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LOCAL ACTION PLAN MUNICIPALITY OF REGGIO EMILIA

BUILDING REGIONAL RESILIENCE TO INDUSTRIAL STRUCTURAL CHANGE

Italian Partner

Project Partner: Municipality of Reggio Emilia

Managing Authority

Municipality of Reggio Emilia



Part I – General information

Project: FOUNDATION - Building Regional Resilience to Industrial Structural Change

Partner organisation: Municipality of Reggio Emilia

Country: Italy

NUTS2 region: Emilia-Romagna Region

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Part II – Policy context

- 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: DUP - Single Programming Document of the Municipality of Reggio Emilia 2015 - 2019, Strategic Priority 1 - Economic development: International city of innovation and creativity.

The single programming document (in acronym DUP) is the main tool for the strategic and operational guidance of an Italian municipality, and represents the necessary prerequisite for all the other programming tools. It represents the fundamental instrument of strategic and operational planning of local authorities: it has a general character and constitutes the strategic and operational guide on which all other accounting and management documents are founded. The DUP is made up of two sections: the *strategic section*, with a time horizon equal to the administrative mandate, the *operational section*, with a time horizon that coincides with that of the budget. The strategic section defines the strategic objectives with regard to the choices of the administration in the context of the general analysis of the external and internal situation of the body, while the operational section has particular relevance because it includes planning documents essential for the administration of the local authority. The strategic section is updated every year in strong connection with the adoption of the Budget of the Municipality of Reggio Emilia for two years.

The current version of the DUP has renamed the Strategic Priority 1 - Economic development: International city of innovation and creativity in *Strategic Priority 5 - City of Economy, Work and Innovation* that still tackles the transition, for Reggio Emilia, from an industrial economy to a

knowledge economy, by leveraging on local distinctive competences (Education, Mechatronics, Agrifood, Energy & Services) in line with the Regional S3. Objective 17 (Job, Economy, Talents and Enterprises) focuses on innovation projects of the local economic system, with particular reference to the construction of mechanisms that allow the city to anticipate innovative dynamics and economic macro-trends.

The Action Plan will produce a review of the current Objective 17 which foresees a set of measures and projects to achieve the above mentioned Priority 5. Each year the Municipality provides an evaluation and coherent review of measures and projects within the objectives. The results of the exchange of experience will be embedded in a new version of the text of Objective 17 with new priorities and related projects.

Strategic priority 5 - City of economy, work and innovation

To ensure the competitive growth of a territorial system and of a knowledge-based society/economy, the ability to deploy new analysis and design tools capable of producing a profound change in the actions and in the role of the subjects traditionally protagonists of the development processes is pivotal. For this reason, in the coming years, the territorial governance process, which up to now has promoted the interaction between government institutions, universities and other research centres around shared working tables, will have to be consolidated in more structured forms and ways. In a society where there is widespread knowledge, it is essential to be able to intercept and introduce into the process a potential charge of innovation that can be developed by the so-called "creative talents", such as startappers, freelancers, artists. With this in mind, stimulating participation and leading role in pursuing the strategic lines of the city, not only in the institutional but also in the informal context, is absolutely essential. Engagement practices are essential for the formation of smart cities and communities. However, participation must be aimed not only at involvement in public policies but also at guaranteeing adequate community empowerment tools: in order for the community to become increasingly aware of the processes of governing its own territory, it is necessary that it acquires suitable cognitive and operational tools to put itself at stake directly, in a logic of co-responsibility. Transverse to these areas of action, there are also actions aimed at making Reggio Emilia more and more a smart city: an "intelligent" city is able to promote the competitiveness of the territory, simplify the work of businesses and create new development opportunities. economic and social.

Objective 17. Work, economy, talents and businesses - Innovatively integrate labour and business support policies

The objective is to encourage the development of industrial research, the sharing of technological innovation of products and processes between public and private research laboratories on the one hand and the entrepreneurial fabric on the other, the exchange of knowledge and the intersection between the demand and supply of skills.

The construction of the Innovation Park, not only as an infrastructural reality, but also as an ecosystem of advanced services to businesses and research, is therefore a unique and unrepeatable opportunity to overcome an occasional relationship to the innovative process and instead implement

an approach systemic to industrial research and the technological transfer of products, processes and above all skills (talents). The Park is a pole capable of producing and disseminating knowledge, attracting hi-tech companies and with high added value, acts as an incubator for start-ups and spin-offs, as well as a place where companies gather specific skills and innovations for the needs of the local production fabric, through synergistic research projects with the research centres present in the Technopole, with the Loris Malaguzzi International Centre and more generally with the system of regional Technopoles and national and international innovation and research.

This means transferring know-how, disseminating technological information, creating the network of relationships that underlie the creation of knowledge with infrastructural equipment (logistic, technical and technological) and with services (laboratories, marketing actions, financial products, patents, etc.).

Key players in this operation, which aims at the growth of the research and innovation system, are: STU Reggiane, the Municipality of Reggio Emilia and the REI Foundation which, in a coordinated way, have the task of implementing the infrastructural development of the area and activate services to support newly established businesses. This nucleus will collaborate, for the development of new projects and services, with the various local stakeholders of the production and research world.

Policies for the development of the economic system:

1. Innovation projects of the local economic system, with particular reference to the construction of mechanisms that allow the city to anticipate innovative dynamics and economic macro-trends. It is about developing actions and projects around the concepts of resilience and circular economy, hinging on innovative skills and environmental sustainability as engines of territorial competitiveness.
2. Development of the Innovation Park in the former Reggiane Area as a HUB for the development of the distinctive skills of the local economic system and attracting talents and businesses.

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

The Local Action Plan aims at improving the way the policy is implemented through a modification of the instrument itself (modifying existing measures, creating new measures, adding new objectives.). Within the Objective 17, the activities planned for 2022 are as follows:

1. Innovation projects of the local economic system, whose activities are in turn divided into the following projects:
 - ***Construction of an economy resilient to industrial and productive structural changes.***
Local administrations around the world have long been called upon to address the issue of shocks and structural changes in their economies. The COVID-19 pandemic and the impacts it has had on local economic systems has further strengthened the need to implement new medium to long-term structural approaches and strategies to allow companies to be more solid, developing the ability to cope with future shocks. For these

reasons, the Municipality of Reggio Emilia is a partner of two Interreg Europe projects: the "Foundation - Building Regional Resilience to Industrial Structural Change" project and the second phase of the "Compete-In - Competitive Territories through Internationalisation: SMEs Competitiveness in Globalised Regions" project ". The Foundation project, started in August 2019 and lasting 4 years, aims to find, through the comparison between subjects belonging to different sectors involved in different capacities in the territory, new models for the development of solid and resilient policies and ecosystems, elaborating and implementing training and reskilling of human resources with entrepreneurship initiatives and innovative solutions to the business crisis. The Compete In project, which will end in 2023, focuses on sharing and comparing the tools and initiatives adopted to address the impact of Covid-19 and support local companies in this new scenario.

- ***Enhance the attractiveness of the economic system to make it more competitive.*** Strengthening the competitiveness of Reggio's socio-economic system by making it more attractive for new talents and new skills is undoubtedly one of the main challenges that our territory must face. The international competition on "brains" is very strong and the territory can play a decisive role. To this end, the Municipality of Reggio Emilia, STU Reggiane, in collaboration with Unimore and Unindustria, have launched the Reggio Hub project which aims to attract university students, talents, professionals from different countries / areas of the world potential and possibilities of the local economic, social and productive system and, at the same time, responding to the needs of the local entrepreneurial fabric to find highly qualified profiles that can constitute an added value for companies.

2. Development projects of the Innovation Park as a territorial hub:

- ***The Park as a shared asset / lever for the competitiveness of the territory.*** The Innovation Park must become a driving force to promote Reggio in an increasingly international dimension, increasing its visibility and making its reputation grow. The starting point for the development of a territorial hub will be the construction and strengthening of a community of the Innovation Park, which sees both the Park's resident partners and local stakeholders involved in a proactive way. To this end, community building tools will be designed and implemented (e.g. events, gadgets, newsletters, etc.). In addition, tools will be developed for the communication and promotion of the Innovation Park to local, national and international targets with particular reference to digital and innovative technologies.
- ***Development of projects with local education and training players.*** In order to promote the Innovation Park as a strategic tool of the city to develop paths that bring the world of education and training closer to the world of work and business, partnerships must be developed at local and international level capable of connecting research, development of skills and investments. The Park, as a natural platform for open innovation, will implement actions to strengthen the design paths on lifelong learning, creativity and entrepreneurship by anticipating innovation needs and market trends.
- ***Sustainability as a lever for the competitiveness of the territory.*** Reggiane Parco Innovazione, with its companies and research centres, becomes a privileged place in

which to experiment projects, actions and behaviours aimed at developing new business models and innovative solutions to favour and encourage the transition from a linear economy model to a model focused on the efficient use and management of resources. With this in mind, projects on regional and European funding will be developed in collaboration with the Park's resident partners to experiment with pilot actions on the circular economy.

In particular, the Local Action Plan Action 1 will introduce new tools and methodologies to actively contribute to the “development of solid and resilient policies and ecosystems, elaborating and implementing training and reskilling of human resources with entrepreneurship initiatives and innovative solutions to the business crisis “ (*1. Innovation projects of the local economic system - Construction of an economy resilient to industrial and productive structural changes*), while Action 2 will modify and improve the Reggio Hub project (*1. Innovation projects of the local economic system - Enhance the attractiveness of the economic system to make it more competitive*).

Part III – Details of the actions envisaged

ACTION 1

Name of the action: Establishment of a formal working group composed of relevant stakeholders and local companies to spread business culture and to enforce local governance for improving territorial resilience and enhancing SMEs competitiveness.

1. Relevance to the project

The inspiration for this action comes from the experience of the Lithuanian project partner deepened in the Seminar “What builds a resilience region: policies and strategies” and the GP “**Industry 4 Panevėžys**” presented during workshop 1. As a matter of fact, the Panevėžys Region had to deal with poor strategic coordination among regional stakeholders, which translated into fragmented development of Industry 4.0. In order to solve this management issue, two independent Lithuanian NGOs **established a Regional Advisory Board** with the responsibility to consolidate the collaboration between different stakeholders, initiate activities, and make strategic decisions that would help to revitalise the region. Among the activities developed by the NGO, two of them were of particular interest for the Municipality of Reggio Emilia:

- the creation of opportunities for companies to share their knowledge and experience by organising events on the topics of increasing business resilience;
- the development of the innovation ecosystem through the creation of an informal network of different stakeholders to improve the Region's socio-economic conditions.

The action was also inspired by the Spanish example of “**CEEIC (BIC Cartagena)**”, namely a **European Center for the promotion of entrepreneurship**, innovation culture, and creation of new companies and start-ups. The general objective of CEEIC is to create a new business fabric based on



the technology and services sector and to spread a culture of innovation and entrepreneurship by raising awareness and training the new generations about the professional opportunities derived from new technologies and the possibilities of professional development offered by self-employment. Further inspiration comes from the Spanish “**Speed Up Program**” good practice, a **training and mentoring programme** created to offer a “reinvention opportunity” to professional profiles developed in sectors in crisis, which is developed through 3 axes:

- promotion of the entrepreneurial spirit in society;
- support for the creation and consolidation of companies;
- coordination of the entrepreneur support system.

The action was finally inspired by the Lithuanian GP “**The Path of CERN Technologies’ Commercialization in Lithuania**”. Lithuanian start-up ecosystem is rich in entrepreneurs, infrastructures, R&D services, business support and so on. CERN incubators contribute to accelerate innovation by assisting entrepreneurs and start-ups in taking CERN technologies and expertise to the market. This experience underlines the importance of a strong ecosystem that supports start-ups’ and entrepreneurs’ needs.

2. Nature of the action

Reggio Emilia is an industrious and inventive city with a natural predisposition for dialogue and innovation, working closely with research centres, training institutions, business associations, local institutional players, private actors, and enterprises. The key players of Reggio Emilia collaborate to support structural change and long-term economic renewal. However, the stakeholder engagement strategy is weak because of a lack of tools, coordination, and working methodologies and, therefore, territorial actors do not easily communicate with each other, and they are not aware of the respective projects/initiatives when it would be advantageous for the whole territory.

Furthermore, although Reggio Emilia is one of the most prosperous economic areas of the country, being characterised by a flourishing network of small and medium-sized firms, a culture (and maturity) of innovation and entrepreneurship is missing among entrepreneurs, which results in difficulties to achieve process and product innovation within companies. The learning exchange process has highlighted the importance in each territory of promoting and creating a “culture” of start-up, entrepreneurship, and SMEs’ role in territorial resilience. Collaboration between entrepreneurs is critical for innovation. By sharing knowledge within a community, more start-ups and SMEs have the opportunity to access capital, knowledge, and new competencies.

The action foresees the **formalisation of the Local Stakeholder Group (LSG) of Foundation** through the signing of a Memorandum of Understanding, with a specific operational focus based on the realisation of proposals for activities, events, and methods of work mainly according to Local Action Plan, under the direction and management of the Municipality of Reggio Emilia.

By signing the protocol, stakeholders will commit to contribute to the construction of an economy resilient to industrial and productive structural changes, as stated in the policy instrument, as well as to increase the value and scope of their organisation/association. 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 and 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.

Role of SMEs:

SMEs, which constitute one of the final targets of the action that aims to enforce local governance for improving territorial resilience, will be involved in the activities, events, and projects carried out by the working group. Their role is fundamental to better understand and take into account their specific needs and demands, which may also be better conveyed to the whole territory and to all the economic 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.

The action aims to develop the territorial innovation ecosystem and to strengthen the business culture among entrepreneurs and the ability of companies to develop actions and paths of innovation, leveraging on the exchange of experiences with other companies and key players that have already undertaken similar paths, but also meetings for deepening knowledge on experiences, success stories, opportunities, and critical issues. The action, in particular, will foresee two strands of activity:

Activity 1 - Sharing of calendars, spaces, and working methodologies among the relevant stakeholders.

Sharing calendars with initiatives, projects, and events organised by local stakeholders, and sharing of spaces and working methodologies for the organisation and co-design of new activities and projects with local enterprises and other relevant economic actors, for the scouting of public and private fundings at European level, and for the development of a territorial strategy to implement the RRP (Recovery and Resilience Plan).

This activity 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 programming. The commitment of stakeholders who are closer to companies also guarantees direct contact with the companies' needs and their participation in the actions of the LAP.

Activity 2 - Storytelling of business cases related to experiences in the field of process and product innovation.

Organization of a cycle of events/exchange meetings (i.e. "Innovation breakfast club") with interventions by entrepreneurs and experts in the sector to discuss successes but also failures, following the "lead by example" logic. These meetings, which will involve local stakeholders, will serve as both networking and learning peer-to-peer opportunities between different companies and start-ups. The exchange of experience will take place at the Reggiane Innovation Park and it will engage its resident partners. Networking opportunities bring several benefits to the territory. Through events and activities, the ecosystem enhances the chances of meeting like-minded entrepreneurs, potential investors, as well as suppliers and partners.

Expected results:

- Increase sharing of initiatives and events, and co-design of actions and projects;
- Increased awareness of SMEs and start-ups on opportunities and experiences in terms of innovation;
- Increased relations and partnerships between companies, startups, local institutions, research bodies for innovation projects;
- Increase opportunities for meetings and joint work;
- Increase awareness of local opportunities.

Result indicators:

- Number of meetings of the working group: 4, one every 3 months;
- Number of local SMEs and start-ups involved in meetings/events and co-planning: at least 10;
- Number of exchange meetings/events: at least 3 in a year;
- Number of co-designed initiatives/projects: at least 2 in a year of activities.

3. Stakeholders involved

- Municipality of Reggio Emilia: organisation and coordination of meetings, events, and facilitation of routes and initiatives, and for connections with the Innovation Park.
- Reggiane Innovation Park's resident partners and local companies.
- Chamber of Commerce, CIS, CNA, Legacoop Emilia Ovest, Fondazione Reggio Children, Fondazione REI, IFOA, Impact Hub Reggio Emilia, Unindustria Reggio Emilia, University of Modena and Reggio Emilia: commitment to the establishment of a formal working group, participation in meetings and activities, sharing ideas and information on projects, initiatives, and events carried out.

4. Timeframe

The working group begins in the second phase, carrying out the planned activities: periodic plenary meetings, work on LAP actions, periodic checks on the functioning of the system, design and realisation of events to spread awareness on business culture.

September 2022 - December 2022

Formalisation of the working group composed by local stakeholders and enterprises.

January 2023 - continuously

Implementation of coordination meetings for the sharing of initiatives and co-design of actions for innovation and business culture, and organisation of events and initiatives.

5. Indicative costs

€ 50.000 for the organisation and realisation of working group meetings, events, workshops, and projects.

6. Indicative funding sources

Stakeholders' own resources.
Municipality of Reggio Emilia's DUP resources.

ACTION 2

Name of the action: Talent attraction and retention strategy to enhance the local innovation system and Reggio Emilia's competitiveness - *Reggio Hub project*.

1. Relevance to the project

The inspiration for this action comes from the Austrian best practice "**RIC - Innovation Centre for Research and Education**", an innovation centre with a focus on specialised innovation and skills development, established to overcome the challenges for the future of the economy and, therefore, to strengthen regional resilience and keep people in the region. As the innovation and educational centre of the Upper Austria region, the RIC also contributes to the improvement of work standards and quality of skills as well as the creation of new jobs.

Further inspiration for this action comes from the Austrian good practice "**Softwarepark Hagenberg**", a research, training, and business location with a specific focus on software and IT, which was created to search for a solution to the lack of professionals in Upper Austria. It represents a remarkable example for Reggio Emilia's territory and, particularly, for the Reggiane Innovation Park, a catalyst for research, competencies, talents and investments. The key success factor of the Softwarepark is the ability to create a synergy and fusion between research, education and business for constant innovation and continuous progress in the software field. Special emphasis is placed on promoting young talent by means of various workshops. The Austrian partner also presented the good practice "**Tabakfabrik Linz**", an abandoned tobacco factory that became an urban centre for cultural and creative industries and a symbol for recovery by transformation just like the Reggiane Innovation Park. Representing an operation of cultural and historical memory recovery, they were both redesigned and regenerated through innovative technologies and materials for the creative and economic development of these regions.

Finally, the activities developed by the Austrian partner **Business Upper Austria** are particularly relevant to develop Action 2 of the LAP. Business Upper Austria is the Upper Austrian government's location agency, representing an innovation driver which offers customised solutions

for companies' investments and innovation projects. In particular, the agency works to welcome and support talented people from abroad to provide sustainable business success.

These experiences show how science and technology parks play a pivotal role in attracting companies, creating new job opportunities, and acting as a hub for international networking as investing in knowledge, talents, and competencies is an excellent way to foster economic and employment growth.

2. Nature of the action

Attracting talents and skills is a fundamental tool for increasing the competitive capacity of the Reggio Emilia production system and strengthening its innovation processes. In 2018, the Municipality of Reggio Emilia in collaboration with the University of Modena and Reggio Emilia and Unindustria Reggio Emilia (the main national association representing manufacturing and services companies in Italy) promoted the Reggio Hub project, that aims to enhance the attractiveness and resilience of the socio-economic context of Reggio Emilia by responding to the needs of the local business fabric through the recruitment of highly qualified profiles (students and professionals) from different countries. However, the Covid-19 pandemic forced the suspension of the project by rapidly changing workforce dynamics. The spread of digitalization and emerging technologies have highlighted the need of creating a territorial strategy for talent acquisition and retention, that exploits the potential of digital tools to drive progress and improve productivity.

In this global scenario, it is crucial to relaunch the project through the formalisation of the partnership between the Municipality of Reggio Emilia and Unindustria Reggio Emilia, which would allow the enhancement of the local innovation system and regional resilience. The headquarters of the project will be the Reggiane Innovation Park, a territorial hub for industrial research and technological transfer, which brings together companies, public administration, universities, and research centres to boost innovative processes, sustainable economic growth, and a high standard of living.

Therefore, the action aims to **strengthen Reggio Emilia's talent attraction and retention strategy**, based on the Reggio Hub project, helping the main economic actors to cooperate so that the whole society can benefit from the arrival of highly qualified professionals and students that bring new competencies and knowledge. The project will be managed by 1 project manager from a communication and marketing agency and 2 students from the University of Modena and Reggio Emilia, supervised by a group of professionals from the Municipality of Reggio Emilia.

A central point to this talent attraction strategy is the **Reggiane Innovation Park**, a logistic, technological and service platform to support and strengthen the local productive fabric, representing an asset to attract social capital and resources. As a matter of fact, Reggio Hub will operate inside the Reggiane Innovation Park, a physical platform to interconnect research, businesses and people in order to boost innovative processes and sustainable economic growth. The Park is, thanks to its location and networks, able to gather all relevant territorial stakeholders.

The action will foresee the following activities:

Activity 1 - New approaches to digital communication and marketing tools of the Reggio Hub project in order to support its local, national, and international promotion.

In this new phase of the project, the working team will adopt new approaches to digital communication and marketing tools by further valorizing jobs opportunities as well as Reggio Emilia's territory through 3 operations:

- A new online platform will be launched to create a community composed of all actors involved in the project (companies, stakeholders, candidates, and trainees).
- The Facebook page will remain, but it will mostly serve as a business resource to attract local talents and it will promote Reggio Hub initiatives and socio-cultural events on the whole territory.
- The Reggio Hub's LinkedIn page will be supported by 2 brand ambassadors, acting as "offered jobs platforms".

Activity 2 - Attraction of target candidates through digital tools and university networks.

Through Reggio Hub's website and its social networks (LinkedIn, Instagram, Facebook, and Google Ads), the team will collect and make available job offers presented by local companies, monitor the need for specific skills by local companies, intercept and interact with potentially interested young students or foreign professionals. Each social network will have its own target group:

- Facebook: citizens, local companies, and stakeholders;
- LinkedIn: students, young workers, foreign associations/partnerships;
- Instagram: citizens, local companies, and stakeholders, students, young workers;
- Google Ads: students, young workers.

Activity 3 - Strengthening of relations with companies involved in the project through constant engagement and communication.

The Reggio Hub team will work to re-engage local companies and key-players by:

- creating a newsletter with updates;
- designing teaser campaigns to post on digital tools;
- organising a press conference;
- organising hybrid career days, which represent a very effective channel, for companies, to get to know or identify potential employers /trainees and, for possible candidates, to become aware of job opportunities.

Activity 4 - Involvement of local stakeholders to implement new services for the incoming talents.

The Reggio Hub team will work to further involve local stakeholders in the designing and organisation of new services to help international talents to integrate into the new community:

- Services and initiatives to attract international talents who are located abroad (i.e. marketing campaigns, international fairs, online services);
- Services to fulfil the bureaucratic formalities and navigate into the local services (i.e. home services, documents, health care, city guide, professional and training guidance services, etc.);

- Services and initiatives to encourage inclusion in the educational, professional, socio-cultural context;
- Initiatives to actively involve international talents (i.e. communities, ambassadors networks).

Activity 5 - Welcoming events for incoming students/professionals.

The Reggio Hub team will organise events to welcome the new international and local talents in Reggio Emilia. The event will take place at the Reggiane Innovation Park and will include the participation of local companies, Reggiane Innovation Park's resident partners, stakeholders, and university students. In particular, the young talents/professionals will be welcomed with:

- A welcome kit with a brochure of the city, practical information to facilitate the stay and a gadget;
- A first welcome moment at the IAT (Tourism Information Office) to present the city to be followed by a small tour of the historic centre (one-to-one or small group guide);
- An experiential workshop linked to the world of food to introduce the students to the food and wine, cultural and tourist excellence of the area.

Expected results:

- Increased SMEs and key players involved in the project;
- Increased awareness of young foreign people on job opportunities and experiences in terms of innovation in Reggio Emilia;
- Increased competitiveness and innovation of the economic fabric of Reggio Emilia.

Result indicators:

- Number of SMEs involved in project: at least 15;
- Number of curriculum vitae received: 500;
- Number of international students and professionals that start the internship/job: 15;
- Number of hybrid career day: 2 in a year;
- Number of events: at least 2 in a year.

3. Stakeholders involved

- Municipality of Reggio Emilia: organisation and coordination of the activities and meetings.
- Unindustria Reggio Emilia: facilitator and promoter of the project among companies, support to the project team in the management, selection of candidates, and procedures for the incoming talents. It is part of the Foundation Local Stakeholder Group.
- PopWAVE, a communication and marketing company.
- University of Modena and Reggio Emilia, part of the Foundation Local Stakeholder Group.
- CIS, a training institution and part of the Foundation Local Stakeholder Group.
- Local companies and Reggiane Innovation Park's resident partners are the protagonists and at the same time the final recipients of the planned actions. Their participation is fundamental as ambassadors of themselves and the territory.

4. Timeframe

The formalisation of the Municipality of Reggio Emilia/Unindustria partnership will occur in semester 6, before the end of phase 1. After this crucial step, the project will be developed through the planned activities.

April 2022

Formalisation of the partnership between Municipality of Reggio Emilia and Unindustria Reggio Emilia.

May 2022

Establishment of the Reggio Hub working group.

June 2022 - June 2023

Implementation of communication and promotion activities.

Involvement of local companies in the project.

5. Indicative costs

€ 40.000 for the organisation and implementation of talent attraction activities, and realisation of communication, marketing and promotion tools.

6. Indicative funding sources

Unindustria Reggio Emilia's own resources.

Municipality of Reggio Emilia's DUP resources.

Date: 30/05/2022

Name of the organisation: Municipality of Reggio Emilia

Signature of representative of the relevant organisation

Massimo Magnani, Head of Territorial Programming and Special Projects Area

