

Companies and Managers together for growth



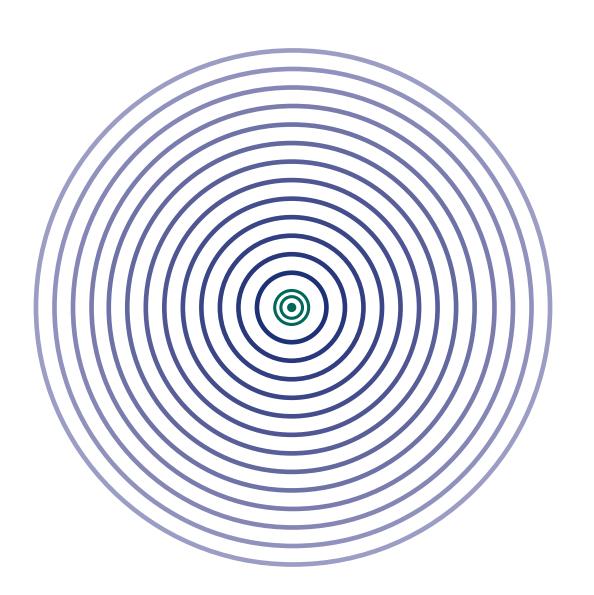
#### 4. Manager

## About us

4.Manager was established by Confindustria and Federmanager in 2017 to support the growth of managers and companies, with the aim of helping to generate sustainable and lasting development.







#### Companies and Managers together for growth

## What we do

1

Via our Labour Market and Managerial Skills Observatory, we develop studies and research to identify active labour market policy strategies and actions. 2.

We implement local and national projects to develop a new corporate and managerial culture.

3.

We collaborate with European, National and Regional Institutions to promote managerial skills in companies.



Development
Active Labour Market Policies



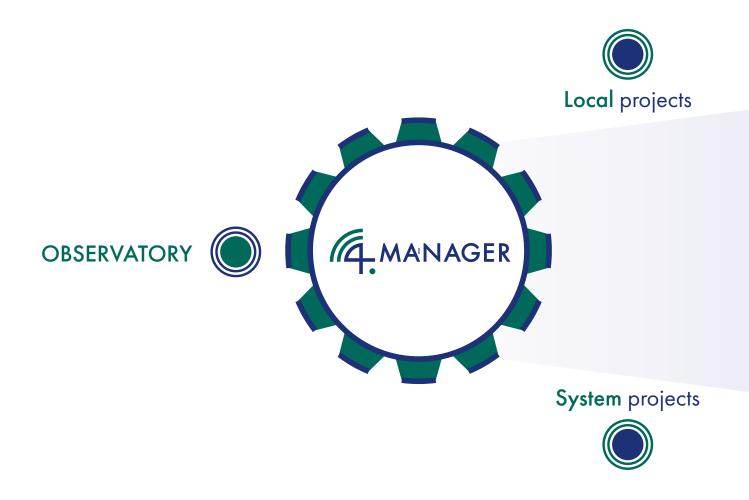
Development Corporate Culture



Development Managerial Skills



## 4. Manager transition engine...



### ...towards model 4.0

#### To innovate the business model

#### from model 3.0

Product based

Control is power

Mass production

Proactivity

Customer satisfaction

Division of labour

Bureaucracy

Risk weighting

#### Hard skills

Market oriented

Tangible assets

Product and/or process innovation

#### to model 4.0

Service based

Knowledge is power

Mass customization

Predictability

Customer experience

Intermingling roles

Agility

Reaction speed

#### Soft skills

End-customer focused

Intangible assets

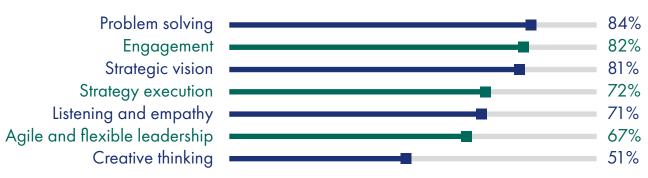
**Business Model Innovation** 



# Skills mix needed to encourage Business Model Innovation processes



# Soft skills in Business Model Innovation processes



# The keywords of companies and managers

Technological uncertainty

**Awareness** 

Market uncertainty

New corporate culture

**Predictability** Openness Speed Collaborative leadership Outlook Dynamism

Strategic outlook

Readiness to innovate

Open relational networks

Cross-functional

Cross-disciplinary

Collaborative processes Open innovation

## Creative crossover

Soft Skills Mix

**Employer Branding** Soft skills Talent management

Intangible assets

Adaptive intelligence

**Diversity management** 

We have chosen to focus on the development of industry and on the contribution managers make to Italy's socio-economic growth. Thanks to the Association we can join forces to support the virtuous circle that recognises individual talent, and turns it into a competitive edge for companies and Italy's industrial sector as a whole.

Stefano Cuzzilla President of Federmanager More generally, the Association aims to support the industrial System in the process of spreading and growing managerial skills, in order to connect and facilitate internal companies relations and strengthen the production chain externally.

Vincenzo Boccia President of Confindustria







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