

EDITORIAL

The last 2011's volume of the Future Journal presents articles that address the importance of future studies and of in-depth analysis of the environment that is external to companies, such as approaches to improve strategic decision making.

To this effect, Renata Fernandes Galhanone, Geraldo Luciano Toledo and José Afonso Mazzon examine the contemporality of two examples of future studies, comparing trends foreseen and their current evidence. The authors highlight a core issue whereby the purpose of future studies is not to vaticinate with absolute precision what tomorrow will be like, but rather, supply indications so adequate strategic decision making, under uncertain and turbulent environments, may be taken today.

Fernando Fonseca and Luis Fernando Britto Pereira de Mello Barreto analyse one of the most proactive means of monitoring the competitive environment – the treatment of weak signals – which, given its distinctive characteristics, are able to demonstrate, in an anticipated manner, the occurrence of strategically relevant events.

The theme concerning internationalization strategies of emerging companies is covered by Janaína Maria Bueno, who conducted a qualitative approach research with six Brazilian companies, comparing the same to some internationalization models.

Authors Sady Darcy da Silva Junior, Edimara Mezzomo Luciano and Maurício Gregianin Testa presented an interesting study on the applicability of a strategic map under the perspective of critical factors for maturity in project management. A case study was conducted and a graphic representation standard was formed, relative to the possible situations of applicability of the strategic objectives of the map proposed, in the case under study.

Murilo Sampaio analyses the importance of innovation in the performance of capital opening processes (IPO's) in Brazil over the last decade, during which 245 companies opened their capital in the country but only 40% effectively went to the São Paulo Stock Exchange Market (Bovespa) to negotiate their stock.

Authors Paula Sarita Bigio Schnaider, Maria Sylvia Macchione Saes, Nuno Manoel Martins Dias Fouto and Claudio Felisoni De Angelo analysed the mobile telephony segment in Brazil. Between 2008 and 2009, Anatel introduced numeric portability as a measure that would promote greater competition amongst carriers. This article sought to evaluate the effects of implementing this policy on competition in the Brazilian mobile telephony segment, primarily in as much as practiced tariffs is concerned.

The theme strategic alliances is addressed in the article prepared by Marcos Antonio Maia de Oliveira, Leonel Cezar Rodrigues and Lucas Daniel Ramos Ribeiro. By means of a particular case study of strategic partnership and alliances

between local companies and an international corporation, one might consider strategic alliances as a competitive advantage in the globalized logistics scenario.

This edition's last article is presented by Márcia Amorim Santos, Moisés Ari Zilber and Luciano Augusto Toledo and covers open innovation and its relation with innovation and market orientation, comprising the performance of an empirical study developed by means of a quantitative research, with the application of a questionnaire, at different functional levels, at the selected companies.

Enjoy!

James Terence Coulter Wright

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