

# A model for market potential analysis in the R&D area of a public research institution

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This research aims to build a model, which can be replicated, to analyze the market potential of a R&D area of a public research organization, while understanding the public sector peculiarities. In order to deal with the peculiarities of the sector, terms inherent to entrepreneurship and innovation were translated into public reality. The market potential itself is understood for the organization as what the area can produce for society in return for its needs. At the end of the work, the area must be able to develop short and medium-term action plans to achieve its goals (understood during the process). To this finality, the research was divided into four stages: design of the business model, survey of activities, construction of a SWOT matrix, dedicated to the area, and encouraging knowledge externalization and combination (parts of the four modes of knowledge conversion), as described by Nonaka and Takeushi [1].

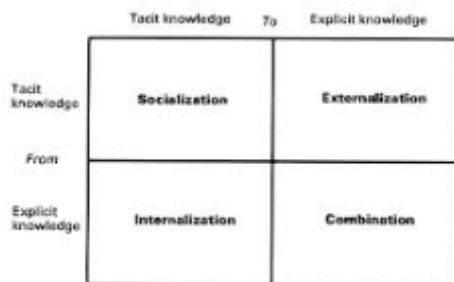


Figure 1. Four modes of knowledge Conversion, Nonaka and Takeushi

A matrix was developed, based on the Canvas method of business design, adapted for the sector. The initial basis for adaptation was the instrument for assessing public management [2]: a "Model of excellence specific to public management aims to consider the principles, concepts and language that characterize the public nature of organizations"(p. 10, 2010). Creation of the survey instrument for the areas, introducing the perspective of scientific

dissemination. It is understood that the recent social changes, caused by the pandemic of Covid-19, showed the need for action beyond institutional marketing and the importance of R&D areas as agents for the dissemination of science. The results of these two stages proved to be essential for the characterization of the study and the development of the adaptations required for the dialogue with the parties involved.

## References

- [1] NONAKA, I.; TAKEUSHI, H. The Knowledge-Creating Company: How Japanese Companies Create the Dynamics of Innovation. New York, Oxford University Press, 1995.
- [2] Instrumento para Avaliação da Gestão Pública, Gépública, Programa Nacional de Gestão e Desburocratização, 2010.