

INTUITIVE DEVELOPMENT STRATEGIES IN THE SMALL BRAZILIAN ENTERPRISE: THE CASE OF SAT PARANÁ

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SUMMARY

The present paper has as its objective to demonstrate the use of strategic management concepts in managerial organizations in small enterprises, thus unconsciously considered by its main agent. So, it presents bibliographical revision on the relative theoretical concepts of the managerial strategy and competitive strategies, specifically the SWOT matrix, and Porter's Five Competitive Forces. The case study of the enterprise, Ensacadeiras Sat Paraná Ltd. is used, which besides being considered as a small enterprise, it promoted a series of technological innovations during its ten years of existence, even with its registration as industrial property, without the structured use of management tools. The article tries to demonstrate that the agents make the intuitive use of these tools, concluding that, if on one part, the absence of a formal structure does not impede an enterprise of developing strategies, on the other hand, of another; it can mean the non exploration of the whole available potential, within an organization.

KEY WORDS: Enterprise strategies; planning; technological innovation.

1. INTRODUCTION

In theory, the production management considers the same task groups, independently of the size of the organization, as Slack, Chambers and Johnston say (2002, p. 33), however, the authors clarify that to manage the production in enterprises of small size, they possess their own group of problems. In fact, there are enterprises of small size that do not use strategic planning technology and that; even thus, they are able to develop technological innovations. Such conquests can serve as stimulus to the non strategic structuring, as if the lack of such a procedure did not raise the risk level of the enterprise, in its performance market.

It justifies, therefore, verifying the procedures and management attitudes carried out by an enterprise, which indeed does not make use of structured strategic planning. The opposition of the theory with the practices adopted by the enterprise could demonstrate if, such concepts are present in the actions developed by its main agent, even when it ignores the academic foundations relative to the strategy. To attend to such an objective in this paper, it was necessary: a) to identify the profile of a small Brazilian enterprise; b) to verify if foundations of competitive strategies are used by the enterprise; c) to verify if there exists, on behalf of the enterprise, even partially the use, of strategic planning tool.

To attend to such objectives a descriptive research of a unique case, was carried out, Segundo Yin (2001, p. 31-62), recommends the use of a unique case study, when it represents a decisive element to counter a formulated theory, highlighting that the essence of a case study is to try to clarify a decision or a group of decisions, identifying the reason why they were made, how they were implemented and their respective results.

This paper is restricted to the verification of the use of the strategic management tools, through the opposition of the results obtained in the procedures of collection of data, with the used theoretical referential. The valid considered approaches were observed for a case study described by Yin (2001, p. 105-115), which resulted in the use the following sources of evidences, which demonstrate coherent linkage one to another: the documentation given by the interviewee, registrations in files, interviews carried out with the purpose of explicit enterprise's main agent's strategic thought, and carried out by means of observance of a structured guide and also by the

direct observation which is indicated for a better understanding of the enterprise's operation and also of the implications on its strategic formulation.

The enterprise Ensacadeiras Sat Paraná Ltd. was chosen to be object of the present study, as it had some of the general characteristics determined by Yin (2001, p. 179-185), as relevant so that a case study be considered as exemplary: it should be significant, complete and to consider alternative perspectives. Indeed, the researched enterprise does not have formal mechanisms of strategic management. But even so, it demonstrates to be able to promote strategic structuring through knowledge and their agents' capacity, where the know-how (technique) compensates an eventual deficiency of scientific knowledge.

Finally, the present paper does not seek to be determinant in its data collection and conclusions, because it has not only maintained the objective of confronting the elected theory with the practice, as well as it provided the collection of complimentary information to the main objectives, thus considering alternative perspectives.

2. Theoretical Referential

2.1 Strategy

The tentative of election of a unique definition for strategy, could mean a contradictory act to its own conceptualization for the strong relationship with the external and internal environment of the enterprises. In this sense, instead of a conceptualization, it was opted to highlight the main aspects that characterize the strategic thought, which are: determination of objectives, mobilization of resources, long term vision, differentiation effort facing competitiveness, positioning in the performance market, respectively protected by Bateman and Snell (1998, p. 124), Chiavenato (1999, p. 602), Maximiano (2000, p. 203), Porter (1999, p. 63) and Oliveira (2001, p. 293).

The diverse methodologies proposed for the strategic conception obey a normal and logic sequence that goes through conception, and later implementation of the strategies of an organization. The strategy could be analyzed by the perspective of a plan and, according to Mintzberg, Ahlstrand and Lampel (2000, p. 15-25) they clarify in the greater parts of the books, on the strategy topic that present definitions that are non distant of this model. This could be considered perfect if during its implementation, through time, it were free of the influence of

environmental factors that are in constant alteration. To react to these variations, adapting the projected objective and correcting the planned actions is, in a simplified way and according to Mariotto (2003, p. 79), a strategy called as emergent.

A simplistic strategic conception sets off from the definition of objectives followed by their respective practical execution. Meantime, the predominant logic of strategic conception, is first to think and later to do, it is not always the logic that orders the day by day within the enterprises, as Mintzberg and Quinn clarify (2001, p. 116), when highlighting that this accustoms to be a characteristic of organizations made up of only one person, where the implementer is the formulator, which is translated into speed and easiness of strategic alteration. To work with the unexpected during the installation of a strategy is what Ansoff and McDonnell (1993, p. 45-47), call strategic surprises, that are characterized by four fundamental factors: predictability (the matter arises in a sudden and unexpected way); generation of a new situation (it can create new problems); inertia or answer delay (the lack of reaction leads to financial losses or of great opportunities) and creation of new strategic alternatives (reaction necessity, is urgent and cannot be addressed by the systems and normal procedures).

2.2 Competitive Strategies

The competitive or differential advantage of an enterprise, independent of the performance sector, is analyzed in the doctrine as the resultant of a series of variables that, placed in a harmonious form by a management system, catalyze amongst themselves experiences, techniques and material resources, which provide compatible results, with the necessity of compatible competitiveness in the performance market. Such differential should be established through strategic planning, so that it can be properly explored and developed. Among the existent definitions of competitiveness, Maximiano (2000, p. 128) affirms that an organization is competitive when it has some advantage on its competitors (competitive advantage), and that the competitive advantages that an enterprise can have, are countless, among which we find innovation and flexibility. Defining competitiveness as an ability of an organization, to maintain or increase its market participation or profitability, according to Dahab (1995, p. 11-13) the competitive advantages are independent of the training effort, talent and creativity of an organization in the management of their business.

However, such characteristics are fully applicable, independently of the existence, or not, of technological innovation in the organization. If the competitiveness is intrinsic to the strategy concept, it can also be the reason for a strategic definition, as Laurindo and Carvalho defend (2004, p. 20), being competitiveness the element that demands the existence of a strategy, therefore, strategy is of a revolutionary nature for its capacity to alter the natural course of evolution, imposing on it a rhythm, different from the normal one. The concept of competitive strategy is used by authors, such as Mintzberg and Quinn (2001, p. 68), when they highlight that it focuses the comparison between enterprises of the same industry, (a concept used to define enterprises of the same performance sector) emphasizing that its purpose is to determine how the enterprise will have a better performance, facing its competitors. Following the same current of other authors on the topic, in their analysis, Laurindo and Carvalho (2004, p. 27), demonstrate that "(...) a point that is in the very essence of the strategy is to know how to choose what to do and what not to do", backing Porter's (1999, p. 52) thought when he recommends that "the competitive strategy motto is to be different. It is to choose, in a deliberate way, a different group of activities to provide a unique mix of values (...)".

In one of the studies published by Porter (1999, p. 27), he presents a look on the essence of the strategic formulation, when facing competition, highlighting the necessity that the strategy formulator agents, develop a sharp perception to identify new positions in the competitive market. Corroborating with such a concept, Dahab (1995, p. 25), tries to aim at a route to highlight where the generation of new products and processes, represent creation of competitive advantages for an organization. The search for orientation on the constitution of strategies that position an enterprise with a competitive advantage, is manifested by diverse authors, such as Mintzberg and Quinn (2001, p. 68-69), when they analyze that the competitive advantages can usually be based on: a) superior abilities (generally organizational and non individual); b) superior resources (including physical and intangible assets); c) superior position (products and services offered by the market where it acts and the superiority distance on the other competitors). The importance of the existence of such factors is observed, it is the harmonic balance between them. Once again, the terminologies used by the authors, do not converge in their essence. While Porter uses the concept of competitive advantage, Mintzberg and Quinn (2001, p. 72-80) prefer to use the concept

of "competitive essences", to denominate a group of specific abilities which the enterprise has, or needs to have, to create singular value for the clients, and that are composed of: a) groups and abilities or knowledge, in the products or functions; b) areas in which the enterprise can dominate; c) incorporating to the organization systems, avoiding the centralization in only one or two "talented stars"; among others.

The concept of competitiveness becomes necessary, in this study in the measure, in which it guides the definition of the strategies that impact on the technological innovations of the enterprise. Once again, it was opted by the use of the characteristics highlighted by the authors on the topic and which, in synthesis, are the following: differentiation efforts of the enterprise to maintain a certain position next to the market and strategies in relationship to the competition.

2.3 Strategic Methodologies

Among the studies on the use of organization strategies, Moysés Filho et al (2003, p. 15-29), present a model of evolutionary phases of strategic thought, based on Gluck, Kaufmann and Walleck's (1980) studies. The first phase, denominated as school of financial planning, marked the 50s, where the top-down focus of the strategy focused basically on the elaboration and fulfillment of expenses guidelines. The second phase was denominated school of planning in the long term and prevailed during the 60s, starting off from the premise that, the future could be calculated starting off from the projection of results and past and present indicators. There arises the concept of "experience curves" developed by Boston Consulting Group (BCG) and Pierre Wack develops the technique of planning by scenarios.

The third phase happened during the 70s and was denominated school of the strategic planning, where strategic elaboration is understood as an acquired ability and not the result of a natural gift or intuition. The understanding of the enterprise and its environment was looked for, being the classic technical SWOT Analysis, developed by Harvard as a kind of mark for this period. The school of strategic management marked in the 80s, as the fourth phase, with a new concept where implementation was as important as strategic formulation. The prescriptive side of strategic thought was approached by Porter, with the model of structural analysis, focusing the five competitive forces. The concept of competitiveness was definitively linked to the process of strategic elaboration.

In this study, one tried to analyze two of the main strategic tools offered by the doctrine: SWOT Analysis, and Porter's Five Competitive Forces Model. The SWOT matrix is an analysis concept developed in Harvard, being practically obligatory quotation in all the papers on strategies that approach environmental analysis, such as Ghemawat (2000), Moysés Filho et al (2003), Laurindo and Carvalho (2003), among others. Through this technique, the enterprise develops a process of internal analysis through the determination of its main abilities (strong points) and deficiencies (weak points), at the same time in which it can analyze the external factors and to carry out a verification exercise of the degree of knowledge on the market in which it acts. It also divides in two parts, external environmental analysis, tries to determine or, at least to presume, the opportunities that the enterprise has, or will have, facing it. Starting off from this identification, strategic actions can be developed searching for the taking advantage of said situations. In the same way, as from the determination of the threats that the organization is facing, or could face; protection strategies, can be established and put into practice.

Just like the SWOT analysis, Porter's Model of the Five Competitive Forces, is a constant obligatory quotation on strategic conception studies, for analysis of the external environment. It sets off from the premise that the strategies of an enterprise, should ponder the relationships among five market forces. In this sense, Dahab (1995, p. 15) highlights that to define and to mount the managerial strategy, the environmental analysis of the industry is preliminary, where the organization acts. The model was presented by Porter (1999, p. 27-45) to describe a systemic vision that the strategy should present. Its importance is ratified by Ghemawat (2000, p. 38) when commenting on the study carried out by the Bain consultancy enterprise, that indicated utilization rate of the analysis of the five forces, in 25% of the enterprises researched in 1993.

The basic structures proposed by Porter (1999, p. 28) is composed by: a) threats of new incomers (potential competitors that can reach the competitive performance of an organization, threatening to surpass or to equal their competitive differences); b) threats of products or substitute services (a concept that can be understood be it by products which present the same quality with better payment terms, for example, as for products that surpass the quality of those marketed by the organization); c) negotiation power with suppliers (composed by the analysis of negotiation capacity of the organization with its suppliers); clients' negotiation power (they have conditions of

forcing unfavorable negotiable situations, to an organization, as the drop of prices - discount policies - demand of better quality for the same value and even confronting some competitors against each other); e) positioning maneuvers among competitors (rivalry between competitors due to the use of tactics such as dispute on the price, introduction of products and advertising disputes). Indeed, the verification of the use of the relative concepts to Harvard's SWOT matrix and the model of Porter's Competitive Forces constitute enough indicators for an analysis, if the enterprise hardly knows and dominates elements of strategic elaboration, as applied as foundation on its decisions, even although they do not have the due academic knowledge on such tools. Once again, the essence of such concepts is that it is sought to verify, which are, the analysis of the strong and weak points of the enterprise, of the opportunities and threats that it faces or could face, as well as its ponderation degrees and knowledge on the competitors, the possibility of new incomers and of substitute products and the negotiation power together with clients and suppliers.

2.4 Strategic Planning

Planning activity is inherent to the administrator's activity, since Bateman and Snell (1998, p. 27-28) and Maximiano (2000, p. 60, highlight, the effective management process, involves the activities of planning, organizing, leading and controlling. Planning demonstrates that the relevance is in the analysis of the present attitudes and the questioning of such attitudes encounters the objectives of the enterprise or if, exactly, they are the current actions that will impede it to reach the desired future. In the same way as for the term strategy, also for the term planning, diverse conceptualizations are presented.

That statement is authenticated by Maximiano (2000, p. 175), when he presents some ways of defining planning, as the objectives to be reached. Also Megginson, Mosley and Pietri, Jr. (1998, p. 129) clarify planning as being "(...) the process of establishing objectives or goals, determining the best way to assist them." Indeed, in this study one has preferred to use the definitions presented by Oliveira (2001, p. 294), where goal, is a stage that should be carried out to reach the objective of the challenge and plan is, the formal document that consolidates information, activities and decisions developed in the process. There are authors which emphatically try to relate strategy with the future of the enterprises, such as Drucker (1998, p. 136), who understands that strategic planning is a continuous process which is determined by the possible knowledge of the future and

for current decisions that involve risks. The greatest objective is not to configure the future and its possibilities, but yes, of minimizing risks and to prepare to take advantage of probable favorable situations. Strategy does not define the future, but it involves decisions “having in mind the future”, Chiavenato highlights (1999, p. 603), that once the managerial future can even be foreseen with reasonable probability of success, it was never defined by anticipation in function of the environmental variables that extrapolate the power of decision of the enterprise. Already Montana and Charnov (2001, p. 101) define that strategic planning is the definition of the direction that the enterprise should follow, in function of its mission, or succinctly, the resultant of three related actions: “(...) (1) to choose a destination, (2) to evaluate the routes and alternatives and (3) to decide the specific direction.” In this case, the author highlights that the projection in the decision is directly involved to the reasons that justify the very existence of the enterprise, that is to say, its mission. So, strategic planning is a tool for which the enterprise passes to think about its future, establishing goals to work for as from the present. The analysis of the presented concepts puts into evidence, as fundamental points of a strategic planning what is made up of by the definition and formalization of objectives for the future that embrace all the areas of the enterprise, pondering the implied risks and the necessary resources to reach goals.

3 Of the case study

One of the specific objectives of the present paper is to analyze the behavior of a manager that, indeed, does not have knowledge on management tools. The antecedents of the main agent of the enterprise, demonstrate the profile of an entrepreneur which, based on his life experience and on his technical capacity, managed to found in 1994, the enterprise, Ensacadeiras Sat Paraná Ltd. In spite of the success of the enterprise, he did not manage to complete his basic studies, paralyzing his academic studies when he was in the eighth course. In the interviews, he demonstrated that he had the opportunity to frequent diverse technical courses, however none of them related to the management area. Indeed, the enterprise did not arise from a planning, but yes, starting off from the interest of taking advantage of a market opportunity, which he perceived, to market his equipment.

The temporal framework of the information relative to the enterprise was specified in this

work as being in December 2004. To define the size of the enterprise, one opted to use of the criteria defined by the BNDES-National Bank of Economic and Social Development (2004), as to the annual gross rent, in consonance with the criteria of the number of functionaries, used by Kruglianskas (1996, p. 7), being necessary the concomitant framing in the two parameters. Thus, the enterprise is shown as small in size, (according to criteria chosen for this study) possessing 35 officials and its annual gross rent is within R\$1,200 thousand and R\$10,500 thousand.

There are strong indications of the absence of the systematic and conscious use of management tools, the absence of profitability antecedents, the patrimonial accumulation verified during the first half of its existence and the effective sale of the patrimony, to clean up the financial difficulties faced during the five following years. However, at the same time, in which there are no indications of acquisition of management knowledge, there are outstanding factors as to the positive performance of the enterprise, either through the evolution of the invoicing, through the participation in the Ensacadeiras market for fertilizer industries. Indeed, the enterprise hardly survived in the ten years of its existence, it was also able to put its own means, to organize itself towards the future through strategic actions, without previous and structured planning and only based on its main agent's decisions.

3.1 Of the dominion on strategy concepts

The strategy concept for the interviewee is demonstrated, strongly related to the commercial performance of the enterprise which, in turn, does not possess a formalized planning model. The predominant thought is that the organization depends on the commercial area and so, as a consequence, the strategic elaboration should be of responsibility in this area through the determination of invoicing goals and of actions together with clients, with the exclusive objective of profitability and sales volume. Indeed, through various questionings, it was verified that the interviewee ignores the academic concepts of strategy and its main characteristic. For the interviewee, it is born and delimited starting off from the commercial approaches of the enterprise.

In the model proposed by Mintzberg, Ahlstrand and Lampel (2000, p. 15-25), strategy is understood in the organization and studied as a guide, i.e., it is revealed by the retrospective analysis of the actions practiced by the enterprise. In fact, the enterprise does not have any instruments for the delimitation of objectives and corporate goals, to know the width of the term

strategy. Neither does it demonstrate any structured mechanism for divulging of strategies that are in their main agent's mind.

However, even thus it is able to win space in its performance market because, in its own way, it tries to assist solely such goals, as well as the plans that its main agent has in mind, and which are reviewed in a non structured way, to the team.

3.2 Strategic Planning

In relationship to elaborate a plan, the interviewee revealed that he would do so using the analysis of the historical performance of the enterprise, as a base for projection of the future. By acting within a field of specific technical knowledge, it is possible for the enterprise to considerably know the modus operandi of their two competitors. For the agent, competitiveness is technological superiority with similar price, however in many cases, the client does not have technical capacity to perceive the technological differences between his equipment and that of the competitor that presents a lower price.

Regarding the performance of the competition, it revealed that it has always shown to be attentive to the movements of the other makers, through the analysis of two variables: estimative of the number of "packers" used by the fertilizer factories in the Country, versus the number of these machines that are of his own mark. The analysis made by the enterprise concludes that it has nearly 80% (eighty percent) of the "packing" machines market for fertilizers in Brazil. The differential of the enterprise facing the competitors is highlighted objectively by the interviewee, being the quality and technology of the allied equipment of a differentiated attention.

EI differentiation concept can be concluded as, the capacity that the enterprise has, specifically through its founder's technical knowledge, to offer solutions to the clients' problems.

If on one hand, the experience allied to the technical knowledge, became the great differential of the enterprise, on the other hand, it reduced that capacity in the beginning, basically, to the interviewee. Through time, a prosperous enterprise, belonging to his cousin, was founded; whose objective is the electronic development of some of the machine components, and the service of technical delivery and maintenance of the object of this study. Together, they materialize the innovations conceived by the interviewee. When asking him on the existence of some barrier to the entrance of other enterprises in their market, he demonstrated his belief on the difficulty of a

new enterprise of uniting two fundamental factors that make their success: technical knowledge in technological development of packing equipment and experience in the management and installation of units of factory mixing and packing of fertilizers.

Regarding the challenge of treatment with the competition, once he obtained the leadership in the fertilizers sector, the interviewee affirmed that he seeks to enlarge his participation in the packing of other products where he is not leader. The strategy adopted by the commercial area of the enterprise is the one of not being aggressive in the areas where the competitor acts strongly to avoid a setback, i.e., the competitor invests considerably in the fertilizers market.

One can conclude that the enterprise chose as competitive advantage facing its competitors, the capacity to offer solutions for the packing of products, with emphasis on the fertilizer industry. However, he ignores the group of abilities described by Mintzberg and Quinn, as necessary for an enterprise of creating singular value for the clients, the enterprise presents the following characteristics: Groups and abilities or knowledge, of products or functions: the competitive differential of the Sat is based on the knowledge and in its founder's ability and not in the patents and processes denominated; Flexible Platforms and of long term - capable of adaptation and evolution: the enterprise demonstrates great capacity to constantly re-evaluate technologies and tendencies, that facilitate the continuity in the attention of the clients' necessities; Limited Number: The enterprise was able to concentrate its efforts on the source of solutions for the clients, having made sectors of some areas of the value chain; Exclusive sources in the value chain: The organization managed not only to identify the existent holes in the fertilizer packing sector, but it also knew how to explore them, with the application of the technology that it dominates; Areas in which the enterprise can dominate: The enterprise concentrates its efforts only in packing areas, in which it is able to act with more force than any other competitor; Important Elements for the clients in the long term: The policy of offering solutions to the clients, maintains the organization in intensive relationships with the clients, which allows to understand and to serve them efficiently; Superiority: strategic key barrier: The option of the enterprise of not being explicit of its founder's knowledge, constitutes a barrier to assure its superiority to face competitors.

However, it is exactly in this point that one of the characteristic described by the authors is demonstrated to be far from being followed, which is the incorporation to the organization systems.

For this concept, the maintenance of the competitions cannot be centralized in hardly one or two “talented stars” which, in the case, is the manager and his cousin. It goes exactly in the opposite direction, to the one praised by the authors, once their strategy is to centralize in the competitive advantage in creativity and in the personal dedication of these two people, when the recommendation is so that the competitive essence be captured within the enterprise systems.

3.3 Strategic Methodologies

As from the analysis of the interviewee's concept, that strategic conception should be ruled in the verified antecedents; to project the future, one depends that according to the evolutionary phases of strategic thought presented by Moysés Filho et al (2003), the enterprise would be partially acting for the long term school of planning. The environmental analysis is not carried out in structured form in the enterprise, or by means of formalized methodology, demonstrating that its application could not be being used, in the strategic decisions of the enterprise or, in an empiric way and subject to the variations of the agent's perception. The non use of an internal environmental analysis, can rebound in the absence of corrective actions or restrictive of the weak points, the same as the lack of the full use of the strong points of the enterprise. In the same way, the lack of clear definition of which are the opportunities that can generate enterprise business losses in the future as well as the non foresight of threats, can rebound in the competitive advantage of the enterprise in the future.

As to Porter's Five Competitive Force model, the questionings were structured so as to analyze the domain and ponderation of the enterprise for each one of the forces. As existent barrier to the entrance of new competitors, it considered the difficulty of domain of technology and of consistently knowing the operation of a fertilizers factory. In this aspect, he highlighted that the main obstacle would be the difficulty of this new enterprise in having another professional that, like him, knew the operation of the industry as the correct use of the existent technologies. The advantage of enterprise cost is centered in the technological domain, the same as to be able to obtain the same control of applied technology; another enterprise would have to develop researches for an estimated five year period. The interviewee demonstrates certainty and tranquility as for the process of technological imitation, even as for procedures, such as reverse engineering. According to him, the secret of his equipment is due to the adding up of small details,

and that people who do not have the deep knowledge and experience in the area, end up not perceiving it.

As to the threat of substitute products, for the technological domain that it possesses, the enterprise is not threatened in this aspect. Such a domain is also reflected in tranquility as for the clients' negotiating power, with the strong mark of the enterprise as a synonym of quality that has guaranteed a good relationship with the clients.

As to the suppliers' negotiating power, he informed that at present the enterprise depends on some suppliers, and that these take some advantage of this condition. However, in conditions of looking for a new supplier, the enterprise opts to be subordinated to the exclusivity of some, for interest in the technological knowledge that they possess. However, this relationship does not put the enterprise in condition of dependence on the supplier, once these; hardly have the capacity to develop the products conceived by the agent. Then, the logic was created by him and hardly executed by the suppliers, being that such a condition also eliminates integration threats on behalf of those enterprises. On the other hand, the enterprise possesses many suppliers that depend exclusively on it to survive. There is a concern so that they remain strong, making that the organization does not prevail in aggressive form of the negotiating power that it possesses. That makes it so that the purchases are carried out by means of demarcations and an ethical relationship, where suppliers are not placed one against the others, even when the enterprise accustoms to always locate itself among the first five clients of their suppliers.

The rivalry among competitors in its market is faced by the enterprise with ethics, because it seeks to maintain a posture, limiting itself only to speak of its products and without making comments on the competition. An interesting factor pointed out by the interviewee, is that the growth of the enterprise in the performance sector, is controlled by itself, as better than conquering the competitors' clients, is to waken up in the existent ones, demands that are not yet perceived by them. Indeed, it was verified that the concepts of Porter' five competitive forces, in spite of being unknown by the main agent, are dully present in his analyses and decisions, given the clarity of the presented answers, even that such information is processed in de-structured and informal way for the manager.

3.4 Strategic Planning

There is a planning for the enterprise which is hardly in the agent's thought, what he considers and assumes as an error. Hardly the goals of commercial nature (invoicing, ways of payment and discount policies) were put formally in writing in the enterprise starting off from 2005. However, it does not have to be formally written, the goals for the other areas of the enterprise, the interviewee considers that all the officials know what they have to do, through individual conversations that he maintain with each one and, that the formalization in writing of such a planning, would hardly improve the financial result, without influencing the growth of the enterprise. He revealed that he does not consider as an error, the mechanism of strategic divulgation that he uses "because each one is doing what should be done, what is important is the result."

The agent does not hold periodic meetings for the discussion of goals and objective policies. They take place only when the goals are not completed. The team knows what is expected of it, due to the individual conversations that the agent maintains with each member.

It was observed that there is not a clear definition of mission or vision within the enterprise and that the use of the planning concepts is solely applied to the commercial area, that is had by the interviewee, as the starting off point for the definition of the enterprise's other strategies. The agent reveals a clear vision of the enterprise in the future only on determined angles such as size and way of performance. However, the future as a whole, seems not to be object of his daily concern, possibly considering that the growth of the enterprise is given naturally through the passing of time.

If the tool of strategic planning were only limited to the thought of what the enterprise will be in the future, one could say that some elements are present in the interviewee's attitudes. However, in the measure in that the connection of the current actions is questioned with the future, a restriction is perceived of the analysis to only some aspects such as, innovations rhythm and enterprise size. Such a restriction can be due to the absence of environmental analysis, described beforehand.

The informality of the strategic conception is revealed by the concentration of the large objectives of the enterprise within the manager's mind, for the concentration of goals and planning only for the business area, for the absence of meetings carried out for the maintenance of good

results, even, when the goals are not being attended. It is observed that, among the factors that can stimulate the enterprise, to the non use of the strategic planning, can be the constant demand of the market for their products, the absence of competitors in equals technological conditions and with better strategic formation, and the practice of profitability margins that manage to absorb the eventual efforts not met within the enterprise due to the non clear definition of the mission and vision of the enterprise.

4. Final considerations

The impression that one had during the interviews is that, allied to the necessary technical knowledge for the development of new products and to the acquired experience on the correct use of the equipment, there is a great business talent of the main agent, to sell his innovative ideas to the clients. He is a person fascinated by the act of innovating; admitting that he ends up without the desire to eat or sleep while he is involved in the development of new equipment. The restlessness for the development of equipment, which he manufactures and the constant questioning of how they are being used by the clients, can be described as his personal marks and which rewards the enterprise. If an experience badly done, of developing an internal research and development team, was a decisive factor so that the manager opted for the centralization of this function on himself, which is a risk that does bother him. His trust on the time in which he will perform in the enterprise and in the packing segment is translated by answers such as " I have 50 years to do this" or, still, by optimistic statements on the potential of growth of his enterprise "I have the whole national market to grow in, which I believe allows me to grow twice as much, and I also have the whole Latin American market. There is, that whole market at people's disposition." Finally it was verified, that the matter of research of the present paper, was confirmed in the measure in that the unconscious use was verified, by its main administrator, of concepts of strategic management.

We reached the idea, that intuitive use is not a factor that impedes the development of strategic guidelines, for a small enterprise. But, on the other hand, it is perceived that indeed the absence of a global strategic structuring, can mean the non full exploration of the existent potential within the enterprise. The financial variations, suffered by the enterprise are evident in its ten year existence, the being non explicit of the strategies of the upper management, for the team, the

concentration of objectives in the business area, the leadership in only one segment of the packing segment, when the equipment can be used in other markets.

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Please refer to articles Spanish bibliography.