

# AN OVERVIEW OF THE THEME OF SOCIAL INNOVATION IN THE THREE SECTORS: A RESEARCH IN THE STUDIES OF THE GAUCHO UNIVERSITIES

## *UM PANORAMA DO TEMA DA INOVAÇÃO SOCIAL NOS TRÊS SETORES: UMA PESQUISA NOS ESTUDOS DAS UNIVERSIDADES GAÚCHAS*

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### ABSTRACT

**Purpose** – The Social Innovation (SI) theme is still considered new, however, in the last decades it has been treated with more importance, gaining prominence in the academic environment, and it has become an object of analysis in several researches. Thus, this paper aims to analyze the evolution of the SI theme in the academic scope of gaúcho universities.

**Design/methodology/approach** – The research has a theoretical-empirical nature, a qualitative and quantitative approach. It establishes a systematic review on SI, analyzes the objectives and results of a sample of 76 dissertations and theses produced in Rio Grande do Sul universities, through a systematic review of the literature with meta-analysis.

**Findings** – After analyzing the data, we observed that the topic has become more widely addressed in recent years, however, there is still no single concept. It was identified that it is being used to address the most different issues related to innovations that modify a social relationship, being applied in the most different sectors or in an intersectoral way.

**Originality/value (mandatory)** – The paper presents an overview of the research and a framework with the characteristics present in the SI initiatives in the five sectors, presenting suggestions for future studies. Demonstrate that the concept of SI will be increasingly used because it is an important theme in the construction of a transformation of local realities, either by generating income, by seeking improvements in the quality of life or by new ways of thinking about global sustainability.

**Keywords** – Social Innovation, research, theses and dissertations, intersectoral.

## RESUMO

**Objetivo** – O tema Inovação Social (IS) ainda é considerado novo, porém, nas últimas décadas tem sido tratado com mais importância, ganhando destaque no meio acadêmico e tem se tornado objeto de análise em diversas pesquisas. Assim, este artigo tem como objetivo analisar a evolução da utilização do tema Inovação Social no âmbito acadêmico das universidades gaúchas.

**Design/metodologia/abordagem** – A pesquisa tem natureza teórico-empírica, com abordagem qualitativa e quantitativa. Estabelece uma revisão sistemática sobre inovação social, analisando os objetivos e resultados de uma amostra de 76 dissertações e teses produzidas em universidades do Rio Grande do Sul, por meio de uma revisão sistemática da literatura com metanálise.

**Resultados** – Após a análise dos dados, constatou-se que o tema passou a ser mais abordado nos últimos anos, porém, ainda não existe um conceito único para a temática. Identificou-se que está sendo utilizado para abordar as mais diversas questões relacionadas às inovações que modificam uma relação social, sendo aplicadas nos mais diversos setores ou de forma intersetorial.

**Originalidade** – O artigo apresenta uma visão geral da pesquisa e um quadro com as características presentes nas iniciativas de SI nos cinco setores, apresentando sugestões para estudos futuros em cada uma das áreas. Demonstra que o conceito de Inovação Social será cada vez mais utilizado por ser um tema importante na construção de uma transformação das realidades locais, seja pela geração de renda, pela busca de melhorias na qualidade de vida ou por novas formas de pensar a sustentabilidade global.

**Palavras-chave:** Inovação Social, pesquisas, teses e dissertações, intersetorialidade.

## 1 INTRODUCTION

Among the various types of innovations, Social Innovation, in recent years, is being increasingly researched. The concept emerged as a starting point for the construction of a new model to meet social demands, with respect human diversity and that contributes to the promotion of equality in postmodern society (Farfus & Rocha, 2007). Thus, the theme has been studied and applied, in master's dissertations and doctoral theses from different areas, such as Management, Economics, Design, Social Sciences, among others.

The distinction between the terms social innovation and technological innovation has not been clear for a long time, but according to André and Abreu (2007) recent perspectives of the term social innovation completely remove it from the notion of technological innovation, considering that it has a non-market nature and a collective character that aims to transforming social relations.

Social Innovation is applied when there are social problems where actors seek to take lasting practices to change these local paradigms. With the main objective of improving the lives of people who are affected by social problems, Social Innovation practices aim to find alternatives to introduce more people to the labor market, improve the source of income, enhance local culture, take care of global sustainability, etc. (Castor, 2007).

In a previous research with the databases of the Graduate Programs of the universities in Rio Grande do Sul (gaucho universities), several dissertations and theses were found that deal with the theme Social Innovation, mainly in the last two decades. However, it was observed that each thesis and dissertation deals with the theme with its particularities.

In this way, this paper aims to analyze the evolution of the use of the Social Innovation theme in the academic scope of gaucho universities. To obtain this analysis, two secondary objectives were started: (1) to carry out a survey in the national databases, refining the institutions of Rio Grande do Sul, on the topic of social innovation and to make an analysis on the themes, years of publication, institutions and advisors who produced the most on the subject; and (2) identify which are the main approaches used by researchers.



The need to understand the use of the Social Innovation theme within different areas of knowledge and the search for research that categorizes the application of this concept, are the main issues addressed by this paper. This study is justified in the expectation of understanding an evolutionary panorama of research that uses the idea of social innovation and that contributes to the development of the theme itself. It is also considered the importance of popularizing the theme due to its ability to be used in the most varied areas of knowledge and because it is of great use in the transformation of social paradigms.

Therefore, it begins with the method of data collection for the systematic review of the literature, since it was only after this procedure that the analysis of the theses and dissertations that deal with the theme Social Innovation was carried out. Soon after, an analysis of the theses and dissertations researched in the referred universities is carried out, giving a brief overview of some of them. At the end, some conclusions are presented, which allow to approximate some themes and propose suggestions for future studies with the proposal of a framework by sectors.

## 2 THEORETICAL REFERENCES

Social Innovation is being the object of more frequent study, however, already in the 70s it was analyzed and conceptualized, Taylor (1970) said that social innovation was a sociological and psychological phenomenon, a way of responding to social needs through introduction of a social invention, a social invention to do things in a new way.

Still in this same decade Holt (1971) reports that technological innovation is concerned with the application of new technologies, while social innovation deals with the application of new social patterns of human interaction. It is noticed that both authors treat social innovation as something new, that generates change, and the second still has an organizational view.

In the 80's and 90's there were no works with many references dealing with Social Innovation, and only in the 2000's the subject was again the target of academic production. More specifically in 2009, Pol and Ville discussed whether social innovation would be a lasting term, which would continue to be used or something just fleeting. The authors clarify that Social innovation is about improving the well-being of individuals and the community through employment, consumption or participation, and its purpose is therefore expressed to provide solutions to individual and community problems. It therefore appears that social innovation and local development can be considered as intertwined (Pol & Ville, 2009, p. 880).

In other words, they argue that Social Innovation would be an innovative idea with the potential to improve the quality of life of individuals, in which this new idea was applied, being directly linked to local development.

In this same line Cloutier (2003) emphasizes that Social Innovation in order to be effective and promote sustainable and lasting changes must seek the participation of beneficiaries in order to solve the unfavorable social situation that they are inserted in, that is, it is a new response to a problem that aims at the well-being of the individual and/or community with their participation.

In order to generate new and lasting solutions for society in general, it is necessary that the result of knowledge be applied, with the participation and cooperation of local actors involved, the social needs of that particular group. Thus, social innovation can favor the expansion and replication of its results (Bignetti, 2011).

There are also authors who defend the idea of Social Innovation to be replicated, mentioning that social innovation is an initiative that can be measured and replicated, as it uses a new concept or a new application of an existing concept to create shareholder and social value (Herrera, 2015).



The fact that it is replicated also leads to the idea that it should not be based only on technical innovation, but also on the innovation process, emphasizing the need for social innovation to occur together with other sectors, and should be of greater importance in search of the social common good (Howaldt & Schwarz, 2010).

With a more current study on social innovation, Montgomery (2016) reports the incommensurability of paradigms in social innovation and how it is a vector for social construction. There are also those who argue that in order to be considered a Successful Innovation, it must have a double characteristic, it must have the capacity to solve current problems in society, but it also needs to create bridges between the actors involved in order to facilitate new forms of action (Bennewordt & Cunha, 2015).

Therefore, in the words of Tondolo (2013, p. 33) "it is possible to identify that regardless of the form and/or phenomenon that produces social innovation, Social Technologies or Social Entrepreneurship, social innovations are important avenues for growth, local development and social well-being".

For the purposes of analysis in this paper, the Centre for Social Innovation (2014) concept of Social Innovation is considered, which mentions Social Innovation as the creation, development, adoption and integration of new concepts and practices that place people and the planet in the first place, to socially resolve cultural, economic and environmental issues. And that SI can come from individuals, groups or organizations and that can occur in profitable sector (private), non-profit sector (third sector) and in the public sector.

For this, a review is also carried out on these sectoral elements, in order to understand where SI are happening and what are the characteristics in each of these sectors. There are no divergences in Brazilian literature that postmodern society is organized according to three distinct sectors (Corseil, 2018). According to Durham and Sampaio (2000), the growth of the private sector in Brazil took place around the 60s and 70s and constituted a great phenomenon throughout Latin America characterized by waves of expansion in different countries, which according to the authors is responsible for the growth sector since the 1950s in the region as a whole.

Geiger (1988) defines the private sector as having a high degree of pluralism, due to the large investments and indirect government support it receives. Brandão and Faria (2013) in their study on innovation within the public sector, report that the public sector is responsible for providing services to citizens and companies, in addition to being a significant component of macroeconomics, the authors also point out that one of the great reasons for promoting innovation in the public sector is its responsibility for defining policies to foster innovation in the private sector. This statement being very close to the concepts of social innovation and the need to create public policies that encourage other sectors in the elaboration of SI projects or initiatives.

According to Smith (1991), the term Third Sector started to be used from the 70s to designate a section of society where non-profit organizations operate, for Castor (2008) the third sector is one that encompasses all activities of initiative private civil society that carry out activities aimed at citizenship and philanthropic actions.

Thus, it is possible to identify the existence of three sectors, the first being the public sector, which is directly linked to social issues; the second as the private sector, having a correlation with individual issues and with the institutional vacuum left by the State, in which the private sector ended up assuming some social issues through non-governmental and non-profit institutions, with the purpose of generating improvement in society (Kanitz, 2009).

There are also so-called intersectoral partnerships, which arise from the union between sectors in order to generate solutions to society's problems (Van, Tulder, Seitani, Crane & Brammer, 2016), precisely where the State fails to meet social needs through its public policies. Therefore, in



order to carry out the analysis of the works, they were categorized according to their sectors of activity, namely: private sector; public sector; third sector; and, the intersectoral ones.

### 3 RESEARCH METHOD

In order to obtain insights into the field and the theory studied, the research has a theoretical-empirical nature, has a qualitative and quantitative approach. It establishes a systematic review on social innovation, analyzes the objectives and results of a sample of 76 dissertations and thesis produced in the universities of Rio Grande do Sul, through a systematic review of literature with meta-analysis.

Considering the research characteristics and their theoretical-empirical nature, it was decided to use the meta-analysis technique, which according to Luiz (2002) is a technique that “aims to extract additional information from pre-existing data by combining the results of several works and the application of one or more statistical techniques. The systematic literature review and meta-analysis are different, but they can be complementary and when used together they can incorporate a scientific approach with greater robustness to identify, analyze and elaborate quantitative syntheses from previous studies. The systematic review aims to comprehensively locate and synthesize research on a given theme and the meta-analysis is a set of statistical methods to combine quantitative results from various studies to produce an overview of empirical knowledge on a given topic (Litell, Corcoran & Pillai, 2008).

Thus, in a first stage, a previous systematic review of the literature was carried out to identify authors and concepts of social innovation and the concepts of the three sectors. Soon after, a search was carried out in the Catalog of Theses and Dissertations of CAPES, with the term “Social Innovation”, totaling 314 results, the filter was applied by institutions at Rio Grande do Sul, resulting in 76 studies, in 12 Postgraduate Programs. The survey was first conducted in August 2019 and updated in October 2020.

After this first stage, the search for works was carried out in the databases of the institutions themselves or directly on the Sucupira Platform, elaborating a table in the Excel program with the data for analysis and summary of the studies.

With this result, the abstracts of all 76 studies found were read. However, because it is an overarching theme, a categorization was necessary, initially by area of knowledge. Thus, they were excluded from a more detailed analysis: Social Policy - UCPEL, Law - La Salle University, Sociology - UFRGS, Creative Industry - FEEVALE, Social Work - PUC-RS, Health Education - UFRGS, Agribusiness - UFRGS and Communication - ESPM.

The theses and dissertations selected for a more detailed analysis were chosen because they deal with Social Innovation according to the focus of this paper, that is, Social Innovation seen as an action that brings some transformation to a certain group, helping to strengthen their economy, autonomy or culture, basically an action carried out by local and / or external actors that generates some positive change in the lives of these communities. The studies deal with different areas, such as health, companies, design, tourism and corporations, which treat Social Innovation in the sense of creating a product or service that helps in the development of a certain activity, not specifically with the aim of socially transforming a certain group of people.

After this stage, the selected studies served as a basis for a new categorization, since common patterns were observed in the research. The next section presents the refinement of the searches and data obtained.



## 4 RESULTS

The selected studies underwent an analysis according to type, year of publication, institutions, advisors and area of knowledge. Therefore, the following results were obtained.

In the analysis of the type of studies were 55 master's dissertations, 16 doctoral theses and 5 professional master's dissertations were identified. In relation to the years of publication, there is an increase in the number of publications, since 2007 has 1 publication while 2019 has 10, but the year with the most publications is 2017 with 12, it is noted that over the years the number varies, but most have at least 4 publications on the topic.

In the evaluation of the 12 universities in Rio Grande do Sul, the one that stands out is the University of Vale do Rio dos Sinos with 41 publications, followed by the Catholic University of Pelotas and the Federal University of Rio Grande do Sul with 11 publications each. These are the ones that stand out among the others where the number of publications varies from 1 to 4. Following with the data we have the advisors, where Karine de Mello Freire (doctor in Design, professor at Unisinos) with 11 publications, Claudia Cristina Bittencourt (doctor in Business Administration, professor at Unisinos) with 10 publications, also appear Luiz Paulo Bignetti (doctor in Administration and former professor at Unisinos) and Antonio Carlos Martins da Cruz (doctor in Applied Economics). Finally, in the area of knowledge, the highlights are Management and Design with 25 publications each, Social Policy with 11, with the other areas having a smaller number of publications, not exceeding 3.

According to the data, also presented in Figure 1, it is possible to point out an evolution in the theme since the number of publications has grown over the years, as well as its proportion in different universities.

Figure 1 - Evolution of Theses and dissertations on Social Innovation at Universities in Rio Grande do Sul



Source: Elaborated by the authors (2020).

The next section presents the qualitative analysis of some studies that contributed to the elaboration of the framework of this paper, it is important to note that not all researches are mentioned but were considered in the elaboration of the results.

#### **4. 1 Categorization and qualitative analysis of dissertations and theses**

Based on the concept of SI from the systematic review elaborated and after the analysis of the studies, they were categorized, based on the sectors of activity. In this way, the researches arranged in five categories were analyzed: private sector; public sector; third sector; intersectoral (private, public and third sector); and, intersectoral (private and third sector). After the individual analysis of each of the studies, the common factors of each category are analyzed together, and the final framework is proposed.

##### **4.1.1 Private sector**

In 2012, Dulce Helena Teixeira e Silva wrote her master's dissertation in administration by UNISINOS, with the title: "Social Innovation in practice: a multiple case study, in organizations that work through the social franchise model". In this research, the author studied the theme Social Innovation in order to know and analyze how her practices take place in organizations that work through the social franchises model (Silva, 2012).

The Social Innovation theme is presented based on some concepts extracted from national and international publications, as well as institutions dedicated to the study of Social Innovation. The researcher also established a theoretical basis in the concepts of entrepreneurs and social entrepreneurship, in the fundamentals about Corporate Social Responsibility, in the Theory of Transaction Costs and in the influence of the institutional environment and the respective isomorphic changes resulting from it.

The research took place analyzing several cases, where the practices of social innovations in organizations that work through the social franchises model were verified and analyzed. The researched institutions were chosen after 17 social franchises active in Brazil, in the area of education, were listed.

The researcher concluded that social franchise models, which are similar to commercial ones, but without the pursuit of profit, are aligned with the concept of Social Innovation studied by it, bringing great benefits to institutions, and which can be followed by institutions that do not yet use this approach. Thus, the researcher, when analyzing social franchises in the area of education, chosen by her because it is a social problem, evaluated that this model of social franchises is a correct way to put into practice the concepts of Social Innovation in addition to theory, being a good alternative for the implementation of project practice in the area, including in sectors other than education, being an important way to multiply Social Innovation practices.

Tatiane Martins Cruz Pirotti, in 2017, presented her master's dissertation at UNISINOS: "The influence of dynamic capacities in the scalability process of Social Innovation", the researcher also informs that social innovations are important instruments for reducing or solving social problems. Even so, there are still great challenges related to management with regard to the development of social innovations that remain and that can expand their social impacts, thus generating what is meant by scalability. If adapted to the social context, the dynamic capacities, supported by their microprocesses, can serve as support for the scalability process. The researcher concluded that dynamic capacities have a positive influence on the scalability process of Social Innovation, helping



in the perception of opportunities and threats, as well as in the appropriation and creation of the transformations and adaptations necessary for environmental changes and scalability goals (Pirotti, 2017).

The first doctoral thesis was written by Margarete Luisa Arbuseri Menegotto, in 2005, with the title: “Relation of dynamic capacities, Social Innovation and organizational performance in the wine chain of the Serra Gaúcha Region”. In this thesis, the researcher, based on the literature review on the themes of Social Innovation, dynamic capabilities and organizational performance in impact journals, in the areas of administration, economics and accounting, identified the influence of dynamic capabilities and Social Innovation on organizational performance.

Menegotto concluded through his research that in the wine production chain, social innovations and innovation interrelated with other chains, as well as partnerships and reconfigurations (enotourism), lead to the well-being of a local population, but also expand borders. The results impact individual, organizational and regional performance, adding economic-financial and social value. In addition, she assessed that trust e cooperation are variables that must be measured, as they are key to growth and evolution of the chain as well as its sustainability and perpetuity (Menegotto, 2005).

After that, in 2018, researcher Luana Folchini da Costa brought her master’s dissertation “Social sustainability as a result of corporate Social Innovation: analysis based on social practices carried out by private sector organizations”. In this dissertation, social practices in private sector organizations and their approximation with the expectations and results of social sustainability were analyzed, based on the dimensions of Social Innovation. Companies that present actions aimed at improving quality of life and social change in the communities in which they operate were evaluated, through the study factors that represent Social Innovation were defined based on their dimensions: objectives and motivations, actors, process of implementation and results obtained (Costa, 2018).

In the study, a need was pointed out to relate Social Innovation to the organization’s objectives and strategies, considering that, from this, its social practice can be legitimized. It also found that in order to be considered as such, the social changes resulting from organizational practice should lead the community to autonomy and empowerment, so that they continue to operate in a sustainable manner without the protection of the organization. The practice of corporate Social Innovation is part of a process of cultural change and is often legitimized in social business models, even if practiced by for-profit organizations. Still, considering the dimensions and principles of social sustainability, it confirmed that the existence of corporate Social Innovation is a requirement for it to be able to act in favor of social sustainability, based on what, in fact, presupposes to be sustainable.

The most current doctoral thesis on the subject was written in 2019, by Cassiane Chais, with the title “Entrepreneurial universities and innovation environments: a proposal for economic sustainability for higher education”. In the research, it was investigated how Social Innovation can assist in the economic sustainability of entrepreneurial universities, and for this, university management must be seen as an integrating element to promote the entrepreneurial culture, as well as having legislation that advances the innovation process, which strengthen the relations between innovation environments and the university and that lead the triple helix, having as mission, mainly, to educate, research and undertake (Chais, 2019).

#### **4.1.2 Third Sector**

In 2012, Ana Clarissa Matte Zanardo dos Santos presented her doctoral thesis in administration at UNISINOS entitled: “The development of Social Innovation: inhibitors and facilitators of





the process: the case of a pilot project by NGO Parceiros Voluntários”. In this thesis the researcher concluded that social innovations are changes originated from the identification of complementary needs of different actors, whose result can generate social and economic development and that the process of developing a Social Innovation begins with the work of a social entrepreneur, who it is often linked to Third Sector organizations (Santos, 2012).

She also noted that it was necessary to understand how the development of Social Innovation takes place in the context of the third sector and what are the factors that impact the implementation, given the almost inexistence of studies on the theme, for this she analyzed a case during the year 2011 academic, in the school network of Nova Prata/RS, through her research she obtained results that enabled the elaboration of a framework that contemplates different variables for the development of Social Innovation, as well as.

One of the results observed by the researcher was the fact that she identified complementary objectives and not common objectives, moreover, the research detailed the phases that lead to Social Innovation, seeking to define a process that can be used to replicate projects in different contexts. The researcher, through the analysis of the practical case, defined the participation of so-called social entrepreneurs, who would be people, local or not, who would be the main responsible for the implementation and application of Social Innovation. She also pointed out that the performance of the social entrepreneur usually occurs through an organization of the Third Sector. The Third Sector is a sociological term used to define organizations of private initiative, non-profit and that provide services of public character, however, it is not obligatory to link to it, but showing itself in a more effective way when there is involvement of the social entrepreneur with an organization of the third sector.

Marcos Leandro Cerveira (2013) presented his dissertation by UNISINOS: “Microcredit as an instrument of Social Innovation: the case of the community credit institution PORTOSOL”. Cerveira analyzed Social Innovation and the results obtained in the lives of beneficiaries of productive microcredit and guided by PORTOSOL. According to the researcher, Social Innovation is seen as a new way of doing things with the objective of changing the population, and it is observed that Social Innovation has several stages. Through the research it was concluded that microcredit really contributed to generate positive effects on the lives of beneficiaries, such as empowerment, financial results and significant improvement in quality of life (Cerveira, 2013).

Still in 2013, Daniela Miranda Oliveira Horta, in her doctoral thesis: “The specificities of the process of disseminating a Social Innovation: from the initial propagation to reframing”, analyzed the process of propagation and adoption of Social Innovation in a non-profit organization, through the activity “The Union Makes the Life of the Sicredi System”. According to Horta (2013), the main results obtained in this process are linked to the absence of separation between propagation and adoption, since they are related; the indispensability of acceptance by the actors for Social Innovation to be applied; and the presence of political and cultural issues that are capable of favoring the adoption or rejection of Social Innovation, following in a way, the same understanding of the previous researcher Marcos.

The dissertation written by Ana Karpouzias in 2006, “Analysis of the strategy formation process in third sector organizations: a case study in two community NGOs”. The researcher aimed to understand the process of forming strategies in organizations in the third sector of community origin. As a conclusion, the researcher highlighted that working together with other third sector organizations and multiple leadership favor the growth of NGOs (Karpouzias, 2006).

In 2017, Tiago Zardin Patias in his thesis: “Social Innovation and Sustainability in local productive arrangements for family agribusiness”, addressed Social Innovation in rural areas through



the study of local productive arrangements. Social innovation is defined by the author as a process of joint learning that offers new solutions to meet social demands and needs. The main objective of the work was to analyze and understand the role of social innovation and sustainability. The object of the study was a family agroindustry and from the results he concluded that economic and social benefits are of fundamental importance for the permanence of local actors in this agricultural environment. As well as there are signs of a social reorganization focusing on the welfare and also a better quality of life of these families (Patias, 2017).

#### **4.1.3 Intersectoral (public, private and third sector)**

Carlos Artur dos Santos Lencini in 2013 brought his master's dissertation in administration by UNISINOS with the following title: "The implementation of Social Innovation by organizations participating in the social entrepreneurship matrix". In this dissertation, the researcher concluded that Social Innovation is based on the identification of opportunities and improvements for the individual's life and its diffusion to society as a way to mitigate social imbalance. He reports that the organization and the social entrepreneur play a leading role in the process of implementing Social Innovation.

The researcher aimed in this dissertation to analyze the different types of organizations from the perspective of the social entrepreneurship matrix that implemented Social Innovation practices and the impacts that this innovation caused on the beneficiaries' lives. Through the analysis of the results, he concluded that organizations have different characteristics pointed out by the model adopted by the social entrepreneurship matrix, with difficulties in classifying them properly. The personal fulfillment of entrepreneurs is related to the social benefits provided to individuals and the community. The impacts of Social Innovation are presented in a clear and transparent way for beneficiaries, as they result in improved quality of life in a sustainable way, expressed in individual, family, community and organizational self-sufficiency. As can be seen, this researcher also concluded that the existence of a social entrepreneur is fundamental, with his personal satisfaction proportional to the results achieved through the practice of Social Innovation (Lencini, 2013).

Also in 2013 and by UNISINOS, Adriane Ossani, in his master's thesis: "Social Innovation as a process and result of the governance of interorganizational collaboration: the case of Canal Futura", reported that one of the great challenges that is perceived in the contemporary world is the need to generate new solutions that include improvements in undefined quality of life for populations marginalized by the current economic paradigm. Thus, social innovations emerge as a way to minimize differences and inequalities. The researcher defined through her case study that interorganizational collaboration enabled the emergence of social innovations, in two ways: as a process and as a result. As a process, through the establishment of new social relations, new exchanges of information and knowledge, thus generating individual and collective learning. As a result, through empowerment and transformation of the individual and, consequently, of the territory.

The researcher reports that in order to obtain Social Innovation as a result, the participation of the three sectors (public, private and third sector) is necessary and also that there is no ideal governance model, however, for the generation of Social Innovation through collaboration, it is essential to interact with all members participating in the network and the existence of governance mechanisms that can be adapted to the characteristics and objectives of each network.

Therefore, corroborating the research previously mentioned, this researcher also highlights the importance of the involvement and collaboration of the actors involved for the successful implementation of the intended Social Innovation, not necessarily with a single governance model, which can occur in different ways depending on the case. However, in order to have more chances



of success in Social Innovation, it is necessary to involve and collaborate each other from the three sectors, namely the public, the private and the third sector, in order to achieve success in the results of the implementation of SI (Ossani, 2013).

In 2017, the doctoral thesis of researcher Manuela Rösing Agostini: “The Social Innovation process as a response to institutional voids: a multidimensional analysis in different social contexts”, by Unisinos in which the researcher points out that in an international situation where there is a lot of social inequality, increased rates of poverty and dissymmetry of markets, a large number of researchers have sought different theories that seek to combine management practices and the search for innovative solutions. It also sought to understand the Social Innovation process and the factors that influence Social Innovation initiatives in contexts of institutional gaps. Thus, Social Innovation for the researcher is understood as the development of new solutions that generate an impact in solving social problems, involving actors and stakeholders in promoting a change in social relations, transforming them local realities.

Institutional voids occur when institutional arrangements do not allow the market to function fully, causing numerous social inequalities, whether due to the absence, weakness or non-fulfillment of the expected role that of the institutions that form the social fabric. Among the main results found in the case studies analyzed by the researcher is the strong relationship between Social Innovation and the institutional context in which it is inserted, leading to the first theoretical contribution of the thesis: the presence of institutional voids intensifies social inequalities in contexts of socioeconomic vulnerability and social innovations can act to fill or mitigate these voids. The thesis still advances in theory because it includes the perspective that institutional voids originate not only from the State, the market and non-profit organizations, as addressed by literature, but also from science and community rules and cultures.

The researcher also identified that voids can also occur in contexts with a developed market and with a high concentration of institutions and that institutional voids are filled by multiple actors who have different and complementary objectives and who can act together in social transformation, but concluded that for that this transformation is effective, it is necessary to respect the values, norms and culture of the actors involved, through a shared negotiation of collective ideals (Agostini, 2017).

In 2015, Gabriel Borela Franzoni presented in his master’s dissertation with UFRGS, with the theme Social Innovation and social technology: “The case of the Short Chain of family farmers and school meals in Porto Alegre/RS”, he identified that in the current world scenario, social and environmental problems are challenges that mobilize many in the search for innovative alternatives in relation to the current paradigm, such as Social Innovation and social technology. Amid the transformation of the dynamics of agri-food markets, due to changes in the pattern of food consumption, short agri-food chains are highlighted, which bring producers and consumers closer together.

His research analyzed the short chain of family farmers providing school meals in the city of Porto Alegre from the perspective of Social Innovation, social technology and short agri-food chains. Gabriel concluded that all dimensions of Social Innovation were present in the short chain studied and even more, public policies, mainly a PNAE resolution that favors family farming were important in these three processes: Social Innovation, social technology and the constitution of a short agri-food chain (Franzoni, 2015).

In the same sense as the study above is the dissertation by Jaqueline Chagas entitled “Organizational Social Capital and Territorial Development in rural tourism routes”, written in 2018, by UFPEL, the researcher reports that it is notable that in cooperation environments the presence of social capital, given the existence of social aspects among the individuals who represent them, such as mutual trust, a sense of unity and collaboration. The researcher explains that if used responsibly,



it generates satisfactory results for the community. Organizational social capital is an interesting concept for analyzing the relational links between public, private organizations and civil society. In this study, the researcher used organizational social capital as a theoretical lens to understand how relationships between different organizations can contribute to territorial development. With the concrete case analysis, the researcher came to the conclusion that it is possible to highlight that the presence of organizational social capital through established relational ties, trust and mutual cooperation and collective identity provide the basis for the formation of local markets and consequently for the development of the territory (Chagas, 2018).

Diego Martins de Assunção (2016) presented in his dissertation, by Feevale University, entitled “Analysis of the contributions of social innovation: a case study on the Associação Cultural Vila Flores”, addressing how the actions developed by Associação Cultural Vila Flores collaborated for the generation of social innovation in the urban territory of Porto Alegre - RS. The author reports that the changes in today’s society are reflected in the development of social movements and, in parallel with these movements, organizational practices develop aiming at the impact of their actions on the community and on the citizen life of their consumers. Also, according to the author, these transformations were reflected on the new structures of social organization allowing the better positioning of social actors through knowledge about the needs of civil society, resulting in social innovations.

He also highlighted the contributions of the creative industries, which use creative and intellectual capital processes to promote urban development and the strengthening of economic and cultural areas, such as the studied association. Finally, it was concluded that the association’s management format contributed to the development of cooperative actions and results these processes reflect activities developed in conjunction with NGOs, social projectors, collaborative houses, university and city hall, constituting a network for the exchange of knowledge and experiences, which are aimed at meeting social and cultural demands. However, he informs that the results of these actions require more development time to generate significant changes in the formation of a creative city (Assunção, 2016).

#### **4.1.4 Intersectoral (third sector and private)**

The 2011 dissertation, “The dimensions of Social Innovation in solidary economic enterprises in the gaúcho handicraft sector”, written by Angela Maria Maurer, in which the researcher states that the development of social innovations becomes an alternative to overcome part of the challenges, since they can solve the needs of individuals in a given society. She points out that in Brazil, the Solidarity Economy has been growing significantly, and handicrafts are one of the prominent sectors in the number of collective enterprises linked to this Economy. The researcher also clarifies that the concept of Social Innovation is generally approached superficially in the literature of Social Sciences, and there are still few studies in Brazil regarding this type of innovation in the area of Administration, this in 2011. The work also highlights the importance and effectiveness of solidary economic enterprises, which generate positive results when there is the involvement and commitment of the actors participating in Social Innovation (Maurer, 2011).

Nilza Duarte Aleixo de Oliveira, in 2013, brought her doctoral thesis: “Sustainable development, innovation, social technology and collective entrepreneurship in intercooperative relationships: CREDITAG System and agricultural production cooperatives in Rondônia”, in which she dealt with local economic initiatives collective character represent for low-income social segments. In her thesis she analyzed CREDITAG - Rural Credit Cooperative System for Family Agriculture and Solidarity Economy, in the State of Rondônia, formed by family farmers, so that they could have access to



credit, financing of the means of production and inputs, since, neither the State nor the companies, offered solutions to their needs, at least in the medium term.

In her thesis, the researcher concluded that for the perspective of Sustainable Development, the benefits generated by these organizational models, must overcome assistance and promote social and productive inclusion, strengthening individuals for autonomy and more, concluded that the relationship of intercooperation can be treated as a Social Innovation that contributes to improving the quality of life of producers, to strengthening organizations members and for Sustainable Development. Despite the weaknesses identified, historical and structural limits, the intercooperation relationship has the potential to provide social, productive and banking inclusion, contribute to solving economic, financial and social problems of the cooperative members, generating jobs and income and for the development of local communities (Oliveira, 2013).

#### **4.1.5 Public Sector**

The other study that deals with the theme Social Innovation is dated 2007, written by Edemar Rotta, with the title "Regional development and social policies in the Northwest of the state of Rio Grande do Sul", in which the researcher analyzes the relationship between development and policies from a specific study in the Northwest of the state of Rio Grande do Sul in the 1990s. It identifies several understandings of development and the role attributed to social policies may represent the construction of differentiated alternatives to face the problems experienced by local social formations in their articulation with global society, in an attempt to contribute to the qualification of the debate on public development policies regional. Rotta concluded that at the local level it is more feasible to mediate conflicts and produce basic consensus that will allow progress to be made in implementing policies and projects capable of contributing to the production of Social Innovation and demonstrating that another world is possible (Rotta, 2007).

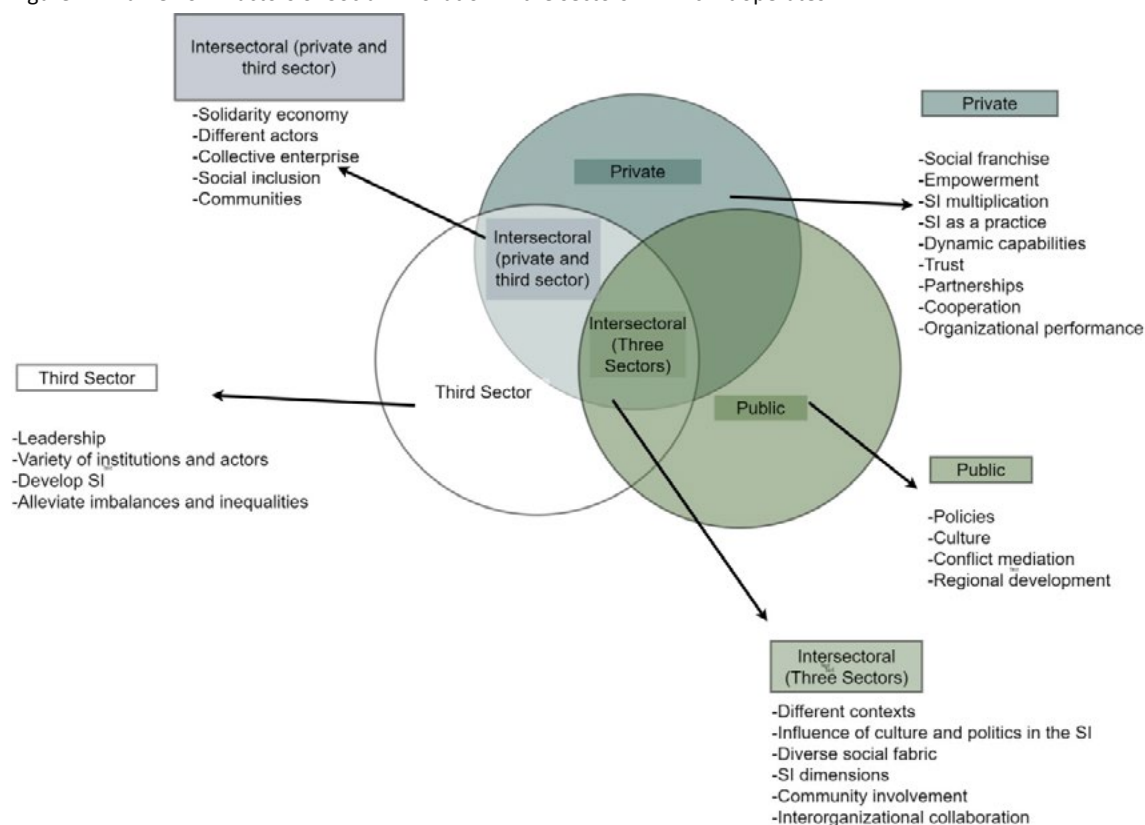
In this same sense is the master's dissertation by UFPEL, by Silvia Carla Bauer Barcellos, with the title "Social Management of Rural Development Policy within the scope of a municipal management council: analysis of participatory equality". In this study, the researcher reports that in times of setbacks in democracy and the upsurge of poverty, the theme of development calls for reflection, especially in contexts where the process presents itself as a breeder of great inequalities. She pointed out that the democratization that took place in the country in the 90s established new institutions from the perspective of local development like public policy management councils. However, existing studies have questioned the intension and the quality of participation exercised by residents and call for the search for solutions and improvement. With the analysis of the case, the researcher showed, from the perspective of Social Management theory, the elements that present themselves as limiting the role of civil society in a potentially democratic space. As a result of the study, the need for changes of a conceptual nature and in terms of daily practices that qualify and make effective the participation of counselors was evidenced (Barcellos, 2018).

#### **4.2 Framework proposal**

Considering the concept of Social Innovation adopted in this paper and the factors found in the analyzed studies, a proposal for a framework is presented in Figure 2, presenting the relationships between the sectors and the factors that make up the studies in the different views.



Figure 2 - Framework: factors of Social Innovation in the sectors in which it operates



Source: Elaborated by the authors (2020)

In the private sector, the studies analyzed deal with social franchises, which seek, through Social Innovation, the empowerment of beneficiaries. They also show Social Innovation as a point of cooperation, since there is a partnership between those involved. In addition, Social Innovation is considered a positive influence, it brings well-being to the places where it is applied.

In the third sector, the studies are more related to social entrepreneurs, who are generally from the third sector and are responsible for applying Social Innovation in certain places. In education and credit programs, Social Innovation leads to better living and learning conditions.

At the intersectoral (public, private and third sector), the researches make evident the need for an alliance between the 3 sectors to be successful in the application of Social Innovation. It is also observed that culture and politics influence Social Innovation in different contexts, so it is important that the actors responsible for innovation are always focused on bringing better conditions to the public where innovation is applied.

At the intersectoral (private and third sector), they deal with the importance and effectiveness of solidary economic enterprises, which generate positive results when actors are involved participants in Social Innovation. In addition, intercooperation has the competence to provide social, productive and economic inclusion, to contribute to the reduction or even the end of economic, financial and social problems of the cooperative members, the generation of jobs and income and the development of local communities.

It can be seen that intersectoral alliances provide institutional strengthening, propagate concepts of responsible citizenship, enable specific social projects and programs. If they assume a

strategic component, they can propose to influence public policies by creating, with their actions, facts and results that redirect the strategies and guidelines of the State (Fischer, 2005, p. 16).

And in the public sector, despite being the sector with the least studies, the paper shows that social policies can build several alternatives to improve the local reality, alternatives that can contribute to Social Innovation, as well as show the public that there may be a better world, with less inequality. In the sections that follow, the studies analyzed are presented, separated in the sectors.

It is considered that the identification of this area (intersectoral relations) was important to understand how these items help the IS area in understanding the management of the relationship between partners / sectors and the management of the relationship between organizations with and without profit. Usually, this combination is not carried out in IS, but intersectoral studies can be important to understand the process of social innovation, since most of the initiatives reported in the studies include different actors, such as companies, NGOs, communities, associations, etc. (Agostini et. al, 2017).

## 4 FINAL CONCLUSIONS

There are many concepts for the Social Innovation theme, not having a single concept to date, since it can be used in the most diverse areas of knowledge and study, however, in the theses and dissertations analyzed in this paper the term refers to innovative solutions, new ideas, different ways of doing something in order to solve social problems undefined or situations considered unsatisfactory, in addition to the different ways in which it can be put into practice in order to achieve effectiveness in its execution.

According to the researchers studied, Social Innovation can be applied in the most diverse cases, whether in the private sector, third sector, public or, still, the intersectoral sectors, but with the same objective: to improve people's lives through effective methods, where there is the involvement of the entire community affected by innovation.

For future studies, it is suggested to deepen the IS's relations with the characteristics of the sectors, as we point out separately: 1. In the private sector, Social Innovation stands out in the area of social franchises, and partnership and cooperation are of paramount importance for its effectiveness, in order to generate empowerment and trust, in order to solve the unsatisfactory social situation; 2. In the public sector, Social Innovation is more directly linked to public policies in order to generate greater local development, either through affirmative actions or through conflict mediation; 3. In the third sector, Social Innovation fundamentally seeks to balance social inequalities and imbalances, highlighting the importance of social entrepreneurs for their success. 4. In the intersectoral area, when it comes to the union of the private sector with the third sector, there is emphasis on local actors, and their involvement in the development of Social Innovation is extremely important. 5. In the intersectoral sphere, the union of the public, private and third sectors, it is observed that when there is this union, Social Innovation is achieved in a more satisfactory and effective way.

According to the data presented during the paper, it is possible to affirm that the theme Social Innovation was treated in many universities even though there are few works, so there is an evolution in the theme since it is presented in different areas of knowledge, as well as with different concepts and applications.

The application of the concept of Social Innovation will be increasingly important, so future studies can further implement the theme, understand the local characteristics of the initiatives, the actors that make up the projects and look for ways to replicate and expand the scope by seeking new solutions for increasingly latent social needs. In addition, future studies can expand searches



in other universities and look for other possibilities for categorizing studies to understand how the Social Innovation theme is being used in academic studies.

The limitation of this study is concentrated in the area covered by the studies and also because we select only educational institutions at Rio Grande do Sul. Another limitation is the choice of categories, focusing on sectors in which they operate.

Therefore, through the research carried out, it appears that in Social Innovation there are no models to be followed, but objectives to be fulfilled, seeking to solve the “problem” previously found.

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1. Definition of research problem	√			
2. Development of hypotheses or research questions (empirical studies)	√			
3. Development of theoretical propositions (theoretical work)			√	
4. Theoretical foundation / Literature review		√	√	√
5. Definition of methodological procedures	√			
6. Data collection		√	√	√
7. Statistical analysis		√		
8. Analysis and interpretation of data	√	√	√	√
9. Critical revision of the manuscript	√	√		√
10. Manuscript writing	√	√		√
11. Other (please specify)				

