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STRENGTHENING THE INNOVATIVE ACTIVITY IN DEVELOPING COUNTRIES: A PROPOSAL OF TOTAL INNOVATION MANAGEMENT SYSTEM AND NON-CONVENTIONAL INDICATORS

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Abstract

In the last years, there has been a growth in the number of studies regarding the management of innovation, considered as a key-factor for obtainment and maintenance of a competitive position in the market, whether national or international. Deliberately, firms, based on the action of its internal leadership, ought to draw innovation strategies, as well as to align them with its own capabilities and with business strategy. In spite of the variety of studies of this nature, there is still a lack of studies concerning the structuring of the innovation management activity in firms located in developing countries, such as Brazil. In parallel, there is an increase in the number of studies which argue that these firms are passive in terms of innovation, as they are characterised by an absence of innovative capabilities. Traditionally, however, the metrics used for analysing the innovative capabilities of this type of firms are statistical and macroeconomic indicators, such as patents and research and development investments. These indicators are incapable of understanding how the innovation process occurs, as they only capture the highest piece of the innovative activity. This study seeks to contribute with the filling of these existing gaps. In this sense, the study suggests a total innovation management system model based on the development of integrated and simultaneous innovation projects, focused on the reality of firms which operates in developing countries. This system should be: composed by information and knowledge related to the whole value chain, regarding market and technology; based on an organisational structure which promotes a portfolio of innovation projects; and supported by a system of tools and techniques that stimulate creative and entrepreneurial individuals. Jointly, all of these elements should be aligned, as well as converging with the firm's deliberated innovation strategy, which also ought to be aligned with the firm's business strategy. From this conception of total innovation management system rises a group of non-conventional indicators proper to examine the technological capabilities of firms which works in the context of developing countries, such as cadence and projects' mix, presented and discussed in this article.

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