
**34th IASP Annual World Conference
Istanbul, Turkey**

Innovation Ecosystems: a new way for a future education

*Plenary Session 6:
"The future"*

Author:

Eduardo Giugliani (giugliani@pucrs.br)
PUCRS/TECNO PUC, Brazil
www.pucrs.br

Co-author(s)

Gabriela Cardozo Ferreira (gcferreira@pucrs.br)
Naira Libermann (naira.libermann@pucrs.br)
Jorge Audy (audy@pucrs.br)
PUCRS, Brazil

Rafael Prikladnicki (rafael.prikladnicki@pucrs.br)
PUCRS/TECNO PUC, Brazil

Mauricio Gregianin Testa (mauricio.testa@pucrs.br)
PUCRS/AGT, Brazil

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EXECUTIVE SUMMARY

The search for concepts that best define the moment of today's society is a permanent object of study, where knowledge presents itself as the main factor for productivity. Thinkers, educators and researchers address the theme at different levels; the present world is complex and is a focal point for the convergence of these different levels of knowledge. The so-called Knowledge Society requires having a systemic vision, an organic growth and continuous adaptation, aiming at the sustainability of its actions. Education is no exception to this new context, as it demands keeping an eye on the future. The acceptance of its relevance to this new society is fundamental as a vector of new trends and advances.

The Pontifical Catholic University of Rio Grande do Sul (PUCRS), seeking to better understand the moment in which we live, has been implementing pioneering and innovative actions, with focus on research, innovation and development, having as its main vector the Scientific and Technology Park (TECNOPUC).

Founded in 1948, PUCRS is one of the great and renowned Brazilian Universities. In 2003, PUCRS pioneered the implementation of TECNOPUC, its Science and Technology Park, an integrated action with government and companies, presenting the Triple Helix as a basic concept. The purpose was to create a new community, "transdisciplinary, aiming to increase the competitiveness of its actors, to improve the quality of life of their communities and to make available for society the university's academic competence". Analyzing its present context, one can claim that the proposal surpassed all the initial goals and above all, was able to induce the University to deep and fruitful changes.

VISION PERSPECTIVES: TWO DIMENSIONS

At the occasion of TECNOPUC inauguration in 2003, PUCRS opened the door for a first great opportunity. In that year, three global companies (HP, DELL and Microsoft) kept scientific partnerships with the university researchers and were invited to join the first phase of implementation of TECNOPUC, having technological innovation as its main drive. This action was the spin-off of a process that proved to be organic and very vigorous in its

¹ PUCRS/TECNOPUC Porto Alegre-Brazil

² PUCRS Porto Alegre-Brazil

³ PUCRS/AGT Porto Alegre-Brazil

following phases. The areas of activity of TECNOPUC have been expanded; interdisciplinary as is its main characteristic. After thirteen years, this initiative has become a true Innovation Ecosystem. Currently, there are more than 120 organizations, approximately 6,500 employees, and several mechanisms of innovation have been implemented over time to better support the development of the proposed actions. This is one of the dimensions of this analysis: the Innovation Ecosystem as a successful vector between the University and the Society, being highly recognized in Brazil and in the world. The other dimension, from the perspective of the Ecosystem for the University, presents itself as a strong and profound cultural change in the University, identifiable and strengthened since 2006 with innumerable new initiatives, some induced by the advancement of the TECNOPUC as an Innovation Ecosystem.

In 2006 there was the 1st edition of the “Entrepreneurial Tournament”, whose mission is training the academic community for entrepreneurship through collaborative and competitive processes, and thus foster initiatives with the RAIAR Incubator and the formation of Startups. It is currently in its 10th edition, with the participation of more than 15 thousand people in its awareness-raising phase. Over the following years, other initiatives have been implemented with similar and complementary objectives. The Startup Garage Program, modeling new business and new ideas related to technology and the creative industry, was offered to PUCRS’ students and the external community. The Challenges Project, proposing an interdisciplinary action between entrepreneurship and the curricular base of undergraduate courses, offered new methodologies for teaching and learning. A set of new cross-curricular courses based on Innovation and Development, aimed at enabling entrepreneurship with a focus on certain areas of knowledge. More recently, the IDEAR Project, a new space to inspire creativity, innovation and entrepreneurship was created. It serves as a locus to stimulate the entrepreneurial attitude integrating several areas of knowledge, with the adoption of the Design Thinking methodology as well as techniques of empathy and ideation. The purpose of IDEAR is to develop Entrepreneurship as the competence that involves knowledge, skills and attitude in order to develop innovation, critical thoughts and critical autonomy and to encourage new triple bottom line ventures and projects and to inspire entrepreneurial careers.

TECNOPUC presents two strongly visible and synergic aspects, offering an interesting reflection on the protagonism of its initiatives and the achieved results, both in relation with Society – currently the fourth helix, the main reason for its existence, and in its internal context, which is the object of analysis in this article. These actions, seen from a more distant focal point, can be understood as an academic pipeline dedicated to the training of students and to the creation of an entrepreneurial culture in the University. This clearly demonstrates the transforming influence of the creation, implementation and development of an Innovation Ecosystem connected to the University, seen traditionally as an inertial and reactive organization. In this context, considering the two dimensions of analysis proposed, the group formed by PUCRS, and the Ecosystem of Innovation, TECNOPUC, are now completely synergistic. This guarantees an organic and strongly adaptable morphology, considering the contemporary concepts for Knowledge and Innovation-based organizations, where the intellectual capital is the basis for the future. This article intends to reflect on the actions undertaken by PUCRS since 2003 and to analyze the protagonism of TECNOPUC as an Innovation Ecosystem, in the changes that currently support the University's educational paradigms. Therefore, PUCRS adapts itself to a new position in this new society, thus guaranteeing its mission of "educating for citizenship and training for full participation in society".

TECNOPUC: THE INNOVATION AND ENTREPRENEURSHIP PERSPECTIVE

With more than 6,500 jobs generated and more than 120 organizations installed, PUCRS Scientific and Technology Park today shows its most evident results since its inauguration in 2003. In addition to these numbers, TECNOPUC has become a vector of regional economic development and a reference in Latin America as a modern Science and Technology Park. It is focused on transforming scientific research and technological innovation into business, thus contributing to promote development in the context of Quadruple Helix - interaction between university-business-government-society. The pioneering companies in TECNOPUC, DELL and HP, cooperated strongly in this scenario. Anchors in the ICT area, they concentrate their research and development centers in Brazil at TECNOPUC. Attentive to this reality, other global players such as Microsoft, Accenture and ThoughtWorks, as well as other large national companies such as DBServer, Globo.com, Getnet, Sicredi and Randon Group, have been attracted and currently make the whole initiative more robust and relevant. Nevertheless, the sustainability of this environment is not only supported by large corporations. Many startups and spin-offs were created from this movement and, realizing the opportunity to be alongside large companies, settled in TECNOPUC, contributing to the consolidation of the innovation ecosystem.

On the other hand, concrete and solid results in several dimensions support this environment of collaborative construction, qualified relationship and added-value offer. The study of Practices of Technology Parks and Business Incubators conducted by ANPROTEC, for example, is very illustrative in this aspect, legitimating that TECNOPUC is a consolidated park, standing out in all aspects (concept, infrastructure, capital, local insertion, talents, market, clusters, partners, governance and management, mechanisms and services, knowledge) and presenting mature practices. Concerning infrastructure, innovative mechanisms and services, TECNOPUC reached a maximum score. Additionally, the study acknowledged that TECNOPUC currently has a recognized brand and a consolidated strategy to attract companies, fostering constant interaction with the university and interacting with different governmental spheres in an integrated manner.

It is in this context that two new initiatives offer continuity of the sustained growth of the Park, aiming to consolidate the offer of a world-class environment aligned with the new trends of internationalization, coworking, design thinking, open innovation and networking:

- Global TECNOPUC:

Action carried out in a modern building, presents the actions of synergy and sharing as their most relevant and innovative processes. Its main goal is to offer to the environment of TECNOPUC the development of 4 Dimensions:

Coexistence - with spaces of collective use and open to the community; Networking - with attraction and concentration of new professional and business actors and associations;

Creativity and Open Innovation – with the involvement of people and companies, stimulating interdisciplinary action and entrepreneurship;

Internationalization and Coworking – with space and platform for the reception of new enterprises, national and international.

As a whole, this synergy HUB has spaces for group working, anchored in virtual collaborative platforms and oriented to new organizational relationships of work, transcending tangible aspects of place and time. It is configured as a new environment and an additional connection to the relationship between PUCRS and TECNOPUC.

- INOVAPUCRS Condominium:

Environment idealized to house companies graduated from the process of pre-incubation and incubation, adding an important step in the formation of innovative companies. Access to this space is not only for in-house startups, but also external startups that meet the same requirements related to an acceleration phase of innovative companies. Support and complementary services are offered to face more objectively the difficulties of companies that emerge from an embryonic environment - incubator - and need a phase of transition to the environments of the Technology Park or the market.

In sum, it is possible to state that the work of TECNOPUC is described as having two vectors, "qualified relationship" and "collaborative construction". The Park is driven by the constant partnership of companies with the university, fostering innovation and society's social, environmental, cultural and economic development. It aims to be recognized for promoting the improvement of people's quality of life, effectively collaborating for a new model of sustainable development, in which innovation and entrepreneurship are decisive for the success and growth of our society, based on a life changing education and having knowledge as the main productive factor.

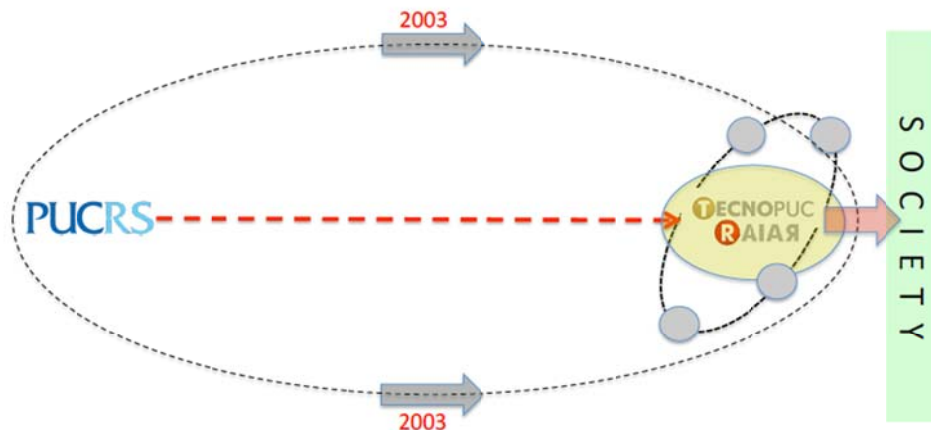


Figure 01: 1st Action Perspective 2003...

EDUCATION: TRANSFORMATIVE ACTIONS AND GOOD ACTIONS

In the educational scenario, there are concrete actions initiated in 2007 and followed by subsequent additional initiatives as TECNOPUC started to gain more form and robustness. As a true inducer of a new culture, TECNOPUC became the source of spin-offs for the University in the field of entrepreneurship training. Four actions in this sense stand out, giving a real Training Pipeline: (i) Entrepreneurial Tournament (TE); (ii) Startup Garage (ST); Project Challenges (PD); and the insertion of the of Innovation and Development (ID) courses.

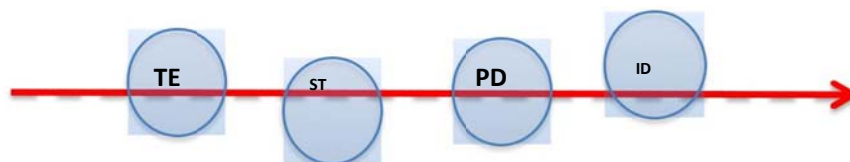


Figure 02: Training Pipeline

Using a brief approach, these important actions of a new culture for the university can be listed:

(1) Entrepreneurial Tournament (TE) à TRAINING

It is a proposed entrepreneurial learning process coordinated by IDEAR of PUCRS, an organization of the university designed with the core purpose to stimulate the entrepreneurial culture, enabling students in the various academic areas to learn the practical knowledge acquired during the academic training, focusing on business proposition, formation of companies and coping of demands of Society. There have been 10 editions since 2007, and currently, this activity is consolidated as the main event to spark students' new behavioral processes. It also aims to create new projects and solutions, training students with an entrepreneurial profile and new business. In its initial editions, it was exclusively addressed to undergraduate and graduate students of PUCRS. Today, with broader challenges, the external community is integrated, offering access to students from other universities, maintaining at its core the objective of stimulating teamwork and entrepreneurship training. In its genesis, this initiative was designed to stimulate the entrepreneurial, world culture in the university. Not only does it enable students from different academic areas to have a more concrete moment of learning, where the knowledge acquired in the classroom is put into practice, but also the transcendence of the disciplinary culture, still in force, to a new interdisciplinary and global perspective. The strategies that forge the development of a Scientific and Technology Park such as TECNOPUC, permanently seeking to keep its multiple development actions, are all aligned. Among the processes covered throughout the Competition which support mentoring for participants are concepts such as Design Thinking, Creativity, Technological Innovation, Business Modeling, Market Testing, and Pitch Preparation for the Market. These methodologies and techniques are taught through lectures and workshops aimed at qualifying the development of business ideas. These lessons are then put into practice in a spirit of competition and cooperation, and the business ideas are presented to an evaluation jury that selects the projects with the greatest potential to become new businesses.

(ii) Startup Garage (ST) à MODELING

The Startup Garage Business Modeling Program is focused on modeling new business for new ideas related to innovation and technology. At Startup Garage, individuals, as well as and teams of entrepreneurs from PUCRS' academic units who have not yet started their companies and are seeking support to develop a new business model are welcomed. The Entrepreneurial Tournament is one of the ways to access this action, based on a qualified process of training and preparation for new ideas and business. In its 1st Edition, held in 2014, the SG had a total of 45 participants (among which professors, students and scientific technicians). The 2nd Edition of the program took place in 2015, and from that year on, it became part of the talent training agenda of the university and TECNOPUC. This action is under the management of the Business Incubator RAIAR, an integral mechanism of TECNOPUC's Innovation Ecosystem, focused on the formation of new companies.

(iii) Challenge Project (PD) à AWAKENING

Its main mission is to attract students to entrepreneurship, promoting the connection of entrepreneurial education in an interdisciplinary and curricular way.

According to Nunes (2016)⁴, this process was initiated in December 2014 based on a diagnosis, which defined that it was necessary to insert the teaching of entrepreneurship and that it would be important to foster dialogue with new methodologies for students'

ˆ NUNES, Ana Cecília Bisso et al (2016), *Inovação e Empreendedorismo na Formação Acadêmica da PUCRS: Construindo a Educação do Futuro*

engagement in the theme of entrepreneurial learning. This process had the objective of describing and understanding the entrepreneurial profile of the PUCRS student in their teaching areas.

Entrepreneurship has as its basic characteristic the creative and researching spirit. With this philosophy of being constantly seeking new ways and solutions, the theme should dialogue in a transversal way with all the undergraduate courses of our university. In addition, it should dialogue with the student profile of the university. Regarding this theme, Marc Prensky (2001)⁵ elaborated the concepts of natives and digital immigrants: natives are those who were born and raised surrounded by new technologies; since immigrants were not born in the digital age, they learned to deal with it. This is how the Challenge Project begins to be planned at the end of 2014. In dialogue with the contextual transformation of a connected world and in line with the innovation ecosystem offered by PUCRS, this initiative becomes the first step to fostering the Entrepreneurial attitude of undergraduate students. The Challenge Project, then, is the name given to the set of disciplines that represent this goal in the PUCRS' ecosystem. This is done by engaging the different schools in proposing interdisciplinary thematic challenges in which students and teachers from different areas of knowledge work together for a semester searching for solutions that may impact society in some way and perhaps in the future , may be able to turn into a social business or even a profitable enterprise.

Each discipline can be related to what Brito (2012, p.316)⁶ calls an innovative entrepreneur, who,

[...] different from the traditional entrepreneur, who can be motivated only by creating a good business that serves his clients and is profitable, the innovative entrepreneur is determined and committed to creating and developing something new and different for the world, which means investing time, energy, saliva and resources in research, trials, errors, with tests, prototypes and pilots in practice, with a vision not limited to the short term.

The development of the final proposal of the project occurred in the following stages:

- 9 Research of reference institutions related to innovation and entrepreneurship in national and international scenario. Among them, Stanford University (Innovation Center - D.SCHOOL); University of California, Berkeley (CITRIS Invention Lab) and Singularity University;
- 10 Mapping of the entrepreneurial actions of PUCRS;
- 11 Identification of the University's current path of entrepreneurship;
- 12 Practical implementation of a pilot project called the Challenges Workshop;

ˆ PRENSKY, Marc. *Digital natives, digital immigrants*. Bradford: MCB University Press, 2001.

ˆ BRITO, Rodrigo. "O nascimento da sua ideia: da ideia ao plano". In: GRANDO, Ney (Coord.). *Empreendedorismo Inovador: como criar startups de tecnologia no Brasil*. São Paulo: Évora, 2012. p.311-325.

E. Analysis of results and feedback from participants.

- Innovation and Development Subjects (ID) à TRAINING

This action aims to offer under graduation courses to foster entrepreneurship in specific areas of knowledge.

All these actions are extremely synergistic and simultaneous, permeating any linear or sequential approach. They are justified for rescuing an interdisciplinary formation, more adjusted to the solution of the complex problems faced by the present Society.

It is in this context that the realization of the synergy with the previous perspective - TECNOPUC is evidenced, since these 4 actions integrate the environment of a transformative education, enabling people in formation to be entrepreneurs and to transform ideas into business. Thus, these are the seeds of formation of startups of the RAIAR Incubator.

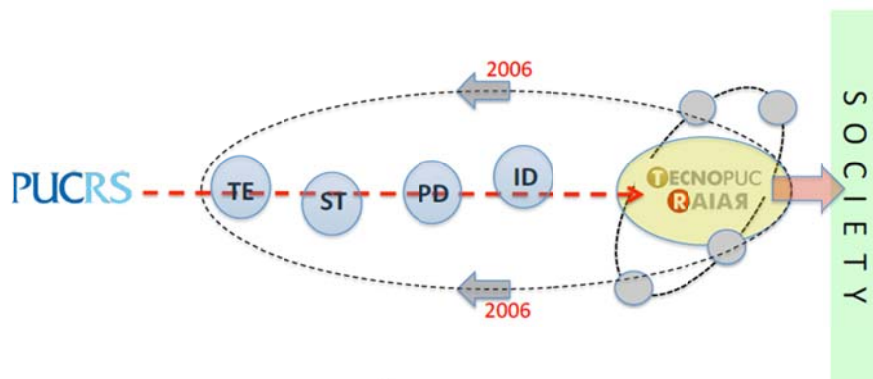


Figure 03: 2nd Action Perspective 2006...

CURRENT RESULTS

In both dimensions of analysis, the results are already presented as concrete and highly recognized, confirming that future prospects are positive, which should guarantee both the continuity of these actions and their constant evolution.

The internal dynamics of this process involving innovation, development and knowledge have profoundly altered the relationship and commitment of the University with its actions, inducing changes in the posture of the university community and its relations with the Society. Based initially on the partnership of three global companies, HP, Dell and Microsoft, TECNOPUC's exponential growth reflects the potential of the intellectual capital available at PUCRS and the capacity to attract new companies, whether they are already

consolidated, Spin-offs or even startups, a scenario that is justified by innovative projects and expressive numbers for the PUCRS and TECNOPUC integrated environment:

Knowledge Generation:

7. more than 50 undergrad courses
8. more than 100 Specialization Courses (*latu Sensu*)
9. 45 Grad courses (*stricto Sensu*)
10. more than 20 000 under grad students
11. more than 5 000 grad students
12. more than 5000 employees

Technology Transfer:

- 109 required patents
- 50 international patents
- 25 prototypes developed

Intellectual capital:

- 124 organizations at TECNOPUC
- 26 incubated companies at Business Incubator RAIAR
- 6.3K jobs generated
- more than 500 student grants in TECNOPUC companies
- more than 80 000 m² of built area, available for R,D&I .

Fostering of Entrepreneurship and Innovation:

In this scope, the following activities are highlighted:

- BUSINESS INCUBATOR RAIAR:

RAIAR Incubator, implemented in 2003, aims to stimulate the entrepreneurial capacity of the academic community, housing small companies based on technology and innovation, generated from research projects of the University.

Its main objectives are linked to supporting the process of developing innovative enterprises; provide physical space, infrastructure and value-added solutions to host innovative ventures; empower and develop entrepreneurial skills and attitudes; prospecting and capturing new entrepreneurs and potential new ventures, promoting internal and external connections to the University.

RAIAR participates in the main national and international networks of incubation and entrepreneurship, integrating more recently the EBN - European Business Network. In 2014 it was recognized as the best incubator in Brazil.

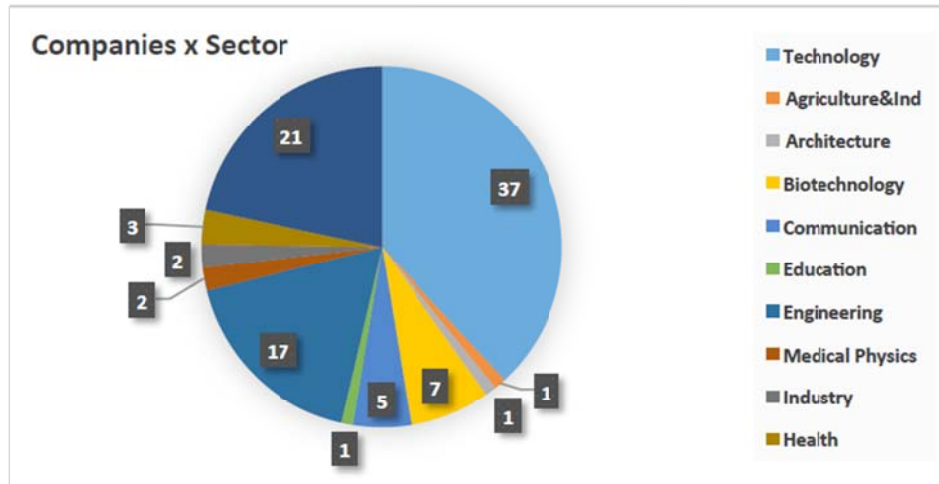


Figure 04: RAIAR – Balance Companies x Sector

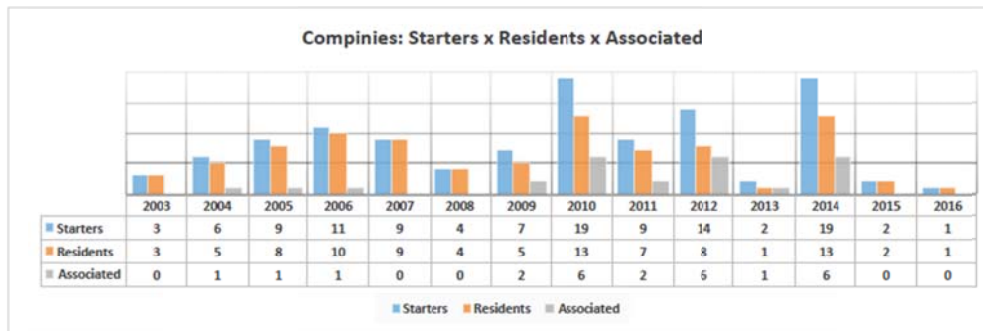


Figure 05: RAIAR – Balance 2003-2016

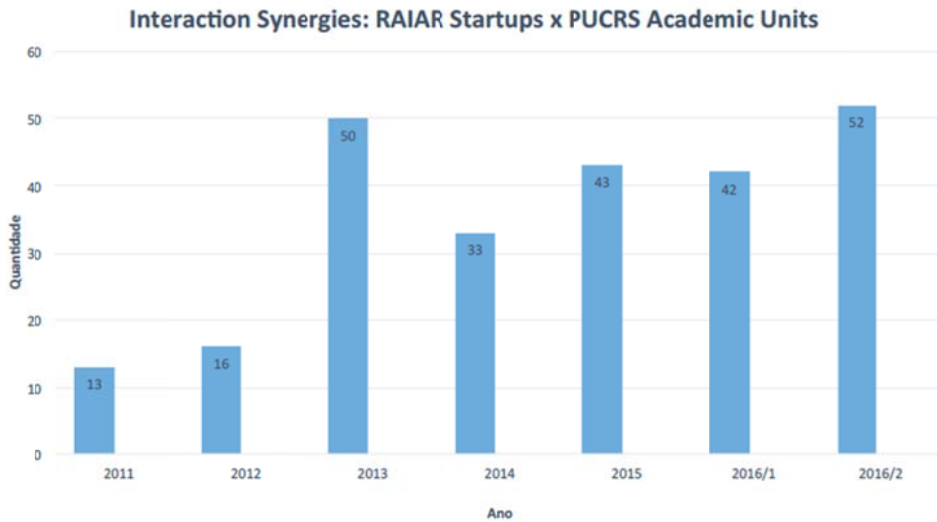


Figure 06: RAIAR – Interaction Synergies

7. STARTUP GARAGE - COWORKING:

Program that offers companies of the sector a personalized space and routine of work focused on the development of their business. The program environment and activities were formulated with the objective of improving participants' entrepreneurial profiles, as well as improving their notions of cooperation and innovation, through tutorials, work dynamics, and the possibility of using the environment and available equipment in the creative pre-incubator, at TECNOPUC Viamão. The program is free, lasts for 16 weeks, with two weekly meetings.

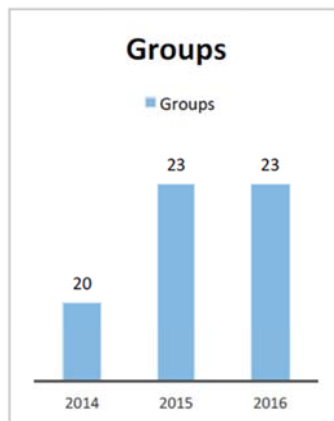


Figure 07: Startup Garage – Groups

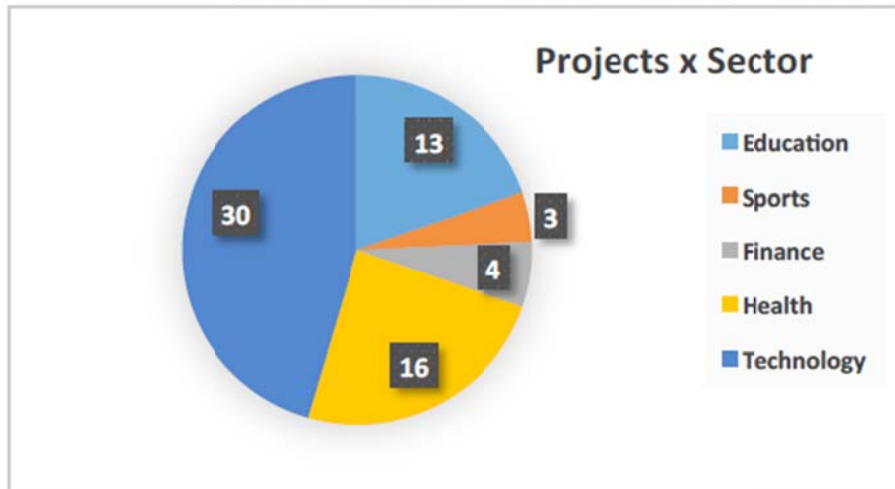


Figure 08: Startup Garage – Balance Projects x Sector

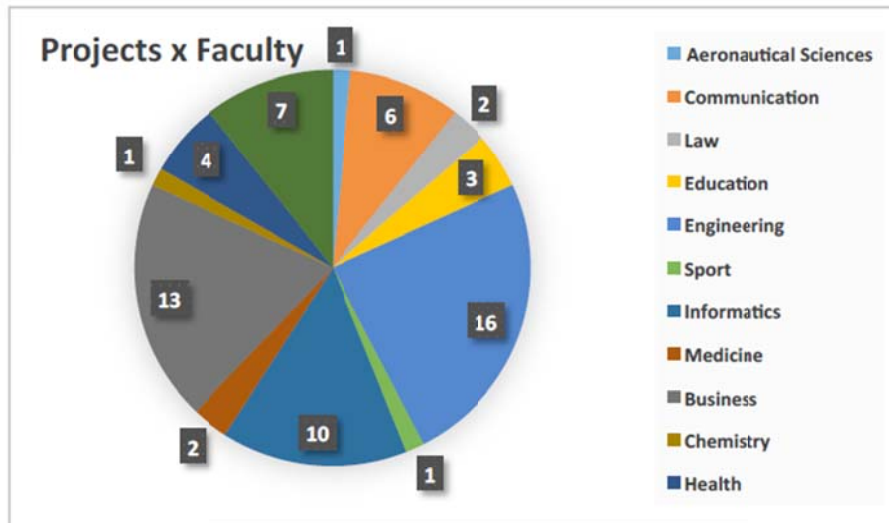


Figure 09: Startup Garage – Balance Projects x Faculty

7. CRIATIVITY LAB - CRIALAB:

A space dedicated to the development of Creative Dialogues, in which people and their represented companies/institutions expose their ideas, problematize, debate, negotiate, deliberate and create strategies for problem solving, serving as a proposal to accelerate the relevant creative process (adding value for society and for business) and to solve complex problems through interactions with different areas of knowledge.

8. PROGRAM FOR BUSINESS ACCELERATION

It is a PUCRS action to support and develop innovative entrepreneurship arising from the University's spin-offs or present in the innovation ecosystem of TECNOPUC (startups) through a methodology that enables the sustainability of its innovations. The main objective of this action is to seek synergy and opportunities between inexperienced entrepreneurs and external actors focused on investing in new ideas based on Venture Capital concepts.

9. CULTURES OF INNOVATION

Series of seminars promoted by TECNOPUC to exchange global experiences and effective interactions with the main innovation markets of the world. Representatives of innovative environments from Israel, South Korea, France, Italy, England, Mexico, United States, Canada, among others have shared their experiences. This initiative is complemented by business roundtables and matchmaking sessions, assisting in the development of strategies for insertion of innovative Brazilian companies in a global scenario.

Qualified Relationship:

4. more than 150 R&D projects
5. more than 10 Academic units involved in R&D projects
6. more than 15 research structures involved in R&D projects
7. more than 100 researchers involved in R&D projects
8. more than U\$ 15.000.000,00 invested in R&D projects
9. Guided Visits: open access for Society to know the physical area of TECNOPUC. In addition to interacting with entrepreneurs, researchers and students, talking about their entrepreneurial experience in a structure of innovation and entrepreneurship.
10. Acceleration of synergies: the overall objective of this initiative is the connection between companies, people and knowledge, processes and services, seeking to strengthen actions focused on innovation, research and development under the supervision of analysis and management tools. The methodology consistently and reliably supports the creation of opportunities to stimulate the internal market of products and services, facilitates shared development across companies, and allows for cross investment.

Concerning innovative projects, considering the strategic guideline of PUCRS to promote internationalization and interculturality, it is noteworthy that during the last three years several internationalization actions were initiated by TECNOPUC, giving origin to a program established to foster and manage international relations in the field of innovation.

TECNOPUC Internationalization Program

7. Expansion of the participation of TECNOPUC in international cooperation networks, by signing MOUs/Agreements with other Innovation Environments or International Networks per se;
8. Strengthening of soft-landing program (reception of foreign companies);
9. Consolidation of the takeoff program (opportunities for our companies in the foreign market);
10. Professionalization of exchange programs for entrepreneurs, with partner countries (CONNECT Program);
11. Intensification of participation in International Missions, allowing the participation of TECNOPUC and RAIAR companies;
12. Ongoing Training of the TECNOPUC team.

Due to this outstanding performance, TECNOPUC has international partnerships with more than 150 innovation environments around the world.

In addition to the various projects in progress and its significant numbers, TECNOPUC positions itself as a link between University and Society. It presents the University as one of its most important sources of entrance and qualification of the human capital having its students, professors and researchers as leaders. It reveals that the training of these actors and the preparation for new actions have required inductive and transformative practices far beyond the traditional university model, seeking good practices in the change of culture and process innovation.

As aforementioned, the Entrepreneurial Tournament is the amalgam that shows very relevant results, both to suggest new processes to be absorbed by the teaching-learning system of the university, and to broaden the expectations of entrepreneurs increasingly qualified to meet the demands of the TECNOPUC Innovation Ecosystem. In these 10 consecutive years, the results achieved by the Entrepreneur Tournament are significant:

- 4 1828 students registered in the last edition (more than 280 participants, 40 projects delivered and 40 hours of training);
- 5 More than 15,000 students participating in the attraction phase, when they offer seminars, workshops, lectures, workshops, restless Papers, etc.
- 6 These numbers total more than 16,800 students, and considering that PUCRS has about 25,000 undergraduate students per year, this represents more than 50% of undergraduate students.

Entrepreneurship Competition: number of participantes

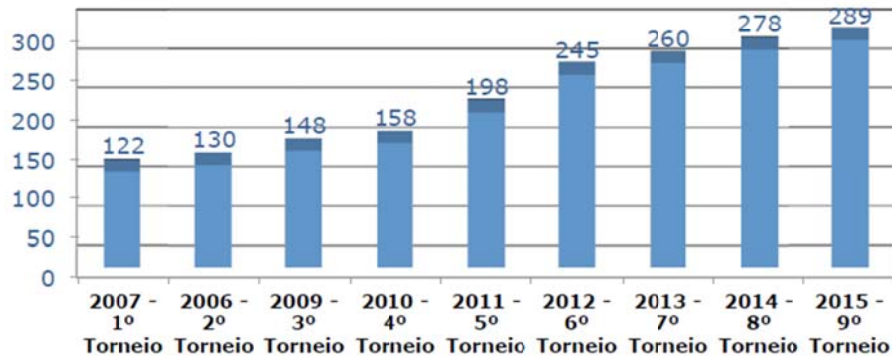


Figure 10: Entrepreneurship Competition evolution

TE's great landmark was the 2014 edition, admitting as participants any person regularly enrolled in higher education at any institution, thus opening up to PUCRS' external community. These changes, among others, result from the perception that a process of incentive to entrepreneurship must be, first and foremost, a process of learning and training. Providing a virtual and face-to-face interactive environment proved to be more effective than competitive bidding for the best business idea. Educational institutions that want to encourage entrepreneurship should realize that this practice requires constant learning from the institution as well as a transformative adaptive instrument that promotes the constant evolution of the innovative environment. From the statistics computed, up to 2015 there have been nine editions, with about 2000 participants. More than 150 new business ideas were presented and they generated about 20 incubated companies in our entrepreneurial ecosystem. The PUCRS Entrepreneurial Tournament is currently focused on pursuing this guideline to keep on learning, seeking to provide the participant with the best learning conditions.

On the other hand, after 13 years of a systemic and organic implementation process, it is possible for TECNOPUC to characterize with greater clarity the scenario that involves this pioneering initiative, both nationally and internationally. The conformation of a vigorous ecosystem of innovation, constantly undergoing transformation, presents itself as a warrant for its progress and its sustainability. The significant growth of its relevance and its relations with the surrounding city, guarantees the realization of these actions into products and services for society.

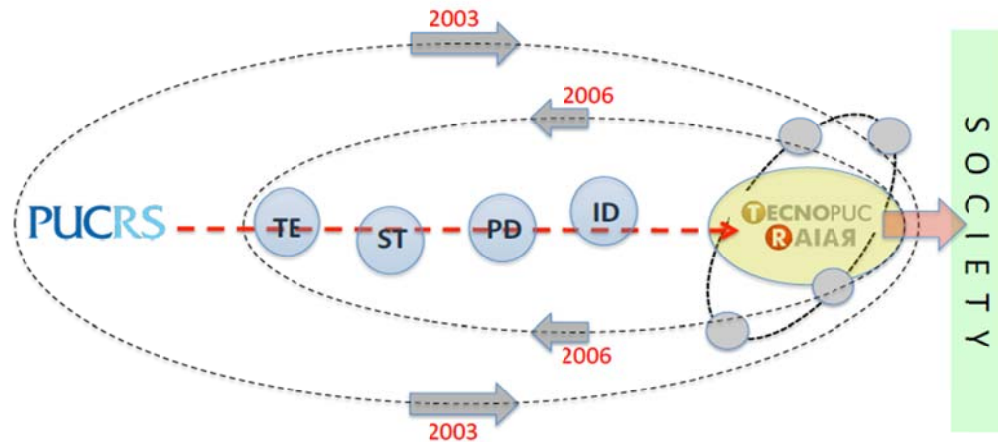


Figure 11: Current synergy environment

FINAL THOUGHTS

PUCRS has been recognized as a University since 1948 and its Science and Technology Park - TECNOPUC - was implemented in 2003. Both are in the same place and environment, but they were fruits of completely different contexts. PUCRS emerged within an environment adhering to an Industrial Society, cartesian and disciplinary. TECNOPUC, 55 years later, in a new context, is fruit of interdisciplinary and intangible assets such as knowledge. From the symbiosis of these two worlds emerges the current strength of an Entrepreneurial University, which knew how to read the changes of the world and propose disruptive actions to keep adhering to the Society.

Figures 04 to 06, about RAIAR, and Figures 07 to 09, about the Startup Garage, demonstrate the strength of these actions and the results achieved to date. They are increasingly registering robust synergy between PUCRS and the TECNOPUC Innovation Ecosystem, in two different but complementary ways. They are initiatives based on strategies that seek to align a strongly favorable environment for change in the organizational culture, already perceived both by the internal community and Society.

Thus, it is possible to notice that TECNOPUC seeks to contribute to this challenging role, as a vector of research, development and innovation. It is the result of this enormous effort undertaken by PUCRS that TECNOPUC, besides serving as a way for Society, beyond the walls of the University, has begun to induce and be protagonist of a set of changes within the university. TECNOPUC can not be seen here as the sole protagonist of this new context. Although its implantation already signaled the trends of change, it is from its recognized success and results achieved that it became the main sponsor of this moment, as the driver of an organic change from PUCRS to the future, where the simple has lost space for the complex. their future and consequently the future of the park.