

ILDA FONTES

<https://orcid.org/0000-0002-0192-5932>

FUNDAÇÃO GETULIO VARGAS

**THE INTERNATIONALIZATION OF SCIENTIFIC PERIODICALS IN
BRAZIL: A CASE STUDY OF THE RAE-JOURNAL OF BUSINESS
ADMINISTRATION**

https://doi.org/10.21452/procpc_04

Dissertação apresentada como parte dos requisitos
para certificação no CSE Publication Certificate
Program

**São Paulo (SP)
2018**

THE INTERNATIONALIZATION OF SCIENTIFIC PERIODICALS IN BRAZIL: A CASE STUDY OF THE *RAE-JOURNAL OF BUSINESS ADMINISTRATION*

Abstract: This paper studies the evolution of the internationalization process of the *RAE-Journal of Business Administration*, a journal which is considered a reference in Brazil in the area of Administration. It is a descriptive study of a case study and it analyzes 9 years of the publication, which corresponds to 50 issues, 387 articles, 977 authors and 2,130 reviewers. The internationalization indicators used in this analysis are based on 8 dimensions: 1) the language of publication; 2) foreign authors; 3) foreign associate editors; 4) foreign *ad hoc* reviewers; 5) its presence in international indexing databases; 6) in citation indexes; 7) the professionalization of its editorial staff; and 8) international scientific marketing. The internationalization dimensions for the *RAE* are weighted based on a table that illustrates the *RAE's* achievements in terms of important steps related to internationalization, which leads to the conclusion that it has indeed effectively become international.

Keywords: Journal internationalization, journal visibility, journal management, *RAE-Journal of Business Administration*.

1. INTRODUCTION

This study presents the internationalization variables of the *Revista de Administração de Empresas (RAE-Journal of Business Administration)*, a scientific periodical dealing with the area of Administration in Brazil with a long tradition dating back to its founding in August 1961 by the Getulio Vargas Foundation's São Paulo School of Business Administration (FGV EAESP).

The *RAE* is considered one of the pioneering journals in Administration in Brazil, especially in the areas of market studies, finance, production and organizational behavior, and it has also played an essential role in the education of administrators in this country (Tonelli, 2017).

During its more than 55 years, the *RAE* has established itself as a journal of reference and of great relevance to the Brazilian academic community, classified as being of the highest level of quality by the governmental bodies that regulate Brazilian scientific production (Machado-da-Silva et al., 2008; Bertero, Caldas, Wood Jr, 1999; Almeida, 2010; Sandes-Guimarães & Diniz, 2014; Wood Jr. & Chueke, 2008; Favaretto & Francisco, 2017).

The challenge facing the *RAE*, in order to continue growing and contributing to the development of scientific production in this country, is to increase its presence in the international scientific community, and to accomplish this it will be: "necessary to invest in the internationalization of our journals to ensure that they do not lose their national relevance as well," (Diniz, 2017, p.363) because Brazilian researchers are increasingly publishing their works in international journals.

In the words of the director of SciELO Abel Packer, in an event held at FAPESP (Sao Paulo Research Foundation): "Science is, by nature, international [...] and in this Brazilian journals should play an important role, not just in strengthening our presence abroad,

but also in attracting international authors and high quality articles to Brazilian journals” (Freire, 2014).

In Brazil, as in Latin America (Rodríguez, 2016; López & García, 2016), journals are not international to begin with as they naturally are in regions which constitute the center of world scientific production, such as the United States and Europe. Here 86% of our journals are created by Higher Education Institutions (HEI) which make the flow of national scientific production possible, usually under the coordination of a nationally recognized researcher in the role of editor in chief, a position which is generally unpaid (Sandes-Guimarães & Diniz, 2014; Packer, 2014). Until quite recently all the journals in the area of Administration published exclusively in Portuguese, the country’s official language, and up until 2016 there were printed editions and subscriptions. The development of new technologies, especially the internet, and the growth of open access to scientific publications has had a profound impact on scientific publication in journals in terms of their business model, professionalization, visibility and internationalization, along with other highly relevant issues. Open access, in particular, in addition to facilitating the exchange of information between collaborators, demands promptness in aspects of internationalization, with English being considered the common language (Fradkin, 2017).

Another very relevant issue in the area of Administration is the fact that few Brazilian journals are indexed in world databases, which thus leads to a low level of citations for these journals, because citations are calculated based on the journals which make up the database. To illustrate this, Diniz (2015) wrote a brief paper about the citations of the *RAE* based on the impact factor (IF) of the SciELO database, which concluded that, if the Brazilian journals that most often cite the *RAE* were in the WoS, the *RAE*’s impact factor in the *JCR* would immediately be doubled. This being so, it would make sense for Brazilian journals to work together, because this would yield benefits for all of these journals, as well as their respective authors and naturally Brazilian science (Diniz, 2015).

Within this context, the selection of the *RAE* for this case study is justified due to its relevance to the Brazilian academic community in the area of Administration and its pioneering and vanguard role in terms of various issues involving scientific editorial content, and the efforts that the journal has already made to increase its internationalization.

This study uses the year 2009 as its starting point to examine the internationalization of the *RAE*, because this is when the strategy to increase internationalization was adopted (Diniz, 2009), and extends its analysis to 2017, thus using 9 years of this publication’s production as its sample.

It is understood, that internationalizing, within the context of Brazilian journals, is directly related to a publication’s visibility abroad, which will be analyzed using the following dimensions: language of publication and its respective worldwide presence, the international network of collaborators (authors, editors and reviewers), the presence and the citations of the journal (IF) in international indexers.

This paper is divided into five sections: 1-Introduction, which presents the *RAE* and the objective and organization of this work; 2-Methodology and Data Collection, which describes the organization of the research for this case study, its data collection and the

dimensions that will be analyzed; 3-Results and Analyses, which demonstrates the internationalization indicators; 4-Conclusion and finally 5-References, which lists the references used in this study.

Despite of its limited approach, the study will illustrate the achievements of the *RAE* in the internationalization process and does not aim to make inferences or value judgments regarding eventual results of the internationalization process. This study is also designed to encourage a discussion of the internationalization of journals as well as initiatives that contribute to the dissemination and stimulation of scientific communication without borders.

2. METHODOLOGY AND DATA COLLECTION

This research is based on descriptive approach of a case study of the *RAE-Journal of Business Administration*.

Considering that the decisions regarding the internationalization strategies of the *RAE* were taken in 2009 (Diniz, 2009), this date has been selected for the beginning of the data collection period with the data collection ending with the editions of 2017.

Thus the sample consists of a 9 year period of analysis of the evolution of the internationalization of the *RAE*, consisting of 9 annual volumes, 50 editions, 387 published articles from the article, forum and pensata sections, 977 authors and 2,130 *ad hoc* reviewers.

The main source of the data collected was the *RAE* website which contains the complete archives of the journal since its founding in 1961: rae.fgv.br. This data was enriched by meetings with the journal's editors in chief and staff, who contributed to the clear communication of the *RAE*'s advances in internationalization. The citations were retrieved from the websites of each database – SciELO, *Journal Citation Reports (JCR)*, and the *Scimago Journal Ranking (SJR)*.

The internationalization indices, according to indicators already defined by relevant researchers (Alcadipani, 2017; Diniz, 2015; Farias, 2017; Fradkin, 2017; Gracia, 2015; Saunders, 2006; Zitt & Bassecouard, 1999), involve the first six dimensions which are organized in Table 1, to which have been added dimensions 7 and 8 because they involve differences in the journal's international presence. Table 1 contains a fourth column which weighs the journal's international presence (which will be complemented in the Conclusions and Discussions section), as a model for a table of standardized indicators of a journal's internationalization.

Some indices of reaching of these internationalization dimensions, shown in Table 1, are suggested based on SciELO criteria for the internationalization of journals (SciELO, 2017). The intention is that after collecting data and identifying the results of the *RAE*'s internationalization, it will be possible to evaluate objectively the *RAE*'s achievements thus far in this ongoing process.

Table 1: Internationalization Dimensions for Brazilian Administration Journals

Dimensions	% minimum	% ideal	Journal's international presence
1. English as the publication language	70%	100%	
2. Authors with foreign institutional affiliations	50%	80%	
3. Scientific/Associate Editors with foreign institutional affiliations	40%	80%	
4. <i>Ad hoc</i> Reviewers with foreign institutional affiliations	40%	70%	
5. Presence in main international indexing databases *	70%	100%	
6. Citation indexes**	JCR; SJR; SciELO		
7. Professional editorial staff: scientific editorial training	Presence: () Yes () No		
8. International scientific marketing	Online dissemination, including social networks	Physical and online dissemination, including social networks.	

*WoS, Scopus, SciELO, DOAJ, Latindex, Redalyc, HAPI, Spell; Ulrich's; Cabell's.

**At this time, due to the rare presence of Administration journals in these databases, it is proposed not to define an impact/citation index. A presence in these indexes would be of great relevance, even if the IF were close to 0.0.

3. RESULTS AND ANALYSES

The *RAE* adopted a strategy of internationalization in 2009 during the tenure of Eduardo Henrique Diniz as editor in chief. In his first editorial (July/September 2009), Diniz indicated the first step in this direction: the transformation of the *RAE* website into a trilingual version – Portuguese, English and Spanish – in order to facilitate communication with the journal in these three languages, and at the same time to attract texts in Spanish and Latin American authors (Diniz, 2009). A trilingual platform for the online submission of articles was also implemented in 2009.

Next, in the beginning of 2010, Diniz added a third language to the metadata of articles: titles, abstracts and keywords were henceforth published in Spanish, as well as Portuguese and English. The journal also began featuring the English translation of a

journal article in each issue (see <http://rae.fgv.br/artigos-ing-esp/2017>, with links for reading articles in their entirety – a quick look at this list of articles reveals a growing increase in articles published in foreign languages over time: starting with 6 articles in 2010 and reaching 17 articles in 2017. Even though the absolute numbers are not great, the increase during this period represents 300%).

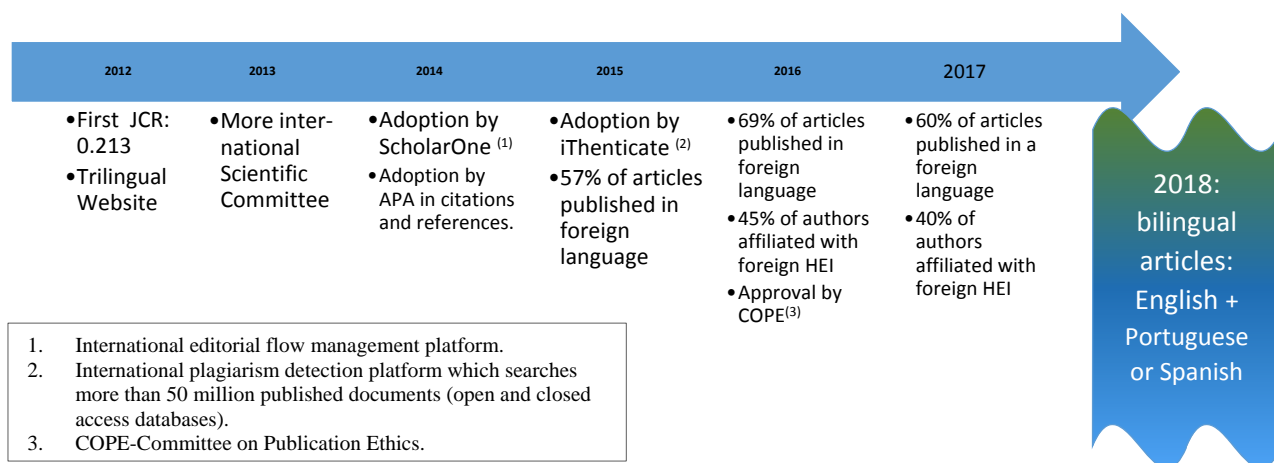
However, an achievement of great international impact was the *RAE*'s approval by Thomson Reuters based on its rigorous selection criteria, which led to the journal's inclusion in the Social Science Citation Index in 2010 and the first *JCR* in 2012 with an *RAE* IF of 0.213.

It's important to note that the submission process to the then ISI-Institute for Scientific Information, Thomson Reuters, initiated in 2008, was a strategy to increase the visibility and accessibility of the journal's editorial content, which led to one of its most important achievements in terms of internationalization given the great relevance of this database to the world academic community.

Another database that has contributed greatly to the increased visibility and internationalization of Brazilian journals is the SciELO (Scientific Electronic Library Online), which approved the *RAE* in 2008, and has thus constituted a decisive initiative in increasing the *RAE*'s visibility.

Figure 1 summarizes the main actions leading to the internationalization of the *RAE* in recent years.

Figure 1: Main Actions in the Internationalization of the *RAE*



Source: The author, based on online information and interviews with the *RAE* staff.

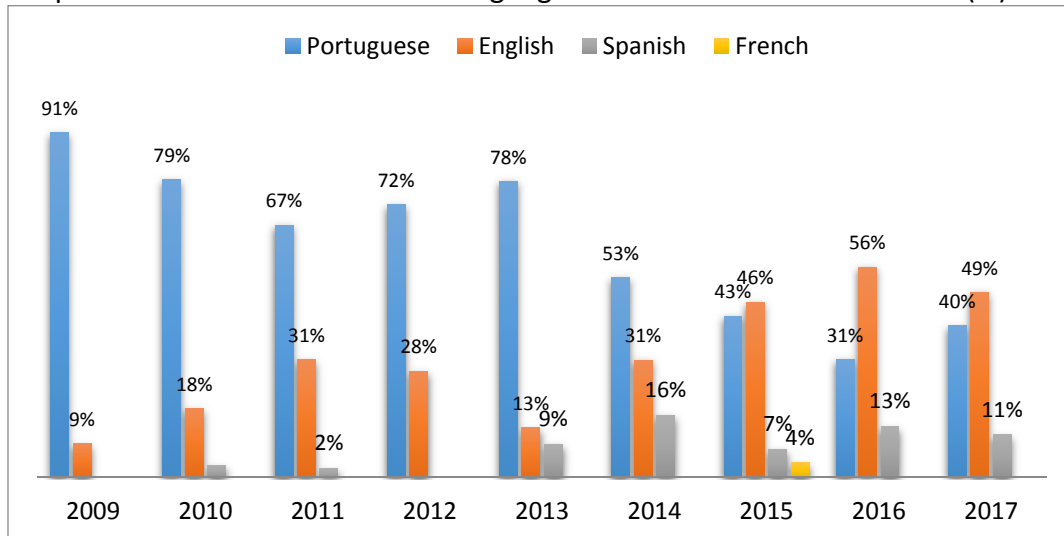
The *RAE* internationalization indicators are presented below, and they are based on the criteria established by renowned figures in scientific editing taking into consideration the dimensions presented in the previous section (Methodology and data collection).

1. Publication language of *RAE* articles

During the first phase of the internationalization process, in order to increase its readership, the leadership of the *RAE* decided to publish its articles using a multilingual system (Portuguese, English, and Spanish), preserving the submission language of the

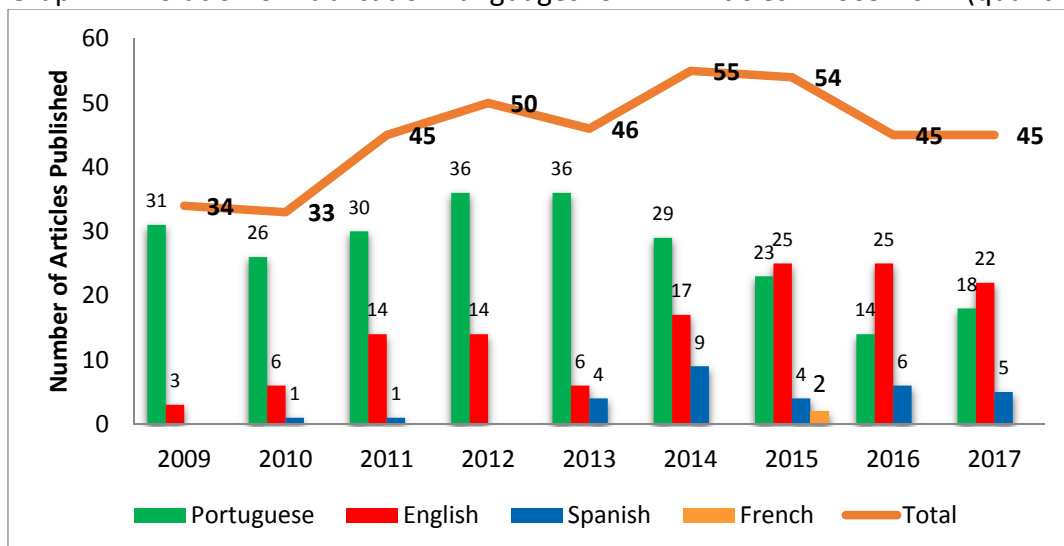
manuscripts. In this sense, since 2015 articles published (and submitted) in foreign languages have outnumbered the number of those in Portuguese. The evaluation of this evolution of the publication of articles in English and Spanish between 2009 and 2017 indicates a growth on the order of 600% - starting with 9% in 2009 and reaching 60% in 2017. Graphs 1 and 2 demonstrate this evolution over time in percentages and in absolute numbers respectively.

Graph 1: Evolution of Publication Languages for RAE Articles – 2009-2017 (%)



Source: Prepared by the author based on article research and editorial information, published in the first annual editions of the RAE, available at rae.fgv.br

Graph 2: Evolution of Publication Languages for RAE Articles – 2009-2017 (quantities)



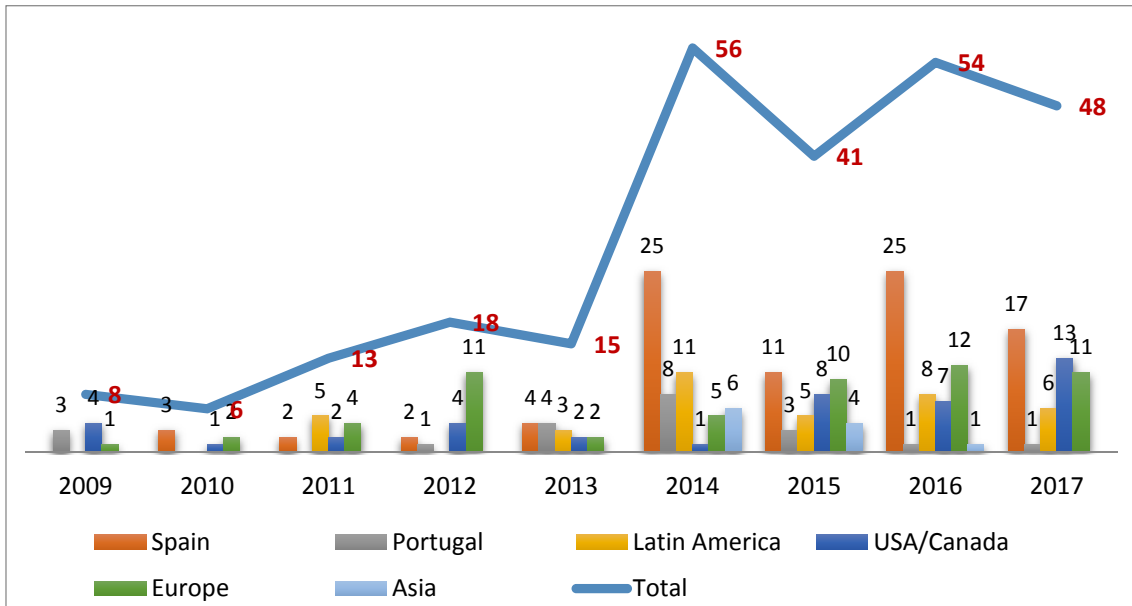
Source: Prepared by the author based on article research and editorial information published in the first annual editions of the RAE, available at rae.fgv.br

There was just one edition of the RAE during this period which contained articles in French, due to a call for papers focusing on the United Kingdom and France and submissions in English and French. However, the leadership of the RAE decided to maintain its publications in three languages (Portuguese, English and Spanish).

2. Authors from Foreign Institutions

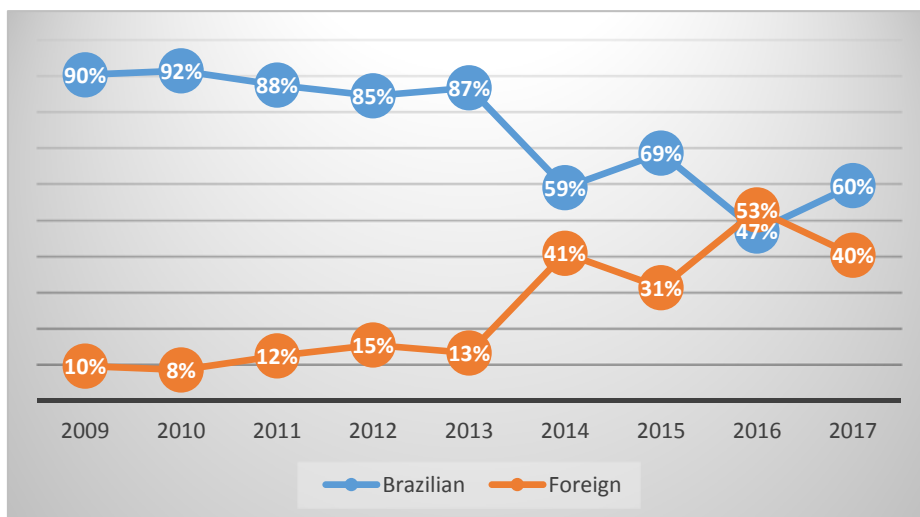
In terms of authorship, Graphs 3 and 4 demonstrate a significant growth over time, beginning with 10% in 2009, reaching 53% of the authors in 2016, and ending with 40% foreign authorship in 2017. In Graph 4 it may be noted that there is an inversion in the participation of authors, with a growing participation of foreigners and at the same time a decline in the participation of Brazilian authors.

Graph 3: Evolution of Authors from Foreign Institutions – 2009-2017 (quantity)



Source: Prepared by the author based on article research and editorial information, published in the first annual editions of the *RAE*, available at rae.fgv.br

Graph 4: Evolution of Authors from Foreign Institutions – 2009-2017 (%)



Source: Prepared by the author based on article research and editorial information, published in the first annual editions of the *RAE*, available at rae.fgv.br

3. International Network of Collaborators

One of the *RAE*'s strategies to attract foreign collaborators, strengthening themselves internationally is to hold thematic forums, which function in the following manner: a

researcher gets together with two, three or four other professionals in his or her area from various locations all over the world, and together they organize a call for papers in their area of research; these researchers, also known as guest editors, act as organizers of the call for papers and play a very important role in the process of improving the submitted articles, by first conducting a preliminary triage, indicating reviewers and finalizing the review process for this call for papers with their technical reports. The *RAE* staff participates actively in each step of the process, making sure that the management of the editorial flow remains current, and serving as intermediaries in the communication between the authors, reviewers and the monitoring of deadlines, etc. To illustrate the results of these initiatives, the last two forums realized by the *RAE* are described below:

- “The Business of Eating: Entrepreneurship and Cultural Politics,” organized by Jeffrey Pilcher (University of Toronto), Krishnendu Ray (New York University), Eliane Brito (FGV/EAESP) and Marina Heck (FGV/EAESP), with a submission deadline of 7/31/2017: 47 articles were submitted, involving 19 foreign authors (from countries such as the USA, Mexico, Spain, France, Portugal and Australia) and 122 Brazilian; 19 articles were rejected during the forum editors’ desk review; 15 were rejected after peer review; 6 revised versions were rejected, and 7 were approved for publication. The articles will be published in the May/June 2018 issue of the *RAE*.
- “Dynamic Capabilities”, organized by Adriana Roseli Wünsch Takahashi (UFPR/PPGADM), Sergio Bulgacov (FGV/EAESP), Claudia Cristina Bitencourt (UNISINOS), and Hale Kaynak (University of Texas Rio Grande Valley), with a submission deadline of 6/30/2016. Of the 22 articles submitted, involving 11 foreign authors (from countries such as Portugal, India and Romania) and 57 Brazilian nationals, 3 were rejected during the forum editors’ desk review, 16 were rejected after peer review and 3 were approved for publication. The special edition which contained this forum was published in the May/June 2017 issue of the *RAE*.

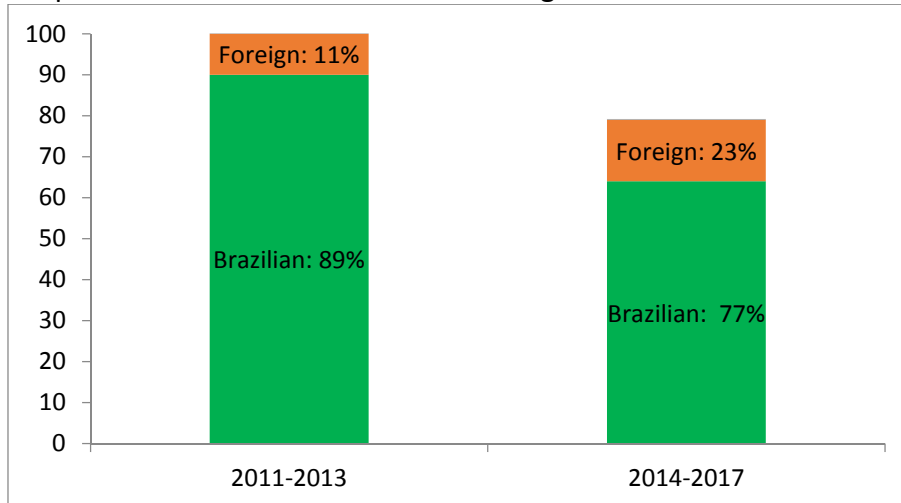
The *RAE* calls for papers of the last few years (a total of 10 since 2013), can be accessed through the *RAE* webpage (<http://rae.fgv.br/node/46972>).

It should be emphasized that, as pointed out by the editorial staff, the collaborations realized during these forums are very efficient initiatives for the journal: in addition to strengthening the journal’s international network, they help improve its work processes, because guest editors function as a true taskforce in the indication or search for the best reviewers, resulting in diligent, prompt and quality reports which are used to improve the journal’s articles.

4. Scientific Editorial Board

In 2013, the Scientific Editorial Board was restructured after a careful mapping of the scientific production of great relevance to the area of Administration by Brazilian and foreign researchers, which led to a greater participation by foreign members, going from 11% in the three year period of 2011-2013, to 23% during the four year period of 2014-2017 (see Graph 5).

Graph 5: Increase in the Number of Foreign Members of the Scientific Editorial Board

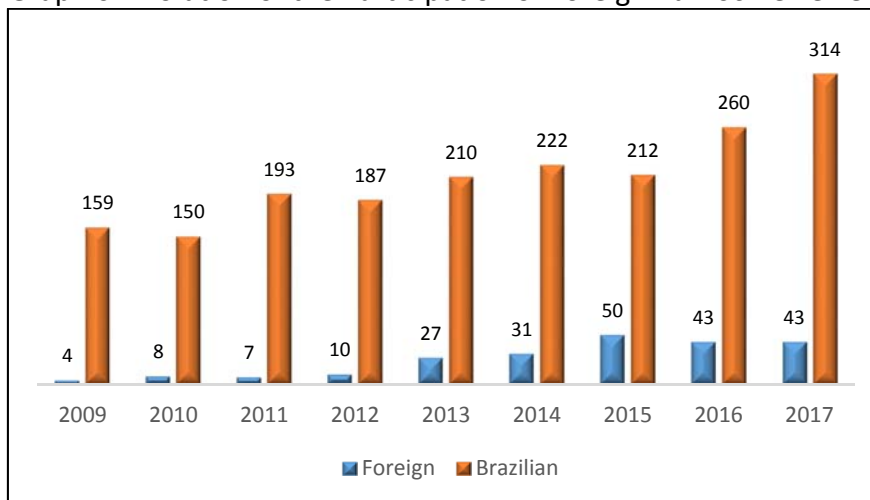


Source: Prepared by the author based on research related to governance of the RAE.

5. Ad Hoc Reviewers

Graph 6 shows the evolution of foreign *ad hoc* reviewers, which began with 4 foreigners in 2009 and ended with 43 foreigners in 2017, which represents a huge increase in percentage terms.

Graph 6: Evolution of the Participation of Foreign *Ad Hoc* Reviewers



Source: Prepared by the author based on research of editorial information published in the first annual editions of the RAE, available at rae.fgv.br.

6. Accrediting bodies

This study considers accrediting bodies to be those that evaluate scientific journals, which excludes indexers and databases, which in a certain manner, also play a role in evaluating journals.

In this sense, two bodies were identified – one domestic and the other international – which are described below.

6.1. Qualis/Capes: A2

The A2 classification for the Qualis system for evaluating journals created by CAPES (Coordinating Body for the Furthering of High Education) reinforces the argument that

RAE is a national and international reference, because in the Qualis/CAPES system, the “A” classification corresponds to journals considered to be international in nature. (See Trzesniak (2016) for a detailed description of Qualis/CAPES.)

6.2. COPE-Committee on Publication Ethics

In 2016, the RAE was accepted based on the demanding evaluation criteria of the Committee on Publication Ethics (COPE), which emphasizes elevated standards of rigor and integrity in the scientific certification process of articles submitted for publication. COPE accreditation is renewed annually and the RAE’s was renewed tranquilly in 2017.

Figure 2: COPE Logo | Indicating that the RAE is a member



7. International Indexers

Another factor of relevance to internationalization is the approval and inclusion of the RAE in the most renowned indexing databases, such as the Web of Science (SSCI and JCR) | Clarivate, Scopus | Elsevier, Scientific Electronic Library Online (SciELO), Redalyc-Network of Scientific Journals of Latin America and the Caribbean, Spain and Portugal, Directory of Open Access Journals (DOAJ), Latindex, Ebsco, and ProQuest, among others which can be viewed in a summary manner in Figure 3 (the complete list can be accessed at <http://rae.fgv.br/en/node/47031>).

Figure 3: Main Indexers of the RAE



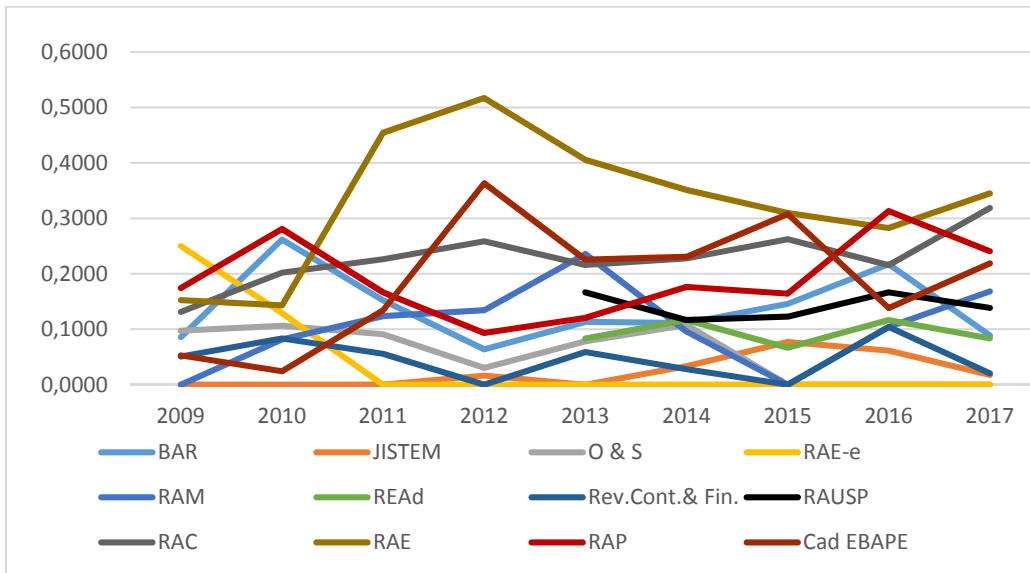
It also should be emphasized that the RAE is registered with the MIAR-Information Matrix for Journal Analysis created by the University of Barcelona, which awards it its highest score: 11 – the same score given to the main Administration journals in the world, such as the *Academy of Management Review* and the *Administrative Science Quarterly* among others.

8. SciELO Impact Factor

Compared to the other eleven Administration journals in the SciELO database, it may be observed that the RAE’s Impact Factor has grown exponentially, having begun at 0.1273 in 2010 and surpassing 0.5000 in 2012, with a significant distance between it and the second journal in the ranking. Graph 7 demonstrates this evolution as well as a declining

curve beginning in 2013, which is justified by the short time since the publication of its articles which still have not reached their half-life and, therefore, their zenith in terms of citations. On the other hand, in 2017, compared to 2015 and 2016, Graph 7 reveals an ascending line, indicating an increase in the citation index despite the short time period, probably because of the influence of the Special Weekly Blog SciELO Perspectivas, which intensified the dissemination of these articles.

Graph 7: Evolution of the IF SciELO – Brazilian Administration & Accounting Journals (2009-2017)

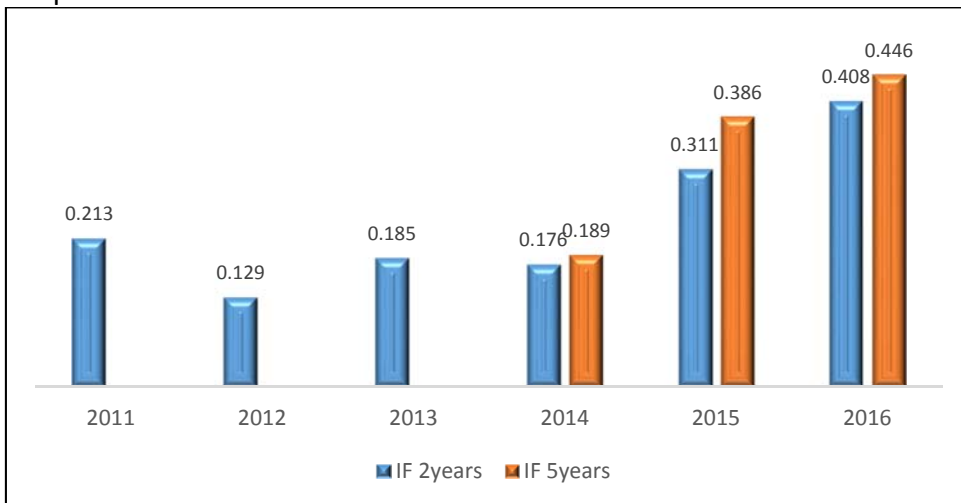


Source: SciELO Bibliometric Indexes, www.scielo.br, accessed 1/5/2018.

9. Impact Factor in the JCR-Journal Citation Report

Since 2012, when its first IF was published in the JCR, the RAE has distinguished itself with the highest score among Brazilian scientific journals in Administration, and the only one in its ranking area among the 10 top national journals in the Social Sciences Citation Index (SSCI) database - (see Table 2 and Graph 8).

Graph 8: Evolution of the RAE IF in the JCR



Source: InCites, *Journal Citation Reports*: goo.gl/TXTtT3

Table 2: Evolution of the RAE in the JCR (Brazil) -2014-2016

Rank 2014	Abbreviated Journal Title	IF	Rank 2015	Abbreviated Journal Title	IF	Rank 2016	Abbreviated Journal Title	IF
1	REV BRAS PSIQUIATR	1.765	1	REV BRAS PSIQUIATR	2.181	1	REVISTA BRASILEIRA DE PSIQUIATRIA	2.049
2	CAD SAUDE PUBLICA	0.976	2	REV SAUDE PUBL	1.283	2	REVISTA DE SAUDE PUBLICA	1.353
3	CIENC SAUDE COLETIVA	0.881	3	CAD SAUDE PUBLICA	0.920	3	Cadernos de Saude Publica	1.133
4	REV SAUDE PUBL	0.733	4	REV LAT-AM ENFERM	0.687	4	Ciencia & Saude Coletiva	0.780
5	REV LAT-AM ENFERM	0.534	5	CIENC SAUDE COLETIVA	0.669	5	Revista Latino-Americana de Enfermagem	0.634
6	REV ESC ENFERM USP	0.452	6	REV ESC ENFERM USP	0.415	6	Revista da Escola de Enfermagem da USP	0.573
7	ACTA PAUL ENFERM	0.298	7	RAE-REV ADMIN EMPR	0.311	7	Acta Paulista de Enfermagem	0.433
8	REV BRAS POLIT INT	0.196	8	ACTA PAUL ENFERM	0.294	8	RAE-Rev Admin Empr	0.408
9	RAE-REV ADMIN EMPR	0.176	9	SAUDE SOC-SAO PAULO	0.246	9	Transinformacao	0.352
10	PSICOL-REFLEX CRIT	0.147	10	PSICOL-REFLEX CRIT	0.216	10	Saude e Sociedade	0.312
11	MOVIMENTO-PORTO ALE	0.145	11	REV BRAS POLIT INT	0.164	11	Revista Brasileira de Politica Internacional	0.298
12	SAUDE SOC-SAO PAULO	0.143	12	MOVIMENTO-PORTO ALE	0.152	12	DADOS-REVISTA DE CIENCIAS SOCIAIS	0.292
13	TRANSINFORMACAO	0.095	13	TRANSINFORMACAO	0.115	13	Psicologia-Reflexao e Critica	0.283
14	INFORM SOC-ESTUD	0.082	14	DADOS-REV CIENC SOC	0.095	14	Movimento	0.247
15	DADOS-REV CIENC SOC	0.069	15	RBGN-REV BRAS GEST N	0.047	15	Custos e Agronegocio On Line	0.162
16	CUST AGRONEGOCIO	0.060	16	INFORM SOC-ESTUD	0.043	16	RBGN-Revista Brasileira de Gestao de Negocios	0.153
17	RBGN-REV BRAS GEST N	0.054	17	TEMPO SOC	0.042	17	Tempo Social	0.115
18	TEMPO SOC	0.043	18	CUST AGRONEGOCIO	0.028	18	Informacao & Sociedade- Estudos	0.086

Source: admin-apps.webofknowledge.com.

Table 2 also shows the only three Brazilian journals of Administration which have been approved by Thomson Reuters and included in the JCR: the RAE (IF 0.408); *Custos e Agronegócios* (IF 0.162) and *RBGN* (IF 0.153)

10. SJR-Scimago Journal Rank Impact Factor

In the Scopus database, the evolution of the H index of the RAE stands out, having increased from H-5 to H-7 during the analysis period (2009-2016). Figure 4 presents the RAE's score on Scopus.

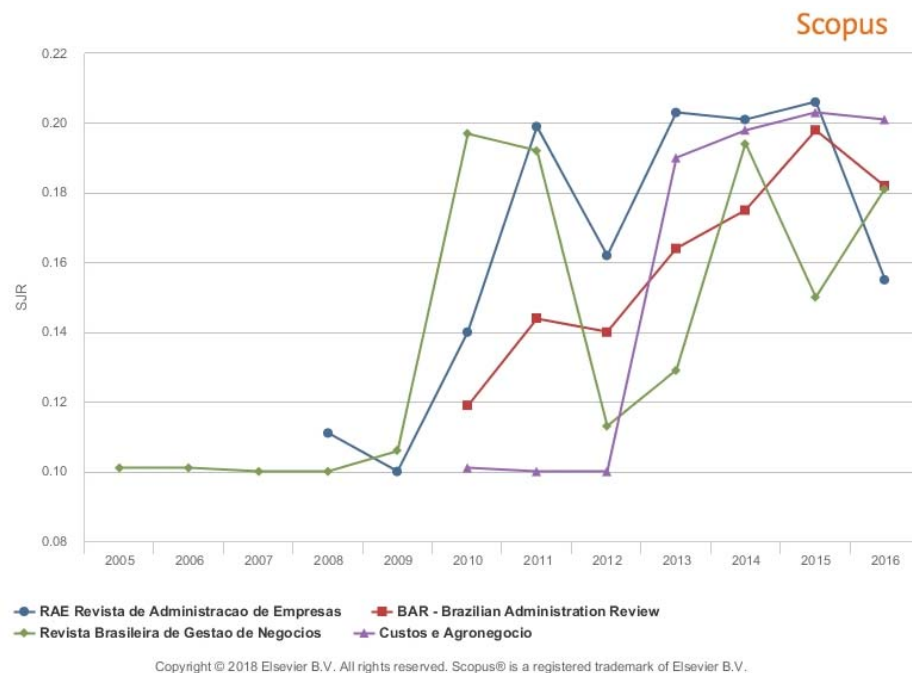
Figure 4: RAE Indicators in the SJR – 2009-2016

The screenshot displays the 'Source details' for RAE Revista de Administracao de Empresas. Key metrics include CiteScore 2016 at 0.38, SJR 2016 at 0.155, and SNIP 2016 at 0.606. The journal is identified as Open Access and has Scopus coverage from 2007 to 2017. The publisher is Fundacao Getulio Vargas, Escola de Administracao de Empresas de Sao Paulo, with ISSN 0034-7590 and E-ISSN 2178-938X. Subject areas include Business, Management and Accounting; Industrial Relations; Social Sciences: Education; Social Sciences: Development; Social Sciences: Public Administration; and Business, Management and Accounting: Strategy and Management.

Source: SJR, <https://www.scopus.com/sourceid/21100212700>. Accessed on 3.12.2018.

A comparative analysis of the RAE with three other Brazilian journals in the same area in the Scopus database reveals once again that the RAE has higher index values in relation to the other journals in this sample (see Graph 9).

Graph 9: Evolution of the SJR - RAE x Other Brazilian Administration Journals



Source: *SJR*, <https://goo.gl/UjF8Co>. Accessed on 3.12.2018.

11. Ethical Standards

In the beginning of 2016, the leadership of the *RAE* published a reformulated and updated version of its [RAE–publications Code of Ethics](#) online, whose terms were based on and were inspired by the documents and practices of reference organizations in relation to integrity and good conduct: [Committee on Publication Ethics Code of Conduct \(COPE\)](#), [Singapore Statement on Research Integrity](#), [Academy of Management Code of Ethics](#), [CSE’s White Paper on Promoting Integrity in Scientific Journal Publications](#), [2012 Update of the Council of Science Editors \(CSE\)](#), [Best Practices in Scientific Publication: A Manual for Authors, Reviewers, Editors and Members of the Editorial Corps of ANPAD](#), [FAPESP Code of Best Scientific Practices](#), [Ethics and Integrity in the Scientific Practices of CNPq](#).

The [RAE-publications Code of Ethics](#) offers, along with transparency, guidance for the conduct and best practices of all of the actors involved in the *RAE*, aligned with the Ethical values espoused by [FGV](#).

12. Editorial staff

Last, but not least, we need to emphasize that the internationalization of a journal contemplates and also needs adequate infrastructure to support the journal and the professionalization of the editorial staff (Farias, 2017).

During the period from 2009 to 2017, three alterations related to human resources stand out. In the area of scientific certification, in 2012 first more interns were hired (30hrs/week) and then more full-time employees (40hrs/week). The justification for expanding the workforce was the significant growth in the number of submissions from roughly 600 in 2009, to 946 in 2015, which represents a 66% increase. In 2017, the number of submissions was 895, which represented 50% more than in 2011 (see the editorial information available on the rae.fgv.br website).

In January 2015, a specialist in scientific communications and marketing was hired. This was extremely relevant to strengthening the journal's post-publication communications, which are essential to a journal's visibility.

A journalist was hired in 2014 to prepare and post material on the social networks (Facebook, LinkedIn, Twitter, and Instagram).

Thus the technical support and administrative staff that are dedicated to the *RAE*, and who also support four other journals, is made up of five full-time employees as well as part-time employees, including the editor in chief and the adjunct editor, and together with diligence and professionalism they contribute to the growing profile of the *RAE* in the worldwide scientific community.

4. CONCLUSIONS AND DISCUSSIONS

This study has sought to demonstrate the evolution of the internationalization of the *RAE*, a journal of reference in Brazil, whose greatest challenge at the moment is internationalization, which is understood to be the journal's presence beyond the borders of Brazil, in terms of its authors, editors, reviewers, and readers, among other actors.

We know that journals in the United States and Europe, for example, are not preoccupied with the issue of internationalization, because since their inception they have had ample participation by authors, editors, and readers, etc. without limitations due to borders, which is not the case with Brazil and even the countries of Latin America, which are outside the central axis of worldwide scientific production.

The indices of internationalization show that the *RAE*'s publications in foreign languages (English and Spanish) has grown from 9% in 2009 to 60% in 2007, to the detriment of Portuguese, the country's official language. Authorship originating from foreign institutions which represented roughly 10% in 2009, reached 53% in 2016 and 40% in 2017, and submissions from abroad continue to grow, especially from Iberian Europe, Latin America and the Caribbean (see editorial information at goo.gl/dkmt1j). The foreign participation of the Editorial Scientific Board has also increased from 11% to 23% during this period, and the efforts to strengthen the international network of collaborators have been stimulated especially by calls for papers for thematic forums published by the journal.

The indexing of the *RAE* in the most renowned international databases – Web of Science and Scopus –, together with its accreditation by the COPE have contributed in a distinctive manner to its international visibility by recognizing its editorial quality, scientific rigor and best practices in scientific publication.

Examining the advances made in terms of the internationalization by the *RAE* originally proposed in Table 1, we can see that the *RAE* has achieved satisfactory results in 5 dimensions (in green) and should focus its attention in quickly improving its results in the 3 other dimensions (in yellow):

Table 1: Internationalization Dimensions for Brazilian Administration Journals

Dimensions	% minimum	% ideal	RAE's international presence
1. English as the publication language	70%	100%	2017: 49%
2. Authors affiliated with foreign institutions	50%	80%	2017: 50%
3. Scientific/Associate Editors Affiliated with Foreign Institutions	40%	80%	2017: 23%
4. <i>Ad Hoc</i> Reviewers affiliated with foreign institutions	40%	70%	2017: 12%
5. Presence in main international indexing databases	70%	100%	2017: 100%
6. Citation indexes	JCR; SJR; SciELO		2016: JCR:0.408 SJR: 0.155; H-9 SciELO: 0.345
7. Professional editorial staff: scientific editorial training	Presence: () Yes () No		Yes
8. International scientific marketing	Online dissemination including social networks	Physical and online dissemination including social networks.	Physical and online dissemination including social networks

In respect to needed improvements, a brief analysis of the January/February 2018 issue (at <http://rae.fgv.br/rae/vol58-num1-2018>) enables us to perceive that all of the articles were published in two languages, prioritizing the English language (Tonelli & Zambaldi, 2018); the Editorial Policy Committee, which previously was completely endogenous, has been restructured and now has 13 members with 40% of them being from foreign institutions.

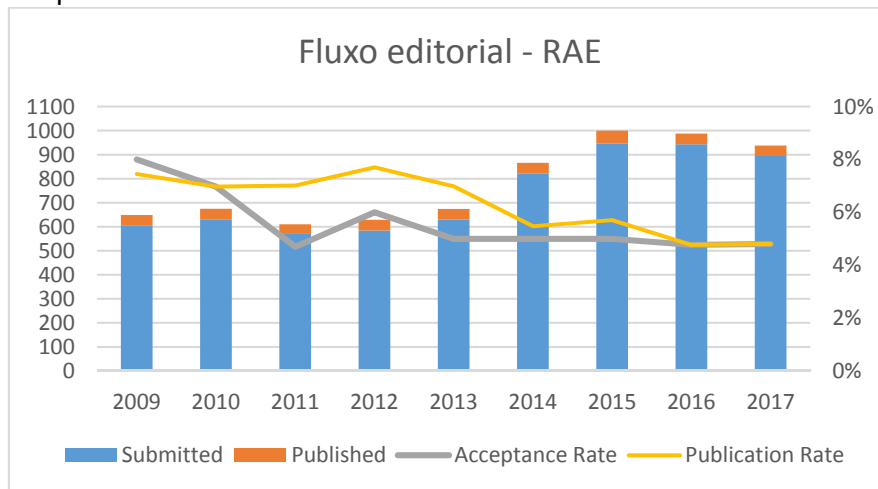
On the other hand, internationalization of a Brazilian scientific journal should be implemented in a gradual manner, especially in terms of technological innovation, improvements in communications processes in general, and innovations in journals and the production and dissemination of scientific knowledge, which implies constantly reviewing, updating and improving the services and processes involved in managing

scientific production and communications in our country as well as throughout the world. The sample analyzed from 2009 to 2017 reveals gradual advances in growth and effectiveness in the *RAE*'s quest to access authors, reviewers and readers from other continents.

Given this scenario, classifying the *RAE* as an international journal seems necessary, not only because it fulfills most of the internationalization dimensions proposed in this study, but also because of the continuity of its improvements and evolution in terms of its international visibility in various continents.

Furthermore, it may be observed that there have been constant improvements in editorial flow management at the *RAE* – such as reduced time frames required for approvals, an effort to professionalize the editorial staff, hiring a professional specialist in scientific communications and marketing, which is an initiative of great importance to strengthen the journal's visibility, which have all led to direct gains in terms of internationalization. All professionals who work in scientific production know that an increase in the number of papers submitted is a trustworthy indicator of a journal's increased visibility (Barata, 2016), which legitimizes the efforts that the *RAE* has made, because when we analyze the data available online, we can see that the number of articles submitted rose from 600 in 2009 to 946 in 2015, and maintained a value of 900 in 2017, or in other words, there has been a growth of 30% in submissions during this period (see Graph 10).

Graph 10: Evolution of the *RAE*'s Editorial Flow – 2009-2017



Source: Prepared by the author based on research of *RAE* editorial information.

The internationalization of journals, as pointed out by the researchers cited in this study, should be treated in a manner that is in keeping with the country's scientific production. In this sense, journals should rely on collaborative work, treating internationalization as a project in common which is aligned with and linked to the country's scientific production. This consistency is important even in terms of the question of language, given that Portuguese is not widely utilized in the scientific world.

Finally, in developing this study, which certainly does not address all of the aspects related to the internationalization of scientific journals, we suggest that broader studies should be conducted that compare other Brazilian Administration journals, which thus will contribute to the collaborative process between these journals and the development of journals in this area in the internationalization process.

Considering that the internationalization of journals is an organic process in its development and expansion, it would also be interesting to include the degree of internationalization of the references cited in journals as another variable in this analysis.

It is hoped that the experience of the *RAE* can inspire all of the actors involved in scientific publication (author, reviewer, editor etc.) to seek the greatest visibility for editorial content, and at the same time value the ideas of its proponents and the scientific production in each country.

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