

THE NEW COMPETITIVE ENVIRONMENT REQUIRES A NEW APPROACH FOR THE ORGANIZATIONAL COMPETENCES

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Abstract. *In the present context, where the market as a highly competitive forum, receives active and connected customers, the change of management paradigm of companies call for a reexamination in the file of competences, because, the management models developed by Taylor and Ford that simply reproduced work, needs more flexibility now. The co-creation it demands and they promote a true symbiosis among company, customer, suppliers and the whole committed stakeholder. Vertical and centralized companies tend to die away, with a hotly migration need for a new horizontal and decentralized concept, where the new business atmosphere is governed by frequent changes dynamics and the uncertainty is the sure thing. This article shows this new competitive market and relates incorporate structures in it that presupposes the need of qualified managers in a new way of managing, of figuring resources and of interacting in a new dynamic context. The space of the products gives place to a solution space that goes back to a co-creation space, in which, the dialogue and the access must be free, with the maximum transparency and constant risk evaluation, focused in learning by experience with access to the competences.*

Keywords: *Competitiveness, competence, co-creation.*

1. Introdução

The competitiveness that feeds the competition for the future is the vehement capacity to dictate new policies to the current competences and the necessity of the development of new competences, that bring new opportunities and show the way that is fed by the essential competence and is almost impossible to be imitated for the competitors (WALSH, 2001). The competition for the future occurs horizontally in all companies (HAMEL, 1995) determining the innovations that will join the company routine and establish new ways to do things (KOTTER, 1997).

Worldwide the competition has been drastically intensified with the new competition partners that are marked for the dynamism, uncertainty and unknown taking the market to demand different products that are more and more complex (FLEURY, 1990).

At the moment, in an environment each more complex, demanding and unstable, the organizational competitiveness will be determined for the agility that the company has to concentrate efforts and to adjust internally to attend the requires of a more and more exigent client. In the Naisbitt (1994) words, the competitive strategy will be supported in the search for the right quality of synergy, market flexibility and, above of all, velocity (HIPÓLITO, 2001).

2. The New Competitive scene, the competitiveness and the competences

The new competitiveness is because a changing and turbulent world, where the change is the constant feature, is the discontinuity era” (DRUCKER, 1997). The search and continuous discoveries of new bases are fundamental for the competitive advantages, harmonizing different knowledge areas, in a multidisciplinary work, following in the amplified base of competence, while the creation of new knowledge around the consumer – company interaction is orientated (PRAHALAD, 2004), observing the big changes that modern society is through, showed in table 1.

Table 1: Society changes and megatendencies.

OF A SOCIETY	FOR A SOCIETY
INDUSTRIAL	THE INFORMATION, ON LINE
THE SIMPLE TECNOLOGY	THE COMPLEX TECNOLOGY
THE NATIONAL ECONOMY	THE GLOBAL ECONOMIC
THE SHORT TIME	THE LONG TIME
REPRESENTATIVE DEMOCRACY	PARTICIPATIVE DEMOCRACY
VERTICAL COMMUNICATION	LATERAL COMMUNICATION
CENTRALIZED	DESCENTRALIZED
INSTITUTION-HELP	SELF-HELP
SUFFERING THE CHANGES OF:	
INOVAÇÃO, GLOBALIZAÇÃO, COMPETITIVA E NOVA CONCORRÊNCIA.	
DESREGULAMENTAÇÃO E PRIVATIZAÇÃO	
VOLATILIDADE, SAZONALIDADE E VISÃO CONTINGENCIAL	

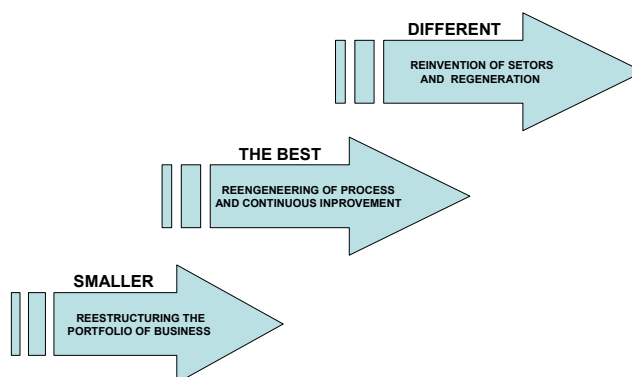
CONVERGENCE OF TECHNOLOGIES AND MORE EFFICIENCY
EMERGENCE OF TENUOUS BORDERS AMONG SECTIONS
FORMATION OF NEW PATTERNS, UNPREDICTABILITY BEFORE THE FORMATION OF NEW SECTIONS AND DIFFERENTIATED SERVICES
FIM DA INTERMEDIACÃO
CONSCIÊNCIA ECOLÓGICA

Source: created by the author, modified of Chiavenato (2000) and Prahalad (2000).

In the XX century, the key-word was efficiency, in the XXI century the key-word is competitiveness. The spread of multinational companies, the easy transport, the end of the customs and tax restrictions and the constitution of economic blocs as ALCA, EUROPEAN UNION and the MERCOSUL, have created a competitive market in a world scale. The efficiency has become an ingredient of the competitiveness (MAXIMILIANO, 2004), translated for the capacity of organization to get competitive advantages as show in the table of figure 2. The leader today would not be, inevitably, the leader tomorrow (CIAVENATO, 2000; PORTER, 1999).

The learning is the company mainly competitive advantage. Every company needs to innovate and learn in the way that can face the challenges that block its progress. The company's competitive advantage is hold only by what the company knows, how it can use what it knows and how quickly it can learn something new (CHIAVENATO, 2004).

Figure 1 – Looking for the competitiveness.

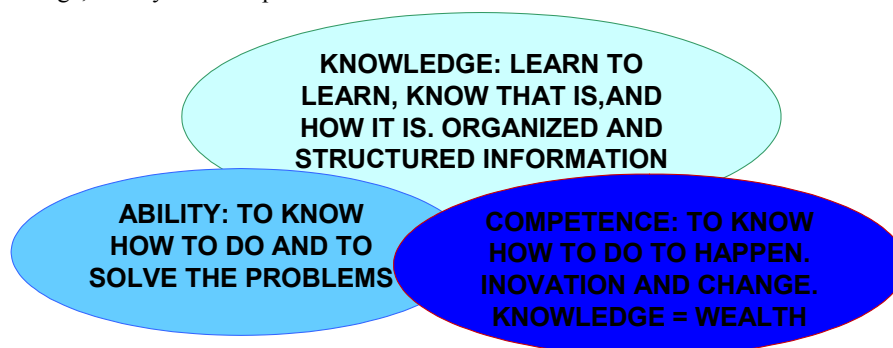


Source: created by the author, adapted from Hammel, 1995.

The new management stile, will demand creation of a true business culture of competence and results, what supposes deep changes, not only in the structure, in the politics systems and in the practices, but also and mainly in the individual and organizational mentality (EBOLI, 2002), the client, itself, is far more participative and exigent and the consumer has passed from isolated to connected, from not informed to informed, from a passive to active one (PRAHALAD, 2004).

The competences, as show in the figure 2, represents since the knowledge bases as the necessary abilities to the productive actions.

Figure 2 - Knowledge, Ability and Competence



Modified of Chiavenato, 2002.

They are knowledge areas divided in layers, show in the table 2, abilities and capacities that increase the efficiency. (COHEN, 2003; HAMEL, 1991).

There is a co-dependence between the set of competences (core competences, organizational competence, business units and resources that will produce value only when used together (WILK, 2004; MILLS AND PLATTS, 2002).

Table 2 – Knowledge layers

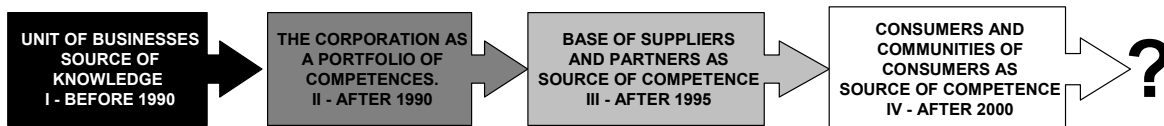
STRUCTURE 1	TRAINING AND DEVELOPMENT: IT IS THE CONSTRUCTION OF THE BASE OF NEW ABILITIES AND PERSPECTIVES IN THE WHOLE CORPORATION.
STRUCTURE 2	IT IS THE EFFECTIVE SHARING OF INFORMATION. IT IS THE SOLIDIFICATION OF THE KNOW-HOW TO KNOW-WHY, THE BEST PRACTICES SHOULD BE SHARED.
STRUCTURE 3	IT IS THE USE OF THE INFORMATION. THE KNOWLEDGE OF DOING BETTER DOESN'T TRANSLATE TO REAL CAPACITY OF ACTING.
STRUCTURE 4	WHERE IS BORN COMPETENCES.
STRUCTURE 5	HOW TO MOVE TEAMS OF ACTION.
STRUCTURE 6	FACILITATION OF THE DISCOVERY.
STRUCTURE 7	CO-CREATION OF VALUE.

Fonte: Adaptado de Prahalad (2004)

To the organizational competence would be incorporate the characteristic of the experience, the value systems and the social net of relationship, as the accumulative aspects of these characteristics are worked establishing a cumulative trajectory of learning . There are principles that are the base to any interpretation and development process, which associated to the business process can extrapolate the organizational borders (PINHEIRO DE LIMA, 2001).

In the way to create a new competitive environment, it is necessary to distinguish and clarify the current company competence, throwing the company to the future. And, extrapolating the current business limit, goes ahead, preparing these competences to create a new competitive battle. Nowadays, the competences sources (Figure 3) are, in an increase expansion, they extrapolate the producers and the suppliers and approach the partners and consumers inclusion.

Figure 3 – Competence Sources



Fonte: Esquema adaptado de Prahalad

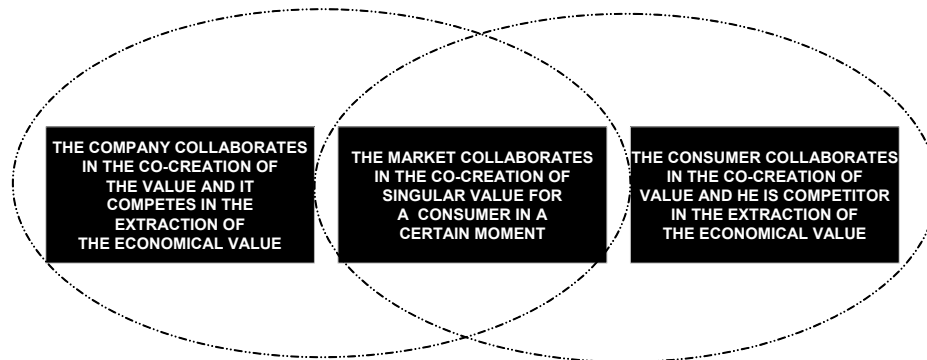
The major of companies are in the level 2, as to make it happen is the difficulty. The company is big and has high competence when it can be in the high performance of most competitors in competitive factors that were evaluated by the clients (MILLS, 2002). The hardest challenge is to break the line between the company and the consumer, since there are a clear compromising with the DART basic elements – dialogue, access, evaluation of the risk and the transparency. It is necessary that the managers can be able of continuously reform the resources, interact with the consumers community, accept a dynamic of making the price, innovate the consumers context and be sensitive, connecting to the consumers experiences evolution and the continuous learning. (PRAHALAD, 2004; EBOLI, 2002).

3. The new market and the new client

The traditional market concept, as seen in figure 4, is not observed anymore. This type of market that aimed the product interchange and services, where the company was the center, and the consumer was passive, buying the product offered by the company no long exists. This market concept was limited in two basic functions: interchanges and value extraction, limiting the client relationship management only into identify the client – aims. Today the market tends to improve as a forum as showed in figure 5 where the consumer is the value co-creator, interacting on its own product modifications.



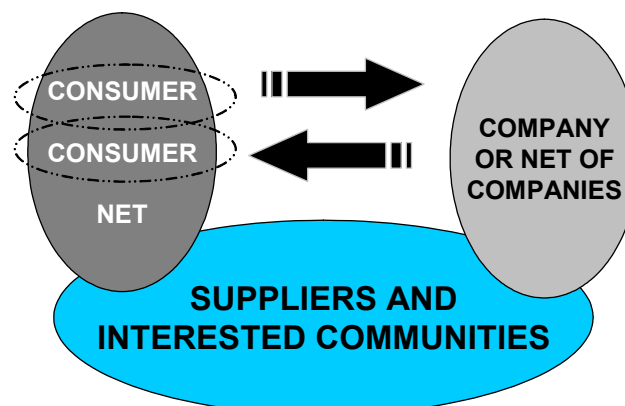
Figure 4 - The traditional concept of market.



Fonte: adaptada de Prahalad em O Futuro da Competição
Figure 5 - The emergent concept of market

4 – The client that participates actively of this forum

The consumers are co-creators (figure 4b) promoting feed-back in real time, through of a never-ending cycle of experimentation- adaptation, experimentation-adaptation. The value is inside of the experience co-created by individuals in an experimental environment that the company co-develops with the consumers, being this a critical factor of success.(HAMEL, 2000; MILLS, 2002; FLEURY, 2001). In the next years the connected consumers that are participative and with ability, will be involved more and more in dialogue with several companies, as well as with the others consumers.(PRAHALAD, 2004), (Figure 5).



Fonte: Criada pela autora, modificada de Prahalad (2004).

Figure 5 – The company do not aim the client but promotes the dialogue.

Based on this new type of client, a new competence has appeared: young managers must learn a new set of social abilities – that make them able to connect them with

Each one of the consumers and with the thematic communities, there is the value co-creators (WHEELWRIGHT, 2004).

The globalization increases the importance of the access to the company's competences, from the development of new abilities and aptitudes, the individual comprehension about reality is altered (SENGE, 1994);PRAHALAD, 2004).

The knowledge, the groups of beliefs uphold by the individual can be build in a data base, making it available to the whole company and being improved for practicing work in dynamic nature to attend the continuous market demand (SANCHEZ, et. al;1996; DRUCKER, 1997 in HIPOLITO, 2001; HANSEN et. al, 1999).The knowledge management in companies is related to the learning processes and to the conjoin of acquiring process and the development process of knowledge as well as the building and diffusion of memories in a collective process to elaborate competences necessities to the company (FLEURY M.T.L., 2002).

5 – Conclusion

The changes in the new competitive place that is leaded and moulded by the interaction between consumers and companies is clear, with a new kind of market. This market is more like a forum, showing a new process of value creation. Of this co-creation takes part the company, the competitors, the partners, the collaborators, the investors and the client, a modified client with a sophisticated and having domain of the emergent knowledge. These factors stipulate new rules for the competitiveness and for the formation of new competences which can attend the demand and can supply the new necessities of management and competition based in experiences involving the capacity to create hypothesis about problems that were found by the client, patient or consumer and to develop action in real time. Moreover, acknowledging the consumers heterogeneity. The strategy moulded for the competitiveness will structure relevant competences and will push the creation of new and necessities competences, since it can not be competitive enough without the competence.

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7. Responsibility notice

The authors, Cleima Coltri Bittelbrunn and Osiris Canciglieri Junior are the only responsible for the printed material included in this paper.