

Stakeholder Dynamics in the SUPERA Project

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The goal of the massive multi-stakeholder SUPERA Innovation and Technology Park in Ribeirão Preto, Brazil, is to promote regional scientific and technological advancement. Due to its complexity and length, the project required effective stakeholder management and involved universities, government agencies, development foundations, and private investors (Pacagnella Júnior et al., 2015). This study looks at how PMBOK's Project Stakeholder Management procedures (PMI, 2013) were used to identify, categorize, and prioritize stakeholders and how these procedures helped the project be implemented successfully.

Overview

The University of São Paulo (USP), the Municipality of Ribeirão Preto, FIPASE, the State Secretariat for Economic Development, and federal innovation agencies formed SUPERA in 2005 (Pacagnella Júnior et al., 2015). Its goal was to strengthen regional innovation capacity by connecting government agencies, universities, and high-tech businesses. After years of planning, funding negotiations, and land-use decisions, the park opened in 2014.

Identification of Stakeholders

The project team assessed land-use scenarios, regional institutional profiles, and the political and financial capacity of possible partners in accordance with PMBOK's Identify Stakeholders process. The interests, power, and anticipated contributions of each stakeholder were recorded (Pacagnella Júnior et al., 2015).

The Ministry of Science, Technology, and Innovation (MCTI), FIPASE, São Paulo University (USP), Ribeirão Preto Municipality, State Economic Development Secretariat, and private

investors were the six main parties involved.

Prioritization and organized participation were made possible by this early mapping.

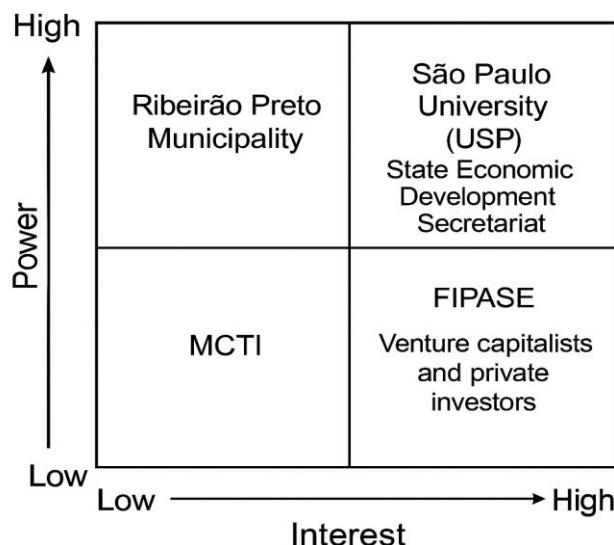
Classification and Prioritization of Stakeholders

To ascertain the influence and engagement requirements of stakeholders, the team employed the Olander and Landin (2005) Power/Interest Matrix. The analysis showed:

- **High Power / Low Interest:** Ribeirão Preto Municipality
- **High Power / High Interest:** São Paulo University (USP), State Economic Development Secretariat
- **Low Power / Low Interest:** MCTI
- **Low Power / High Interest:** FIPASE, Venture capitalists and private investors

Throughout the project, this classification influenced the distribution of resources, the frequency of communication, and the focus of negotiations.

Figure 1
Power - Interest Matrix



Note. Stakeholder placement is adapted from Pacagnella Júnior et al. (2015) and categorized using Olander and Landin's (2005) power-interest matrix.

How Strategy Was Affected by Classification

1. USP and FIPASE as the Main Decision-Makers

Due to its strength, legitimacy, and urgency, FIPASE served as the final stakeholder, while USP supplied land, credibility, and legal authority (Clement, 2005). In line with PMBOK's recommendation to give priority to stakeholders with the greatest impact, their pivotal roles resulted in cooperative planning meetings, legal coordination, and ongoing stakeholder communication.

2. Using "Keep Informed" Methods to Manage Private Investors

Although they had little power, private investors demonstrated a great deal of interest. To keep people interested, the team employed informational tactics like updates, conversations about land use, and unofficial negotiations. The switch to public funding reduced delays and showed successful risk mitigation when investors pulled out in 2009.

3. Making Use of Governmental Organizations for Formalization and Funding

Funding approvals and policy alignment were governed by government agencies. In 2010, USP budget inclusion, state-level project approval, and federal and state funding releases were achieved through targeted engagement, which reflected PMBOK's recommendation to customize strategies based on stakeholder authority.

Possibilities for Enhancement

Despite SUPERA's success, several improvements could support upcoming innovation-infrastructure initiatives:

- Dynamic Stakeholder Register: Throughout lengthy project timelines, regular updates would better capture changes in stakeholder expectations and influence.

- Formal Engagement Plan: Structured communication channels and KPIs would improve governance; a lot of engagement took place informally.
- Investor Exit Planning: Delays and uncertainty could be decreased by having predetermined scenarios for possible investor withdrawal.

Comparability to Other Innovation Projects

SUPERA's stakeholder dynamics are similar to those of many university-industry innovation initiatives. Despite their strong interest, private investors typically remain "keep informed" participants because they have little control, whereas anchor universities frequently serve as definitive stakeholders. Funding authority is usually held by government agencies, necessitating strict policy alignment. Similar trends can be seen in initiatives like Singapore Science Park, where private companies were strategically managed to maintain long-term engagement while universities and government agencies played a central role.

Conclusion

The success of SUPERA highlights the importance of methodical stakeholder identification and prioritization. The project team successfully managed political, financial, and structural obstacles by utilizing the power/interest matrix early on and concentrating on key stakeholders like USP and FIPASE. Formal engagement strategies, proactive planning for shifting stakeholder involvement, and dynamic stakeholder monitoring can all help future science park initiatives. The SUPERA case demonstrates how PMBOK-based, methodical, and flexible stakeholder analysis greatly enhances results in intricate regional development initiatives.

References

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