



CONSORZIO PER IL
TRASFERIMENTO TECNOLOGICO



Innovation Manager: Job of the present and of the future

Organismo di Ricerca



UNIONCAMERE Centro di Trasferimento Tecnologico Industria 4.0 certificato - Cod. CTT_I_4.0_019



Qualified as
ECC 2006/C 323/01



Anagrafe Nazionale delle Ricerche
Cod. C.A.R. 61713WRD






C.R.T.T. registrato in QuESTIO
ID 12646



What do you expect from this lecture?

A brief presentation of C2T

Consorzio per il Trasferimento Tecnologico C2T is a not-for-profit research organization founded in Milan in 2012.

-  Qualified as Research center by European Union
-  Registered at MIUR as Research Center and one of the 34 national company acknowledged by MISE as Research center and center of technological transfer Industry 4.0.
-  Acknowledged as Research center and center of technological transfer by Regione Lombardia.



A brief presentation of C2T

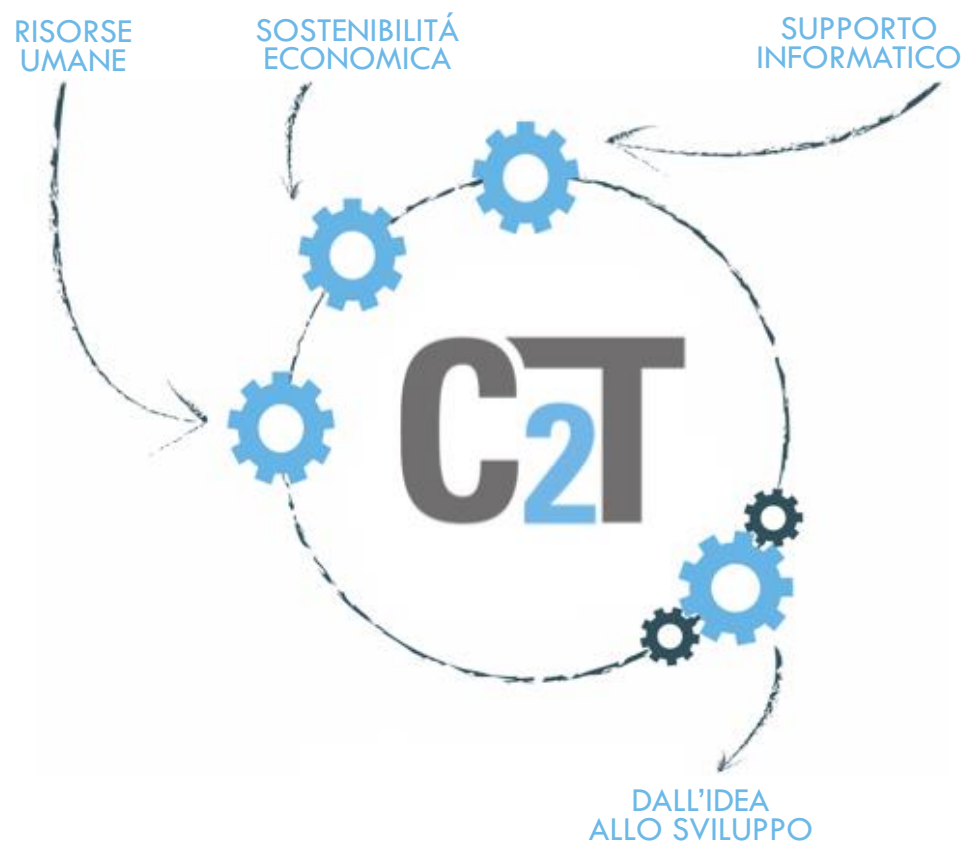
Consorzio per il Trasferimento Tecnologico C2T has the aim of promote Research & Development at enterprises of all sizes, with a special focus on SMEs.

Our clients:

- PMI
- Startup
- Big firms
- University – Research center

Our business model

- C2T wants to support companies and organizations in turning their ideas into project development, through:
 - a scientific approach to problem solving;
 - the coordination of human and economic resources;
 - the management of partnerships and collaborations;
 - IT support, when needed.





Our Innovative startup

- **Find Your Doctor**, an innovative startup participated by C2T, is the first employment agency in Italy specializing in profiles with research background: a fast and flexible recruitment service to identify specialized consultants or highly educated figures to be placed on staff, suitable for management, R&D, analysis and responsibility roles.
- With this tool, C2T can reach qualified **specialists in several fields**.

Find_{your}**Doc**

www.findyourdoc.org

Our services



Business Unit
ICT LAB

Digitalizzazione

Data extraction & management
Integrazione di sistemi e custom software
Progettazione portali, dashboard e sistemi esperti
Data analytics, Big Data

Ricerca & sviluppo

Data mining
Artificial Intelligence
Machine Learning
Blockchain



Business Unit
SUPPORTO ALLA CRESCITA

Analisi organizzativa e supporto fiscale

Analisi organizzativa e mappatura processi
Ottimizzazione economico-finanziaria
Supporto agevolazione, pianificazione fiscale
Interazione con funzione amministrativa e fiscale
Credito d'Imposta R&D e formazione

Bandi

Piano Nazionale 4.0 e bandi
Supporto a startup e PMI innovative



Business Unit
TRASFERIMENTO
TECNOLOGICO

Sportello Doc

Analisi tecnico-scientifica
preliminare

R&Doc

Integrazione di competenze
specialistiche

Piano nazionale Industria 4.0



Business Unit FORMAZIONE

DocEdu

Percorsi formativi ad alta specializzazione per
l'impresa

Orientamento PhD

Percorsi formativi in università



Business Unit
AGENZIA DEL LAVORO

Recruiting e consulenza HR

Ricerca e selezione di risorse umane altamente
specializzate (dottori di ricerca)

ADoc

Pubblicazione e diffusione di offerte di lavoro (*job
ad*)

Who has talked about us



LA STAMPA



CORRIERE DELLA SERA



A brief presentation of myself



Ing. GIANLUCA MUSTILLO
(Innovation Manager at C2T)

- MSc in Mechanical Engineering with a specialisation in Industrial Production, obtain in 2018 at Politecnico di Milano.
- In 2019 began my working experience at Consorzio per il Trasferimento Tecnologico as Innovation Manager.
- My everyday agenda:
 - Implementation in various business entities (especially SMEs) of the Open Innovation paradigm;
 - Digital integration and development of business processes through the implementation of enabling technologies defined by the Enterprise 4.0 plan;
 - Technology transfer to the SME world by providing consulting services, training and innovative production methods related to the Industry 4.0 paradigm;
 - Development of ideas and projects leading to the defense of intellectual property (Patents, Utility Models, Designs and Industrial Patents) as well as implementation of Project Management activities related to their prototyping and industrialization;
 - Support for the creation of innovative startups;
 - Advice to businesses on the subject of analysis and possibilities of access to public incentives to support entrepreneurial activities and more specifically all actions related to R&D, innovation, Open Innovation programs, Enterprise 4.0, digitization and business reorganization including through new ways of working (i.e. smartworking);

Let me know about you

A volunteer that describe shortly this course and your course of study



Who is an innovation manager?

First definition ([Survey of Digital Transformation Academy - Politecnico di Milano](#)):

The innovation manager is:

- **an explorer**-> the figure who selects partners, who evaluates opportunities through careful scouting, who has a vision of the digital trends of the future, who analyzes the company's demand for digitization (**DIGITALISATION**)
- **an innovation evangelist**-> the figure who analyzes and introduces new technologies in the company by activating proper cultural change (**CULTURAL CHANGE**)
- **enabler**-> the figure who evaluates and analyzes projects placed in the company and liaises with all business functions (**NETWORKING ABILITY**).

Who is an innovation manager?

Second definition (Bureau Veritas – Certification center):

The innovation manager:

- operates as a company **employee** or **consultant** (**ENDOGENOUS VS EXOGENOUS**)
- **interfaces** with the managers of all areas of the organization in order to **identify innovations** considered strategic for the organization **and identifying development processes** functional to set up the progressive advancement of technological and digital transformation. (**NETWORKING ABILITY**)
- promotes solutions and methodologies that foster **cultural change** in the company (**CULTURAL CHANGE**)
- **Not only new technologies**, but also **competitive innovation projects** that take into account the integration of technologies with other relevant factors (sustainable innovative technological solutions, digital maturity of the organization, strategic objectives and constant updating) (**NOT ONLY DIGITALISATION BUT ALSO INNOVATIVE PROJECTS**)



Who is an innovation manager?

An innovation manager deals with different types of innovation:

Product innovation

A **good** or **service** that is **new** or **significantly improved**.

E.g.: improvements in technical specifications, components and materials; developing software associated with the product; user friendliness or other functional characteristics.

Process innovation

A **new** or **significantly improved production** or **delivery method**.

E.g.: significant changes in production techniques; equipment and/or software in aid to the process.

Marketing innovation

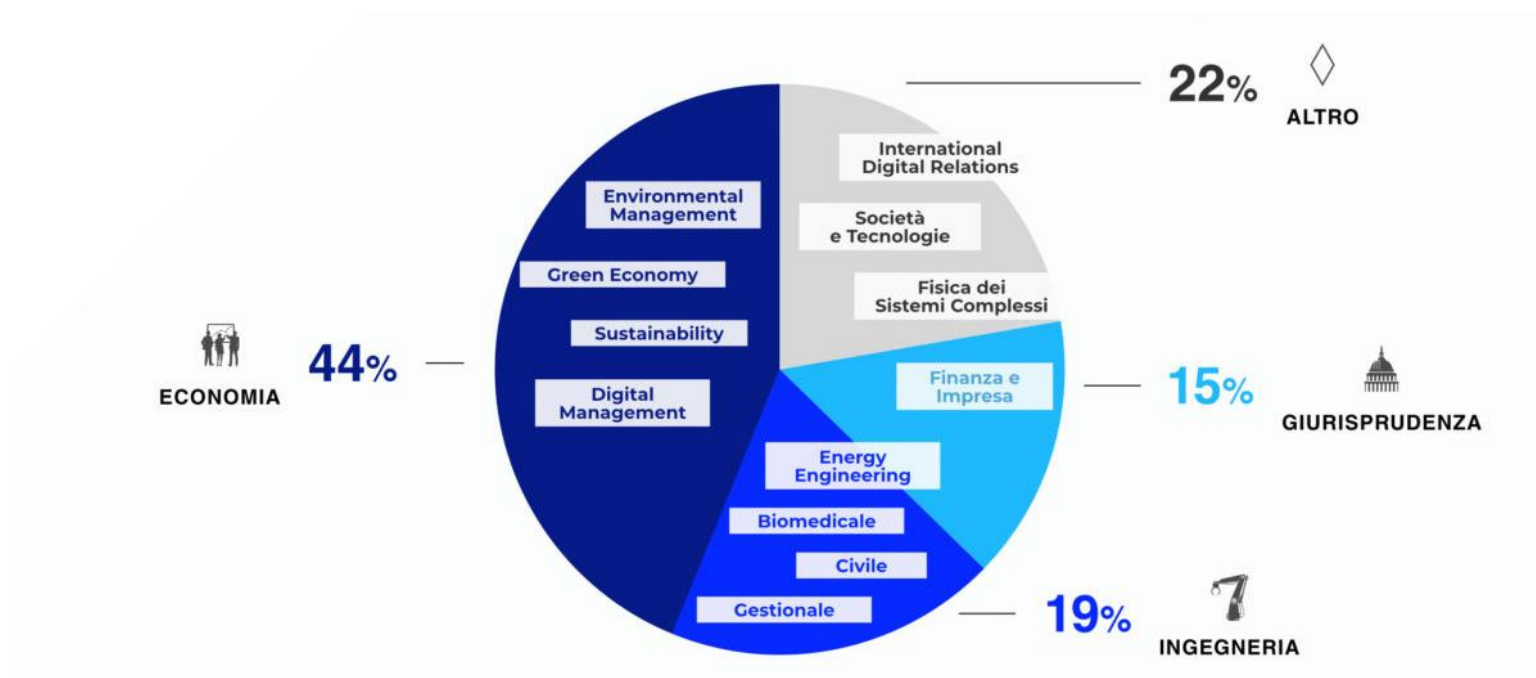
A **new marketing method** involving significant changes in product design or packaging, product placement, product promotion or pricing.

Organisational innovation

A **new organisational method** in business practices, workplace organisation or external relations.

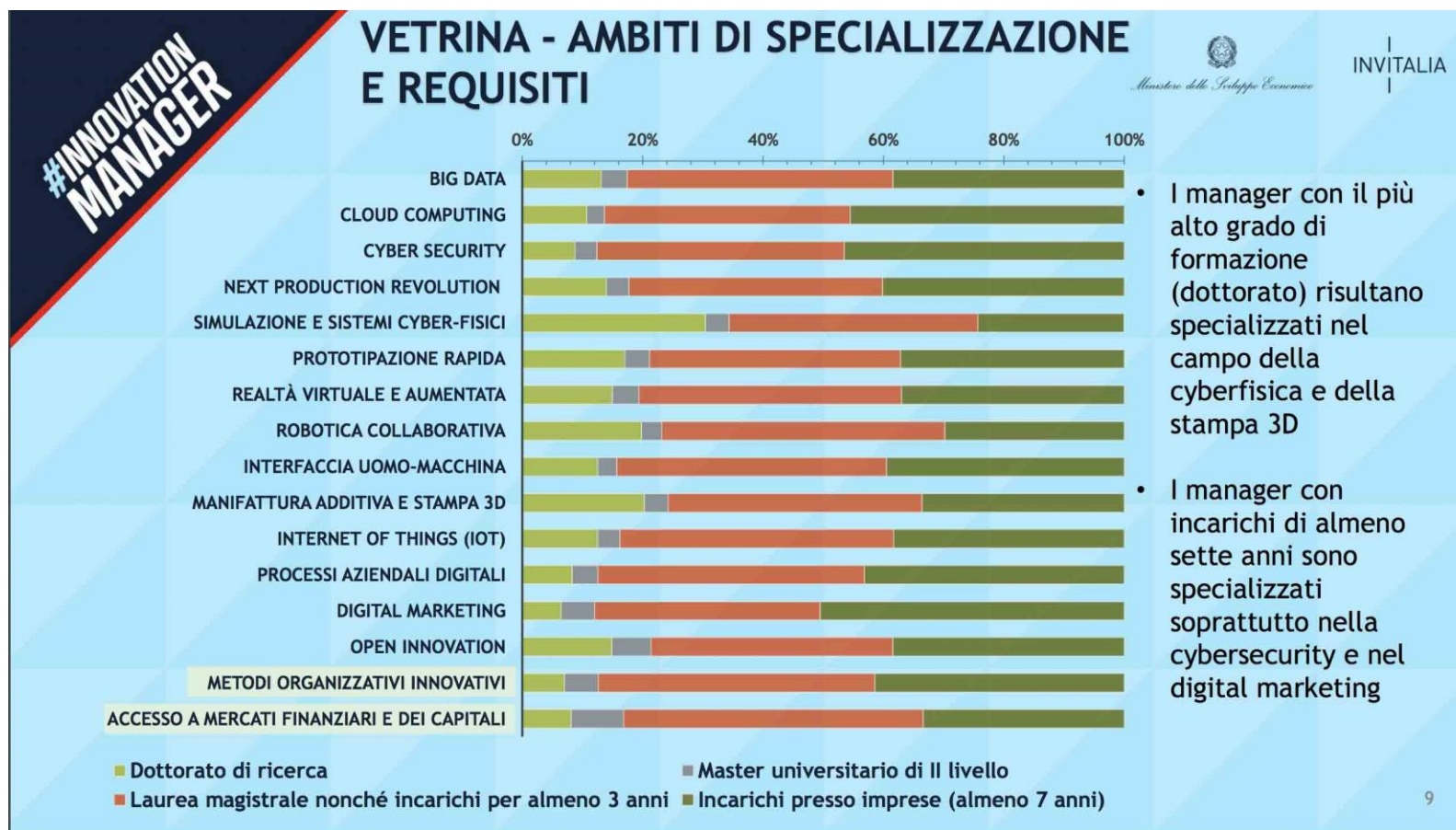
Who is an innovation manager?

- One figure, multiple background.



Who is an innovation manager?

- In 2019, Ministry of Economic Development (MISE) has opened the possibility to subscribe to an Innovation manager list.



Who is an innovation manager?



Example of innovation management – Case study

- Fasb Linea 2 s.r.l. - founded in 1981, specialized in metal tube processing. Over the decades, has seen the transformation of the very small "domestic" workshop of founder Luigi Fumagalli into an industry that currently occupies an area of 10,000 square meters, half of which is covered, offers work to about 30 of employees with a continuously growing turnover, both nationally and internationally



Example of innovation management – Case study

■ Product innovation

Developed and engineered a new product in the field of Health and Safety. The idea of explore a new market share in HSE equipment and HSE consultancy lead to a constitution of a new societary company: Avan s.r.l. – innovative startup with client of the caliber of Barilla, Luxottica, Kone.

■ Process innovation

The introduction of the new sheet processing department (two new machine: laser sheet metal cutting and sheet metal bending) led to the introduction of Industry 4.0 concepts in the control of this processing department

■ Marketing innovation

Developed a new B2B e-commerce to better perform and innovate the way the product “Transenna” is sold

■ Organisational innovation

Introduction of smartworking for the administrative department thanks to the subscription of individual work contract settlement with the workers

Assessment of the workforce digital skills in order to study a new training program in order to reduce the digital gap in order to cope with the digital transformation the Fasb Linea 2 began



Innovation management – Case study

■ Product innovation

Idea:

Developing a new tool utilized in the field of work safety in case of extraordinary maintenance in order to individuate a zone called «Straordinary risk area». This areas are one of the most recurred area where work incident happen beacuse of its straordinarety

Developing:

- Economic support:

project financed through European fund and support on the development of business model of the newco Avan s.r.l. and its consitution.

- Human resource:

Team of development composed of: 1 PhD in Informatics, 1 PhD in IoT, 1 PhD in Health & Safety Engineering, several mechanical engineers and product designers.

- Informatic support:

- IoT sensing of the barrier (Patent pending)



Innovation management – Case study

■ Product innovation

Before...



- Low stability
- Low portability
- No intelligence



Innovation management – Case study

■ Product innovation



- New design
- 100% Eco-Textile drape



PORTABILITY



- Improved portability
- Improved transportation



Innovation management – Case study

- Product innovation



Innovation management – Case study

■ Product innovation



- Sensorized barrier



Innovation management – Case study

■ Process innovation

Idea:

Remote control of the machinery in the new sheet processing department; with the aid of a CAD/CAM program, instructions for the machining are sent from the technical department directly to the machine in order to start the processing. The idea is to control the process from the beginning (order from client) to the shipping of the final goods thanks to the ERP of the firms and thanks to an automatic system of barcoding.

Developing:

- Economic support:

Project financed through European fund

- Human resource:

Team of development composed of: 1 PhD in Informatics, 1 ICT manager, 1 Process Engineer

- Informatic support:

Development of the code to permit the ERP integration with the machinery (middleware) in order to control in real time any work orders.



Innovation management – Case study

■ Process innovation

Step 1 – Commercial department, insert and order in X1 in the specific interface dedicated to the specific process machine



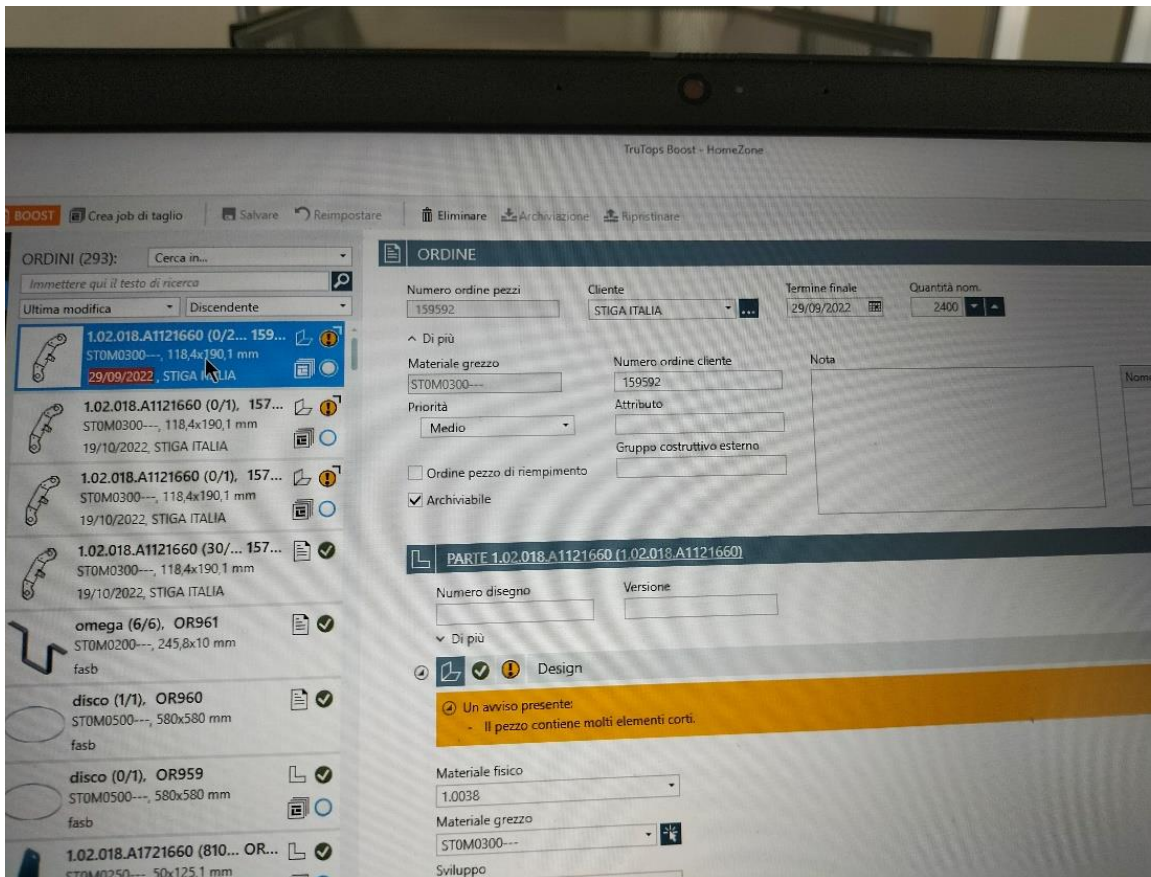
The screenshot shows a software interface with a menu bar (File, Edt, Opzioni, etc.) and a toolbar. Below the menu, there are dropdown menus for 'Lettura' (set to '1. Trasmissione') and 'Macchina' (set to 'TruLaser 1030 (L8)'). The main area contains a table with the following columns: Buono, Ordine, Stato ordine (Laser), Cliente, Articolo, Descrizione, Da produrre, Prodotti, and Utente.

Buono	Ordine	Stato ordine (Laser)	Cliente	Articolo	Descrizione	Da produrre	Prodotti	Utente	
159592	8202	0	1 Lanciato	STIGAIT*	1.02.018.00521660	323778542/0 - HANDLE PIPE GUSSET	2400	0	DIEGO
157541	8133	200	2 In corso	STIGAIT*	1.02.018.A1521660	323778540/0 LASER LAMIERA	800	300	SYSTEME
157526	8133	180	2 In corso	STIGAIT*	1.02.018.A1721660	323778536/0 LASER LAMIERA	3600	1200	SYSTEME
157511	8133	160	2 In corso	STIGAIT*	1.02.018.A1121660	323778526/0 LASER LAMIERA	1800	600	SYSTEME
157496	8133	140	2 In corso	STIGAIT*	1.02.018.0A721660	323778534/0 LASER LAMIERA	1800	600	SYSTEME
157481	8133	120	2 In corso	STIGAIT*	1.02.018.0A621660	323778532/0 LASER LAMIERA	1800	600	SYSTEME
157466	8133	100	2 In corso	STIGAIT*	1.02.018.A1421660	323778564/0 LASER LAMIERA	1800	600	SYSTEME
157451	8133	80	2 In corso	STIGAIT*	1.02.018.0A921660	323778552/0 LASER LAMIERA	800	300	SYSTEME
157436	8133	60	2 In corso	STIGAIT*	1.02.018.0A821660	323778530/0 LASER LAMIERA	1800	600	SYSTEME
157412	8133	30	4 Terminato	STIGAIT*	1.02.018.A1821660	323545222/0 LASER	1800	1200	SYSTEME
157568	0	0	0 Gestito	STIGAIT*	1.02.018.020P1748	1.02.018.020P1748	0	0	DIEGO
157551	8133	200	2 In corso	STIGAIT*	1.02.018.A1521660	323778540/0 LASER LAMIERA	135	0	DIEGO
157526	8133	180	2 In corso	STIGAIT*	1.02.018.A1721660	323778536/0 LASER LAMIERA	800	300	SYSTEME
157511	8133	160	2 In corso	STIGAIT*	1.02.018.A1121660	323778526/0 LASER LAMIERA	3600	1200	SYSTEME
157496	8133	140	2 In corso	STIGAIT*	1.02.018.0A721660	323778534/0 LASER LAMIERA	1800	600	SYSTEME

Innovation management – Case study

■ Process innovation

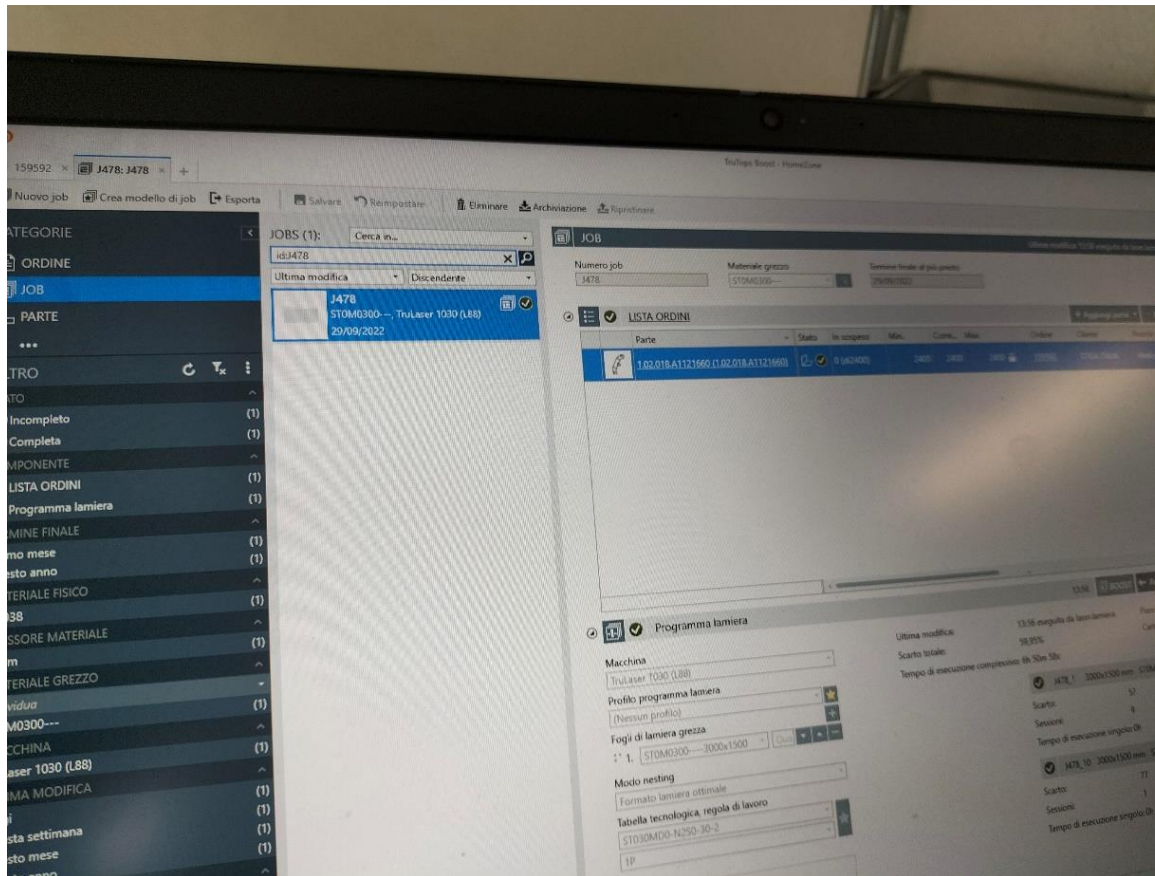
Step 2 – Our software takes the order and send it to the software of the machine



Innovation management – Case study

■ Process innovation

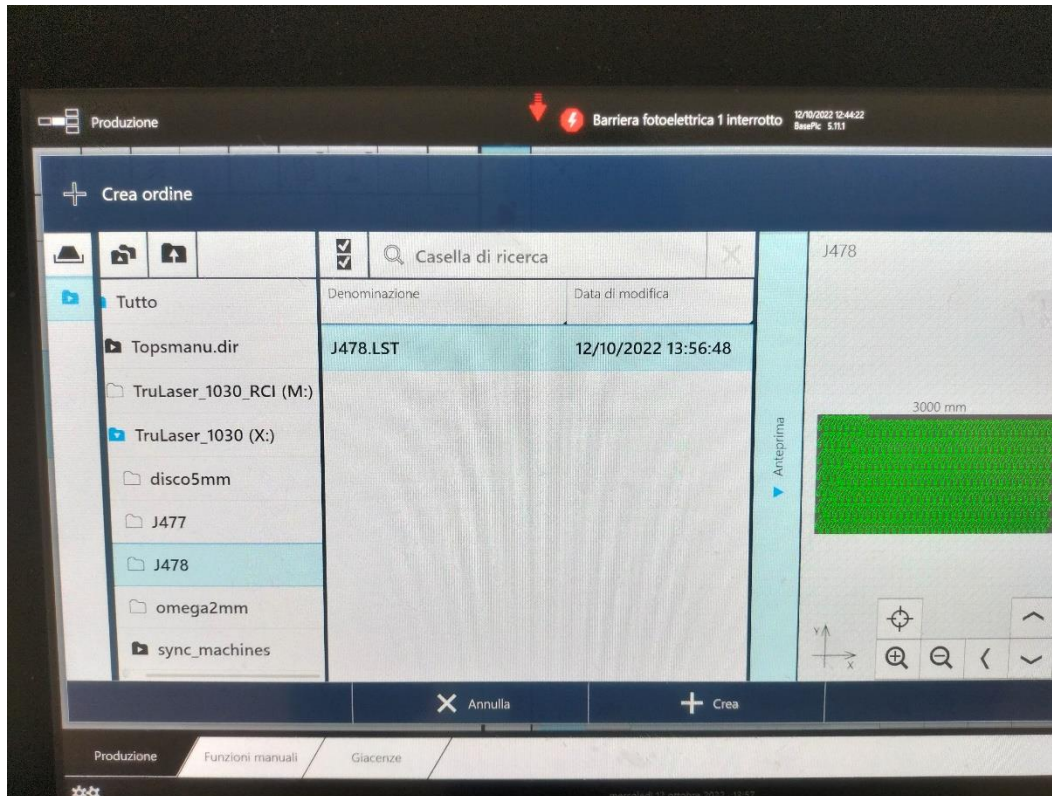
Step 3 – The operator select the order, creates the specific job according to the number of piece that must be produced



Innovation management – Case study

■ Process innovation

Step 4 – The operator launches the job program



Innovation management – Case study

■ Marketing innovation

Idea:

Innovate the way the product «Transenna» is sold thanks to the development of a B2B E-commerce. The new e-commerce is connected directly to the CRM adopted in Fasb in order to collect data to conduct focused lead marketing actions

Developing:

- Economic support:

project financed through European fund

- Human resource:

Team of development composed of: 2 IT Deveoper, 1 expert in digital communication,

- Informatic support:

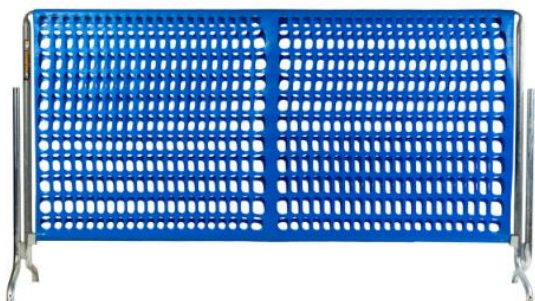
Development of the code of the e-commerce platform and of the integration between CRM and E-commerce



Innovation management – Case study

■ Marketing innovation

<https://www.transenne.net/it/>



Transenne metalliche colorate Spazio MP2

€850,00 – €1.715,00 IVA esclusa



Bancale da 10 Pannelli

Bancale da 20 Pannelli

Piedino doppio

Piedino piatto

Blu

Rosso

Verde

Innovation management – Case study

■ Organisational innovation

Idea:

Implement a new way of working and an goal based evaluation work performance instead of a simple time based evaluation method

Developing:

- Economic support: project financed through European fund
- Human resource:

Team of development composed of: 1 PhD in Labour law, 1 PhD in Management Engineering

- Informatic support: Not needed



Innovation management – Case study

■ Organisational innovation

Idea:

Assessment of the workforce digital skills in order to study a new training program in order to reduce the digital gap in order to cope with the digital transformation the Fasb Linea 2 began

Developing:

- Economic support: project financed through European fund
- Human resource:

Team of development composed of: 1 PhD in Economics with expertise in Industry 4.0, 1 PhD in Occupational psychology

- Informatic support:

Not needed.





Q&A – Question and answer



Thank you!!!



CONSORZIO PER IL TRASFERIMENTO TECNOLOGICO C2T

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