

Sectors Bringing **Future**  
Prospect to the State of **Paraná**  
**2015-2025**



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**2015-2025**

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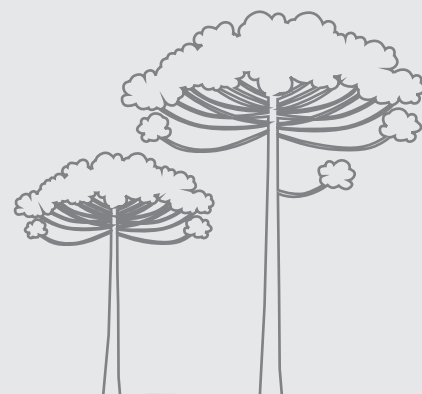
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# Preface

The Federation of Industries of the State of Paraná System – Sistema Fiep (Sistema Federação das Indústrias do Estado do Paraná – Sistema Fiep), is made up of the Federation of Industries of the State of Paraná – Fiep (Federação das Indústrias do Estado do Paraná – Fiep), the National Service for Industrial Apprenticeship (Serviço Nacional de Aprendizagem Industrial – Senai-PR), the Social Service of Industry – Sesi-PR (Serviço Social da Indústria – Sesi-PR), and the Euvaldo Lodi Institute of Paraná – IEL-PR (Instituto Euvaldo Lodi do Paraná – IEL). It acts comprehensively on many fronts such as technology, innovation, education, labor health and safety as well as in representation of industrial interests, seeking to improve business competitiveness and, therefore, contribute to the state's development.

Looking ahead, with a broad vision from different perspectives, it has been our constant practice to make present actions more efficient, ensuring that they prompted a more sustainable and prosperous future. This goal affects more than ten years of Prospective Reflection and Strategic Coordination of stakeholders in Paraná State.

The journey began in 2005, by identifying the **Sectors Bringing Future Prospect to the State of Paraná 2005-2015**. Between 2005 and 2015, results were broken down into Strategic Routes that have guided the Sistema Fiep and Paraná's industry to new strategic initiatives ever since.

The practice of Prospective Reflection and the projects that resulted from it influenced deliberations and ventures in the public and private spheres. Among others, new educational institutions were built as well as technology and innovation centers with redesigned offers for technical and technological training opportunities at various levels. Likewise, the Government, civil society, national and international companies recognized the importance of the progress made, and the partnerships to gain synergy and qualification of decision making had significant growth. The balance sheet for the last 10 years shows that Paraná has been growing regarding its intention to invest and gaining ground in important social, economic and national innovation indicators. The assessments of the transformations that have taken place in the last decade have legitimized the significance of efforts made to reinforce the continuity of the process.

As this 2005 time span closes, with very positive results from the assessment of the role of prospective studies on the development of Paraná, Sistema Fiep search for new opportunities once again, envisioning the 2015-2025 horizons. For the edition 2015-2025 of Sectors Bringing Future, it was established a partnership with the Bra-





zilian Micro and Small Business Support Service /Paraná – (Sebrae-PR), which will use the results for their own strategic guidance as well.

As a new cycle begins, focused on increased competitiveness, the Sistema Fiep and Sebrae -PR would like to present, and share with the society, the **Sectors Bringing Future Prospect to the State of Paraná 2015-2025.**

It is our hope that this collective intelligence be a transforming element for the state fostering sustainable industrial development, thus positioning Paraná as an ever growing entrepreneurial innovative and competitive territory within the national and international arena.

Together, with a long-term vision and coordinated actions, we can transform the present and build a more prosperous future.

**Edson Campagnolo**

*President of the Federation of Industries of the State of Paraná System  
Chairman of the Board of Sebrae-PR*



# Introduction

## *Ten years past and ten years into the future*

In 2005, the Federation of Industries of the State of Paraná System (Sistema Fiep) with the intention of promoting sustainable industrial development launched itself in an endeavor to identify the **Sectors Bringing Future Prospect to the State of Paraná**.

The initiative's aim was to map out promising sectors, segments and industrial areas within a ten-year horizon. As a result, priority was given to 13 high potential areas: the Agri-food Industry, Biotechnology, Energy, Metal-mechanics, Micro technology, Paper and Cellulose, Plastic, Wood and Furniture, Leather and Related Products, Ceramics, Textile and Apparel, Health and Tourism. Six panels were set up in order to establish these priorities in the North, Northeastern, West, Southwestern, Campos Gerais and the Curitiba Metropolitan Area, with the participation of 120 decision and opinion makers.

An endeavor such as this is a milestone in creating a culture of long-term thinking in Paraná. The acquired competence from the Sistema Fiep Observatories enabled these prospective studies to embark on a series of projects, of interest to the state, hence initiating the construction and implementation of Sistema Fiep's 1<sup>st</sup> Decennial Cycle of Strategic Prospective.

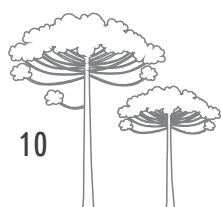
The breaking down of the **Sectors Bringing Future Prospect** led to the development of the **Strategic Routes for the Future of Paraná's Industry**. They were designed to direct paths for building the future for each one of the sectors, segments and areas that were

identified as the most promising for the Paraná's industry, within a ten-year horizon always in mind. The routes were established between 2006 and 2010 and the process was conducted to consider factors such as the complexity of emerging areas; the similarities of traditional sectors problematic; the transversal thematic systemic impact, such as environmental issues; and changes in the economic scenario that reposition industry sectors. It was within this context that 295 specialist were called in to draw up these 13 strategic routes: Agri-food, Cellulose and Paper, Health, Metal-mechanics, Tourism, Biotechnology Applied to Agriculture and Forest Industry, Biotechnology Applied to the Animal Industry, Energy, Micro technology, Rubber and Plastic Products, Consumer Products (including Ceramics, Leather and Related Products, Textile and Apparel, Wood and Furniture), Environment and Construction.

The interaction between companies, academia, government entities and organized civil society in the prospective strategy process was fruitful from a learning standpoint for all parties involved. A broader understanding of sectorial problems led to the development and implementation of a series of new initiatives and projects aimed at delivering quality information to be actively used, in the present, so as to build new possibilities for the future.

Within this context, in 2009 the **Coordination of the Strategic Routes** project was born, which prompted the interaction between companies, academia and influential institutions in the state, all aiming at putting the foreseen Strategic Route actions into practice.

A greater approximation with the different industrial sectors and their demands revealed



the important role the territories play in the innovation and development process. The desire to create environments that fostered innovation, creativity and the development of opportunities gave birth to the **Innovative Cities Program**. Ever since the development of the long-term citizenship was created, the cities began to boost their potential through the perspectives of sustainable development. It was within this logic that the following cities began to work: Curitiba 2030, Londrina 2030, Cascavel 2030, Campo Largo 2030 and Balsa Nova 2030. Other municipalities prepare for progress.

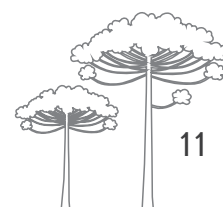
Innovative territories are characterized as having innovative companies. In an effort to offer support to these companies on the path of innovation, the **Innovation Compass** was launched and made available to all, which is part of Sistema Fiep's strategy to promote innovation in companies. This tool generates an online diagnostic on the innovative status of Paraná companies, offering guidance on ways to improve their results. The biennial edition of Innovation Compass has already consolidated information that helped boost innovative dynamics in Paraná's industry.

Throughout this diverse and collective reflection process the Sistema Fiep has conducted, the resounding topic has been that "people" are highly relevant. Professional training was highlighted as a critical factor for the success of all the Strategic Routes. The search for answers to the questions raised, led to the creation of the **Professional Profiles for Future of Paraná's Industry 2030** program, which mobilized approximately 300 experts resulting in the identification and description of 227 professional profiles necessary for the development of industries throughout Paraná. Launched in 2014, these Professional Profiles were widely shared throughout the entire Paraná educational system, aiming at encouraging and inspiring changes in the training offered by educational institutions.

In closing this reflective journey, aiming at contributing to and influencing the elaboration of public policies, a new chapter was drawn up entitled **Proposals for Competitiveness in Paraná's Industry**. Written with the contributions of over 500 leaders, this chapter brings together the demands and claims from the consolidated industrial sectors with key factors for competitiveness, systematized guidelines and prioritized actions. Widely publicized before the 2014 elections, these documents sought to support different government plans and engage political representatives to get on board with Paraná development projects.

The period between 2005 and 2015 proved to set the stage for many major movements in Paraná. Intense reflection on the future of industry gave rise to new institutional arrangements, partnerships, new projects and room for negotiation while creating new opportunities. The dynamics of generating collective intelligence to solve the problems and needs generated valuable information which guided the actions of decision makers and institutions working in diverse spheres and activities, all which resulted in repositioning the state. This reflection-action combination that translated into long-term thinking, while acting in the present, reflects on the 2005-2015 Strategic Prospective cycle.

It is within this context that the Sistema Fiep, confirming its vision for sustainable industrial development, begins its 2<sup>nd</sup> Decennial Cycle of Strategic Prospective in looking back on the original reflection, launched ten years ago, the Sistema Fiep proposes to continue mobilizing Paraná leaders while challenging them to think and create new realities for the next ten years.



# Expanded Contents

## Guiding the Process

- ➔ Explanation on how the process for defining the Sectors Bringing Future Prospect to the State of Paraná, within a ten-year horizon was built, and specifying the objectives and methodological approach used.

## Mesoregional Results

- ➔ Dates, location and number of experts on each mesoregion panel are presented here. It also shows the sectors, segments and areas that were prioritized within the ten mesoregions of Paraná.

## Sectors Bringing Future Prospect to the State of Paraná 2015-2025

- ➔ Productive sectors, economic segments and emerging areas, considered to be the most promising for the state within the next ten years, are organized into three groups: Structural; Emerging; and Transversal.

## Path of Sectors Bringing Future Prospect to the State of Paraná

- ➔ The evolution of the sectors, segments and areas bringing future prospect, covers the first and second edition of Sectors Bringing Future Prospect to the State of Paraná.

## Building a Prosperous Future

- ➔ Main projects that were consolidated during the first cycle of the Sistema Fiep Strategic Prospective and the first projects to get underway in the second cycle.

## Mesoregion Panel Experts

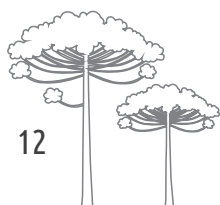
- ➔ Lists the names of participants on the expert panels in the state's ten mesoregions.

## Acknowledgement

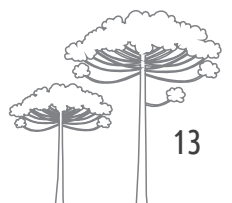
- ➔ Recognition is given to those who made the Sectors Bringing Future Prospect to the State of Paraná 2015-2025 possible.

## Folder for Sectors Bringing Future Prospect to the State of Paraná 2015-2025

- ➔ Overview of the most promising sectors, segments and areas to the State of Paraná within a ten-year horizon.







# Guiding the Process

The 2015-2025 edition of Sectors Bringing Future Prospect to the State of Paraná is founded on what was learned and achievements made during the 2005-2015 editions, and are driven by its search for synergy between sustainable industrial development and increasing competitiveness in the different industrial sectors of Paraná.

The process of identifying the Sectors Bringing Future Prospect to the State of Paraná 2015-2025 took place between September 2014 and September 2015. The Federation of Industries of the State of Paraná System – Sistema Fiep (Sistema Federação das Indústrias do Estado do Paraná – Sistema Fiep) captained the process, and counting on the strategic partnership with the Brazilian Micro and Small Business Support Service /Paraná – Sebrae/PR (Serviço Brasileiro de Apoio às Micro e Pequenas Empresas do Paraná – Sebrae-PR).

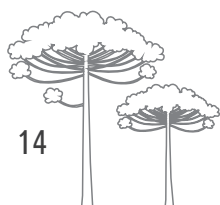
## Sectors Bringing Future Prospect to the State of Paraná 2015-2025

### Overall Objective

Identify sectors, segments and areas bringing future prospect to Paraná industry that could place the state on a competitive national and international level within this next ten year.

### Specific Objectives

- 01 Draw up the socioeconomic panorama through indicators for industry, the economy and society.
- 02 Raise up social, technological and business trends that should mark the industrial development of the state within the next years.
- 03 Mobilize business professionals, decision and opinion makers in a reflection process on guidelines for sustainable industrial development.
- 04 Identify sectors, segments and areas that drive development according to regional specificities.
- 05 Identify sectors, segments and areas bringing transversal perspective for the future



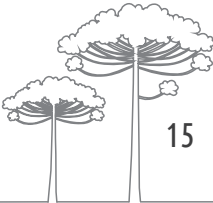
# Methodological Aspects

The process for identifying Sectors Bringing Future Prospect to the State of Paraná 2015-2025 was conceived and operated through the Sistema Fiep Observatories (Observatórios Sistema Fiep), a Sistema Fiep department, specialized in studies of the future, in a projection that took place between September 2014 and September 2015.

The Strategic Prospective was adopted as the framework. This methodological approach, developed within the French school of thought assumes that the future is not predetermined. Conducive to long-term planning, it adopts a proactive attitude to change and stands out from other methodologies when obtaining and analyzing the opinion of different stakeholders in a structured, interactive, participative, coordinated and synergistic manner.

The logic behind prospective thinking assumes that the future is shaped by actions from the past and is redirected by social, scientific and technological influences. It does, however, position present actions as the driving force of new possibilities to come. From this stand point, society at this present time is experiencing the results of past actions. Simultaneously, they are continually impacted by social and technological changes and, in the present, have the possibility and opportunity to implement actions and strategies that create a more prosperous future and concomitantly avoid undesirable prospective in the future.

Using this approach to consciously make progress, a detailed analysis of the past is needed, alongside consistent study of current situations and mapping of social, scientific, technological and business dynamics that are altering or radically changing our way of life and building of our society. Based on these methodological assumptions, the process for identifying the Sectors Bringing Future Prospect to the State of Paraná 2015-2025 went through the following steps:



## Geographic zoning for the study

The process for identifying the Sectors Bringing Future Prospect to the State of Paraná was carried out using geographic zones from the Brazilian Geography and Statistics Institute (Instituto Brasileiro de Geografia e Estatística - IBGE), which divides Paraná into ten mesoregions, as shown in the following map.

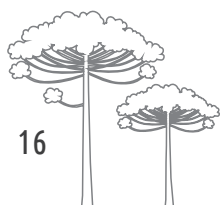


## Basic studies

In order to provide subsidies for decision making, analyses were done of several social and economical indicators. At the same time, a panorama was drawn up with information about industry, investments and R&D in Paraná and each one of its mesoregions which, aside from fostering reflection, helped to prioritize the sectors, segments and areas.



Access information at  
**"Industrial Panorama of Paraná"**.



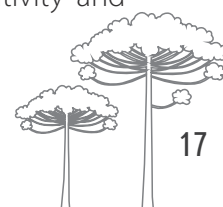


## Pre-selection of Sectors, Segments and Areas

A pre-selection has aimed at simplifying the process by screening sectors, segments and areas to be considered in the study. During this phase several groups of sectors, segments and areas, which were subject to different analyses strategies, enabled a customized reflection with the experts panels in each mesoregion.

There arose 27 sectors, segments or areas from this analyses:

- 1. Aeronautics and Space** – refers to manufacture transport equipment other than motor vehicles.
- 2. Agri-food** – includes food production, covering agriculture, focusing on vegetable crops and animal breeding, as well as the food industry responsible for transforming inputs into processed products.
- 3. Automotive and Auto parts** – involves industrial activities related to the manufacture of motor vehicles, cabins, body work and trailers, as well as parts and accessories, electrical and electronic material, seats and upholstery for motor vehicles.
- 4. Biotechnology** – includes industrial activities that use living organisms or parts of them for research and development, processes or specialized services.
- 5. Capital Assets** – covers industrial activities concerned with the production of other goods or services, including machinery, tools, equipment and different constructions used for manufacturing other consumer products.
- 6. Cellulose, Paper and Graphics** – encompasses the agro forest and industrial segments, including planting, wood production, obtaining cellulose, manufacturing paper and derived products, commercialization, distribution and recycling, as well as the printing and reproduction of recorded media.
- 7. Ceramics** – industrial activities related to the manufacture of ceramics refractory and non-refractory, including a wide range of segments such as red, white and advanced ceramics, among others.
- 8. Chemical Products** – covers the transformation and supply of raw material for the myriad of industrial segments, the main lines of action being the production of basic and intermediary petrochemical products, industrial gases, fertilizers, resins and fibers, pesticides, disinfectants, cleaning supplies, paint, explosives etc.
- 9. Construction** – covers all activities involved in construction work processes, including planning, design, surveying, execution, maintenance and restoration work in different segments.
- 10. Creative Economy** – refers to a group of economic activities that involve the creation, production and distribution of products and services, using the knowledge, creativity and intellectual capital as the main resources.



- 11. Defense Industry** – comprised of the manufacture of defense products.
- 12. Electro-electronics** – is a group of industrial activities that involve the electric and electronic areas.
- 13. Energy** – covers generation, transmission and distribution activities, as well as prospecting and management of energy sources in their various forms.
- 14. Environment** – consists of practices related to the conscious use of natural resources and conservation practices, environmental mitigation and treatment while performing economic activities, with the goal of reaching sustainable levels in productive processes and in relation to society.
- 15. Green Economy** – comprises a combination of economic activities which are developed based on its assumed sustainability. It covers productive processes based on renewable energy, rational use of natural resources; reuse of waste into the supply chain and low carbon emission into the atmosphere, among others.
- 16. Health and Beauty Industry** – embraces industrial segments focused on the production of personal health and beauty solutions.
- 17. Information and Communication Technology (ICT)** – all activities that involve the production and technological services that interferes or mediates information and communication processes for society.
- 18. Infrastructure and Logistics** – encompasses an array of structures and activities within the economy that are fundamental in matters of transport, storage and distribution of raw materials and products as well as the circulation of people.
- 19. Leather and Related Products** – encompasses the entire leather-footwear chain, such as tanning and the preparation of hides and skins, the manufacturing of leather artifacts, leather substitutes, bags and travel articles made of any material, as well as the manufacturing of footwear and their parts made of any material.
- 20. Metal-mechanics** – covers all segments responsible for the transformation of metal into desired products, everywhere from goods production to intermediary services.
- 21. Nanotechnology** – encompasses all and any activities which use of the manipulation of matter at an atomic or molecular level in order to create innovative materials, products and processes.
- 22. Non Metallic Mineral Products** – entails the exploration, extraction and transformation of non metallic minerals, including glass, cement and plaster, among others.
- 23. Rubber and Plastic Products** – refers to activities that transform polymers for the production of materials and the manufacture of products made of rubber or plastic.

**24. Textile and Apparel** – are the segments involved in the manufacture of textile products and making clothing accessories, including spinning, weaving, finishing and apparel.

**25. Tourism and Leisure Economy** – includes the different economic segments directed towards the manufacture of tourism and recreation products and services.

**26. Water Economics** – covers a group of economic activities directly related to water resources.

**27. Wood and Furniture** – ranges from lumber production and solid wood products to the final manufacture of furniture of any material.

## Trend Studies

According to the concept developed and adopted by the Sistema Fiep Observatories<sup>1</sup> (Observatórios Sistema Fiep), trends are “high impact social or technological phenomenon. Its development, which is sometimes already underway, indicates durability in future temporal horizons.” This phase aims to support the decision making on behalf of the expert panels.

Therefore, research was done on the social macro-tendencies and technological trends that had the great potential to change in the present and future of each of the 27 sectors, segments and areas.



<sup>1</sup> Sistema Fiep Observatories. **Theoretic model of tendency basis from the Sistema Fiep Observatories.** Curitiba, 2014.

## Expert Panels

The dynamics of the specialist panel involved bringing together individuals who were carefully chosen to participate in reflecting on and evaluating the sectors, segments and industrial areas that are the most promising in Paraná these next ten years.

Specific players were invited who occupy strategic posts from industry, the government, public administration, university representatives, research institutes and the third sector. The panels were held in the ten mesoregions throughout the State of Paraná and were comprised of 556 experts.

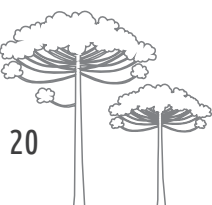
During the panels, experts were invited to share their knowledge and experience as a service for the future of the state and its mesoregion. In order to assist in the reflections and decision making, base studies were presented along with the social macro-tendencies and researched technological trends.

To identify the Sectors Bringing Future Prospect, a computerized multiplatform system was used (smartphone, tablet, PC etc.), which was developed by the Sistema Fiep Observatories (Observatórios Sistema Fiep). Each participant used a tablet that was configured especially for this prioritizing exercise. Final results were presented and analyzed in real time, seeking a consensus on the group of sectors, segments and industrial areas selected in each one of the mesoregions.

## Results Consolidation

The first step in the process of consolidating results was the adoption of specific selection criteria, which was applied identically to the systemization of all the other meetings, leading to the preliminary results. Sequentially, deliberations derived from these talks at the end of the expert panels were applied, concluding the process for identifying the Sectors Bringing Future Prospect from the mesoregion perspective.

The results that came from the Paraná mesoregions expert panels were compiled, originating in the combined vision of the **Sectors Bringing Future Prospect to the State of Paraná 2015-2025**. From the state perspective, sectors, segments and areas were initially selected that were prioritized in most of the mesoregion. Next, industrial sectors that had the greatest economic impact were included, as well as the areas with great potential for boosting development in the sciences, technology and innovation throughout the state.



# Results per Mesoregion

Identifying the **Sectors Bringing Future Prospect to the State of Paraná 2015-2025** was carried out through expert panels that were held in the ten mesoregions of Paraná, during the months March and April 2015. A total of 556 strategic players participated, representing the industries, third sector, government and academia. These experts analyzed information regarding social, economical and industrial aspects of each mesoregion, appreciated social and technological trends having strong transformational power to change the sectors and point out sectors, segments and areas that were the most promising for their mesoregion within this ten- year horizon.

The dates, places and number of experts for each panel are listed below, as well as the sectors segments and areas prioritized in each of the ten mesoregions worked with. Names of the participants and their respective institutions are shown in the final pages of this document.



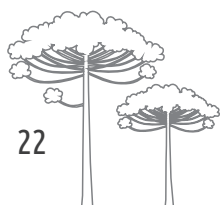
# Northern Pioneer

 Date  
**March 11, 2015**

 Number of experts  
**38**

## SECTORS, SEGMENTS AND AREAS PRIORITIZED

- Agri-food
- Biotechnology
- Ceramics
- Construction
- Creative Economy
- Energy
- Environment
- Green Economy
- Health and Beauty Industry
- Information and Communication Technology
- Infrastructure and Logistics
- Metal-mechanics
- Tourism and Leisure Economy
- Water Economics
- Wood and Furniture



# West

 **Date**  
**March 18, 2015**

 **Number of experts**  
**57**

- ### SECTORS, SEGMENTS AND AREAS PRIORITIZED
- Agri-food
  - Biotechnology
  - Capital Assets
  - Construction
  - Creative Economy
  - Energy
  - Environment
  - Green Economy
  - Health and Beauty Industry
  - Information and Communication Technology
  - Infrastructure and Logistics
  - Metal-mechanics
  - Tourism and Leisure Economy
  - Water Economics
  - Wood and Furniture





# Southwestern



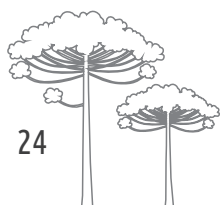
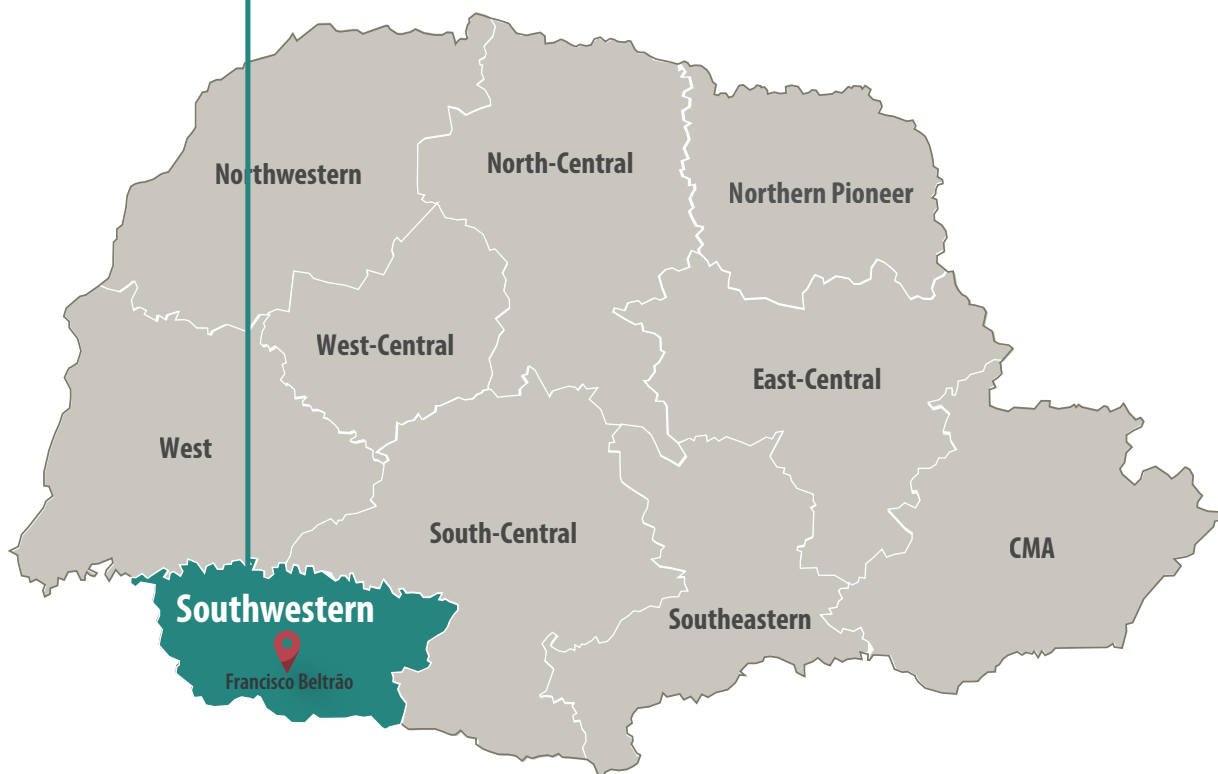
Date  
**March 19, 2015**



Number of  
experts **44**

## SECTORS, SEGMENTS AND AREAS PRIORITIZED

- Agri-food
- Biotechnology
- Capital Assets
- Construction
- Creative Economy
- Electro-electronics
- Energy
- Environment
- Green Economy
- Information and Communication Technology
- Infrastructure and Logistics
- Metal-mechanics
- Textile and Apparel
- Tourism and Leisure Economy
- Water Economics
- Wood and Furniture





# South-Central

 **Date**  
**March 24, 2015**

 **Number of experts** **41**

**SECTORS, SEGMENTS AND AREAS PRIORITIZED**

- Agri-food
- Biotechnology
- Capital Assets
- Cellulose, Paper and Graphics
- Construction
- Creative Economy
- Energy
- Environment
- Green Economy
- Health and Beauty Industry
- Information and Communication Technology
- Infrastructure and Logistics
- Tourism and Leisure Economy
- Water Economics
- Wood and Furniture



# West-Central



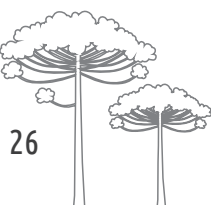
Date  
**March 25, 2015**



Number of  
experts **36**

## SECTORS, SEGMENTS AND AREAS PRIORITIZED

- Agri-food
- Biotechnology
- Construction
- Creative Economy
- Electro-electronics
- Energy
- Environment
- Green Economy
- Health and Beauty Industry
- Information and Communication Technology
- Infrastructure and Logistics
- Metal-mechanics
- Tourism and Leisure Economy
- Water Economics
- Wood and Furniture



# East-Central

 **Date**  
**March 27, 2015**

 **Number of experts**  
**79**

## SECTORS, SEGMENTS AND AREAS PRIORITIZED

- Agri-food
- Biotechnology
- Capital Assets
- Cellulose, Paper and Graphics
- Construction
- Creative Economy
- Energy
- Environment
- Green Economy
- Information and Communication Technology
- Infrastructure and Logistics
- Metal-mechanics
- Tourism and Leisure Economy
- Water Economics
- Wood and Furniture



# Southeastern



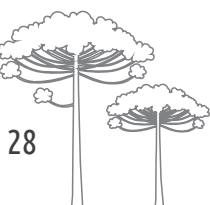
Date  
**March 31, 2015**



Number of  
experts **55**

## SECTORS, SEGMENTS AND AREAS PRIORITIZED

- Agri-food
- Biotechnology
- Capital Assets
- Cellulose, Paper and Graphics
- Ceramics
- Construction
- Creative Economy
- Energy
- Environment
- Green Economy
- Infrastructure and Logistics
- Leather and Related Products
- Metal-mechanics
- Textile and Apparel
- Tourism and Leisure Economy
- Water Economics
- Wood and Furniture



# Northwestern

 **Date**  
**April 7, 2015**

 **Number of experts**  
**47**

## SECTORS, SEGMENTS AND AREAS PRIORITIZED

- Agri-food
- Biotechnology
- Capital Assets
- Construction
- Creative Economy
- Energy
- Environment
- Green Economy
- Health and Beauty Industry
- Information and Communication Technology
- Infrastructure and Logistics
- Metal-mechanics
- Textile and Apparel
- Tourism and Leisure Economy
- Water Economics
- Wood and Furniture



# North-Central

 **Date**  
**April 9, 2015**

 **Number of experts** **70**

## SECTORS, SEGMENTS AND AREAS PRIORITIZED

- Agri-food
- Biotechnology
- Capital Assets
- Chemical Products
- Construction
- Creative Economy
- Energy
- Environment
- Green Economy
- Health and Beauty Industry
- Information and Communication Technology
- Infrastructure and Logistics
- Leather and Related Products
- Metal-mechanics
- Non Metallic Mineral Products
- Rubber and Plastic Products
- Textile and Apparel
- Tourism and Leisure Economy
- Water Economics
- Wood and Furniture



# Curitiba Metropolitan Area

 **Date**  
**April 13, 2015**

 **Number of experts**  
**87**

- ### SECTORS, SEGMENTS AND AREAS PRIORITIZED
- Agri-food
  - Automotive and Auto parts
  - Biotechnology
  - Capital Assets
  - Ceramics
  - Construction
  - Creative Economy
  - Electro-electronics
  - Energy
  - Environment
  - Green Economy
  - Health and Beauty Industry
  - Information and Communication Technology
  - Infrastructure and Logistics
  - Metal-mechanics
  - Nanotechnology
  - Non Metallic Mineral Products
  - Tourism and Leisure Economy
  - Water Economics
  - Wood and Furniture



# Sectors Bringing Future Prospect to the State of Paraná 2015-2025

The **Sectors Bringing Future Prospect to the State of Paraná 2015-2025** are the productive sectors, economic segments and emerging areas considered the most promising within this ten-year horizon. From the experts' perspectives who participated in the process, these sectors, segments and areas should boost sustainable industrial development and could reposition Paraná's competitive position on a national and international level.

The results from this collective intelligence process to choose the promising sectors, segments and areas were developed in the ten mesoregions, and they were organized into three groups.

## STRUCTURAL

Agri-food  
Automotive and Auto parts  
Capital Assets  
Cellulose, Paper and Graphics  
Construction  
Health and Beauty Industry  
Metal-mechanics  
Textile and Apparel  
Tourism and Leisure Economy  
Wood and Furniture

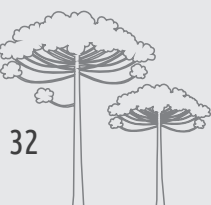
### Structural

Considered to be pillars of development, these sectors drive the Paraná economy through its volume of sales, number of jobs, establishments and important revenue.

The criteria used for choosing sectors was: number of times prioritized in seven or more mesoregions or a great significance in number of industrial establishments, in number of Jobs it offers, in their investments and Paraná state's GDP. Together, the structural sectors guarantee Paraná's economic positioning in regards to other federative units in the country. These sectors are important at this present time, and with coordinated sustainable industrial development, they can become even more relevant in the future.

### Emerging

Refer to the more recent configuration of economic segments and areas that are not classified as having tradition economic activity, but which are prioritized in all the mesoregions. These emerging segments and areas prosper due to the support of scientific discoveries, technological innovation and social transformations.







## EMERGING

Biotechnology  
Creative Economy  
Green Economy  
Nanotechnology  
Water Economics

## TRANSVERSAL

Energy  
Environment  
Information and  
Communication Technology  
Infrastructure and Logistics

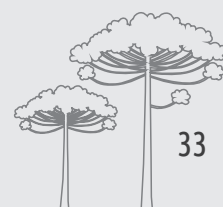
With industrial networking underway, they have ushered in great opportunities and have become drivers of new economic models, creating dynamics of innovative and sustainable development for the state of Paraná.

The nanotechnology area was only prioritized in the mesoregion of the Curitiba Metropolitan Area (CMA). Nevertheless, after meticulous analyses, this area was included in the state perspective due to its direct connection with future trends that were highly evaluated in all the prioritized sectors. In other words, technological trends that boost the development of economic activities, considered to be those bringing future prospects to Paraná, are linked largely to contributions from nanotechnology. Therefore, within this context, in a conscious step to promote the development of science, technology and innovation, this area has been integrated as bringing future prospects on the state level.

### Transversal

This group joins sectors and areas that have transversal impact on other sets of economic activities. They are characterized as being indispensable for industrial competitiveness and sustainability. As they influence the processes, planning, production, distribution and/or consumption of many different sectors, they can contribute significantly to solving bottlenecks and especially in generating added value.

These sectors and areas were prioritized throughout the ten mesoregions.



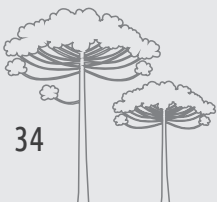
## Mesoregional Specificities

The work methodology that was initially used sought to identify sectors, segments and areas promoting development according to the mesoregional specificities and expectations.

Following this dynamic, some economic activities analyzed in the process proved to be highly relevant only in some territories and prioritized only in the mesoregions where this economic activity have industrial installments.

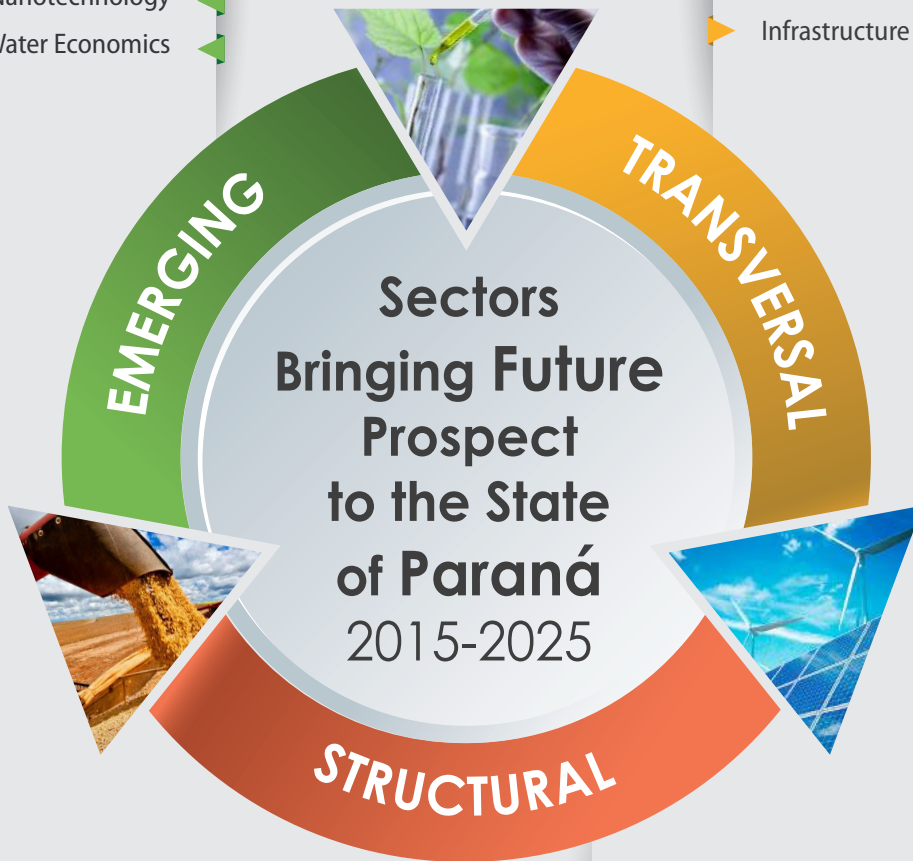
Therefore, some sectors, segments and areas that were prioritized in mesoregions are not on the list of Sectors Bringing Future Prospect to the State of Paraná. However, even though it might have less representation on the state level, they are extremely important in their sphere of influence in the mesoregion where it was prioritized and, therefore, should be a strategic element focusing on increasing its potential to promote development.

- ▶ Ceramics
- ▶ Chemical Products
- ▶ Electro-electronics
- ▶ Leather and Related Products
- ▶ Non Metallic Mineral Products
- ▶ Rubber and Plastic Products



- ▶ Biotechnology
- ▶ Creative Economy
- ▶ Green Economy
- ▶ Nanotechnology
- ▶ Water Economics

- ▶ Energy
- ▶ Environment
- ▶ Information and Communication Technology
- ▶ Infrastructure and Logistics



**MESOREGIONAL SPECIFICITIES**

- ▶ Ceramics
- ▶ Chemical Products
- ▶ Electro-electronics
- ▶ Leather and Related Products
- ▶ Non Metallic Mineral Products
- ▶ Rubber and Plastic Products

- ▶ Agri-food
- ▶ Automotive and Auto parts
- ▶ Capital Assets
- ▶ Cellulose, Paper and Graphics
- ▶ Construction
- ▶ Health and Beauty Industry
- ▶ Metal-mechanics
- ▶ Textile and Apparel
- ▶ Tourism and Leisure Economy
- ▶ Wood and Furniture

The Sectors Bringing Future Prospect are considered as Emerging from recent configuration and do not have traditional economic activity classification. To mark the understanding, the definitions of these economic segments and areas are willing to follow.



### **Biotechnology**

A field of work that employs living organisms or parts of them in research and development, processes or specialized services. In regards to economic activity, it differs from classic industry, exhibiting a transversal characteristic over different sectors and having multiple dominions, such as in agriculture, food and beverages, human health, animal health, the environment, energy and information technology, among others.



### **Creative Economy**

A segment of the economy that suggests a new definition of economic activities related to the creation, production and distribution of products and services where knowledge, creativity and intellectual capital are the main productive resources. As it has been recently configured and is considered to be highly promising, it brazes over the most distinct industrial sectors, demanding inputs and products from traditional sectors. It is mainly expressed in activities such as fashion, design, architecture, audiovisual, music, culture, entertainment software and internet, among others.



### **Green Economy**

This recently established segment, with a multi-sectorial scope, covers economic activities founded on the assumptions of sustainability, unfolding a broad field of opportunities for restructuring the classic industry. It covers production processes based on renewable energy, the rational use of natural resources, the reuse of waste and parings from the production chain, and low carbon emission into the atmosphere, among others.



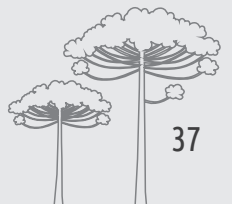
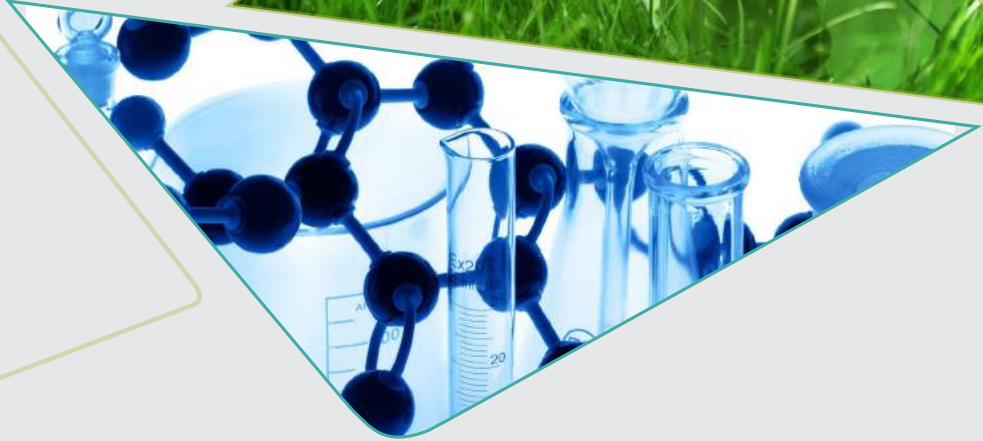
### **Nanotechnology**

A field encompassing activities that make use of the manipulation of matter on an atomic or molecular scale so as to create innovative materials, products and processes. Working along the frontiers of knowledge, it converges with other scientific areas, revolutionizing the industry, its processes and products as it offers a high level of innovation and added value.



### **Water Economics**

This classification was established under the umbrella of this prospecting project to reference a new segment of activities built around the economic potential of water. It comprises a group of economic activities directly related to water resources. This includes fishing and aquaculture; manufacturing aquatic transport and leisure equipment; water collection, treatment and distribution; water transport; management of ports and terminals; shipping agency activities; auxiliary activities regarding water transport, among others.



# Path of Sectors Bringing Future Prospect

Evolution of sectors, segments and areas bringing future prospects considering the scope of the past ten years and these next ten years.

1 <sup>st</sup> Edition SPF 2005-2015	2 <sup>nd</sup> Edition SPF 2015-2025	Considerations	Categorization
<b>Agri-food</b>	<b>Agri-food</b>	<i>Maintain the scope</i>	<b>Structural</b>
	Automotive and Auto parts	<i>New</i>	
	Capital Assets	<i>New</i>	
Cellulose and Paper	Cellulose, Paper and Graphics	<i>Enlarged scope</i>	
Construction	Construction	<i>Maintain the scope</i>	
Health	Health and Beauty Industry	<i>Enlarged scope</i>	
Metal-mechanics	Metal-mechanics	<i>Maintain the scope</i>	
Textile and Apparel	Textile and Apparel	<i>Maintain the scope</i>	
Tourism	Tourism and Leisure Economy	<i>Enlarged scope</i>	
Wood and Furniture	Wood and Furniture	<i>Maintain the scope</i>	
<b>Biotechnology</b>	<b>Biotechnology</b>	<i>Maintain the scope</i>	<b>Emerging</b>
	Creative Economy	<i>New</i>	
	Green Economy	<i>New</i>	
	Nanotechnology	<i>New</i>	
	Water Economics	<i>New</i>	
<b>Energy</b>	<b>Energy</b>	<i>Maintain the scope</i>	<b>Transversal</b>
Environment	Environment	<i>Maintain the scope</i>	
Micro technology	Information and Communication Technology	<i>Redefined scope</i>	
	Infrastructure and Logistics	<i>New</i>	
Ceramics	Ceramics	<i>Maintain the scope</i>	<b>Mesoregional Specificities</b>
	Chemical Products	<i>New</i>	
	Electro-electronics	<i>New</i>	
Leather and Related Products	Leather and Related Products	<i>Maintain the scope</i>	
	Non Metallic Mineral Products	<i>New</i>	
Rubber and Plastic Products	Rubber and Plastic Products	<i>Maintain the scope</i>	





Industry **Agri-food, Biotechnology** and **Energy**  
Ratified as strategic for the development  
of the state, corroborating the results from the  
1<sup>st</sup> Cycle of Strategic Prospective in Paraná.



# Building a Prosperous Future

The process of identifying the **Sectors Bringing Future Prospect to the State of Paraná 2015-2025** marks the beginning of a new cycle of Strategic Prospective for Sistema Fiep, Sebrae-PR and for the Paraná state industry. The first cycle from 2005-2015 aimed at three main objectives: to create a culture of long-term thinking; generate information with high added value for decision making and establish the practice of collective intelligence as a means of strengthening and engaging strategic social players.



**Sectors Bringing Future Prospect 2005-2015**



**Strategic Routes for the Future of Paraná's Industry**



**1<sup>st</sup> Cycle • Strategic Prospective 2005-2015**



**Coordination of Strategic Routes**



**Innovative Cities**



**Innovation Compass**



The second cycle, which begins now, is directed towards the social coordination of large development programs, aligned to the basic assumption of sustainability, aimed at the competitiveness of Paraná's industrial production and the expansion of the insertion of the Paraná's industry in the global business network.

The projects developed on the first prospecting cycle will be the foundation for this new participative endeavor.

The next steps to be taken will be dedicated to revisiting the Strategic Route for the Future of Paraná's Industry, seeking to further understand the path that has been taken and which new paths should be mapped out. To do so, all the present Strategic Routes will be updated as well as the new Sectors Bringing Future Prospect, and the Strategic Routes of the mesoregional specificities will be further developed.



**Professional Profiles for the Future of Paraná's Industry**



**Sectors Bringing Future Prospect 2015-2025**

**Strategic Routes for the Future of Paraná's Industry**



**Proposals for Competitiveness of Paraná's Industry**

**2<sup>nd</sup> Cycle • Strategic Prospective 2015-2025**

# Mesoregional Expert Panels Lists

## Northern Pioneer

	Name	Company/Institution
1	Aline Alves Maciel Ferrari	Prefeitura Municipal de Assaí
2	Antonio Calesso	Empresa de Assistência Técnica e Extensão Rural (Emater)
3	Bruno Ambrozio Galindo	Universidade Estadual do Norte do Paraná (UENP)
4	Carlos Cesar Garcia Freitas	Universidade Estadual do Norte do Paraná (UENP)
5	Carlos Rodrigo Pereira dos Santos	Serviço Social da Indústria (Sesi-PR)
6	Claudia Inez Domenes Danner	Fomento Paraná
7	Claudiney Geraldo dos Santos	Associação Comercial, Industrial e Agrícola de Bandeirantes (ACIAB)
8	Crevenice Benedetti da Silva	Prefeitura Municipal de Assaí
9	Devanil Antônio Francisco	Universidade Tecnológica Federal do Paraná (UTFPR)
10	Elcio Faria Pimenta	Iguaçumec Eletromecânica Ltda.
11	Elizandra Maria Lauro Estefanuto	Federação das Indústrias do Estado do Paraná (Fiep)
12	Eurico Pedroso de Almeida Junior	Universidade Tecnológica Federal do Paraná (UTFPR) – Campus Cornélio Procópio
13	Flávio Italo Biancardi	RZ Indústria e Comércio de Produtos Alimentícios Ltda.
14	Flávio Mota Almeida	Associação Comercial, Industrial e Agrícola de Bandeirantes (ACIAB)
15	Genildo José Luiz Siqueira	Prefeitura Municipal de Santo Antônio da Platina
16	Gustavo Villani Serra	Instituto Federal do Paraná (IFPR) – Campus Jacarezinho
17	Heverson Feliciano	Serviço Brasileiro de Apoio às Micro e Pequenas Empresas (Sebrae-PR)
18	Homero Pavan Filho	Prefeitura Municipal de Jacarezinho
19	João de Barros	Prefeitura Municipal de Ibaiti
20	João Júnior Martins	Extimpel

21	José Augusto Fabri	Universidade Tecnológica Federal do Paraná (UTFPR)
22	José Carlos Ferreira da Rosa	Associação dos Apicultores do Norte do Paraná (Apinorte)
23	José Roberto Altizani	Federação das Indústrias do Estado do Paraná (Fiep)
24	Luis Fernando Cabeça	Universidade Tecnológica Federal do Paraná (UTFPR)
25	Luiza Ribeiro Medeiros	Federação das Indústrias do Estado do Paraná (Fiep)
26	Marcelo Luiz Corsato	Sistema de Cooperativas de Crédito do Brasil (SICCOB-Norte PR)
27	Marco Antônio Bomtempo	Jumbo Indústria Mecânica Ltda.
28	Marco Aurélio Strada	Fomento Paraná
29	Maria Amélia Alves da Silva Musambani	Sistema de Cooperativas de Crédito do Brasil (SICCOB-Norte PR)
30	Patrícia Regina Franco de Camargo Penteadó	Agência do Trabalhador de Bandeirantes (SINE)
31	Paulo Kazuo Yamamoto	Associação Comercial e Empresarial de Assaí (ACIA)
32	Paulo Sérgio da Silva	Prefeitura Municipal de Ribeirão do Pinhal
33	Rafael Simoni	Santos Andirá Indústria de Móveis Ltda.
34	Ricardo Candido da Silva	PTE Perfilados Técnicos Estruturais Ltda.
35	Rosângela Carvalho Custódio	Prefeitura Municipal de Carlópolis
36	Rosângela do Carmo Perez e Souza	Federação das Indústrias do Estado do Paraná (Fiep)
37	Silvio Aparecido Alves	Grupo Dois Irmãos
38	Yassuo Curiaki	Rede Alimentos & Vida

## West

	Name	Company/Institution
1	Alan Alex Debus	Serviço Brasileiro de Apoio às Micro e Pequenas Empresas (Sebrae-PR) – Toledo
2	Altair Loffi	Prefeitura Municipal de Mercedes
3	Amarildo Roberto Ribeiro	Corpos de Bombeiros – General Osório
4	Antonio Bordini Jr	Green Farmacêutica
5	Antonio Marcos Massao Hachisuca	Instituto de Tecnologia Aplicada e Inovação (ITAI)
6	Augusto Cesar Stein	Serviço Brasileiro de Apoio às Micro e Pequenas Empresas (Sebrae-PR)
7	Camilo Freddy Mendoza Morejon	Universidade Estadual do Oeste do Paraná (Unioeste) – Campus Cascavel
8	Cesar Augusto Cruz Schittler	Exército – 15ª Brigada de Infantaria Mecanizada

9	Clediana Weçollovis	Prefeitura Municipal de Santa Helena
10	Cleonice Becker	Prefeitura Municipal de Santa Helena
11	Deborah Steiner França	Serviço Brasileiro de Apoio às Micro e Pequenas Empresas (Sebrae-PR)
12	Denis Dall'Asta	Universidade Estadual do Oeste do Paraná (Unioeste) – Campus Cascavel
13	Edesio Reichert	Fial
14	Edimar Carlos Vanzella	Sindicato da Indústria de Reparação de Veículos e Acessórios de Toledo
15	Edson L. Carollo	Coordenadoria das Associações Comerciais e Empresariais do Oeste do Paraná (Caciopar)
16	Elder Ferrari	Faculdade Anhanguera
17	Elói Darci Podkowa	Copagrill – Cooperativa Agroindustrial
18	Elsídio Emilio Cavalcante	Agência de Desenvolvimento Regional do Extremo Oeste do Paraná (ADEOP) – Foz do Iguaçu
19	Eugênio Rossato	Sindicato das Indústrias do Vestuário do Oeste do Paraná (SINDIWEST)/ Paraíso Moda Bebê
20	Felipe Eduardo Arndt	Zero Grau Indústria e Comércio Ltda.
21	Geocris Rodrigues dos Santos	Universidade Federal do Paraná (UFPR) – Campus Palotina
22	Gerson Jair Froehner	IGUASSU-IT /Associação de Empresas de Tecnologia de Informação e Comunicação do Oeste do Paraná
23	Gilberto Luiz Bordin	Federação das Indústrias do Estado do Paraná (Fiep) – Cascavel
24	Ivanir Marchetti	Universidade Tecnológica Federal do Paraná (UTFPR) – Campus Toledo
25	Jaime Nelson Nascimento	Itaipu Binacional
26	Jaqueline Nascimento Larc	Secretaria de Desenvolvimento Econômico de Cascavel (SEMDEC)
27	João Karmirzark	Prefeitura Municipal de Itaipulândia
28	José Augusto de Souza	Prefeitura Municipal de Toledo – Secretaria do Desenvolvimento Econômico e Tecnológico, de Inovação e Turismo
29	José Maluf	BRF – Toledo
30	Jozimar Polasso	Prefeitura Municipal de Toledo
31	Julio Procopio de Andrade	Serviço Brasileiro de Apoio às Micro e Pequenas Empresas (Sebrae-PR)
32	Lara Beatrice Biezus	Prefeitura Municipal de Palotina
33	Lieser Augusto Belenzier	Belenzier Truck Center Ltda.
34	Lilian Fischer Miller	Indústria Nova Santa Rosa

35	Lothário Weber	Associação Comercial e Empresarial de Mercedes
36	Lucio Scheuer	União Educacional de Cascavel (Univel)
37	Luiz Adalberto Pagnussat Luniti	Prefeitura Municipal de Toledo
38	Luiz Carlos Eckstein	Instituto Federal do Paraná (IFPR) – Campus Cascavel
39	Luiz Henrique Arnet	Zero Grau
40	Luiz Jadilmo Bedatty	Advogado – Cascavel
41	Luiz Sérgio Martins Wosiack	Conselho Comunitário de Segurança Pública (Conseg) – Cascavel
42	Marcelo Weçolovis	Associação Comercial de Santa Helena
43	Marcos Frazão	Associação Comercial e Industrial de Palotina
44	Maria Aparecida Mendes Beck	Serviço Nacional de Aprendizagem Comercial (Senac-PR) – Cascavel
45	Maria de Fátima de Jesus Pereira e Rosa Galdino	Serviço Brasileiro de Apoio às Micro e Pequenas Empresas (Sebrae-PR)
46	Maurício Botelho	Alibra
47	Narcizo Muller	Deputado Estadual
48	Osvair Mauro Frasson (Balí)	Associação Empresarial Terra Roxa
49	Pedro Bento Mota	Prefeitura Municipal de São Miguel do Iguaçu
50	Rafael Gustavo Cavalli	Prefeitura Municipal de Toledo
51	Rafaela Moraes	Instituto GRPCOM
52	Ramil José dos Santos	Prefeitura Municipal de Itaipulândia
53	Renato Jasper	Empresa de Assistência Técnica e Extensão Rural (Emater) – Cascavel
54	Rodrigo Sequinel	Universidade Federal do Paraná (UFPR) – Campus Palotina
55	Sandra Reginda da Silva Pinela	Universidade Tecnológica Federal do Paraná (UTFPR) – Campus Toledo
56	Volmir Valentini	Serviço Brasileiro de Apoio às Micro e Pequenas Empresas (Sebrae-PR)
57	Wilson Bockhorny	Globoaves Agro Avícola

## Southwestern

	Name	Company/Institution
1	Ailson Teixeira	Faculdade Vizinhança Vale do Iguaçu
2	Alex Marcello	Prefeitura Municipal Capanema – Secretaria de Indústria e Comércio

3	Almir Antonio Gnoatto	Universidade Tecnológica Federal do Paraná (UTFPR) – Campus Dois Vizinhos
4	Anderson L. Michelin	Faculdade Mater Dei
5	Andressa Aparecida Zanrosso	Serviço Nacional de Aprendizagem Industrial (Senai-PR)
6	Antonio Froza	MTA Indústria e Comércio de Artefatos de Inox Ltda.
7	Ari Valdir Klein	Associação Comercial e Empresarial de Itapejara d'Oeste
8	Célio Wessler Boneti	Agencia de Desenvolvimento Regional do Sudoeste do Paraná
9	Cláudio Petrycoski	Atlas Indústria de Eletrodomésticos Ltda.
10	Éder da Costa dos Santos	Universidade Tecnológica Federal do Paraná (UTFPR) – Campus Francisco Beltrão
11	Eliseu Miguel Bertelli	Faculdade de Pato Branco (FADEP)
12	Eloi Bortolini	Eletisa Embalagens Ltda.
13	Emerson Cervelin	Ascoagrin
14	Evandro Néri	Fersul Manufaturados de Ferro Ltda.
15	Fabio Júnior Rodrigues da Rosa	Prefeitura Municipal de Dois Vizinhos – Secretaria de Indústria e Comércio
16	Géri Natalino Dutra	Prefeitura Municipal de Pato Branco – Secretaria Municipal de Ciência, Tecnologia e Inovação
17	Gerson Miotto	Serviço Brasileiro de Apoio às Micro e Pequenas Empresas (Sebrae-PR)
18	Gervasio Elias Scolaro	Kaisen Artigos de Cama, Mesa e Banho Ltda.
19	Gilcindo de Castro Correa Neto	Serviço Brasileiro de Apoio às Micro e Pequenas Empresas (Sebrae-PR)
20	Itacir de Mello	Associação Comercial e Empresarial de Ampere (Aceamp)
21	Jacir Francisco Salmoria	Seiva Indústria e Comércio de Confecções Ltda.
22	Joailson Antonio Agostinho	Serviço Brasileiro de Apoio às Micro e Pequenas Empresas (Sebrae-PR)
23	Jocelei Fiorentin	Serviço Brasileiro de Apoio às Micro e Pequenas Empresas (Sebrae-PR)
24	Jose Uberti Machado	Diplomata Industrial e Comercial Ltda.
25	Josemar Alfredo de Bortoli	Faculdade de Pato Branco (FADEP)
26	Jovelina Chaves da Silva Santos	Prefeitura Municipal de Francisco Beltrão
27	Lindones Colferai	Coordenadoria das Associações Comerciais e Empresariais do Sudoeste do Paraná (CACISPAR)
28	Luiz Carlos Peretti	Coordenadoria das Associações Comerciais e Empresariais do Sudoeste do Paraná (CACISPAR)
29	Marcia Denize Triches Painim	Serviço Social da Indústria (Sesi-PR)
30	Marcos Aurélio Guerra	LI Indústria de Utilidades Domésticas em Alumínio Ltda.

31	Meri Aparecida Moraes	Instituto Regional de Desenvolvimento Econômico e Social (IRDES)
32	Neimar Follmann	Universidade Tecnológica Federal do Paraná (UTFPR) – Campus Pato Branco
33	Osmar Mazetto	Confecções Raffer Ltda.
34	Rafael Liston	GL – Lismotor Retífica de Motores Ltda.
35	Ricardo S. Farias Fregonese	Companhia de Saneamento do Paraná (Sanepar)
36	Roberto Flavio Silva Pecoits	Gralha Azul Avícola Ltda.
37	Robson Faria Silva	Universidade Paranaense (UNIPAR)
38	Ronaldo Bieber	Faculdade de Pato Branco (FADEP)
39	Rosevete Marta Marcello Tesser	Serviço Social da Indústria (Sesi-PR)
40	Sabino Oltramari	Serviço Brasileiro de Apoio às Micro e Pequenas Empresas (Sebrae-PR)
41	Solange Stein	APL de Confecções do Sudoeste
42	Stela Maris de Lara	Faculdade Mater Dei
43	Valnei Ghedin	Engebel Engenharia e Empreendimentos
44	Veranice Franco de Melo	Fomento Paraná

## South-Central

	Name	Company/Institution
1	Agenor Felipe Krysa	Serviço Brasileiro de Apoio às Micro e Pequenas Empresas (Sebrae-PR)
2	Airton Alves Dias	Kaefer Agro Industrial Ltda./Grupo Globoaves
3	Alexandre Capanema Rodrigues Andrade	Companhia Paranaense de Gás (Compagas)
4	Alexandre Waschburger	Confecções Max Denim Ltda.
5	Ary Ney Chaicoski	Iberkraft Indústria de Papel e Celulose Ltda.
6	Carlos Alberto do Nascimento	Universidade Estadual do Centro-Oeste do Paraná (Unicentro)
7	Cássia Inês Lourenzi Franco Rosa	Universidade Estadual do Centro-Oeste do Paraná (Unicentro)
8	Cledemar Antonio Mazzochin	Associação Comercial de Guarapuava (ACIG)
9	Dinameires de Almeida	Prefeitura Municipal de Reserva do Iguaçu
10	Edimar Nunes	Federação das Indústrias do Estado do Paraná (Fiep) – Palmas
11	Eliseu Latczuk	Prefeitura Municipal de Pitanga
12	Elói Laércio Mamcasz	Associação Comercial e Empresarial de Guarapuava (ACIG)

13	Fernando Franco Netto	Fundação de Apoio ao Desenvolvimento da Unicentro (FAU)
14	Fernando Wagner Sandri	Ibema Companhia Brasileira de Papel
15	Gabriel Veríssimo	Sindicato das Indústrias de Madeira Guarapuava
16	Gilmar Joris	Confecções Max Denim Ltda.
17	Gilson Almir Cidral	Método Montagens Industriais Ltda.
18	João Roberto Sartori Adão	Prefeitura Municipal de Palmital
19	João Vilmar Rodrigues de Moares	Prefeitura Municipal de Mangueirinha – Secretaria de Indústria e Comércio
20	José Abel Brina Olivo	Observatório Social de Guarapuava
21	José Divonsil da Silva	Sociedade de Garantia de Crédito do Centro-Sul do Paraná
22	José Eduardo Biazoto Duarte	Crisma Confecções Ltda.
23	Julio Cezar Pacheco Agner	Federação das Indústrias do Estado do Paraná (Fiep)
24	Leila Cleuri Pryjma	Instituto Federal do Paraná (IFPR) – Campus Pitanga
25	Luiz Fernando Nascimento Marques de Souza	Companhia Paranaense de Gás (Compagas)
26	Marcelito Sosnitzki	Fomento Paraná
27	Marcelo Oliveira Cunha	Celplac Indústria e Comércio Eireli
28	Márcio Maurílio da Cruz	Sociedade de Garantia de Crédito do Centro-Sul do Paraná
29	Michele Mesomo	Universidade Estadual do Centro-Oeste do Paraná (Unicentro)
30	Moizeis Pereira Zeni	Prefeitura Municipal de Turvo
31	Narciso Américo Franzin	Instituto Federal do Paraná (IFPR) – Campus Pitanga
32	Neiva de Fátima dos Santos	Gran Comp Insumos e Compensados Ltda.
33	Odacir Antonelli	Repinho Reflorestadora Madeiras e Compensados Ltda.
34	Paulo Cesar Manosso	Crisma Confecções Ltda.
35	Paulo Fernando Gubert	Insam Indústrias de Madeiras Santa Maria Ltda.
36	Reinaldo Juliani	Energisa Luz do Oeste
37	Sergio Augusto De Onofre	Conselho Regional de Engenharia e Agronomia (CREA-PR)
38	Silvano Simões Rocha	Universidade Estadual do Centro-Oeste do Paraná (Unicentro)
39	Simone Aparecida Sydor Pinheiro Danguy	Prefeitura Municipal de Reserva do Iguaçu
40	Vilmar Domingues da Luz	Santa Maria Cia de Papel e Celulose
41	Wilson José Bulka	Serviço Social do Comércio (Sesc-PR) – Guarapuava



## West-Central

	Name	Company/Institution
1	Adelson Fernandes dos Santos	Prefeitura Municipal de Farol – Secretaria de Planejamento
2	Amarildo Benedito Perle	Líder Lar
3	Antonio Celso Cuginotti	Faculdade Dom Bosco de Ubitatã
4	César Alex A. de Lima	Universidade Tecnológica Federal do Paraná (UTFPR) – Programa de Empreendedorismo e Inovação
5	Eder William Costa Camacho	Cristófoli Hospitalar
6	Edson da Rosa de Moura	Guia Goioerê
7	Eduardo Augustinho dos Santos	Sindicato dos Engenheiros no Estado do Paraná (Senge-PR) – Campo Mourão
8	Eduardo Magon	Prefeitura Municipal de Terra Boa – Secretaria de Indústria e Comércio
9	Emerson Carlos Simonelli	KL do Brasil Componentes Elétricos Ltda.
10	Eymy Leite da Rosa	Fhortsol Indústria e Comércio Ltda.
11	Fabírcia Juliana Araújo Bronzel	Prefeitura Municipal de Campo Mourão – Secretaria de Trabalho e Desenvolvimento Social
12	Fernando Assad	F. Assad
13	Fernando Augusto Becker	Auto Adesivos Paraná S.A.
14	Fernando Luiz Cristofoli	Ortus Indústria e Comércio Ltda.
15	Fernando Yukio Mizote	Sindicato das Indústrias do Setor Metal-Mecânico (Sindimetal)/Pro Solus do Brasil Ltda.
16	Hamilton Manoel Baxuk	Prefeitura Municipal de Juranda/Fomento Paraná
17	Idivan José Bernardi	Moinho Paraná
18	Juliani A. Agnes	Sistema S
19	Jaelson Carlos Pereira	Prefeitura Municipal de Goioerê – Secretaria de Indústria e Comércio
20	Jairo R. Tomazelli de Oliveira	Guia Goioerê Eventos e Produções Eireli Me
21	José Feliciano Ciola	Lajes Ciola
22	José Inácio Gonçalves	Eletrotécnica Campo Mourão Ltda.
23	João Massakiti Iida	Usicampo Indústria Metalúrgica
24	Luís Gonzaga O. Aguiar	Rotary Clube Campo Mourão Gralha Azul
25	Marcelo Guelbert	Universidade Tecnológica Federal do Paraná (UTFPR)
26	Marcos Augusto Fuchs	Fuchs Agricultura de Precisão
27	Maria José do Nascimento	Reymann/KL do Brasil

28	Marlúcia Alves da Gama	Prefeitura Municipal de Moreira Sales – Departamento de Indústria, Comércio e Turismo
29	Mateus Colaço Rocha	C. Vale Cooperativa Agroindustrial
30	Newton dos Santos Leal	Associação Comercial e Industrial de Campo Mourão (ACICAM)
31	Paulo Roberto Montanher	Evolutec Indústria e Comércio de Eletrônicos Ltda.
32	Rafael Fernando Pequito Lima	Universidade Tecnológica Federal do Paraná (UTFPR) – Relações Empresariais e Comunitárias
33	Rodrigo Casali	Construtora Casali Ltda.
34	Roland Schurt	Amitec Indústria e Comércio de Amido Ltda.
35	Ruben Orlando Moyano	Prefeitura Municipal de Campo Mourão
36	Sergio Lopes de Oliveira	Associação Comercial e Empresarial de Farol (ACIFA)
37	Wyrllen Everson de Souza	Universidade Tecnológica Federal do Paraná (UTFPR)

## East-Central

	Name	Company/Institution
1	Adriane de Fátima Queji de Paula	Serviço Nacional de Aprendizagem Industrial (Senai-PR)
2	Aline Renée Benigno dos Santos	Instituto Federal do Paraná (IFPR)
3	Álvaro Luiz Scheffer	Federação das Indústrias do Estado do Paraná (Fiep)
4	Andrei Ghidini Mattei	Supermix Concreto
5	Carlos Luciano Sant'Ana Vargas	Universidade Estadual de Ponta Grossa (UEPG)
6	Celso Augusto Sant'Anna	Associação de Engenheiros e Arquitetos
7	Daniel Gueiber	Companhia Paranaense de Energia (Copel Distribuição)
8	Darcy Miara Junior	Sindicato das Indústrias de Panificação dos Campos Gerais (SINDIPAN)
9	Denyse Maria Galvão Leite	Instituto Agrônomo do Paraná (IAPAR)
10	Eliane Penteadó	Hotel Santa Fé
11	Elídio Carlos Curi de Macedo	Sindicato da Indústria da Cerâmica (Sindicer) Norte - Paraná
12	Elisa Silveira	Águia Florestal
13	Elisabete Aparecida Antunes do Nascimento	BRF S.A.
14	Eneas Goes	Faculdade SECAL
15	Evandro José Kostycz	RDK Indústria e Comércio Ltda.
16	Ezequiel Gueiber	Águia Participações S.A.
17	Fábio Hideki Ono	Serviço Brasileiro de Apoio às Micro e Pequenas Empresas (Sebrae-PR)

18	Francisco Joalmir Pucci	Prefeitura Municipal de Telêmaco Borba
19	Gilson Yukio Sato	Universidade Tecnológica Federal do Paraná (UTFPR)
20	Heber Ricardo Bobeck	Sindicato da Indústria da Construção Civil (Sinduscon)
21	Helmiro Roberto Bobeck	Sindicato da Indústria da Construção Civil (Sinduscon)
22	Henrique Luis da Silva	Instituto Agrônomo do Paraná (IAPAR)
23	Henrique Palermo do Vale	Albino Advogados Associados
24	Henry Carlo Cabral	Fiep/Sesi/Senai/IEL
25	Heron Pereira	Pisa Indústria de Papéis
26	Heverton Ragazzi	Fiep/Sesi/Senai/IEL
27	Ivonei Durigon	Castrolanda Cooperativa Agroindustrial Ltda.
28	Izidro Constantino Guedes	Prefeitura Municipal de Piraí do Sul
29	Jair Marques Junior	Itesapar
30	Jan Petter	Itatinga Calcário e Corretivos Ltda.
31	Jarbas Goes	Associação Comercial, Industrial e Empresarial de Ponta Grossa (ACIPG)
32	Jaudeth Ramos Hajar	Prefeitura Municipal de Palmeira
33	Joel Franzim Junior	Serviço Brasileiro de Apoio às Micro e Pequenas Empresas (Sebrae-PR)
34	Jorge Szabli Junior	Federação das Indústrias do Estado do Paraná (Fiep)
35	José Artêmio Totti	Klabin S.A.
36	José Assis Prestes Laroca	Associação Comercial e Industrial de Piraí do Sul
37	Joseane Pontes	Universidade Tecnológica Federal do Paraná (UTFPR)
38	Joselito Antonio Przybzlovicz	Sindicato das Indústrias de Serrarias, Carpintarias e Tanoarias e de Marcenarias de Ponta Grossa (Sindimadeira/PG)
39	Keila Angélico	Stora Enso Arapoti Indústria de Papel
40	Laertes Sidney Bianchessi	Governo do Estado do Paraná – Secretaria da Agricultura e Abastecimento
41	Luciano Alfredo Candeco	Instituto Federal do Paraná (IFPR) – Campus Jaguariaíva
42	Manoel Francisco Moreira	Agência de Desenvolvimento da Cadeia de Madeira do Médio Tibagi
43	Marco Aurélio Praxedes	Universidade Estadual de Ponta Grossa (UEPG)
44	Marcos Roberto Pusch Bertolini	Calpar Comércio de Calcário Ltda.
45	Marcos Urban	Pincéis Tigre
46	Milton Yukio Kawakami	Águia Participações S.A.
47	Nadja Marques	Heineken Brasil
48	Néli Gomes do Amaral	Prefeitura Municipal de Tibagi – Secretaria de Indústria e Comércio
49	Nelson Roberto Hubner	Universidade Tecnológica Federal do Paraná (UTFPR)

50	Neuri Machado	Hübner Componentes e Sistemas Automotivos S.A.
51	Nilson William da Rocha	Governo do Estado do Paraná – Secretaria da Agricultura e Abastecimento
52	Osmar José Blum Chinato	Huhtamaki do Brasil Ltda.
53	Osmar Wagner	Prefeitura Municipal de Carambeí
54	Paulo Henrique Carbonar	Empresa de Assistência Técnica e Extensão Rural (Emater)
55	Pedro Leocádio Delgado	Prefeitura Municipal de Ponta Grossa
56	Priscila Schiffer de Moraes	Prefeitura Municipal de Jaguaíva
57	Priscilla Garbelini Jaronski	Metalúrgica Schiffer S.A.
58	Professor Nelson Canabarro	Casa da Indústria
59	Rafael Ribas	LP Brasil
60	Ricardo Antonio Ayub	Agência de Inovação - Universidade Estadual de Ponta Grossa (AGIPI – UEPG)
61	Roberto Janz	Serviço Brasileiro de Apoio às Micro e Pequenas Empresas (Sebrae-PR)
62	Roberto Mongruel	CBN Ponta Grossa
63	Roberto Pellissari	RPellissari Construção Civil Ltda.
64	Rodrigo Gulin Martins	Gráfica Impressionare
65	Rodrigo Morais da Silva	Prefeitura Municipal de Castro
66	Rodrigo Silva Liborio	RPC – Ponta Grossa
67	Rodrigo Venske	Albino Advogados Associados
68	Rogério Sékula	Prefeitura Municipal de Ipiranga
69	Salete Gauginski	Federação das Indústrias do Estado do Paraná (Fiep)
70	Sandro Roberto de Matos	Stora Enso Arapoti Indústria de Papel
71	Sérgio Rodrigues da Luz	Prefeitura Municipal de Carambeí
72	Sérgio Luiz Stulp	Vapza Alimentos S.A.
73	Sueli Mendes	Instituto Ambiental do Paraná (IAP)
74	Thiago Banach Silva	Associação Comercial, Industrial e Agrícola de Jaguaíva (ACIAJA)
75	Tônia Mansani de Mira	Prefeitura Municipal de Ponta Grossa
76	Vânia Cristina Rutz da Silva	Núcleo Regional de Educação de Ponta Grossa
77	Victor Hugo de Oliveira	Agência do Trabalhador de Ponta Grossa
78	Wilson Souza de Oliveira	Editores Diário dos Campos
79	Zaudir Dallagnol	Sindicato das Indústrias de Madeiras de Telêmaco Borba (Sindimatel)

## Southeastern

	Name	Company/Institution
1	Alessandro Luis Mazur	Aneflex Fios e Cabos Ltda.
2	Aline Daiane Monteiro	Serviço Brasileiro de Apoio às Micro e Pequenas Empresas (Sebrae)
3	Ana Cláudia Babiuk	Centro Estadual Florestal de Educação Profissional Presidente Costa e Silva
4	Avonir Funes	Mundus Novus Indústria e Comércio de Móveis Ltda.
5	Carlos Mello	Sindicato das Indústrias da Madeira de Imbituva
6	Cláudio Renato Trevisan	Associação dos Contabilistas de Irati (ACI)
7	Cristiane Guimarães Boiko Rossetim	Prefeitura Municipal de Prudentópolis – Secretaria de Indústria, Comércio e Desenvolvimento Econômico
8	Cristina Misturini Sato	Serviço Nacional de Aprendizagem Industrial (Senai-PR) – Irati
9	Danyelle Sponholz Venske Pupo	Prefeitura Municipal de Imbituva
10	Dirceu Antonio Walenga	Laminados Diwal Ltda.
11	Edvaldo Rabito	Laminadora Centenário Ltda.
12	Eliana Drabecki	Compensados Drabecki Ltda.
13	Elton Dalci Goebel	Elton Dalci Goebel EPP
14	Enezito Ruppel	Observatório Social de Irati
15	Estanislau Fillus	Hagaef Laminados Ltda. ME
16	Ester Fenianos Bibas	Assessora Jurídica do Município de Guamiranga
17	Everton Hillig	Universidade Estadual do Centro-Oeste (Unicentro) – Campus Irati
18	Ewandro Severo Santos Komechen	Compensados Drabecki Ltda.
19	Ezimar Santos	Federação das Indústrias do Estado do Paraná (Fiep) – União da Vitória
20	Fábio Marcelo Chiqueto	Famachiq Ltda.
21	Fábio Fernandes	Federação das Indústrias do Estado do Paraná (Fiep) – São Mateus do Sul
22	Fernando Estevão Deneka	Sindicato das Indústrias da Madeira de Imbituva
23	Gelialdo Bobato	Compensados LFPP Eireli – EPP
24	Gizele Cavassim de Almeida	Escola Municipal Emma Horst Volpi
25	Ignacio Maria Carrau Supparo	Sindicato da Indústria do Mate no Estado do Paraná
26	Igor Cristiano de Almeida Rover	Compensados Relvaplac Ltda.
27	Joel Muller	Associação Educacional e Beneficente Ressurreição (Colégio Luterano Rui Barbosa)

28	Jonas Leite Stahler	Compensados LFPP Eireli – EPP
29	Luciano Menon	Prefeitura Municipal de Irati – Secretaria de Serviços Urbanos do Município
30	Luiz Renato Martini	Instituto Ambiental do Paraná (IAP) – Regional Irati
31	Luiz Vanderlei Kava	Associação dos Municípios Centro-Sul do Estado do Paraná (AMCESPAR)
32	Marcielo Isidoro Mazzochin	Associação Comercial e Empresarial de Irati (ACIAI)
33	Marcos Antonio Garczareck	Colégio Estadual Santo Antonio – Secretaria de Estado da Educação
34	Maria Terezinha Szwaidak	Conselho da Comunidade da Comarca de Irati
35	Noeli Aparecida Silva Campos	Federação das Indústrias do Estado do Paraná (Fiep) – Irati
36	Odilon Rogério Burgath	Prefeitura do Município de Irati
37	Oscar Luiz Muchau	Associação Comercial e Empresarial de Irati (ACIAI)
38	Paulo Roberto Pupo	Laminados e Compensados Pupo Ltda.
39	Paulo Sergio Lopes Zen	Federação das Indústrias do Estado do Paraná (Fiep) – Irati
40	Rafael Ruteski	Serviço Social da Indústria (Sesi-PR) – Colégio Sesi
41	Ricardo Bobato	Compensados Laselva Ltda.
42	Roberto Janz	Serviço Brasileiro de Apoio às Micro e Pequenas Empresas (Sebrae)
43	Rogério da Silva Almeida	Prefeitura do Município de Mallet
44	Rogério Kuhn	Associação Comercial e Empresarial de Irati (ACIAI)
45	Sandro Vilas Boas Della Torre	Construtora dos Campos Gerais Ltda.
46	Silvania Izabel Machado Spisila	Conselho Comunitário de Segurança Pública (Conseg) – Imbituva
47	Sonia Aparecida Wolff de Matos	Prefeitura Municipal de Imbituva – Secretaria de Educação e Cultura
48	Valdemilson Martins dos Santos	Serviço Social da Indústria (Sesi-PR) – Irati
49	Vanderlei Luiz Zarpellon	Observatório Social de Irati
50	Bianca Caggiano	Sindicato das Indústrias da Madeira de Imbituva
51	Everton Carlos Zarpellon	Sistema de Cooperativa de Crédito do Brasil (SICCOB Sul – Empresários da Grande Curitiba e Campos Gerais)
52	Jaqueline Tomkio Figueiro	Agência de Fomento do Paraná S.A.
53	José Basilio Salomão	Departamento de Turismo e Eventos do Município de Irati
54	Miguel Pontarolo	Vice-Prefeitura do Município de Guamiranga
55	Vanessa Galli	Compensados Galli Ltda.

## Northwestern

	Name	Company/Institution
1	Adriano Pereira da Silva	Serviço Brasileiro de Apoio às Micro e Pequenas Empresas (Sebrae-PR) – Umuarama
2	Alessandro Rocha	Universidade Estadual de Maringá
3	Amauri Martineli	Fundação Cultural – Paranavaí
4	Angela Almeida	Cialho Indústria e Comércio de Alimentos Ltda. Me
5	Antonio Borasca	SIMUR Umuarama – Fábrica de Móveis Maranata Ltda.
6	Ariovaldo João Trento	SIMUR-Umuarama/Fábrica de Móveis Maranata Ltda.
7	Arnaldo Giovanni Rech	Agência de Desenvolvimento Regional – Paranavaí
8	Camila da Silva	Universidade Estadual de Maringá – Campus Umuarama
9	Carlos Augusto Farinazzo	Cocamar – Cooperativa de Cafeicultores de Maringá Ltda.
10	Claudio Martinez Insua	Alimentos Zaeli
11	Cláudio Meneguetti	Costa Bioenergia Ltda.
12	Cleuza Natalina da Silva	Serviço Nacional de Aprendizagem Industrial (Senai-PR)
13	Clóvis Uliana	Universidade Paranaense (UNIPAR)
14	Eduardo Viola Simões	Palafari Consultoria Empresarial
15	Eliandro Sanches Ernandes	Virtual Age
16	Elizabeth Aparecida Mulezini	Centro de Integração Empresa Escola (CIEE)
17	Enio Caetano de Paula Júnior	Observatório Social de Paranavaí (OSP)
18	Everton Oliveira	Cialho Indústria e Comércio de Alimentos Ltda. Me
19	Fabio Hiromitsu Kato	Karam's Estofados
20	Fredi Rodrigo Barbosa	Federação das Indústrias do Estado do Paraná (Fiep)
21	Hélio Xavier da Silva Filho	Conselho Regional de Engenharia e Agronomia (CREA-PR)
22	Henrique Oda Torres	Real Metais
23	Jerson Godoy Leski	Associação dos Engenheiros e Arquitetos do Noroeste do Paraná (AEANOPAR)
24	João Donizetti Cabreli	Abdon e Cabreli Empreendimentos Imobiliários Ltda.
25	João Marcos Codato	Universidade Paranaense (UNIPAR)
26	Jolcir Eliseu Brum Oliveira	Federação das Indústrias do Estado do Paraná (Fiep)
27	Juliano Cervantes Pereira dos Santos	Prefeitura Municipal de Diamante do Norte
28	Leandro Vanalli	Universidade Estadual de Maringá
29	Letícia Rodrigues Albuquerque	Serviço Brasileiro de Apoio às Micro e Pequenas Empresas (Sebrae-PR) –Umuarama

30	Lucas Barone de Oliveira	Agência do Trabalhador – Paranavaí
31	Luciane Casorillo Travain	Instituto GRPCOM
32	Luiz Vanderlei Priori	Fomento Paraná – Umuarama
33	Marcelo Saldania	Prefeitura Municipal de Jussara
34	Marcio Fernandes de Moraes	APL de Metais Sanitários
35	Mauricio Gehlen	Podium Alimentos
36	Mauriza Gonçalves de Lima Menegasso	Serviço Social do Comércio (Sesc-PR) – Umuarama
37	Oséias de Souza Gimenes	APL – Cianorte/Sinveste
38	Pedro Silva Jr.	Prefeitura Municipal de Umuarama
39	Rafael Egídio Leal e Silva	Instituto Federal do Paraná (IFPR) – Campus Umuarama
40	Rejanea Oliveira Brito Matusaiki	Instituto Federal do Paraná (IFPR) – Campus Umuarama
41	Rofério Almeida da Silva	Gonçalves & Tortola S.A.
42	Silvia Nilza Tuler	Federação das Indústrias do Estado do Paraná (Fiep)
43	Sueli Ap. S. Coelho	Federação das Indústrias do Estado do Paraná (Fiep)
44	Tarcisio Miguel Teixeira	Instituto Federal do Paraná (IFPR)
45	Valdemir Frasson	Serviço Nacional de Aprendizagem Comercial (Senac-PR) – Umuarama
46	Valdemir Zago	Alimentos Zaeli
47	Viviane Ribeiro Ferreira	Universidade Paranaense (UNIPAR)

## North-Central

	Name	Company/Institution
1	Ary Sudan	Federação das Indústrias do Estado do Paraná (Fiep)
2	Adelar Antonio Motter	Instituto Agrônômico do Paraná (IAPAR)
3	Alex José	Instituto de Desenvolvimento, Pesquisa e Planejamento de Apucarana (Idepplan)
4	Alexandre Destefano	Fiep/Sesi/Senai/IEL
5	Alexandre Romagnole	Grupo Romagnole
6	Almir Gaspar Schenfeld	Serviço Nacional de Aprendizagem Industrial (Senai-PR) – Londrina
7	Aloysio Gomes de Souza Filho	Universidade Tecnológica Federal do Paraná (UTFPR)
8	Altevir Batista	Associação de Produtores de Álcool e Açúcar do Estado do Paraná (Alcopar)
9	Amarildo Oliveira	Via Grafit Confecções Ltda./Sindicato Intermunicipal das Indústrias do Vestuário do Paraná (Sivepar)



10	Anderson José Bellini	Instituto de Desenvolvimento, Pesquisa e Planejamento de Apucarana (Idepplan)
11	Andréa Mandelli	Codel – Instituto de Desenvolvimento de Londrina
12	Antonio Di Rienzo	Sinditêxtil Londrina/Paranatex Indústria Têxtil Ltda.
13	Carmen Lúcia Izquierdo Martins	Sindicato das Indústrias de Pré-Moldados de Concreto e Artefatos de Cimento do Norte do Paraná (Sindccon Norte PR)
14	Carolina Zanchin	Instituto de Desenvolvimento, Pesquisa e Planejamento de Apucarana (Idepplan)
15	Célia Regina Granhen Tavares	Universidade Estadual de Maringá (UEM)
16	Cléber E. D. Disserol	DR Engenharia
17	Clóvis Souza Coelho	Serviço Social da Indústria (Sesi-PR) – Londrina
18	Eleutério Roncato Neto	Cocamar Cooperativa Agroindustrial
19	Elisangela Popowicz	Instituto de Desenvolvimento, Pesquisa e Planejamento de Apucarana (Idepplan)
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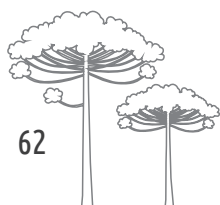
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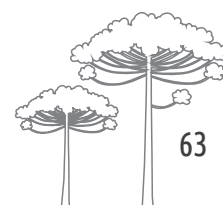
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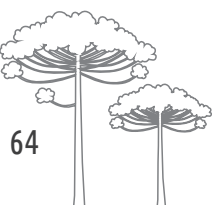
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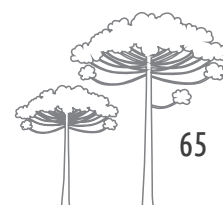
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