

ANALYSIS' MODEL OF ORGANIZATIONS' DYNAMICS: An exploratory research on Textile Industries of Minas Gerais State, Brazil.

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ABSTRACT

In the administration models searching for profits, many authors propose that companies attribute emphasis in the determination of resources, then they can reach profitability and permanence in the wanted markets. The strategic administration executed by the managers, in its dynamic form, seems to follow a generic model, inside of a rational flow with a certain priority, as: Analyzing the external variables, analyzing the internal competence, looking for the adaptation in managerial models, measuring the satisfaction with the reached results. This paper shows a model of analysis of the managerial dynamics, which is very important to understand the managerial competence in the search of adaptations for the dynamic strategy of the business. The section chosen to test the model was the Textile Industries of Minas Gerais, through an exploratory research. It is shown, in that phase, the fundamental variables that describe the model of the managerial dynamics.

1 - Introduction

The main target of this work is to do a qualitative survey on indicators of adaptive competency in companies of a strategic sector - through a exploratory search of Minas Gerais State textile sector - and the use of managerial models of repositioning to act in competitive markets. Besides, departing of this qualitative survey a dynamic model, representative of the diverse factors that define the strategy of an organization, will be made.

As indicators of adaptive competency let us understand the selection and the attribution of weight: prioritizations that lack of faster interpretation and foster the change initiatives. By the selection and attribution of values to this internal and external greatness it is possible to improve the acting and adaptation abilities. The adaptation competency evaluated stress more the strategic administration and the change implementation than the strategic planning in the long term model.

Was considered as strategic sector that one featured by a collection of enterprises that support the country social grown, spread informations, keep open its knowledge frontiers, have no leading edge researches but is relevant has a good jobs and taxes provider.

The repositioning managerial models are those that, emanated and shared by the top administration, implements the needed changes.

A basic assumption of the research is that companies always identify the needs of change and make them in the proper moment, and that managers always succeed in point the relevant variables needed to competitiveness.

2 - Contextualization

Nowadays social systems present themselves under a marketing viewpoint more open, done to the brake creation and introduction of behavior patterns, obviously caused by the technological advances on communications, transports, life impacting sciences and in language. Arise, mainly in rich countries, models, products, technologies and even investment resources, willing to play a role in these

new markets. Organizations, to acquire survival quickness are seeking knowledge ways to identify the external environment factors to actuate previously by repositioning themselves to avoid the treats and searching for opportunities. And analogically as they were competing a longer time, they must have learned in suitable time the desired art and assimilated the needed resources to do so.

As soon as we are applying with operational satisfaction a certain model and harvesting its desired fruits and many other appear. In this line of reasoning the managerial models are pointed as a typical case of recent linear evolution based on the implant of CCQ which upgrade to the TCQ, that began to give support to the ISO 9000 certifications, that would be better if they was QS (Quality Systems) certifications. In other places, successful consultants apply the Reengineering or the "Learn Organization", while others presents the old OD (Organizational Development). It's possible to cite yet social organizations of enterprises configured franchising, ..., cooperatives, factoring, renting, etc.

While in one size the enterprise worries itself with the strategies and models to follow, on the other with its basic operational burden of production, collection, client services, cash flow control, etc. In managerial level the jobs are occupied by persons of excellent professional background. Simply the managerial fields have to implement or make the things happen between the strategic (that they help to build and rationalize) and the operational (that executes the productive processes directly). They are, therefore, on line and immerses in the internal indicators but with total attention on the enterprise external indicators. Take jobs in two lines with constant cross firing: the capital owners at one side and the operational people at the other.

3 - The Textile Sector

In the work " Study of Brazilian Industry Competitiveness: The Competitiveness of Textile Sector", sponsored by the Ministério da Ciência e Tecnologia (MCT), Financiadora de Estudos e Projetos (FINEP) and Programa de Apoio ao Desenvolvimento Científico e Tecnológico (PADCT), general international tendencies of the sector are pointed together with competitiveness' policies(FERRAZ, 1993) specific for the brazilian case. This work stresses the necessity of doing studies on this field due to its social and economic importance to the country. Accordingly to FERRAZ (1993) the textile sector is failing to attend market's massive forms driving its efforts to smaller demand's packs to attend the fashion and style concepts. This demands a production's flexible form able to give quick reply to the frequent changes of the market's preferences.

Among the global tendencies the author (FERRAZ, 1993) points: 1) - The introduction of the automation with impressed informatics increasing the productivity and flexibility in the models of the products and that machines, being applied, initially in more industrialized countries. 2) - A broader use of outsourcing contracts. This allows the use of a great amount of qualified workers at lower prices in remote sides of the world. This type of strategy was use in countries like Korea, Hong-Kong and Taiwan. 3) - (?) 4) - Some countries, like Japan, has financial programs based on the scrapping of the existing equipments to modernize the installed capacity. With that there is stimulus for the development of new equipments able to mitigate strangling points of the hand labor and flexibilizing the production.

At a Brazil's level, second FERRAZ (1993), the textile industry begins to figure among the great in capital's intensity, what implies the need to finance its industrial resources under the condition of compromising itself. The big conglomerates that manage to invest in technologies and to understand the sector's tendencies will

have the opportunity of reach high patterns of competitive performances. The author alerts that in 1990 the textile sector exports less than 2% of its production, suffering with the stagnation of the brazilian market. It was not able , for instance, to react like the shoe's branch that improve its exports and redirect its production to the domestic market trough more competitive prices.

4 - Theoretic Referential

4.1- Introduction

The study area of the research remains among the knowledges discussed in business strategy, new managerial technologies and competitiveness.

To the development of this research, the theoretic referential will comprise the study of the: a) Business strategies, in manner to place the problem in the higher level of the organization, identifying the general business strategies reasons of existence. b) Competitive strategies, that is, those that, among the others, has as objective to produce distinctive advantages for the enterprise against their concurents. c) Managerial models known and adopted by the enterprises of the sector under study.

4.2 - Business Strategy

For the strategic theme the literature exhibits a profusion of ideas, models and proposals of actuation in the competitive market. Initially we can quote PORTER (1994) as a creation's proposal of competitive advantages. He shows in its model, besides the value's chain, the relations that implies in the concurrence between the enterprises due to the powers (forces) coming from the power of bargain (negotiation) of suppliers and clients, the menace of the new concurents, and the menace of alternative products. Becomes understood that in the identification of such forces the enterprise might refine its competitiveness acting in on its own week points. With such rationalism spread out, the suggestion of an improve of the competitive capacity of the whole sector occurs.

ANSOFF defines a enterprise a " an organization with personal ends and which behavior is guide to the consecution of purposes or objectives identifiable" (ANSOFF, 1977:23), and states that is possible to identify, in the majority of the firms, a set of objectives or finalities through its plans for the future or its past story.

Yet second ANSOFF (1993), several can be the type of objectives of an enterprise: gain or maximization of profits, financial or economic revenues for the shareholders and long term survival , among others. Regardless of the objectives that an enterprise may express, it must articulate itself administratively through a net of decisions and/or an administrative arrangement, whose existence is connected to the earning of its objectives. When this arrangement or set of decisions is concerned mainly with the external aspects of the firm it is before decisions of strategic nature. The set of such decisions constitutes the strategy or strategies of the enterprise. So, when one approaches the strategy in a global manner, enclosing all organization, one says that it is a business strategy; when one approaches the question under the viewpoint of one the firm's functional departments, one says that it is a functional strategy (OLIVEIRA, 1993). This way, if the strategies were directed to the Marketing Department or to this function inside the firm, they receives the name of Marketing Strategies or Merchandising strategies.

Several definitions for strategy were formulated by diverse authors:

- It's a set of decisions, directrixes and rules formulated with the objective of guide the enterprise positionment in the environment (OLIVEIRA, 1993: 167);

- It's the determination of long term basic goals and objectives of an enterprise and the adoption of the lines of action and the application of the needed resources to reach these goals (CHANDLER, 1962:13);
- It's the set of an enterprise's objectives and the way of reach them (BUZELL et al, 1977:16);
- It's the set of important objectives and policies (TILLES, 1963:113)
- It's the way, or manner, or action established and suitable to reach the enterprise's challenge and objectives (OLIVEIRA, 1993: 167).

As we can depreend from all these definitions, the strategy is a decorreence of the objectives, that is, of the targets that the firm wants to hit. And to hit them the company besides to consider it's own internal environment, need to consider too the external one, and to position itself towards it, that is, act in a way that it could be identified by the consumer as a superlative company and different, in some given aspect, of the rest of the firms, as stresses ANSOFF (1993).

COLLINS & PORRAS (1995) reports the one of the most fascinating conclusions of they work was that big ideas introduced by charismatic leaders do not show direct correlation with the creation and maintenance of the visionary enterprises. On this point they ironize that for a great idea, can be a awful idea. "So in they work presentation they show that the enterprise discipline and the need of learn with the mistakes in a the consecution of a process of continuos repositioning are what really counts.

In a diverse view point we have HAMEL & PRAHALAD (1997), that mention that they work with the premise that a enterprise can only control its own destiny if it understands how to control the destiny of its sector. The organizational change is a secondary challenge. The main one is to be the author of the changes of the sector. This shows the relevance of to study the sectors and verify how the cutting edge enterprises move themselves in them and can to do changes on them.

HAMEL & PRAHALAD (1997) consider yet the need of the firm to act with what they call essential competencies. On this sense they propose a table showing a list correspondent to a new strategy's paradigm. For instance they mention in the competitive challenge "not only the process's reengineering but also the regeneration of strategies; not only the organizational change but also the sector's change; Not only the competition for a market's share but also by a opportunity's share". They place, inside the mobilization for the future: To have, not only, a adequation's strategy but also a limit strategy to be reached; To have, not only, a resource's allocation strategy but also a resource's accumulation leverage strategy". They mention that the essential competencies of one age may become a mere skill for the next decade. Thence the importance of the perception of the changes through the time seeking a long term perception.

CONTADOR (1995:45) presents recommendations in the sense of to do a good environmental. Focus the attention in: i) External environment: try to discover whose they will be, from where they will appear and what the new concurrents will do; To define the world's compression parameters; ii) Internal Environment: To have business's a vision; To give preeminence to manufacture; Seek expressive gains; To implant participative models to administrate the changes; To integrate the technologic and merchandise areas. iii) Methodology: Choice the products, markets, fields and weapons of the competition; monitorate the concurrents; to analyze all the productive chain in a productive way; To fix the one objective at a time; Under this disposals, we may, if we use the CONTADOR suggestions, to extract indicators that will define the degrees of competitiveness of the enterprise.

4.3 - Managerial Models

There exists several mentioned managerial models, considered (or not) fashion, that have influenced the general decision of to administrate enterprises. There exists sever criticism of some authors to these models (as WOOD, 1996), considering them panaceas.

Nevertheless we cannot deny the TCQ positive influences in many companies. CAMPOS (1992) has worked to spread and implant the TCQ in brazilian's enterprises. This model, now largely spread, presents a overall philosophy of functional use, focused on quality and in models of approaching the work's processes. It proposes the adoption of quantitative measures and tools to the process's control. And uses the MASP (Analysis and Problem Solving Methods) that are executed by their own employees (internal agents). Works with a repetitive cycle structure, the PDCA (Planing, Development, Control and Action), seeking the satisfaction of inside and outside clients.

In this sense happens the term business reengineering process (DAVENPORT, 1994; HAMMER, 1994), with its emphasis centered in the process's improvement, whose basic question is to focus their own optimization, by lowering the costs and optimizing the fluxes. The idea departs from the premise that the real resource's swallows are the process. And it can be designed in a reverse form, from client to supplier, searching: the placement of the resources through a focus on functions and abstraction of sectors and departments; the overall use of the automation's resources and of an information's value analysis; the search of more radical changes that have effects in the short term.

In another model, NUENO (1984) proposes what he calls "turnaround", also known as Refloating or Revival. The task is how to revitalize a firm that are going from bad to worse. The technique rests on a man with "carte blanche" to execute changes and to adopt methods to identify the critical problems of the firm, giving them priority to attack them with energy in first place.

By the other side, we have what is called Downsizing (TOMASKO, 1992), that consists in the improvements of the organization's performances through a compaction of the organization's structure. Reduction of functional levels and redistribution of the processes in the new structure.

In the line of management's generic models, the Strategic Planning (or Strategic Administration) can be point out (ANSOFF, 1981). It seeks the adaptation of the firm to the internal and external environment, identifying its possible opportunities and menaces. It suggests actions in concordance with the available resources.

In NAKAGAWA (1991) a model of price evaluation based upon activities is shown. It evaluates in the composition of the product's price, only the factors that ad value to the product, letting that the remaining costs be covered by the profits earned with the sale's volume. It stresses the rigorous analysis of the cost's centers and production's processes picking up the factors that can help the reduction of costs (like Just-In-Time).

LIEBFRIED & SPENDOLINI (1993) show the advantages of observing or follow models, processes and products that knowingly are producing good results through the techniques of benchmarking. They present suggestions on how to gain improvements in products or services through methods of copy, analogy, field's transposition and by means of processual's know-how transferences.

4.4 - Strategies: discipline's generic model

The model of disciplines presented by TREACY & WIERSEMA (1995) states that the firm must invest in one of the 3 following value disciplines: operational excellence, leadership by product, and intimacy with the client. The authors explain these disciplines: The authors (op.cit) affirm that the well succeeded enterprises

concentrate themselves in offer to the clients a better performance on those attributes that they value more. Each one of those disciplines creates a specific value for the clients and the task of these enterprises is to determine which of these values is desired by the clients and invest on it. Departing of this decision all the enterprise's structuration will be totally turned to the creation of the value desired by the client. This means to say that the firms must choose one of the disciplines to reach better performance on it, reaching in the others only a minimum level sufficient to compete in the market.

This affirmatives are in conformity with what writes PORTER:

“ To stay in a middle term is normally a manifestation of reluctance of a firm in making choices about how to compete. It desires by all means a competitive advantage and don't obtains anything, because to earn different types of competitive advantages, inconsistent actions are generally needed” (PORTER, 1992:14).

4.4.1 - The discipline Operational Excellence

The Operational Excellence discipline has as main objective to offer the firm's product or service to the client at the lowest total cost possible. By lower total cost one understands only the prices of the products or services, but also the convenience that they are offered to the public, added of confiability and durability. This firms let go the variety of products they offer to their clients so they can specialize themselves each time more in their production processes.

The operational model of the firms that adopt these strategy is heavily turned to the standardization of proceedings and assets. Each one of the stages of their production's processes are exhaustively measured and optimized. The efficiency is a goal to be continuously overcome.

The compromise with the quality is one of the more strong features of enterprises that adopt as strategy this value's discipline, work them either with products or services. As wrote BERRY & PARASURAMAN in relation to the importance of service's quality as part of the search of competitive advantages:

“The quality of the service is the base of the marketing of services, because the market of the central product is the performance. (...) A solid concept of service is the one that gives to the company chance to compete for the clients; a good performance of a service concept consolidates the competitiveness, attracting the client's confidence and reinforces the brand, the advertising, the sales and the price.” (BERRY & PARASURAMAN, 1995:17).

4.4.2 - The Discipline Leadership in Products

The enterprises that adopt as competitive strategy the Product's Leadership discipline have as main objective offer to their clients the most advanced product possible, having as the most striking feature the constant search of innovations for their products.

The organizations that opted for this kind of action have flexible structures that avoid to oppress the creativity of their employees. The investments in R&D (Research and Development) are surely high and several processes are developed simultaneously. The life cycle of the products are controlled and not rarely, a product of the company takes the place of its predecessor.

PORTER (1992:157) treats the technology as important element in the conquest of privileged positions in the market: “the technology affects the competitive advantage if it plays a significant role in the determination of the relative cost position or differentiation”. This same author considers that the decision of an enterprise in

turning itself a technological follower or leader passes the choice between seek differentiation or low costs, respectively.

4.4.3 - The discipline Intimacy with Clients

The Intimacy with Clients discipline as main objective offer the better total solution for them, what means different actions to different problems.

Accordingly to TREACY e WIERSEMA (1995), the firms that adopt this type of strategy seeks to know deeply their clients and offer them a broad line of products configurable to their needs. These companies are totally turned to the *front line* support (the direct public services workers) and the information about their clients is one of the most important assets of the firm.

Under that perspective, this discipline gets near enough of the McKENNA work (1993) about relationship marketing, in which it stands out the importance of emphasize the clients, to show that an enterprise can develop knowledges very close to a complete understanding of the client, individually, able to make and keep a thigh relation with them.

4.5 - Other Models that Contemplate the Merchandising Emphasis' Strategies as a Competitive Differential

For PORTER (1992) the competitive advantage can be searched of different forms, in which the textile industries can concentrate. For instance in the product's differentiation, but not through the product itself, but in the aspects that turn them out a amplified product, enveloping the delivery of services and the maintenance of a everlasting relationship with the firm's customers, because "the relations between a salesman and a buyer rarely ends with after the sale" (LEVITT, 1985:144). This type of relationship that remains increase the possibilities of a link between the customer and the enterprise.

Second McKENNA:

"A enterprise can differentiate its products based in many factors: Technology, prices, application, quality, services, supply channels, target public, specific clients and alliances. But the enterprise position surpasses the scope of the product itself, to reach the perceptions and problems of the market" (McKENNA, 1993: 58).

To PORTER (1992), this means that the company needs to gain a competitive advantage, in face of the other concurents and that represents a positive differential in relation to these. This can be done of three different forms:

- Through the leadership in costs, when the firm will can , through more lower total costs, be offering more attractive prices to its customers.

- Through the differentiation, when the firm will try to be the only one in its branch of activity, offering to the customers a product whose quality and remaining attributes - measured with dimensions and criteria that clients consider important - broadly surpasses their concurents so that this product might be seen as unique in its category, obtaining the preference of the customers that dispose to pay for that difference and/or that need this difference in the product's feature.

- Through the focus on a segment or group of specific clients, whose needs - also specifics - the firm disposes to satisfy.

4.6 - The Adding Quality to Services Model

Second PARASURAMAN, ZEIHAMEL & BERRY (1985), the services' quality is set by ten fundamentals factors, presents (or whose absence is felt by the customer) in all type of services: reliability, responsiveness, competence, accessibility, courtesy,

communication, credibility, safety, power of know and understand the client's needs, and tangible physical elements present in service (the aspect of: the place, the workers, equipments and other tangible features). These would be the measurable dimensions of the delivery of services.

Departing of these concepts, PARASURAMAN, ZEHTAMEL & BERRY (1988, 1994), developed a scale so the customers' perception, about the quality of delivered services, could be measured effectively. For that, were made 97 (ninety - seven) items relative to the 10 (ten) dimensions of the services' quality, that after being refined through statistical validation's procedures of instrument, were reduced to 22 (twenty- two) items, reflecting 5 (five) dimensions of the quality of services. Such dimensions are:

- *tangible aspects*: physical installations, equipments and appearance of enterprise personnel;
- *reliability*: capacity and skill to deliver the promised service in a precise and safe form;
- *responsiveness*: good will to give support to the customer and instant service;
- *safety*: courtesy and comprehension from the employees and their cleverness in inspire confidence and credibility;
- *empathy*: consideration and individual attention delivered to each one of their customers.

The issues, inside of which are fitted the five dimensions, are builded from exploratory search with probabilistic statistic samples of the business sector that one desires to research, giving the needed consistence to the measuring instrument.

4.7 - The Theoretical Referential and the Research

One observes that many types of suggestions are offered for several authors to the companies as choices of competition. Thus we are leaded to consider the following:

- a) Is adopted one or more models of strategies believing that it fits well to the explain actions of repositionment that occurs in the enterprises of the sector. In this case one suffer the risks to have a better model and the bias mask the results making one believes in the wrong model.
- b) One uses the suggestions about the structures and variables proposed in the diverse models of strategy, as a departing point, without rest on a specific model and one seeks to analyze the sector's reality variables. This way, we may have a more close perception of the sector's enterprises reality, to place after in one or another model or set of strategies.

In this work one chooses the second option. This way, it will be a identification of the factors considered competitive by managers and pondered according to their perceptions. The models will contribute, in the exploratory phase, to propose the initial variables.

5 - Methodology

In this study it was made an exploratory research of two steps: The first was featured by a bibliographic revision about the issue here presented. After MALHOTRA (1996) the exploratory research has as main objective the acquisition of ideas/suggestions and the understanding of the research's problem by the researcher.

The second step was featured by the adoption of in deep interviews with experts of the search's area, that is, with managers and directors of the textile industries of Minas Gerais, Brazil.

In these interviews one seeks pick up ideas and suggestions of variables that would be in the instrument structured for primary data collection - the questionnaire. Thus the conduction of the interviews was featured by the search of ideas and suggestions, complementary and alternative to those already identified in the process of bibliographic revision.

6 - Results

The first result of this work - coming of the exploratory research - is the elaboration of a dynamic model representative of the factors and variables identified - in which the models are abstractions of the real world - orient us in the relations of its components, easing the interpretation of a complex world. This work will present a great number of variables that are treated, by the directive body of the enterprise and that possibly are eager to see the study expose a model or to walk that way. By principle this work do not rest itself in generic or specific model of the sector, even because this could create tendencies in the analysis and results' development phase.

The figure 1 shows schematically the context where occur and will be measured the research variables. The filters correspond to the decisor's mental models in the selection and prioritization of the variables, whose studies surpasses the scope of this work. The bars represent symbolically the conductors of such variables to managers and directors.

External Factors (SCenario)

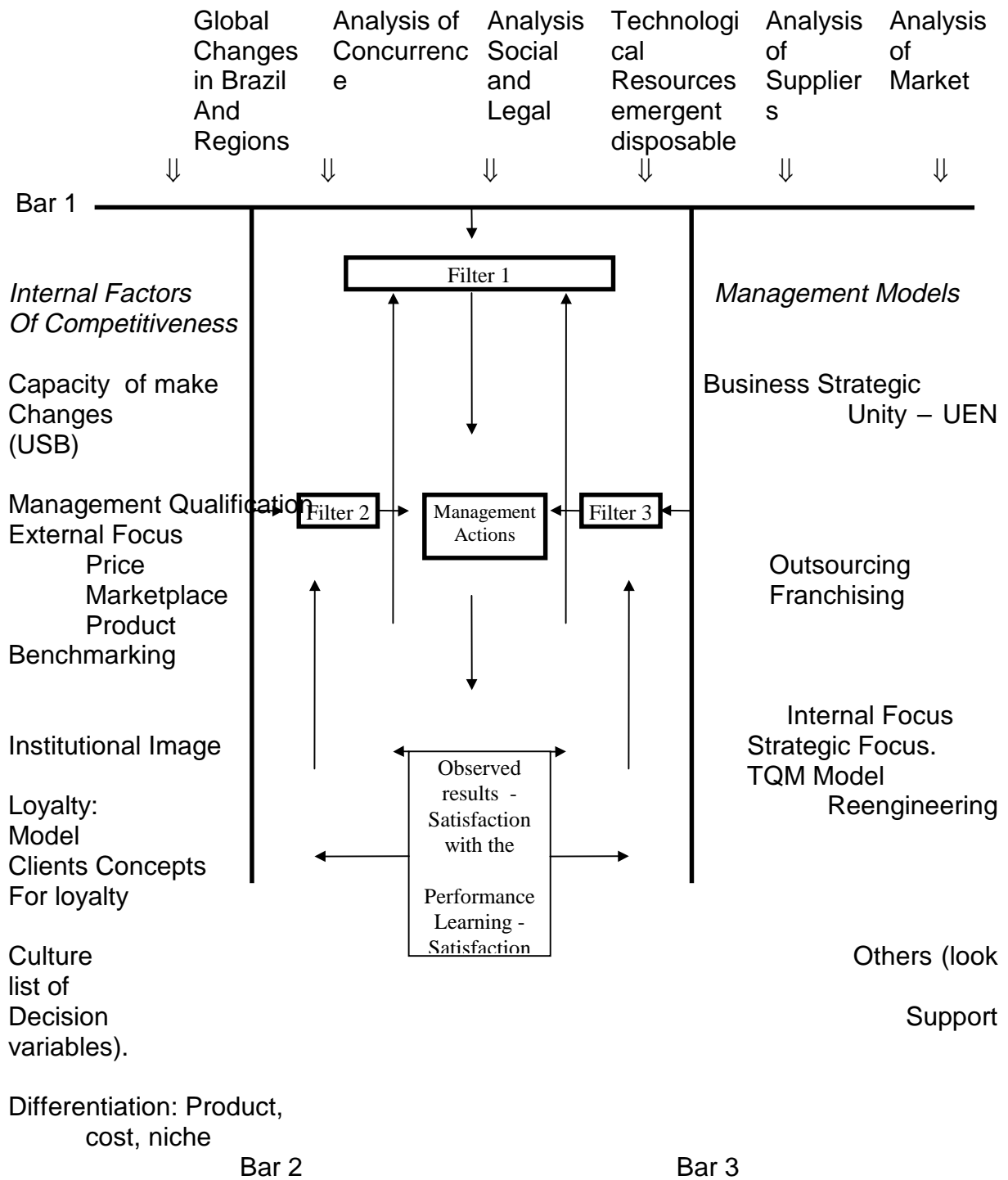


Figure 1 – Model of Relations for decision and management in a environment of changes

The variables of mensuration in the research will be identified , mapped, and oriented with these previous pointed factors that will guide the research. The variables and factors that compose the dynamic model presented can be shown of the following way:

- **Factor:** External

- **Variables:** Decisions about Mercosul rules; Decisions about NAFTA and European Community rules; Global Opening of Markets; Eastern Concurrence by Asiatic Tigers; International money's interest rates; Constitutional changes; Political Parties Tendency; Privatization Policies; Economical stability; Government attention for social policies; Gross Intern Revenue oscillations; Internal interest rates variability; Exchange rates variability; Government importing incentives in textile sector; Government exporting incentives in textile sector; Introduction of new technologies in the industries; Large Scale industrial automation; Variations on Raw-Materials supply; appearance of alternative Raw-Materials in the Marketplace; Adoption of new managerial strategies by the concurrents; Increase of the concurrents' quality patterns; Additional services offered by the concurrents; Concurrents end products costs; Image of the concurrents enterprise; Relationship marketing adopted by the concurrents enterprises; Localization of concurrents firms industrial facilities; Attention to the concurrents firms direction of investments; Future direct concurrents; Products' supply channels for the clients; Clients' bargain strength; Concurrence level; Industries concentration level; Consumer Market growth rate; Consume's Modernization; Verticalization; Increase in the price's demand; Increase in the credit demand; Increase in the product's quality demand; Increase in the reception's services; Increase in the buying power of the end users; Bargain power of the end users; End users consume's growth rate; Knowledge/Information level of the end users; Suppliers bargain power; Concurrence level among suppliers; Concentration level of the suppliers; Modernization; Verticallyzation; Suppliers' price level; Quality level of supplied products; Suppliers' level of reception/ services; Suppliers' technologic level; Suppliers' supply channel to the industries.

- **Factor:** Managerial Models

- **Variables:** ABC - Activity Based Costs (price formulation); TQM - Total Quality Management; Just in Time with Kanban; Processes Reengineering; MRP I and MRP II - Pushed production; Scenarios' Analysis - panel of experts; Adoption of Strategic Planning; Constant Benchmarking; Planning based on Scenarios; Continuous Improvement - Kaisen; Learn Organization; Alliances/ Strategic Partnership; ISO 9000 Series Certificate; ISO 14000 Series Certificate; Outsourcing; Franchising; Adoption of UEN by product; Use of vital signals' control items; Downsizing; Restructuration; Cooperatives; Fusion; Cision; Enterprise leasing; Functional Focus; Finance, Marketing, Production, etc; Alliances, Partnerships; Administration by Center of Costs; Centralized Management Model; Descen-tralized Management Model.

- **Factor:** Internal of Competitivity

- **Variables:** Control/ Feedback/ Follow Up; Flexibilization of goals, objectives and processes; Partnerships with others organizations to reduce operational costs; Adoption of news information technologies; Use of the information technology in costs and prices reduction; Use of decision support systems; Relationship Marketing actions for the organization institutional image; Rigorous control of internal costs; Investment in operational teams training; Improvement of institutional image for the employees; Internal broadening of the clients institutional importance; Competitivity conceptions at the organization operational level; rigorously technical formulation of prices; Use of quality control tools; Employability guarantee; Qualification level of workers; Workers' emotional level; Quality of internal relationship.

- **Factor:** Satisfaction with the Performance
- **Variables:** Organizational Performance on costs; Organizational performance in the Administration of products; Organizational performance in the relations with clients; Organizational performance for future survival; Organizational performance in workers motivation; Organizational performance in lucrativity; Organizational performance in adaptation to environmental changes.

7 - End Considerations

The nature of the study here shown is exploratory. Thus, there can not be created affirmatives and definitive conclusions. Nevertheless, from the variables founded to explain and represent the model shown in this study, it's possible, now, the creation of one structured way of data collection, that is, of a questionnaire that could be composed of the following form:

- The variables represented by the external factors will have two scales measuring the importance (I) given in the competitive scenario and the Confidence in its getting (Co): These variables have diverse dimensions on a 1 to 7 Likert's scale, with the following degrees of choice: Importance (1 none, 2 little, ... until 7 the most) and Confidence in its getting (1 none, 2 little until 7 the biggest).
- The variables represented by the internal factors will have two scales measuring the importance (I) perceived in the context of internal control and internal changes of the enterprise; and the Disposition to change (Dm), that is, measuring if the management is disposed to put some effort in the sense of change (improve) this variable. This variables also have dimensions disposed in a Likert scale ranging from 1 to 7, with the following degrees of choice: Importance (1 none, 2 little, ... until 7 the most) and Disposition to change (1 none, 2 little, until 7 the most).
- The represented by the managerial models will have two scales measuring the given Importance (I) in the sense of applying them in this context and the Disposition to adopt (Da), that is, measuring if the management is disposed to do some effort to adopt the model. The variables have their dimensions disposed in a 1 to 7 Likert scale with the following degrees of choice: given Importance (1 none, 2 little, ... until 7 the most) and Disposition to adopt (1 none, 2 little, until 7 the most). In this variable case we should ask if the manager knows or not the model.
- The variables represent the degree of Satisfaction (S) of the managers with the organizational performance in the competitiveness context. The variables have the dimensions disposed on a 1 to 7 Likert scale, with the following degrees of choice: (1 none, 2 little, until 7 the most).

From this, using statistical technics, could be answered questions such as:

- Which external indicators that managers and director use in their readings of the external environment in this sector, their credibility and how they prioritize them in the decision making? What variables they use in the building of the scenario in this context of changes and uncertainties?
- What indicators influence the managers and directors of enterprises (brazilians: in Minas context) in the search of needs of internal changes and influence in the sector?
- How they perceive and value some managerial supporting models in the changes proposed in the last years: Vital Signals, Reengineering, TQC, ISO 9000, Turnaround, etc? How to adopt combined models?
- Being in view that the enterprise survival needs its marketing positioning, assess the indicators of managerial perception in the marketing changes.
- How managers and directors interpret the enterprise's relations with clients? How they perceive the image of the enterprise in the marketplace?

Thus, these researchs can be useful in the validation and refinement of the presented model, as well as in the sense of to know the managerial models adopt nowadays not only inside of the Mina's textile sector, but also in others significant segments of brazilian economy.

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