



InnoHEIs aims to improve the performance of the research and innovation infrastructure to speed up the innovation process and enlarge the role of higher education institutions in regional development.

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Action Plan : improving RIS3

Centre-Val de Loire region (France)

[March 2022]

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1. General information

Project:

PGI06144 InnoHEIs - Improving Research and Innovation
Infrastructure Performance: .



Partner organisation(s) concerned: *DEV'UP Centre Val de Loire*

Country: *FRANCE*

NUTS2 region: *Centre-Val de Loire*

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The Action Plan aims to impact: Investment for Growth and Jobs programme

European Territorial Cooperation programme

Other regional development policy instrument

Name of the policy instrument(s) addressed:

RIS3 2021-2027 of the Centre Val de Loire Region

We decided to focus mainly on the RIS3 2021-2027 of the Centre Val de Loire Region. Indeed, this is the strategic document on which the various innovation policy instruments are based: the Regional Economic Development, Innovation and Internationalisation Plan (SRDEII), which is currently being redefined, but above all the ERDF Operational Programme.

The 2021-2027 smart specialisation strategy, which was drawn up with regional stakeholders in 2020, was adopted in November 2020 by the Regional Strategic Innovation Committee, co-chaired by the Prefect and the President of the Region. It

serves as a link between the ERDF OP 2014-2020 and the ERDF OP 2021-2027 (which has not yet been validated by the European Commission).

Thus, the Operational Programme ERDF-ESF Centre 2014-2020, Axis 1: a knowledge-based society (OT 1 is directly linked with the RIS3 objective to increase the critical mass, visibility and attractiveness of competence centres in the 5 priorities areas and implementing this policy.



2. Introduction

2.1. InnoHEIs Project.

InnoHEIs aims at enlarging the role of higher education institutions (HEIs) and their research and innovation infrastructure. How can they act as key stakeholders for regional innovation development?

Fostering entrepreneurship and creativity in regions

Fostering entrepreneurship and creativity brings many benefits to higher education institutions and regions. InnoHEIs addresses the challenge to enhance the role of higher education institutions and their research and innovation infrastructure.

Enabler of the entrepreneurship discovery process

This role can be filled in as an enabler of the entrepreneurship discovery process (EDP). The entrepreneurship discovery process is an inclusive and interactive bottom-up process. Participants from different environments, such as policy, business and academia are discovering a potential of new activities and opportunities that emerge through this interaction.

Integration of entrepreneurial knowledge

Higher education institutions and their research and innovation infrastructure can build partnerships thanks to their unique infrastructure and human capacities. Entrepreneurial knowledge is often fragmented and distributed over many organisations, companies, universities, clients and users. Higher education institution can support the integration of the entrepreneurial knowledge.

Remove barriers and enhance collaboration

Thus, InnoHEIs partners look at possibilities to mobilise higher education institutions and their research and innovation infrastructure for regional innovation development. Their aim is to remove barriers among different types of higher education institutions

and their research and innovation infrastructure. And enhance their cross-institutional and cross-sectoral collaboration.

2.2. Regional Action Plans

Produced by each partner, the action plan is a document providing details on how the lessons learnt from the interregional cooperation during the Phase 1 of the project will be implemented in order to improve the policy instrument that is addressed within their region. It specifies the nature of the actions to be implemented, their timeframe, the players involved, the costs and funding sources.

Based on a learning process that included a State-of-the-Art report for the identification of the areas of improvement of each Policy Instrument, the organisation of Thematic Workshops on key topics shared by the partnership, the participation in 8 Peer Reviews (organised in an on-line mode due to the COVID-19 pandemic), the identification of good practices, a 2nd round of visit (in a face-to-face mode) for an in-depth analysis of the GPs, and a close relation with the Regional Stakeholders' Groups, the action plans will be developed focusing on the improvement of the identified challenges within each region.

During Phase 2, the project partners will closely monitor the implementation of the action plans and will regularly check the extent to which the measures described in the action plan are implemented on the ground, evaluating the results of these measures and gathering evidence of success to be reported to the programme. During Phase 2 the project partners will continue to learn from each other and will exchange and build on the success achieved or on the difficulties encountered.

3. Policy context

3.1. The policy instrument



(Description of the Policy Instrument. If different from the original one, explain why the original one can no longer be influenced and what is the relevance of the new one and how the partner can actually influence it)

The policy instrument addressed is the RIS3 of the Centre-Val de Loire region 2014-2020, its evolution for 2021-2027 and consequently the axis1 of the OT1 of the ERDF OP.

Axis 1 of the ERDF OP addresses both SME competitiveness and the capacities of the region in RDI. It is also closely linked to the S3 and to the Regional Economic Development Strategy for innovation & internationalization (SRDEII).

Both policy instruments aim:

- To encourage all types of innovation by strengthening regional research and innovation capacities;
- To make the ecological transition an asset for the industrial fabric;
- To strengthen the region's attractiveness by building on the industry and on tourism sectors having an international dimension
- To enhance the creative capacities of companies through the human capital
- To increase the number of innovative companies from 1000 to 1500 by 2020.

The ERDF must also help to change the regional economic fabric from a "product offer" approach to a "global solutions" approach by integrating more innovative services and thus enable businesses to develop their margins and differentiate themselves from their competitors by building innovative and sustainable economic models.

Indeed, both the axis 1 of the ERDF OP as well as the RIS3 aim to reinforce the innovation capacity of our territory. Especially, through the policy mix, we intend to increase the critical mass, the visibility and the attractiveness of the (public and

private) RDI competence centres in the 5 priorities retained in the Centre-Val de Loire RIS3

3.2. Main challenges or areas of improvement

(Details about regional barriers and challenges. Key stakeholders involved. Information updated from the Peer-review report.)



Our aim is to build innovation capabilities in order to enable the regional companies to make the shift to industrial, digital and ecological transition:

To improve the efficiency of the RIS3 in regards to the objectives described above, we have to professionalize the member of the regional economic development network that supports the companies in their innovative projects. In particular, we need to better involve the HEIs in the coordination of the ecosystem of each RIS3 priorities. Acting like this, we hope to support HEIs to align their functions of human capital development with S3 priorities and better contribute to S3 implementation.

Our aim is to build innovation capabilities by strengthening the role of HEIs in regional partnerships. To meet the challenges described above there is a need for improvement of the policy instrument as the previews approaches need to be adjusted to new situation. Axis 1 of the ERDF OP addresses both SME competitiveness and the capacities of the region in RDI. It is also closely linked to the S3 objectives (which are also taken into account under ERDF OP's TO3), and to the Regional Economic Development Strategy for innovation & internationalization (SRDEII).

Strengthening « Human capital » is one of the transversal priorities in the Centre- Val de Loire RIS3. It is also a challenge for our region. The main objective is to increase the competencies and skills of the young and adult population, in view of adapting them to the technological, economic and labour market changes, especially in our thematic priorities RIS3 (SMEs and bigger companies, increasing their overall competitiveness). Furthermore, the financial tools in place to support innovation can have an impact if they are accompanied by human capital measures. We have no doubt that HEIs play a central role in the Human Capital Transversal measure and on

the fact that the RIS3 can be a real transformation in the way HEIs contribute to the regional Research & Innovation system.

Withing the challenges addressed during the CVL peer review, one in particular caught our attention “What steps should be taken to ensure that research projects are geared towards the needs of companies and contribute to RIS3?”

We have decided to focus specifically on the creation of deep tech start-ups or public research, i.e. those capable of bringing disruptive innovations to market.

We are aware that our region has a moderate flow of technology-intensive projects. We have also noticed that collective approaches between actors have tended to improve these flows, particularly towards the i-LAB competitions over the past two years. The initiatives underway to structure the valorisation of public research (C-VaLo, future “Unité d’Appui à la Recherche”, research support unit) and to reinforce the attractiveness for start-ups outside the region (DEV’UP action programme) also allow us to hope and expect a reinforcement of the flow of projects in the years to come. In this context, the coordination, articulation, stability of the participants and the legibility of the various offers will be more necessary than ever to structure the regional ecosystem in order to make the "user path" of the carriers’ fluid throughout the life of their project.

The challenge is above all to provide each promoter with a support pathway for his or her project during its various phases, ensuring that he or she always benefits from support offers adapted to his or her specificities and guiding him or her from one support to another.

All members of the Specialised Committee "Valorisation of Research and Innovation". (which coordinates the RIS3) will be involved in the project. It is composed of

- Regional Council of Centre Val de Loire

- State administration -represented by the Regional Academic Delegations for Research and Innovation (DRARI) and the Regional Directorate for the Economy, Employment, Labour and Solidarity (DREETS)
- Bpifrance (French Investment Public Bank)
- Regional Chamber of Commerce and Industries
- DEV'UP Centre-Val de Loire
- 6 Clusters (Pôle de compétitivité)
- 2 metropolitan areas (Tours and Orleans)
- 2 Universities (Tours and Orleans)
- 6 Research Institutes

3.3. Identification of best practices relevant for the Policy Instrument

(Indicate the GPs from other partners' region identify as more relevant for your Policy Instrument, based on the 2nd round of in-depth analysis. Please fulfil as many tables as needed.)



According to the challenges previously identified, we need to better coordinate support activities for deep tech start-ups to ensure that each project leader always benefits from support offers adapted to their specific needs. This will help to strengthen the regional value chains of the priority areas of specialisation, but also to attract investors and companies to the Centre-Val de Loire region to complete our value chains.

NAME OF THE GP	Regional Higher Education Network cooperation in Tampere Region
OWNER	Tampere University of Applied Sciences

<p>DESCRIPTION</p>	<p>Tampere University of Applied Sciences (TAMK) has established a Regional Higher Education Network cooperation in Tampere Region. It is a networking and operating model offering multidisciplinary education, innovation and development expertise comprising of a wide range of tools for the benefit of the whole region.</p> <p>TAMK’s multidisciplinary team of agents is looking for solutions to the development needs of the regions. These needs often consist of challenges in the availability of skilled labour force, the introduction of new methods for regional development involving all stakeholders, strengthening business cooperation, and providing opportunities for further training and capacity building.</p>
<p>TRANSFERABILITY ASPECTS TO THE REGION</p>	<p>Reducing the risk of failure for young companies and increasing the chances of success for research and innovation projects requires the implementation of a support system adapted to the different phases of development: technological maturation, financial engineering, hosting, support, financing, etc. Many players contribute to this support during the various phases of the creation project, by fulfilling maturation/pre-incubation, incubation and acceleration functions: the development services of universities and organisations within the C-VaLo consortium, public (OVL, CEEI Chartres, etc.) and private incubators, DEV'UP, competitiveness clusters, etc.</p> <p>Overall, this regional ecosystem makes it possible to mobilise the various functions and types of support required, under relatively satisfactory conditions.</p> <p>Nevertheless, a better coordination of the ecosystem is necessary by associating in a more important and systematic way, the metropolises, the project holders and beneficiary companies and the support providers around a multidisciplinary team in the image of what has been set up in Tampere.</p>

4. Action Plan

4.1. General description



(General explanation about the actions to be implemented, in line with the lessons learned from the project. Specify the name and number of actions.)

Note: below you will find some TIPS from the JS about the elaboration of the Action Plan. Please ELIMINATE this information once edited the Action Plan.

1. Be realistic.

Considering that **the duration of phase 2 is limited to one year** you should include only those actions that have higher chances to be implemented and achieve results **before the end date of the project**. If any action will be completed after this date it should not be included in the plan. The action plan should not be long. It can include only one action if it is clearly defined and relevant to produce a policy change.

2. Be relevant.

Please remember that the whole purpose of an action plan is to achieve the improvement of a specific policy instrument (ideally those addressed in the application form). This contribution to the project's objective should be clear from the action(s) described in the document. In case a policy improvement was already demonstrated in the region, the action plan can just refer to monitoring the effect of this change in the region.

3. Make sure the minimum information is provided.

As reflected in the programme template, a minimum of information is needed for each action (i.e., background and link to the project, activities, stakeholders involved, timeframe, costs and funding sources).

4. Make a clear link with the project.

You should describe how each action is linked to the project and how it derives from the interregional learning process (i.e., which good practice from one of the partner regions, which learning from a project activity inspired the action). This is the idea behind the first point of the template called '**The background**'. If an action cannot be related to the activities of the project, then it should not be included in the action plan.

4.2. Action 1

4.2.1. Summary of the action

Context of the Action Plan	Instrument to be improved	and RIS3 2021-2027		
	Policy instrument tackled	Axis 1 of the ERDF OP		
Name of the ACTION 1		Priority		High
Structuring the support of deep tech start-ups			x	Medium
				Low

Activities		Funding Sources	Costs	2021		2022				2023	
				Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
1	Collecting the experiences of different project leaders in the creation of innovative start-ups (from academic research or not) Share and refine with them the challenges of supporting innovative start-ups Confront their "client" vision with those of the support structures	Regional funds/ ERDF	Included in Dev'up budget								
2	Meet the institutional players (Region, Metropolis, State) to present them with the structure and obtain their agreement on financing	Regional funds/ ERDF	Included in Dev'up budget								
3	Collectively co-construct solutions to implement this support pathway	Regional funds/ ERDF	Included in Dev'up budget								
4	Formalise the support pathway and obtain a formalised agreement of the parties on the modalities of co-ordination	Regional funds/ ERDF	Included in Dev'up budget								

Players Involved			Indicators/ Monitoring	
Responsible		Functions	Indicators	No
A	N. Dubouloz	Director Higher Education / Research / Technology Transfer, department Region Centre- Val de Loire	Number of coordination meetings to structure the deep tech start-ups development support	5
B	N. Boulanger	Head of the Transitions and Innovation Support Unit, DEV'UP	Proposed policy mix evolution or recommendations to improve the structuration of the deep tech start-ups development support	1
C	C. Lauret	mission head, Higher Education / Research, department Region Centre- Val de Loire		

4.2.2. Relevance to the project

(Describe how this action derives from the project and in particular from the interregional exchange of experience. Where does the inspiration for this action come from?)



Overall, the regional ecosystem of support for innovation from public research and deep tech enables the mobilisation of the various functions and types of support required, under relatively satisfactory conditions in view of the fairly low flow of projects observed in recent years, particularly in the context of preparation for the national I-Lab competitions. However, the "user pathway" of project leaders is marked by the multiplicity and frequent change of their interlocutors, a lack of legibility of the support mechanisms, and of articulation between the mechanisms which is a source of anxiety for them, and of delay and perhaps sometimes failure for their projects.

It therefore seems necessary to structure the regional ecosystem in order to facilitate the "user path" of project leaders throughout the life of their project.

The "Regional Higher Education Network" initiative set up in the Länsi-Suomi region (Finland) by Tampere University of Applied Sciences seems to us to be a source of inspiration for structuring this support pathway. The fact that they managed to involve the municipalities in the project (in our case the Metropolitan areas of Tours and Orléans) and set up the information sharing processes between the supporting structures seems to us to be two essential steps for the success of our action plan.

Nature of the Action

(Describe precisely the content of Action 1. What are the specific activities to be implemented?)

The creation of a new start-up support structure does not seem necessary: the challenge is above all to provide each project leader with a single contact person who can monitor his or her project throughout its various phases, ensuring that he or she always benefits from support offers adapted to his or her specific needs and guiding

him or her from one support to another. Coordinated and monitored in this way, this entire ecosystem could form a "regional incubator" based on structures brought together within a consortium, which would be recognised through a label guaranteeing the quality and coordination of the support provided to project leaders and start-ups. This would also make it possible to guarantee a continuum of support before and after the creation of the company.

The objective of the action is therefore to carry out concertation actions with the various partners in order to arrive at a structured approach to supporting deep tech strat-ups (with defined processes and responsibilities).

4.2.3. Stakeholders involved

(Indicate the organisations in the region who are involved in the implementation of Action 1 and explain their role)

- DEV'UP Centre-Val de Loire, in charge of Regional economic development agency: in charge of the overall communication, monitoring and evaluation of the RIS3, of the management of the Innovation steering committee and as well as of the regional economic development network (REDCVL). The Unit "Territorial Animation and Attractiveness" coordinates the ecosystem providing innovation and economic development services to the regional companies. The Unit "Transitions and Innovation Support Unit" is animating the steering committee, responsible for the RIS3 monitoring and evaluation and participating to the assessment of the ROP. Furthermore, through Enterprise Europe Network, it provides free-of-charge internationalisation services to SME. It will be involved in the improvement of the economic development policy as the project manager.
- The Region Centre-Val de Loire, which is the managing authorities of the economic development public policies: ERDF OP (European Level) as well as the CPER (national level) and SREDEII (regional level). It will be

involved in the improvement of the economic development policy as the project owner, in collaboration with the French State services.

- The French State services that participate in the co-construction of public economic development policies: FEDER OP (European level) and SREDEII (regional level) and it is the co-management authority the CPER (national level).
- HESS: future Unit for Research Support. Units hosting both administrative and technical staff and research staff; Operational service structure created by the signing of a contract of association between a higher education institution and a research organisation. (Orleans University, Tours University, CNRS),
- C-VaLo, programme dedicated to the maturation and transfer of academic research results in the Centre-Val de Loire region. The C-VaLo structure brings together all the academic research players in the Centre-Val de Loire region and the other players in the regional innovation ecosystem, in particular the Centre Val de Loire region and the region's incubators.
- Lab'O: The LAB'O Village de CA Orléans is a 14,000 m² space specially dedicated to young innovative companies. The Innovation Accelerator detects and helps companies to emerge and provides support to business creators. It hosts some sixty startups that benefit daily from the expertise of its teams and partners. Managed by the metropolitan development body OVLT Orléans Val de Loire Technologie, the incubator promotes endogenous development. However, it also aims to encourage the reception of exogenous project leaders or companies
- Biolab now called Health Tech Station in Tours. In order to initially accommodate 5 accelerating companies and a few start-ups, premises will be fitted out and a range of services put in place (supported by Mabdesign).
- The Place by CCI is an innovation incubator in the Centre-Val de Loire region. In Chartres, it offers business incubation (support over 1 to 2 years) to welcome start-ups and young companies with both

accommodation and support solutions. This initiative is being extended to the entire region with variations in the various departments (28, 36, 18, 41)

- Orléans and Tours Métropoles. The Metropolises are responsible for supporting and assisting higher education and research establishments and research programmes, taking into account the Schéma Régional de l'Enseignement Supérieur, de la Recherche et de l'Innovation (SRESRI)
- Competitiveness clusters
 - - Cosmetic Valley (Chartres): The Cosmetic Valley cluster, a complete ecosystem, brings together all the companies in the perfume and cosmetics industry at national level. Its vocation is to be the world leader in the perfume and cosmetics industry and to be the natural driving force of the French industry.
 - DREAM (Orléans): The DREAM Water & Environment cluster aims to support innovation. It promotes the development of particularly innovative collaborative research and development (R&D) projects in the field of ecotechnologies relating to water and its environments. DREAM's ambition is to master the entire value chain: from metrology to environmental engineering to alternative water and soil treatments.
 - Plastipolis Valley (ex Elastopôle) (Orléans): An inter-regional cluster with a national vocation and European ambitions, Elastopôle is the French competitiveness cluster for the rubber and polymer sector. Its ambition is to master the entire value chain of elastomers and polymers in a perspective of sustainable development and economic efficiency, and to contribute to the development of companies and the maintenance of employment, by anticipating the evolution and emergence of new technologies.
 - S2E2 (Tours): The S2E2 competitiveness cluster aims to optimise electrical energy, from its source to its use, via information and communication technologies as well as electrical engineering (electrical engineering, electrochemistry, electronics,

microelectronics). It supports start-ups, SMEs, large groups, research/training structures and the development and growth of their activities through innovation. Its network enables it to meet numerous partners offering real development opportunities.

- Végépolys Valley is a competitiveness cluster bringing together companies, research and training centres in the plant field around innovative projects to strengthen the competitiveness of companies.
- Atlanpole Biotherapies federates the skills of laboratories, platforms and companies for a complete, relevant and competitive public-private offer, on the bio-drug value chain from target discovery to clinical evaluation.
- The Alter' Incub Centre-Val de Loire is a programme managed by the Union régionale des Scop et Scic. It is funded by the Centre-Val de Loire Region and co-financed by the cooperative movement. The incubator supports the creation of companies with a strong social impact. It is structured around an initial 4-month phase during which the opportunity and feasibility of the project will be verified. The second phase lasts 12 months and aims to create the company

All of these actors are brought together in the Specialised Committee "Valorisation of Research and Innovation".

The role of the specialised committee is to monitor the progress of the horizontal measures and the DPSs of the RIS3 and to propose any changes which would then be arbitrated at the level of the Regional Strategic Committee for Innovation (CSRI), which in turn retains the role of steering body for the RIS3.

4.2.4. Timeframe

(Specify the timing envisaged for action 1)

Activity number	Activity description	Implementation time line
1	Collecting the experiences of different project leaders in the creation of innovative start-ups (from academic research or not) Share and refine with them the challenges of supporting innovative start-ups Confront their "client" vision with those of the support structures	Q1-Q2 2022
2	Meet the institutional players (Region, Metropolis, State) to present them with the structure and obtain their agreement on financing	Q2-Q4 2022
3	Collectively co-construct solutions to implement this support pathway	Q4 2022 – Q1 2023
4	Formalise the support pathway and obtain a formalised agreement of the parties on the modalities of co-ordination	Q1-Q2 2023

4.2.5. Cost and funding sources

(Estimate the costs related to the implementation of action 1 and how it will be financed. Is it through the policy instrument(s) indicated in Point 3?)

According to the current status, the design and the implementation of a new mode of RIS3 priority will not incur additional costs. The activities will be carried out by the respective promoters, under the existing or new financial conventions contracted with the Centre-Val de Loire Region and the State.

4.2.6. Monitoring of the activities

(Indicate how the activities will be monitored during Phase 2.)

In order to monitor, the activities implemented as part of this action plan, we intend to follow the indicators: -

- Performance indicators
 - Number of coordination meetings to structure the deep tech start-ups development support
- Outcome indicators
 - Proposed policy mix evolution or recommendations to improve the structuration of the deep tech start-ups development support

Date:	
Signature:	
Function:	
Organisation:	
Stamp of the organisation:	