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# Innovation Findings from 1.5 for “The Supply Chain”

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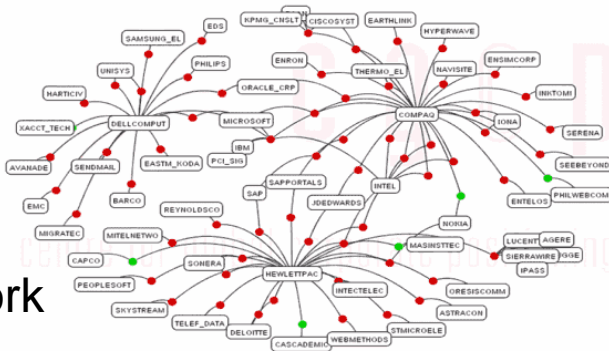


[www.InnovateCalifornia.net](http://www.InnovateCalifornia.net)

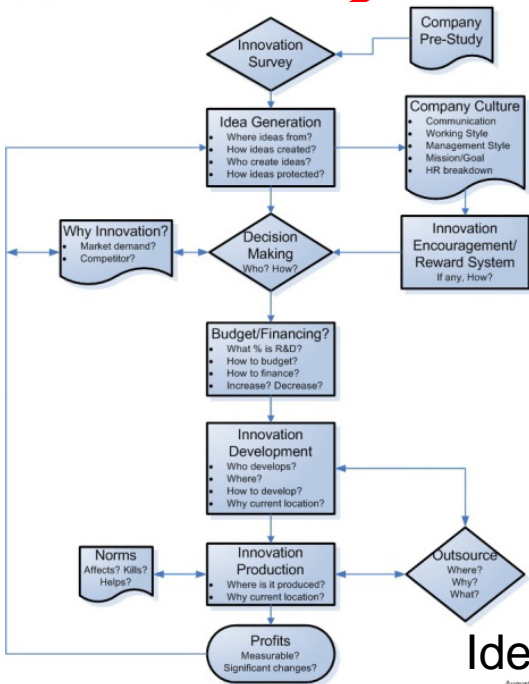


*Funding provided by Department of Labor, Employment & Training Administration: WIRED Initiative*

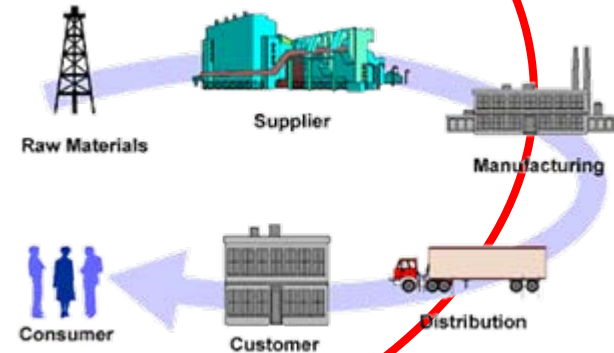
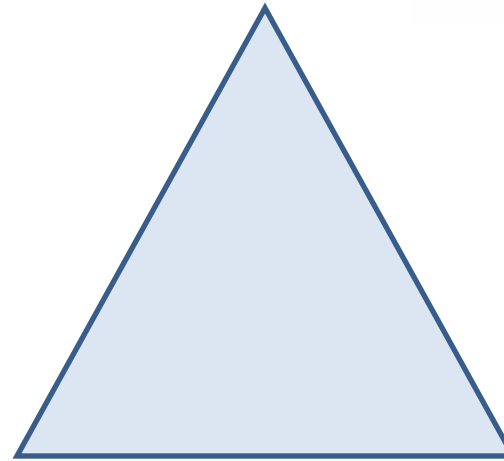
# A California Innovation System



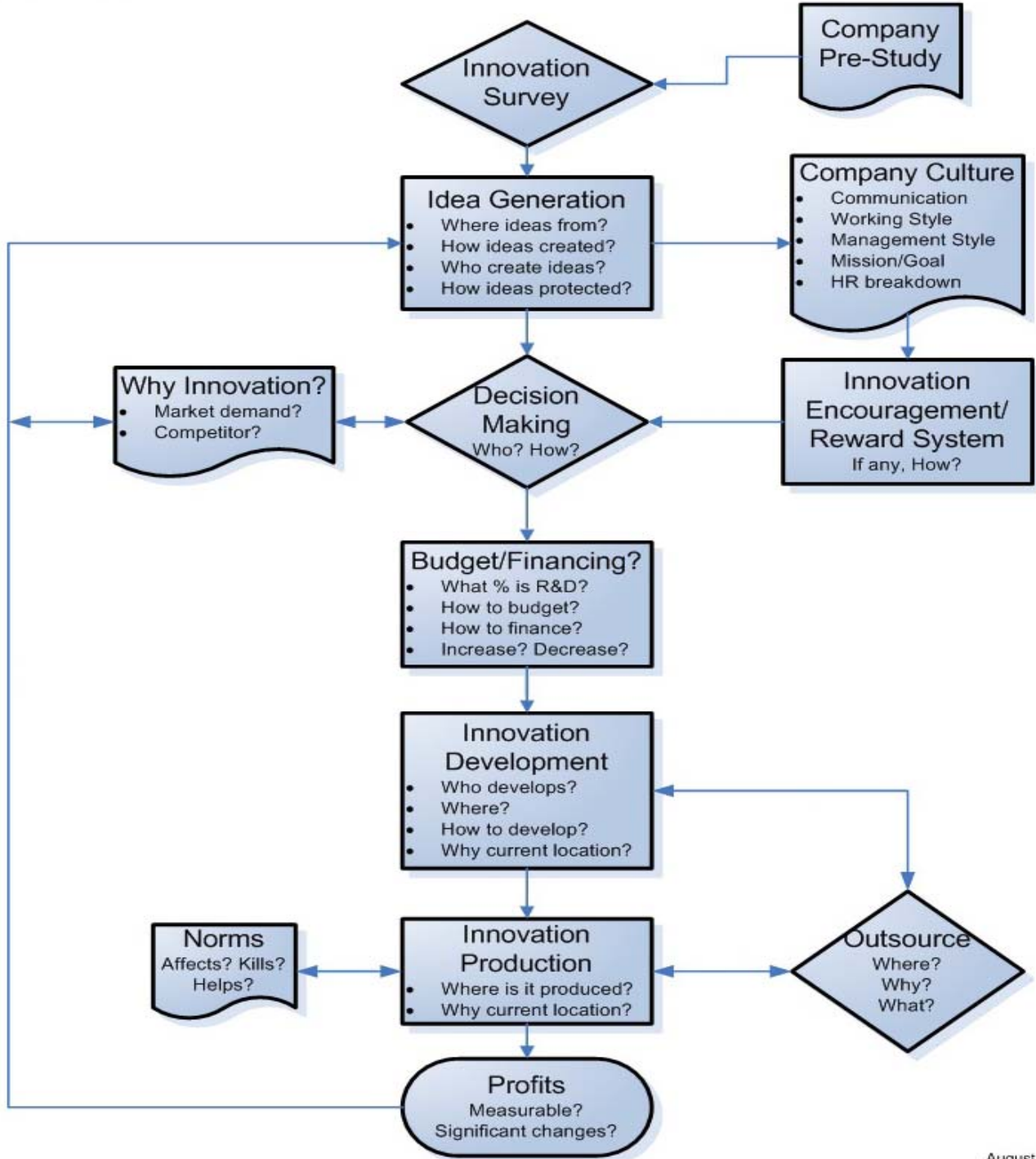
Competitor Network



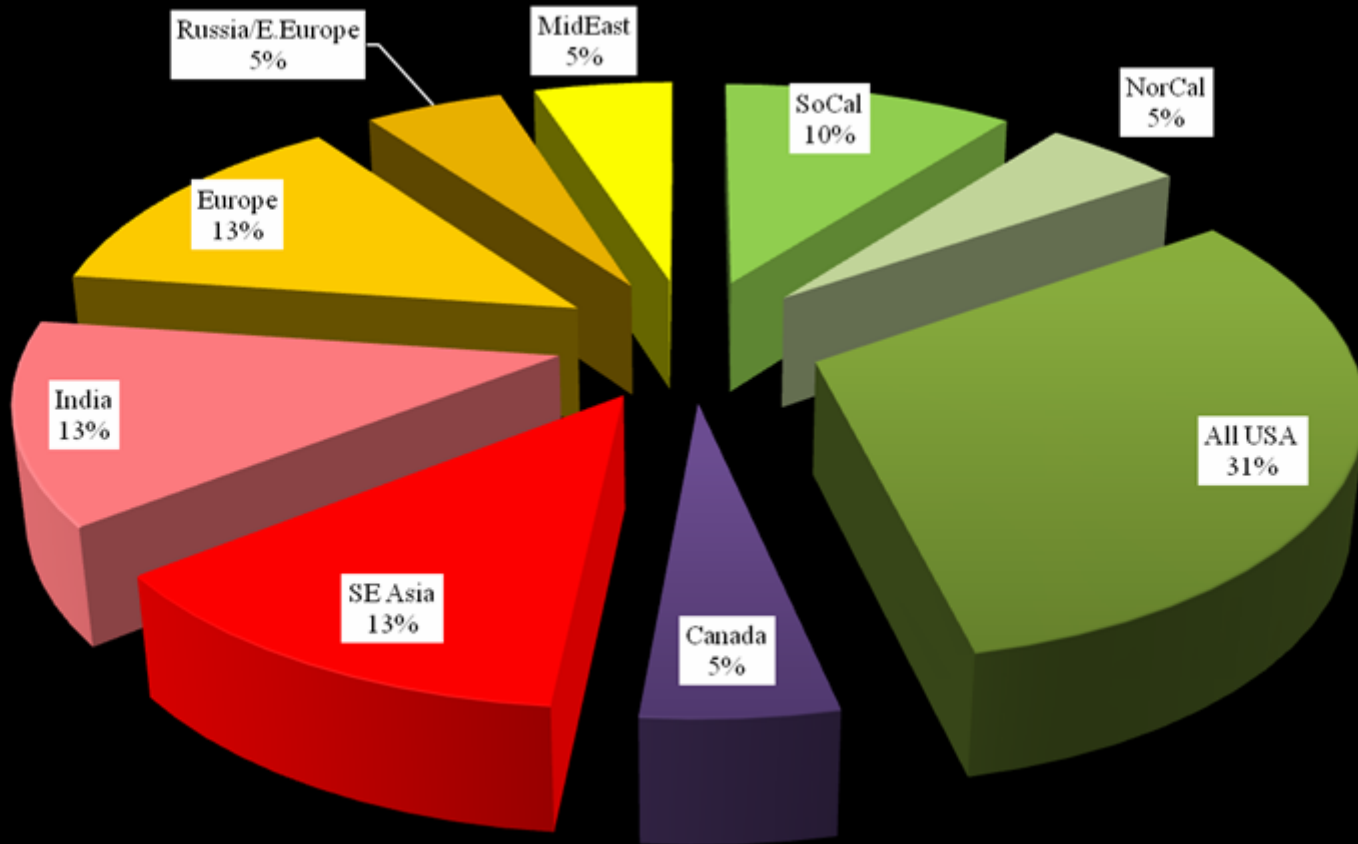
Idea/Process



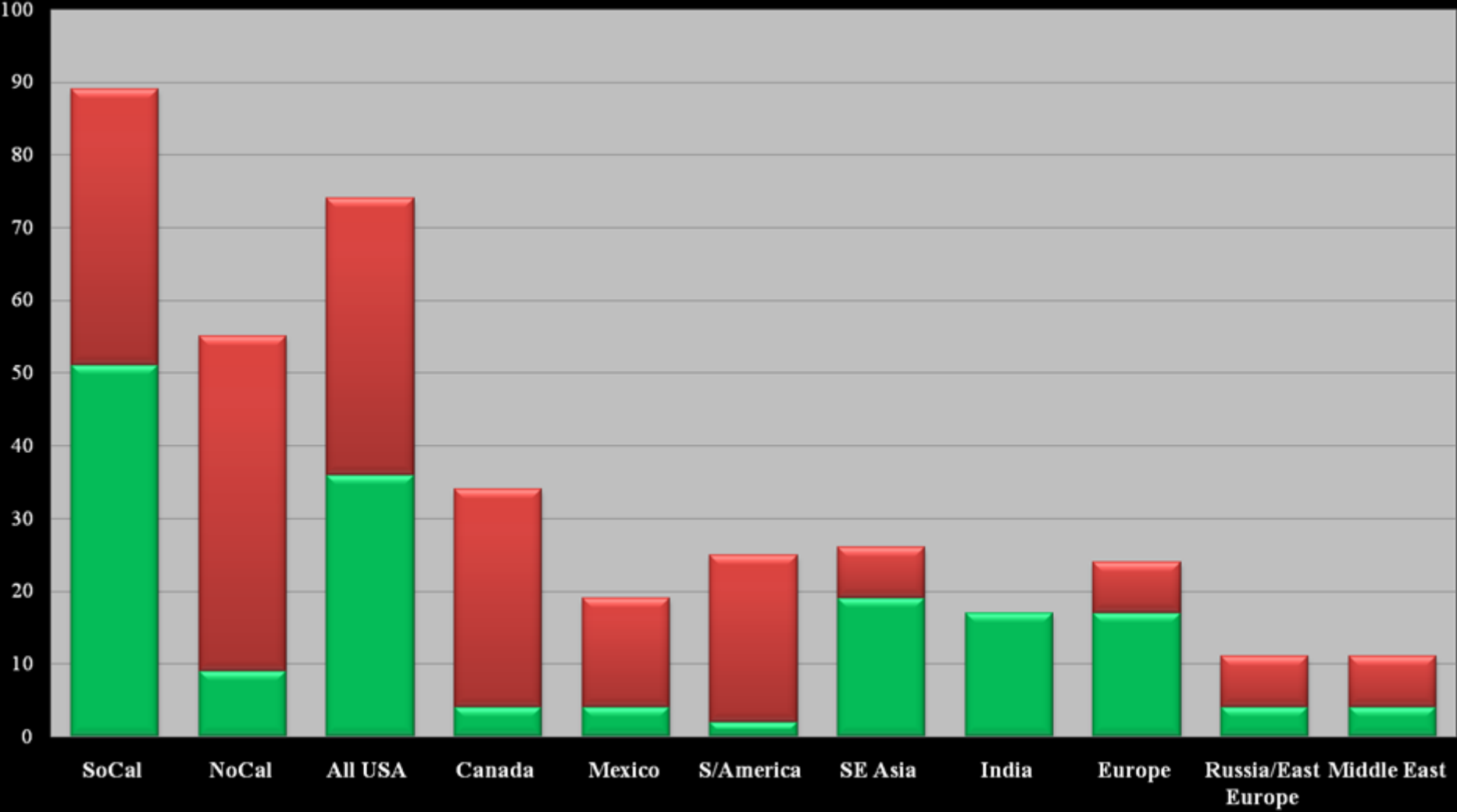
Supply Chain



# R&D Outsourcing



# Change in R&D Expenditures(3yrs)



# Hiring Practices

**MS/MBA**

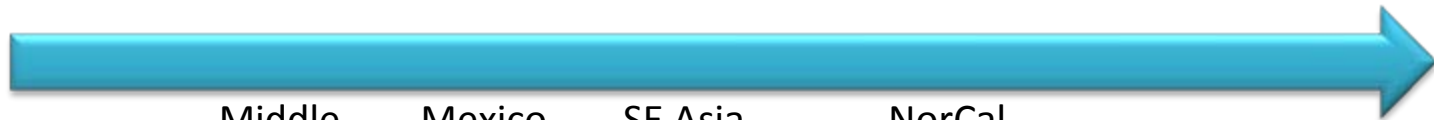


**PhD**



# Hiring Practices

**HS**



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

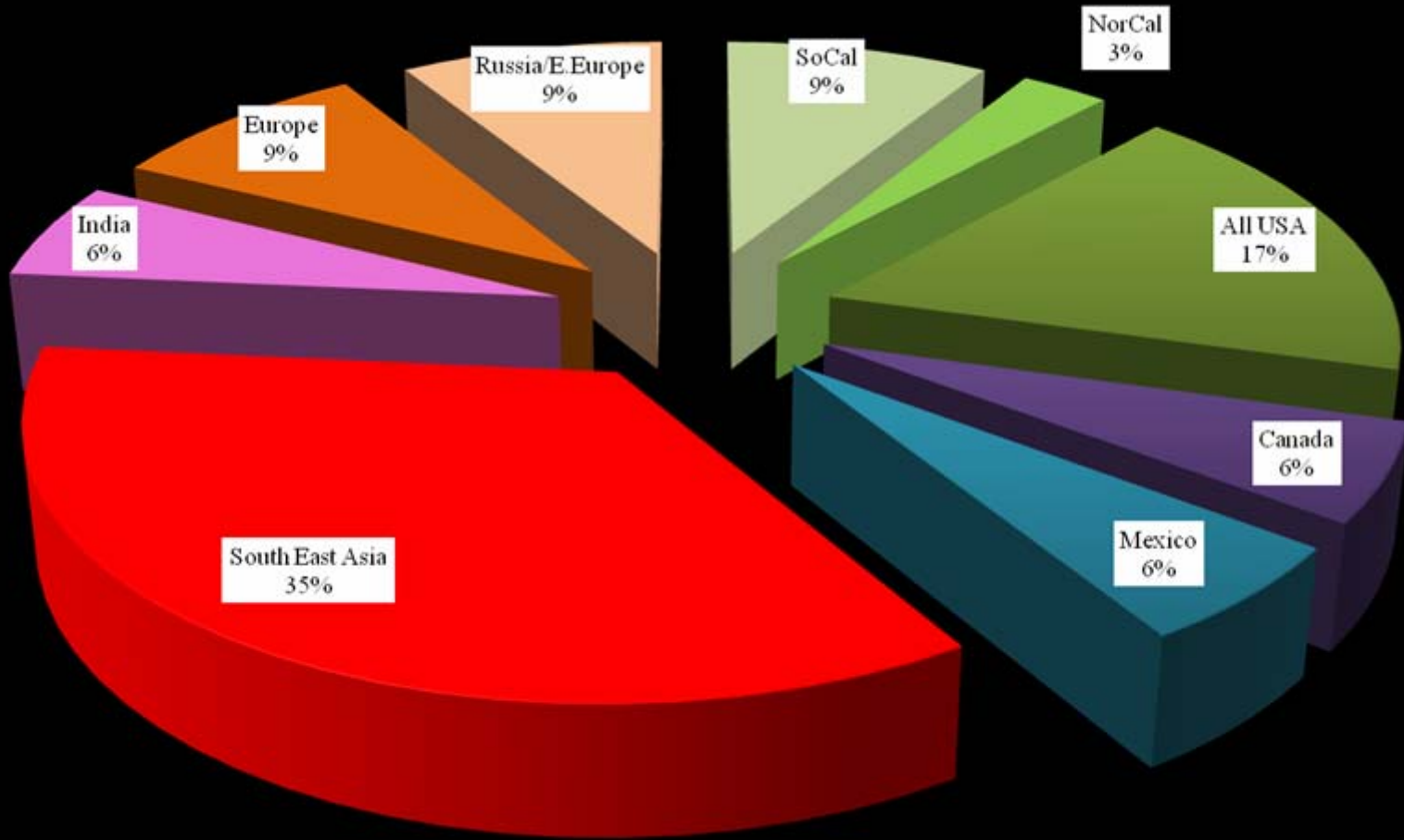
**BA/BS**



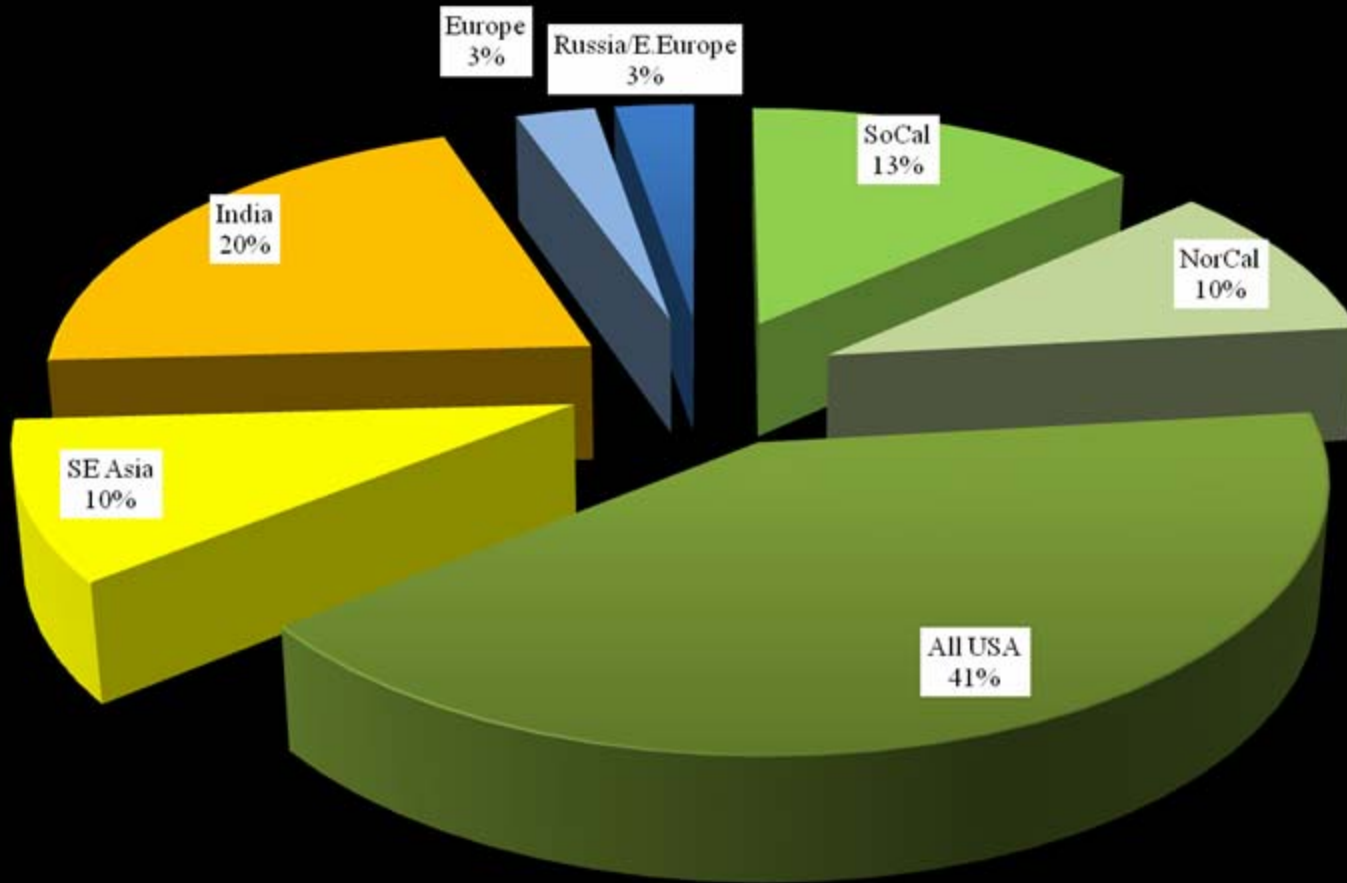
Mexico S. America Middle East	Russia E. Europe	Canada India Europe	SE Asia	NorCal	SoCal	ALL USA
7	6	5	4	3	2	1



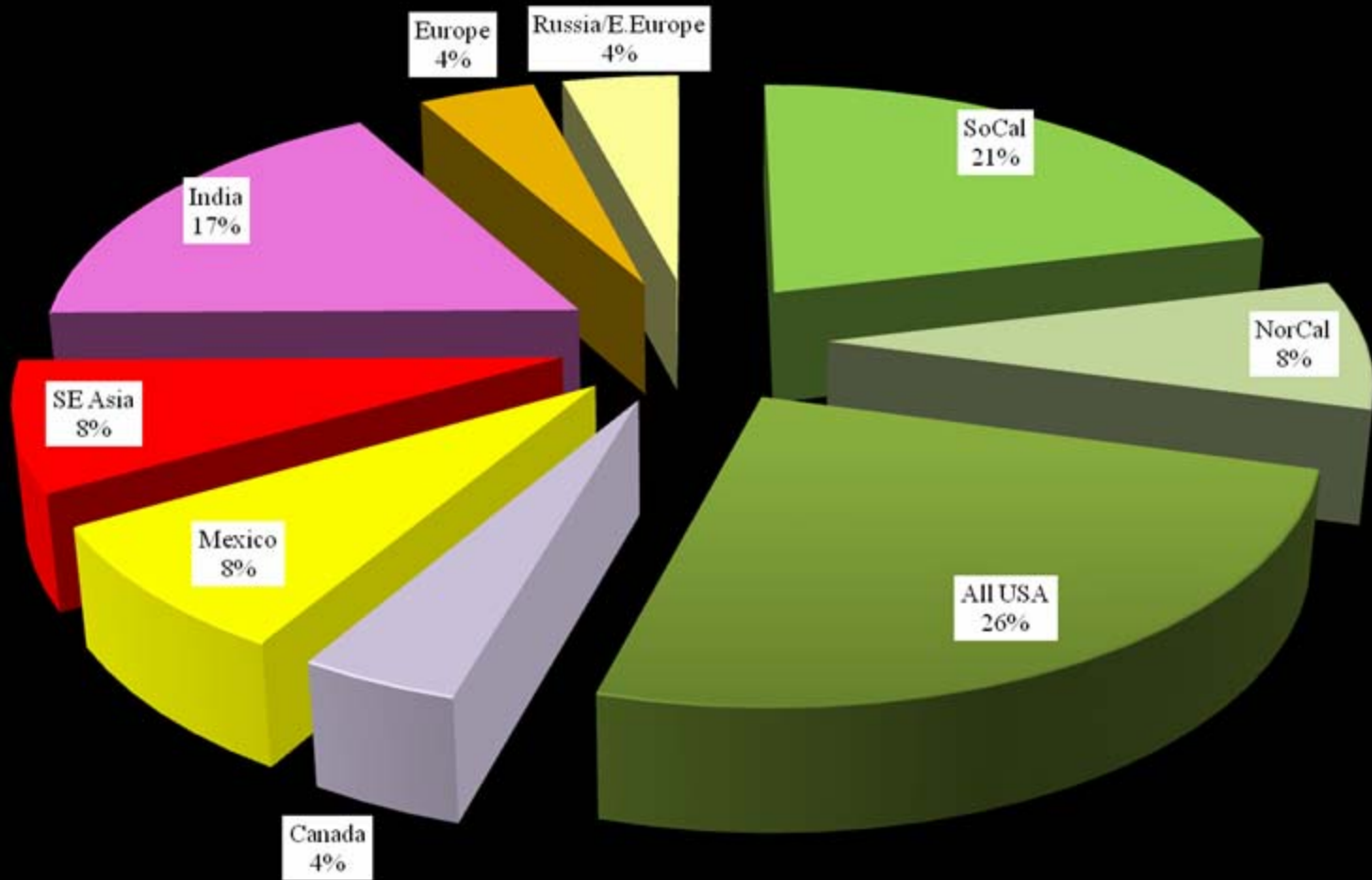
# Manufacturing Outsourcing



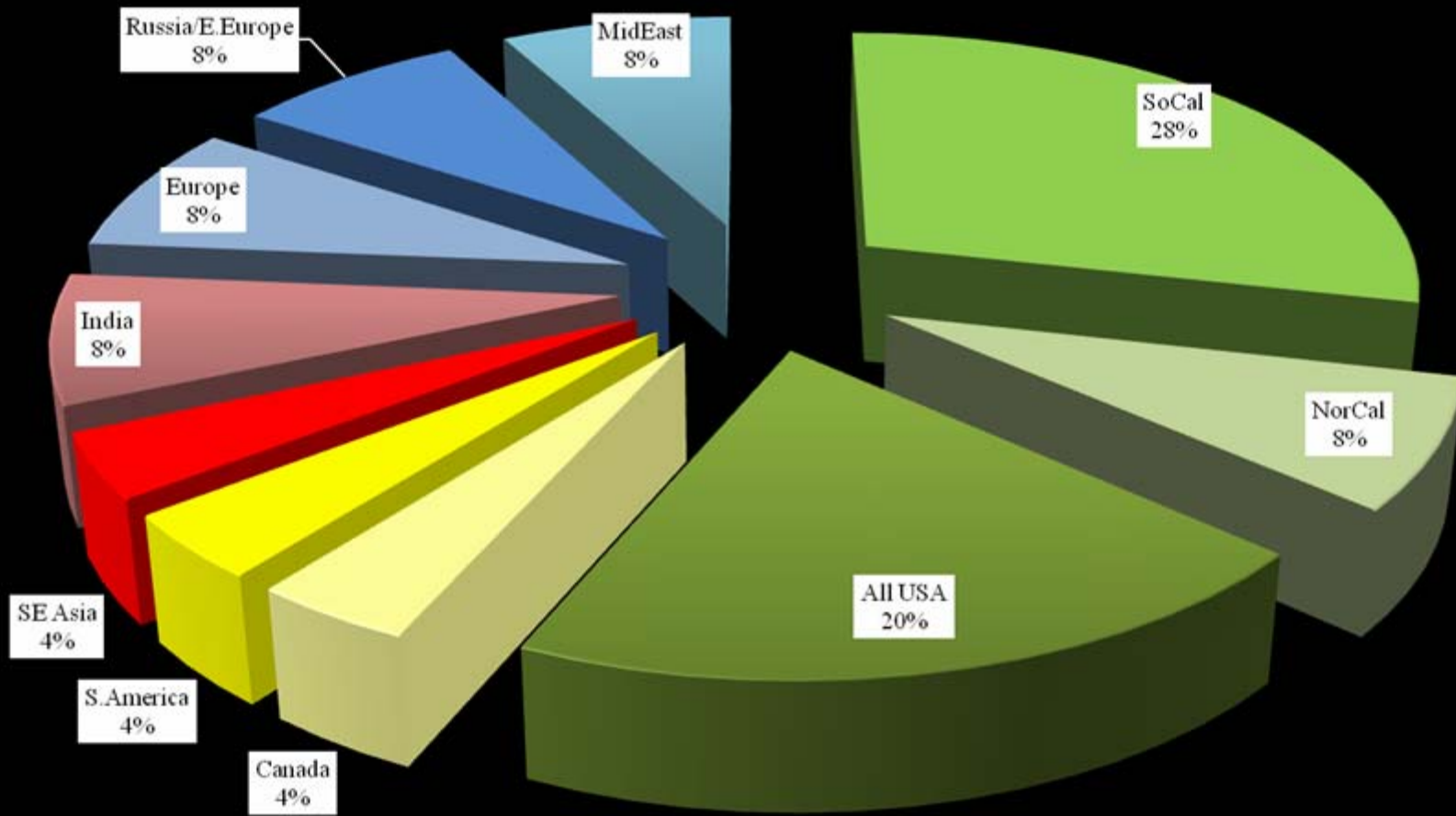
# IT Outsourcing



# Customer Service Outsourcing



# Sales/Marketing Outsourcing



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