



**THE AMAZON INDIGENOUS CREATIVE INCUBATOR - AMIC AS AN  
ORGANIZATIONAL LEARNING ENVIRONMENT FOR ADMINISTRATION  
COURSES.**

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**SUMMARY**

This study aims to elucidate the theme Organizational Learning from the perspective of employees of an Institution linked to the Federal University of Amazonas - UFAM, analyzing how actions are performed and how they influence their professional training. Thus, Apprenticeship plays an important role on the development of peoples, on their social interaction and on the professional growth of individuals. The market is constantly changing and the companies that are part of it must adapt to changes based on their intellectual capital, as this new order requires that individuals are increasingly qualified for the adverse situations of the corporate world. Based on this assumption, companies must provide the necessary support so that their employees can develop and remain more and more able to exercise their positions efficiently and effectively, seeking the excellence of the organization within the guiding principles that govern the organizational processes. As for the methodological strategy, this study was based on a quantitative and qualitative research, extolling the facts given by the Institution's own employees. For data collection, interviews and on-site observation of the object of study were carried out. extolling the facts given by the Institution's own employees. For data collection, interviews and on-site observation of the object of study were carried out. extolling the facts given by the Institution's own employees. For data collection, interviews and on-site observation of the object of study were carried out.

**Key words:** Knowledge, Development, Organization, Management.

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## INTRODUCTION

In an environment full of constant oscillations, where adverse situations arise every moment, it is necessary to have a dynamic environment that develops the qualities of being flexible and integrated, that is, that develops a favorable condition for constant and permanent learning with a view to the development of skills needs of its employees (ZANGISKI et al., 2009).

For Martins (2012) the most efficient companies are those that know how to follow, at the correct time, the evolution of the markets in which they operate, technology, the economy, the reality of their customers and especially the investment in their employees.

Investing in talents has become a strategy for companies, in which both benefit and this fact can be imputed, due to the need that organizations face in offering more agile responses and that encompass unusual situations, such as the new models of work organization and people's posture in the search for practices that are more appropriate to their needs (MEDEIROS, 2008).

In view of this, people start to have a greater role within organizations, we begin to analyze the factors that contribute to their intellectual development, making them collaborators and stop being mere workers, resulting in a higher level of productivity for the company and the professional rise of the individuals who work in them.

Among the organizations are the incubators of companies considered as environments rich in learning, for presenting enriching experiences on business and other topics related to Administration, Economics, Accounting, Production Engineering, among others, as it is directly linked to productive companies. who need all support to remain in the market (FIALA; ANDREASSI, 2013).

Based on this assumption, the main guiding question of this research is: "What actions does the AmIC Incubator perform so that academics can carry out and optimize the functions relevant to their profession?". In this sense, the present study aims to analyze how the development and learning actions carried out by the Incubadora Amazonas Indígena Criativa - AmIC and their contributions to their professional development of the entrepreneurs are carried out.

## METHODOLOGY

### **Location and Characterization of the Study Area**

Located in Parintins, a city in the interior of the State of Amazonas, approximately 369 km away from the capital Manaus and with approximately 106,033 inhabitants (IBGE, 2010), Amazonas Indígena Criativa –AmIC is an Incubator linked to the Federal University of Amazonas - UFAM and has as its market segment the Creative Economy. Advises projects of a creative nature in order to promote them and which, after graduation, can remain consolidated in the market. It currently has 5 projects, which mainly work with handicrafts and tourism, aspects of EC that have as a principle the use of traditional knowledge, culture and sustainability, which is based on information,

The AmIC Incubator, aims to develop the local economy, thus generating employment and income for families and others who can benefit from advising companies not only in Parintins, but also in all the cities of the Lower Amazon and small communities Rural. He is also very active in the extension activities, having already carried out and published several researches in his scope. In addition, it is a Learning Organization for having its technical staff training mostly students and proposing to them the experience of reconciling theory and practice.

### **Research Approach and Method**

The research approach will be qualitative exploratory, as, according to Gil (2002), it provides greater proximity to the problem, with a view to making it more explicit which aims to analyze the issues related to the impacts that the actions cause in the life of its agents, because it is an entirely dynamic reality that relates to several variables. The research method to be used will be the deductive one, because, according to Lakatos (2003) it is possible to make more comprehensive findings from the observations on the whole of the object of study and from then on to obtain answers from each particular case.

### **Methodological procedures**

To carry out the research, bibliographic research and field research were used as methodological procedures. The bibliographic research aimed to substantiate and enrich the work with explanations about the theme to be addressed and collection of more specific data already made by third parties, with the possibility of using theses, magazines, articles and books. The field research aimed to enable the researcher to deepen the research object.

### **Research Tools**

For data collection, questionnaires were applied that obtained semi-structured open and closed questions to be asked with eight academics from the administration course who are between the 6th and 8th periods, with the intention of having relevant information about AmIC as organization of the learning and the impacts on your personal and professional life, which will later be used to conclude this research. In addition, interviews were conducted with the incubated entrepreneurs to learn about their analysis of the services provided by employees.

### THEORETICAL REFERENCE

#### **Business Incubators - new doors for entrepreneurship**

An incubator is an entity that aims to support entrepreneurs by giving them the conditions to develop, accelerate or enhance innovative ideas, transforming them into successful ventures. For this, it offers infrastructure, training and managerial support, guiding entrepreneurs on administrative, commercial, financial and legal aspects, among other essential issues for the development of a company (ANPROTEC, 2017).

The analogy refers to the baby incubator itself, which is born prematurely and sent to an incubator in which they received all the necessary care so that they can live in a healthy way in the environment (MACHADO, 2015).

Therefore, the main result of a business incubator is to strengthen enterprises that can remain consolidated in the market, through training and preparation of entrepreneurs, with the intention that these companies can generate employment, income and economically develop the place in which they operate. that this is inserted (DORNELAS, 2002).

The first activities known as business incubation were born in the United States, from the diffusion of three different initiatives - from business condominiums, to entrepreneurial programs, and to investments in new technology companies (DIAS; CARVALHO, 2002).

Exactly in 1959 in the state of New York (USA) the first incubator appeared, when one of the Massey Ferguson factories closed, leaving a significant number of people unemployed. Joseph Mancuso, buyer of the factory's facilities, decided to sublet the space for small start-up companies, which shared equipment and services (ANPROTEC, 2012).

This idea of allocating small companies was a way of providing conditions for them to remain competitive in the market and become large organizations, having the necessary structure there to develop their administrative capacities for the smooth running of their business management.

In Brazil, the first incubators emerged from the 1980s, after the implementation of ParqTec - Fundação Parque de Alta Tecnologia de São Carlos, in December 1984, the first business incubator in Brazil, the oldest in America, started operating. Latina, with four companies installed, and in that decade four incubators were set up in the country, in the cities of São Carlos (SP), Campina Grande (PB), Florianópolis (SC) and Rio de Janeiro (RJ) (SILVA, 2012).

Despite the inauguration of the first Brazilian incubators, they only consolidated themselves, as a means of encouraging activities and technological production, after the International Seminar on Technological Parks, in 1987, in Rio de Janeiro. That same year, the National Association of Entities Promoting Innovative Enterprises (ANPROTEC) emerged, which began to represent not only business incubators, but any and all enterprises that used the incubation process to generate innovation in Brazil (DORNELAS, 2002).

Since then, many incubators have been created, and according to a study by ANPROTEC and SEBRAE (2016) Brazil has 369 incubators in operation, which host 2,310 incubated companies and 2,815 graduated companies, generating 53,280 jobs. The turnover of companies supported by incubators exceeds R \$ 15 billion.

There are several types of incubators that can be for-profit or not-for-profit: those with a technological base (they house enterprises that use technologies); traditional ones (support companies from traditional sectors of the economy); mixed (accepting both technology-based and traditional sector ventures) and social or popular (which target cooperatives and popular associations).

The Incubator Amazonas Indígena Criativa - AmIC, works in the field of creative economy, and plays a significant role in the Parintinsense scenario, as it stimulates the process of maturation and development of micro enterprises, in addition to providing and stimulating its employees to be in constant process of learning and development, working skills related to the management part of companies, such as: marketing, production, logistics, financial, among others, as well as entrepreneurship learning.

### **Organizational Learning and Skills Development with Entrepreneurs**

As they work with companies that are starting their activities, it is necessary that incubators are always following market trends, observing the change in consumer behavior and encouraging innovation, in order to better guide the incubated companies. This shows the importance of keeping people with capacity and providing them with an environment that is conducive to learning (TISCOSKI, 2016).

Bitencourt (2001, p. 25) highlights:

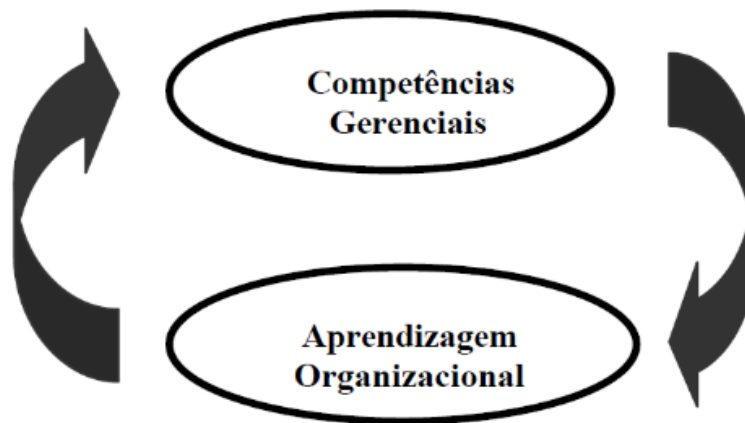
In this context, the development of skills has a significant role in that it contributes to the formation of people and to the change of attitude towards work practices, or even to the perception of reality, seeking to add value to the organization.

The relationship between Organizational Learning and Competence Management is that the two approaches complete each other. The first, according to Boog (1995), is a process by which people acquire experiences and, from that, increase their intellectual abilities and task performance.

It is worth noting that in this concept, not only does having knowledge matter, but also using it in experiences and lived opportunities to reconcile theory of practice. The second for Belford; Santos & Tadeucci (2012) aims to encourage employees to acquire professional competence and increase those they already have. It is more linked to competencies related to positions within the company.

For Bintencourt (2001), Organizational Learning only exists because it is necessary to think about the competence of each person, and at the same time the development of competences is based on learning, that is, they complement and form part of a cycle.

Figure 01: Virtuous Cycle - Organizational Learning and Skills Development



Source: BITENCOURT, 2001, p. 23

The creation and development of organizational skills is based on learning, resulting from the experience in implementing strategies, through the analysis of the results contained in the return of information from the internal and external environments of the company.

The learning opportunities made available to the incubator's employees can be seen as strategies, as it uses in its favor what is invested in each one, using the knowledge acquired in practical business advisory actions.

Therefore, companies that develop strategies to manage the knowledge of their employees are characterized by stimulating collective learning of people and particular development, by the dissemination of a culture of learning among customers and suppliers, by the development of a strategy centered on the development of human resources and for the pursuit of continuous transformation (SENGE, 1992).

## **RESULTS AND DISCUSSIONS**

### **Creative Indigenous Amazon Incubator - AmIC**

The incubator Amazonas Indígena Criativa - AmIC is a project that was created in the second half of 2014, is closely linked to the Federal University of Amazonas - UFAM / ICSEZ. Its headquarters are located at Rua Alberto Mendes, nº 2182, Bairro de Palmares. It has a challenging and daring proposal in the sense of developing, encouraging, potentializing and advising enterprises called creative, resident in the municipality of Parintins / Am, since

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the project's proposal is to involve the other enterprises with creative potential existing in the municipalities belonging to the Lower Amazon .

In turn, AmIC is in charge of leading the advised businesses to the path of success, through the use of management tools, strategies and training in order to develop the incubated enterprises in the best possible way, thus, after their stay in the incubator. they will have full control of conducting their business, with the ability to identify the best opportunities that the market offers, as well as knowing how to deal with the uncertainties that the economy provides.

In order for the assisted companies to achieve the expected result, it has a committed team formed by professors, technicians, and students from the Administration, Visual Arts, Journalism and Social Work courses, in addition to having support from the Dean of Technological Innovation ( PROTEC) and the Creative Economy Observatory (OBEC). Among the universe of so many institutions involved, there is the figure of the Ministry of Culture, represented by the Federal Government, as the main partner through the creative economy secretariat.

There are other partners that also contribute directly and indirectly to the training and education of incubated entrepreneurs, in this case we are referring to SEBRAE and SENAC, which through their actions provided in the municipality aiming to meet the demands of companies, especially small ones that still are in the initial phase of operations in the market and are looking for stability.

To this end, the incubator, in addition to having these supporters and partners, is also part of the Brasil Criativo Incubators network, which are centers of innovation, entrepreneurship, training, promotion and promotion of new ventures.

In this way, they create spaces for conviviality and close relationships that interact the creative business segments, as well as the different institutions of which governments, investors, accelerators, banks, universities and civil society itself are part, with the purpose of sharing knowledge and experiences to strengthen networks, and above all to contribute to the strengthening of business.

The Brasil Criativo Incubators offer cultural agents courses and consultancy, strategic planning, accounting, legal and communication advice, marketing, project development and fundraising, and continuous monitoring. The incubators host credit counters, formalization, technical training and courses. The activities are developed by local teams, in dialogue with the creative potential of each region.



In this context, the AmIC incubator has been developing works together with the four assisted entrepreneurs, providing services in the sense of orientation, training course, financial planning, strategic planning, in addition to creating business plans aimed at the best performance of the projects, as well as formalization. These actions promoted by the incubator make it possible to give more visibility to the businesses, placing them in a more prominent level in relation to the other artisans existing in the municipality of Parintins / Am.

For Ribeiro (2017, p.45), the AmIC incubator is configured as a fundamental factor for the development of the Lower Amazon Region, acting in the form of strengthening enterprises in the most diverse sectors of the economy present in the region. Based on this reality, it is possible to note the importance that the incubator represents within its field of activity as a promoter of a successful enterprise.

At the moment, AmIC operates only at the headquarters in the municipality of Parintins / AM, although its future objective is to expand its and serve projects with potential creatives residing in other municipalities in the Lower Amazon, since the project has the proposal to serve the seven cities of this city. region, being: Parintins (incubator headquarters), Nhamundá, Maués, Barreirinha, Boa Vista do Ramos, São Sebastião do Uatumã and Urucará.

Since its creation, the incubator has already demonstrated satisfactory results in the lives of entrepreneurs, as well as in the course of their business, as the owners claim that there was an extraordinary change from the moment that AmIC became more present in the management of companies. companies.

The Incubator Amazonas Indígena Criativa-AmIC plays an extremely important role in the Parintinense scenario, as it stimulates the process of creation and development of micro and small enterprises, as well as enhancing the business of local entrepreneurs.

It is worth mentioning that the AmIC incubator also acts as a learning organization, that is, it has an organizational structure formed by students, technicians and professors at the Federal University of Amazonas (UFAM). Thus, forming an environment conducive to the personal and professional development of employees, in the opportunity, the students and researchers involved directly or indirectly.

### **Learning opportunities and their benefits**

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Since its foundation, to the present day, one of the incubator's priorities is to be able to provide its collaborators with innovative experiences to relate practice and theory, in order to develop their knowledge and skills.

In view of this, there are many actions that facilitate this learning process, and which, according to employees, is fundamental for their performance to be more satisfactory. Learning opportunities are actions and how they occur, from planning to execution, characterized as organizational learning. The table below shows the list of opportunities that the AmIC incubator offers.

| <b>Opportunity</b>            | <b>description</b>  | <b>Affected agents</b>    |
|-------------------------------|---|---------------------------|
| <b>Congresses</b>             | Trips for presentation of papers  | Contributors              |
| <b>Training Workshops</b>     | Planning and structuring  | Community / Collaborators |
| <b>Leadership Management</b>  | Leading “Missions”  | Contributors              |
| <b>Brainstorming</b>          | Create action plans to manage jobs with better use                                  | Technical Team            |
| <b>Participatory Meetings</b> | Interactive conversations on various topics essential for the incubator to function | Technical Team            |

TABLE 1: Learning Actions of the AmIC Incubator  
SOURCE: Field Research, 2017.

The table above shows the academic activities provided by AMIC, which made it possible for academics and their entrepreneurs to participate in congresses, seminars, meetings. The opportunity to participate in these actions gives employees greater knowledge of issues related to entrepreneurship, cash flow, management, among others, which are essential to assist companies.

From them, the learning process becomes continuous and with more use, as they explain themselves.

The work developed by us is fundamental, first because we give an idea of what we should do for our own company and for those we care for, there are things that I only learned after entering the incubator, from the practical activity, with the seminars that we participated in and this only added to our knowledge (Collaborator 1).

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Look, I see the work developed by AMIC as very important, because we had many courses, lectures, we give market information, how entrepreneurs should present our products (Collaborator 2).

Thanks to the incubator, I got a taste for entrepreneurship, after graduation, I will try to venture out and, who knows, maybe even be an incubator at AmIC (Collaborator 3)

The interviewees' speeches point out the importance and value that the incubator has been adding to their professional life, in addition to showing the importance of their work as a business consultant.

### **Business Management actions with Entrepreneurs**

Actions and programs aimed at the development of entrepreneurship are still aimed at a small number of entrepreneurs, being more located in the major cities and capitals of the country. In the interior of the State of Amazonas, these actions are still being developed at a rapid pace, and without the prospect of a more significant investment, the artisans themselves take the initiatives they deem necessary for their improvement, working together.

During the period when the folk festival takes place, where the city receives tourists from all over the country and even from the world, it is where artisans cannot sell their products and make more profits, as it is the time when the city's economy is most heated. Outside of this period, they depend on their own initiatives and resources to seek novelties and creative products to meet customer demand. "The only incentive we have is during the Festival, which comes from SETRAB (Secretaria do Trabalho do Estado do Amazonas), brings Shopping Cathedral, puts the artisans there, in that there, to sell their products, and we are one of those that stand out a lot in this, but this is only during the Festival period, government incentive like that, only for the period of festival"(Entrepreneur 1).

In this context, Parintins is located 340 km from the capital of the State of Amazonas, whose economy is focused on agriculture, livestock production, tourism and the public service. As tourism is one of the strongest attractions of the municipality, artisanal production is highlighted, with the incubator having the role of advising these entrepreneurs.

When asked the respondents about the changes felt after the incubator was implanted, 77% highlighted the market expansion through the creation of a website and participation in events sponsored by the incubator, 13% highlighted the issue of formalizing their businesses, which worked in a sporadic without registration as a micro entrepreneur, and

as a consequence did not enjoy their benefits, 10% highlighted greater depth of issues involving the management of their businesses.

In a survey carried out with the municipality's secretary of culture, he pointed out that the incubator's entrepreneurs are fully present in all events held by the municipality, being required to make materials such as gifts and prizes, in addition to their work being recognized as representatives of the culture and local production.

When asked about the impact that the incubator caused with regard to assistance for their professional development, they were unanimous in saying that paying for this experience was extraordinary and necessary to put themselves in the job market.

Since its creation, the incubator has already demonstrated satisfactory results in the lives of entrepreneurs, as well as in the course of their business, as the owners claim that there was an extraordinary change from the moment AmIC started to do it through its strategic actions. business development. Marivaldo Martins Martins, owner of the “Martins Artesanato” project, points out:

“[...] Before entering the incubator, I didn't have much business sense and how to run a company, I focused more on what I knew how to do, which was the products. When I entered, the incubator started to act, giving me and the other entrepreneurs training through workshops and lectures on many topics. We even had English class. I noticed a significant improvement when it comes to managing my business now. ”

In this sense, the Incubator Amazonas Indígena Criativa-AmIC plays an extremely important role in the Parintinense scenario, as it stimulates the process of creation and development of micro and small enterprises, and enhances the business of local entrepreneurs. It is worth mentioning that the AmIC incubator also acts as a learning organization, as its organizational structure is formed by students, technicians and professors at the Federal University of Amazonas (UFAM). Thus, an adequate environment for the personal and professional development of employees, in the opportunity, the students and researchers involved directly or indirectly.

Finally, the data show the importance that the AmIC incubator has for the professional development of the assisted entrepreneurs, as it articulates the knowledge learned in seminars, from the ancillaries they were able to expand their markets and consequently the increase of their working capital.

## FINAL CONSIDERATIONS

## The Creative Indigenous Amazon Incubator - AMIC as an Organizational Learning Environment for Business Administration Students

The incubator Amazonas Indígena Criativa - AmIC was created in 2014, which is linked to the Federal University of Amazonas - UFAM / ICSEZ. Its objectives are to encourage, enhance and advise enterprises called creative, residing in the municipality of Parintins / Am, since the project's proposal is to involve the other enterprises with creative potential existing in the municipalities belonging to the Lower Amazon.

Incubators offer cultural agents courses and consultancy, strategic planning, accounting, legal and communication advice, marketing, project development and fundraising, and continuous monitoring. Among other competencies, incubators host credit counters, formalization, technical training and courses. The activities are developed by local teams, in dialogue with the creative potential of each region.

In addition, it operates in the professional development of its employees, as in the same way as in companies, it needs people with a high capacity for reasoning and creativity. Therefore, it creates opportunities for its employees to acquire new knowledge so that they can be used in the actions of the incubator.

Finally, the actions of the AmIC Incubator contribute a lot to local development and the propagation of the entrepreneurial culture, as it applies planned business management practices so that entrepreneurs can manage their companies in the best possible way, being able to apply all to teaching by she.

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