



Editorial

REBRAE is a four-monthly publication of the Business School Management Graduate Studies Program of the Pontifical Catholic University of Paraná (PPAD/PUCPR) - Curitiba, Paraná, Brazil. REBRAE initiated its activities in 2008 aiming to bring out theoretical and empirical papers and/or theoretical essays written through different methodological approaches. Aligned with international scientific information practices REBRAE only accepts articles written in English. In the last quarter of each year a thematic issue call papers is carried out. The thematic issues already scheduled are Innovation and Competitiveness for 2015 and Strategies in Cooperatives Organizations for 2016. In this issue we are pleased to present eight more articles dealing in some way with strategies in business.

The first article deals with evolution of the strategy as practice. This study presents a comparative board of the approach by means of sociometric and bibliometric analyzes combined with statistical techniques applied to the set of papers available on the Web Isi of Knowledge. It was analyzed periods before and after 2007. Results indicate evolution on the main group of authors of the strategy as practice approach, but yet with a high amount of peripheral authors. The second article is an essay discussing the role of technology use in the strategizing. The mains concern is the analysis focused on the strategic purposes of the empirical studies conducted and portrayed by Orlikowski (1992) and Schultze and Orlikowski (2004), attempting to bridge Strategy and nology topics from a practice-centered approach, capitalizing from epistemological, theoretical and methodological convergence of the 'Strategy as Practice' and the 'Technologies-in-Practice' approaches. The third article is a case study of four agricultural cooperatives regarding their choices about the use of strategic alliances. The objective is to identify the differences in the practices of cooperatives for making alliances with suppliers, customers and competitors, specifically the differences about cooperatives' interests and characteristics. Results show evidences that strategic alliances tend to influence positively the results of both cooperatives and theirs supply chain. The fourth article is an essay aiming to understand how theory of Transaction Cost Economics and Resource Based View explain the configuration of the governance structures in the context of New Institutional Economics. It is concluded that the complementary view of TCE with RBV is able to encompass more fully the aspects related to the choice of firm boundaries, minimizing the individual limitations of these approaches in terms of strategic analysis. The fifth article, by means of a case study, analyze the internationalization process of Brazilian meat sector companies, specifically the experience of Sadia S.A., comparing with the economic theory of the Eclectic Paradigm (Dunning, 1988) and the theory behavioral of the Uppsala School (Johanson and

Vahlne, 1977). The sixth article, by using both data of three companies of the construction sector in the center-western region of Parana State - Brazil and the Barney VRIO Model analyzes the sources of sustainable competitive advantage of this sector. It is identified two potential sources of sustainable competitive advantage: Experience and track record in the market and Structure, organization and planning. The seventh article is a qualitative study, which used questionnaire and discussion group for data search with the objective of describing and analyzing the municipality managers' perceptions about the strategic planning for small municipalities of Santa Catarina State - Brazil. As results of this, despite the research subjects consider the Strategic Planning very important, yet, mostly run only the type of planning required by law. The eighth article uses a descriptive case study to establish a dialogue between strategic fit and experience in a family business. It is identified and analyzed the strategies involved in organizational change, in light of actions taken by the managing partners in order to identify the types of strategies used in each process of change according to content analysis and context.

With these articles we hope to contribute to dissemination of relevant studies in this area. We would like to thank the collaboration of the authors, the reviewers and the editorial support staff. Special thanks to Daniel Santos for his operational support. For sure, without them, it would not be possible to carry out this task.

Prof. Dr. Alceu Souza
Chief Editor