a construct as whole, and this is what jeopardizes the generalization of empirical studies related to the subject.

3 Conclusion

The present study proposed to present a contemporary theoretical review on organizational values. For such, the theoretical chart and its applicability in organizational context was retrieved and, from a survey of a literature review of empirical studies conducted on the subject, presented a contemporary perspective of the subject.

Although there is a significant number of empirical studies on organizational values, carried out in different kinds of organizations and in relation to various other constructs with the main objective of identifying necessary ways to guide conveniently behavior and action, these studies do not seem, on the one hand, to consider the inherent dynamics of the concept and, on the other hand, the existence of a model of man with highly developed critical consciousness, who is aware of the value structures present around him and one who is able to distance oneself from the resource condition that is imposed on him.

The dynamic model of organizational values elaborated by Bourne and Jenkins (2013), which encompasses the variation possibility in the composition and emphasis of the types of values and that recognizes the influences of asymmetric power relations that are established within this domain, associated with human considerations, may contribute significantly to a more refined

analysis of the subject.

In view of the above, a consideration made by Spates (1983) seems appropriate due to its relevance. According to this author, isolated techniques do not convey complete pictures of value assessment. In this regard, the phenomenon should be examined *in loco* based on multiple observation techniques, and this is due to its subjective nature and different social configurations in which they emerge. Besides, the first theoreticians concerned with the subject are worth a second perusal, once, despite the increasing interest, little advancement has been added to the theory of values. Lastly, seeking elements in alternative areas of knowledge may be relevant. On such ground, noting that the theory of values was a central and flourishing area in Philosophy is worth it.

Thus, regarding the proposed models for assessment and construction of a typology of values inherent to organizations, they resonate in the literature as to the distinctive perception when the involved in the context are considered. Individual values usually diverge from collective values, but they present a bigger convergence than those of organizational values themselves.

In this regard, the incompatibility of these values raises a tension in the organizational atmosphere with different levels of intensity. Despite the existing level of tensions, the need for a strong value basis as a determining factor to decision-making in organizations is to be considered.

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