

## PRESENTATION

Dear readers,

This issue of *Mackenzie Management Review (Revista de Administração Mackenzie – RAM)* present eight articles.

The paper “Dynamic capabilities in automotive pollutants reduction technologies: case” study was prepared by Daniel Leite Mesquita, Alex Fernando Borges, Antônio Carlos dos Santos, Joel Yutaka Sugano, and Taís Castro Veloso. The purpose of the paper was to analyze the dynamic capabilities related to the generation of pollutant reduction techniques according to Teece’s proposition. As main results, authors observed that integration and development capabilities were found and they were characterized as dynamic capabilities in the sense that, they are all based on the automaker’s adaptation to its external environment.

Gisela Demo, Eluiza Alberto de Moraes Watanabe, Danielle Chauvet, and Késia Rozzett present the paper “Customer relationship management scale for the B2C market: a cross-cultural comparison”. The objectives of the study were to validate the Customer Relationship Management Scale (CRMS) in France and to compare the French model to both Brazilian and American ones. The results allowed to conclude that the relation between clients and companies is two-dimensional and it involves two distinct factors, namely loyalty and customer service. The scale validated in Brazil and the United States remained stable, regarding validity (quality of items) and reliability, when validated in a distinct context, that is, France. This makes its application in French organizations possible, improving its external validity and generalization.

“Planning technological businesses: a study of market positioning and the value chain” is the paper prepared by June Marques Fernandes, Luciana Paula Reis, and Luiz Carlos Di Serio. The purpose of the paper was to evaluate the applicability, contributions, and adaptations required for a decision support model in the context of a business model’s definition. The model’s application proved to be relevant mainly in the early stages of busi-

ness planning. The inclusion of the minimum viable product in the model helped with resource design and the development of a product with similar characteristics to market needs.

Fabio Ytoshi Shibao, Geraldo Cardoso Oliveira Neto, Flavia Cristina Silva, and Eduardo Cabrini Pompono are the authors of “Corporate profile, performance and green supply chain management: a research agenda”. The purpose of the paper was to evaluate the universe of published articles that propose frameworks about the relationship between green supply chain management (GSCM) and performance in the period from 1995 to 2014. The authors conclude that the addition of the green profile in conjunction with GSCM practices and performance allows for a more in-depth analysis of the degree of a company’s involvement with GSCM, as well as its intended objectives and results achieved in the future.

The paper “Martial arts market demand: test and validation of a model on the Brazilian judo context” was developed by Cláudio Damacena, Vitor Cesar Moreira, and Martin De La Martinière Petroll. The authors tested a theoretical model that specifies the direct and indirect relations between market demand, perceived benefits, restriction, and value, as well as the satisfaction and commitment of a judoist with the martial arts in a different country and sport of the original study. They found that market demands positively affect the perceived benefits and value and the judo members’ satisfaction and commitment.

Rosana Juçara de Souza Reis, Michel Mott Machado, Hajnalka Halász Gati, and James Anthony Falk prepared the paper “Dignity promoted or violated: how does the deaf person included perceive it?” The authors conclude that the predominant view of dignity by the deaf was based on the elements of valorization/respect/equality. It is inferred that the more intense the experience with elements that violate dignity, the less the feeling of inclusion or the greater the feeling of non-acceptance and the consequent greater risk of social isolation of the deaf. It is believed that, among other aspects, an organizational position aimed at reciprocal recognition and mutual cultural enrichment will contribute to the improvement of the quality of relationships between the deaf and the hearing.

Luisa Tomi Yanaguibashi Leal, Luiz Felipe de Araújo Pontes Girão, Wenner Glaucio Lopes Lucena, and Vinicius Gomes Martins present the paper “Persistence, value relevance, and accruals quality in extreme earnings and cash flow situations”. The main results indicate that cash flows are more persistent than earnings because the accruals component of the latter makes them less persistent. Extreme values of both earnings and cash flows affect the persistence of these variables, with a strong and negative effect

on cash flows. Finally, extreme values of accruals negatively affect accruals quality because, compared to moderate quantiles, they significantly alter the standard deviation of extreme quantiles.

“Patterns of efficiency in dispersed, dominant and concentrated ownership structures in Brazil” is the paper prepared by Igor Bernardi Souza. Static optimization techniques are used by data envelopment analysis (DEA) to calculate the variable efficiency, a differential about previous studies that consider only outcome variables as a performance indicator. The study identifies that both agency problems and the expropriation of minority shareholders by the majority, stemming from weak legal protection in the country, significantly affect the efficiency of Brazilian companies, thus making dominant structures the most appropriated form of ownership structure in Brazil.

Enjoy the reading,

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