



## **ieTIC2020: Livro de Atas**

Editores

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## Dissemination of knowledge and innovation in traditional products through social networks

## Disseminação de conhecimento e inovação em produtos tradicionais através das redes sociais

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### Abstract

Social networks have emerged as facilitators for knowledge sharing and as direct collaborators for the consolidation of information and knowledge sharing processes. This paper aims to identify, and describe the use of social networks and other digital platforms in the NEWFOOD knowledge transfer initiative (NORTE-01-0246-FEDER-000043) to actively disseminate knowledge, skills and resources to stakeholders from the relevant economic sectors, and the impact achieved. Following an exploratory case study, methodological procedures included a theoretical review on social networks and knowledge dissemination; the design of a digital communication plan, structure, and contents; and an assessment of its impact. Several digital contents were developed and distributed to bring researchers to promote innovations in traditional food products and to raise sector stakeholder's awareness about potential of exploitation. Disseminated information and knowledge contributed to promote technological innovation through the generation of new ideas for products and services in this sector, and the alignment between stakeholders.

**Keywords:** *Social network, stakeholder engagement, agri-food sector, traditional food products, newfood.*

### Resumo

As redes sociais surgiram como facilitadoras da partilha de conhecimentos e como colaboradoras diretas da consolidação de processos de partilha de informações e conhecimento. O objetivo deste trabalho é identificar e descrever o uso das redes sociais e outras plataformas digitais na iniciativa NEWFOOD (NORTE-01-0246-FEDER-000043) para disseminar ativamente conhecimentos, capacidades e recursos entre as partes interessadas dos setores económicos relevantes, bem como avaliar o impacto alcançado. Este é um estudo de caso exploratório que inclui uma revisão de literatura sobre as redes sociais e a disseminação de conhecimento; um planeamento da comunicação digital; e uma avaliação do seu impacto. Vários conteúdos digitais foram desenvolvidos e disseminados para envolver investidores e investigadores na promoção da inovação em produtos alimentares tradicionais e aumentar a consciencialização das partes interessadas do setor sobre o potencial de exploração. As informações e conhecimentos disseminados contribuíram para promover a inovação tecnológica através da geração de novas ideias para produtos e serviços nesse setor, além do alinhamento entre as partes interessadas.

**Palavras-chave:** *Redes sociais, stakeholder, setor agroalimentar, produtos alimentares tradicionais newfood.*

## 1 Introduction

Agri-food sector is the industrial superstructure of the agricultural sector; its products are standardized, transformed, diversified, adapted to dietary requirements and, finally, taken to the final consumer. The modern concept of Innovation was introduced by Joseph Shumpeter (1934) who understood Innovation as something fundamental for companies not to become obsolete. Competitiveness, not only for companies, but also for supranational regions, countries, and regions, are strongly associated with the dynamics of Innovation. Innovation is, in all sectors of the economy, fundamental to survive and to win (Natário, 2005).

For Porter (1990), companies generate and maintain their competitive advantages primarily through Innovation. In turn, the durable competitive advantages in the global economy have a deeply local character, resulting from the concentration of highly specialized knowledge and know-how and also from the existence of institutions, competitors, partnerships and consumers (Amaro, Pinto, & Magalhães, 2008). In this context, it is necessary to involve the different stakeholders to share their ideas, difficulties, and facilitators to promote innovation and meet the needs of the agri-food market.

Social media platforms have become essentially a medium not only for communication among individuals but also for several aspects of business sectors which include decision making process (Choi, Chan, & Yue, 2017), knowledge-based decision support systems (Chen, Chiang, & Storey, 2012; Hashem et al., 2016), brand promotions (Kaplan & Haenlein, 2010), among others.

Social networks have undergone a high growth over the last decade, as a result of technological developments as well as evolutions of the Internet itself, which has created some of the most well-known social networks today such as Facebook, Instagram, Twitter and Youtube (Brennan & Croft, 2012). Social networks are characterized by a large group of individuals who use a certain network and this use becomes, in a way, a production and sharing of content (Kaplan & Haenlein, 2010).

In this context Newfood — Food Technologies Valorization project – was designed. This project joins the ambitions of the four public Universities of the North Region (University of Trás-os-Montes and Alto Douro, Portuguese Catholic University - Porto Regional Center, University of Minho and University of Porto) to accelerate the processes of expansion and consolidation of the so-called "traditional products" through a proposal of innovation catalyzed by the transfer of knowledge and technology. NEWFOOD responds to the clear identification of "traditional" products and the evolution and adaptation of these products to

modern markets, as a priority for the development of the economy in the North Region, pursuing the Regional Intelligent Specialization plan (RIS3) merging agricultural and agri-food competences and resources held in the region, articulated through four Universities of the North Region. There are very strong, productive, and structured cooperation links of varied forms between relevant actors in the agri-food sector and the Universities involved. These links include bilateral relations between companies and researchers, formal protocols and associations formed specifically to advance the Research and Development agenda for the sector.

Thus, it proposes an articulated set of actions for the production of structured I&I knowledge, based on the identification of the market needs and the aggregate technological offer of the partners, that support the transfer of knowledge at national and international level, creating conditions for investment in knowledge protection by European patents and in licensing strategies, as well as in the implementation of an innovation and development program focused on accelerating modernization and competitiveness in the “Traditional Products” sector, capable of increasing the readiness of people and knowledge in the relationship with the market, investors and companies.

This paper aims to identify and describe the social networks and other digital platforms used in NEWFOOD project (NORTE-01-0246-FEDER-000043) to actively disseminate knowledge, skills and resources in agri-food science and technology to involved entities including stakeholders from the relevant economic sectors, and the impact achieved.

## **2 Theoretical framework**

### **2.1 Knowledge management**

The transition from an industrial society to one based on knowledge and information has brought great changes to the social and organizational environment. We live a moment mixed with opportunities and great challenges, with rules and styles that directly and indirectly reflect the way of life of people and organizational systems (Pereira, Melo, Dalmau M, & Harger, 2009).

Contradictions, inconsistencies, dualities and oppositions are part of the daily life of companies, with successful ones being those who take advantage of them as a competitive benefit (Scharf, 2007).

Thus, it is important to distinguish knowledge from data and information (Davenport & Prusak, 2003). Knowledge and information are words present in many debates, whether

they are of a technical, scientific, or business nature. Both terms have often intersected, leading many to identify them as synonyms (Vasconcelos, 2000).

Knowledge is created by action and interaction with the environment. When identifying and seeking to solve its problems by applying knowledge, an organization is led to produce new knowledge, feeding a virtuous cycle in which the available knowledge expands in a spiral (Nonaka, Toyama, & Konno, 2000). The knowledge creation model of these authors is built on three main elements: the knowledge conversion process, the knowledge resources, and the environment. According to this theory, knowledge is classified ontologically, as individual, and organizational.

In an epistemological way, knowledge can be classified into tacit (Polanyi, 1966), the one held by the individual and stemming from his experience, and explicit, which can be articulated, coded, stored and shared. These two types of knowledge are in constant interaction, following a spiral composed of four forms of sharing: Socialization, Externalization, Combination and Internalization, therefore called the SECI process. The transformation and creation of knowledge occurs through the interaction between the various modes of conversion, in a continuous flow of knowledge creation (Nonaka & Takeuchi, 2008).

The basis of the information is the data, these are considered as a conventional representation of any quantity, signal or code, expressed in standardized units, which can be obtained by observation, measurement or automatic process (Jamil, 2006). Davenport and Prusak (2003) add that, in the organizational context, data are understood as structured records of transactions.

Information has an impact and changes the recipient's judgment and behavior. Information is all data worked on, modified and with a natural and logical meaning for those who use it. With the function of shaping its receiver and making a difference in its perspective of innovation, creation or organizational or individual changes, the information must be updated and consistent with the context in which it can be used, serving as a basis for management and the decision-making process (Davenport & Prusak, 2003).

Organizations need useful information and knowledge to assist processes, business management and decision-making, mainly because they are facing a competitive, globalized and constantly changing market. On a permanent basis, these companies seek adaptation and adjustments between daily operations in face of the real and effective needs of the environment in which they operate (Jamil, 2006).

The term “knowledge management” can be conceptualized as the review of the main processes, policies, and managerial and technological tools in the light of a better understanding of the process of generation / creation, identification, storage, dissemination, sharing and use of organizational knowledge to generate economic results for the company (Terra, 2001). This author adds that knowledge management isn't a project, but the centralization of management processes in the knowledge variable. From this view, it is suggested that knowledge management is a practice that becomes cyclical, that starts with creation, goes through the steps listed above, and reaches the last one, which consists of its use and/ or application that, in general, is associated with incremental or radical innovations in products and/ or services.

Knowledge management has developed in the environment of business organizations and its research and applications are focused on the perspective of organizational knowledge. However, there are other contexts in which knowledge management can be studied, such as, for example, the academic context, focused on the perspective of scientific knowledge. The benefits from an efficient management of this knowledge, not only add value to the institution itself, but to society as a whole, also leading to a quality of the services offered (Garcia & Valentin, 2009).

In this sense, Leite and Costa (2007) propose a conceptual model of scientific knowledge management, which consists of five processes (table 1).

Table 1 - A conceptual model of scientific knowledge management (Leite & Costa, 2007).

Process	Description
Identification	It refers to the process of mapping the knowledge of the academic community - knowledge internal to the institution - in its tacit and explicit aspect and also to the mapping of knowledge external to the institution from scientific communities. Thus, the objective of knowledge mapping in the academic environment is to answer those who research what and where.
Acquisition	It is related to the process of acquiring internal and external knowledge that is necessary to provide the creation and maintenance of scientific knowledge and skills of the academic community.
Storage/ organization	Process related to the organization and storage of explicit scientific knowledge in order to make it easily recoverable.

Sharing	a process that has as its basic and fundamental assumption the transformation of information and isolated experiences into something that the entire organization can use.
Creation	The creation process is one of the essential elements of knowledge management. It is related to the creation of new skills, competences and knowledge in the institution. In the academic context, the creation of new scientific knowledge occurs through scientific research.

However, it is counterproductive to mention processes such as the creation and sharing of scientific knowledge (phases of scientific knowledge management) without necessarily considering the communication that contributes and makes such processes viable (Leite, 2007).

According to Tomaél, Alcará, and Di Chiara (2006), information and knowledge are in all areas and spheres, they are transformed by the action of individuals, becoming valued competencies, generating social and economic benefits, stimulating development, thus, fundamental resources for the formation and maintenance of social networks.

It is not the amount of information or knowledge available that can be called knowledge management, but what is done with this knowledge, based on the creation of value, for survival and growth in the market (Scharf, 2007).

In fact, access to information alone does not guarantee that it will be incorporated into knowledge. There is a relationship between the analysis of social networks and access to information and its importance for the economic and social development of communities and social groups. Thus, the importance of social networks in transmitting and obtaining information and knowledge has become a subject of great relevance today ( Kapoor et al., 2018).

## 2.2 Social networks

Social networks refer to a vast group of people who use a certain social network and this use becomes, in a way, a creation and sharing of content (Kaplan & Haenlein, 2010). Wright and Hinson (2009) state that these networks provide means for greater communication with other individuals through the publication of content such as status updates and discussions that can be observed by everyone on different platforms present on the Internet.

Henderson and Bowley (2010) mention that different social networks persist in different social networks, such as online applications, platforms and technologies that allow users to

create, share and modify content, as well as means that enable participation, collaboration, conversation and identity creation.

In Portugal, the report “The Portuguese and Social Networks 2019”, conducted by Marktest Consulting (2019), revealed that of the 809 respondents, 83% visit social networking sites several times a day, 44% also listen to music when accessing social networks, 59 % joined social networks to keep in touch with people who are far away. In addition, it concludes that Facebook is considered the most interesting social network and Instagram the most current. These spaces connect not only computers, but mainly people (Recuero, 2009).

Howard and Parks (2012) establish three main points that form the basis for defining social networks. The first point refers to the possibility of producing and observing information in these networks that are created by users. Then, they refer to the digital mode in which everything is processed, from written messages, products (applications, games, among others), and ideas related to Web 2.0 and, finally, the agents involved in these media, from individuals to large Business Organizations, which are fundamental in the production of content so that this whole process, this whole phenomenon works daily.

In another way, Divol, Edelman, and Sarrazin (2012) identify other four points inherent to the subject, meeting a more entrepreneurial perspective that begins with “monitoring”, where the scope of the campaigns created and the public's acceptance of the launch of new products are observed, including “response”, in which there is a direct interaction with the public, trying to receive some feedback for further improvements, followed by “amplification”, which means creating actions that promote greater public interaction with the brand, developing something that will be a unique experience for the consumer that will later encourage him to share the story, ending in the “orientation of consumer behavior”, where there is clearly a consumer drive for certain products and services.

For Haythornthwaite (2005), social networks are a somewhat peculiar phenomenon with regard to social ties since in these networks it is possible to connect with other individuals, sharing and demonstrating these connections in a certain way, making it possible to see the interaction between other individuals, but also to increase the networks of contacts more easily and to find other people that would not otherwise be possible (Raacke & Bonds-Raacke, 2008).

Social networks have transformed the way society interacts with each other. For Westerman, Van Der Heide, Klein, and Walther (2008), these started to be a mean to obtain personal information about other people, even when they already have the minimum

knowledge about them. These platforms aim first and foremost to promote to promote the interaction between the users (Tomaél et al., 2006).

However, the authors believe that these relationships only exist when there is a previous relationship in the offline environment. Ellison, Steinfield, and Lampe (2011) reinforce this concept by stating that the Facebook social network is not used mainly to meet and meet new people, but rather to maintain or reinforce relationships that already exist outside the networks. These relationships are usually born from a set of aspects common to individuals, be they work, schools / universities, tastes in common, among others.

Video sharing was a key element in the explosion of social networks. The emergence of Youtube has revolutionized the way of disseminating these multimedia elements. This social network came to demonstrate how any user can be an active element (who uploads videos) and passive (video watcher) simultaneously. Social networks have become a strong ally of brands (Holtz, 2006). The incessant search for an increase in brand loyalty, as well as brand awareness, now has another means to achieve success in these fields, since their exposure on the networks can generate a higher reach, also leveraging the word-of-mouth effect (Divol et al., 2012).

As a result, resources for the area have grown, as well as business pages (Pereira et al., 2009). Thus, it is necessary to know the available social networks, as well as the tools they offer and what is intended in them; defined purposes are indispensable in the context of online negotiations, as well as the monitoring of actions (Matias, 2012; Pereira, 2014).

### **2.2.1 Facebook**

Facebook was founded by Mark Zuckerberg, Dustin Moskovitz, Eduardo Saverin and Chris Hughes alumni at Harvard University. This social network was launched on February 4, 2004. Initially Facebook was used only by Harvard students, later it was used by the Massachusetts Institute of Technology. In 2006, Facebook joined high school students and some companies (Aguiar & Silva, 2010). The profile of the site is very detailed, being suitable for students and professionals at the beginning of their careers (Torres, 2010).

This social networking site allows the creation of a personal or business profile, which consists of an individual space created by a person. The user can upload videos, messages, files and limit their updates as public, semi-private and private (Genelius, 2012).

Facebook also allows the creation of pages, which consist of a space created by a company, brand, organization or celebrity. The administrators of these pages have access to a series of statistical data to assess their performance. Relationship groups can be created by any user and maintained by multiple administrators, and can be opened - any user can access

- or closed - the administrator's permission to access is required. Groups are usually made up of members who have special affinities, wish to discuss common topics, share content and others (Genelius, 2012). Facebook is a more open social network than its competitors, allowing greater interaction between users, adding software and resources that enrich the site itself (Torres, 2010).

### **2.2.2 Instagram**

Instagram was launched on October 6, 2010, developed and designed by Mike Krieger and Kevin Systrom, for initial use on Apple IOS (Iphone) mobile devices and made available for the Android system in April 2012, which then made the app popular (Macedo, 2016).

Instagram is a social network for mobile devices that allows instant sharing of images and videos (Mittal, Kaul, Gupta, & Arora, 2017).

Personal and organizational profiles can be created in the application, considering that on Instagram the degree of interaction is significantly higher than on Facebook and Twitter, which favors your business opportunities. It is also emphasized that in your tool the profile user can identify your location, which is an opportunity for you to always highlight your location when making posts (Aragão, Farias, Mota, & Freitas, 2016). In line with these authors, on Instagram it is possible to check the image of the company for its customers, mixing the quantitative and qualitative analysis, based on studies of its tools such as: like and comment on your posts, because with the number of likes you can check its popularity through quantitative analysis. The comment tool also brings another possibility through qualitative analysis, where it is possible to investigate beyond the quantity, the quality of the comments, whether they are positive or negative.

### **2.2.3 Twitter**

Founded in 2006 by Obvious Corp. from San Francisco, this social network was named after a bird that periodically emitted a high-pitched trill to keep other birds informed of what it was doing. Twitter is a mix of social network, blog and communication tool that allows the inclusion of information with up to 140 characters to keep your friends informed about what you are doing, where you are, among other information about your life, guided by the question: "What are you doing now?". Twitter is a microblog that allows quick and short posts of text or video to others involved in the network. The site summarizes social networks in their essential elements: a post, a comment and an indication of the relationships (Rufino, Ohana, & Tabosa, 2009).

When a company chooses to create a profile on Twitter, it will be able to publish updates whenever it wants and on any subject it wants. However, content that expressly reflects

your image should be published. Twitter offers companies an incredible opportunity, allowing them to connect with broader audience segments and build new relationships (Genelius, 2012).

#### **2.2.4 YouTube**

YouTube was founded in February 2005 by three young programmers: Chad Hurley, Steve Chen and Jawed Karim. The social network was so successful in such a short period of time that, in October 2006, it was bought by Google (Bressan, 2007).

It is a media like television, which works with short videos and published directly by Internet users, and it is attributed the merit of elevating home videos to the status of stars on the Internet. The network popularized video sharing, allowing its users to create playlists, register productions and comment on other users' publications (Torres, 2010).

However, nowadays, it is common for companies to use services like YouTube to share videos about their products. Thus, YouTube becomes a “social” site, when people make comments about the videos, in addition to the possibility of uploading the videos on websites and blogs, maximizing the “viral” potential of their content (Dias, 2009).

### **3 Methodology**

This study aims to identify and describe the social networks and other digital platforms used in NEWFOOD to actively disseminate knowledge, skills and resources to stakeholders in the field of "Traditional Food Products" and the impact achieved.

When seeking to understand and explore situations in complex contexts, the case study is the most appropriate. According to Yin (2001), the purpose of the case study is to explore, describe or explain something. The author says that the case study is the most used strategy when it is intended to know the “how” and the “why”, when the researcher has little control over real knowledge or even when it is non-existent. The case study represents a relevant research method, mainly because it is based on an intense and in-depth research of a particular object of study. In this context, it was decided to conduct a case study, the object of study being the NEWFOOD, particularly its action 3.

As mentioned above, the NEWFOOD aims to accelerate the processes of expansion and consolidation of the "Traditional Food Products" by promoting innovation as well as increasing the transfer of knowledge and technology around these products, with the purpose of disseminating the results and making them accessible to stakeholders.

Regarding Action 3 - Promotion of Knowledge and Innovation, it is intended to:

- Promote the transfer of knowledge to the economic fabric, extended to the whole value chain, through practical and demonstrative actions as well as through concrete projects with companies, of innovation for the availability of the capacities and resources existing in the Research Centers;
- Promote applied knowledge and innovation potential in the area to the national business community, the national and international consumer, and the technical and scientific community through a set of actions that include videos, campaigns on social networks, communications and publications of different nature at the level National and international.

For the data collection method, a list of the social networks and digital platforms used in the scope of the NEWFOOD project was prepared in order to assess the form and means that were being used for the project's knowledge management, in order that the results obtained may reflect what is happening in relation to awareness of the need for the practice of knowledge management and, above all, highlight the fears and constraints that the NEWFOOD project may face.

#### 4 Results and discussion

Research, development, and innovation policies are critical in the provision of new knowledge and technologies and can play a very important role in strengthening agri-food systems if they are more linked to the needs of stakeholders.

To meet the objectives under study in this work, the social networks used by NEWFOOD were analyzed, not only its Web platform and Youtube page, but also Facebook, Twitter and Instagram accounts of the Faculty of Biotechnology – Portuguese Catholic University. In addition, other digital platforms were analyzed: NEWFOOD website, Innovation platform, and Google photos (table 2).

Table 2 – Social networks/ platforms used by NEWFOOD (31-01-2020).

Social network/ digital platform	Followers/ subscribers	URL
<i>Newfood</i>		
Facebook	195	<a href="https://www.facebook.com/newfood.esbucp/">https://www.facebook.com/newfood.esbucp/</a>
Youtube	10	<a href="https://www.youtube.com/channel/UC4Az6gVP-eKLGClaN9gdWQ/">https://www.youtube.com/channel/UC4Az6gVP-eKLGClaN9gdWQ/</a>
Website	Not applicable	<a href="http://www.esb.ucp.pt/pt/newfood">http://www.esb.ucp.pt/pt/newfood</a>

Google photos	Not applicable	<a href="https://photos.google.com/share/AF1QipO4YjhOT__k9MSAtnpqRnOx1o_WTNHpBY8SFCvF6L7RImO2hTm1HJVJdRfL5hRRxA?key=REdJazZ3ZFNDeIBZbUw5alBibi1HYWt6WIZsVjZB">https://photos.google.com/share/AF1QipO4YjhOT__k9MSAtnpqRnOx1o_WTNHpBY8SFCvF6L7RImO2hTm1HJVJdRfL5hRRxA?key=REdJazZ3ZFNDeIBZbUw5alBibi1HYWt6WIZsVjZB</a>
<i>Faculty of Biotechnology – Portuguese Catholic University</i>		
Facebook	5627	<a href="https://www.facebook.com/catolicaportobiotecnologia/">https://www.facebook.com/catolicaportobiotecnologia/</a>
Instagram	956	<a href="https://www.instagram.com/catolica.porto.biotechnologia/?hl=pt">https://www.instagram.com/catolica.porto.biotechnologia/?hl=pt</a>
Twitter	123	<a href="https://twitter.com/BiotecCatolica">https://twitter.com/BiotecCatolica</a>
Innovation platform	Not applicable	<a href="http://inovacao.esb.ucp.pt/">http://inovacao.esb.ucp.pt/</a>

According to the conceptual model of knowledge management (Leite & Costa, 2007), we verify, accessing the links presented in the table 2, that the Innovation Platform, Google Photos, Youtube and the NEWFOOD website were used as information storage platforms that could be disseminated through the social networks used by the project, fitting in the storage/organization process of the conceptual model. On the other hand, the social networks themselves (Facebook, Instagram and Twitter) in addition to also serving as a platform for storing photos and videos of the project, played a pivotal role in the dissemination of knowledge, being part of the sharing process of the conceptual model of knowledge management.

Analyzing the data collected on the social networks used by NEWFOOD – Twitter, Facebook, Instagram and Youtube - it is possible to state, based on the studies of Nonaka and Takeuchi (2008), that the predominant knowledge is explicit knowledge, characterized by objectivity and rationality, being a sequential and digital knowledge. The interaction between explicit knowledge is a form of knowledge creation identified in these social networks, an idea corroborated by Choo (2003), which highlights, in his studies, the processes of information conversion, in which the combination would result, through the interaction of explicit knowledge, in the generation of new ones. This was observed as possible on the networks through the posting of information and the possibility of posting comments.

Davenport and Prusak (2003) state that for knowledge to be transmitted it needs to be presented; on social networks, this is done through text publications, images and videos, using a channel that allows the encoding of that knowledge and its storage in a virtual way. Although these authors claim that knowledge needs to be absorbed and used in order to contemplate its transfer process, Choo (2003) argues that this process is linked to the

processing of information, and therefore it can be recognized in the social networks used by NEWFOOD.

Linked to the presentation of the content, Davenport and Prusak (2003) cite that knowledge, to be shared, must be coded, and this codification means adapting it to a common language and easy to understand by the interlocutor; the publications made by NEWFOOD social networks use the respective languages of each type of social network - short information on Twitter and Instagram and medium and long on the others. According to the authors, the codification of knowledge allows it to become permanent, and not only in the mind of those who transmitted it. The level of reach of the information published by NEWFOOD demonstrates the break of frontiers characteristic of the Knowledge Society, as previously exposed. It can be assumed that the contents have been viewed in countries other than Portugal by Portuguese abroad, PALOP, with common interests in national matters, as well as in other countries where they speak English because several contents were translated into that language.

Corroborating the second idea, it would be relevant to facilitate the sharing of knowledge with outside readers, the use of English in posts, as it is the predominant language in various cultures. Visualizations of the content of the four social networks used by NEWFOOD demonstrate that there is an audience that is interested in publications.

When evaluating the subjects of the posts, most of them are informative, often not allowing debate, discussion and exchange of information, as is the case with the post about agri-food issues. It is possible, therefore, that the type of content published is responsible for the low interaction between members of the network.

## **5 Conclusions**

Currently, the growing demand in the agri-food business sector for mechanisms that propel innovation and competitiveness leads it to resort to new approaches, such as new technologies and media, while being connected to social networks. Social networks are digital tools that allow people with different or similar cultures, knowledge, and opinions to interact on subjects of common interest. In this sense, they are established as a simple and easy way to connect people anywhere in the world and allow interaction on different subjects between members of the networks.

To achieve the objective of actively disseminating knowledge, capabilities and resources to the entities involved, including stakeholders in the sector of traditional Portuguese products, accounts were created on social networks or other digital platforms. Besides, during the

NEWFOOD initiative, several materials for the dissemination and promotion of traditional Portuguese food products were developed and it was verified that disseminated information and knowledge contributed to promote technological innovation involving the generation of new ideas for products and services, and the alignment between stakeholders.

## 6 Acknowledgments

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