

EDITORIAL

Dear readers,

This edition of RAM – *Revista de Administração Mackenzie* (Mackenzie Management Review) presents eight papers. Originally planned to be a Special Edition, we needed to change to Dossier because after receiving 19 papers on Research on Services, only four were accepted after analysis by reviewers. Therefore, the first four papers refer to Research on Services drawn from the fifth conference of the Latin American Network for Research on Services (Redlas)¹, organized by Universidade Presbiteriana Mackenzie (UPM), which addressed the main trends, challenges, and opportunities provided by ICTs technologies and international trade for Latin America. Two of them were prepared by authors from Uruguay, Colombia, and Chile. To complete the issue, two papers are related to Human and Social Management and two are related to Strategic Finance.

Therefore, the first paper composing our Dossier, “Incorporation of services in natural resource-intensive goods: Description and measurement”, presented by Marcel Vaillant and Enrique Gilles, discusses how services can add value to the production and the exports of Natural Resource Intensive Goods (NRIGs), in which South American countries have comparative advantages. It has been argued that this specialization pattern has disadvantages in terms of economic development, and both policy makers and academia repeatedly sustain the need to search for new international insertion schemes. To measure the relevance of the economic infrastructure services on the competitiveness of NRIGs, these authors developed a sectoral approach using domestic input-output tables for six Latin American countries. In particular, they measured Services value added incorporated in NRIGs and analyzed the impacts of productivity changes in infrastructure services on NRIGs producer prices.

¹ Available on www.redlas.net.

Santacruz Pedro Banacloche Sánchez presents the paper “Intra-regional trade in services in South America: An input-output approach”, that analyzes the main linkages in trade in services in the two largest South American economies: Brazil and Argentina. The main findings of the article include that 1. in both economies, the share of services in foreign trade is higher in terms of value added than under conventional gross trade data, and 2. Argentina is more integrated with the region than Brazil in terms of intra-regional imported services contained in its exports.

The purpose of “Innovation in the business model from the perspective of dynamic capabilities: Bematech’s case” was to verify how the value creation process occurs in the business model of Bematech S.A, a Brazilian Information Technology (IT) company. Prepared by Elic Vodovoz and Márcia Ramos May, the paper discusses how innovation occurred in the business model and search which routines were essential for the value creation in Bematech. The phenomenon was observed from the perspective of dynamic capabilities. The results showed how dynamic capability and business model connections occur and demonstrate which high-level routines enabled innovations in the Bematech’s business model for value creation and value capture.

The paper “Strengthening Knowledge Based Services in Argentina” was prepared by Romina Eliana Gayá. Its purpose was to analyze the Knowledge Based Services (KBS) in Argentina and to identify the main opportunities and challenges, in order to make proposals for strengthening KBS exports through improving access to major markets, employment and human capital, and indirect exports. The paper examines KBS in Argentina using quantitative and qualitative informations, such as statistics from official sources, international organizations and private institutions; literature review; and consultations with the private sector. Furthermore, it contributes to the discussion on KBS exports in Argentina providing a sectoral outlook, identifying the main opportunities and challenges, and making proposals for strengthening KBS exports.

The authors Jefferson Lopes La Falce, Kely César Martins De Paiva, Cristiana Fernandes de Muylder, and Marta Maria dos Santos Morais wrote “Organizational commitment: a longitudinal study in a public higher education organization” in which research was descriptive with a methodological triangulation using a case study. It was possible to analyze quantitatively and qualitatively the understanding of the affection in the following bases: affective, calculative, and normative, according to Meyer, Allen, and Smith model (1991). The use of longitudinal study was adequate

and important for the understanding of the studied phenomenon, including understanding the variation over the years. The variation of this commitment in the organization indicates that follow-up and constant diagnosis are important for the clarification of investigations regarding the organizational commitment.

“The motivation of collaborators in family micro companies: Cybercafé” is paper elaborated by José G. Vargas-Hernández and José Angel Arreola Enríquez. Their study analyzes the motivation of collaborators based on the Maslow pyramid, in order to have an approach to the subject of motivation in family micro-businesses, such as cybercafé, where business is the income from computer systems and the internet. The results presented by the study of job motivation in the cybercafé are not favorable to the company, due to representativeness showed as “indifferent” chosen by the employees in the scenarios presented in the questionnaire. This can create uncertainty due to the impartiality or to some extent insecurity of the employees when choosing the “indifferent” option.

Mariana Titoto Marques, Silvio Hiroshi Nakao, and Patrícia De Souza Costa, in “Book-tax differences and capital structure”, verify the relationship between BTB, indebtedness and the cost of capital of Brazilian public companies before and after the adoption of IFRS. The methodology involved panel data analysis, from a sample of 1,079 observations for the period from 2005 to 2015. The results confirmed that less indebted companies have higher BTB. The relation with the equity cost was not statistically significant.

“Liquidity costs in emerging corn futures markets” was prepared by Julyerme Matheus Tonin, Geraldo Costa Junior, and João Gomes Martines Filho. The study estimates the liquidity cost of the corn future contract traded on B3 (formerly BM&FBovespa) and compares it to the CME corn future contract through five implicit bid-ask spread measures. To analyze the performance of five cost estimators, the data used in our analysis consists of intraday series of future contracts of B3 and CME, from September 1st, 2015 to August 30th, 2016. The methodology adopted includes these estimators: Roll model (1984); Model of Thompson and Waller (1987) model of Choi, Salandro and Shastri (1988); Model of Chu, Ding and Pyun (1996) and the model of Wang, Yau, and Baptiste (1997).

Have a pleasant reading,

Silvio Popadiuk
Editor-in-chief