RESR Revista de Economia e Sociologia Rural
ISSN 1806-9479
ARTICLE

Key performance indicators for assessing organizational performance in brazilian geographical indications

Indicadores-chave de desempenho para a avaliação do desempenho organizacional em indicações geográficas brasileiras

Paulo Augusto Ramalho de Souza[1*], Janaina de Moura Engracia Giraldi[2]

[1] Faculdade de Administração e Ciências Contábeis, Programa de Pós-graduação em Propriedade Intelectual e Transferência de Tecnologia para Inovação, Universidade Federal de Mato Grosso (UFMT), Cuiabá (MT), Brasil. E-mail: pauloramalho@usp.br
[2] Faculdade de Economia, Administração e Contabilidade de Ribeirão Preto (FEA_RP), Programa de Pós-Graduação em Administração de Organizações, Universidade de São Paulo (USP), Ribeirão Preto (SP), Brasil. E-mail: jgiraldi@usp.br

How to cite: Souza, P. A. R., & Giraldi, J. M. E. (2025). Key performance indicators for assessing organizational performance in brazilian geographical indications. Revista de Economia e Sociologia Rural, 63, e274412. https://doi.org/10.1590/1806-9479.2025.274412

Abstract: The general objective of this research was to outline elements for analyzing the organizational performance of Brazilian GIs, in the light of national studies. The bibliometric study was carried out based on the defined criteria, which enabled the mapping of 1490 articles over the last ten years, of which 80 articles had at least 1 citation, a criterion for analysis. Data were analyzed using the parameters of bibliometric analysis followed by an Integrative Review. The structured panorama based on bibliometric indicators showed a relevant production in the period between 2017 and 2023. Considering the existence of a two-year gap between the publication of the documents and their citations, the historical evolution occurred in an equivalent way in the last years, which suggests the interest in the theme of organizational performance inserted in the context of Brazilian GIs. The Integrative Review explained a set of elements. Performance in Brazilian GIs is approached from seven elements/indicators (1) Regional Development; (2) Organization of the Production Chain; (3) Local Governance; (4) Innovation and Intellectual Property; (5) Social Innovation; (6) Local Production; and (7) Associativism and Cooperativism. Regarding future studies, surveys on the indicators that make up the performance construct for this management environment could be carried out.

Keywords: geographical indication, organizational performance, integrative review, regional development.

Resumo: O objetivo geral desta pesquisa foi delinear elementos para análise do desempenho organizacional de IGs brasileiras, à luz de estudos nacionais. O estudo bibliométrico foi realizado a partir dos critérios delimitados o que possibilitou o mapeamento, nos últimos dez anos de 1490 artigos, dos quais 80 artigos possuíam pelo menos 1 citação, critério para que fosse analisado. Os dados foram analisados utilizando-se os parâmetros da análise bibliométrica seguida da Revisão Integrativa. O panorama estruturado com base nos indicadores bibliométricos apresentaram uma relevante produção no período entre 2017 e 2023. Considerando a existência de um gap entre a publicação as citações de documentos de 02 anos, a evolução histórica ocorreu de maneira equivalente nos últimos anos, o que sugere o interesse pela temática do desempenho organizacional inserido no contexto das IGs brasileiras. A Revisão Integrativa explicitou um conjunto de elementos o desempenho em IGs brasileiras é abordado a partir de sete elementos/indicadores: (1) Desenvolvimento Regional; (2) Organização da Cadeia Produtiva; (3) Governança Local; (4) Inovação e Propriedade Intelectual; (5) Inovação Social; (6) Produção Local; e (7) Associativismo e Cooperativismo. Como estudos futuros poderiam ser realizados levantamentos sobre os indicadores que compõem o construto do desempenho para esse ambiente de gestão.

Palavras-chave: indicação geográfica, desempenho organizacional, revisão integrativa, desenvolvimento regional.

1 Introduction

The search for efficiency in productive activity can be pointed out as one of the externalities of the specialization of the markets, originated with the process of globalization, which fomented transformations in the logic of production, which can be seen in large, medium, and small businesses. From these productive transformations, organizations have been developing strategies focused on their performance and competitiveness in the market. Among the strategies, partnerships, alliances, and cooperation based on regional attributes and characteristics of the business environment stand out (Scheuer et al., 2022).

This environment of productive regional transformations is not limited to the context of a specific region, but spreads throughout the world. In the mid-1990s, faced with the need to boost the competitiveness of businesses and agricultural products, the European Union developed a unique system, which allowed the protection of the names of agricultural organizations and traditional products with characteristics related to a specific geographic area, based on their productive or structural attributes (Hadelan et al., 2021).

It should be noted that the emergence of Geographical Indications (GIs) in the production context was motivated by the need to mitigate fraud, related to customers' criteria for choosing in the face of uncertainty related to the quality, safety, and the guarantee of the origin of products (Niederle, 2013). In this line, the development of a GI provides the set of organizations that comprise it with an increase in the performance of products and services both in local and worldwide markets (Crescenzi et al., 2022).

Given the breadth of these productive clusters, several studies have been carried out, such as Phimolsathien (2018), Fronzaglia (2019), Tashiro et al. (2019), Raimondi et al. (2019), Vecchio et al. (2020) and Brandalise (2021), aiming to identify or delineate the factors that compose/influence the performance of organizations that make up GIs, as well as the overflow of regional development.

The development of studies aimed at outlining the performance of organizations belonging to GIs is emerging, as can be evidenced by studies such as that of Souza & Giraldi (2024), who highlighted, based on a systematic review carried out in more than 1,100 articles, that performance in the GI environment can be explained by variables such as classification and authenticity, cultural aspects, sustainability and brand management.

In the same sense, the study by Polater et al. (2024) on organizational performance drivers in the Turkish GI's environment identified the existence of governance tools that can influence performance in the context of companies belonging to GIs, which can be influenced by internal dimensions of the companies

Regarding the relationship between the result of the development of GIs and the performance of organizations, the authors López-Bayón et al. (2020) highlight that the fact of belonging to a GI influences the quality of the results of organizations; this happens, according to the authors, due to what they call the GI tripod: devices that mitigate transaction costs, encourage investment, and facilitate the sharing of knowledge in agri-food supply chains.

Thus, Crescenzi et al. (2022) highlight the importance of studies related to GIs, as most of the studies carried out address individual characteristics of GIs or even the organizations that compose them, with few studies that comparatively address elements of the management environment of these organizations. Additionally, Kohsaka & Uchiyama (2021) point out that the number of countries that monitor GI data has increased in recent years. However, to ensure the sustainability of these GIs, studies that focus on the overall result of their performance are important.

In practice, two questions must be answered by organizations such as those present in the GI management environment: I) "what" must be achieved? and II) "how" to establish and monitor the achievement of the objective? (Grove, 2020; Doerr, 2018). The second question, as simple as it may seem, ended up being the basis for the development of the OKR tool, associating what would become known as a "key result" with an objective (Rahmah et al., 2020).

Finally, based on the concepts of Bessant & Tidd (2019) regarding the asymmetries in the development of National Innovation Systems, and based on the assumption that this research seeks to delineate the Brazilian context of application of the concept of performance in the environment of GIs, only publications in Portuguese and/or that had national GIs as their object will be used.

Additionally, we highlight the development of studies based on bibliographic data with a focus both on exploring data in emerging contexts, as in the case of Crecca et al. (2023), and in the context of GIs as in the case of Meirelles et al. (2023).

Given the context presented, this study has the general objective of outlining elements for analyzing the organizational performance of Brazilian GIs, in the light of national studies. Therefore, the main concepts for understanding the theme are presented, followed by the Bibliometrics Methodology and Integrative Review to identify the concepts focused on the Brazilian reality.

This article is organized as follows: after this introduction, the theoretical framework explores the concepts of Geographical Indications (GIs) and Key Performance Indicators (KPIs), providing the basis for the analysis. The methodology details the data collection and analysis procedures for the elements of organizational performance in Brazilian IGs. The results and discussions present the evidence and its implications, while the conclusions summarize the contributions considering the objectives.

2 Theoretical Foundation

As the study will be based on the joint use of two concepts – GI and Organizational Performance - it is necessary to contextualize both and, especially, the synergy between them.

2.1 Geographical Indications: concept and practices

The process that gave rise to Geographical Indications began in the wine sector, from the moment that producers, traders, and consumers understood that certain products showed qualities, characteristics, and peculiarities attributed to their respective geographical origin. Consequently, such products came to be denominated by the geographic name of their origin. Information indicates that in the 7th century BC, the Greeks had already developed wines with the respective geographic denominations. These processes were continued by the Romans and extended to other products (Inao, 2005; Kakuta, 2006; Artêncio et al., 2022) which highlights that GIs developed naturally and gradually.

GIs are a tool to promote products commercially. But they can also generate wealth, add value, protect the producing region, generate development, expand product exports, strengthen the domestic market, and promote products and their historical and cultural heritage, among other gains (Castro & Giraldi, 2018; Matos & Rovere, 2020; Artêncio et al., 2023).

It is worth highlighting the studies by Silva & Giraldi (2025) and Silva et al. (2024), which indicate that both Integrated Marketing Communication and Innovation can be related to the results of organizations belonging to GIs.

Additionally, the study by Poetschki et al. (2021) also related the performance of agricultural organizations in the GI management environment of the wine and olive sector in Europe and, in addition to corroborating the findings of López-Bayón at al. (2020) on the superior performance of organizations belonging to the GIs, the authors identified that in the case of olive sector, the emergence of GIs generated regional development for the localities.

Silva et al. (2024) highlight that the understanding of GIs involves the perspective that they can be understood as intellectual property (IP) instruments and tend to be a value-adding strategy that can be driven by innovation.

Vieira et al. (2025) indicate that GIs are an institutional strategy that ensures the quality and reputation of products linked to a given region, highlighting the relationships between natural, cultural and productive characteristics and their interaction with the territory, with a focus on creating value for companies belonging to the region.

In contrast, Artêncio et al. (2019) present a set of macro challenges faced by the institutions present in these arrangements, such as: the lack of institutional mechanisms at the country level to support these initiatives; the complexity of GI promotion in contrast to the pejorative image of the country of origin; the development of trust and reciprocity ties between the producers that make up the GI; and the difficulty faced by GI producers to establish common goals, plans, and indicators, given the existence of the coopetition relationship.

2.2 Organizational Performance: concept and practices

It is also worth noting the relationship of competitiveness around the registered product, which can create the need to develop differentials, such as the tourism performance around a product and its culture of origin, enabling the benefit for the territory. In addition, there is a concern with the organization, infrastructure, and preservation of natural and socio-cultural resources in the territories. Another key point is the monitoring of actions taken by local actors, public institutions, and associations (Felisberto & Le Guerroué, 2019). The GI management environment in which organizations are inserted requires constant monitoring of their actions, in order to identify their progress towards the success of their goals and initiatives, that is, to compare their achieved results to their intentions and intended objectives as a way of evaluating their performance (Oliveira, 2018). In this context, performance evaluation has a broad definition in the literature, but it can be understood as a process to quantify the efficiency and effectiveness of one or more actions, providing organizations with benefits such as communicating priorities, changing behaviors, and transparency of strategic objectives.

In environments such as GIs, organizations are challenged to achieve effective results, and the application of adequate performance measurement ensures a strategic alignment of their businesses (Van Looy & Shafagatova, 2016). Normally, performance evaluation is measured by a set of transactional data called performance indicators, which in turn are synthetic measures generated through operations such as aggregation and algebraic composition (Diamantini et al., 2016). Also, according to those authors, the properties generally provided by performance indicators include self-explanatory attributes in their nominal definition and are typically associated with goals or objectives.

Souza & Giraldi (2024) highlight that the Key Performance Objectives (OKRs) of organizations present in Geographical Indications (GIs) play a crucial role in influencing organizational performance. For different authors, the use of Multidimensional Frameworks can act as pillars for the measurement and strategic alignment of organizations belonging to IGs. By adopting OKRs, organizations can direct collective efforts towards high-impact activities, ensuring not only the protection and valorization of products linked to geographic origin, but also operational efficiency and competitiveness in the market.

Organizations, when inserted in GIs, can experience an increase in their financial performance result in the short term, given the benefits of being in the environment of GIs. It should be noted that Etxegarai-Legarreta & Sanchez-Famoso (2022) point to improved results from interaction with educational training strategies and new productive technologies.

To this end, among the performance indicator modeling tools, Objectives and Key Results (OKR) are a structure of critical thinking and continuous discipline, applied to collective work to concentrate efforts on high-leverage activities at any organizational level, balancing business value and measurability. In the words of Doerr (2018, p. 44), "the system transforms good ideas into practices of excellence and satisfaction in the work environment".

In the OKR framework, the management process is conducted like a factory, based on three basic ideas: result-oriented management; collective work; and in collective performance reflected by the ability to motivate individuals, making them deliver their maximum (Grove, 2020).

3 Methodology

The methodological structure is an exploratory applied research, based on bibliographic data and bibliometric analysis. The present study proposes a diagnosis of the performance phenomenon in Brazilian GIs, given the need to outline the characteristics of this phenomenon in the Brazilian context, based on academic publications to identify performance elements of organizations present in Brazilian GIs, by analyzing scientific discussions that have as a management context, the GIs indexed in the Google Scholar database, considering articles with at least one citation and published between 2017 and 2023. For this, an Integrative Literature Review was chosen to present the state of the art of the research topic, identifying any existing gaps, in which paths for new studies can be followed, as recommended by various authors (Torraco, 2005; Rocha et al., 2020; Cassago et al., 2021)

A qualitative approach was used to bring the researcher closer to the researched object, establishing relationships between the actors and the material collected through a cognitive process, rejecting the understanding that the data speak for themselves (Madureira & Branco, 2001), allowing the interpretation of a set of information (Creswell, 2013). Regarding the objectives, the research is classified as exploratory, as it clarifies ideas, with a view to formulating problems, or possible hypotheses to be addressed in later studies.

The research used Integrative Review because it differs from traditional Systematic Review approaches, due to its breadth and flexibility, allowing the inclusion of qualitative, quantitative and theoretical studies to synthesize evidence for the development of emerging theories (Whittemore & Knafl, 2005).

The 5-year period for applying the data collection strategy was defined based on the application of criteria of methodological robustness, timeliness, consistency and relevance. According to Zupic & Čater (2014), short periods can limit the representativeness of the data, while long periods could provide obsolete and outdated information.

In addition, that the use of articles only from the Google Scholar platform in this study was due to its ability to access repositories with studies that can explain the Brazilian context, since preliminary searches for studies that meet the research objective on the Springer platform did not present a significant number of sources in English on the context of Brazilian GIs. for the elaboration of the search strategy, the keywords and their synonyms were listed in articles indexed in the Google Scholar database, and in order to give robustness to the selected data set, only articles with at least one citation were collected, so that the sampling covered the largest number of scientific productions of interest (Torraco, 2005; Meneses & Sousa 2024), which can be seen in Chart 1.

Chart 1 - Keywords for integrative review

Search string	Performance AND Organizational OR Performance AND Organize* "geographical indication"
Database	Google Scholar
Robustness filter	Articles with at least one citation
Search Filter	2017 to 2023; only in the title, abstract, keywords and references; articles and reviews only;
Collection period	From 2017 to April 2023
Software	Nvivo12 and Microsoft MS Excel software

Source: The authors (2023).

It is noteworthy that the data collection process took place in the months of January and April 2023. A total of 1490 articles were identified, 84 of which met the criteria of the filter elaborated for the research protocol, and after the identification of 4 duplicate articles, 80 articles remained. Subsequently, the title, abstract, keywords, references, number of citations and method used were extracted from each article.

The bibliometric analysis was based on bibliometric parameters: Lotka's Law (Lotka, 1926) referring to the analysis of authors' productivity and their contribution to scientific development in their respective areas of knowledge (inverse square law); and Zipf's Law (Zipf, 1949) which deals with the distribution of word frequency, making it possible to measure the approach of a text by the frequency of the most used words (principle of least effort in terminologies) (Rodrigues & Godoy Viera, 2016; Rosa et al., 2020).

3.1 Coding and processing of data

For the construction of a framework based on the collected material (Madureira & Branco, 2001), the content analysis technique was adopted, focusing on the results and discussions of the selected articles, exploring the "content of the messages and indicators (quantitative or not), which allow the inference of knowledge related to the conditions of production/reception (inferred variables) of these messages" (Bardin, 1970, p. 42).

Subsequently, the data processing began, with data organization and exploration using the available Nvivo 12 resources in combination with Excel® tools, to understand the scientific discourse and approaches to the elements present in the performance framework of organizations on GIs. During data processing, the results of the study were prepared to be presented with the inference and interpretation of the authors. The Stages can be seen in Figure 1.

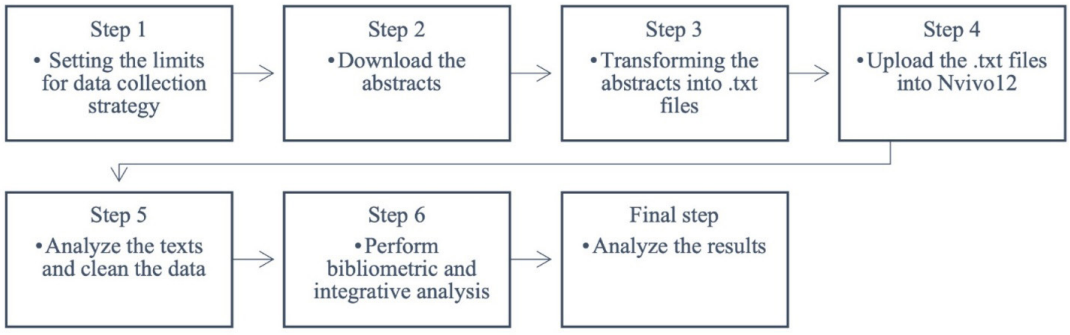

Figure 1 – Stages of research development.
Source: The authors (2023).

Finally, it should be noted that cluster analysis was used as a technique for analyzing the collected data, with a focus on grouping common discourses between different surveys. Cluster analysis is an exploratory technique through which it is possible to find a natural grouping structure in the data, aiming to discover and evaluate the dimensionality and identify outliers (Rosa et al., 2020). It is about observing the data, grouping individual articles based on similarities or distance (dissimilarities); in addition to maximizing the homogeneity of individuals and maximizing heterogeneity between groups. For example, process and need appear in the same group, as well as environment and strategy.

4 Results and Discussion

The bibliometrics carried out based on Zipf assumptions (1949) sought to present a way to showcase the results identified from the data collection and analysis strategy. Thus, based on the 80 publications that met the robustness criteria, Table 1 presents the six institutions with the most published articles.

Table 1 - Number of articles per institution

Author's Institution	No. of Articles
Universidade Federal do Sergipe - UFS	4
Universidade Federal do Rio Grande do Sul - UFRGS	3
Universidade Federal do Amazonas - UFAM	3
Universidade Federal do Amazonas - UFAM	3
Universidade Estadual Paulista - UNESP	3
Universidade de São Paulo - USP	3

Source: Prepared by the authors based on data collection.

It is noteworthy that approximately 25% of the publications originate from six universities, one in the Northeast, one in the North, two in the Southeast and two in the South. It should be noted that the Federal University of Sergipe (*Universidade Federal do Sergipe – UFS*) presented the largest number of works identified in the total amount of the research. Another relevant point is the fact that the state of Sergipe has only one geographical indication, with the lowest concentration compared to the others in Table 1; even so it has the largest number of studies published based on the research criteria (Instituto Nacional da Propriedade Industrial, 2023).

Table 2 – Number of articles per year

Year	No. of Articles
2017	17
2018	16
2019	18
2020	19
2021	8
2022	2
2023	0

Source: Prepared by the authors based on data collection.

It is also highlighted in Table 2 that regarding the period of publications, there is a slight increase in the yearly number of publications until the year 2019. In order for an article to be included in the data set, it had to have been cited at least once, which may have, in theory, prevented the inclusion of the most recent publications.

It is evident that the identification of academic journals with the highest frequency of articles published in recent years can help in framing future works with the theme of Performance of Organizations present in the environment of Brazilian GIs. Thus, Table 3 highlights the top five journals that most published articles, as well as their Qualis/CAPES classification in the 2017-2020 cycle.

Table 3 – Academic journals with the most published works

Academic Journal	No. of Articles	Qualis CAPES/2017–2020
Revista Brasileira de Gestão e Desenvolvimento Regional	5	A1
Revista de Economia e Sociologia Rural	4	A1
Desenvolvimento em Debate	4	A4
Cadernos de Prospecção	4	B2
Brazilian Journal of Development	4	C

Source: Prepared by the authors based on data collection.

From the identification of the five main journals that presented a higher frequency of publication of the theme, the journal's adherence to the theme of regional development and innovation, technology and intellectual property is evidenced. Note that publications were also identified in journals from various extracts of the Qualis/CAPES classification, and the journal with the highest number of publications when these data were analyzed was the Brazilian Journal of Management and Regional Development (*Revista Brasileira de Gestão e Desenvolvimento Regional*).

With a focus on presenting the descriptive results and demonstrating the capacity of the proposed data collection strategy in view of the phenomenon of organizational performance in the context of GIs, Figure 2 presents the frequency of the 30 most cited keywords in the abstracts of the 80 articles collected.

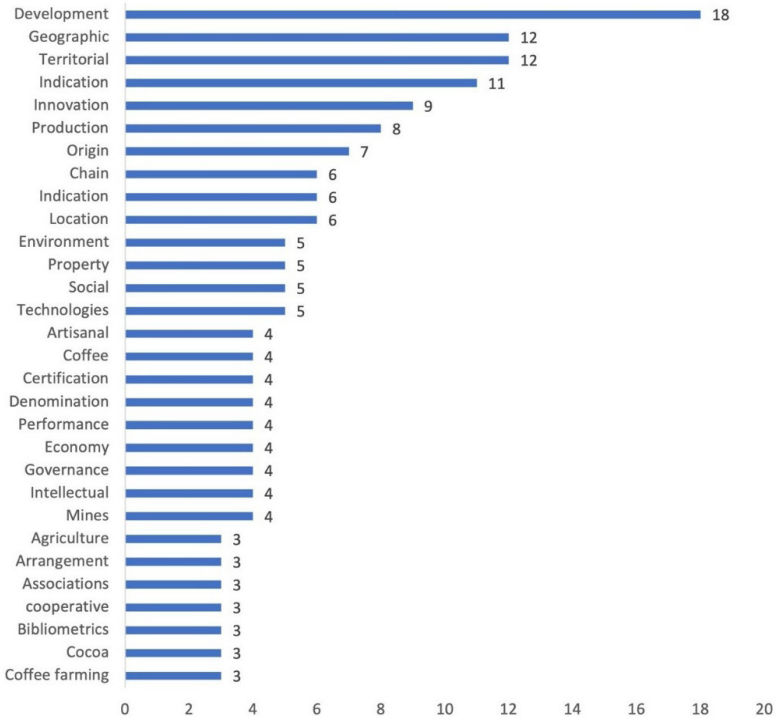

Figure 2 – Most frequent keywords in the research.
Source: Prepared by the authors based on data collection.

In Figure 2, one can identify the most frequent keywords in the selected articles in the survey: Development, Geographic, Territorial, Indication and Innovation, which may be related to the performance attributes focused on in the research of the selected articles. It should be noted that the results suggest that, in the Brazilian context, studies that relate Geographical Indications and Organizational Performance are frequent in the context of Regional Development. Additionally, it is worth describing that the identification of the term Innovation among the five main keywords can confirm the framing of studies with the fundamental characteristics of GIs in protecting products/services with unique characteristics.

Even though the Research identified the terms Production and Innovation among the 10 most frequent in the research articles, Silva et al. (2024) highlight that product innovation still presents itself as a challenge for this context, being a less explored area, for the authors the preservation of the traditional characteristics of certified products is a relevant challenge.

It is also worth highlighting that, regarding cooperativism and associations, Vieira et al. (2025) in their research showed that cooperativism and associations play a fundamental role in the development and support of Geographical Indications (GIs), as demonstrated in the case of Vale dos Vinhedos in Brazil. For the authors, cooperativism allowed the sharing of resources, knowledge and the construction of a collective reputation, essential for the creation of value in the production chain and Associativism, in turn, proved to be crucial to face external threats, such as real estate speculation, mobilizing local actors in coopetition strategies to protect the GI.

It is worth highlighting that among the most frequent search terms, Coffee and Cocoa were the only products highlighted. In the case of coffe Facirolli Sobrinho et al. (2021) highlight that the GI registration strategy proves to be a fundamental instrument for the valorization and competitiveness of Brazilian coffee. For the authors, by ensuring GI registration, small and medium-sized producers, supported by cooperatives, not only consolidate the reputation of their coffees as high-quality products with certified origin, but also access more demanding international markets willing to pay a higher price. In the case of Cocoa Mascarenhas et al. (2025) point out that GIs can be strategies for the valorization and competitiveness of Brazilian cocoa, especially in the context of Amazonian sociobiodiversity. For the authors, by securing GI registration, extractive cocoa producers, often traditional communities and family farmers — not only consolidate the reputation of their product as originating from a region with unique qualities, but also access more sophisticated markets willing to pay a premium price.

It is worth highlighting the studies by Silva & Giraldi (2025) and Silva et al. (2024), which indicate that both Integrated Marketing Communication and Innovation can be related to the results of organizations belonging to GIs.

Bellingieri's (2017) article "Theories of regional and local development" ranked first with 39 citations among the articles selected in the survey. The author's research sought to draw up an overview of theoretical approaches to regional development on a local and regional scale. In second place with 22 citations was the article by Bueno & Torkomian (2018) "Indices of licensing and commercialization of technologies for Technological Innovation Nuclei" (*Núcleo de Inovação Tecnológica* - NIT) in which the authors develop and validate an index with performance indicators for monitoring licensing and commercialization of technologies based on NITs.

In third place, with 18 citations, was the article by Cazella et al. (2020) "Focus on the basket of territorial goods and services", in which the authors reflect on the theme of the basket of territorial services in Brazil, in the light of French studies. And finally, is the fourth article by the author Dallabrida (2020) "Territorial Heritage" also with 18 citations, which discusses the proposition of a matrix of indicators for the evaluation of territorial studies. which can be seen in Chart 2.

Chart 2 - Published articles and citations

ARTICLES	NUMBER OF CITATIONS
Belletti, G., Marescotti, A., & Touzard, J.M. (2017). Geographical Indications, Public Goods, and Sustainable Development: The Roles of Actors' Strategies and Public Policies. World Development, 98, 45–57.	39
Bueno, A., & Torkomian, A. L. V. (2018). Technology licensing and commercialization indexes for technological innovation centers based on good international practices. Bibli Meetings: Electronic Journal of Library and Information Science, 23(51), 95–107.	22
Cazella, A. A. et al. (2020). The focus on the basket of territorial goods and services: its theoretical foundations and application in Brazil. Brazilian Journal of Management and Regional Development, 16(3), 194-206.	18
Dallabrida, V. R. (2020). Territorial Heritage: theoretical approaches and methodological indicators for territorial studies. Development In Question, 18(52), 12–32.	18
Tahim, E. F., Damaceno, M. N., & Araújo, I. F. (2019). Technological Trajectory and Environmental Sustainability in the Shrimp Production Chain in Brazil. Journal of Rural Economics and Sociology, 57(1), 93–108.	15
Lavandoski, J., Silva, J. A., Vargas-Sánchez, A., & Pinto, P. S. L. G. S. (2017). Inducers and effects of the development of wine tourism in wineries: the perspective of dynamic capabilities. Tourism - Vision and Action `, 19(3), 458.	11
Oshiiwa, M., Repetti, L., Temoteo, M. M., Labate, B. Y., Pereira, A. B., & Nunis, J. B. (2017). Profile and attributes that influence the purchase decision of meat consumers in two medium-sized supermarkets in the city of Marília/SP. Unimar Science Magazine, 26(1-2).	10

Source: The authors (2023)

Finally, it is also highlighted that the identification of journals, concepts, authors, and articles with relevant academic transmission allows researchers to understand which sources are references for the theme, which can support the development of academic studies.

Regarding the application of the Integrative Review, the main indicators/elements identified in the keywords of the 80 selected articles were categorized. It should be noted that terms that did not denote concepts were removed from Chart 3, as it was prepared with the intention of outlining its possible relationship with the phenomenon of performance in companies present in the management environment of Brazilian GIs.

Chart 3 sought to consolidate the indicators/elements identified in the survey, the main publications related to them and presented a taxonomy proposal for the identified phenomena with their possible interaction with the concept of performance of organizations belonging to Brazilian GIs.

Chart 3 - Main works identified and their relationship with the performance

Elements	Articles	Brief Definition and Relationship with Performance
1-Regional Development	Pellin (2019) Dallabrida (2020)	Regional Development can provide greater performance for the environment of organizations regarding the visibility of GI products, by boosting tourist activity and strengthening the economy through the generation of employment and local income.
2- Organization of the Production Chain	Ferreira et al. (2020) Guimarães et al. (2020) Chidichima et al. (2018)	The organization of a GI production chain can increase the performance of the component organizations through collective learning processes around the product and/or service.

Source: The authors (2023).

Chart 3 - Continued...

Elements	Articles	Brief Definition and Relationship with Performance
3- Local Governance	Sant'Anna et al. (2020) Guimarães et al. (2020) Leme et al. (2019)	The configuration of the GIs' management environment can influence the performance of the component organizations by providing alternative governance mechanisms for the local environment.
4-Innovation and Intellectual Property;	Klosowski et al. (2020) Santos (2020)	Innovation and Intellectual Property can increase the performance of organizations that are part of GIs by increasing their local and global competitiveness.
5-Social Innovation;	Nagai et al. (2018) Pigatto et al. (2022)	The Social Innovation present in the context of the GI component organizations in Brazil can be considered an attribute that positively impacts the performance of this environment.
6-Local Production	Lima et al. (2019) Klosowski et al. (2020)	The performance of organizations present in GIs is related to the differentiation of local production.
7-Associativism and Cooperativism	Perosa et al. (2017) Sant'Anna et al. (2020)	The performance of organizations present in GIs can be increased through the benefits arising from the participation of local Associations and Cooperatives.

Source: The authors (2023).

5 Conclusions

This research sought on the general objective, which sought to outline elements for analyzing the organizational performance of Brazilian IGs, this research advanced in mapping Brazilian academic production, identifying gaps and possible paths for understanding this topic. The results obtained based on the bibliometrics, and integrative review made it possible to consolidate a panorama with central elements that can guide this theme.

The panorama structured from the elements identified in the discussions about organizational performance in studies related to the context of Brazilian GIs are mostly conceived in research that addresses the concepts of regional and local development, while aspects such as strategic management and internationalization of products originating from GIs are still incipient.

The research demonstrated as a theoretical contribution that organizational performance in Brazilian GIs is intrinsically related to territorial and institutional elements, with the main axes being (1) Regional Development; (2) Organization of the Production Chain; (3) Local Governance; (4) Innovation and Intellectual Property; (5) Social Innovation; (6) Local Production; and (7) Associations and Cooperativism.

This alignment consolidates that, in the Brazilian environment, the GI registration strategy can not only be considered an instrument for designating origin or guaranteeing provenance, but also as a possibility for increasing the performance of its component organizations, thus impacting regional development.

On the other hand, the research results reinforce that organizational performance in companies that are part of IGs in Brazil is a multidimensional and multicriteria phenomenon, which demands multidisciplinary approaches for its analysis. This evidence highlights that public policies implemented with a focus on this environment must adopt an integrated vision, strengthening existing institutional arrangements in each region.

As a focus on potential future studies, a survey could be carried out with primary data seeking to explore how the seven elements identified in the research, with a focus on identifying their potential to influence the results of these organizations in the Brazilian context. On the other hand, comparative studies between Brazilian and International GIs could be carried out, relating metrics and performance evaluation models between different countries.

Authors' contributions:

PARS: Conceptualization, Methodology, Data curation, Formal analysis, Writing – originaldraft. JMEG: Supervision, Methodology, Validation, Writing – review & editing.

Financial support:

Nothing to declare.

Conflicts of interest:

Nothing to declare.

Ethics approval:

Not applicable.

Data availability:

Research data is only available upon request.

*** Corresponding author:**

Paulo Augusto Ramalho de Souza. pauloramalho@usp.br

6 References

Artêncio, M. M., Cassago, A. L. L., Silva, R. K., Carvalho, F. M., Costa, F. B., Rocha, M. T. L., & Giraldi, J. M. E. (2023). The impact of coffee origin information on sensory and hedonic judgment of fine Amazonian robusta coffee. *Journal of Sensory Studies*, *38*(3), e12827. https://doi.org/10.1111/joss.12827

Artêncio, M. M., Giraldi, J. M. E., & Galina, S. V. R. (2019). Uma Análise Crítica do Papel e Importância Socioeconômica das Indicações Geográficas em Países em Desenvolvimento. *Revista Eletrônica de Negócios Internacionais (Internext)*, *14*(3), 218-234. https://doi.org/10.18568/internext.v14i3.483.

Artêncio, M. M., Giraldi, J. M. E., & Oliveira, J. H. C. (2022). A cup of black coffee with GI, please! Evidence of geographical indication influence on a coffee tasting experiment. *Physiology & Behavior*, *245*, 113671. http://doi.org/10.1016/j.physbeh.2021.113671

Bardin, L. (1970). *Análise de conteúdo* (Tradução de Luís Antero Reto e Augusto Pinheiro). Lisboa: Edições 70.

Belletti, G., Marescotti, A., & Touzard, J. M. (2017). Geographical indications, public goods, and sustainable development: the roles of actors' strategies and public policies. *World Development*, *98*, 45-57. http://doi.org/10.1016/j.worlddev.2015.05.004

Bellingieri, J. C. (2017). Teorias do desenvolvimento regional e local: uma revisão bibliográfica. *Revista de Desenvolvimento Econômico*, *1*(39), 6. http://doi.org/10.21452/rde.v2i37.4678

Bessant, J., & Tidd, J. (2019). *Inovação e empreendedorismo.* Porto Alegre: Bookman Editora.

Brandalise, G. L. (2021). *Impacto da indicação geográfica no desempenho de vinícolas no período 2002 a 2012* (Master's dissertation). Programa de Pós-Graduação em Biotecnologia, Universidade de Caxias do Sul, Caxias do Sul.

Bueno, A., & Torkomian, A. L. V. (2018). Índices de licenciamento e de comercialização de tecnologias para núcleos de inovação tecnológica baseados em boas práticas internacionais. *Encontros Bibli*, *23*(51), 95-107. http://doi.org/10.5007/1518-2924.2018v23n51p95

Cassago, A. L. L., Artêncio, M. M., Giraldi, J. M. E., & Costa, F. B. (2021). Metabolomics as a marketing tool for geographical indication products: a literature review. *European Food Research and Technology*, *247*(9), 2143-2159. http://doi.org/10.1007/s00217-021-03782-2

Castro, V. A., & Giraldi, J. M. E. (2018). Shared brands and sustainable competitive advantage in the Brazilian wine sector. *International Journal of Wine Business Research*, *30*(2), 243-259. http://doi.org/10.1108/IJWBR-04-2017-0019

Cazella, A. A., Medeiros, M., Desconsi, C., Schneider, S., Paula, L. G. N. (2020). O enfoque da cesta de bens e serviços territoriais: seus fundamentos teóricos e aplicação no Brasil. *Revista Brasileira de Gestão e Desenvolvimento Regional*, *16*(3), 194-206.

Chidichima, A. C., Ramos, M. J., Fiorese, M. L., Faiden, A., & Fragoso, R. M. M. S. (2018). Indicação geográfica como estratégia de agregação de valor na produção de filé de tilápia: mapeamento da rede de relacionamento no oeste do Paraná. *Revista Brasileira de Gestão e Desenvolvimento Regional*, *14*(5). http://dx.doi.org/10.54399/rbgdr.v14i5.4096

Crecca, V. M. T., Silva, J. M., & Souza, P. A. R. (2023). Technological prospecting: patent mapping of bioremediation of soil contaminated with agrochemicals using fungi. *World Patent Information*, *73*, 102196. http://doi.org/10.1016/j.wpi.2023.102196

Crescenzi, R., Filippis, F., Giua, M., & Vaquero-Piñeiro, C. (2022). Geographical Indications and local development: the strength of territorial embeddedness. *Regional Studies*, *56*(3), 381-393. http://doi.org/10.1080/00343404.2021.1946499

Creswell, J. W. (2013). *Qualitative, quantitative, mixed methods approaches* (4th ed.). London: SAGE Publications.

Dallabrida, V. R. (2020). Patrimônio Territorial: abordagens teóricas e indicativos metodológicos para estudos territoriais. *Desenvolvimento em Questão*, *18*(52), 12-32. http://doi.org/10.21527/2237-6453.2020.52.12-32

Diamantini, C., Potena, D., & Storti, E. (2016). SemPI: a semantic framework for the collaborative construction and maintenance of a shared dictionary of performance indicators. *Future Generation Computer Systems*, *54*, 352-365. http://doi.org/10.1016/j.future.2015.04.011

Doerr, J. (2018). *Measure what matters: how Google, Bono, and the Gates Foundation rock the world with OKRs.* New York: Penguin.

Etxegarai-Legarreta, O., & Sanchez-Famoso, V. (2022). The role of beekeeping in the generation of goods and services: the interrelation between environmental, socioeconomic, and sociocultural utilities. *Agriculture*, *12*(4), 551. http://doi.org/10.3390/agriculture12040551

Facirolli Sobrinho, M. H., Guedes, C. A. M., & Castro, M. C. D. (2021). A Indicação Geográfica do café da Serra da Mantiqueira de Minas Gerais como ferramenta de desenvolvimento territorial. *Interações*, *22*(1), 279-294. http://dx.doi.org/10.20435/inter.v22i1.2206

Felisberto, A. F., & Le Guerroué, J. L. (2019). A convergência entre o turismo rural e as indicações geográficas brasileiras. *Desenvolvimento Regional em Debate*, *9*(2), 248-261.

Ferreira, V. A. M., Rodrigues, T. T. E., Silva, P. G., Freitas, C. E., & Yamamoto, K. C. (2020). Avaliação do comércio de peixes ornamentais no Estado do Amazonas-Brasil. *Observatorio de La Economía Latinoamericana*, *2*, 1-31.

Fronzaglia, T. (2019). *A indicação geográfica sob a ótica da evolução das instituições* (pp. 13). Porto Alegre: Conselho Editorial.

Grove, A. S. (2020). *Gestão de alta peformance: tudo o que um gestor precisa saber para gerenciar equipes e manter o foco em resultados* (Traduzido por Cristina Yamagami). São Paulo: Benvirá.

Guimarães, A., Souza, J. P., & Schiavi, S. M. A. (2020). Quality attributes and measurement mechanisms in the specialty coffee subsystem in Brazil: a literature review. *Revista Gestão da Produção Operações e Sistemas*, *15*(2), 227-252. http://dx.doi.org/10.15675/gepros.v15i2.2514

Hadelan, L., Jež-Rogelj, M., Mikuš, O., Prišenk, J., & Zrakić-Sušac, M. (2021). Food geographical indication in enhancing agricultural and tourism performance. *Scientific Papers. Series Management, Economic, Engineering in Agriculture and Rural Development*, *21*, 361-369.

Inao. (2005). *Le goût de l'origine.* Paris: Hachette.

Instituto Nacional da Propriedade Industrial – INPI. (2023). *Manual de Indicações Geográficas* (2. ed.). Rio de Janeiro: INPI. Retrieved in 2023, March 25, from http://manualdemarcas.inpi.gov.br/projects/manual-de-indicacoes-geograficas/wiki#Anexo-Guia-do-Peticionamento-Eletr%C3%B4nico-Sistema-e-IG

Kakuta, S. M. (2006). *Indicações geográficas: guia de respostas.* Porto Alegre: Editora Sebrae.

Klosowski, A. L. M., Kuasoski, M., & Bonetti, M. B. P. (2020). Apicultura brasileira: inovação e propriedade industrial. *Revista de Política Agrícola*, *29*(1), 41.

Kohsaka, R., & Uchiyama, Y. (2021). Geographical indications and regional trade agreements: facilitating international partnerships for sustainable development. In W. Leal Filho, A. Marisa Azul, L. Brandli, A. Lange Salvia, & T. Wall (Eds.), *Partnerships for the goals* (pp. 477–489). Cham: Springer. http://doi.org/10.1007/978-3-319-95963-4_15

Lavandoski, J., Silva, J. A., Vargas-Sánchez, A., & Pinto, P. S. L. G. S. (2017). Indutores e efeitos do desenvolvimento do enoturismo nas vinícolas: a perspectiva das capacidades dinâmicas. *Turismo: Visão e Ação*, *19*(3), 458. http://doi.org/10.14210/rtva.v19n3.p458-486

Leme, P. H. M. V., Aguiar, B. H., & Rezende, D. C. (2019). A convergência estratégica em Arranjos Produtivos Locais: uma análise sobre a cooperação entre atores em rede em duas regiões cafeeiras. *Revista de Economia e Sociologia Rural*, *57*(1), 145-160. http://doi.org/10.1590/1234-56781806-94790570109

Lima, S., Cabral, J. E., Barbosa, F., & Santos, A. (2019). Incentivos para Inovação e Desempenhos Inovativo e Econômico dos Estados e Regiões do Brasil. *Revista de Administração. Sociedade e Inovação*, *5*(2), 221-240. http://dx.doi.org/10.20401/rasi.5.2.332

López-Bayón, S., Fernández-Barcala, M., & González-Díaz, M. (2020). In search of agri-food quality for wine: Is it enough to join a geographical indication? *Agribusiness*, *36*(4), 568-590. http://doi.org/10.1002/agr.21665

Lotka, A. M (1926). Alfred. The frequency distribution of scientific productivity. *Journal of the Washington Academy of Sciences*, *16*(12), 317-323.

Madureira, A. F. D. A., & Branco, A. U. (2001). A pesquisa qualitativa em psicologia do desenvolvimento: questões epistemológicas e implicações metodológicas. *Temas em Psicologia*, *9*(1), 63-75.

Mascarenhas, D. F., Paes, A. M. P., Farias, L. M., Faria, T. L. M., & Silva, J. M. (2025). Peer review report for: Minimum price guarantee for sociobiodiversity products in Pará, Brazil. *Revista de Administração Contemporânea*. Zenodo. https://doi.org/10.5281/zenodo.14733931

Matos, L. A. I., & Rovere, R. L. L. (2020). Tipos de conhecimento regional protegidos pelas instituições na indicação de procedimento Canastra (MG). *Revista de Economia e Sociologia Rural*, *58*(2), e188623. http://doi.org/10.1590/1806-9479.2020.188623

Meirelles, F. S., Giraldi, J. M. E., & Campos, R. P. (2023). Transaction costs economics and geographical indications: a systematic analysis of the literature. *Revista de Economia e Sociologia Rural*, *61*(4), e264494. http://doi.org/10.1590/1806-9479.2022.264494

Meneses, S., & Sousa, M. E. (2024). Avaliação de periódicos para as Ciências Humanas e para a área de História: o que o sistema de avaliação espera dos periódicos e o que a área quer. *Revista Brasileira de História*, *44*(95), e285141. http://doi.org/10.1590/1806-93472024v44n95-18

Nagai, D., Pigatto, G. A. S., Lourenzani, A. E. B. S., & Moraes, N. R. (2018). Denominações de origem e suas relações com as inovações sociais: um estudo de múltiplos casos da produção cafeeira do Cerrado Mineiro/Minas Gerais. *Perspectivas Contemporâneas*, *13*(1), 54-73.

Niederle, P. A. (2013). *Indicações Geográficas: qualidade e origem nos mercados alimentares.* Porto Alegre: Editora da UFRGS.

Oliveira, A. A. N. (2018). *Um método para definição e monitoramento de indicadores de desempenho de processos de negócio* (Master's dissertation). Universidade Federal de Pernambuco, Recife.

Oshiiwa, M., Repetti, L., Temoteo, M. M., Labate, B. Y., Pereira, A. B., & Nunis, J. B. (2017). Perfil e atributos que influenciam na decisão de compra dos consumidores de carnes em dois supermercados de médio porte na cidade de Marília/SP. *Revista Unimar Ciências, 26*(1-2).

Pellin, V. (2019). Indicações Geográficas e desenvolvimento regional no Brasil: a atuação dos principais atores e suas metodologias de trabalho. *Interações*, *20*(1), 63-78. http://doi.org/10.20435/inter.v20i1.1792

Perosa, B., Jesus, C., & Ortega, A. (2017). Associativismo e Certificação na Cafeicultura Mineira: um estudo do Café do Cerrado e do Café da Mantiqueira de Minas. *Revista Economia Ensaios*, *32*(1), http://doi.org/10.14393/REE-v32n1a2017-2

Phimolsathien, T. (2018). Development of guidelines for the system of intellectual property management: geographical indication in each age range. *Asian Administration & Management Review*, *1*(1), 24-42.

Pigatto, G. A. S., Brunori, G., Estival, K. G. S., Lourenzani, A. E. B. S., & Moraes, N. R. (2022). Social innovation and high-quality cocoa production: a case study of the cacau sul Bahia network. *Revista Brasileira de Gestão e Desenvolvimento Regional*, *18*(2). http://dx.doi.org/10.54399/rbgdr.v18i2.5970

Poetschki, K., Peerlings, J., & Dries, L. (2021). The impact of geographical indications on farm incomes in the EU olives and wine sector. *British Food Journal*, *123*(13), 579-598. http://doi.org/10.1108/BFJ-12-2020-1119

Polater, A., Hüseyinoğlu, I. Ö. Y., Kingshott, R. P., & Schepis, D. (2024). Drivers of geographical indication food supply chain performance: a B2B network perspective. *Journal of Business and Industrial Marketing*, *39*(7), 1433-1451. http://doi.org/10.1108/JBIM-06-2023-0313

Rahmah, A., Sukmasetya, P., Syaiful Romadhon, M., & Rio Adriansyah, A. (2020). Developing distance learning monitoring dashboard with Google Sheet: an approach for flexible and low-price solution in pandemic era. In *2020 International Conference on ICT for Smart Society*. Manhattan: IEEE. http://doi.org/10.1109/ICISS50791.2020.9307558

Raimondi, V., Falco, C., Curzi, D., & Olper, A. (2019). Trade effects of geographical indication policy: the EU case. *Journal of Agricultural Economics*, *71*(2), 330-356. http://doi.org/10.1111/1477-9552.12349

Rocha, P. I., Oliveira, J. H. C., & Giraldi, J. M. E. (2020). Marketing communications via celebrity endorsement: an integrative review. *Benchmarking*, *27*(7), 2233-2259. http://doi.org/10.1108/BIJ-05-2018-0133

Rodrigues, C., & Godoy Viera, A. F. (2016). Estudos bibliométricos sobre a produção científica da temática Tecnologias de Informação e Comunicação em bibliotecas. *Revista de Ciência Da Informação e Documentação*, *7*(1), 167-180. http://doi.org/10.11606/issn.2178-2075.v7i1p167-180

Rosa, C. M., Souza, P. A. R., & Silva, J. M. (2020). Inovação em saúde e internet das coisas (IoT): um panorama do desenvolvimento científico e tecnológico. *Perspectivas em Ciência da Informação*, *25*(3), 164-181. http://doi.org/10.1590/1981-5344/3885

Sant'Anna, A., Queiroz Neto, E., & Marchi, J. J. (2020). Um ensaio sobre o desenvolvimento local desde a ativação social e a governança pública. *Interações*, *21*(3), 597-613. http://doi.org/10.20435/inter.v21i3.2379

Santos, M. S. (2020). Perception about technological, sustainable and environmental indicators of the lower São Francisco/Se. *Revista Indicação Geográfica e Inovação*, *4*(1), 595-606.

Scheuer, L., Lopes, E. C., Conrado, D. B., Colodel, H. C. C., Pinto, T. L. R., & Nascimento, I. L. (2022). A importância da formação de redes informacionais na cooperação entre pequenos negócios no litoral do Paraná: informação cultural e turística sobre o barreado prato tipicamente regional. *Ateliê do Turismo*, *6*(1), 56-78. http://doi.org/10.55028/at.v6i1.13520

Silva, L. M., Dias, A., & Giraldi, J. M. E. (2024). Innovation in geographical indications: an integrative literature review and research agenda. *Journal of Food Products Marketing*, *30*(8–9), 237-255. http://doi.org/10.1080/10454446.2024.2417111

Silva, R. K., & Giraldi, J. M. E. (2025). Integrated marketing communication as a strategic tool for geographical indication. *British Food Journal*, *127*(3), 936-949. http://doi.org/10.1108/BFJ-09-2024-0949

Souza, P. A. R., & Giraldi, J. M. E. (2024). Objetivos-chave de resultados em indicações geográficas: uma proposta do quadro de elementos. *Revista Brasileira de Assuntos Regionais e Urbanos*, *9*(1), 19. http://dx.doi.org/10.18224/baru.v9i1.13201

Tahim, E. F., Damaceno, M. N., & Araújo, I. F. (2019). Trajetória tecnológica e sustentabilidade ambiental na cadeia de produção da carcinicultura no Brasil. *Revista de Economia e Sociologia Rural*, *57*(1), 93-108. http://doi.org/10.1590/1234-56781806-94790570106

Tashiro, A., Uchiyama, Y., & Kohsaka, R. (2019). Impact of Geographical Indication schemes on traditional knowledge in changing agricultural landscapes: an empirical analysis from Japan. *Journal of Rural Studies*, *68*, 46-53. http://doi.org/10.1016/j.jrurstud.2019.03.014

Torraco, R. J. (2005). Writing integrative literature reviews: guidelines and examples. *Human Resource Development Review*, *4*(3), 356-367. http://doi.org/10.1177/1534484305278283

Van Looy, A., & Shafagatova, A. (2016). Business process performance measurement: a structured literature review of indicators, measures and metrics. *SpringerPlus*, *5*(1), 1797. http://doi.org/10.1186/s40064-016-3498-1

Vecchio, Y., Iddrisu, A. L., Adinolfi, F., & Rosa, M. (2020). Geographical Indication to Build up Resilient Rural Economies: A Case Study from Ghana. *Sustainability*, *12*(5), 2052. http://doi.org/10.3390/su12052052

Vieira, L. M., Monticelli, J. M., & Cislaghi, T. P. (2025). The interplay of institutions and coopetition: a decade-long analysis of a geographical indication in the Brazilian wine industry. *Journal of Business and Industrial Marketing*, *40*(6), 1283-1297. http://doi.org/10.1108/JBIM-04-2024-0268

Whittemore, R., & Knafl, K. (2005). The integrative review: updated methodology. *Journal of Advanced Nursing*, *52*(5), 546-553. http://doi.org/10.1111/j.1365-2648.2005.03621.x

Zipf, G. K. (1949). *Human behavior and the principle of least effort.* Cambridge: Addison-Wesley.

Zupic, I., & Čater, T. (2014). Bibliometric methods in management and organization. *Organizational Research Methods*, *18*(3), 429-472. http://doi.org/10.1177/1094428114562629

Submitted on: May 01, 2023.
Accepted on: June 17, 2025.
JEL Classification: L10, L19 e M19.
Associate Editor: José Donizetti de Lima