Ribeirão Preto Science Park

Project Management

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Introduction

This project report is based on the case study of a Brazilian Science Park, Ribeirão Preto (also known as Supera Park), that explores the stakeholder management practices used in order to successfully execute and run the park. The project's management, Foundation Advanced Polo Health Institute (FIPASE), identified different stakeholders involved, such as, the University of São Paulo (USP), the Municipality of Ribeirão Preto, and Department of Economic Development, among others to devise plans for their collective involvement and cooperation. These activities were aimed to amplify participation and access to available resources, along with utilising particular skill sets through their partnerships for accomplishing the project's objectives.

Technology Parks

A science or technology park is a specialised educational, research-driven business zone that encourages collaboration, innovation, and technology transfer among organisations involved in research and development. The primary aim of a technology park is to attract businesses, support startups, and promote activities to drive economic growth and innovation within the region. The main strategy of a technology park is to cultivate a high-tech industry since companies operating in such environments tend to be more productive in R&D, leading to breakthroughs and advancements in technology. As a central hub, technology parks create internal networking opportunities that facilitate collaboration and knowledge sharing among key stakeholders, including universities, entrepreneurs, venture capitalists, and governments. Technology parks offer several advantages, such as attracting foreign investment, creating high-paying jobs, and fostering the development of new products and technologies. Examples of successful technology parks that have played a significant role in the growth of their respective regions include Silicon Valley in the United States, Cambridge Science Park in the United Kingdom, and Singapore Science Park in China.

The success of science and technology parks can be attributed to several key factors that contribute to the development of innovation-based industries. The minimum requirement to operate a science park is the presence of a minimum infrastructure that can be expanded in residential and business areas. As well as this, the availability of basic sanitation, urbanisation, reliable transportation and telecommunications are essential for attracting businesses and facilitating a smooth flow of goods, services, and information during the early steps of the project. Another major factor in the success of science and technology parks is the presence of universities and research institutes which are already located in the region where the park will be established. These institutions provide a pool of highly skilled workers and researchers who can collaborate with companies and

contribute to the development of new technologies and products. Furthermore, the presence of small to midsize companies with the research aspect as one of the main drivers is also essential, as they act as anchors for the park, attracting other businesses and contributing to the growth of the innovation ecosystem. Furthermore, the provision of financial resources by the government is also crucial as they can provide funding for infrastructure construction, research experimentation, and tax incentives. Overall, it depends on a combination of factors that create a conducive environment for innovation-based industries to thrive within.

Supera Park, Ribeirão Preto

The Supera Innovation and Technology Park is a partnership between the University of São Paulo, the Municipality of Ribeirão Preto and the Department of Development of the State of São Paulo. The park is located on the USP campus and houses the Supera Business Incubator, the Supera Technology Center, the association of the Local Productive Arrangement (APL) of Health, and the Industrial Software Pole (PISO). Currently, there are 71 companies operating in the park, with 53 in the Supera Incubator and 18 in the Business Center. The park is expanding with the development of new lots for companies and the implementation of a Container Park, a new business complex. According to Sandro Scarpelini, president of Supera Park, the expansion of the park is important for the Ribeirão Preto Health APL, as it contributes to the competitiveness of companies and strengthens the region as a reference in health products, technology, and services.

Challenges

The Supera Innovation and Technology Park in Ribeirão Preto faced several challenges in its early years. One of the primary challenges was funding. Despite being a partnership between the University of São Paulo, the Municipality of Ribeirão Preto, and the Department of Development of the State of São Paulo, the park struggled to secure funding from government and private sources. This made it difficult for the park to develop adequate infrastructure and provide companies with access to cutting-edge technology and equipment. Another challenge was infrastructure, it lacked adequate buildings, including roads, parking, and public transportation, especially being in the outskirts of the region which made it more difficult for companies to set up. Despite these challenges, the park has managed to attract several companies and has been successful in developing innovative solutions in the healthcare and technology sectors. However, continued efforts are needed to address the challenges and ensure the long-term success of the Supera Project.

P5 Standard: People

The Supera Innovation and Technology Park in Ribeirão Preto is an excellent example of how community engagement can be leveraged to create a sustainable and innovative ecosystem. The park was designed to foster collaboration between academic research and industry, which has created a mutually beneficial relationship between the park and the local community. Along with this, the management team actively engages with the local community to ensure that their concerns are heard and addressed, which has greatly helped in building trust and support for the park's activities. Engaging with the community is essential for sustainable projects as it can lead to several positive results. Firstly, it can improve the reputation of a project by building stronger relationships with the people impacted by it. By listening to and addressing the concerns of the community, the project can be viewed more positively. Secondly, community engagement can boost public relations for the project. When the community trusts the individuals representing the project, it can lead to improved relationships with the public. The project can be viewed more positively when it is transparent and honest. Finally, community engagement can enhance brand visibility by participating in community events. When the project is seen as actively engaged with the community, it can increase its exposure and recognition. By showcasing the project's involvement in community events, the project can establish itself as a valuable contributor to the community.

In addition to community engagement, the park has also implemented sustainable procurement practices and contracts. The park's management team recognizes the importance of responsible sourcing and has established policies to ensure that its suppliers and contractors are committed to sustainability. For instance, the park has established procurement policies that require its suppliers to comply with labour laws, environmental regulations, and other sustainability standards. The park also encourages the use of green materials and technologies in its construction and operation. Implementing sustainable procurement practices and contracts can have a range of positive outcomes for sustainable projects. On the financial front it can lead to cost savings by using more energy and resource-efficient products and services. This can reduce costs in the long run and contribute to the overall sustainability of the project. By prioritising sustainable practices in the procurement process, the project can reduce its environmental impact and contribute to the circular economy. This also enhances the project's brand image, making it more attractive to customers and investors who prioritise a greener economy for the long-run. By demonstrating a commitment to sustainability through procurement practices, the project can differentiate itself from competitors and appeal to stakeholders who value

sustainability which then drives innovation as suppliers are encouraged to develop more sustainable products and services.

P5 Planet

The Science Park's project emphasises the use of renewable energy resources to reduce carbon emissions. The park hosts a solar energy plant and uses it to power its operations, thus reducing its reliance on fossil fuels and contributing to the overall sustainability of the project. This practice aligns with the P5 standard's focus on implementing renewable energy solutions to reduce carbon footprint and mitigate climate change. This helps in reducing dependence on non-renewable energy and returning excess energy generated by the project to the power grid, which can be then used as a secondary means of energy source for the local community.

The Ribeirão Preto Science Park also prioritises the quality of air and water in the surrounding area. By implementing sustainable practices, such as the use of renewable energy, the park can reduce its negative impact on the local environment. Raising awareness about air and water quality has sustainable benefits such as providing cleaner resources for human, plant, and animal use. It also helps to minimise damage to ecosystems, reduce pollution and erosion from contaminated sites, and decrease the consumption of natural resources. Additionally, it promotes public engagement and participation in environmental initiatives, building public trust in the sponsoring organisations.

Conclusion

Science and technology parks have emerged as important drivers of economic growth and innovation in many countries worldwide. These parks have played a critical role in attracting businesses, fostering innovation, and creating high-paying jobs, leading to economic growth and development in their respective regions. The Supera Innovation and Technology Park in Ribeirão Preto provides several lessons for similar projects. One of the most important lessons learned is the critical role of partnerships. The success of the Supera Innovation and Technology Park was due in large part to the partnership between the University of São Paulo, the Municipality of Ribeirão Preto, and the Department of Development of the State of São Paulo. Collaboration between various stakeholders, including governments, universities, and businesses, is critical for the success of such projects. Another lesson learned is the importance of access to funding. The park faced several challenges in securing funding, which hindered its ability to develop infrastructure which makes capital generation essential, especially where there are many fixed costs and the project is massive. The case study also highlights the importance of collaborating with local industries, universities, and research centres to create innovative solutions Overall, the

Supera Innovation and Technology Park provides valuable lessons for the development of similar projects and underscores the importance of partnerships, funding, collaboration, and infrastructure.

Number	Activity Name	Description of Work:	Responsibility/Status
#001	Define project goals and objectives	Clarify and establish the project's purpose, outcomes, and specific objectives.	Project Manager, Ongoing
#002	Conduct a feasibility study	Conduct a thorough analysis of the project's viability, including market demand, financial feasibility, and legal requirements.	Feasibility Study Team, Completed
#003	Develop a project plan	Create a comprehensive plan that outlines the project scope, timeline, budget, resources, and deliverables.	Project Manager, Ongoing
#004	Identify stakeholders	Identify all stakeholders involved in the project, including potential tenants, investors, local authorities, and community members.	Project Manager, Completed
#005	Establish a project team	Assemble a team with the required skills and expertise to manage and execute the project successfully.	Project Manager, Ongoing
#006	Develop a project schedule	Create a detailed project schedule that outlines all the activities, milestones, and deadlines for the project.	Project Manager, Ongoing
#007	Develop a budget	Determine the project's financial requirements and develop a budget that includes all costs and revenue projections.	Project Manager, Ongoing
#008	Develop a risk management plan	Identify potential risks and develop a plan to mitigate them, including contingency plans for unexpected events.	Project Manager, Ongoing
#009	Secure funding for the project	Identify and secure the necessary funding for the project, including public and private investment.	Project Manager, Ongoing
#010	Procure resources and equipment	Identify and procure the necessary resources and equipment needed to complete the project.	Project Manager, Ongoing
#011	Develop communication plan with stakeholders	Develop and implement a communication plan to keep all stakeholders informed and engaged throughout the project.	Project Manager, Ongoing
#012	Begin construction of the park infrastructure	Start the construction of the park infrastructure, including buildings, roads, and utilities.	Construction Team, Ongoing
#013	Develop policies and procedures for managing the park	Establish policies and procedures for managing the park, including tenant selection, facility management, and community engagement.	Project Manager, Ongoing
#014	Marketing strategies	Develop and implement marketing and promotional strategies to attract tenants and investors to the park.	Marketing Team, Ongoing
#015	Attract tenants and partners to the park	Attract tenants and partners to the park by showcasing its facilities, amenities, and location.	Tenant Acquisition Team, Ongoing
#016	Establish a system	Establish a system to track and evaluate the park's performance against key performance indicators (KPIs) such as tenant satisfaction, occupancy rates, and revenue.	Project Manager, Ongoing
#017	Operational Plan	Develop and implement a plan to ensure the park is well-maintained, including regular cleaning, repairs, and upgrades.	Operations Team, Ongoing
#018	partnerships	Develop partnerships with local and regional businesses and organisations to create a network of support and increase the	Partnership Development Team, Ongoing

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		park's visibility.	

Sources.

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