

ONZIEME RENCONTRE INTERNATIONALE DU GERPISA ELEVENTH GERPISA INTERNATIONAL COLLOQUIUM

Les acteurs de l'entreprise à la recherche de nouveaux compromis ?
Construire le schéma d'analyse du GERPISA

Company Actors on the Look Out for New Compromises
Developing GERPISA's New Analytical Schema

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SOME CONTRIBUTIONS DERIVED FROM THE TELECOMMUNICATIONS INDUSTRY FOR THE DEVELOPMENT OF GERPISA'S NEW ANALYTICAL SCHEMA

Afonso FLEURY and Maria TEREZA FLEURY
Production Engineering Dept. and School of Economics and Administration
University of São Paulo, Brazil

The aim of this paper is to bring some insights for the development of GERPISA's new analytical schema as the outcome of a comparative analysis about the recent evolution of the Telecommunications and Automobile industries. Particular emphasis will be made in regards to the dynamic relationships among actors in their respective interorganisational networks. Those relationships involve not only operational and economical aspects, but also involve issues of competition and power.

In the last decade the automobile industry has been considered a model, a front runner, when it comes to the organisation of supply networks, through outsourcing, partnerships, licensing, bidding, etc. Notwithstanding, there seems to exist strong evidences that some of the current features of the Telecommunications industry might soon be part of the Automobile industry. We will be considering three features.

Differently from the Telecommunications industry, that is considered as having a "fast clockspeed", the structure and the relationships among the main players of the automobile industry can be considered relatively stable. However, there are possibilities of this being changed by the emergence of disruptive technologies (Christensen) thus accelerating the rhythm of change of those relationships, making the evolution of the automobile industry become a fast clockspeed (Fine). This might have implications for eventual changes in the distribution of power among the participants of the network and the definition of **governance** rules and mechanisms.

A second feature concerns market **regulation**. In the case of the Automobile industry there seems to exist an increasing concern with regulation, specially in terms of environmental management. The Telecommunications industry in its post privatisation era

operates in markets which are regulated in the name of public interest. This being the case, the experiences of the Telecoms companies in dealing with regulations and regulatory institutions could be considered for comparative analysis.

Finally, there is the issue of **Service** and Servicing. The distinctive point in the comparison with the Automobile industry is that the Telecommunications industry delivers services for their clients. In doing so, the logic of Service production requires that Service companies (the network operators) and Manufacturing companies (the specialised equipment suppliers) adopt cooperative-competitive strategies and organise according to certain constraints. In the case of the Automobile, the identified trend of automobile producers of increasing their concern with the characteristics of the service they are offering to their clients might require changes along the lines observed in Telecommunications. The comparative analysis will bring subsidies for an enhanced view of the way automobile companies are positioning themselves in terms of service production.

The analysis of the Telecommunications industry is based on sound historical information and on a field research conducted among eight companies. The Automobile industry is analysed through the materials produced by the GERPISA mainly.