

Hermeneutics in the Strategic Innovation Processes

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Abstract— *The main objective of this theoretical essay is to approach the hermeneutics of innovation strategy. This work is based on Contingency Theory, which studies the understanding of the external phenomena that drive the internal variables of the organization's performance. The exploratory methodology takes a qualitative approach, using content analysis. It proceeds from a pre-analysis phase to a bibliographic survey, and then explores the material, which comprises a categorization of the relevant data to extract and understand their essence and effectively treat the data results. The thematic hermeneutics, strategy and innovation are connected in a process of convergence and divergence, enabling reductionism to extract the substantive details that provide an overall in-depth interpretation. The results show that the hermeneutic method works as a tool for understanding the dimensions of the organization, allowing strategies directed to innovation to be elaborated with future relevance in mind.*

Keywords— *Hermeneutics, Strategy, Innovation, Contingency, Organization.*

I. INTRODUCTION

The work of contemporary management highlights the challenge of understanding the nuances of the strategic process, interpreting the elements that impact on organizational innovation. As exogenous knowledge evolves in organizations, the institutional scenario is revealed by the assignment of fresh significance to roles, emphasizing the visualization of the transformational dynamics affected by gaps in their environment.

For Schwab (2016), the world is in the Fourth Industrial Revolution, subjected to powerful connectivity and excessive amounts of stored data, together with the complex processing of the essential information for radical innovation in organizational structures and society as a whole. Thus, intelligent development permeates the demands of the market where institutions are located. This influences empirical studies on the matter which help reflect the state of the art.

Thus, complex conjecture underlies the interpretation and hermeneutic treatment, under the lens of knowledge. The social actors focus on a functional understanding of the organization, including its network, and the interactions taking place in the internal and external environment. It is undeniable that these conditioning

aspects dictate a reductionist method, to be applied to the categorization of these complexities. While directing the support of intellectual properties in the individual and functional properties in the organization, it explains the universality of the concepts.

The doctrinal advance involves creative effervescence, combined with innovation strategies, guided by society itself as the beneficiary. Such considerations lead to the following question: How can hermeneutics be characterized as an innovation strategy? To answer this question, the general objective is presented as an approach to the hermeneutics about innovation strategy. The following specific objectives are also pursued to obtain the desired results: (1) approaching the hermeneutics aspect of the innovation strategy; (2) positioning the concreteness of an innovation strategy in light of the selected sources; and (3) delineating the convergence on innovation strategy.

The construction of this theoretical essay delimited it to constructing a theoretical framework as an object with which to reflect on the hermeneutical, strategic and innovative aspects of the question. It goes on to present the methodological trajectory of the research preparation through the analysis of its content, showing the application of innovation in its results. Finally, the establishment of a common point for innovation strategies is proposed, according to the underlying themes. In its final considerations, the essay conveys the potentialities and needs of the strategic axis to consolidate the research previously developed.

II. THEORETICAL AND CONCEPTUAL REVISION

This theoretical essay is based on Contingency Theory and considers the environment of complexity that determines the perspective of the Fourth Industrial Revolution. This study converges with the adaptive organizational capacity of an immediate kind, which requires specific configurations of interdependence throughout its complex changes.

Significant early connectors in the construction of Contingency Theory are found in the studies by Woodward (1958), Burns & Stalker (1960) and Lawrence & Lorsch (1967). These authors view economic performance in organizations as strongly influencing organizational structures, either by technology or the environment to which the organization belongs. Later, Morgan (1996) revealed that Contingency Theory depends on the organization's suitability for its internal environment, while its external environment determines the various requirements to which the organization must be adjusted.

Aggregating the proposals of Contingency Theory, Vieira and Quadros (2017) emphasize that the external

environment, marked by uncertainties, functions as an exogenous motor force in the organization; thus, it lacks the appropriate organizational structure for catalyzing situations as they emerge. The institution should support the creativity of the collaborators in the process of differentiating, integrating and resolving conflicts to obtain favourable results, because this support is needed for their success.

This proposed theoretical design involves the concepts of hermeneutics, strategy and innovation; they allow the cleavage and categorization of the elementary inductors, which contribute to a judgment of the effect of reductionist treatment and the results achieved.

2.1 Concept of hermeneutics

In Demo's view (1992), hermeneutics is a methodology of interpretation in the search for understanding about the form and content of human communication. It gathers the constitutive aspects present in the complexity or contextual simplicity of facts and situations. For these practices, the a priori absorbing conditions usually contained in the subject and object relationship must be protected, namely, the cognoscent individual and the cognitive element.

The core of hermeneutics is to confront credible understanding with a certain deepening of the set of principles for interpreting the approach of the subject to the interpreter. Demo (1992) adds that this dimension involves the understanding of the facts, to their subsequent validation resulting from the intrinsic veracity of present experience, and to the exhaustibly new understandings that are enriched by the subject/object relationship.

Precisely in this sense, Josgrilberg (2017) reports that the interpretation is very far from simple. For him, hermeneutics seeks to discover human uneasiness in the virtuous circle of transcendental existentialism in itself, situated on the agenda of discovering the concreteness of being and existence, which will bring about the incorporation of a new truth verified throughout the context.

The application of hermeneutics in the context of the social sciences is part of this theoretical outline. According to Gadamer (1997), the intended applicability derives from our understanding of the facts; and it is necessary to reach a cognitive level beyond what the subject interprets. It leads us to a search for strange elements, which may contrast different perspectives. This search variable allows the investigator to guide the logic and the reason for the actions pursued to exhaustion; hence, the use of historical sources may not be considered a bridge to understanding. In addition, the individual is usually motivated by social practices. Thus, in the behavioral view of the subject at the locus of meaning, the

application of hermeneutics does not rely only on interiority, but on anteriority and the intrinsic and extrinsic comprehension of the experiences that allow us to understand what has been contextualized.

The feasibility of this instrument is justified by Minayo (2008), in that it allows an associative construction of the interpretative and reflective character of the theory. This interpretative form is, above all, the guarantee of the proposal to investigate the valid phenomena. Such measures refer to the reciprocity of the different variants of legitimacy and meanings.

Accordingly, in Foucault's (2004) conception, in the practice of hermeneutics, individuals question their own behavior, discovering new subjectivities inherent in their consciousness and in this way address the imposed objections, such as the technologies of domination resulting from a certain power achieved by the unfolding knowledge from hermeneutics.

2.2 Concepts of strategy

Initial strategy studies in Mintzberg (1978) address the exclusively deliberate mode of competence in top management. It is characterized by the stages of planning, formalization and control.

However, as described by Vieira, Lavarda, and Brandt (2016), the new typology of strategic formation approaches this perspective on the organizational actors without observing the hierarchical levels where they are located. The actors are integrated to contribute together to the emergent strategic fomentation and thus improve the institutional results.

In the evaluation of the strategic process, Jarzabkowski, Balogun & Seidl (2007) emphasize two aspects: the conceptual phase, which requires the use of cognitive mechanisms operated by social involvement, and the execution phase, which depends on the actions, contacts, and participation of several actors in the proposed activity.

Strategy is a prominent tool that employs differentiated tactics in the design of an organization's actions. The initial step of this art advocated by Oliveira and Gonçalves (2017) requires the strategy to be formulated and implemented in line with the dynamics of its internal and external environments in the organization.

In this context, strategic actions are affected by both sides; however, for those who know how to identify them, they can become powerful weapons of confrontation when conjecture becomes uncertain. To realize this teaches us how to optimize opportunities and strengths, as well as recognizing constraints, while transforming them into competitive advantages through our tangible and intangible resources.

Serving the field of action of the strategy is considered beyond the concepts of evolution and

procedure, as Villar, Walter and Braum (2017) list them. The first of their concepts is the purpose of organizational survival, which adapts and copes with market demands in light of its understanding of external environmental forces. The second concept regards the satisfaction of the various internal interests, in a gradual, continuous and adaptable way that affects the rationality of the organizational actor, relating the individual's cognitive objectives in collaboration to the objectives of the organization, thus concatenating the convergent interests of its parties.

2.3 Innovation of concepts

The study by Tidd, Bessant and Pavitt (2005) indicates that the concept of innovation involves the process of transforming and developing ideas that can be materialized in practice. For this to occur, the organization must know how to absorb strategically the potentialities seen by the internal agents, with the intention of improving them according to the needs observed in the external environment.

According to Dias (2018), innovation is the complex result of accumulated learning in which new knowledge develops or the significant modification of something that already exists. Dias notes that innovation is related to an objective beyond the delivery of the final product, which is more like a set of items of processed knowledge that conceives the cognitive and interactive multiplicities favouring organizations.

Innovation is strategic when it meets society's aspirations for high performance by permitting the creation of products and services developed within organizational networks. But in this regard, according to Gomes and Lapolli (2014) and Tartari, Wilbert, Souza, and Dandolini (2014), innovation occurs only when the idea and its conception phases are evaluated and finally implemented. In this process the strategies applied to innovation contribute to the structuring of processes in which the organizational environment fosters the stimulation of innovation, guides the necessary skills in the intellectual agents, and finally allows advantageous results that can be measured. The criteria for the above include the survival and maintenance of organizations in competitive situations.

III. METHODOLOGY

In order to reach the objectives, the methodological treatment took the form of modelling a theoretical essay, with the use of qualitative theoretical review procedures that would convey the complexity of the theme. It applied the method of content analysis, allowing key elements for understanding the dynamic discursive processes addressing the subject to be categorized. For Bardin (1979), content analysis is a set of technical procedures

for analyzing discourse that aim to obtain a systematic structure capable of producing inferences about the knowledge thus exposed.

Briefly, the method consists of a new understanding of a selected bibliographic study, in order to discover, without distorting the initial information, what is hidden in the message of the interlocutors behind a superficial view of it. This procedure concerns the transposition of general questions to specific ones, in a reductionist manner, to identify the elements that make up the context from which the desired information is extracted.

Bardin (1979) proposes that the content analysis method should be applied in three phases: first, a pre-analysis, organization and systematization of references that are sufficiently complete, representative, homogeneous and pertinent to guide the interpretation of the study. The second phase explores the gathering of raw data from the contextual material – this phase constitutes the codification by means of cutting steps, counting and classification to extract the essence. The third one then

involves the treatment of the results and their interpretation: in this the researcher proposes to categorize the obtained data in order to build the theoretical framework and produce inferences aligned to the objectives proposed that elucidate the meaning of a phenomenon.

Dealing with the interpretative factor of the structure of Content Analysis reveals the depth of the dimension of the hermeneutic character, which Branco (2014) portrays as the treatment of the phenomenon divided into phases by the researcher. It does not demonstrate fictional hermeneutics, which it presumes to take an imaginary and even less artificial approach, since its own interpretations prevail in the tangible and factual modality explored.

Figure 1 shows the methods inherent to the application of content analysis, with reduced elements to confront the hermeneutical processes attributed to the strategic relations of innovation. The Table 1 reveals the significant elements.

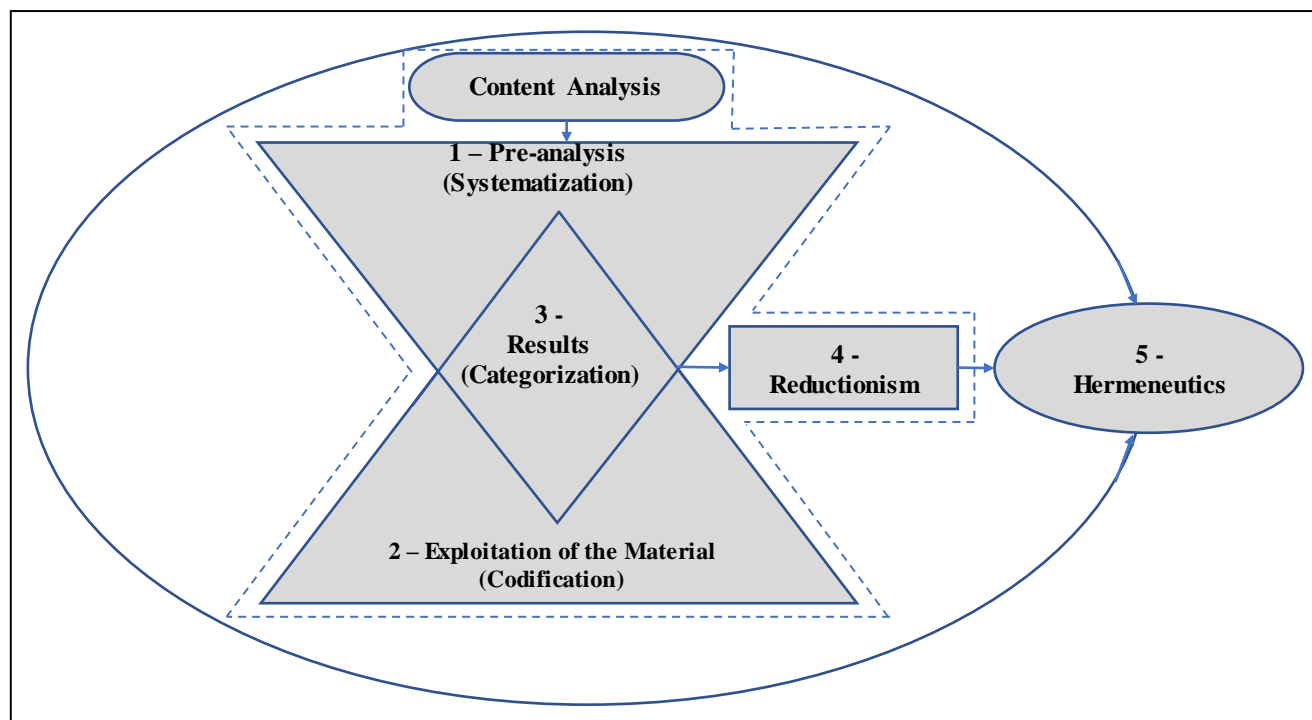


Fig.1: Diagram of the Content Analysis method considered in this research

Source: Prepared by the authors.

Table 1 – Specifications for the Diagram of the method of analysis considered in this research.

Elements	Description
Content Analysis	This is composed of a set of technical procedures for the analysis, production and drawing of inferences of new interpretation of the content.
1 Pre-Analysis (Systematization)	The procedure of bibliographical collection of significant statements that meet the objectives of the study.
2 Exploitation of the Material (Codification)	Process of guiding and coding the data chosen to extract the elements that can be understood in depth.
3 Treatment of the Results and Discussions	This embodies the effective interpretation for producing inferences capable of establishing a new vision according to the proposed objectives.

(Categorization)	
4 Reductionism	This proposes the synthesis of the general content to focus on specific items, delimited in the technical function of the desired factors.
5 Hermeneutics	This involves all the interpretative phases of showing how subjects are related, indicating the intrinsic features of the subject.

Source: Prepared by the authors.

IV. HERMENEUTIC APPROACH TO INNOVATION STRATEGY

This section provides the elements of the study results, according to the objectives indicated. It has used the content analysis method to interpret the data and verify which applications the hermeneutical method allows for the strategy of innovation. The contents of the selected sources were separated and integrated with the evaluation components, positioning a strategy of concreteness, to make it possible in the end to delineate the convergence of the strategic concepts of innovation.

To demonstrate the processes related to the development phases of the content analysis, under the heading of categorization, Figure 2 graphically presents an integrative summary of the validation of the cleaved concepts. Tables 2, 3 and 4 represent the treatment of the hermeneutics, strategy and innovation categories and corresponding subcategories, highlighting the key ideas and units of records taken from the documentation under evaluation, identifying the common and different features to express the corpus of the dimensions of performance.

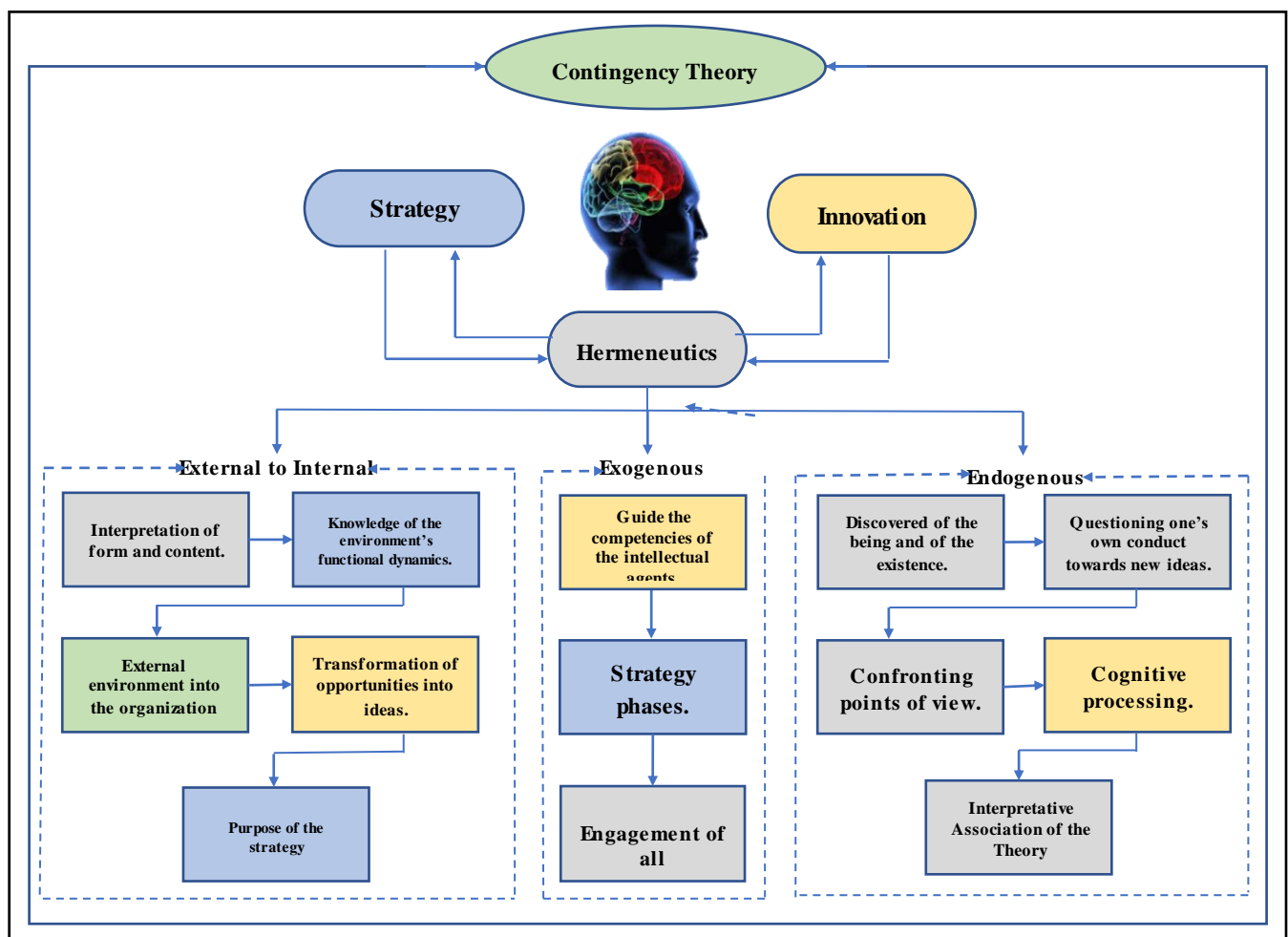


Fig.2: Integrative flow of content analysis validation.

Source: Prepared by the authors.

Table 2: Treatment of the categories of hermeneutics.

Subcategories	Indicators	Registry Unit	Dimension
Ability to interpret.	Interpretation of the form and content of complexity or simplicity.	Methodology of interpretation by the search for understanding about the form and content of human communication; gathers the constitutive aspects present in the complexity or contextual simplicity of facts and situations. Demo (2002).	External Environment for the Internal Environment
Human relationships and context.	Discovery of being and existence.	To discover human uneasiness in the virtuous circle present in transcendental existentialism itself, situated on the agenda of discovering the concreteness of being and existence, which will bring about the incorporation of new truth verified throughout the context. Josgrilberg (2017).	Internal Environment for the External Environment
Understanding the facts.	Contrary points of view.	Gadamer (1997): the intended applicability stems from an understanding of the facts; and it is necessary to reach cognition of what lies beyond what is interpreted by the subject. This is done in the search for strange elements, which could contrast different points of view.	Internal Environment for External Environment
Theory and practice.	Association of the interpretive character of the theory.	The feasibility of this instrument is justified by Minayo (2008), who admits the associative construction of the interpretative and reflective character of the theory.	Internal Environment for External Environment
Individual questioning.	Question your conduct in front of new ideas.	Foucault (2004) discusses in hermeneutics the questioning of one's own conduct, that is, that in order to elaborate a strategy, the individual must ask himself how his actions may reflect his attitude to the introduction of new ideas, and how they can adhere to the changes in the period of acceptance and creativity.	Internal Environment for External Environment
Applies to the individual (cognition)			

Source: Elaborated by the authors.

Table 3: Treatment of strategic categories.

Subcategories	Indicators	Registry Unit	Dimension
Everyone, for the differences that can be made.	Engagement of all.	This requires the engagement of everyone to make a difference and add to the group, regardless of the area, as proposed by Vieira, Lavarda, Brandt (2016).	Internal Environment for Internal Environment
Conceptual and execution.	Phases of the strategy.	In the evaluation of the strategic process, Jarzabkowski, Balogun & Seidl (2007) emphasize two aspects: on the one hand, the conceptual phase requires the use of cognitive mechanisms operating in social involvement, and, on the other hand, the execution phase, which depends on the actions, contacts, and participation of several actors to carry out the proposed activity.	Internal Environment for Internal Environment
Phase of elaboration of the	Knowledge of the functional dynamics	The strategic formulation stage is the responsibility of the manager, with his intellectual agents, to understand	External Environment

strategy.	of environments.	the dynamics of internal and external environments, as proposed by Oliveira and Gonçalves (2017).	for Internal Environment
Purpose of the strategy.	Unity of the individual and the manager for strategy.	It is possible to unite individual cognition and the role of the manager in the phase of transforming opportunities into ideas. This allows the practice of the dynamics that establish the purpose of the strategy, meeting the two demands of organizational survival and the understanding of the external environmental forces and interests, in a gradual, continuous and adaptable way. Villar, Walter and Braum (2017).	External Environment for Internal Environment
Applies to the organization (management)			

Source: Elaborated by the authors.

Table 4: Treatment of innovation categories.

Subcategories	Indicators	Registry Unit	Dimension
Vision of opportunities.	Transform opportunities into ideas	Innovation involves the process of transforming opportunities for the development of ideas that can be materialized in practice. Tidd, Bessant and Pavitt (2005)	External Environment for Internal Environment
Conception of innovation.	Cognitive processing	Innovation as a set of items of prior knowledge, processed in cognitive and interactive multiplication in favour of organizations. Days (2018)	Internal Environment for External Environment
Stimulating innovation.	Guiding the skills of the intellectual agents in innovation	The strategies applied in innovation contribute to the structuring of processes in the organizational environment, favour stimulation by innovation, guide the necessary skills with the intellectual agents, and finally allow measurable results. Gomes and Lapolli (2014) and Tartari et al (2014).	Internal Environment for Internal Environment
Applies to the organization (management)			

Source: Elaborated by the authors.

4.1 Survey of the hermeneutic aspect of the innovation strategy

The provision presented as part of the previous subtopic serves as the basis for the interpretive hermeneutic process of innovation, meaning the characteristics that the organization needs to understand before it can move from examining the external dimensions to examining the internal ones. It also contributes to the identification of the cognitive aspects by interested individuals, which meet the perceived demands and promote the innovation required for the survival of the organization. The next step is the intelligent integration of the constituent elements for analysis, as the task of interpretation applies the reductionist method.

When it comes to the hermeneutic process, one has in principle an individual moved by the capacity for cognition, supported by the constitutive aspects of the

environment, whether each situation requires the dimensions to be taken in order from external to internal or the other way around. These dimensions reproduce the *modus operandi* as a result of the strategic alignment in the face of innovation. This is a practical example of the Theory of Contingency of Vieira and Quadros (2017), which works by observing the external environment as marked by uncertainties, functioning as a driving force and stimulating creativity within the organization.

4.1.1. From the external dimension to the internal

In this field, the organization's ability to absorb external forces so as to mobilize the necessary inductors for internal ordering is evaluated. In the validating literature, it begins in the hermeneutic modality applied by Demo (2002), which is shown in the capacity to interpret form and content and to promote the connection with the theme. For this the individual uses a mechanism

that fragments the complexity of the various levels of understanding that envelop his situation, connected to the extrinsic aspects of phenomena, and reducing the inferences thanks to his initial knowledge of life, his experience and their context.

Thus, it is possible to move towards a strategic formulation, which depends, as highlighted by Oliveira and Gonçalves (2017), on the enclosure of knowledge, the provision of decision-making elements antecedent to the facts, and the knowledge of ways to remedy or take advantage of situations which might impact on the external demands.

In this intersection, the authors Tidd, Bessant and Pavitt (2005) describe how innovation emerges. From a careful study, they indicate the significant elements in the tendencies of the environment which can be seen to offer opportunities. The later development of these opportunities through brainstorming can be instigated by raising funds and finding agents capable of executing innovation.

This strategic model concerns individual cognitive attributes and joint decisions with the boss, which represent its intermediary role in fostering strategies and their implementation. Given the expected purpose of organizational survival, Villar, Walter and Braum (2017) claim, the interconnecting of external demands enables internal agents to contribute to the gradation and continuity of the changes and adaptation to them required for strengthening the institution.

4.1.2. Endogenous dimension

The evaluation of the endogenous character comes from the capacity of organizational self-recognition. The mastery of actions that establish the operating regiment has to be the angle approached by control programming.

The organization is responsible for establishing strategies that culminate in its being protectively armed against possible attacks. Among the strategic possibilities, the authors Gomes and Lapolli (2014) and Tartari et al (2014) emphasize that, in terms of competitive gains, innovation corresponds to a differentiating phenomenon. This information obliges the organization to be prepared socially and technically to expect measurable results, which only arise when conceiving the creation of a product or service. Therefore, stimulating innovation must be a continuous issue, so that it can be incorporated in the organizational practices for the sake of long-term survival.

An important consideration when it comes to strategic process is the ongoing relationship between the conceptual and the executive phases. For Jarzabkowski, Balogun & Seidl (2007), the first of these phases considers the level of preparedness of the individual,

amplified by the acquisition of intellectual knowledge and mediated by the preparation to plan and organize the proposals before putting them into practice. The second, following the theoretical work, brings together the elements of resources and labor for the development of the material or some other activity. The phases described depend on how well the organization manages to prepare the internal environment for modelling the structure to house the strategic increment.

The organizational strategic elaboration requires much more than following a rational model. It depends on guiding the actors engaged in the participation and execution to act with accountability, so as to obtain the expected results.

4.1.3. Exogenous dimension

The exogenous dimension consists in gathering the main means that the organization manages to strategically create in order to excel, notwithstanding the external environment. This stage emphasizes that innovation is the linking of possible trends in the internal environment with what satisfies the demand from external interests. Thus, it enables something significantly new to be delivered by an organization to a society that requires innovation. This explains Josgrilberg's (2017) statement that the human being lives for the incessant pursuit of discoveries, trying to fulfil the satisfaction of what is to come.

For a change to occur, according to Foucault (2004), the individual must reach the moment of questioning in which one reflects on the way that his actions may affect the posture desired when confronting the new. This premise refers to the consequences of acceptance and creativity. Schwab's study (2016) of the way in which the Fourth Industrial Revolution is proceeding states that society and organizations must prepare for the emerging demands of radical innovation.

Gadamer (1997) points out that the individual is not the only possessor of information; a range of attributes must be evaluated in order to reach an effective consensus.

According to Dias (2018), when the individual manages to link previous knowledge and understanding of the environment, the moment of cognitive and interactive multiplication is established that favours the emergence of innovation. This is where the feasibility of producing an innovation begins, in Minayo's contention (2008), by admitting the associative construction of the interpretative and reflective character of the theory, exhausted and detailed in all its complexity until a specific outcome occurs through a product or service.

In summary, individuals process cognitive aspects to interpret phenomena, while organizations must prepare themselves in management terms to plan strategies that cope not only with internal conditions but also encompass

the dynamics of environmental functioning. Apart from the competencies that organizations possess, intellectual agents must be stimulated to process an understanding of the external requirements and to use cognitive plurality to consummate the innovation. Therefore, organizations must work to understand people's anxieties and develop from these new products and services that meet the needs of the context.

4.2. Positioning the concreteness of innovation strategy in light of the selected sources

The collective strategy, as presented by Vieira, Lavarda, Brandt (2016) must be worked on by the members of the organization together, in order to think systematically and take account of everyone's accountability, with the internal organization culminating directly in the external phases.

However, this all depends on the stages in which the hermeneutic process is presented, that is, the capacity for interpretation. Evaluating the strategic position to be worked towards, the strategy must not deviate from the context and must be able to count on the participation of the leader in the conceptual and execution phases, as Jarzabkowski, Balogun & Seidl (2007) maintain.

The results of this subtopic are clearly demonstrated in Figure 2, where the blue-coloured elements represent the intermediate interconnection between hermeneutics and innovation.

The density of the changes reproduced by the Fourth Industrial Revolution, in Schwab's view (2016), gives rise to the need to know how to lead and manipulate excess information in the organization's favour. The importance of the strategic formulation is that it leads to an understanding of the nuances which can directly or

indirectly affect the functional dynamics of the internal and external environment and create radical innovation in society and its organizational structures, as listed by Oliveira and Gonçalves (2017).

Gomes and Lapolli (2014) and Tartari et al (2014) add that these facts must guide the development of the necessary competences to deliver innovative solutions. When the organization manages to align the individual's conception with that of the group, according to Jarzabkowski, Balogun & Seidl (2007), it achieves the expected social involvement through its cognition of ways to operate and implement practical actions with concrete consequences.

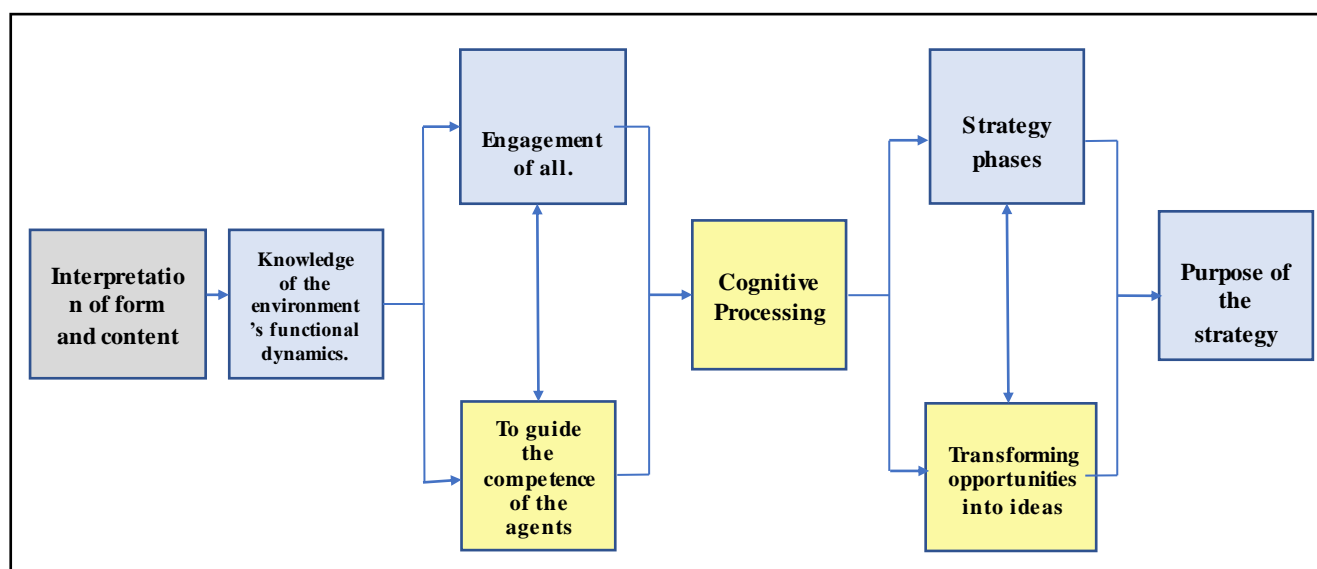
When we look at the depth of the organizational structure, we find hermeneutical complexity, which expands the networks necessary for survival. However, as indicated by Villar, Walter and Braum (2017), the ability to strategically discern where, when and how to act turns opportunities into ideas that do not wait for emergencies to encourage change but are always one or more steps ahead.

4.3. Delineation of convergence on innovation strategy

In this essay, the elements of study converged in a strategic focus on innovation, based on the hermeneutic concept that translates the extrinsic and intrinsic aspects of the environment and provides the organizations with the skills to mediate in situations and bring about success.

Next, we reformulate the systematic order of categories surrounding the strategic practice of innovation, from conception to final delivery. Figure 3 outlines the conceptual model applied in this task, and Table 5 summarizes the results.

Figure 3: Sequential convergence diagram of the innovation strategy.



Source: Prepared by the authors.

Table.5: Sequential diagram of the convergence of the innovation strategy.

Elements	Description
Interpretation of form and content.	This is the movement of constructing a proposition for something new and the overcoming of the dilemma of the objectivity and neutrality of the knowledge produced.
Knowledge of the functional dynamics of environments.	This involves the wisdom with which the external and internal situation of the organization is understood.
Engagement of all.	This seeks the accountability of all those involved in the organization.
Guide the skills of the agents.	Role of the leader, knowing how to coordinate efforts and encourage agents to develop innovation.
Cognitive processing.	Mechanism of primary support for the intellectual performance of employees.
Strategy phases.	This includes the capability to plan and execute the processes in the organization.
Transform opportunities into ideas.	The ability of visionary perception to understand the opportunities and the attitudes that will be required.
Purposes of the strategy.	Compatibility between individual interests and the survival of the institution.

Source: Prepared by the authors.

Although there are variables that interfere in the organizational environment, knowing which strategies can be used provides levels of security that are more adequate for the organization's permanence. To this end, the form and content that the strategies express must be carefully interpreted in all conjectures of origin and context, in order to infer plausible suggestions that will maximize the potentialities. However, this activity is not isolated, but depends on the knowledge of the functional structure that deals with the conditioning aspects of the environment. Without such knowledge, the company meets contingencies in a fragile and unprepared way and can easily be removed from circulation.

In this matter, the effective participation of employees increases the chance of strengthening ideas. When institutional policy keeps it in mind, an understanding of the employees' role in supplementing the health of the organization is extremely important. For this purpose, a conducive environment depends on stimuli that favour the conditions that process their inherent cognitive abilities as individuals in favour of innovation at any level.

The implementation of the strategy goes through phases that need social involvement, since the planning is carried out by individuals, who in fact initiate, mediate and complete the task. Therefore, the participation of the members may not be discarded, for they are the essential mediators of the process and it is their capacities that transform opportunities into ideas. An institution can progress from a vision that owns or seeks to acquire, to seeing beyond what can be seen.

To conclude the circle, we have the purpose of the strategy: meeting the desired requirements and transposing the conflict of beneficial interests to the same side as the institution and the collaborator, in conditions

where both are satisfied, because one depends on the other.

V. CONCLUSION

Considering hermeneutics so far, we have a delivery from the materialistic bias that is rooted in the delivery of a product; science conditioned by power; and the relationship of profitability established by innovation, beyond knowledge. So from the social point of view, the strategy fits the integration needed to take advantage of the cognitive elements and collaborate to promote the survival of the organization.

The contribution of this study is to have brought a general perspective to bear on the proposed objectives, fragmenting the aspects to the point of reductionism and combining them to illuminate the whole. This has extracted the reflexive actions of convergence to combat the strategic procedures that stimulate innovation.

The results answer the research question, referring to the hermeneutic method as an essential tool for understanding how the external and internal structures of the organization work, and using in-depth knowledge to infer the strategic processes of innovation. Without this condition, the work can be loaded with information that does not focus on the future, and does not meet or exceed the expectations of society.

For the most part, the application of hermeneutics is directed to the area of law. Due to the high degree of complexity of legal matters of systems, the law has always needed to be interpreted to reduce the possibilities of errors. However, the same technique can be used in all areas of knowledge. In the applied social sciences, hermeneutics collaborates with the strategic context, mainly at the stage of elaborating effective proposals,

which requires an understanding of the functions and elements that affect the inside and outside of organizations in a properly systematic way.

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