

THE RELENTLESS EVOLUTION OF
SCIENCE & TECHNOLOGY PARKS
AROUND THE WORLD

IASP

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Scheme of the presentation

2

1. The past. What was there before STPs?
 2. The future. How to remain relevant
- *But first, 2 flashes about the IASP*

3

International Association of Science Parks



IASP

linking the best



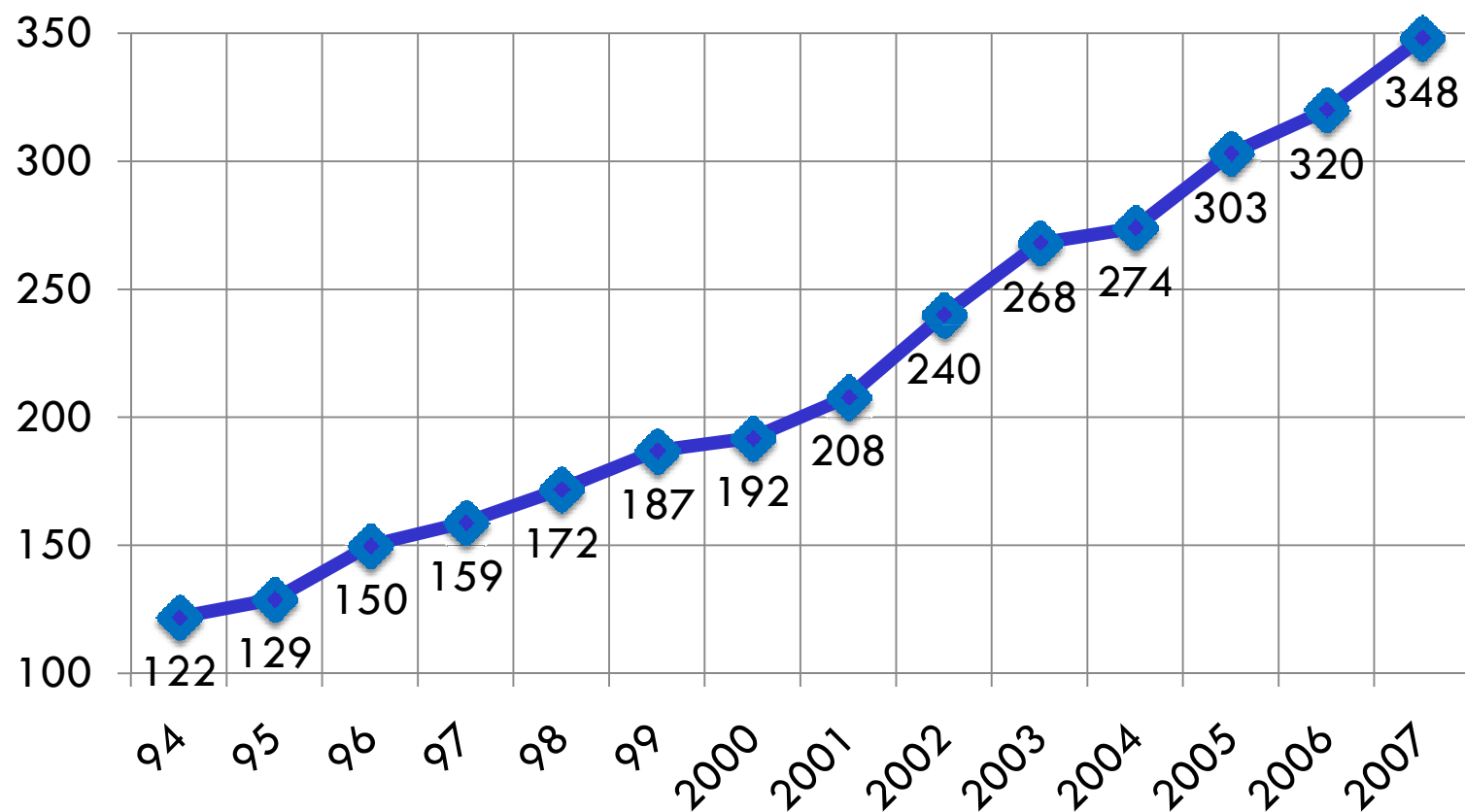
- The world's largest Science Park association.
- A truly global network.
- Headquarters in Spain. Branch office in China.
- Founded in 1984 (24 years of activity).
- 348 members en 71 countries.
- >200.000 companies.
- 5 Regional Divisions.
- A knowledge-based association.



IASP growth

(as per 31 December 2007)

5





6

The past

What was there before STPs





Industry-location evolution

7





Before STPs: the industrial zones

8

- Away from the city
- Low aesthetics. Unpleasant
- Low maintenance of common areas
- Indiscriminate access (no requisites)
- No environmental concern
- Low zone management
- No network
- No (value added) services



The advent of STPs

9

Industrial zones

- Away from the city
- Low aesthetics. Unpleasant
- Low maintenance of common areas
- Indiscriminate access (no requisites)
- No environmental concern
- Low zone management
- No network
- No value-added services

STPs

- Urban or semi urban
- High aesthetics. Pleasant
- Good maintenance
- Discriminate access
- Environmental concern
- Management intensity
- High networking
- Value-added services



In the beginning, STPs were

10

□ Clairvoyant

- Spotting the new kinds of companies
- Environmentalists *avant la lettre*
- Pushing the university into its new responsibility

□ Risky

- Significant investments in a “new” concept
- Long term projects

□ Controversial

- The concept triggered enthusiasm and derision
- Objects of political confrontations (often)



11

The future

How to remain relevant



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STPs: a polymorphic evolution

12

- Some STP models will become obsolete: some STPs will perish
- New models are emerging. New STPs use the new models; what about old STPs? How much and how fast can STPs change and evolve?
- How will the STPs of the future be?

Looking around; looking ahead: strategies, models, choices...



13

Using the Strategigram axes to see how our industry evolves.

Location & environment



Position in the technology stream



Target firms

Specialisation

Target markets



Networking



Governance / management





Looking around; looking ahead: strategies, models, choices...

14

Location & environment

- The city is back
- More urban STPs
- STPs go into the city or become “city”
- STPs as city neighbourhoods. Revitalising depressed city areas.
- “Science city”, “Innovation habitat”...
- STPs becoming attractive for people
- There is more to life than work

Looking around; looking ahead: strategies, models, choices...



15

Position in the technology stream

- Looking for the right balance between academy and industry
- New and enhanced mechanisms in STPs to stimulate more the transfer of knowledge and technology
- Re-raise ambitions and expectations: re-emphasise high-tech companies. Invest in advanced labs. Sharpen and refocus incubation targets. Push for more entrepreneurial training at technology faculties.

Looking around; looking ahead: strategies, models, choices...



16

Target markets

- In a global world, STPs will go global
- Global strategies and tools for STPs:
 - ▣ Stimulate bidirectional mobility
 - ▣ Use international incubation schemes
 - ▣ Set STPs offices abroad / foreign representatives
 - ▣ Create your own STP branches abroad
 - ▣ Fight for a status of “global exceptionality” (easier entry visas, lesser immigration bureaucracy...)

Looking around; looking ahead: strategies, models, choices...



17

Networking

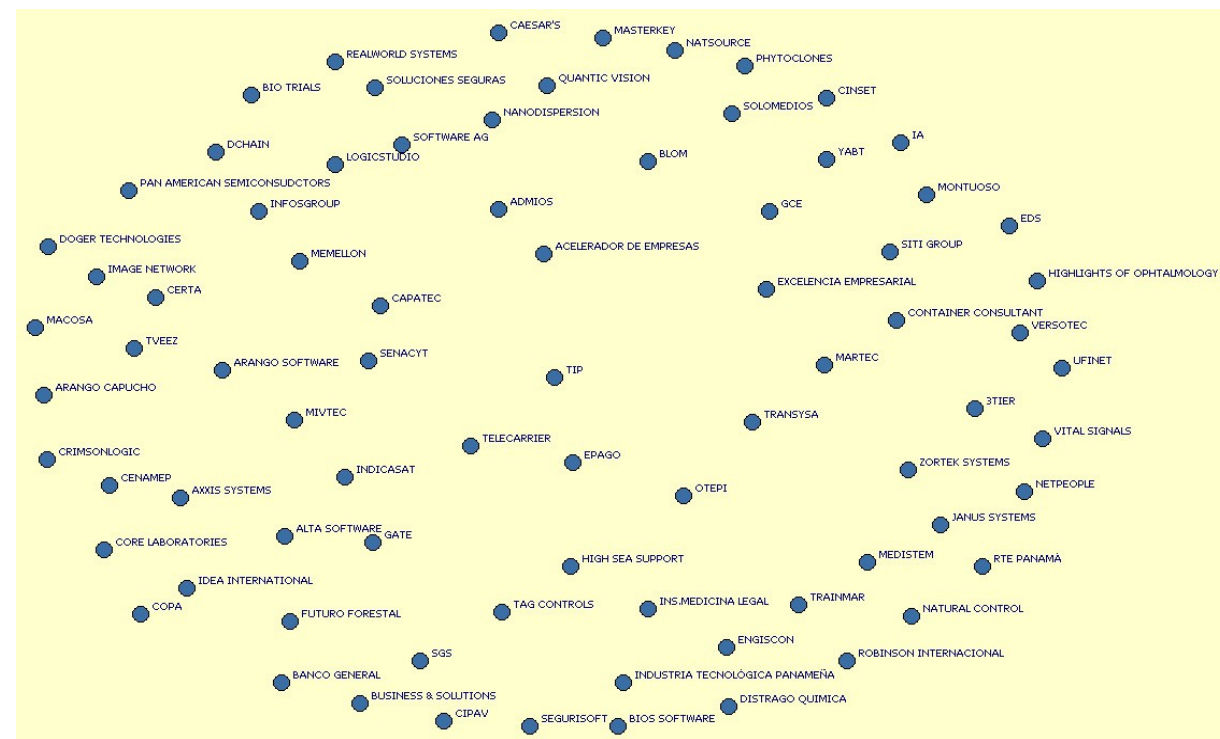
- Expand STPs networks beyond the park
- Become a regional and an international structural node.
- Increase your STP network density
- Increase the centrality of the park tenants
- Analyse and get to know your network
- Link networking with the global strategy



STPs networks (an IASP analysis)

18

- For the 1st time, a scientific analysis of a STP social network has been analysed



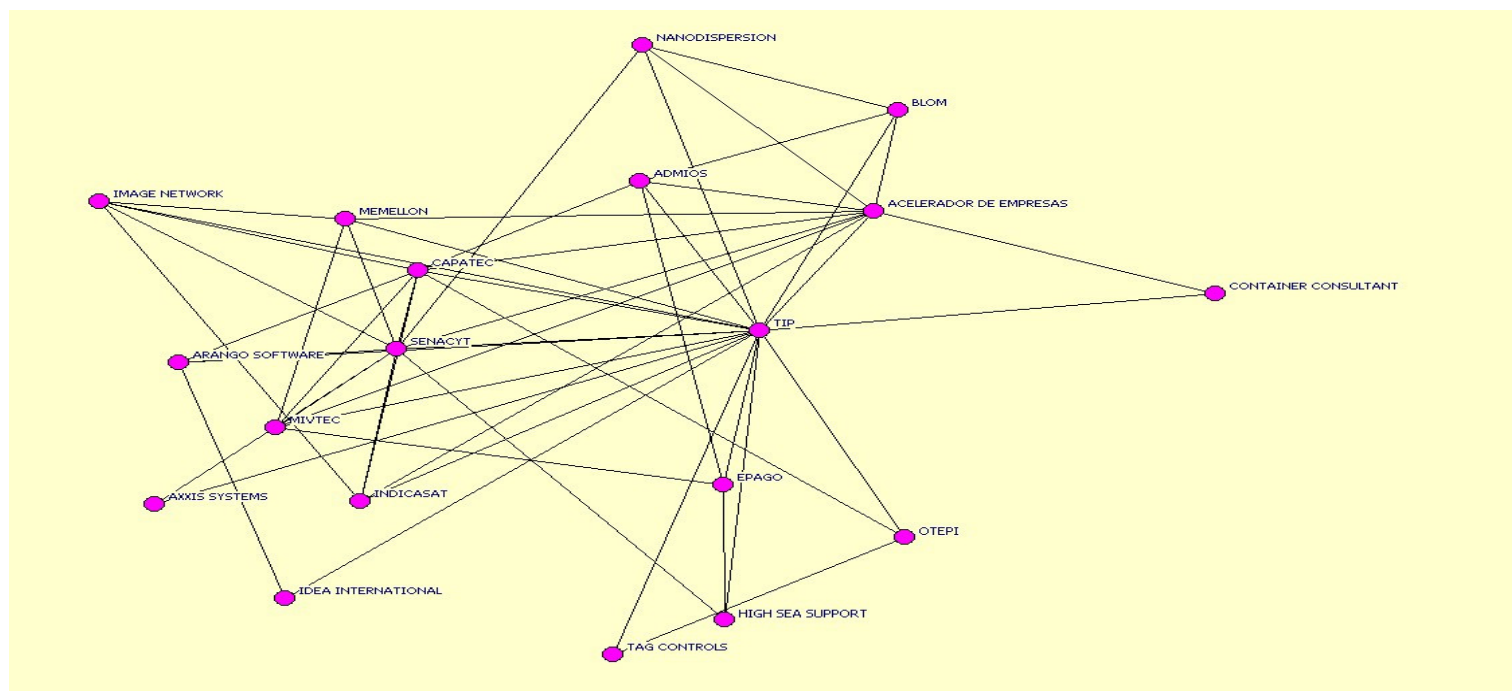
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STPs networks (an IASP analysis)

19

- We have analysed the links existing among the different nodes, finding out who connects with whom



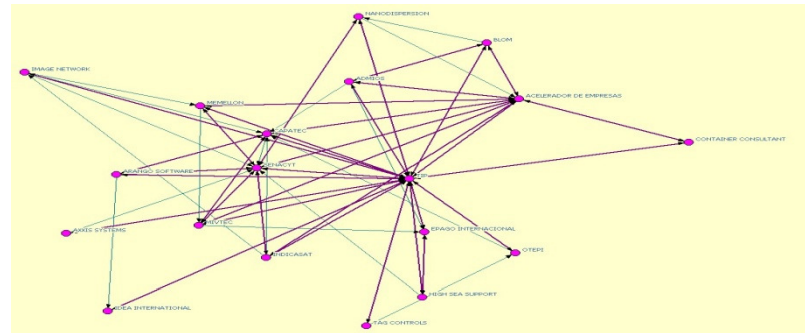
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STPs networks (an IASP analysis)

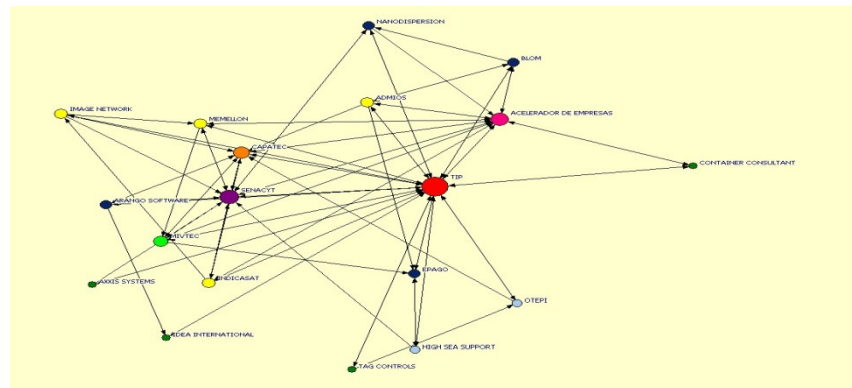


20

- Who “emits” and who “receives” the relation signals (directionality)



- The “centrality degree” of the different nodes



Looking around; looking ahead: strategies, models, choices...



22

Governance / Management

- Specialised professional skills of STP managers and their staff
- Increasing role of the private sector
- The ever growing internationalisation of STPs will have effects of its governance
- Increased (but positive) stakeholders complexity



Summarising

23

- STPs will be relevant because they are the offspring of the knowledge economy, but they will evolve fast and adopt many new forms and models because their evolution potential is awesome.
- In our industry, conservatism may easily entail obsolescence and extinction
- Don't fear change, fear stillness



Our next appointment

24

- **XXV IASP World Conference**
- **JOHANNESBURG (South Africa)**
- **14-17 September 2008**
- **www.iaspsa2008.com**



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WAINOVA

World Alliance for Innovation

Thank you for your time