

ECOS4IN SWOT ANALYSIS

Deliverable D.T2.2.1

Fondazione Giacomo Brodolini

04/2020



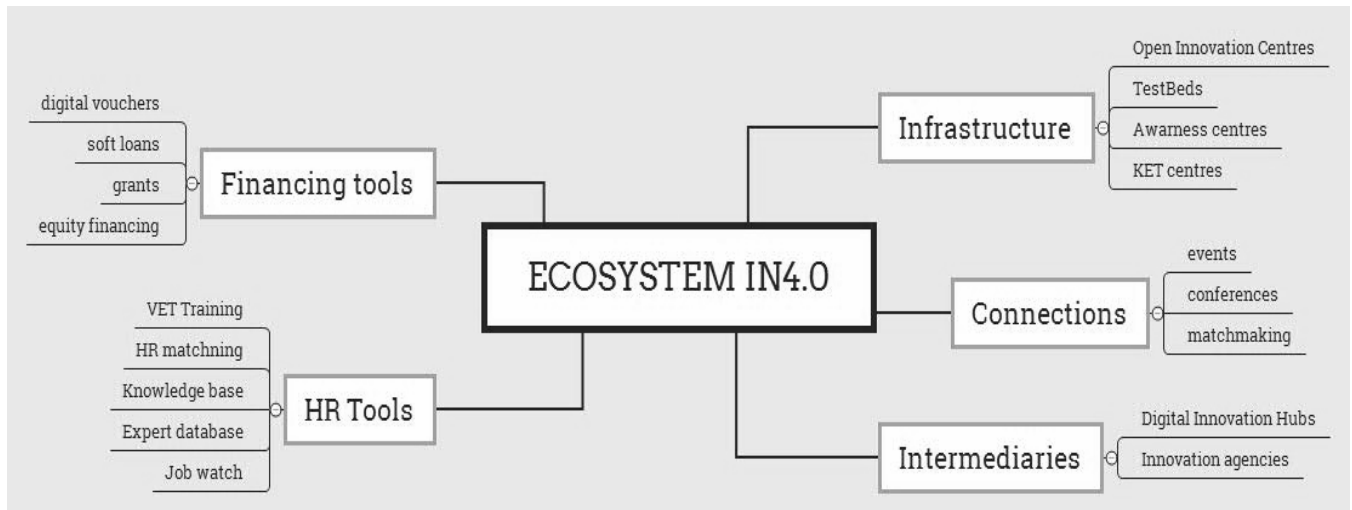


1. Reason

Each partner region will perform SWOT analysis, Deliverable T 2.2.1., delivery date 04/2020. Analysis will provide more detailed information how the partner regions currently handle Industry 4.0 transformation.

2. SWOT Structure

There is first simple ecosystem model. Deeper description will be available soon.



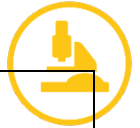
Please prepare SWOT analysis for each mind map branches, see templates below.



3. LOMBARDIA REGION

3.1. Infrastructure

Strenght	Weakness
High propensity to export	High fragmentation in microbusiness
Efficiency of Transportation hubs/nodes	Open innovation not easily accessible for SME
High economic production	Lack of physical infrastructure: the territorial associations have shown that, in many areas of Lombardia, there is still a lack of physical infrastructure (highways, railways, broadband)
Strong diversification of businesses in the manufacturing and service sector	resources on targeted projects of medium-large dimensions
Several Public- Private initiatives	
Big data analysis	
central role occupied by <i>medium tech</i> (e.g.: mechanical, chemical, plastic, electrical, marine, the automotive supply chain, medical and diagnostics)	
Opportunities	Threats
Evolution of the Industrial and Research and Innovation policies of Regione Lombardia , creation of Regional Clusters	Regional clusters not interlinked
cross-fertilization in the manufacturing and service industries	



<p>Focus on 9 priority themes (agrifood, aerospace, life science, living environments, smart communities, mobility, green chemistry, energy building environment, smart factory)</p>	
<p>realization of “major projects” within the Specialisation Areas inspired by the model of Knowledge & Innovation Communities, aimed at connecting the three sides of the knowledge triangle (education, research and innovation)</p>	



Connections – networks

3.2.

Strenght	Weakness
High number of conferences, workshops	Institutional rigidity of research organizations
WORLD BUSINESS FORUM on Manufacturing	Poor integration capacity between the same and different stakeholders
Matchmaking activities between startup and incubators	Tendency towards “informal” innovation activities
Opportunities	Threats
Networking programmes at municipal /local level networking (ex Urban Manufacturing)	Local de facto networks
Planning integrated action in the framework of smart cities	Many family businesses: generational change
facilitating the creation of “environments” driven by the most promising technologies where prototypes can be tested in a market perspective and developing new product concepts (for example living labs), in order to anticipate the needs of the market	



3.3. Intermediaries

Strenght	Weakness
Strong presence digital innovation hubs	Poor communication between education, research and production system
Competence center Made about Industry 4.0 composed by the main actors of 4.0	DIH and CC have weak capacity of engagement toward enterprises
Good number of fablab/makers	Lack of systemic assessment of SME
36 incubators/accelerators	
13 academic istitutions	
Top ranking public and private research center	
267 research facilities located in private sector	
Widespread presence of representative organisations of deeply rooted production sectors and industrial districts.	
Opportunities	Threats
Public and Private spaces to be used as innovation center and matchmaking space	
Co-design platforms	
Assessment tools	
“smart communities” could be a crucial means to intercept new needs	



3.4. HR tools

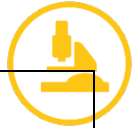
Strenght	Weakness
Top Universities	Few companies face 4.0 with a systemic approach that brings together technological solutions and organizational model.
CC Made	Few tools to evaluate the impact of technological choices on the company.
	alignment between the skills required by businesses and training (primarily schools), safeguarding and transmitting the “know-how”, typical of Lombardia manufacturing businesses.
Top Consulting and IT providers	HR manager generally not deeply involved
Opportunities	Threats
To develop the capacity to attract knowledge and investments. Collaboration between school, CFP, ITS, IFTS, University, business world is crucial	New hardware, software and machinery and no skills to use them
Consciousness about the need to acquire tools for skills analysis and training (i.e tecnimetro or assessment tools)	To continue hiring technical profiles instead of multi-skills ones.
fostering the birth and consolidation of new skills and new professional figures capable of enhancing the competitiveness of the	



innovation system (for instance enterprise network manager or cluster manager)	
creating and/or strengthening tools that bring together skill systems in traditional industries with new skills to develop new businesses	

3.5. Financial tools

Strenght	Weakness
Digital voucher from Ministry, chambers of commerce	No security or guarantee of return
New Call on 4.0 from the competence center	Difficult to obtain funding from Micro enterprises
Investments supported by regional authority	
Opportunities	Threats
European funding	Tools not tailored made on the needs of SMEs
Public partnerships and open market	
Role of institutional investors	
Alternative credit instruments: VC- Impact fund	



To create innovative method for developing a course of planning and implementation for financial instruments,	
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MAIN SOURCES:

- Research and innovation strategies for smart specialization in Regione Lombardia
https://www.s3.regione.lombardia.it/wps/wcm/connect/46779282-7753-4802-be85-837f90ace3ed/RIS3_Lombardy_Executive+Summary_20160411.pdf?MOD=AJPERES&CACHEID=ROOTWORKSPACE-46779282-7753-4802-be85-837f90ace3ed-m3Adwg6
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- Boosting local entrepreneurship and enterprise creation in lombardy region (Italy), OECD, november 2012