

Original Paper

Technology Parks and Innovation Areas of Developing
Countries as a New Way for Retuning Talents (Case Study:
Pardis Technology Park)

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Abstract

“Talent acquisition, transformation and management are critical anchors for the growth of the industry”

—Nandan Neilkeni

As a result of rapid pace of science and technology around the world and the monstrous intrusion of social media into people’s lives, the changes are no longer related to a generation, decade or a period, but everything can change in a moment. Therefore, sticking to the methods of the past years or decades is a disaster. Today, the number of specialists among the manpower is higher than before, and the ideologists are like the countries’ soldiers fighting on the economic and entrepreneurial front.

Science and technology are provided by talents, and they have created interactions regarding socio-economic progress in developing countries.

Tec parks are safe havens for returning talents in developing Countries. With certain infrastructures and policies, parks have an essential role in returning talents.

This paper is an attempt to explore science and technology for that purpose content analysis technique is used. Furthermore, it discusses the role of Pardis Technology Park in promoting the science and technology.

Keywords

Technology Park, talent, talented, science and technology, Pardis Technology Park

1. Introduction

The past three decades have been the most volatile periods in history in terms of technology advances (Pardis Technology Park, 1396, p. 46). As it is clear to everyone, today “knowledge” is the most important, valuable and effective means that can change the economic and political situation of countries. Even beyond that, today, “Knowledge” is not only economic capital but also it is considered a kind of and a level of economy by itself (knowledge-based, 1397, p. 27). From a macro perspective on science and development activities, we could say that from 1996 to 2016 the costs of research and development activities have almost doubled (GII, 2018). In 2016, total R&D expenditure grew by more than 3% and in recent years it has experienced a sustained trend. The most significant growth factors include, expansion of imports, quality of scientific publications and involvement in international R&D activities. The influence of these factors can be seen in R&D investments, number of researchers, patents and the countries’ scientific publications.

2. Science and Technology Parks

Universities, incubators, VCs, acceleration centers, startups and science parks form the basis of science and technology in a country. The owners of knowledge -based companies are producers at the start, then at the maturity stage they become accelerators and in this new state they are able to support the other startups (knowledge-based, 1396, p. 20). Creative knowledge-based companies and startups are expected to turn into the world’s largest businesses soon without causing any environmental pollution and overtaking other handicraft industries (Saramad, 1397, p. 47).

Within an appropriate framework, science and technology policies regarding all types of innovation are as follows:

- To support the R&D sector of industries by establishing direct communication channels between innovation-driven and research-oriented institutions on the one hand and service companies on the other;
- To assist in establishing firms with new technologies, high-tech products, lower prices and diversity of competitive products and also the companies that are capable of growing, guiding and creating other jobs;
- To create practical tools for constant training and learning, upgrading human resource (HR) skills, increasing employment, and recruiting as technological environment changes rapidly;
- To create sustainable environments to drive the innovations suitable for technology entrepreneurs;
- To provide practical test areas to complement effective policies of science and technology that require constant assessments and complete control;

- To strengthen private/public companies and fostering a spirit of collaboration across the sectors;
- To facilitate the process of technology transfer through developing the international collaborations via multilateral technology organizations whose activities are focused on innovation.

3. Science and Technology Parks

There are many definitions for science and technology parks, each of which (in one way or another) highlights one or more aspects of this concept and explains the function of these centers. Chen argues that these centers connect R&D outputs from the university to market. Therefore, a key feature of these parks is to cover the integration of technology innovation and industrial production. Science and technology parks should foster closer ties between universities and research institutions so that they encompass R&D and innovation competencies. Moreover, a science and technology park needs to build close links with local industries in order to transform R&D into efficient products (Chen & Choi, 2004). Science and technology parks emerged in 1960s as one of the social institutions and a loop of commercial Development Chain (Pardis Technology Park, 1383, p. 3). Science and tech parks consists of knowledge-based firms that with the aim of commercialization of knowledge, they innovate new products using academic science (Knowledge-based, 1395, p. 13).

Science and tech parks, are suitable structures for knowledge-based regional development. They are established with the existence of proper and high quality infrastructure needed for establishment of science and technology institutions and development of relationship between universities, research centers and private companies (Pardis Technology Park, 1382, p. 3).

The first park which was broadly recognized as science park was Stanford Research Park in the state of California and its idea was introduced in 1951 (Pardis Technology Park, 1396, pp.47-48). In 2000, nearly 900 science parks were established all around the world (Zhang, 2005). In Table 1, there are some definition Criterion and Characteristics of Science and Technology Parks.

Table 1. Definitions and Characteristics of Science and Technology Parks

Row	Characteristic	Definition Criterion	Researcher (person/organization)
1	-Tasks of park management, encouraging companies' growth and offering better services and facilities. -The role of technology park managers in technology transfer from companies to industries.	-Communication with higher education institutions. -Different risks -Emphasize on the growth of new technology based firms. (NTBFs)	Monk (1988)

2	<ul style="list-style-type: none"> -Technology park is like a university or a place for higher education. -Technology companies work in a creative and satisfying environment. 	<ul style="list-style-type: none"> -At parks, innovations take place based on capabilities and talents of technology-based firms. -Producing high-quality products by technology companies. 	McDonald (1987)
3	<ul style="list-style-type: none"> -To encourage communication between new technology-based firms (NTBFs) and clustering among firms. 	<ul style="list-style-type: none"> -The birth of technology companies through scientific research. -Extraction of innovative products, and knowledge-based production. 	Westhead (1997)
4	<ul style="list-style-type: none"> -creating and increasing motivation in the companies. -providing high value-added facilities and services -providing well-equipped and high quality workspace. -providing a network of essential resources. 	<ul style="list-style-type: none"> -running technology park by professionals. -increasing wealth by encouraging and promoting innovation culture. -increasing the competitive power among the firms located in parks (creating competitive advantage). 	International Association of Science Parks and Areas of Innovation (IASP)
5	<ul style="list-style-type: none"> -Creating a positive environment and developing communication between small and large companies. -improving relationships with universities and higher education institutions. -Access to remarkable and important people. -Access to physical capital investors. 	<ul style="list-style-type: none"> -science parks are places for NTBFs to start their activities and grow -Parks are vehicles for transferring technology to industry. 	UK Science Park Association (UKSPA)
6	<ul style="list-style-type: none"> -Science and technology parks bring about collaboration between universities and industry. -Technology parks enable technology transfer from universities and research institutions to industry. 	<ul style="list-style-type: none"> -Science parks are places for technology companies -Science and Technology parks might be private or state owned. 	Association of Universities and Research Parks
7	<ul style="list-style-type: none"> -Technology parks provide services and facilities that will help new technology-based firms grow. -There will be an opportunity for most companies to be trained and grow in 	<ul style="list-style-type: none"> -Science and technology park is an innovation. -Technology parks have formal and operational links to research centers. 	Organization for Economic Co-operation and Development (OECD)

technology parks.

-The task of parks is to transfer technology to industry.

4. Talent

Here talent is broadly defined as personnel with appropriate skills and qualifications. Access to talent is a key driver especially for companies in high-technology industries (Lewin et al., 2008). In the past few years, however, the number of foreign S&E talent entering the U.S. has declined, while the return rate (“reverse brain drain”) to home countries has been increasing. This is, to a large extent, due to a cutback in the H1B visa quota in 2003 (Lewin et al., 2008), but the total demand for S&E talent worldwide is increasing.

– *What is Talent?*

There are some definitions: Natural ability to do something or a person with a natural ability to do something well (Oxford, 2002).

Talented: refers to an outstanding and effective person whose influence in science, art and technology production is evident and his intelligence, creativity, entrepreneurship and intellectual genius, in line with the knowledge and innovation creation causes the acceleration of balanced and scientific development of the country.

He/she should have adequate knowledge about scientific, administrative, financial, economic and planning and management systems.

Talent = Capacity to learn + capacity to think + capacity to relate + capacity to act accordingly and the values of the organization (Martin & Moldoveanu, 2003).

Let’s start with Webster’s definition of talent as “any natural ability or power”. Such a broad description may not seem like much to go on, but it includes a word that is central to Gallup’s perspective on talent: natural.

Talent is a whole set of intuition, reasoning, insights and experiences related to customers, products, processes, markets, competition and so on that enable effective action (Vidyakala et al., 2009).

Talent reflects how you’re hard-wired. That’s what sets the concept apart from that of knowledge or skills. Talent dictates your moment-by-moment reactions to your environment. Talent results in consistently recurring patterns of thought or behavior. To deviate from those patterns requires conscious effort, and such deviations are difficult to sustain.

Knowledge and skills, on the other hand, imply learned behavior and actions that require more active cognitive processing. What you know reveals more about your experiences and education than about who you are at the core. Behavior derived from knowledge and skills can be changed far more easily than talent-based behavior, as new information subordinates old in an individual’s consciousness.

Table 2. Some Papers Related to Talent

Row	Topic	Authors & Date	Focus of Studies
1	Fighting for Talent: Risk Taking, Corporate Volatility, and Organizational Change	Guido Friebel & Mariassunta Giannetti 2008	In this model, talented workers care for realizing their ideas because this can increase their lifetime income, but they also wish to be insured against income risk. The author's theory has a number of implications. First, financial development and technological progress have dark sides: they may create excessive volatility and affect average firm profits negatively. Small firms may recklessly fund new ideas and steal the most creative workers from large firms. Second, it should be noted that excessive risk-taking can also be optimal. Third, the relative competitiveness of large vs small firms may change along the business cycle.
2	The Race For Talent: Highly Skilled Migrants And Competitive Immigration Regimes	Ayelet Shachar 2006	This paper describes explains how and why immigration policymakers in leading destination countries try to emulate—or, if possible, exceed—the skilled-stream recruitment efforts of their international counterparts. These targeted migration programs increasingly serve as a tool to retain or gain an advantage in the new global economy. Indeed, countries are willing to go so far as to offer a “talent for citizenship” exchange in order to gain the net positive effects associated with skilled migration. Such programs are clearly successful, as evidenced by the increase in the inflow of highly skilled migrants to those countries.
3	Employee Retention-Talent Management	Isukapally, Mythri 2006	In this conceptual paper the author has attempted to bring out employee retention approaches, strategies for knowledge workforce & for achieving competitive advantage. In this context organizations need to dig novel approaches to retain the most effective manpower. The challenge of finding, attracting, developing and retaining the right talent is taking up a major part of management and once the right talent is found the next demanding job is to retain that talent. Retaining employees involves understanding the intrinsic motivators of them which many organizations unable to identify.
4	Accelerated	Konstantin	This paper discusses the process of going through an

	Development of Organizational Talent	Korotov, ESMT 2007	accelerated development program and identifies its important elements: presently experience, initial surprise of getting into the accelerated program's environment and learning to use it, engaging in identity exploration through examining past and present identities, staging identity experiments, and, finally, stepping out of the program into the real world.
5	Talent Acquisition and the Role of Management Education in India	K.Vidyakala, V.Subha & S.Poornima 2009	In this paper, it has become vital for every organization to attract and retain the best available talent. In this Global Talent Economy, Institutions of Higher learning in general and Indian Business Schools in particular, have a huge responsibility of creating new Talent and Talent workers and implement it properly then they can face the coming challenges of competitiveness in the global knowledge arena and play a big role in making India a global economic superpower.
6	Next Generation Talent Management-Perceptions	P.S.R.Murthy 2010	Key Findings of the Study: a) Increasing competition for talent is universal respondents say competition for talent is increasing in their industry, b) Talent management leaders are achieving significant benefits in a short period of time. c) Organizations point to an increasing influence of globalization and easing of business boundaries as having a profound effect on talent consideration. d)Talent Management is Top of Mind, g)Nearly everybody notes that competition for talent is heating up to some degree. h) Rapid Corporate Growth and Change Driving Talent Acquisition Needs. i) Workforces Gone Global; Big Business Feels the Effects, j) When we look at small businesses, however, the story is different. k) Most Don't Even Measure, Much Less Manage, Talent Effectively, Despite the need for better talent development, acquisition strategies and talent management processes, two out of three organizations don't have a talent scorecard in place. m) This article helps in technology selection and implementation. Design a long-term architecture and plan, and develop a three- to five-year roadmap.
7	It's Whom You	Whelan, Eoin	The purpose of this paper is to demonstrate how social

	Know Not What You Know: A Social Network Analysis Approach to Talent Management	2010	network analysis can support talent management initiatives in knowledge intensive work environments. Based on case studies of two R&D divisions, this paper illustrates how social network analysis can aid talent management interventions on two fronts; a) through talent positioning i.e. having the right talent at the right place at the right time, and b) responding to a talent raid i.e. a sudden exodus of star performers. This paper contributes to the advancement of the talent management concept by integrating a social network perspective into the research agenda. This paper represents an initial attempt to integrate a social network perspective into the growing field of TM. Additionally, a contribution of this study is the identification of key network positions which offer synergistic benefits when connected together i.e. the technology scout and the connector.
8	Integrating a talent management approach to knowledge Management: Are there benefits to be had?	Eoin Whelan & Marian Carcary 2010	The purpose of this paper is to examine how the principles of talent management (TM) can be leveraged to enhance an organization's knowledge management (KM) initiatives. This paper contributes to the advancement of the KM field by proposing an approach that focuses on those few knowledge workers who are deemed to be key talent.
9	Seeking Alpha: Excess Risk Taking and Competition for Managerial Talent	Viral Acharya , Marco Pagano & Paolo Volpin 2016	This paper presents a model where firms compete for scarce managerial talent ("alpha") and managers are risk-averse. When managers cannot move across firms after being hired, employers learn about their talent, allocate them efficiently to projects and provide insurance to low-quality managers. When instead managers can move across firms, from-level coinsurance is no longer feasible, but managers may self-insure by switching employer to delay the revelation of their true quality. However this results in inefficient project assignment, with low-quality managers handling projects that are too risky for them. In this setting, this is inconsequential because of ex-ante competition, but in reality this assumption

			too might not hold. While all this suggests the need for caution in drawing policy conclusions, analysis in this paper highlights that the competition for managerial talent may generate inefficiencies that have been so far neglected and are potentially policy relevant.
10	Talent Acquisition and Retention in Social Enterprises: Innovations in HR Strategies	Abhishek Bhati & Mathew J Manimala 2011	This paper attempts to understand various types of social enterprises and their nature of work, with a view to appreciating the human resources issues faced by them. The paper examines the different strategies and practices adopted by social enterprises to innovatively deal with the many and varied human resource related issues faced by them, especially those relating to talent acquisition and retention within the organization.
11	Attracting Talent to the Frontiers of Finance	Jagdeep Singh Bachher & Ashby H. B. Monk 2012	The paper highlights how certain public pension and sovereign funds are attracting the necessary human resources to be successful long-term investors. In general, funds are targeting: 1) Early career employees that want experience (the green); 2) Late career employees that want a change of pace from Toronto, London or Wall Street (the grey); and 3) People tied to the region due to family, identity, affinity or even geography (the grounded).
12	Strategic Talent Management as Source of Competitive Advantage-Talent Competitiveness Framework	Rahmat Hanif , Atif Masood , Samra Tariq & SarvarAzhar 2013	The study presents talent competitiveness framework for further theoretical exploration and empirical testing. The study developed talent competitiveness framework including strategic talent selection, strategic talent development, strategic pool and strategic talent architecture. This Framework is presented as instrument to make strategic talent management as source of competitive advantage.
13	Talent Management and Career Development: What It Takes to Get Promoted	Jörg Claussen , Thorsten Grohsjean , Johannes Luger & Gilbert Probst 2013	This paper investigates managerial skills that are essential for managers' job promotion. Using arguments from the human and social capital literature, Authors claim that a manager's own experience, expertise, and network size positively affect promotion odds, while strong colleagues decrease promotion odds. Findings of this study highlight the importance of tailored and unstandardized talent management systems that

			<p>acknowledge the specific requirements of firms' different hierarchical positions as well as unique managerial skills. Authors claim that talent management systems should not waste resources by developing managers' uniform skills sets, and then to selecting among them...this study provides managers with specific insights. In general, Authors advise that individual managers be aware of their positioning within a pool of other talented managers. Since they showed that managers' skills are evaluated by peer comparisons, Authors advise managers to become experts in a blind spot where they do not compete with any of their colleagues.</p>
14	Relative Performance Evaluation in CEO Compensation: A Talent-Retention Explanation	David De Angelis & Yaniv Grinstein 2019	<p>Authors find evidence consistent with the talent- retention hypothesis, using two different approaches. First, they examine the RPE terms in compensation contracts and document features that are consistent with retention motives. Second, using a novel empirical specification for detecting RPE, they find RPE is less prevalent when CEO talent is less transferrable: among specialist CEOs, founder CEOs, and retirement-age CEOs, as well as in industries and states where the market for CEO talent is more restrictive.</p>
15	Talent Management in the Public Sector A Comparative Study of Singapore, Malaysia and Thailand	Orn-orn Poochaoren & Celia Lee 2013	<p>This article investigates public sector talent management schemes in Thailand, Malaysia and Singapore. It offers a framework to make such comparisons, which allow for better understanding of the values and contextual factors related to talent management. They identify some key factors that can possibly explain the variations. They are such as: the differing definitions of talent; the structure and scope of authority of the responsible agencies; the level of flexibility of incentive systems; and the differing performance appraisal systems in each country. At the end, the paper offers a spectrum of exclusive and inclusive approaches to talent management that governments can use as guidance.</p>
16	Talent Management Scenario in the Private and	Hitu, 2015	<p>The paper focuses on: Young Talent is dynamic; but they need good opportunities to explore themselves. Organizations should focus more on potential of the employees, for practicing effective Talent Management.</p>

	Public Sector Banking Industry		There should be fast track route available for talented candidates so that they can pursue their career goal. There should be an unbiased, reliable way to identify talented employees and also programs should be conducted for retaining those employees. Strength of the employee should be identified so that it can be used efficiently. There should be a clear cut talent strategy in an organization, which is to identify high potentials to develop. Also a congenial work environment should be maintained to constantly motivate talent holders to retain them.
17	Talent Management and Knowledge: Theory, Methodology, Models	Ludmila Viktorovna Orlova , Yuri Alekseevich Afonin & Viktor Vladimirovich Voronin 2015	According to this paper, the main goal of knowledge management is to change intellectual capital into intellectual assets, and to obtain it from its sources—from the workers who possess it. Then the risk of losing valuable information will be reduced, and information will be freely transferred, exchanged, and used effectively to promote company interests.
18	Superstar Fund Managers: Talent Revelation or Just Glamor?	Jerry T. Parwada & Eric K. M. Tan 2018	This paper examines the effect of mutual fund managers' superstar status on their money flows, performance, compensation, and risk-taking behavior. This paper examines the effect of a shock on fund manager status due to conferring of the FMOY award and its subsequent effect on a fund's money flows, performance, compensation, and risk-taking activities. It does not find any evidence that award-winning managers are taking on more risk and increase trading turnover due to overconfidence following receipt of the FMOY award.
19	Talent Management And Employee Retention: Implications Of Job Embeddedness- A Research	Anoop Narayanan 2016	This paper discusses the influence of talent management practices on various dimensions of job embeddedness. A theoretical framework that introduces job embeddedness as an intervening variable for exploring how talent management practices influences employee's intention to stay is been presented. This paper may offer insights for academics as well as for HR practitioners, in developing a future research agenda and in managerial practice.

Agenda			
20	Arrival of Young Talent: The Send-down Movement and Rural Education in China	Yi Chen , Ziyang Fan , Xiaomin Gu & Li-An Zhou 2019	This paper estimates human-capital spillovers and their persistence by exploiting a unique event in modern China.
21	Role Of Talent Retention In Reducing Employee Turnover	Aditi R Khandelwal & Neha Shekhawat 2018	This research is descriptive research where a number of research papers were reviewed to understand the importance of talent retention in reducing employee's turnover and ways to empower employees to manage their own career. From every view point talent s essential and is often regarded as a key strategy in maintaining a competitive advantage. Talent retention is needed for success, efficiency and consistency. A systematic approach is advocated for retaining employee's talent in the organization. Due to lot of work stress and nuclear family system employees especially the female employees left their job at the peak point of their career which result in great loss of talented resources so organization must follow work life balance practices which help them in performing their job stress free and able to explore their personal skills.

5. Retuning Talents

Any subject in the past 15 years has not received as much attention in the human resource management literature as 'talent management'. There is a cavalcade of literature Produced by eminent scholars and experts like Ulrich (1989, 1996, 2005), Pfeffer (1998), Woodruffe (1999), Barner (2000), Michaels et al. (2001), Pucik (1996, 2005), Sullivan (2004a), Meisinger (2009), Berger and Berger (2004), Rothwell (2005), Lawler III (2008) and Cappelli (2008) on what organizations should do to attract, hire and retain talents. The process of developing and fostering new workers through onboarding, developing and keeping current workers and attracting highly skilled workers at other companies to work for your company. One cannot deny that the major capital of Iran is its intelligent and creative young people who can build wealth from nothing and create knowledge and art to present to the world, without relying on oil and the government money (Saramad, 1397:45). Iran ranks fifth in terms of the number of engineering graduates among the top countries. Iran ranks first in the Middle East for production of

biological drugs, and also the country's GEI (Global Entrepreneurship Index) score in 2017 marks the fifth biggest gain globally compared with last year (Saramad, 1397, p. 45).

In order to develop the country and the necessity of revolutionary movements in path of overcome the obstacles of knowledge production and software motion in meeting of some of the country's talented with him in October 1383, is planning and policy making in order to identification, guidance, material and intellectual support of the talented, attraction, preservation, applying and supporting them to promote science and technology production and balanced and scientific development of the country and obtaining the scientific, technological and economic top positions based on vision document on the horizon of 1404:

- Developing the comprehensive cultural program of talented emanating from the approaches and governing principles of the strategic document of the country in talented' affairs,
- Cooperation with counseling and communication offices to provide various programs and information to model and reverence the talented.
- Developing assess criteria of the elites' activities at the national, institutional, regional and local levels,
- To prepare detailed planning and organization of Pardis Technology Park and supervising the implementation of it.
- Collaboration with other regions in order to create synergy fulfilling the Pardis Technology Park's mission.

6. Pardis Technology Park

Pardis Technology Park has been created with a cross sectoral approach and aims to promote collaborations between the related organizations in the country and also influence and develop international cooperation. Pardis Technology Park has been established as the region's technology paradise. Given the importance of modeling for building tech parks in the country and its national impacts. The emergence of more than 4000 knowledge-based companies and over 8000 applicants has built a highway in the entrepreneurship ecosystem of the country which is progressing steadily.



Figure 1. The Member Companies & the Companies under coverage of Pardis Technology Park

Pardis Technology Park plans to turn into the largest area of production and commercialization of technology in the Western Asia in the near future. It covers more than 1000 hectares, and in line with the country's 20 year economic perspective, it aims to become the region's first science and technology power.

Pardis Technology Park has a network of partners from over 30 domestic and 22 foreign organizations. It is a member of 4 international science and technology associations including International Association of Science Parks (IASP) and World Techno polis Association (WTA). (Pardis Technology Park, 1396, pp. 48-47).



Figure 2. Presence of Pardis Technology Park in International Community

Almost two decades after Pardis Technology Park began its operation, the results of their studies, experience collection and their diligent efforts in the field of Retuning Talents has led to:

- Platform for specialist, cultural and social consultations (Including advice on education, entrepreneurship, law, psychology, marriage, talent survey).
- Planning and creating the necessary fields in order to increase the effectiveness of ideas, experiences and views of the country's talented.
- Administrating policies adopted for modeling the talented in society and offer them to the competent authorities.
- Planning for guidance and empowerment of the owners of top talent in various fields of elites' activities,
- Creating appropriate legal, informational and monitoring infrastructure in various fields of talented' activities,
- Approving and ordering financial payments within given authority based on financial criteria and approved programs.
- Making contracts for the purchase of individuals and legal entities under delegated powers, rules and regulations and how to monitor their implementation and progress.
- Evaluating and identifying the existing problems and deficiencies and proposing laws and regulations and amendments to the competent authorities.
- Determining law enforcement policy, guiding and supervising the preparation of operating procedures designed to improve and expedite the Legal Foundation.
- Coordination and cooperation with the executive systems for synergy in the implementation of national actions of the document,
- The technology Parks are going to offer distinctive plans for the each of the above groups according to their exclusive characteristics.
- Planning and conducting meetings and appointments of the Foundation director with deputies, officers, employees, clients and audiences outside the Foundation.
- Coordination with different departments of the foundation, to create the required interaction with government and parliament, in order to provide financial resources needed for the implementation of strategies and measures of the document.

An important point which needs to be mentioned here is that in Pardis Technology Park 93% is invested by private sector (Pardis Technology Park, 1396, pp. 47-48).

7. Research Methodology

The case study Content analysis is used. Research method for studying documents and communication artifacts, which might be texts of various formats, pictures, audio or video. Social scientists use content analysis to examine patterns in communication in a replicable and systematic manner. [1] One of the

key advantages of using content analysis is it's in contrast to simulating social experiences or collecting survey answers. Practices and philosophies of content analysis vary between academic disciplines. They all involve systematic reading or observation of texts or artifacts which are assigned labels (sometimes called codes) to indicate the presence of interesting, meaningful pieces of content. By systematically labeling the content of a set of texts, researchers can analyze patterns of content quantitatively. Computers are increasingly used in content analysis to automate the labeling (or coding) of documents. Simple computational techniques can provide descriptive data such as word frequencies and document lengths .Advantages of content analysis: Unobtrusive data collection: You can analyze communication and social interaction without the direct involvement of participants, so your presence as a researcher doesn't influence the results. Transparent and replicable: When done well, content analysis follows a systematic procedure that can easily be replicated by other researchers, yielding results with high reliability. Highly flexible: You can conduct content analysis at any time, in any location, and at low cost – all you need is access to the appropriate sources. Total 35 highly authenticated resources are chosen for systematic review from regular and known publishing journals. Articles are selected having minimum 14 citations reported by Google Scholar and published between 1987 and 2019. The articles are selected having discussion on talent management, its link with strategic issues of the organization and having role in creating complete advantage for the firm. The search queries are used to reach the targeted articles as strategic talent management and sustainable competitive advantage.

8. Conclusion

Tec parks are safe havens for returning Talents in developing Countries. With certain infrastructures and policies, parks have an essential role in returning Talents.

Science and technology parks play an important role as one of the loops in development chain. They have the greatest impact on the growth performance and innovation. The most important indicators of this talent return include: The application of modern technologies, job satisfaction and optimal employee productivity. Technology parks are bound to design and implement logical programs for offering right services and solving the problems of established companies (Neekabadi & Ghochkanlu, 1394). Technology parks provide facilities for the talents. Technology parks add also value to their tenants in many ways: (1) they offer supporting environment; (2) they foster complementarities across different firms (3) they attract outside investors, such as banks, angel investors, and VCs.. In the innovation system of developing countries, science and technology parks are expected to act as a catalyst for centralized knowledge.

Science and Technology parks have provided conditions for attraction, retention and return of talents. Additionally, by increasing supporting science and tech parks governments and organizations can meet their goals regarding talent attraction.

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