

**FUCAPE PESQUISA E ENSINO S/A**

**EZEQUIEL GALDINO DE SOUZA**

**KIBS E DESENVOLVIMENTO DE NOVOS SERVIÇOS: efeitos da  
orientação para o cliente e da inovação**

**VITÓRIA-ES  
2023**

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Dissertação apresentada ao Programa de Pós-Graduação em Administração e Contabilidade da Fucape Pesquisa e Ensino S/A, como requisito parcial para obtenção do título de Mestre em Administração de Empresas – Nível Profissionalizante.

Orientador: Profa. Dra. Lara Mendes Christ Bonella Sepulcri

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Aprovada em 24 de Março de 2023.

**COMISSÃO EXAMINADORA**

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**Profa. Dra. LARA MENDES CHRIST BONELLA SEPULCRI**  
Fucape Pesquisa e Ensino S/A

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**Prof. Dr. VITOR AZZARI VIEIRA**  
Fucape Pesquisa e Ensino S/A

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**Prof. Dr. CELSO AUGUSTO DE MATTOS**  
Universidade Nova de Lisboa

## RESUMO

Negócios de serviços intensivos em conhecimento (*Knowledge Intensive Business Services - KIBS*) desempenham um papel relevante na economia de qualquer país. Assim, este estudo objetivou verificar se a orientação para o cliente e capacidade de inovação influenciam empresas KIBS a desenvolver novos serviços. Além disso, buscou examinar o papel moderador da capacidade de identificar necessidades latentes e da capacidade de vendas nessas relações. Utilizou-se um questionário auto administrado, disponibilizado em meio eletrônico aos proprietários e gestores de negócios de serviços intensivos em conhecimento. Os dados foram analisados através de modelagem de equações estruturais (*Structural Equation Modeling – SEM*) com estimação dos Mínimos Quadrados Parciais (*Partial Least Squares - PLS*). Usando uma amostra de 115 empresas KIBS, os resultados revelaram que capacidade de inovação exerce um efeito positivo sobre o desenvolvimento de novos serviços. Os resultados evidenciaram também que a identificação de necessidades latentes modera de forma negativa a relação entre capacidade de inovação e desenvolvimento de novos serviços. A variável moderadora capacidade de venda não foi significativa, mas apresentou um efeito significativo, direto e positivo sobre DNS. O estudo evidencia que KIBS possuem capacidades intrínsecas e são inovadoras por si mesmas.

**Palavras-chave:** KIBS; Desenvolvimento de novos serviços; Orientação ao cliente; Capacidade de inovação.

## **ABSTRACT**

Knowledge-intensive business service (KIBS) play an important role in the economy of any country. Thus, this study aimed to verify whether customer orientation and innovation capacity influence KIBS companies to develop new services. Furthermore, it sought to examine the moderating role of the ability to identify latent needs and sales ability in these relationships. A self-administered questionnaire was used, made available electronically to owners and managers of Knowledge-intensive business service. Data were analyzed using Structural Equation Modeling (SEM) with Partial Least Squares (PLS) estimation. Using a sample of 115 KIBS companies, the results revealed that innovation capacity has a positive effect on the development of new services. The results also showed that the identification of latent needs negatively moderates the relationship between innovation capacity and the development of new services. The moderator variable sales ability was not significant, but had a significant, direct and positive effect on DNS. The study shows that KIBS have intrinsic capabilities and are innovative in themselves.

**Keywords:** KIBS; Development of new services; Customer orientation; Innovation capacity.

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