



**This workforce solution was funded by a grant awarded under Workforce Innovation in Regional Economic Development (WIRED) as implemented by the U.S. Department of Labor's Employment and Training Administration. The solution was created by the grantee and does not necessarily reflect the official position of the U.S. Department of Labor. The Department of Labor makes no guarantees, warranties, or assurances of any kind, express or implied, with respect to such information, including any information on linked sites and including, but not limited to, accuracy of the information or its completeness, timeliness, usefulness, adequacy, continued availability, or ownership. This solution is copyrighted by the institution that created it. Internal use by an organization and/or personal use by an individual for non-commercial purposes is permissible. All other uses require the prior authorization of the copyright owner.**

# Innovation Findings from 1.5 for “The Supply Chain”

Christine Cope Pence, PhD  
Director Workforce Innovation Programs

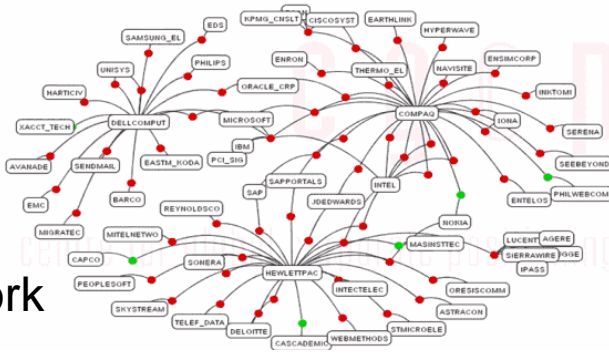


[www.InnovateCalifornia.net](http://www.InnovateCalifornia.net)

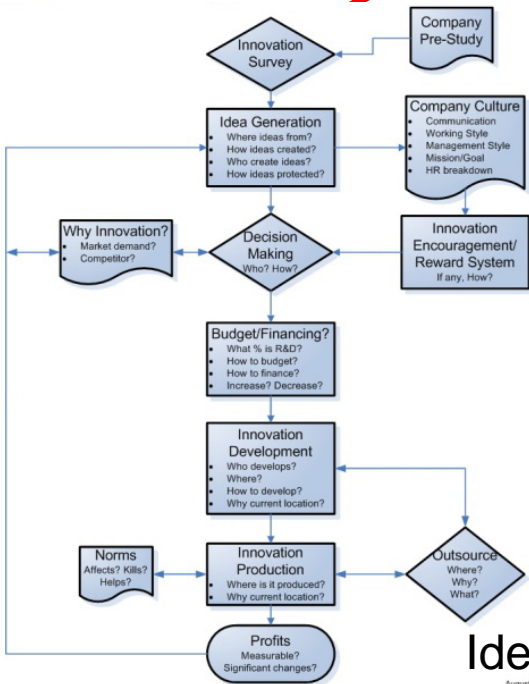


*Funding provided by Department of Labor, Employment & Training Administration: WIRED Initiative*

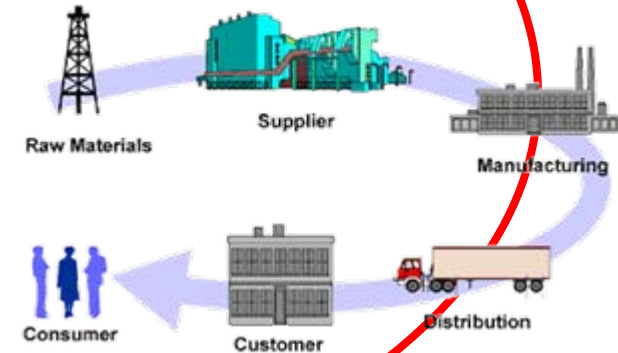
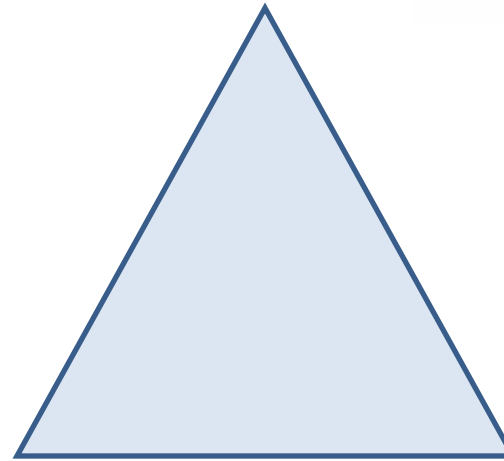
# A California Innovation System



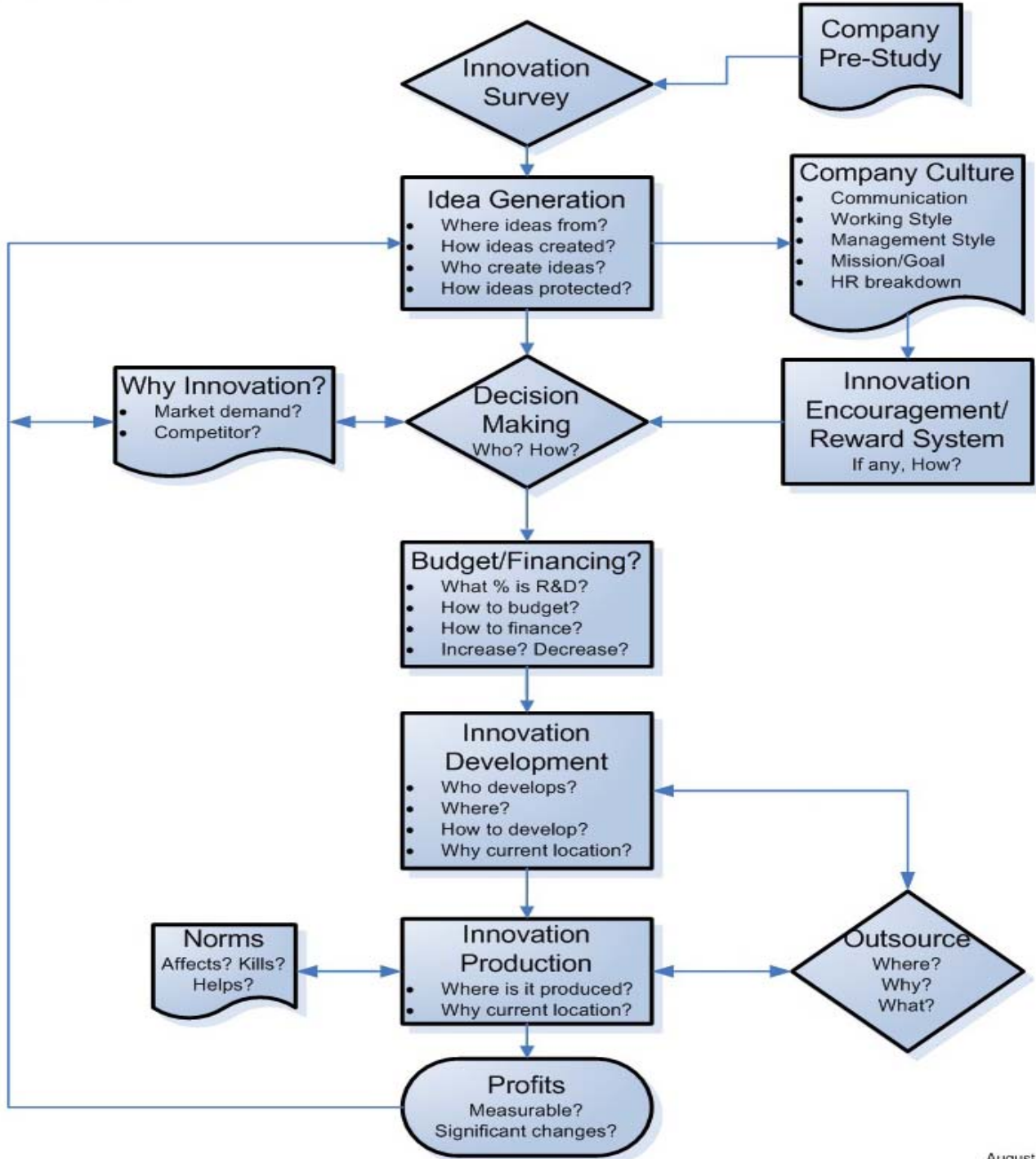
Competitor Network



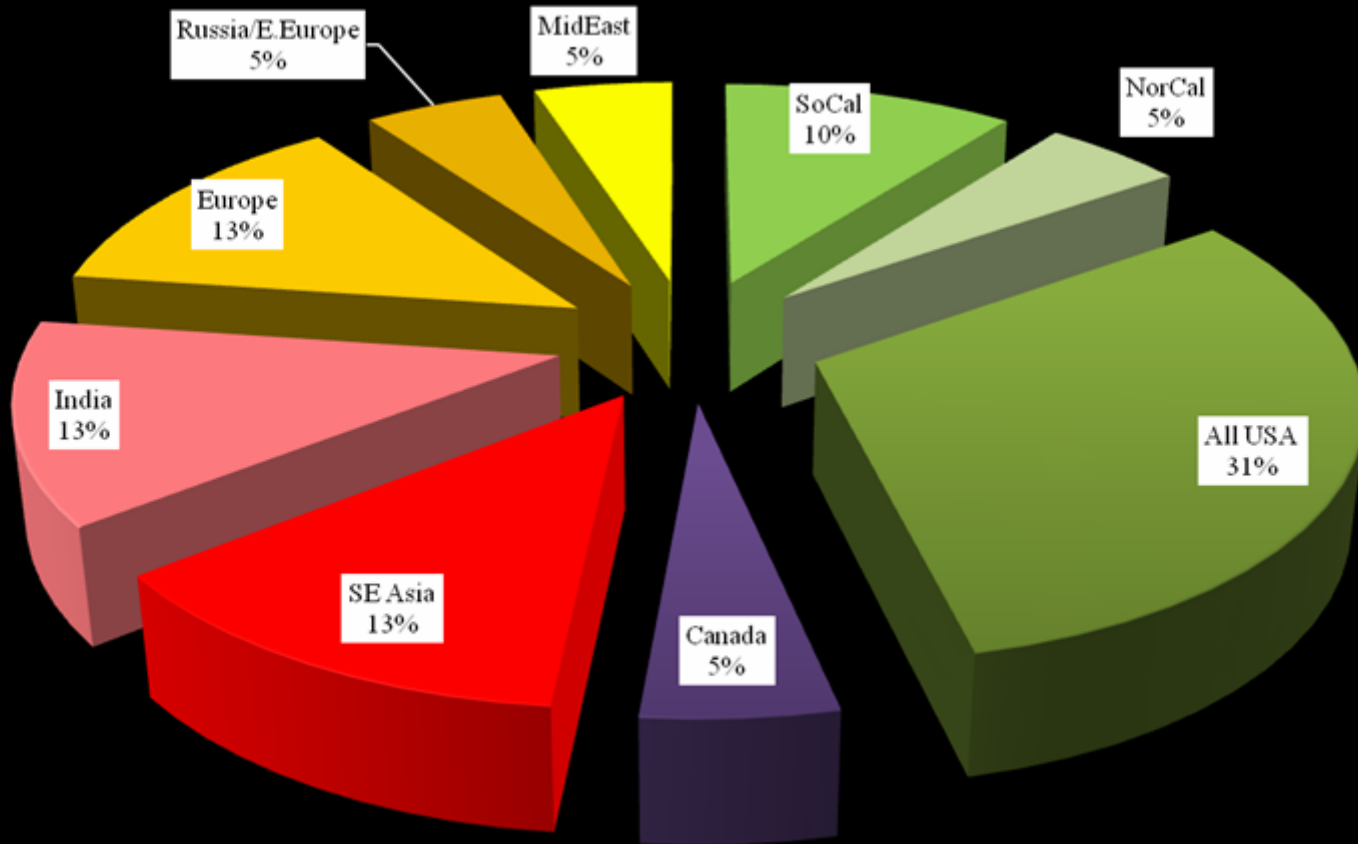
Idea/Process



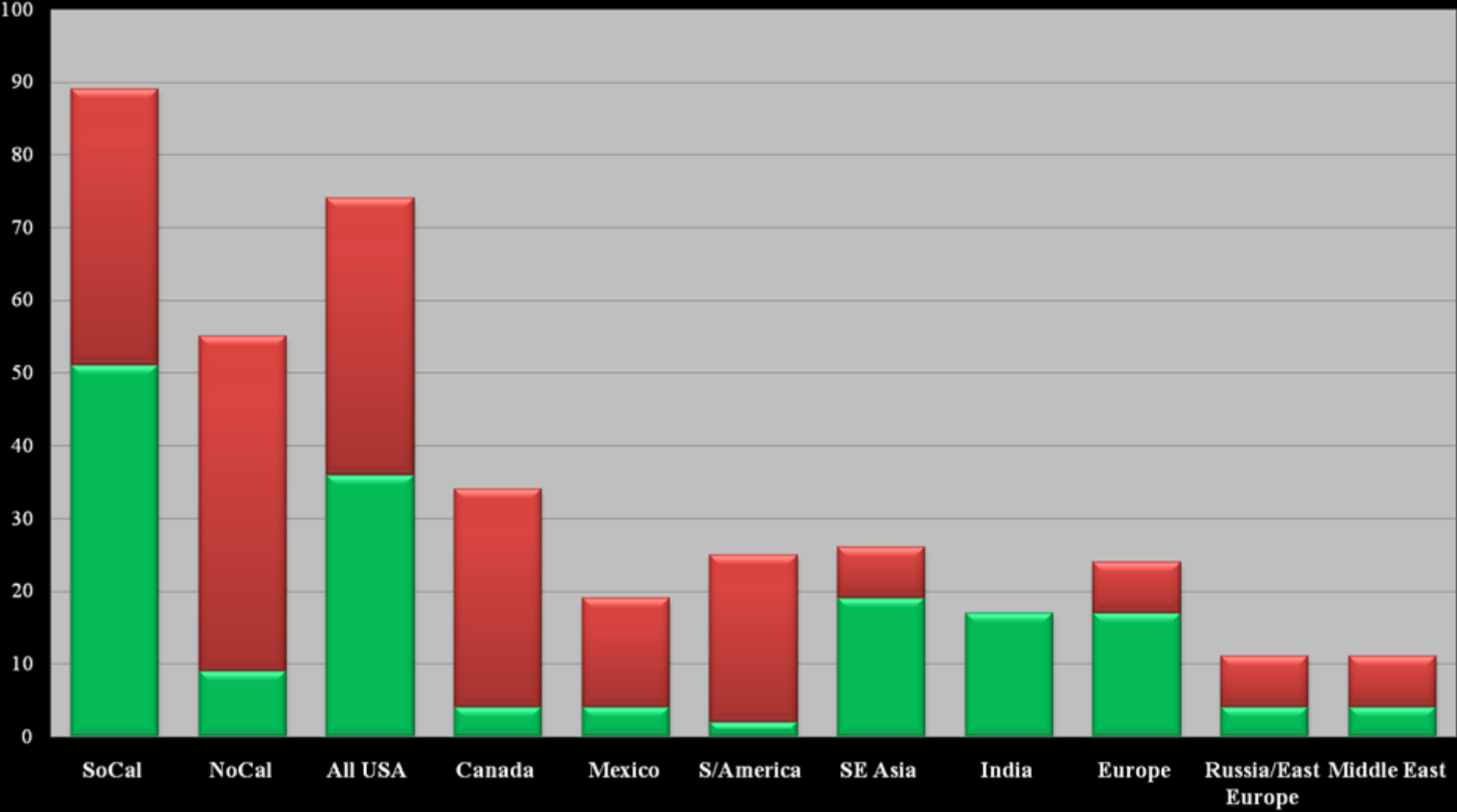
Supply Chain



# R&D Outsourcing



# Change in R&D Expenditures(3yrs)



# Hiring Practices

**MS/MBA**



**PhD**



# Hiring Practices

**HS**



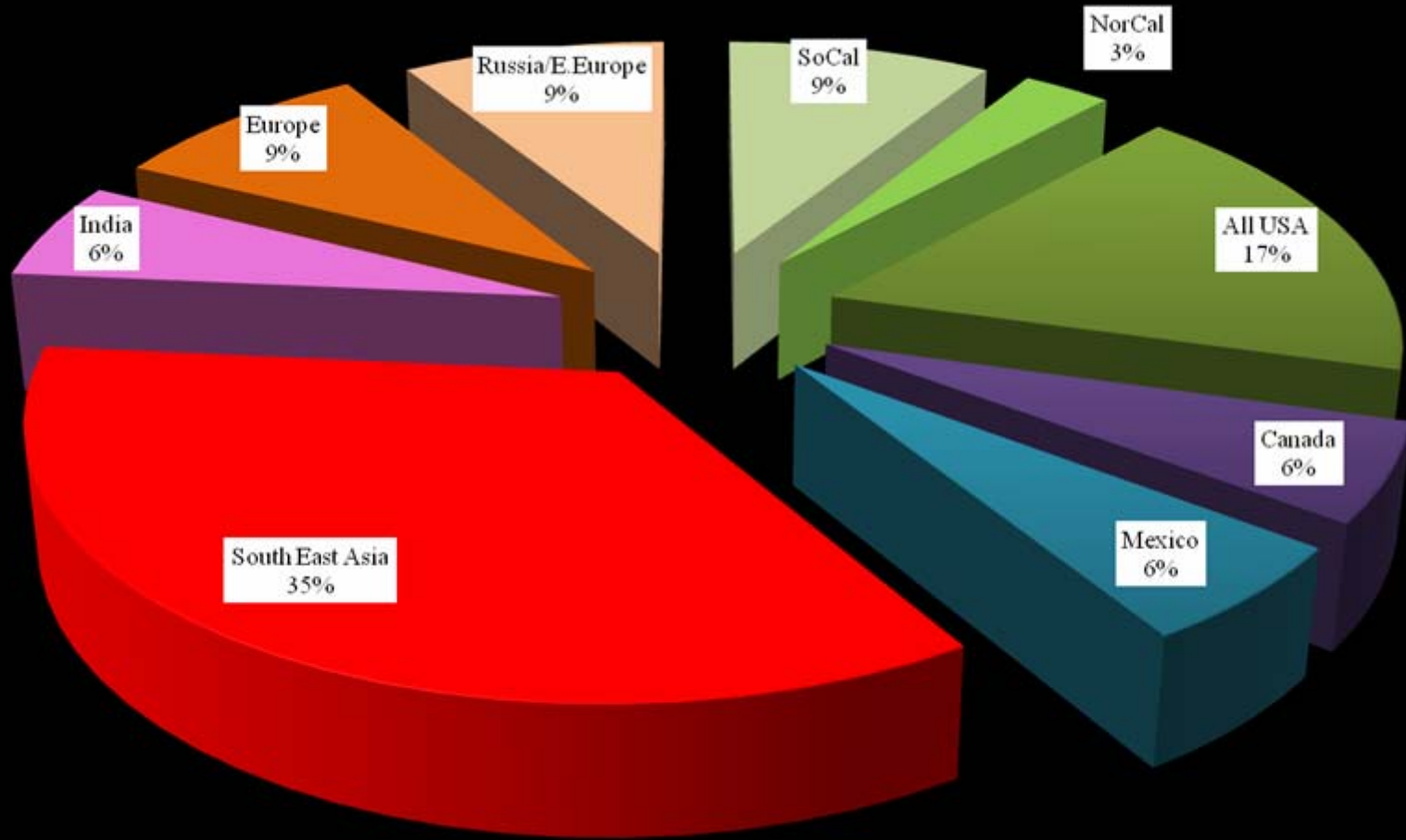
Canada	Middle East	Mexico S. America	SE Asia Europe	NorCal India	All USA	SoCal
7	4	4	4	3	2	1

**BA/BS**

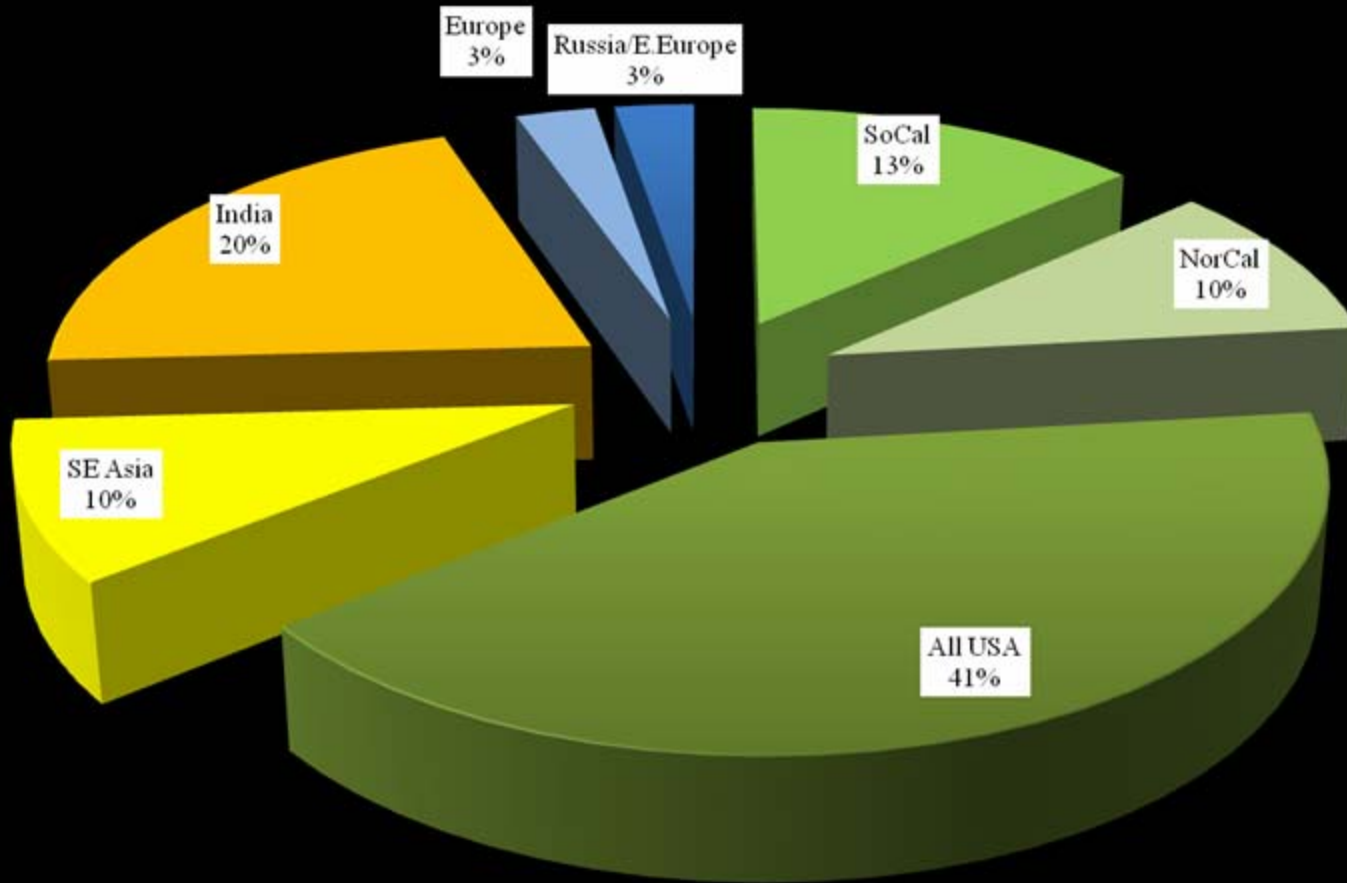


Mexico S. America Middle East	Russia E. Europe	Canada India Europe	SE Asia	NorCal	SoCal	ALL USA
7	6	5	4	3	2	1

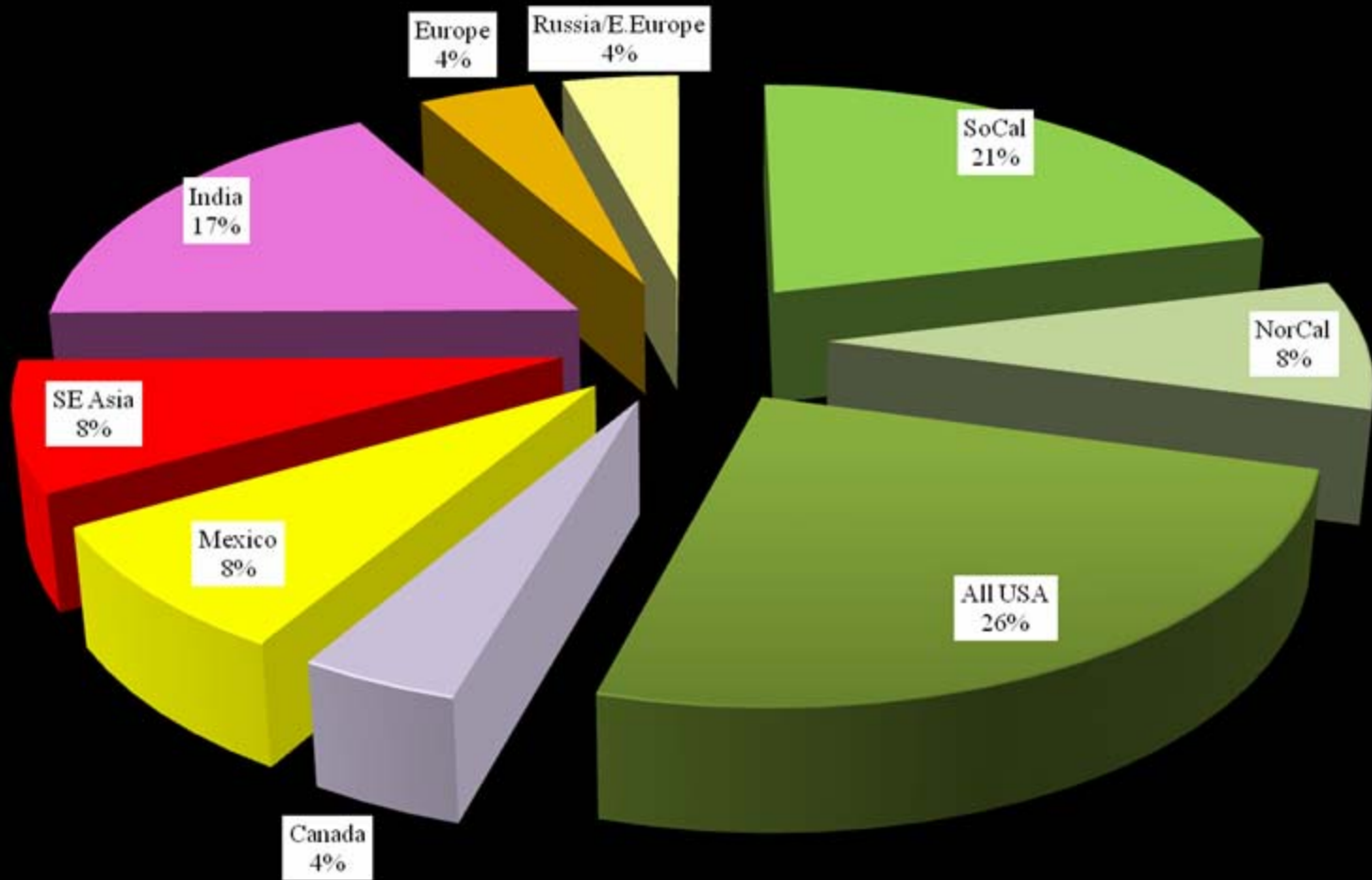
# Manufacturing Outsourcing



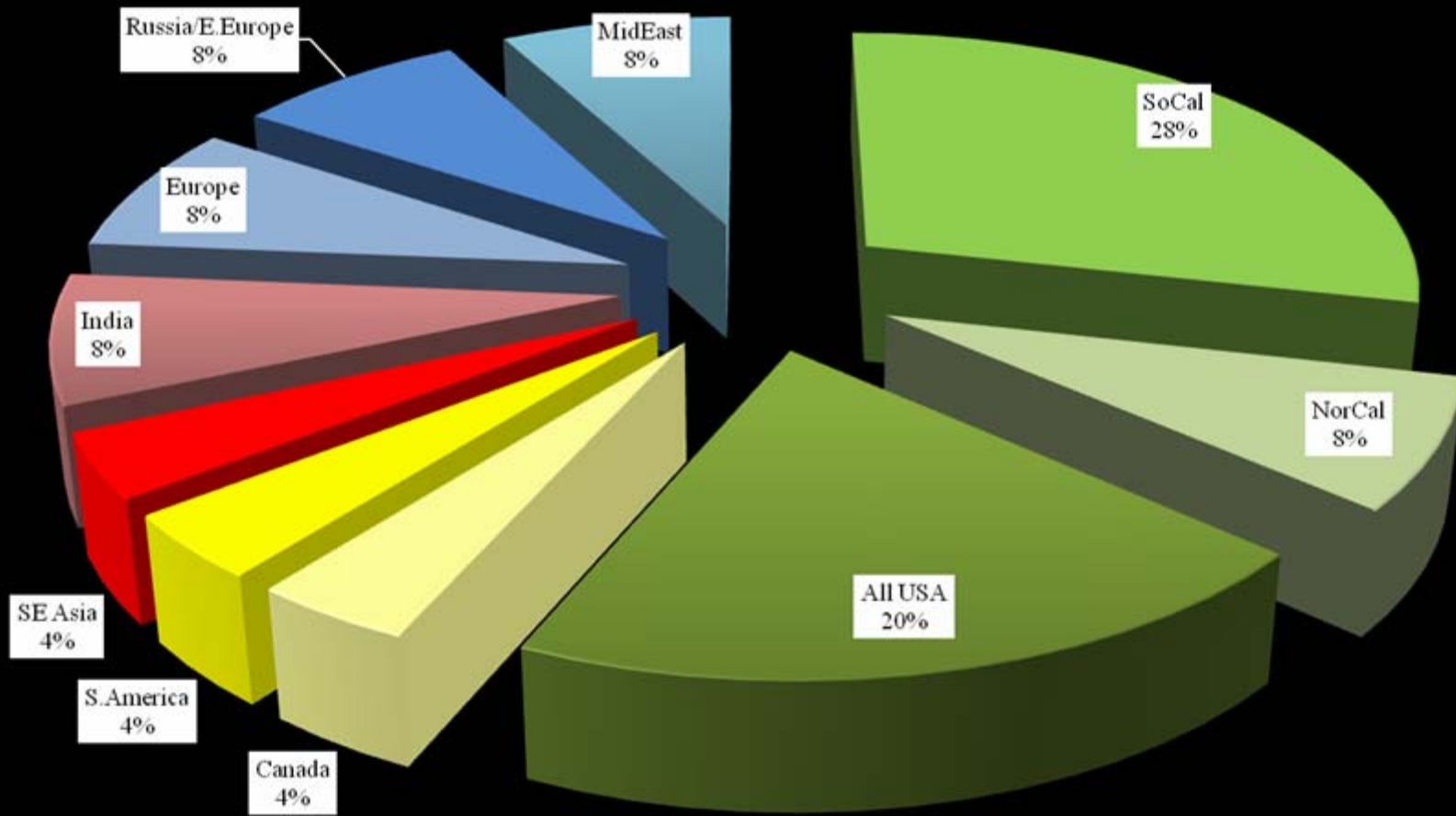
# IT Outsourcing



# Customer Service Outsourcing



# Sales/Marketing Outsourcing



# Innovation Findings from 1.5 for “The Supply Chain”

Christine Cope Pence, PhD  
Director Workforce Innovation Programs

[cpence@engr.ucr.edu](mailto:cpence@engr.ucr.edu)

Tel 951 827 6379

For final results: [www.engr.ucr/wired](http://www.engr.ucr/wired)