



Editorial

REBRAE is a four-monthly publication of the Graduate Program in Management at the Business School of the Pontifical Catholic University of Paraná (PPAD/PUCPR) - Curitiba, Paraná, Brazil. Since 2008, REBRAE has published original theoretical and empirical papers or theoretical essays using diverse methodological approaches, aiming to advance strategic management theory and practice. Following international scientific information practices, REBRAE adopts a peer-evaluation process and publishes only articles written in English. Traditionally, the last issue of each year is dedicated to a special topic. A thematic issue on Strategies in Cooperative Organizations is scheduled for 2016. In the present issue, we are pleased to present ten articles that were selected for the REBRAE Special Issue on Strategy and Innovation.

The first article presents a framework and proposals for the construction of a model for measuring competitiveness in companies. It undertakes a critical analysis of theoretical perspectives and key metrics of competitiveness and innovation, and it advances four propositions related to the constructs involving the measurement of business competitiveness and their interaction with innovation.

The second paper applies text mining techniques to a large sample of the scientific literature on innovation, covering the period between 1960 and 2014. The findings indicate a shift from theoretical to pragmatic aspects over time, as well as a shift of focus from large companies to small organizations. Although case studies predominate in the innovation literature, quantitative studies have increased in recent years.

The third article is focused on innovative behavior in agro-industry, specifically poultry meat companies in the state of Paraná, Brazil. The results show that medium-large and large companies are innovative, conduct R&D and export their products, while small and medium companies are less innovative and serve the domestic market, and only the large firms introduce innovations that are considered new to the market.

The fourth article approaches strategy from the perspective of knowledge management as a source of competitive advantage, analyzing the case of a cooperative credit institution, or credit union. The study concludes that knowledge management contributes to the generation of competitive advantage in that organization.

The fifth paper in the issue analyzes the dissemination of innovation as an organizational practice in three technological companies. Using a qualitative approach, the study indicates that innovation practices appear to become more effective when they are internalized by employees, and that such organizational practices are strongly based on the culture of companies that already have a history of innovation, as well as on the role of the founder as an innovating entrepreneur.

The sixth article also deals with agro-industry, analyzing the case of a Technology Park that was launched in 2012 as an instrument to organize and enable local innovation in the western region of Santa Catarina State. The study discusses the results of the establishment of this territorial network structure and its elements. The results display effective interactions among local companies, a significant increase in funding and actions towards patent filings.

The seventh paper in this issue analyzes the funding process in business incubators. The study of three incubators indicated that the financial resources originate mainly from individual actions taken by the incubators. The difficulties are related to scarce financing sources and to budgetary restrictions in the institutions that maintain the incubators. The involvement of other private and public institutions may or may not generate financial resources for the incubators and new businesses.

The eighth paper discusses the role of innovation ecosystems in the promotion of socio-economic development. The authors argue that Brazil's efforts to foster innovation ecosystems have failed to meet expectations, and that some strategic challenges must be tackled, such as developing innovation management competencies, fostering an innovation culture, adopting a contextualized innovative ecosystems framework and an extended innovation policy mix, as well as reaching a balance between innovation ecosystems and knowledge-based regions and cities.

The ninth article is a case study of innovation and internationalization in a small technology-based firm. The main results indicate that internationalization happened intermittently, in connection with the innovations of the company and its social networks. The combination of the external view with internal resources and capabilities enabled innovation and consequently internationalization of the firm.

Finally, the tenth article addresses a gap in current models of marketing strategy process, which do not incorporate constructs related to innovation. The paper presents a framework for incorporating innovation constructs in marketing strategy process research, together with the results of its application on a sample of firms in the clothing and accessories manufacturing sector. The results indicate that marketing innovation capacity stems from a combination of elements such as the commitment of resources, the decision to innovate with changes in marketing activities, the emphasis on marketing assets and capabilities, and marketing innovation sources.

We would like to thank the collaboration of the authors, reviewers and the editorial support staff. We hope that these articles will contribute to the dissemination of relevant studies in the area of Strategy and Innovation. Enjoy your reading.

Prof. Dr. Alex Ferraresi
Prof. Carlos Quandt, Ph.D.
Guest Editors

Prof. Dr. Alceu Souza
Chief Editor