

## INTERVIEW

### Célia Cruz

By Andréa Leite Rodrigues

Célia Cruz is an officer at Ashoka Social Entrepreneurs, a non-governmental organization present in more than 51 countries that supports individuals interested in developing projects with a social impact. An Economist from FEA-USP, with an MD in Economy from FGV-EAESP, Célia explains in this interview what has motivated her to devote to this kind of activity. She also talks about the evolution and changes experienced by the third sector in the last decade.

**Key words:** third sector, career, social enterprise

**Palavras-chave:** terceiro setor, carreira, empreendedorismo social

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## ECONOMY

### Unwanted idleness

By Frederico Turolla e Tomas Fujiwara

The situation of the employment presents a contradictory picture in Brazil: on the one hand, several researchers point to the "end of employment"; on the other, economists and policymakers insist in advocating the need to generate new jobs. This paper discusses myths and facts about job creation in Brazil and offers alternatives for minimizing the unemployment problem.

**Key words:** employment, economic development, public policies

**Palavras-chave:** emprego, desenvolvimento econômico, políticas públicas

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## Changes in electrical industry

By João Lins Pereira Filho e Luis Carlos Costa

The new configuration of the Brazilian electrical industry proposes to solve structural articulation and regulation problems, to reduce tariffs and to stimulate private investment in order to foster the development of the industry and the nation. However, for these outcomes to be reached, a new and important hurdle must be overcome: detailing and implementing the changes to the governance and organizational model proposed in the new legislation.

**Key words:** electric sector, regulation, public policy

**Palavras-chave:** setor elétrico, regulamentação, políticas públicas

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## MARKETING

### Spectacle of races

By Victoria Jones

Racial market segmentation is still an incipient activity in Brazil. While half of the Brazilian population is made up of African-descendants, only a small share of the models portrayed in advertisements represents this population. This paper, based on a field survey, contradicts some assumptions about consumer preferences and suggests a review of some practices of marketing.

**Key words:** market segmentation; advertisement strategies; consumer preference

**Palavras-chave:** segmentação de mercado; estratégias de propaganda; preferência do consumidor

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## MANAGEMENT

### The practice of strategy

By Marcelo Binder

Traditional conceptions assign strategic formulation to an elite group within organizations. Richard Whittington, professor of Strategy at the Said Business School, Oxford University, has a different view. During the Third International Conference of the Iberoamerican Academy of Management, held last December in São Paulo, the researcher granted this interview to RAE-executivo, in which he argues that strategy is related to the everyday practices and that must involve all managers.

**Key words:** practice of strategy; formulation of strategy; research of strategy

**Palavras-chave:** prática da estratégia; formulação de estratégia; pesquisa da estratégia

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### The future of strategy

By Flávio Carvalho Vasconcelos e Luiz Artur Ledur Brito

Jay Barney is regarded as one of the top authorities on the study of Strategy. A Professor of Management at the Ohio State University, he is one of the creators of the concept of "resource based view" (RBV), one of the field's cornerstones. During the Third International Conference of the Iberoamerican Academy of Management, held last December in São Paulo, the researcher granted this interview to RAE-

executivo, in which he talks about RBV and his concern with strategy in turbulent contexts.

**Key words:** strategy learning; resource based view; future of strategy

**Palavras-chave:** ensino de estratégia; visão baseada em recursos; futuro da estratégia

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## DIGITAL ERA

### Digital democracy

By Guilherme Kujawski

The open software movement has gained followers in both the corporate world and among households. The movement's main goal is to offer copyright-free software so that end-users can freely change or adapt them according to their own needs. This paper presents the origin and evolution of this movement and its impacts on individuals, enterprises and governments.

**Key words:** open software; open source movement; technology

**Palavras-chave:** software livre; open source movement; tecnologia

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## HUMAN FACTOR

### Northern lights

By Charles Kirschbaum

Guje Sevón holds the chair of Organizational Psychology at Stockholm University. Per-Olof Berg is chairman of Stockholm School of Enterprise. During the Third International Conference of the Iberoamerican Academy of Management, held last December in São Paulo, the researchers granted this interview to RAE-executivo, in which they talk about topics

such as enterprise, importation of management ideas and the use of "theatrical performance" in corporate life.

**Key words:** enterprise; human resources management; performance

**Palavras-chave:** empreendedorismo; gestão de recursos humanos; performance

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## SPECIAL A.M.E.

### Creating sustainable value

By Stuart L. Hart e Mark B. Milstein

Despite the current dissemination of the sustainability discourse, most managers still regard sustainable development as a "necessary evil", associated with regulation, costs and costly responsibilities. This paper presents a complex and multifaceted shareholder-value creation model that takes account of the global challenges of sustainable development. It shows sustainability is not dissociated from economic growth but, to the contrary, can be an important source of competitive advantage and of stakeholder-value creation.

**Key words:** sustainable development; creation of value; economic growth

**Palavras-chave:** desenvolvimento sustentável; geração de valor; crescimento econômico

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## CRITICAL VIEW

### Risks and opportunities of diversity

By Rodrigo Mendes

Many firms, faced with the need to operate in different market segments with different consumer profiles, have tried to mirror the outside diversity in their internal environments. As a result, they adopt "politically correct" practices seeking to attract professionals with different gender, ethnic, and cultural backgrounds. However, the management of a such diverse staff can present great challenges, jeopardizing the management model and the organizational identity.

**Key words:** cultural diversity; management of diversity; multiculturalism

**Palavras-chave:** diversidade cultural; gestão da diversidade; multiculturalismo

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## BRAZILIAN CASES

### AxisMed

By Adriana Wilner

Health care management firms, which coordinate the relationships among doctors, patients, and health insurers, are a recent development, even in developed countries. AxisMed is one of the first Brazilian firms in the genre. It focuses on managing health insurance policyholders that demand continuous treatment and monitoring. Based on a preventive medicine model, the firm offers solutions that contribute to reduce the costs for health insurers to improve patients' quality of life.

**Key words:** health care management; preventive medicine; health care providers

**Palavras-chave:** gerenciamento de saúde; medicina preventiva; operadoras de planos de saúde

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