



## Evaluation of Organizational Behavior – An application of the Typology of Miles and Snow in the Hotel sector Florianópolis - Santa Catarina - Brazil

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*Evaluación del Comportamiento Organizacional: Una aplicación del tipología de Miles y Snow en el sector de Hotel Florianópolis – Santa Catarina – Brasil*

*Avaliação do Comportamento Organizacional: Uma aplicação da tipologia de Miles e Snow no setor de Hotel Florianópolis – Santa Catarina – Brasil*

*This study is aimed to examine the strategic behavior adopted by the Directors of Hotels in Florianópolis –Santa Catarina– Brasil, according to the typology of Miles and Snow (1978). We have opted for the quantitative and descriptive approach using questionnaires to collect. The results showed that 45% of administrators Hotels in Florianópolis adopt the following behaviors: Analysts 31%, 19% and 5% Reactive Pesticides. We conclude, therefore, that managers adopt, mostly surveyors behaviors that are characterized by the search for new markets and introducing new products and services to customers, noting that, in general, were prevalent behaviors prospectors and analysts, who added, amounted to a percentage of 77% of the behaviors identified.*

*Este estudio tiene como objetivo analizar el comportamiento estratégico adoptado por los administradores de Hoteles en Florianópolis –Santa Catarina– Brasil, de acuerdo con la tipología de Miles y Snow (1978). Elegimos un enfoque descriptivo y cuantitativo, utilizando cuestionarios para recoger. Los resultados mostraron que el 45% de los gerentes de los hoteles en Florianópolis adoptar los siguientes comportamientos: Analistas 31%, 19% y 5% defensiva reactiva. Concluimos, pues, que los administradores adopten, en su mayoría conductas Agrimensores que se caracterizan por la búsqueda de nuevos mercados y la introducción de nuevos productos y servicios a los clientes, y señaló que, en general, eran buscadores de conductas prevalentes y los analistas, que añadió, asciende a un porcentaje del 77% de las conductas identificadas.*

*Este estudo tem como objetivo analisar o comportamento estratégico adotado pelos administradores de Hotéis em Florianópolis –Santa Catarina– Brasil, de acordo com a tipologia de Miles e Snow (1978). Optamos por uma abordagem quantitativa e descritiva, utilizando questionários para recolher. Os resultados mostraram que 45% dos administradores de hotéis em Florianópolis adotam os seguintes comportamentos: 31% Analistas, 19% Reativos e 5% Defensivos. Conclui-se, portanto, que os administradores adotam, em sua maioria, comportamentos Prospectores que se caracterizam pela busca de novos mercados e introdução de novos produtos e serviços aos clientes, salientando-se que, de um modo geral, foram preponderantes os comportamentos prospectores e analistas, que somados, perfizeram um percentual de 77% dos comportamentos identificados.*

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## 1. Introduction

Organizations have practiced in recent times, significant changes in their behavior and, unlike classical administration that considers organizations as a closed system, where everything is designed as functional and predictable, contemporary organizational theory assumes a much broader perspective organizations, which are seen as open systems.

In examining the relationship between strategy and management behaviors Gupta & Govindarajan (1982) found that changes suggest new ways of organizing and conducting business, whether in terms of strategy or management and that managers with higher risk propensity and tolerance for ambiguity were those who were closely associated strategies and who were also the same ones who had better performance.

Dill (1958) was one of the first to study organizational behavior and giving importance to environmental influences on managerial action, then other studies also addressed this issue and, even with different approaches, all are unanimous in recognizing its importance. Chandler (1962), Lawrence & Lorsch (1973) and Katz & Kan (1987) worked with the approach that the behavior of organizations is determined by the actions of the environment in which they operate. Among those who understand that organizations are more likely to be selected, highlights the work of Hannan & Freeman (1977). In studies which advocate that managers adopt behaviors and seek to understand their environment and make strategic decisions aimed at obtaining the resources they need, were notorious work of Child (1972) and Pfeffer & Salancick (1978). Other authors such as Zucker (1987) and Powell & DiMaggio (1991) understand that the pressures are, over time, the behavior of organizations in a given environment might look the same. There are jobs that show that organizations should seek models of behaviors that allow to ensure congruence between the structure, conduct and way of contingency factors internal and external, are Miles & Snow (1978), Milliken (1987); Mintzberg (1995) and Hall *et al.*, (2009).

Katz & Kahn (1987), studying organizational behavior, pointed out that its dynamics must be analyzed from the perspective of ongoing transactions with the environment that sustains because it is based on the interpretation of environmental phenomena that the organization should adopt postures strategic adaptation.

According to Silva & Fonseca (1993) the relationship between organization and strategy would be mediated by factors that affect perception, interpretation and behavior of organizational agents in relation to contextual pressures. Along the same line Rossetto (1998) studied the process of strategic adaptation of three companies of the construction industry and realized that the behavior of organizations is related to the perception that their managers have the environment in which they operate.

For Mintzberg *et al.*, (2010) it is important to study the behavior of organizations as it is also better to focus on the environment and have a read even approximate the facts than having to submit to their uncertainty because, according to Cusumano & Markides (2002), is difficult to reverse major decisions because they involve a serious commitment of capital and personnel.

KEY WORDS  
**Hotel sector,  
Organizational  
Behavior and  
Strategy**

PALABRAS CLAVE  
Sector hotelero,  
Comportamiento  
Organizacional y  
Estrategia

PALAVRAS-CHAVE  
Hoteleria,  
Comportamento  
Organizacional e  
Estratégia

JEL CODES  
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If the timing is uncertain then attention to the strategic priorities of the administration should be (Jabnoun *et al.*, 2003). It is clear, therefore, that regardless of the type of behavior adopted by organizations they are always faced with new situations and environments provided by its agents. Tan & Tan (2005) investigated, for twelve years, the strategic adjustment in Chinese organizations concluded that the behaviors are moderated by stages during the transition through which organizations pass and, specifically, younger firms are more proactive than older organizations.

In turn Frishammar (2006) points out that many books and articles affirm the importance of organizational strategies. The author presents a review of the different perspectives of strategic research, suggesting that the adaptive perspective is one that provides a better contribution to their understanding, but recommends that it is more prudent to use an integration of the characteristics of the different perspectives in order to overcome the limitations of a single model.

Thus, after highlighting the importance of studying the strategic behavior of organizations, this paper aims to determine which behaviors adopted by the Directors of Hotels in Florianopolis -Santa Catarina- Brasil, according to the typology of Miles & Snow (1978).

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## 2. Strategic behaviour

Many theories have studied organizational behavior second Miles & Snow (1978), however none of them, according to the authors, may cover all forms of behavior found in organizations. This occurs because organizations are very diverse, complex and changeable.

Caves & Porter (1977), to address aspects of the changes suggest that decisions involving in strategic behavior to be adopted by organizations are even more important when they are in a highly competitive, fragmented and with profound changes.

Grant (1996) proposes that the strategy is related to both the growing dynamism regarding organizational complexity, the behavior would be the basis of this process, allowing administrators to set their goals based on their previous experiences, often pressured by extremely complex situations. Ghemawat (2000) suggests that research on the strategic behavior of managers that leads to successful organizational change, indicates a strong sense of dissatisfaction with the status quo, a powerful vision of what can be accomplished and often involves changes in people and organizational structure.

Although much has been said that companies must think and act tactically there are still many failures of senior management to act strategically. Fact proven by Rossetto (1998) in work in the construction industry, which highlights that the process of formulating strategies, the leader did not act in a coordinated way, but so unplanned, and strategies emerge, mostly from emerging changes. To manage this process, he did not plan strategies, but recognized and intervened when necessary.

Research comparing the performance of Portuguese chains held by Costa & Teare (2000) found that the investigative behaviors were more frequent in those organizations where strategies were formalized than those in which the strategy was developed informally by just the sight of senior executives.

In a study conducted in India, during their economic liberation, Sougata (2004) studied the strategic behavior adopted and found that companies recognize in advance the changes, favorable or not, increased its business scale, promoted diversification, reorganized its portfolio Customer modernized its facilities and technology, achieving superior performance in comparison to others. For Olson, Slater & Hult (2005) firm performance is determined by how effectively and efficiently implement their business strategies are, particularly as they adopt behaviors of customer orientation as analyze your competitors, how they perceive and adopt innovations and relevant as deal with management costs. These authors studied the behavior of two hundred twenty-eight managers and found that, for each type of strategy to be adopted, different types of successful behaviors were required.

Vicente & Lorente (2006) studied the effect of strategic moves or strategic change and the likelihood of survival of Spanish banks that underwent radical changes in their environments. The authors tested two theoretical perspectives: the view adaptation (classic strategic management and dynamic capabilities) and ecological approach. The results confirmed the overlap of units that worked with the classic strategic models in relation to that of the ecological approach, as those most likely to organizational survival.

In this sense, it is clear that the purpose of the strategy is to specify the types of behaviors to be adopted in adapting or changing. Therefore, in the process of understanding the behavior, the study object of this work is best driven from the understanding of organizational strategy, since this will lead, at present, to decisions necessary to achieve the vision.

The work of Miles & Snow (1978) which is widely used for understanding the organizational strategy, classifies strategic postures in prospectoras, analysts, defensive and reactive. By backing up these authors, Hambrick (1983) examined trends in performance styles of prospectors and defenders in different environments and concluded that both prospectors as proponents differed in their performance trends depending on the nature of the environment, i.e., the choice strategy should be in line with the requirements of the environment and the type of performance you want at that exact moment.

Other authors were based on Miles & Snow (1978) were Varadarajan (1990). For these authors, although there are many works that have stocky knowledge about the strategic archetypes there is still a need for more research in the area, especially because many of the surveys seek to exclude from his analysis to the reactive type.

For Zahra & Pierce II (1990), the typology of Miles & Snow (1978) is one of the most popular ratings level business strategies. Therefore, great attention is given to examining the validity of research used in its defense. These authors conducted a review of studies on the use of typology focusing on four issues, in identifying the nature of strategic types, testing the typological predictions regarding the dimensions of the «adaptive cycle», the link between strategy and environment and differences performance between strategic types.

Thus, Gimenez *et al.*, (1999) found in 107 companies Londrina, Paraná - Brasil, strategic choices adopted by managers, noting that there was occurrence of four types of strategic Miles & Snow (1978), and the performance of the reactive type less effective in terms of organizational growth and that these companies had a higher frequency of type analyst.

Gimenez *et al.*, (1999) that despite the typology of Miles & Snow have been developed for some time, in 1978, she has great importance for the understanding of organizational behavior because it specifies the relationship between strategy, structure and processes of a way that allows the identification of organizations as a whole in interaction with their environments. According to this author, the theory of Miles & Snow (1978) has been widely tested in diverse business environments and has denoted have very good qualities in terms of coding and prediction.

Slater & Olson (2001) used the typology of Miles & Snow (1978) to link it to the marketing strategies into strategic business units. The taxonomies developed by the authors were called: aggressive marketers, mass marketers, and marketers minimizers marketing value. The higher performances were achieved by those who strongly associated marketing strategies with strategic types of Miles & Snow (1978).

In his paper, Hambrick (2003) confirms the importance of the typology of Miles & Snow (1978) caused by profound effect on the fields of strategic management and organizational theory. According to the author, scholars have relied heavily on this typology to develop tools and practices that many managers have been influenced by it.

Castle (2003) used the typology of Miles & Snow (1978) to investigate the strategic responses of nurses working in a changing environment, ensuring that the strategic responses were associated with the performance and quality of services provided by nurses. The author found that those who adopted the posture prospector had higher quality results, followed by advocates, analysts and reactive.

More recent work, using the typology of Miles & Snow (1978), were carried out by Sanchez & Marin (2005) in Spanish companies. The authors investigated the strategic orientation and its consequences for business efficiency by linking strategic guidance with managerial aspects as technological position, innovation, organizational structure and human resource management.

The typology of Miles & Snow (1978) also served as a model for some authors develop their own typologies. Desarbo *et al.*, (2005) and Oliveira (2009) created their own research model, also formed by four strategic types were defined as follows: Group 1, consisting of firm prospectors as technological strengths, but with weaknesses related marketing, exemplified by a business model Asian, Group 2, consisting of defensive companies with marketing skills, operating in relatively uncertain environments; Group 3 consists of firms that combine market forces and management, exemplified by the American business model, where firms are showing more analytical characteristics, but with some features and advocates prospectors and Group 4, formed by uniformly prospectors and analytical companies, exemplified by companies that have characteristics of both American and Asian, as these companies are not only strong in marketing and management, but also in technological capabilities. This last group was called by the authors of firms prospectors evenly.

Another author who used the model of Miles & Snow (1978) was Gurkov (2007). He combined the typology of Miles & Snow (1978) with the approach of Bowman & Faulkner (1997), developing postures involving aspects of competitiveness and innovation he called: 1. Outsider (low quality, price, innovation, low skills and high cost) 2. Coast defender (low quality, price, cost, few skills and innovation moderate), 3. Quality defend (high quality, price and innovation and skills and moderate costs) 4. Analyzer (quality, price, skills and innovation and moderate costs) 5. Prospector (high quality, expertise and innovation and price and low cost) and 6. Monopolist (quality and price relative cost variables and innovation skills and repressed). This model was applied through a survey, in about six hundred Russian firms to describe the dominant strategic constructs that country.

When referencing the use of a particular type in conducting a search, Hambrick (1983) stresses that it seeks to concentrate and focus better relate the variables and found that the importance of the use of typologies is to reduce the wide range of combinations that a researcher would have to consider.

A typology of strategic behavior of Miles & Snow (1978), used here, can best be understood from five basic characteristics: the ruling coalition, the perceptions of members of the ruling coalition, targeting, monitoring the external environment and the dynamic constraints.

The ruling coalition consists of the persons responsible for organizational decision making and who is responsible for the search for the solution of organizational problems.

The perception of the organizational environment is given by the interpretation that the ruling coalition has this same environment.

The fragmentation or segmentation corresponds to the partition of the environment from the perception of organizational decision makers and environmental components of the distribution of the various organizational units, which will be allocated according to their strategic importance.

Monitoring the external environment refers to the responsibility of the ruling coalition to oversee those elements of the environment that are most critical to the organization. The examination of these elements is to form the basis for the organization's strategic options.

Finally, according to Miles & Snow (1978), the dynamic constraints are those factors related to the organization's past and current organizational aspects such as strategy, structure and performance that end up limiting organizational actions. The restrictions can be alleviated or removed by changing the strategy, and any other direction chosen will bring in its wake new restrictions.

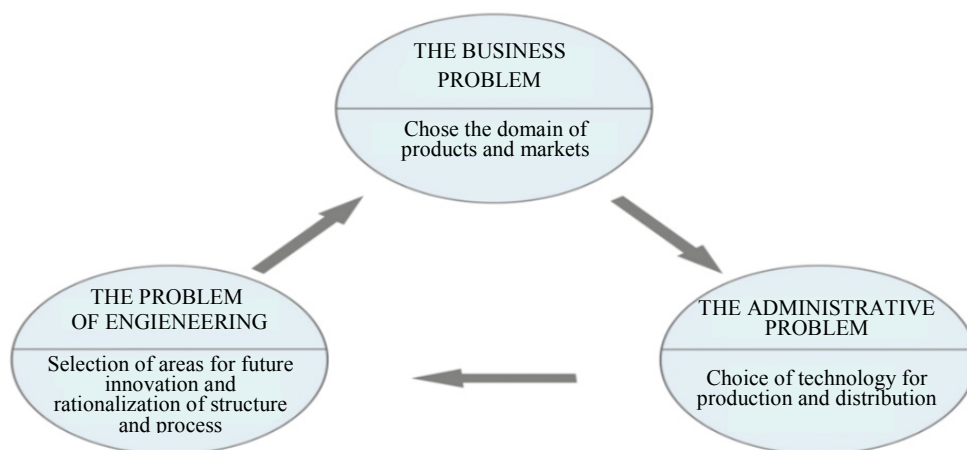
The dynamic process of organizational adaptation (adaptive cycle), according to these authors, can be separated into three problems that managers must constantly resolve: the entrepreneurial problem, the engineering problem and the administrative problem.

- **The Business Problem:** both in new and in existing organizations, the solution to the problem is indicated by the entrepreneur managerial acceptance of a particular product-market domain. This acceptance becomes evident when the administrator decides to commit resources to achieve goals related to business solution.

- **The Problem of Engineering:** This problem involves the creation of a system that puts into operation the administrative solution into the entrepreneur problem. The creation of each system requires management to select appropriate technology for production and distribution of chosen products/services.
- **The Administrative Problem:** involves reducing uncertainty in the system or organizational streamlining and stabilizing activities that successfully solved problems faced by the organization during steps entrepreneurial and engineering. It also involves developing and implementing processes that enable the organization to continue evolving.

The authors emphasized that the behavior would be a philosophy of the organization, based in treating entrepreneurs, engineering and administrative problems. Each type displays a particular configuration of technology, structure and processes consistent with their market strategy. This peculiarity can be best seen in [Figure 1](#) below.

Figure 1. Adaptive Cycle



Source: Miles & Snow (1978, p. 24).

Miles & Snow (1978) strategic models developed for the purpose of adapting the organization to its environment. This model focuses on the process of organizational adaptation, as expressed by the interplay between strategy, structure and processes. Two basic elements comprise the model: a general approach of the adaptation process, specifying the main lines of decision that a company must take in order to stay aligned and adjusted to their environment and an organizational type, portraying the different patterns of adaptive behavior used by companies.

His typology classifies business units into four categories: Surveyors, defenders, analyzers and reagents, as [Table 1](#), in sequence.

Table 1. Typology business units into four categories

STRATEGIC BEHAVIOUR Prospector	STRATEGIC BEHAVIOUR Analytical
Companies seek opportunities in the market experiencing responses to environmental trends. Create uncertainty and changes which competitors must respond.	Operating in two types of product-market areas. The organizational strategists observe new ideas from competitors, rapidly adopting those that seem most promising.
STRATEGIC BEHAVIOUR Reactive	STRATEGIC BEHAVIOUR Defensive
The strategists perceive environmental changes and their uncertainties, but the lack of a strategy-structure relationship rarely performs adjustments, unless it is forced by environmental pressures.	They have a narrow product-market domain, its executives are highly specialized in certain areas of operations, but do not seek opportunities outside their domain. Rarely require adjustments in its structure, operations and technology, by contrast, devote attention to its improvement.

Source: Miles & Snow (1978).

The prospectors tend to be based on an organizational structure with more decentralized control-oriented products, promoting the development of technologies. The need to identify new opportunities requires them to develop skills and mechanisms to observe the environment, developments and trends. Once the scanning activities are not limited to your current domain, prospectors tend to be the precursors of innovations. The reputation of innovator is usually essential to the success of the prospector, as it allows you to attract new eager customers (Miles & Snow, 1978).

For the prospector, the problem of how to locate and entrepreneur exploring new opportunities for product and market is preponderant, conditional on getting a solution composed of current and future products. The engineering problem is how to avoid long-term commitments with respect to a given technology, which can be solved with the use of multiple technologies with low or routine use and mechanization. The problem is to facilitate administrative operations, instead of controlling them. Thus, the administrative system should be able to distribute and coordinate resources among business units and projects and not to plan and control the operations of the company as a whole.

Proponents have a more conservative view regarding the development of products and markets and seek to ensure a secure and stable in its domain product/market. A stable market space rarely introduces new technologies, seeking to compete on dimensions such as price or quality of current products, defining and isolating themselves.

His engineering problem is the production of goods and services as efficiently as possible and can be solved by adopting a core technology, highly efficient. The administrative problem of how to achieve strict control of the organization to ensure efficiency is addressed by implementing centralized controls and emphasis on certain functional areas such as finance and production. The big risk is the possibility of the defender of the environment to undergo a change for which their technology is not adapted. (Slack, 2009; Miao & Evans, 2013).



Already, analyzers are a mix between prospectors and defenders: while they engage in exploring new products and markets, also seek to maintain a stable domain of products and customers from their core competencies and skills. Seek to minimize risk without sacrificing opportunities. His business problem is how to identify and exploit new product and market opportunities, maintaining a firm base of traditional products and customers.

The engineering problem becomes how to achieve and ensure a balance between the conflicting demands for technological flexibility and stability. Similarly, their administrative problem is how to create different structures and processes in order to accommodate, at the same time, the dynamic and static areas of the company. The main risks incurred by the analyzer refer to possible inefficiencies arising from the adoption of different technologies (Slack, 2009).

Finally, according to the authors, the reactive represent a “failure” strategic, as they exhibit inconsistencies between its technology and its strategy, structure and processes. Miles & Snow (1978) believe that they have underperformed other types of pure strategy.

This strategic type only sustain itself over time in monopolistic or regulated environments. In other environments, the company implements properly or one of the other strategic or succumbs to pressure from competitors and customers. Not a pure strategic type, but residual, not congruent with the attitude of response to the environment. The lack of a consistent orientation causes them to react to environmental stresses only when stressed (Guest, 2011; Civaner, 2012).

For Miles & Snow (1978), his typology can understand the strategic behavior of each organization, with the predominance of a particular type. It should be noted, however, that companies are not purely one of a kind determined by the authors. The behavior exists only for pure conceptual bases, but in practice, the behavior is more complex, making the classification is performed in terms of prevalence of behavioral patterns, as will be seen in the presentation of the results of this work.

### 3. Methodology

This research is characterized as a quantitative study of the survey type, and as for the purposes, they are characterized as descriptive. It has a population of 22 hotels located in Florianópolis, Santa Catarina - Brasil, ranked between three and five stars.

Data were collected through a questionnaire with closed questions which allowed access to information necessary for the achievement of this work. A questionnaire should, according to Malhotra (2001), enabling the understanding of the issues and, to this, there are form and vocabulary appropriate to the purpose of measurement, and the measurement should represent the substance or content of what one wants to measure.

The questionnaire, which identifies the strategic behavior adopted by the Directors of hotels over five years, is based on the model adapted from Varadarajan (1990), the types of strategic Miles & Snow (1978).

When referencing the use of a particular type in conducting a search, Hambrick (1983) stresses that it seeks to concentrate and focus better relate the variables and found that the importance of the use of typologies is to reduce the wide range of combinations that a researcher would have to consider. According to the author, the categories of a typology representing general characteristics that define a set of attributes, ie, once identified each variable can be tested and expanded by researchers who tend to reveal their preference for a particular set of variables.

Data were collected through a questionnaire with closed questions and presents the issues that identify the strategic behavior, classified as Surveyors, Analysts, Reactive and Defensive (Miles & Snow, 1978).

To organize the data, we used the software Statistic 6.0 and Excel. The Excel spreadsheet enabled the preparation of tables and graphics, and ease of operation, allowed the import table data to Statistic, with which he made the principal components analysis, as a method of multivariate analysis. Multivariate analysis is a set of statistical methods that allow the simultaneous analysis of multiple measures for each individual or object under examination, and the principal component method to recognize possible associations between the variables and wanted to study the similarities between hotels.

Already the method of principal components analysis according Reis (1997) is a multivariate statistical procedure for transforming a set of initial variables, correlated, in another hypothetical set of uncorrelated variables (orthogonal). The analysis is accomplished through the creation of new variables hypothetical resulting linear combinations of original variables that, in the procedure algebraic constraints are ordered in a decreasing order according to retrieve information from the database, and are generated to be independent of itself. (Hair *et al.*, 2005).

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#### 4. Analysis of behavior

In this section of the analysis will be conducted strategic behavior adopted by the Directors of Hotels. To get a more detailed information will be firstly adopted the behaviors analyzed separately according to the adaptive cycle of Miles & Snow (1978) that are related to the three issues to which they refer: Business, Engineering and Administrative and later presented the general behavior adopted by the Directors.

The first dimension to be analyzed is the scale Enterprise which is related to aspects of the field of Product-market, Posture of success, Growth and Environmental monitoring, *i. e.*, as the hotels surveyed are positioned opposite the market in which they operate.

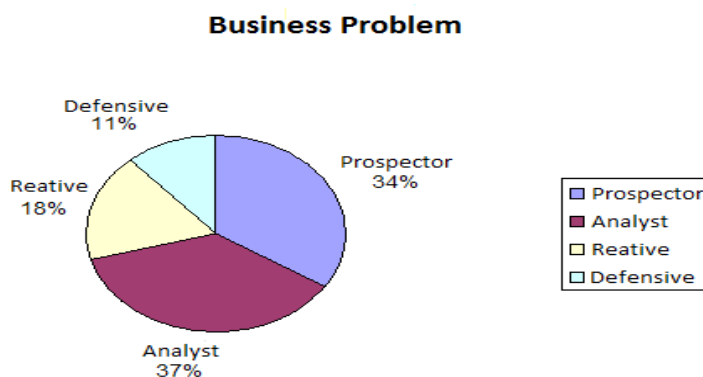
Data for the Business Problem are presented in [Table](#) and [Graphc 1](#) representative of the behavior adopted by the Directors of hotels.

Table 1: Problem of Business

Business Problem	Prospector		Analyst		Reactive		Defensive	
	Freq	%	Freq	%	Freq	%	Freq	%
Domain of Prod./Market	8	36%	2	9%	7	32%	5	23%
Posture Of Success	4	18%	12	54,5%	5	23%	1	4,5%
Environmental Monitoring	8	36.5%	8	36.5%	3	13,5%	3	13.5%
Growth GENERAL	10	45,5% 34%	10	45,5% 37%	1	4,5% 18%	1	4,5% 11%

Source: Research Data.

Graphic 1: Business Problem



Source: Research Data.

- **Result 1.** The joint analysis of the dimensions of Business Problem showed that there was a predominance of strategic behavior Analyst behavior being followed by Surveyors, and Reactive Defensive.

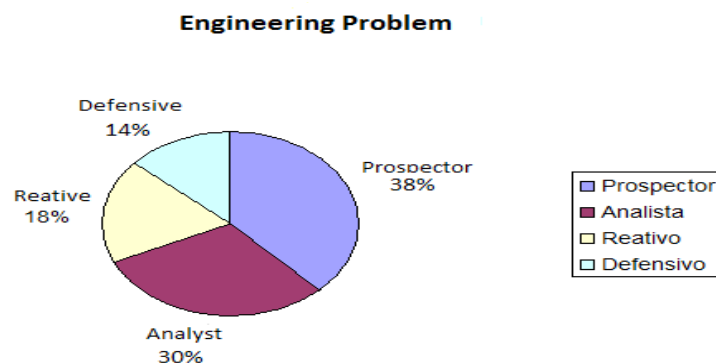
The second dimension is that which appears to be related to the **Engineering Problem**, and this problem involves the creation of a system that puts into operation the administrative solution to the problem entrepreneur, as each system requires management to select appropriate technology for production and distribution of products/services chosen. This dimension encompasses the Technological Objectives, Technological Scope and Technological Bulkhead and is represented by the **Table** and **Graphic 2**.

Table 2: Problem of Engineering

Engineering Problem	Prospector		Analyst		Reactive		Defensive	
	Freq	%	Freq	%	Freq	%	Freq	%
Technological Objectives	4	18%	15	68,5%	3	13,5%	0	0%
Technological Scope	12	54,5%	1	4,5%	6	27,5%	3	13,5%
Technological Bulkhead GENERAL	9	41% 38%	4	18,5% 30%	3	13,5% 18%	6	27% 14%

Source: Research Data.

Graphic 2: Engineering Problem



Source: Research Data.

- **Result 2:** In the combined analysis of the dimensions of the Engineering Problem realized that there was a predominance of strategic behavior Prospector followed by behavior analysts, Reactive and Pesticides.

Lastly, **Administrative Problems** will be analyzed, that are to reduce uncertainty in the system or organizational streamlining and stabilizing activities that successfully solved problems faced by the organization during phases entrepreneurial and engineering, which also involves formulating and implementing processes that enable the organization to continue evolving. This problem is compounded by the dimensions of Dominant Coalition, Planning, Structure and Control and is represented by the [Table](#) and [Graphic 3](#).

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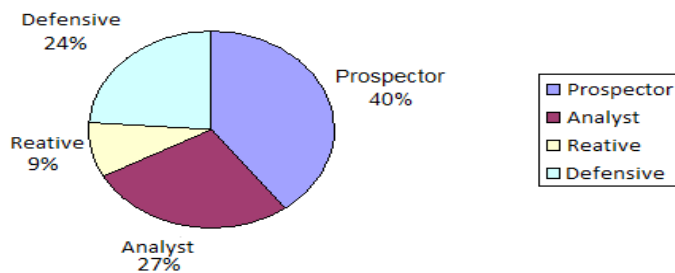
Table 3: Administrative Problem

Administrative Problems	Prospector		Analyst		Reative		Defensive	
	Freq	%	Freq	%	Freq	%	Freq	%
Dominant Coa- lition	8	36 %	8	36%	1	4,5%	5	23,5%
Planning	10	45,5%	3	13,5%	2	9%	7	32%
Structure	8	36,5%	8	36,5%	3	13,5%	3	13.5%
Control GENERAL	9	41,5% 40%	5	22,5% 27%	2	9% 9%	6	27,% 24%

Source: Research Data.

Graphic 3: Administrative Problem

**Administrative Problem**



Source: Research Data.

- **Result 3:** The joint analysis of the dimensions of Administrative Problem showed that there was a predominance of strategic behavior Prospector followed by behavior analysts, Reactive and Pesticides

From the survey data of the problems of the Adaptive Cycle of Miles & Snow (1978) can perform a synthesis of Issues Business, Engineering and Administrative, realizing that there was an overlap Prospector's behavior in relation to other behaviors, ie imply that attitudes are predominant creative and innovative to enter new markets, there is the availability of the resources needed to create new products and services and to enter new markets, and there is also a concern and ability to

reduce the uncertainties rationalize and stabilize the activities that can solve the problems faced phases Business and Engineering.

However, there was also a high incidence of responses that identify the behavior **Analyst**, and had highlighted the variables that are related to issues of **Technological Objectives**, which imply that managers give priority to keep costs under control and selectively generate new products and services and enter new markets.

As for the other behaviors in a general analysis, it can be noted that there was, in no time, both for **Reactive** and for the **Defensive**, an overlay on behaviors **Surveyors and Analysts**. But as for the **Reactive** behavior, it can be said to have given greater attention to aspects that were related to the services that were being modified as market needs and develop skills in relation to the terms that are close to the customers and markets. The same analysis can be made in relation to **Defensive** behaviors, but for variables involving issues that are related to the ability to perform a limited number of activities designed well, identify solutions to current problems and remain in the market and have the decisions through highly centralized billing reports.

Regarding the general behavior, adopted by the Directors of Hotels in Florianopolis in the last five years, it can be well visualized from the table and graphic below.

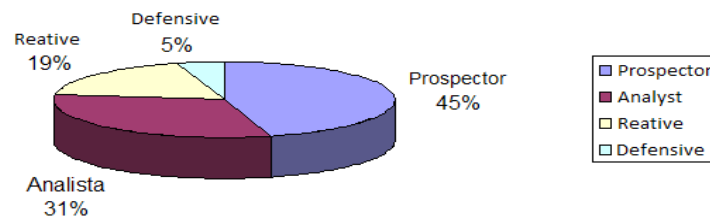
Table 4: Adaptive Behaviors

Behavior	Frequency	Cumulative Frequency	Relative Frequency	Cumulative Relative Frequency
Prospector	10	10	45,5%	45,5
Analyst	07	17	31,5%	77
Reactive	4	21	18,5%	95,5
Defensive	1	22	4,5%	100

Source: Research Data.

Graphic 4: General Strategic Behavior

**General Strategic Behavior**



Source: Research Data.

It can be seen from the graphical analysis that, in general, to the behaviors adopted by the Directors of Hotels in Florianópolis, Santa Catarina - Brasil there is a preponderance of Prospector behavior with a frequency of 45.5%, followed by behavior analyst at 31.5 % then appears Reactive behavior with 18.5% and Defensive behavior with only 4.5%.

These data allow us to suppose that, in large part, the Directors of Hotels are attentive to environmental changes and adopt an aggressive stance towards the market, seeking opportunities is to invest in creating new products and services and enter new markets. Following this behavior major, follows a precautionary approach, maintaining existing markets and only entering new markets with new products and services after they are well analyzed.

Another installment of Directors seeks to adopt a posture of reaction to the actions of competitors, not taking any proactive stance by lack of strategies and, on that basis, making it vulnerable to attack by tax competition. Finally, a small portion of the Administrators demonstrate behaviors that give priority to defend the market position already conquered and achieved and, instead of investing in new technologies, seek to maintain a position that allows them to compete through price and quality.

This analysis is consistent with the analysis of the adaptive cycle where they detailed the postures adopted in relation to business problems, engineering and administrative done previously, where we got also a higher incidence of behaviors prospectors.

- **Result 4:** Administrators Florianópolis Hotels Adopt prospector stance as strategic behavior General.

## 5. Conclusions

The findings in the research in relation to strategic behavior adopted by the Directors of Hotels, noted the predominance of Prospector behavior with a frequency of 45.5%, followed by 31.5% on analyst behavior, then the behavior appears with Reactive Defensive behavior and 18.5% with only 4.5%.

The entry of large networks, because they have experiences in other markets and are alert to opportunities that arise with the growing number of tourists in the city, coupled with the changing profile of tourists, forced, somehow, the lodging establishments in Florianópolis adopt postures prospectors seeking new markets, especially domestic, offering new products and services, investing in better infrastructure, training of personnel, in advertising, in short, making improvements to the low costs, thus making against the competition of new entrants.

By analyzing the results presented above, one can contemplate that the aim of this work is to identify strategic behavior adopted by the Directors. Taking into account the survey data and the specificity of the hospitality industry in Florianópolis, Santa Catarina - Brasil we conclude that the Directors have adopted a prospector strategic behavior, mostly.

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These data allow us to say that the directors are more attentive to changes in the market looking to innovate in terms of products and services and enter new markets, due mainly due to the changes that occurred in the sector in recent years. The biggest changes are related to the customer profile and the entry of new competitors that have forced administrators to adopt postures Hotels for greater attention to the opportunities that arise with the growing number of tourists in the city added to change your profile.

In conclusion it can be said that stance, specific hotel sector in the last five years can be attributed to the entry of large chains and the changing profile of tourists who before this period were mostly foreigners and the favorable exchange rate brought the U. S. dollars as expected by hotel owners and, added to this, still made the dissemination of local hosting in your home country. If there were surveys of this nature before the crisis that occurred in the industry in early 2000 probably the characteristic posture adopted by the Directors would be respectful, tending to be more reactive and defensive than Surveyors and Analysts.

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