



# Thinking Local to be Global: Innoval



Giulia Deppieri

174719

Local Development and Entrepreneurship

Professor Bruno Dallago

University of Trento

# Abstract

*This paper has attempted to set out the key issues related to the importance of the local dimension underlined from the point of view of culture and identity, albeit within a globalizing dialectic due to the confrontation between the tendencies towards technological and cultural homogenization and defence of local values of the community. Moreover considers that the Local development is improved both by the growth of the entrepreneurship and “interchange” between local and global market. The paper focus the activities introduced by the main local private business association-Innoval, located in the north east Area of Italy nearby Verona (in Valpantena and Lessinia) to make this environment favourable to find new competitive solutions in the international scenario.*

**Key Words:** *Educating for Entrepreneurship, Innovation, Globalization, Local Development, Networking, Technology, SMEs.*

University of Trento

Department of Sociology and Social Research

Master Degree in Management of Organizations and Territorial Networks

Local Development and Entrepreneurship Course

Professor Bruno Dallago

A.A. 2015/2016

Student:

Giulia Deppieri (174719)

# Contents

ABSTRACT.....	2
1. INTRODUCTION.....	4
1.1 INNOVAL-Innovazione Valpantena e Lessinia.....	6
1.2 AN EUROPEAN OVERVIEW.....	9
2. NETWORKING TO FACE THE GLOBAL CHALLENGES.....	12
3. LOCAL POLICIES TO SUPPORT INNOVATION.....	15
4. ENTREPREUNERSHIP EDUCATION.....	19
5. DISCUSSION: Local versus Global and Vice Versa.....	22
BIBLIOGRAPHY .....	24

# 1. Introduction

The main assets for any firm, especially small and medium sized enterprises (SMEs) are their **human capital**. This is even more important in the knowledge-based economy, where intangible factors and services are of growing importance.

This Paper shows that SMEs **innovativeness** comprises their active response to the adoption of new ways of doing things (such as innovations in processes) by their main competitors, their willingness to try new ways of acting and seeking unusual, novel solutions and their encouraging employees to think and behave in original and novel ways.

Furthermore the purpose of this paper is to explore the importance of specialized **networks** in shaping local/regional responses to the Economic crisis in the EU, as well as potentially creating a more sustainable environment for Entrepreneurship development.

The emphasis is mainly on the problem-solving aspects of network creation. Thus the process involves examining how networks work to shape knowledge and create a competitive willingness to innovate and to achieve mutually beneficial goals.

The proposition is that innovation and learning orientation are key factors in SMEs success. Training is effectively one of the strategic lines for action of the new development policy.

Human resources training in firms are often accompanied by support actions that stimulate the interest of local firms and institutions for the contents and results of this training.

However, since we are talking mainly about SMEs, it is important to underline that for a small business it is very difficult to engage staff in **education** and **training** in order to update and upgrade their skills within the continuous or life-long learning approach. Even in the 21st century there is still a huge difference between large firms and small firms when we talk about workforce development. Small businesses cannot do it alone – they need to engage in partnership with local providers of training and/or local authorities.

Antonio Vázquez Barquero (2000) argues that the new local development policy minimizes the emphasis on leadership capacity of the local actors and focuses on the formation of networks between firms, between intermediary organizations and other agents whose decisions affect or can affect **investments** located within the territory, and to the **cooperation agreements**, formal and informal, between them.

My purpose is mainly to explore how entrepreneurs learn and innovate, their use of both formal and informal learning and the role of local networks and crisis events within their learning experience.

This paper refers to an innovative and ingenious Italian semi-urban area activity, exploring factors and impacts on territorial development.

The case study is “**Innoval**-Innovazione Lessinia e Valpantena”, a private business association that is located in Grezzana, near Verona.

My purpose is to analyse how the activity of Innoval in the territories of Lessinia and Valpantena can offer considerable development opportunities due to their potential for exploiting local heritage and resources to try to give these areas competitive advantages.

Furthermore the case study shows us how entrepreneurship and network creation can have a positive impact on local economies.

# 1.1 Innoval

## Innovazione Valpantena e Lessinia

Even defined by Adriano Grandi by these poetic words in 1617 “If we turn our slow stride to the right we find the walls are open there, disclosing the most eminent plains and mountains: Valpantena and Lessinia seems crafted by an artist...” the area’s peculiarity is the cleft with a dead end that for sure has made the area not very attractive to investments in transport infrastructures and with limited business activities.

Innoval-Innovazione Valpantena e Lessinia it was founded in 2006. The initiative was taken and reflects the needs of a group of entrepreneurs in Grezzana, whose aim was to implement the entrepreneurship and the innovation in the firms of the territory.

In the last ten years Innoval has been able to create a positive impact of aggregated economic activities.

The main goal of the association has been increase the heritage of the territory, create services, promote educational programmes, implement infrastructures that permit to give mutual benefits between Valpantena and the near city of Verona, that represents the main resource pool for the Valley.

At the beginning the association counted 50-60 firms, which were involved in particular in the production of marble, but also in production of wine and oil. The absence of some important services for the entrepreneurs, like broadband connection and the extension of the state highway that connects Valpantena with Verona, were induced by the action of Innoval to make sensitive local authorities as the Municipality of Verona and the “Provincia” to increase investments and mutual wealth.

The strength of Innoval has carried on to the present days.

Since 2006 it has created an entrepreneurial culture in the territory, realizing activities, events and performing the role of incubator for the birth and growth of new start-ups like Plumake (designs, develops, advanced prototype components), Lesster (Craft brewery that produces traditional beer), Pantheon (launched in 2008 as local magazine and nowadays based in Verona and considered part of the heartbeat of the city), Yeah (social inclusion of people with disabilities as or blind and partially-sighted persons that interfere in their efforts to exercise their rights in society and accessible tourism), Roboval (recently started company focus in research and develop in robotics mainly

focus to find technological solutions to resident companies in Valpantena and Lessinia).

About outstanding projects dedicated to the core business of the district led me to consider the event “Marble Landscapes-Paesaggi di Marmo” that took place on 30<sup>th</sup> September 2015 in Grezzana.

The event was organized simultaneously with the fair “Marmomacc” the leading global event for the natural stone industry and represents the entire supply chain, from raw material to semifinished and finished products, from processing machinery and technologies to applications of stone in architecture and design. The collaboration between the different organizations of the territory (the municipality of Grezzana, Consorzio Marmisti della Valpantena with the sponsor of Apindustria Verona, Asmave Consorzio Marmisti Veronesi, Confindustria Verona, Consorzio Tutela Pietra della Lessinia, Ordine degli Architetti Pianificatori Paesaggisti Conservatori della Provincia di Verona, Video Marmoteca, Verona per Expo 2015, Camera di Commercio Verona, Cnosfap and also Innoval-Innovazione Valpantena e Lessinia) allowed the creation of an event that gave visibility to the marble firms of Valpantena. The event gave the possibility to create new commercial contacts and attract new stakeholders in the field of Marble, that is one of the main economic sector of Valpantena.

At the same time the aim of the event was to create an unique identity of the firms of Valpantena’s territory.

*“I prodotti della Valpantena, vino, olio e marmo, devono essere tutti in sinergia tra loro e con il territorio ed è essenziale che arti e mestieri siano tramandati di generazione in generazione”* argued Gabriella Orlandi, Assessor of the Municipality of Grezzana. *“Il legame marmo e territorio è fondamentale, le aziende devono diventare veri e propri laboratori in cui viene rafforzata la conoscenza del prodotto. Questo anche per agevolare il settore turistico”* (Press Office Terzomillennium, Verona 30/09/2015) continued the Assesor.

In 2006, before the crisis, Innoval realized the importance to create a synergy between the firms, and between businesses and the territory. At the same time it values the tradition of the territory, improving the innovation and the use of new technologies.

This is only possible if it is created and improved a flow of knowledge from experts to young people.

*“Noi terza generazione abbiamo deciso di cambiare il sistema e la cultura intorno alla lavorazione del marmo, collaborando tra di noi e andando oltre ai*

*confini del proprio giardino” declared Federica Zanini, President of the Young Group of Consortium of Marble Workers of Valpantena. “Oltre a far fronte comune, tramandare ed arricchire la sapienza, il ‘saper fare’ artigiano, la conoscenza dei pregi e le caratteristiche di un materiale versatile come il marmo, sono la formula vincente per entrare nei mercati esteri. Dobbiamo partire insieme” (Press Office Terzomillennium, Verona 30/09/2015) concluded the President.*

Since the territories of Valpantena and also Lessinia are isolated and divided in different small villages and towns, it’s a common opinion that the real strength of Valpantena lies in the collaboration and communication between the different associations, organizations, institutions and firms that act there.

For this reason Innoval’s philosophy is based on the creation of networks between the different actors that operate in Valpantena, in particular between the SMEs (small and medium Enterprises), most of them are family firms. The collaboration between them allowed to become more strong and competitive in the market and to export also abroad.

Furthermore, according to Alistair Nolan increasing the rate of enterprise creation is now an almost universal concern for local authorities, as well as for central governments wishing to accelerate development in disadvantaged localities.

In some localities, especially those that have limited prospects for attracting inward investment promoting entrepreneurship is the only significant economic development strategy available at the local level.

In Lessinia and Valpantena among impediments to entrepreneurship are included: constraints in access to finance; low level of effective demand in the local economy; sectorial clustering, problems of transition from reliance on benefits and inappropriate government regulation.

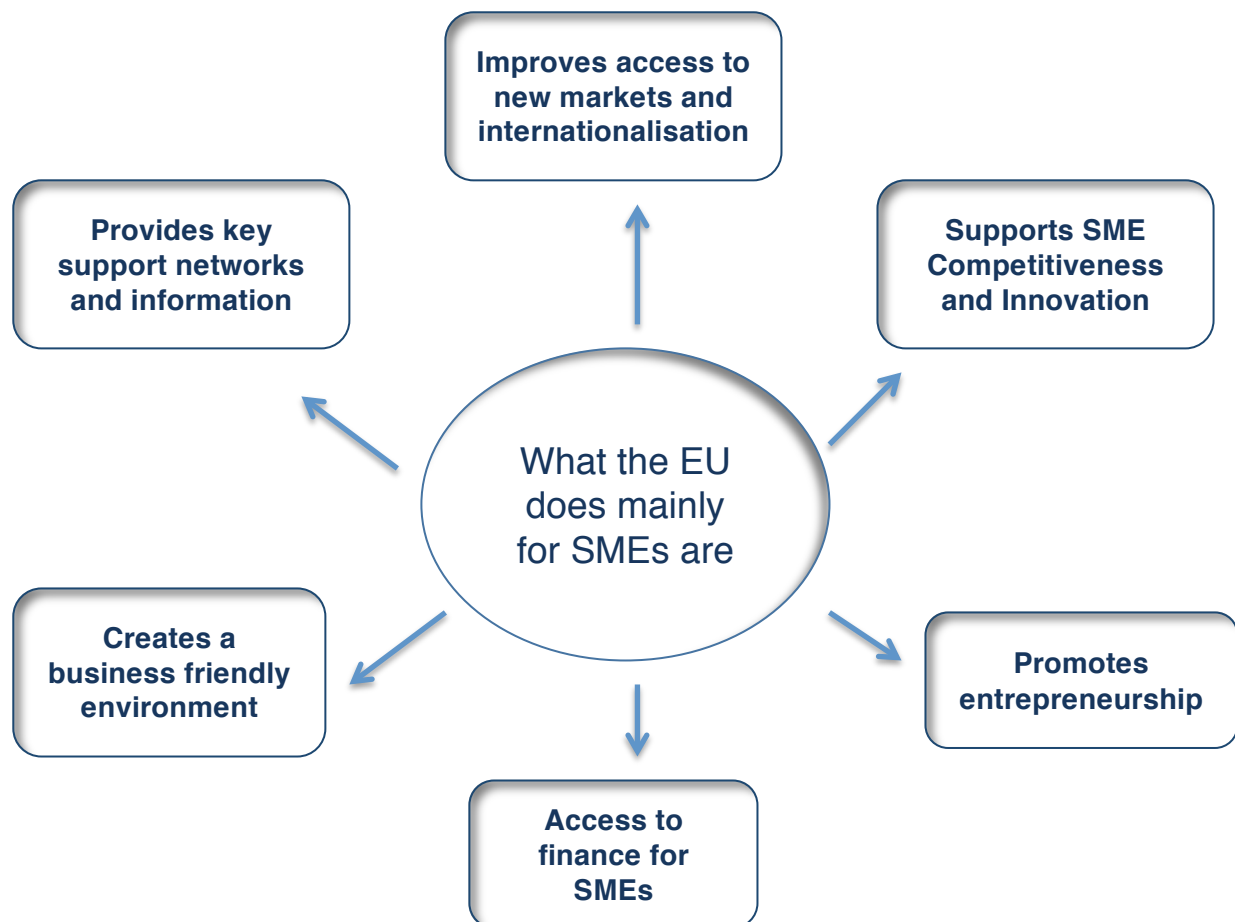
Otherwise in the territory there aren’t only obstacles that influence both the extent and form of entrepreneurial activity, but also important various channels through which the birth of new firms positively can affect local economic development. Among these there are: a broad social and business networks; the presence of work experience and skill among residents; a common culture; the presence of role models and personal motivation of the inhabitants, in particular young people and entrepreneurs; the collaboration with mainstream institutions (like the University of Verona, the Municipality of Grezzana, Camera di Commercio di Verona and Verona Innovazione) and the presence of many SMEs.

# 1.2 An European Overview

It is important to underline that small and medium-sized enterprises (SMEs) are the backbone of Europe's economy (they represent 99% of all businesses in the EU).

According to the European Commission in the past five years, they have created around 85% of new jobs and provided two-thirds of the total private sector employment in the EU.

The European Commission considers SMEs and entrepreneurship as key to ensuring economic growth, innovation, job creation, and social integration in the EU.



In order to create a business friendly environment, European Commission through the Small Business Act (SBA), that is an overarching framework for the EU policy on Small and Medium Enterprises (SMEs), tries to improve the approach to entrepreneurship in Europe, simplify the regulatory and policy environment for SMEs, and remove the remaining barriers to their development.

Furthermore the Commission aims to help European businesses face competition, access foreign markets, and find new business partners abroad. Going international increases SMEs' performance, enhances competitiveness, and reinforces sustainable growth.

In the recent years it is underlined also the importance to provide key support networks and information for SMEs, support SME Competitiveness and Innovation and promote Entrepreneurship.

The Entrepreneurship 2020 Action Plan identifies three areas for immediate intervention: entrepreneurial education and training to support growth and business creation; removing existing administrative barriers and supporting entrepreneurs in crucial phases of the business lifecycle; reigniting the culture of entrepreneurship in Europe and nurturing the new generation of entrepreneurs.

Finally it is also important the access to finance for SMEs. The Commission works with financial institutions to improve the funding available to SMEs by stimulating the provision of loans and venture capital through financial instruments. It also helps EU countries share good policy on improving access to finance which allows them to benefit from the experience of others. But EU financing programmes are generally not provided as direct funding. Aid is channelled through local, regional, or national authorities, or through financial intermediaries such as banks and venture capital organisations that provide funding through financial instruments.

In 2015 in the “Provincia” of Verona the Chamber of commerce (Camera di Commercio di Verona) allocated 3.650.000,00 euro for the entrepreneurs in the territory, in order to incentivize investments in technological innovation and for the access to credit. In this way the economy and entrepreneurship of the territory are incentivized, and at the same time also the innovation.

According to Alistair Nolan promoting entrepreneurship offers important potential benefits, but also has a number of limitations. For instance, entrepreneurship-centred policy inevitable favours those who possess superior financial, human, and social assets. In addition, entrepreneurship strategies should be policy constants rather responses to short-term employment crisis.

In his work “Entrepreneurship and Local Economic Development: Policy Innovations in Industrialized Countries”, Nolan argues that policies and

programs that appear to be innovative in one context may have been tires and tested in another.

Thus is important to be capable to understand the needs of the territory and adapt economical investments and make them viable.

Many associations (like Innoval) were born not only in the most isolated territories in order to face the crisis, improving an entrepreneurship culture and using the local resources.

# 2. Networking

## to face the Global Challenges

Changes in demand, increased market competition, changes in product and process technologies and the organization of the large enterprise system have provoked threats as well as opportunities within the European regional system.

According to Antonio Vázquez Barquero (2000) in this time of globalization economic development and the local productive system dynamic take place in a scenario characterized by the globalization of the economy and society, in which endogenous development continues to be an adequate approach for understanding the economic and social transformations of cities and regions, and so, useful for designing and implementing local initiatives.

In 2008 S. Boisier and G. Canzanelli (2008) remark that the endogenous nature of processes.

Firstly, that endogeneity refers to or occurs at the political level, where it is identified as increasing local capacity to design and execute development policies and to negotiate on the elements that define the setting of the local area.

Secondly, endogeneity also exists on the economic level, where it refers to the appropriation and local reinvestment of part of the surplus in order to diversify the local economy and at the same time give it a permanent base for long term sustainability.

Thirdly, endogeneity is also interpreted, at the scientific and technological level, as the internal capacity of a system to generate its own technological drives for change.

Fourthly, endogeneity also exists at the cultural level, as a kind of matrix that generates a socio-territorial identity or adhesion.

Moreover economic development is produced as a result of the use of the local economic potential and surplus, and by the attraction of external resources.

The risk of crisis for local economies is lower when these are linked to two factors: one is the capacity to share strategies and priorities on which to concentrate scarce available resources- that are themselves based on the enhancement of territorial resources; the second is the capacity to build networks of businesses and business-support services that produce economies of aggregation (S. Boisier and G. Canzanelli, 2008).

Change in economic, social, technological and institutional conditions of the global scenario have gradually introduced changes in the local development strategy, giving way to a new generation of regional development policies, that value mainly the young and female entrepreneurship, and that incentivize investments in technological innovation.

More flexible forms of organization of production begin to emerge, new productive places appear, and firms, cities and regions faced the challenge posed by increasing competition through strategic planning and local initiatives.

Valentina Garonzi, president of “Innoval-Gruppo Giovani” argues: *“Innoval è un’iniziativa locale, nata dalla volontà di alcuni imprenditori della Valpantena nel 2006, i quali si sono uniti creando un’associazione privata che si autofinanzia. L’associazione svolge il ruolo di contenitore ed ha cercato di dare luogo ad altre attività. Quindi sono nate da un lato aziende (start-up come il magazine “Phanteon”, “Plumake”, la birreria “Lesster”, “Yeah”) e dall’altra anche associazioni come Fab Lab”.*

These activities, together with the organization of Events in the territory, as “Artiginamente” or the creation of education programs as “Scuola di Impresa Itinerante” for young people, have allowed facing these changes in the global market.

Indeed today’s challenge is not only improve production efficiency through the introduction of innovations, but rather to answer the demands presented by increased competition in the international markets. According to the European Commission it is important to place great emphasis on competitiveness, given its relevance in creating jobs and growth in Europe.

Globalization is strengthened thanks to more flexible models of organization of production, firm’s cooperation agreements and strategic international alliances, which allow for the creation of global network.

Also Scott (1998) argues that the improvement of productivity and competition in innovative cities and urban regions has been possible thanks to the adoption of more flexible modes of firm organization (creation of firm networks, subcontracting, the externalization of production system), the introduction of innovation in production methods and the diffusion of knowledge within the local productive system and the improvement of urban attraction.

The creation of territorial value chains, networks of businesses and activities add value to initial and intermediate products and making the resource to be optimized more competitive.

In this context the poor have many more chances for inclusion in the local labour market, even when they want to develop small entrepreneurial

activities, since they are an active part of an integrated system of economic supply (Antonio Vázquez Barquero, 2000).

The analysis of how local productive system work (in particularly in the case of industrial districts) has shown that the existence of a local firm network allows for the emergence of a multiplicity of internal markets and meeting points that facilitate the exchange of products, services and knowledge (Beccatini, 1997). Thus networking favours increased productivity and improves the competitiveness of local productive systems.

# 3. Innovation

Knowledge and learning processes represent the most dynamic leverage for the growth processes of individuals, organizations and territories (Canzanelli, Loffredo, 2007).

Knowledge is cumulative, so actors and communities who accumulated a particular “know-how” have a growing advantage compared to their competitors.

According to S. Boisier and G. Canzanelli (2008), in the new “knowledge economy” approach innovation is a collective/interactive process, which cannot take place outside a highly territorial and systemic dimension that favours it because of the proximity advantage but it is important not only to share the space but also to have a common language, the same instruments to analyse the world and the same values.

In this scenario, organized local networks are particularly important; for example local economic development agencies (LEDAs) in partnership with universities, research centres, institutions etc. can govern local innovation systems, encouraging continuous processes of collective/interactive learning both among territorial stakeholders and between these and the outside world.

Through a rapid diffusion of knowledge, skills, and best practice within a territory is possible to reach a local innovation system. According to European Commission, Innovation is vital to European competitiveness in the global economy. For this reason the EU is implementing policies and programmes that support the development of innovation to increase investment in research and development, and to better convert research into improved goods, services, or processes for the market.

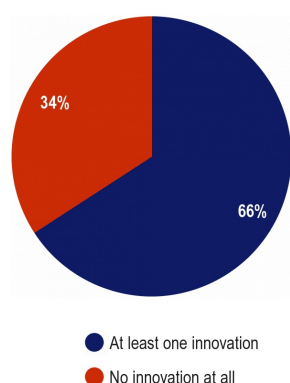
According to S. Boisier and G. Canzanelli (2008) a strategy of territorial development can be more successful if it is connected to national policies that are supportive of local development. These policies can be translated into mechanisms of coordination between different sectors to facilitate territorial development, in incentives for innovation, employment and small female entrepreneurship, into access to continuing education and in the promotion of national networks to exchange local experiences and tools. Moreover, the local-national network contributes to national development policies themselves, thanks to a capillary information exchange and the possibility to harmonize processes.

Also Antonio Vázquez Barquero (2000) argues that the new generation of policies emphasizes, more and more the development of those specific factors (knowledge, technology, skill) whose value is not always reflected in the price of the products, but that help make the territory more competitive and attract investment.

Technological policy at the present time, tries to favour the learning process within the firm and between firms, and to spread knowledge to the rest of the actors that shape the territorial innovation system. The improvement of firms human resource skill and the transfer of tacit knowledge (production know-how) are strategic aims in order to stimulate and diffuse innovation.

Studies show that those companies who prioritise innovation are also those who experience the highest increase in turnover (Innobarometer, 2014):

Q1. Has your company introduced any of the following types of innovation since January 2011?



EU28

Some 79% of companies that introduced at least one innovation since 2011 experienced an increase of their turnover by more than 25% by 2014.

Small and medium-sized enterprises (SMEs) are a particular target for innovation policy. The smaller the company is, the more it faces constraints to innovation or to the commercialisation of its innovations.

Some 63% of companies with between 1 and 9 employees declared having introduced at least one innovation since 2011, compared to 85% of companies with 500 employees or more.

Some 71% of companies with between 1 and 9 employees encountered difficulties commercialising their innovations due to a lack of financial resources, compared to 48% of companies with 500 employees or more.

For this reason in the last decade in Italy there have been developed different initiatives among SMEs: for instance the birth of private business associations in local contexts like “Innova” or “Innova-Gruppo Giovani” ( born in 2011). Their aims are: to create a place where people can confront each others and to do “fare impresa”; support the Innovation, contrasting the resistance to the “old things” and implementing the new technologies; raise the enterprises, attracting ideas, young people and knowledge; raise young people, through the “scuola d’impresa” and other initiatives.

In 2009 the co-founder and ex-president of Innoval, Germano Zanini, argued in an interview (VeronaSera, 7/12/2009):

*“La Valpantena è un gigante che sembra aver perso la fiducia in se stesso. Dagli anni ‘50 alla metà degli anni ‘90 il territorio non ha conosciuto soste nel processo di crescita economica. L’operosità della gente, la capacità di adattamento e soprattutto la solidarietà tra le persone erano gli elementi di forza di questa costante ascesa”...”Adesso stiamo attraversando un momento delicato proprio con il comparto lapideo, per la concorrenza di paesi asiatici come la Cina, l’India che creano instabilità del mercato, ma l’olio e il vino, ad esempio, sono due prodotti d’eccellenza che invertono la tendenza negativa”.*

At the same time Zanini was aware that Valpantena had an added value that comes from the tradition and experience of the territory.

*“Non dobbiamo dimenticarci di avere alcuni valori aggiunti che nessuno ci può togliere o copiare e che sono frutto di anni di esperienza, in qualsiasi settore. Sto parlando di conoscenza, tradizione e manualità. Sarà necessario rivedere o reinventare alcune tipologie produttive, trovare sinergie sul territorio, investire in formazione, in opere infrastrutturali, in progetti innovativi e cogliere nuove opportunità economico finanziarie.”*

In the last years the activity of Innoval in the territory has been continuous and fervent. It brought Innovation in Valpantena and Lessinia: in collaboration with “Comitato del Traforo delle Torricelle”, “Apindustria” and other associations of the territory, they have reached some important goals like the extension of the road street from Verona to Lessinia or the introduction of broadband. Also different initiatives were born like “Artigianamente” that aims to implement and make more familiar the traditional handicraft with the use of new technologies. To achieve these goals was possible only through the collaboration between the different organizations that act in Valpantena, and through the strong synergy among entrepreneurs, who are the real “innovator” and young people, who have new ideas.

Valentina Garonzi argues *“Il nostro concetto di Innovazione risiede nella cultura imprenditoriale della Valle. Il nostro obiettivo è di creare una rottura con il passato. Con grande attenzione ci affacciamo rispetto a quelle che sono le novità, soprattutto in ambito tecnologico, nella consapevolezza che tutto intorno a noi si muove in maniera estremamente veloce. Senza la giusta attenzione si rischia di fare investimenti che nascono già obsoleti”.*

On one hand Innoval supports monetary itself through the fee or “free offering” that are subscribed by the members of the association, on the other hand it has created contacts and relationships with other organizations, like “Camera di Commercio di Verona”, with whom Innoval organized educational programs for employees and young people. Recently has started a collaboration between Innoval and the Liaison Office of the University of Verona to introduce a University researcher in firms. In this way it is possible to create a flow of knowledge from the academic world to the businesses, and vice versa. S. Boisier and G. Canzanelli (2008) argue that Innovation is nothing more than a tool to be used to improve quality of life and as such it responds to a vision and a strategy shared by local actors, using multidimensionality and territoriality as indispensable paradigms for action and success. At the same time, innovation is necessarily linked to actions of a national and international dimension, in the production both of knowledge and experience, and of policies to improve the human condition.

# 4. Education

Creating a business friendly environment for existing small and medium-sized enterprises (SMEs) and potential entrepreneurs is one of the EU's main objectives, but analysing the general Italian context, emerges that the difficulties for entrepreneurship start with the general business climate and culture. According to the EY G20 Entrepreneurship Barometer 2013, only 27% of entrepreneurs surveyed in Italy say that their country has a culture that is supportive of entrepreneurship. Respondents cited limited improvements in various aspects of the entrepreneurial ecosystem, including business incubators, related business networks and mentoring schemes.

As a whole, the country spends more than average on its education system, but it is not delivering the kind of skills needed to foster a more dynamic entrepreneurial sector. This is reflected in Italy's weak performance on innovation.

The development of a culture of entrepreneurship has become important and the reasons for the increasing policy emphasis being placed on regional entrepreneurship. It goes on to address the importance of effective firm transmission in countries, such as Italy, which have a long tradition of family owned enterprises.

Entrepreneurship plays a key role in relation to economic development, including local development, and that entrepreneurs themselves are key agents of change in market economies, since they are risk-bearer under fundamental (uninsurable) uncertainty. Furthermore entrepreneurs should be alert in discovering unexploited profit opportunities, processor of information, price variations and consequent reallocation of resources.

Entrepreneur is both an endogenous innovator, playing a crucial role as active stakeholder of social and economic change, and a cognitive leader in founding a firm, opening and creating new markets and capitalising these opportunities generating new business that creates jobs. Thus in recent years governments have placed a great deal of policy emphasis on the development of a "culture" of entrepreneurship, which is considered to be crucial to creating robust yet flexible economies that are capable of coping with the challenges of globalization.

However, there is no common definition of what a culture of entrepreneurship means and entails. It is difficult to explain how to become a good entrepreneur, since it is a "tacit knowledge", that is possible to learn only "learning by doing".

S. Boisier and G. Canzanelli (2008) argue that human resourcing are crucial for guaranteeing successful development policies. Without development agents, or qualified planners, entrepreneurs, experts skilled in territorial economy, reliable administrators, wise promoters, territorial analysts and so on, it is more difficult to sustain development process.

On the other hand, these skills have to be continuously updated according to the trajectory set by internationalized local development and the new technologies available. Therefore the role of education and training is crucial, and crucial is the close link between places for education and places for practice, through joint planning of training processes and training methods, as an encounter of demand and supply, needs and prospects.

Summarizing, entrepreneurship becomes an essential mechanism to create and pass knowledge in a country.

Innoval understood the importance of education and training in order to improve a local development.

This year Innoval had the role of incubator for the birth of the association "Fab Lab" (Fabrication Laboratory) in Verona, which is a small-scale workshop offering (personal) digital fabrication, in order to face the high costs of technological machines.

Fab Labs have already shown the potential to empower individuals to create smart devices for themselves. These devices can be tailored to local or personal needs in ways that are not practical or economical using mass production.

The new tendency that is going to develop in local context is the sharing of spaces and tools, in order to face the crisis and to give the possibility to young people to create their own ideas.

Innovation and entrepreneurship are not just the result of some brilliant idea but also the outcome of complex processes of invention, development and commercialisation of products.

In fact being an entrepreneur means to be always alert of opportunities, willing to take risks and open to change. Entrepreneurial behaviour is the result of both characteristics and the influence of the environment.

According to Boisier and Canzanelli (2008), primary and secondary education itself should reflect the culture and what we have called the personality and the spirit of the place in order to strengthen the elements of belonging and active citizenship, fundamental for policies of economic development. Josep Lladós (2008) argues that the educational system not only can help acquire and develop the entrepreneurial capacity of people but it also can contribute notably to reduce obstacles to entrepreneurial initiative from different perspectives as there are different matters that can pose a barrier to entrepreneurial attitude.

Such actions to generate talent and disseminate entrepreneurial culture should be reinforced by media as tool to transmit mainstream cultural values as well as by local economic promotion agency and university business incubators, disseminating business initiatives and organising events for social recognition and entrepreneurship awards, which also encourages the creation of role models for potential entrepreneurs.

Innoval renewed at the beginning of 2011, and created within the association “Gruppo Giovani-Innoval Young”, that has improved the launch of new initiatives. Among them there are information events, as “Settimana Veronese della Finanza”, “Rassegna Creativamente”, “Informa”, but also practical activities as “Premio Innoval”, “Business Game”, “Fiera Roboval”, “Start-up Day” and “Officina dei giovani creativi”, in which young people or unemployed people with creativity are involved to develop their own idea, receiving an incentive in money and giving them visibility to interested stakeholders.

# 4. Discussion

## Global versus Local and Vice Versa

The fostering of a local entrepreneurship culture and the support of entrepreneurial activity has been shown to aid the process of growth and re-growth of local economies after the crisis.

Luciano Carrino (2005) distinguishes between different qualities of development as the ability to choose between “good” and “bad” development. To this end he links development to its capacity to meet human needs. In particular it can be considered good development when it improves collective resources and the diversification of material and cultural answer to needs, and it opts for ways of action that enhance the environmental, cultural and historical heritage.

The importance of the local dimension has been underlined from the point of view of culture and identity, albeit within a globalizing dialectic due to the confrontation between the tendencies towards technological and cultural homogenization and defence of the individual and the community.

Robertson uses the neologism, “Glocal” that means: thinking global and acting local (for the enterprise) and thinking local and acting global (for the local area).

According to the paper Innoval in the last decade:

- has been able to create common local values that have strengthened the connections in the network and made possible to be more competitive in a global market;
- supported by the use of social media, dedicated marketing events and the participation to targeted fairs has spread specialized skills and the attractiveness of the territory;
- cooperation, even between apparent rivals in the same field, can be a key to growth and can help overcome the potential hurdle of limited resources;
- Considered local values and drove them to a trans-generational potential.

It is important to underline that in a local context traditional knowledge is created mainly by doing and by using and is subsequently socialised and diffused through social group interaction, while in a market context, social relations are not based on inter-group solidarity.

Thus external codified knowledge must be contextualised, embedded in the firm, while local knowledge must be put to market use, in order to become more competitive and attract stakeholders from abroad.

The intuitive knowledge and “know-how” is rooted in context, experience and in practice values. It is hard to communicate, but it is the best source of long-term competitive advantage and innovation. Furthermore the territory in which the entrepreneurs act, is influenced by institutions, that are a “set of the rules of the game”. They structure the interaction among economic and social actors and between these and the environment

In order to face the difficulties, localities with a pool of skilled labour is both less harmed by the current crisis and quicker to return to growth.

In the last 10 month Innoval has focused big efforts to establish reciprocity agreements between international universities and Local Firms.

This being in light of the fact that many students come to Verona looking for an International Internship or an Erasmus Plus Placement.

Considering the continual development of the International Mobility programs and students’ needs, Innoval promotes a period of apprenticeship that lasts up to 3 months in one of the enterprises of the territory of Valpantena o Lessinia.

This initiative is perfect to create at the same time a flow of knowledge (language, skills, habits, education background, information) to import talents and create reciprocity of contacts.

Summarizing the endogeneity is an important process to become more strong and competitive in a global market. Thus is important to start from the local context, where is locked the embedded knowledge, to attract firms and stakeholders.

In the case study of Innoval, the association has tried in the last decade to value the heritage of an entrepreneurial tradition moreover Innoval has tried to improve the entrepreneurship in the territory through different initiatives, but also to reach a degree of openness, diversity and internal variety.

To be static is dangerous for the development of the territory, thus the entrepreneurs must be ready to tackle the rapid changes of the globalization.

# Bibliography

- Beccatini, G. (1997), "Totalità e Cambiamento: il paradigma dei distretti industriali", *Sviluppo Locale*, Vol. IV, No. 6, pp. 5-24
- Boisier, S. and Canzanelli, G. (2008), "Globalization and Local Development", *Universitas Forum*, Vol. 1, No. 1, pp. 1-13
- Camera di Commercio: Le Imprese e le Attività economiche della Valpolicella, Valpantena e Lessinia
  - <http://www.vr.camcom.it/attach/content/4814/pagg%2005-10%20parte%20I%20valp.pdf>
  - <http://www.vr.camcom.it/attach/content/4814/zona%20valp%2014.pdf>
- Canzanelli, G. and Loffredo, L. (2007), *Territorial Systems for Innovation. ILSLEDA paper (unpublished)*
- Chiarvesio, M. and Mazzurana, P.A. M. (2012), "La collaborazione come strategia di crescita per le PMI", *Economia e società regionale*, 116(2), pp. 111-125
- Dallago, B. and Guglielmetti, C. (2012), *The Consequences of the International Crisis on European SMEs. Vulnerability and Resilience*, Abingdon, Oxfordshire: Routledge
- Dipartimento della Gioventù e del Servizio Civile Nazionale  
[http://www.gioventu.gov.it/menu-centrale/cantiere-italia-\(1\).aspx](http://www.gioventu.gov.it/menu-centrale/cantiere-italia-(1).aspx)
- European Commission. Growth: Internal Market, Industry, Entrepreneurship and SMEs  
[http://ec.europa.eu/growth/smes/index\\_en.htm](http://ec.europa.eu/growth/smes/index_en.htm)
- European Commission. Innobarometer 2014  
[http://europa.eu/rapid/press-release\\_MEMO-14-384\\_en.htm](http://europa.eu/rapid/press-release_MEMO-14-384_en.htm)
- Finotto, V. and Micelli, S. (2012), "Un nuovo profilo imprenditoriale per la manifattura italiana", *Economia e società regionale*, 116(2), pp. 85-95
- Freeman, C. y Soete, L. (1997), *The Economics of Industrial Innovation*. 3<sup>rd</sup>. edition. The MIT Press, Cambridge, Massachusetts
- Grandi, A., *Le bellezze di Verona*, 1617
- Gubitta, P. (2012), "Il ruolo dell'imprenditore nell'era dell'accesso", *Economia e società regionale*, 116(2), pp. 7-22
- Hodgson, G. M. (2006), "What are Institutions?", *Journal of Economic Issues*, vol. XL, No.1, pp. 1-25
- I contributi 2015 della Camera di Verona

[http://www.vr.camcom.it/page.jsp?id\\_menu=8479&show=view&tipo\\_content=GENERICO&label\\_content=I+contributi+2015+della+Camera+di+Verona](http://www.vr.camcom.it/page.jsp?id_menu=8479&show=view&tipo_content=GENERICO&label_content=I+contributi+2015+della+Camera+di+Verona)

- Lladós, J. (2008), “Educating for Entrepreneurship: Talent, Innovation and Risk”, *Talent Management*, Issue No. 1
- Maillat, D. (1955), “Territorial dynamic, innovative milieus and regional Policy”, *Entrepreneurship & Regional Development*, Vol. 7, pp. 157-165
- “Marble Landscapes - Paesaggi di marmo”: “Marble Landscapes - Paesaggi di marmo”: Consorzio Marmisti della Valpantena con il patrocinio di Apindustria Verona  
<http://www.terzomillennium.net/admin/editor/userfiles/allegati/consorziomarmisti.pdf>
- Nolan, A., “Entrepreneurship and Local Economic Development: Policy Innovations in Industrialized Countries”  
[https://www.researchgate.net/publication/242310623\\_Entrepreneurship\\_and\\_Local\\_Economic\\_Development\\_Policy\\_Innovations\\_in\\_Industrialized\\_Countries](https://www.researchgate.net/publication/242310623_Entrepreneurship_and_Local_Economic_Development_Policy_Innovations_in_Industrialized_Countries)
- North, D. C. (1994), “Economic Performance Through Time”, *The American Economic Review*, Vol. 84, No. 3, pp. 359-368
- Sbalchiero, G. (2012), “Alle radici dello sviluppo locale: la creazione di nuove imprese nell’artigianato”, *Economia e società regionale*, 116(2), pp. 98-110
- Scott, A. (1998), *Regions and the World Economy*. Oxford University Press, Oxford
- Sedita, S. R. and Martinelli, A. (2012), “Comunicare il territorio attraverso eventi: il caso del festival dell’economia di Trento”, *Economia e società regionale*, 116(2), pp. 152-172
- The EY G20 Entrepreneurship Barometer 2013: The power of three: governments, entrepreneurs and corporations  
<http://www.ey.com/GL/en/Services/Strategic-Growth-Markets/The-EY-G20-Entrepreneurship-Barometer-2013>
- Unione Europea: Offensiva sugli Investimenti  
[https://www.comune.verona.it/nqcontent.cfm?a\\_id=45698](https://www.comune.verona.it/nqcontent.cfm?a_id=45698)
- Vázquez Barquero, A. (2000), “Local Development in the Time of Globalization”, 40th *European Congress of the Regional Science Association*, Barcelona
- VeronaSera “La Valpantena è un Gigante senza Fiducia”, interview to Germano Zanini (2009)  
<http://www.veronasera.it/speciale/gossip/la-valpantena-un-gigante-senza-fiducia.html>
- Wikipedia-Fab Lab  
[https://it.wikipedia.org/wiki/Fab\\_lab](https://it.wikipedia.org/wiki/Fab_lab)

University of Trento  
Department of Sociology and Social Research

Master Degree in Management of Organizations and Territorial Networks  
A.A 2015/2016