

Editorial Letter

The main objective of our Journal is to create an intellectual and academic platform, under the perspective of strategic management of organization, in order to promote studies in emerging countries. This editorial decision represents a new milestone in the history of our Journal, looking forward to contributing to the debate regarding researches on two specific topics: innovation and competitiveness, and strategic organization in emerging countries. We understand that the topic of innovation and competitiveness covers several studies and researches related on how the organizations are capable to sustain their competitiveness, particularly focusing on innovations, entrepreneurship, and performance. The second topic covers studies and researches regarding strategic management of organizations. More specifically it focuses on how companies can or should act at a strategic level, examining mainly but not only to the external context, supply chain, competitive strategies in international markets, and marketing approach. We look forward to contributions from authors around the world, stating that this is our last joint edition, with articles published in Portuguese. We will continue accepting articles for both Portuguese and Spanish, but all publications and our website will be exclusively published in the English language.

Our editorial policy is based on promoting articles with critical perspectives, seeking for the understanding of the differences and similarities among emerging countries in comparison with experiences and theories on strategic management in developed countries. We intend to promote specific contributions of how theoretical and empirical studies on emerging economies may contribute to the advance of theories related to innovations and competitiveness, and strategic management of organizations. We invite scholars particularly working on such topics to submit theoretical essays, empirical studies, and case studies. We are open to different methodological perspectives and innovative approaches on how to understand the role of organizations from emerging countries in a globalized market. Today all decisions go through a group of editors, but this journal continues with its headquarters at the Regional University of Blumenau - FURB, in the post-graduate program in Business Administration. Guest editors were incorporated into the group of editors or into the academic and executive board. This new group is formed exclusively by researchers and editors with experience of several stemmed study centers from around the world, with publications related to emerging countries. The present issue is divided into two sections, Research & Reviews and Books & Resources Reviews, focusing on context effects and contextualization in entrepreneurship, governance and sales in management.

In this issue, we discovered authors from different areas of Brazil. This edition, exceptionally, we will begin with a study by European authors, pointing out the external entrepreneurial orientation: a path to cor-

porate innovation, In these articles one can find a case of a company that has taken advantage of this phenomenon to use its intrapreneurs as a way to expand the business turning it into entrepreneurs of their own businesses. In this research, the studied company operates in the tourism sector and is entrepreneurial oriented. They analyzed the trajectory of five of its former employees who set up their own businesses connected to the employer business. And the results indicate that even with an organizational environment that fosters the entrepreneurial spirit in people, organizations need to admit that the business itself is the natural way of their best intrapreneurs. Rather than lose these employees, but encouraging them to create new companies directly or indirectly linked to the organization's business can be a good way to reinvent organizational structures. In this case, as through the creation of a network of companies created by former employees that they call here External Entrepreneurial Orientation.

After the overview on the intrapreneurship, the second article explains the financial incentives to exporting in emerging markets, where the authors analyzes whether the use of government incentives by exporting SMEs in Brazil helps them to increase their degree of internationalization (DOI) and/or improve their export performance. The regression model presented during the article reveals that greater use of financial incentives was related to higher DOI and better performance. However, the variable percentage of sales financed had a negative influence on DOI, on export performance and on international competitiveness, showing that the lower the percentage financed, the higher the DOI.

In the article, interorganizational alignment of strategic orientations in supply chains argues that market orientation, learning orientation, innovation orientation and relationship orientation provide synergic effects to organizations in organizational and interorganizational levels. Two theoretical frameworks are presented in this theoretical essay. The first one considers the organizational level. The second regarded to interorganizational relations. This particular study argues that actors might improve their results and increase joint performance through a strategic alignment along a supply chain. Moreover, network features as a positioning, structural holes and density might impact on joint performance achieved through this strategic alignment. Thus, this study suggests that Learning Orientation in a competitive environment might harm joint performance, considering that some actors might act opportunistically defending their knowledge acquisition. Future studies should be focused on issues such as open innovation, opportunistic behavior and network structures.

The last article explains the innovative entrepreneurship and competitive performance in the prime/brazil case, that analyze the influence of a Support Program to Innovative Entrepreneurship on the competitive development of the supported companies. They carried out a study about the PRIME Program – First Innovative Company –, realized by the Ministry of Science, Technology and Innovation (MCTI) of Brazil and its Studies and Projects Financing agency (FINEP), in partnership with Incubators, from the standpoint of the companies favored by the program, with a focus on competitive development and local development. Therefore, they decided to apply a qualitative study of multiple cases on the companies selected through RAIAR incubator, of Pontifical Catholic University of Rio Grande do Sul (PUCRS). The data analysis helped understand the impact of the program on the studied companies, as well as observe the indicators

that were mostly influenced by the program. The results may contribute to the National Innovation Systems (SNI) and related public policies.

We expect to create more than an academic research experience, but a place where the academic experiences can contribute positively to the growth of companies, nations and people.

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Editor and Coeditor