

## **Editorial**

In the first issue of the Brazilian Administration Review for this year, five articles are made available to our readers and collaborators. To begin with, Maria Tereza Leme Fleury discusses the relationship between the concepts of organizational culture and competence and asks if they are complementary or contradictory; she presents two case studies of Brazilian firms in order to illustrate this issue. In the second article, Roberto Coda, Ana Maria Roux Valentini Coelho César, Diógenes de Souza Bido and Enrique Louffat have analyzed the perceived role of the Human Resource Management Department and its perceived capacity for outstanding performance by comparing data collected in Brazil and Peru from employees of large organizations as well as participants in MBA programs at renowned schools. They point out that the relevance attached to the HRM Department role for contributing to the future success of organizations does not correspond to its current capacity of performance. To follow, Cristiane Drebes Pedron and Amarolinda Zanela Saccol have carried out an exploratory research to discuss the essence of CRM through a phenomenological approach, assuming that one of the main reasons for CRM failure is the lack of understanding about the true meaning and implication of practices for managing the relationship with customers, which involves very serious issues about institutions, roles, power and ethical values. In the fourth text Marcia Dutra de Barcellos, Luís Kluwe Aguiar, Gabriela Cardozo Ferreira e Luciana Marques Vieira investigate the consumer's willingness to try innovative food products in the context of the metropolitan area of Porto Alegre in Brazil and Cirencester in England, UK; the results provide strategic and unique information about consumers for the food industry when it comes to supporting the development of innovative food products. In the fifth and final article, Marcia Shizue Massukado-Nakatani and Rivanda Meira Teixeira have adopted the Resource-Based View approach to analyse two public organizations located in Curitiba and Foz do Iguaçu, Brazil, in order to verify how organizational and tourist resources are being used for planning and public management in these cities. The results demonstrate that the researched cities do not use or do not know how to use the available resources in value-creating activities for local tourist management. Both cities present imperfections that do not earmark the full exploitation of organizational resources, compromising the exploration of available tourist resources.

We hope you all find these articles interesting and enjoy this edition.

**Clóvis L. Machado-da-Silva**  
**Chief Editor**