

**INNOVATION, INSTITUTIONALIZATION AND REGIONAL DEVELOPMENT: THE
TRAJECTORY OF INTEG AS A REFERENCE FOR BUSINESS INCUBATORS IN
MEDIUM-SIZED CITIES**

**INOVAÇÃO, INSTITUCIONALIZAÇÃO E DESENVOLVIMENTO REGIONAL: A
TRAJETÓRIA DA INTEG COMO REFERÊNCIA PARA INCUBADORAS EM
CIDADES DE MÉDIO PORTE**

**INNOVACIÓN, INSTITUCIONALIZACIÓN Y DESARROLLO REGIONAL: LA
TRAYECTORIA DE INTEG COMO REFERENCIA PARA INCUBADORAS EN
CIUDADES MEDIANAS**

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ABSTRACT

Technological innovation is a key pillar of sustained economic growth in contemporary economies, being recognized as a strategic element in shaping dynamic and competitive environments. This study aims to analyze the creation, development, and institutionalization process of INTEG – the Technological Business Incubator of Guarapuava, Paraná – between 2003 and 2023. The research is grounded in the Sociological Institutional Theory and adopts a qualitative approach, combining a specialized literature review, document analysis, and semi-structured interviews with managers and key stakeholders. The results show that INTEG's consolidation stemmed from a gradual institutionalization process, strongly supported by inter-institutional articulation among local, state, and federal agents. These articulations were crucial for the formation of a local innovation ecosystem, fostering the sustainability of technological ventures and promoting territorial development. It is concluded that the INTEG model offers a relevant analytical reference for public innovation policies in medium-sized cities.

Keywords: Technological Innovation. Institutional Theory. Innovation Ecosystems. Regional Development. Business Incubators. Public Policy.

RESUMO

A inovação tecnológica constitui um dos pilares centrais do crescimento econômico sustentado nas economias contemporâneas, sendo reconhecida como elemento estratégico na conformação de ambientes dinâmicos e competitivos. Este estudo tem por objetivo

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analisar o processo de criação, desenvolvimento e institucionalização da INTEG – Incubadora de Empresas de Base Tecnológica de Guarapuava, Paraná – no período compreendido entre 2003 e 2023. A pesquisa fundamenta-se na Teoria Institucional de Base Sociológica, adotando uma abordagem qualitativa que articula revisão de literatura especializada, análise documental e entrevistas com gestores e atores-chave. Os resultados demonstram que a consolidação da INTEG decorreu de um processo de institucionalização progressiva, sustentado por articulações interinstitucionais entre agentes locais, estaduais e federais. Tais articulações foram determinantes para a formação de um ecossistema de inovação local, impulsionando a sustentabilidade de empreendimentos tecnológicos e promovendo o desenvolvimento territorial. Conclui-se que o modelo da INTEG constitui uma referência valiosa para políticas públicas de inovação em cidades de médio porte.

Palavras-chave: Inovação Tecnológica. Teoria Institucional. Ecossistemas de Inovação. Desenvolvimento Regional. Incubadoras de Empresas. Políticas Públicas.

RESUMEN

El papel de la innovación tecnológica como motor del desarrollo económico ha sido ampliamente reconocido en las últimas décadas, especialmente en el contexto de economías emergentes que buscan diversificar sus matrices productivas y aumentar su competitividad a nivel regional y global. En este marco, el presente estudio analiza el proceso de creación, consolidación e institucionalización de INTEG – Incubadora de Empresas de Base Tecnológica de Guarapuava, estado de Paraná (Brasil), en el período comprendido entre 2003 y 2023. La investigación se fundamenta en la Teoría Institucional de base sociológica, permitiendo comprender los procesos mediante los cuales las organizaciones emergentes adquieren legitimidad, estabilidad y reconocimiento en su campo organizacional. Se adoptó una metodología cualitativa, con énfasis en el análisis documental y entrevistas semiestructuradas realizadas a gestores, fundadores y actores institucionales vinculados a la incubadora. Los resultados muestran que la consolidación de INTEG estuvo estrechamente vinculada a la articulación entre diferentes niveles de gobierno —municipal, estatal y federal— y a la participación activa de actores locales, como universidades, asociaciones empresariales y agencias de fomento. Esta articulación permitió la configuración de un ecosistema regional de innovación, favoreciendo la creación y sostenibilidad de emprendimientos tecnológicos y promoviendo el desarrollo territorial. Se concluye que la experiencia de INTEG constituye un modelo replicable para ciudades medianas que buscan implementar políticas públicas orientadas al emprendimiento innovador.

Palabras clave: Innovación Tecnológica. Teoría Institucional. Ecosistemas de Innovación. Desarrollo Regional. Incubadoras de Empresas. Políticas Públicas.

1 INTRODUCTION

The investigation of regional economic development in Brazil, according to Santos and Vieira (2012) is carried out based on economic models and their interrelations with variables such as sustainability and economic growth.

Innovation and technology play a fundamental role in economic expansion, within economic models technology was incorporated into economic growth by Solow (1956), which is considered exogenous, "to demonstrate that a market economy can grow in the long run in a permanent, sustained way and exhibiting a relatively stable equilibrium trajectory without government intervention in the economy." (Silva, 2020, p. 31).

Phan et al. (2005) argue about the impact of technological incubators on the development of innovation and technology, reflected in the greater attention of researchers to incubators, especially in order to verify their impact on the performance of incubated companies.

The development of an incubator demands, therefore, a great effort and an important sum of human, financial and material resources, whose management and monitoring are fundamental for the creation, development and consolidation of the new institution.

Located in the city of Guarapuava, in the central-west region of Paraná, the Guarapuava Technological Incubator, hereinafter INTEG is a consolidated incubator within its innovation environment, which brings together universities, technology parks, companies and representatives of civil society. In view of the fact that it has already been operating for twenty years and a more advanced consolidation than most similar incubators established in the interior of the State of Paraná, this work presents the following guiding questions: What was the theoretical model adopted in the creation of INTEG? Based on this model, what were your experiences that were considered successful and those that, over time, were found to need to be rethought based on the reality found? Does this theoretical model present itself as a safe foundation for the installation and consolidation of incubators or should it be adopted with repairs? What are the concrete lessons obtained from INTEG's trajectory?

The theoretical framework of this article is based on the institutional theory of sociological basis, which encompasses the level of analysis of the intraorganizational field and as a unit of analysis of institutions. According to Hall and Taylor (2003) "institutions provide moral and cognitive models that allow interpretation and action", allowing the analysis of the phenomenon studied.

The research method chosen was the descriptive one that seeks to "illustrate the complexity of the situation and the aspects involved in it" (Godoy, 2010, p. 124) and for its categorization the Case Study was defined which, for Godoy (2010, p. 122) the researcher questions local actors, in order to "develop concepts and understand the patterns that emerge from the data".

Finally, this article begins with the presentation of the Theoretical Framework and the Literature Review on the Institutional Theory of Sociological Base in Administration, presenting its concepts and the Institutionalization Process of an organization. After the discrimination of the research methods and techniques adopted, the documentary analysis and the content analysis of the interviews with the managers of the Incubator are carried out, confronting this information with the Theoretical Framework under analysis in order to evaluate the coherence between the actions developed and the theoretical elements presented.

2 THEORETICAL FRAMEWORK

2.1 INSTITUTIONAL THEORY OF SOCIOLOGICAL BASIS

The Institutional Theory of Sociological Basis, also called neo-institutionalism, is a theory that has as its level of analysis the intra-organizational field and as the unit of analysis of institutions.

According to Hall and Taylor (2003), institutions provide moral and cognitive models that allow interpretation and action. The individual is conceived as an entity deeply involved in a world of institutions composed of symbols, scenarios and protocols that provide filters of interpretation, applicable to the situation or to oneself, from which a line of action is defined. Not only do institutions provide useful information from a strategic point of view, but they also affect identity, self-image and preferences that guide action.

These institutions, according to Carvalho and Vieira (2005), are political, social or economic, and which have been gradually undergoing transformations and acquiring power, becoming complex and effective.

This approach observes the influence of social and cultural factors on organizations, considering institutions as values, symbols, principles, (in)formal rules, standards, myths. Forming and behaving as a mechanism of monitoring and inspection, defining the way of acting, thinking, speaking and behaving, characterizing itself as "the foundations of social life" (Campbell, 2004, p. 1).

The sociological aspect of the institutional perspective received a special contribution from the sociology of knowledge, developed by Berger and Luckmann (1991), whose main concern is centered on the investigation of the nature and origin of the social order. The basis of his argument is that the social order is based on the "social construction of reality" generated by interaction with nature.

Selznick (1957) characterizes the process of institutionalization as the action that becomes continuous, strengthened and repeated, thus assuming the expectation of institutionalization based on practice. However, the process stands out, truly institutionalization as a process, in which repetition and activities become habitual (Scott, 1987).

The sociological strand is an alternative model to rational theories of technical contingency or strategic choice. In organizational studies, she argues that the rationalist order is an "iron cage" that imprisons humanity (Dimaggio; Powell, 2007). That is why they propose that reality is socially constructed and, therefore, is not concrete, objective; but that organizations and individuals have agency power, influencing action.

The institutional theory of sociological basis encompasses organizations, their individuals, norms of conduct and their interrelationships, for the structuring and functioning of modern society. The importance of studies with an approach to institutional change is highlighted in order to understand the deinstitutionalization of existing forms and their replacement by new arrangements, which gradually become institutionalized. (Scott, 2008)

In this context, as the approach of the Sociologically-Based Institutional Theory observes the influence of social and cultural factors on organizations (Campbell, 2004), it was taken as a basis, considering the processes inherent to institutionalization to make explicit the operationalization of the General Law of Micro and Small Enterprises.

According to Pettigrew (1985), understanding the context in which organizations are located is essential to be able to understand their structures and processes. The context shapes the decisions that are made and thus facilitates the predictability of organizational action. But organizations are not passive collective social elements and, in turn, shape the context itself, which leads us to draw a picture of complex interaction between organizations and contexts in permanent dynamic movement, therefore far from configuring a deterministic and unequivocal relationship.

Therefore, the institutional perspective abandons the conception of an environment formed exclusively by human, material, and economic resources to highlight the presence of cultural elements—values, symbols, myths, belief systems, and professional programs.

2.1.1 Concept of organization

Regarding the concept of organization, there are two different approaches, characterized as a technical and institutional environment. The technical environment basically portrays the economic and commercialization aspect, in the sense of exchange (Scott, 2008). The institutional environment, in turn, is seen as norms, cultural/social aspects that occur to generate legitimacy or acceptance by those involved in the process (Scott, 2008).

Institutional theory presupposes that "organizations are influenced by normative pressures, sometimes from external sources, such as the State, other times arising from the organization itself" (Zucker, 1987, p. 443), so that organizations are no longer seen as closed systems, but on the contrary, as open systems that relate to the environment to which they belong in cultural and social aspects (Scott, 2008).

Organizations are the materialization/materialization of institutions, for example, companies, which practice norms, cultural and social aspects, to be accepted by those involved in the process (Scott, 2008).

Campbell (2004), in the face of environmental pressures and/or values, organizations need to adapt and generally make changes in response.

Selznick (1957) characterizes the process of institutionalization as the action that becomes continuous, strengthened and repeated, thus assuming the expectation of institutionalization based on practice. However, the process stands out, truly institutionalization as a process, in which repetition and activities become habitual (Scott, 1987).

For Berger and Luckmann (1967), institutionalization comes from three phases: externalization, objectification and internalization. Outsourcing represents the conditions experienced by all those who are part of the environment in which the institutions are inserted, above all, the way things happen; all those involved have their representativeness and influence (objectification), so each one abstracts what suits him to form his structure (internalization) (Scott, 1987; Rossetto; Rossetto, 2005).

The core of the interpretation of institutionalization is legitimacy, succeeding isomorphism as a vital factor for survival. Legitimacy, in Scott's (2008) view, is social acceptability and credibility, as material resources and technical information are not enough for organizations to survive and thrive in their environments. Therefore, from the institutional perspective, it is a condition in which the actors of a social environment visualize, in a generalized way, that the actions carried out are desirable. Institutional isomorphism is evident for institutions that seek legitimacy (Machado-da-Silva; Fonseca, 1993; Dimaggio; Powell, 1983; 1991).

Selznik (1996) considers legitimacy as the "imperative" for neo-institutionalism, the importance of symbol and myth in the construction of interorganizational reality, the dynamics of the functioning of institutions in the public and private segments and in their direct influence on society. Once social norms and standards are legitimized, continuous reproduction occurs on the part of organizations. The confrontation between the need to maintain competitiveness and to have institutional legitimacy is the point of conflict, where internal and external needs duel to find the ideal bending point for each organization, often giving in to institutional pressure.

In the search for legitimacy, what Dimaggio and Powell (2007) explain by isomorphism can happen, based on what is proposed by Meyer (1979) and Fennell (1980). In this sense, the authors question why organizations have homogeneity of forms and practices, concluding that this is due to the search for good performance. To this end, they explain that there is competitive isomorphism, in which companies recognize market pressures and deliberately make decisions to adapt to competitive advantage. However, the Sociologically-Based Institutional focus is institutional isomorphism, which argues that organizations, through non-deliberate actions, become alike in the search for legitimacy to face internal and external pressures.

In addition, institutions have three pillars that support their processes and that are interdependent; they are: regulatory, normative and cultural-cognitive (SCOTT, 2001). The regulatory pillar has a coercive aspect and uses laws and rules to condition the environment and processes; In this case, aspects of domination are noted from the figure of power. In the normative pillar, values and norms are related, resulting from normative adequacy or isomorphism, also considered as professionalization. Finally, the cognitive cultural, which emphasizes the function of institutions with their social aspect; representations and

symbolisms as mechanisms arising from the process of institutionalization (Dimaggio and Powell, 1983; Scott, 2001; Machado-da-Silva; Foster; Crubellate, 2005).

Figure 1

Three Pillars

	Regulatório	Normativo	Cultural-Cognitivo
Bases de Conformidade	Utilidade	Obrigação social	Aceitação de pressupostos e Entendimento compartilhado
Bases de Ordem	Regras regulatórias	Expectativa de adesão	Esquemas Constitutivos
Mecanismos	Coercitivo	Normativo	Mimético
Lógica	Instrumental	Adequação	Ortodoxia
Indicadores	Regras, Leis e Sanções	Certificação e Aceitação	Crença comum e Lógica compartilhada de ação
Bases de Legitimação	Legalmente sancionado	Moralmente governado	Conceitualmente correto e Culturalmente sustentado

Source: Scott (2001, p. 51).

2.1.2 Processes inherent to institutionalization

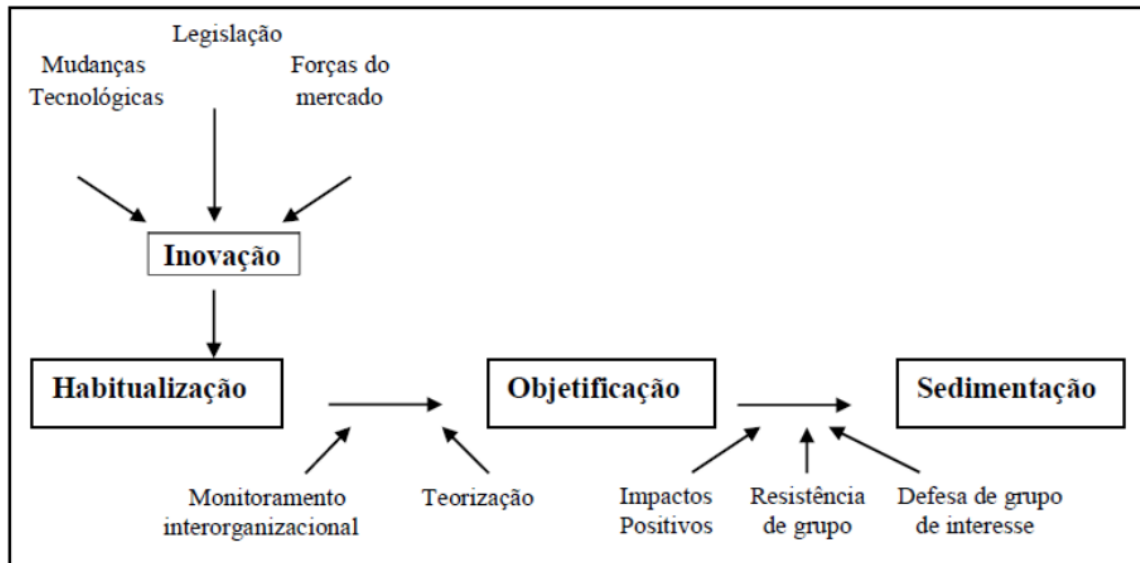
Berger and Luckman (1967) developed a model of institutionalization by virtue of phenomenological analyses that incorporates three distinct phases: exteriorization, objectification and internalization. In a logical sequence, it is noted that exteriorization is influenced by the social world, it is external, coercive and sedimented; therefore, it is understood and objectified, to finally be internalized, that is, the objectification and exteriority of an action lead to institutionalization. For this reason, the authors judge man as a product resulting from society. However, Berger and Luckman's analysis focused on the individual rather than organizations. Meyer and Rowan (1977) and Zucker (1977), in turn, also discuss the process of institutionalization based on social evidence. Then, Tolbert and Zucker (1998) developed a new model, based on the findings of Berger and Luckman (1967).

For institutionalization to occur, Tolbert and Zucker (1998) propose internships. That is, a consequence of actions and behaviors of individuals or groups, to face recurring problems.

Thus, as a result of innovation, the stages that make up this process are habituation, objectification and sedimentation, in order to have the new institutionalized structure, as shown in Figure 2.

Figure 2

Processes Inherent to Institutionalization



Source: Tolbert and Zucker (1998, p. 207).

In this context, the need to innovate can happen due to technological changes, legislation, market forces, among other situations. To face this situation, in the **Habitualization** standardized actions are carried out, adapted to the context in which the process is developed.

Thus, it is possible to monitor the action and theorize what happens, so that **objectification** occurs, a moment in which the general meanings of the actions adopted are developed and shared, which can have a positive impact, generate resistance or defense of interest groups (Tolbert; Zucker, 1998).

When actions are carried out as intended or exceeding expectations, that is, presenting themselves as a reality proper to the context, it can be said that **sedimentation has occurred**, completing the institutionalization process if the structure is perpetuated by several generations of members of the organization (Tolbert; Zucker, 1998).

2.2 INCUBATORS IN THE THEORY OF INSTITUTIONALIZATION

The innovation process within organizations is often an arduous task and many entrepreneurs resort to specialized help. This consultancy can be offered by incubators, which can be defined as:

a mechanism that stimulates the creation and development of micro and small industrial or service companies, technology-based or light manufacturing through the

complementary training of the entrepreneur in its technical and managerial aspects and that, in addition, facilitates and speeds up the process of technological innovation in micro and small companies. To this end, it has a physical space specially built or adapted to temporarily house micro and small industrial or service companies and which, necessarily, has a series of services and facilities. as (Ministry of Science and Technology - MCT, 2000, s/n)

Many of the incubators are linked to educational institutions such as universities where they seek to link the theory of academic concepts with the practice of incubated companies, generating knowledge (Cecato, Callegari and Biscaia, 2021). University incubators have the role of transforming researchers and scientists into entrepreneurs, through the various instruments and services available so that they can be informed about the market. (Catapan et al, 2018).

Thus, the theoretical approximation between the institutional model of an incubator and the phases of an institutionalization process is evident, as we can see in the creation, development and consolidation of INTEG, according to documentary analysis and interviews analyzed below.

2.2.1 The creation of INTEG and its relationship with the institutions around it

The creation of a technology-based company incubator demands a lot of energy from those interested in the development and installation process. To a large extent, the installation takes place in public entities, universities and other bodies linked to the public sector. This is because, in a way, it is believed that the structure will be shared with the existing body. This study demonstrates that the work is indeed more arduous and demands great effort from various institutions and people to advance in a direction of expected success. Currently located at the CEDETEG/UNICENTRO Campus, at Rua Simeão Camargo Varela de Sá, nº 03, in the Cascavel neighborhood, in Guarapuava/PR, the Guarapuava Technological Incubator (INTEG) was founded on November 29, 2001 (INTEG, 2001), according to the Minutes of the Assembly of this respective date.

Created as a non-profit Civil Association, with an indefinite term of duration and endowed with administrative and financial autonomy with or without the support of its sponsoring partners (Art. 1), INTEG already had the mission of "fostering the entrepreneurial culture and providing an adequate environment for pre-incubation programs and incubation of technological projects, innovative or not, providing opportunities for the generation of new technology-based companies". (Art. 2).

Associations are legal entities governed by private law made up of people who join forces to achieve non-economic purposes, as recommended by article 53 of Law No. 10,406/2002 (Civil Code).

Although its legal nature is that of a non-profit Civil Association, its Statute determines that it is governed by the applicable legislation, in this case the Civil Code (CC), committing, however, to observe the principles of legality, impersonality, morality, publicity, economy and efficiency, guiding guidelines of the Public Administration.

In turn, the State University of the Midwest (UNICENTRO), where INTEG is headquartered, is constituted in the form of an Autarchy, an entity that is part of the Indirect Public Administration of the State of Paraná, especially of the Higher Education System under the baton of the State Secretariat of Science, Technology and Higher Education of Paraná (SETI).

Once the INTEG is contextualized, it should be noted that Articles 4 and 5 of its statute indicate the Objectives and the means that the Incubator must observe.

The theoretical framework in a study comprises a critical and organized analysis of the literature pertinent to the theme, providing a theoretical contextualization and defining the key concepts. It should comprehensively contain previous theories, models, and research, identifying gaps, contradictions, and consensuses in the literature that are important to the focus of the work being developed.

3 METHODOLOGICAL PROCEDURES

3.1 RESEARCH PARADIGM

In the most diverse situations, people can see the world from different perspectives, for Burrell (1999) "[...] paradigms define, in an agreed and deeply established sense, a way of seeing the world [...]"

In this study, the Functionalist paradigm of Social base will be used, which, according to Morgan (2007), starts from the understanding of the role of the individual in society, in an orderly and regulated way through concrete and tangible social relationships, within a system accepted by a group of researchers.

And analysis is focused on the intra-organizational relationship, for the construction of the reality of society. The research approach is characterized as qualitative. The choice of this method is justified by providing the researcher with a close approximation with the social context studied, offering a valid explanation to better understand it (MARTINS, 2004). The

study is based on questions of "how" and "why" the facts happen in this context (BAUER; GASKELL, 2008).

Considering the objective, the research is descriptive, since it seeks to "illustrate the complexity of the situation and the aspects involved in it" (GODOY, 2010, p. 124), exposing its configuration, structure, activities, relationship with other phenomena, etc. This description has as a research method the case study, which allows to deepen in a unit of analysis, with the use of multiple sources of data collection, to study the phenomenon in its context.

The decisions to be made in this type of study are in relation to what, where, how, who and when the phenomenon will be observed.

Among the benefits of the chosen method, he highlights the characteristics of the qualitative method is flexibility, for example, in relation to data collection techniques (MARTINS, 2004), defined according to the context being studied.

Thus, the data collection instruments used were both primary, through open interviews with a semi-structured script, field diary with non-participant observation, AND secondary, documents such as reports, websites and records in archives.

3.2 RESEARCH CATEGORY

For this study, the Case Study was defined, which, according to Godoy (2010, p. 122), in the case study, the researcher questions local actors, in order to "develop concepts and understand the patterns that emerge from the data".

From the perspective of Triviños (1987), he defines a case study as a category of research whose object is a unit, which is deeply analyzed. With the objective of deepening the description of a certain reality.

Thus, "the case study contributes to the understanding we have of individual, organizational, social and political phenomena. Not surprisingly, the case study has been a common research strategy in psychology, sociology, political science, management, social work, and planning" (Yin, 1983).

The choice of respondents was based on selection and judgment "the key characteristic of sampling by judgment is that the elements of the population are selected intentionally. This selection is made considering that the sample will be able to offer the requested contributions." (Churchill, p. 301)

The criterion for choosing the interviewees is centered on their relationship with the implementation of INTEG in the municipality of Guarapuava, as this way they have pertinent information to answer the research problem.

3.3 ANALYSIS TECHNIQUE

The analysis technique to be employed will be the one proposed by Bardin (2016, p. 37) as content analysis, which consists of "a set of communication analysis techniques", which systematically and objectively describes the content of the message.

Content Analysis is more than an analysis technique, it is a methodological approach with its own characteristics, which reinterpret documents and texts beyond ordinary reading. It is thus part of the theoretical and practical search in the field of social investigations, helping to reinterpret the content itself.

Thus, content analysis is a technique for reading and interpreting the content of all kinds of documents, which, when properly analyzed, open the doors to the knowledge of aspects and phenomena of social life that are otherwise inaccessible. (OLABUENAGA and ISPIZÚA, 1989).

The raw material of Content Analysis can be any material from verbal or non-verbal communication, such as posters, reports, interviews, films, photographs, among many others. It is also worth mentioning that according to (Bardin, 2011) Content Analysis should use matrix tables by category, similar to the figure of Tolbert and Zucker, with Innovation, Habituation, Objectification and Sedimentation, which facilitates the visualization, interpretation and differentiation of each category. Once this is done, the final point of the methodology is reached, which is the phase of interpretation of the collected data and its inference, presentation and treatment of results.

4 RESULTS AND DISCUSSIONS

From the triangulation, the institutional theory, an interview with an INTEG actor and the institution's researched documents, the analysis framework was set up according to the assumptions to understand the existing process and identify in which phase of institutionalization is the following:

Table 1

Analysis Framework to Identify the Institutionalization Phase

Analysis Categories	Interview Result and Researched Documentation	Reasons
Innovation	"It was created at FIEP in 2000, it was here at Sesi SENAI in Guarapuava. He was SESI/ESNAI coordinators together with Sebrae. It was in 2002." Triangulated via document (statute) researched. "So, a union of several institutions was created there, they created this incubator for Guarapuava.	According to Dimaggio and Powell (2007) Desire to improve performance
Habitualization Also Called Pre-Institutionalization Stage	In 2004, the federal innovation law, the national innovation law and the UNICENTRO innovation agency were enacted. In 2005, with the departure of the president of the institution, Unicentro was transferred. It was agreed with the president of the INTEG Incubator, the Acting Rector and the other entities participating in the Deliberative Council."	Tolbert and Zucker (1998), it is the response to specific problems that a given organization or organizations have, in the form of new structural arrangements, policies and procedures.
Organizational Monitoring and Theorizing	"It presents once a year to this assembly, so then the rector is the president. And the direction to the executive board that is there in our statute? He is a coordinator of the innovation agency. So, he is the one who takes the 2 positions. The rectory assigns someone specific to the incubator. Sometimes it doesn't depend on what they have on the possibility of positions and functions." "Because it is a civil organization of an educational center and we have financial autonomy, because we are able to raise funds for the incubator through the incubator's CNPJ. So, we have a bank account."	<i>Champion</i>, that is, as a defender of the objective or project (TOLBERT; ZUCKER, 1998). Theorization is marked by the "development of theories that diagnose the sources of dissatisfaction or failure, in a way that is compatible with the presentation of a specific structure as a solution" project (TOLBERT; ZUCKER, 1998)

Isomorphism	"Know, right, where it came from so we can continue. And so, in the state of Paraná, everyone already knows what I can contribute. So that all state universities can do it, right? Walk the same line, look for what the others have already learned, because if not, we will be trying to invent the wheel. Let's see what the others did not to make mistakes in the same things, or right, so that we can all of us there with an incubator, have well-structured needs, so all these environments." "Every beginning of the year, January, a continuous flow notice is published to receive new business entry processes. So, and the structuring of the executive summary, receives the proposal, constitutes a board and even if sometimes it is for a company, because that thing like sending. The company, I came there in March because January is on vacation. Monday will open the process, it's February, the selection process will open, it will start in March." Availability to the entrepreneur, not failing to meet the demands of society. "To ensure a process of credibility in the selection is to have an external member on the board, so the procedure we adopt"	Dimaggio and Powell (2007), when referring to the isomorphism/homogeneity of organizational forms and practices, as environmental conditions influence the units of a population to have similarities.
Objectification or Semi-Institutionalization	"The Incubator has an average of 11 incubated businesses. If we don't look for it, our average is 10. So like this it has 9. Sometimes there are 12. Companies come and go, so we have an average within what we can meet. All these other issues to solve. So it's no use wanting to embrace the world. So it's that experience of the team. We bring this look. Importance of having a team with beyond this, this commitment, but that has. Follow-up over time with the incubator or with the innovation agency." "The monthly fee for the rooms varies between 150.00 and up to 300.00 reais, so there are rooms for 150, 200.00, 250.00 and 300.00." The non-resident incubation that does not need to occupy physical space is 50.00 reais, symbolic value"	At the moment of objectification, actions are no longer simple imitation, but the structure is adapted to the context, with a normative basis (TOLBERT; ZUCKER, 1998).
Group Resistance,	"... So there are several institutions, so we are	It is relevant to identify

Positive Impacts, and Advocacy	accountable to society, so they follow up. The fiscal council enters the structure of administrative management there." "We give as a counterpart to hire Sebrae projects and all this accountability, then we do everything with the dean's monitoring. This resource goes in there and is much easier to spend, as it is an association. I don't need to enter the Bidding programs that we enter into the Sebrae rules, because it is not a public resource. So we receive it from Sebrae, but the control is extremely, rigorous, working with 03 budgets and all the necessary documents."	factors that influence the propagation of the new structure, as well as its long-term conservation, such as group resistance, in which "a set of actors who are, in some way, adversely affected by the structures and thus are able to collectively mobilize against them" (TOLBERT; ZUCKER, 1998, p. 210)
Legitimacy	"The CERNE certification, although it is tied, complex and all. I see it as a reference. Which contributes a lot to the process, but we need to model, we are here with a SEBRAE consultant, who the Sebrae project authorized us to hire the consultant for the incubator to work with the certification."	The influencing factor in the propagation of the new structure consists of the positive impacts of the results achieved, as a strong positive relationship between the structure and the desirable results strengthens the diffusion and maintenance of the structure (TOLBERT; ZUCKER, 1998).
Sedimentation	"If it is applicable in other environments like this, I can already say, because it is also the importance of this, of our differentiated format that we have here at UNICENTRO, it is a consistent model of technological incubator."	Sedimentation involves the propagation of the structure throughout the group of theorized actors (TOLBERT; ZUCKER, 1998) "a process that is fundamentally based on the historical continuation of the structure and,

		especially, on its survival by the various generations of members of the organization"
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Source: prepared by the authors.

Based on the analysis promoted in the table above, with the trajectory of INTEG since its foundation, its consolidation, the Pre-institutionalization phase passing the presidency to Unicentro, achievement of CERNE certification, the companies that participate in the incubation event, which today works with a continuous selection process. With the development, INTEG is fundamental for the development of Startups in Guarapuava and Region.

In the interview, it is clear the importance and propagation of the model and that it already happens with the visitation of Universities, public authorities participating in congresses and lectures at the state and national levels. Characterizing the last phase of institutionalization, the sedimentation that occurs from this model.

Thus, the research hypothesis is confirmed: the consolidation of INTEG provides a path and a methodological contribution for the implementation of incubators in cities of similar size, that is, medium-sized cities in cities in the interior.

In the interviews and in the documents, it is possible to identify the methodological contribution to the implementation of incubators in cities of similar size, that is, medium-sized cities in cities in the interior, based on the main positive points and challenges, considering the events that occurred and the analysis of the data collected.

5 CONCLUSION

The implementation of INTEG was the result of the merger of several entities and the participation of professionals who believed in an Incubator of technology-based companies in a medium-sized city.

From the understanding of the script followed by the managers who installed the incubator in the city of Guarapuava, it is possible to conclude that the creation and installation of INTEG was a successful case, considering the theoretical paradigm of the Institutional

Theory of Sociological Base of Administration. Thus, there are valuable lessons for those who intend to install similar institutions in medium-sized cities in Brazil.

Firstly, the interviews showed that it is clear in the implementation process that INTEG has received knowledge and energy from various entities and technicians, and that these efforts are significant for the goal of installing a technology-based Incubator to be achieved. The genesis of INTEG is found in the initiative of FIEP and SEBRAE, together with the Commercial Association, entities that, although they did not have the capacity to offer all the necessary support for implementation, remain linked to INTEG to this day, being part of its governance.

However, with a view to its effective implementation, the support of a university was very important, offering physical space and technicians with experience and technical capacity in the management of the process. Even today, INTEG is physically located within UNICENTRO, which provides the payment of the professionals who manage the Incubator.

However, as demonstrated in the interviews, the fact that it has its own legal personality, as an association, instead of being an organ of the university, gained greater administrative autonomy for the Incubator, thus highlighting the proposition that an institution with this purpose should not remain administratively subordinate to a university, in view of the peculiarity of its institutional performance and its strategic objectives.

Thus, the functioning and success of INTEG Guarapuava can be pointed out as a successful example of the State of Knowledge in its area, demonstrating, through its results, the validity of the parameters and concepts of the Institutionalization Process present in the Institutional Theory of Sociological Basis of Administration in the creation, development and consolidation of institutional actors related to the promotion of science, technology and innovation applied to entrepreneurship in society.

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