CONFINDUSTRIA Veneto

CONFINDUSTRIA Veneto SIAV S.P.A.

ENTREPRENEURSHIP & INNOVATION

Knowledge transfer & learning support

Gabriella Bettiol
Confindustria Veneto SIAV SpA
Knowledge&Innovation Unit

4th of June 2014, Dortmund, Germany

THE REGION of VENETO
the context where Confindustria operates

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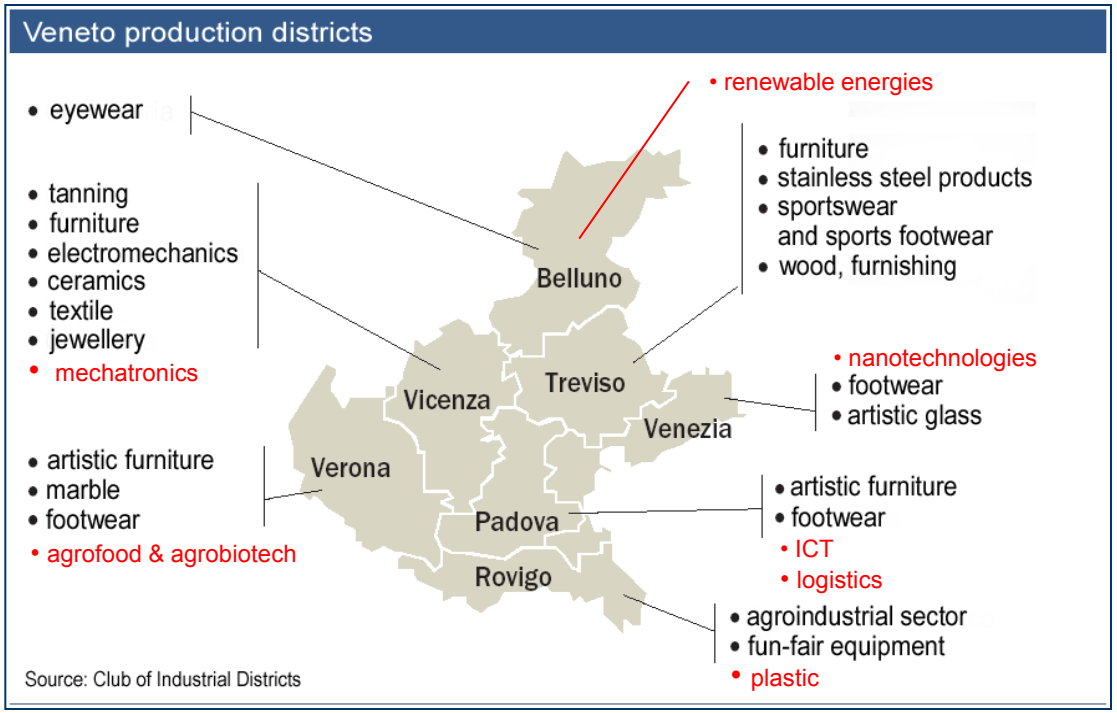
Total Enterprises: 506,453 – **Active Enterprises:** 457.225 (manufacturing industries 58,260, building 74.466) 95% SMEs

Population: 4,937,854 inhabs. - positive demographic trend due to immigration
In 2010 the Immigrants were 10%.

Unemployment rate (September 2013): Italy 12,5 - Veneto: 6,5 (male: 5.5%, female 7.5%)

3 Universities 3 Scientific Parks

88 Technology Transfer Centres



CONFINDUSTRIA

A key player in the Italian economy, society and institutions

Founded in 1910 Confindustria is the lead organization representing the manufacturing, construction, energy, transportation, ITC, tourism and services industries in Italy.

It brings together more than 120,000 voluntary member companies of all sizes, amounting to 4,500,000 employees.

The organization consists in 105 local Associations established in 18 Regional Confindustria locations, 104 Sectorial Associations, 18 National Sector Federations, and 14 Associated Members.

CONFINDUSTRIA
Veneto

Founded in 1971
We represent more than 12,000 companies of all sizes (mainly SMEs) and about 350,000 employees
Main relationship with: Local Confindustria Associations, Region of Veneto, trade unions and main enterpreneurial organisations at regional level

CONFINDUSTRIA VENETO and SIAV

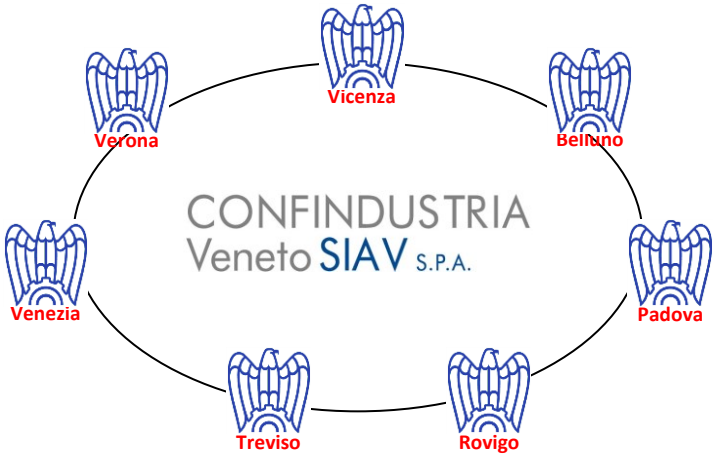
CONFINDUSTRIA VENETO is the leading organization coordinating Confindustria's (Italian Manufacturers' Association) offices in the seven provinces of the Veneto region.

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.

In the current crisis, the engagement especially regarding the relationship with the **credit and finance system**, fiscal systems and active policies and **innovation.**



Confindustria Veneto Siav Spa promoted and coordinated a large number of projects about different issues. Namely, SIAV was involved and worked in the field of: competences, internationalization, cross-culture, company growth and lately successfully developed **innovation and industrial change**. More of **700 companies** partecipated 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.

CONFINDUSTRIA VENETO SIAV: about us

CONFINDUSTRIA
Veneto SIAV S.P.A.

2013 DATA

- TURNOVER VALUE: 2,8M Euro
- PERMANENT STAFF: 27

ACTIVITIES AREAS OF CONFINDUSTRIA VENETO

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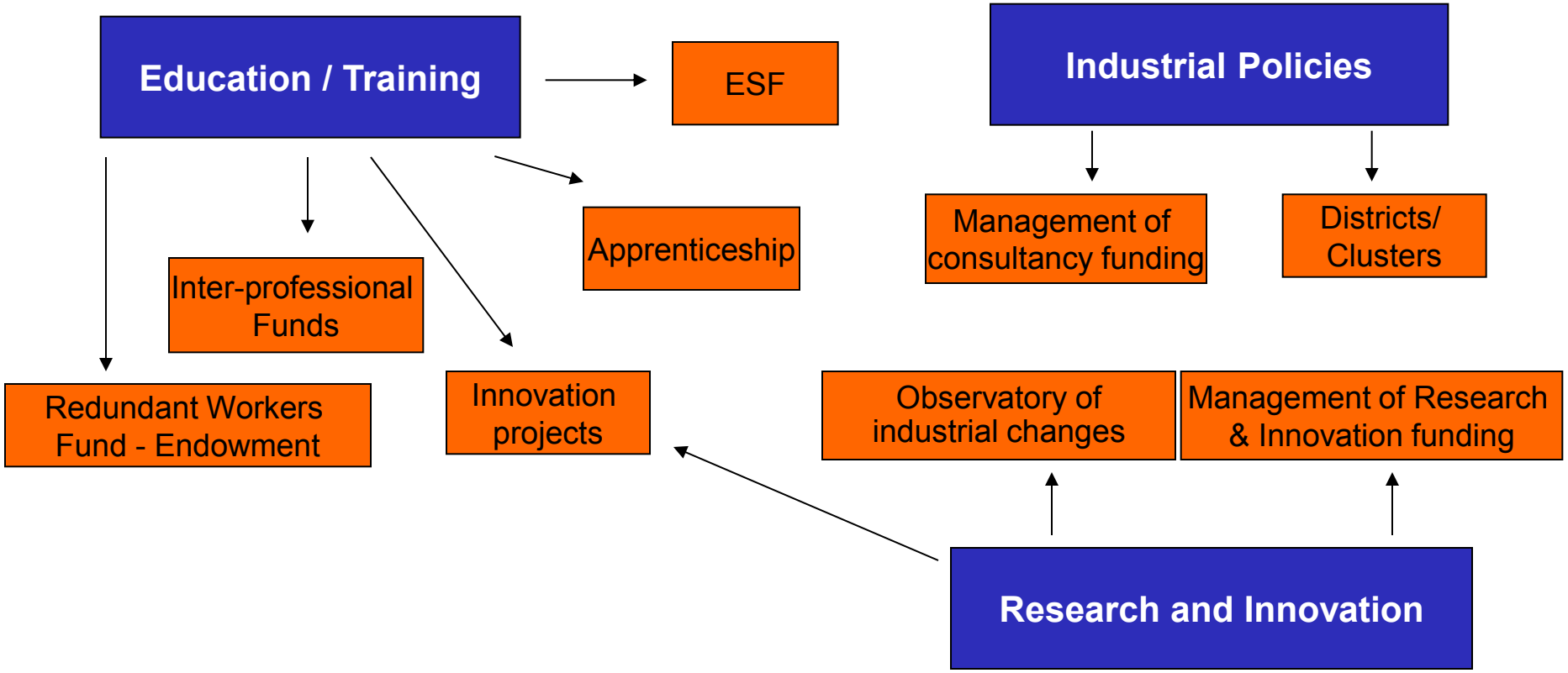


SERVICE AREAS OF SIAV

SIAV STRATEGIC POSITION

CONFINDUSTRIA Veneto SIAV S.P.A.

Region Veneto, Ministries, Inter–professional Funds

Funding Bodies

Technical Lobby (institutional) to support "rules & regulations definition"
Contents for Programmes /Strategies

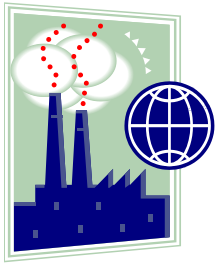
Interpretation of laws, rules and procedures

SIAV

Oversight and technical within the Confindustria system
Planning and management of technical and financial reporting
Test of new initiatives

Summary of technical needs

Industrial Associations and Training & Services agencies of Confindustria



Member Companies

SUMMARY – Period 2000- 2012

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SIAV, leverage of opportunities in favour of Confindustria Veneto system

Activity	Resources to the system (iMeuro)	Enterprises involved	Workers involved
Bilateral funds	**23**	**3.500**	**34.500**
Innovative projects	**20**	**730**	**4.500**
Apprentiship	**19,5**	**5.000**	**13.500**
European Social Fund	**72**	**2.000**	**15.000**
Technical Assistance	**30**	**9.000**	
Clusters	**12**	**520**	
TOTAL	**176.5**	**20.750**	**64.500**

Knowledge & Innovation Strategy

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TRANSNATIONAL NETWORKS

INTERNATIONAL RELATIONS

INDUSTRIAL INNOVATION 2010 – 2013

MANIFACTURING and KIBS

Knowledge Intensive Business Services

2015

OBSERVATORY ON INDUSTRIAL CHANGE (AND RESTRUCTURING)

INDUSTRIAL & TERRITORIAL ATTRACTIVENESS

IDEAS & BUSINESS GENERATION

- Creativity and Innovation
- Open Innovation (front end)
- Green Economy and new sectors
- Start up – Spin off – High technology
- Innovation audit
- Research Based Brokering
- Innovation for the new market

INNOVATION MANAGEMENT

- Open Innovation and Management of Innovation process
- Innovation Management and Enabling factors:
  - Product (design and concept)
  - Technology (technology transfer)
  - Organisation and Human Resources (innovation skills)
  - Finance (project controlling, risk, ...)
- Sharing Innovation (TRM)
- ICT – TT – Innovation
- Digital Communication

SOCIAL INNOVATION

RE-GENERATION

- Experience/competence flows (network management)
- Intergenerational cooperation

ENTERPRISES COMMITMENT

Knowledge & Innovation 2013-2014

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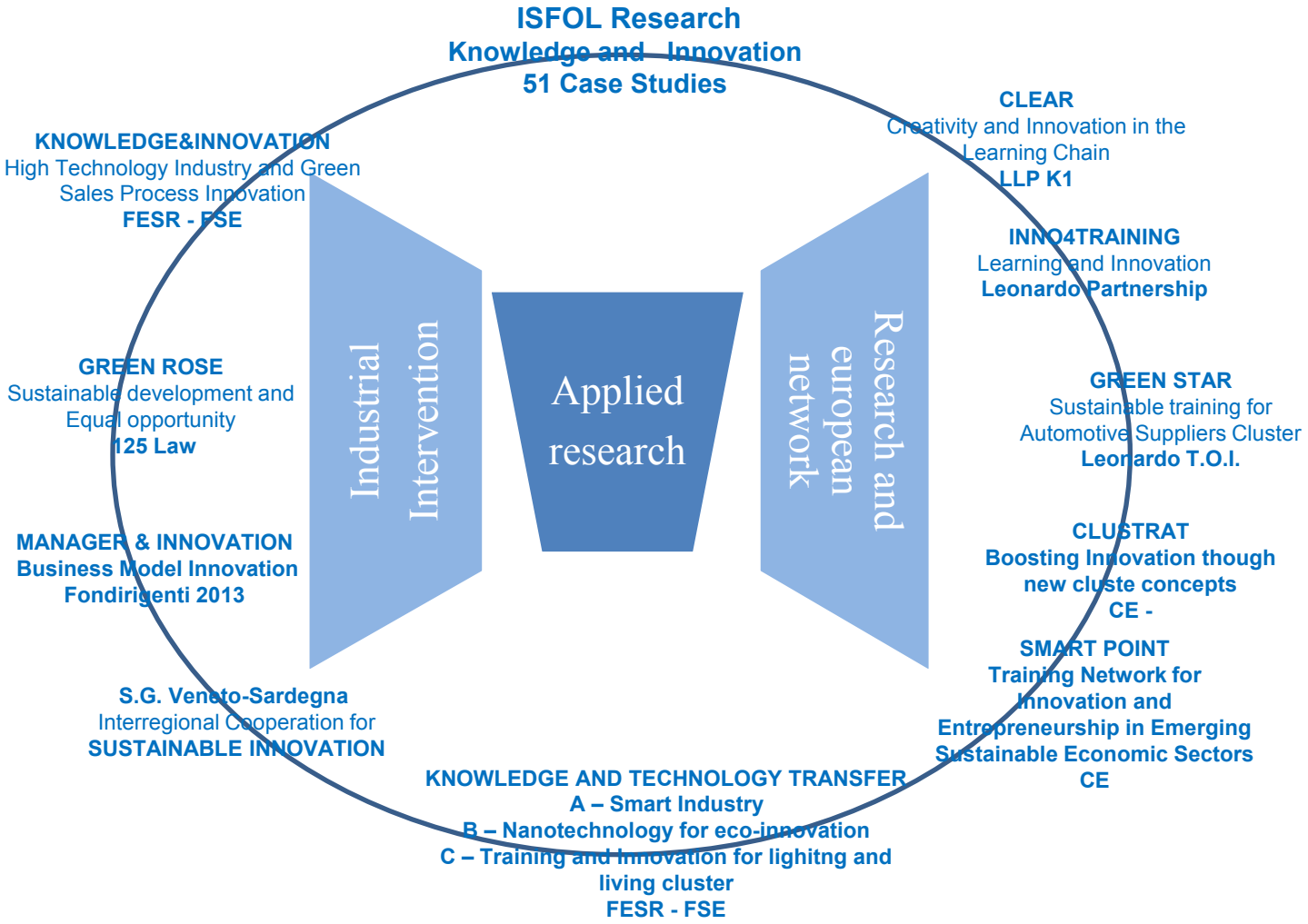

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SOCIAL INNOVATION

EXTERNAL
INTERNAL
QWL

"SOCIAL INNOVATION"
Better Skills
Demographic change and active ageing
Mobility of workers
Gender and diversity

UNEMPLOYED MANAGER «Connection»

NEW SKILLS FOR MANFACTURING AND KIBS
Up-Skills – Re-Skills

UNEMPLOYMENT AND MOBILITY

INTERGENERATIONAL COOPERATION

GENDER AND INNOVATION

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TECHNOLOGICAL INNOVATION

PRODUCT
PROCESS
MATERIALS

STRATEG INNOVATI

BUSINESS MODEL
INNOVATION
ORGANISATI

SOCIAL INNOVATION

EXTERNAL
INTERNAL
QWL

ECO GREEN INNOVATION

NEW CLUSTER
GREEN MANUFACTURING
POLLUTION

GREEN skills for enterprises - Sustainable Training for Automotive suppliers clusteR

Leonardo da Vinci TOI n. 2013-1-IT1-LEOO5-03983

I Focus group – Dortmund, Germany
Reskilling and Up-skilling of Green Skills

04/06/2014

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Lifelong Learning Programme

GREEN STAR
GREEN skills for enterprises Sustainable Training for Automotive suppliers clusteR

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The project

- GREEN STAR aims to support the systemic change toward **eco-innovation** in the cluster of **automotive suppliers**, mainly SMES, by transferring the Leonardo DOI **"GT-VET" Sustainable Training Module** for the European Steel Industry (Large Enterprises) and the Blueprint for the implementation process of green skills for the industry in coherence with different national VET systems in Italy, Spain and Romania.

- **Technical workers and apprentices** in SMEs will be provided with knowledge and skills to manage and implement smart and sustainable growth.

- Intermediate outcomes include the two Focus Groups to promote the cooperation among VET, work systems and Triple Helix stakeholders to co-create a Sustainable Training Module for Automotive Cluster suppliers and adopt a **cluster-driven approach to VET**. Tangible outcomes are the Local Stakeholders Action Plans to **test the adapted Sustainable module**, the final Scientific publication and the related abstracts in 4 national languages.

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Lifelong Learning Programme

GREEN STAR
GREEN skills for enterprises Sustainable Training for Automotive suppliers clusteR

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The Partners

PP0 Confindustria Veneto SIAV – IT

PP1 Technische Universität Dortmund - Sozialforschungsstelle – DE

PP2 Federación Vizcaína de Empresas del Metal – ES

PP3 Camera de Comert si industrie Cluj – RO

PP4 Region of Veneto – Department of Labour – IT

PP5 Company 1: API Applicazioni Plastiche Industriali – IT

PP6 Company 2: Bruss Juntas tecnicas – ES

PP7 Company 3: SC Sinterom – RO

PP8 European Vocational Training Association – BE

SP – Silent Partner Forema - IT

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Lifelong Learning Programme

GREEN STAR
GREEN skills for enterprises Sustainable Training for Automotive suppliers clusteR

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Work Breakdown Structure

LLP Call 2013 - Leonardo da Vinci TOI GREEN skills for enterprises - Sustainable Training for Automotive suppliers clusteR GREEN STAR

The project

1 WP Coordination and management
- Partnership management (Coordination)
- Technical management (Steering Committee)
- Administrative & Financial management
- Monitoring and Evaluation
- Quality Control

2 WP Transfer & Adaptation
- Share the GT-VET Blueprint: Model, Training contents and Implementation Process
- Cluster driven analysis of green skills requirements in automotive suppliers Enterprises
- Adaptation to cluster & national VET systems: Selection of content from GT VET Training Module
- FOCUS GROUP 1 - Green Reskilling & Upskilling
  - the voice of Enterprises
  - the voice of Policy makers

3 WP Professional Green Skills
- Identification of Green skills for Enterprises operational workers (e.g. in R&D, Product Development and Manufacturing, Logistics)
- Identification of transversal Green skills for Apprenticeship in Enterprises
- FOCUS GROUP 2 - Integration of Green skills in identified qualification levels
  - the voice of Enterprises
  - the voice of Policy makers

4 WP Exploitation
- Definition of methodology to develop Stakeholders Action Plans
- Local Stakeholders Action Plans - Green skills in Continuous Training in IT, ES, RO
- Local Stakeholders Action Plans - Green skills in Apprenticeship systems in IT, ES, RO
- FINAL CONFERENCE:
  - Impact evaluation
  - Transfer opportunities to other VET sectors

5 WP Dissemination & Valorisation
- Strategy elaboration
- Plan implementation
- Strategy evaluation

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Learning and innovation – the knowledge triangle

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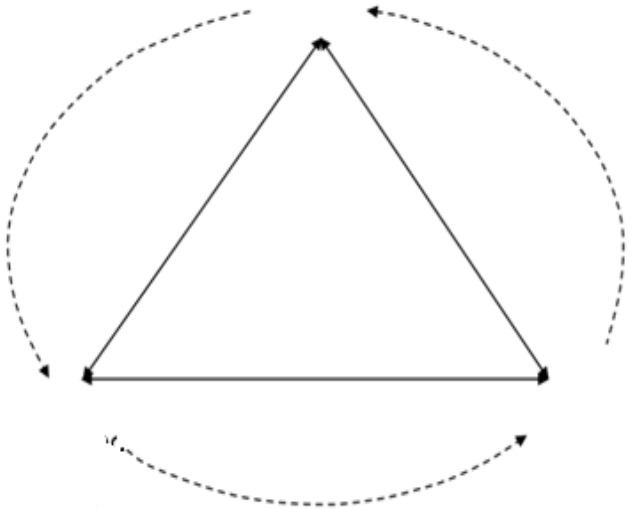
Research =

Knowledge



Blended Learning =

Enablers

Innovation =

Applied **K**nowledge

Within the EU Communication COM(2205) 118 def. Experts highlight how to become " a competitive knowledge-based economy" EU shall improve its skills in generating **knowledge** through **research**, share it through **education and training** and apply it to **innovation**.

EU2020 – Entrepreneurship – Business Innovation - Social Innovation

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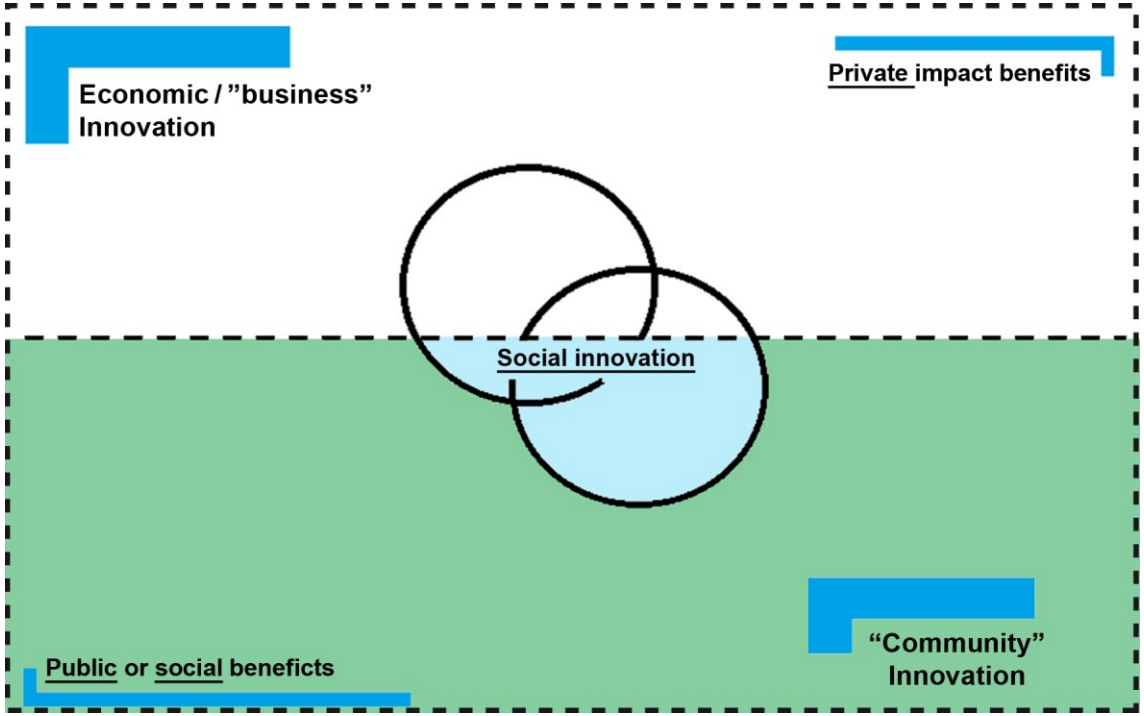
SMART

SUSTAINABLE

INCLUSIVE



INNOVATION
R&D
INFRASTRUCTURES
EMERGING SECTORS
&
CLUSTER

ENERGY
ENVIRONEMENT
GREEN

EDUCATION
SKILLS
AGEING
GENDER
DIVERSITY
POVERTY

(Mulgan 2006)

Integration of ESF and ERDF Objectives
Erasmus for all – Horizon 2020

Some practises:
Action learning methodology

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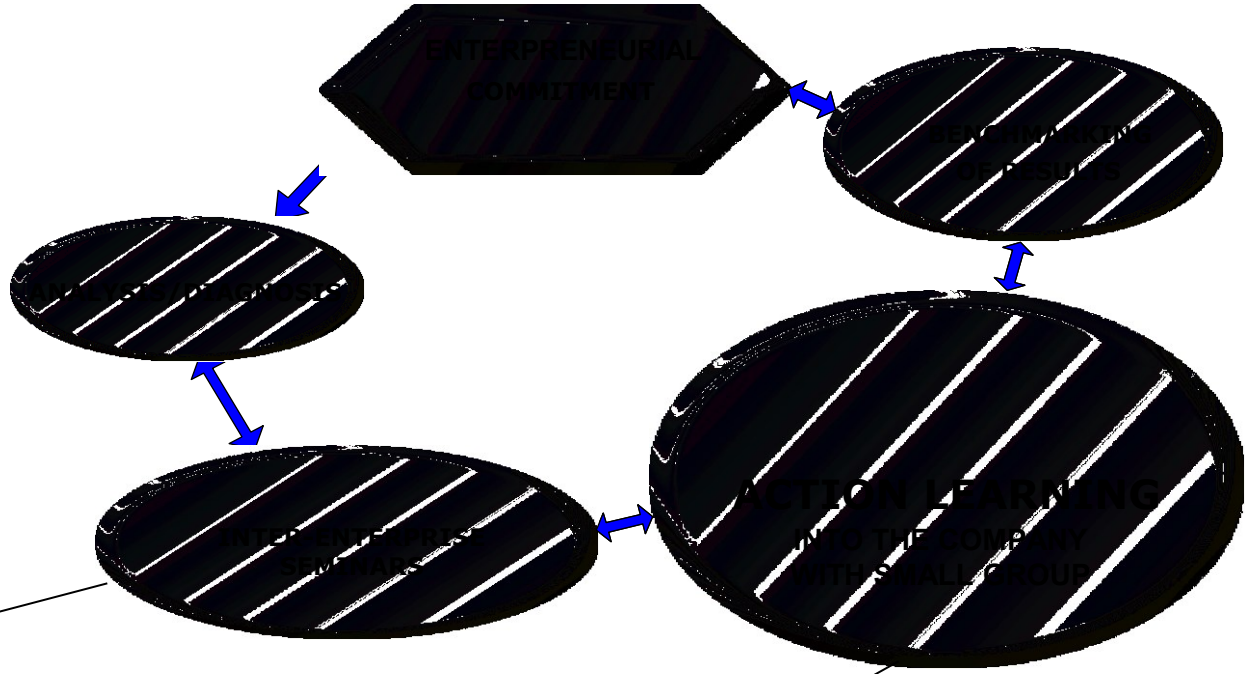
VIDEO CA&G



TFA Filinox

- Transfer of competences within organizations
- Human Resources Management and Corporate Social Responsibility

Issues identified:

- Codify and transfer knowledge
- Transfer responsibility
- Share values

More than 700 successful intervention

Some practises:
Action learning methodology

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CREATIVITY AND INNOVATION PROJECTS

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ForSer mindmeeting Lifelong Learning Programme

NEXT4PA

"Creativity and Innovation for Public Administration"

Creativity and innovation in API

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Methodologies supporting innovation

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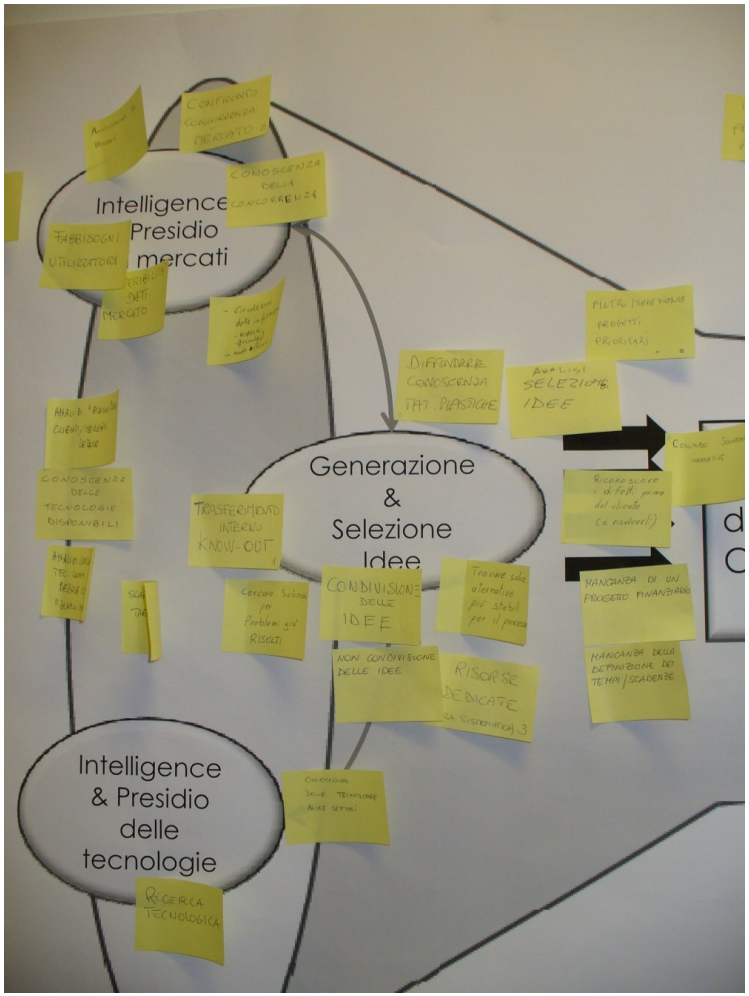

Methodologies supporting innovation

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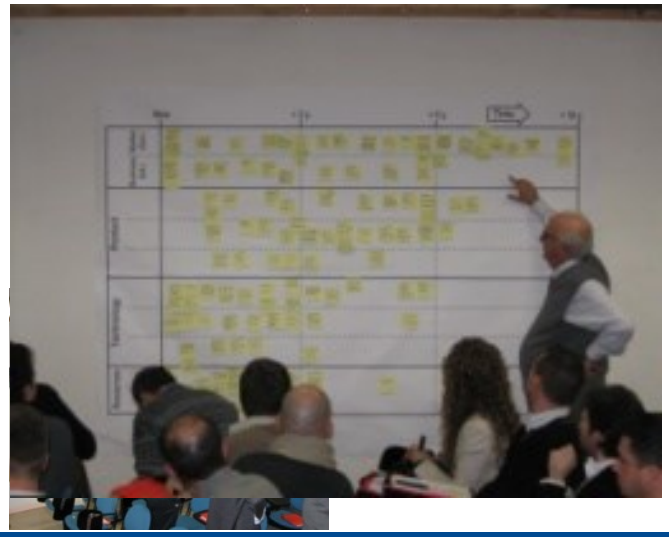
TRM – TECHNOLOGICAL ROADMAPPING
SHARING
STRATEGIC AND PROCESS INNOVATION



ACTION LEARNING – F.LLI POLI

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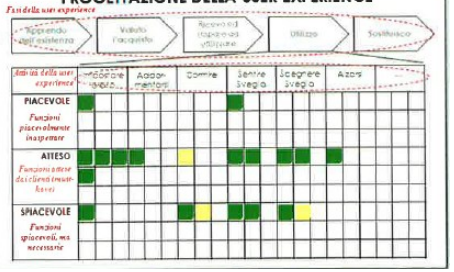
L'implementazione comprenderà il supporto alle seguenti attività:

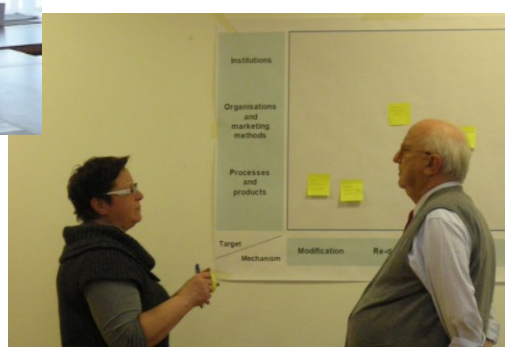
- Pianificazione delle attività di sviluppo e monitoraggio dell'avanzamento,
- Definizione del design brief,
- Definizione dei requisiti di prodotto (analisi tecnica, progettazione della user experience, ...),
- Progettazione ed industrializzazione del prodotto,
- Definizione dei piani di test e delle certificazioni necessarie
- Definizione del piano di lancio e delle attività commerciali.

DESIGN BRIEF

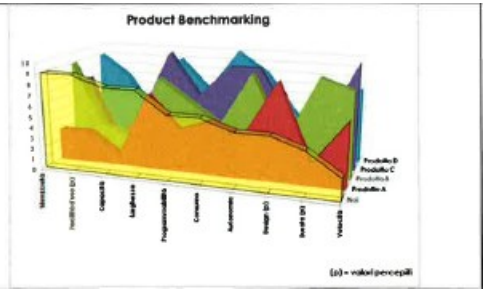
A chi lo venderò	Descrizione dei segmenti di mercato ai quali il prodotto e/o servizio sarà destinato (**Chi?**).
Descrizione del Prodotto	Descrizione sintetica del prodotto e/o del servizio dal punto di vista dell'utilizzatore (**Che cosa?**).
Ragione di esistere	Spiegare perchè sviluppare un nuovo prodotto quando probabilmente esistono altri prodotti simili sul mercato e descrivere quali saranno i motivi di successo del prodotto (**Perchè?**).
Obiettivi di Business	Descrizione dei benefici che l'azienda desidera ottenere dal prodotto e/o servizio (**Perchè?**).
Data di lancio	Data o periodo di lancio del prodotto e/o servizio sul mercato (**Quando?**).
Note / Vincoli	Note o vincoli che dovranno essere considerati durante lo sviluppo del prodotto e/o servizio.

PROGETTAZIONE DELLA USER EXPERIENCE





Definizione del posizionamento strategico desiderato rispetto alla concorrenza.



Blended Learning for Green growth

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«Greenlab - open innovation in SMEs»

AIM: Support to green process/product innovation in SMEs

Alliances among **Universities, Centers of research, Training organisation and Companies**

SCIENTIFIC COMMITTEE
Research centres, universities, VET Centers

SUPPORT TO PRODUCT/PROCESS INNOVATION IN ENERGY AND ENVIRONMENT FIELDS – INTERVENTIONS BASED ON MODELS, METHODOLOGIES AND SOLUTIONS PROVIDED BY UNIVERSITIES AND RESEARCH CENTERS

Workshop 1- 2 - 3
Universities + companies

Audit
Universities+ consultants

Feasibility Plan
24 hrs

Plan Implementation

Blended Learning for Green growth

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Alliances among
Universities,
Centers of research,
Training organisation
and Companies

Skills for innovation

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Innovative entrepreneurs and innovative organisations

Business Model of the enterprise:
Product: Digital print
Since 2002, sales only via web with advance payment
70,000 customers
Average value of order: 200.00 Euros
Investments for High Technology Human Resources and Organization: trend on the increase in 5 years from 80 to 120 and up to 160 currently

Innovative entrepreneurs and innovative organisations

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During the interview, the entrepreneur points out the fact that, unlike the policy chosen by many Veneto enterprises, he does not wish to do without workers over 50, as **«technology is no obstacle at all»** and «**older workers are of vital importance in generating self-confidence, for example when faced with production problems that can hardly be managed by a young worker without calm and reason».**

Thank You!

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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
On-line Magazine

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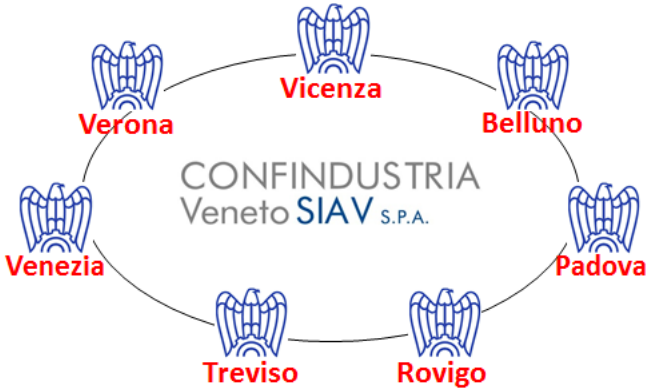
CONFINDUSTRIA VENETO SIAV SPA

VIA TORINO 151/C

30172 MESTRE – VENEZIA

ITALY

☎ +39 041 2517511

☎ EMAIL: area.progetti@siav.net