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**Creation of global talent: Tecna - the case of the
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Workshop

Global talent: the coveted treasure

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Executive Summary

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This paper intends to present the basis of implementation of the project Tecna – Audio-visual Technological Center of Rio Grande do Sul -, a creative ecosystem inserted in Tecnopuc – Scientific and Technological Park of PUCRS. With the mission of being a center of reference and a business articulator for the Creative Industry, with emphasis in the audiovisual and its technology, Tecna has been proposing new local productive arrangements, stimulating the professionalization of local talents and encouraging the attraction of international business for the sectors related to communication and entertainment. At the same time, it redesigns future perspectives within the community of Viamão – a neighbor city to the gaúcho capital, Porto Alegre – headquarter of the Center and of the third phase of Tecnopuc’s expansion.

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Introduction

Rio Grande do Sul is in the third position¹ among the most productive states in the Brazilian audiovisual sector, only standing behind Rio de Janeiro and Sao Paulo considering the volume of production and audiovisual content - feature films, television series and other formats - and the number of registered enterprises. If we consider the segment of digital games, its position goes up to second place², only standing behind Sao Paulo. The state is also recognized for being the origin of many Brazilian creative talents, such as screenwriters, directors, actors, photographers, producers and designers. The level of culture in Rio Grande do Sul is above the Brazilian standards, which contributes to the training of professionals who are complete, with a vast cultural repertoire and good levels of professionalization reached through undergraduate, graduate and specialization courses available in universities.

Besides, the state has been valuing creative industry potentials with the following initiatives:

- universities achieve their role of preparing human capital and, now, they have been strengthening their engagement to research in the creative sectors and to the development of market through supporting enterprises (such as Tecna and the incubators).

- the State, when possible and when attentive to the community's aspirations, encourages the creative sectors through programs of public politics and edicts.

- the private sector, with available agents in all axes of the audiovisual productive chain, is active and in constant evolution, with the creative and productive capacity to prosper in such an important industry.

In spite of this favorable context, Rio Grande do Sul has seen, in the last years, its creative industry lose local talents who established themselves in the main Brazilian productive poles and also abroad, in search of more competitive markets concerning opportunities, income and penetration of creative products considering the main exhibition and commercialization windows, as well as consumers. It is also known that this happens because, in spite of the great productivity of the region, the penetration in the market of products from the state could be bigger, as well as the access of the local enterprises to the main investments destined to the audiovisual sector.

The challenge for Tecna is, therefore, to contribute to the development of the creative sectors of the State. As an ecosystem, the Center understands that this mission is based upon a collaborative culture that envisions (1) the increase of professionalization of the sector, specially concerning business formation, (2) the reorganization of the local productive arrangements in order to consider the true talent of each agent and to correctly position him/her in the productive chain, (3) an expansion of connection networks for international territories, always so important for the consumption of creative products and for attracting new opportunities of co-productions, production services, international sales and professional exchange.

With this, young people will consider the creative sector as a real labor market opportunity, while the active professionals will find chances of keeping professional updating and acting in a local productive arrangement that is more active and potent, which favors the retention of such talent within the state. This process stimulates, at the same time, (1) international cooperation concerning the offer of capacitation with the best in this industry in a global level - so that it amplifies the vision of the local entrepreneurs and, at the same time, positions Tecna as a hub for the sector, receiving foreign professionals and students - and (2) opportunities of joint projects from international co-productions and commercialization of products in a global scale.

A center of production and post-production, in this context, needs to be prepared to receive creativity and transform it into business, into innovation. Its characteristics may be listed according to its:

- infrastructure - in Tecna's case, we mean a complete infrastructure for the creative and audiovisual sector, with environments and technologies that suggest new production dynamics based upon the conscious and optimized use of resources;

- governance - in Tecna's case, we mean a center compromised with its sustainability and with the development of the sector. This way, a center of business articulates the forms of monetization of the services provided by the Center, while in search of new opportunities of enabling new projects. The direct consequence of such articulation is that its business will reach not only the Center itself, but also the regional

¹ Núñez, Tarson. A cadeia do audiovisual no Rio Grande do Sul. Porto Alegre, FEE, 2015. (<http://carta.fee.tche.br/article/a-cadeia-do-audiovisual-no-rio-grande-do-sul/>).

² Núñez, Tarson. A indústria de jogos digitais no Rio Grande do Sul. Porto Alegre: FEE, 2016. (<http://carta.fee.tche.br/article/a-industria-de-jogos-digitais-no-rio-grande-do-sul/>).

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agents that start having the impact of the stimuli generated by the Center.

- culture/education - in Tecna's case, we mean a collaborative culture as a basis, and of the entrepreneur spirit as a form of action and vision. We start from the notion of a wide audiovisual field, in a national and international perspective, to integrate all stages in the productive chain.

The university context

TECNA is the key-project of the Creative Industry in the innovation ecosystem of the Science and Technology Park at PUCRS (TECNOPUC).

TECNOPUC is a STP owned by PUCRS - Pontifical Catholic University of Rio Grande do Sul, a university founded in 1948. The park was launched in 2003 and is the product of joint efforts by PUCRS, the government and the industry with the purpose of creating an environment for interdisciplinary research and innovation in order to make stakeholders more competitive, improve quality of life and bring the academic competence of the university to society, thus promoting science and technology development. While the university is located in the city of Porto Alegre (the capital of the most southern state of Brazil - Rio Grande do Sul), the park has two sites: the main one is located within PUCRS' main campus and the new site is located in the neighbor city of Viamão (it was inaugurated in 2013 and it is only 20 minutes away by car). The park is focused on four main areas: Information Technology and Communication, Energy and the Environment, Life Sciences and Creative Industry, with more than 120 operations (such as Dell, HP, Microsoft, Accenture, ThyssenKrupp), more than 6,400 people involved, and more than 80,000 square meter of built areas. The three former areas were created during 12 years with significant success in terms of talent generation and retention, company attraction and creation, economic and social development, and opportunities for local and global talents. Each of them has started with R&D projects in partnerships between PUCRS University and the companies located at TECNOPUC, as well as proper infrastructure and research and innovation centers dedicated to each area.

The creative industry is being developed within the park for the last 3 years, but it is following the same path with significant results. At first, researchers from the Social Communication School at PUCRS (also known as Famecos) started to collaborate with the companies at TECNOPUC. Famecos is renowned for its almost five decades dedicated to the training of human capital through its undergraduate and graduate programs - but, so far, very little integrated the ecosystem of the park. Human capital and recognized experience in the market and in the academic area were available to contribute and act strongly in this new stage. Its undergraduate courses in Journalism, Advertising, Public Relations and Audiovisual Production, added to graduate courses in specialization, master's and PhD formats, constitute important spaces of education and professionalization. At Tecna, Famecos has found the interface to interact with innovation areas of the university, being, therefore, the academic unit directly related to all activities of the center.

The Center

Tecna has been in development since 2011, when PUCRS defined the scope of the project and started the fund-raising for its realization with the Science and Technology Ministry; the Communications Ministry; the State Development, Science and Technology Secretary; Finep (Projects and studies funding) and Fapergs (Foundation for Supporting Research of RS).

Based on the interaction between university, enterprise and government, Tecna has as partners the government of the State of Rio Grande do Sul and Fundacine (RS Cinema Foundation). Together, they resumed a historical demand of the agents of the audiovisual sector that, for more than 30 years, have demanded an infrastructure with recording studios for image and sound.

The experience of the university with the Technological Park has introduced other strategic dimensions to the project, such as the articulation of business in a creative ecosystem, the valorization of research as a generator of development and innovation and the expansion of the triple helix from the direct participation of the community/society. The complete infrastructure for production and post-production of digital contents has always been a cornerstone of Tecna that stimulates the market. For education and research, the cornerstones are a permanent formation center and research laboratories and, for the market demands, the organization in a cluster format creates a composition of business agents around not only the utilization of the infrastructure as users, but also as resident or incubated enterprises in Tecnopuc and as agents of a single network.

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The technological environments, in phase of implementation, are the basic infrastructure and have a direct relation with the creative vocations of the State. They are (1) two cinema and TV studios with supporting areas (dressing rooms, costume collection, objects collection, props collection, carpentry), (2) a sound mixing studio with 2 recording booths, (3) a motion capture studio, (4) an animation/digital games/applications laboratory, (5) a renderfarm, (6) a creative incubator and (7) research laboratories. Devoted to the shared use of students, professors, researchers, professionals and entrepreneurs, they will introduce new processes of production, compromised with (1) a more efficient productive chain, (2) with the sustainability of the Center and the regional market, and (3) with the increasing competitiveness of the cluster, as well as with (4) the stimulation to actions of capacitation and formation of human capital, aligned to the available technological tools and to the global market tendencies.

This common use also creates the real possibility of the functioning of a live-laboratory, which captures everybody's movement, stimulates ideas and solutions to new demands, composes collaborative structures and reorganizes itself with agility. At Tecna, territory, equipments and people make use of research as a way for innovation and development, making of the applied research an action that strengthens the synergy between university, enterprises and community. All in action for the development of the creative sectors and of a wide economical and social development. Taking the notions of the author Richard Florida³, we speak of a live space that aspires to be the “destination” and not only a “passage”, capable of representing a guarantee, a reference and an inspiration for those who would like to engage in these areas.

A “strategic intelligence” will be in constant development and in service of Tecna, constituting a Center of Business and Sustainability - cell that works for the opportunities of business for the Center itself and for the local productive arrangement, contributing to the development of internal and external politics resulting from shared practices and understandings, potentialities of the generated products and the constant updating of the vision of future for the local productive arrangement.

Concepts and application

The establishment of Tecna is given through the valorization of the understanding of the “thoughtful doing”, in the terms of the philosopher Cornelius Castoriadis⁴, in order to search for an elucidation that brings thought to what we do and the knowledge of our thinking. In more objective terms, we are speaking of the practice as a way to deeper and more complex elucidations and the subjectivity as an institutive factor of the concrete world. It is also present in this bond the reciprocal relation between methods of production, the social organization and the total content of the culture, because the ideas may become “operative” as they materialize themselves in instruments and methods of work, in institutions, in behaviors, in specific “forms” that welcome all possible content. It refers to a possible content because it is known that a society always contains more than it shows.

Currently, the phase of implementation presents four work fronts. The first of them is dedicated to the execution of civil works that will give life to technological environments. The second front develops a wide research on the process of structure and sustainability of a production and post-production center of creative digital contents, including research professors and undergraduate and graduate scholarship students. The third is dedicated to the execution of pilot-actions focused on the capacitation and training of the agents of the sector under the perspective of entrepreneurship, innovation and modeling of business, with the goal of developing entrepreneurial profiles conjugated with new ideas, projects and enterprises. Finally, the articulation between agents - local, national and international - has been developed so that Tecna emerges with a global DNA envisioning a global market, considering its potentialities and the positioning of the state's creative sector.

We also consider Michel Maffesoli's⁵ search for the aesthetic ethics and for a form of organization of the social that articulates the material and the immaterial goods⁶ and values the collaborative, spontaneous and flexible networks, which are agile enough to mold the social context within the evolving dynamics of the markets, technologies and digital networks.

Works for infrastructure

³ Florida, Richard. *The Rise of the Creative Class*.

⁴ Castoriadis, Cornelius. *A instituição imaginária da sociedade*. São Paulo: Paz e Terra, 2000.

⁵ Maffesoli, Michel. *A conquista do presente*. Rio de Janeiro: Rocco, 1984.

⁶ Maffesoli, Michel. *A transfiguração do político – a tribalização do mundo*. Porto Alegre: Sulina, 1997.

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The works for the infrastructure building have been executed since 2015, guaranteeing the opening of Phase 1 of the environments at the end of 2016. Phase 2, which delivers another cinema and TV studio and its areas dedicated to the collections economy, will be inaugurated in December 2017. A team of professionals of the university from its Engineering and Architecture departments was added to the group of specialized consultants in the construction of environments for the audiovisual and the entertainment industry so that, together, they develop a highly sophisticated project compromised with the excellence of the offered spaces and technology. For Brazil, it is a unique initiative. For Latin America, an outstanding initiative. And for the global context, a differentiated initiative, capable of attracting interested partnerships to an authentic, professionalized and structured local productive arrangement. We believe that the activation of Phase 1 and Phase 2 will propel the new outlines of the regional creative market and will point to the new ways of expansion of the Center itself, which emerges in the dimensions of the real demands of the Brazilian creative market and is capable of responding to the global demands.

Research on structuring

In parallel to the process of civil works, which build the technological environments of the Center, a wide research on the processes of structuring production and post-production of creative digital contents centers is under development since the first semester of 2015. In it, professors from two universities, PUCRS and Feevale, work together with science initiation scholarship students from undergraduate and graduate courses of four gaúcho universities: PUCRS, Feevale, UFRGS and Unisinos. Two local productive arrangements instituted by State politics of incentive to emerging industries - Audiovisual APL and Digital Games APL - and the public TV of Rio Grande do Sul, TVE/RS, also collaborate in the study that uses a diversity of looks to the propositions about the creative production chains, the attained economical segments, new dynamics of production and qualification in the field of public TV. This research offers the basis for an intelligence that will articulate the center of business and sustainability of Tecna and it has been shared, while it is developed, in events promoted to stimulate interaction between the research nucleus and the market. These meetings have been gathering diversified agents around common strategic themes, allowing a wide and useful dialogue which, since the preliminary phases of Tecna, has articulated students, professors, researchers, professionals and entrepreneurs. In 2015, there were three Meetings of Creative Agents of RS, dedicated to the collection of data of agents and the sector. In 2016, there will be five meetings called Tecna Connections, focused on the diffusion of studies and research.

Creative Garage

The stimulus to a new culture capable of interconnecting the artistic and technical potentialities of a creative product and its real potentialities for a model of sustainable business is another lack in the regional market that has been stimulated by the Center. Taking advantage of the tradition and the recognition of Raiar Incubator, the incubator of enterprises in the field of innovation of PUCRS, which for more than ten years contributes to the emergence and consolidation of startups in key-sectors of the Technological Park, Tecna has promoted the development of a line of work specialized and turned to the Creative Industry. Throughout 2015, the Creative Garage program has been developed - a program of business modeling destined to creative entrepreneurs. With the duration of four months, Creative Garage has selected two groups of entrepreneurs - in the first semester, there were 15 individual entrepreneurs, and in the second semester, ten other constituted enterprises, therefore, companies - for the intensive work focused on the improvement of the entrepreneurial profile and for the process of development of ideas and creative businesses. The entrepreneurial profile was stimulated from notions on innovation, creative industry and entrepreneurial practices. The development of business stimulated the search of a strategic vision that connects the artistic/technical aspects and the business modeling since the beginning of the creation of the idea of project/enterprise. The routine included lectures, workshops, consultancy and tutorials.

The Creative Garage was based on the following premises:

- Most enterprises of the creative sector are small and, usually, their creator is also the business manager. Such duplicity of attributions is not a problem by itself, but because of the characteristics of development of the creative market itself in Rio Grande do Sul and in Brazil - such as the valuing of artistic techniques for each segment rather than a formation of business, the excess of the so called "pleasure from work" instead of searching for a balance between the cost and the benefit of creative projects so that it produces a financial core that meets sustainability, the valorization of the position of the State as a funder rather than the private and risky investment, and so on - we live in a moment that demands more professionalization in the sector concerning the management of ideas/projects.
- The nimble dynamics of the sector, strongly based on technologies and in digital convergence, demand a constant updating concerning the understanding and recognition of the size of the market and the practices

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of production and forms of consumption/fruition. Generally, the entrepreneur of the sector, for also being emerged in the numerous artistic and/or technical demanded works, doesn't have the habit of observing, following and analyzing such changes. This behavior generates missed opportunities, accommodation in outdated practices and lack of strategic vision.

- The paradigm of competition and newness reinforced the isolation between enterprises and agents, going in the opposite direction of cooperation and collaboration, which are so pertinent to the local productive arrangements that are willing to be built up. The repetition of such habits injects a “culture” of market that exists submerge and present in the agents - in their referential and/or material imaginary - which starts to root. Information and stimulus are necessary, so that agents get out of their comfort zone and experiment uncertainties, freedom and the potential of group work that envisions the harmony of the whole.

- Complementary profiles is a common demand to all businesses, from bigger to smaller companies. For the small, the opportunity is in the recognition of their potential and in the identification of their weaknesses so that better partnerships are established. Working together is not dividing, but adding.

- The creative economy, which is new, sustainable and with high capacity of social inclusion needs to come from an interest for its entourage, articulating businesses and society. This way, the innovation may generate benefits for the business and, at the same time, expand them to society in general. But, wrongly, the current thought is that this must be done at the end of the processes of innovation, when, actually, it should be realized since the beginning of the conception of businesses and production dynamics, making it easier for the appropriation of benefits to be reached by society, for society and with society.

With these precepts, the scope of the program proposal has been arranged in the following way:

- **Diagnosis:** in conjunction with the entrepreneur, identify which matter may or needs to be worked upon with the help of the program.

- **Data basis:** facilitate the obtention of a basis of knowledge that contributes to an evaluation that is closer to the reality of the current market, which is very necessary for the establishment of strategies.

- **Identity:** articulate a strategic vision between strength and weakness and between internal and external spaces so that the motivation for improvement is obtained - which is always very difficult because of the necessary flexibility for change that has to be generated, creating the lowest level of suffering possible, as change demands effort and detachment.

- **Process:** the living of innovation may be made in an open way, in a dynamic that exposes, reveals and potentiates the “learning by doing”. This minimizes the impact of mistakes, which are always present, and values the resilient and propositional posture.

This path had yet two other important components:

- the ideal that the context of this tutorial work should stimulate the construction of a group and a methodology that is able to represent a microcosmos of the creative ecosystem that is being developed in Rio Grande do Sul because of Tecna - the main project of the Creative Industry that is positioned as a cluster;

- the commitment to social innovation, viewed not as a possibility but as an obligatory path. After all, the potentiality of social inclusion of the creative industry needs to manifest itself, being present to the naked eye and generating results now, so that the inventiveness of this sector is more valued, contributing for the value of each initiative, in this case, not only symbolic but also with material/concrete results.

The valuing of an agile and simplified business modeling has been chosen, but it is compromised with a generation of a real plan of business for creative entrepreneurship: engaged to sustainability but as a guaranteed space for the unpredictable, the new, the experience. The program has developed such work also taking into consideration the alignment between individual goals and group goals, in a way to induce a real co-working, based on the practice of cooperation and not only on the sharing of a space, equipment or good. Networking has also been stimulated.

The mandatory path of social innovation has been welcomed beforehand by all participants because of the clarity of the objective in the edict of selection, as well as the elucidation of the concept and goal since the beginning. The possibilities of entourage to be worked upon came down to one choice: the community of Viamao. It is important to highlight that the participants, in its whole, have manifested the total unawareness of the city of Viamao and, at the same time, observed the proximity and the lack of borders/frontiers between the cities. We are referring to Viamao and Porto Alegre, since all of the participant entrepreneurs lived in the State capital. The group dynamics were, little by little, turning to a common project that overcame the vision of individual project, which resulted in the proposition of an innovative action turned to the positioning

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and acquisition of a new vocation for the entourage, in this case, the city of Viamao. The vocation materialized, for everyone's surprise, into the Creative Industry itself. The delivery, in this case, was the project Calmaria Criativa, described in the following way: "With a YouTube Channel, the group intends to broadcast characters that know how to use tranquility, generating meanings and expressions in its most varied forms, from the simplest - such as a simple cake, a game, a song or a poem - to the most elaborate - a film, a TV series, works of art. The Channel is directly involved with the community in all processes, as we know of the importance of also generating an appropriation of meaning and the new vocation to the city - the creative economy. The community participates by narrating its real stories that, little by little, will gain an audiovisual format. To facilitate the beginning of the circulation of the stories, the starting point are literature workshops for the city students. It is with them that the stories and characters will come up. Audiovisual production workshops will follow to guarantee the best video capture and finalizing for the stories that will be posted in the Channel. The process is continuous and self-feeding, with its beginning scheduled for the second semester of 2016."

The Creative Garage experience was positive as it acted as Tecna's microcosmos, facilitating registers about the used methodology, understandings of the deficiencies of the local agents, practices of network collaboration, networking. At the same time, many ideas/projects worked upon have gained a real format of presentation in the market and, in the next year, they might realize creative products - such as movies and series, creative nuclei for the production of content and events.

Articulation of agents

The concept of network exists since the mythology through the imaginary of the labyrinth and the weaving. It evolves in the Ancient times from the metaphor with the organism and, posteriorly, with an external vision to the organism, of lace or tissue, until it evolves to something that may be constructed in the XIX century.

This notion is expanded throughout the work of conception and application to Tecna, as we search to understand how the connection between points might generate a wide sustenance tissue, a rhizome of relations and interdependencies, besides a useful vision for open innovation and horizontality among agents. We think of a network connected by a common interest - the development of the creative and audiovisual sectors of Rio Grande do Sul, at first. It considers the updated concept of distributed network, where all the nuts of the net receive and broadcast information. This way, the power and control are distributed by the nuts, which is different from the previous notions of a centralized net, where one nut distributes to the others, and of a decentralized network, where many centralized nets are connected.

Starting from the definition in which the network is a structure of unstable interconnection, composed of elements in interaction whose variabilities obey a certain rule of functioning, we have noticed three levels:

- the network is a structure composed by elements in interaction; such elements are peaks or nuts of the net, linked amongst each other by paths or connections, being the group unstable and defined in a space of three dimensions.
- the network is a structure of unstable interconnection in time, because the structure of the net includes its dynamics. We may consider the development of an element in a whole-net or of a net in a network of nets. It is always thought to be a complex self-engineered by the structure of the network.
- the modification of its structure obeys a certain rule of functioning, going from the dynamics of the network to the functioning of the system, as if the first were the explanatory factor of the latter.

This way, the network proposes a form of organization to the future, a freeing future. It indicates the meaning of the interconnection and the linking without limits. The movement is continuous, as everyone stays in a situation "of passage". Therefore, since the Center envisions to contribute to the densification of the local productive arrangement that exists in the State - starting with the creation and maintenance of a new ecosystem that integrates the university, the enterprises and the government, in activities related to the formation of human capital, to research and to applied research, to the fomentation and development of the market -, this ecosystem understands and recognizes the importance of each agent, as it values arrangements among the agents to strategically sustain new objectives, new business to be developed, new opportunities to the market. For instance:

- A demand in the market to the enterprise may become an action of training at Tecna that, being shared

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with the ecosystem, aggregates knowledge and “know-how” to many bonds of the net which, together, may affirm themselves in a more competitive way in the market.

- A scientific research may suggest, through dialogue with the enterprise, new processes or dynamics of production that result in new practices, new actions of training, shared knowledge and new market opportunities.

- A training initiative may generate new ways of professionalization that might increase the competitiveness of the local agents and, therefore, change the current market outline.

It is known that the world is full of ideas, but that they are not worth much if they are not enriched with care and obstinacy. The real problem is to enrich and transform an initial idea in a way in which it interests the biggest possible number of actors in a network. An idea that doesn't circulate, dies. An idea that is not discussed has no future. In innovation, the compromise is to mobilize the biggest number of agents, by meeting, as much as possible, common interests and attracting new actors. “It is by dislocating that innovation advances and broadcasts itself, and by broadcasting itself it creates bonds among groups whose identity is modified”⁷. By circulating through bonds and relations, innovation ends up creating a socio-technical network, in other words, a group of actors that, having participated in a manner or another, see themselves sharing the same destination, belonging to the same world. Its interests and actions are progressively adjusted, coordinated. Since each one contributes or may contribute, since nothing is given in the origin because success depends on adaptations and transformations made by all who empowered the innovation, this model gives to all actors spaces of strategic choices. All the actors are active, because they have projects and interests and their success depends on their activity.

Tecna's forms of interaction expanded the number of partners in the Center. If initially the idea promotes interaction among PUCRS, the government of RS and Fundacine, currently, the project gains enterprises as partners (RBS TV, Box Brazil Programadora de TV, Rock Head Games, to give examples of partners in applied researches and development of pilot projects, and Dell, to show an example of investing enterprise in a research and development agreement). Besides, Tecna is part of a network of national initiatives committed to the creative digital content and it envisions to establish partnerships with universities, technological parks, centers of innovation and audiovisual centers from all over the world, activating agreements of international cooperation already present at PUCRS and attracting new opportunities. And it might take advantage of tens of international agreements set between the university and other educational and research centers from all over the world to have its network even more expanded.

Again, the investigation around the concept of network contributes to the movement of articulation amongst agents realized and idealized by Tecna, as it generates the scape of the paralyzing opposition between local/micro and global/macro. The network allows to go from local to global, from micro to macro. That is because the macro is not a frame that exists out of the local, the local is not a point that subscribes in a general frame. It is the same movement that accepts, at once, generalities and particularities. The global is understood here as a juxtaposition of networks that entangle and extend. The global doesn't exist anywhere, and the local is what doesn't expand its networks. The same principle takes away the duality between the strong and the weak. Strength may be understood as an accumulation of weaknesses, because what makes the network strong is the fact that each point of the net supports the others, and it is because the local network adds up that it brings all these weaknesses together, gathering strength. It is about making alliance, creating relations, and Tecna, as a coordinator of a network, of an ecosystem, allows the conciliation of joint movements with individual initiatives.

Our approach of ecosystem is close to the concepts of the French philosopher Edgar Morin⁸, which, from an organic vision, values the natural flows among agents of a social tissue so that the complexity of the contemporary world reveals itself and is transformed into an active force in society. A network of knowledges stimulates a sustainable way of organizing cultural diversities, according to the author.

Conclusions on the attraction and retention of global talents

The reflexion upon the searched profile of the professional who acts on the productive chain achieved by

⁷ Callon, Michel. Por uma nova abordagem da ciencia, da inovação e do mercado - o papel das redes sócio-técnicas. In: *Tramas da rede: novas dimensões filosóficas, estéticas e políticas da comunicação* / organizador André Parente. Porto Alegre: Sulina, 2004.

⁸ Morin, Edgar. *O método 2 – a vida da vida*. Porto Alegre: Sulina, 2001.

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Tecna makes us reaffirm the compromise of PUCRS with an academic education of excellence that also considers the importance of professional training. And the differentials of a professional training reside on the joint forces among university, enterprises and government so that this human capital is developed in its maximum potentiality.

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In the university bias, Tecna, its infrastructure and its philosophy are committed to the attraction and retention of global talents through the actions of training, research and promotion to the market by:

- stimulating dedicated professors for the professional training of their students, be it in the academic environment - undergraduate and graduate - be it in the format of permanent training materialized in extension courses, immersion courses and/or "in company" and workshops. This spaces of training develop human capital, connect talents from all over the world and suggest future opportunities of cooperation;

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- offering infrastructure that is really adequate to teaching, to research and to the practices of the market in its most professionalized and excellent level, increasing the competitiveness of the attained segments and of the activated local productive arrangements and responding to the demands of the global market;
- creating and building a wide network, facilitating more dedication and interaction among the institutions of the ecosystem and, consequently, generating more opportunities of professional internships, research scholarships, programs of market insertion, as well as stimulating the strengthening of business through actions of pre-incubation, incubation and residency of enterprises, development programs, business in networks activating specific productive arrangements to increase competition and the pertinence of the propositions and/or the responding of the demands of the local, national and international markets;
- contributing so that all agents have conditions for obtaining the most of information about the careers in creative sectors, the functioning of productive chains, ways of entrepreneurship and opportunities of market in Brazil and abroad.

The enterprises, an important vertex of the triple helix of Tecna, are being invited to contribute, specially, in the following way:

- actively participating in the discussions and plannings concerning the opportunities of training, research and business articulation;
- creating opportunities in its own structures and routines of work for a better training, data collection for research and participation in the businesses articulated by Tecna;
- contributing with training opportunities in the form of internships, trainee programs, and others.

This is all based upon the belief that the enterprises need talents for its development. Therefore, this compromise must be constant.

The talents themselves actively participate in this process, as they are stimulated to:

- search for professional orientation to find their real aptitudes;
- develop self-knowledge for a real understanding of their strengths and weaknesses and, therefore, of their role in the productive chain;
- understand the differences between the available opportunities in the ecosystem and in the market;
- prepare themselves with a high level of obstinacy in their field of action of preference;
- be prepared to act in an internationalized environment, which includes English fluency, the ability to work in group, activating complementary competences and the will to grow.

It is important to mention that the market and the enterprises are looking for talents that show entrepreneurship, creativity and motivation for innovation, planning and organization, good communication, ability to work under pressure, enthusiasm to grow and courage to face challenges.

Tecna meets these market aspirations because:

- it promotes a wide vision of the market, increasing expectations and, consequently, the aspiration to grow of the sectors attained by the Center, of the attached productive arrangements and of agents themselves;
- it pushes the parameters of professionalization, competition and excellence to the highest levels, compatible with global minds that are active in the international market;
- it respects the diversity concerning the types of businesses and creative profiles, keeping open opportunities for all;
- it keeps a space for innovation and understands that the process includes the “thoughtful doing”, with its mistakes, changes, corrections, learning, new mistakes and so forth;
- it stimulates development according to individual and collective aspirations;
- it encourages international careers for agents that are willing to maximally broaden the reach of their networks;
- it keeps itself in constant development, enlargement and revision of its way of proposing constant challenges to the agents of Tecna's network, which inhibits accommodation and stagnation;
- it has a pleasant work environment, not only because of its technological structures, but also for its concepts of integration and co-working;

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- it worries for quality of life, valuing visions of a management that take into consideration the balance between professional and personal life;
- it has a prestigious trademark, with PUCRS' solidity, recognition in its area of innovation and development, experience in its Technological Park and the academic units directly related, which guarantees safety to all agents in Tecna's network.

With this, it might become a reference in the training of talents, the attraction of talents, the development of talents and the retaining of talents.

At last, we highlight that Tecna's intelligence has been developed for years if we consider the evolution of its own local productive arrangement and its perspective for opportunities, added to the vocation of the university and its technological park, and of its executive team engaged in the project since 2011.

In 2016 we will see the first technological environment being open to the market use and, with that, a new phase is approaching, always marked by exchange, meetings and joint construction.

This way, from its initial proposal of being a center of reference for the Creative Industry with emphasis on the audiovisual and technology, acting as a center of innovation, Tecna now evolves to also becoming a center of "inspiration" inside the ecosystem of Innovation at PUCRS.

An organized productive chain, where everyone has their role and this role takes into consideration the potential of each talent, is capable of producing a lot.

The creative market of Rio Grande do Sul already produces plenty of audiovisual contents, but there is space for growth if all agents are compromised to the real potential of the State, with all possible reach, with all social, economic and cultural responsibilities. This is because it can evolve its organization, its vision of joint forces. The proposal is a healthy productive process where all who invest will win, allied to an environment that receives, welcomes and develops global talents according to the aspirations and opportunities of the market.