

## Proposal for an Interactive Analysis Model of Training and Management of Strategic Alliances

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### Abstract

*Aiming complexity of the analysis of the formation and management of strategic alliances by employing only a theoretical approach, this research aimed to identify the complementarities between the theories of resource dependence, the industrial economy and the pursuit of strategic collaborative propose an interactive model for analysis of their formations and management. As a research strategy, we used the technique metatriangulation. After intense survey of the literature of the three theories, it was possible to identify from the nuances of each of their points of convergence and divergence. Among the main results, we found that: with the interactive model analysis suggested was possible to address different organizational aspects, using the theories of ways and complementary ways.*

**Key words:** Strategic alliance, Resource dependence theory, Theory of industrial economics, Theory of collaborative strategies and Metatriangulation



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### INTRODUCTION

The option for the formation of strategic alliances between organizations, competitors or not, has been increasing in recent years (BRITTO, 2002 and TIGRE, 2006). For Nalebuff and Brandenburger (1996), the cooperation and coepetition interactions are able to leverage the profitability of an organization, and can also reduce costs along the supply chain, ensuring improved service levels to customers.

Wherein "is almost impossible to understand the formation of strategic alliances only using a theoretical approach" (LOPES, 2004, p. 3), given the multifaceted nature of this process work proposes an approach that uses three different theoretical perspectives: the dependence on resources, the theory of industrial economics and collaborative strategies. Assuming that the different focus organizational aspects, these theories can be used in a complementary manner.

Using the theory of resource dependence in this research is justified by the proposing Lopes (2004, p. 2): "the decision to enter into an alliance, the choice of a suitable partner and the choice of alliance structure can be seen as questions of power, both inter- and intra- organizational".

The choice of the industrial economy theory was due to the fact that the economic aspects are an important element in the study of strategic alliances "since such alliances represent a typical economic decision, and especially because the decision to enter an alliance usually involves efficiency criteria" (LOPES, 2004, p. 3). Being, "in Industrial Economics literature, identification of business networks as a specific object of research has become increasingly important" (BRITTO, 2002, p. 350) and such studies, according Balestrin e Verschoore (2008, p. 82), intended to identify "[...] different classes of economic gains (economies of scale, scope and expertise) as explanatory variables of network efficiency".

Finally, theories of collaborative strategic cooperation on justified why "with economic globalization and open markets, the quality requirements of products and customer appreciation were accompanied to the need to rethink the ways in which businesses operate" (DIAS, 2001, p. 113). And are "the numerous cases of companies that have increased their competitiveness through networking, alliances and partnerships suggest the need to reassess the classical theories on strategies (BALESTRIN E VERSCHOOORE, 2008, p. 52).

In the conceptual view, the epistemological cut used for this study focused on a transdisciplinary paradigm on the theories mentioned above. In the methodological field, using the metatriangulation

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sought to identify from the nuances of each of the theories, their points of convergence and divergence of overlapping and intertwined their interpretations in a new paradigm (LEWIS; GRIMES, 2005).

## LITERATURE REVIEW

### Theory of Resource Dependence

For Pfeffer and Salancik (1978), main exponents of this trend, firms must be understood through its interdependence with the environment. The authors argue that explain the dissatisfaction of employees in terms of the precariousness of human relations and wages is irrelevant. If the firm can draw easily from new workers into the labor market provided that its competitors can do the same, it should not incur costs to improve human relations and increase wages.

Carvalho (2010), argues that for organizations to be effective managers need to understand the environment in which their organizations are immersed, including interdependencies, demands and conflicts through which they pass. According to Pugh and Hickson (2004, p. 69), "whereas the organizations to which an organization depends cannot be trusted, organizational effectiveness can be best expressed by how they are balanced dependency than by internal efficiency measures, financial or equivalent nature".

The theory of resource dependence, according to Jones (2010), its main premise the focus on the external environment of organizations arguing that all organizations are dependent on some element or resource that belongs to this environment for the development of its activities. As Lopes (2004, p. 12), "the perspective of resource dependence, as well as other perspectives that assume the organization as an open system, indicates that there is a better way to achieve organizational effectiveness. According Balestrin and Verschoore (2008, p. 80 e 81) from the perspective of this theory seeks to "[...] understand the process by which organizations reduce their environmental dependencies, using various strategies to increase their own power in the system".

Carvalho (2010), explains that the theoretical perspective of resource dependence has three core issues: the first refers to the organizational environment as a resource, the second discusses the issues of power and interdependence and the third and final question addresses the organizational strategies to reduce their resource dependency.

### The organizational environment as resource source

For Jones (2010), before discussing the specific ways in which firms manage their organizational environment to defend and expand your domain should understand in detail what are the environmental forces that affect organizations and resources they need. For that author explore the definitions and concepts of specific and general environments of organizations form an important basis for useful analysis of the theory of resource dependence.

According to Cunha (1993, p. 40), from the perspective of resource dependence theory the organizational environment, "[...] would be something like a huge, but limited storage resources (material, human, financial, information), whose access is revealed conditioning". Complementing this vision, Jones (2010, p. 47) that includes "the environment is the set of pressures and forces around an organization that has the potential to affect the way it operates and its ability to acquire scarce resources".

According to Pfeffer and Salancik (1978), the general and specific environments of organizations affect the competitiveness of firms while make resources available or not. According to the authors firms are not self-directed or autonomous, they lack various types of its environmental resources for the development of its operations, including human, informational, material and financial. To acquire them firms necessarily need to interact with other organizations having this feature, according to the authors these interactions include firms in a constant struggle for the pursuit of autonomy.

For Jones (2010), the specific environment of organizations consists of outside groups forces that directly interferes with the ability of an organization to ensure or have access to necessary resources, the groups that are part of this environment are: customers, distributors, unions, competitors, suppliers and government. Also according to the author, the general environment of organizations is composed of

forces that shape the specific environment and altering the ability of all organizations to obtain the resources needed for the development of its activities.

### **Power and interdependence**

According to Carvalho (2010), the second issue addressed by resource dependency theory refers to the power and interdependence. This perspective emphasizes the issue of interdependence between organizations and " the greater the dependence of an organization with respect to each other , the weaker it becomes, and the most powerful company can threaten or extract advantage of that depends on it , if you will " ( Jones, 2010, p . 56).

It is important to remember that interdependence, according to Das and Teng (2003, p. 14), is "[...] the degree to which partners depend on each other [...]" to gain access to the resources needed for development of its operations. And that power can be defined according to Scott (1998, p. 304) "[...] as the potential that a party is to influence the other party is manipulating rewards or through punishment that are important to the latter".

According Bacellar and Medeiros (2005, p. 4), "the ability of a competing organization to impose their interests in order to get certain feature, that is, its power increases the degree of dependence on other organizations that need the resource."

For Pfeffer and Salancik (1978), three factors determine the condition of interdependence between organizations, the first is on the importance of the resource for the organization a combination of its magnitude (proportion of inputs and outputs that depend on it), and its relevance strategic (expressed in terms of the consequences of its unavailability); the second refers to how much will the drivers of resources have on their allocation and use; and the third condition refers to the extent to which those who control the resource has a monopoly on it.

Second Jones (2010), organizations must simultaneously manage two aspects of its dependence with regard to resources: (1) have to influence other organizations in order to obtain resources and; (2) must meet the needs and requirements of other organizations in your environment. Remembering that "the importance of certain resources to an organization, combined with the scarcity of these resources in the market, tends to generate a high degree of organization of dependence on controlling these resources" (Lopes, 2004, p. 11).

### **Strategies to reduce dependence on resources**

The third and final issue addressed by the theory of resource dependency refers to the organizational strategies to reduce dependence. In this part are clarified how organizations can develop some strategies to manage their resource dependencies and control their access to scarce resources (Jones, 2010).

Pfeffer and Salancik (1978), argue that there are four possible strategies for an organization take to reduce their dependencies on the environment and other groups:

1. Adapting to change or external constraints;
2. Change the interdependencies, through mergers, diversification or growth.
3. Negotiate the environment, by establishing connections and agreements with boards of other organizations, partnerships, joint ventures and through the formation of business associations.
4. Change the environment in terms of legality and legitimacy, through political action.

For Pugh and Hickson (2004, p. 69), "the first type of strategy- adapt to or change the external constraints - can be conducted in various ways." According to the authors a firm can seek to manage their demand for an order of priority first meeting the most critical and then the other as they become critical, thus delivering incoming pressures.

According to Pfeffer and Salancik (1978), change the relationship of interdependence, through mergers, diversification or growth is the second strategic option for organizations to reduce their interdependencies. The authors explain that mergers may modify this dependency in that they bring into the Firm control of essential resources for their activity, thus stabilizing the exchange ratios in which it participates.

Carvalho (2010, p. 55), explains that mergers can occur in three ways:

- [...] Vertical integration: what may happen "forward" or "back" in the supply chain, extending the organization's control over the vital exchanges to deal with the symbiotic interdependence;
- [...] Horizontal expansion, which is buying competitors to reduce comensalista interdependence, increasing the power of the organization in the symbiotic relationship of exchange;
- [...] Diversification, when an organization acquires another organization that is not in the same business or in a direct exchange relationship with it, reducing the dependency upon the variety of different domains.

The third type of strategy adopted by organizations to reduce their dependencies presented by Pfeffer and Salancik (1978), is to negotiate the environment, by establishing connections and agreements with boards of other organizations (partnering, entrepreneurs associations and joint ventures) .

According to Pugh and Hickson (2004, p. 70), "environmental negotiation, third type of strategy is more common than the total absorption by the fusion process." The mergers and acquisitions are generally very bureaucratic, costly and are not always beneficial for firms. For the two companies merge there are subjective aspects such as culture and values of those who are often overlooked, leading to failure of the joint action of the organizations.

The last of the strategies is to change the environment in terms of legality and legitimacy, through political action. According to Carvalho (2010, p. 58), this strategy firms seek to work "[...] in an arbitrary manner, influenced laws, norms and values of society, seeking to defend their interests. "For Pugh and Hickson (2004 , p. 71) , in the organizational "[...] environment there is a high level of state regulation , the decisions of legislators and government agencies may be more important to an organization than the decisions of its customers or consumers".

### **THEORIES OF STRATEGIC COLLECTIVE**

The theoretical perspective on collective strategies are employed in studies of business networks "[...] to understand how inter-organizational relations will impact the strategies of companies as well as to understand how the results of inter-organizational relationships affect the strategic position and competitive advantage the company" (BALESTRIN And Verschoore, 2008, p. 3).

According to Winckler and Molinari (2011, p. 3):

Considering the various actors involved in organizations, the strategy of a company can be developed in organizational or inter-organizational level. Organizational strategies relate to aspects, internal resources and results of an organization , while interorganizational strategies refer to those developed between two or more organizations . In other words, organizational and inter-organizational strategies differ by the scope of their work and the objectives and resources.

For Balestrin and Verschoore (2008), the type of organizational strategies the view of organizations is based on the principle of competitive exclusion Gause. According to Winckler and Molinari (2011), this paradigm firms seek to compete alone, directly confronting its competitors played relations win-lose, that is, for a company to gain the other necessarily need to lose.

For Dias (2001, p 113), organizations have started opting for interorganizational strategies:

In contrast with paradigm of competition (zero-sum game), the paradigm of cooperation (positive-sum game) aims at adopting collective strategies for a set of actors (suppliers, competitors, customers, etc.) in order to achieve common goals enabling companies to compete on the highest levels.

Balestrin and Verschoore (2008), explains that the implementation of collective strategies for more explicit they may seem your earnings is not a simple activity, due to the fact some classic postulates used by the mainstream in the field of strategy , advocate the prospect of competition individual between organizations .

Perucia (2008, p. 23), states that "the idea of collaborative strategies, as well as most of the studies on inter-organizational cooperation in science administration, emerged with greater force from the 80".

According Balestrin and Verschoore (2008) and Perucia (2008), two important contributions of knowledge for concept consolidation collaborative strategies were the studies developed by Astley in 1984 and by Astley and Fombrun in 1983. In this study the authors demonstrated that the inter-organizational strategies need not be limited only to competitive relationships.

Balestrin and Verschoore (2008, p. 57) point out that in view of Astley (1984), collaborative strategies are defined "[...] as the joint policy formulation and implementation of actions by members of collectives interorganizational". Barney (2002), collaborative strategies exist when two or more independent organizations develop some joint activity of manufacturing or sale of products and services.

Favoretto (2007, p. 49), complementing the vision, emphasizes that:

In order to manage their interdependence and the growing dynamic business environment , organizations make use of collective strategies to respond to the movements of this environment absorbing the impacts or, proactively , anticipating their changes through consistent decisions.

Corroborating the above author, Balestrin and Verschoore (2008, p. 57), support the idea that "collective strategies reflect the need for organizations to promote cooperation actions to deal with their dynamic interdependencies, just as in nature coalesce - many animals in groups to protect themselves and survive".

According Winckler and Molinari (2011), the type of cooperation strategy two organizations work together generating mutual benefits for both companies. According Gulati (1998), the informal or formal cooperation is the result of an extensive range of motives and goals in a variety of forms , so that is in addition to vertical or horizontal boundaries, as in the case of strategic alliances.

Ebers and Jarillo (1998), point out that through the adoption of collaborative strategies organizations can achieve and sustain competitive advantages from: a) mutual Learning: leading organizations to better manage the process of creation and development of new products; b) co-specialty: the firms involved achieve profitability in new niche products and markets; c ) better flow of information: facilitates the management of the resource flow come in businesses and reducing uncertainty in relations ; d) economies of scale: joint efforts and investment partnerships to create new projects for development of products or services.

### **THEORY OF INDUSTRIAL ECONOMY**

The perspective of the theory of industrial economy "is used in research on networks to clarify how the different economic production gains - economies of scale, scope and expertise-explain the efficiency of these structures" (BALESTRIN and Verschoore, 2008, p. 80) .

For Britto (2002), this branch of economics deals with the occurrence of multiple forms of productive and technological cooperation between organizations. Pointing to the need for research on the factors underlying the competitive superior performance of this new form of organization, including not only the individual organization, but also the relations between it and the others.

According Balestrin and Verschoore (2008), the theory of industrial economy presents networks and strategic alliances as a superior and efficient management of front to the traditional model of large vertically integrated corporation.



This form of organization on the one hand, allows its participants to benefit from economies of scale by developing together activities related to research and development, production and distribution. On the other, assures, and access to knowledge sources located outside its borders, risk sharing tied to investments that exceed the capacity of a single company. (MAZZALI and COSTA, 1997, p. 125).

According Britto (2002, p. 348), the use of generic network concept by economic theory, can differentiate two distinct approaches. "The first it highlights the instrumental character of the network concept for understanding the behavior dynamics of different markets."

According to the author, this approach is a distinctly privileged microeconomic cut, trying to understand how certain network relations affect the decisions of economic agents (producers and consumers) in private markets.

According to Britto (2002, p. 348 and 349), this perspective the emphasis of the empirical analysis is on the network externalities:

- 1- Externalities techniques related to the situation in which the interdependence between agents from the technical point of view results in changes to the characteristics of the production functions.
- 2- pecuniary externalities that result in a change in relative factor prices and changes in corporate cost structures.
- 3- technological externalities associated with spill-over effects of the type that result in changes in the pattern of adoption and diffusion and innovations in certain market.
- 4- demand externalities present in situations where the demand for goods offered by each unit is affected by changes in demand from other units or in which the demand for an individual consumer is influenced by the aggregate of the same good demand.

According to the author analyzes these externalities seek discuss the phenomenon on the appearance of increasing returns within certain markets, which have some of the features described above. According Mazzali and Costa (1997), studies using this approach seek to understand and characterize such as externalities can impact the interdependence between economic agents included in this network.

The second approach according Britto (2002, p. 350), "[...] discusses the concept of network less from the possible effects generated on the behavior of consumers and producers , and more from the point of view of the constitution of a kind particular institution , with the ability to coordinate the conduct of economic activity."

To the author in this perspective the focus is for structural elements of business networks and the particular operating mechanism responsible for the generation of endogenous stimuli inducing adaptive processes respond to the changing environment (Britto, 2002).

According Britto (2002, p. 350):

Comparing this approach with the aforementioned perspective, which focuses on the discussion of network externalities effects on the adjustment mechanisms of the different markets , two different basic can be highlighted . On the one hand , the emphasis of the analysis is on process of structuring and transformation of these networks from internal and external stimuli , not just the impact that the formation of these structures brings about allocative dynamics of different markets. On the other hand, considering these networks as a specific object of research , the allocative processes that occur inside are now designed with a particular facet of the operating mechanisms of these structures , making it necessary to consider other dimensions associated with these mechanisms.

For Nicoluci et al. (2006, p. 44), analyze the "[...] structural elements, as they combine, how is coordination within the network, the extent to which stimulus ebbs and flows of the sector takes place spontaneously and the extent to which there is no coordination in contractual formal basis", is of paramount importance for the understanding of the network that is being studied.

For Britto (2002), the combination results in three distinct impacts associated with the consolidation of these arrangements within the intra-network environment; (1) the technical-productive sphere improving operational efficiency; (2) the coordination of production and technology decisions reducing the environmental uncertainties, due to increased inter-organizational cooperation and; (3) technological cooperation in providing greater scope for learning and a time an increase in innovative capacity of organizations.

It should be noted that the theory of industrial economy mainly is about how is associated with the division of labor in a systematic and pattern of specialization of productive functions between different agents inserted in the network. Addressing its power structure and the hierarchical-functional conformation, highlighting the internal mechanisms of conflict resolution and specificity of competition between its members.

## **METHODOLOGY**

This paper aimed to identify the complementarities between the theories of resource dependence, the industrial economy and collaborative strategic in search of the proposition of an interactive model for analysis of the formation and management of strategic alliances. As research strategy was used to metatriangulation technique.

For Lewis and Grimes (2005) corresponds to the metatriangulation multiparadigmatic research that aims to aid in the exploration of particularly complex and paradoxical phenomena using of different theoretical perspectives, facilitating the knowledge, use, review and interlacing of alternative perspectives seeking overlap and interweave different interpretations in a new vision or theory.

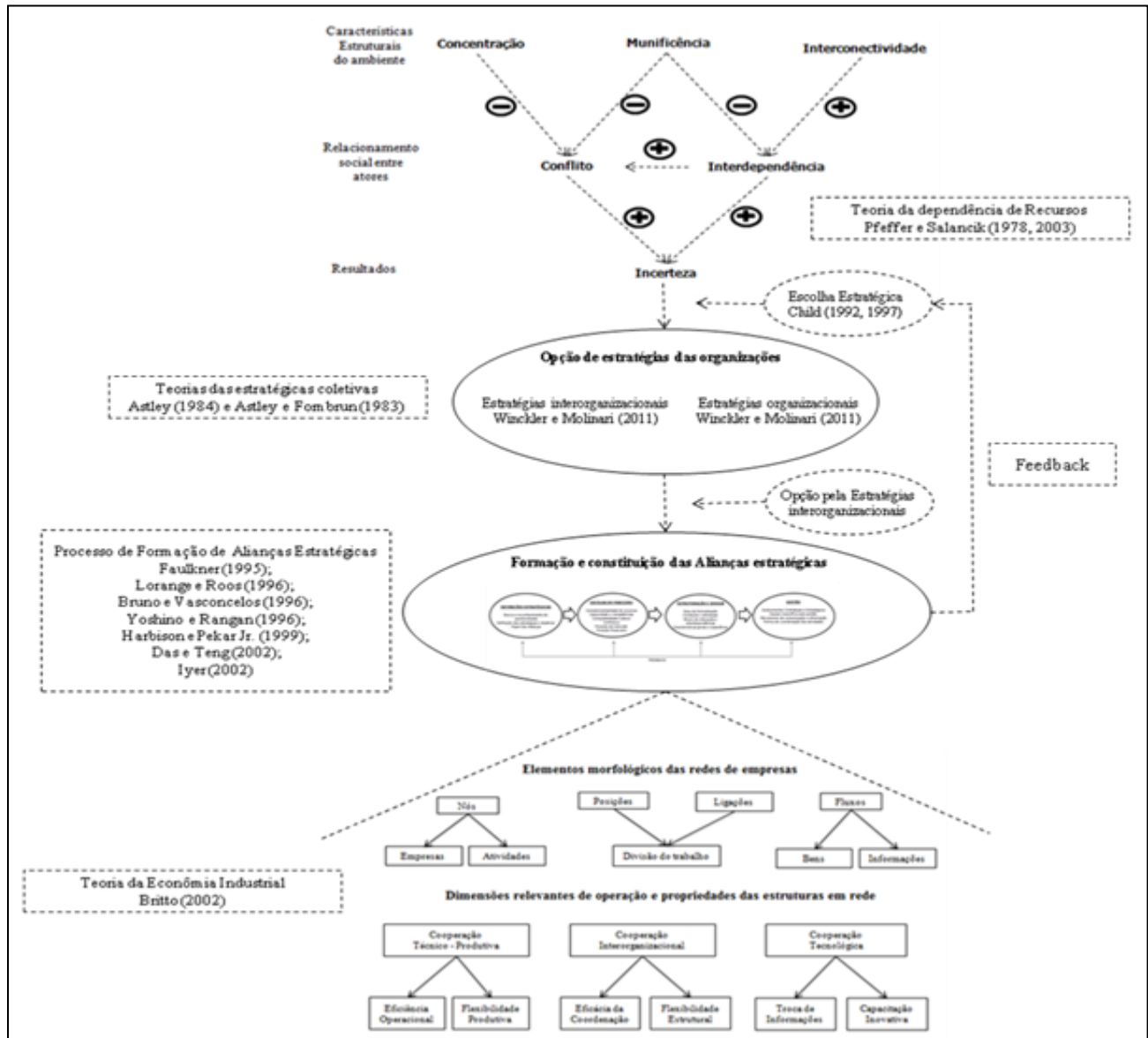
Metatriangulation this work was carried out in four steps. At first, the sight of each approach on the relationship-firm environment was analyzed individually and in detail. This step was essential to deal with the large volume of information and allowed the perception of the peculiar characteristics of each approach, enabling the posterior cross analysis. For this stage there is no standard format. Developed extensive literature review and developed descriptive summaries of the main ideas of each approach on the relationship firm-environment. These abstracts were presented at the Theoretical section. In the second stage, metaconjecturas were developed, ie interpretable propositions from three theoretical approaches to the relationship firm-environment. First, we used the inversion of conjecture technique (GIOIA; PITRE, 1990). Ie broad issues about the firm-environment relationship were framed in the three approaches. Next, the discrepancies arising were analyzed by conversion technique, which overlaps the interpretations and search creative ways to explain the contradictions (GRIMES; ROOD, 1995). In the third step, we sought to develop a multi-paradigmatic perspective, seeking the expansion of conventional theoretical definitions to obtain an understanding able to accommodate the three approaches. Basically, we applied inclusive theoretical concepts that served as the interface between the three approaches. The fourth and final step, the metatriangulation completed the criticism of the resulting theory and the process of its construction. The quality criteria were established: creativity in the media to consider different perspectives, relevance in the potential of encouraging dialogue between theories, and scope to accommodate a paradigmatic approaches (Lewis and Grimes, 2005).

## **PROPOSAL OF INTERACTIVE MODEL ANALYSIS OF TRAINING AND MANAGEMENT OF STRATEGIC ALLIANCES**

As previously demonstrated this paper proposes an approach that will rely on three theoretical perspectives: Resource Dependence, Collaborative Strategies and Industrial Economics. Through these assumptions built the conceptual framework for analysis of the formation and management of corporate networks, as shown in Figure 1.

In view of the Theory of Resource Dependence organizations are large open systems, constantly influenced by the environment where they are, and that due to its limited capacity cannot develop or produce all the resources they need. Due to this fact Pfeffer and Salancik (1978; 2003), defend the idea that firms are constrained by its dependence on a critical resource originating in its organizational environment, they rank dependencies such as interdependencies of Behavior (behavior) and the interdependence of result, the latter is divided into symbiotic and competitive.

The authors demonstrated that the interdependence of an organization can be understood from the structural characteristics of the environment in which it exists: a) number of organizations that are part of this industry and the degree of concentration of power they possess; b) Munificence refers to the availability or lack of appeal and critical; c) the number of connections existing between companies in this environment.



**Figure 1:** Conceptual framework to analyze the formation and management of entrepreneurial networks  
 Source: prepared by the authors, based on the theoretical framework.



According to Pfeffer and Salancik (1978; 2003), which distinguishes the Contingency Theory of Resource Dependence is the open space for the option of strategic choice, that choice according to the authors is the responsibility of senior management of the firms.

This is where the Theory of Resource Dependence is different, the Contingency Theory. While advocates that the organization only responds to environmental stimuli, the Theory of Resource Dependence posits that organizations and are influenced by their environment, can also constantly influence the environment in which they operate. Salancik and Pfeffer (1978; 2003) state that these influences can occur through four different strategies.

Developing an analogy with the prospect of the Theory of Collaborative Strategies can be said that such strategies are divided into organizational and inter-organizational strategies. Organizational strategies according to Winckler and Molinari (2011), are those in which the organization chooses to work in solitary in their business environment, and interorganizational strategies is the opposite of this option where the organization seeks jointly and cooperatively develop their activities.

This framework of the Theory of Resource Dependence with the Theory of Collective Strategies fits as follows: Organizational strategies would be those that Pfeffer and Salancik (1978; 2003), identified as: Adapting to change or external constraints; change the relationship of interdependence, through mergers, diversification or growth and; Change the environment in terms of legality and legitimacy, through political action. For the inter-organizational strategies include: Negotiating the environment, by establishing connections and agreements with boards of other organizations, establishing partnerships, joint ventures and through the formation of business associations.

Balestrin and Verschoore (2008), note that the option for inter-organizational strategies is a paradigm shift on the mainstream, as have long been accustomed organizations would be great solitary vessels sailing the high seas fending off all the traps and obstacles .

This view as demonstrated by Jones (2010), is highly detrimental to organizations, because immersed in a highly competitive environment, leading them sometimes to get into a price war with its competitors, greatly reducing their margins to the point of not cover your expenses.

On the assumption that the choice of strategy leaders was the interorganizational strategy, firms then spend the plunge in the construction process and formation of these partnerships. It should be noted, however, that in case of any mishap in that process leaders back again act enjoying the strategic choice by starting the process again.

According to Yoshino and Rangan (1996), this construction is essential initially define what role such an alliance exercise in the strategic planning of the organization, as this setting will determine the choice of alliance that will be made.

The second step Harbison and Pekar Jr. (1999), refers to the choice of partner, this process is substantiated by three theories used in this study. Seeking to reduce their interdependencies organizations can have sought partners to complement their resources and capacity, or in pursuit of scale / scope gains can choose the partner with greater similarity of their activities and finally firms can also look for partners that have greater compatibility their strategic.

The third step as Yoshino and Rangan (1996), intended to choose the type of alliance that will be developed. According to Jones (2010), the more formal is the chosen mode of coordination, the greater the degree of control that those involved wish to have this arrangement or the higher the level of distrust between the parties. The less formal is the form of coordination less important is the arrangement or the higher the level of trust between the parties.

In the aspect relating to the management of strategic alliances process, the theory of industrial economics can help in understanding the analysis of how these complex arrangements work and are conducted. How is associated with the division of labor in a systematic and pattern of specialization of productive functions between different agents inserted in the network. Of what the structure of power and hierarchical-functional conformation of the network, highlighting the internal mechanisms of conflict resolution and specificity of competition between its members.

## CONCLUDING CONSIDERATIONS

The objective of this study was to identify complementarities between the approaches Resource Dependence, Collaborative Strategies and Industrial Economics that could contribute to the synthesis of the phenomenon of the genesis of corporate networks and their implications for strategic management. The research was guided by multiparadigmatic research model by grouping proposed by Lewis and Grimes (2005). The results point to a possible integration Resource Dependence, Collaborative Strategies and Industrial Economics from the proposed conceptual framework.

Regarding the model of pure Resource Dependence, the proposed shifts the traditional focus integrative model of search logic of research by resource to environmental changes and their implications in the routines and competencies of the firm and its relation to the possible organizational strategies. Thus, it allows a broader view that focuses on the study of the relationship organization-environment, ie, the relationship changes or variations routines and skills. This condition can be very beneficial for studies on inter-organizational learning and uncertainty, elements that are often present when developing strategies. The proposed model also meets the criticism of the strategy of theories regarding their inability to generalize the strategies.

If the application of scientific methods is more than alleged, there seems to be something fundamentally wrong with seeing the strategic problem as to understand what is unique about a particular company and your situation. Science deals with replicable, repeating events. Science tries to understand the common, the ordinary in order to be entitled to assess and understand extraordinary and rare events. If this is true, then the research in business strategy should begin with the analysis of the typical firm - such as business firms of a given type deal with some sort of problem? (Freeman, 1995, p. 220).

Both structuralist approaches RBV - View of the Firm Resource-Based, "take a single firm as a strategic reference, dealing with strategic analysis as something only done by one firm" (Freeman, 1995, p.219). Models Resource Dependence, Collaborative Strategies and Economics Industrial pure, as presented, can not contribute to the solution of this problem. The first is focused on the logic of resource dependence and not the firm, the second focuses on the strategies of an individual firm, the third focuses exclusively on the earnings and savings that the firm can obtain individually. In the strategic framework proposed model is the environment and resources source firms as interactive party seeking the best ways to establish their strategies, which were an epistemic member of the population.

It is important to highlight the limitations of this study. The multiparadigmatic analysis involves the construction of sense and therefore can be influenced by the assumptions underlying the researchers. Although this issue remains, it is believed that "if we try, we can escape from our models at any time. Admittedly find ourselves in a new model, but better and more spacious; and we can escape it again at any time" (Popper, 1970, p.86).

It is expected that the integrative perspective between the approaches Resource Dependence, Collaborative Strategies and Industrial Economics pointed to by this work will contribute to the synthesis of the study of entrepreneurial networks to encourage research on this evolutionary process of the organizations operating the relationship between skills and organizational routines, inter-organizational learning, imitation among firms, the characteristics of the competitive environment.

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