

# **The broker profile ECVET – EQF**

**Chiara Salatin - Antonio Mocci  
Tallinn , 12th June 2012**

## Terms of reference from the project

### **WP 4 Adaptation of methodology: the broker profile.**

- Identification of knowledge, skills and competences of the broker, on the base of the VRI Programme and of the analysis of local performances.
- Design of the profile in competence units, structured according the EQF and ECVET.
- Mainstreaming the profile.

## The profile (after Zwickau workshop)

### Profile: The Research-based Competence Broker

Key activity	Component activity /Results
Prerequisite activity 0: Identify the company's business strategy	Identification of the corporate strategy adopted
Firm's innovation needs identification	Realisation of a systematic and regular audit of technological needs of the enterprise, so as to identify initial and on-going needs; to analyse emerging trends. Realisation of organisational Audit
Innovation goals identification and selection	Assessment of new technologies and innovation priority setting
Planning	Planning of a research and development process - project
Acquisition	Acquisition of investments for a research and development process - project
Exploitation and protection	Innovation exploitation and patent protection
Transversal and prerequisite activity 1: Networking	Building, maintaining and expanding networks among R&D providers and users

ECVET points	Component activity /Results	Knowledge	Skills	Competences	EQF level
10	Component activity 0  Identify the company's business strategy	KA Enterprise and its environment: - Resources - Product - Market	S.0.1 To adopt a coherent and trustworthy communication style	C.0.1 To set a mutual trust relationship C.0.2 To acquire the company's commitment C.0.3 To identify the company's market and the competitors	6

## The profile (after Zwickau workshop)

12	<p>Component activity 1</p> <p>Realisation of a systematic and regular audit of technological needs of the enterprise, so to identify initial and on-going needs; to analyse emerging trends.</p> <p>Realisation of organisational audit</p>	<p>K.A Enterprise and its organisation:</p> <ul style="list-style-type: none"> <li>- Productive structure</li> <li>- Staff and human resources management</li> <li>- Methods of investment on research and development evaluation (technological audit)</li> <li>- Methods of project portfolio analysis (organisational audit)</li> <li>- Organisational models and methods for organisational analysis</li> <li>- Methods for market analysis</li> <li>- Logistics</li> <li>- ICT</li> <li>- Materials</li> <li>- Technologies</li> <li>- Other <u>sectoral</u> field of interest</li> </ul>	<p>S.1.1 To identify initial and on-going needs and emerging trends</p> <p>S.1.2 To understand the human resource management policy of the company</p> <p>S.1.3 To analyse the different forms of work organisation, identifying pros and cons</p> <p>S.1.4 To investigate the logistic structure of the company, identifying pros and cons</p> <p>S.1.5 To identify market signals</p> <p>S.1.6 To know and be updated about opportunities and features of the local/national territory with regard to sectors, markets and technologies</p> <p>S.1.7 To analyse the modalities to fund research and development</p>	<p>C.1.1 To identify the company's needs in terms of skills</p> <p>C.1.2 To identify strengths and weaknesses of the organisational configuration</p> <p>C.1.3 To assess competing alternatives and to gain insight into those being more valuable</p> <p>C.1.4 To formulate hypotheses on markets' evolution</p> <p>C.1.5 To formulate proposals for the improvement of research and development funding</p> <p>C.1.6 To help firm in identify possible commercial opportunities of the innovation</p>	6
----	--	--	---	---	---

## The profile (after Zwickau workshop)

8	<p>Component activity 2</p> <p>Assessment of new technologies and innovation priority setting</p>	<p>K.B Methodologies to analyse technological needs:</p> <ul style="list-style-type: none"> <li>- Maturity of technologies</li> <li>- Transferability of technologies</li> <li>- Basic knowledge of the technologies typical in the existing sectors</li> <li>- Methods of technology intelligence, also through web-based tools</li> </ul>	<p>S.2.1 To analyse the technological configuration of the enterprise</p> <p>S.2.2 To recognise the requirements for firm's technology</p> <p>S.2.3 To scan existing and emerging technologies</p>	<p>C.2.1 To develop audit of technological needs on a systematic and regular basis</p> <p>C.2.2 To identify the technological opportunities to improve the company's development perspectives</p> <p>C.2.3 To assess the potential of transferability of existing and emerging technologies</p>	7
10	<p>Component activity 3</p> <p>Planning of a research and development process - project</p>	<p>K.C Methodologies to analyse research and development market:</p> <ul style="list-style-type: none"> <li>- Project management methods</li> <li>- Risk management methods</li> </ul>	<p>S.3.1 To identify a portfolio of innovation projects to foster the competitiveness</p> <p>S.3.2 To assess and select appropriate partners/institutions</p> <p>S.3.3 To estimate risks and develop strategies to manage them</p>	<p>C.3.1 To monitor the research activities and opportunity of cooperation, keeping contact with professional and research networks</p> <p>C.3.2 To make proposals to firm on project to foster competitiveness</p> <p>C.3.3 To define strengths and weaknesses of research and development projects</p> <p>C.3.4 To assist firm in formalize partnership</p>	6

## The profile (after Zwickau workshop)

5	Component activity 4  Acquisition of investments for a research and development process - project	K. D Methodologies to identify funding sources and draw up a financial proposal: - Investments' acquisition techniques - Business planning methods	S.4.1 To identify appropriate financial supplier/providers S.4.2 To estimate time and resources planning and scheduling activities	C.4.1 To assist firm in formalize the partnership C.4.2 To assist firm in formalize the project	6
5	Component activity 5  Innovation exploitation and patent protection	K.E Methodologies to patent protected innovations. Legislation to protect / exploit innovations and intellectual properties.	S.5.1 To analyse legal constraints to the exploitation of existing and emerging technologies S.5.2 To apply local (national) regulations to patent protection	C.5.1 To assist the firm in all problems related to protection of innovation and intellectual property C.5.2 To formulate suggestions to the company on reinforcing its competitiveness by trading on patents	6
10	Component activity 6  Building, maintaining and expanding networks <sup>6</sup> among R&D providers and users	K.F Context analysis Features of the most represented sectors at local level Positioning and reputation of actors involved Understanding of policy levels Market knowledge Internal/external	S.6.1 To conceive a network strategy to improve the level of cooperation among innovation actors and initiate the network activities S.6.2 To integrate relations to support network building and exchange activities,	C.6.1 To initiate network activities among Innovation actors C.6.2 To manage and maintain network exchange activities C.6.3 To coordinate and improve network activities	6

Component activity	Skills	Broker 1-IT	Broker 2-IT	Broker 3-IT	Broker 4-IT	Broker 1-DE	Broker 2-DE	Competences	Broker 1-IT	Broker 2-IT	Broker 3-IT	Broker 4-IT	Broker 1-DE	Broker 2-DE
Component activity 0 Identify the company's business strategy	S.0.1 To adopt a coherent and t	Y	Y	Y	Y	Y	Y	C.0.1 To set a mutual trust	Y	Y	Y	Y	Y	Y
								C.0.2 To acquire the com	Y	Y	Y	Y	Y	Y
								C.0.3 To identify the com	Y	N	N	Y	Y	Y
Component activity 1 Realisation of a systematic and regular audit of technological needs of the enterprise, so to identify initial and on-going needs; to analyse emerging trends. Realisation of organisational audit	S.1.1 To identify initial and on-	Y	Y	Y	Y	Y	Y	C.1.1 To identify the com	Y	N	N	N		
	S.1.2 To understand the human	N	N	N	N	Y	N	C.1.2 To identify strength	N	N	N	Y	Y	N
	S.1.3 To analyse the different fo	N	Y	Y	N	Y	N	C.1.3 To assess competir	N	Y	Y	Y	N	Y
	S.1.4 To investigate the logist	N	N	N	Y	Y	Y	C.1.4 To formulate hypot	Y	Y	Y	Y	Y	Y
	S.1.5 To identify market signals	Y	Y	Y	Y	Y	Y	C.1.5 To formulate propo	N	Y	Y	Y	Y	Y
	S.1.6 To know and be updated a	Y	Y	Y	Y	Y	Y	C.1.6 To help firm in ider	Y	Y	Y	Y	Y	Y
	S.1.7 To analyse the modalities	Y	Y	Y	Y	Y	Y							
Component activity 2 Assessment of new technologies and innovation priority setting	S.2.1 To analyse the technologi	Y	N	N	Y	N	Y	C.2.1 To develop audit of	Y	N	N	Y	Y	Y
	S.2.2 To recognise the requirem	Y	Y	Y	Y	Y	Y	C.2.2 To identify the tech	Y	Y	Y	Y	Y	Y
	S.2.3 To scan existing and emer	Y	Y	Y	Y	Y	Y	C.2.3 To assess the poter	Y	Y	Y	Y	Y	Y
Component activity 3 Planning of a research and development process - project	S.3.1 To identify a portfolio of i	Y	Y	Y	Y	Y	Y	C.3.1 To monitor the rese	N	Y	Y	Y	Y	Y
	S.3.2 To assess and select appr	N	Y	Y	Y	Y	Y	C.3.2 To make proposals	N	Y	Y	Y	Y	Y
	S.3.3 To estimate risks and deve	N	N	N	Y	Y	Y	C.3.3 To define strengths	N	N	N	Y	Y	Y
								C.3.4 To assist firm in fo	N	N	N	Y	Y	Y
Component activity 4 Acquisition of investments for a research and development process - project	S.4.1 To identify appropriate fir	Y	Y	Y	Y	Y	Y		N	Y	Y			
	S.4.2 To estimate time and reso	N	N	N	Y	Y	N	C.4.1 To assist firm in fo				Y	Y	Y
								C.4.2 To assist firm in fo	N	Y	Y			
Component activity 5 Innovation exploitation and patent protection	S.5.1 To analyse legal constrain	N	N	N	Y	Y	Y	C.5.1 To assist the firm in	N	N	N	N	Y	N
	S.5.2 To apply local (national) r	N	N	N	N	N	Y	C.5.2 To formulate sugge	N	N	N	N	N	Y
Component activity 6 Building, maintaining and expanding networks among R&D providers and users	S.6.1 To conceive a network stra	Y	Y	Y	Y	Y	Y	C.6.1 To initiate network	N	Y	Y	Y	Y	Y
	S.6.2 To integrate relations to	Y	Y	Y	Y	Y	Y							
	S.6.3 To manage roles and to sy	N	N	N	Y	Y	Y							
	S.6.4 To use leadership and tea	Y	Y	Y	Y	Y	Y							
	S.6.5 To reduce transaction and	N	N	N	Y	N	N	C.6.2 To manage and ma	Y	Y	Y	Y	Y	Y
	S.6.6 To provide solution-orient	N	Y	Y	Y	Y	Y							
	S.6.7 To assimilate and dissem	Y	Y	Y	Y	Y	Y							
	S.6.8 To avoid redundant proce	N	N	N	Y	Y	Y	C.6.3 To coordinate and	N	Y	Y	Y	Y	Y

## The profile (after Zwickau workshop)

The profile was integrated and modified after the Zwickau Workshop (February 2012)

The brokers involved in the Audits were checked against the profile.

The main remarks are:

- There is no significant difference between IT and DE – differences are based on the type or organization the broker work in (see Broker 1 Italy vs. Broker 4 Italy)
- On average, the brokers involved do not manage innovation exploitation and patent protection. Moreover they do not consider intentionally/formally human resources management or company's staff skills to implement innovation.

Is this a GAP or a FEATURE of the brokers?

The sample might be widened and results from DIEG cases integrated.