

## BRETAGNE REGIONAL ACTION PLAN

Project:	<b>INKREASE – Innovation and Knowledge for Regional Actions and SystEms</b>
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## Part I. how to build more successful European collaborative projects in Bretagne?

### 1. Policy instrument addressed

**ERDF ROP Axis 2** *Develop Brittany's economic performance through support for research, innovation and enterprises, SO 2.2 Enhance innovation initiatives from Breton enterprises.*

The overall objective of Priority Axis 2 is to strengthen the competitiveness and the economic performance of Bretagne. The objective of SO 2.2 is to improve the innovation capacity of Breton SMEs.

The Brittany's ERDF-ROP mentions *"Targeted actions clearly identify the governance of the RIS3 (Action 2.2.4) as a key element to improve the technology transfer between research centers and companies (Action 2.2.1), the support to emergence of both innovative industrial projects (2.2.2) and collaborative industrial projects (2.2.3)".*

Thus, the first action is linked to the policy instrument 2.2.3 about the support of collaborative industrial projects. This policy instrument states: *"Will be (...) supported: - projects of R & D structuring for the regional economy of today and tomorrow, through the prism of S3, carried by companies and regional actors of research. The programs will aim at the whole of the regional strategic domains, including the sets of themes of the priority axis 3, on the R&D&I aspects of the projects. (...) These projects will be allowed to mobilize actors of other French or European actors."*

While the lack of European collaborative projects has been one of the Brittany's weaknesses stressed during the first local groups meetings in 2016, it is also identified as a national weakness: if French actors have a high success rate, companies are not numerous to apply for these kinds of programs. However, participating to top-notch European call of projects is key to improve the innovation capacity of Breton SMEs. It offers an high level competition, opens new links and collaboration possibilities with European laboratories and companies to share technologies and improve the R&D and enables to grow their business at a

European level. In 2015 the region conducted a survey of regional companies on collaborative European projects. 80% of companies submitting a proposal or participating in European projects wanted to start again. The main motivations were: developing its markets, identifying new partners and strengthening its skills. On the basis of this survey and the needs the companies expressed, the region decided to make a statement of the related service offered in its territory to see if the offer and the demand were aligned or if adjustments were required.

In 2016 the service offer was as follow: a number of regional stakeholders provided either companies or researchers with supports to develop and implement european collaborative projects. These supports were not coordinated so that there were either lacks in the type of services offered (such as partners searches or access to EU consortium) or overlaps (2 similar events took place in a short space of time). In that context the managing authority decided to identify good practices in other regions to improve the situation and guarantee the coherence of the different activities. To do so, the managing authority used the INKREASE project which aims at improving the regional innovation policies to boost the cooperation between academics and businesses.

The challenge defined by the managing authority was to build a new ERDF-action improving the governance through a benchmark with other regions. This new model of governance would have to offer a relevant support to companies over the whole territory and thereby enable a better S3-monitoring.

## 2. Identification of INKREASE Good practices

### 2.1 Good practice #1 from Spain

With a 116% of success rate during the first stage of the 2020 Horizon program, Spain is an interesting case to study and to get inspired of. We contacted ADITECH to study the model of regional support for companies, but this action is led on a national level. **ADITECH** identified the relevant national contact: **Marina Martinez**, representative of the Spanish government, at the Spain Brussel Office ([Link to her resume](#)). They help us to get in contact with her and we defined the scope of our expectations.

We organized on 21<sup>st</sup> September 2017 an INKREASE learning camp dedicated to this topic, with the participation of a large panel of regional representatives (universities, clusters, public administration, etc.).

**Marina Martinez delivered two speeches during the INKREASE Learning Camp:**

- **Good Practices for the participation in EU Programs:**  
<https://assobdi.sharepoint.com/:b:/g/INKREASE/EYZkyYEmhhNLkHGJRqya8l4BYgMS1XRp29gRYYlfROdQBg?e=kxUHdr>
- **Few Lessons learnt about the Lobby: how we can influence?**  
[https://assobdi.sharepoint.com/:b:/g/INKREASE/ESQwLR8w5SRGo4PeF0LiHxUB3CMPjpNZUrEcuj5s6e\\_dtA?e=eSNKvd](https://assobdi.sharepoint.com/:b:/g/INKREASE/ESQwLR8w5SRGo4PeF0LiHxUB3CMPjpNZUrEcuj5s6e_dtA?e=eSNKvd)

After the INKREASE learning camp, a **survey** has been written to sum up the key propositions that may influence Bretagne's strategy in the upcoming years:  
<https://assobdi.sharepoint.com/:b:/g/INKREASE/EbrwV7FpNrIOky4ejskUFPMBwXepIVUfWJgruM5PVNFUkg?e=32xUXd>

## 2.2 Good practice #2 from Italy

**The High Technology Network of Emilia-Romagna**, made up of 82 industrial research laboratories and 14 innovation centers, brings together academic institutes and private research centers of the region to provide expertise, tools and resources to the business sector. The Network, coordinated by Aster and organized in 6 thematic platforms, is the partner for the enterprises for developing innovative products, efficient processes, new technologies.

Guillaume Briend (BDI) was part of the delegation which carried out the staff exchange in Bologna on June 2017. He has analyzed the structuration of the HTN and the links with the RIS3 framework. 7 clusters are based on RIS 3 and coordinated by ASTER, in charge of coordination. ASTER assists companies to develop new idea, even if "it is not always simple to put them around a table to discuss together". 10 Technopoles have been set up recently with a RIS3 single desk, which organizes activities and services for industrial research, technology transfer and for the development of high skills and carrier on innovation. These RIS 3 desks have been

created to share ideas, to start new ventures and common projects (funded by the Region).

### 3. Adaptation of the 2 good practices to the regional context of Brittany

#### 3.1 Open consultation process

**At the very beginning, BDI decided to organise an open consultation process** on 18. November 2018 with the participation of persons in charge of supporting SMEs to target the territorial needs. Four key propositions have been collected from the various exchanges :

- Improve the networking
- Increase the visibility and the know-how of regional competences
- Develop communication tools
- Offer new services to companies

Details on the above four main items can be found [here](#).

#### 3.2 Selection of a network as the tool to be implemented

**A network called NOE will be launched in 2019**, following the HTN example (Emilia-Romagna), but with another purpose: to improve the regional participation in European collaborative projects. It's formed of number of structure working in the public and / or private sectors, working in the field of development and support of European research and innovation projects in Brittany (University, Pole of Competitiveness, etc.).

Through this network, we want also to develop an overall approach, inspired of the Spanish model. The Regional Council, in the wake of the INKREASE Learning Camp, entrusted BDI with the coordination of the network and the building of the Action plan.

#### 4. Description of action and its steps

**Title:** the set-up of a network to improve the regional participation of Breton companies in European collaborative innovation projects

**Policy Instrument addressed:** 2.2.3 support of collaborative industrial projects

**Status of the change:** new ERDF action modifying the model of governance

**The new ERDF-Action aims at** building a network of institutions collaborating to provide together with a relevant service offer covering the whole territory. Universities, technopoles, Pole of competitiveness, clusters, Chambers of Commerce and Industry will be part of the network.

**The new model of governance lies on** entrusting the leadership to the economic agency (BDI), according to the Emilia-Romagna's model. This leadership is shared with the joint European projects' platform of the Brittany's universities. Overall, the governance is opened to all the institutions delivering a support to companies and research centers. The members of the network will yearly draw a common action plan.

**The foreseen steps are:**

- **To draw a regional charter**, branding together all the institutions in charge of supporting companies and laboratories to share information and good practices. The charter will be signed by the **15 March 2019**. Its 4 common objectives are:
  - to support the development of research and innovation in Bretagne at EU level in the framework of the S3-implementation,
  - to optimize the impact and quality of activities run by its members in terms of supporting and developing European research & innovation projects in Brittany, by coordinating their actions and sharing experiences,
  - to contribute to the follow-up of S3 through the observation of the evolution in the various fields,

- to contribute to the watch about the future European programs.
- **Set up an observatory of European collaborative projects** involving Businesses. From the time being, we only have access to the data regarding the SMEs which got selected. Our purpose is to collect data of all companies, which applied for collaborative projects.
- **Deliver a common training to each European affairs officer** working for a regional institution (cluster, pole of competitiveness, universities, etc.) with the support of the Brussels office.
- **To set common actions of lobbying** to promote important issues addressed by our innovative companies with the S3 framework
- **Select a set of companies with high potential of innovation and collaboration and design a common follow-up**, involving all the regarded institutions.

## 5. Costs

The budget of the network will be a combination of regional funds including ERDF. The managing authority plans to dedicate 1 FTE to coordinate the network and **10 000 EUR** for external costs (such as travel and specific experts' fees) per year until 2021.

## 6. Planning of activities

What?	Who?	When?
To draw a regional action plan		31 December 2019
<ul style="list-style-type: none"> <li>- To sign the regional charter</li> <li>- Annual calendar of events</li> <li>- Mapping of services provided over the territory</li> <li>- Draw the communication plan</li> <li>- Deliver the first communication tools (logo, online platform...)</li> </ul>	Network members	15 March 2019 15 April 2019 31 December 2019  30 September 2019 30 June 2019
<b>Set up a joint observatory of European collaborative projects involving Businesses</b>		31 December 2019



<ul style="list-style-type: none"> <li>- Opening the database to new contributions, updating the information.</li> <li>- A survey about Bretagne's participation</li> </ul>		<p>30 September 2019</p> <p>31 December 2019</p>
<b>Deliver a common training to each European affairs officer</b>		
<ul style="list-style-type: none"> <li>- Set up peer review groups</li> <li>- A common training in Brussel</li> </ul>		<p>30 September 2019</p> <p>June 2020</p>
<b>To set common actions of lobbying</b>		30 october 2019
<ul style="list-style-type: none"> <li>- Common watch on the future calls</li> <li>- Coordinate the lobbying in the national and European groups in thematic sectors: common position papers, identifying the most suitable channels...</li> <li>- To share among the different members the feedbacks related to the channels (RIS3-Platforms, etc.)</li> </ul>		<p>30 September 2019</p> <p>30 October 2019</p> <p>30 October 2019</p>
<b>Support a set of companies with high potential of innovation and collaboration and design a common follow-up</b>		31 December 2020
<ul style="list-style-type: none"> <li>- Selecting 50 companies with high potential</li> <li>- To know in detail the companies' strategies</li> <li>- To send the accurate information and provide them with the related services</li> </ul>		<p>30 September 2019</p> <p>31 December 2019</p> <p>31 December 2020</p>

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## Part 2. How to give to the Craft platform a European dimension?

### 1. Policy instrument addressed

**ERDF ROP Axis 2** *Develop Brittany's economic performance through support for research, innovation and enterprises, SO 2.2 Enhance innovation initiatives from Breton enterprises.*

The overall objective of Priority Axis 2 is to strengthen the competitiveness and the economic performance of Bretagne. The objective of SO 2.2 is to improve the innovation capacity of Breton SMEs.

The second action is linked to the policy instrument 2.2.4 about the support of collaborative industrial projects. This policy instrument states: “It is thus a question of consolidating what was initiated to develop the system of governance and follow-up of this RIS3-strategy, in the prolongation of the regional Strategy of innovation over the period 2007-2013. The actions concerned will be: - on the one hand the structuring of the tools of follow-up (studies, analyses, databases...) : the follow-up will indeed require to optimize the existing tools (databases of the UEB and BDI...), and the installation of tools for the collection and the relevant analysis of the data on the great fields of innovation of S3 (...)”

The Craft platform is a ERDF-funded regional public tool, which enables to collect competences of companies and laboratories. This dataset is then turned into mapping, outlet, surveys, and matching to build new collaborative projects. The Craft platform project is led by BDI, the economic agency, with ERDF - subsidies from the managing authority.

*In the INKREASE application form, it is stated: “More specifically, the ROP calls for an optimization of already existing monitoring tools (studies, analysis, databases ...) and the improvement of evaluation and selection tools for R&D projects to be financed with regional funds. Overall, the ROP does not take into account the European dimension of the RIS3”.*

The challenge defined by the managing authority was to build **a new ERDF-action** improving this regional database, aiming at modifying the tool of follow-up of S3 from a European interregional point of view and taking better into account the user's needs thanks to a benchmarking with the INKREASE partners' good practices.

## 2. Identification of INKREASE Good practice

### 2.1 Craft was selected as an INKREASE good practice

Craft has been selected as a good practice by the INKREASE partners and peer reviewed during the interregional session in Aarhus. In Bretagne, Craft bands 60 regional partners together (technopoles, clusters, universities, technical centers...) and profiles of 9 000 innovative companies and 700 academics. The entities are described through their competencies, markets, value chains and main technical facilities.

## 2.2 Good practice #1 “Competence mapping” in Lower Austria

**The Lower Austria Region developed the program “Competence mapping”,** proposed in priority to the cluster members. This program is a highly interesting methodology focused on the competencies of the local companies, analyzing the heart of the activity of each company. The program identifies and map a range of unknown competencies across the territory and the possible connection between the economic players. It enables the development of new products/services in order to target new markets.

**The Competence Mapping is run by a consultant’s cabinet, what limits the impact on the economic ecosystem.** The ratio (10 days per companies) is not effective if we want to extend the model on a large scale. Since 2011, 80 companies have taken part to the mapping competencies program, while 3 500 Lower Austrian’s companies are involved in collaborative projects without being included in the program. The price is quite expensive: 30 000 euros for 10 companies, what impacts the regional budget.

**Our point of view is that the mapping methodology should be transferred to the cluster/technopole in order to extend the number of targeted companies.** The competence mapping could also be opened to the research of competence in other territories: Austrian regions, and RIS3 regions to develop international collaborative projects.

**Nevertheless, the market and competences-driven approach designed in Lower Austria has confirmed the necessity to focus our Craft platform on the cross-fertilization** between some of our 35 sectors (ICT/Agriculture, Forestry/ICT, composites materials for automotive sector, etc.). The Craft strategy is, by this way,

to identify competences, know-hows, from some traditional sectors (digital, materials, naval, etc.) and apply them on new markets, such as cybersecurity, marine renewable energies, smart grids, etc.

## 2.3 Good practice #2 “High Technology Network” in Emilia-Romagna

**The High Technology Network of Emilia-Romagna, made up of 82 industrial research laboratories and 14 innovation centers,** brings together academic institutes and private research centers of the region to provide expertise, tools and resources to the business sector. The Network, coordinated by Aster and organized in 6 thematic platforms, is the partner for the enterprises for developing innovative products, efficient processes, new technologies.

**Emilia-Romagna High Technology Network has developed specific on-line tools and services to boost the cooperation between companies and regional research system.** These specific tools and services are provided through web-based applications, helping companies in finding competences, skills and resources meeting their innovation needs. The tools include: **a structured catalogue** of research competences and a catalogue of scientific instruments, aimed at supporting the identification of the best laboratories to develop partnerships and collaborative projects; **models and procedures to be used for signing research contracts; guidelines for managing IPR; a search engine** to find researchers to be employed in industrial R&D departments; **updated information on financial opportunities; a data base of technology reports** illustrating concrete success collaboration cases between companies and laboratories, that can be transferred or customized for other companies.

**The HTN is the result of a long-term strategy started in 2001, while the strategy is more recent in Brittany.** The complementarity between the HTN tools is also to underline, with an interesting online platform: <https://www.retealtatecnologia.it/offerta> The platform is available in English, with links towards the Linkedin profiles. However, in the RER catalogue, there are only laboratories, like in Plug in Labs. The Craft approach enables to have in the same database both businesses and academics. **As economic agencies, a partnership with the Craft database could be fruitful for RER and Bretagne.**

**The technology report is highly interesting and could be implemented in the Craft database.** The technologies offered by Ouest Valorisation (the regional company of technology transfer) are not available on the Plug in Labs tool, as it is the case in Emilia-Romagna.

**Other good practice has been spotted in the RER platform: the catalog of equipment.** Each equipment is described through a dedicated webpage with a link to the laboratory owning it. The new version of Craft / Plug in Labs will propose a similar catalog, describing the equipment and the services provided.

### 3. Adaptation of the good practice to the regional context

#### 3.1 Peer reviewing session in Aarhus

The Craft / Plug in Labs tool was peer reviewed during the INKREASE interregional session in Aarhus

The Plug in Labs is involving all research lab facilities in the region using the Craft technology: <https://www.pluginlabs-ouest.fr/en>. It is free of charge for the Labs to join and businesses to search for them. The labs can alter or update the information themselves. The platform has been built to help overcome the language barrier between academia and businesses.

Several suggestions for improvement have been carried out during the peer review by our partners: develop a semantic approach of the “search engine”, launch a specific marketing campaign, to give the members for “Plug in Labs” a special advantage to update their data periodically (link to their company webpage), get more information about the users to adapt the tools (their profiles, information they are looking for, most popular widgets, etc.), help those working in the innovation system with contact to the companies to use the platform and help the public labs identify their market value to avoid unfair competition to privately run labs.

Several suggestions have arisen during the peer reviewing session

#### 1. The **semantic approach**

2. The **integration of widgets** on the universities webpages to encourage the researchers to update their data
3. **Identification of the public labs market value.**

In addition, discussions took place with Ouest Valorisation (the company of technology transfer in Bretagne) and the “Campus Mondial de la Mer”, a university dedicated to sea sciences, about the public labs market value.

### 3.2 Interregional discussions

**Several regions expressed their interest in joining the Craft initiative** (Navarra and Lithuania) but none of them confirmed this interest in their own action plan. We regret this position, while the Craft platform is already used by other European regions (Estonia, Castilla Leon...) through the Cyber pilot action led by the S3-Platform. Craft is also selected to map cross-fertilization (agro-equipments & ICT) in 12 European regions thanks to an INNOSUP Program (S3 Food). Moreover, a long-term partnership is going on with the Wallonia economic agency.

**We proposed to our INKREASE partner ADITECH (Navarra) to run together a pilot action linking CRAFT technology and RIS3 interregionality.** ADITECH has finally declined our offer due to internal reasons. The action would have been enabled ADITECH and BDI to match their regional RIS3 stakeholders and fields, in order to generate opportunities of collaborations. The both Regions would have been drawn a prototype focused on one sector that they have in common (Health sector).

**The pilot action would have been addressed a European-level issue:** the capacity of developing a real and efficient interregionality with the framework of RIS3 approach. The current RIS3-online platform offers only an overview of the sectors selected by each region. The prototype would have been gone forwards by offering the possibility of matching competences of regional stakeholders in a more concrete result-driven approach.

**Designing a European platform requires to overcome several challenges.** On a legal aspect, the data ownership is a matter to clarify through an interregional agreement. On a technical aspect, the interoperability must be ensured to answer all the needs reflected by the diversity of regional and national backgrounds. On a

political aspect, the timing can differ relatively to the political process to involve the regions on the project.

As none of the INKREASE partners join our initiative, we will focus our INKREASE second action on the implementation of the Emilia-Romagna and Lower Austrian's best practices to the new version of Craft / Plug in Labs, which are founded by the ERDF.

#### 4. Description of action and its steps

##### 4.1 To design in autumn 2019 a new version of the Craft platform integrating the feedbacks and good practices from our INKREASE partners:

The following criteria will be included when the new platform specifications will be written down:

- A multilingual version
- Security by design
- User approach (in the wake of feedbacks received after the INKREASE peer review)
- Semantic search engine and RDF architecture (in the wake of feedbacks received after the INKREASE peer review)
- The technology reports (inspired from ASTER)
- the market and competences-driven approach (inspired from Lower Austria)
- The catalog of equipment (inspired from ASTER)

##### 4.2 To develop new communication tools for Plugin Labs

1. A **marketing campaign** has been carried out during the last months with videos, stands in trades, a logo, a [website](#) (in french and in english), etc.
2. A **study about the users' profiles and their requests** has been made at the end of 2018, with highly interesting results.



3. A **training for those who work in the innovation system** with contact to the company has been delivered to use the platform. 33 regional partners have been trained in 2018.

#### 4.3 Develop the market driven approach like the Lower Austria

**The market driven approach designed in Lower Austria has confirmed the necessity to focus our Craft platform on the cross-fertilization** between some of our 35 sectors (ICT/Agriculture, Forestry/ICT, composites materials for automotive sector, etc.). The Craft strategy is, by this way, to identify competences, know-hows, from some traditional sectors (digital, materials, naval, etc.) and apply them on new promising markets. From mid 2019 we will use this approach to map competences in hydrogen as energy storage and zero carbon mobility.

4.4 To disseminate the tool, with the European Commission help, to a higher number of European regions.

#### 5. Costs

The budget will be delivered to BDI by the managing authority, using ERDF funds. The budget amounts at **232,000 EUR** and covers the 2019-2023 period.



## 6. Planning

What?	Who?	When?
<b>A multilingual version</b>	BDI	September 2019
<ul style="list-style-type: none"> <li>- French/English interface</li> <li>- Multilingual Craft-data</li> </ul>		
<b>Security by design</b>	BDI	September 2019
<b>User approach</b>	BDI	March 2020
<ul style="list-style-type: none"> <li>- Extranet</li> <li>- Widgets</li> </ul>		September 2019 March 2020
<b>Semantic search engine and RDF architecture</b>	BDI, Plug in Labs	September 2020
<ul style="list-style-type: none"> <li>- First step towards RDF architecture and web services</li> <li>- semantic search</li> </ul>		September 2019 September 2020
<b>The technology reports &amp; catalog of equipment</b>	Plug in Labs	December 2019
<ul style="list-style-type: none"> <li>- New platform describing technology offers to companies/laboratories</li> <li>- Collect of competences of technological platforms</li> </ul>	Campus Mondial de la mer Université Bretagne Loire	January 2019 December 2019
<b>the market and competences-driven approach</b>	BDI, Plug in Labs	December 2019
<b>To disseminate the tool</b>		
<b>Wallonia Region</b>	SOWALFIN, SOGEPa, Réseau Lieu	End of 2020
<b>CYBER Europe Action</b>	BDI, Région Bretagne, ECSO	December 2019
Rhenanien-North-Westfalen Castilla Leon South Finland Estonia		
<b>INNOSUP S3 FOOD</b>	BDI, Flanders Food	2022