

Strategic Innovation, Human Development and Sustainability: the case of in Centea

“The concern for people and their destiny must always be the center of our diagrams and equations” – Albert Einstein (1879 – 1955).

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Abstract

This is a ‘journey to the essence’ of inCentea, a company that provides services in the area of information and communication technologies, highlighting the strategy embodied in ‘being global’ with proximity, ‘having people’ with identity and ‘creating value’ to generate lasting sustainability. The strategy is based on permanent technological innovation, on the connection to the inCentea Culture, and on the creation of value in the clients businesses. The case study focuses more specifically on the role of the culture of innovation and human development within the overall strategy, particularly through a large number of innovative programs and measures on the road to the Knowledge Society, Citizenship and Social Responsibility. Such strategic orientations have resulted in the motto of the last inCentea Convention, called "Digital Acceleration: lessons learned and emerging opportunities", whose strategic challenges advocate futuring sustainability based on the motto ‘People with Solutions’ that accompanies the 2019-2021 Strategic Plan and the 2027 Vision.

Keywords: Customers. Value creation. Innovation culture. Human development. Sustainability.

1. Introduction

Case studies are important tools for research and learning, as narratives about entities and events (STAKE, 2009). InCentea presents itself as a case study which contemplates growth and innovation in an exemplary manner and meets the criteria of the case studies: in its history and in the principles that guide it; how to view and relate human system to the context; in the strategic vision it presents. InCentea is a business

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initiative that dates back to 1987, originated in the IT team of a plastics factory in Leiria, Portugal. It went through several evolutionary phases until it reached the establishment of a Business Group present in nine countries. These steps are described below as a 'journey to the essence' of inCentea, articulating the Strategy-People-Sustainability trilogy embodied in 'being global' with proximity, 'having people' with identity and 'creating value' to generate sustainability based on a vast number of innovative programs and measures.

2 Theoretical Framework

2.1 From Strategic Thinking to Complex Reasoning

InCentea's strategic thinking has profoundly evolved over its 33 years of existence mainly since a group of employees took over the company in 2000. From a simple IT personnel company leaving the local plastics factory to a Business Group that invoices more than 18 million euros, inCentea has multiplied its ambitions, successively measured its vision and its strategy, internationalized itself and became a complex organization in its action on the communities, with offices in nine countries in Europe, Africa and South America.

The inCentea case is suitable for carrying out an analysis based on the complex reasoning model with a focus on the company's strategic management and multilevel development. The model is based on the perspective of complex action systems (CAS) and on the criteria and postulates of complex reasoning derived from the complexity paradigm with roots in Kurt Gödel (1931) and structured by the works of Prigogine (1979; 2009), Kaufman (1984) and Gell-Mann (1994) and explored by Morin (2011). The model was called ACSIP – Analysis of Complex Systems and Problems (PARREIRA; SILVA, 2020), and is specifically oriented for application in the area of Social and Behavioral Sciences. It is structured around four postulates:

- First Postulate: The greater the number of different parts of a system, from which its global identity emerges, the greater its complexity (static complexity). The postulate is based on Kaufmann's interpretation of Gödel's theorem, which presents a formula to define the static and dynamic complexity that determines that the system's movements constitute irreversible history (PRIGOGINE, 2009), as stated in the second postulate.
- Second Postulate: The greater the variety of internal movements in the system (interaction between the parts and between them and the whole) the greater its complexity (internal dynamic complexity).

The internal dynamic complexity is complemented by the external dynamics of interactions, with all the factors of the physical, economic, social, cultural, political environment, as established in the third postulate.

- Third Postulate: The greater the number of diverse entities in the context with which a system and its components interact, the greater its complexity (external dynamic complexity).

But in addition to the three previous postulates, there is a final criterion that defines its complexity: the level and mode of integration of the diversity of components in a system with its own identity. This is built as a unitary whole, continuously emerging from the play of its parts, integrating them into a new global nature, its own. Morin called it *unitas multiplex* (MORIN, 2000), a unit of multiplicity. This is the core of the fourth postulate.

- Fourth Postulate: The more the emergence of a system's global identity is carried out through information processes and not power, the greater will be its internal variety, its informational level (and its static and dynamic complexity).

The corollary of such postulates states that understanding a system or solving a problem with a certain level of informational complexity requires a cognitive complexity superior to the informational complexity of that system or problem, to be capable of explaining its internal and external movements. The corollary is rooted in Gell-Mann (1994) and implies the development of high-level conceptual models to integrate the diversity of ideas, without reducing or distorting them. Integrating the system through power requires, on the contrary, resorting to the energy of emotions, through the impact on maintenance motivators (PESTANA; PARREIRA; MOUTINHO, 2019) or through the process of emotional contagion (HATFIELD; CACIOPPO; RAPSON, 1994). It creates a homogenizing movement and barriers to the use of information that ensure sufficient cognitive complexity to deal with the complexity of the system or problem (PARREIRA; SILVA, 2020).

2.2 The Paradigm of Innovation and Knowledge

The paradigm of innovation and knowledge emerged in the 20th century and was politically formalized at the beginning of this century in the European Union, when its Presidency urged member states to implement the best practices in social responsibility, lifelong learning, work organization and working time, equal opportunities, social inclusion and sustainable development (MOURA, 2003).

The implementation and development of such practices depend not only on governments, but on companies' commitment to a new moral contract that explains their

economic, social, environmental and cultural role in a framework of good governance, social responsibility and sustainable development (MOURA, 2007, 2009, 2014). In this perspective, sustainable development presupposes that the paradigm allows us to equate the combination of competitive economies and social models, in a framework of growing equanimity based on the optimization of economic development, the mitigation of exclusion and social conflicts, development of a culture of participation, lifelong learning and solidarity and optimization of new sustainable technologies for the environment, natural resources and citizens (ZADECK; SABAPATHY, 2003).

2.3 Sustainable Development

The anthropogenic impacts that have taken place over the last five decades at a global level produced unsustainable forms of action, with humans being responsible for intense and extensive changes that have never occurred before in such a short space of time. As opposed to unsustainable forms of action, sustainable development presupposes ensuring a safe and healthy society for future generations, combining economic, social and environmental development, that is, integral sustainability (CAMPELLO; SILVEIRA, 2016). From this perspective, there cannot be a sustainable world if institutions and companies do not promote unsustainability. The recognition of values, diversity, knowledge and worldviews are a fundamental basis for permanent learning that leads to sustainable development based on three essential pillars (the 'sustainability tripod') constituted by profit, people, and planet components:

- Economy and good governance: sensitivity to the limits of economic growth and its impact on society and the environment, optimizing wealth rather than maximizing profit.
- Society and social model: understanding social institutions and their role in transformation and development.
- Environment and climate balance: awareness of the fragility of the physical environment and its effects on human decisions and subsequent activity (DAYS, 2011; MOURA, 2014).

2.4 Sustainable Development from an Organizational Perspective

From an organizational and business perspective, it is important to bring the three mentioned pillars to organizations and proceed with implementation practices compatible with the management of negative repercussions and potentialization of sustainable activities:

- From good governance to corporate governance: management based on transparency, ethics, prevention of corruption and management of economic impacts (PARREIRA; MOURA; SILVA, 2018; 2019).
- From the social model to the responsibility of organizations: lifelong learning, social participation, working conditions and management of social impacts (Moura, 2007, 2009).
- From climate balance to environmental sustainability: sustainability applied to human resources, health and safety and management of environmental impacts (Alvares & Souza, 2016).

Hence, it is important to develop new ways of thinking and acting, overcoming corporate philanthropy and introducing in the company/organization a socially responsible and sustainable development model with objectives, goals, processes, products and services whose economic, social and environmental repercussions are sustainable; generate value shared by all, connecting business with personal and professional impacts and environmental sustainability (DRUCKER, 1977; JACOBI, 2003; PARREIRA, MOURA; SILVA, 2018).

This perspective leads to the need for human resources that actively participate in sustainable policies and actions, promote positive impacts on the market, on customers, on the quality of life of employees/collaborators, on productivity and on added value. People are the key element of sustainability policies and, therefore, it is important to promote the strengthening of a sustainable culture in the company, the creation of programs to improve the quality of life, investment in the use of reusable materials, the establishment of volunteer campaigns, the adoption of ongoing training programs, the monitoring of sustainability projects.

The inCentea case, which presents itself as exemplary in the growing development of complex reasoning and guidance for strategic innovation, human development and sustainability, closely followed the models developed by the authors of this publication, either based on technical literature or on business knowledge, as the company's strategic process becomes implemented and deepened. From the authors' scientific reflection and intervention practice, the following roadmap was prepared for the implementation of a model embodied in the strategy of 'being global' with proximity, 'having people' with identity and 'creating value' to generate lasting sustainability:

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- Diagnose practices.
 - Modeling strategic guidelines.
 - Involving leaders.
 - Creating a sustainability framework.
 - Developing communication.
 - Involving employees in planning.
 - Elaborating the operational (sustainable) plan.
 - Training employees.
 - Implementing measures.
 - Measuring results.
 - Writing the sustainability report.
 - Incorporating sustainability into planning.

The roadmap requires that 'sustainable human resources' are not limited to conceptions of personnel or human resources or people management departments, but a kind of 'socio-organizational unit' that transcends traditional actions and is an internal mediator and proponent of global and structural solutions committed to clear, possible and desirable corporate purposes, aligning objectives and strategies with sustainable operating practices. Such practices include, from the perspective of the authors of this publication, a set of integrated practices, namely:

- Recruiting, maintaining and retaining compatible talent.
- Reception and insertion with a 'sustainable development' script.
- Supporting the implementation of innovation and knowledge.
- Preparation and maintenance of employees as focal points.
- Cultural management through specific programs and actions.
- Daily application of the 'sustainable development' concept.
- Performance evaluation and creation of measurement indicators.
- Continuous training/lifelong learning programmes.
- Diversity and inclusiveness programs.
- Quality of life promoting programs.
- Civic participation programs in the community.
- Volunteer campaigns.
- Investment in the use of reusables.

3 Incentea Profile - Business and People

InCentea – Tecnologia de Gestão, SA is part of the inCentea Capital, SA Group of companies providing services in the areas of information and communication technologies, marketing and innovation, business consulting and product engineering. InCentea's Vision is based on using technology, managing partnerships and creating value, firmly believing that “Information and Communication Technologies (ICT) can decisively contribute to the sustained development of the Knowledge Society and that through business cooperation it is possible to generate more Value” (INCENTEA, 2019). Its Mission is “to add value to the customers' business and satisfy the expectations of employees, partners and shareholders in a socially responsible manner”. InCentea's Values are based on “customer orientation, change orientation and teamwork – understanding, doing, cooperating, always with people”.

In addition to Portugal, the Group has companies in Cabo Verde (2007), Angola (2008), Mozambique (2009), Spain (2014), São Tomé and Príncipe (2017), Brazil (2020), France (2020) and Guinea -Bissau (2020) and has 336 trained, certified and experienced employees, 80 of which (23.8%) are currently local employees in countries where the Group has companies. InCentea's solutions cover the entire lifecycle of a management system, from the sales process to the maintenance phase, by means of the requirements gathering, a methodology adjusted to the client's and project's reality, meeting deadlines and achieving objectives. The support service available keeps the solution up-to-date, optimized and at an acceptable cost.

In 2017 the Group grew organically and inorganically, focused on 15 business units, clarified the management model and improved the profitability and customer service. In 2018, results grew 30%. The economic and financial assessment remains consistent and in 2020 the consolidated turnover was above 18 million euros, with 26% of the turnover carried out in international markets. The group's companies have several certifications, including: NP4457 certification of the SME Innovation Network; Leading SME '17; Leading SME '19; Leading SME '20; ISO9001 – Quality; ISO20000-1 - Services; ISO27001 - Information Security.

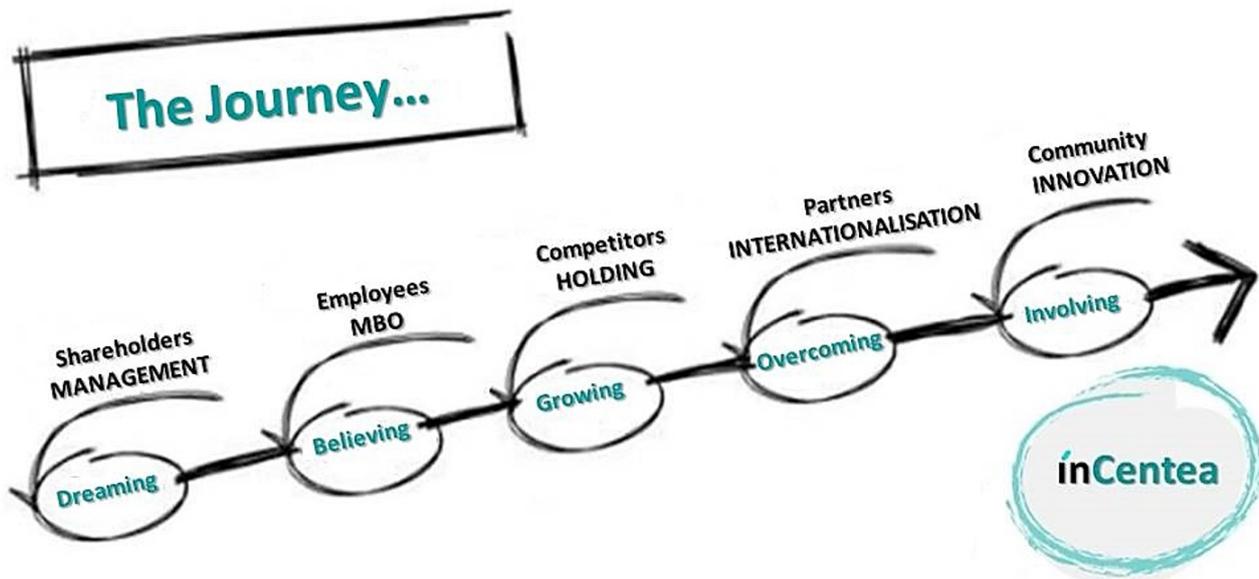
InCentea wants to be seen as a 'trustworthy person' who creates value and ensures sustained long-term growth through: (a) Supporting customers to be more competitive and succeed; (b) Ensuring a good working environment and employee development; (c) Fair remuneration of investments made by shareholders; (d) Innovation in the way of working

and in the technologies used; (e) Responsible civic intervention in the communities where inCentea operates. In particular, the Ethics and Social Responsibility policy, embodied in the inCentivar Program, occupies a central position in the business strategy and practices, in search of reference behaviors and practices about what the leaders are convinced and want to practice.

4 From the Beginnings to the Current Time- A Vision from an Eagle's Flight

With the program 'Journey to the Essence', inCentea defined an opportunity to value the past, become aware of the present and project the future. Linking past, present and future is one of the analysis and evaluation criteria used in the complex reasoning model to apprehend the structuring concepts. InCentea's journey went through 5 main phases:

Figure 1. The main phases of inCentea.



Source: inCentea (2019).

4.1 Dreaming – The Origins (1987)

InCentea was created in 1987 from the computer team of Fábrica Leiriense de Plásticos, created in 1983 to overcome gaps in the company's manual invoicing. The success of computerization led other companies to request IT services from the team, and Leirisic was born 4 years later.

4.2 Believing – Management Buy-Out (2000)

At the end of 2000, through an MBO (Management Buy-Out), a group of employees took control of the company and began to define a growth strategy based on a partnership policy. The operation's success was based on three factors: technical capacity; complementarity (of professional profiles); team spirit.

4.3 Growing – With Suppliers and Competitors (2004)

Leirisic gives way to inCentea. In addition to the endogenous growth that the company achieved, a new path was strategically defined to increase this growth through partnerships with suppliers and competitors, in cross-shareholdings of capital.

4.4 Internationalizing – With Multiple Partnerships (2007)

The internationalization project was started with the participation of some competitors and business partners, creating a company that would unify the common internationalization efforts, as well as companies in Cabo Verde (2007), Angola (2008), Mozambique (2009), Spain (2014), São Tomé and Príncipe (2017), Brazil (2020), France (2020) and Guinea-Bissau (2020).

4.5 Innovating – With the Community (2011)

A new cycle of the strategy began with the concept of 'innovation' understood as a new attitude, of being, thinking and acting, of motivating all stakeholders for the 'future' and strengthening relations between partners and local communities.

5 The Walk Towards the Future: The Pillars of Strategy

The evolutionary successions of the five phases led the company to permanently refine its path and redefine, improve and seek new development strategies. Economic and financial data and the development of human resources skills paved the way and, therefore, the successive phase-by-phase evolutions were based on several cycles of strategic planning, defined from 2013 onwards with the construction of the '2020 Vision'. This Vision has always been guided by the ambition to create value to the customers' business, satisfy the expectations of employees, partners and shareholders and grow in a socially responsible way with sustainability. The Strategic Planning cycles were based on 3 three-year plans whose complexity was based on the following annual purposes:

- Strategic Plan 2013-2015: 'Together we see further' (2013); 'Make it happen' (2014); 'For what we are today, we will change tomorrow' (2015).
- Strategic Plan 2016-2018: 'Create value by simplifying' (2016); 'Sharing knowledge without borders' (2017); 'Happy people make a difference' (2018).
- Strategic Plan 2019-2021: People with Solutions (2019); People with Solutions (2020); Digital Acceleration (2021).

Figure 2. The '2027 Vision' of inCentea.



Source: inCentea (2020).

In 2020, inCentea effectively achieved its ambition of being global with proximity, having people with an identity and generating value with sustainability, despite the Covid-19 pandemic having forced the company to implement 100% remote work.

The definition of 'Vision 2020' in 2013 already included the digital transformation, although not with the current depth, and was fundamental in preparing for the current reality, namely because the complexity of the new paradigm evolved at a pace never seen before. And 2020 reality fits with inCentea's vision of the importance of people with solutions at the center and as a driver for the use of technology in a context where cooperation creates value as opposed to the traditional model of competition, which in the current context appears to be a destroyer of value. In 2021, inCentea reviews its strategy, anticipating a '2027 Vision' that will again frame the next 2022-2024 and 2025-2027 strategic action cycles.

6 Growth and Overcoming – Being Glocal

The process was recently defined by a 'glocal' strategy, that is, to be a global company with proximity towards its internationalization, to respond to the challenge and to adjust the strategy in each market, considering contributions from other markets. Global, because although it is a Portuguese company that respects its origins, it is also from each of the countries where the Group is present, it wants to integrate, respect customs and laws, mix, and also be local. This is a 'glocalization' process in which we work closely, creating lasting and trusting relationships and consolidating true partnerships, either through participation in other companies or through 80 local employees.

7 Culture of Innovation and Human Development – to Have an Identity

The growth and overcoming described could not take place without an innovation strategy linked to culture and human development in search of identity. InCentea defines itself as a community of happy and competent people who act ethically and question themselves to promote a more balanced and fair society. They seek to implement non-standard solutions and generate value, in search of a strong and integrated identity that is recognized and valued; to be top of mind recognized throughout the supply chain of consulting services in management technology to organizations, transmitting the company's values and culture, respecting the difference and valuing it and that the whole is coherent and stronger than the parts. In 2020-2021, as a result of the Covid-19 pandemic, the inCentea team was 90% teleworking and this event brought together the different geographies of the company, due to the traditional local events (inCentea Week, Convention, etc.) having the remote participation of all, confirming that, through the digital transformation, the deepening of the use of technology highlights people as a differentiating factor and generator of value.

8 Creating Value – Generating Sustainability

InCentea is focused on creating value with sustainability, optimizing customers' businesses through unique and customized solutions, global but with tailored methodologies, that add value to customers, employees, shareholders, business partners and, ultimately, communities – ensuring lasting sustainability. Thus, this axis of the strategy aims to ensure adequate and continued return to shareholders, balanced life for

employees and contribution to more balanced and sustainable communities in the medium and long term. At the same time, inCentea assumes the ambition to create value and also products for the solutions, based on efficient methodologies and judicious products.

9 Consolidation of a Culture of Human Innovation and Development – The Strategic Component of People With Solutions

The consolidation of the strategy of 'being glocal, having an identity and generating sustainability' through internationalization, a culture of innovation, human development and the creation of value, occurred mainly from 2014 to the present, and the 2019-2021 strategy is currently underway, which succeeds that of 2016-2019. This study analyzes, in particular, the culture of innovation and human development that feeds the strategy's dynamics. The Knowledge Society brought permanent learning to the organizational scene, revealing human capital as an essential asset in 'learning companies', with people who learn throughout their lives. Knowledge, Skills and Performance are fundamental dimensions for the development of inCentea's business, providing services based on creativity and innovation, in which people are essential. Within this framework a human development model, interrelated with the culture of innovation, was defined, translated into lifelong continuous training, socio-professional development and evaluation of the results achieved, in order to enhance the model of growth and innovation.

9.1 Recruitment & Selection: Integrate And Encourage

InCentea's Recruitment and Selection (R&S) is generally carried out under the guidance of the Human Resources Department, resulting from the conviction that it is crucial to captivate the best people for the company, from the first contact, establishing empathy and sharing the company's culture in first-person experience. In this sense, in addition to the technical processes characteristic of R&S, inCentea develops the following differentiating procedural actions: (a) Participation in employment events, classes and open days at educational institutions; (b) Intern's Day with welcome sessions and welcome kit for the presentation of inCentea's profile and attribution of a kit to the employee, with a new version scheduled for 2021; (c) Godfather/Godmother inCentea assigned to new employees in the period necessary for their full integration; (d) Presentation and partial participation of new employees in the Business Units Council to create proximity, streamline the hierarchy and encourage opinions and suggestions –

genuine and without bias at this stage.

9.2 Remuneration & Benefits System: A Variable Geometry

The remuneration system at inCentea has the following components: (a) Fixed remuneration: 6 levels articulated between categories and remuneration tables; (b) Variable remuneration by objectives: 4 benchmarks for large functional groups (commercial, operational and business support team managers); (c) Distribution of results: individual and team for exceeding the company's overall results goals, upon shareholder resolution; (d) Benefits: variable geometry, universal application and at the employees' choice - "health insurance", "teaching and education tickets", "reduced prices" in pharmacy, cultural goods, education, finance, mobile communications, etc. The system's transparency allows each employee to monitor and enhance the fulfillment of their monthly goal periodically and reliably through a *Power BI*, accessible 24/7, 24 hours a day, 7 days a week, ensuring the model's confidence to employees.

9.3 Performance Evaluation: The Individual Future Outlined in Pecin

In 2007 a Performance Assessment model was implemented with the following stages: (a) inCentea values framework and professional profiles; (b) Specific process of self-assessment and hetero-assessment; (c) Personal development plan for the coming year; (d) Preparation of the annual training plan; (e) Diagnosis of organizational climate. A decade later, in 2017, a new performance evaluation was designed, which includes the creation of the Skills Evolution Plan (PECin), which diagnoses skills, identifies strategic objectives, personal and professional wishes and a future vision of the employee's position through an individual roadmap, allowing him to define his/her path in connection with inCentea's vision, within a framework of value creation through his/her direct action. In 2021, the company is preparing to adopt a new intelligent digital model of Performance Management for people and teams, aiming to enhance individual performance and that of inCentea as a whole and incorporating performance assessment in an articulated manner.

9.4 Training Management: Instrument for Adjustments and Changes

In connection with PECin, training complies with the ISO 9001 standard and the guidelines of the Training Policy. The new challenges must ensure a favorable environment and conditions for a culture of lifelong learning for the provision of services based on creativity and innovation, in which people are essential. InCentea wants its

employees to be the best in their professional area and for the company to gain notoriety in the markets in which it operates. Given the permanent changes generated by inCentea's dynamics, it is necessary to add to individual training a strategic training for medium/long-term change processes. Following the PECin, the company conducts strategic training to anticipate changes, aiming to prepare structural adjustments and professional repositioning in view of the expectations generated and the challenges to create value through people with solutions. To the extent that training is not limited to its achievement and skill gains, inCentea carries out 1st level (achievement), 2nd level (satisfaction) and 3rd level (impact) assessments, aiming to improve the health of the organizational climate and productivity.

9.5 Incentea Culture: The Central Link of Business Dynamics

The 'inCentea culture' gives meaning to the social organization of the group of individuals that constitute inCentea and makes it possible to transform a group of individuals into a community of people with a strong and recognized identity: their talents. InCentea believes that 'Happy People' make a difference, better fulfilling the strategic goals of creating and distributing wealth and, thus, the personal and professional satisfaction of employees depends a lot on the development and organizational culture, associated with 'talent management' of the people who shape solutions that add value, produce professional satisfaction and ensure sustainability. In 2018, the IT Program - innovation touch - was launched, as an expression of dynamization of the organizational culture (based on innovation, cooperation and openness to change), involvement of employees in the strategy, recreation of spaces for proactivity and feedback, support for ideas focused on the strategy, knowledge sharing, continuous improvement of processes and of the relationship with customers: distinctive factors are sought, which sustain the ability to design solutions in the future, even for problems that are currently unknown. The Action Plan includes:

- Management of Ideas (2018): aims to encourage employees to generate and launch ideas on the Innovation Portal, analyzed and classified by the employees of the Development and Innovation Committee, who follow up the ideas suggested on the Portal.
- IT meeting (2018): office work/training sessions to strengthen people's interaction, develop skills and promote commitments.
- Gemba Project (2019): initial contact of business support hires with the Kaizen methodology aimed at incorporating change methodologies, having

been extended to the commercial team of the Widepartner businesses, in 2020, and to the services of the Primavera team businesses, in 2021.

It also joined the IT Program in 2019, the 'IT Spaces' in the 4 offices of inCentea in Portugal, aiming to inspire creativity and innovation, be a symbol of inCentea culture and of Meeting and Sharing for the transmission of History and evolution of ideas for new solutions. It is an open space for those who pass by, invites them to be and to join, having as essential elements the Innovation Panel (inspiring mural), Acrylic Board (to prototype ideas), Telephone Booth (private communication), Lamp (focus for enlightened ideas), Almofadão (conversations in an informal environment), Pilates Balls (sitting and exercising your mind) and Carpet (background of meetings and ideas). Each year, however, in the field of Culture of Innovation, a set of unprecedented initiatives is carried out, which include Ethics, Social Climate, Citizenship and Social Responsibility and promote diversity and inclusiveness.

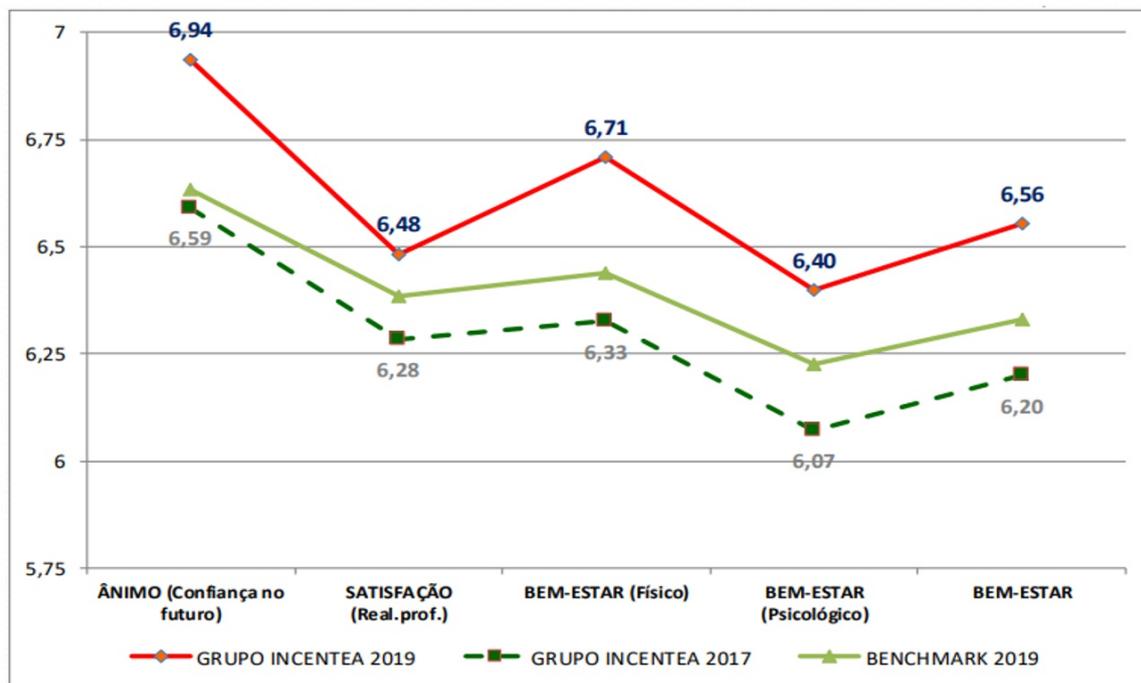
9.5.1 Code of Ethics: a compass for all stakeholders

InCentea has produced a Code of Ethics that identifies ethical principles, procedures, rules, values, sharing its culture and promoting trust, the identification of employees, suppliers, customers and partners with the company, according to ethical principles and benchmark behaviors: responsibility, transparency, loyalty, integrity, trust, camaraderie, merit, innovation, security, well-being, citizenship. InCentea assumes ethics and social responsibility, harmonizing professional and family activities, without neglecting the civic participation of employees with others and the environment, including social volunteer days.

9.5.2 Organizational Climate: Happy people make a difference

InCentea carried out Organizational Climate assessments in 2015, 2017 and 2019, obtaining ever-improving global results. Figure 3 shows the comparison of the 2017 global results (6.36), of the 2019 benchmark (6.45) and 2019 results (6.66) on a scale from 1 to 7, with the following partial results in 2019: Encouragement (confidence in the future), 6.94; Satisfaction (professional fulfillment), 6.48; Well-being (physical), 6.71; Well-being (psychological), 6.40; Total welfare, 6.56.

Figure 3. Assessment of social climate.



Source: Novaconsulting (2019).

The conclusions point to inCentea as an Innovative, Dynamic, Organized, Competitive, Ambitious, Family and Stable business group, but also bureaucratic and complex due to scrupulous compliance with rules and management complexity. InCentea's informal work environment is accompanied by internal communication measures structured by monthly editions of a digital newsletter (inTerno), use of an intranet (Employee Portal), collaborative tools (teams) and structured email messages (news and activities). Between 2016 and 2019, Thematic Breakfasts were held with employees on topics on the day's agenda, Family Day (picnic with employees and families), Annual Convention (inCentea topics), 'inCentea Day', 'Theme Day' (complimentary day, the smile, the hug). In 2019, anticipating 'futurism', the inCentea Convention brought together more than 300 people around the theme 'People with Solutions', an inspiring line for the 2019-2021 triennium. Regarding inCentea Day, the mottos were: in 2016, 'Creating Value by Simplifying' and included a guided tour and a management game in an outdoor activity; in 2017, 'Share Knowledge without Borders' and included a guided tour and boat trip on the Mondego river; in 2018, 'Happy People Make a Difference' and included the presentation of the 2019-2021 Strategic Plan and a workshop at the 'pescódromo' on 'the art of fishing... in life and in business'.

9.5.3 Citizenship and Social Responsibility: diversity and inclusiveness

The team spirit, practices and working methods are based on principles of citizenship, social responsibility, diversity and inclusiveness. InCentea teams include people with life experiences and diverse characteristics that allow for complementarity in everyday life and the design of solutions that create value in a more efficient and effective way. “We are together because of our differences and not despite them; we do not treat what is different as the same and we promote openness to difference” – this is one of inCentea's mottos. As inCentea defines as a purpose in its mission “to add value [...] in a socially responsible way”, it has developed several programs associated with the Culture of Innovation, Citizenship and Social Responsibility.

9.5.3.1 Incentea Internship Program

The inCentea Internship Program intends to contribute to the Knowledge Society by supporting the Communities, mobilizing the acquired school knowledge, completing the effective acquisition of basic skills of qualification, with value for the company in identifying recruitment opportunities and facilitating the selection of new employees . The Program currently provides more than 10,000 hours/year of on-the-job training for more than twenty students in secondary and higher education.

9.5.3.2 Conciliation Program

It was a project in a consortium between institutions from Portugal and Norway (2009), which aimed to improve the policies for reconciling work / family life, which allowed inCentea to be immersed in the identification and implementation of friendly practices in reconciliation. InCentea continued to pay attention to the evolution of the reconciliation of work and family life and each year innovates in Portugal and in the countries where it has companies, highlighting the following measures: (a) flexible working hours; (b) babysitting service; (c) provision of catering service to employees (Marmita da Mary), by option; (d) practice of sports in spaces funded by inCentea - handball, football, volleyball; (e) free yoga and affordable massages during working hours; (f) volunteer for 1 day, time off with remuneration for dedication to a cause; (g) making the inCentea Cabo Verde guest house available for vacation accommodation for employees' families; (h) 'Happy People' space in all offices – pantry equipped for meals; games and leisure space for relaxation at breaks; hosting employees' children for short periods.

9.5.3.3 Happy People Program

The Happy People Program, designed in 2016, is a challenge to employees who have ideas, talent and willingness to do more and better in cultural and sporting leisure initiatives that contribute to a strong identity, through an active, engaging and participatory citizenship, proposing activities that involve other colleagues. The measure has the logistical, cultural and financial support of inCentea for sporting and cultural actions, environment and sustainability, social inclusion, cultural dialogue and aging. It supports 4 initiatives per year, with a limit of €4,000. Support is €500 for a minimum of 10 participants and €500 + €25 per participant over 10, with a limit of €1,000. Initiatives aimed at employees who have never participated are privileged.

9.5.3.4 Encourage Program

Fulfilling its mission of “adding value [...] in a socially responsible way”, inCentea created the inCentivar Program, which encourages actions that ensure healthy ecosystems, social equity and good governance. The program takes care of the impact of inCentea activities and is organized into two axes: (a) promotion of active citizenship among employees; (b) contribution to the formation of the knowledge society. The program was inspired by good CSR practices, creating the inCentivar Fund whose revenue comes from drinks available on the premises at a symbolic price of €0.10, annually delivered to a cause chosen by the employees. Until 2019, 12 causes were supported with around €27,000. The Awards Gala is held annually and at the last event, in 2018, employees with 20 or more years of service and partners publicly recognized for their relationship with inCentea were awarded. The 2018 Awards Gala closed with the attribution of the inCentivar Fund (€4,093.29) to the ASSIS Project, a social network that integrates inCentea employees (www.associacaoincentivar.org), which currently supports 12 programs to combat health and wellness deficiencies of the most disadvantaged elderly. In 2019, it was decided to set up the inCentivar Association to promote active citizenship, build a knowledge society, train and qualify for the labor market and support social solidarity initiatives, with the possibility of instituting scholarships and prizes. In 2020, inCentea joined the 100%in project - social innovation and integral inclusion - as a social investor, which is an initiative of several university and business entities, for the full and successful inclusion of students with special educational needs, focusing on access to higher education and facilitating the transition to working life.

9.6 Recognition of the Culture of Innovation and Human Active Development

InCentea has been recognized for working the Culture of Innovation and Human Development within the scope of its global strategy and management model, having obtained, in addition to certifications, relevant awards. The company holds the Social Responsibility Trophy of the newspaper Região de Leiria (2020) and the Masters of Human Capital award (2014), an initiative of the IFE Group and the Professional Human Resources Exhibition – EXPO RH, which annually rewards innovative initiatives and recognizes companies that obtain results through the strategic management of people. The award corresponds to the category of 'Best Policy for Integration and Promotion of Well-Being', due to policies to promote social integration and the well-being of employees with a clear impact on inCentea's performance, results and retention of talent. In March 2019, inCentea was recognized as an inclusive entity by the Municipality of Leiria by obtaining the seal 'Inclusive Entity of the Municipality of Leiria'. The award was awarded within the scope of the Education, Training and Education axis, which annually recognizes the municipal entities that integrate people with disabilities, by employment contract or by professional or curricular internships. The following actions developed by inCentea contributed to obtaining this Seal: (a) Protocols with Cercilei and APPC – Leiria for internships, resulting in the hosting of 4 internships of more than 7,000 hours of training in a work context, contributing to employment, professional training and education and valuing the citizenship of people with disabilities / special needs; (b) integration of a person with a physical disability into inCentea's permanent staff; (c) creation of access facilities and adapted sanitary facilities and parking for the disabled.

10 Conclusion – Sustainability for the Future

InCentea has followed a path of integrating the Strategy-People-Sustainability trilogy within the framework of the new paradigm of the Society of Innovation and Knowledge and faces new challenges to 'future' sustainability by deepening its business model. What is today inCentea's core business will certainly not be in the coming years. The millennial generation uses social media to connect with organizations, approximately 50% of the workforce is natively digital, connected 24/7 (24 hours a day, 7 days a week) and working in diverse and personalized ways. Of the top 100 software manufacturing companies, 95 have cognitive technology and artificial intelligence built into their products.

The difference between an IT consultant and a PowerUser supported by the wave of productivity and business tools will be increasingly blurred. Looking into the future, the following aspects must be included in inCentea's options:

- Cloud and Productivity – accelerates internal and customer digital transformation processes and meets new usage trends.
- BI, Data, Analytics and AI – implies expertise in data management and generates value for the clients' business.
- Products and services – involves producing and scaling our own products and services, through marketplaces or other mechanisms, together with partners.
- Platforms, infrastructures and business models – the sales models and the software, both services, will be rethought, namely the form of management and availability to customers and controlled (SaaS, IaaS, Subscriptions...).
- Compliance and security – dynamics related to ethics, legal compliance, data privacy and other emerging trends. The base model of the inCentea strategy is based on the use of technology, creation of value, generation of satisfaction and sustainable growth. Axes to consider:
 - Using Technology: attention to new paradigms and new technologies; digitize the company; cloud solutions – creating competitive advantages.
 - Creating Value: to know customers well; to deliver solutions instead of providing services; to implement turnkey solutions; to exceed expectations, to have clients as promoters; to provide innovative and dematerialized services; to maintain a specialized presence in the upper segment; to streamline internal processes.
 - Generating Satisfaction: to preserve a community of talented people; to captivate and retain more talent; to act ethically; to understand the new generations; to contribute to a fairer society; to promote the inCentea culture as its own culture, alive and with recognition; develop a strong and recognized identity.
 - Growing with Sustainability: organic growth with new partnerships; to develop own and internationalizable solutions and increase external presence; continuous improvement of processes; to focus on what you do well; to streamline alignment with business partners and strengthening measures to increase profitability.

To give a future to sustainability is the central purpose of inCentea's strategy, whose new strategic path began to be traced at the recent inCentea 2021 Convention, during which it was announced that “in 2020 we have learned that we are much more

capable, strong and resilient than we imagined... and that adhering to this forced digital acceleration has yielded results that we must leverage in 2021. The opportunities are many and if we don't seize them, they become threats... And we are convinced that for the digitization of our customers' businesses we have the right People to do it !"

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"The concern for people and their destiny must always be the center of our diagrams and equations" – Albert Einstein (1879 – 1955).

Resumo

Apresenta-se uma 'viagem à essência' da inCentea, empresa prestadora de serviços na área das tecnologias de informação e comunicação, realçando a estratégia consubstanciada em 'ser global' com proximidade, 'ter pessoas' com identidade e 'criar valor' para gerar sustentabilidade duradoura.

A estratégia assenta na permanente inovação tecnológica, na ligação à Cultura inCentea e na criação de valor nos negócios dos clientes. O estudo de caso foca mais especificamente o papel da cultura de inovação e do desenvolvimento humano no âmbito da estratégia global, sobretudo através de um vasto número de programas e medidas inovadoras na caminhada para a Sociedade do Conhecimento, a Cidadania e a Responsabilidade Social.

Tais orientações de natureza estratégica desembocaram no lema da última Convenção inCentea, designada por "Aceleração Digital: lições aprendidas e oportunidades emergentes", cujos desafios estratégicos preconizam futurar a sustentabilidade com base no lema 'Pessoas com Soluções' que acompanha o Plano Estratégico 2019-2021 e a Visão 2027.

Palavras-chave: *Clientes, criação de valor, cultura de inovação, desenvolvimento humano, satisfação, sustentabilidade.*

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Resumen

Se presenta el 'viaje a la esencia' de inCentea, proveedor de servicios en el área de las tecnologías de la información y la comunicación, potenciando una estrategia encarnada en 'ser global' con proximidad, 'tener personas' con identidad y 'crear valor' para generar sostenibilidad duradera. Una estrategia que apuntala la innovación tecnológica permanente, un vínculo a una cultura viva y creación de valor, somos negociados por dos clientes. O un estudio de caso más específico o el papel de la cultura de la innovación y el desarrollo humano fuera del alcance de la estrategia global, es decir, a través de un gran número de programas y medidas innovadoras en el camino hacia la Sociedad del Conocimiento, la Ciudadanía y la Responsabilidad Social. Estos lineamientos estratégicos dan lugar al lema de la última Convención de Centea, denominada "Aceleración digital: lecciones aprendidas y oportunidades emergentes", cuyos retos estratégicos

abogan por la sostenibilidad futura a partir del lema 'Personas con Soluciones' que acompaña al Plan Estratégico y Visión 2019-2021. 2027.

Palabras Clave: *Clientes, creación de valor, cultura de innovación, desarrollo humano, satisfacción, sostenibilidad.*

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