



# Innovación inclusiva y gestión del conocimiento en emprendimientos rurales - Haku Wiñay Foncodes

*Inclusive innovation and knowledge management in rural enterprises - Haku Wiñay Foncodes*

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## RESUMEN

Estudios recientes han analizado por separado la importancia de la innovación inclusiva y de la gestión del conocimiento. El presente documento ofrece una visión clara de las características de cada variable y de los vínculos entre ellas, de modo que cada variable pueda analizarse y resumirse por separado para cada empresario. El objetivo es identificar si existe relación entre la innovación inclusiva a través de la gestión del conocimiento, como demuestran los usuarios del proyecto Haku Wiñay. El estudio enfrentó algunas limitaciones, como la dispersión de la población y su relación con la región del altiplano andino, donde los usuarios no se ubicaron en un solo lugar, permaneciendo en el campo por la mañana y en sus casas por la tarde, lo que incrementó el tiempo de recolección de datos a cinco meses, y los investigadores tomaron en cuenta a toda la población, es decir, 80 empresarios, y se recolectó el 100% de los datos. Los datos se recogieron mediante entrevistas con cada empresa. Se llegó a la conclusión de que las principales características de la innovación participativa pueden identificarse a través de la gestión del conocimiento de los usuarios del proyecto Haku Wiñay.

**Palabras clave:** desarrollo desigual, crecimiento agrario, creación de producto, diversificación del conocimiento, producto mejorado

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## ABSTRACT

Recent studies have separately analyzed the importance of inclusive innovation and knowledge management. This document provides a clear view of the characteristics of each variable and the links between them, so that each variable can be analyzed and summarized separately for each entrepreneur. The objective is to identify if there is a relationship between inclusive innovation through knowledge management, as demonstrated by the users of the Haku Wiñay project. The study faced some limitations, such as the dispersion of the population and its relationship with the Andean highland region, where the users were not located in a single place, remaining in the countryside in the morning and in their homes in the afternoon, which increased the data collection time to five months, and the researchers took into account the entire population, that is, 80 entrepreneurs, and 100% of the data was collected. The data was collected through interviews with each company. It was concluded that the main characteristics of participatory innovation can be identified through the knowledge management of the users of the Haku Wiñay project.

**Keywords:** uneven development, agricultural growth, product creation, diversification of knowledge, improved product

## INTRODUCTION

There are different strategies to combat poverty and extreme poverty, so we will talk about one of them. Entrepreneurs are characterised by their intelligence and audacity, and are willing to find solutions even in adverse economic conditions. Almost half of Peruvian businesses are driven by economic difficulties. In these circumstances, it is important to have a business idea.

The Haku Wiñay project aims to teach productive capacity and entrepreneurship to poor and very poor families living in densely populated areas, so that they can increase and diversify their independent and sustainable livelihoods.

Thus Wong (2020) the report notes that inclusive rural enterprises in the Tacna region facilitated by the Haku Wiñay project have made significant progress in the areas of production costs, financing, debt management and investment-based knowledge management. The study found that the correct use of costs contributed to increased product value and that the rational allocation of resources was recognised when entrepreneurs maximised profits and value added.

It is therefore necessary to understand how the inclusive innovations made by the project relate to knowledge management. This is necessary to understand what knowledge the users have and how the project innovates through components 1<sup>1</sup> and 2<sup>2</sup>.

Knowledge is an intangible asset and plays a crucial role in the success or failure of any organisation (Cancino et al., 2018). Effective knowledge management enables organisations to innovate efficiently (Mardani et al., 2018).

People are beginning to feel social pressure due to economic deprivation, annihilation of nature and the rising effects of global warming (Albort et al., 2016). On the other hand, Delpont et al. (2018) to mitigate this collision, stakeholders started to choose tools that ensure rural transformation and innovation rather than measures that cause environmental problems.

Soleymani, et al. (2021) is thus a great experience for rural enterprises that want to increase the value of rural property through the use of rural labour. But that is not all, if the problem is not success itself, but rather progress in one area at the expense of improvement in other areas, then this also includes problems with success (Shahraki & Heydari, 2019).

Knowledge about the processes that facilitate or hinder entrepreneurship is still lacking. (Rei et al., 2020). Therefore, entrepreneurship projects that promote agricultural development often depend on government policy (Ahmad et al., 2012). In recent periods, several projects and policies have been created that encouraged and supported rural entrepreneurship (Campos et al. 2017).

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<sup>1</sup> Developing productive capacity

<sup>2</sup> Inclusive rural enterprises

And under the Haku Wiñay project, where innovation is expected, an integrated entrepreneurial knowledge system will be restarted, creating new opportunities for Andean elites who appreciate their ancient culture and good products will be provided.

The general objective of this study is to study whether there is a relationship between the variables and the specific objective is to explore the characteristics of inclusive innovation and knowledge management variables among the users of the Haku Wiñay project and has two specific objectives. These include: to identify common innovation metrics that are critical for user progress, and to identify knowledge management metrics necessary for user progress. Below, we present the methodology to facilitate the latter study. Discuss your findings to engage readers and add your key findings in the conclusion section to encourage further research.

## THEORETICAL FRAMEWORK

In recent years, from a global perspective, there have been changes that characterise the world with unequal economic and social growth (Sampedro & Díaz, 2016). And the answer to this question is that it has to do with the pace of innovation (capital intensive and environmentally destructive) (Soleymani et al., 2021). Therefore, innovation plays a fundamental role in a more inclusive innovation path that tends to eliminate exclusion and social inequalities (Albort et al., 2016).

Innovation, in its social and economic aspects, is recognised as an important field of study, and it is necessary and valuable to consider progress: innovation itself, how to foster it, improve it, develop it, and about innovation practices and how to use them effectively without affecting the environment and traditional culture (Peerally et al., 2019). In this environment, informal innovation can contribute to more inclusive and sustainable development outcomes, along a trajectory where diverse participants create opportunities, share benefits and participate in decision-making (Chen et al., 2019; Sahasranaman et al., 2021). This shows that the archetype variation in economic technology theory has a real collision in innovation for the poor and vulnerable. Here, the goal of innovation is to create opportunities for this segment of the population and improve the quality of life. This effect is analysed and criticised using a different analytical framework from the traditional one that some authors like Sen (2003), Prahalad (2005), Mendoza (2008), Mervyn (2012) have tried to explain the processes by which these effects occur.

On the other hand, López and Schamal (2006) explains that inclusive innovation is a concept developed and believed to be the result of a linear model, in many cases the starting point for new learning begins in the world of research, then transferred to business and ends up moving to the world of research, new goods or services. According to this understanding, innovation appears as a change of thinking that arises from a complex relationship between companies, universities and state, which is shared (OECD, 2013), which shows that there are three ways to reduce inequality through innovation: through redistribution of resources, through solutions that improve the quality of citizens separated by poverty, and through innovations created by people with resources. But Foster (2013) shows that the focus of innovation is not defined as: the subject of innovation meets the needs of the poor; the poor participate in the development of renewable energy; which segment has the potential to take on new roles; innovation has a positive collision in their lives.

Likewise, Amaro and De Gortari (2016) show that innovation is about challenging established models, and inclusive innovation involves identifying problems and solving them with the help of all stakeholders. Which is congruent with Tartaruga (2016) ensuring that inclusion is an incentive that can be considered from two points of view: first, it is more difficult for those who are left out, because they are not involved in developing new things, but in introducing new technologies; instead, when evaluating it, citizens are more active in nature, because they are involved in identifying a problem or need, deciding and deciding.

If you leave data management, you will not find all of the above, so the search for data will determine the action of the data wizard, who tries to create new data (Ode and Ayavoo, 2020). It will depend on culture, learning, transfer of learning. Therefore, creative activity is often an internal initiative of the company, which can create and gain new knowledge through R&D activity (Gold et al., 2015).

According to Albort et al. (2018), three indicators: apt to learn through environmental, social and economic, environmental sustainability to strengthen the environment and natural resources, care for social life and people, and economic sustainability focusing on economic and financial aspects. But also, Maravilhas and Martins (2019) states that tacit knowledge is the hidden and unwritten knowledge that exists in people's minds and is acquired through experience and interaction with people. Since it is tacit and unwritten knowledge, tacit knowledge is difficult to transfer to others compared to explicit knowledge (Johnson et al. 2019).

Thus, Segarra and Bou (2004), and Tari and García (2009) illustrate different aspects of knowledge management, where tacit knowledge is understood as unknown knowledge, suggesting its potential to create new knowledge and new

products.

We highlight that the opening of the Andean Altiplano ecosystem of the Tacna region has led to a revaluation of products, culture and what they call Mother Earth (Pachamama or Nuke Mapu), which thanks to the Haku Wiñay project, taking inclusive innovation as a starting point and re-evaluating culture, ideology, land, customs through knowledge management, it is possible to connect their products to the market and make them aware of their potential.

Knowledge is therefore part of the concept of inclusive innovation of the Haku Wiñay project, where knowledge is what drives the enterprise and is the essence of the person, i.e., what is in their heart and brain. As Soleymani et al. (2021) say, the only value of a rural enterprise or business that cannot be copied is that which derives from the human factor.

An open attitude towards inclusive innovation led to a reassessment of the territory, environment, water quality and culture offered by the Haku Wiñay project, giving them the opportunity to improve their knowledge with the support of experts. By supporting and convincing people that partnerships are the best way to connect products to the market and better enter it, by having shared brands and sanitary registrations, we can be competitive without losing the essence of our culture.

## **RESEARCH DESIGN**

This study aims to increase knowledge of the essential principles of inclusive innovation and knowledge management, thus presenting a fundamental type of research and developing studies that refine existing theories.

This design corresponds to a non-experimental cross-sectional study, which presents a descriptive-exploratory level of research, with a total population of 80 entrepreneurs from Nec Palca, Quilahuani, Héroes Albarracín and Huaytire. Therefore, the inclusion criterion for this study was all the entrepreneurial enterprises, since the greater the number of entrepreneurs, the more relevant the information collected.

The first part was the documentary analysis, i.e., the collection and analysis of information relevant to the topic from various sources in order to start the study; the second part was the interviews, i.e., the collection of data in order to arrive at the desired results. The interview consists of asking a number of people a series of questions in order to gather the information necessary to obtain data.

The limitations encountered in the research were the dispersion of each enterprise, which meant that the data collection time was extended to 5 months, when it was planned for 3 months, since many enterprises are not located in a single area, but are dispersed.

The climatic change of each of the zones, starting at 2325 m above sea level and ending at 5000 m above sea level, the roads are not so accessible, they are not so easy to access, they are purely dirt roads, in many of the places there is no place to spend the night, which incurs additional expenses, and one has to go back to the province, and in the morning one has to go back up to the countryside again.

The following research hypotheses were then developed:

There is a significant relationship between inclusive innovation and knowledge management of the user of the Haku Wiñay project.

What are the main characteristics of inclusive innovation in the Haku Wiñay project?

What are the main characteristics of knowledge management that the entrepreneurs of the Haku Wiñay project have?

## **RESULTS & DISCUSSION**

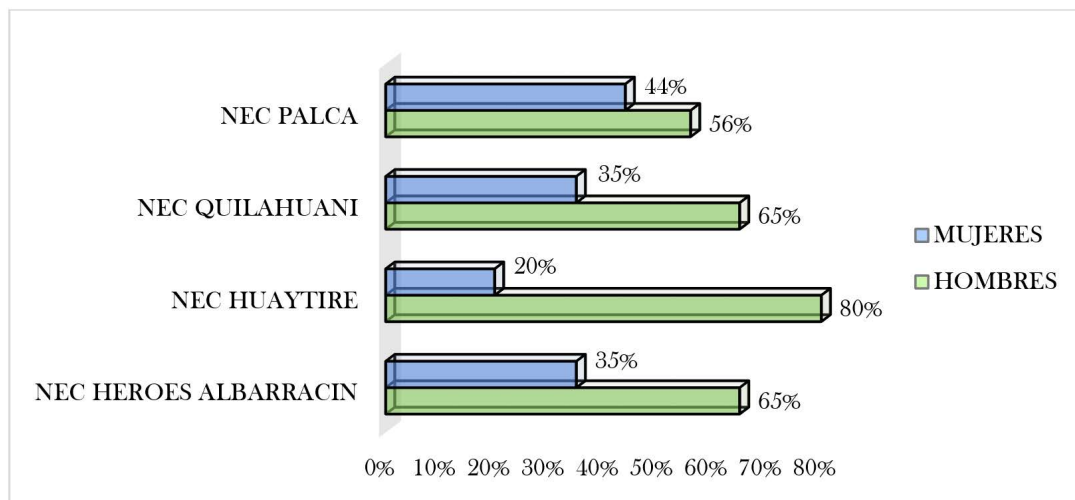
### **Entrepreneurship genre**

Nowadays, the role of women is no longer only to be housewives, in the 21st century, they have begun to have an entrepreneurial purpose, of empowerment, and this is reflected in the present study, where it can be seen that Nec Palca has 44% of women entrepreneurs, as well as Nec Quilahuani, with 35%, Nec Huaytire with 20% and Nec Héroes Albarracín with 35%.

This allows us to indicate that the revaluation of the culture and entrepreneurship of the Haku Wiñay project has shown that empowered women can come together to enter markets.

**Graph 1**

*Entrepreneurship genre*



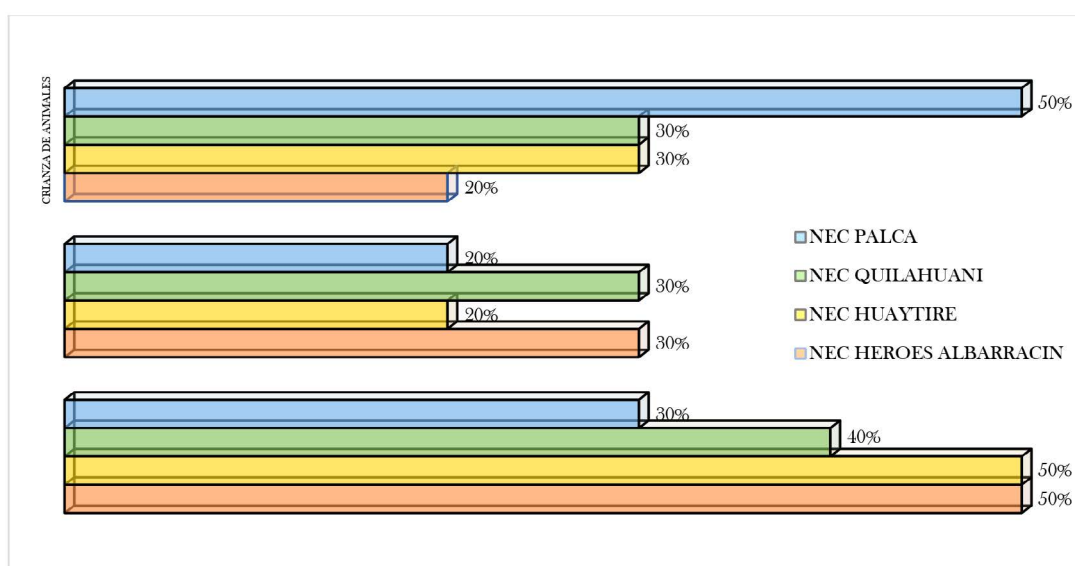
Source: Proyecto Haku Wiñay

**Business line**

In graph 2, we can observe the most predominant lines of business of the Haku Wiñay project, where we can see that in the Necs Héroes Albarracín and Huaytire the agrarian businesses are 50%, followed by 40% in Quilahuani and 30% in Palca, but we can also see that in the nuclei there is a work of transformation of the products since in the agro-industrial part we can see that it goes from a range of 20% to 30%, which indicates that there is a change of mentality since the products, such as oregano, milk, fruit, have begun not to be sold as raw material but transformed into liquors, cheese, yoghurt, essential oils, We can also see that in the Necs there is animal husbandry that varies from 20% to 50%, which is characterised by the area of intervention, since there is more fodder in the area of the Necs of Huaytire, Quilahuani and Palca.

**Graph 2**

*Business line*



Source: Proyecto Haku Wiñay

**There is a significant relationship between inclusive innovation and the knowledge management of the Haku Wiñay project user.**

To determine whether the data follow a normal distribution, you must obtain a p-value at the significance level. Generally, a significance level of 0.05 (called alpha) is acceptable. A significance level of 0.05 means that, if the data are normally distributed, there is a 5% risk of concluding that they are not normally distributed.

Kolmogorov-Smirnov data is taken because the study sample exceeds 50 units of analysis, otherwise Shapiro Wilk is taken into consideration.

$$W = \frac{D^2}{nS^2}$$

Where ‘D’ is the sum of the corrected differences. This gives the following hypothesis statement:

H0: The data of the variables follow a normal distribution.

H1: The data of the variables do not follow a distribution.

As well as the following decision rule:

If the p-value is < than 0.05, H0 is rejected.

If the p-value is > than 0.05, the H0 is accepted.

The null hypothesis of normality is rejected if the W statistic is lower than the critical value given in the table prepared by the authors for a given sample size and significance level. A significance level higher than 0.05%, or 0.030, means that the data are normally distributed, which violates the test of the null hypothesis of normality necessary for the reliability of the results of analyses such as linear regression and analysis of variance.

**Table 1**

*Normality test of inclusive innovation and knowledge management*

Normality test	Kolmogorov-Smirnov		
	Statistics	G1	Sig.
Inclusive innovation	,174	80	,023
Knowledge management	,198	80	,030

Table 2 of the Model Summary identifies the Correlation Coefficient known as the Pearson Correlation Coefficient, which expresses the value of R which is 0.787, which means that there is a significant correlation between the variables studied. Next, the R2 Coefficient is identified, which allows us to affirm that 62% of the results in the dependent variable are explained by the independent variable.

**Table 2**

*Summary of the model*

Model	R	R square	R tight square	Standard error of the estimate
1	0,787	0,620	0,591	2,880

Table 3 is an analysis of variance test which shows whether the variance explained by the regression is significantly different from the unexplained variance. The value of the test statistic F = 21.191 has a p-value equal to 0 < 0.05, so the null hypothesis is rejected and it is concluded that the linear dependence is statistically significant so the model is adequate.

It is concluded that there is a significant relationship between inclusive innovation and the knowledge management of the user of the Haku Wiñay project.

**Table 3***Anova*

ANOVA		Sum of squares	gl	Root mean square	F	Sig.
1	Regresión	175,769	1	175,769	21,191	,000 <sup>b</sup>
	Residuo	107,831	13	8,295		
	Total	283,600	14			

a. Dependent variable: knowledge management

b. Predictors: (Cibstabe), inclusive innovation

### What are the main characteristics of the inclusive innovation of the Haku Wiñay project?

Graph 3 shows the main characteristics of the inclusive innovation of the Haku Wiñay project, after carrying out a documentary review of the 2018 and 2019 portfolio dossiers and cross-checking with the interviews with the entrepreneurs, where 4 were found: sustainable production, affordable access, creation of opportunities, and creation of goods and services.

Under Output 1: The technical capacity of user households will be strengthened through technical assistance and training to develop productive capacity, and the efficiency of household production systems will be improved through direct technical assistance and training to promote productive innovations and simple and affordable methods. Similarly, technical assistance and training will be provided to improve user households. This product is very much characterised by sustainable production, and affordable access, where: the Necs Héroes Albarracín and Quilahuani have indicated that there is a sustainable improvement and revaluation of ancestral products with 73% which is characterised by a sustainable production of potato, maize, alfalfa, etc. And the Necs Huaytire and Palca, have indicated that there is an affordable access to opportunities with 69%, which characterises that the technified irrigation technology implemented in the plots, has contributed to the existence of access to opportunities since there is a greater production and reduction of costs and time.

Output 2: Develop technical assistance and training programmes for income generation for small enterprises based on local market needs. This section is implemented through competitive funding. That is, users prepare a business idea and participate in the competition. The Local Resources Allocation Committee (CLAR) is responsible for determining the winner. Financial education is also promoted to enable users to understand and obtain financial services to improve their ability to carry out economic activities.

This product is very much characterised by the creation of opportunities, and the creation of goods and services, where the Necs Héroes Albarracín, Huaytire, Quilahuani and Palca, 80% agreed that the creation of small businesses has given them opportunities to improve their economic income, and likewise 93% consider that, having created small businesses, it has given them the possibility to innovate with goods and services in the area.

### Graph 3

*Characteristics of the inclusive innovation of the Haku Wiñay project*



Source: Proyecto Haku Wiñay

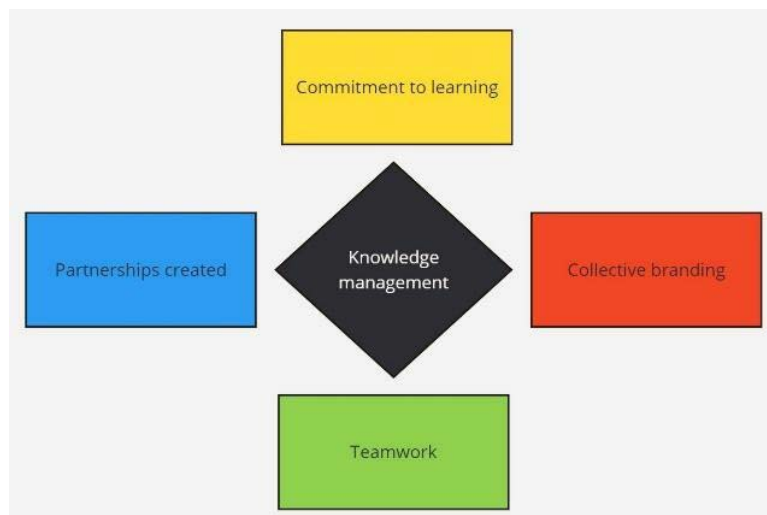
### What are the main characteristics of knowledge management that the entrepreneurs of the Haku Wiñay project have?

Graph 4 shows the main characteristics of the knowledge management of the entrepreneurs of the Haku Wiñay project, after a documentary review and an interview, where four characteristics were found: commitment to learning, generation of a collective brand, partnerships created, and teamwork.

The entrepreneurs of the Necs agree that the productive, commercial and reinforcement technical assistance has contributed 93% to changing the way of thinking, improving their products, with a technical assistant who helps to improve and obtain sanitary registrations, has helped the members to create new knowledge, and this is demonstrated in the teamwork, followed by 83% who stated that the creation of associations has given them the opportunity to find better markets, and has given them the opportunity to improve their products, 75% also indicated that the commitment to learning has been decisive for the operation and change of mentality, but 71% indicated that all this would be nothing if they did not have a collective brand, since this has made it possible for customers to know where it comes from, how it is made, the culture, the environment, and the differentiation from other products.

#### Graph 4

Characteristics of the knowledge management of the Haku Wiñay project's users



Source: Proyecto Haku Wiñay

## CONCLUSIONS

With regard to the results of hypothesis 1, it has been proven that there is a significant relationship between inclusive innovation and the knowledge management of the user of the Haku Wiñay project. According to the results of the linear regression given that the value of the test statistic  $F= 21.191$  has a p-value equal to  $0 < 0.05$ , so the null hypothesis is rejected and it is concluded that the linear dependence is statistically significant so the model is adequate. The results found are partly in agreement with what is reported by Soleymani et al. (2021), which addresses the case of identifying indicators of sustainable rural entrepreneurship, thus stating that sustainable entrepreneurship is a strategy for development, growth and prosperity that has received the attention of researchers, especially in the fields of economic development and rural enterprises. Rei et al. (2020) also indicate that, although sustainable entrepreneurship is considered a key concept to address environmental and social issues through entrepreneurial activities, there is a lack of literature on the topic of rural entrepreneurship. They themselves give an openness to further research on the topic.

Regarding the second hypothesis, what are the primary characteristics of inclusive innovation that the Haku Wiñay project has, 4 have been found, sustainable production, affordable access, creation of opportunities, and creation of goods and services. Likewise, Shahraki & Heydari (2019) states that radical programmes to condemn, challenge and reject the positive-empiricist philosophy of science, i.e., something that is embodied in 'first philosophy', and the long-standing commitment to objectivity, realism, truth, rational foundations and determinism, is set aside when thinking about rural entrepreneurship. In this sense, social constructionism is a postmodern metatheory. It argues that the social constructionist

paradigm has useful implications for revising and rethinking both rurality and rural entrepreneurship.

Likewise, in the third hypothesis, what are the primary characteristics of knowledge management that the entrepreneurs of the Haku Wiñay project have, 4 have been found: commitment to learning, generation of a collective brand, partnerships created, teamwork. Thus, Johnson et al. (2019) states that capturing tacit knowledge is necessary for transferring it to others. As this is a much broader understanding of the content and protocol of a task than can be gained simply from observation or design methods, sharing tacit knowledge with new entrants or those already in the organisation is a task that requires more research effort than could be derived simply from observation or design methods, it is valuable to share tacit knowledge with new or transient members of staff. Without such in-depth knowledge of the ‘know-how’ that experienced operators use from inexperienced operators to identify and diagnose defects, the formal training given to new operators is obviously more limited. Capturing this knowledge will become increasingly important as labour mobility increases.

Regarding the gender of the entrepreneurs, it is clear that out of 80 entrepreneurs, 27 are women, i.e., 33.75%. Peruvian women are undoubtedly enterprising, but what always stands out is their innate ability to negotiate, multi-task and achieve effective results. However, on the road to entrepreneurship and economic development, women still face social barriers that discourage them and sometimes lead them to abandon good ideas that could contribute to the labour market. Thus, Gold, Malhotra and Segars (2015) states that these barriers are related to gender roles inherent in the gender division of labour, i.e., the perception that women, unlike men, can only do certain jobs, the fear of failure or the difficulty in obtaining credit due to lack of career guidance.

The results found are an opening for new research, since inclusive innovation is a very little researched topic, which can bring opportunities for rural entrepreneurs, and for social projects that want to contribute to increase the culture and revalue high Andean products.

It is also a new opportunity for universities to encourage their history, art, culture and other courses to contribute to the villagers to revive their customs and culture.

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