

Local Action Plan

Municipality of Reggio Emilia

Part I

Partner organisation: Municipality of Reggio Emilia

Other partner organisations involved (if relevant): E35 Foundation for International Projects

Part II – Policy context

Policy instrument addressed:

The policy tool referred to by the Application Form is DUP - Single Programming Document of the Municipality of Reggio Emilia 2015-2019, Strategic priority 1 - Economic development: the international city of innovation and creativity, Objective 3: promotion and internationalisation.

Further details on the policy context and the way the action plan should improve the policy instrument:

The objective is to identify tools and ways to increase the visibility and international relations of the Reggio system: to be a competitive city and territory it is necessary to be more attractive for companies, for the research world, for a broad knowledge system and skills related to the development of the territories. To achieve this goal, we need to organize a "targeted" and integrated offer of our production excellence, of our territorial, historical and cultural values and of our distinctive competences, able to enhance the whole system and to be at the same time, representative of the individual and specific identities. It is therefore fundamental to give continuity to the work carried out in recent years with the system of representative actors both in the productive world and in the world of research, strengthening the tools and governance models for the promotion of the territorial system capable of building an effective synthesis and a real interconnection between the actors and the contents (products and services) of the territory to promote our productive skills.

In parallel, specific actions continue to be developed, aimed at the internationalization of the system and the promotion and enhancement of its strengths. With regard to the promotion of productive excellence, the potential of the institution's international relations must be capitalized on the one hand, and the system of relations and governance of the local economic world on the other, with a twofold objective: increasing the visibility of the Reggio System making its reputation grow; building medium-long term local, national and international economic partnerships.

All the Stakeholders can be imagined as nodes of a reticular structure, connected to the centre of the operation and between them according to different levels: representation, responsibility, strategy, operability.

From the design point of view, it is essential to develop projects that give an international dimension to economic development and applied research, through the enhancement of the international relations of the Municipality of Reggio and all the other subjects of the territory; in particular, it is important to develop supply chain projects that are able to combine our excellence and enable us to reach a level of international attractiveness.

The LAP and the actions envisaged, on the one hand, are in line with the objectives and actions of the current DUP and, on the other, aim to find methods and tools to fully implement the provisions of the DUP. The experience of Compete In Project allowed to deepen issues and actions carried by the Partners that were able to inspire tools and methods integrated in the LAP actions, to fulfil the mandate of DUP on the subject of the internationalization of territory.

The Municipality of Reggio Emilia is Managing Authority of the Policy instrument and can therefore shape it at political and decisional level. The Policy instrument coordination with the LAP is assured through constant updating and information with political and decisional level, both in terms of objectives and actions.

The impact of the LAP on the DUP foresees the modification of actions, objectives and indicators. The LAP will be presented to the Executive Committee of the Municipality and discussed in the main lines. The main strategic lines proposed by Local Action Plan will be integrated into the policy instrument addressed providing key actions. The Municipality will adopt these lines as main policies to be implemented.

The LAP also provides a governance mechanism that ensures a comparison and a constant adjustment of the implementation of the LAP.

The LAP is the result of a process shared with the Stakeholders who are called to collaborate in the implementation of the actions of the LAP itself: the actions have been designed and outlined in concrete aspects in line with both the administrative purposes of the Administration and the assessment of the working and planning areas of Stakeholders.

In delineating the LAP, the territorial needs (institutions, organizations, companies) have been taken into account in a participatory path throughout the project. The LAP is therefore the first manifestation of a co-design process.

The LAP was shared both on a technical level (to outline a feasible concrete path) and on a decision-making / political level (to outline a shared path at a strategic level).

Part III: Local Action Plan: challenges, objectives and actions

1. Regional/City context and definition of the initial problem/policy challenge

A strategy for the development of the city and the territory based on distinctive competences (Education, Mechatronics, Agrofood, Energy & Services) has been pursued in the last years and Reggio Emilia is facing the transition from an industrial economy to a knowledge economy, by leveraging on local distinctive competences in line with the Regional Smart Specialization Strategy. One of the strategic levers to foster this process is the internationalisation of the local system through the international relations built by the city with several countries, both EU and outside EU, for the benefit of SMEs.

The local stakeholder system is made up of several actors that represent in different forms the key distinctive competences of the territory and are protagonists of formal/informal collaboration and experiences of joint work. Reggio Emilia and all the actors have indeed a **strong international propensity**.

The **Municipality** itself has a Deputy Mayor for International City and a Unit for Economic Development and Internationalisation. The city has more than 13 twin cities and the Municipality has built strong relationships with many foreign countries.

E35 Foundation for international projects bring added value in terms of **institutional international relations for the benefit of economic relations**. The E35 Foundation was born in July 2015 from a shared project of local entities (among others Municipality of Reggio Emilia, Chamber of Commerce of Reggio Emilia and CRPA - Research Centre for animal production). The E35 Foundation has as its objective the **international promotion of the territory and the Reggio Emilia System** by involving Institutions, Enterprises and Associations on economic, social and international cooperation themes by facilitating the participation in consultation and project groups and developing innovation actions, exchanges of experience and transfer of expertise on issues and policies of interest related to education, research, economic development, but also mobility, environment and intercultural policies.

Stakeholders like Trade associations (Unindustria association representing manufacturing and service companies; Legacoop Association of Cooperatives, CNA Crafts national Association, Confcooperative Association of Cooperatives) and Chamber of Commerce represent companies and all provide **services to businesses**.

Trade associations are private, companies pay a fee to be associated. The Chamber of Commerce is a public entity, membership is mandatory and companies pay a fee fixed by law. Each Trade and Business Association has its own Promotion section, Export services, Start-up services, Funding experts. So has the Chamber of Commerce, that moreover has its own funds aimed at fostering enterprises activities (mainly SMEs) subjected to European state aid rules. Chamber of Commerce have also incoming activities and B2Bs and supports companies financially for the participation to fairs, etc. Unindustria organizes trade missions abroad and incoming activities, B2Bs.

Stakeholders corresponding to the **R&I capacity** of the city (University of Modena and Reggio Emilia, Innovation Park, Laboratories and Research&Innovation centres - CRPA, Reggio Emilia Innovation) are to develop a systemic approach to industrial research and technological transfer, for the benefit of SMEs innovation and growth and capacity to stay in foreign markets.

- CRPA (Research Centre for animal production) is joint stock-holding company with the public sector as its majority shareholder whose members are the Municipality, Chamber of Commerce and trade associations, among many others. CRPA deals with research and services aimed at promoting technical, economic and social development of animal production and sustainable agriculture

sectors. CRPA is an active member of international institutional associations and business networks operating in the agricultural sector and dealing with research, innovation, benchmarking and technical assistance. It runs laboratories in the Technopole at the Innovation Park.

- Reggio Emilia Innovation (REI) is a Foundation whose supporters are Unindustria Reggio Emilia and Stu Reggiane. The latter is also the operational tool of the Innovation Park. Stu Reggiane (Urban Transformation Company) is the public-private company established by the Municipality of Reggio Emilia and Iren (territorial multi-utility in the field of water, gas and waste management) in charge of the infrastructural development of the area near the former Reggiane mechanical workshops, with the aim of implementing the Innovation Park in both infrastructural and functional terms.

- Unimore is ranked among the top 8 universities in Italy for its high level of research. With over 20,000 students and 300 international exchange agreements and cooperation programs, it is composed of 14 Departments and offers a wide range of degree programs at undergraduate level, right up to doctoral studies in most disciplinary areas, from the humanities and social sciences to engineering and technology, and from physical and natural sciences to medicine and life sciences.

- The local system of R&I is competed by the Loris Malaguzzi international centre. The centre is the headquarter of Reggio Children, operative in the field of education: visited every year by thousands of pedagogy and training high-skilled people coming from all over the world, through the participation in professional development initiatives (Study Groups) or through open visits and workshops. Reggio Children has built a formal network now composed of organizations from 34 different countries.

Local companies, with solid experience on internationalization, are working with different stakeholders and the Municipality and, given their valuable experience on the subject, can be used to detect weaknesses in the proposed system and find countermeasures.

Through the analysis of past experiences and through the Compete In Project elements of this context that should be improved and fostered have been identified: the process government, the attractiveness of the territory, the creation and development of partnerships. From this analysis the LAP actions have been designed.

2. Focus and objectives

Strategic goals and visions/relevant topics to be addressed through the LAP.

The aims of Municipality in the Project are:

Objectives of policy/governance

- **harmonization between planning policies, integrated actions, tools sharing, measures** to help the internationalization policies to be effective at local level;
- **improve governance among local organizations** to enhance skills and expertise to work for common objectives and tools, implementing new processes of work among local stakeholders to maximize the total output of local economic systems.

Objectives of content

- **internationalisation of the entire local system**, intended as the set of competences/skills expressed through all its relevant actors (businesses, universities/R&I centres, local government, cultural institutions, etc.) for the benefit of economy as a whole;
- **Creating a competitive local identity (branding) to support the territory**, SMEs and economic actors in the identification and penetration of new markets;
- **Openness and sharing of existing institutional relations (and the stakeholder network)**, as the engine to attract investments (finance, skilled jobs and workers, innovation opportunities) and to foster the penetration of companies in foreign markets;

- **Cooperation for competitiveness (value chain):** the vision and the joint work can create added value, supply chain planning, capacity to respond to the needs and trends of the market.

The coexistence of several stakeholders with different levels of internationalisation (SMEs, universities, R&I centres) and with different roles in support of internationalisation (Local Authority, Chamber of Commerce, Business Associations) is a competitive advantage that nevertheless needs a **new approach in the governance of different actions** to avoid duplication, define and share a common vision for economic development and internationalisation of the local system. The new approach must be developed to build and promote **cooperation processes** (replacing standard competitive processes) that put together different local and international actors in a “knowledge creation chain”. Each stakeholder has implemented measures, tools, strategies that can better work if based on a **shared and long term approach**. For the benefit of SMEs' and for a long-lasting economic growth, a territory should **exploit all potentials and all added values** in order to maximize the effect of supporting SMEs' internationalization efforts.

The examples of cooperation and collaboration at local level (for the benefit of attractiveness and internationalisation) are already well tested and have proven to work efficiently. But, although we judge these experiences as extremely positive, we want to bring it to a **new level**. In fact, the gaps and limits we need to overcome in this context are linked to the fact that this kind of cooperation has been established for single projects and objectives and therefore is so to say specific and not a shared and strategic practice. Unfortunately, this means to start over again for new projects with a great loss of energies and results. Collaboration means therefore more often involvement rather than co-planning. For example, the Organizing Committee for Expo 2015 continued formally as a Coordination Table for internationalization and economic development that has found a new life as the LSG of the Compete In project, again gathering actors around a major project.

We are also trying to find a way to have **inputs from different stakeholders** (on projects, events, etc.) willing to propose, promote, share, gather forces on projects that can involve other stakeholders with their skills and competences that may enhance and enrich them.

Moreover, we need to **involve companies and businesses** and get a strong commitment on shared projects and actions. We need to build a strong network on the excellences/skills and competences of the territory, where enterprises are supported by the excellences and excellences are promoted by the companies.

The challenge is to **find tools/framework** able to give value to each experience, enhancing them with a common strategic framework considering territorial dimension and distinctive competences, fostering synergies between actors and activities and increasing integration, using distinctive competences of the territory as strategic focus for strategic actions jointly implemented by all local stakeholders, both in terms of penetration of markets and in terms of attraction of investments and talents.

Facilitating coordination and networking among the several activities proposed by several actors is a key point also in relationship to businesses, in order to maximize the effects of their presence on foreign markets and their chances of penetration on new markets.

As far as attractiveness is concerned, Reggio Emilia has elaborated in the past years a big project and a strategy aimed at fostering attractiveness and competitiveness of Reggio Emilia on the basis of strategic skills and distinctive competences. The City started an inclusive path involving the major institutional and socio-economic components of the city and the provincial territory, composed by the actors involved in the development of the distinctive competences of Reggio Emilia. The core is

the **Innovation Park**, a logistics, technologic and services-related platform designed to support, enhance, and interconnect local production with two research centres representing the backbone of distinctive competencies:

- Reggio Emilia's Technopole, equipped with mechatronic, energy, environmental and agro-food laboratories managed by the University of Modena and Reggio Emilia (UNIMORE) and the Research Centre for Animal Production (CRPA).

- Loris Malaguzzi International Centre, as Reggio Children's headquarter and the main driving force for the national and international dissemination of "Reggio Emilia Approach" in the education field.

The Park is a hub able to produce and disseminate knowledge, attract hi-tech and high-added-value enterprises and act as an incubator; a place where businesses gather specific skills for local production needs through the development of synergistic research projects. Companies settled in the Park can rely on services provided by REI (Reggio Emilia Innovation), ASTER (regional hub of technology transfer), UNIMORE, E35 Foundation, CRPA and other companies settled in the area.

From the territory as a whole, from companies and local actors, the request is to grow as territory, to maximize efforts to give value to the territory as lever for attractiveness; for this reason the action on attractiveness is pivotal: it has more room to grow and it is also the focus of Stakeholders efforts. In this context the Innovation Park is a fundamental and shared lever to attract business and talents.

3. Actors and stakeholders

List and roles of main actors and stakeholders involved for the implementation of the LAP:

- Municipality of Reggio Emilia
- Chamber of Commerce

Business associations

- CNA business association
- Unindustria Reggio Emilia
- Legacoop Emilia Ovest

Research centres

- University of Modena and Reggio Emilia
- CRPA – Centre for Animal Production
- Reggio Children – International Centre Loris Malaguzzi

Specialised agencies

- Reggio Emilia Innovazione Foundation
- E35 Foundation for International Projects
- STU Reggiane – Society for Urban Transformation

High Secondary schools, SMEs, companies, cooperatives

4. Actions of the LAP

ACTION 1 - Reggio for competitiveness and internationalization - to enforce local governance for improving internationalization of territory and enhancing SMES competitiveness

1. Relevance to the project

The inspiration for this action comes from both the GPs selected for Transfer Workshops: Wakefield Bondholder Scheme that foresees a formalised bondholder for public institutions, SMEs and other economic actors of Wakefield interested in internationalisation, promotion of economy and culture of entrepreneurship. Similar inspiration comes also from Vit Emprende that has formalised the network of startups active in Valencia. Formalised networks and groups of local actors for internationalisation and promotion enhance opportunities and leverages.

The inspiration for this action comes from both the GPs identified for the transfer workshops, in particular: Wakefield Bondholder Scheme, which foresees a formalized bondholder in Wakefield between public institutions, SMEs and other economic actors interested in internationalization, to promote the economy and the culture of entrepreneurship. A similar inspiration also comes from Vit Emprende, which has formalized the network of start-ups active in Valencia and the existing collaborations between companies, public institutions (Municipality and Region) and other economic actors of the territory. This experience shows how formalized networks and groups of local actors for internationalization and promotion can improve the governance of the actors involved, strengthening the opportunities and effectiveness of the levers for these policies.

2. Nature of the action

Main objectives:

- Local Stakeholder Group formalised with periodical meetings (at least one a semester) to plan and share projects, events
- Facilitate coordination and governance leveraging on exchange online platform

The action foresees the formalization of the Local Stakeholder Group (LSG) of Compete In through the signing of a Memorandum of Understanding, with a specific operational focus based on the realization of proposals for activities and methods of work mainly according to Local Action Plan, under the direction of the Municipality.

Members of LSG are: Municipality, Chamber of Commerce, Business Associations (Unindustria, CNA, Legacoop Emilia Ovest), Research centers (CRPA, Reggio Children, University of Modena and Reggio Emilia), E35 Foundation for international Projects, Reggio Emilia for Innovation, STU Reggiane Spa.

The protocol provides for quarterly periodic planning and sharing meetings: sharing reports, projects, system events; expanding target of incoming and outgoing missions; encouraging contamination between the business world, education and research.

The Local Stakeholder Group also provides for a constant collaboration with the Emilia Romagna Region, to respond to the objective of harmonizing regional and local planning levels.

3. Keywords: internationalisation, attractiveness and international partnerships

4. Tools to be used

Among the working tools of the LSG, the Exchange Online Platform - online platform designed within the Compete IN project - will be used to facilitate information sharing, with particular reference to events, relations with country areas of interest, activities on areas country of interest, ongoing projects. In addition to sharing sessions and common projects, the Local Stakeholder Group will also be able to activate working groups dedicated to specific topics; the objective is to create a working method with variable geometries, in which the different actors share the responsibility of promoting the territory and its businesses on the basis of the sectors of competence.

5. Stakeholders engaged

Municipality of Reggio Emilia

E35 Foundation for International Projects

Chamber of Commerce

Business Associations: Unindustria Reggio Emilia, CNA, Legacoop Emilia Ovest

UNIMORE – University of Modena and Reggio Emilia

CRPA – Centre for Research on Animal production.

REGGIO CHILDREN

REI

STU Reggiane

Stakeholders shared the action in its design and by signing the protocol they commit, each for their own knowledge and skills, to discuss projects and activities both to share those in progress and increase their value and scope, and to design new initiatives. From this point of view, the protocol achieves the objectives of governance and also responds to the need to find a way to obtain new inputs from the territorial actors and to put them into a system, allowing the Administration to take into account new approaches, new ideas in its own programming. The commitment of Stakeholders who are closer to companies also guarantees a direct contact with the companies' needs and their participation in the actions of the LAP. All Stakeholders have international relationships and projects and the formalization of the LSG allows for the creation of synergies and maximizing the contributions of each one in this field; in the same way, activities and projects of a more local or national scope can have an international impact, otherwise difficult to pursue and achieve. The relationships and the contacts that the single actors have at international level are opened to the other actors; in its international relations, for example, the Municipality promotes the activities of other actors, involves the other actors in the territory in its missions and projects, offering opportunities but also taking inputs from them, on basis that are no longer contingent but shared goals and objectives within the formalised group in the periodic meetings. Through the thematic tables with variable geometry, moreover, each proactive actor can involve other actors from time to time on the basis of interests, skills and relationships.

6. Role of SMEs

SMEs, which constitute one of the final targets of the internationalization actions of the territory, are the basis of the inspiration of the projects and of the actions that the different actors carry out in their daily work. The sharing of projects and actions will make it possible to increase the impact of these and to better take into account the needs of the companies which may also be better

conveyed to the whole territory and to all the actors. Through the co-planning and the contamination between the various actors, the requests of each actor's reference companies can be compared, aggregated and can find wider answers.

7. Expected results

Increase sharing and co-designing of actions
Increase opportunities for meetings and joint work
Increase awareness of local opportunities

8. Result indicators

Number of meetings of the LSG: 4 (one every 3 months)
Number of thematic tables realized: at least 3
Number of projects / events shared via the Online Exchange Platform: at least 5

9. Timeframe

The formal LSG begins in the second phase to implement the memorandum of understanding, carrying out the planned activities: periodic plenary meetings, definition of thematic tables, work on LAP actions, periodic checks on the functioning of the system.

March 2019- September 2019

MoU drafting

Formalization of the working group through approval of the MoU and signature by all the actors

September 2019- March 2021

Implementation of coordination meetings and thematic tables

10. Indicative costs

€ 28.000,00 for the organisation and realisation of LSG meetings, thematic tables and the management of the Online Exchange Platform.

11. Indicative funding sources

Stakeholders' own resources.

ACTION 2- Culture for internationalisation and innovation – To enforce and improve culture of internationalisation and innovation improving “enabling conditions” toward international dimension and exchange of experience and contamination

1. Relevance to the project

Both Wakefield Bondholder Scheme and Vit Empreende experiences have highlighted in the transfer workshops realised in Reggio Emilia how important is to leverage on culture, mind-set and awareness activities about the role of SMEs and start ups and how important is to foster the key role of enterprises as protagonists. The value of building up a culture oriented to innovation, entrepreneurship and internationalisation has been considered a key point and a challenge in all the experiences approached within Compete In project.

In particular, in Vit Empreende experience, start-ups and companies have played an important role of mentorship towards other companies, demonstrating how contamination and the relationship between different companies can become key factors for innovation and competitiveness, in particular in international contexts.

2. Nature of the action

Main objectives:

- Enterprises “protagonist and leader” to define projects, tools and experiences for internationalization, attraction and partnerships
- Enterprises as testimonials speaking to other enterprises to share experiences about internationalization processes

The action aims to strengthen the culture of internalization and the ability of companies to develop actions and paths of internationalization and innovation, leveraging on the exchange of experiences with other companies that have already undertaken similar paths, but also meetings for deepening knowledge on experiences / opportunities / critical issues related to geographical areas, tools.

The action aims to enhance what has already been done by other local actors dealing with internationalization and innovation- in particular the Chamber of Commerce and trade associations- in order to develop actions that are characterized by:

- * integrated actions developed by the territorial system to favour the single company
- * innovative internationalization actions linked to specific projects.

The action in particular will foresee two strands of activity:

Activity 1: Integrated territorial planning towards two pilot countries

- Identification of at least 2 target countries of priority interest for the territory on which to develop integrated and territorial initiatives and projects. The countries of interest will be identified by the Local Stakeholder Group on the basis of the positioning of Reggio Emilia with respect to institutional agreements, the presence of other companies or actors with whom it is possible to build supply chain alliances.
- Collection of needs and opportunities on the countries of interest- in the field of innovation and internationalization by local companies- through trade associations and intermediation actors.
- Identification by business associations and companies’ representatives of a group of target companies (at least 10) that can act as testimonials and protagonists exchanging experiences, tools and bringing their testimony to other "less mature" companies in terms of

internationalization and innovation. This action will be developed by trade associations and the Chamber of Commerce which will lead to a synthesis of needs and expectations at the LSG.

- Promotion of actions dedicated to companies and aimed at innovating the approach and culture of internationalization towards the target countries. In particular, the realization of: meetings between companies in which sharing experiences and cases of success or criticality on the countries of interest (at least 5)
- Co-design workshops between companies, research actors, local institutions and cultural associations to deepen the institutional, cultural and social context of the country of interest and co-design together integrated initiatives (at least 4)
- Informal moments of networking and knowledge to facilitate relationships and possible connections in the field of innovation and internationalization (at least 4)

Activity 2: Storytelling of business cases related to experiences (in the field of internationalization and innovation), which can lead to cases of success and "failure".

Businesses will be involved by Chamber of Commerce, business associations and all members of the LSG in order to collect their stories, values, products and services and will be called to act as testimonials and protagonists towards other companies and to exchange their experiences, tools and bear their testimony (of successes but also of failures). The exchange of experiences will take place mainly in informal dedicated meetings that will serve as both networking and learning peer-to-peer opportunities between different companies. Alongside the companies, other local players will also be called - University, CRPA, RCH, REI, other instrumental bodies, investment companies - that can bring interesting experiences and contributions in the field of innovation and internationalization. In particular, this activity will include:

1. Collection of case studies by the Chamber of Commerce, trade associations, economic actors of the territory on the basis of experiences of particular value or interest of the companies themselves (at least 6 cases between large companies, SMEs and cooperatives)
2. Organization of exchange meetings / mentoring / company meetings / networking opportunities (for example, business cafe) in order to facilitate knowledge and exchange of experiences with other interested companies (at least 4)
3. Collection of case studies in communication formats that can be transmitted to companies and disseminated among all interested parties

3. Key words:

internationalisation and international partnerships

4. Tools to be used

The implementation of the action will see the realization of:

- Co-planning workshop also through innovative co-design methods such as work cafe
- Storytelling by companies
- Meetings with delegations and representatives of the countries of interest
- Applying for international and European calls

5. Stakeholders engaged

Business Association: Chamber of Commerce, Unindustria, CNA, Legacoop Emilia Ovest: assessment of company needs and role of intermediation and co-planning based on the needs of companies;

identification of companies that can act as testimonials and as protagonists of international activities

Municipality of Reggio Emilia: facilitator and promoter of the territorial dimension; facilitator for international relations of which it is the bearer

E35 Foundation for international projects: technical assistance for the definition and implementation of activities; facilitator of international relations, technical assistance for the definition of internationalization paths and for the co-planning of new international paths

Unimore, CRPA, RCH, REI, STU Reggiane: facilitation for international relations and partnerships of which they are bearers, sharing of experiences, skills and know-how in countries, sectors and areas of interest

6. Role of SMEs

SMEs will be involved for:

- Selection of countries of interest
- Definition of needs / opportunities / challenges on countries of interest
- Share successful / critical experiences on countries of interest
- Participate in co-design workshops
- Share experiences of success and failure to act as a testimonial to other companies
- Attend presentation and networking meetings

7. Expected results

- 1) Increased awareness of SMEs on opportunities and experiences in terms of internationalization
- 2) Increased relations and partnerships between companies, local institutions, representative bodies, research bodies for innovation and internationalization projects

8. Result indicators

- 1) Number of SMEs involved in meetings and co-planning (at least 10)
- 2) Number of meetings / visits / workshops (at least 10)
- 3) Number of new actions and co-plans promoted at international level (at least 2)

9. Timeframe

March 2019 - August 2019

Selection of at least 2 countries of priority interest

selection of SMEs to be involved

September 2019 - March 2020

Implementation of meetings and workshops for the co-design of innovative actions for internationalization and innovation (at least 4)

April 2020 - March 2021

Implementation of integrated actions for territorial internationalization and innovation in the two target countries (at least 2)

10. Indicative costs

€ 17.500,00 for the organisation and realisation of meetings, events, workshops, communication activities.

11. Indicative funding sources

Stakeholders' own resources

Measure 4.1 of Emilia-Romagna Regional Funds

ACTION 3 - To increase young people exposition to international and innovative dimension and experience

1. Relevance to the project

The learning exchange process has highlighted the importance in each territory of promoting training and awareness activities at local level in order to make SMEs, entrepreneurs and people aware about the role of SMEs in the economy, internationalisation tools and processes. In particular, the experience of Vit Emprende has shown the relevance of investing in activities to dialogue with companies and start ups and to connect them with citizens and other local actors in order to create a "culture" of start-up, entrepreneurship and SMEs role in internationalisation. This cultural aspect in the experience of Valencia has been highly promoted by the Municipality supporting Vit Emprende. Taking inspiration from these critical elements, the Reggio Emilia LSG has proposed to work for building up a "culture for internationalisation and innovation" starting from the youngest generation. For this reason, Reggio Emilia LAP has included a target action for young students and people aiming at promoting international and innovative approaches, by supporting contamination between the youngest, SMEs and local actors for economic development.

2. Nature of the action

Main objectives:

- Strengthen and improve the culture of internationalization and innovation of young people, with the aim of changing the approach and attitude towards innovation and internationalization by investing in new generations
- Define and develop integrated territorial actions in order to increase young people's exposure and interest in innovation and the involvement of young people in international initiatives

The action aims to strengthen the exposure of young people and new generations to contexts and experiences related to innovation and internationalization, relying on contexts, opportunities and paths characterized by highly innovative and/or internationalized dimensions and aspects.

The action aims to promote coordinated initiatives towards young people in order to facilitate their approach to the overall territorial dimension of innovation and internationalization, opening contacts and relationships towards more actors and levels.

The action in particular will include the following activities:

- Identification of 1 pilot target group of young people (at least 10) to address experimental actions dedicated to innovation and internationalization, offering a systemic and territorial framework. In particular, the target group will be built starting from:
 - o Students participating in the Erasmus + program
 - o High schools students
 - o University students
- The pilot group will be offered an annual calendar of training activities, hands-on visits and meetings aimed at learning more about places of innovation and internationalization of Reggio Emilia: Innovation Park, Research Center laboratories, Loris Malaguzzi International Center, E35 Foundation, Start-up projects and incubators, highly innovative. The organization of at least 2 annual training meetings is planned at these places.
- After the first year of activity, a second pilot group of young people will be selected (at least 15) and a second calendar of activities will be proposed.

3. Key words

Internationalisation and international partnerships

4. Tools to be used

The implementation of the action will see the realization of:

- co-design meetings between members of the LSG participating in the action;
- meetings with local companies;
- meetings with local actors involved in research and innovation paths and in international paths;
- visits to particularly significant places for innovation and internationalization;
- meetings with delegations and representatives of countries visiting Reggio Emilia.

5. Stakeholders engaged

Unimore: coordinator of the action both for the definition of the modalities and of the main educational and training proposals to be proposed.

E35 Foundation: technical assistance for the implementation of initiatives and activities, leveraging the various projects and international exchange initiatives for high school students, new graduates and recent graduates; sharing contacts, experiences and skills in internationalization processes.

Business Associations (Chamber of Commerce, Unindustria, CNA, Legacoop Emilia Ovest): facilitation of contacts with companies engaged in the innovation sectors and with internationalization experiences; sharing experiences and skills.

Municipality of Reggio Emilia: facilitator and promoter of the territorial dimension; facilitator for international institutional relations; facilitator for connections with the Innovation Park.

CRPA, RCH, REI, STU: facilitation for the organization of meetings, visits and experiments; provision of spaces and experiences; provision of skills and know-how in countries, sectors and areas of interest.

6. Role of SMEs

- Organisation of meetings and visits
- Sharing experiences
- Facilitating young people internships and work experiences

7. Expected results

- Increased awareness of young people about opportunities and experiences in terms of internationalization.
- Awareness of young people on opportunities and experiences in terms of innovation has been increased.
- Relationships and partnerships between young people, companies, local institutions, representative bodies, research institutions for innovation and internationalization projects.

8. Result indicators

- Number of young people involved in meetings and co-planning (at least 25)
- Number of SMEs involved (at least 10)
- Number of economic actors involved (at least 5)
- Number of meetings / visits / activities for young people (at least 8)

9. Timeframe

March 2019 - June 2019

Selection of the first target group of young people to be involved.

Definition of the program of meetings with companies, economic actors, research actors.

September 2019 - March 2020

Realization of the first calendar of meetings, visits and activities with the youth pilot group.

April 2020 - June 2020

Selection of the second target group of young people to be involved.

Definition of the program of meetings with companies, economic actors, research actors.

September 2020 - March 2012

Implementation of the second calendar of meetings, visits and activities with the youth pilot group.

10. Indicative costs

€ 13.000,00 for the organisation and realisation of meetings, visits and other activities

11. Indicative funding sources

Erasmus Plus Programme

Measure 4.1 of Emilia-Romagna Regional Funds

Stakeholders' own resources

ACTION 4- International positioning – Reinforcing the attractiveness of Reggio Emilia at an international level - *Analysing the attractiveness of Reggio Emilia internationally*

1. Relevance to the project

The exchange process based on Compete In project has highlighted how much regional and local territories engaged have tried to define their own position and strength (in terms of sectors and SMEs opportunities) in order to define where and how to move at international level.

This process is more relevant and well defined for the regional actors according to the needs to define their Smart Specialisation Strategy. Local authorities and territories have linked their policies and initiatives to SS strategy without having defined statistical research and objective analysis about it. The experience of Wielkopolska with the EBoi project also shows the importance of defining “tools and strengths to be attractive (10 measures to attract investors).

This action comes from the needs to have an objective point of reference to measure the attractiveness of Reggio Emilia territory and have a platform to engage LSG in defining dedicated actions on this point.

The inspiration for this action comes also from the Wakefield Bondholder scheme. The WBHS aims at:

1. Accelerate the economic growth of the Wakefield district through branding, marketing and promotion nationally and internationally;
2. Bring together the activities of the private sector to share and exploit system opportunities;
3. Work together to identify key sectors and develop key business clusters;
4. To promote the Wakefield district to national and international partners, investing in the economic fabric and the growth of the territory.

During TW on Wakefield Bondholder Scheme the British experts underlined as pivotal, for the success of their Good Practice, a clear and comprehensive evaluation of the positioning of the local system; local actors based on their skills must identify gaps through a shared preliminary work based on the analysis of data and information related to sectors, the economic and social context, emerging sectors, innovation needs, etc. to modulate coherent answers as well as to bring out potential stakeholders and latent and/or hidden stakeholders.

2. Nature of the action

Main objectives:

- Analyse and evaluate the international positioning of Reggio Emilia, through analysis and statistical data that measure the attractiveness in terms of direct investments from abroad with respect to sectors and actors
- Strengthen the actions of the territory capable of attracting economic resources and social and human capital to make the territory more attractive and interesting at international level
- Define and develop integrated territorial actions in order to increase the potential and conditions of attractiveness of the territory, both in terms of monetary investments and in terms of know-how and international partnerships

The action aims to strengthen the attractiveness of the territory of Reggio Emilia, starting first of all from a statistical and objective analysis of the direct investments from abroad on the territory and from their growth in recent years. In particular, the analysis will offer an empirical support on the competitiveness of Reggio Emilia in terms of inward investments, analysing in particular Reggio

Emilia's strengths, growth and competitors. The analysis will have an international dimension and will be based not only on total investments, but also on 39 specific industrial sectors and 18 production activities, thus offering a framework of analysis on the performance of Reggio Emilia in the period 2003-2017 and how it positions itself with respect to other cities in sectoral and functional terms. Alongside these aspects, the analysis will also offer an assessment of the attractiveness of Reggio Emilia with respect to human resources and potential jobs related to internationalization and direct investment. The analysis will also look at the growth of investments in these same sectors and activities in the same period, to evaluate the positioning of Reggio Emilia compared to other cities in terms of growth of investments in various sectors and activities. This work will make it possible to delineate in detail the Municipality's competitors in a wider geographical context, which is important for future detailed qualitative research to define connected internationalization measures and policies. The analysis will be carried out by prof. Ronald Wall (expert also selected for accompanying the definition of the LAP itself) and will lead to a definition of the positioning in terms of attractiveness of Reggio Emilia, definition of competitors in terms of innovation ecosystems and clarification of the levers and critical factors of success. The quantitative and qualitative analysis produced will be presented to the various local players in order to discuss the results achieved and to define together ideas and proposals addressed to stakeholders and companies. The research will allow having a look at the territory of Reggio Emilia that integrates global and regional economic development, urban economic competitiveness and development of foreign investments. The research intends to underline the importance of understanding cities through local, regional and global scales, outlining how network interactions between these scales influence the development of urban agglomerations with the aim of achieving greater competitiveness and resilience.

The analysis will facilitate the definition of new policies and initiatives for the attractiveness of the city, evaluating new methods of relationship and collaboration not only with the regional territory but also with the neighbouring areas and regions. This will allow the revision of the strategic direction of the DUP "Policies for the internalization and attractiveness of the territory", focusing differently on sectors and areas of relevance. The analysis will offer an objective basis for verifying the empirical considerations on the attractiveness of the territory (previously collected by the city thanks to the work of the LSG in continuity with the Expo Milano 2015 project), as well as a new cooperation platform for the definition of the actions envisaged by the LAP (action 5 and 6).

3. Key words

Internationalisation and attractiveness.

4. Tools to be used

The implementation of the action will take place through:

- statistical analysis of direct investments from abroad to Reggio Emilia and comparison with the main competitor cities
- meetings with local economic actors for discussion and analysis of data
- meetings with companies for discussion and analysis of data
- definition of ideas and proposals to increase the attractiveness of the Reggio area

5. Stakeholders engaged

Municipality of Reggio Emilia: coordination of actions and facilitation of routes and initiatives; making available contacts, experiences and skills in internationalization processes

E35 Foundation: technical assistance for the implementation of initiatives and activities; making available contacts, experiences and skills in internationalization processes

Business Associations: Chamber of Commerce, Unindustria, CNA, Legacoop Emilia Ovest: participation in activities; facilitation of contacts with companies of interest;

CRPA, RCH, REI, STU Reggiane: facilitation for the organization of meetings, visits and experiments; provision of spaces and experiences; provision of skills and know-how in countries, sectors and areas of interest

6. Role of SMEs

SMEs will be involved in the following areas:

- Analysis and discussion of data on the international positioning of Reggio Emilia

7. Expected results

- Increased knowledge and awareness with respect to the international positioning of the territory with particular reference to sectors and activities.
- Developed ideas and proposals on how to strengthen the international attractiveness of the less valued sectors.

8. Result indicators

- Number of meetings for the presentation of results
- Number of SMEs involved
- Number of economic actors involved

9. Timeframe

March 2019

- data acquisition with exclusive license from the database provided by the Financial Times; preparation, processing and analysis of the same;
- realization of a Skype conference for the collection and analysis of needs, presentation of the first assessments on the positioning of the city in Reggio Emilia.

March 2019 - June 2019

- refinement of the analysis;
- finalization of the research and presentation during a meeting with the Municipality of Reggio Emilia and the Local Stakeholder Group.

10. Indicative costs

€ 15.000,00 for the acquisition of data, data processing and analysis.

11. Indicative funding sources

Municipality of Reggio Emilia own resources

ACTION 5- International positioning – Reinforcing the attractiveness of Reggio Emilia at an international level - Leveraging on Innovation Park as asset to attract social capital and resources

1. Relevance to the project

The inspiration for this action comes from both the GPs selected for Transfer workshop. The Wakefield Bondholder Scheme is based on the role of local actors and institutions in a globalized and competitive economy; this creates a system of collaboration between companies, associations, AP, intermediate bodies to create opportunities of common interest. In the Park this kind of approach should find a concrete implementation. The WBHS also underlines the importance of branding: branding and territorial marketing activities are fundamental to meet the expectations of those who live and work (or plan to) in the territory, taking into consideration the characteristics of the territory and of the entrepreneurial fabric; these characteristics must be recognized and become a lever for common and shared values.

VIT Emprende represents the new economic model proposed by Valencia based on knowledge and talents and start-ups: Valencia can count on an entrepreneurial mindset, transport and connections, an industry committed to the city and uses this characteristics as levers of attraction; moreover public-private collaboration at all levels (local, regional, state) and a system of multi-system connections (consultants, lawyers, start-ups, companies, business angels, large companies, banks) are essential to create the environment just to start to break through. Creating a specific area dedicated to innovation and start-ups (Marina) meant bringing people together to generate energy, facilitate investors, attract customers and investors in a beautiful place. It also means facilitating concentration and therefore (informal) meetings between actors, transfer between sectors and making the ecosystem recognizable.

A further inspiration for this action comes from the experience of the Ideon Science Park in Lund (Sweden), which was visited in March 2019 by the LP and representatives of REI Foundation within a mixed mission of local companies and organizations in collaboration with IFOA, training agency of the Chamber of Commerce of Reggio Emilia. In particular, the visit offered the opportunity to experience how the Swedish park contributes to the promotion of the attractiveness of Lund area by organizing incoming activities of foreign companies and economic actors.

2. Nature of the action

Main objectives:

To emerge and compete on the international scene Reggio Emilia has chosen to innovate its economic, social and cultural model by focusing on the attraction of knowledge, research and innovation and on the exchange of talents, experiences and relationships.

Central point of this development strategy is the Innovation Park, a logistic, technological and service platform that has the purpose of supporting and strengthening the local productive fabric following smart specialization strategy logics and models.

In line with the local strategy described in the Policy instrument, the Innovation Park must become a driving force to promote Reggio in an increasingly international dimension, increasing its visibility and making its reputation grow.

To do this, the potential of the system of institutional international relations of the Municipality and the system of relations and governance of the local economic world must be capitalized.

To achieve these objectives, the main actions to be taken will be the enhancement of the distinctive skills of our territory (education, green economy, mechanics-mechatronics, agribusiness) that, because of their history, current strength and the possibility of generating benefits in other fields and

sectors, have the opportunity to be and remain a point of absolute excellence worldwide able to compete in the global market. These excellences are present in the Park thanks to companies, laboratories and research centres.

The action takes the form of the following lines of activity:

1. definition of communication, marketing and promotion tools of the Innovation Park - of its identity and its services - designed as complementary to the activities and planning of local stakeholders, in order to support international promotion in the diplomatic, institutional, and internal networks, partnerships, international clusters on the topics of research, innovation, technology transfer, business incubation;
2. positioning of the Innovation Park at the centre of the international relations of local actors through the definition of a visit format for delegations, stakeholders and companies from abroad. The format, built on the basis of the needs of the various actors involved, will be structured in a flexible and modular way according to the different targets and organized in 3 macro-phases:
 - pre-visit (collection of needs and interests of the international partner, sending of informative material, formulation of proposals and visit packages);
 - visit (reception, visit to the Park facilities, identification of the speakers, realization of side-meetings, etc.);
 - follow-up (sending possible in-depth material, satisfaction questionnaires and indication of the areas of interest on which to develop possible forms of collaboration).

3. Keywords

Internationalisation, attractiveness, international partnerships.

4. Tools to be used

Within the Innovation Park an inter-institutional working group is operative - made up of staff from the Municipality of Reggio Emilia, REI Foundation and STU Reggiane spa - with the task of defining the service offer and developing actions and projects.

This group will work with the formalized Local Stakeholder Group (also identifying specific operating sub-groups) with the aim of implementing the actions described above, through tools such as brochures, videos, roadshows, workshops and events created ad hoc.

5. Stakeholders engaged

Municipality of Reggio Emilia; STU Reggiane; REI; E35 Foundation; Chamber of Commerce; UNINDUSTRIA; CNA; LEGACOOP; UNIMORE; CRPA; REGGIO CHILDREN

All indicated Stakeholders are present and active in the Innovation Park, both directly because physically located with offices or laboratories (UNIMORE, CRPA, REGGIO CHILDREN, REI, STU Reggiane, Reggio Emilia Municipality), and/or because in continuous contact with actors and Park companies in their daily activities (E35 Foundation, CCIAA, UNINDUSTRIA, CNA, LEGACOOP). The Stakeholders in their own activities enhance the Park and use the Park as a lever and an element of attractiveness of the territory in which they operate; the Park becomes a business card of a territory and can be used by Stakeholders as a fundamental asset.

6. Role of SMEs

The companies are the protagonists and at the same time the final recipients of the planned actions. Their participation is fundamental as ambassadors of themselves and of the territory. They are directly involved both as an object of attraction and as an element of external attraction.

7. Expected result

- Creation of new international networks
- Increased number of international subjects participating in events and activities of the Park

8. Result indicators

- 2 networks activated
- 10 international subjects participating in events and activities of the Park

9. Timeframe

April 2019 - December 2019

Definition of tools and collection of needs

January 2020 - December 2020

Realisation and implementation of the instruments

10. Indicative costs

€ 10.000,00 for the organisation and realisation of communication, marketing and promotion tools

11. Indicative funding sources

Municipality of Reggio Emilia own resources

Innovation Park own resources

Stakeholders' own resources

Regional funds

ACTION 6 - International positioning – Reinforcing the attractiveness of Reggio Emilia at an international level - *Edu-Research-Business Week*

1. Relevance to the project

The inspiration for this action comes from both the Gps selected for Transfer workshop.

The main inspiration comes of course from the WBHS that organises each year the Wakefield Business Week. Through the Transfer workshop the British experts gave several suggestions on how and why to organise a Business Week in Reggio Emilia taking into consideration the local context. During the TW, LSG inspired by British expert proposed to integrate EDU and research activities and sectors.

Vit Empreende experience in working in order to mix start ups and traditional companies, investors and university, general public was also fundamental as inspiration to define a specific moment and place where to combine all these elements to make the territory recognisable in all its elements.

2. Nature of the action

Main objectives:

If Reggio Emilia wants to be a competitive city, it must be an attractive city.

To increase its reputation nationally and internationally, it is essential to implement shared and effective territorial marketing activities and initiatives with a clear and specific objective to pursue and achieve: to increase the ability to know how to attract businesses, talent, research and resources.

To achieve this goal, it is necessary to identify tools to promote the area and its distinctive competences that can build an effective synthesis and a real interconnection between supply and demand.

These strategies and objectives are met by the realization of an Edu-Research-Business Week: a showcase of Reggio Emilia excellence and planning, a moment of synthesis and presentation of the results obtained, as well as a moment of further growth in relation to specific international targets and national ones identified from time to time. The event is prepared and implemented thanks to the new governance methods described previously in Action 1, putting into practice what is being done by the individual local actors, the projects and policies in progress, leveraging the international relations of the various parties to promote their offer.

Organization, in the area of the Innovation Park, of an annual Edu-Research-Business Week of international importance: an exhibition and networking event in which to present the production system, research and local innovation by leveraging the main drivers of territorial development (mechanics / mechatronics, education, environment / energy, agrifood).

It will also be a moment of promotion and dissemination of contents, strengthening of local and international partnerships through the organization of seminars, expo, b2b meetings, workshops for the definition of new projects.

Each year it will be declined, in agreement with the members of the LSG, on a specific theme. Also the organization and the format of the Business Week will be defined and agreed from time to time without a rigidly fixed scheme to take into account the needs of the territory. It is believed that a streamlined and adaptable format, on the basis of what emerged during the transfer workshops, is more effective and efficient also in relation to the way in which the internationalization table is governed.

3. Keywords

Internationalisation, attractiveness and international partnerships

4. Tools to be used

Organization of seminars, expo, B2B meetings, workshops, events, presentations, round tables, demonstrations.

5. Stakeholders engaged

Municipality of Reggio Emilia; STU Reggiane; REI; E35 Foundation; Chamber of Commerce; UNINDUSTRIA; CNA; LEGACOOP; UNIMORE; CRPA; REGGIO CHILDREN.

All the Stakeholders indicated contribute through their competences identifying annually production areas and sectors on which to build the ERBW. Through the actions implemented by the formal LSG it is possible from time to time to identify areas / countries of interest (also taking into account regional planning) to shape ERBW actions, for example through country focus, invitations from speakers, conferences, organization of side meetings and B2B ad hoc.

The members of the LSG who represent the production system identify the companies that intend to participate in the ERBW by presenting their products and projects, participating in B2B, identifying areas and topics of interest on which to hold meetings, workshops and meetings.

Representatives from the world of research and education contribute to enhancing their international networks and identifying topics of interest by providing indications for the realization of events, workshops and meetings.

For each future annuity, the work group identifies the themes and focus of the initiative based on the needs and priorities collected in the territory.

6. Role of SMEs

Contribution to content, experiences and paths to be proposed in the ERBW: businesses are the protagonists and at the same time the final recipients of the planned actions. Their participation is fundamental as ambassadors of themselves and of the territory. They provide fundamental information about areas of interest and target markets, they also contribute through economic resources specific to the realization of the event.

7. Expected results

- Increased visibility of the territory;
- increase in company visibility;
- increased visibility of distinctive skills.

8. Result indicators

- 5 events / initiatives carried out within the ERBW
- 20 ERBW participants (institutional subjects, companies, research centres, etc.)

9. Timeframe

April 2019 - December 2019

Constitution of work group and planning of ERBW 1st Edition

January 2020 - December 2020

Organization and realization of the ERBW 1st Edition - event 1

10. Indicative costs

€ 30.000,00 for the organisation and realisation of seminars, workshops, meetings, visits, communication tools

11. Indicative funding sources

Municipality of Reggio Emilia own resources

Innovation Park own resources

Stakeholders' own resources

Measure 4.1 of Emilia-Romagna Regional Funds

Companies sponsorships

Other EU funding programmes (H2020, Erasmus Plus, Erasmus Plus)

Date: _____

Partner signature: _____

Stamp of the organisation (if available): _____

Managing authority signature: _____

Stamp of the organisation (if available): _____