

REBASING – Research-based competence brokering

**Reti e brokeraggio dell'innovazione: approcci,
modelli e prospettive**

Lugano – Switzerland, November 25th, 2011

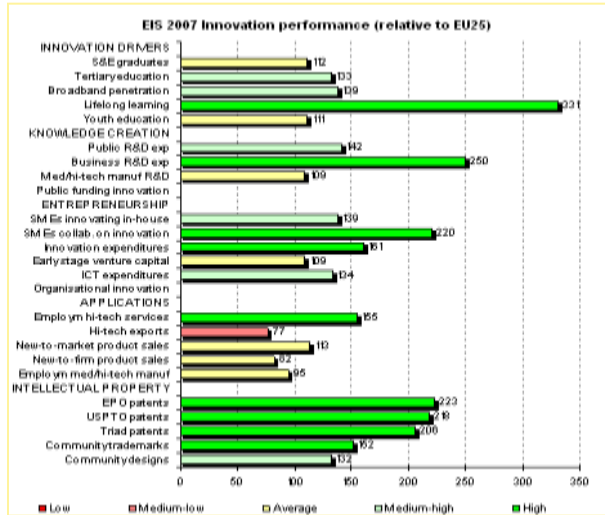


REBASING – a contribute to Industry and Research performances

- ✓ **R & D: Italy's ranking**
- ✓ **Industrial changes in Veneto region**
- ✓ **Revision of policies and intervention measures in R&D**
- ✓ **Confindustria Veneto Strategy: innovation human capital and KIBS**
- ✓ **The REBASING project**



SWEDEN



ITALY

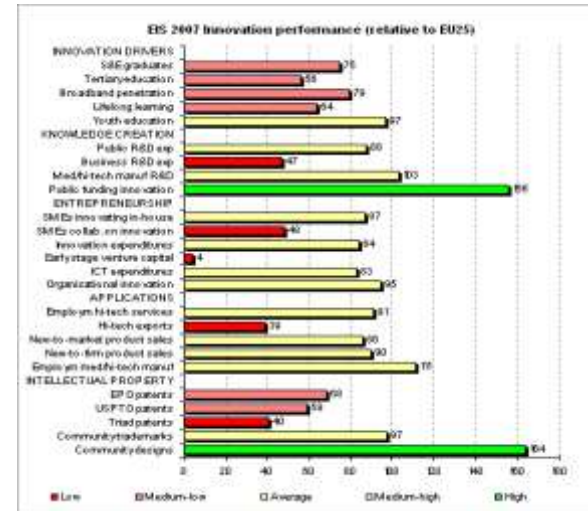
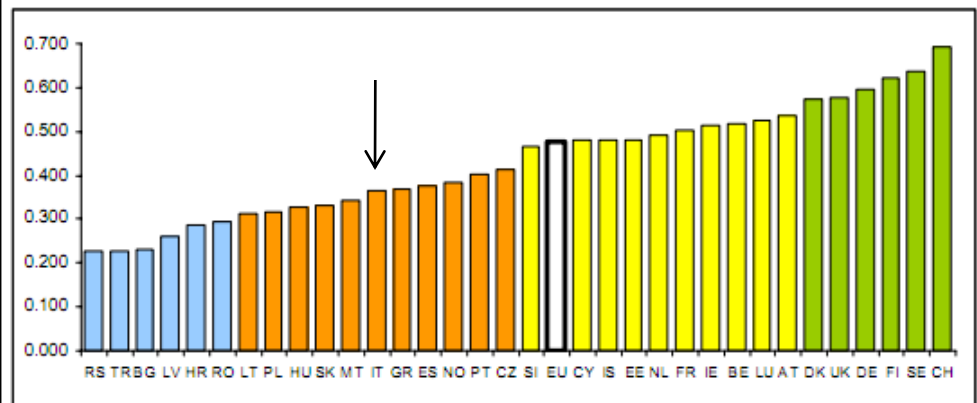


FIGURE 2: INNOVATION PERFORMANCE (2009 SUMMARY INNOVATION INDEX)



Data for the underlying indicators are for 2005 (3.4%), 2006 (34.5%), 2007 (13.8%) and 2008 (48.3%). The SII scores are shown in Annex E.



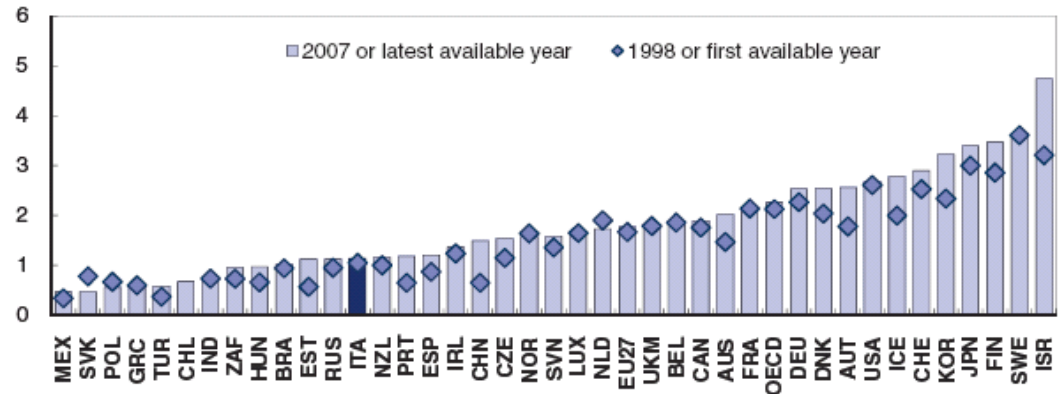
In recent years, Italy decreased its share on global markets and the low growth in productivity increased the gap of per capita GDP in comparison to the OECD best performers. To increase the levels of R&D and innovation is essential to reverse this trend.

R&D investments in Italy are lower than the OECD and EU average and the R&D intensity (investments ratio of GDP) is 1,1, while the OECD average is 2,5 and EU average 1,7.

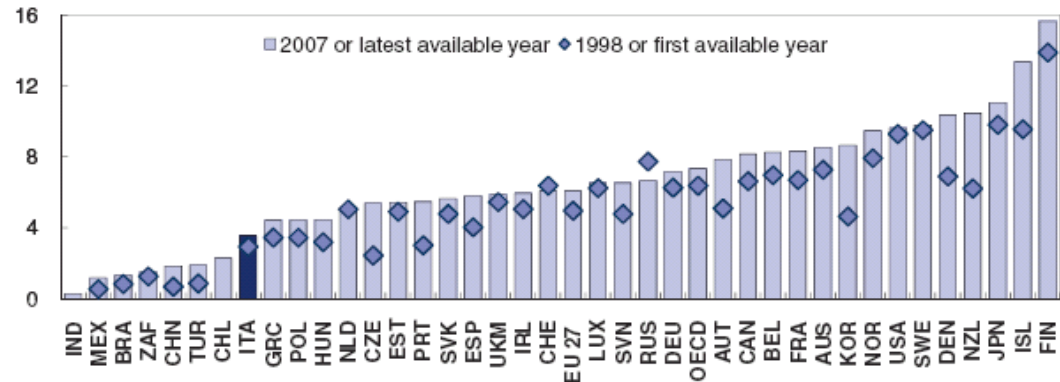
The private sector contributes only to the 40% to the R&D investments, while the OECD average is 63%.

Limited investments in R&D mirror the companies positioning in traditional sector, and the predominance of familiar small enterprises

A: R & D expenditure as a % of GDP



B: Number of researchers per thousand population



Total Enterprises: 506.006 – **Active Enterprises:** 458.352 (manufacturing and building industries 150.013) 95,5% SMEs

Population: 4,886,000 inhabs. - positive demographic trend due to immigration
In 2009 the Immigrants were 9.5%

Unemployment rate (2010): Italy 8,4- Veneto: 5,8 (male: 4.5%, female 7.5%)



Veneto production districts

- eyewear
- tanning
- furniture
- electromechanics
- ceramics
- textile
- jewellery
- artistic furniture
- marble
- footwear
- furniture
- stainless steel products
- sportswear and sports footwear
- wood, furnishing
- footwear
- artistic glass
- artistic furniture
- footwear
- agroindustrial sector
- fun-fair equipment

Source: Club of Industrial Districts

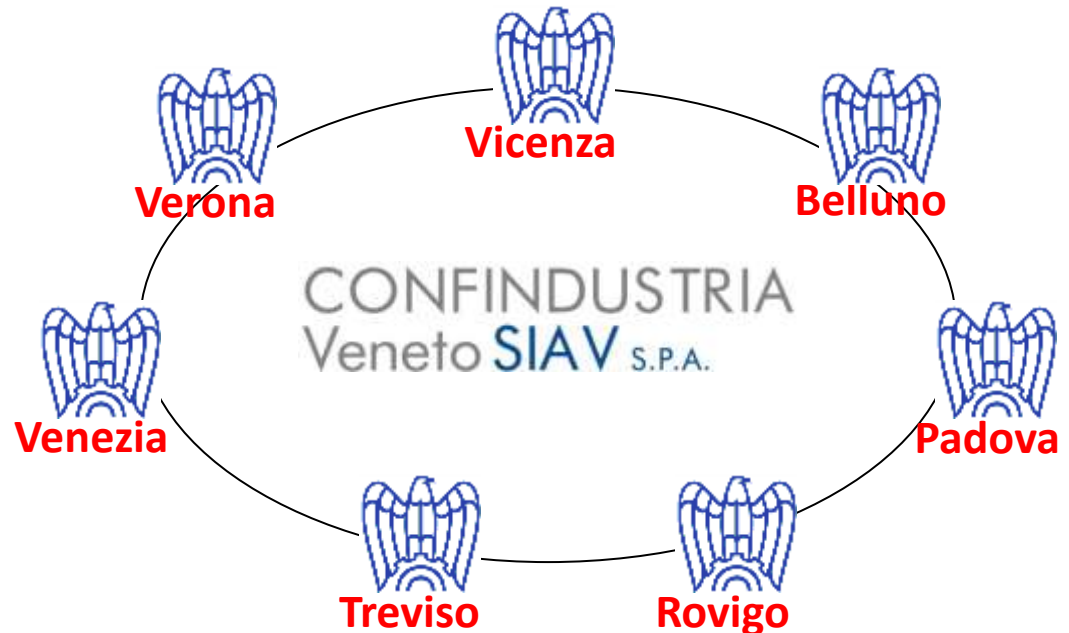
CONFINDUSTRIA VENETO is the leading organization coordinating Confindustria's (Italian Manufacturers' Association) offices in the seven provinces of the Veneto region.

It groups together more than **12,000** enterprises with over **350,000** employees in total.

It relies on valuable "resources" of **Confindustria Veneto SIAV S.p.A**, Nordestimpresa, Fondazione Nordest and Campiello Foundation.

Its current activities are focused on several outstanding issues related to the **development of industrial districts** and to the **quality and size growth** of small enterprises and microenterprises, in order to favour a suitable **organizational development**.

Confindustria Veneto SIAV S.p.a promoted and coordinated a large number of projects about different issues. Namely, SIAV was involved and worked in the fields of: competences, internationalization, cross-cultures, company growth and lately SIAV successfully developed Innovation and Industrial Change. **More than 700 companies** participated to the research and development activities promoted by SIAV, involving in vocational training and learning different levels and types of Human Resources, such as, unemployed, employees, managers and entrepreneurs.



AIM: IMPROVEMENT AND CONSISTENCY OF RESEARCH AND INNOVATION OFFER

The research “Open Innovation” , carried out by Ca’ Foscari University in 2009, identified in Veneto region 88 research centres, mostly public, The list does not include Universities Departments.

The number is clearly higher than necessary, impacting negatively on the companies access to research and generating a fragmentation of resources.

A radical “rationalisation” or framework regulation , due to disomogeneous ownership types and composition is not achievable in the short run.

A system to monitor the performances in applicable knowledge and technology transfer toward companies shall be set.

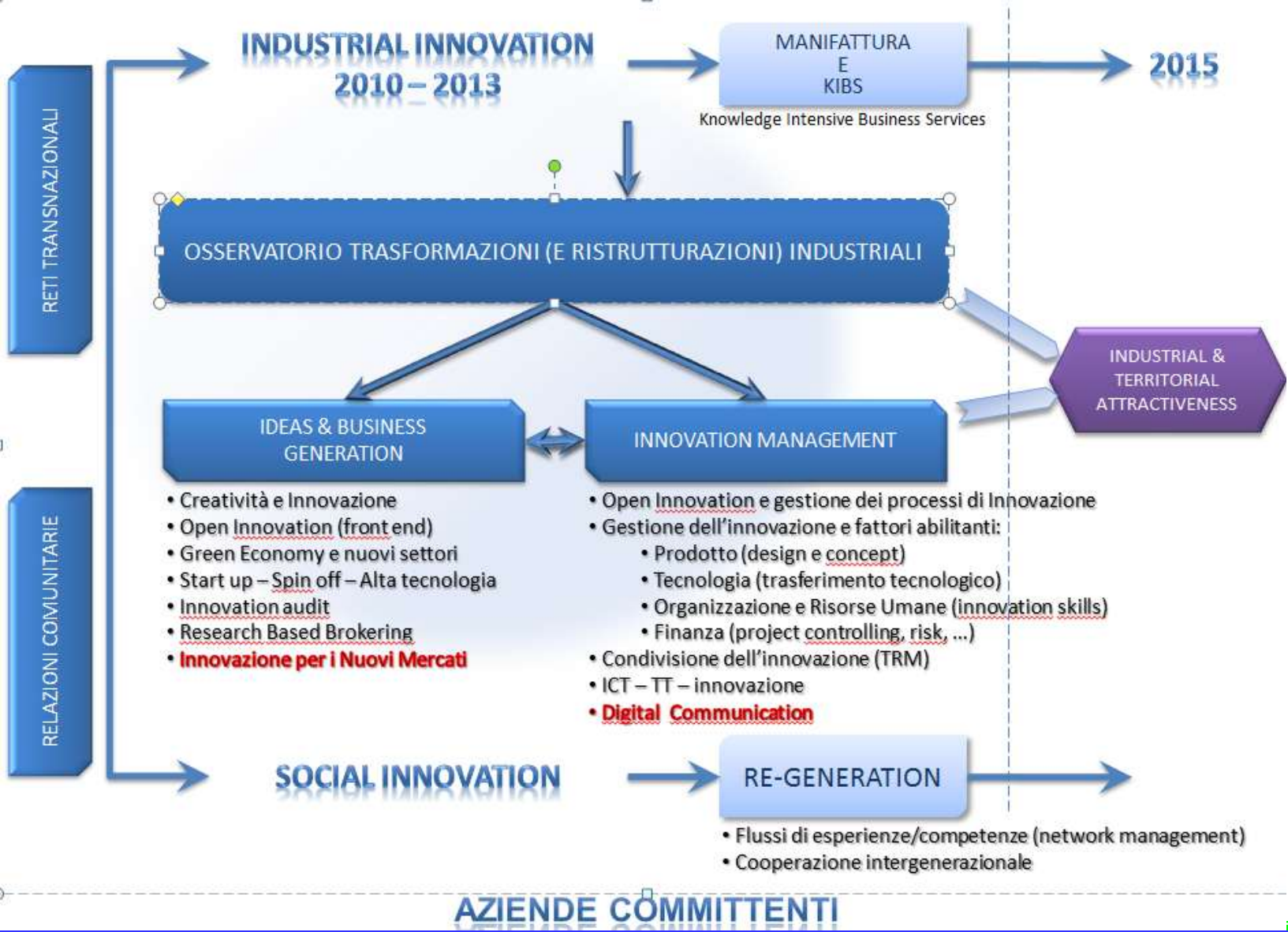
Confindustria initiated a survey to verify the state of art and propose framework solution to the relevant Regional Councillor.



OBJECTIVES

1. TO FOCUS DEDICATED REGIONAL RESOURCES TO FOSTER BUSINESS INVESTMENTS IN R&D
2. TO SIMPLIFY PROCEDURES AND REDUCE TIME-TO-BENEFICIARY OF REGIONAL FUNDING
3. TO CREATE SYNERGIES AMONG DEVELOPMENT AND SUPPORT PROGRAMMES AT REGIONAL, NATIONAL AND EU LEVELS
4. TO IMPROVE AND ENSURE THE CONSISTENCY OF THE R&D OFFER





INNOVATIVE PROJECTS

INDUSTRIAL CHANGES & INNOVATION



CREATIVITY TODAY... DRIVING INNOVATION FOR THE FUTURE



Leonardo da Vinci - NEXT **Creativity and Innovation for Industry** **Website: www.leonardonext.eu**

Taking account of the ongoing global crisis, innovation and the ability to be creative are considered an essential driver for development and economical recovering. On the other hand, the crisis is depressing investments in creativity and innovation as the first costs to be cut are those related to immaterial learning and skill development. Particularly SMEs are concerned, as normally they employ external services and staff to develop innovation, but in crisis circumstances neither have internal resources, nor strategic vision to face the market competition. NEXT project tackles this problem. More in detail, the transnational consortium aims to support the spreading of a creative and innovative culture inside the organizations by transferring and implementing methodologies, tools and concepts developed by the Dutch company New Shoes Today as a systemic approach to creativity for enterprises and organizations.

INNOVATION SKILLS



SKILL-INN – SKILLS FOR INNOVATION ESF Project – Veneto Region Human Capital

Website: www.skill-inn.it

The project aims at implementing a set of interventions in order to highlight and rationalise implemented innovation processes and the associated professional skills, especially concerning the components of knowledge acquired through the working experience and complementary to formal learning processes.



REBASING: research based competence brokering Website: www.leonardorebasing.eu

The REBASING project intends to develop a comprehensive work program to improve the cooperation between universities (and research centres) and enterprises, thus empowering the capacity of companies to exploit innovation and introduce it in their working routines. This project aims at increasing cooperation among universities, research institutes and companies, with

twofold results: modernising universities by developing relations with the production sector on the one hand, and strengthening the companies' ability to use innovation and implement it in their usual work practices on the other hand.

www.leonardorebasing.eu



OCTOBER 26TH, 2011 - 8:08 AM § IN NEWS

New meeting in Lugano!

Open seminar

INNOVATION AND COMPETENCE BROKERING

The REBASING Project

Date: Friday 25th November 2011, from 1:30 PM to 5:30 PM

Place: Lugano (Switzerland)

PROGRAMMA DEL CONVEGNO PUBBLICO DEL 25-11-2011

The partnership



Confindustria Veneto SIAV

Italy

August Horch Akademie

Germany

Bergen University College

Norway

Tallin University of Technology

Estonia

Treviso Tecnologia

Italy

DIEG – Uni NA

Italy

DIMEG – Uni PD

Italy

CFC – Conference for Continuous
Training in Italian Switzerland

Switzerland

OBJECTIVE (1/3)

The REBASING project intends to develop a comprehensive work program to improve the cooperation between universities, research centres and enterprises, thus empowering the capacity of companies to **exploit innovation** and introduce it in their working routines.

Nowadays the “innovative capacity” is also based on the organizational ability to become “*serial innovators*”. The challenge will be dealt with by transferring a very practical approach developed in Norway within the context of the Regional Programme for innovation research and development.

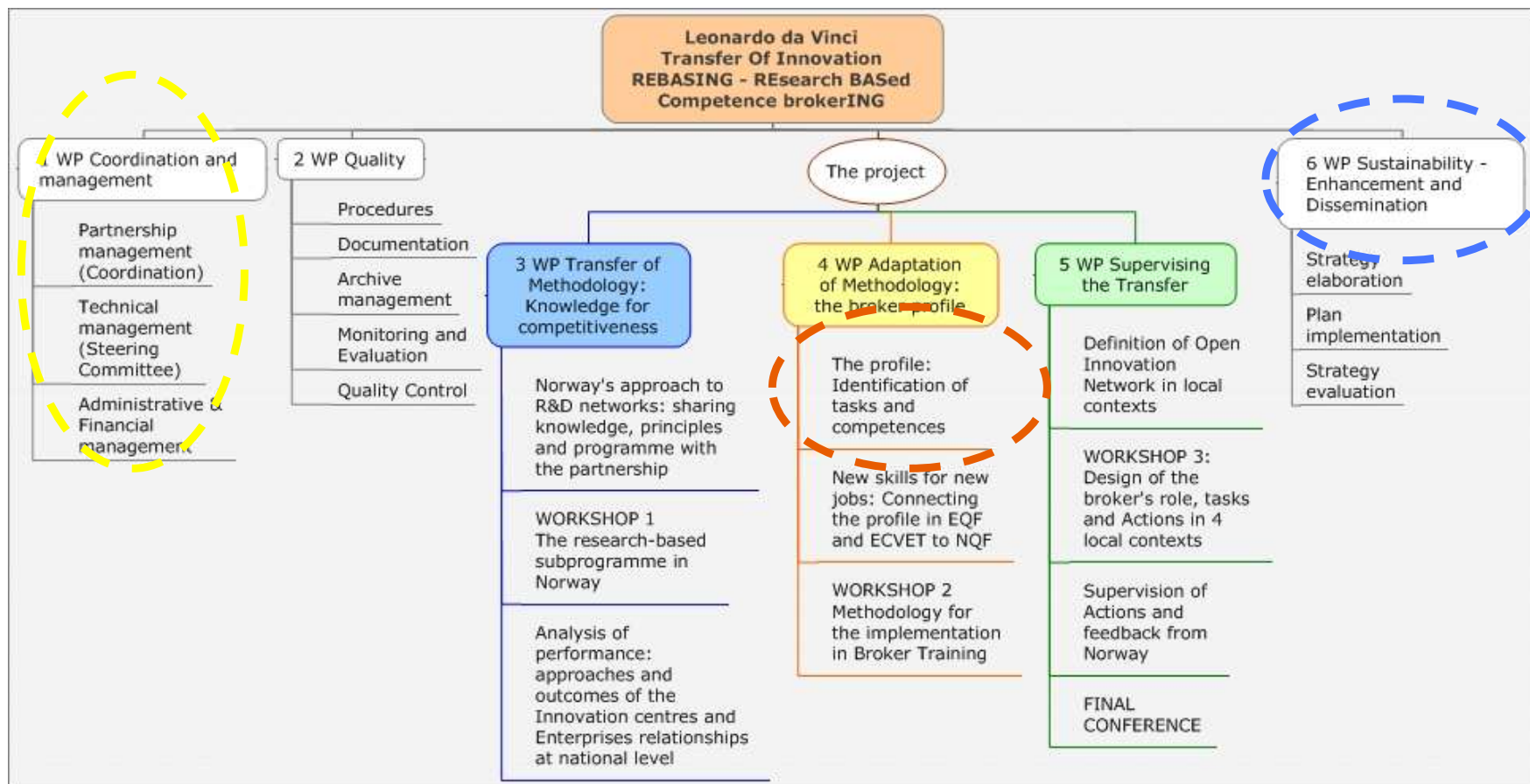
OBJECTIVE (2/3)

The core of the transfer action is the research based competence broker: this professional profile is able to analyse the enterprises' needs in terms of technological and organisational innovation and link needs to universities capacity to provide for innovative solutions. REBASING trusts that the broker can significantly operate to improve the quality of cooperation between university and enterprises which is often fragmented and inefficient.

OBJECTIVE (3/3)

The project consortium includes four universities from different European countries – Bergen University College, Tallinn Technology University, University of Padua, University of Naples. Confindustria Veneto SIAV, Treviso Tecnologia, and August Horch Akademie are service organisations expressed by Enterprises associations daily in contact with the business community, to provide companies with training, **services** and **innovation development**.

Work breakdown structure





Competence broker profile defined in compliance with EQF

THE EUROPEAN QUALIFICATIONS FRAMEWORK FOR LIFELONG LEARNING

DESCRIPTORS DEFINING LEVELS IN THE EUROPEAN QUALIFICATIONS FRAMEWORK (EQF)

		KNOWLEDGE	SKILLS	COMPETENCE
Each of the 8 levels is defined by a set of descriptors indicating the learning outcomes relevant to qualifications at that level in any system of qualifications.		In the context of EQF, knowledge is described as theoretical and/or factual.	In the context of EQF, skills are described as cognitive (involving the use of logical, intuitive and creative thinking) and practical (involving manual dexterity and the use of methods, materials, tools and instruments).	In the context of EQF, competence is described in terms of responsibility and autonomy.
LEVEL 1	The learning outcomes relevant to <u>Level 1</u> are	➤ basic general knowledge	➤ basic skills required to carry out simple tasks	➤ work or study under direct supervision in a structured context
LEVEL 2	The learning outcomes relevant to <u>Level 2</u> are	➤ basic factual knowledge of a field of work or study	➤ basic cognitive and practical skills required to use relevant information in order to carry out tasks and to solve routine problems using simple rules and tools	➤ work or study under supervision with some autonomy
LEVEL 3	The learning outcomes relevant to <u>Level 3</u> are	➤ knowledge of facts, principles, processes and general concepts, in a field of work or study	➤ a range of cognitive and practical skills required to accomplish tasks and solve problems by selecting and applying basic methods, tools, materials and information	➤ take responsibility for completion of tasks in work or study ➤ adapt own behaviour to circumstances in solving problems
LEVEL 4	The learning outcomes relevant to <u>Level 4</u> are	➤ factual and theoretical knowledge in broad contexts within a field of work or study	➤ a range of cognitive and practical skills required to generate solutions to specific problems in a field of work or study	➤ exercise self-management within the guidelines of work or study contexts that are usually predictable, but are subject to change ➤ supervise the routine work of others, taking some responsibility for the evaluation and improvement of work or study activities

LEVEL 5*	The learning outcomes relevant to Level 5 are	<ul style="list-style-type: none"> ➤ comprehensive, specialised, factual and theoretical knowledge within a field of work or study and an awareness of the boundaries of that knowledge 	<ul style="list-style-type: none"> ➤ a comprehensive range of cognitive and practical skills required to develop creative solutions to abstract problems 	<ul style="list-style-type: none"> ➤ exercise management and supervision in contexts of work or study activities where there is unpredictable change ➤ review and develop performance of self and others
LEVEL 6**	The learning outcomes relevant to Level 6 are	<ul style="list-style-type: none"> ➤ advanced knowledge of a field of work or study, involving a critical understanding of theories and principles 	<ul style="list-style-type: none"> ➤ advanced skills, demonstrating mastery and innovation, required to solve complex and unpredictable problems in a specialised field of work or study 	<ul style="list-style-type: none"> ➤ manage complex technical or professional activities or projects, taking responsibility for decision-making in unpredictable work or study contexts ➤ take responsibility for managing professional development of individuals and groups
LEVEL 7***	The learning outcomes relevant to Level 7 are	<ul style="list-style-type: none"> ➤ highly specialised knowledge, some of which is at the forefront of knowledge in a field of work or study, as the basis for original thinking and/or research ➤ critical awareness of knowledge issues in a field and at the interface between different fields 	<ul style="list-style-type: none"> ➤ specialised problem-solving skills required in research and/or innovation in order to develop new knowledge and procedures and to integrate knowledge from different fields 	<ul style="list-style-type: none"> ➤ manage and transform work or study contexts that are complex, unpredictable and require new strategic approaches ➤ take responsibility for contributing to professional knowledge and practice and/or for reviewing the strategic performance of teams
LEVEL 8****	The learning outcomes relevant to Level 8 are	<ul style="list-style-type: none"> ➤ knowledge at the most advanced frontier of a field of work or study and at the interface between fields 	<ul style="list-style-type: none"> ➤ the most advanced and specialised skills and techniques, including synthesis and evaluation, required to solve critical problems in research and/or innovation and to extend and redefine existing knowledge or professional practice 	<ul style="list-style-type: none"> ➤ demonstrate substantial authority, innovation, autonomy, scholarly and professional integrity and sustained commitment to the development of new ideas or processes at the forefront of work or study contexts including research

Compatibility with the Framework for Qualifications of the European Higher Education Area

The Framework for Qualifications of the European Higher Education Area provides descriptors for cycles. Each cycle descriptor offers a generic statement of typical expectations of achievements and abilities associated with qualifications that represent the end of that cycle.

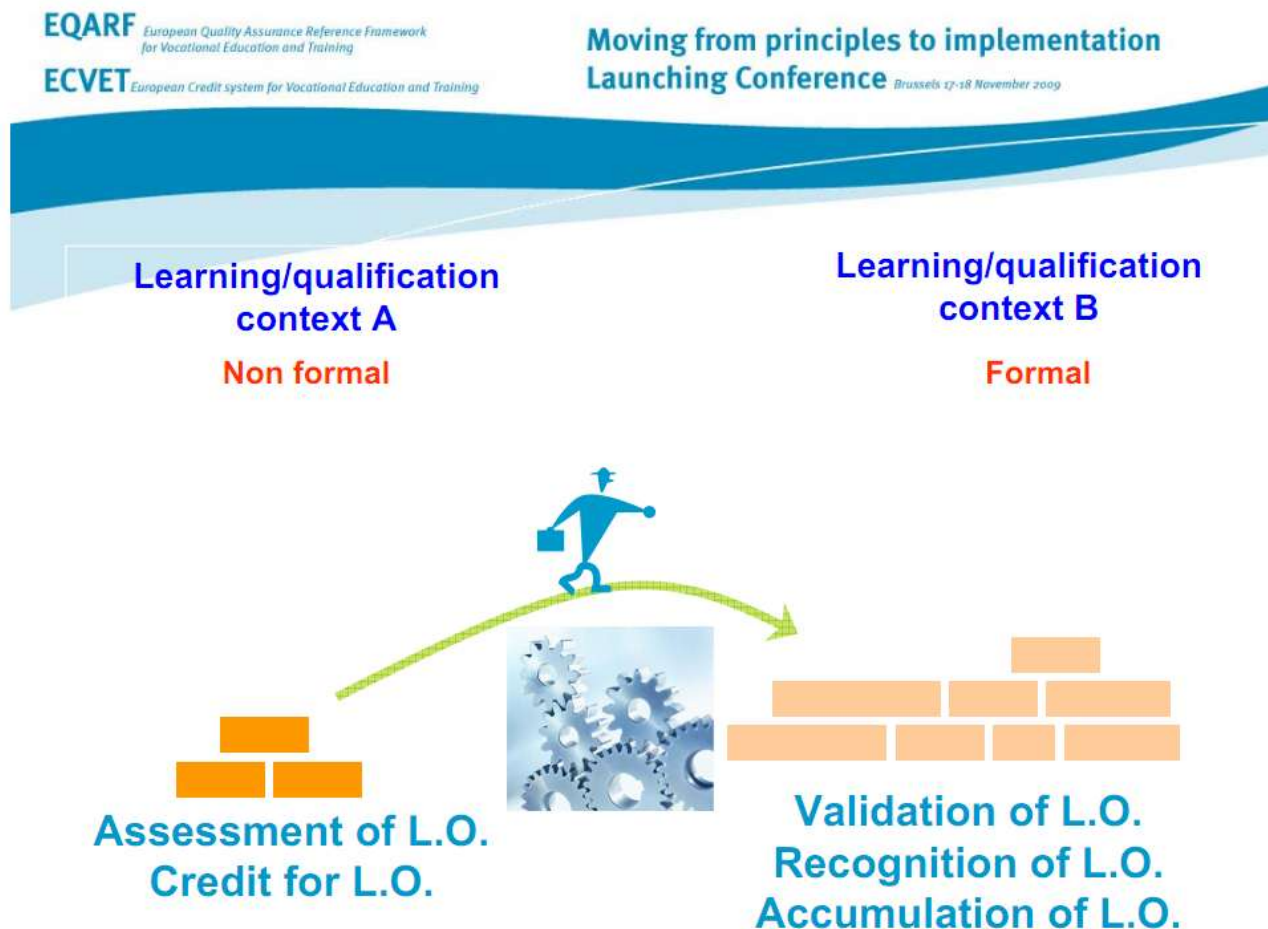
* The descriptor for the higher education short cycle (within or linked to the first cycle), developed by the Joint Quality Initiative as part of the Bologna process, corresponds to the learning outcomes for ECF level 5.

** The descriptor for the first cycle in the Framework for Qualifications of the European Higher Education Area agreed by the ministers responsible for higher education at their meeting in Bergen in May 2005 in the framework of the Bologna process corresponds to the learning outcomes for ECF level 6.

*** The descriptor for the second cycle in the Framework for Qualifications of the European Higher Education Area agreed by the ministers responsible for higher education at their meeting in Bergen in May 2005 in the framework of the Bologna process corresponds to the learning outcomes for ECF level 7.

**** The descriptor for the third cycle in the Framework for Qualifications of the European Higher Education Area agreed by the ministers responsible for higher education at their meeting in Bergen in May 2005 in the framework of the Bologna process corresponds to the learning outcomes for ECF level 8.

Competence broker profile defined in compliance with Ecvet



Competence broker profile defined in compliance with Ecvet

Unit profile "International entrepreneurship"

	KNOWLEDGE	SKILLS	COMPETENCES
<p>Activity 1: Searching for, initiating and instigating business opportunities at international level</p>	<p>K1. Definitions and best practice in entrepreneurship:</p> <ul style="list-style-type: none"> - The basis of entrepreneurship - Entrepreneurship process - Role and responsibilities of an entrepreneur - Responsible Entrepreneurship 	<p>S.1. Setting goals according to identified possibilities for change and improvement</p> <p>S.2. Understanding the needs and priorities of customers (internal and external)</p> <p>S.3. Adapting or generating imaginative or innovative ideas</p>	<p>C.1. accept difference as an opportunity to learn</p> <p>C.2. accept to put team objectives before personal objectives</p> <p>C.3. assume responsibility in the workplace</p> <p>C.4. balance progress on objectives with getting all parties on board</p>
<p>Activity 2: Preparing, organising, participating, carrying out and following up international business activities</p>	<p>K.2. Goal setting:</p> <ul style="list-style-type: none"> - Strategic, operational aims - Leadership qualities - Creative thinking techniques <p>K.3. Business monitoring and knowledge management:</p> <ul style="list-style-type: none"> - Diversity, complexity, ambiguity in globalized environment - Principal worldwide trends in political, economical, business and social spheres - Challenges associated with globalisation and technological innovation - Economic, political, legal, commercial monitoring of the environment/markets - Business monitoring techniques 	<p>S.4. Thinking out-of-the-box / challenging assumptions</p> <p>S.5. Obtaining and using all relevant information from a variety of sources (permanent monitoring)</p> <p>S.6. Identifying one's strengths and weaknesses</p> <p>S.7. Influencing others of your ideas and negotiating</p> <p>S.8. Setting priorities, assessing risks and making choices</p> <p>S.9. Tackling key issues and problems in a logical step-by-step way</p>	<p>C.5. be assertive</p> <p>C.6. be autonomous</p> <p>C.7. be curious</p> <p>C.8. be determined / resilient</p> <p>C.9. be emotionally intelligent</p> <p>C.10. be empathic</p> <p>C.11. be independent in fixing priorities</p> <p>C.12. be open minded</p> <p>C.13. be personally responsible ("accountability")</p> <p>C.14. be proactive</p> <p>C.15. be realistic</p> <p>C.16. be self aware and know oneself / be self perceptive</p>
<p>Activity 3: Managing diverse relations and contacts in different contexts and cultures</p>	<p>K.4. Negotiating techniques & influencing skills:</p> <ul style="list-style-type: none"> - Negotiation strategies, models and techniques - Negotiation practices of the target countries <p>K.5. Time management:</p> <ul style="list-style-type: none"> - Planning having in mind defined objectives - Fixing priorities - Methods and tools to personal organisation and time management <p>K.6. Emotional intelligence</p> <ul style="list-style-type: none"> - Stress management, impact of emotions on performance, overcoming culture shock <p>K.7. Culture definitions & Intercultural Management Models :</p> <ul style="list-style-type: none"> - National, regional, sectoral, 	<p>S.10. Setting high goals for self and others focusing on the delivery of targets and deadlines</p> <p>S.11. Maintaining effectiveness in a constantly changing environment</p> <p>S.12. Constantly checking internal and external customers satisfaction</p> <p>S.13. Understanding the impact of all actions on business results</p> <p>S.14. Working, collaborating and delegating in a multicultural team</p> <p>S.15. Leading and motivating culturally different people</p> <p>S.16. Managing conflicts in the</p>	<p>C.17. be self confident</p> <p>C.18. change filters/perspective</p> <p>C.19. do confident decision making</p> <p>C.20. empower others</p> <p>C.21. express solidarity</p> <p>C.22. fix priorities</p> <p>C.23. harmonize</p> <p>C.24. have a solution focused mindset</p>

Expressed as "The ability to..."

WHO WE ARE

The **KNOWLEDGE&INNOVATION UNIT** is the innovative projects area of **Confindustria Veneto SIAV** aiming at identifying and transferring development opportunities for enterprises and employees at any level. This is achieved by carrying out projects included in EU and national Programmes; by disseminating processes affecting organizational development, lean production, product safety, environmental protection, total quality, and continuous training. Methodological studies are carried out through exchanges and cooperation (e.g. partnerships) with Institutions, Enterprises and Universities, at national level and within industrialized countries. The assistance service for enterprises is delivered directly and on-line.

Knowledge&Innovation
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