

INTERVIEW

David Obstfeld

by Charles Kirschbaum FGV-EAESP

David Obstfeld is a Professor at the University of California at Irvine, where he currently researches social innovation, knowledge creation and strategy processes. He got his Doctor degree from the University of Michigan, and his Doctoral Thesis won the University of Michigan's Likert Award for best organizational studies paper. In this interview, professor Obstfeld discusses how to foster innovation processes at firms, with particular emphasis on the role of social networks. He also stresses the importance of managers creating an environment protective and supportive of the advocates of innovative ideas.

Keywords: innovation; social networks; social creativity

Palavras-chave: inovação; redes sociais; criatividade social

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ECONOMICS

Community Economics

By Eduardo H. Diniz, Adriana Wilner and Tania P. Christopoulos, FGV-EAESP

Virtual practice communities, organized groups that communicate at a distance over the internet to exchange information, share knowledge and perform a common task, are a new proposition for economic production. There, traditional structures based on the firm's or the market's standard are replaced with a volunteer and flexible work-style, guided by specialization along the lines of skills and

competences. The article analyses the emergence of this new model and discusses its main benefits.

Keywords: virtual practice communities; virtual working; Internet

Palavras-chave: comunidades de prática virtuais; trabalho virtual; Internet

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FINANCE

The Global Cave

By Wilian Eid Junior, FGV-EAESP

The disseminated use of information and telecommunication technologies has created intense connectivity among markets, firms and national economies. As a result, crises triggered at one part of the planet are immediately transferred, by contagion, to other portions of the network formed by these economic actors. This article analyses the sources of this contagion and its main effects on countries, firms and individuals.

Keywords: financial markets; connectivity; financial crisis

Palavras-chave: mercados financeiros; conectividade; crises financeiras

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MANAGEMENT

Public Innovation

By Marta Ferreira Santos Farah FGV-EAESP

A wave of innovation appears to have washed over Brazilian public administration in recent decades, changing the pattern

that characterized the relationship between the public and private sectors in the nation. These innovations are seated on a perspective of managerial efficiency and democracy. As a result, public action is renovated, particularly at the local government level. This article explores the implications of this new model for society and firms.

Keywords: public innovation; public administration; local government

Palavras-chave: inovação pública; gestão pública; governos locais

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MARKETING

Mindset Innovation

By Tânia M. Vidigal Limeira FGV-EAESP

In the field of marketing, the concept of innovation is usually perceived as technology innovation, where new products or services are released and offered for consumption with differentiated style and performance features. The article proposes a new perspective according to which the concept of innovation is perceived as a mindset change, that is, a change in the manner of considering the relationship firms have with their customers and with society, taking account of new values and ways of interpreting reality.

Keywords: ethnographic marketing; cultural change; consumer behavior

Palavras-chave: marketing etnográfico; mudança cultural; comportamento do consumidor

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HUMAN FACTOR

Executives and Networks

By Maria José Tonelli, FGV-EAESP

Cooperation and networked work are currently regarded as powerful tools to promote shared values, common objectives, competences and efforts within organizations. As leaders, executives play a central role in the development of a cooperative environment and the establishment of these networks. This article highlights some characteristics of executive work that may hamper the fulfillment of this role and their consequences for executives themselves and for organizations.

Keywords: cooperation; teamwork; executive work

Palavras-chave: cooperação; trabalho em rede; trabalho do executivo

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A.M.E. SPECIAL

By Constantinos Markides and Constantinos D. Charitou London Business School

How can a single company adopt two different business models in the same market? This question has become particularly relevant to a large number of established firms that recently withstood attacks from competitors using radically different business models. This article, based on the contingency approach, discusses the challenges these firms face in the development of double business models that maximize their synergies and global competitive power.

Keywords: contingency approach; business model; strategy

Palavras-chave: abordagem da contingência; modelos de negócios; estratégia

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POINT-OF-VIEW I Extended Responsibility

By José Antônio Puppim de Oliveira, FGV-EBAPE

Changes in the political, economic and social landscapes have extended the scope of corporate responsibilities. They are now expected to show transparent activities and an exemplary behavior for all those with whom they interact, including employees, customers, shareholders and the community. The article analyses the concept of corporate social responsibility, discussing its origins and evolution as a theme that draws increasing attention.

Keywords: corporate social responsibility; corporate ethic; stakeholders

Palavras-chave: responsabilidade social corporativa; ética corporativa; stakeholders

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POINT-OF-VIEW II The art of innovation

By Charles Kirschbaum and Flávio C. Vasconcelos, FGV-EAESP

In the universe of arts in general, an music

in particular, innovation depends on the artist's insertion into social networks, ability to improvise and openness to experimenting with new arrangements. The article draws a parallel between innovation processes in music and those seen at firms, analyzing factors that prevent innovation within both contexts and suggesting means to overcome them.

Keywords: social networks; musical innovation; organizational innovation

Palavras-chave: redes sociais; inovação musical; inovação organizacional

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BRAZILIAN CASES

Marítima Seguros

By Milton Bellizia Filho and Leopoldo Guimarães Barros

The economic stability brought about by Plano Real in the late 1990s cause Brazilian insurance firms to face unprecedented challenges. Chief among these was how to increase return by means of efficient management processes and a new risk-management mindset. This article analyzes the organizational change process implemented by Marítima Seguros in response to the increasing competitiveness in the Brazilian insurance market.

Keywords: insurance market; change management; organizational culture

Palavras-chave: mercado de seguros; mudança organizacional; cultura organizacional

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