



Emilia Romagna

The International Improvement System in Emilia Romagna, Italy

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CNA Emilia Romagna**

Dublin, 29th May 2013



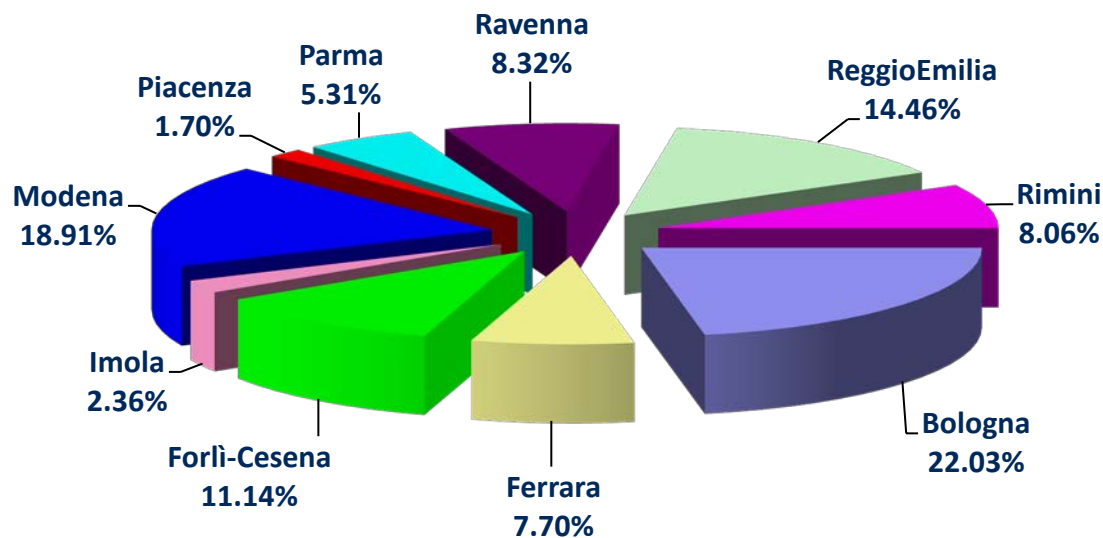
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- **CNA**, the **National Confederation of Small Businesses and Craft Firms**, associates, safeguards and represents enterprises, craft firms, consortia, cooperatives and partners, small and medium-sized firms as well as retired people.
- CNA is an **autonomous association** for the representation of its members' interests. It achieves its aims relating directly with Public Institution and with all social, economic and political partners.
- CNA contributes to the **economic development** and social progress of the Country through the growth and qualification of its companies, their entrepreneurs and of all the different forms of entrepreneurship.
- CNA is **entirely self-funded**. Its income derives from the membership fee paid by firms who decide to enrol to CNA.

Total Associated Firms at CNA in Emilia Romagna

69.932 associated firms

Broken down as follows:

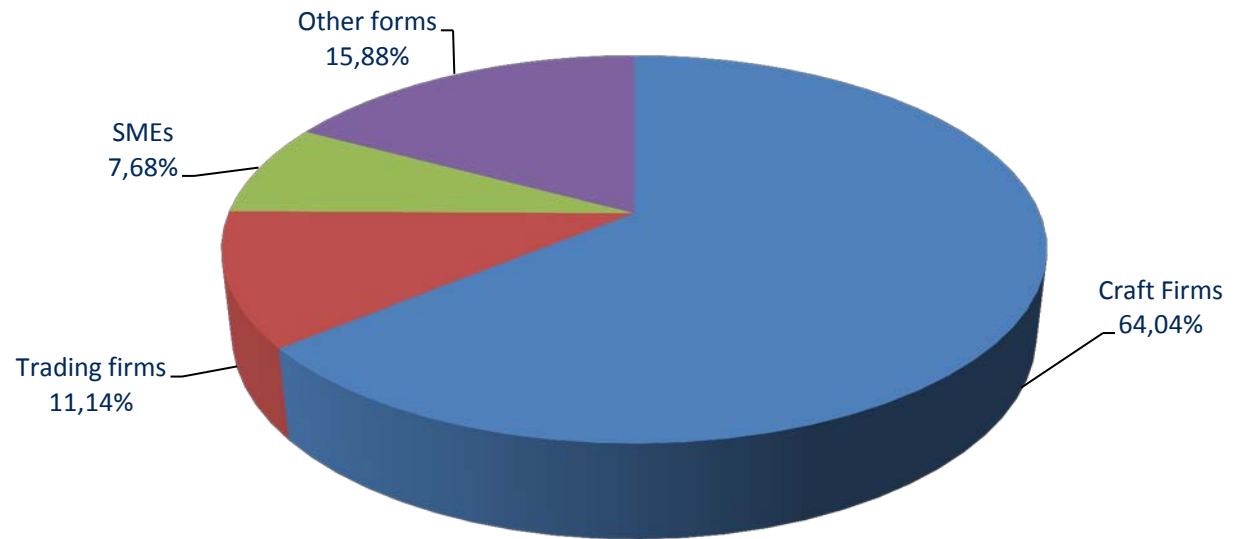




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Breakdown of member firms:

44.000 craft firms
5.200 SMEs
7.500 Trading firms
10.700 Other forms





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Breakdown of member firms per employees

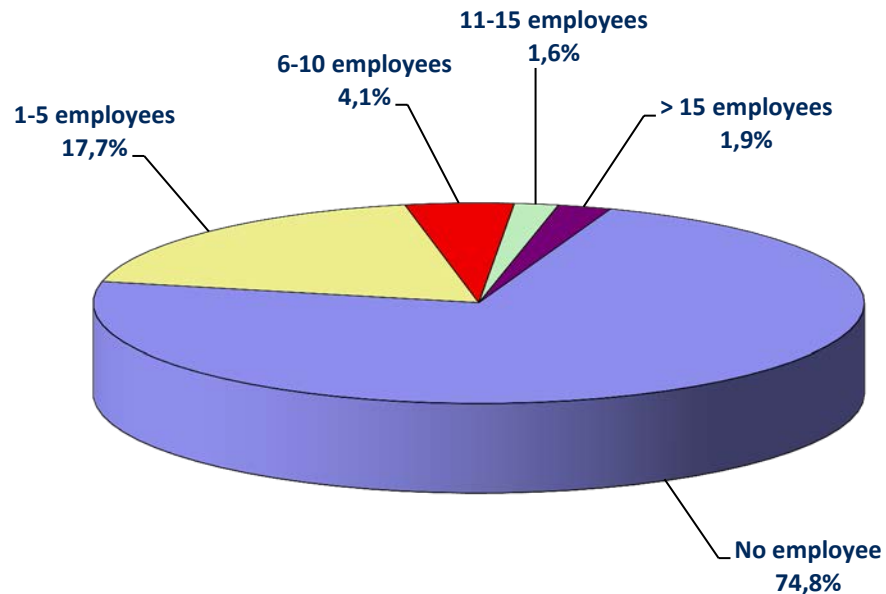
Employees: average 1,6

Micro firms: more than 74% has no employees

only 4% of micro firms has more than 10 employees

Family represents the pivot element for micro firms

The crisis brings about a rise in the number of micro firms

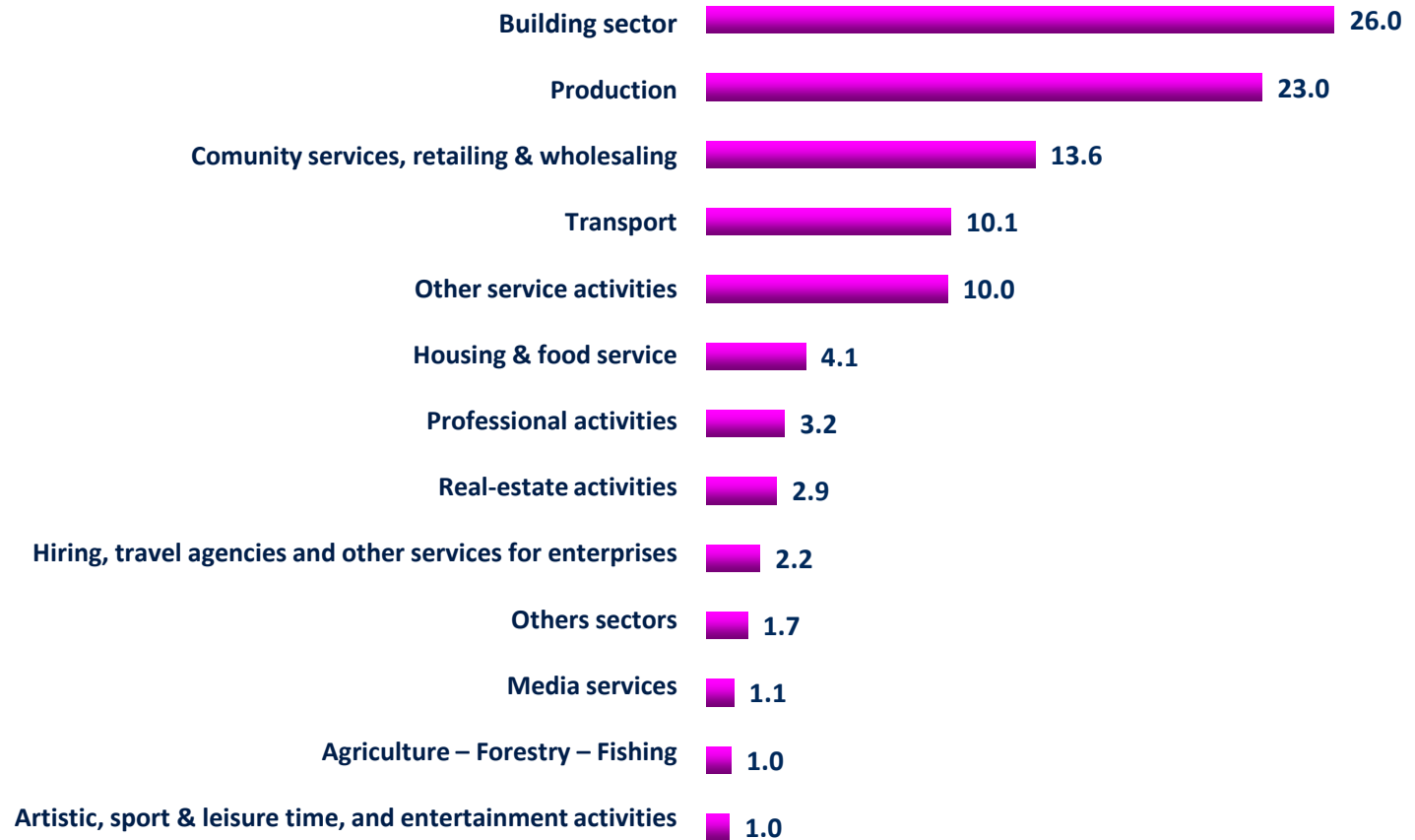




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Business fields of CNA Member firms

Business Fields





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THE NETWORK STRUCTURE

CNA SIAER: administrative, accounting and financial services, real property management, purchase optimization

CNA ECIPAR: vocational, managerial, and entrepreneurial training services

CNA INNOVAZIONE: innovation services and link between firms and scientific research

CNA EDITORIALE: communications services and image

CNA INFORMATICA: ICT services

CNA INTERPRETA: legislation and law consultancy

UNIFIDI: guarantee supplier and management of public financing funds

EBER: management on bargaining funds (income Support Fund, safety, health)

EXPORT CONSORTIA NETWORK:

17 Consortia with 441 associated firms

PUBLIC PROCUREMENT CONSORTIA:

7 Consortia with 1275 associated firms



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CNA INNOVAZIONE

- CNA Innovazione is a **Centre for organizational and managerial innovation and technology transfer** for Crafts and SMEs
- It has been created in 2005 as a spin-off of Ecipar, after many years of researches, studies, experimentations and confrontations at National and European level.
- It promotes and supports **innovation inside SMEs** and in the handicraft sector by acting as an **intermediary between the supply of research output and small enterprises demand**
- It is a member of “**Rete Regionale dell’Alta Tecnologia**” promoted by the Regional Government, Universities and Research Centres of Emilia Romagna
- It is a charter member of **ESBN** (European Small Business Network) and of European Network “*Benchmarking for success*”



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From *Ideas* to *Products and Services*

Innovation and technology transfer, the example of technological platforms.

Technological platforms, associating

- *Research (laboratories, other public agencies, universities)*
- *SMEs and industry*

To favor cooperation, mutual understanding, natural exchange of ideas... and be linked with the local actors of the economy



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Thematic Platforms

The Laboratories and Research Centres of the Technopoles are organized in Thematic Platforms, divided per thematic area:

■	AGROFOOD PLATFORM
■	MECHANICS AND MATERIALS PLATFORM
■	BUILDING & CONSTRUCTION MATERIALS PLATFORM
■	ICT AND DESIGN PLATFORM
■	ENVIRONMENT, SUSTAINABLE DEVELOPMENT AND ENERGY PLATFORM
■	LIFE AND HEALTH SCIENCES PLATFORM

The Emilia Romagna Technopoles





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Organizational & structural aspects

The offices of the laboratories and research centers will be inside the structures that compose the 10 Technopoles, displaced in the Emilia-Romagna region.

Platforms	TECHNO POLES	Piacenza	Parma	Reggio- Emilia	Modena	Bologna Manifattura Bologna CNR	Ferrara	Ravenna Faenza	Forlì- Cesena	Rimini
AGROFOOD			•	•					•	
MECHANICS AND MATERIALS		•		•	•	•	•	•	•	•
CONSTRUCTION				•		•	•	•		
ICT			•			•			•	
ENERGY ENVIRONMENT		•				•	•	•		
LIFE AND HEALTH SCIENCES			•		•	•	•			

Emilia-Romagna High Technology Network

Virtual networks bringing together researchers, industry and industrial association, in order to foster regional research and development in the concerned area.

MISSION:

- to give support to **SME** by upgrading its labs with the most suitable resources
- to define **international scenarios** relevant to the regional development patterns
- to foster company **innovation attitude**
- to Keep a close contact with the **European Technology Platforms**
- to define still to be **developed** or further to be **specialized** in areas
- to outline **Marketing** and **Product development** tools
- to **disseminate information** among the regional enterprises

AGRIFOOD
PLATFORM



CONSTRUCTIONS
PLATFORM



**ENERGY
ENVIRONMENT**
PLATFORM



ICT AND DESIGN
PLATFORM



**MECHANICS
MATERIALS**
PLATFORM

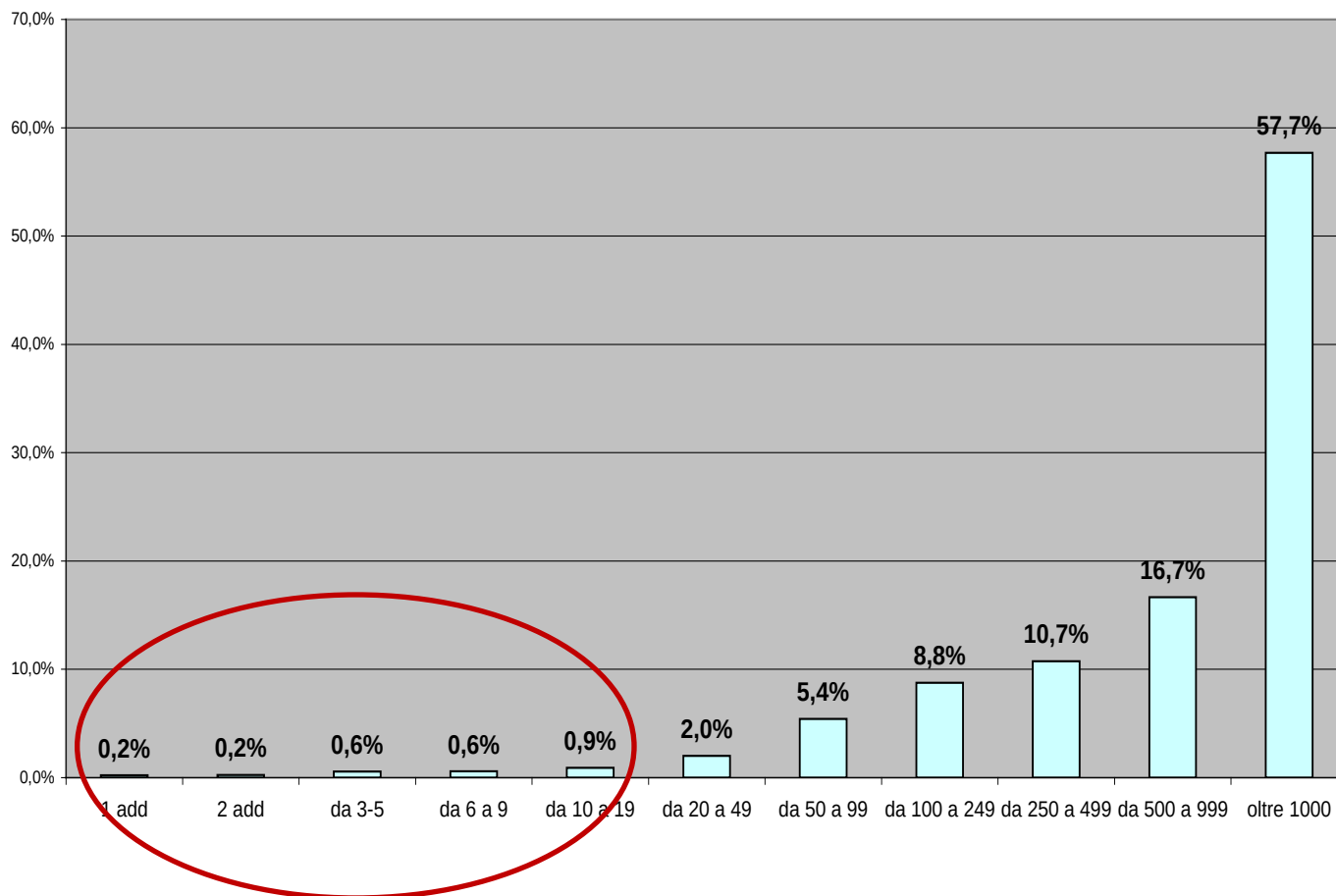


LIFE SCIENCE
PLATFORM



Innovation funds impact on companies

Exposure per employees range



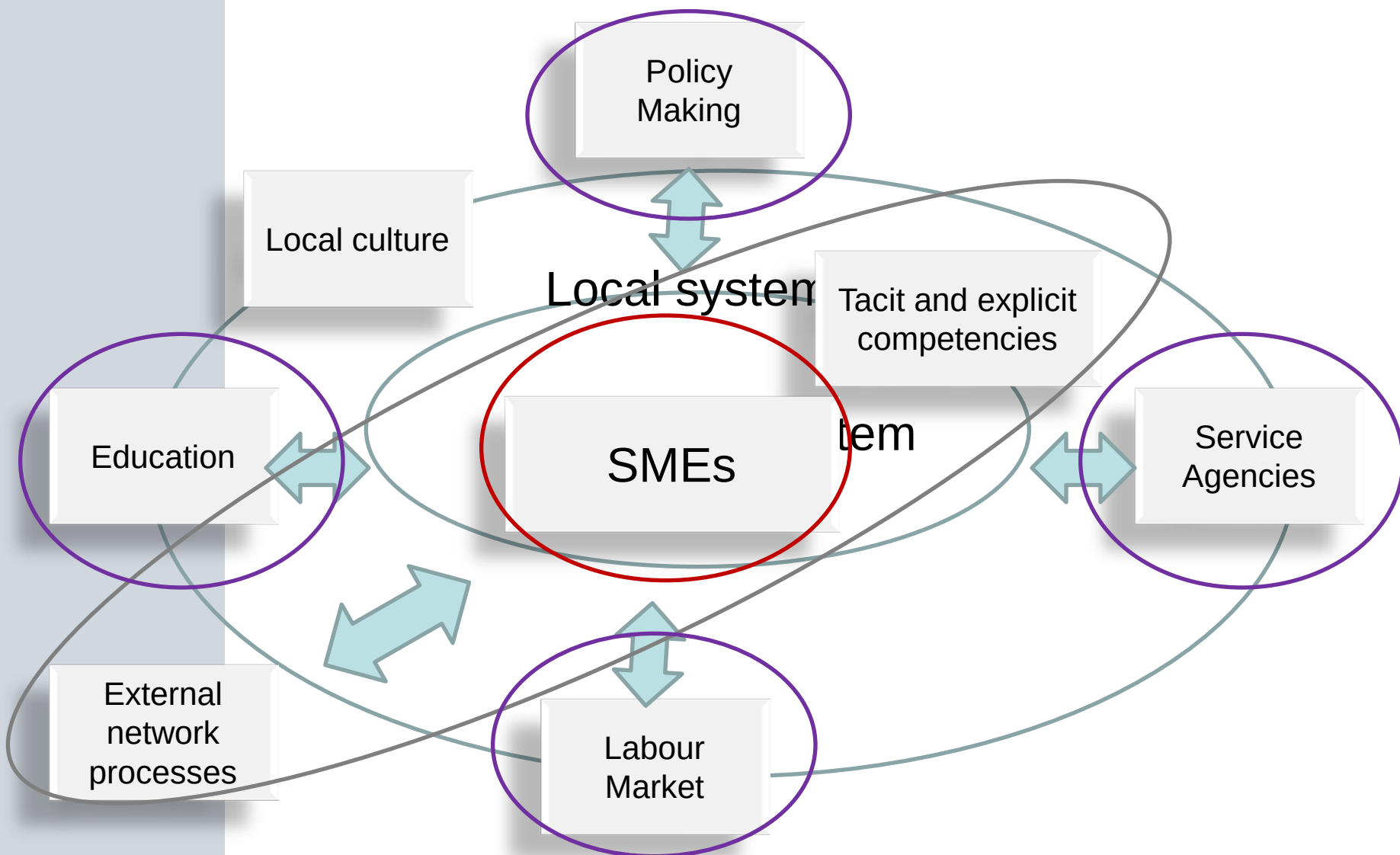
Application of Benchmarking to Clusters

Clusters are defined as “geographic concentrations of **inter-connected companies, specialised suppliers, service providers, firms in related industries and associated institutions** (f.e. universities, standards agencies and trade associations) in particular fields that compete but also co-operate”.

(European Cluster Observatory)

Cluster Model

— Cluster mapping
— Cluster benchmarking
— Cluster governance



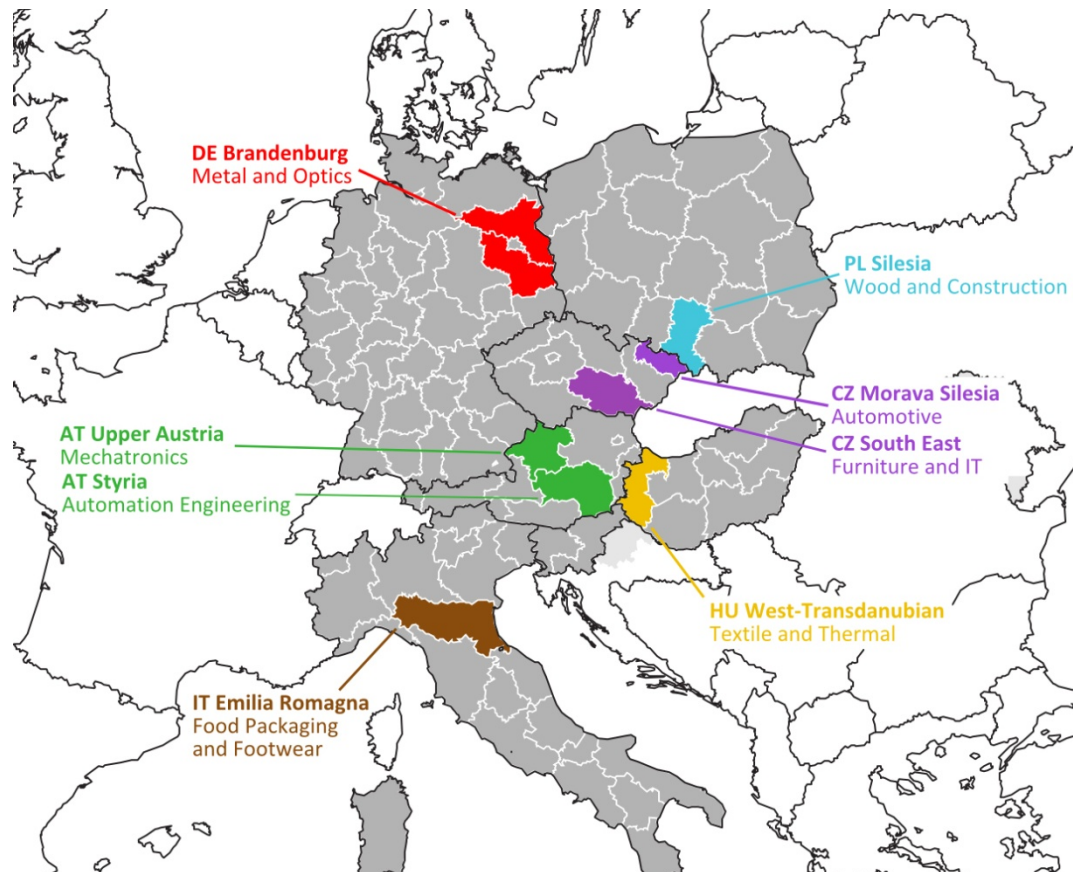
Methods for Clusters' analysis: the example of C Plus Project

- **CLUSTER MAPPING:** back analysis on a statistical base
- **CLUSTER BENCHMARKING:** aimed at observing companies' macro processes, their ability to manage organization skills and their relations with the territory. The analysis of 50 companies per partner (25 per cluster) will allow to identify critical situations, but also to exalt the so called "good practices" potentially transferable to other contexts. (Target: SMEs)
- **CLUSTER GOVERNANCE:** in order to better understand the relational dynamics, the characteristics of the territorial system, the network relations and the local development policies through the involvement of all the stakeholders. One of the objectives is also "exploiting" this moment to start a concrete business-institution confrontation outside the formal and consolidated negotiating tables. 3 local mapping meetings per partner and the EASW methodology.

(Target: institutions, university, research centers, associations, service centers, ...)



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CLUSTER
MAPPING
12 investigated
Clusters in 6
Countries

CLUSTER
BENCHMARKING
252 companies
analyzed



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A picture of the situation

Benchmarking

Clusters and innovation

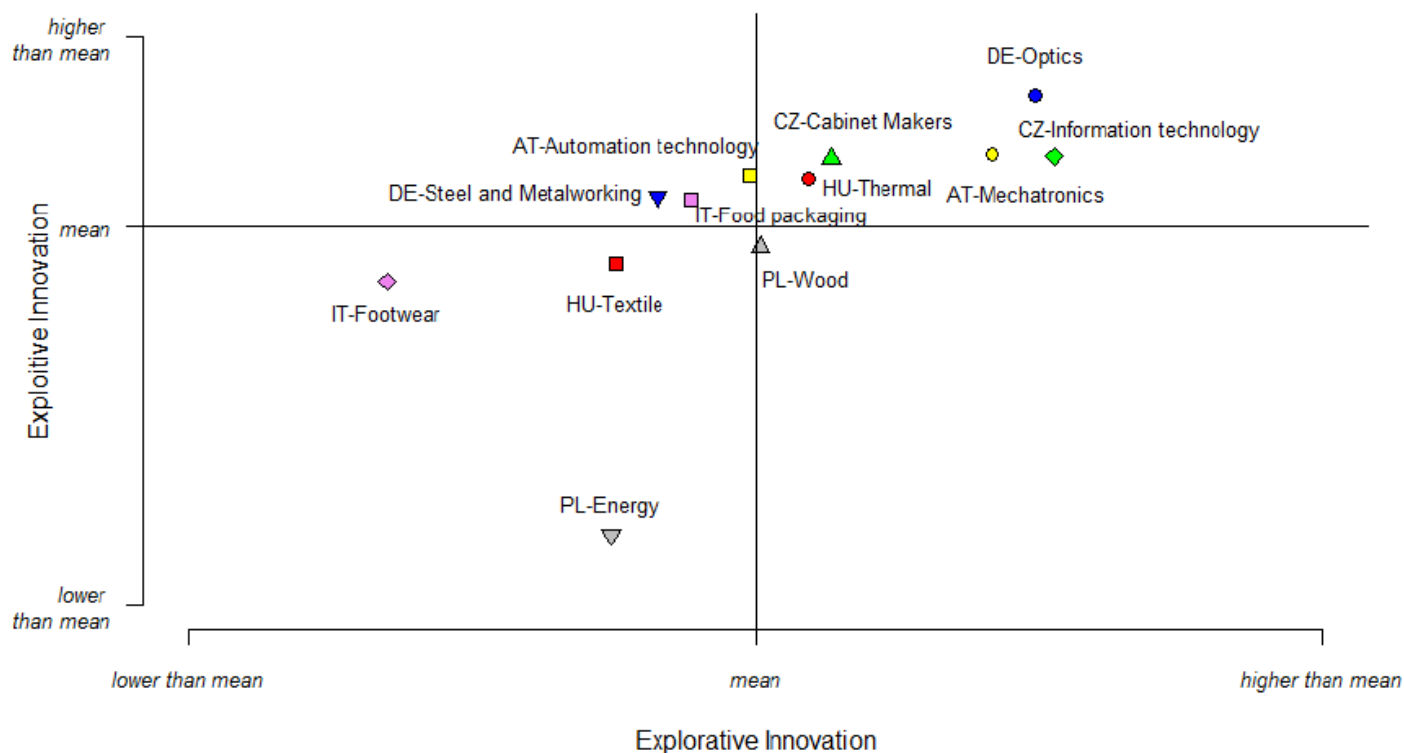


Figure n.2 – Clusters and innovation capacity dimensions (by using standardized average values)

A picture of the situation ***Benchmarking*** ***Clusters and environmental dimensions***

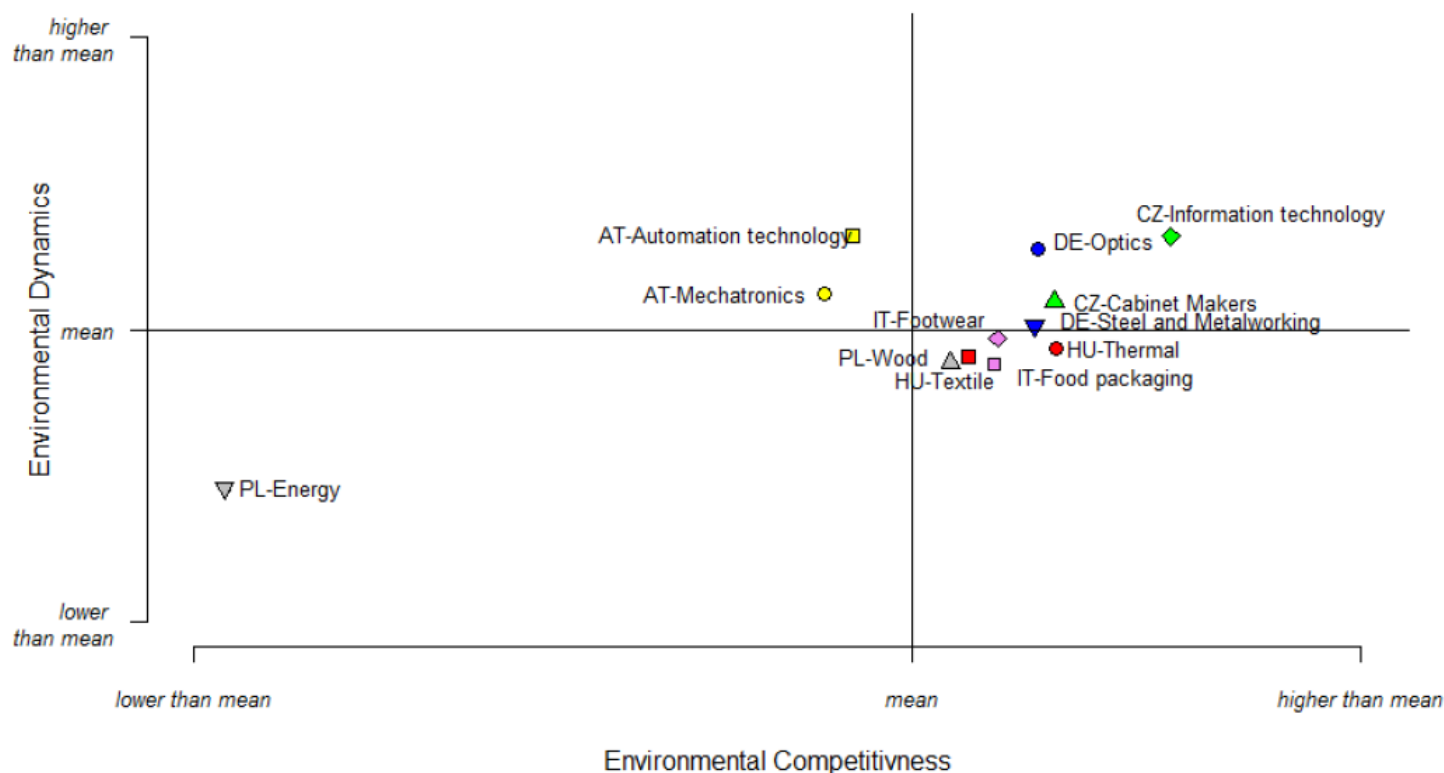


Figure n.4 – Clusters and environmental dimensions (by using standardized average values)

A picture of the situation

Benchmarking

Clusters and trust and cooperation

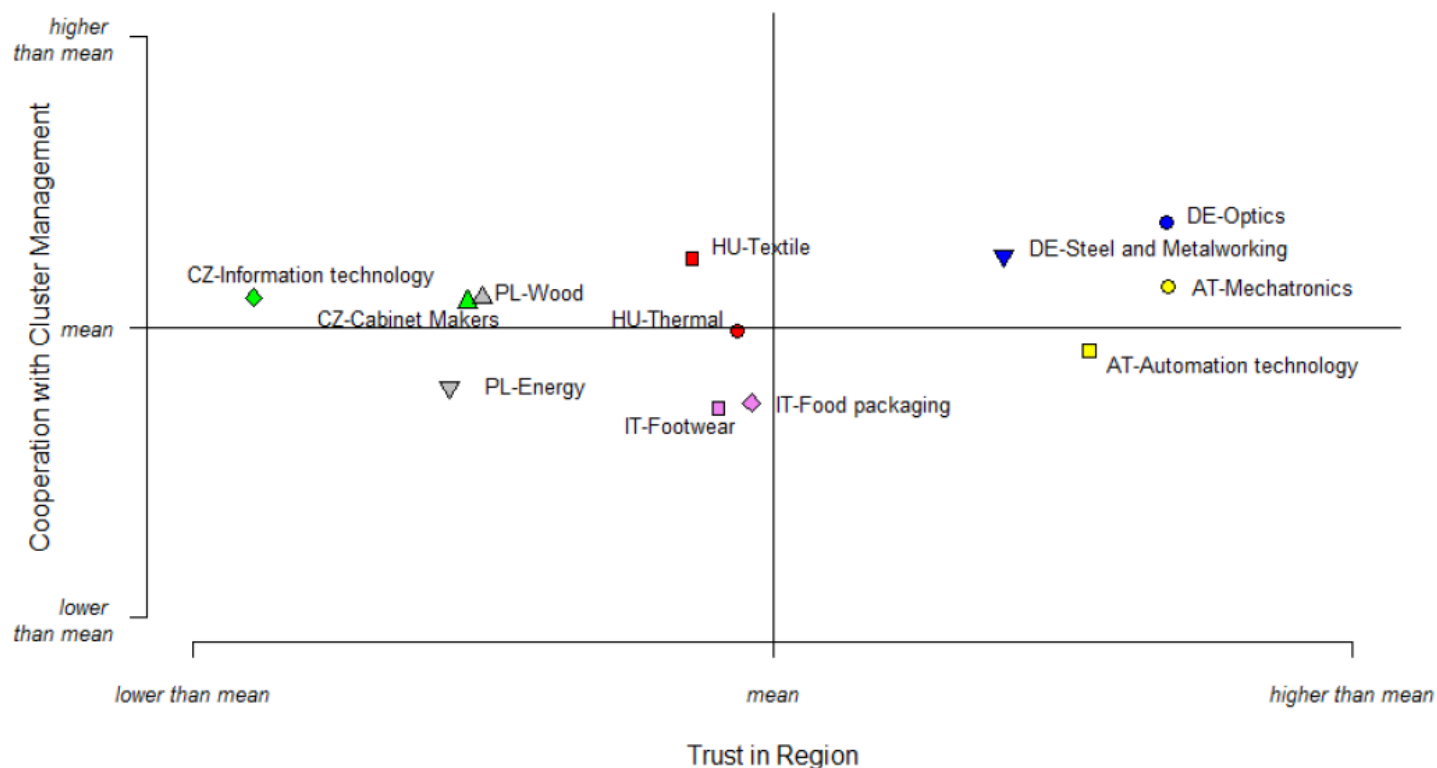


Figure n.5 – Trust and Cooperation within the clusters (by using standardized average values)

Planning and implementing the future through an effective Cluster Management

- **Identifying** and **integrating** cluster members
- Fostering **exchange** between cluster members (networking, socializing, trust building)
- **Strategy** development for the cluster
- Organizing **events** (e.g. seminars, conferences, study trips, info exchange, trade fairs), and
- **Networking** with stakeholders, lobbying
- Initiation, development and supervision of **B2B co-operation projects**
- Creating awareness of **promoting cluster policy** in the region
- Stimulating **innovation** in the cluster
- Organizing/securing **financing and funding**
- Carrying out **Public Relation** and **marketing** activities
- Development and implementation of **internationalization** strategy of the cluster



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Planning and implementing the future **TRANSNATIONAL ACTION PLAN**

Pillar 1 Cluster Excellence	Pillar 2 Cluster Marketing	Pillar 3 Research & Innovation	Pillar 4 Foster Coop. inside Innov. Triangle	Pillar 5 Training & Education
• Action1: Higher representation of relevant sector in the region • Action 2: Strong cooperation with key national/ int. stakeholders • Action 3: Common services and projects for cluster members • Action 4: Improvement of the cluster management and processes	• Action 5 : Mastering of Cluster Marketing Activities • Action 6: Promotion of Clusters' Members Excellency • Action 7: Promotion of Cluster's region	• Action 8: Fostering innovation inside Cluster's SMEs • Action 9: Set up Matchmaking Platform for Technology Transfer	• Action 10: Facilitate cooperation across Innovation Triangle Actors	• Action 11: Education of cluster members • Action 12: Match Students with Companies

An example... the Local Action Plan of Val D'Enza Packaging Cluster

Cluster management round table

The aim is to continue the dialogue with the stakeholders following the results of the workshop (EASW & Focus group WP5) to promote a form of coordination and governance at the institutional level and collaboration between institutions and enterprises on the one hand, and between universities, schools and companies on the other.



Enhancing technical training for local businesses

2 Open Days open to families and students, local SMEs and local network between the different stakeholders.



The Research Cocktails



The area of Val d'Enza is located between the provinces of Reggio Emilia and Parma in the Emilia-Romagna region. Its long tradition of mechanics and food production, dating back to the early 1900s, has meant that it has become an area that focuses on the production of equipment for the mechanisation and automation of agrofood enterprises and packaging. The district comprises over 450 small and medium-sized enterprises that employ nearly 5,000 workers, all of whom are local. The enterprises of Val d'Enza have long-standing reputation for successfully exporting plastic, metal and glass containers. Its main sectoral clients are the agrofood, pharmaceutical, cosmetic, chemical and petrochemical industries.

The industry has been enhanced by the production of machinery including electric and electronic parts that are used to control the automation and efficiency of production lines. The area's success is down to several strategic strengths, the first being its high level of productive flexibility that is achieved through an efficiently integrated system of specialists and a network of specialised subcontractors. Secondly, the focus on customer satisfaction, complemented by strong networking activities, has allowed enterprises to provide customised products and a good after-sales service. In order to remain competitive in a global market, companies have also invested in research and development.

In Val d'Enza there are specialised vocational schools, management service centres, and entrepreneurial associations that work hand in hand with the packaging firms, thereby ensuring that the skills of the workforce are constantly updated and guaranteeing progress in the use of new technology and research in new foreign markets. In fact, exports of agrofood packaging from Emilia-Romagna increased considerably in the first three quarters of 2011 with respect to the same period in the previous year. China, the United States and France have been the main importers of automated machinery for packaging.



Val D'Enza Resource Centre at
"Silvio D'Arzo"
Montecchio Emilia (Reggio Emilia)
Italy

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mirco.plst@cnare.it

CLUSTER 2 AGROFOOD PACKAGING IN VAL D'ENZA



Field of activity:
manufacturing of rolled iron and steel by laser cutting

Special characteristics:
company success based on a specific approach of
storehouse optimisation

Bottazzi S.r.l. specialises in the production of rolled iron and steel using the laser cutting method, and has acquired long-term experience in the field of furniture and household appliances. The company strategy focuses on different types of clients, ranging from small-scale orders to the provision of voluminous supplies. It implements the Kanban system – an approach usually adopted by large companies – which has enabled this small company to achieve the perfect optimisation of the storehouse, thereby rendering production efficient and effective.

Throughout the years, the company has been able to cover the entire production cycle starting with the purchase of raw material and culminating in packaging the final product. By focusing on flexibility, the company ensures the best service, product quality and short delivery times to all its customers.

The production process is administered using management software that allows the company to provide detailed information, whilst focusing on machine loads and delivery times. This method of organisation allows for the handling of both small orders and large-scale repeat contracts.

This has been made possible only thanks to considerable investments in high performance machinery which allows the company to reduce cycle times, renders production time-efficient and reduces energy consumption by up to 90%. The continuous use of highly innovative machinery requires a qualified personnel which is constantly trained to maintain the high standards of quality and service for the benefit of the company's customers.

C-PLUS statement:
"Innovation with a special focus on the environment"
with individual solutions for industrial plants"



Number of employees:
19
Year of foundation:
1975

Headquarters:
Gatta Ico

www.bottazzisrl.it

BOTTAZZI SRL



BOTTAZZI SRL
Via Zappellazzo 9/11
42043 Gattatico
Italy

Phone: +39 0522 670321
info@bottazzisrl.it

Field of activity:

production of electrical wiring for electronic and electromechanical devices

Special characteristics:

a new business strategy supported by considerable investment in research and innovation

Elettromeccanica F.lli Fico was founded in 1989 by Giuseppe and Giovanni Fico and operates in the field of electromechanics and subcontracting. To respond to the ever-changing needs of the market, the company decided to specialise in the field of electrical wiring and electromechanical assembly. Recently, the management has launched a project which enables the company to directly provide wiring, with specialist molding in ABS, nylon, Santoprene, PVC, Hytrel, Macromelt. This has allowed the company to expand its business to specific foreign markets and to find new economic resources to reinvest into research and innovation.

Customer satisfaction and service is of the utmost importance for Elettromeccanica F.lli Fico. Short delivery times, custom-made manufacturing, tailor-made products, innovative research and alternative solutions, as well as traceability, consignment stocks and buffer stocks are all part of the company's strategy to facilitate and optimise customer-supplier relationships. In order to accomplish these goals, the company has implemented a modern computer network and software that processes, provides and monitors all the necessary data.

C-PLUS statement:

"We are determined to find a new core business through innovation and constant investment in research"

**Number of employees:**

37

Year of foundation:

1989

Headquarters:

Montecchino Emilia

www.fratellifico.it

ELETTROMECCANICA F.LLI FICO



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Via L. Da Vinci 9
42027 Montecchino
Italy

Phone: +39 0522 863432
Fax: +39 0522 861007
mail@fratellifico.it

Field of activity:

production of cheese processing machines

Special characteristics:

a real and profitable partnership with customers to develop innovative solutions

Filippini has been designing and manufacturing cheese processing machines for more than 35 years, and is continuously strengthened by its own patents and innovative technologies. Filippini produces a wide range of machines for cutting and portioning stations for the production of grated cheese and for automated (seasoning or aging) warehouses.

The wide range of machines enables the company to satisfy all kinds of processing and production requirements, for all kinds of cheeses, by offering targeted solutions that ensure the highest yields and reduce processing costs. The machinery is produced directly at the company's factory by highly specialised technicians who are able to deliver the best solutions available.

Throughout the years, this strategy has allowed the company to achieve international success and to gain an important share in a competitive market where innovation and continuous research are required in order to fulfil clients' needs.

C-PLUS statement:

"The constant search for innovative and creative solutions, in collaboration with the clients"

**Number of employees:**

15

Year of foundation:

1969

Headquarters:

Corte Tegna, Cortina

www.filippomacchineperformaggi.it

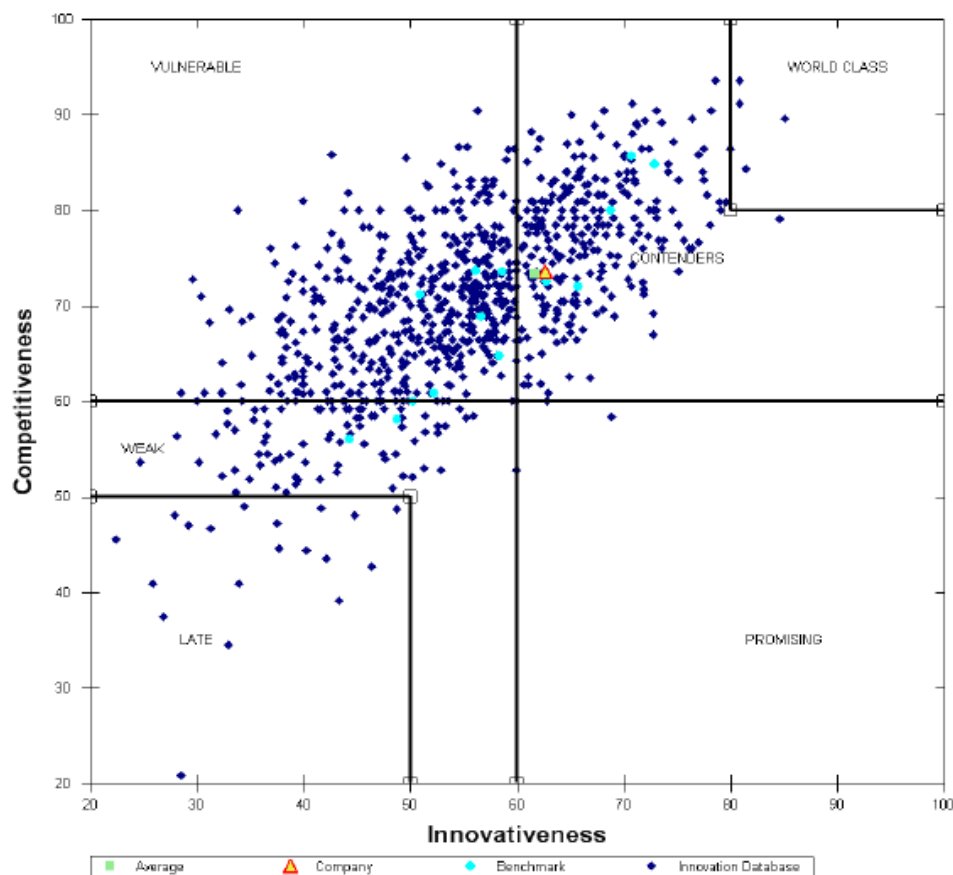
FILIPPINI DI FILIPPINI S&C S.N.C



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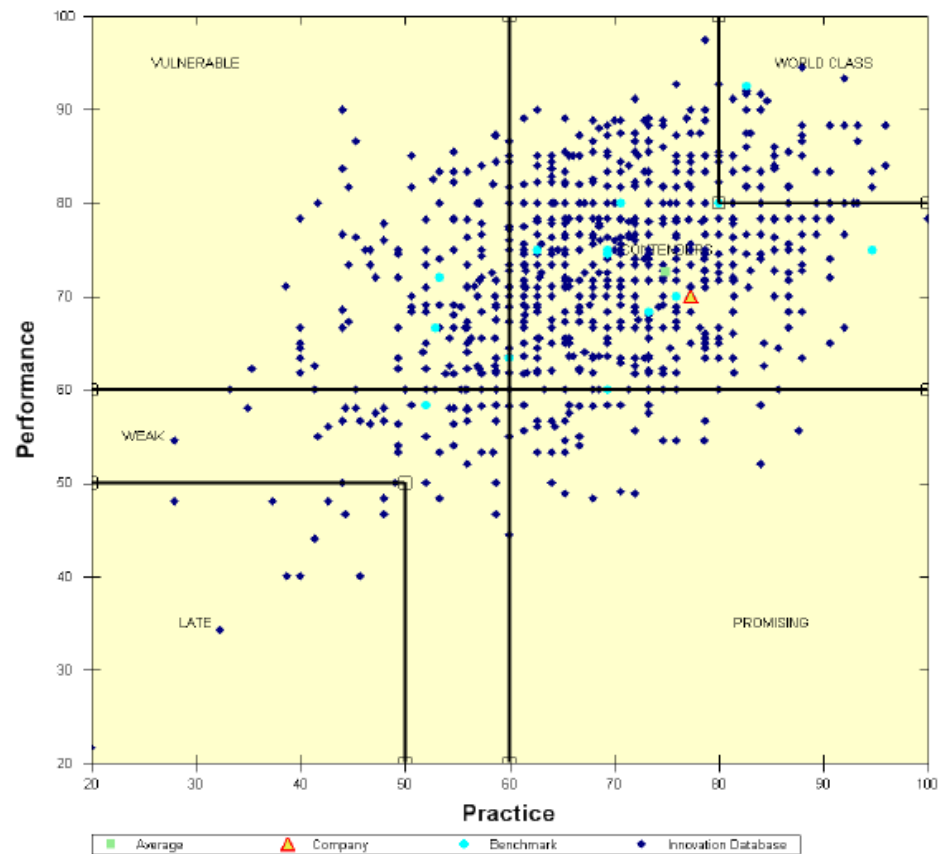
... and besides, at the single company's level THE BENCHMARKING REPORT: INNOVATIVENESS vs COMPETITIVENESS





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PRACTICES vs PERFORMANCES

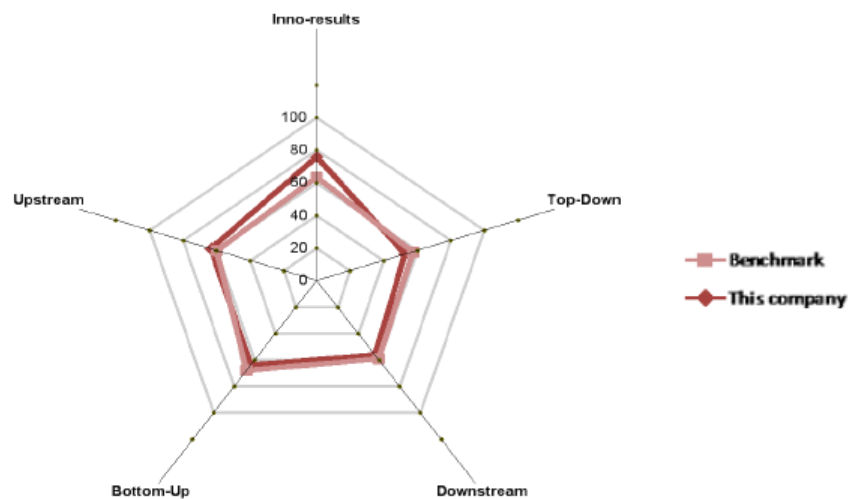




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INNOVATION PERSPECTIVES

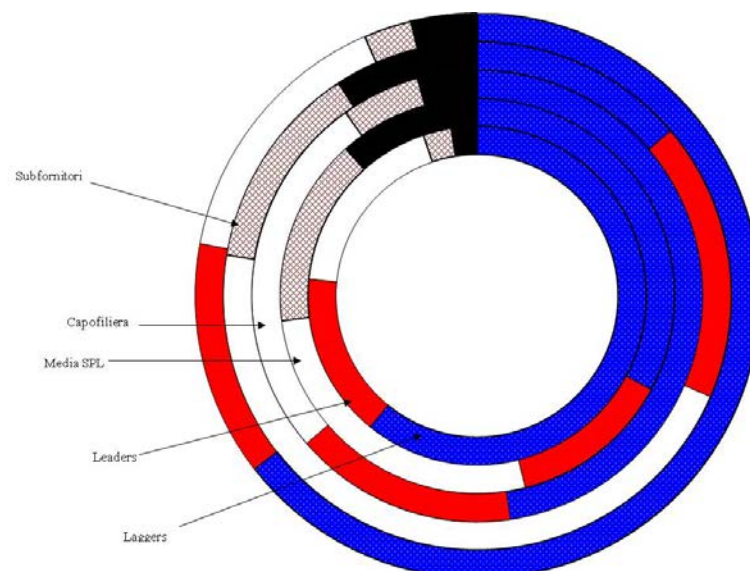
Innovativeness performances and directions



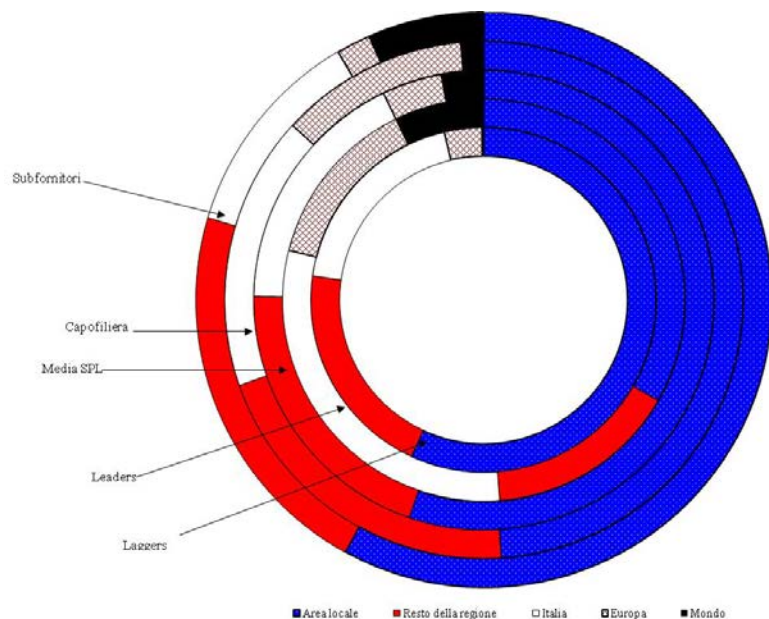
ITEM	This company	Benchmark	Gap
TOP DOWN			
Innovative strategy	4	3,8	0,2 ➡
Investment in research and development	4	3,4	0,6 ↑
In-house training	5	3,6	1,4 III
Investment in trademark, licences or patents	1	2,6	-1,6 II
Innovative functions internalised	3	3,4	-0,4 ➡
Funds supporting innovation	3	3,6	-0,6 ↓
Business angels or business investors	2	1,3	0,7 ↑
Web site functions	1	0,9	0,1 ➡
Informative system	3	3,2	-0,2 ➡
BOTTOM UP			
Number of graduated people	1	2,5	-1,5 II
Innovative ideas and rewards	3	3,6	-0,6 ↓
Listening to the staff	4	3,7	0,3 ➡
Company 'Gates'	3	3,3	-0,3 ➡
New product development process	5	3,0	2,0 III
DOWN STREAM			
Innovative sectors' customers	0	0,6	-0,6 ↓
International customers	2	1,8	0,2 ➡
Involvement in design process	3	3,4	-0,4 ➡
Innovative key-customers	4	3,8	0,2 ➡
International competitors	1	1,2	-0,2 ➡
Innovative key-competitors	4	3,8	0,2 ➡
UP STREAM			
Innovative sectors' suppliers	1	0,9	0,1 ➡
International suppliers	0	1,7	-1,7 II
Innovative key-suppliers	4	3,4	0,6 ↑
Relationship with Laboratories, Universities or Research Institute	4	3,3	0,7 ↑
External advices for innovation	4	3,1	0,9 ↑
INNOVATIVE RESULTS			
Range innovativeness	5	3,6	1,4 III
Turnover from new products	4	3,3	0,7 ↑
Turnover from new geographical market	4	3,2	0,8 ↑
Registered Patents	3	2,4	0,6 ↑
Time between concept ad production	4	3,4	0,6 ↑
Cost saved or turnover from managerial innovations	4	3,4	0,6 ↑

OUTPUT CUSTOMERS AND ...

... SUPPLIERS

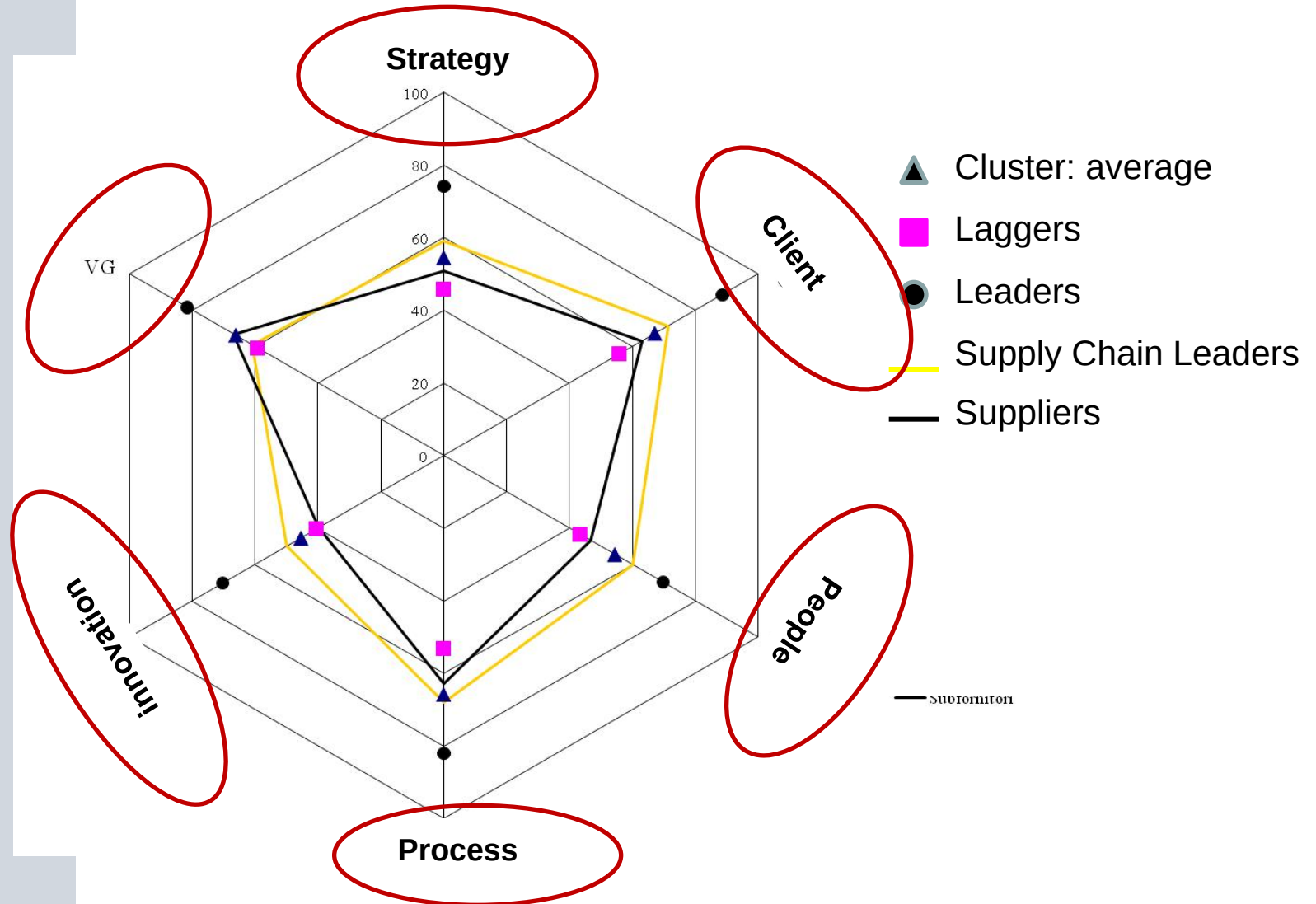


- Cluster/local area
- Emilia Romagna Region
- Italy
- Europe
- World



■ Area locale ■ Resto della regione □ Italia ■ Europa ■ Mondo

Competitiveness Directions





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Grazie per la vostra attenzione!
Thanks for your attention!

MARCELLA CONTINI

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Competitiveness and Made in Italy Policies Dpt.

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www.cnaemiliaromagna.it