

P2L2 project - Public Policy Living Lab

*Fostering research and innovation in advanced
materials and related sectors through coordinated
and more effective regional development and innovation policies*

ACTION PLAN of Region Nouvelle-Aquitaine (Project partner 4)

Definition and Implementation of a new strategic
roadmap in the field of advanced materials

2018

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INTRODUCTION

The 6 regions (Bremen, Aquitaine, Podkarpackie, Piemonte, Denmark, Lithuania) involved in the P2L2 project cooperate with their local Stakeholders to develop resources in the field of “advanced materials” and promote those Key Enabling Technologies as part of their ERDF Programme and RIS3.

With 31000 employees and 2200 plants, Nouvelle-Aquitaine represents 7% of the French workforce in “chemistry and materials” (6th French region - INSEE study, 2017). Those industrial sectors employ 12% of the regional industry workforce. Alone, those figures could point out Nouvelle-Aquitaine as an average Region but, when it comes to R&D and higher education, Nouvelle-Aquitaine (5th French region in term of DIRD - internal R&D expenditures) reveals a strong specialization in this area with specific scientific and technological skills. Therefore Chemistry and advanced materials have been considered as a Key Strategic Area from an earlier stage within the regional innovation policy.

Launched in 2009 by the ratification of a strategic roadmap by the former Aquitaine regional parliament, Advanced materials is one of the main long-term strategic priorities for Nouvelle-Aquitaine. The road mapping process initiated in 2008 by a survey study (Erdyn study) aimed to build a strategic vision (linking technological offers to market needs) and an action plan dedicated to support stakeholders networking and to foster collaborative innovation projects between suppliers, assemblers and customers.

In 2013, Aquitaine has driven an evaluation of this “Chemistry and materials” policy through a new study based on a projects review (2009 – 2012) : The regional roadmap appeared as an efficient and horizontal coordination tool of the different vertical PI. However, the evaluation also revealed that a communication on the regional objectives had to be planned in order to share the regional vision with the stakeholders. Moreover the link with markets had to be reinforced: the regional efforts have been

mainly techno-push oriented and a « go to market » approach had to be reinforced to balance the regional strategy.

While the design of the regional Research and Innovation Strategies for Smart Specialization (RIS3) led to a reformulation of the strategy, « Advanced Materials for Industries » (considering the willingness to apprehend chemistry as upstream solutions for materials manufacturing and for end-user industries), an upheaval of France's administrative organization (known as "Loi NOTRe") in 2016 changed the number of regions (from 24 to 13). Nouvelle-Aquitaine results from the merger of the former Aquitaine, Limousin and Poitou-Charentes.

The "Entrepreneurial Discovery Process" (EDP) achieved in 2014 has highlighted the relevance of Advanced Materials as a specialization area for the 2014–2020 programming period in the three former Regions : Limousin and Poitou-Charentes selected as well Advanced Materials as a part of their RIS3 priorities ("Ceramic techniques & technologies and their applications" in Limousin, "Advanced Materials and Reduction of Environmental Impacts in Transportation" in Poitou-Charentes). A process has to be engaged to provide a new regional SWOT analysis and to define a renewed strategy for the Nouvelle-Aquitaine Region.

P2L2 applies interregional policy learning and exchange of experiences to Improving policy instruments supporting innovation ecosystem of advanced materials and to Improving policy instruments related to the implementation and evaluation of the smart specialization strategies. The project contribute to detect areas for improvement and correct errors that may have been made during the roadmap definition/implementation or the RIS3 inception phase, to design measures proposed to stakeholders in order to build a closer cooperation with them and, at last, to propose more relevant projects.

As a consequence of the new administrative organization, Aquitaine, Poitou-Charentes and Limousin have no administrative realities anymore. The evaluation process achieved the last two years has already shown the difficulty to drive the Nouvelle-Aquitaine innovation policy and sustain the RIS3s on the former territories in the same time. Because of the new regional scale (at least), modifications to the regional SWOT analysis arise and will draw updated RIS3 versions.

According to the lessons learnt and the reflexions driven during the first phase of the project, the Region Nouvelle-Aquitaine has submitted to the European Commission

Representatives in the framework of PO steering committee the proposal to work at a unified RIS3, on the ground of the new Regional Scheme for Economic Development and Innovation (SRDEII) adopted in December 2016.

According to the EDP requirements, the SDREII has set the organization and the support of 15 key regional economic sectors as one of its strategic orientations. The declination of those regional thematic strategies (roadmaps) will have to integrate some improvements (better integration of RIS3 requirements, such as stakeholders involvement and monitoring) and build of better alignment of the regional and European policies. This action plan provide details on how the lessons learnt from the P2L2 project will contribute to address this issue in the field of the Advanced Material specialization area in the first place but also, by ripple effect, in the whole RIS3 situation.

Part I – General information

Project: P2L2 – Public Policy Living Lab

Partner organisation: PP4 REGION NOUVELLE-AQUITAINE

Other partner organisations involved (if relevant):

Country: FRANCE

NUTS2 Region: Aquitaine (Nouvelle-Aquitaine)

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Part II – Policy context

The Action Plan aims to impact:

- x Investment for Growth and Jobs programme
- € European Territorial Cooperation programme
- € Other regional development policy instrument

Name of the policy instrument addressed:

RIS3's specialization area entitled "Chemistry as a means of industrializing materials", as a booster to the development of advanced materials, a key industrial competitiveness vehicle capable of generating innovations and highly skilled jobs for the benefit of strategic regional sectors.

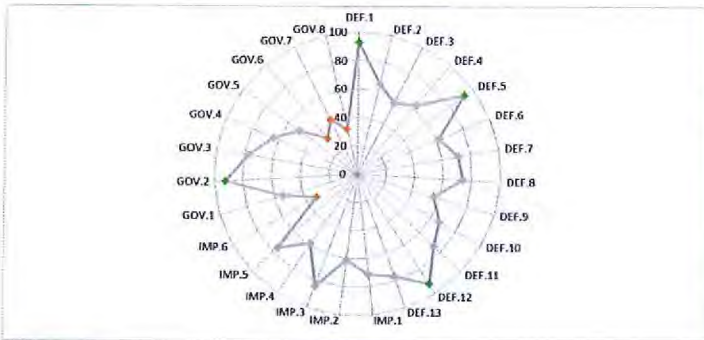
Challenges to be addressed

Aquitaine has implemented a dedicated regional roadmap as a coordination tool of different funding PIs. Although the animation of the regional roadmap has allowed to foster the emergence of (collaborative) innovation projects and to federate a regional network, the Region was the single structure strictly committed by the regional roadmap.

Region Nouvelle-Aquitaine organized a Self-assessment session in Bordeaux (27-28th of March 2017). The workshop made clear that the governance issue that Aquitaine initially seeks to address could interestingly be analyzed into two distinct issues: (1) stakeholder's involvement and (2) governance as defined in the limited mapping tool.

The regional analysis has confirmed that the stakeholders involvement in the definition (and implementation) of the regional strategy (DEF.6 and DEF.10 of the limited mapping tool) was a main challenge in Nouvelle-Aquitaine. The limited-mapping tool also pointed out improvement opportunities in the field of the Governance,

especially to ensure a better ownership and define a better on-going monitoring (GOV.1 to .8).



P2L2 Limited Mapping Tool Nouvelle-Aquitaine 2017

Main challenges:

- *Define evaluation mechanisms for an on-going monitoring*
- *Improve the stakeholders involvement in the governance of the regional strategy*

In the framework of the new Regional Scheme for Economic Development and Innovation (SRDEII), Nouvelle-Aquitaine has the opportunity to renew the “advanced materials” regional strategy and to define this new governance process and allow a better involvement and ownership of its public and private partners.

The improvement of the regional policy instrument, especially through a better commitment of major regional stakeholders may rise to a relevant selection of the key industrial competitiveness vehicle able to generate innovations and highly skilled jobs. The Nouvelle-Aquitaine expects to reinforce synergies and collaborations between the stakeholders and improve the innovation process allowing technologies to meet market’s needs.

The roadmap will contribute to the visibility of the regional excellence skills and to Nouvelle-Aquitaine’s attractiveness. The integration of the RIS3 and SDREII requirements may allow a better coherence of regional, national and European policies and thus facilitate the participation of regional stakeholders within European networks and projects.

The proposed self-defined performance indicator in relation to the PI addressed is:

Increase the rate of cross-cluster cooperation projects supported in advanced materials innovation and of SMEs introducing innovations in advanced materials 3 years after the improvement of the PI.

Part III – Details of the actions envisaged

ACTION 1 – Update the regional strategy

The background

Because of the new regional scale, modifications to the regional SWOT analysis lead to renew the regional strategy and to update the RIS3. The SRDEII (2016) sets the organization and the support of key regional economic sectors as one of its nine strategic orientations and invite the regional Stakeholders to the definition of regional roadmaps for a selection of thematic priorities.

On the one hand, the implementation of the former regional roadmap has demonstrate an ability to organize the exchanges within the stakeholders group so as to foster the emergence of new innovative and collaborative projects.

On the other hand, RIS3 is a new policy that needs to be tightly monitored thanks to the objectives and indicators assigned to each specialization area, namely here Advanced Materials. The first years of the RIS3 implementation in Aquitaine have laid the groundwork to organize a better monitoring system and fostering a strategic alignment within the public partnership.

JRC representative participation to the P2L2 project (SV in Poland) allowed stimulating exchanges about the RIS implementation in the participating regions. The animation of the RIS3 alongside (existing) regional strategies and instruments appeared as challenge within the project. The integration of the RIS3 requirements in the implementation of the selected PI emerged as an improvement opportunity to be field-tested within the project.

As an issue revealed through the limited mapping methodology and further discussed in the policy brief, the definition of the roadmap will have to reconsider the link between overall RIS3 and SRDEII processes (monitoring, animation). A better integration of those processes is a key factor to ensure a better involvement of the private stakeholders (integrated steering processes). The new regional roadmap will tend to unify the RIS3 and SRDEII. Merging the two processes could allow leveraging on the strengths of both processes.

Description

The renewed strategy can't be the addition of the previous priorities but a selection of strategic areas (technologies, markets, ...). The implementation of a new SWOT analysis will be a necessary ground to build a shared strategic vision across the stakeholders of three former territories. To fully explore and maximize the cross-cutting capacity of the thematic, a particular attention will have to be paid to the mobilization of markets representative partners (end-users). The analysis of the former RIS3s may largely contribute to the definition of the new roadmap.

"Advanced materials" is only one of the regional thematic priorities. Thus, an important step will be to contribute to an agreement within the public partnership (EU, State, and region) to work at an unified RIS3. According to the P2L2 acronym, this thematic area could be a "regional living lab" and the conclusions extended to the other regional priorities. Piedmont Case study described how its cluster policy has been revised in the current programming period to select seven clusters and their management bodies according to S3 sectors and trajectories. Close to the new framework given by the SRDEII, the Piedmonte approach (cluster selections, contractualization with animation bodies,..) would be an inspiring model to align the European and regional requirements through the new roadmap and its governance.

Aquitaine's monitoring system was based on a projects review and provides indicators aiming to analyze the performance of the selected priorities in relation with the assigned objectives. The practices observed during the study visits provide improvement opportunities. The system implemented in Lithuania seems to be a good practice to tend to detect economic or technological trends and, therefore, evaluate the accuracy of the objectives themselves. The implementation of surveys and the definition of a new set of macro-economic indicators may allow Nouvelle-Aquitaine to address this challenge.

Action 1.1 - Implement a new SWOT analysis based on the analysis of the former RIS3.

Action 1.2 - Precise new strategic areas (technologies, markets, ...)

Action 1.3 – Contribute to the RIS3 harmonization process (Unified RIS3)

Action 1.4 - Define a new regional roadmap including the definition of the steering and monitoring process.

Players involved

The action will be managed by the “Strategy and sectorial policies” Directory (Region)

The action will involve Clusters, Industrial and academic stakeholders, public partners (state representatives, national and regional agencies)

Timeframe

The action will be held during the second semester of 2018.

The action will be launched through a kick-off meeting on the 19th of June 2018

Costs

Apart communication, logistics and operation costs already taken into account in the running budget of the strategy directorate, an amount of €50,000 could be engaged for a survey and strategic study (technological trends, benchmark, and markets needs analysis).

Funding sources

Regional Council

ACTION 2 – Reinforce the Stakeholders involvement within the regional roadmap implementation

The background

The Region was the single structure truly committed by the former regional roadmap. The exchanges within the P2L2 project have confirmed a leak in the dissemination of the regional objectives and the need to determine a better governance system to really steer the regional strategy. Both challenges are strongly correlated to the ability of the Region to improve the stakeholder's involvement in the implementation of the regional strategy and thus ensure a better ownership.

The Danish cluster strategy 2.0 describes the role that Denmark expects Clusters to play within the national innovation policy (to build bridges to R&D, to act as driver of internationalisation and as dealmakers in the regional ecosystem). A cluster forum and regional growth fora are key bodies to achieve this challenge. Growth fora contribute to the definition and implementation of the RIS3 beside the regional council.

The polish case study presents an alternative model with the constitution of the Podkarpackie Innovation Council and the animation of Smart Specialization Panels. While Podkarpackie Innovation Council is a regional body (consisting of academia, business, business environment institutions representatives), panels are organized as meetings (especially for business representatives but also academia and BEI's) in the form of workshops. The polish model provides a good practice to achieve at the same time the involvement of various public and private stakeholders within the RIS3 steering process and an effective animation process to foster the interactions (and news projects).

Otherwise, Piedmont Case study described how the Region expects clusters to act as facilitators and multipliers of RIS3 towards local companies. In a complementary approach, the danish cluster forum mentioned above establishes criteria to decide what a cluster is (certification/label system).

Inspired by the examples above, the definition of a renewed regional steering process could lead to a better ownership of the “advanced materials” strategy and contribute to ensure synergies between the regional, national and European levels. The definition of regional criteria, the selection or labelling of clusters and their management bodies according to the regional objectives could improve the role of regional cluster in the dissemination of the regional objectives. Regional council was used to contract partnerships with industrial leaders. Following the Danish and Italian experiences, the approach could be extended to clusters and technological development centres to ensure a better ownership and contribution to the regional roadmap’s objectives.

Action

Based on the organization of a first sectorial strategic committee initiated in November 2013 by the State and the Region (regional declination of a national industrial committee) and on the organization by ACD (Aquitaine sustainable Chemistry Cluster) of a bi-annual Industrial sector strategic committee since 2014, the action will aim to define and implement a new governance through a sectorial steering committee. Although this instance can’t substitute for the SRDEII and RIS3 governances, it will have to contribute to fulfill their requirements for the “Advanced Materials” area and to involve the major stakeholders (public and private) in the definition and implementation of the new regional strategy (see above)

To ensure a better commitment, the regional roadmap (or a convention) could be co-signed by partners involved in a steering committee. An alternative or complementary solution could be to commit major stakeholders to animate and implement particular work packages of the regional roadmap.

A first step to achieve this goal is to revive the sectorial strategic committee organized by the Region and State representatives in 2013. This action may help to bring together the public and private partners and organize first exchanges on the regional action plan. A particular issue will be to define the role/contribution of the partners in the dissemination and implementation of the regional objectives and to identify referents within the partner’s organizations.

From this perspective, Nouvelle-Aquitaine can rely on its practice of partnership agreements with industrial stakeholders. The negotiation of contracts (so far focused on industrial partners) could be extended to others major partners (e.g. Clusters or Technological centers). Within its regional innovation policy and in the framework of the regional roadmap, Aquitaine has experimented since 2006 the contractualisation of objective agreements with major stakeholders. The main ideas beyond those contracts are to (1) foster the regional development of major stakeholders and (2) involve those industrial partners in the local development in particular through the reinforcement of regional collaborations with academics, SMEs as suppliers or co-developers.

This practice will be reinforced and adapted to address the "Governance and Stakeholders involvement" challenge previously described. The action will aim to involve a first pool of representative partners and tend to involve them as key players in the implementation and dissemination of the regional objectives. It could be especially extended to technological development centers in order to insure a better ownership of the regional objectives (key technologies, market-oriented projects, clusters as animation structures to address collective or thematic issues. The partnership agreements will pay a special attention to :

- Reach a better coherence between the projects hold by the partners and the regional roadmap.
- Promote the participation of the partners to governance of the regional roadmap.
- Foster a better contribution to roadmap implementation through the definition of projects or collective operational action plans (clusters)

Otherwise, the P2L2 project ascertains the need to improve the link between the European and Sectorial policies at the regional level and to enhance the presence and visibility of the regional Stakeholders and theirs skills at the European level. Create an internal workgroup will allow to federate the different departments of the Region linked to the sectorial and European policy and to further investigate European opportunities. This group will define and implement a European strategy within the regional roadmap aiming to reinforce the representation of regional stakeholders in European projects and to improve the visibility of the Nouvelle-Aquitaine skills and Stakeholders through the different platforms promoted by the commission (RIS3 platform, Digital innovation Hub...). The group will be composed by staff members of the Regional Council and the regional innovation agency (ADI) as well. The goal will be to coordinate the actions held

by different directories at the boundary of European policies and sectorial policies. Tested in the “advanced materials”, the working group could be quickly extended to other thematic priority areas.

Action 2.1 – Define and animate a new governance (regional steering committee - comité stratégique de filière) The proposition aims to organize at the regional level the declination of the national sectorial committees within a partnership involving major public and private Stakeholders.

Action 2.2 – Define and assign respective commitments (co-signed roadmap and shared action plans)

Action 2.3 – Develop new partnership contracts with major stakeholders (clusters, techno. centres, Industrials)

Action 2.4 – Create a working group to coordinate European strategy and collaborations in the field of « advanced materials ».

Players involved

The action will be managed by the “Strategy and sectorial policies” Directory (Region)

The action will involve Clusters, Industrial and academic stakeholders, public partners (state representatives, national and regional agencies)

Timeframe

2019

Costs

Non relevant

Funding sources

Non relevant

