

Scuola universitaria professionale della Svizzera italiana
Dipartimento scienze aziendali e sociali
Centro competenze inno3

SUPSI

REBASING

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inno3
innovazione, impresa
e imprenditorialità



Introduction

- Within the REBASING project, the CFC (Conference of Italian-speaking Switzerland for the Continuing Education of Adults) has conferred on Competence center **inno3** of the University of Applied Sciences and Arts of Southern Switzerland (SUPSI) the following mandate:
 - To collaborate in the discussion of broker's role and its profile
 - To participate in the process of identifying broker's competence and its training needs
 - To ensure, by analysis of what already exist in the region (Canton Ticino, Southern Switzerland), the adaptability of the REBASING model
 - To follow and analyze (through audit and review of the main activities) three examples (case studies) of brokerage activities identified in the region

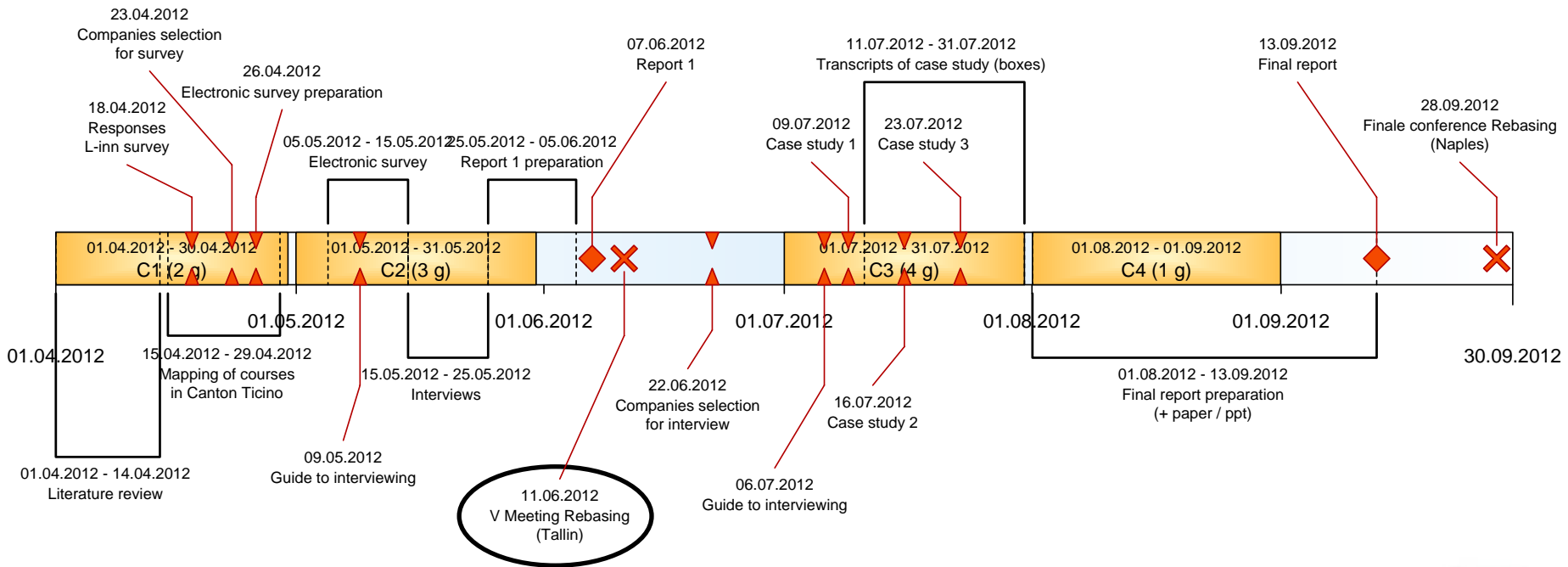


Competence center inno3

- **inno3** offers training products, research and service activities in the field of economics and management. The Competence center focus its activities on companies and entrepreneurial dynamics, in their three main forms: **entrepreneurship**, **intrapreneurship** and **repreneurship**, with a specific attention in terms of both training and research/services, on the issues of strategic management and, in particular, on innovation, in its numerous forms (products, processes, organization, business models), typologies (open innovation, technological innovation, disruptive innovation and social innovation) and varieties (micro-, macro- and meso-economic).
- Among the most important educational products there is the Master of Science in Business Administration, with major in Innovation Management.



REBASING - Action Plan



Survey - Methodology

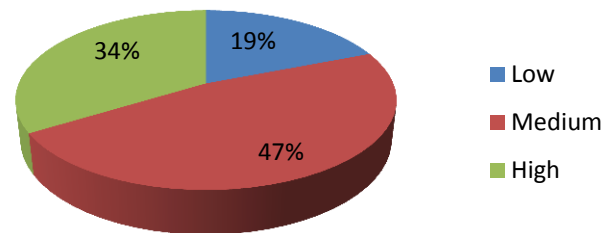
- Survey instrument: on line questionnaire
- Companies contacted = 247
 - email were obtained from a previous project (ex-post evaluation of the Cantonal law on innovation)
 - Some economic sectors have not been considered (e.g. public administration, education, health and social care)
- Questionnaires returned = 90 (response rate = 36%)

	Micro enterprises (< 10 employees)	Small enterprises (< 50 employees)	Medium enterprises (< 250 employees)	Large enterprises (> 250 employees)	TOTAL
Industry	13 (14.4%)	29 (32.2%)	9 (10.0%)	0 (0.0%)	51 (56.7%)
Construction	0 (0.0%)	4 (4.4%)	1 (1.1%)	0 (0.0%)	5 (5.6%)
Service	12 (13.3%)	7 (7.8%)	13 (14.4%)	2 (2.2%)	34 (37.8%)
TOTAL	25 (27.8%)	40 (44.4%)	23 (25.6%)	2 (2.2%)	90 (100.0%)

Some key results from the survey...

- Most of the companies consider useful the competence broker

How useful is the competence broker? (n = 90)

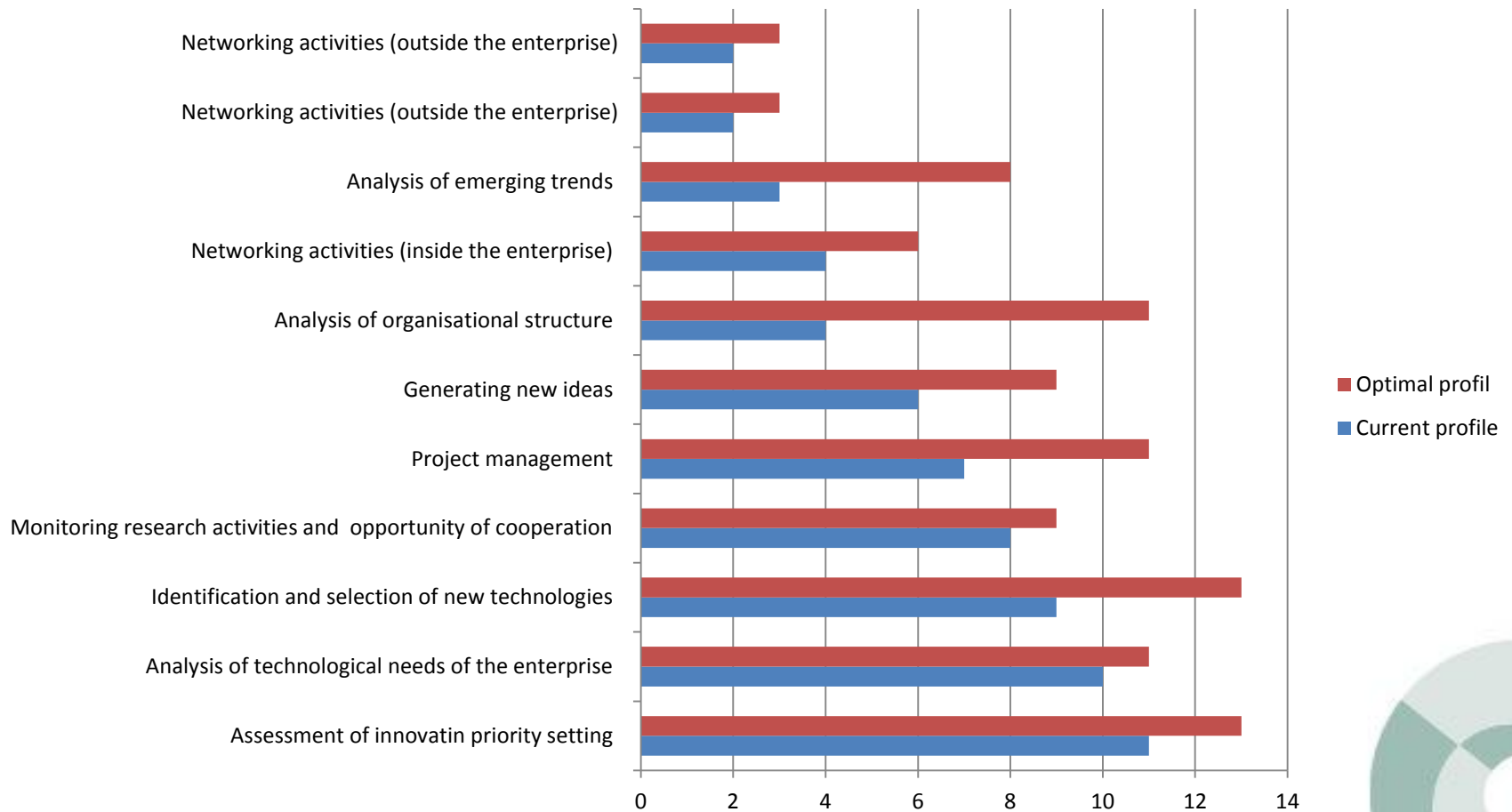


- 8 companies (9%) have a person like the competence broker (inside the enterprise)
- 11 companies (12%) rely on external partners for brokerage activities
- 71 companies (79%) do not need the competence broker

Let's focus on the figure of competence broker...



Competence broker activities (n = 19)



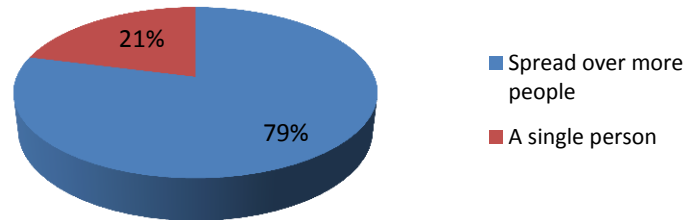
Companies profile (n =19)

- Mainly medium-sized companies (50-249 employees)
- Metallurgical, mechatronics and chemical-pharmaceutical industry
- Personnel structure
 - Qualified non-academic staff: 47% (of total employment)
 - Non qualified staff: 39%
 - Academic staff: 10%
 - Apprentices: 4%
- High degree of autonomy and strategic decision-making, as well as a high technological potential
- Companies that pursue a differentiation strategies
- Business to Business (B2B) company
- R&D and foresight activities
- Companies that have introduced in recent years innovations, in all its forms (product, process, organization, market) and typology (radical, incremental)
- Over the next three years they want to introduce an innovation (expecially product innovation)
- Companies are structured to manage innovation processes
 - R&D manager, spaces for the development of creativity, interfunctional teams, etc.
- Use knowledge management tools

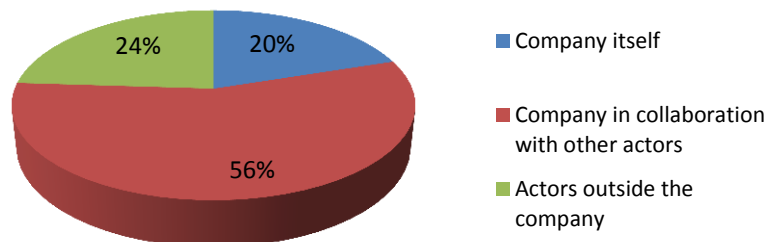


Other interesting results...

- Companies prefer that knowledge, skills and competencies are spread over more people (and not in a single person)



- The competence broker must (or should) be trained in the company in collaboration with external actors (e.g. educational institutions)

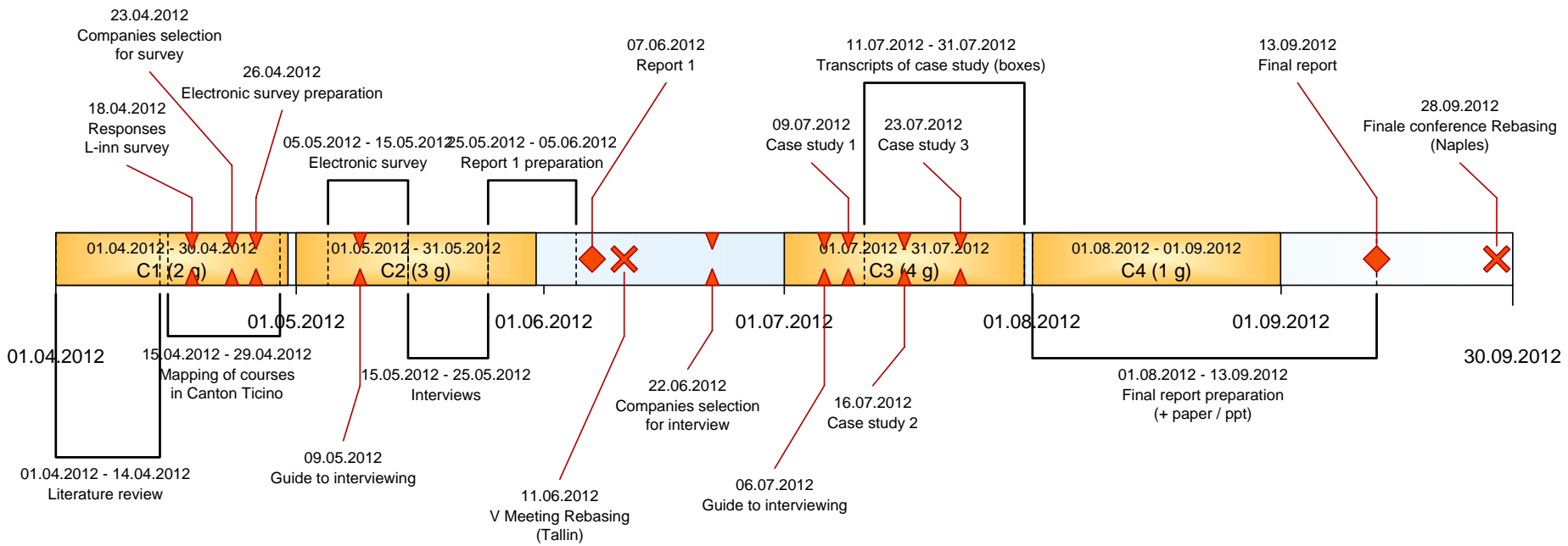


General conclusion (survey)

- Although data can not be extended to the entire population, there is some interest from companies located in the region of Canton Ticino to the competence broker
- Companies require more competencies and skills related to the analysis of the external environment and organizational structure (not necessarily related to technology)
- Companies prefer that knowledge, skills and competencies are spread over more people (and not in a single person)
- The competence broker must (or should) be trained in the company in collaboration with external actors (e.g. educational institutions)
- Competence broker can help companies to reduce some resistance and obstacles related to innovation process, e.g. internal and technological resistance, low number of R&D personnel, high cost of innovation, etc.



Next steps



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