

LEARNING AND INNOVATIVE CAPACITY IN ENTERPRISES: CASES FROM PRIVATE AND PUBLIC POLICIES

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A CASE FROM PUBLIC POLICY FOR SMALL AND MICRO ENTERPRISES

Economic district: Prato (Toscana)

Policy measure: ESF Regione Toscana and Prato County

Costs: 83.000 €

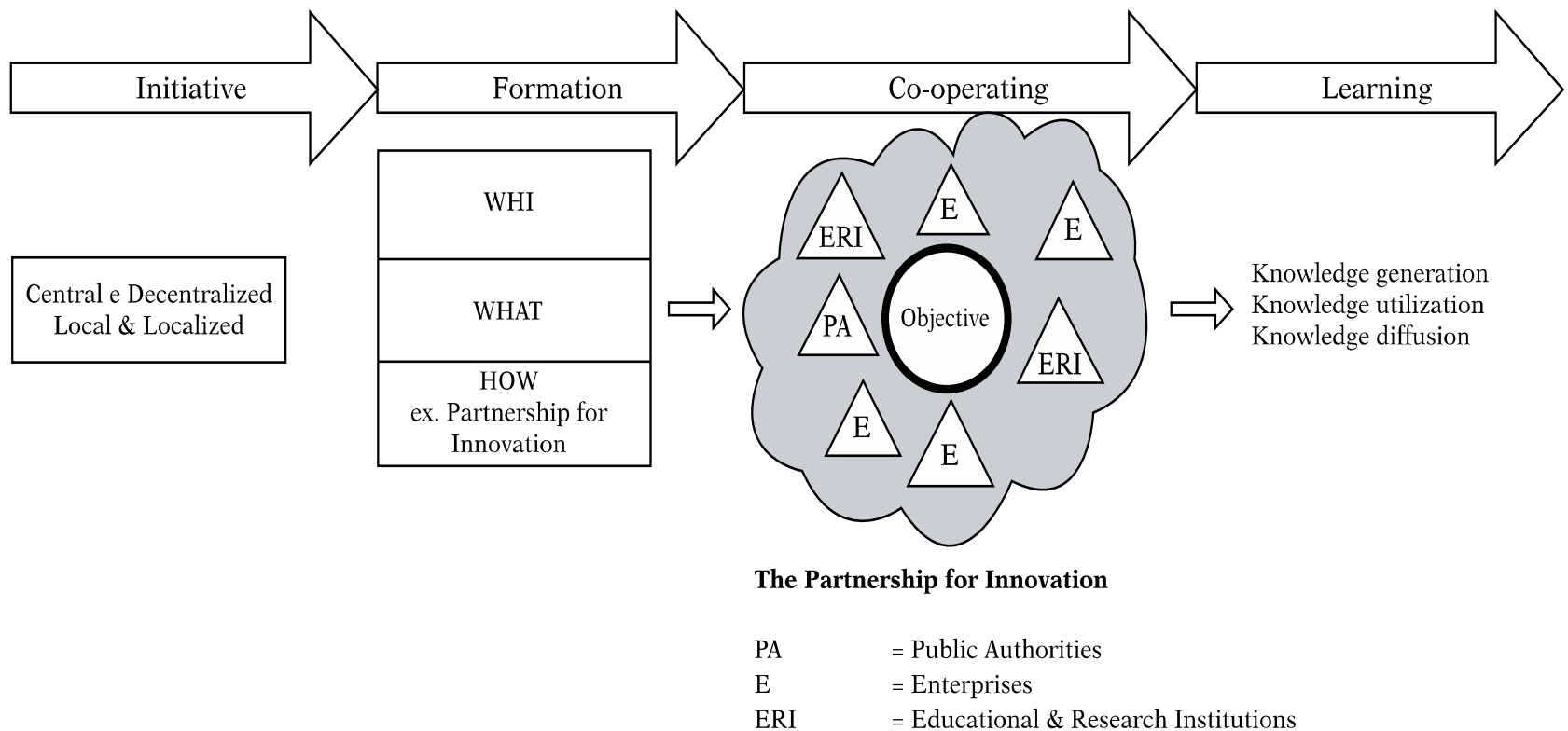
Promoter: Federation of Handcraft Firms (CNA)

Period: 2011

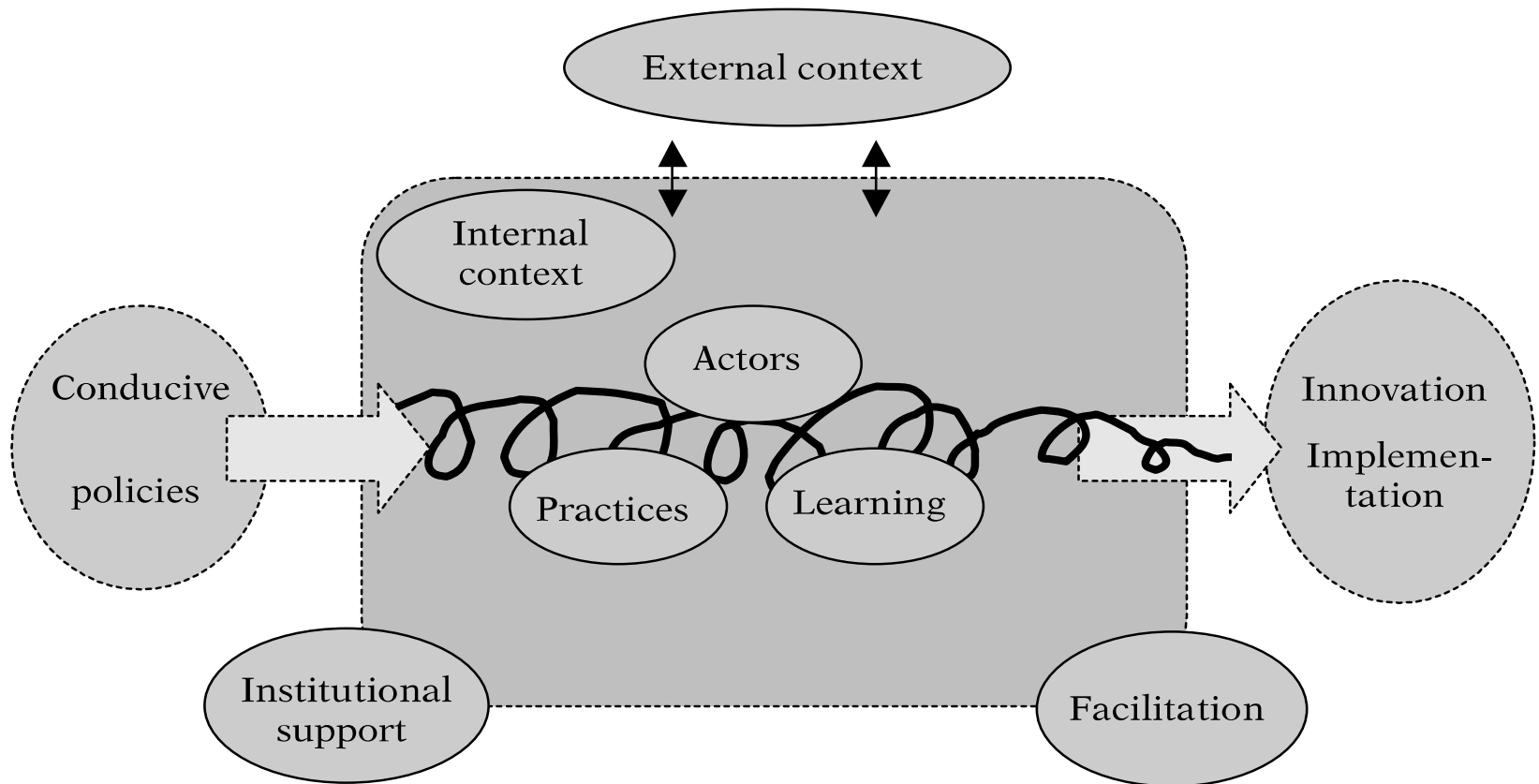
1. Firms involved

- 1) CIPRIANI snc di CIPRIANI Marco & C. (profilati metallici)
- 2) CINELLI di CINELLI Alfonso (tessile)
- 3) ALTIMARI Santo (Installazioni Impianti)
- 4) CECCATELLI DANIELE (tessile)
- 5) TEMAT SNC DI MARZANO N. & C (meccanica di produzione)
- 6) RINFRESCHI SRL UNIPERSONALE (pellicceria e pelletteria di produzione)
- 7) PROMEC PROGETTI SRL (meccanica di produzione)
- 8) TRAVERSI ARMENTI SRL (meccanica di produzione)
- 9) SICI SNC di Lussi Giampiero & C. snc (installazione impianti elettrici ed elettronici)
- 10) GI.METAL srl (meccanica di produzione)
- 11) CITEP Soc. Coop (consorzio Installatori Termoidraulici Elettrici Pratesi)

2. Traditional model for the development of a partnership for innovation



3. A dynamic model of partnership for innovation



From: Regional Knowledge Management. Promoting Regional Partnerships for Innovation, Learning and Development, Florence, 2006

4. TNA and Supply Innovation oriented

The Process

- 1. Preparatory phase and selection of internal actors of innovation**
- 2. Training need analysis and counselling focused on innovation processes or business projects**
- 3. Definition of a personal learning project (formal and non formal) targeted to obtain the knowledge needed to manage the innovation plan**
- 4. Selection of Coaches**
- 5. Learning (from 16 till 30 hours per person)**

5. TNA from the firm CITEP

Participant
Learning need

CEO

New market strategies based on the informal ones already existing within the firm (but unknown)

Competences needed

- Definition of strategic options
- Context analysis, market
- New model of services delivering
- Definition of an adequate organisation model
-

Expected results

New organisation of marketing functions

Mentor

X Y

6. The learning supply for Cipriani firm

Learning need

1 18/07/11 h10-12

2 25/07/11 h10-12

3 04/08/11 h10-12

4 31/08/11 h10-12

5 13/09/11 h10-12

6 20/09/11 h10-12

7 5/10/11 h10-12

8 19/10/11 h10-12

Expected results

Consultant

Project design of a oven for hardening steel wire AISI 420 stainless-continuous

1. Start up allineamento dei contenuti nell'area tecniche, gestionale ed organizzativa

2. Draft of project design

3. Analisi specifiche tecniche e prima idea progettuale

4. State of the art e competitors

5. Scelta dimensioni e materiali

6. Sviluppo idea progettuale e Completamento progetto dei dettagli/ausili

7. Verifiche tecniche e Verifica funzionale

8. Risk analysis

Oven for hardening steel wire AISI 420 stainless-continuous

X Y

IN A PRIVATE FIRM

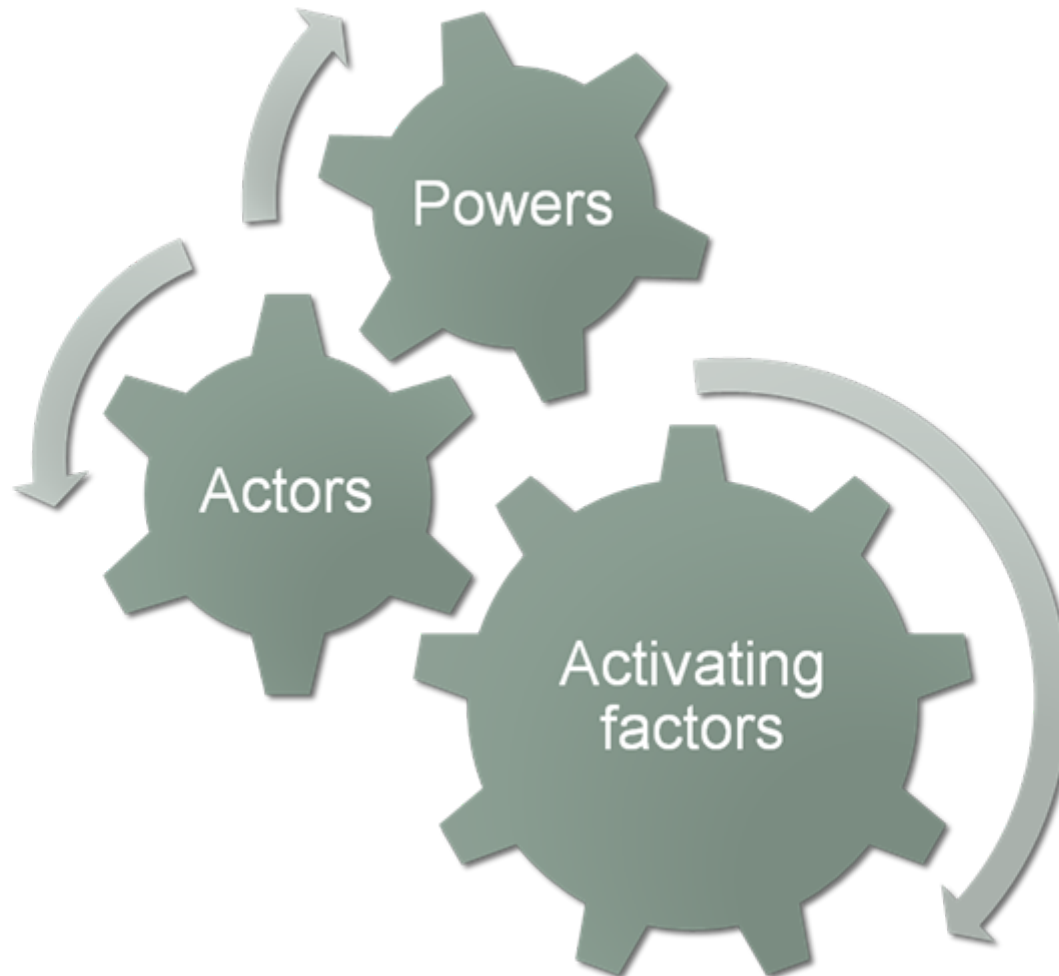
Automotive (luxury segment)

2500 workers

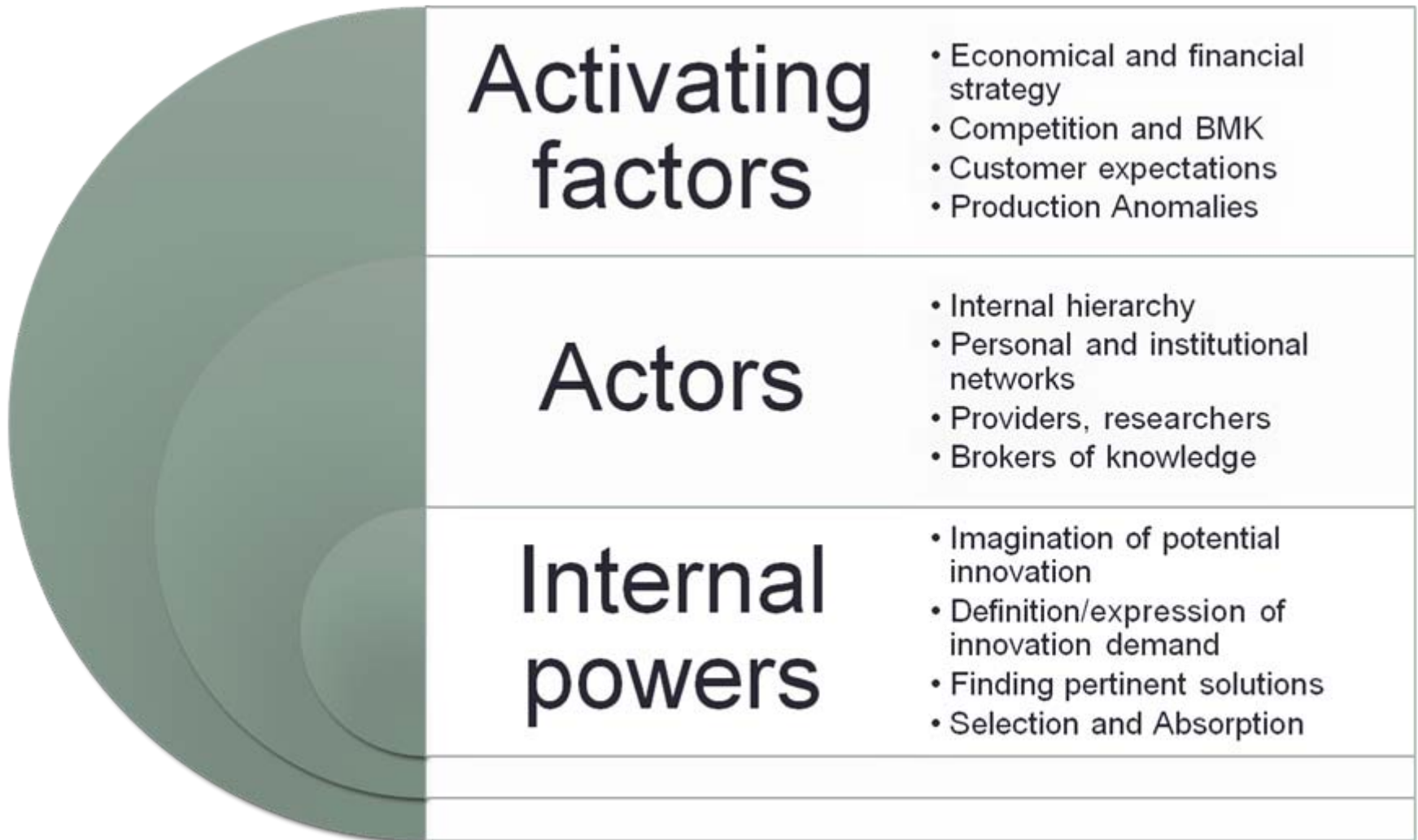
Innovation process structured

Focus on product development

1. Driving components



2. Driving components: details



3. Two Cases of Accompanying Learning processes (pre absorption)

- **Embedded learning:** every day working life (decision making in strategy, planning, project design, industrialisation)
- **Artificial learning in the frame of technology scouting:** networking and transfer

4. Embedded learning for product development innovation



Peer Learning



Mentoring



Internal Specialised training



Benchmarking

1. Knowledge Engine Objectives

The *Knowledge Engine* provides, for a given input (i.e. topics, ideas, problem statements), a „landscape“ of experts and competence profiles. The landscape is to facilitate the set-up of innovation projects, in particular to select appropriate experts by topics, projects or core competences and to contact them.

2. Methodology

Find experts (as knowledge owner on actors and topics) related to the *context* (topics, interfaces, systems) and try to collect and present information regarding ideas, experiences and innovation potentials. From the presentations it should be possible to learn more about the chances of the innovation *context (repeat cycle)*.

The efficiency of the *Knowledge Engine* strongly depends

- on the type of search input
- on the complexity of search context
- on the participation of the customers
- on the cultural matching (of experts and business)

3. Intermediate Results

1. Status-Quo of landscape of experts
(contact status)
2. Status-Quo of focused competence profiles
(interviews results and service ideas/offerings)

4. Final results: partners/Knowledge owners to foster internal innovative capacity

- Promising experts and competence centers with high relevance to topics
- Short-, middle- and long-term potentials
- Interdisciplinary multipliers, continuous networking management improves cultural competence and generates “interface-knowledge”

5. Related structured learning activities

- Learning visits and meetings (individual or team)
- Network management (“keep in contact”)
- Building common research projects or new partnership

6. Open challenges

- **Synchronisation of product planning and introduction of new technologies:**
methodologies of part and system assembly
- **Improvement of current methodologies and processes through innovation in design and style:**
efficiency in manufacturing and assembly, quality, cost reduction...
- **Evaluation of customer requirements**

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