



Strategy change and adaptation in a family business: the case of the Laboratory Clinisul

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Abstract

The main purpose of this study is to establish a dialogue between strategic fit and experience in Clinisul Laboratory, clinical analysis, located in San Ângelo/RS, identifying and analyzing the strategies involved in organizational change, in light of actions taken by the managing partners order to identify the types of strategies that the laboratory used in each process of change according to content analysis, context and process them. The research is characterized as a case study of qualitative nature. The company stands out in your community through innovation, credibility and solid growth. For this research we used interviews and literature searches. The construction work was performed through a case study is a descriptive, historical and interpretive. Through a vision of schools of strategy, it became possible to relate the strategies adopted by the owners with the theory of the book Strategy Safari, as the school of learning, entrepreneurial, environmental, and cultural power.

Keywords: family business, organizational change and strategy.

Introduction

Thinking the organizations in the contemporary world requires a series of investigations about the organizational processes; it is relevant identify the values, the culture, the weather, the profile of the leaders and mainly the strategies used by companies aiming the own perpetuation, among others fundamental characteristics in an organization. In times of liquidity, reality described by Bauman(2000), which draws an analogy of the quickness that the changes come occurring in our society comparing it with the capacity that the fluids have of moving occupying any space and many times passing over of every obstacle in your way. Taking into account this context, how can an organization survive so many changes? How an organization that is forty years in the market has overcome these obstacles?

Certainly that keep your company, in the middle of so many changes, ends up requiring a lot of effort and dedication, But also is fundamental understand the paths taken, in other words, the trajectory of each organization.

Claiming to understand these questions, the aim of this study seeks establish a dialogue between the changing and strategic adaptation process starting from a vision of the schools of strategic formation and the experience in the Clinisul Laboratory, of technical analysis, located in Santo Ângelo /RS, identifying and analyzing the strategies involved in the organizational changes, in light of actions taken by the managing partners. Such institution is characterized as a family business, because has two generations working together.

So, this article is divided in six parts including the present introduction. In the second part, presents the theoretical base that sustains the research, including the question of family business, strategies and competitive advantages and change and organizational development. In the next section, are explained the nature of the research and the main methodological procedures used in harvesting, analysis and data treatment. In the last section the final considerations that this study allowed are made.

Theoretical Reference

This topic constitute a presentation of the ideas presented in the works studied, showing the relation that has with the theme researched. Through it, are made the involving concepts. Therefore, fits in this chapter, discuss different aspects about the family business, strategy and competitive advantage and organizational change.

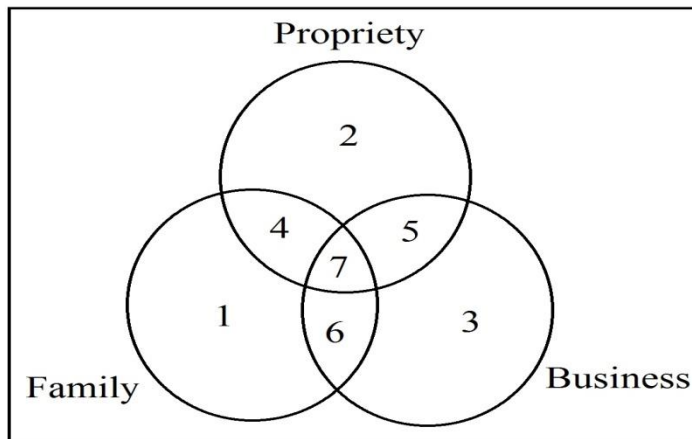
The Family Business

The research field about family business begins in the decade of the 1950, having as pioneer the theoretical Christensen (1953), who studied the problems of the succession in the small businesses in growing stage. Davel and Colbari (2003) warned that underlying questions to the theme were having a relevance mainly the social, cultural, emotional and relational factors seeing that these influence the pace of family business operation. Bottino-Antonaccio (2007), in the end of the 1990 reports that the researches were related to the succession process, the conflicts in the participation of the women. The organizations, because they involve family, were distinct from others, may interfere negatively in the operation of these companies.

Gersick (1997) mentions that the companies considered familiar are the majority in the world, and not even we realize how much these companies interfere in the economy. Also points out that, in the capitalist economies, the achievers, together with your family members, are the responsible of the creation of big enterprises. What can be seen is that Lansberg (1999) classified as a dilemma of definition. For saying this, the author refers to the wide variety of definitions and divergences between the various theorists about the family business theme.

With the intention of complementary such an amplex of concepts is fundamental know some of the main definitions about a thematics in question. In the knowledge of Gonçalves (2000, p.1) the family business are identifiable especially in the following points: a) The family business allow itself an informal organization, confusing and incomplete; b) It adopts as a basic value to the personal trust, in prejudice of competence, becoming incapable of counting with technicians and graduated experts; c) It practice nepotism in so many forms, making definitely impossible the professionalization; d) It is immediatist, which prevents any form of business planning.

To Davis e Tagiuri (1996, p. 4) "family business: controlled by a single family, which two or more of your members have major influence in the business direction, through management positions of governance, property rights and family relations". Grzybovski, Carrieri e Saraiva (2008) warns, from their studies, that structural and behavioral essences include family organizations and that there is a multi-disciplinary approaches and a plurality of concepts resulting from this family-organization relationship. The construction of family business concept won credibility with the Davis e Tagiuri (1996) initiative to desenvolve the Three Circles Model of Family Business, whose representation is exposed following.

Figure 01 - Three Circles Model of Family Business.

Extracted from: Tagiuri; Davis (1996, p. 200).

This model traces the dynamic of the family business as composed by three sub-systems different and independent, but overlapping: business (management), propriety and family.

The factor who influence the creation of the family business, according to Gersick (1997), cited by Silva, Fischer and Davel (1999), can be described as "pushing forces" people who seek this goal, and represents the psychological disposition and life events that lead the entrepreneur the need to open your own business, and the "pulling forces", which are related and are expressed by economic and ambient conditions which are essential to the opening of new enterprises.

Bernhoeft (1991) describes and characterizes the family business where has only family members, because supports the idea that decisions and choices are made based on trust between people.

Carrão (1997) warns that the greatest difficulty faced by family business is found in the passage from the first to the second generation. Such an argument is valid by the fact that 70% of family businesses live, on average, 24 years, while the founder remains in business direction. And attributes this to the fact that the first succession keeps characteristics that end up not being repeated in the others, being the most important to consider, the affective relationship rooted that the founder has with the company..

Campos e Mazzilli (1991, p. 1) bring the concept that "the family business, to embrace two complex institutions and vital to man - family and organization - brings with it a serious conflict of roles, which takes its apex in the succession process and you can determine the stability, the growth or decline of the enterprise. "

These peculiar companies resistant to change can hinder the development of the organization. The culture formed from the organizational values that convey

family aspects governing the life of the company, which may hinder the continuous improvement necessary for their growth.

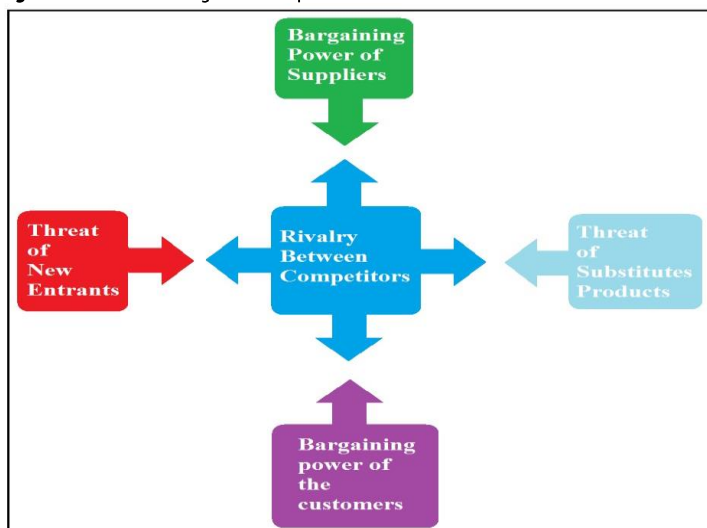
Strategy and competitive advantage

In the knowledge of Porter (1999) strategy is the compatibility of the activities of an organization. If they same interrelated synchronously, the strategy will reach a good performance.

Hamel and Prahalad (19 95) complement the idea that, the creation of strategies could be seen as "strategic architecture, a term used to define it as something that needs to be built and not just imagined. Every company has a financial structure, to the build of a financial architecture, for example, the high management should have a point of view on the optimal balance between debt and earnings, on the criteria for capital allocation and so on. Even from that perspective, the author points out that a strategic architecture is not eternal, as soon as "tomorrow" becomes "today" and what yesterday was a prediction, today becomes conventional wisdom.

In this manner, the market is characterized as competitive due to the constant changes that occur in the products and technology of all companies sectors. The competition in a given sector is characterized by five basic forces that determine the earnings prospects of the sector, as illustrates the figure below, according to Porter's view (1999).

Figure 02 – Forces that govern competition in a sector.



Extracted from: Adapted from Porter (1999).

The author emphasizes that, the purpose of the strategist is to find the best way to the company to use these forces to your advantage, or even to defend them. So

far about the threat of new entrants, these bring with them the desire to gain a part in the market, which will depend of the barriers raised by competitors. If entrants are prepared to face, the barriers may be high that will not mean serious threats.

Ghemawat (2000) states that the client's decision, most of the time, at the time of purchase, is connected to a set of benefits that the company offers to them, as speed of delivery, ease of purchase, payment terms, quality of care, among other factors that determine your own that go beyond product quality.

Because of this, according to Porter (1999), comes to the importance of benchmark organizations in order to achieve best practices, and be better prepared to respond rapidly to competitive and market changes.

The final, according to Vasconcelos and Cyrino (2000), competitive advantage is the result of the ability of the firm to efficiently carry out all the activities necessary to obtain a lower cost than competitors or organize these activities in a unique way, able to generate differentiated value to buyers.

Organizational Change

Today's organizations are facing an increasing environment of changing, one of the proofs that this is happening is the market competitiveness. The organizations that do not adapt soon will be on the verge of having to close their doors.

Bennis (1972) and Robbins, Judge and Sobral (2010) point out that organizational development is an educational strategy that aims to change beliefs, attitudes, values and structure of the company, so that they can adapt to new markets, technologies and challenges, encompassing a series of planned change interventions that seek to improve organizational effectiveness and increase the well-being of employees.

In the contemporary organizations, therefore, the term change is of fundamental importance as it is necessary, in this current tough competitive scenario, develop characteristics that make them more likely organizational individuals to cope successfully with the changes. Companies and their employees must work in order to adapt to the complexity of contemporary organizations to ensure their survival (Neiva and SUNDAYS, 2011).

When the subject is the changing of micro and small the traditional models developed, in general, for the big company, can contribute to the understanding of changes in these organizations, however, the appearance in these smaller companies is still less understood, that which relates to linkages between organizational change,

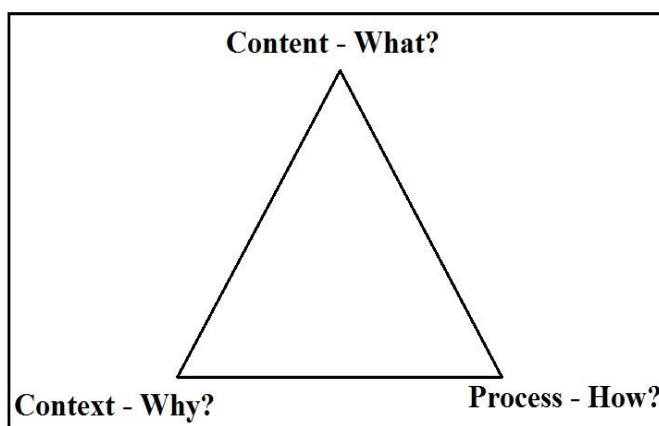
feelings, subjectivity, the entrepreneur's personality and the meaning of work (BORGES, et al, 2011).

According to Wood Jr. (2002) there are three steps that have the ability to lead to changes. Disposal of old habits and working practices; learning new ideas and habits in order that the desired behavior can be employed and solidification of new concepts and practice learned. Therefore, changes need to be planned and implemented by people consciously and carefully worked by those responsible for change, as they may be quickly forgotten (KELM; SCHORR, 2011).

Pettigrew, Ferlie, McKee (1992) report that in the literature review found many studies about organizational change and these being a-historical, a-procedural and a-contextual. Few change studies, according to these authors, which allow the process proves to be a substantially temporal or contextual way. The organizational change studies are, therefore, often concerned with the complexities of narrow than with changes holistic and dynamic analysis of the change.

Pettigrew, Ferlie, McKee (1992) describe the process of change refers to the actions, reactions and interactions of the various interested parts when they negotiate around proposals to the change. Each of the different stakeholders can provide a different evaluation of the change process. The analytical challenge is to connect content, context and process of change through time to explain the differential achievement of goals of change. The process of change refers to the actions, reactions and interactions of the various interested parts when they negotiate around proposals for the change. Each of the different stakeholders can provide a separate assessment of the change process.

Figure 03 - Research on change.



Extracted from: Adapted from Pettigrew; Ferlie; McKee (1992).

Research methods

For the implementation of data collection and analysis were used as instruments: the in-depth interviews; documentary and bibliographic research. The main information of the research were taken from in-depth interviews held with the dominant coalition (MILES; SNOW, 1978) of the Clinisul Laboratory, whose members occupy strategic positions in the organization (partners) being directly involved in all the processes of change occurring in the period delimited. The interviews are classified as non-structured, recorded inductively (MINAYO, 2011), in which it aimed extract detailed information on the experiences of the subjects in the exercise of its functions and its front perceptions to situations correlated with the research object (Martins, 2006).

About the bibliographic research, this was based on books and specialized periodicals, essentially on the characterization of environmental composition, in which the laboratory is inserted. This construction required the understanding of facts and events of the broader socio-political context related to the historical period, which were not sufficiently present in the interpretation of the subjects (interviewees), but were related to the changes and strategic decisions implemented in laboratory management.

The documental research was relevant to supplement the information extracted from the interviews related to the process of change and strategic adaptation of the organization. For this, they used internal documents, such as administrative reports, internal newsletters and minutes of meetings of the members.

Taking by reference to such methodological procedures, this research accomplished the following steps to work construction: interviews, documents and literature; elaboration of the list of critical events considered relevant under the strategic point of view, supported by information and data obtained through interviews and documental research; definition of the strategic historical periods; characterization of the socio-economic, political and cultural context that exercised some influence on decisions and actions of educational management.

Procedures of collection, analysis and interpretation of data

The procedures for collecting and analyzing data were structured around a guiding methodological premise, the longitudinal, historical and contextual approach (Pettigrew, Ferlie and McKEE, 1992). This approach seeks to understand the

evolutionary process of structuring and change in an organization, from the consideration of three fundamental elements: the contents of the change (what); the context of change (why); and the process of change (how).

The content relates to a set of actions and / or strategies that confer consistency to a certain decision. The context is the element that serves as a justification for choosing a particular strategy or decision. The process, in its turn, refers to how this strategy or decision was implemented.

In general terms, "what" happened refers to the content, the strategy itself; the "why" comes from an analysis of the context, of the reasons for this strategy; and the "how" can be understood from the way this strategy has been put in place, their processuality.

The longitudinal, historical and contextual approach (Pettigrew, Ferlie and McKEE 1992) establishes a kind of holistic and dynamic analysis of strategic change process. It assumes that to understand the origins, the development and implementation of a strategic change we need to use a referential that considers the multiplicity of levels of analysis. The starting point is the notion that formulate the content of any new strategy inevitably requires the management of context and process.

In the context of longitudinal, historical and contextual approach, there was a theoretical analysis of each strategy period and the study in their totality, according to the analytical procedures proposed by the approach of "direct research" (Mintzberg, 1979). The "direct research" that uses a longitudinal method of analysis addressing the evolution of the organization at a given historical period, is developed from the following steps: a) collection of basic data; b) inference on periods and change strategies; c) intensive analysis of change and periods; d) Theoretical study analysis.

The process of change and strategic adaptation: strategic periods and main events

The family business in question was founded in 1972 in Santo Angelo / RS, formed by two partners, the partnership continued in the 1970s when one of the partners decided to pursue new directions.

The table below shows the main strategic periods and the relevant critical events of changing in Clinisul Laboratory between the years 1972 to 2011. The highlighted strategic periods were divided into three parts. The first is the beginning of activities and rise of the company. The second is investment in information technology and the physical structure and the financial crisis. The third is the new restructuring of the Laboratory.

Frame – Strategic Periods and Critical Events of Clinisul Laboratory

Period I: (1972- 1980) Beginning of activities and rising	1	1972	Purchase of this lab and foundation of Clinisul Laboratory with another partner.
	2	1980	Output of the partner and purchase by the current manager. Increased routine, there were two collection points in neighboring towns. Higher sales and purchase of the first equipment.
PERIOD II: (1990 - 1999) Investment in information technology and the physical structure; Financial crisis	3	1990	Heavy investment in technology and stagnation. Managing partner son of entry - Informatization of laboratory
	4	1999	Bigger knowledge acquisition into the laboratory - learning. Improvements in physical structure and management consulting; Second daughter coming to help finance; Administrative and HR
PERIOD III: (2004 - 2011) New restructuring	5	2004	Took hospital again / Increased automation and higher HR recruitment
	6	2005	Quality management (informal deployment)
	7	2009	Hospital output, not obtained profits
	8	2011	In laboratory accreditation process (search for quality improvements)

Extracted from: Authors.

Strategic Periods

In this stage, will be introduce the configuration the analytical categories proposed by Pettigrew, Ferlie and Mckee (1992), for analysis organizational change process, that consider the content changes (which changed), the context (why changed) and the process (how changed). These categories are as the descriptions the events of each period, well as the analysis and interpretation strategies. The strategies will also be interpreted in the light of the strategic training schools based on Mintzberg, Ahlstrand and Lampel's vision (2000).

Strategic Period I – beginning of activities and rise (1970 – 1989)

Critical Event 1 – Lab purchase and foundation of Clinisul Laboratory with another member (1972).

John, biochemical pharmaceutical graduated in 1968 by Federal University of Santa Maria/RS, resolved to invest in their profession buying a clinical laboratory

and invited another professional for to be your member, continuing the activities. In the beginning there were only two employees and two biochemical (owners). Through a lot of determination and dedication this period is characterized by the beginning of the company's development.

The laboratory began to work for three hospitals, and began to employ more workers and to be on duty, bringing the total to six employees. The tests were made at this time all manuals, there was not equipment and computerization, which demanded more time for the exams.

The strategy employed in this critical event is related to the enterprising school, because it was from the vision that John had on the expansion of world trade relating it to their area of expertise that came the idea of implementing a laboratory, which for him would be a great business opportunity.

For this school the strategy is seen as a visionary process, it exists in the mind of the leader as perspective, specifically a sense of direction in the long term, so, vision of the future of the organization. The process of strategy formation is in the best semiconscious possibility, based on experience and intuition leader (Mintzberg, AHLSTRAND, Lampel, 2000).

Critical Event 2 – Member exit and buy the laboratory by the current manager. The routine increased, there were two collection points in neighbor cities. Higher sales and buy of the first equipment (1980).

John bought his member's part and became the only owner, engaged more two biochemists, because the work increased and there need to have more employees. The company began to get bigger profits, and as a result the laboratory began to develop and grow up, and each sector had its biochemical and its assistant.

They started to do collections in the cities of the Guarani Missions and Giruá. The first equipment purchased in the region was by the laboratory which imported direct from Japan in the 80s, the routine was much better and easier service.

At this time the laboratory had a good profit, and with a few competition, did not have trouble with expense control. The covenants paid very well.

It was clear that in this period there was an equipment automation to work due demand's increased for laboratory tests and therefore the emergence of contestants in the same industry.

In this sense, the strategies linked to this event are explain by environment school, because these decisions were taken in formative period from reactions to external environment. The characteristics of this school compel the members of the

strategic management to take their decisions based on the demands of the outside environment. Through this school you can describe the different dimensions of the environments that the administrator has in front of yourself and your effects about decision processes (MINTZBERG, AHLSTRAND, LAMPEL, 2000).

Period II – investment in information technology and in the physical structure; financial crisis (1990 – 2003)

Critical Event 3 – Much investment in technology, stagnation in prices agreements and entry the manager-member-son - Computerisation of laboratory (1990).

John invested in new technologies such as laboratory equipment, however, agreements prices keep the same, stayed stagnated, there was no adjustment, a situation which is until today.

In Santo Ângelo, have talked a little in information technology, so the laboratory was the first to deploy a software for laboratories in the region.

Beyond to strategies driven by manager decisions common in most strategic periods of the organization, in this case when John says that do a very big investment in technology to seeing to conform the mean to keep competitive laboratory among its competitors, this period is marked by learning the whole team for the computerization of the laboratory.

For Mintzberg, Ahlstrand and Lampel (2000) in School of Learning the strategy is view how an emerging process instigating the retrospective thinking for that we can understand the action. In Clinisul Laboratory this was one of the few moments that achieved a collective learning, because all the team including the manager have had to learn about the new instrument of work.

Critical Event 4 – The biggest knowledge acquisition into the laboratory - learning. Improvements in physical infrastructure; Coming the second daughter to help in the financial, administrative and HR (1999).

As soon as Tiago into in the college of Pharmacy Biochemistry, already had contacts with pharmaceutical groups and future pharmacists in the Internet. Although, knowledge acquired through the exchange of experiences and also the college, teaching itself. He carried all this knowledge into the laboratory and talked with his father and other professionals that working there.

In his year and from this, there have been many improvements, it was assumed the Hospital "X" again, a lot of investment in the physical structure of the laboratory and change in the way to be managed with the coming the daughter graduated in Law. Fernanda became to do balances, financial planning and HR practices, before which there was no need.

In this sense, the School of Learning excels in the strategies adopted by the laboratory, because it is a continual process, in this case the involvement of children made changes in a single and collective way. (MINTZBERG, AHLSTRAND, LAMPEL, 2000).

It is also relevant the changes from the country's economic framework, during which the laboratory had to suit the market demand, so the strategies adopted in this period are derived from a combination of school's learning and environment and the strategies adopted a reciprocal process between these two schools.

Strategic Period III – restructuring new (2004-2011)

Critical Event 5 – Took hospital again / Increased automation and increased hiring RH (2004).

Tiago hired more employees and automated the laboratory; it was a period in which the Clinisul spent for difficulties, because, the employees were no more used with duty, so, hired people who already had experience. This view over modernizing the laboratory. The number of employees increased, nowadays the laboratory has with a team of ten employees.

The Clinisul laboratory was completely modified, with new and modern facilities, automated equipment, however, there was the need for changes in the management area, that was one of the biggest difficulties found in the laboratory, because there were not qualified people to promote such change.

It is understood that at this time the organization has adopted the school of enterprising, which is characterized by centralization of power in the figure of the chief executive. This seen as a leader, someone with exceptional vision and adopting strategic plans when necessary. The strategy formation is linked to the leader figure, to be visionary, mentally creates the strategy, even though they often emerging, and puts it in practice, that is, through the leader that all employees know the strategy to be adopted and when it will be implemented (MINTZBERG, AHLSTRAND, LAMPEL, 2000).

Due to some changes in the external environment, such as the rise of competition which until then, had no large financial distress for the laboratory, it felt the need to change. Moved the way to work, the employees had to start doing duties, there were also changes in terms of physical structure.

In this sense it can be said that the organization was guided by environmental school. The views of this school force people of strategic management to take into consideration the available range of decision powers, given the demands of the external context. It also helps to describe the different dimensions of the environment that the strategists have up against to yourself and to suggest their possible effects over strategy formulation (MINTZBERG, AHLSTRAND, LAMPEL, 2000).

Critical Event 6 – Quality management, informal deployment (2005).

Tiago says that in this period there was not quality management planning, but was implemented gradually implemented the "5S". They hired a consulting for changing employees' attitudes, because many in the beginning showed resistance to change, which was unsuccessful.

João conta que foi em 2005 que o Clinisul começou a pensar na qualidade. Hoje o laboratório encontra-se com a implementação informalmente de alguns aspectos da gestão da qualidade, mas de uma forma não organizada, pois não houve treinamento contínuo, falta ainda mais aperfeiçoamento dos funcionários. João tells that was in 2005 that the Clinisul began to think about quality. Today the laboratory is informally with the implementation of some aspects of quality management, but that a messy way, because there was no ongoing training, there is still more improvement of employees.

Analyzing this critical event, it can said that there is a tendency of cultural school, because the employees to showing resistants to strategic changes, partially impeding the implementation of quality management.

According to Mintzberg, Ahlstrand and Lampel (2000), the culture influence in the way of people thinking, in strategy formulation and decision making, many times by being linked to entrenched beliefs, which are designated as internal barriers of each person.

This critical event also reminds us of learning school, although the training has not been continuous, there was a worry in this context and intend to continue this process. This school understands the strategy how an emergent process that originates in all the organization by its members individually and collectively. There-

fore, the strategies arise from behavioral patterns practiced by the organization, understand Mintzberg, Ahlstrand and Lampel (2000).

Critical Event 7 – Way out of Hospital, not get profits (2009).

In 2009 the Clinisul spent did not serve to the hospital. It was in this time that there was a lag in prices, João tells that they tried to claim further increase then the service turned out to be very expensive for the hospital and they decided to open your own laboratory.

Fernanda that works in administration, mentions that in the old days was much easier to financial performance in the laboratory, but with the increased competition, the gap amounts paid by the covenants and the crisis affected everybody who working in health care, it was then that the laboratory spent for a financial crisis. At the moment it was stressed again the intention of to give continuing the quality management process.

In this critical event is remarkable the presence of the power of school in both meanings. First, when the hospital refuses to increase the values of the tests carried out by Clinisul laboratory that due to this also would not have interest in providing your services, using the power to negotiation. And second, with increased competition it was decided that for business survival the focus back to be the laboratory quality management, employees to want or not. What characterizes the strategy formation as a process of influence, emphasizing the use of power and politics to negotiate positives strategies to particular interests.

Under the vision of Mintzberg, Ahlstrand and Lampel (2000), the strategic maneuvers are used to communicate to rival that it would be wiser to negotiate beneficial arrangements than to fight. It is a mixture of threats with promises to get advantage. Against this perspective, it is understood that employees do not show themselves committed and engaged in this implementation process may be replaced.

Critical Event 8 – In laboratory accreditation process; search for improvements in quality; (2011).

Today, the quality management, is one of the main forms of organizational change in organizations, and with the clinical laboratories could not be different (ANTONELLO, 2005; CHAVES, 2010). One of the main laboratory's goals for the coming years is to start a job for to get the Laboratory Accreditation. Fernanda, in your report, says that for to get the Accreditation the Clinisul has much work ahead and

highlights the participation of employees in this process with the following talks "the important is we believe that with much effort and with the effective participation of our employees we can get our goals."

Again notice a laboratory tendency to join designated strategies of learning school. In order to achieve the cooperation of the employees in this cause, the laboratory will have to pass by continuous learning processes. Prove is that in the learning of school, the strategies emerge of small steps, the extent to which the organization adapts or learns is that going ahead applying new goals, stress Mintzberg, Ahlstrand e Lampel (2000).

Final considerations

This study search to understand the history of a family business the segment of clinical analysis, which in the course of its history, period between 1968 and 2011, adopted several strategies, always trying to adapt to market changes. The took the appearance of new technologies and the adequacy of the process to a new requirement of the external environment, preparing the company for the future and to put forward, until then the little competition that existed in the first years of activity.

The company studied, also went through financial crises, which due to a stagnation of the prices and the arrival of new entrants hindered the return of the investments. Do not worried, to believe on a new restructuring, marked by the implementation, although that in the time informally, of quality management. This management that promotes the maximization of the company's profits by through costumers satisfaction as well as employees and others interested.

The study of its employees, always driven by the managers, resulted in large qualifications, today having masters and doctors in the health sector within the workforce of the company.

Os atuais gestores são adeptos da inovação e acreditam que esse seja o diferencial do laboratório frente aos concorrentes, que hoje se multiplicaram. The presents managers are adept of innovation and believe that this is the differential of the laboratory to competitors, that nowadays, multiplied. The organization is in the laboratory accreditation process of formal and documented way, which put their trust to achieve the financial stability that held at the beginning of the activities, as well as the solidity in the market.

The first strategic period of the organization, considered between 1972 to 1980, is characterized by the start of activities and ascension. João, a visionary entrepreneur in this period sees the importance of seeing beyond the horizon and traces

the strategy emphasized for the entrepreneurial school. In the second period 1990 to 1999, to see clearly that there is investment in information technology. To survive against the competition, and to be different as a pioneer laboratory in the region, this had to change. At the same time, with much investment expended, and no adjustment of the covenants, everything was difficult, the profit fell and there was a financial crisis. The physical structure also had to be moved, for to get more visibility and comfort to patients. In addition, most knowledge was acquired providing the learning. The strategies used in this period were from the learning of school, entrepreneurial and environmental.

To be evident in the third strategic period of the organization, considered between 2004 to 2011 the laboratory restructuring process, as much in the equipment with the acquisition of new technologies, as also in the human resources sector with the hiring people and investments in training, to answer the market demands.

And finally, the organizational adaptation was the main strategy adopted in the period 2004 to 2011 by Clinisul Laboratory. What highlight the entrepreneurial schools, environment, culture, learning and power.

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