

Editorial

The Journal of Contemporary Administration (RAC)'s 2018-2021 Managerial Report and a Farewell

Relatório de Gestão da Revista de Administração Contemporânea 2018-2021,
e Farewell



Wesley Mendes-da-Silva*^{1,2}

This is the last editorial that I am writing as the Editor-in-Chief of the *Journal of Contemporary Administration (RAC)*, completing my predefined voluntary pro bono mandate (2018-2021). I would like to take this moment to thank and recognize the professional work of several people with whom I've had the great opportunity to work and learn from during the past three years. In saying farewell to this position, I will leave you with a brief summary of the work we have performed from June 2018 to May 2021 in order to follow the editorial best practice of providing information (Bandi & Patton, 2019; Kumar & Zattoni, 2019).

Conscious of the duties and responsibilities inherent in the role of Editor-in-Chief (Aguinis & Vaschetto, 2011), at the *RAC*, I have constantly sought to prioritize the interests of the Brazilian business community in countless initiatives during my tenure. To accomplish this, I have counted on the invaluable collaboration of people of rare dedication and a rare sense of professional duty, among whom I would like to name: Case Study Editor Paula Chimenti (CoppeAd/Universidade Federal do Rio de Janeiro/Brazil), who has expanded on the work started by Victor Almeida (CoppeAd/Universidade Federal do Rio

de Janeiro/Brazil), and the Tutorial Article and Open Data Editor Henrique Martins (Pontificia Universidade Catolica do Rio de Janeiro/Brazil). I would also like to thank associate editors Eduardo Flores (Universidade de São Paulo/Brazil), Emílio Arruda Filho (Universidade da Amazonia/Brazil), Fabio Caldieraro (Ebape/Fundação Getulio Vargas/Brazil), Gilnei L. Moura (Universidade Federal de Santa Maria/Brazil), and Paulo Matui. I would especially like to recognize the guest editors of our Special Issues: Airton Cardoso Cançado (Universidade Federal do Tocantins/Brazil), Ali Rostron (University of Liverpool/United Kingdom), Angela Paladino (University of Melbourne/Australia), Aureliano Angel Bressan (Universidade Federal de Minas Gerais/Brazil), Benilde Oliveira (Universidade do Minho/Portugal), Cristiana Fernandes de Muyllder (Universidade FUMEC/Brazil), Cristiana Leal (Universidade do Minho/Portugal), Eduardo Schiehl (HEC Montréal/Canada), Elin M. Oftedal (University of Stavanger/Norway), Emiliano A. Valdez (University of Connecticut/USA), Evelyn Lanka (EAESP/Fundação Getulio Vargas/Brazil), Giovanna Bertella (UiT The Arctic University of Norway/Norway), Ines Branco-Illodo (University of Stirling/United Kingdom), Jairo Laser Procianoy (Universidade Federal do Rio Grande do Sul/Brazil), João Vinícius Carvalho (Universidade de São

* Corresponding Author.

1. Fundação Getulio Vargas, Escola de Administração de Empresas de São Paulo, São Paulo, SP, Brazil.
2. Editor-in-chief of the Journal of Contemporary Administration (RAC).

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I would also like to register my sincere and honest acknowledgement of the tireless work of the individuals who have ensured the seamless functioning of *RAC*'s Editorial Office: Kler Godoy, Nadia Machuca (who is no longer a member of Anpad), and Simone Rafael. I would also, naturally, like to thank Anpad for the confidence they have placed in me and the independence I have been granted. I would like to thank my colleagues who work in institutions outside of Brazil, who accepted being part of the editorial team during my time here: John L. Campbell (University of Georgia), Marcus Cunha Jr. (University of Georgia), James Robert Moon Junior (Georgia Tech), Erica Piros Kovacs (Kelley School of Business, Indiana University), Julian Cardenas (Frei University/Germany), and Elin Merethe Oftedal (University of Stavanger/Norway).

Finally, we know that few understand the nature of academic work, especially in terms of the time dedicated to performing professional activities for the community, and therefore it is only fitting that I thank my family for their understanding of my absences while managing and furthering the *RAC*'s editorial process.

A BRIEF SUMMARY

At the end of the first semester of 2018, I received the responsibility of producing articles pertaining to *RAC*'s editorial process (Kimura, 2018). As soon as I assumed the position of Editor-in-Chief at the *RAC*, I sought to make clear the path I would follow during my tenure from 2018 to 2021: promoting transparency in the editorial process and especially in the research published by the journal, with the intention of replacing discourse with action (Mendes-da-Silva, 2018a). Thus, from the first issue, we began publishing articles with open data, in order to position the journal in the vanguard in terms of the adoption of the precepts of open science within the Brazilian context of business studies. Gradually over time the open science policy has been reflected by peer review, the Tutorial Articles, and the Executive Letters, which our editorials have detailed in advance for the knowledge of our community.

In parallel to the typical activities of the position, in order to begin executing the plan presented to Anpad when I was recruited as the journal's Editor-in-Chief, I sought

to submit the *RAC* to the indices that did not include it. A series of these indices accepted the journal without difficulty. However, the two with the greatest international recognition, Scopus and the Web of Science, presented (in their responses a few months later) a variety of concerns that included the fact that we did not have an English version of the website (hindering a better understanding of the journal's activities) and even the layout of the published articles.

Given the concerns presented by the indices, we began to work on meeting these demands, and this effort led us to achieve the following principal advances (some of them are registered in the 2018-2019 managerial report (Mendes-da-Silva, 2019c), among others that I will not list due to a lack of space:

1. The construction of a new expanded *RAC* website on the Open Journals platform, which made it possible to: reduce costs and response time, have greater flexibility in the journal's managerial process, have greater autonomy for the editorial staff, and have a better professional presentation of the journal.
2. A reform of the Scientific Editorial Board to reduce endogeneity on various levels.
3. The offering of English and Spanish versions of the entire *RAC* website's content, especially in terms of new editorial policies, in order to ensure more and better communication with international players, e.g., readers, authors, and indexing agents.
4. The redefinition and consolidation of the innovative scope of the *RAC* as a journal of international reputation focused on themes of regional interest.
5. The initiation of maintenance procedures for the certification of the Editor-in-Chief of the *RAC* by the Council of Science Editors (CSE).
6. An increase in communication with colleagues from other countries through invitations to edit special issues in line with the Sustainable Development Goals of the United Nations (<https://sdgs.un.org/goals> retrieved on March 11, 2021). This led to greater use of the *RAC* by researchers in the United States, the United Kingdom, Germany, Portugal, Spain, and Norway, among other nations.
7. The creation of the Tutorial Article section, one of a new class of relevant publications whose focus is methodology, in a way that permits autonomous learning on the part of researchers, and a reduction in the redundant effort made in research. It also promotes the effective sharing of ideas, in line with the practices of open education within the context

- of the principles of open science (Martins, 2020; Mendes-da-Silva, 2018a, 2019b).
8. The creation and redefinition of editorial policies in relation to indexation and ensuring the quality of the editorial process, as requested by the COPE — Committee on Publication Ethics.
 9. The construction and adoption of a new layout for the documents published by the *RAC* (here I would like to note the professional work of Ms. Kler Godoy), in order to permit the quicker, more professional, and efficient communication of content (Mendes-da-Silva, 2019a). In this area, we can also mention: (a) the JEL code (the classification system developed by the *Journal of Economic Literature*) of each article, (b) the number of invitations sent to the reviewers until the editorial decision was deemed viable, (c) the adoption of structured summaries and the annotation of the contributions of each participating individual within the authorship according to the CRediT taxonomy, and (d) four levels of classification (discipline, theme, sector of activity, region) for the Case Studies in order to facilitate the rapid identification of the preferred audience for each Case Study.
 10. The adoption of the policy to publish all documents in English to establish the journal's position, not in terms of the languages it adopts, but rather its thematic scope, helping construct a distinctive identity for the *RAC*.
 11. The establishment of the Open Science Editorial policy that managed the journal's interests in terms of its everyday and strategic activities in the editorial process, which sought to consolidate the *RAC* as a reference in open science.
 12. The gradual opening up of data, codes, material, and reviews of works published by the *RAC* of a quantitative or qualitative nature. In addition to the traditional arguments in favor of open science, we have also sought to describe an externality that we turned into something positive: inhibiting the practice of salami science (Mendes-da-Silva & Leal, 2021).
 13. The addition of an environment on the *RAC* website that is dedicated to organizing and disseminating audiovisual material related to the journal's activities as a way of collaborating with the increasing use of social media to increase the diffusion of the journal and its publications (<https://rac.anpad.org.br/index.php/rac/media> retrieved on March 11, 2021).
 14. The submission and entrance of the *RAC* in international indices as a way to increase the diffusion of the journal's published works, for example:
 - a. CiteFactor
 - b. COPE
 - c. Econpapers/Ideas (RePEc)
 - d. ERIHPlus
 - e. Europub
 - f. ICI Index Copernicus International
 - g. Latindex. Catalog v2.0
 - h. MIAR
 - i. Redib
 - j. Sherpa/RoMEO
 - k. CARHUS Plus+
 15. Successive submissions until the *RAC* was accepted (at the end of 2020) for the COPE listing, which represented a concrete indication to indices and the *RAC* audience of the quality and rigor of the editorial process practiced by the journal.
 16. The publishing (in volume 25, number 4, 2021) of the Executive Letters section, which increases the communication with Administration practitioners and at the same time provides relevant information to the research community regarding content that deserves the highest priority in the eyes of the individuals working on the cutting edge of Administration.

Establishment of a distinctive identity and an innovative scope for the *RAC*

The identity of the *RAC* has evolved over time as has been narrated by Rossoni and Rosa (2020). However, something that appears to be true is that the journal has achieved relative success in positioning itself as a notable journal, even though this does not imply that there is no work to be done in terms of delineating and consolidating the journal's distinctive identity, including its scope. Thus, in order to make sure that we do not fail to highlight the *RAC*'s archive and community, in this editorial cycle, we will seek to attribute clearer frontiers to the scope and the contributions of the journal to society. As our first activity at the beginning of my editorial tenure, I opted to invest effort in the definition of a visual identity that would better characterize the *RAC*, including the construction of an entirely new website that was more informative and responsive (Figure 1).



Figure 1. View of the Journal of Contemporary Administration (RAC) website.

Source: The RAC website, accessed on March 9, 2021. This figure is available at: <http://doi.org/10.5281/zenodo.4591556>.

Beyond the aesthetic aspects and the graphic presentation, there was a special concern with indicating to the community what the RAC intended to publish at that time, i.e., works aligned with the principles of open science and works that contributed to the debate about the SDG agenda, and this implied the adoption of a group of new planned special issues, as follows:

1. Nudging and Choice Architecture (Leal, Oliveira, Branco-Illodo, & Salvador, 2020): underway.
2. Research Methods in Qualitative Management Research (Lanka, Lanka, Ronstron, & Singh, 2019): underway.
3. Insurance Industry (Carvalho, Flores, & Valdez, 2020): underway.
4. Data Reuse: What New Information Can We Learn from Used Data? (Martins & Perlin, 2020). No article was selected. We suspect that more publicizing and better community information about the potential reuse of data for new works could be valuable inducers of the reuse of data.
5. COVID-19's Impact on Businesses (Chimenti & Marques, 2020): 16 Case Studies dedicated to

lessons learned during the COVID-19 pandemic in Brazil, published in volume 25, Special Issue of 2021 (Marques, Chimenti, & Mendes-da-Silva, 2021).

6. Business Models at the Crossroad of Responsible Innovation, Sustainability and Resilience (Ofedal, Bertella, Grzegorzczuk, Hill, & Lanka, 2020): published in volume 25, number 3, 2021.
7. Tutorial Articles: Guiding the Practice of Quantitative Research (Martins, 2019): published in volume 25, number 1, 2021.
8. Corporate Governance in Family Businesses (Mendes-da-Silva, 2018b): published in volume 23, number 6, 2019. I would like to register here an acknowledgement of the partnership established between the RAC and the Brazilian Institute of Corporate Governance (IBGC) in the production of this special RAC issue.
9. Technology Perspectives and Innovative Scenarios Applied in the Amazon Region (Arruda Filho, Muylder, Cançado, Dholakia, & Paladino, 2019): published in volume 23, number 5, 2019.

During my editorial tenure, I have sought to optimize the quality of the journal within the context of its distinctive identity. In this sense, I would like to emphasize that aspects that have been derived from this, such as internationalization, have not been treated as an end per se, but rather as an external consequence. That is, the premise was to do what has to be done, and the scientific journal naturally will assume its position in concert with periodicals of quality (in the sense of contributing to society beyond the research community).

In terms of the practices of open science, notably the sharing of data and material, with there being no unanimity among the relevant authors, editors, and players, such as Scielo and COPE, we expressed explicit guidelines to promote the gradual and irreversible public sharing of data, material, collection codes, data analyses, evaluator reports, and other portions of the editorial process.

Keeping this movement in mind, work continues at the *RAC* in this sense, and the editors of the *RAC* voluntarily accept invitations or answer requests regarding practices and knowledge, as was the case with the 8th Annual Scielo Meeting (Figure 2), the Anpad meetings, local scientific events, and other journals edited in Brazil whose individual editors are interested in adopting and emphasizing the practices of open science.

However, the effort spent on open science has also required an alignment with reasonably established international practices. In this sense, the *RAC* has sought to be in close contact with relevant individuals and organizations in the academic community to accompany the modern practices that are classified as the most appropriate. An illustration of this has been the customary participation of the *RAC* in the Council of Science Editors — CSE Meeting 2019 (Figure 3), an event in which researchers, editors, and publishers from diverse areas of knowledge meet regularly to exchange ideas.



Figure 2. The *Journal of Contemporary Administration (RAC)* presentation at the 8th Annual Scielo Meeting in 2019, speaking about open science practices adopted by the *RAC*.

Source: Gallery of photos from the 8th Annual Scielo Meeting (São Paulo, December 13, 2019). Available at: <http://eventos.scielo.org/viiiireuniaoscielo/galeria-de-fotos/>. The presentation can be seen in its entirety at: <http://doi.org/10.5281/zenodo.3574011>.



Figure 3. Participants in the Scientific Editor Course at the 2019 Council of Science Editors Meeting.
Source: Kindly provided by Christine G. Casey (Centers for Disease Control and Prevention), one of the participants in the 2019 Council of Science Editors Meeting, May 4-5, 2019 in Columbus, Ohio.

As open science practices have become established at the *RAC* and new articles have been published, gradually the identity of the journal has taken on a clearer shape, which has resulted in its editorial positioning and its contribution to society as a source of knowledge and reliable data. Based on its increased importance, which still requires further development, we have begun to see signs of the impact of some *RAC* practices and initiatives.

An example of this is giving authors and reviewers the option to make their dialogue public during the manuscript

evaluation process, and happily a significant portion of works (Articles and Case Studies) reveal the identities of the individual evaluators and especially the entire content of the reports. This enables our new evaluators and authors to use this new and valuable content to develop their abilities. The recognition of the voluntary work of evaluators (Mendes-da-Silva, 2018c) is a point that deserves special attention from the editor, and these practices have had a positive impact on the reviewers at the *RAC* (Figure 4).

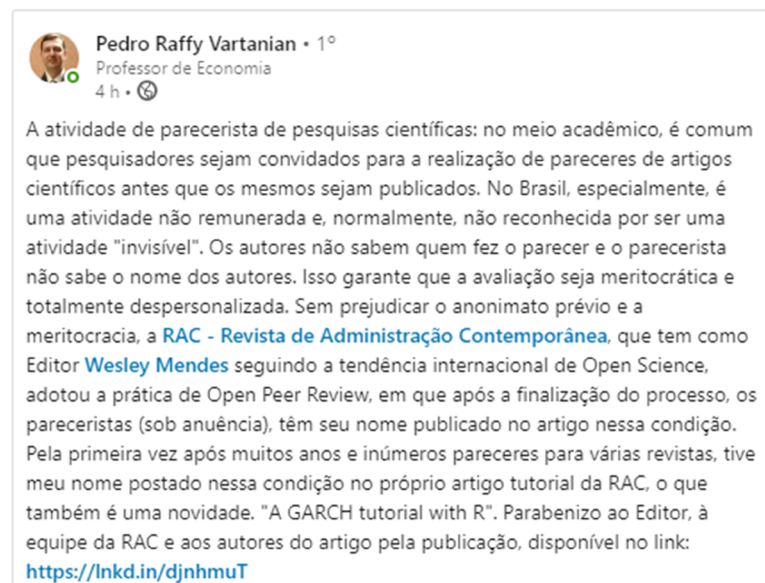


Figure 4. Reproduction of a social network post published by a voluntary reviewer at the *Journal of Contemporary Administration (RAC)*.
Source: Post published by Professor Pedro Raffy Vartanian (ORCID: <https://orcid.org/0000-0002-1492-7128>) on a social network regarding the OPR adopted by the *RAC*.

It is evident that we need to invest strongly in the training of reviewers, and the *RAC* is even thinking of supporting a free structured and formalized program to develop and certify reviewers, similar to the successful ACS Reviewer Lab of the [American Chemical Society \(2017\)](#). We all know the relevance of good evaluations, but unfortunately, we still do not have a system that permits the structured instruction of individuals to produce good reports, and we need to invest in this professionalization and recognition agenda as a community.

When we look specifically at the *RAC*'s open data archive, we can observe that of the 948 articles published by the *RAC* between January 1997 and December 2021, almost 60 have open data and/or material. The data policy was adopted in May 2018, and it was gradually encouraged until it became mandatory for submitted works at the end of 2020.

Authors who wish to check open data and/or material for articles published in the *RAC* before May 2018 can do so without difficulty by following the instructions provided by the *RAC*'s Editorial Office. An example of this is a work by [Mendes-da-Silva, Onusic and Giglio \(2013\)](#), which originally did not offer open data, but came to offer open data in 2018 (see the year 2013 in Figure 5). Thus, there is room for a portion of the articles already published by the *RAC* to be in line with the modern policy of open science ([PLOS Media, 2021](#)).

A LITTLE BIT ABOUT NUMBERS

For close to 25 years, the *RAC* has published a variety of documents that range from scientific articles to our recent Executive Letters. During this time, almost 950 new scientific articles have been made available to society for free, with almost 60 of them offering free access to the data and/or material used in developing the research (Figure 5), which can assist new researchers. As we can see in Figure 5, since 2018 the number of articles with open data and/or material has been growing quickly. In contrast, the number of articles that do not have at least an explanation from the authors of the work for not sharing the data (secret data) has gradually diminished and recently (at the end of 2020) the *RAC*, in complying with the procedures adopted by Scielo, and in line with COPE, has made the sharing of data mandatory.

In certain situations, the data may not end up being shared, but in these cases, the analysis code always has to be shared, in case there has been some type of analysis, even if it is qualitative. One aspect that deserves attention and development is the intensification of the open data and material policy for studies of a qualitative nature ([Aguinis & Solarino, 2019](#); [Moravcsik, 2014](#); [Plakoyiannaki, Wei,](#)

[& Prashantham, 2019](#)). As highlighted in the previous editorial ([Mendes-da-Silva, 2019b, p. 3](#)): “It is already possible to perceive in the international community initiatives to classify journals according to the typical replicability of their published research, for example: <https://replicationindex.com/tag/replicability/>”.

That is, the benefits that come from the sharing of data and material do not come exclusively from quantitative studies or from replicability: (a) they constitute an attribute that applies to any study, which implies the possibility of an individual researcher being interested in repeating the research in terms of which level of replication is under consideration, or (b) are a way to ensure that the minimum requirements attest to the reliability and validity of the results of a qualitative study ([Ethiraj, Gambardella, & Helfat, 2016](#); [Lecompte & Goetz, 1982](#); [Mendes-da-Silva, 2019b](#); [Tsang & Kwan, 1999](#)). However, we cannot forget that in the final analysis the researcher is responsible for the appropriate use and storage (and/or sharing) of his or her research data.

In terms of interest from other countries in content published in the *RAC*, we may observe Figure 6, in which we can verify that in terms of the volume of visits to the journal's website, the United States (around 8,500 visits) and Portugal (around 6,500 visits) have been the countries with the most visits, followed by Panama, Mozambique, the United Kingdom, Angola, Mexico, Colombia, Germany, and Spain.

In terms of the *RAC* still not being on the list of the journals of the highest quality, which personally I imagine may be rectified very soon, it is possible to note the great attention received by the journals on these lists. In this respect, in the Brazilian journals listed on Scopus, works published in the *RAC* have been cited more than 1,600 times. Figure 7 presents the frequency of Scopus citations by country (left side in Figure 7), and by journal (right side in Figure 7).

The proportion of the citations that come from Portugal, the United States, and the United Kingdom is notable. Even so, in terms of journals, the *RAC* is still relatively restricted to citations from journals published in Brazil (especially the *Revista de Administração Mackenzie*, *Revista de Administração de Empresas* and *Revista de Administração Pública*), it is probably reasonable to expect, with the recent adoption of the publication of the archive in its entirety in English and with the full establishment of the open science policy, a gradual increase in the total of citations and the portion coming from other countries.

When we observe the number of citations received by the *RAC* originating from another relevant international index, the Web of Science, we find 872 works published in

the *RAC*, which have received 3,321 citations as of March 3, 2021. Table 2 presents a list of the 50 most often cited documents in the Web of Science as of the beginning of March 2021, with the text titled “*Construindo o conceito de competência,*” published in volume 5, a special issue in 2001, having the most citations with 107.

Therefore, in the two platforms that count international citations, Scopus and the Web of Science, the *RAC* displays a substantial number of citations. This fact, together with a number of advances in a variety of aspects in the editorial process, makes it reasonable to suppose

that soon the journal will appear on these lists, which will likely lead to an increase in the quantity and quality of the articles published by this journal.

Even though it is not the main reason for this editorial management report, it should be noted that the EIC does not have any decision-making power in terms of the financial management of editorial activities, either in budgetary planning or in its execution. The management of these aspects has been restricted to the president and directors of Anpad during my tenure (May 2018 to May 2021).

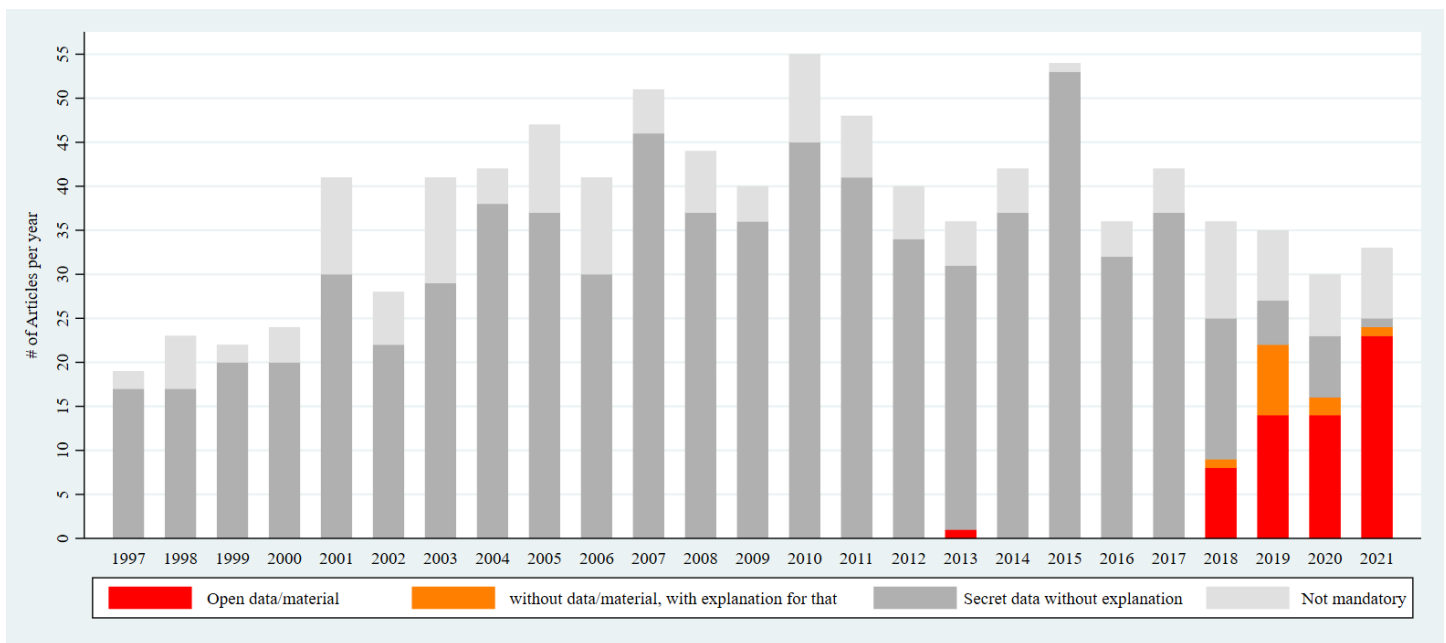


Figure 5. Evolution of the number of articles published by the *RAC* and the proportion of articles with open data and/or material (1997-2021).

Source: Prepared by the author based on data provided by the *RAC*'s Editorial Office. Note: This figure presents the evolution of the number of articles published by the *RAC* since its founding (1997), identifying the proportion of articles that share data and/or material. The open data policy began in June 2018, and one article published in 2013 made its data open in 2018. The author examined the content of each of the 948 articles to classify them in one of the four categories reported here. This figure is available at: <http://doi.org/10.5281/zenodo.4591556>.

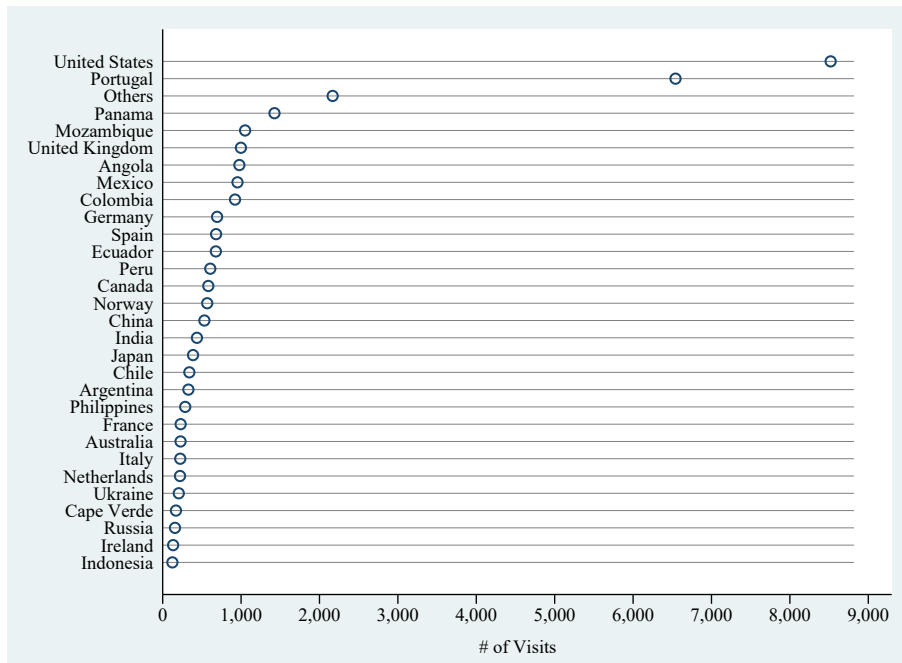


Figure 6. List of the 30 countries that have visited the *RAC* website most often (October 2018 to February 2021).

Source: Editorial Office of the Journal of Contemporary Administration (*RAC*). This figure presents the 30 countries that have visited the *RAC* website most often from October 2018 to February 2021. Brazil, which is absent from this figure, had 475,190 visits. The country with the second highest frequency was the United States with 8,520 visits, with the leading cities being respectively Redmond, WA; Atlanta, GA; Chicago, IL; and San Jose, CA. Besides the United States, Portugal (6,541), Panama (1,426), and Mozambique (1,051) are the countries with at least 1,000 visits. The 'Other' category had 2,168 visits from countries with at least 124 visits, which is the number that was registered for Indonesia. This figure is available at: <http://doi.org/10.5281/zenodo.4591556>.

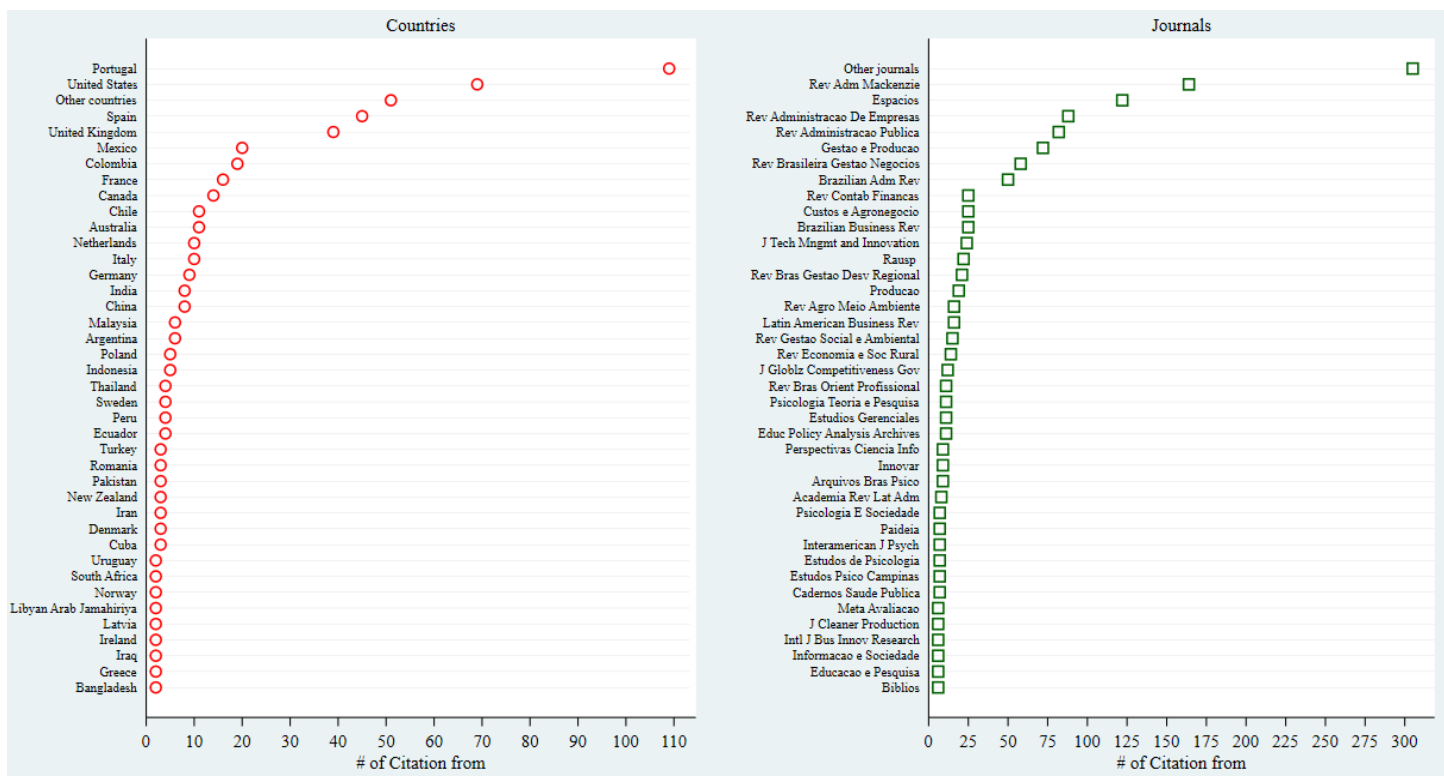


Figure 7. Scopus index citations of the *Journal of Contemporary Administration (RAC)* in terms of the journal and the citation's country of origin †.

Source: Prepared by the author based on data kindly collected by Professor Luciano Rossoni on the Scopus platform (on March 3, 2021). This figure presents in decreasing order the 40 most frequent sources among the citations of the *RAC* on the Scopus platform. The most frequent countries, led by Portugal with 109 citations and the United States with 69, appear on the left. † Brazil, for better visualization of the scale, is absent from the figure on the right, with there being 1,600 citations from this country. The journals appear on the right led by the *Revista de Administração Mackenzie*. The *RAC* over time came to publish its entire archive in the English language beginning in January 2020. This figure is available at: <http://doi.org/10.5281/zenodo.459155>.

The RAC's editorial process occurs through a collaboration between authors, reviewers, and editors as well as the actions of the RAC's Editorial Office, proofreading service providers, and support in the preparation of alternative document formats to meet the indices' criteria. These players together end up determining how quick and demanding the work is, which results in the published documents. Thus, it is a never-ending work that is always evolving. Therefore, we need to pay special attention to the various phases of the process that are characterized

by indicators. Below in Table 1 we summarize the main indicators of the work performed by the RAC between the first semester of 2019 and the second semester of 2020. We can observe a gradual reduction (~54%) in the editorial cycle, which is mainly due to the alacrity with which the reviewers reported their opinions on the submitted works, as well as a decrease in the number of articles that underwent peer review in order to save the time and effort of the evaluators and especially the authors.

Table 1. Characterization of the speed of the editorial process at the *Journal of Contemporary Administration (RAC)* (first semester of 2019 to second semester of 2020).

Indicator	Semester			Δ%
	2019/1	2020/1	2020/2	
Total number of articles submitted	150	167	175	16.7
Articles under evaluation	100	63	50	-50.0
Articles accepted and published	12	15	12	0.0
Articles accepted for publication	8	10	30	275.0
Average time (days) between submission and publication	133	78	61	-54.1

Note. Source: Editorial Office of the *Journal of Contemporary Administration (RAC)*, reflecting the position of editorial management as of March 11, 2021. The last column displays the percentage variation between the first and last periods.

FUTURE CHALLENGES FOR THE RAC

Considering indications that the shortest stay of an editor in charge of a journal results in a better use of the learning acquired by the editor and an improvement in the editorial process of the journal, personally I believe that remaining as editor for more time may end up being negative overall. This may occur because during this time one may: not take advantage of the energy that new (not necessarily younger) editors may provide, miss taking advantage of new ideas and concepts that are latent in the community, induce complacency in the editor and Editorial Office's rhythm of work, and prevent the editor from reflecting on his or her experience in other spheres of the community, which may offer synergy with the experience acquired in the editorial management process.

For this reason, it is undeniable that even if the journal has advanced in several areas, it is inevitable that the development process will be permanent, and there will always be much to do, especially when resources are scarce. Therefore, challenges are part of the work of an editor. With the intention of making a small contribution to the future work agenda, here are a few aspects that I believe deserve special attention based on the RAC's mission with the community's patrimony, which have been constructed based on the collaboration between editors and authors (I would

like to register here my recognition of the work developed by my predecessors: Clóvis Machado-da-Silva — 1997-2001, César Gonçalves Neto — 2001-2002, Tomás de Aquino Guimarães — 2002-2005, Rogério Hermida Quintella — 2006-2012, and Herbert Kimura — 2012-2018, who have run the RAC since its founding).

- Developing the quality and velocity of the received reports. Anonymous evaluators constitute an essential part of the editorial process and should receive special attention. The RAC counts on hundreds of people who donate their time to this role, but we do need to diversify, expand, train, and recognize the work of these people who are becoming rarer and rarer.
- Consolidating the open science policy. The initiative of promoting transparency, which was introduced in the middle of 2018, constitutes a key to growth and consolidation of the RAC's reputation, so that the journal will be in line with the modern editorial practices that have been adopted around the world.
- Exploring the potential of expanding the journal (in a professional and structured manner) via social media. In order to affect society, the convenience of strategies and professional practices (which are not random or on a case-by-case basis) provided by social

media is undeniable, and this implies the allocation of resources (and not only financial resources).

- By consolidating the journal's reputation as a source of reliable data, we should witness a positive effect of an open science policy that is the accumulation of material shared by our authors. As a result, the journal will become a source of data for conducting research. This may lead to various positive results, e.g.: a reduction in the costs of conducting new studies, the introduction of new researchers who experience difficulties in accessing data, and the attraction of new individuals to RAC's audience (such as the business press).
- Establishing consistent communication channels with society, which together with an open data and material policy, the use of social media, diversification in our corps of evaluators, and the attraction of authors to new contexts, will become viable considering our intention of turning the RAC into an axis between the research community and society.
- The attraction of submissions from other countries should naturally receive a boost when the RAC enters the indices of greatest international relevance after our communication efforts with the indices, e.g., its listing in the COPE, our English version of the website, the journal's integral publication in English, and invitations to foreign colleagues to edit special issues, among other initiatives.
- The establishment of its editorial identity. It does not appear to be reasonable, at least in the opinion

of this editor, to establish the identity of a scientific journal based on the language in which the works are published. Instead, we should seek to emphasize the delineation of the journal's scope and mission. During my tenure, great efforts have been made to adopt a scope that more clearly contributes to the community, even if this means satisfying the demands of international indices and certification bodies with which the RAC has sought to communicate in order to achieve a closer relationship by shining a light on its role.

- Investing effort into identifying alternative ways to achieve financial sustainability, bearing in mind the growing financial restrictions that limit the growth and professionalization of this journal. Even though the efforts made to overcome these difficulties are laudable, we need to reflect on how to diversify the risk of financially sustaining the RAC, e.g., permitting the perception of donations by individuals and organizations without compromising the smoothness of the editorial process.
- Structure follows strategy. In terms of the challenges facing the RAC, I leave the suggestion that not only should the journal's ends be clearly defined, but it should also be structured based on its various kinds of resources.

I hope we will emerge from this pandemic with our health and greater knowledge. I wish to thank the community very much for its trust and for having been given the opportunity to learn. See you soon, and good luck to the new Editor-in-Chief of the RAC!

Table 2. Articles published in the RAC most frequently cited in the Web of Science (as of March 3, 2021).

No.	Title	URL for direct access to the article	# of citations
1	<i>Construindo o conceito de competência</i>	https://doi.org/10.1590/S1415-65552001000500010	107
2	Content analysis as a qualitative data analysis technique in the field of administration: potentials and challenges	https://doi.org/10.1590/S1415-65552011000400010	69
3	Research process and bibliometric analysis: bank service quality assessment	https://doi.org/10.1590/S1415-65552013000300005	39
4	<i>Produção científica em administração de empresas: provocações, insinuações e contribuições para um debate local</i>	https://doi.org/10.1590/S1415-65551999000100009	34
5	What is a theoretical essay?	https://doi.org/10.1590/S1415-65552011000200010	33
6	Patterns of productivity of Brazilian authors in accounting magazines and congress: a study bibliometric	https://doi.org/10.1590/S1415-65552008000200011	25
7	The field of studies of inter-organizational cooperation networks in Brazil	https://doi.org/10.1590/S1415-65552010000300005	22
8	<i>A tradição anglo-saxônica nos estudos organizacionais brasileiros</i>	https://doi.org/10.1590/S1415-65552001000500005	21
9	A bibliometric approach to Brazilian scientific production on corporate social responsibility – CSR	https://doi.org/10.1590/S1415-65552009000500006	20
10	<i>A proposição de uma taxonomia para análise da gestão ambiental no Brasil</i>	https://doi.org/10.1590/S1415-65552004000400005	20
11	<i>Um modelo para o compartilhamento de conhecimento no trabalho</i>	https://doi.org/10.1590/S1415-65552006000200005	19

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Table 2. (Continued)

No.	Title	URL for direct access to the article	# of citations
12	Corporate Governance and determinants of capital structure: empirical evidence from Brazilian markets	https://doi.org/10.1590/S1415-65552008000300008	18
13	Scientific cooperation among graduate programs in the field of business in Brazil: structural evidence in four thematic areas	https://doi.org/10.1590/S1415-65552009000300003	17
14	Environmental sustainability: a meta-analysis of production in Brazilian management journals	https://doi.org/10.1590/S1415-65552013000300007	17
15	Competitiveness models for tourist destinations into the sustainability context	https://doi.org/10.1590/S1415-65552008000300009	16
16	Happiness at work: relations with organizational support and social support	https://doi.org/10.1590/S1415-65552010000700005	16
17	Entrepreneurial profile and organizational performance	https://doi.org/10.1590/S1415-65552009000300007	16
18	<i>Perfil das pesquisas em contabilidade de custos apresentadas no EnANPAD no período de 1998 a 2002</i>	https://doi.org/10.1590/S1415-65552007000300009	15
19	<i>Avaliação e seleção de fundos de investimentos: um enfoque sobre múltiplos atributos</i>	https://doi.org/10.1590/S1415-65552001000300002	15
20	<i>O processo de internacionalização na ótica da escola nórdica: evidências empíricas em empresas brasileiras</i>	https://doi.org/10.1590/S1415-65552003000100006	15
21	<i>Aplicação dos princípios da governança corporativa ao sector público</i>	https://doi.org/10.1590/S1415-65552007000200002	15
22	Dynamic Capabilities: What Are They and How to Identify Them?	https://doi.org/10.1590/1982-7849rac20141289	15
23	<i>Indicadores de desempenho como direcionadores de valor</i>	https://doi.org/10.1590/S1415-65552003000100003	15
24	<i>Pesquisa de satisfação de clientes: o estado-da-arte e proposição de um método brasileiro</i>	https://doi.org/10.1590/S1415-65551998000100007	15
25	<i>Ativos intangíveis, ciclo de vida e criação de valor</i>	https://doi.org/10.1590/S1415-65552006000300005	14
26	<i>Consumidores satisfeitos, e então? Analisando a satisfação como antecedente da lealdade</i>	https://doi.org/10.1590/S1415-65552004000200004	14
27	<i>Fatores determinantes da estrutura de capital para empresas latino-americanas</i>	https://doi.org/10.1590/S1415-65552003000100002	14
28	<i>Tecnologias de informação móveis, sem fio e ubíquas: definições, estado-da-arte e oportunidades de pesquisa</i>	https://doi.org/10.1590/S1415-65552007000400009	14
29	<i>Pesquisa científica da área de marketing: uma revisão histórica</i>	https://doi.org/10.1590/S1415-65552006000200010	14
30	The crossroads of organizational learning: a multiparadigmatic view	https://doi.org/10.1590/S1415-65552010000200008	13
31	<i>O discurso e a prática: o que nos dizem os especialistas e o que nos mostram as práticas das empresas sobre os modelos de gestão de recursos humanos</i>	https://doi.org/10.1590/S1415-65552	13
32	The strategic dimension of the horizontal networks of SMOs: theorizations and evidences	https://doi.org/10.1590/S1415-65552004000500011	12
33	Entrepreneurship and economic growth: some empirical evidence	https://doi.org/10.1590/S1415-65552008000400005	12
34	<i>Confiança, valor percebido e lealdade em trocas relacionais de serviço: um estudo com usuários de Internet Banking no Brasil</i>	https://doi.org/10.1590/S1415-65552005000200008	12
35	Interorganizational relationships and results: a study in a network of horizontal cooperation of the central region of Paraná	https://doi.org/10.1590/S1415-65552011000100003	12
36	<i>Gestão de pessoas por competências: o caso de uma empresa do setor de telecomunicações</i>	https://doi.org/10.1590/S1415-65552000000100009	12
37	<i>A identidade e o contexto organizacional: perspectivas de análise</i>	https://doi.org/10.1590/S1415-65552003000500004	12
38	<i>Estratégia, fatores de competitividade e contexto de referência das organizações: uma análise arquetípica</i>	https://doi.org/10.1590/S1415-65552002000300002	12
39	<i>A prática social de gerentes universitários em uma instituição pública</i>	https://doi.org/10.1590/S1415-65552005000300002	12
40	Social networks in the scientific production of postgraduate programs of accounting sciences in Brazil	https://doi.org/10.1590/S1415-65552011000100004	12
41	<i>Responsabilidade social corporativa: uma investigação sobre a percepção do consumidor</i>	https://doi.org/10.1590/S1415-65552007000300005	12
42	Corporate reputation: formative constructs and implications for management	https://doi.org/10.1590/S1415-65552010000200004	12

(Continues)

Table 2. (Continued)

No.	Title	URL for direct access to the article	# of citations
43	Tangibility and intangibility in determining the persistent performance of Brazilian firms	https://doi.org/10.1590/S1415-65552010000500007	11
44	Factors that influence the university-industry technology transfer process: the case of PUCRS	https://doi.org/10.1590/S1415-65552012000100005	11
45	<i>Proposta para avaliação da gestão do conhecimento em entidade filantrópica: o caso de uma organização hospitalar</i>	https://doi.org/10.1590/S1415-65552003000400009	11
46	<i>Modelagem de equações estruturais e satisfação do consumidor: uma investigação teórica e prática</i>	https://doi.org/10.1590/S1415-65552000000300007	11
47	The effect of the degree of internationalization on the international competences and financial performance of Brazilian SMEs	https://doi.org/10.1590/S1415-65552012000300007	11
48	The Brazilian management graduate program network: analysis of academic relationships and the attributes of programs	https://doi.org/10.1590/S1415-65552009000400004	11
49	<i>Estrutura de controle das companhias brasileiras de capital aberto</i>	https://doi.org/10.1590/S1415-65552002000100002	11
50	<i>Avaliação da satisfação do consumidor utilizando o método de equações estruturais: um modelo aplicado ao setor elétrico brasileiro</i>	https://doi.org/10.1590/S1415-65552004000400002	11

Note. Source: Prepared by the author based on data kindly collected by Professor Luciano Rossoni on the Web of Science platform on March 3, 2021.

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Authorship

Wesley Mendes-da-Silva*

Fundação Getulio Vargas, Escola de Administração de Empresas de São Paulo.

Rua Itapeva, 474, 8º andar, 01332-000, São Paulo, SP, Brazil.

E-mail address: rac.wesley.mendes@gmail.com

 <https://orcid.org/0000-0002-5500-4872>

* Corresponding Author

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