

Application Form

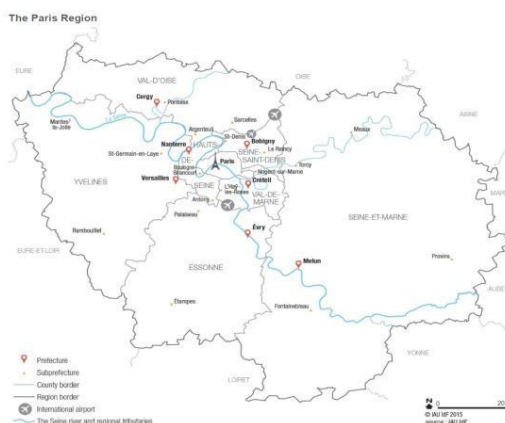


European Entrepreneurial Region Award

2018

Paris Region

1. Fact sheet



General information

Name of the territory	Paris Region (Région Ile-de-France)
Date of application	April, 7 th 2017
Political endorsement	The application is supported by Valérie PECRESSE, President of the Regional Council

Regional data

NUTS code	FR 100	GDP/inhabitant (year)	49 000 € (2014)
Population	12 142 802	GDP growth rate (year)	+ 1.14% (2013-2014)
Area in km ²	12 012.3	Unemployment rate (year)	9.6 % (2015)
Cohesion Policy category	<input checked="" type="checkbox"/> More developed region <input type="checkbox"/> Transition region <input type="checkbox"/> Less developed region		

Contact details

Contact person	
Postal address	142 rue du Bac, 75007 Paris, FRANCE
Telephone	
E-mail	
Website	www.iledefrance.fr

The territorial EER strategy in a nutshell

Paris Region's EER strategy aims at fully capitalizing on the region's unique assets and entrepreneurial potential to make its economy more competitive and innovative. It relies on a very ambitious action plan embedded in a broader regional strategy #Leader for growth, employment and innovation in Paris Region for 2017-2021. With this new strategy, Paris Region looks to become the world's top region for innovation and job creation by 2020 and a pioneering Smart region taking full advantage of the opportunities offered by the digital transition.

The EER strategy is constructed on four pillars: investing in the attractiveness, making the Paris Region economy more competitive, developing an entrepreneurial and innovative spirit, working collectively. It will be based on a partnership-oriented approach that will involve every major actor and guarantee the coherence and efficiency of all interventions.

The EER label would help affirm the pro-business position of Paris Region on the European stage and spread a new culture that encourages and rewards entrepreneurial endeavours. It would also allow to foster exchanges of best practices and cooperation between Paris Region and other European regions in a view to collectively improve our policies and tools to support entrepreneurs and the competitiveness of European companies.

How did you learn about the EER 2018 call?	<input type="checkbox"/> CoR website	<input checked="" type="checkbox"/> E-mail announcement from the CoR
	<input type="checkbox"/> EWRC	<input type="checkbox"/> Announcement in CoR Plenary/Commission meeting
	<input type="checkbox"/> Other CoR event	<input type="checkbox"/> Info table at CoR Plenary

2. Political vision

Standing at the crossroads of European and worldwide trade, Paris Region is **France’s capital and leading economic region**, and a **key European business hub** with Europe’s highest GDP (4.6% of the EU28’s GDP, ahead of Greater London and Lombardy). Its economy is that of a major urban region structured around the capital city and bearing all the hallmarks of an efficient metropolitan economy, namely: size, a diverse production base and real estate offering, world-class infrastructure, a cosmopolitan and qualified workforce and a wealth of cultural amenities.

The **region’s entrepreneurial potential** is **one of its main assets** as entrepreneurship makes economies more competitive and innovative. Paris Region is thus home to more than one million businesses from high-tech sectors to traditional industrial activities, and the **most dynamic and active region in France in terms of entrepreneurship and business creation**. It hosts a quarter of the 388 000 French businesses created every year and intends to be the leading European region for new start-ups.

However, despite a favourable business environment with a strong ecosystem focused on growth and innovation, **the entrepreneurial potential remains under-exploited** in Paris Region as business creators continue to face major obstacles, such as a lack of places dedicated to entrepreneurship and a complex range of services offered by all local business intermediaries. The following **SWOT analysis** aims at providing a global assessment of Paris Region’s entrepreneurial potential and challenges:

WEAKNESSES	STRENGTHS
<ul style="list-style-type: none"> - An economy that creates few jobs along with an accelerated loss of competitiveness in certain sectors, in particular in industrial activities - Centralisation of economic wealth: half of the jobs are based in the economic heartland. - Weak SMEs characterized by a small size, an important dependence on big groups, and insufficiently exporting - A labour market hampered by a certain number of difficulties: large regional inequalities (unemployment, access to employment), international attractiveness or expatriation of highly qualified employees. - Strong pressure on the transport network that has to be improved through regular, costly investment, and severe stresses in the housing market - Governance can be improved: numerous actors and a lack of coordination of economic players 	<ul style="list-style-type: none"> - A world metropolis: most populated region (NUTS 2) and highest GDP in the EU, culturally diverse, high number of multinational companies and international organizations headquarters - A multi-specialised region, largely service-based but with an important and very large industrial base, as well as a strong agricultural potential - A European innovation and R&D hub: leading European region for R&D capacities and expenditure, 9 competitiveness clusters and high density of public and private research labs, technology platforms and accelerators - A young population and a highly-educated workforce: 663 000 students studying in the Region’s 17 universities and 70 “Grandes Ecoles”, business and engineering schools - A reference location for events, tourism, conferences and trade fairs - Quality infrastructures and networks: European hub and accessibility, large business districts, health system, deployment/use of ICT

THREATS	OPPORTUNITIES
<ul style="list-style-type: none"> - Stronger and multiform metropolitan competition: world cities (London), new comers (Dubai, Seoul), specialised cluster cities (Stockholm ...), European challengers (Barcelona, Vienna...) - Loss of competitiveness and weakening of certain activities in the economic transition (agriculture and agro-food sectors) - Rising unemployment as well as territorial and social inequalities - Risk of long-term exclusion of certain population groups from the labour market (young adults, poorly qualified individuals, ethnic minorities etc.) - A strong reliance on imported energy and natural resources 	<ul style="list-style-type: none"> - Enhance strengths in international competition: resident multicultural population and tourists as potential ambassadors - Industrial base that is ripe for significant development in terms of R&D, services to businesses, exports and environmental transformation - An important concentration of R&D resources allowing to take positions in the most innovative fields and to adopt the most sustainable technologies - A large pool of consumers opening up development perspectives and moving upmarket for residential economic activities (needs not provided, jobs that cannot be relocated) - Relocation of economic activities and resources after Brexit

In this context, Paris region will implement a **new ambitious EER strategy, embedded in the new 2017 – 2021 regional strategy called #Leader** for growth, employment and innovation. #Leader sets four orientations outlined in the following objectives:

<p style="text-align: center;">1) Investing in the attractiveness</p> <ul style="list-style-type: none"> - Attracting businesses, investors and talents - Boosting SMEs' internationalization - Creating a readily identifiable region on the international scale 	<p style="text-align: center;">2) Making the Paris Region economy more competitive</p> <ul style="list-style-type: none"> - Becoming a global hub for innovation - Developing high-end industries - Supporting micro-enterprises and SMEs' growth
<p style="text-align: center;">3) Developing an entrepreneurial and innovative spirit</p> <ul style="list-style-type: none"> - Promoting entrepreneurship and accompanying business creators - Investing in human capital - Encouraging a diversified economy - Stimulating the economy in neighbourhoods and rural areas 	<p style="text-align: center;">4) Working collectively</p> <ul style="list-style-type: none"> - Coordinating all actors behind economic activity - Optimizing the use of regional and European funding - Monitoring, evaluating and anticipating economic activity

#Leader therefore has a strong focus on EER issues and aims at **making Paris Region the world's top region for innovation and job creation by 2020**. Digital transformation will be at the heart of this strategy to create a unified and pioneering "**Smart region**". It will not only intend to provide an answer to the many challenges detailed above but also to **generate a cultural change**: as a **pro-business region**, Paris Region will celebrate successful entrepreneurs and set the conditions to recognise and reward entrepreneurial endeavours.

The main objectives of the regional strategy regarding business creators and entrepreneurship are directly linked with the **Small Business Act (SBA) principles** and the **Review of the SBA for Europe of 2011 orientations**, as well as with the priorities defined in the **Smart Specialization Strategy**. They are supported by a strong financial effort with a budget of nearly one billion euros dedicated to economic development and innovation on the 2017-2021 period.

3. Governance and partnership

In the wake of the 2015 NOTRe law that defined a new territorial organization in France, Paris Region designed the new strategy #Leader, using a **widespread consultation process** involving all categories of business players and all local actors. The consultation brought together almost 2 300 people and registered 150 written contributions. Since its adoption in December 2016, each actor must follow the directions of the regional strategy which is **prescriptive**.

A new, ambitious and collaborative governance system for economic action is in place to bring together the right players based on their skills and abilities to contribute:

- a **Strategic Conference**, attended by a core group of people, will take stock of work progress on a semi-annual basis;
- the **Committee of partners** will coordinate the contributions between the different players and put together change of direction proposals;
- the **Local Conference on Public Action** will serve as a place of information and annual discussion between the Region and other local authorities;
- in a bid to involve **employee and business representatives**, the Region will regularly consult with public bodies involved in analysis and prospecting: CESER and CREFOP;
- the Region will also get support from the **Strategic Council for Attractiveness and Employment** composed of business leaders to devise its attractiveness strategy.

Moreover, the role Paris Region's main partners will be clearly set out in a **multi-year agreement**:

- the **State** will work notably on the international attractiveness of Paris Region, giving a boost to labour market areas and strategic industries, and several topics related to business lifecycles;
- **Paris Region Entreprises**, the regional economic development agency, will coordinate all the actors working on the regional attractiveness strategy and will carry the Paris Region brand;
- the **Public Investment Bank** (Bpifrance) will help entrepreneurs and SMEs look further and higher by providing funds;
- **Business France** will help businesses expand internationally and significantly contribute to promote Paris Region and the EER label on the international stage;
- the **Chamber of Commerce and Industry** will assist business leaders as they develop their projects, represent them and defend their interests in dealing with public authorities;
- the **regional and departmental chambers of trades and crafts** will support and represent craft businesses and put together proposals for their development;
- **local governments** on the intercommunal level will be responsible for commercial real estate.

Alongside these institutional actors, Paris Region will rely on the action of all **business networks** that provide strategic and financial support to a wide range of entrepreneurs in *ante*, early and *post* creation stages, from tech start-ups to social entrepreneurs (Initiative France, Réseau Entreprendre, France Active, ADIE, boutiques de gestion) as well as **business angels** networks. It will also coordinate the actions of all innovation ecosystem actors, starting with the **9 clusters** (Systematic, Medicen, Cap Digital, Advancity, Mov'eo, Finance Innovation, Cosmetic Valley, ASTech, Elastopôle) and the **key innovation hubs**. It will finally tap into its **university and research centres** to bolster the continuum of innovation (institutes of technological research, Carnot institutes, technology transfer fostering societies).

4. Action plan

The EER strategy clearly abides by the “**Think Small First**” principle of the Small Business Act (SBA) by focusing on business creators and SMEs. Paris Region intends to launch, in the EER year and until 2021, **concrete measures to support entrepreneurship and SMEs’ growth**, in line with the Entrepreneurship 2020 Action Plan.

Entrepreneurial issues are directly addressed through three main orientations in #Leader: investing in the attractiveness of Paris Region, making the Paris Region economy more competitive and developing an entrepreneurial and innovative spirit. The fourth orientation, working collectively, aims at creating the optimal conditions in order to reach the EER objectives, including mechanisms for monitoring and follow-up.

I. Investing in the attractiveness of Paris Region

Attracting new businesses, investors and talents is crucial to achieve the objectives of the EER strategy and is the first pillar of #Leader. Paris Region is pursuing **an offensive strategy**, incorporating a service culture and digital transformation, to enhance its attractiveness and take full advantage of the Brexit in a context of fierce competition with other world cities.

I.1. Attracting businesses, investors and talents

The new attractiveness strategy will be built around **a common brand “Paris Region” and a coordinated action** in order to clarify the region’s image in the eyes of foreign entrepreneurs and decision-makers. Paris Region Entreprises (PRE), the agency for regional attractiveness, will be charged with implementing this strategy around three main actions:

- **consistent marketing** of what the local area has to offer. the region and PRE will produce and/or approve all mechanisms used for economic promotion of Paris Region and different project areas on the international stage;
- **identification of prospects** in strategic countries;
- **tailored support** for businesspeople and investors who have chosen Paris region. PRE will be their single operational entry point. The office “**Choose Paris Region**” recently launched offers a comprehensive support package to foreign entrepreneurs and companies looking to set up in Paris Region. This covers regulatory, tax and social aspects, as well as looking after staff and their families.

In addition, #Leader aims at:

- **strengthening key facilities:** the facility upgrades will be exemplified by the Grand Paris Express Project and the renovation of existing networks, which will generate 26 billion euros of investment in transport. Road, port and river infrastructure will also be improved to make home-work commutes and transportation of goods easier. New services, such as

multimodal connections, development of connected vehicles and car-sharing, will help ensure that entrepreneurs and business leaders make optimal use of the infrastructure;

- **putting 500 000 m2 of office space on the market** every year until 2030 in order to meet international standards and satisfy the needs of business creators. The construction of reversible buildings (easy to convert into offices or housing, depending on needs) will also be encouraged.

1.2. Boosting SMEs' internationalization

In 2016 in Paris Region, SMEs and micro-enterprises accounted for 96 % of exporting companies but only generated 16 % of all export sales. Boosting SMEs and micro-enterprises exports therefore is a key objective of #Leader and the future Regional Plan for the internationalization of enterprises (PRIE).

Paris Region will set out and introduce an **offer of support services for exporting**, in order to fully capitalize on SMEs potential to export. The goal is to provide businesses with clear, speedy and simplified pathways. To achieve this challenge, the Region will call on all public and private players, ensuring that what they offer complements each other and that there is no overlapping.

#Leader also details some concrete actions:

- **making entrepreneurs and SMEs aware of international opportunities** and their impact on the firm's development;
- **offering a systematic diagnosis** of the firm's situation in regards to its export project. The Region will namely rely on Business France's expertise to realize the diagnosis;
- **developing mentoring services** provided by large corporate and business leaders;
- encouraging **joint export operations** between large corporate, mid-size and SMEs to conquer international markets;
- **using digital platforms and information technologies** to test international markets, so that SMEs can quickly measure the international appetite for their products without traveling abroad and attending various shows and exhibitions;
- **developing business tourism** by taking advantage of all international events organized in Paris Region.

1.3. Creating a readily identifiable region on the international scale

The economic image of Paris Region remains behind the likes of London and other European cities such as Frankfurt and Amsterdam. The region suffers notably from differing levels of exposure between certain peripheral areas not widely known about abroad, and readily identifiable places like Versailles and La Défense. To remedy this situation, Paris Region has two levers for action: optimize the use of production factors (material work, natural and physical capital) and **increase specialisations in business hubs** in the inner and outer ring areas.

To generate greater exposure, Paris Region will **make use of its leading local areas**: Paris - La Défense, Grand Roissy - Le Bourget, Saclay and the Vallée de la Seine. It will also ensure that it provides an added boost to key regional economic hubs: La Plaine - Saint-Denis, Marne-la-Vallée, Orly-Rungis, Biotech Valley, Cergy-Confluence, etc. With their business environment, their potential for creating jobs and activity, and their concentration of talents, these areas contribute to Paris Region's recognition and international appeal.

2. Making the Paris Region economy more competitive

Despite a favourable business environment with a strong ecosystem focused on growth, Paris Region entrepreneurs and businesses face obstacles in their development. The EER strategy intends to improve its competitiveness by concentrating its efforts on its high-end industries, providing better support to help its micro-enterprises and SMEs grow, and equipping itself with the resources needed to become a global innovation hub.

2.1. Becoming a global hub for innovation

Paris Region is one of the pioneering regions in the European Union when it comes to research and innovation. Its potential reflects its capacity to create and innovate. Yet, this potential is underdeveloped and the level of bringing new products and services to the market falls short of what the region is capable of. #Leader contains **concrete actions to remove barriers to creation and growth** for start-ups and turn the region into a global hub for innovation:

- supporting the development of **key innovation hubs** (start-up accelerators, incubators, etc.) meeting the following criteria: critical size, a high-level support programme and relations with other innovation venues. The places will be able to use the "Paris Region Innovation" label and benefit from regional promotion and funding;
- **stimulating technology transfers** and bring innovations to the marketplace: for strategic industries, the Region will implement a start-up, experimentation, prototyping and demonstrator policy;
- incorporating the **design factor** into innovation;
- developing shared innovation projects between large enterprises and SMEs;
- promoting **synergies between businesspeople, researchers and teachers-researchers** to bolster the continuum of innovation;
- raising awareness about intellectual protection issues: the National Institute for Intellectual property (INPI) will implement a regional action plan to advise Paris Region businesses about the importance of intellectual property issues.

In 2017, the Region will spend **70 million euros to support companies' R&D projects**.

2.2. Developing high-end industries

High-end industries in Paris Region represent one of the key drivers behind regional competitiveness. They are strategic for Paris Region given their **potential for innovation and**

creating jobs, and their leading position in Europe and internationally. However, they deserve to be more incorporated into thriving global value chains. With this in mind, Paris Region intends to redefine the regional strategy for boosting industries, support businesses belonging to these, assist regional and interregional clusters and encourage *in situ* experiments.

Seven high-end industries have been identified:

- aeronautics, space and defence;
- agriculture, food processing and nutrition, and forestry;
- automobiles and mobility;
- digital (including big data, high-performance computing, cyber-security, cultural and creative industries, digital infrastructures, artificial intelligence, fintech, software, networks and smart grids);
- health (including biotechnologies, medical devices and the silver economy);
- tourism, sport and leisure;
- sustainable and smart city-region (including eco-activities, energy, biomaterials, sustainable construction, waste, smart cities, and services).

The Region will also run a consultation process with the industrial partners to implement a **Smart industry Plan** in 2017 in order to maintain and boost industrial activities.

2.3. Supporting micro-enterprises and SMEs' growth

Some Paris Region business creators feel isolated and poorly supported, and struggle to access aid earmarked for them. Efforts undertaken to provide them with a pathway for support along with **simplified, understandable and coordinated funding** will therefore be improved.

The Region has already taken concrete actions in that perspective by developing a new **simple funding offer** based on **four well identified types of aids**, representing more than 90 million euros in 2017:

- **TP'up** aimed at micro-enterprises with fewer than 10 employees and less than 2 million euros of turnover to enable them to invest, expand internationally and embark on a digital or ecological transition;
- **PM'up** which targets SMEs with fewer than 250 employees and less than 50 million euros in turnover. The aid provides a maximum 250 000 euros of funding over 3 years to enable businesses to exploit their growth potential (market research, management staff recruitment, etc.);
- **Innov'up** designed to support innovative projects (feasibility studies, prototypes, etc.);
- **Back'up** for SMEs facing short-term problems.

In addition, the EER strategy will rely on the following actions:

- creating a **network with a clear support structure**, guaranteeing professionalism and bringing together relevant public and private players;

- **boosting financial aids** to micro-enterprises and SMEs: the Region will rely on the new partnership with Bpifrance setting extremely ambitious objectives to be met by 2021 with 3 billion euros of guaranteed bank loans and 5 000 micro-enterprises growth loans granted;
- **speeding up the digital and ecological transition**, by using Innov'up, PM'up and TP'up;
- establishing **residential pathways** for businesses so they can grow at each stage of their lifecycle;
- making it easier for micro-enterprises and SMEs to **access public procurement contracts**, by adopting a **Small Business Act** that will simplify procedure, shorten payment delays, combat illegal work and encourage bulk orders.

Paris Region will also introduce a **policy in support of micro-enterprises/SMEs transfers** which has become critical given the trend of ageing company directors. This issue has been specifically addressed by the Small Business Act (SBA) and the Review of the SBA for Europe of 2011, as well as by the Entrepreneurship 2020 Action Plan. Paris Region will follow their recommendations by:

- **improving information and advice services** for business transfers as well as improving data collection on and monitoring of business transfers;
- publicising business transfer platforms and marketplaces and launching campaigns to **raise awareness** among potential sellers and buyers of viable businesses.

3. Developing an entrepreneurial and innovative spirit

One main asset of Paris Region is its entrepreneurial and innovative potential which remains to be fully exploited. The EER strategy proposes concrete actions in order to capitalize on the region's vitality and diversity. By promoting an entrepreneurial and innovative spirit, it will help create **quality local jobs** as well as contribute to a **balanced development** of the regional territory and fight against social inequalities.

3.1. Promoting entrepreneurship and accompanying business creators

A new regional policy will be introduced to promote entrepreneurship and focus on **three main target groups**, also identified by the Entrepreneurship 2020 Action Plan:

- **women** who represent a large pool of entrepreneurial potential in Paris Region but are currently facing more difficulties than men when creating a business, mainly in access to finance, networking, and in reconciling business and family. The new policy will help make potential women entrepreneurs more aware of business support programmes and funding opportunities. It will also expand the existing networks of Female Entrepreneurship Ambassadors and Mentors for Women Entrepreneurs;
- **seniors** who are a valuable resource for entrepreneurship as well, as the median age of Paris Region population is expected to rise in the next decades. They can also be a **valuable resource for other entrepreneurs**. The new policy will thus foster senior entrepreneurs interested in transferring know-how to new entrepreneurs and match senior entrepreneurs with inexperienced entrepreneurs to create teams with broader skill sets;

- **young adults** who have to be encouraged to develop entrepreneurial skills through informal and non-formal education like volunteering. The new policy will target pupils and secondary school students. What's more, considering the unemployment rate among young adults, entrepreneurship support schemes will be put in place to encourage business creation as a route out of unemployment.

Students and young researchers (PhD and post PhD) will also be supported with specific programs, such as **PEPITE program** (innovation, transfer and entrepreneurship program for students), and with actions dedicated to highlight innovative projects developed by researchers.

The Region will ensure that **spaces dedicated to entrepreneurship** (incubators, seed accelerators, business and job cooperatives, etc.) **are spread across the entire Paris Region**. The Region will support the development of these places that should have a critical size, offer affordable prices for business creators and promote new usages.

3.2. Investing in human capital

Investment in human capital represents a major lever to boost entrepreneurship and the competitiveness of Paris Region's economy. Paris Region will focus a lot of attention on **developing apprenticeships**, especially for the initial qualification levels, and on tying this in with school education. To pool resources and meet the needs of businesses to the maximum extent possible, a single training map will be produced in partnership with the National Education Office. Continual vocational training will be adapted to the professions and sectors experiencing shortages.

Paris Region will also encourage young adults to have at least **one practical entrepreneurial experience** before leaving compulsory education, such as running a mini-company, being responsible for an entrepreneurial project for a company or a social project. It will boost entrepreneurial training in education by capitalizing on the **new digital tools for training and education**, developed by EdTech start-ups.

3.3. Encouraging a diversified economy

Paris Region will implement specific actions in order to encourage business creations in new forms of economies and help business creators and SMEs take full advantage of the opportunities offered by these new sectors.

Three sectors have been identified which are improving the quality of life and forging social links but facing hurdles:

- the **collaborative economy**;
- the **circular economy**: the EER strategy, in accordance with the Green Action Plan for SMEs, intends to raise SMEs' awareness of resource efficiency improvements and the potential of the circular economy for productivity and competitiveness;

- the **social economy**: a new policy will also be implemented in order to help social economy actors and social enterprises that are important drivers of inclusive job creation and social innovation.

3.4. Stimulating the economy in neighbourhoods and rural areas

Priority neighbourhoods in suburban cities and rural areas fully contribute to the region's attractiveness and dynamics with their many projects and initiatives. Increasing the services available in these areas is therefore essential to boost Paris Region's economic growth. Paris Region will :

- **set up a network of 1 000 co-working places by 2021** to accommodate project owners, businesses already set up, employees and self-employed people. These places will be established notably in the "Grande Couronne" (outer ring area), local rural areas and city policy neighbourhoods. A web platform for booking working spaces will go online in 2017;
- **adopt a regional rural Pact** that will schedule actions in different fields: local traders, personal services, craftwork and the arts, agriculture, forestry, biomaterials, commercial real estate and installation of ultra high speed internet;
- set up a 10 million euros "**neighbourhoods fund**" to invest in trade-focused businesses in city policy neighbourhoods.

4. Working collectively

In the implementation of the EER strategy, Paris Region will endorse its responsibility as the regional leader with regards to regional economic development, which implies a better coordination of all business players' interventions. Paris Region will also seek to optimize the use of regional and European funding, and to strengthen its relationships with other EER laureates. Each action will be closely followed up and evaluated in terms of impact.

4.1. Coordinating all actors behind economic activity

Aware of its leading role in the economic development of Paris Region, particularly on entrepreneurial issues, the Region today wants to **provide a better definition of the responsibilities** of those involved and make their contributions more consistent. #Leader aims at **setting up a new partnership-based governance** - described in the above section - in order to increase the comprehensibility and the consistency of such support mechanisms for all.

4.2. Optimizing the use of regional and European funding

In recent years, regional stakeholders have not made the most of the European networks and funding opportunities available for them. The EER strategy's answer is – first - to better **communicate and inform SMEs as well as economic actors** about funding opportunities provided by the European Union. This strategy targets both European structural and investment funds as well as Community Action Programmes such as COSME, Horizon 2020, Erasmus + or LIFE+. In this order, a new communication strategy will be implemented before the end of the first

semester of 2017: online documentation, newsletter, regular meetings with the regional economic ecosystem, etc.

Second, **a diversified offer of service is implemented by a broad range of actors in order to help regional stakeholders to benefit from these funds:** networking, counselling, etc. A new team has been set up among the Directorate for European Affairs in order to inform, advise and support potential project applicants. This team is also responsible for networking with intermediaries, such as national agencies, national contact points and national ministries.

Third, the mobilization of the ESIF financial support for entrepreneurship is optimized by **diversifying its allocation modalities.** In this way, grants are provided for the regional ecosystem and targeted audiences as well as support through financial instruments co-financed by the ERDF. In order to ease access to credit for disadvantaged people, another financial instrument - co-financed this time by the ESF - is also foreseen in the coming months.

4.3. Monitoring, evaluating and anticipating economic activity

The tools for managing, monitoring and evaluating economic activities and results in the region have so far been largely insufficient. What's more, information sharing remains limited. #Leader proposes to take actions in four areas:

- **merging expertise to help with decision-making:** a new body will establish and implement a multiannual work programme in order to monitor and measure the introduction of #Leader. It will be able to tap into a network of active partners and, when needed, call on the right experts: businesspeople, university staff, financiers, etc. The first evaluations, which will cover the four orientations of the strategy, could be available during 2018. Each orientation will include a methodology section with a schedule for the implementation of tools, carrying out of surveys and studies, and choice of monitoring and evaluation indicators;
- **playing the collective intelligence card:** special attention will be paid to exploiting studies, analyses and indicators produced by the Region and its partners, and to organising events, including an annual conference used to draw up and update a review of Paris Region's economic situation. All of this information will be made available to everyone, in line with the regional policy on open data;
- **managing the monitoring and anticipating activities:** adapting economic activities to increasingly faster and more profound changes requires understanding these changes and anticipating them. The region will tap into collective intelligence and networks of experts in order to shed light on the issues surrounding the Paris Region economy. This work could be produced by experts from the academic world or by economic decision-makers from, for example, professional branches and unions;
- **developing an economic intelligence strategy:** the State and the Region will work on strengthening the regional strategy for economic intelligence to control and protect useful information for all economic players. This strategy will be used to detect threats and identify opportunities, manage scientific heritage and carry out an effective influence strategy.

5. Communication plan

The EER award would help us:

- to **promote the dynamism of Paris Region entrepreneurial ecosystem and the pro-business strategy** implemented by the Region. This way, it will contribute to improve our Region's visibility;
- to reach **entrepreneurs and innovators from all over Europe and convince them to settle and develop activities in Paris Region**. This way, it would allow us to catch up the delay with our major competitors among European and international capitals;
- to **foster cooperation between Paris Region and other European regions** including EER laureates, while territorial cooperation is essential to improve public policies in favour of European SMEs so as to strengthen their competitiveness and that of the European Union as a whole.

Paris Region will implement **a shared communication strategy** to promote its pro-business character and all the regional actions undertaken in the benefit of entrepreneurship and businesses.

This plan relies on the following levers:

- **A naming strategy** to strengthen the region's visibility on the international scale and built on two main brands:
 - #Leader : strategy for growth, employment and innovation in Paris Region;
 - Paris Region.
- **A specific communication on #Leader** with:
 - a complete file on the Region's internet portal;
 - 3 communicating brochures:
 - one brochure presenting the general strategy (44 pages) designed for the economic actors, directly addressed to the main stakeholders and available online;
 - an English version of this brochure is available on parisregion.eu;
 - a short-version of the brochure presenting the regional strategy's main lines.
- **An attractiveness strategy** to promote Paris Region's assets abroad and attract foreign businesses, investors and talents:
 - launch of the **new one-stop-shop "Choose Paris Region"** in November 2016;
 - production of a short-movie in English to be broadcasted on the region's portal, social networks and on the English website, and of a longer version that can be broadcasted in international events;
 - a photo exhibition on Paris region's main building.
- **A promotional campaign on the new regional aids**

This campaign intends to better communicate towards business creators and SMEs on the aids available. Considering that the simplification of these aids is crucial to achieve this objective, the

region has launched a **new aid system** in 2016 made up of four funding solutions (TP'up, PM'up, INNOV'up and BACK'up). Information on these aids has been made available through **different supports with specific target audiences**:

- all aid can be accessed online via an interactive tool on the region's portal: www.iledefrance.fr/aides-entreprises;
- a media-wide campaign with targeted ads to SMEs focusing on 4 different needs ("funding your innovation projects", "supporting your business' growth", "getting access to a bank loan", "getting over your problems"), and in large-public media (Le JDD, Le Parisien, Direct Matin, 20 minutes);
- direct marketing towards 120 000 businesses in Paris Region with the support of Bpifrance;
- direct information through mail to the stakeholders.

In addition, **24 "active offices"** will be put in place on the regional territory to meet local business creators and leaders and make them aware of the aid available considering their projects.

If Paris Region becomes a new EER laureate, several actions will be carried out in order to **highlight the partnership with the Committee of the Regions**.

The EER logo will be added to **all means of communication** dedicated to #Leader and dealing with entrepreneurial issues:

- **Internet:** on the Region's website, the EER logo will be added on the pages dedicated to entrepreneurship and a special page will be created to publicize the partnership between Paris region and the Committee of the Regions.
- **Paper documentation:** the label and a special mention to the Committee of the Regions will be added in new paper documentation about #Leader.
- **Communication events in Paris Region:** all communication events linked to #Leader and entrepreneurship organized or supported by Paris Region, will clearly mention the partnership with the Committee of the Regions.
- **Communication actions led by partners:** every partner involved in the implementation of #Leader will mention the EER label in their communication support.
- **Communication event in Brussels:** to publicize the EER label and #Leader, the Region will rely on its office in Brussels, Ile-de-France Europe (www.iledefrance-europe.eu), to organize communication events in partnership with the Committee of the Regions (in the framework of the European Week of Cities and regions in particular) and other major players and networks, such as ERRIN and the EBN network for example.