

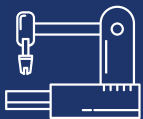
EXECUTIVE SUMMARY

Three hundred industries leaders from the Manufacturing and Logistics industries were surveyed about how they prioritize entrepreneurial competencies and how they value corporate entrepreneurial environment resources. By using insights from these industry stakeholders, the entrepreneurship investments that will be made by the County of San Bernardino will be responsive to current needs within the County's core industries and, simultaneously, will be reflective of a longer-term investment in workers.



Industry stakeholders across the board indicated these entrepreneurial competencies were most important:

- **Opportunity assessment**
- **Risk management/mitigation**
- **Resilience**



Manufacturing industry stakeholders, in addition to the competencies above, also highly valued

- **Tenacity/Perseverance**
- **Adaptive Focus**



Logistics industry stakeholders, in addition to the competencies above, also highly valued

- **Adaptive Focus**
- **Opportunity Recognition**

These six competencies – **Opportunity Assessment; Risk Management/Mitigation; Resilience; Tenacity/Perseverance; Adaptive Focus; and Opportunity Recognition** – reflect priorities for the County in devising cross-industry entrepreneurship education.



Industry stakeholders indicated gaps between the resources they are able to provide at the firm level in terms of corporate entrepreneurial environments, and what is required to remain competitive in the market. These gaps represent opportunities for the County to play a role in **(1) equipping local firms to be more innovative, and (2) in attracting firms interested in leveraging resources tailored to their industry-specific entrepreneurial needs.**



The largest gaps in terms of entrepreneurial corporate resources across all industries included: **Money for idea operationalization, free time for developing ideas, financial support for innovative projects, and support for small and experimental projects.**



Manufacturing industry stakeholders indicated that entrepreneurial environment resource needs included: **(1) managerial encouragement of innovation; and (2) providing financial support to innovative projects and ideas.**



Logistics industry stakeholders indicated entrepreneurial environment resource needs included: **(1) Rapid adoption of improved work methods; and (2) managerial encouragement of innovation.**



Smaller firms indicated greater need around resources like funding and time for experimental projects and entrepreneurial activity; while larger firms indicated painpoints around bureaucratic inflexibility and managerial risk aversion.

Recommendations based on this research study include:

MAKE INDUSTRY-INFORMED INVESTMENTS

in entrepreneurial skillset development, targeting Opportunity Assessment, Risk Management/ Mitigation, and Resilience

CONSIDER REGIONAL INDUSTRY STRENGTHS

when cultivating the local entrepreneurial ecosystem and its infrastructure assets in order to set the foundation for systematic innovation

EXPAND THE GENERATIONGO PROGRAM

to include entrepreneurial education

SUPPORT INTRAPRENEURSHIP AND DIRECT INVESTMENTS

in the global entrepreneurial ecosystem at the firm level based on the gaps indicated in the survey with consideration of firm size