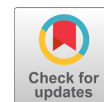


Research Article

Innovation management as a practice:
Contributions of the concept of ordinary managementBárbara do Nascimento Alves* , Andreza de Amorim Lima Ferreira ,
Emanuela Ribeiro Lins , and Elisabeth Cavalcante dos Santos 

Graduate Program in Management, Innovation and Consumption at the Federal University of Pernambuco, PPGIC/UFPE-CAA, Caruaru, PE, Brazil



Editorial Details

Double-blind review System

Article history

Received: 23 Mar., 2020

Reviewed: 22 Jul., 2020


Accepted: 10 Ago., 2020

Available online: 25 Dec, 2020


JEL CODE: M19

ARTICLE ID: 1862

Editor-in-Chief

Dennys Eduardo Rossetto, Ph.D. 
SKEMA Business School

Handling Editor

Edmundo Inácio Júnior, Ph.D. 
University of Campinas, UNICAMP

Translation / Proofreading

Henrique Albuquerque de Amorim

Abstract

Objective: to analyze the practices of ordinary management as a complement to the approaches of innovation management. **Methodology/approach:** an exploratory research was carried out through a bibliographic survey. **Main results:** ordinary management as an aid to innovation management approaches explains how individuals can do different activities in a collective and contextualized way to be able to carry out all the innovation work, and can give opportunities to the manager to conduct and reposition the activities that are carried out in the organizational routine. **Theoretical/methodological contributions:** this research presents a relevant discussion of how the daily work of the people who make up the organization allows to build a more integrated knowledge about all the processes that involve the complexity of innovation. **Relevance/originality:** the ordinary management can be a useful theoretical tool for understanding innovation management in practice and taking a new look at understanding the organization and its interactions, considering it as a process, where the different ways of doing and the knowledge of individuals is important for the real work of innovation. **Social/management contributions:** the relationship between innovation management and ordinary management approaches gives greater attention to the work of individuals in innovation processes and considering the idiosyncrasies present in the organizational environment of peripheral contexts.

Keywords: Innovation management; Ordinary management; Everyday practices.

© 2021 ANEGEPE Ltd. All rights reserved.

Resumo

Objetivo: Analisar as práticas de gestão ordinária como complemento às abordagens da gestão da inovação. **Metodologia/abordagem:** Pesquisa exploratória, por meio de levantamento bibliográfico. **Principais resultados:** A gestão ordinária, como auxiliadora das abordagens da gestão da inovação, explica a capacidade dos indivíduos de fazer diversas tarefas de forma coletiva e contextualizada, a fim de realizar todo o trabalho da inovação. Isso pode dar oportunidades ao gestor de conduzir e de reposicionar as atividades pertinentes ao cotidiano organizacional. **Contribuições teóricas/metodológicas:** Esta pesquisa apresenta relevante discussão de como o trabalho diário das pessoas que compõem a organização permite construir um conhecimento mais integralizado, envolvendo todos os processos relacionados à complexidade da inovação. **Relevância/originalidade:** Lançando um novo olhar sobre a organização e suas interações, a gestão ordinária pode ser uma ferramenta teórica útil para apreender a gestão da inovação na prática, pois ela é vista como um processo em que as diversas formas de fazer e de saber dos indivíduos são importantes para o trabalho real da inovação. **Contribuições sociais/para a gestão:** A relação entre as abordagens da gestão da inovação e da gestão ordinária destaca o trabalho dos indivíduos nos processos de inovação, considerando as idiosincrasias do ambiente organizacional em contextos periféricos.

Palavras-chave: Gestão da inovação; Gestão ordinária; Práticas do cotidiano.

© 2021 ANEGEPE Ltda. Todos os direitos reservados.

Cite as:

Alves, B. N.; Ferreira, A. A. L.; Lins, E. R.; and Santos, E. C. (2021). Innovation management as a practice: Contributions of the concept of ordinary management. Iberoamerican Journal of Entrepreneurship and Small Business, 10(1), Article e2008. <https://doi.org/10.14211/regepe.v10i1.1862>

*Corresponding author:

Bárbara do Nascimento Alves
barbara_gus@hotmail.com<https://doi.org/10.14211/regepe.v10i1.1862>

ISSN: 2316-2058 | © 2021 ANEGEPE Ltd. All Rights Reserved.

INTRODUCTION

The theme of innovation has been highlighted in the business environment, in recent times, as one of the main incentives for competitiveness. In this way, understood as the driving force behind entrepreneurship, due to its ability to quickly and efficiently transform ideas into products, services and processes - data confirmed by the studies by [Carvalho et al. \(2011\)](#), [Silva and Dacorso \(2013\)](#), [Mendes et al. \(2013\)](#), [Reichert et al. \(2015\)](#), [Héraud \(2017\)](#), and [Godin \(2017\)](#).

When studying innovation management, it is possible to notice its multiple perspectives, such as the focus on the funnel of opportunities and the steps to innovate; market analyzes; technological prospecting; benchmarking; portfolio management; and change management ([Cohendet and Simon, 2017](#)). In addition, behind all the structure that supports innovation, such as resources, development policies, investment in human capital and productive arrangements ([Carvalho et al., 2011](#)), are the practices carried out by ordinary people, in the organizational routine. It is also worth noting that innovation management is seen mostly from a functionalist perspective, for most of the literature, is traditionally focused on innovation models, on the organizational structure or the managerialist behaviour of the innovative entrepreneur, from a vertical and punctual ([Dougherty, 2017](#); [Glückler and Bathelt, 2017](#)).

In this context, it is possible to verify that the theories in force in the field of innovation management have a limited scope since conventional approaches base themselves on simplifying the roles of individuals often considered as passive ones of the organization (they do not create, combine and recombine understandings). Also, the functions are more centralized in the separate stages of the processes, broken down hierarchically ([Silva et al., 2014](#); [Cohendet and Simon, 2017](#); [Godin, 2017](#); [Héraud, 2017](#); [Pfitzner et al., 2016](#)). As it focuses on problem-solving and the division of responsibilities, this understanding ends up not taking advantage of the collective learning and know-how of the people who make up and form the organizational environment ([Dougherty, 2017](#); [Glückler and Bathelt, 2017](#)).

Given the data above, to understand the management of innovation in practice, it is necessary to understand the Studies Based on Practice (SBP), as they see the organization from the activities and actions of the day to day of the organizational environment. In this context, the perspective of ordinary management emerges, which can be a useful theoretical lens for understanding the real work of innovation, given the internal observation of the structure of organizations, that is, the relationships, meanings, rules and interests established in daily life, among the different professionals involved ([Grant et al., 2004](#); [Carrieri et al., 2014](#); [Gouvêa et al., 2018](#)).

Ordinary management centred on questioning, from practice, the universality of hegemonic administration ([Carrieri et al., 2014](#)), to observe the different elements that make up both daily life and individual and collective actions. Thus, everyday life is the space for action, in everyday life, which is experienced, built and reconstructed historically, and cannot be synthesized in the period when the reality is studied ([Gouvêa et al., 2018](#)). So, to advance in the understanding of innovation management, it is necessary to analyze the practices of ordinary management throughout the daily work.

Studies on innovation practices point to the need for the entire company to organize itself in the real work of innovation, not only focusing on the stages of the process, since individuals work situated in their practices, to perform their functions with quality ([Feldman and Pentland, 2003](#); [Dougherty, 2017](#); [Glückler and Bathelt, 2017](#)). Thus, considering the scope to a limited

extent of approaches in the field of innovation management, ordinary management can complement these theories, bringing a perspective centred on the making of the ordinary man/woman and their daily practices.

Therefore, the guiding problem of this theoretical essay is to investigate how the practices of Ordinary Management help in better understanding of Innovation Management. In an attempt to answer such matter, the general objective sought to analyze the practices of ordinary management as a complement to the approaches of innovation management.

This article is justified both for bringing a new look at innovation management from everyday practices and for the need to study this topic in the field of Administration, since ordinary management brings a new way of understanding the reality of the organization and its interactions, considering this as a process, in which the different ways of doing and knowing of individuals are critical for the real work of innovatio.

The present study will contribute to present ordinary management as a complement to innovation management, since the daily work of the people who make up an organization that allows building a more integrated knowledge of all the processes that involve the complexity of innovation. It is also noteworthy that this relationship between the two approaches is still incipient in the literature, which allows other researchers to adopt a theoretical proposal in this article to investigate and bring new contributions both to an area of innovation management and to themes related to peripheral contexts.

That said, this theoretical essay was elaborated based on exploratory research ([Gil, 2017](#)), through a bibliographic survey ([Lakatos and Marconi, 2017](#)) carried out on specialized sites (Google scholar, Scielo, base Spell), which sought to identify the theoretical bases that substantiate the notions of innovation management and ordinary management.

Given the main exposures, the study is structured in five parts, in addition to this introductory section, to present: (1) the approaches to innovation management, identifying the predominantly functionalist structures and models, as well as their limitations to focus on the collective nature, based on the interpersonal and contextual learning of innovation; (2) ordinary management practices, with an emphasis on their new perspective on Management's pre-established models; (3) the discussion of the symbiotic relationship between innovation management and ordinary management; (4) theoretical-empirical studies, which initiated the understanding of this relationship and can provide insights for future research; and (5) final considerations.

INNOVATION MANAGEMENT

It is undeniable that innovation management has become the focus of many central discussions, in different spheres of society, being one of the main strategies to boost the progress and strengths of an organization. Recent research shows the complexity and scope of this approach, both in the empirical field and in fragmented and theoretically poorly founded research ([Crossan and Apaydin, 2010](#); [Zabala-Iturriagoitia, 2014](#); [Machado et al., 2019](#)).

Diverse are the pieces of evidence that point to innovation as a result of a continuous and multistage process, which enables the transformation of ideas into new or improved products, goods and services, to achieve success and development in the market ([Cooper, 1994](#); [Baregheh et al., 2009](#); [Silva et al., 2014](#); [Reichert et al., 2015](#)).



In this regard, a broader vision of innovation was presented by Schumpeter (1957), in the 20th century, who took it as the result of the combination of materials and forces that arose in a discontinued manner, referring to the introduction of new goods, methods of production, opening a new market, conquering a new source of supply of raw materials or semi-manufactured goods, and establishing a new organization for any industry. These actions would be the stimulus to boost economic development and exceed the limit of existing routines.

Despite these considerations, several explanatory fronts sought to elucidate the concept and context surrounding innovation. The Oslo Manual - Organization for Economic Co-operation and Development (OECD, 2005, deals specifically with the five types of innovations, namely: product, service, process, marketing and organizational, which enables the manager to identify the desired area to implement new business practices, to differentiate and position itself in the market. Besides,

Studies on innovation management possess mostly focus on product development and research and development (R&D) (Pugh, 1991) and much of the literature focuses on product innovation models with predictable levels of uncertainties, presenting linear and structured models, formulated based on a decision structure that follows stages of development (Salerno et al., 2009; Silva et al., 2014).

When analyzing the context of innovation management, it is possible to identify that in most models the focus is mainly on technology, business-to-consumer relations and products resulting from discrete production and complex structure. These different models are available in the literature and deployed by the various sectors of the economy (Silva et al., 2014), as evidenced by the summary by Pfitzner et al. (2016), which covers the subject in national and international literature, scoring turning precisely clearer the scopes of each model (Table 1).

Innovation management models	Author / year	Scope (objective)
Model 1	Adams et al. (2006)	Measure innovation management from inputs, knowledge management, innovation strategy, organization and culture, portfolio management, project management and marketing. Based on controllable variables and the Darwinian selection of winning companies in the market.
Model 2	Bin e Salles-Filho (2012)	Innovation management model based on evolutionary search and selection processes. It is part of the evolutionary approach to socio-economic systems.
Model 3	Tidd et al. (2008)	Innovation bases itself on innovation search, selection and implementation processes, and learning provides a stimulus for improvement in each one.
Model 4	Smith et al. (2008)	Explains the determining factors of innovation management: leadership and management style, resources, organizational structure, corporate strategy, technology, knowledge management and collaborators.
Model 5	Quadros (2008)	It explains the processes and tools of the innovation management macro process, formed by mapping/prospecting, ideation, resource mobilization, strategic project selection, implementation and ex-post evaluation of results.
Model 6	Gavira (2008)	Model-based on the subprocesses of the search for ideas, strategy determination, resource allocation, external relationship management, project development and management, implementation of innovation, provision of the innovative environment.

Tab. 01

Innovation management models and scope

Source: Adapted from Pfitzner et al. (2016, p. 5).

according to the Innovation Law No. 10,973 of 2004, in its art. 2nd, point IV (Brazil, 2004), to innovate is to bring novelty or improve the productive or social environment, resulting in new processes, products or services.

In the view of Tidd et al. (2008), Fayter (2010) and Terra et al. (2012), innovation can take different forms concerning its application in products, processes and services, also diverging in terms of classification, being: (a) incremental, when some improvement is carried out in the organization; (b) radical, it causes major changes in the market; and (c) disruptive, if it changes the market order, causing a rupture. It is relevant to understand that, for the organization to act in these categories, it will have to classify its innovations in relation to the type, focus and degree of novelty.

Through the presentation of the concepts, it is verifiable that the before mentioned definitions reveal the perception of the evolution and expansion of innovation beyond a trend. Therefore, due to its multidisciplinary, complexity and scope, as well as the need to innovate systematically and to observe the relevance of interactions between people and organizational functions in the innovation process; innovation management is present in several approaches in the field Administration (Lopes et al., 2012; O'Connor et al., 2008; Silva et al., 2014; Tidd et al., 2008).

From the observation of Table 1, it is possible to add that the innovation management models focus on highlighting the leadership style, the strategy, the organizational structure and the availability of resources, with the management actions driving its attention to the generation of ideas, portfolio and project management, marketing and results.

According to the analysis of Models 3 and 4, although innovation management includes learning and knowledge management in its processes, highlighting the articulation between structure, strategy and employees, it is noted that strategies must be correctly informed, in a top-down manner, to direct the ideas of employees towards the fulfilment of organizational objectives. In addition, the relationship between structure and individuals supports the need to work in teams, to achieve innovative results (Pfitzner et al., 2016).

In Models 5 and 6, innovation is seen, as an interactive cycle, which enables the successful execution of processes, with management practices structured to accompany all of its stages (Pfitzner et al., 2016). These models, however, do not discuss how individuals should receive the training for the development of their activities.

In this regard, it is necessary to stress that the management of innovation carries, in its assumptions, traditional and functionalist approaches regarding the concept of hierarchical structure, that is, the lower levels must execute the decisions

taken by the intermediate and strategic levels. It raises the understanding of its process models only in separate steps, based on the hierarchical and decontextualized decomposition of the holistic work practice (Dougherty, 2017).

In traditional approaches to innovation management, communications appear top-down, limited to the bottom-up model. In this conventional perspective, innovation management synthesizes the real daily work of product, service and process innovation. Its focus on results and economic aspects can thus restrict innovation to the perspective of social interactions (Schon, 1983; Nonaka and Takeuchi, 1995) and to contextualized and interpersonal approaches, based on learning and the collective nature of innovation work (Glückler and Bathelt, 2017).

Considering, then, that innovation management approaches have a limitation in their innovation models, the SBP is presented in the next topic, to reinforce the importance of paying attention to the know-how of individuals in the organizational scope.

STUDIES BASED ON PRACTICE

Practice-Based Studies (SBP) are formed by a set of theories and approaches (a kind of “umbrella”), with the assumptions shared among themselves, which can be moderated, as practical theories. To this end, they try to combine existing traditions, gaining prominence in research due to the discussion about the limits of rationality and the questioning about the functionalist paradigm in organizational studies (Schatzki, 2006; Bispo, 2013; Nicolini, 2013; Bispo et al., 2014; Bispo, 2015; Santos and Silveira, 2015).

To present the aspects that demonstrate or explain the phenomena of social life and to enable their understanding, SBP has sought to show the relevance of people’s activities and their performances. In other words, the space-time of doing for individuals it is highlighted, understanding that knowledge is built by practices, in a process that associates the knowing and doing, considering the macro dimension in the organization’s micro dynamics (Schatzki, 2006; Nicolini, 2013; Bispo, 2013; Bispo, 2015; Santos and Silveira, 2015).

Practices are lenses which through them is observable, in a situated and contextualized way, the phenomena of the organization, apprehending that knowledge is a construction of collective intelligibility and incorporated into everyday life (Schatzki, 2006; Sandberg and Tsoukas, 2011; Nicolini, 2013; Pimentel and Nogueira, 2018). Thus, actions, social interactions, structures, performances and material arrangements constitute a practical memory, which is capable of nurturing collective intelligibility (Schatzki, 2003, 2006; Pimentel and Nogueira, 2018).

According to Bispo (2015, p. 4), the understanding of practice, was influenced by four areas of knowledge: “Marxist tradition, phenomenology, symbolic interaction and the legacy of Wittgenstein”, whose contributions were crucial to comprehend the phenomena: “knowledge, meaning, human activity, power, language, organization” as a network of activities, in which knowledge and action are not separate.

For Schatzki (2006), the practices involve four fundamental principles: practical understandings (know-how), explicitly formulated and explicit rules, teleological-affective structuring and general (collective) understandings, articulated in space-time, and expressed in multiple actions organized, interrelated and interconnected, capable of showing how the organization happens.

Bispo (2013), who calls this way of thinking organizations knowing-in-practice, corroborates this information, attesting that knowledge is built from a process that associates the practices, actions and activities carried out with the know-how by people in everyday life (knowing-in-doing).

According to Czarniawska (2013), Duarte and Alcadipani (2016), the approach to practices also brings a differentiated understanding of institutions, called organizing, whereby the organization is seen as a process and is therefore not a fixed, homogeneous and stable entity. It offers new possibilities for exploring and understanding the organization’s production as a continuous result of processes since it is always in an active course of action.

Practices can unite different levels of analysis and form the basis for evaluating the organization’s production, allowing understanding how, in fact, the work of individuals happens in everyday life (Miettinen et al., 2009).

In this sense, for Czarniawska (2013), the apprehension of the organization as production gives meaning to the processes that are always happening (organizing), enabling her to understand the ambiguities surrounding the organizational environment. In this way, the organization perceived as the result of the ways of organizing, not of a fixed, static and finished process.

It is worth mentioning, in the SBP, as brought to light by Bispo (2015), Pimentel e Nogueira (2018), that the practice is perceived as a unit of analysis, to understand and reinterpret the organizational phenomena, and, from then on, access the actions, agencies and agents or professionals. Latour (2011), Bispo (2015) and Nicolini (2013), however, allude to the need to respect the idiosyncrasies of each approach, based on the chosen practice, as it will determine the analysis criteria. Thus, the key to practising depends on the selected approaching and must be aligned with the studied phenomenon.

In this study, we seek to identify the everyday phenomena of the organization, through the approach of ordinary management practices, considering the understanding of daily concepts and organizing as essential to the comprehension of the organization and its production. Thus, in the next topic, an unconventional model of organization is shown, based on a set of activities concerning the daily practices of ordinary management.

ORDINARY MANAGEMENT

Since the beginning of the 21st century, due to ordinary management deconstructing the assumptions of mainstream management models (Martins, 2008; Carrieri et al., 2014; Carrieri et al., 2018; Gouvêa et al., 2018), researchers have dealt -in a new look to understand the organization, now treated as a process in constant change, which depends on the interaction of individuals with the organizational environment.

This means that ordinary management presents a different perspective for the pre-established models of Administration, related to the management performed in the routine of ordinary business (Carrieri et al., 2014), with a focus on ordinary people who, in turn, have several ways of doing and knowing (Martins, 2008).

Based on this position, the study of daily practices is geared to the routine of people who do not occupy high positions, focusing on the organizational actions of their activities, as well as on the strategies and tactics of survival that interfere in daily organizational activities (Certeau, 1998; Carrieri et al., 2018).

Examples of these types of practices, strategies and tactics emerge from the production of Sá (2018), which shows the ways of doing and knowing common people, in this case, confectioners, located in the middle zone of the State of Pernambuco called the Agreste region. The author's analysis centres on ordinary businesses that carry out activities based on the dynamics, habits and practices that learned in household life. The inheritances present in the domestic nucleus guide the means of organizing the investigated agents.

Based on the aforementioned example, it is plausible to say that ordinary management fits into the studies of small organizations, considering that it does not conform to a predetermined model of management, which aims at organizational objectives, but it gives the idea to a new way of perceiving and to recognize other management types, focused on the creativity and use of the intuition of ordinary subjects, thus creating another way of interpreting the different dispersed discourses, mainly contained in the daily life of small businesses (Carriero et al., 2018).

Through the proposal of ordinary management, individuals gain a voice to tell their stories and achieve the importance that traditional approaches did not give them (Carriero et al., 2014; Gouvêa et al., 2018). This management questions the universality of hegemonic administration, as everyday life is formed by several elements that also make up individual and collective practices. Thus, everyday life is the space in which life acts, in the day-to-day life experienced, constructed and reconstructed historically; and it is he who stands out when the reality is being studied (Gouvêa et al., 2018).

If discourse shapes organizations and, through it, beliefs and relationships between individuals are constructed, reflecting on the practices of ordinary management opens up a range of opportunities to form knowledge different from that imposed by hegemonic administration (Grant et al., 2004). Hence, the need to understand everyday life from the countless voices of the subjects, who make and characterize the organizational environment (Carriero et al., 2014; Gouvêa et al., 2018).

Certeau (1998) - one of the authors who proposed ordinary management -, based on the idea of "ordinary man", understands daily life as a moving terrain, in which multiple social interactions weave history and reconstruct memories, opening space for to realize the capabilities of ordinary people, instead of focusing only on great men. This means that the formality of the practices put in place by the institutions, and how they order and centralize the processes, can inhibit creativity dispersed in groups or individuals who, in turn, are often trapped in surveillance networks and not manage to carry out their daily activities.

In this tone, everyday practices value the subjects 'real doing, who seek different solutions to practical problems (Vargas and Junquillo, 2013), as well as consider that actions are constantly changing, since the subjects' knowledge allows them to perform heterogeneous types of daily actions, making room for small subversions of the rules, either to confront established norms or to extend the actions performed by individuals (Certeau, 1998; Schatzki, 2006).

Should be noted that, in the light of ordinary management, individuals, in the context of organizations, perform quiet activities, understood as common actions, which have high significance for the environment in which they are inserted (Certeau, 1998; Barros and Carriero, 2015). In daily life, therefore, the ways of doing, the histories and the heterogeneous operations carried out by the practising subjects are shown,

like a patchwork work, in which pieces of different moulds fit together to perform the daily task that, sometimes, is not perceived by traditional management approaches (Gouvêa et al., 2018).

From the perspective of ordinary management, individuals are not merely replicators of established orders; they have the possibility of subverting the instituted, albeit subtly, as practices occur in everyday life, in all environments, and build collective intelligibility (Schatzki, 2003; Gouvêa et al., 2018; Pimentel and Nogueira, 2018). It is in this direction that the approaches of ordinary management are present, allowing holding events not foreseen in traditional approaches, in the daily lives of individuals who form organizations, through their strategies and tactics (Certeau, 1998).

Certeau (1998) also clarifies that the production process is developed on a daily basis, introducing in it the different ways of doing and knowing individuals, since it incorporates the way of living and acting that is characteristic of each organization. Daily practices give potential for people to carry out their business, through creativity and innovation, developed by the experiences and practices shared by individuals in the daily work performed, without, in many cases, any technical preparation of management (Carriero et al., 2018).

Studying ordinary management practices allows us to broaden our view to analyze and understand the managerial daily life, based on the movement of practices created by ordinary subjects, which reveal their actions, acts, gestures and words, marked by the plurality and multiplicity of experiences (Martins, 2008). Investigating the daily lives of individuals who perform ordinary jobs is also a new way of embracing the organizational reality (Barros and Carriero, 2015).

It is relevant, still, understand that ordinary management practices can, through their movements, assist in the daily work of innovation management, bringing a significant contribution to the understanding of the activities carried out in the organization. Thus, to understand this combination, the next topic deals with the symbiotic relationship between innovation and ordinary management, showing how it can boost the real work of innovation management.

INNOVATION MANAGEMENT AND ORDINARY MANAGEMENT: A SYMBIOTIC RELATIONSHIP

To understand the management of innovation, through the approach of practices, which is an ontological and epistemological understanding, in which the concept of ordinary management is inserted, it is necessary a philosophical displacement of the researcher and the effort to think of the social and organizational reality as a set of practices, or practical meshes, as proposed by Schatzki (2003).

Thus, innovation management may present itself as a practice interconnected to others in the organizational reality, which is formed by actions, structures (rules, tele-affective structures, general understandings) and material arrangements. The concept of practical memory, in this sense, can also be useful, since it is responsible for maintaining the general understanding of the practice, making available to members of the organization some specific performances, mutually intelligible (recognized in the collective) (Schatzki, 2003).

Thereby, from the analysis of ordinary management practices, innovation management can be perceived, not only as a rational and orderly process, as demonstrated in the models

that understand innovation as a continuous and multistage result, with a focus on results and economic aspects (Cooper, 1994; Baregheh et al., 2009; Silva et al., 2014; Reichert et al., 2015), but as an essentially social, historical and uncertain process, dependent on the interactions of different subjects and of different material arrangements (Schatzki, 2003; Glückler and Bathelt, 2017; Dougherty, 2017).

It is in this direction that Dougherty (2017) argues, when considering the characteristic complexity of innovation and the challenges related to the development of new products, services and processes, in order to add value to customers, which increase in number and constantly change. This points to the need for the field of innovation management to carry out a thorough investigation of the implications of the daily work involved.

Composed of countless non-linear parts, in unpredictable interaction, since small changes in products, services or processes can alter the innovation cycle and cause great effects (Grandori, 2010), the systems are recognized as complex. This perception, which starts from the idea of complexity, led organizations to add new forms of real innovation work and their contextualized vision, emphasizing in their models the actions and interpersonal relationships of individuals, as well as learning and the collective nature of work (Glückler and Bathelt, 2017).

Thus, the organization begins to glimpse the importance of the practices of the individuals that make up the organizational environment (Dougherty, 2017), being able to interact and insert in its context the approaches of ordinary management, which considers the standardization of procedures and rules factors of distancing from people's concrete reality responsible for carrying out the activities, leading them to conduct a decontextualized work (Carrieri et al., 2014).

On the other hand, when the work of innovation is contextualized, it is possible to verify that the standardization may not be compatible with the diversity of subjects, the context and the stories arising from them (Carrieri et al., 2018), being admissible not only to analyze new objects but also to take a new look at what is being studied in everyday life (Certeau, 1998).

Despite these considerations, Dougherty (2017) still alludes that, to deal with the event of complexity, innovators require additional skills for the real work of innovation. It implies the understanding that the functions performed cannot be seen as separate steps from the general context, because, as Grandori (2010) points out, complex systems involve a set of steps that requires a holistic view of the work, to an end which it contributes to the development of a collective mind, in a social system.

Therefore, to study the scenario of innovation management, Gouvêa et al. (2018) highlight the potential contribution of daily life to the knowledge of organizational reality, given its condition of thread that weaves the history of institutions. Thus, it is essential to listen to ordinary people, members of the environment, because they are responsible for creating and recreating, in their multiple practices, organizations. It is precisely in this path that the practices of ordinary management complement the approaches of management of innovation, as they indicate the path to the understanding of their real work, starting from the day to day of the people who do it, of the various ways of doing and knowing, and the diversity of voices of subjects and groups that form the organizational scope (Carrieri et al., 2014; Dougherty, 2017; Gouvêa et al., 2018).

It is also worth emphasizing the possibility that ordinary management helps to understand innovation management in small organizations, many of them family members, which do not follow purely rational standards and, in general, are marginalized by the Administration literature (Carrieri et al., 2014; Carrieri et al., 2018).

Furthermore, when observing the complementarity of the two approaches, it is possible to note their rich contributions to the scope of organizational studies, offering a more accurate knowledge of the organizational environment, based not only on the pre-established stages of the innovation process but in the context of the activities carried out, allowing a system of interrelations of joint actions (Dougherty, 2017).

Considering the collective work of individuals, instead of analyzing it in separate parts, provides a better understanding of complex realities. In this regard, Dougherty (2017) emphasizes the lack of managers to organize the entire structure of the company around the practice of the innovation process, involving individuals in the real and contextualized work developed there.

The relevance of the interactions of individuals in the innovation processes, attested by Dougherty (2017), meets the findings of Nonaka and Takeuchi (1995) that already pointed out the need for greater attention to knowledge management and the professionals' expertise for the knowledge generation and the expansion of innovation capacities.

Understanding that knowledge encompasses a process of creating individuals, Nonaka and Takeuchi (1995) proposed its collective propagation, through four forms of knowledge conversion: (1) socialization (sharing tacit knowledge, through communication with face, which involves brainstorming and informal conversations); (2) externalization (articulation of the individual's tacit knowledge to the group, encompassing conversations open to induction/deduction and creative inference); (3) combination (systematization of explicit knowledge, applying it and promoting it from the group to the organization, through models and prototypes); and (4) internalization (incorporation of tacit knowledge, from the organization to the individual, who learns by doing, this knowledge being integrated into the organizational culture).

The aspects listed by Nonaka and Takeuchi (1995) are essential for sharing tacit and explicit knowledge, which continuously promote collective reflexivity, benefit the organization's management, and give meaning to the activities carried out in the organizational routine, since the practice is constituted by a series of elements related to shared understandings, rules, tele-affective structures and general understanding (Schatzki, 2003, 2006). So, thinking about innovation management under this bias allows the broadening of the view on innovation processes, so that they can cover their complexity through the work of everyday makers (Certeau, 1998), highlighting the procedural nature of the organization and the knowledge situated, contextual and collective of individuals (Dougherty, 2017; Glückler and Bathelt, 2017).

Questioning the traditional and functionalist view of innovation management is to seek new ways of organizing the real work of innovation (Dougherty, 2017), based on the understanding of practices (Schatzki, 2006) and the daily activities of people (Barros and Carrieri, 2015), awakening management's attention to individuals who, through their everyday actions, modify organizational practices and allow the construction of diverse knowledge, often unpredictable (Gouvêa et al., 2018).

Precisely for this reason, Dougherty (2017) emphasizes that knowledge consists of the practice of work, responsible for shaping the types of interpersonal relationships, and the exploration of the expertise of individuals, to discover and resolve complex issues of the organization. Thus, working with innovation management based on the daily practices of individuals means realizing that innovation is about creativity (Certeau, 1998) to deal with day-to-day issues, and depends on essentially practical knowledge, incorporated by the subjects of action.

Because of this, it is possible to reinforce that ordinary management gives the potential to the management of innovation, by allowing this understanding and by explaining the nuances of the reality of the work of innovation, in addition to contributing to the management seen, equally, from the actions of the doers of everyday life, left in the background in traditional studies (Barros and Carrieri, 2015; Gouvêa et al., 2018).

In this sense, when the work understandable as a practice, it incorporates the means and ends of activities, facilitating understanding in the entire innovation process, and inciting innovative agents to create, combine, recombine and apply knowledge to generate new products, services or processes, in real contexts (Dougherty, 2017).

Along this path, ordinary management can provide opportunities for managers to narrate the daily development of the people who form the organization and to reposition their status in the face of legitimate knowledge (Barros and Carrieri, 2015). This new way of dealing with innovation management contributes to innovate and generate new knowledge, as it can mean an alternative to comprehend, in a comprehensive form, how innovation management happens, opening paths for different ways of doing it.

The analysis of innovation management, based on ordinary management practices, suggests relevant principles for organizing management and supporting the innovation process (Dougherty, 2017). Also, the elements that make up the daily life of individuals are fundamental to organizational studies (Certeau, 1998; Gouvêa et al., 2018), as they demonstrate the importance of listening to those that hegemonic administration simplifies (Barros and Carrieri, 2015; Gouvêa et al., 2018), allowing new management possibilities for innovation processes.

As seen so far, the concepts of ordinary management (summarized in Table 2) can be applied to broaden the understanding of innovation management. The study of ordinary practices, therefore, contributes to the understanding of all innovation processes and organizational phenomena in a situated way (Pimentel and Nogueira, 2018), allowing to observe the development of the organization (Schatzki, 2006). Besides, it encourages knowledge sharing, leveraging the expertise of individuals to build new insights and work on the complexity of innovation (Dougherty, 2017).

The definitions of everyday life and organizing, in the approaches to innovation management, also make it possible to prioritize the understanding of the processes and the real work of innovation, in a situated, organized and contextualized manner (Czarniawska, 2013; Duarte and Alcadipani, 2016), because, as explained by Barros e Carrieri (2015) and Gouvêa et al. (2018), understanding everyday practices from the perspective of ordinary management is to embrace a new path, in which people's know-how is seen from the organizational every day.

Thereby, in the next section of this article, some results from the theoretical-empirical research are shown, demonstrating how ordinary management practices can assist in understanding innovation management (Table 2).

ORDINARY MANAGEMENT IN PRACTICE: RESULTS OF THEORETICAL-EMPIRICAL RESEARCH

The conception of ordinary management integrates some relevant aspects (practical, daily and organizing) for the real work of innovation, which must be taken into account in the context of the organizational reality. Then, through the synthesis of some theoretical-empirical studies, which can serve as a guide for future research, will be explored.

The understanding of the real work of innovation is contemplated in the research by Vale and Joaquim (2017), which highlights the practices of ordinary management, through the analysis of daily life and the forms of management adopted in the Central Market of Belo Horizonte. Ordinary management practices concern social practices, permeated in daily life, and different strategies and tactics, undertaken to deal with the dynamics of the organizational environment and to carry out the organization and maintenance of the business. For the authors, such practices emerge in the organizational routine and refer to the knowledge of individuals, habits, rules, strategies and tactics of survival, allowing to understand management more broadly, in addition to the concepts of business schools, according to its capacity to (re) construct itself from everyday practices.

The practical perspective in the work of innovation management can be seen empirically in the study by Pimentel (2019), the whose investigated locus was a private Brazilian higher education institution (HEI), which, at the time of the research, sought recognition as a business school focused on innovation. For the author, the organization that wants to promote innovation must consider it a process of continuous construction, is essential, in this sense, to understand the intelligibility of the practices that support its production, based on the meanings attributed to innovation by its makers, a since they lead to paths capable of favouring or limiting the occurrence of innovative processes. For the author, the search for favourable conditions for innovation encompasses a reflective process on the part of management, centred on the context and shared understandings, which, in the analyzed organization, reverberated in less attention to the product portfolio and greater visibility to the development paths innovation, arranged in the dynamics of the knowledge and actions of the professionals involved.

Regarding the focus on the daily management of innovation in organizations, we can mention the study by Rates et al. (2019), in the area of nursing, which highlights care as a practice permeated by subjective trajectories, arising from the relationship worker-user. Showing deficient Brazilian health system, with several obstacles in services, which involve outdated standards of management, norms and routines for hospitals, as well as a scrapped infrastructure and in poor condition, the authors argue in favour of the combinations and recombination of know-how of the nursing team in daily life. It is these practices that give new meaning to work and legitimately encompass the context of patients/families/communities in care management. They innovate, thus, from the recognition of tactics and reinventions, paying attention to the complexity arising from the relationships established between these various subjects, producers of real cares, and define the nurses' practices.

Concepts	Author/year	Definition	Application in Innovation Management
Practices	Schatzki (2003, 2006); Nicolini (2013); Bispo (2015); Santos and Silveira (2015); Pimentel e Nogueira (2018).	The practices are constituted by the actions, social interactions, structures, performances and material arrangements of the organization that, in turn, form the practical memory and build collective intelligibility. They also involve the rules expressly formulated and explicit, the teleological-affective structure and the general (collective) understandings, which form the space-time of multiple organized actions, making it possible to understand the organization from its production.	It allows understanding innovation as a social process, which mobilizes know-how to respond to the needs of the context. Thus, innovation management is seen as a set of activities, structures and material arrangements. The purpose is not to structure or standardize the innovation process, but to understand how it happens spontaneously. It is necessary to deeply understand the context in which innovation occurs, including the management of innovation, especially in small organizations. Treating innovation management, based on everyday practices, means recognizing new ways of organizing the real work of innovativeness, and of listening to ordinary people, who make up the environment, based on their know-how.
Everyday life	Certeau (1998); Barrose Carrieri (2015); Gouvêa et al. (2018).	The study of everyday life emphasizes the actions, creativity and forms of appropriation of the real that emerge from multiple interactions. It focuses on ways of speaking and doing that differs from scientific discourse, but that offers other ways of thinking about everyday practices. It is an invitation to value the action produced in daily life by an infinite number of subjects. The entire process of discourse creation and (re) production is carried out within the scope of people's daily activities, often anonymously. Daily life is the moment when the past is linked to the future and when social structures are brought to life, exert their effects and are transformed. Thus, everyday life allows us to identify how large structures impact people's daily lives. Understanding the daily as something always new and remade by the present. It is where individuals perform quiet activities that are important for the environment in which they are inserted. The daily routine is relevant to understand the pluralities of stories that make up the multiple voices of people in the organization and the interactions from the subjects' experiences. The study of everyday life emphasizes the actions, creativity and forms of appropriation of the real, which emerge from multiple interactions. It focuses on ways of speaking and doing, differing from scientific discourse, but offering other ways of thinking about daily practices. It is an invitation to value action, produced by an infinite number of subjects. The entire process of discourse creation and (re) production is carried out within the scope of people's daily activities, often anonymously. In everyday life, the past linked to the future and social structures are quickened, exert their effects and are transformed. Thus, everyday life allows us to identify how large structures impact people's daily lives, and is still understood as something always new and remade by the present. It is there that individuals perform quiet activities, important for the environment in which they are inserted. It is relevant to understand the plurality of stories that make up the multiple voices of people in the organization and the interactions from the subjects' experience.	Allowing innovation management to encompass the context in which innovation arises. The daily practices give potential to innovation management to explain the nuances of the reality of innovation work, as it is from the plurality of people's stories, their strategies and tactics, that the organization builds its memory, encouraging management to be seen through the actions and multiple voices of the doers of everyday life. Looking at innovation management from day-to-day perspectives is a way of seeing new management possibilities for innovation processes.w
Organizing	Czarniawska (2013); Duarte and Alcadipani (2016).	It understands the organization as a continuous process, which is always happening and conceives it as ambiguous and uncertain, encompassing a constructionist perspective, in the sense that nothing remains organized forever. The organization, seen as mobile, dispersed, heterogeneous terrain, which allows dealing, in practice, with the complexity of organizing.	Innovation management understood as a process, opens space to take another look at the organization of its innovation processes, since they are treated, in most of the literature, by essentially functionalist models. Organizing makes it possible to study the organization in its space-time, that is, attentive to the organization's production, based on the actions and practices of individuals, providing support for innovation management to work on its complexity due to the reality of the people who form the environment organizational. Adopting the notion of organizing makes it possible to understand innovation management as a practice, among others that make up the organization, composed of activities with a procedural character. All unfinished and precarious practices that deal with phenomena, often unpredictable (such as innovation), but that happen in an organized way, giving meaning to the actions taken by the subjects, allow the achievement of objectives (sometimes unspoken), constituting a way of understanding organizing as a constantly changing process.

Tab. 02

Ordinary Management Concepts applied to Innovation Management

Source: The authors.

The management of innovation through the lens of everyday life is observable in the work of Duran (2007), who listened to some teachers to reflect on the daily practices of basic education. It was data perceived in the analysis of the analyzed reports, a mixture in the work of the teachers, concerning the norms for teaching

writing and reading and the proper ways of acting inside the reality developed in the daily life with the students. The author argues that the different ways of doing, adapting to the imposed policies, reorganizing the practices, define the knowledge of pedagogical performance, produced and reproduced by teachers

and students, not by the pre-established technique that, many times, disregards their voices, but by its logic. Thus, there is a need for management to give importance to those who are the real doers of everyday life.

Another example of innovation management, from the perspective of everyday life, can be seen in [Melo and Tanaka \(2002\)](#), who sought to understand the challenges of innovation in public health management in Brazil, through the results of a case study carried out at the city of Salvador, de [Melo \(1999\)](#). Considering the daily practices of health professionals, the authors highlighted the resistance to innovations, in institutional/organizational relations, in the practical exercise, perceiving the criticism to the imposing logic (top-down), in which management does not communicate with the real producers' health work.

The concept of organizing, in turn, can be seen in the case study prepared by [Pimentel et al. \(2020\)](#), about the program "Clube dos apaixonado about challenges", from the Instituto Superior de Administração e Economia (ISAE), from the city of Curitiba, to analyze the occurrence of learning through experience, as well as the development of collective skills, as a result of a program aimed at building a culture of innovation. Based on the survey made by the authors, learning, in the organizational environment, comes from the actions taken and from the temporal and contextual developments, which occurred through experience in building knowledge. In other words, it arises from collective work and reflection on problems; therefore, the creation of the culture of innovation happens from the construction of the learning process, resulting from the sharing of perspectives, observation and questioning about the reality of the organization. In this way, the study emphasizes that collective production makes it possible to learn by doing and to do by learning, placing innovation as a social learning process, the result of collective work in constant motion, which requires behavioural changes and another look at reality.

The case study of Cafeteria Will Coffee, by [Carrieri et al. \(2018\)](#), in turn, which sought to identify ordinary management practices, contributes to the broadening of the view on the different management modes. Some of its conclusions clarify that ordinary-management-practices correspond to the different ways of doing and knowing of ordinary business administrators, as well as concerning the sharing of knowledge, the failure to adopt pre-established protocols and procedures and management not guided by models and productivity. The authors conclude that, in ordinary-management-practices, the valorization of the multiplicity of subjects involved in the organization's dynamics, highlighting their procedural nature.

The studies presented favour the apprehension that innovation management can operate from its reality, by focusing on its relationship with the dynamics of the processes involved in the organizational context, bringing to light the subtleties permeated in the environment and that do not sometimes gain proper visualization when the process is established and, or structured. Thus, based on empirical studies, it is possible to realize that ordinary-management-practices can complement the field of innovation management, helping it to not lose sight of relevant aspects, by paying less attention to the inseparability between individuals and the innovation processes.

Based on what has been said, it is necessary to emphasize that the relationship between the approaches of ordinary management and innovation management, proposed in this study, seeks to present other ways for innovation processes to

be encompassed by their complexity, through the meanings attributed to innovation by the individuals participating in the process and the dynamics of the organizational environment.

LAST CONSIDERATIONS

Having made the statements about the theme addressed in this theoretical essay, it is possible to notice that, in the majority, the models proposed by the literature on innovation management adopt a predominantly functionalist managerial view, which limits and simplifies the practices of individuals, seen from a decontextualized optics. Therefore, understanding innovation management through the approaches of ordinary management practices is to highlight a new form of management, which can be applied based on people's daily lives, experienced in their daily work.

Through this discourse, when treating the organization from the perspective of ordinary management, it is understood that the real work of innovation happens in the daily life of individuals, who create, combine and recombine knowledge while performing ordinary-jobs. This new look at innovation management understands the relevance of paying attention to the role of the work of each individual, understanding management in a situated and contextualized way, in which is also possible to cover the management in the bottom-up model.

In this sense, ordinary-management-practices have a lot to contribute to innovation management approaches, as they integrate and create opportunities for individuals to do and know, in their daily lives, in the complex reality of innovation, opening space for the understanding that the countless practices performed in the organization build knowledge.

This perspective opens up possibilities for the various actions and practices of individuals to be perceived in the daily activities, performed at work, allowing a better understanding of the organization's management. In day-by-day life, different types of activities are carried out, responsible for the real work of innovation, which occurs in a situated and contextualized way. So, thinking of ordinary-management-practices as complementary to innovation management approaches is a path that promotes significant contributions for the innovative agent to understand the complexity of innovation and adapt its structure, to embrace the practices of individuals as fundamental pieces to shape the real work-of-innovation.

Thus, it is possible to state that ordinary management practices contribute to collective learning and reflect the emphasis on action, in a collaborative way, while motivating individuals to participate in the entire innovation process, including all its stages. It facilitates interaction and collaboration, encouraging the involvement of people in situated learning.

Hence, embracing ordinary management as a facilitator of innovation management approaches, it offers an explanation of how individuals perform different activities, in a collective, contextualized, effectiveness and routinized way to carry out the innovation work, giving the manager opportunities to observe, lead and reposition the labour done in organizational-daily life.

The possible conclusion is that ordinary-management-practices constitute a bias for innovation management to study its real work, based on the daily practices of people in the organizational environment. Thinking from this perspective is to shed light on new ways of understanding the context of the organization, to allow novel searches, reflections, knowledge and management practices, to tread new paths to situate and contextualize the real work of innovation.

Conflit of interest statement

We declare that there are no conflicts of interest between the authors of the article entitled: "The Management of Innovation as Practice: Contributions of the Concept of Ordinary Management", submitted to this IBJESB.

Authors' statement of individual contributions

Roles	Authors Contributions			
	Alves BN	Ferreira AAL	Lins ER	Santos EC
Conceptualization	X			
Methodology	X			
Software	X			
Validation	X	X		
Formal analysis	X	X		
Investigation	X	X		
Resources	X			
Data Curation	X	X	X	
Writing - Original Draft	X	X	X	X
Writing - Review & Editing	X	X	X	X
Visualization	X	X		
Supervision	X			X
Project administration	X			
Funding acquisition				

REFERENCES

- Adams, R., Bessant, J., & Phelps, R. (2006). Innovation management measurement: a review. *International Journal of Management Reviews*, 8(1), 21-47. <https://doi.org/10.1111/j.1468-2370.2006.00119.x>
- Baregheh, A., Rowley, J., & Sambrook, S. (2009). Towards a multidisciplinary definition of innovation. *Management Decision*, 47(8), 1323-1339. <https://doi.org/10.1108/00251740910984578>
- Barros, A., & Carrieri, A. P. (2015). O cotidiano e a história: construindo novos olhares na administração. *Revista de Administração de Empresas*, 55(2), 151-161. <https://doi.org/10.1590/S0034-759020150205>
- Bin, A., & Salles-Filho, S. L. M. (2012). Science, technology and innovation management: contributions to a methodological framework. *Journal of Technology Management and Innovation*, 7(2), 73-86. <https://doi.org/10.4067/S0718-27242012000200007>
- Bispo, M. (2013). Estudos Baseados em Prática: conceitos, história e perspectivas. *Revista Interdisciplinar de Gestão Social - RIGS*, 2(1), 13-33. <https://doi.org/10.9771/23172428rigs.v2i1.10058>
- Bispo, M. (2015). Methodological Reflections on Practice-Based Research in Organization Studies. *Brazilian Administration Review - BAR*, 12(3), art. 5, 309-323. <https://doi.org/10.1590/1807-7692bar2015150026>
- Bispo, M., Soares, L. C., & Cavalcante, E. D. (2014). Panorama dos estudos sobre prática no Brasil: uma análise da produção. In *Anais do Encontro Nacional de Pós-Graduação e Pesquisa em Administração*, Rio de Janeiro, RJ, 38.
- Brasil. (2004). Lei nº 10.973, de 2 de dezembro de 2004 - Lei da Inovação. Dispõe sobre incentivos à inovação e à pesquisa científica e tecnológica no ambiente produtivo e dá outras providências. http://www.planalto.gov.br/ccivil_03_ato2004-2006/2004/lei/10.973.htm
- Carrieri, A. P., Perdigão, D. A., & Aguiar, A. R. C. (2014). A gestão ordinária dos pequenos negócios: outro olhar sobre a gestão em estudos organizacionais. *Revista de Administração*, 49(4), 698-713. <https://doi.org/10.5700/rausp1178>
- Carrieri, A. P. et al. (2018). A Gestão Ordinária e suas práticas: o caso da Cafeteria Will Coffee. *Revista de Contabilidade e Organizações*, 12, e141359. <https://doi.org/10.11606/issn.1982-6486.rco.2018.141359>
- Carvalho, H. G., Reis, D. R., & Cavalcante, M. B. (2011). *Gestão da Inovação*. Curitiba: Aymarã.
- Certeau, M. (1998). *A invenção do cotidiano: artes de fazer* (3. ed.). Rio de Janeiro: Vozes.
- Cohendet, P., & Simon, L. (2017). *Concepts and Models of Innovation*. The Elgar Companion to Innovation and Knowledge Creation (pp. 33-55). Cheltenham, Northampton, MA: Edward Elgar Publishing. <https://www.elgaronline.com/view/edcoll/9781782548515/9781782548515.00009.xml>
- Cooper, R. G. (1994). Third-Generation New Product Processes. *Journal of Product Innovation Management*, 11(1), 3-14. <https://doi.org/10.1111/1540-5885.1110003>
- Crossan, M. M., & Apaydin, M. (2010). A Multi-Dimensional Framework of Organizational Innovation: A Systematic Review of the Literature. *Journal of Management Studies*, 47(6), 1154-1191. <https://doi.org/10.1111/j.1467-6486.2009.00880.x>
- Czarniawska, B. (2013). Organizations as obstacles to organizing. In Robichaud, D. & Cooren, F. (Eds.), *Organizations and organizing materiality, agency, and discourse* (pp. 3-22). New York: Routledge. <https://doi.org/10.4324/9780203094471>
- Dougherty, D. (2017). *Innovation in Practice*. The Elgar Companion to Innovation and Knowledge Creation (pp. 138-151). Cheltenham, Northampton, MA: Edward Elgar Publishing. <https://doi.org/10.4337/9781782548522>
- Duarte, M. F., & Alcadipani, R. (2016). Contribuições do organizar para os estudos organizacionais. *Organizações e Sociedade*, 23(76), 57-72. <https://doi.org/10.1590/1984-9230763>
- Duran, M. C. G. (2007). Maneiras de pensar o cotidiano com Michel de Certeau. *Diálogo Edu*, 7(22), 115-128. <https://doi.org/10.7213/rde.v7i22.4177>
- Fayter, E. A. (Org.). (2010). *Gerenciar a Inovação: um desafio para as empresas*. Curitiba: IEL/PR.
- Feldman, M., & Pentland, B. (2003). Reconceptualizing Organizational Routines as a Source of Flexibility and Change. *Administrative Science Quarterly*, 48(1), 94-118. <https://doi.org/10.2307/3556620>
- Gavira, M. O. (2008). Gestão da inovação em subsidiárias de multinacionais do setor eletroeletrônico instalado no Brasil (Tese de doutorado). Universidade Estadual de Campinas, Instituto de Geociências, Campinas, SP, Brasil.
- Gil, A. C. (2017). *Como elaborar projetos de pesquisas* (6. ed.). São Paulo: Atlas.
- Glückler, J., & Bathelt, H. (2017). Institutional Context and Innovation. The Elgar companion to innovation and knowledge creation (pp. 121-137). Cheltenham, Northampton, MA: Edward Elgar Publishing. <https://doi.org/10.4337/9781782548522.00015>
- Godin, B. (2017). A Conceptual History of Innovation. The Elgar Companion to Innovation and Knowledge Creation (pp. 25-32). Cheltenham, Northampton, MA: Edward Elgar Publishing. <https://doi.org/10.4337/9781782548522.00008>
- Gouvêa, J. B. et al. (2018). As histórias e o cotidiano nas organizações: uma possibilidade de dar ouvidos àqueles que o discurso hegemônico cala. *Revista Brasileira de Estudos Organizacionais*, 5(12), 297-347. <https://doi.org/10.25113/farol.v5i12.3668>
- Grandori, A. (2010). A Rational Heuristic Model of Economic Decision Making. *Rationality and society*, 22(4), 477-504. <https://doi.org/10.1177/1043463110383972>
- Grant, D. et al. (2004). Introduction: organizational discourse: exploring the field. In: D. Grant, C. Hardy, C. Osrick, & L. Putnam (Eds). *The sage handbook of organizational discourse* (pp. 1-36). London: Sage. <https://doi.org/10.4135/9781848608122.n1>
- Héraud, J. A. (2017). *Science and Innovation*. The Elgar Companion to Innovation and Knowledge Creation (pp. 56-74). Cheltenham, Northampton, MA: Edward Elgar Publishing. <https://doi.org/10.4337/9781782548522.00010>
- Lakatos, E. M., & Marconi, M. A. (2017). *Fundamentos de Metodologia Científica* (8. ed.). São Paulo: Atlas.
- Latour, B. (2011). What's the story? Organizing as a mode of existence. In Passoth, J. H., Peuker, B., & Schillmeier, M. (Org.), *Agency without actors? New approaches to collective action*. London: Routledge.
- Lopes, A. P. V. B. V., Kissimoto, K. O., Salerno, M. S., Laurindo, F. J., & Carvalho, M. C. (2012). Innovation management: a literature review about the evolution and the different innovation models. In *Proceedings of International Conference on Industrial Engineering and Operations Management* (pp. 1-8), Rio de Janeiro, RJ.
- Machado, N. S., Luchese, G. T., & Bencke, F. F. (2019). Gestão da Inovação: O caso da celulose Irani (SC). *Rasi*, 5(1), 57-76. <https://doi.org/10.20401/rasi.5.1.258>
- Martins, J. S. (2008). *A sociabilidade do homem simples: cotidiano e história na modernidade anômala*. São Paulo: Contexto. <https://doi.org/10.11606/issn.2176-8099.pcco.2009.74600>
- Melo, C. (1999). *Inovações na gestão em saúde no âmbito local*. São Paulo. (Projeto de Tese de Doutorado apresentado para qualificação à Faculdade de Saúde Pública da USP)
- Melo, C., & Tanaka, O. Y. (2002). O desafio da inovação na gestão em saúde no Brasil: uma nova abordagem teórico-empírica. *Revista de Administração Pública - RAP*, 36(2), 195-211. <http://bibliotecadigital.fgv.br/ojs/index.php/rap/article/view/6436>
- Mendes, D. R. F., De Oliveira, M. Â. C., & Pinheiro, A. A. (2013). Política Nacional de Ciência, Tecnologia e Inovação: avaliação do marco regulatório e seus impactos nos indicadores de inovação. *Revista de Empreendedorismo e Gestão de Pequenas Empresas*, 2(1), 22-46. <https://doi.org/10.14211/regepe.v2i1.49>

- Miettinen, R., Samra-Fredericks, D., & Yanow, D. (2009). Return to practice: an introductory essay. *Organization Studies*, 30(12), 1309-1327. <https://doi.org/10.1177/0170840609349860>
- Nicolini, D. (2013). *Practice theory, work, & organization: an introduction*. Oxford: Oxford University Press.
- Nonaka, I., & Takeuchi, H. (1995). *The Knowledge-Creating Company: How Japanese Companies Create the Dynamics of Innovation*. New York, NY: Oxford University Press.
- OECD (Organisation For Economic Co-Operation and Development). (2005). *Manual de Oslo: diretrizes para coleta e interpretação de dados sobre inovação* (3. ed.). Rio de Janeiro: Arti/Finep. <http://www.finep.gov.br/images/apoio-e-financiamento/manualoslo.pdf>
- O'Connor, G. C., Leifer, R., Paulson, A. S., & Peters, L. S. (2008). *Grabbing Lightning: Building a Capability for Breakthrough Innovation*. San Francisco, CA: John Wiley Sons.
- Pfitzner, M. S., Salles-Filho, S. L. M., & Brittes, J. L. P. (2016). Gestão da Inovação Tecnológica nas Organizações: Proposta de um Modelo Teórico-Conceitual Aplicável a Empresas do Setor Elétrico Brasileiro. *Desafio Online*, 2(1), 131-150. <http://www.desafioonline.ufms.br>
- Pimentel, R. (2019). Cultura de inovação em uma escola de negócios: Um estudo inspirado pela teoria da prática. *Revista Eletrônica de Ciência Administrativa*, 18(1), 63-84. <https://doi.org/10.21529/RECADM.2019003>
- Pimentel, R., & Nogueira, E. E. S. (2018). Estudos baseados na prática: possibilidades metodológicas para pesquisas em estudos organizacionais. *Organizações e Sociedades*, 25(86), 350-370. <https://doi.org/10.1590/1984-9250861>
- Pimentel, R., Lioioli, G. F., & Diogo, T. M. (2020). Cultura de inovação e aprendizagem: o programa clube dos apaixonados por desafios. *Revista de Administração Mackenzie*, 21(4), 1-25. <https://doi.org/10.1590/1678-6971/eramg200129>
- Pugh, S. (1991). *Total design: integrated methods for successful product engineering*. Harlow, England: Addison Wesley.
- Quadros, R. (2008). Aprendendo a inovar: padrões de gestão da inovação tecnológica em empresas industriais brasileiras. Campinas: CNPQ. <https://silos.tips/download/campinas-agosto-de-2008>
- Rates, H. F., Cavalcante, R. B., Santos, R. C. D., & Alves, M. (2019). Cotidiano de trabalho em enfermagem sob a ótica de Michel de Certeau. *Revista Brasileira de Enfermagem*, 72(1), 341-345. <https://doi.org/10.1590/0034-7167-2017-0361>
- Reichert, F. M., Camboim, G. F., & Zawislak, P. A. (2015). Capacidades e Trajetórias de Inovação de Empresas Brasileiras. *RAM Revista de Administração Mackenzie*, 16(5), 161-194. <https://doi.org/10.1590/1678-69712015/administracao.v16n5p161-194>
- Sá, M. G. (2018). *Filhos das Feiras: uma composição do campo de negócios agreste*. Recife: Fundação Joaquim Nabuco: Editora Massangana.
- Salerno, M. S., Marx, R., Vasconcelos Gomes, L. A. de, Mello, A. M. de, & Lima, W. D. de. (2009). Organização e gestão da cadeia de valor expandida da empresa. In *Anais do Encontro Nacional de Engenharia de Produção - ENEGEP*, Salvador, BA, 29.
- Sandberg, J., & Tsoukas, H. (2011). Grasping the logic of practice: Theorizing through practical rationality. *Academy of Management Review*, 36(2), 338-360. <https://doi.org/10.5465/amr.2009.0183>
- Santos, L. L. S., & Silveira, R. A. (2015). Por uma epistemologia das práticas organizacionais: a contribuição de Theodore Schatzki. *Organizações e Sociedade*, 22(72), 79-98. <https://doi.org/10.1590/1984-9230724>
- Schatzki, T. R. (2003). A new societist social ontology. *Philosophy of the social sciences*, 33(2), 174-202. <https://doi.org/10.1177/0048393103033002002>
- Schatzki, T. R. (2006). On Organizations as they happen. *Organization Studies*, 27(12), 1863-1873. <https://doi.org/10.1177/0170840606071942>
- Schon, D. (1983). *The Reflective Practitioner: How Professionals Think in Action*. New York: Basic Books.
- Schumpeter, J. A. (1957). *The theory of economic development*. Cambridge: Harvard University.
- Silva, D. O et al. (2014). Modelos para a gestão da inovação: revisão e análise da literatura. *Production*, 24(2), 477-490. <https://doi.org/10.1590/S0103-65132013005000059>
- Silva, G., & Dacorso, A. L. R. (2013). Inovação aberta como uma vantagem competitiva para a micro e pequena empresa. *Innovation & Management Review*, 10(3), 251-268. Recuperado de <https://www.revistas.usp.br/rai/article/view/79337>
- Smith, M., Busi, M., Ball, P., & Van der Meer, R. (2008). Factors influencing and organisation's ability to manage innovation: a structured literature review and conceptual model. *International Journal of Innovation Management*, 12(4), 655-676. <https://doi.org/10.1142/S1363919608002138>
- Terra, J. C. et al. (2012). 10 dimensões da gestão da inovação: uma abordagem para a transformação organizacional. Rio de Janeiro: Campus.
- Tidd, J., Bessant, J., & Pavitt, K. (2008). *Gestão da Inovação* (3. ed.). Porto Alegre: Bookman.
- Vale, L. M. E., & Joaquim, N. F. (2017). Legumes nossos de cada dia: o hortifrúti na história da gestão ordinária do mercado central de Belo Horizonte. *Revista Gestão & Conexões*, 6(2), 54-73. <https://doi.org/10.13071/regec.2317-5087.2017.6.2.13428.54-73>
- Vargas, R. A., & Junquillo, G. S. (2013). Funções administrativas ou práticas? As "artes do fazer" gestão na Escola Mirante. *Revista de Ciências da Administração*, 15(35), 180-195. <https://doi.org/10.5007/2175-8077.2013v15n35p180>
- Zabala-Iturriagaogaitia, J. M. (2014). Innovation management tools: implementing technology watch as a routine for adaptation. *Technology Analysis & Strategic Management*, 26(9), 1073-1089. <https://doi.org/10.1080/09537325.2014.944150>

AUTHOR BIOGRAPHIES

Bárbara do Nascimento Alves is Professor at Uninassau, Garanhuns, PE, Brazil. Master's student of the Postgraduate Program in Management, Innovation and Consumption (PPGIC) by UFPE-CAA, Caruaru, PR, Brazil. Specialist in Business and People Management by the Higher Education Authority of Garanhuns (AESGA). Bachelor of Business Administration from the Higher Education Authority of Garanhuns (AESGA). E-mail: barbara_gus@hotmail.com

Andreza de Amorim Lima Ferreira is Technical Degree Teacher, Caruaru, PE, Brazil. Master's student of the Postgraduate Program in Management, Innovation and Consumption (PPGIC) by UFPE-CAA, Caruaru, PE, Brazil. Bachelor of Business Administration from UFPE-CAA. E-mail: andrezamorim15@gmail.com

Emanuela Ribeiro Lins has worked as a Personal Development Analyst at the Department of Education and Sports of Igaracy, PE, Brazil. Master's student of the Post-Graduate Program in Management, Innovation and Consumption (PPGIC) by Federal University of Pernambuco (UFPE), Agreste Academic Center (CAA). Bachelor of Business Administration from the Federal Rural University of Pernambuco, Academic Unit of Serra Talhada (UAST). E-mail: linsmanu41@gmail.com

Elisabeth Cavalcante dos Santos is an Adjunct Professor at the Agreste Academic Center at the Federal University of Pernambuco (CAA/UFPE). Permanent professor of the Postgraduate Program in Management, Innovation and Consumption (PPGIC). Researcher and coordinator of Grupo Vivências. Ph.D in Business Administration from the Graduate Program in Business Administration at UFPE (2014-2016). Master in Business Administration from the Graduate Program in Business Administration at UFPE (2011-2013). Graduated in Business Administration from CAA/UFPE (2006-2010). Her research interests includes: Organizational Practices; Inequalities and Power in Organizing; Resistance practices; Peripheral contexts; Popular Cultures. E-mail: elisabethcsantos@gmail.com