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DEPENDENCE IN THE STRATEGIC PROCESS OF ORGANIZATIONAL
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DEPENDENCE IN THE STRATEGIC PROCESS OF
ORGANIZATIONAL ADAPTATION: AN EMPIRICAL STUDY IN A
FAMILY-RUN BUSINESS**

**AS PERSPECTIVAS DA DEPENDÊNCIA INSTITUCIONAL E DE RECURSOS NO
PROCESSO ESTRATÉGICO DE ADAPTAÇÃO ORGANIZACIONAL: UM ESTUDO
EMPÍRICO EM UMA EMPRESA FAMILIAR**

**LAS PERSPECTIVAS DE LA DEPENDENCIA INSTITUCIONAL Y DE LOS RECURSOS
EN EL PROCESO ESTRATÉGICO DE ADAPTACIÓN ORGANIZACIONAL: UN ESTUDIO
EMPÍRICO EN UNA EMPRESA FAMILIAR**

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ABSTRACT

The text offers a review of the perspectives of Institutional and Resource Dependence, and shows a practical application based on the analysis of organizational strategic adaptation in the case study of a family-run furniture manufacturer and retailer. While the institutional perspective emphasizes environmental determinism as an influencer of the organization's strategic responses, the Resource Dependence perspective emphasizes voluntarism as a key aspect in the response of organizational decision makers. The key factors for the study of strategies proposed in the adaptation process range from the degree of organizational compliance, dictated by the former, to resistance to institutional pressures, explained by the latter. This article aimed to show that in the process of organizational adaptation, both are important aspects of the decision making of organizational leaders. This research is of the exploratory type, with a qualitative approach. This type of approach involves interviews and observations, resulting in descriptions of the results and impressions of the events. The results of the interviews show that the transformations of the environment are partly due to the actions of managers, who seek to bring the characteristics of the environment more in line with the specific interests of their organizations.

Keywords: Resources Dependence. Institutional Perspectives. Strategic Adaptation.

RESUMO

O texto oferece uma revisão das perspectivas da Dependência Institucional e de Recursos e mostra uma aplicação prática da análise da adaptação estratégica organizacional no estudo de caso de uma empresa familiar na área de Fabricação de Móveis - Setor Varejo. Enquanto a perspectiva institucional enfatiza o determinismo ambiental como um influenciador das respostas estratégicas da organização, a perspectiva Dependência de Recursos enfatiza o voluntarismo como um ponto-chave na resposta dos tomadores de decisão organizacional. Os fatores-chave para o estudo das estratégias propostas no processo de adaptação vão desde o grau de conformidade organizacional, ditado pelo primeiro, até a resistência às pressões institucionais, explicada pelo último. Portanto, o objetivo do artigo foi mostrar que, no processo de adaptação organizacional, ambos são importantes para explicar a tomada de decisão dos líderes organizacionais. A presente pesquisa é do tipo exploratória, com abordagem qualitativa; esse tipo de abordagem envolve entrevistas e observações, resultando em descrições dos resultados e impressões dos eventos. Portanto, os resultados da entrevista mostram que as transformações do ambiente resultam, em parte, da ação dos gerentes, que buscam aproximar as características do ambiente aos interesses específicos de suas organizações.

Palavras-chave: Dependência de recursos. Perspectivas institucionais. Adaptação estratégica

RESUMEN

El texto ofrece una revisión de las perspectivas de la Dependencia Institucional y de los Recursos y muestra una aplicación práctica del análisis de la adaptación estratégica organizacional en el estudio de caso de una empresa familiar en el área de Fabricación de Muebles - Sector de venta al por menor. Mientras la perspectiva institucional enfatiza el determinismo ambiental como un influenciador de las respuestas estratégicas de la organización, la perspectiva Dependencia de Recursos enfatiza al voluntarismo como un punto clave en la respuesta de las tomas de decisión organizacional. Los factores claves para el estudio de las estrategias propuestas en el proceso de adaptación van desde el grado de conformidad organizacional, dictado por el primero, hasta la resistencia a las presiones institucionales, explicado por el último. Por tanto, el objetivo del artículo fue mostrar que, en el proceso de adaptación organizacional, ambos son importantes para explicar la toma de decisión de los líderes organizacionales. La presente investigación es del tipo exploratoria, con abordaje cualitativo; este tipo de abordaje envuelve entrevistas y observaciones, resultando en descripciones de los resultados e impresiones de los eventos. Por tanto, los resultados de la entrevista muestran que las transformaciones del ambiente resultan, en parte, de la acción de los gerentes, que buscan aproximar las características del ambiente a los intereses específicos de sus organizaciones.

Palabras clave: Dependencia de recursos. Perspectivas institucionales. Adaptación estratégica.

INTRODUCTION

For any organization to be able to remain competitive in its environment, it must move strategically, sometimes under pressure, from the environment surrounding it, or from strategies that allow it to anticipate the environment, exercising a particular domain. In this dynamic of the environment that is exceptionally changeable, the emphasis on monitoring is imperative, as a result of these environmental incongruities that are often interacting, consciously or unconsciously, with the internal structure of the organization. According to the resource dependence theory, an organization is subject to external control when it depends on its external environment for a large proportion of a critical resource, such as funding (Brettel & Voss, 2013).

In this way, it is assumed that alternative ways exist for the organization, from a state of balance with the environment, to reach a desired final state. Furthermore, even if it is assumed that an organization's environment is highly deterministic, the organizational choice is still possible, as Hrebiniak and Joyce (1985) already advocated. Thus, given the organization's strategic process of adaptation, Pettigrew (1987) suggests that, under intense environmental pressure, organizations can make choices about their actions and strategies, even if they are somewhat limited by context. According to this author, managers must assess changes in the contexts of their organizations and then develop and implement new strategies to cope with these changes. Change has been one of the key differentiators for that business.

Within the context of strategic adaptation, two aspects base the theoretical debate in its approaches: (a) the deterministic view considers the environment as the main element in the definition of organizational strategies; and (b) the voluntarist or choice view strategy which defends the organization as having capacity to manipulate the environment in function of its material and organizational capacities (Rossetto, 1998). Child (1997) understands that organizations are at some intermediate point in this continuum between determinism and voluntarism. Gopalakrishnan and Dugal (1998) point out that, despite the existence of several studies defending one approach over the other, this focus on determinism and voluntarism as opposite ends of a simple continuum generates conflicts and diverts attention from more critical issues. For these authors, real choice, the ability of managers to make a difference in the organization, is at some intermediate point between what the two approaches advocate.

Organizational capabilities form part of the organization's environment that affect its performance (Chen, Qiao, & Lee, 2014). Corporate governance is associated with organizational capacity by the systems of organizational capacity that represent incentives, influence patterns, and norms of legitimation that generate particular organizational tendencies to create competitive advantages and disadvantages (Carney, 2005). Dowdell, Herda, and Notbohm (2014) found that management reports on internal control over financial reporting improve reporting quality, which describes company capabilities as distinctive competencies that would be difficult for rivals to imitate within a reasonable time and budget constraints.

In the theoretical aspect, a concept emerges that one approach does not eliminate the other. There may be an intermediary point in the development of strategic movements (Rossetto, 2005). Rond and Thietart (2007) consider that the difficult relationship between determinism and the free choice lies at the heart of the history of human thought, given its relevance to both economics and other sciences. Recent studies proved that organizational capacity, which is understood as development of resources and capabilities of an organization that are valuable, rare, imperfectly replicable and non-replaceable that generates particular organizational tendencies to create competitive advantages and disadvantages, form part of the organization's environment that affect its performance (Camison & Villar-Lopez, 2014; Dowdell, Herda, & Notbohm, 2014). The study of how organizations react and interact within the environmental context is an empirical source in the wealth of research that is leveraging organizational studies.

While the conceptual literature on organizational adaptation has generally assumed that environmental changes lead to organizational change, this issue has not received much attention from empirical research (Boeker & Goodstein, 1991; Zajac & Shortell, 1989). Over the second half of the 20th century, a significant contribution to the comprehension of the mentioned phenomena has been provided by the continuous development of the literature on organizational adaptation (Farjoun, 2010), which has been increasingly finding relevant space within the scientific dialogue.

It has been stated that the co-evolutionary approach can constitute a promising ground basis for the further reduction of this dichotomy, but more research seems to be needed to improve its development (Lewin & Volberda, 2005). For example, how does organizational adaptation work when different hierarchical levels of analysis (i.e., individual, group, organizational, industry, and society) are considered? Moreover, how are these levels intertwined?

The overall comprehension of the adaptation process could benefit from the understanding of what differences, what common features, and what interdependencies eventually exist among multi-level adaptations. The precise

identification of what specific units of analysis can result in the most appropriate for investigating each of the levels would also be very important. Scholars have provided literature with many different and not fully convergent constructs over the years (Breslin, 2008).

In this context, the objective of the study is to make a longitudinal analysis of a traditional furniture industry, located in a furniture production region of southern Brazil, permeated by positive nuances in its development process, but which, due to the diversity of environmental factors, also suffered setbacks. Looking to investigate under the theoretical dynamics of organizational strategies, this traditional company and with a recognized brand in Brazil, Rudnick proposes to add the empirical to the theoretical base.

This family-owned company, founded in 1959, which until 1997 grew in a strategic dynamic more focused on its productive potential, was chosen because of its situation in the furniture industry context and because, after 1997, to maintain itself in the market, it had to adopt a multiplicity of strategies.

Given the above, the question arises, between 1997 and 2013, are the decisions taken by the company studied under the perspective of the main strategies adopted, or are they determined by passivity, or even is it a combination of both? Understanding strategic decisions, under the light of theories, with an emphasis on Resource and Institutional Dependencies, is the purpose of this study.

Investigating the strategies based on theoretical concepts and within the context presented becomes important, since they are the various decisions made by the actors of the company, in its strategies towards survival in a competitive environment. According to Pettigrew (1987), strategic change is correctly performed when the researcher develops the continuous interaction between ideas about the change from the perspective of the triad: the context of change, the process of change and content of change, always observing the conjunction and the interaction between these three elements. Recognizing this broad array of strategic possibilities, this work seeks to contribute to the recognition of strategic events and periods in which organizational actors position themselves at points other than one end of this continuum. Carvalho, Rossetto, and Viana (2011) emphasize that little has been discussed about the concomitant existence of environmental determinism and voluntarism as triggers of strategic decisions.

Focusing on and understanding a company within a sector, in the context of a furniture production region that suffers adverse environmental pressures, constitutes an important empirical contribution to theories. It is necessary to point out that in Brazil, studies on the subject of strategic adaptation have intensified in the last decade, and it is possible to cite as relevant the works of Rossetto (1998, 2003), Serralheiro and Rossetto (2004), Sausen *et al.* (2004) and Martignago *et al.* (2005).

Because of these evolving efforts to analyze organizational success, several core practices to enhance performance emerged in the late 1970s and early 1980s. In turn, these gave rise to further approaches to diagnosing organizations. By exploring organizational aspects other than effectiveness and efficiency, practitioners began to recognize the importance of stakeholders—clients, staff, customers and suppliers—in the performance equation of strategies in a changing environment and adaptation. Ways to describe the organizational performance and the factors associated with it in the governmental, private and non-for-profit sectors were more holistic and comprehensive.

In summary, this study is justified by the importance of (i) the joint use of multiple theories in longitudinal studies as a way of increasing the explanatory power of the phenomenon of strategic adaptation and minimizing the individual limitations of each of the theories; (ii) a better understanding of the strategic implications of different environmental contexts (e.g., domestic) in various sectors of activity; and (iii) to explore corporate memory archives of a Brazilian company with a theoretical and analytical focus. Methodologically, we conducted a longitudinal prospective study of a family business - Retail Furniture Manufacturing Sector, focused on identifying and analyzing significant changes in its strategic content in light of theories applicable to the understanding of strategic organizational adjustment. We seek to examine (a) the explanatory power of a set of theories on changes in strategic organizational content and (b) the complementarity between these theories that relate to the same change in strategic organizational content.

2. THEORETICAL FOUNDATION

At the start of our discussions on the framework, one of the important issues that needs clarification is the definition of the unit of analysis. In the past, most assessment models focused on projects supported by organizations that either funded or made loans to developing countries or their agencies. Our interests were not project-oriented. Instead, we were interested in organizations and the institutional environment in which they operate. On the whole, the

framework reflected a change in focus from how well the organization did its programming work, to how well it was performing as an organization within its particular institutional environment.

2.1 Strategies in a changing environment

Strategies in a changing environment perspective of management strategies for corporate resources are in desperate need of review in the business literature. Strategies are of vital importance in business management since they include decision-making as regards shaping the future of organizations and managing both opportunities and threats. Organizational culture, which is improved and supported by the risk culture as a fundamental skill, can be transformed as a resource that provides competitive differentiation by using enterprise risk management applications. Strategies, which are improved by the help of enterprise risk management for competitive differentiation are vital (Yilmaz, 2014).

Resource dependence theory characterizes the corporation as an open system, dependent on contingencies of the external environment (Pfeffer & Salancik, 1978). The power owned by individuals or departments affects the critical resources entering the organization. According to this approach, organizations are not passive in their environment. They are active. They make decisions that affect the future (Koçel, 2012).

According to Goll, Johnson and Rasheed (2008, p. 210), "the environment is a key variable that helps explain strategic behavior but has largely been ignored in studies examining the relationships between management, strategy, and organizational outcomes." Apart from that, it has been determined that studies linking organizational capacity and company performance have been carried out in the past half-decade with the emergence of the discussion involving the resources of a company in the industry. Various studies appeared to debate organizational capacity and the importance of resources to company performance (Bhatnagar, 2006; Adjaoud, Zeghal, & Andaleeb, 2007).

For Mintzberg (1987), the strategy has been dealt with in several ways: as a maneuver, standard, position, and perspective. The strategy as a plan refers to the purposely made choices of general courses of action to apply in an ongoing situation, evidencing the role of the leaders who are assigned the establishment of a course for the organization, and in this strategy, there are two important characteristics: strategies are established before actions are taken; strategies are deliberately developed.

Strategy as a perspective refers to issues related to collective intention and behavior. It looks for the complete view of the organization, considering the influences in the internal processes and its external relations, like clients, suppliers, government.

Adaptive organizational change occurs through strategic planning, whereby Higher Education Institutions (HEIs) interpret the external environment and adapt to changes in it to achieve a competitive advantage. Institutions of higher education characterize the corporation use of strategic marketing concepts during strategic planning by surveying the environment, learning about the needs of the segment of the population that it serves, and developing a plan that positions them to serve the needs of the target population better than their competitors (Bess & Dee, 2008). In addition, resource dependence theory and institutional theory differ in terms of predicted outcomes on firm performance. Whereas resource dependence theory argues that to prosper or survive organizations need to obtain resources from external sources, the institutional theory argues that actions leading to isomorphism are not necessarily efficient (Hessels & Terjesen, 2008).

Corporate strategies help firms generate value through any of the six following options: reducing risk, maintaining growth, balancing cash flows, sharing infrastructure, increasing market power, and capitalizing on core competencies. A finding by Comlek, Kitapci, Celik, and Ozsahin (2012) show that two dimensions of organizational learning capacity (system orientation and knowledge acquisition-utilization orientation) positively affect firm innovative performance.

These factors are best used as parameters/criteria for evaluating any corporate strategy decision—forward or backward integration, related or unrelated diversification, mergers/acquisitions, joint ventures, or strategic alliances—as they measure the extent of value added by these corporate strategies (Gupta, Gollakota, & Srinivasan, 2007). Organizations improve on all forms of collaboration (customer, supplier, and competitor) to secure the dependence for crucial resources. Strategic planning is an iterative process that forecasts the future and develops a response plan to the forecast based upon an analysis of the relationship between the organization and the environment (Allison & Kaye, 2005).

2.2 Strategic adaptation

There are several definitions of strategic organizational adaptation. In the view of Child and Smith (1987), it refers to the ability of decision-makers to recognize, interpret and implement strategies according to perceived needs and changes in their environment (cognitive arena) to ensure the survival of the organization. They also affirm that for the company's strategic innovation refers to the main decisions and their implementation regarding the choice of products and markets, production processes and technologies, and work organization.

For Miles and Snow (1978), organizational adaptation is the consistent alignment of decisions about the expertise, technology, and organizational structure, whether proactively or reactively. The model proposed by these authors classifies organizations into four types, according to the strategies used to respond to the environment: defenders, prospectors, analyzers, and reactors. Furthermore, regarding the influence of organizations and the environment, they define the determinist and voluntarist approach.

Hrebiniak and Joyce (1985), however, developed a new approach to organizational strategic adaptation. The central argument is that strategic choice and environmental determinism can be positioned as interdependent variables in the adaptation process, contrary to the main approaches in the relevant literature, that both are mutually exclusive variables. The complexity and dynamics of the environment often require companies to use strategies dynamically, adopting an intermediate stance, where none of them is followed, or an integrated stance, in which the advantages are gathered (Mintzberg, 1988; Chrisman, Hofer, & Boulton, 1988).

The classical school of management asserted that a unique organizational structure would be highly effective for the various types of organizations, but this theory was superseded by the contingent paradigm, in which the influences and uncertainties provoked by the environment are considered, showing that there is no highly effective and unique structure which may apply to any type of organization. It depends on many factors. Thus, the environment has a determinant role, because it causes pressure that ends up influencing these contingency factors, which in turn will influence and determine an excellent structure for each type of organization (Donaldson, 1999).

The authors assert that the interactions of these variables result in four main types: 1) natural selection, with the minimum of choice and adaptation or selection; 2) differentiation, with high choice and high environmental determinism and adaptation with constraints; 3) strategic choice, with maximum choice and adaptation by design; and 4) undifferentiated choice, with incremental choice and adaptation by chance.

For Evans (2011), the adaptation strategy is based on scenario planning as a process driven by theory and practice through the incorporation of evolutionary theory into the narrative process of the scenario and subsequent phases of implementation in response to environmental change. Scenario planning reflects the modes of variation and selection at the organizational level, evolutionary theory is a useful approach to assess the plausibility of scenario narratives and to strengthen the theoretical foundation of scenario planning as a process. By using an evolutionary framework throughout the scenario planning process, this method has a better chance of encouraging exploratory strategic thinking without reinforcing non-blind variation or inertial practices.

This approach, according to the authors, follows the logic of the open system theory of organizations, according to which this system tends to a state of dynamic balance with the environment through the continuous exchange of materials, data, and energy. Both the system and its environment can affect this process of exchange and transformation, suggesting its independence and the importance of its interactive effects. The choice, therefore, can be logically separated from environmental determinism, as if it were a defining and necessary characteristic of the organization as an open system.

The effective use of resources and organization of knowledge are key factors for the best performance in the industry. Thus, practices should be promoted for better organizational communication, which must include internal communication networks and the creation of a focused internal environment autonomy and freedom of employees in the transformation of ideas into innovation. In the case of the performance of small and medium Brazilian IT companies in the domestic and international market all these actions will contribute to overcoming barriers in the external environment, might them be laws, norms, or the strength of Global companies (Moré, Telles, Marinho, & Correa, 2016).

Another aspect addressed by Palma, Gomes, Kneipp, and Rosa (2014) is environmental strategies and economic prosperity; the percentages of incidence of the strategies, however, differ greatly in the percentage. What is worth mentioning is that the sector, although it does not make conscious use of the concepts of sustainability for the planning of strategies, has inserted its practices in the actions of the companies. Thus, there is the optimization of its resources, making the companies become competitive and present products that add value to the market served. Thus,

it is clear that the model of Placet, Anderson, and Fowler (2005) applies to the analysis of the deterministic behavior of the sector.

Placet, Anderson and Fowler (2005) define a strategic model for sustainability that addresses the interaction of economic, social and environmental aspects, with a perspective of innovation, with repercussions in the company and society. The economic base aims to maintain the enterprise with the generation of profit, attending the interests of the stakeholders and providing the development of the local community, through the generation of jobs.

2.3 Determinism

Natural selection is the view that the fittest companies in a particular environment will survive. According to natural selection, environmental factors are responsible for determining the organizational characteristics that best fit the environment. The natural selection model caters to the interest of the population of organizations and does not work with units of unique organizations. In this way, organizations that do not adjust to the environment are eliminated, while those that are regulated with the environment survive. Second, (Aldrich & Pfeffer, 1976; Hannan & Freeman, 1977; Aldrich, 1979; Kasarda & Bidwell, 1979), Natural selection originates from Darwin's theory of natural selection of species.

In this sense, organizational determinism states that environmental factors select the organizational actions that best fit the environment. The organization reacts according to the demands, pressures, and actions that the environment plays in the company. In this case, there are two perspectives of organizational analysis: natural selection and institutional analysis Aldrich and Pfeffer (1976); Hannan and Freedman (1977); and Mckelvey (1982).

DiMaggio and Powel (1983) called this behavior similar to institutional isomorphism. They advocated three types of institutional isomorphism: First, the coercive isomorphism that corresponds to the formal and informal pressures exerted by one organization on another that is in a state of dependence. Factors such as cultural expectations of society and the legal environment are pointed as sources of pressure. Second, the mimetic isomorphism that results from the propensity of managers to utilize successful procedures deployed in other organizations due to uncertainty and requirement of the environment. The third type is the professional isomorphism that is occasioned by the progressive professionalization of the workforce, especially the managers, and the homogeneity in the organizational requirements comes from the sharing of rules and work routines deriving from the professional specialization.

Hall (1984) criticizes the natural selection model for organizations, arguing that the strategic choices made by the organization are disregarded in conceiving that changes in the external environment determine the company's ability to survive in the environment in which it operates. The author focuses on the institutional perspective, as a non-rational process, of pressures for conformity, in which internal and external forces, lead organizations to seek similar behaviors, becoming similar to each other.

In this study, Zimernann (2001) points out that strategic management is concerned with the competitiveness of companies, since theories pay attention to isolated aspects in organizations such as power (DAVIS and COBB, 2010) or corporate culture (Acs & Terjesen, 2006). In addition, there are practical approaches such as change management and organizational development for the successful implementation of change. The reason is their focus on the behavioral elements of decision making. Structure and process are important in organizational theory, and some theories take into account cognitive elements of decision-makers.

The organizational theory approach also incorporates many aspects of strategic management (KNIGHT 2000; HOLLENSTEIN 2005), the vision of dynamic capabilities (Somaya & Teece, 2007; Zott, 2003) and research on innovation (Evans, Hagiu, & Schmalensee, 2006). This, together with elements of behavioral decision making (Redlawsk & Lau, 2013), makes it particularly suitable for analyzing changes in organization voluntarism business (Brettel & Voss, 2013).

2.4 Voluntarism

The orientation corresponds to the capacity of adaptation concerning the environmental contingencies, and also, they exert influence in the environment in which they operate. Thus, the organization's strategic choices are made in response to environmental changes. The Resource Dependence Theory is based on voluntarist actions, since organizational actions are active about the environment, which defines a nondeterministic action. The resource dependence model states that organizational decisions are made within the internal political context of organizations (Hall, 1990).

Among the perspectives based on voluntarism, three approaches to strategic adaptation can be highlighted: The rational selection in which the executive's attribution is important in the process of organizational adaptation, like these, to maintain the organization's balance with the environment, adopt, discard and select structural components (Child, 1972, Lawrence and Lorsch, 1973 and Weick, 1979).

Second, the strategic choice that emphasizes learning and choice in the process of organizational adaptation, while the perspective of natural selection ignores the ability to adapt to the changing environment, the perspective of strategic choice reinforces the organizational will. (Child, 1972). Third, the Resource Dependence theory assumes that decision-making takes into account the influence of the environment on organizations, which depend on the provision of resources from other organizations, thus forming an Inter-organizational network of resource dependence (Thompson, 1967; Pfeffer & Salancik, 1978).

According to these scholars, both competitive and administrative choices can be considered as typical examples of strategic choices. These choices are often characterized by the decision-makers' bounded rationality, multiple goals – which are sometimes conflicting – and several potential directions. Thus, Hambrick stated that a behavioral approach could have decrypted the rationale of these choices. Over the years, scholars from the upper echelons have focused on many relations between the socio-demographic features and different strategic outcomes, such as acquisitions, alliances, firm's innovativeness, strategic dynamism, internationalization, and diversification (Hambrick, 2007).

The roots of the dynamic capabilities construct also have indirect connections with the theoretical assumptions of both the evolutionary economics and organizational learning perspectives (Di Stefano, Peteraf, & Verona, 2010). This is why, some years later, Eisenhardt and Martin posited that “dynamic capabilities are the organizational and strategic routines by which firms achieve new resource configurations as market emerge, collide, split, evolve, and die” (2000, p. 1107).

In this view, knowledge has emerged as the most strategically relevant capability in directing the evolution of a firm, and scholars have widely argued that firms should have been contrived, governed, and managed as learning organizations that continuously explore/exploit their knowledge capabilities (Zollo & Winter, 2002).

3. METHODOLOGICAL APPROACH

This work presents itself as a qualitative research, with an exploratory and descriptive nature. Exploratory, because it seeks a better understanding of organizational strategies through information, which is raised and related to the subject; Descriptive, because it tries to understand how companies in general conduct their organizational strategies, although focused on a company only, with a view to their survival, in a context of turbulence, with major economic changes.

Qualitative research is a means to explore and understand the meaning that individuals or groups attach to a social or human problem (Creswell, 2010). Descriptive research presents a report on a social phenomenon that involves its configuration, structure, activities, and changes in time and relationship with other phenomena (Godoy & Bandeira-de-Melo-Silva, 2007).

The exploratory research, according to Raupp and Beuren (2003), aims to know in greater depth the subject, to make it clearer or to construct important questions to conduct the research. The case study is the strategy chosen when examining contemporary events, and when one cannot manipulate relevant behavior. The case study is used to contribute to the knowledge we have of individual, organizational, social, political and group phenomena, as well as other phenomena (Yin, 2005).

In addition to the in-depth interviews, internal documentation of the company, Balance Sheets and Income Statements, and records on file were used. To complement the conclusions obtained by the interviews, data collection instruments were used, whose validation had already been theoretical. The choice of the interviewees was initially due to the role within the variables that will be investigated in the organization. In the case of Authentic organizations and climates, a questionnaire validated by Cunha, Rego, and D'Oliveira (2006) was used. Questionnaires used a Likert scale, in addition to the above, sought to find out, with the intermediary personnel at the top of the organization, the perception about: the perception of the leaders about the characteristics of the organization that define it as autenticizotica and the culture of the organization.

In a case study approach, he studies the macro strategies used by Rudnick from 1995 to 2013. Rudnick's choice was one of Brazil's traditional furniture industries and survived turbulence in the context of Southern Brazil, which experienced turbulence in this period.

3.1 Data collection

The secondary data, in this period (1997 to 2013) were obtained directly from the company under study. It should be emphasized that of the data obtained, the vast majority is of public knowledge, since they had already been published as mandatory for corporations. Additional clarifications were obtained directly from the sectors designated by the company's senior management.

With the use of a semi-structured script, created using theoretical bases of the research, 6 interviews were carried out in-depth. The people selected for the interviews obeyed the criteria of having worked within the organization, and participated directly or indirectly in macroeconomic decisions in this period. People can be considered competent for what was sought, as they are managers who have participated in one way or another in the management of company strategies in this longitudinal period.

In this condition, the researcher interviewed the Chairman of the Board of Directors, the Industrial Director, the Industrial Manager, the Market Director, the Innovation Director, and the Product Manager. The interviews were made at the premises of the studied organization, previously agreed, in a mutual agreement between interviewer and interviewee. In the research, questions were raised about the company's evolution vis-à-vis the contextualized environment. We sought to explore in-depth the context and major strategic events. The search prioritized the power to know if the strategies were motivated by environmental pressure, by the internal initiative of the organization, or if the two components were the motivators of the strategic changes.

The material collected during the investigation (interview documents, recordings, and video) forms the basis for data analysis. The context of the environment in its movements, the dynamics of its economic situation in the various contextualized moments, of the interviews obtained will be key elements for the due analysis of the content. Thus, initially, it is important to present the context in which the study organization was inserted in order to understand better the proposals or strategic responses in the period contemplated.

3.2 Context

The São Bento do Sul micro-region, located in the Northern plateau of Santa Catarina (in the border with Paraná), covers the municipalities of São Bento do Sul, Rio Negrinho and Campo Alegre. The system of production of carpentry in the early twentieth century was artisanal, not industrialized, and the product met the demands of the buyer whose market was essentially regional. With the increase in the flow of immigrants, the commercialization of products grew, with the corresponding improvement in the quality of products.

In the 1960s, the furniture industry was consolidated in the municipalities of São Bento do Sul, Rio Negrinho and Campo Alegre, giving rise to a furniture industry region, structured by the great availability of raw material (with emphasis to *imbuia*), supply of skilled labor and financial resources, when it began to market its products in the cities of Rio de Janeiro, São Paulo and Curitiba. During the 1970s, taking advantage of the high growth of the Brazilian economy, the furniture sector of the region experienced a strong expansion of demand in the domestic market, with the incorporation of the North and Northeast Regions of Brazil as consumers of products from São Bento do Sul.

At the end of the 1970s, with the abrupt reduction of Imbuia wood (native in the region's surroundings) and with the introduction of new production technologies, most of the furniture-producing companies started to use the reforested "Pinus", destined for the domestic market. In the 1980s, the Brazilian economy went through a period of uncertainties, with the financing crisis with a strong reduction of purchasing power in general. According to Abimóvel (2003), in the case of the São Bento do Sul furniture production area, the 1980s marked a new and decisive phase in the development of the furniture industry in the region, characterized by the retraction of the domestic market, the change in the raw material of pinus) and the search of the international market. The downturn in the domestic market has led companies to produce for export.

A negative factor for the export sector is that most exporting companies did not operate their own brand in their market investments but rather depended on agents who settled in the region to collect products that interested foreign merchants. So most companies did not stop the market, only produced. The liberalization of imports of machinery and

equipment by the federal government in the early 1990s allowed the São Bento do Sul furniture production region to improve the quality of the product, together with the increase in labor productivity.

The positive evolution of the furniture sector, practically everything related to exports has become dependent on the movements and factors in the economy, not only in Brazil, but in the world in the face of exchange rate variations. The result is that, from 2004 until the middle of 2014, there was overvaluation of the Brazilian currency. The market lost competitiveness and the furniture sector, which represented 60% of São Bento do Sul's economy, slowed down. The furniture pole of São Bento do Sul, will enter a crisis at the time, many companies have succumbed, but there have been those that have reinvented themselves and are active in the market.

4. ANALYSIS OF RESULTS AND PRESENTATION OF DATA

Through the analysis of the interviews carried out by comparing them with the secondary data obtained from the company, we reached the strategic events that RUDNICK experienced in its adaptation process. Miles and Huberman (1984, p. 124) propose an event listing model that orders topics to occur over events, facilitating the process of analyzing phenomena. Detailed analysis of these strategic events allows us to understand that several aspects were the catalysts of the changes that took place in the company. These aspects cannot be explained only by deterministic visions or by totally voluntarist visions.

4.1 The evolution and strategies of RUDNICK

Founded in 1959, Rudnick, a family-owned company consisting of a parent company, consisting of a carpentry specialist and his three children who entered the business, initially worked on producing regional and custom-made furniture. With commercial contacts with regional stores, soon after, began the series production, expanding its market to the southeast region.

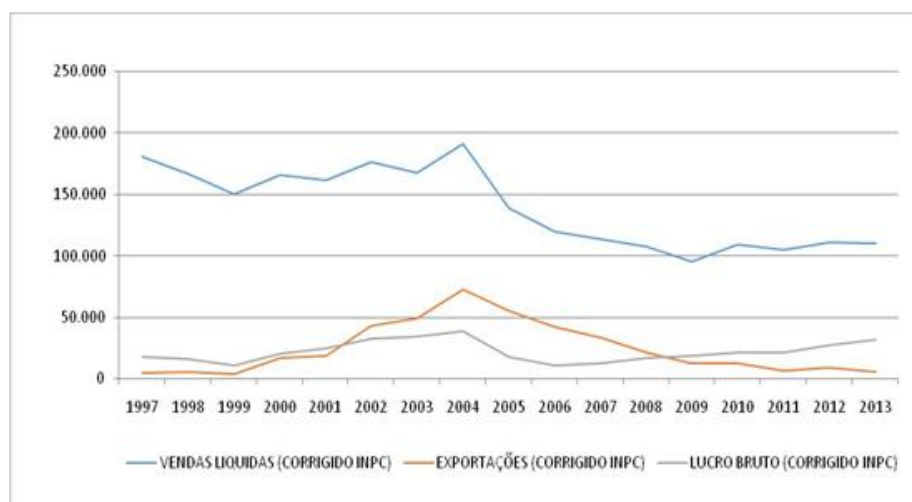
At the end of the 1960s, the company had a considerable organizational rise, through productive technology and innovative design in the furniture sector, in order to consolidate its brand in the domestic market. Its pioneering work on furniture was recognized, according to the interviewee 4: "Rudnick lived a story too, always with a great differentiation in its technology park, for decades until the mid-90s, access to technology was somewhat restricted in Brazil".

The environment became unfavorable at the end of the 1990s, as a result of the entry of several players into the market, with its production capacity through technologically-matched equipment, as a result of the opening of imports and credit facilities, and the economy free of inflation, with the real plan of 1994, according to the interviewee 2: "From the 90's, things got very close, access to technology was very easy and the design also very generally, the universe of factories in Brazil grew a lot coming to today's numbers around 17,000 furniture factories."

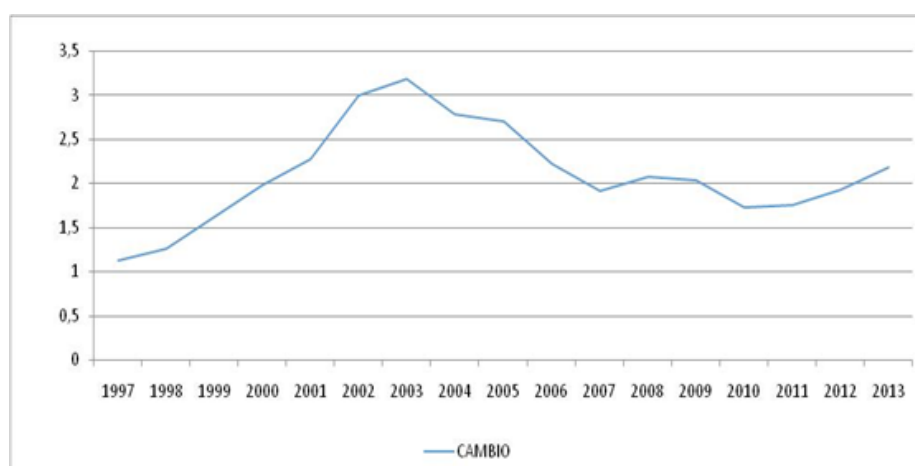
In this context, respondent 6 reports: "Competition has always been cheaper. And we had a conversation that in fact our product was the flashy of the store plus it was not selling as much as the costs ... So we always said it is in the shop window but it ends up not selling, so at the time we opted for making a more aggressive strategy of the assembly of the stores ... The two thousand points of sales that the entity had always used our product as a marketable appeal for the store ...".

The difficulties encountered in the marketing of differentiated products through the multibrand channel are reported by respondent 3: "Differentiation has become less and less perceived, which is the truth ... so you can differentiate yourself in the details, and in the general multibrand market you cannot differentiate yourself, you cannot promote that differentiation through that channel's sales force ...".

The rupture of its ever-increasing evolution was perceived in 1997, when competition intensified and the differentiation of the company's products, previously perceived in the sales channel, was no longer an appealing factor for that sales channel. In this context, the study covers the macro strategies, from this year in a longitudinal period, until the year 2013. In order to give a certain objective economic view of what happened with its sales and its gross results, obtained through secondary data, the Graphs I and II are presented. The first one containing the total billing, the billing for the foreign market and the gross operating profit. Graph II seeks to demonstrate the fluctuation of the Dollar against the Real, to the extent of its interference in the foreign sales of the company.



Graph I. Graphic of gross revenue / gross profit (1997/2013)



Graph II. Exchange rate fluctuation: Parity US \$ and R \$ period from 1997 to 2013

Caption:

Graphs I and II above highlight that sales have fallen since 1997, due to the competition allied to the strategies of own stores and the creation of a new brand that was not effectively accepted by the market of the line in which the company was operating. It can be seen that sales up to the year 2001 were down. From 2001 to 2004 sales recover from the export market. Starting in 2004, when the value of the dollar started to fall, the company begins a phase of retraction in the export market and, as a consequence, there are reflects in sales as a whole.

4.1.1 The strategy of option for own channel of sales and creation of new mark

Pressured by the competitive environment and aiming at different ways of transferring their productive capacity, managers opted for two distribution strategies: a) Create own stores for distribution of Rudnick products; b) keep products more commoditized in multi-brand stores, but with a new brand, "Alpes".

The fact is reported by the interviewee 3: "From then on, it was this strategy of Rudnick's own stores, to seek to take off from the common side, because the furniture became a very common form in the market, where practically no differentiation was seen... And then selling in the multi-brand stores had virtually no differentiation because the differentiation in multi-brand stores was not perceived ...".

The model of own channel put into practice in terms of strategies was explained by the interviewee 4: "The strategy was to form a sales channel of its own, where we could work attributes, which is beyond the product itself, also deal with the service and service where if there would be a whole variety of the brand, that would also extrapolate purely and simply the attribute product. From that was born then the idea of own stores, reaching 45 stores there if I'm not mistaken at the time there, but went around...".

An interesting comment still put by the interviewee 4: "We wanted to create a new channel so that we would have a more differentiated product. And a break from the previous one that was not regulating the company to the height. "

Brand strategy for multi-brand stores was adopted as an option for the company, not to abandon the market via multi-brands, and to have more demand options for its products, in a segment where the price would be the focus. He assumed that consumers and shopkeepers, only by knowing the products of the company that produced the Rudnick products, would accept the brand Alpes as a product of the manufacturer Rudnick. One of the interviewees said: "The strategy of the company was to make available to the market a second brand, Alpes in the case, but looking a bit pro today and making a reflection, this did not have a good acceptance in the market." (Interviewee 2cc).

The reaction of the multibrand shopkeepers was immediate - there was a feeling that the company, by creating its own distribution channel for the Rudnick Brand and trying to get them to accept the Alpes brand, was an abandonment of the partnerships. As interviewee 3 puts it: "The strength of the Rudnick brand has always been a great differential in leveraging multi-brand business. So, in practice, the acceptance by the Alpes brand was not to the satisfaction ... In a way we created a bad feeling with these people, because the appreciation for the Brand Rudnick was very great ... it was a history of a long time. ... You did not have a brand appeal in the conventional market, in the multibrand market, there was basically a fight for the price, and in that market, we were one more, it was not attractive for the shopkeeper the product in general, we were one more on the wall of multibrands".

The fact that both strategies, the distribution with the multi-brand stores through the new brand, as well as the opening of Rudnick own stores did not have the desired effect. The belief is that both did not solidify because the company did not have a culture focused on the market, especially the retail market.

4.1.2 Strategies not solidified in the market

In fact, both the option for own stores and the attempt to market products through Lojas Multimarcas with the second brand were unsuccessful over time, for reasons of the brand's own vision as of Marca Alpes and perhaps in the conduction of own stores for the little knowledge in market terms of the company, which was always focused on internal organization. It was judged, in the interviewees' perception, that having a good product designed internally, market acceptance would be automatic. The high costs to the organization that grew over time, separate production units (5), product multivariate, limited competitiveness in the price issue.

The withdrawal of the Own Stores in the opinion of the interviewee 4: "But maybe a little persistence ... what is being drawn today ... lacked some planning, some persistence at the time there, but the movement was not for complete wrong, the fact is that we cannot put all the production capacity through this channel. "

The reaction of the multibrand shopkeepers to this option of the company by its own stores, removing the Rudnick Brand from the Multi-brand Stores, was a step that shook the partnership, hampering the commercial pace through the multibrand channel, as explicitly stated by interviewee 5: "The strength of the Rudnick brand has always been a great differential to leverage the multibrand business. So, in practice, the acceptance of the Alpes brand was not to the content ... was a history of a long time ... There is no brand appeal in the conventional market, in the multibrand market, basically left to the price brawl, and in that market we were more one was not attractive to the shopkeeper the product in general, we were more one in the wall of multibrands". In view of the unsuccessful strategies in relation to distribution through its own stores and the multi-brand channel with the Alpes brand, the company, pressed for the environment and for its continuity, saw an opportunity in the export market.

4.1.3 Strategy to target the external market

It was in this context of difficulty that the opportunity arose to focus more on exports. The company had already developed a product, "billiard tables with the brand" Brunswick "that through this company distributed it to the whole world. The interviewee 3 reports: "The lack of factory loading was eventually supplied by the export market. Brunswick which was one of the brands, at the billiard tables, the office line Office in which at the time we had a very large penetration, we have to have around 30 to 40% the company's export billing. In part this strategy, more seen as an opportunity that emerged, came to supply the low demand of the Multi-brand Stores that had left Rudnick and the own stores that had arrived at 47 stores and that were gradually closed in the face of the difficulty of maintaining the establishments".

The export-friendly moment at the time is translated by respondent 3: "At that time the dollar was high, we had a favorable market and the world economy was growing, and we took advantage of the low demand in the domestic market to redirect the external market. And with an industrial vocation to serve this market. "

The option for the external market that was favorable diverted the focus of the domestic market, as revealed by interviewee 5: "(...) It ended up leaving in stand by a strategy of growth in the domestic market. Because when it was all right, the company was decreasing its values in the foreign market and growth in the domestic market. "In the export sector, the company succeeded until 2004, when, once again, under pressure from the unfavorable foreign exchange environment, was forced to abandon this strategy aimed at the foreign market, as manifested by interviewee 3 "The fluctuation of the dollar over time has brought many difficulties to the export market, not only for Rudnick as the whole furniture market of our region suffered a lot ... From then on, we have had difficulties really, again with the factory loading (...)" .

4.1.4 Reduction of productive capacity

Given the exchange rate problem for exporters and the low insertion in the domestic market, the company opted to close two of its manufacturing units, which previously with a rising market showed as a competitive advantage, because of high fixed costs went from being a barrier to aiding in their entry into the competitive market.

The interviewee 1 reports: "the company had a differential through diversified units, when in each unit had a product, a segment focused. After the restructuring of the market, this factor of having diversified units was an obstacle, because the fixed costs became an obstacle to insert in the market more competitive products ... " .

Thus, with reduced units the company started to plan how to insert itself again with its brand still recognized in the market, although a little deteriorated, through diversified product options, but manufactured in a smaller number of manufacturing units.

4.1.5 Strategies for targeting the internal market

The first option of segmentation in the domestic market through an institutional line was through a partnership with the O Boticário Stores corporation, as stated by interviewee 5: "When the export fell in 2004, 2005, we were practically with only one customer, which was "O Boticário", and this work that was done to seek new customers in the Institutional Line, he sustained for a long time all this way of marketing that already existed and was directed within the export ... If you analyze the market external to the Institutional market they are very similar, It was simply turning a key instead of serving the foreign market that no longer existed for us, we turned the key to direct efforts to begin to serve this institutional market, which proved to be sustainable ... " .

The difficulty of the recapture of the domestic market is posed by respondent 4: "When we returned to the domestic market, we still had an export flow, but when we knocked again on the customers' door, customers were hurt, annoyed by the fact of turning their backs on them when we opened our own stores. Of course, we did not have the space we had previously ... this space was taken over by the competition, so there was no more space, he had no prior arrangement to meet Rudnick. There was a grievance over the process of exclusion he suffered when his own stores were opened. And ... we did not have the right product, we had a collection bound and directed to our own stores ... so I was in dissonance with the market at that moment ... we returned with more force to the nets ... it was in the networks that we had the opportunity to by the Rudnick Brand in return ... It was not the profile of Rudnick, of competence in costs, and little by little we were creating new clients ... How you created a channel and directed all your efforts for years, you can build a brand for 70 years, but 3 years poorly managed creates havoc. "

The reactive strategies to the environment were poorly planned, as the interviewee stated: "So he created a disorientation in the domestic market, mixed product with printed product, it was a salad and at the first moment that eagerness to want to return to the domestic market, always reached a greatness that was price, price, and the value to the product ended up drying up a little bit ... " .

It is clear that the option of regaining the internal market was a strategic alternative pressured by the environment in which an "honorable" exit was sought to maintain the continuity of the company, practically, "sine qua non" condition.

4.1.6 Market reordering strategy through segmentation

The organization through learning with its mistakes and correctness, began a phase of reordering its communication of the product with the market, through a segmentation. By interviewee 5 reports: "When we can watch the market seeing our internal skills, reorient the product, product development, segment the products according to the relevant channels, casual market, market elegance, so that each shopkeeper within his profile could absorb the products, so that from there we could return to meet what Rudnick always had the market "

The company was always very focused on the internal organization without an ideal connection with the market, according to interviewee 5: "With know-how as an industry as a whole, besides producing furniture, people are closer to the common market, an inside-out view of the organization. It was always innovative in terms of design. But with the opening of the competition, this view that the market would consume at any cost what was produced fell to the ground. " This new investment in the domestic market required reordering strategies, with more defined foci rather than the "shoot-out" approach introduced as a reaction to the loss of exports and an eagerness to regain lost revenue.

4.1.7 Market Segmentation

As a viable alternative, through attempts at errors and successes, the company began to plan its restructuring in terms of products more focused on the different segments, since it had the diversified manufacturing conditions.

Clients' stratification so that there was an adequate focus was a strategy applied so that there was a slow recovery, as reported by interviewee 3: "So, in fact, it was more stratification with what we can do and offer ... we have a machine for this, technology for this, we can use the materials, already previously developed by the Institutional line that has been working since 1997, as for "O Boticário", for example ". Segmentation strategies with a wide variety of products require tremendous flexibility of the manufacturing units and it is this strategy of diversification and segmentation that is being adopted. Currently, the company operates with the market through more focused products to each stratified and segmented target, which has provided its gradual recapture of the domestic market competitively.

While the company Rudnick was concerned with the internationalization of furniture, the study by Palma et al. (2014) show the reasons for the company of the jewelry industry to have them seek new markets were the intention to internationalize from its origin and the request from abroad, mainly from the beginning of this century. This data leads to the understanding that the process of internationalization of gem and jewelry companies is recent and with the potential to become an important currency generator. Another relevant factor is that companies market their products by inserting regional materials, adding value to the products making them unique.

4.2 DATA ANALYSIS

4.2.1 Description of macro strategic events

1. From 1959 to 1997 - Entrepreneurial actions in terms of innovative design initiatives, but always focused on internal organization - modern technologies in production (interviewees 1, 2, 3, 4, 5 and 6): 1974 - Modern equipment for the sector imported from Germany (interviewees 1 and 2); 1974 - Initiative to produce furniture with agglomerate (laminated sheets with their interior in residues - wood). She was the first buyer of this new material in Brazil (interviewed n 3, 4 and 5). Acquisition option ° of companies already established (the companies offered the sale and Rudnick, as a leading company, acquired for the purposes of competitive advantage at the time (interviewed no. 4 and 6);

2. From 1997 to 2000 - Actions towards the creation of own stores, starting to work with customers of multi-brand merchants, with a brand secondary to the brand "Alpes"; (interviewees 1, 2, 3 and 4);

3. In 2002, it abandoned the movement of its own stores that did not generate sustainability and started to explore the export sector, timely in the (interviewed # 3);

4. In 2004 - Given the unfavorable conditions of the exchange, new positions are required, which leads the company in the attempts to reconquer the internal market;

5. 2004 - Abandons the concept of separate units, wiping out separate units and including "roof" (sic) operations (respondents 1 and 2) to adapt more competitively to the competitive market;

6. 2005 - A new segment of sustainability was introduced as an initial strategy in an attempt to segment the market, that of the Institutional Line, in which, since 1997, it only operated with an "O Boticário" corporation;

7. 2006 - Segmentation of the market: with the separation of differentiated and commoditized products. (Interviewees 4 and 6);
8. 2008 - Focus on the differentiated market with a substantial reduction of the market price (interviewed, 1, 3, 5, 6);
9. 2011 - shrinkage of production units to adapt to the market, with a reduction in production capacity;
10. 2013 - Focus on customized products focused on the external market (interviewed, 1, 3, 5, 6);

Table 1.

Classification of strategic events

YEAR	CRITICAL EVENT	ADAPTATION	
1997	Opening of own stores	Volunteering coupled with environmental pressure	Mimetic isomorphism - the mimetic isomorphism that results from managers' propensity to use successful procedures deployed in other organizations due to uncertainty and environmental demands
1999	Concentration in the export market	Determinism and voluntarism	Resource Dependence assumes that decision-making takes into account the influence of the environment on organizations, which depend on the provision of resources from other organizations, thus forming an interorganizational network of resource dependence (Thompson, 1967; Salancik, 1978). In this case, the dependence of clients on the domestic Market.
		The favorable exchange rate for companies in the furniture sector led them to the export market. The company was automatically focused on the export market, but with proactivity of the managers.	
2004	Breakdown of the export market, against the overvaluation of the national currency - strategy of reintegration into the internal market	Determinism and Voluntarism	Resource Dependence assumes that decision-making takes into account the influence of the environment on organizations, which depend on the provision of resources from other organizations, thus forming an interorganizational network of resource dependence (Thompson, 1967; Pfeffer and Salancik, 1978). In this case, the dependence of clients on the domestic market
		Again, the environment of the exchange rate fluctuation, an environmental pressure, led the managers to return their actions to the domestic market.	
2005	Focus on the institutional market	Voluntarist strategy	The voluntarist orientation corresponds to the capacity of adaptation in relation to the environmental contingencies, and in addition, they exert influence in the environment in which they operate. Thus, the organization's strategic choices are made in response to environmental changes
2006	Segmentation of the market by differentiated and commoditized focus	A voluntarist strategy allied with determinism for company survival	
2008	Focus on the differentiated market with reduction of the price market	A voluntarist strategy allied with determinism	
2011	Reduction in the number of manufacturing units	Determinism under environmental pressure	

(Conclusão)

(Conclusão)

YEAR	CRITICAL EVENT	ADAPTATION
2013	Focus on the market of customized products for clients in the external market	Voluntarism combined with determinism - Option to adapt to the competitive market

Source: adapted by the authors (2017) according to the theoretical foundation.

5. FINAL CONSIDERATIONS

Despite the difficulties of Furniture Manufacturing - Retail Sector by environmental determinism, voluntarism strongly overcomes these barriers in the strategic period I, resulting in the solidification of the main activity of the group of entrepreneurs. This is also confirmed in the strategic period IV, where the investments of this business group in the retail sector are consolidated. At both times there is a strong overlap of voluntarism, the result of pro-activity from the dominant coalition. In periods II and III, a strong influence of environmental determinism is perceived, causing the performance of its agents to be pressured more effectively. Even with the strong environmental pressure, voluntarism is also present in approximate intensity, due to the efforts to invest in the wholesale segment and the consolidation of the business group by establishing new partnerships to keep the phosphorus business competitive. It corroborates, therefore, with Herbeniak and Joyce's (1985) statement that environmental determinism and voluntarism are in the same continuum because, at the same time that there is pressure from the external environment, voluntarist responses are possible or even necessary for business survival. Numerous deterministic factors are perceived, but voluntarism has turned such situations into a competitive advantage for the Entrepreneurial Group. Thus, even recognizing the importance of environmental determinism in the adaptation of the firm, one can perceive the possibility of the manager's choice, often occurring in a concomitant and concurrent way to determinism.

The company under study, if there had not been a voluntarist reaction that complemented market determinism, there would have certainly had difficulties that could sustain it in the market due to the various occurrences in the context in which the company operated. The Institutional perspective suggests that organizations resist environmental pressures to the extent that corporate tradition, the environmental context, or both, support such resistance. The Resource Dependence perspective suggests that organizations adapt to the pressures to the extent that organizational actors correctly perceive and manage the necessary changes. The transformations of the environment result, in part, from the action of managers, who seek to bring the characteristics of the environment closer to the specific interests of their organizations. Managing the problems of interdependence would be a prime example of organizational action on the characteristics of the environment.

The possibility of identifying events characterized by high determinism and voluntarism demonstrates the complexity of organizational reality and the difficulty of partial theoretical approaches to explain the adaptation and change of organizations over time. This implies that, when trying to explain these phenomena, it would be advisable for the researchers to use at least two different approaches so that it is possible to capture both the influences of the environment and the influences of the manager's ability to choose. The fact that data collection was based on the vision of only one of the directors of the business group can be considered a limitation of this study, because there may be a partiality of perception of reality. However, there is an attenuating fact that determined this methodological choice, since one of the informants used is the one that had more information about the entire history of the business group. The collection of data performed in a single historical moment is also understood as a limiting fact of this study.

In spite of the fact that studies by Hsing and Souza (2013) have focused on central elements of the IT architecture, one can conclude that organizations have the same strategic motivations that appear in decision making and are clearly dominant in most in both firms. Decisions with a balanced combination of institutional and strategic arguments have emerged in both organizations, especially in the most important organizational-level initiatives, which involve greater uncertainties and risks. According to the authors, the objective of this research shows the performance of institutional factors: the most mature companies probably because of their capital structure and the possibility of influencing patterns; and the least matured probably by resource constraints.

Considering the difficulties of drawing conclusions on inductive studies, as this study was case, the study is suggested in other organizations of the same segment present in similar contexts, with the aim of identifying and comparing their solutions to this case. Maybe still most important are work that this dynamic between the rationality and deliberation of the actor, or voluntarism, and the deterministic feedback of the environment, especially in competitive

situations based on companies. That is, what conditions are necessary for the balance between determinism and voluntarism has positive effects on the process of strategic adaptation of organizations?

Of course, this study is still limited and needs to be complemented in order to include more in-depth analyzes based on the theoretical framework and the deepening of the strategic events mentioned in the interviews of six subjects under each one's vision. Therefore, it is necessary to consider the vision of the two perspectives in the analysis of the strategic decisions. The Institutional perspective suggests that organizations resist environmental pressures to the extent that corporate tradition, the environmental context, or both, support such resistance. The Resource Dependence perspective suggests that organizations adapt to the pressures to the extent that organizational actors correctly perceive and manage the necessary changes. The transformations of the environment result, in part, from the action of managers, who seek to bring the characteristics of the environment closer to the specific interests of their organizations. Managing the problems of interdependence would be a prime example of organizational action on the characteristics of the environment.

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