#LEADER
STRATEGY FOR GROWTH, EMPLOYMENT AND INNOVATION IN PARIS REGION

The Region is taking action on employment and economic development
Unleashing the growth and job potential

Valérie Pécresse, President of Paris Region

Paris Region possesses a number of assets: the region with the largest concentration of wealth in Europe, a unique metropolis with 1.3 million businesses of all sizes and a diversified economy, an international financial hub, a strong industrial presence, world-renowned higher-learning establishments, and thriving local areas such as Roissy-Le Bourget, La Défense and Paris-Saclay.

These assets have been underexploited in the past: but we want to get the best out of them. They lie at the heart of a completely revamped and ambitious economic strategy that we are launching, all in the name of growth, jobs and innovation. For this reason we called it #Leader. Together, I want us to make Paris Region the world’s top region for innovation and job creation by 2020. This is the ambition of a unified, pioneering “Smart region”, ready to take on the world.

Our strategy needs to take into account these times of upheaval. The digital revolution and energy transition are shaking up traditional economic models like never before. Brexit and stiff competition between the world’s major cities means we have to fight hard to stand out from the crowd to attract people and businesses.

To turn our region into a more attractive option, the regional work has several critical components at its core. This includes bringing industrial businesses geographically closer to universities and prestigious institutes, research laboratories, start-ups and financiers, as well as providing support to businesses, notably as they expand internationally.

Addressing the attractiveness component also involves working closely with local areas in developing major infrastructure projects. Our ambition is for the entire region to have ultra high-speed internet by 2020. We want to breathe new life into communes on the outskirts, at the same time strengthening the role of Paris and the central communes.

This strategy is the result of an enormous effort from all those public and private players who have been working together for a year now. We need more efficiency and cohesion. The Region sees its role as the conductor of local initiatives designed to unleash the extraordinary potential for innovation and growth that exists in our local areas. This is a priority for me.
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THE REGION’S RESPONSIBILITIES TOWARDS BUSINESSES

A LOOK BACK AT A YEAR OF JOINT EFFORTS
WHY DID THE REGION DECIDE TO TAKE A CONSULTATIVE APPROACH TO DRAWING UP THE PLAN?

The law stipulates that Paris Region’s players must now follow the directions shown in the Plan, which sets out the regional work and the coordination of all methods designed to support economic growth across the entire area.

It was therefore vital to find out and document the expectations of different areas as well as the expectations of all economic players in Paris Region (company directors, competitiveness hubs and clusters, local authorities and consular chambers, etc.) in order to jointly establish the organisational setup and clear directions for the five years ahead.

WHAT WERE THE KEY STAGES IN THIS JOINT EFFORT?

The Region kicked off the process by examining a collection of analyses: evaluation of the previous strategy, socio-economic overview of Paris Region (produced by the IAU) and a look at prospects for the future with expert groups.

In March 2016, the regional conference for growth, employment and innovation served as a launch pad for a series of group and individual exchanges on identifying the issues for Paris Region’s economy, the exchanges continuing throughout the first six months. The partners were also invited to submit written contributions. Following this, the Region proposed a draft plan which was presented and debated during a second series of exchanges: bilateral discussions, regional (SSE (social and solidarity economy), CTAP (public action)) and local (in each département) conferences, and consultations with businesses and social partners.

Almost 2,300 people took part in these exchanges, which resulted in the Plan adopted by the regional councillors at the end of the year.

WHAT WERE THE DIFFICULTIES ENCOUNTERED?

The main constraint was time. The NOTRe law (introducing a new organisational setup for the country’s different bodies and authorities) gave the Region one year to come up with the Plan, in an institutional environment marked by a reassignment of economic responsibilities – notably, restrictions on the capacity of départements to intervene – and by changes in the scope of Paris Region’s intercommune setup.

The challenge therefore involved sticking to the timeframe imposed by law, all the while giving everyone the time needed to establish their position and help put together the new strategy.
Consultation: focus on the written contributions

34 EPCIs (public establishments for intercommune cooperation) / EPTs (local public establishments) representing 85% of the population

1 Grand Paris Metropolitan Authority

8 Départements including the City of Paris

24 businesses 17 of which are micro-enterprises

81 socio-economic players:
 Associated bodies (Le Lieu du Design, Paris Region Entreprises...)
 Consular chambers (CCI Paris – Paris Region-Essonne, CRMA...), CRESS
 Competitiveness hubs and business networks
 EPA, PNR
 18 associations (Uriopss, BGE, Initiative, IDF Active...)
 Unions
 Prefecture, Deposit Office (Caisse des dépôts), Medef, CGPME...

IN WHAT WAY DID THE CONSULTATION METHODS USED COMPLEMENT EACH OTHER?

The individual and group meetings allowed for frequent exchanges on the issues, expectations and commitments of everyone:
• The expert groups (research bodies, partners, universities) provided input for examining the challenges ahead for the regional economy.
• The committee of partners tracked progress in the work. Exchanges with each one were also continued during bilateral discussions.
• The thematic conferences served as a platform for delving deeper into the issues surrounding economic development, innovation, attractiveness and the social and solidarity economy.
• The local conferences, which I ran myself, were designed as a way of getting out and discovering local areas and businesses in each Paris Region département.

The written consultation also provided an opportunity for formalising the individual points of view and analysing the main expectations coming out of almost 150 contributions.

The summaries of these works have been compiled and can be accessed on Paris Region’s website.
Chapter 1
Investing in the attractiveness of Paris Region

Paris Region features regularly in the upper echelons of world rankings for economic leaders*. Its assets? The quality of its infrastructure, the wealth of its expertise, the thriving business environment, the size of the market, the quality of training and the French way of life. However, competition from other “world cities” shows no signs of abating. It’s therefore time for the Region to reassert its position in a bid to enhance its attractiveness and improve its world ranking.

* For example, ranked 4th in the PwC study “Cities of Opportunity 2016”.
A leading region in the world backed by an abundance of assets

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**THRIVING ACTIVE POPULATION**

- **350,000 entering** annually in Paris Region
- **6.1 million jobs**
- **24%** of France’s jobs

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**INTERNATIONAL FINANCIAL HUB**

- **23 of the world’s 500 biggest multinationals** are present in Paris: 3rd city behind Beijing and Tokyo in terms of companies set up
- Paris has **40 funds** for start-ups, compared to 37 in London and 23 in Frankfurt

---

**ATTRACTION COMMERCIAL REAL ESTATE**

- **58.6 million m² of offices**
- **17 million m² of warehouses**
- **680,000 m² of exhibition space:** no. 1 exhibitor worldwide (surface area)
- **La Défense:** no. 1 European business district

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**WORLD-RENOVED HIGHER EDUCATION AND RESEARCH**

- **39%** of national R&D expenditure
- Science and technology hub of **Paris-Saclay**
- **8 competitiveness hubs**
- **17 universities** and 60 grandes écoles (prestigious institutes)
- **40%** of France’s researchers

---

**QUALITY INFRASTRUCTURE**

- **3 international airports:** Paris-Charles-de-Gaulle, Paris-Orly and Paris-Le Bourget
- **7 TGV (high-speed train) stations**
- **47 million tourists**

---

**NO. 1 EUROPEAN REGION FOR WEALTH**

- **ahead of Lombardy and Greater London**
- **1/3 of the wealth created in France**
- **no. 1 industrial region** in France in terms of job numbers
- **4th largest service economy** in the world

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Attracting businesses, investors and talents

Paris Region aims to successfully channel all energy into an attractiveness strategy and a brand owned by all economic players. To be more efficient, meet the expectations of international target groups and improve Paris Region’s results, two key components need to be incorporated into this strategy: a service culture and digital transformation.

STRENGTHENING KEY FACILITIES

Investors pay a lot of attention to a place’s quality of life. This is a very real factor in a location’s appeal, and depends largely on transport infrastructure. The facility upgrades in Paris Region will be exemplified by the Grand Paris Express 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 goods transport easier. New services – multimodal connections, development of connected vehicles, car-sharing, etc. – will help ensure that workers and the general population make optimal use of the infrastructure. Some local areas, until now poorly served, will be able to develop. Furthermore, existing key facilities (airports, universities, conference centres, leisure complexes) will be enhanced and modernised.

DEVELOPING LAND, REAL ESTATE AND SERVICE OPTIONS THAT ARE ATTRACTIVE AND EASY TO UNDERSTAND FOR INTERNATIONAL STAKEHOLDERS

The real estate potential of an area represents a key component of its attractiveness. The construction of new offices and renovation of old stock in Paris Region needs to continue. With regional economic growth accelerating, it will be necessary to put 500,000 m² of office space on the market every year between now and 2030 in order to meet international standards and satisfy the needs of French and international businesses. Some of the land available will need to be used; the construction of reversible buildings (easy to convert into offices or housing, depending on needs) will also be encouraged. The Regional Observatory for Commercial Real Estate (Observatoire régional de l’immobilier d’entreprise) is the key body for analysis and strategic thinking in this area. To help speed up action here, the Region will make proposals to the government to reform the fees associated with creating offices, businesses and warehouses.

NEW IMPETUS FOR THE SEINE GATEWAY

With its 15 million residents, 7.3 million jobs and 1 million businesses, the Vallée de Seine is a key component in Paris Region’s attractiveness. As an economic corridor and maritime gateway of world standing, it makes a huge contribution to opening Paris Region up to the world. Normandy Region and Paris Region now have a shared vision of the Seine Gateway and its economic sectors, which serve as drivers of development. The challenge: stimulate new growth and make the actions undertaken more harmonised. This will also involve making it easier to access the funds allocated to the State-Regions Interregional Planning Contract (Contrat de plan interrégional État Régions (CPIER)), a genuine tool for industrial redevelopment, green growth and innovation.

“...We have managed to meet all those involved in economic development: a vital step in reassigning the tasks stemming from the NOTRe law.”

Franck Margain
AN ATTRACTIVENESS STRATEGY BUILT AROUND A COMMON BRAND “PARIS REGION”

The international promotion work is somewhat disjointed, adding to the lack of clarity of the region’s image in the eyes of foreign decision-makers. To address this, Paris Region is going to devise an attractiveness strategy in association with the Paris Region Attractiveness Committee (Comité francilien de l’attractivité), a body responsible for bringing together public and private players tasked with promoting the area. Paris Region Entreprises (PRE), the agency for regional attractiveness, will be charged with implementing this strategy around three main themes:

• Consistent marketing of what the local area has to offer, built around the common brand “Paris Region”, the aim being to boost Paris Region’s exposure abroad. The Region and PRE will produce and/or approve all mechanisms used for the economic promotion of Paris Region and different project areas on the international stage.

• Identification of prospects in strategic countries. PRE will handle this task, continuing the work of Business France.

• Tailored support for businesspeople and investors who have chosen Paris Region. PRE will be their single operational entry point. The office “Choose Paris Region”, which is already in place, offers a comprehensive support package to foreign companies looking to set up in Paris Region. This covers regulatory, tax and social aspects, as well as looking after staff and their families.

The attractiveness value chain will help clarify the role of everyone involved. Here, the Region and PRE will strengthen their relationship with the single contact point for investments (référent unique aux investissements (RUI)) in order to support the strategic projects of foreign investors in Paris Region. Finally, the strategy for attracting tourists will be clearly set out in the Regional Plan for Tourism and Leisure (Schéma régional du tourisme et des loisirs) 2017-2025, with eyes firmly fixed on the 2024 Olympic and Paralympic Games and World Expo 2025.

3 QUESTIONS FOR Franck Margain
President of Paris Region Entreprises, the economic development agency for Paris Region

WHY DID PARIS REGION ENTREPRISES DECIDE TO GET INVOLVED IN DRAWING UP THE #LEADER STRATEGY?
As a pivotal player in economic development, it is our duty to take part in this work. On top of that, under the NOTRe law, we are witnessing a reassignment of tasks between the cities, départements, local areas and Region. This has enabled us to meet all the players and partners involved in the region’s economic development in order to define and coordinate our respective roles. Finally, being at the heart of the regional economic strategy gives us an opportunity to take it global.

HOW DO YOU SEE PARIS REGION’S ATTRACTIVENESS?
Our assets are well known: a hub of students and researchers, diverse industries and services, quality infrastructure, enviable position in the heart of Europe... We also have “hidden strengths”. For example, the cost of a Paris Region executive for an employer is much lower than the costs seen in other capitals... despite Paris Region being ranked 1st in Europe in terms of productivity! The three international secondary schools also represent a major factor in its attractiveness.

WHAT DO YOU EXPECT TO COME OUT OF THE IMPLEMENTATION OF THE #LEADER STRATEGY IN 2017?
We are now, together with all those involved in Paris Region, going to put this joint work into practice in order to offer a more complementary service, avoid overlaps in work and move forward in the same direction. This should notably help us sell the region’s qualities internationally even better, bearing in mind the increased competition from “world cities” such as Frankfurt and London. If I had to propose a way forward to improvement, I’d emphasize the benefit of developing an active and sizeable financial community serving start-ups. A way of avoiding businesses heading overseas.

FOCUS ON...
The chain of international attractiveness

1. Defining target groups
   - The Region establishes the attractiveness policy (with the Paris Region Attractiveness Committee)
   - It coordinates the building of shared communication tools for each target group

2. Coordinating the players
   - The Region draws up a schedule of promotion campaigns of Paris Region’s players
   - Business France, in association with the Region, implements its own campaigns as well as joint campaigns with Paris Region’s players (contact point: PRE)

3. Promoting and canvassing
   - The operators run their campaigns using the Paris Region brand and the tailor-made communication tools

4. Identifying prospects
   - Businesses and investors are identified and the contact details passed on to PRE by the operators
   - For Business France, PRE is the single contact point in the region

5. Supporting and setting up
   - PRE handles the setting up of public and private entities
   - In association with the départements, communes, EPCI, EPA (land-property-tax, etc.), Pôle emploi (employment centre) and Apec, clusters (R&D), and consulates (offer of support)
Boosting exports from local businesses

The offer of export support to businesses is substantial, but it needs to be easier to access and coordinated better. Despite steps taken to optimise this, launched under the Regional Plan for International Business Expansion (Prie), the many solutions available often remain redundant and do not offer businesses a full service.

Businesspeople similarly do not make the most of the international scope of Paris Region’s big businesses or the experience of executives joining from abroad. Using these valuable resources in a more coordinated way will help boost the development and exports of Paris Region’s products and services.

OFFERING BUSINESSES AN ACCESSIBLE AND EFFECTIVE PATHWAY OF SUPPORT ON THE INTERNATIONAL STAGE

The Region will set out and introduce an offer of support services for exporting. The goal: provide businesses with clear, speedy and simplified pathways. To achieve this, the Region will call on all public and private players, ensuring that what they offer complements each other and that there is no overlapping. Each contributor’s role is clearly set out using a value chain for taking Paris Region businesses global.

Partnerships formed with large global regions combined with analyses conducted on the external trade of Paris Region will help in identifying the most profitable geographical areas for Paris Region businesses. More generally, the Region will encourage networking among small and large businesses established in Paris Region with a view to open innovation.

Mentoring – professional support provided by peers – will be promoted along with calling on international volunteers abroad. Start-ups interested in the American market will be invited to get in touch with the French Tech Hub, which serves as a link between the Region and the United States.

Finally, identifying funds (European, national and regional) that can be tapped into will be made easy and will help in taking Paris Region businesses global.

ENCOURAGING JOINT EXPORT OPERATIONS

For the strategic sectors (aeronautics, digital, health, etc.), the competitiveness hubs will put systems in place for joint export operations. Turnkey solutions, combining complementary products and services, will be offered to foreign decision-makers. This “pack hunting” strategy will also be backed by the Regional Plan for International Business Expansion (Prie). By exploiting the Paris Region brand, small and large businesses will together take part in international joint missions, as well as major Paris Region events (fairs, shows) attracting international visitors.

VIRTUAL MARKETS, PART OF THE EQUATION

The Paris Region export strategy will need to incorporate virtual markets, since, for small businesses, they represent a springboard for exporting. By using these markets, businesspeople can gauge consumers’ interest in their goods or services, without having to move. The Region therefore intends to help promote Paris Region products on these markets and set up “Paris Region corners” to help micro-enterprises and SMEs looking to export via digital.

BOOSTING PARIS REGION’S BUSINESS TOURISM

With 700 000 m² of surface area available, almost 12 million annual visitors and more than 95 000 businesses exhibiting, Paris Region is Europe’s leading business tourism location. It hosts many international events: the International Paris Air Show, Eurosatory, the Paris International Agricultural Show and the Paris Motor Show. In a bid to develop business tourism in Paris Region, the Region will provide a boost for promoting these and similar local events, in association with major players in the sector.

Business France, guiding businesses as they go global

As a partner of Paris Region, Business France represents an export gateway for French SMEs. With its 85 offices located in 70 countries, this public body helps businesspeople target key markets, canvass future customers, submit calls for tender, find out about local regulations, etc. Through the France Export programme it runs, Business France carries out several hundred joint missions abroad, open notably to businesses benefiting from TP’up and PM’up aid.
... and creating a readily identifiable region on the international stage

The economic image of Paris Region remains behind the likes of London and other European places 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, the Region has two levers for action: optimise the use of production factors (material work, natural capital, physical capital...) in Paris Region – a potential source of productivity and economic growth – and increase specialisations in business hubs in the inner and outer ring areas.

**DEVELOPING LEADING INTERNATIONAL HUBS**
To generate greater exposure, the 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, Grand Paris Sud-Évry-Génopole, 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. They will benefit from a leadership orchestrated by the Region and PRE in an effort to work together on subjects of common interest, as well as promotions and exchanges.

**IMPLEMENTING THE PARIS REGION BRAND**
No flag, no victory. The Paris Region brand will help the region become more widely recognised internationally. PRE will provide Paris Region’s local areas with language components and shared communication tools for use in international promotion campaigns. Each of them will be able to showcase their assets in line with the efforts undertaken to boost the Region’s international exposure.
PARIS REGION, AN EMOTIONAL AND RATIONAL CHOICE

A drawing evoking the Eiffel Tower positioned in the middle of eight coloured sticks, radiating out in every direction; the city of Paris, one of the most celebrated in the world, incorporated into the very movement of its region. Launched three years ago to take Paris Region’s attractiveness strategy global, the local brand “Paris Region, Source of Inspiration” says it all.

CAREFULLY MANAGED COMMUNICATION

The local brand invites investors to launch into a shared, creative future. It emphasizes the cohesion of those working together for the success of the local area, at the same time providing them with an extra competitive edge. To ensure that its image is never distorted and that every use of it serves to reinforce it, its inclusion on the communication tools of the different players is meticulously managed. The Paris Region brand is also associated with a semantic and iconographic world.

AN OFFICE FOR HELPING SET UP IN PARIS REGION

However, when it comes to investments and setting up businesses, simply arousing their interest is not enough. Before investing in their future, and that of their business, colleagues and family, international decision-makers need well-founded reasons. In the wake of the Brexit vote, the one-stop-shop ‘Choose Paris Region’ was launched in November and is evidence of the success in getting Paris Region’s players on board. The system sets out five points to explain the main benefits of the Paris Region ecosystem. It encourages international decision-makers to get in touch with its team of business managers. A special contact person helps them with their research and procedures. By focusing efforts on pooling the resources of the different hosting entities in the region, everything can be handled with precision and speed.
Chapter 2
Making the Paris Region economy more competitive

Paris Region, home to almost 950,000 businesses, is the most active in France in terms of business creation. It alone hosts a quarter of the 388,000 French businesses created every year and looks set to be the leading European region for new start-ups. However, despite a favourable business environment with a strong ecosystem focused on growth, Paris Region businesses face obstacles in their development. The Region can 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.
Almost 950,000 businesses have been set up locally. The region is home to a quarter of the 388,000 businesses set up annually in France. But they struggle to grow.

**Distribution of jobs per business size in 2012**

<table>
<thead>
<tr>
<th>Country</th>
<th>Micro-enterprises (fewer than 10 employees)</th>
<th>SMEs (10 to 249 employees)</th>
<th>Mid-cap enterprises and large groups (more than 250 employees)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Italy</td>
<td>46%</td>
<td>41%</td>
<td>14%</td>
</tr>
<tr>
<td>Spain</td>
<td>41%</td>
<td>36%</td>
<td>14%</td>
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<tr>
<td>Poland</td>
<td>36%</td>
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<td>France</td>
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<tr>
<td>Finland</td>
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<td>Brazil</td>
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<td>Germany</td>
<td>23%</td>
<td>38%</td>
<td>19%</td>
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<tr>
<td>UK</td>
<td>17%</td>
<td>36%</td>
<td>17%</td>
</tr>
<tr>
<td>Japan</td>
<td>14%</td>
<td>40%</td>
<td>45%</td>
</tr>
</tbody>
</table>

Almost 950,000 businesses have been set up locally. The region is home to a quarter of the 388,000 businesses set up annually in France. But they struggle to grow.
Becoming a global hub for innovation

Paris Region is one of the pioneering regions in the European Union and indeed the world when it comes to research and innovation. Its potential reflects its capacity to create and innovate, a vital factor for France’s international competitiveness. 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.

Its position in Europe and worldwide is below expectations. Despite a positive creative vibe, there remain barriers to creation and growth for start-ups, and they need to be removed. Actions targeted at “new talent” in the region should result in better development of this potential and turn the region into a global hub for innovation.

SUPPORTING KEY INNOVATION HUBS
Given the evocative nature of words, we can all fairly easily imagine what a start-up accelerator or incubator is... These integrated key innovation hubs (GLII) have a purpose: facilitate the creation and expansion of innovative businesses by offering them relevant services. The Region is looking to support the development of GLIIs meeting the following criteria: critical size, a link with at least one of the strategic industries, a high-level support programme and relations with other innovation venues. The organisations concerned will be able to use the label “Paris Region Innovation”, and benefit from regional promotion and, where appropriate, funding.

SUPPORT FOR FUNDING INNOVATIONS AND BRINGING THEM TO MARKET
The Region has set out to stimulate technology transfers and bringing innovations to the marketplace. For strategic industries, it will implement a start-up, experimentation, prototyping and demonstrator policy in association with Paris Region’s players. It will notably make use of the Innov’up mechanism.

INCORPORATING THE DESIGN FACTOR INTO INNOVATION
Design has become a major driver for growth and securing markets. Conscious of the need to ensure that businesses are aware of this, the Region will support Le Lieu du Design, which will run a hub aimed at networking among businesses and designers.
DEDICATED SUPPORT FOR PROJECT OWNERS AND BUSINESSES WITH HIGH GROWTH POTENTIAL

The Region will make a new range of services available to innovative businesses. This will include:
- strategic support
- boosting their equity and funds
- assistance for going global
- real estate solutions at innovation venues
- networking with major clients.

With its partners, the Region will manage a Paris Region community of top businesses.

DEVELOPING OPEN INNOVATION

Relations between large enterprises and SMEs represent a platform for running joint, shared innovation projects. They will be supported in a bid to encourage "open innovation". The competitiveness hubs will play a leading role here in terms of promoting innovations among strategic industries in Paris Region. Furthermore, Paris Region Entreprises provides open innovation services (techmeeting, sourcing) in the United States and China aimed at large groups and SMEs/start-ups.

PROMOTING SYNERGIES BETWEEN BUSINESSPEOPLE, RESEARCHERS AND TEACHERS-RESEARCHERS

To bolster the continuum of innovation, the cooperation initiatives between businesses and international or university centres of excellence will be stepped up. The Region will tap into its strategic industries and the existing structures: institutes of technological research, Carnots institutes, technology transfer fostering societies (SATT), etc. Furthermore, Paris Region wants to propose to the Ministry of Higher Education and Research the introduction of a third mission for teachers-researchers: knowledge transfer to businesses.

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.

FOCUS ON...

3 QUESTIONS FOR

Frédéric Tibout
Cofounder and President of the company English Attack, created in 2009 in Paris

WHY DID YOU WANT TO CONTRIBUTE TO DEVELOPING THE #LEADER STRATEGY?

English Attack is an extremely international digital company that develops innovative teaching tools for learning English. We work closely with the Region, which became a shareholder in our company last year. We have naturally been involved in these discussions, addressing the following themes: innovation, international expansion and bilingualism.

HOW DO YOU SEE COMPETITIVENESS IN PARIS REGION?

The region’s competitiveness and attractiveness are strong. When we were setting up our company’s headquarters, with my partner, we chose Paris Region. It has many benefits to offer: its talents, its thriving high-tech sector and its support ecosystem which is very favourable, relevant and has minimum bureaucracy. But there are some aspects that affect this competitiveness in comparison to other world regions. Heavy labour law restrictions pose problems in our sector. And the image of Paris Region residents having poor levels of spoken English can hamper the recruitment of foreign talents...

WHAT DO YOU EXPECT TO COME OUT OF THE IMPLEMENTATION OF THE #LEADER STRATEGY IN 2017?

We would like bilingualism or, at least, better proficiency in English among Paris Region residents to be a strategic objective in the Plan. For example, we could set up English-speaking offices, raise awareness among businesses and employees... It would also be interesting to encourage secondary school students to study in other places, including abroad. Finally, we would like to see a competitiveness hub dedicated to digital education (Edutech) set up: the Region has a lot to offer in this field!
3 QUESTIONS FOR

Jean-Luc Beylat

President of Systematic Paris-Region, a competitiveness hub dedicated to those in the software, digital and industry fields covering the greater South-West of Paris

WHY DID YOU WANT TO CONTRIBUTE TO DEVELOPING THE #LEADER STRATEGY?

Competitiveness hubs have been set up to build innovative ecosystems and make it easier for businesses to grow. It’s only logical therefore that we were approached to take part in the #Leader Plan.

We are very pleased with the trusting relationship built up with the Region. We helped write the Plan and attended discussions, being sure not to produce a mere theoretical plan, but instead a real work tool, relevant to the practices and expertise of the different players.

HOW DO YOU SEE COMPETITIVENESS IN PARIS REGION?

The region’s area is vast and contrasting: next to thriving zones are others with high unemployment rates. However, we do possess many assets. An exceptional concentration of academics, large groups and SMEs makes the region Europe’s leading research and development hub!

We hold all the cards needed to take up the digital innovation challenges of the two decades ahead: energy transition, smart city, mobility, health...

WHAT DO YOU EXPECT TO COME OUT OF THE IMPLEMENTATION OF THE #LEADER STRATEGY?

We hope to be involved in implementing the #Leader Plan, and will follow up the work carried out using jointly-defined performance criteria. Fundamentally, we believe it is essential that the Plan makes the local area easier to understand, and joint action easy to carry out, and also that it bolsters exchanges between partners.

On top of that, it needs to attract talent and private investors. Finally, we hope that the Region will want to join us in taking up the future challenges of digital innovation, so that Paris Region becomes a digital leader in Europe.

“

This Plan is not simply a theory; it is a real work tool, relevant to the practices and skills of the different players.”

Jean-Luc Beylat

510 000 jobs
in the digital economy

Factory of the future, a strategic move

Smart robots assisting qualified operators with cumbersome or repetitive tasks, immersion rooms for testing new equipment in virtual reality, exoskeletons increasing their user’s strength tenfold, connected printers processing millions of pieces of data singlehandedly... The factory of the future is no longer the dream of a few science-fiction authors, it is a reality that can give a business a decisive competitive edge.

It means we can produce unique, complex parts at a reasonable cost, by optimising the work, energy and raw materials involved. It therefore represents a historic opportunity to reindustrialise our economy. The Region also supports its SMEs by helping fund joint-production infrastructures and supporting their direct investments in future technologies. Almost 200 have already been assisted.
Developing high-end industries

High-end industries in Paris Region represent one of the key drivers behind regional competitiveness. 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 (including the competitiveness hubs) and encourage in situ experiments.

SEVEN HIGH-END INDUSTRIES 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, Internet of Things, fintech, software, networks, and smart grids)
• Health (including biotechnologies, medical devices and the silver economy)
• Tourism, sports and leisure
• Sustainable and smart city-region (including eco-activities, energy, biomaterials, sustainable [re]construction, waste, smart cities, and services).

These industries are seen as strategic for Paris Region, given their potential for innovation and creating added value and jobs, and their leading position in Europe and internationally. Several of these industries serve to strengthen the production component of Paris Region’s industrial landscape. The Region will also run a consultation process with the industrial parties and partners concerned in a bid to implement real actions designed to maintain and boost industrial activities in Paris Region.

Finally, the Region wants to encourage industries to establish themselves locally within large infrastructure hubs, along the lines of the aeronautics-space industry at the Grand Roissy-Le Bourget hub.
The strategic industries with potential for innovation and jobs

- **Health, biotechnologies**
- **Sustainable city**
  - eco-activities, energy, biomaterials, services
- **Automobiles, mobility**
- **Tourism, sports, leisure**
- **Aeronautics, space, defence**
- **Agriculture, food processing and nutrition, forestry**
- **Digital**
  - big data, high-performance computing, software, smart grids, fintechs, cultural and creative industries

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**COMPETITIVENESS**

**A REVAMPED LEADERSHIP STRATEGY**

Seven new regional committees will be set up, each corresponding to one of the seven strategic industries. Co-managed by the Region and the State, these bodies will have several aims: help businesses access markets and public aid, support them in their joint research and development work, develop inter-business partnerships, incorporate opportunities connected with the circular economy and support the launch of new products-services. For each industry, high-exposure events will help promote the regional ecosystems and enhance the attractiveness of Paris Region. Other industries can also be supported, notably as part of future interregional and local partnerships.

Finally, in adopting a cross-fertilisation approach, the Region will encourage inter-industry partnerships in an effort to make it easier for all businesses to access new scientific expertise and technologies.

**CLUSTERS: EPICENTRES OF CROSS-FERTILISATION**

Within a cluster, players from the same sector of activities – large groups, SMEs, schools, manufacturers and service companies – share projects, each player contributing their resources and vision. The Region plans to consolidate national and international clusters, competitiveness hubs especially, at the same time encouraging the creation of new clusters focused on the strategic industries. Similarly, it will encourage experiments conducted in local areas.

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**Bpifrance, a bank for businesses**

Loans, aid, capital contributions... Bpifrance offers a wide range of tools to help innovative start-ups, micro-enterprises/SMEs and mid-cap companies. The Regional Guarantee Fund, Innov’up and the micro-enterprise Growth Loan feature among the options available from Paris Region in partnership with the public investment bank (Bpifrance). The Region, which co-manages the allocation of this aid, will ensure that the decision-making timeframe is shortened. It will also see to it that issues surrounding competitiveness in the Paris Region economy (coordination with other aid and players, account taken of the directions in the #Leader Plan...) are borne in mind when it comes to allocating aid.
Expanding micro-enterprises and SMEs

Some Paris Region businesses 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 stepped up. The same observation applies to land and real estate options, which should offer a residential pathway to businesses, maintain the diversity of economic and production activities, and boost the attractiveness of Paris Region.

Regional action should take account of ageing Paris Region directors and the large number of bankruptcies in Paris Region. Options in the form of transferring-buying micro-enterprises and SMEs and support for those businesses facing difficulties will be increased.

MAKING THE FUNDING OPTIONS CLEAR AND BOOSTING HELP GIVEN TO DIRECTORS OF MICRO-ENTERPRISES

To support the growth of micro-enterprises, the Region will oversee the implementation of a network with a clear support structure, guaranteeing professionalism and bringing together relevant public and private players. On the funding side, the Region and Bpifrance have extremely ambitious objectives to be met by 2021 (read box p. 20).

SPEEDING UP THE DIGITAL AND ECOLOGICAL TRANSITION

Digital and ecological transformations...
Aid to businesses by 2021

Paris Region aims to achieve the following:

3 billion euros of guaranteed bank loans through the Regional Guarantee Fund with Bpifrance,

5 000 “micro-enterprise Growth Loans” (available to micro-enterprises and SMEs with fewer than 50 staff) totalling 150 million euros,

1 500 businesses financially supported by the TP’up mechanism,

MORE THAN 1 000 businesses assisted by the PM’up mechanism,

40 million euros invested in the Innov’up fund every year,

1 more visible intervention of the Region in investment capital, complementing the private component.

are having a heavy impact on the economic models of businesses. Devising a strategy in these fields is a prerequisite for helping businessespeople develop. To make their transformation plan a reality, micro-enterprise directors will be able to use three regional mechanisms: Innov’up, PM’up and TP’up. Furthermore, the “Industry Revival” plan will stimulate a modernisation of the production base as well as the promotion of new industrial uses and business models. Finally, an “Innovation Week” involving several high-exposure events will be organised every year in order to showcase Paris Region’s digital industry.

INTRODUCING A POLICY IN SUPPORT OF MICRO-ENTERPRISE/SME TRANSFERS
Given the trend of ageing company directors, 2017 will see the Region start running an ambitious project in support of micro-enterprise/SME transfers. The goal: anticipate transfers and assist sellers and buyers.

HELPING BUSINESSES IN TROUBLE
The Region, together with the State, will devise a coordinated offer of help for businesses in trouble or restructuring. A support unit devoted to businesspeople and staff will be set up by the Region.

MAKING IT EASIER TO ACCESS PUBLIC PROCUREMENT CONTRACTS
Micro-enterprises and SMEs represent 99.8% of businesses and 80% of new jobs created in Paris Region every year. However, they secure only a quarter of national public procurement contracts. Under the Regional Plan for Promoting Responsible Buying (Schéma régional de promotion des achats responsables), the Region is drafting a “Small Business Act”. Its goal? Simplify procedures, shorten payment times, combat illegal work and encourage bulk orders. In association with consular chambers, professional bodies and the Paris Region public procurement contract portal (Maximilien), the Region will support micro-enterprises and SMEs as part of making public procurement contracts completely paperless by 2018. This should lead to greater access to orders related to the Nouveau Grand Paris transport project.
THE ABC OF REGIONAL AID TO BUSINESSES

A FOR ADAPTATION
Specific regional aid for specific needs: The aim: help businesses based on their needs and adapt to what they are actually struggling with.

D FOR DIGITAL
All aid can be accessed online via the Region’s internet portal: www.iledefrance.fr/aides-entreprises.

P FOR PARTNERSHIPS
The Region is consolidating its partnership with Bpifrance, via the Growth Loan for micro-enterprises and SMEs more than three years old. Innov’up for funding innovation projects of all businesses and the Regional Guarantee Fund, which makes it easy to get bank loans granted.

The Region is boosting the Regional Guarantee Fund in a bid to triple the number of SMEs benefiting.

R FOR R&D
Using aid for joint R&D projects, the Region is looking to stimulate collaboration between businesses and research laboratories. If businesspeople and researchers are running a joint project, they have the right to a subsidy covering up to 50% of the business’s R&D expenses and all of the marginal costs of the research bodies.

U FOR UP
In 2016, the Region presented its new aid system made up of four new funding solutions.

TP’up is aimed at micro-enterprises with fewer than 10 staff and less than 2 million euros of turnover. This subsidy, which can be up to 55 000 euros per year, is expected to enable them to invest, expand internationally or embark on a digital or ecological transition.

PM’up targets SMEs that have fewer than 250 staff, less than 50 million euros in turnover and a healthy financial situation. The aid provides a maximum 250 000 euros of funding and support over three years, and enables businesses to exploit their growth potential (market research, management staff recruitment, etc.).

Innov’up is aimed at businesses established in Paris Region for more than a year. Whether it’s a subsidy (from 30 000 to 100 000 euros) or a repayable advance (up to 3 million euros), this solution is designed to support innovative projects (feasibility studies, prototypes, etc.).

Back’up is for SMEs/SMIs facing short-term problems. This mechanism enables them to benefit from a cash loan of up to 300 000 euros, a subsidy for retaining jobs of up to 300 000 euros or aid for getting people back to work.
Chapter 3
Developing an entrepreneurial and innovative spirit

Characterised by an incredible vitality and diversity, the Paris Region economy began its shift to the service sector some time ago. Today, it accounts for more than 6.1 million jobs. This figure has been increasing constantly since 2000 and in more recent years has seen stronger growth than the rest of France. However, this buoyancy is not enough to absorb the rise in Paris Region’s active population or to significantly reduce unemployment, especially among the groups most at risk. To help deal with the changing skill needs in the region’s local areas and businesses, all guidance and training tools need to be used. In Paris Region, four out of ten jobs relate directly to the residential economy, which bases its activity on residents’ needs. To promote the thriving business activity of all local areas, the Region will provide solutions for the struggles faced by micro-enterprises and SMEs. It will notably focus on promoting an entrepreneurial and innovative spirit in order to maintain and create quality local jobs. The challenge? Encourage balanced development of the area and fight against social inequalities, notably in the city policy neighbourhoods.
Jobs
in Paris Region

- Paris: 1905,800
- Seine-Saint-Denis: 597,500
- Seine-et-Marne: 481,500
- Val-d’Oise: 413,800
- Hauts-de-Seine: 1,063,000
- Essonne: 473,500
- Yvelines: 587,500
- Val-de-Marne: 567,600
“Being at the heart of these activities, we can explain to business leaders what the SRDEII is going to bring them.”

Didier Kling
New pathways for business creators

The potential for business creation and innovation among Paris Region residents should be better exploited. While the regional offer of support for creating businesses is significant, the pathway for business creators-buyers suffers from a lack of hosting venues and also clarity in terms of the services and funding available.

HELPING PROJECTS OF CREATORS AND BUYERS IN LABOUR MARKET AREAS
The Region will oversee an overhaul of the mechanism for supporting the creation and buying of businesses by providing a range of services shared with all local business players in labour market areas.

INCREASING THE SPACE DEDICATED TO ENTREPRENEURSHIP
As part of the residential pathways for businesses, the Region will ensure that spaces dedicated to entrepreneurship (incubators, seed accelerators, business and job cooperatives, etc.) are spread across the entire Paris Region. These places should have a critical size, offer affordable prices and develop new usages (open to the areas in which they are established). They will also see to the smooth operation of residential pathways for businesses and provide support in line with the needs of businesspeople.

DEVISING A POLICY FOR PROMOTING ENTREPRENEURSHIP
A new regional policy will be introduced in this field and focus on three main target groups: youth (secondary school students, pupils), women and the elderly. By bringing all relevant players together, the entrepreneurship promotion campaigns will be run across Paris Region and the 24 labour market areas. Special attention will be focused on city policy neighbourhoods and on rural areas.

3 QUESTIONS FOR

Didier Kling
President of the Chamber of Commerce and Industry (CCI) Paris – Paris Region

WHY DID YOU WANT TO CONTRIBUTE TO DEVELOPING THE #LEADER STRATEGY?
This process initiated by the Region was a determining move for us. We represent businesses, and our role is to maintain close relations across the entire area. Being at the heart of these works enables us to strengthen the link between the field and the institution, to tell business leaders what the Plan will bring them... We have also been able to identify the complementary nature of our work and the Region’s work, given its evolving areas of responsibility.

HOW DO YOU SEE THE ENTREPRENEURIAL AND INNOVATIVE SPIRIT IN PARIS REGION?
Paris Region is a bustling place with a true entrepreneurial spirit. Some 150,000 businesses have been created there over the past twelve months. Support for innovation is significant, both psychological and material, with a comprehensive assistance mechanism on offer. However, once start-ups begin growing, we struggle to retain them. And generally speaking, businesses are not always aware of the aid available to them... We have to work on this.

WHAT DO YOU EXPECT TO COME OUT OF THE IMPLEMENTATION OF THE #LEADER STRATEGY?
The first wish of the CCIs is to make the assistance mechanism clearer and, in relation to this, to be gateways to aid and guidance for business leaders. We also want our eight départemental and local chambers to play a key role in the “active offices”, as provided in the Plan in each of the labour market areas. Finally, we believe it is important to assist businesses in the digital transition – as we do for example through “Digiteurs”, special awareness-raising spaces focused on digital transformation – and the move towards the circular economy.
Investing in human capital

To take their production system, their organisation and their economic model forward, businesses need new expertise. Without this, it is impossible for them to adapt to a changing environment and seize new market opportunities.

Investment in human capital represents a major lever for the competitiveness of Paris Region’s economy.

Better targeted training
In line with the directions set out in the Regional Planning Contract for the Development of Training and Professional Guidance (CPRDFOP), the players present in the labour market areas will together draw up a list of skills needed. The goal: identify the jobs experiencing shortages, as well as tomorrow’s jobs, in order to make relevant training available.

Identifying the sectors most affected by our changing society
Digital, ecological, societal changes... not all sectors will be affected to the same extent by these transformations in the economy. Support will be given to taking into account these changes in different professions and businesses: from clear identification of the needs through to implementation of action plans. New “professional campuses” will serve to fill gaps in terms of training available for leading strategic industries. Finally, for the younger generation, employees and those furthest away from work, solutions will be offered to them and will encompass competitiveness, training and integration.

Benefitting from upgraded training
The Region will focus a lot of attention on developing apprenticeships, especially for the initial qualification levels (IV and V), 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.

Giving vulnerable people access to jobs
The Region is planning to bring together employers looking for skills and trainees from local and regional organisations. Similarly, professional integration of workers with disabilities, youth facing struggles, residents from city policy neighbourhoods and jobseekers will be encouraged, notably through CPRDFOP actions.
Encouraging
a diversified economy

The in-place economy is able to meet the local needs of the 12 million residents in Paris Region. Alongside retail trade and local crafts, new forms of economies with high potential for employment are emerging: the collaborative economy, circular economy, and social and solidarity economy.

Beyond the economic aspect, these different sectors are improving the quality of life and forging social links. However, some of them (SSE, local crafts...) face hurdles, especially in rural areas, preventing them from guaranteeing the quality and long-term viability of businesses and jobs.

SUPPORTING THE DYNAMICS AND CHANGES IN LOCAL CRAFTS AND TRADERS

To support local crafts and traders, the Region, in partnership with Paris Region’s players, will use three main tools: the “neighbourhoods fund” (fonds quartiers) to support traders in city policy neighbourhoods, the TP’up aid and two tools focused on reviving trade activities in rural communities. To complement this, communes and EPCIs (public establishments for intercommune cooperation) will be able to continue or develop actions in support of the local economy.

BACKING THE DEVELOPMENT OF THE SOCIAL AND SOLIDARITY ECONOMY

Inspired by the conclusions of the regional conference for the social and solidarity economy, the Region is going to redefine the social and solidarity economy (SSE) policy. The main objectives of this strategy have already been identified:

• better inform those players in a position to support the SSE
• set up a coordinated and clear offer of services for assisting in business creation and growth
• mobilise the mechanisms for supporting businesses
• take into account and support the specific features of the SSE
• develop social innovation
• support cooperation opportunities in labour market areas
• strengthen the partnership relationships of SSE stakeholders.

To implement these objectives, the Region will cooperate with the SSE Regional Chamber (CRESS). The chamber will fulfill its role of running and coordinating Paris Region networks. Furthermore, the task of supporting the development of core labour standards will be assigned to the public interest group Maximilien, the portal for Paris Region public procurement contracts.

ENCOURAGING THE CIRCULAR ECONOMY

The circular economy offers craftworkers, retail traders and businesses a sustainable model, a source of innovation and job creation. In association with the State and ADEME (French Environment and Energy Management Agency), the Region will embark on a consultation process in order to identify Paris Region’s priority issues on this subject.

A Waste Industry Plan will be developed in line with the future Regional Action Plan for the Circular Economy. Furthermore, the actions of the #Leader Plan will be worked through in line with the Regional Plan for Waste Prevention and Management. This consultation will result in a regional strategy for the circular economy, run by the Region and supported through the creation of a network of those involved from Paris Region’s green economy.
For rural areas, this strategy will serve to stimulate growth in the farming industry as well as revive and maintain local business activities. For priority neighbourhoods, it will be a case of involving a population that is young and bursting with business plans and initiatives.

**SETTING UP THIRD PLACES IN THE AREA**

Coworking spaces, teleworking centres, fablabs... Paris Region will set up a network of 1,000 third places by 2021 to accommodate project owners, businesses already set up, employees and self-employed people. Establishing these places will be encouraged in the Grand Couronne (Outer Ring area), local rural areas and city policy neighbourhoods. A web platform for booking spaces available, known as the “place des tiers-lieux” (third-place square), will go online in 2017.

**PROVIDING OPPORTUNITIES FOR BUSINESS ACTIVITIES IN LOCAL RURAL AREAS**

A regional rural Pact will schedule actions to be undertaken in different fields: local traders, personal services, craftwork and the arts, agriculture, forestry, biomaterials, commercial real estate and installation of ultra high-speed internet. The development of business activities will result from regional nature reserve contracts and the support given to agricultural and forestry activities. In the labour market areas, partnerships with intercommune organisations and the départements will boost support for engineering, experimentation and running projects. Drawing up an agricultural Pact and renewing local regional contracts will form part of the Region’s work. The objective: develop local production and Paris Region land.

**BOOSTING BUSINESS ACTIVITY IN PRIORITY NEIGHBOURHOODS**

To support the growth of job-creating businesses in city policy neighbourhoods, the Region will, in addition to the commitments made to develop entrepreneurship, set up a “neighbourhoods fund”. This 10 million euro fund will be used to invest in trade-focused businesses whose head offices are located in these neighbourhoods.
A reliable internet connection, work stations equipped, or otherwise, with computers, meeting and relaxation rooms, even research laboratories and manufacturing workshops... A third place is a work space providing all amenities. In contrast to a “traditional” work office, it is shared by several occupants who can be found there full-time or just a few hours a week. Whatever name you give them (telecentre, coworking space, fablab, incubator...), they offer new collaborative methods for working, built on cross-fertilisation.

The Paris Region area currently has more than 400 of these types of spaces, a collection that the Region plans to significantly boost by creating a structured network of 1,000 third places by 2021. The mission: support the enormous reservoir of self-employed people and innovative businesses in Paris Region, notably in the creative and digital industries. By promoting teleworking, the Region also intends to reduce the work-home commutes of residents, improving both their quality of life and the quality of the air that they breathe. The third places should also make outlying areas more attractive and therefore contribute to an overall rebalance of business activity.

A mechanism for helping public and private investors is already in place: in 2016, 2.5 million euros was set aside to double their number in rural areas, with 50 creations. All operators wanting to add their part to the building will be backed. For example, the SNCF (French national rail) looks set to open coworking offices and spaces in about fifteen Paris Region stations... Called ‘Work & Station’, they are expected to meet the needs of commuters and businesspeople, at the same time relieving busy train networks during rush hour.

**OBJECTIVE:**

1,000 THIRD PLACES BY 2021
There is a wealth of support on offer for businesses throughout their lifecycle. Paradoxically, it lacks clarity, which has the effect of hampering project development. Aware of its leading role in the economic development of Paris Region, the Region today wants to provide a better definition of the responsibilities of those involved and make their contributions more consistent. The regional support, underpinned by a partnership-oriented approach to labour market areas, will be developed based on performance and the concentration of resources. Each action will be closely followed up and evaluated in terms of real impact.
11:45 pour Defacto
Coordinating those behind the economic activity

Due to a lack of real coordination of economic players, Paris Region’s mechanisms for helping businesses remain a little unclear, sometimes redundant and under-utilised. Furthermore, too many businesses are still excluded from it. The governance of economic activity needs to make a decisive move if it wants to truly be partnership-based. Communication on what’s offered in the local area also needs to be targeted better.

CLEAR AND COMPLEMENTARY ROLES
Working together involves a new, crystal-clear allocation of roles. In the wake of the NOTRe law, the Region devised the Paris Region Economic Development Plan, using a widespread consultation process involving all categories of business players and all local areas, which brought together almost 2,300 people and saw 150 written contributions. All bodies are required to follow the directions set out in this Plan, which is now prescriptive. The Region is for example solely responsible for defining the aid for businesses. Intercommune cooperation structures (with their own tax status) can take part in their funding, however the Region looks after the granting and assessing. Through an agreement, it can authorise them to grant additional aid, with or without its contribution. In all cases, these mechanisms will need to fall under the regional plan and address the issues in the labour market areas concerned.

KEY PARTNERS OF THE REGION
Some of the Region’s partners will play a leading role, which will be clearly set out in a multi-year agreement.

We must ensure that economic development generates job creation across all local areas, including in places facing the most challenges.

Sabine Beauvais-Delouvrier
WHY CONTRIBUTE TO DEVELOPING THE #LEADER STRATEGY?

Agglomerations are where businesses set up and grow. We therefore believed it was important to highlight a certain number of topics and ideas that we feel strongly about: making Paris Region more attractive and developing ultra high speed internet and high-end industries... We wanted to reiterate that innovation is also present in the Grand Couronne. We have four fablabs, several incubators... We also encourage open innovation and bringing down the walls separating businesses, universities and research, by taking part in operations, notably Paris Saclay Invest.

HOW DO YOU SEE BUSINESS STIMULATION IN THE REGION?

Strengthening the Region in terms of business stimulation involves simplifying the attractiveness chain. With the desire to become one of the world’s top regions, it can call on Paris Region Entreprises to improve its image abroad and showcase its assets: the quality of the infrastructure, the Grand Paris project, and the diversified economic fabric. It can also count on us, the local areas, which are home to the businesses. In parallel, we have a lot of work to do on jobs. We need to ensure that economic development generates job creation across the entire region, including those places struggling the most.

WHAT DO YOU EXPECT TO COME OUT OF THE IMPLEMENTATION OF THE PLAN?

Once the strategy is adopted, the Region intends to monitor its implementation closely. We hope to be involved in this follow-up as well as any changes in direction that may stem from this. But remember, shared governance does not mean complicated governance. The evaluation systems should not take longer than the action itself.

LABOUR MARKET AREAS AND ACTIVE OFFICES

Splitting Paris Region into 24 labour market areas reflects the desire of the Region to “localise” part of its work in order to adapt to the specific features and needs of local areas as much as possible.

In the labour market areas, a Pact for growth, innovation and jobs will set out the cooperation between the Region and the EPCIs concerned, by linking the State and the body of local players around the following principles: implement founding actions, coordinate contributions, and provide a diagnosis, an action and funding plan and a monitoring and evaluation tool. These Pacts, which could cover one or more labour market areas, will be the responsibility of a clearly defined entity, for example an intercommune cooperation setup or a “local agency”. A regional network for labour market areas will be set up by the Region to deal with cross-cutting issues.

Furthermore, in each labour market area, the Region will head the setting-up of active offices which will represent a key component of the Pacts and will be tasked with getting in touch with businesses. The objectives: identify, raise awareness among and inform those most in need of help. These offices will also be able to help directors put together their aid application files. In their labour market area, the active offices will be run by a point of contact – intercommune cooperation setup, local agency, consular chamber... – which will coordinate the contributions of its public and private partners.
• **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** will coordinate those working on the regional attractiveness strategy and will carry the Paris Region brand.

• **The Chamber of Commerce and Industry Paris – Paris Region** will assist businesses as they develop their projects, represent them and defend their interests in dealings with public authorities.

• **The Public Investment Bank (Bpifrance)** will help them look further and higher by funding businesses.

• **The Deposit Office** helps players in funding their development projects, contributing notably to Paris Region’s attractiveness, developing innovation hubs and creating businesses.

• **Business France** will help businesses expand internationally and significantly contribute to promoting Paris Region on the global stage.

• **The regional chamber and the départements and craftwork chambers** support and represent craft businesses and put together proposals for their development.

• **The intercommune cooperation setups, responsible for commercial real estate**, will be another important link when it comes to implementing the regional policy in support of businesses.

• The Region views **the départements** as key players in developing local areas. Their expertise and resources remain valuable in several fields:
professional integration, transport, managing local areas, etc. The methods for their cooperation with the Region could also be clearly set out in agreements.

AMBITIOUS AND COLLABORATIVE GOVERNANCE

A new, ambitious and collaborative governance system for economic action is in place. Its goal? Bring together the right players based on their skills and abilities to contribute.

- A Strategic Conference on the Regional Plan, attended by a core group of people, will take stock of work progress on a regular basis.
- The Committee of Partners will coordinate the contributions between the different players and put together change of direction proposals for the Strategic Conference.
- The Local Conference on Public Action will serve as a place of information and annual discussion between the Region and bodies on what the SRDEII has carried out.
- 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.
- It will also get support from the Strategic Council for Attractiveness and Employment and a group of businesses.
- Finally, it will get in touch with neighbouring Regions to run joint actions for businesses.

FASTER AND MORE INNOVATIVE AND SIMPLIFIED PROCEDURES

An electronic platform for lodging aid application files, “Paris Region Up”, will be launched. Offering a single, simplified aid application file, the platform will further simplify the aid process and shorten the timeframes for allocating and paying.

Business leaders will be involved in this simplification work and will sit on the aid allocation juries.

A SHARED COMMUNICATION STRATEGY

The Region intends to communicate on the aid available, and also on the “active offices” and the campaigns for promoting Paris Region in France and abroad. A multiannual communication plan will target businesses and economic decision-makers by tapping into professional social networks.
The 24 labour market areas in Paris Region

Areas in the Petite Couronne (Inner Ring area)
- T2 Vallée Sud Grand Paris
- T3 Grand Paris Seine Ouest
- T4 Paris Ouest La Défense
- T5 Boucle Nord de Seine
- T6 Plaine Commune
- T8 Est Ensemble
- T9 Grand Paris Grand Est
- TIO Paris Est Marne et Bois
- TII Grand Paris Sud Est Avenir
- T12 Grand Orly Seine Bièvre
Regional and European funding: powerful levers for growth

The local area reform has profoundly changed the environment for Paris Region’s economic activities with an overhaul of the intervention and funding capacities of local authorities and the State.

In recent years, Paris Region’s players have not made the most of the European funds available to them. Paris Region will make progress in terms of both using the European funds that it manages (EDF and ERDF) and its representation among the winners of project tenders of European programmes.

MAKING THE FUNDING EASY TO UNDERSTAND
To provide as much assistance as possible to businesses in their post-creation phases, the Region and its partners are together going to analyse the public and private funding resources. This will enable them to study the impact and complementary nature of the aid used by these players.

TAPPING INTO EUROPEAN FUNDS MORE
Some European programmes, such as Horizon 2020 for research and innovation, offer real growth opportunities for Paris Region businesses. To use European funds more, the Region will provide structured and regular information to operators. As a complement to the Enterprise Europe Network programme, five “project developers” will be recruited to assist, among other things, the competitiveness hubs and the clusters, the intercommune cooperation setups and those involved in research with tapping into European funds.

A STRATEGY OF INFLUENCE ACROSS EUROPE
The Region is developing a strategy for lobbying the European Commission in order to raise the concerns of Paris Region players, directly or via the association “Île-de-France Europe”. The Region will also encourage economic cooperation with other European regions. These steps will be documented, coordinated and shared.

THE IMPORTANCE OF BUSINESS NETWORKS
Business clubs and networks are powerful levers for growth. They can serve as a channel for getting close to decision-makers to inform them about regional action. The Region will encourage more of them being set up and structured at the Region and labour market area level.
Monitoring, evaluating and anticipating economic activity

The tools for managing, monitoring and evaluating economic activities in the Region have so far been largely insufficient. What’s more, information sharing remains limited.

As a leader in the economic development, the Region needs to use a high-performance and coordinated mechanism for observing the economy. This tool will help in continuously evaluating where Paris Region’s economy sits in world rankings.

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 the #Leader Plan. It will be able to tap into a network of active partners and, when needed, call on the right experts: businessmen, university staff, financiers, etc. The first evaluations, which will cover the four priorities of the Regional Plan, could be available during 2018. Each priority 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. The coordination work must guarantee that the combination of expertise is effective and that the work carried out adds value.

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.

AN ECONOMIC INTELLIGENCE STRATEGY

Against a background of market globalisation, information technology growth and general acceleration of product and service lifecycles, the primary quality of an economy is its capacity to prepare for the future and protect its know-how. The State and the Region will work on strengthening the regional strategy for economic intelligence, the aim of which is 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.
Burdensome administrative formalities, complex evaluation criteria, a lack of technical expertise on juries, slow decision-making and subsequent execution... The barriers preventing SME support mechanisms from achieving their goals are well known. The new version of PM’up, which aims to boost the capital of high-potential businesses with fewer than 250 employees, is addressing this problem step-by-step, by refocusing on their real needs.

FIVE SELECTION CRITERIA
Applications are no longer lodged as replies to biannual calls for projects, but instead as and when needed, with juries meeting every month. The juries are now open to representatives, experts and businesspeople, who use five simple selection criteria: viability of the business, relevance of its strategy, potential for job creation and international development, and contribution to regional development. The levels of aid per type of expense have been evened out, and the majority of exclusions and ceilings have disappeared, as has the obligation to take into account corporate social responsibility (CSR). Applicants will soon have access to a single web platform for lodging and tracking their file.

ENCOURAGING LINKS BETWEEN BUSINESSES
The beneficiaries of PM’up aid also join a network to be run by the Region, in order to encourage meetings, experience-sharing and experiments. With a maximum amount of 250 000 euros, their subsidy is now paid all at once, with no separation between the different components of the same project. Support given to the beneficiaries over three years, considered by many as a real contribution of expertise, is being retained. In addition to a very clear application guide, a quick visit to the PM’up page on the Region’s website will show you that BlaBlaCar, today a global leader in car-sharing, features among the successes. It had 10 employees then; today there are almost 300. There are many more success stories in the making.
### The Region’s responsibilities towards businesses

<table>
<thead>
<tr>
<th>Aid for creating or extending economic activities</th>
<th>✔</th>
<th>✗</th>
<th>✉</th>
<th>✉</th>
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<tbody>
<tr>
<td>Aid in support of producers in the agricultural, forestry and fishery industries</td>
<td>✔</td>
<td>✉</td>
<td>✉</td>
<td>✉</td>
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<tr>
<td>Aid for struggling businesses</td>
<td>✔</td>
<td>✗</td>
<td>✉</td>
<td>✉</td>
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<tr>
<td>Aid for business real estate</td>
<td>✉</td>
<td>✗</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Aid for bodies involved in creating-buying businesses</td>
<td>✔</td>
<td>✗</td>
<td>✉</td>
<td>✉</td>
</tr>
<tr>
<td>Aid for health professionals</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
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<tr>
<td>Aid for film (operating cinemas)</td>
<td>✔</td>
<td>✔</td>
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<tr>
<td>Aid for rural maintenance services</td>
<td>✉</td>
<td>✗</td>
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### IN TERMS OF AID FOR BUSINESSES AND REAL ESTATE

<table>
<thead>
<tr>
<th>Loan guarantee for private individuals</th>
<th>✔</th>
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<th>✔</th>
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<tbody>
<tr>
<td>Acquisition of holdings in common law commercial companies</td>
<td>✔</td>
<td>✗</td>
<td>✉</td>
<td>✉</td>
</tr>
<tr>
<td>Acquisition of holdings in commercial guarantee companies</td>
<td>✔</td>
<td>✗</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Acquisition of holdings in capital investment companies, regional or interregional financing companies, SEMs (mixed-economy companies) and SATTs (technology transfer acceleration companies)</td>
<td>✔</td>
<td>✗</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Subscription of shares in a risk investment fund where the aim is to provide capital to businesses</td>
<td>✔</td>
<td>✗</td>
<td>✉</td>
<td>✉</td>
</tr>
<tr>
<td>Participation in forming a guarantee fund with a credit establishment where the sole aim is to guarantee financial help</td>
<td>✔</td>
<td>✗</td>
<td>✉</td>
<td>✉</td>
</tr>
<tr>
<td>Funding or aid for implementing local investment funds</td>
<td>✔</td>
<td>✉</td>
<td>✉</td>
<td>✉</td>
</tr>
<tr>
<td>Grants for forming holding funds provided for under the EU regulation on general provisions for the European Structural and Investment Funds (ESIF)</td>
<td>✔</td>
<td>✗</td>
<td>✉</td>
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* Subject to conditions.
A look back at a year of joint efforts

1ST SEMESTER: CONSULTATION / IDENTIFICATION REGARDING ISSUES

- MAY -
  26 - 4,000 newsletters about the Regional Plan for Economic Development, Innovation and International Expansion (SRDEII) sent to regional, departmental, intercommunal and local representatives, to socio-economic players and to businesses

- JUNE -
  1 - Opening of the paperless platform for receiving written contributions from Paris Region players
  1 - Thematic conference "Economic development and support for growth"
  3 - Meeting at the Assembly of Communities of France (ADCF) with Paris Region's economic developers
  22 - Thematic conference "Enhancing the research and innovation potential"
  28 - Thematic conference "International expansion of businesses and attractiveness of the region"

1 JUNE – 15 OCTOBER: Bilateral discussions with the main regional players involved in economic development, innovation and international expansion (Bpifrance, Business France, CCI Paris – Paris Region, CDC, CGPME, Département Councils, CRMA, EPCI, the State, Medef, MGP, bodies associated with the Region, Competitiveness hubs, SGP, City of Paris, etc.)

2ND SEMESTER: CONSULTATION WITH PARTNERS AND APPROVAL

- JULY -
  12 - 1st Meeting of the Committee of Partners
  19 - Technical discussion with the Regional Economic, Social and Environmental Council of Paris Region (Ceser)

- SEPTEMBER -
  20 - 2nd Meeting of the Committee of Partners *

- OCTOBER -
  5 - Local Conference in Essonne
  14 - Local Conference in Seine-et-Marne
  19 - Regional Conference of the social and solidarity economy
  20 - Local Conference in Hauts-de-Seine
  20 - Technical discussion with the rapporteur of the opinion on the SRDEII at Paris Region's Ceser
  21 - Local Conference in Val d'Oise
  27 - Local Conference in Paris

- NOVEMBER -
  2 - Local Conference in Yvelines
  3 - Local Conference in Val-de-Marne
  4 - Local Conference in Seine-Saint-Denis

- DECEMBER -
  8 - 3rd Meeting of the Committee of Partners
  10 - Local Conference on Public Action (CTAP)
  14 - Regional Council of Paris Region adopts the Plan
  26 - Approval from the region prefect

* ADCF, APVF, Bpifrance, Business France, CDC, Ceser, CGPME, Chambers of agriculture, CCI Paris – Paris Region, CRMA, CRESS, the State, EPA, Large public real estate establishment of Paris Region (Grand établissement public foncier d’Île-de-France), IAH, Medef, Paris Region Entreprises, SGP, Systematic Paris Region – representing the competitiveness hubs, UPA).

FIGURES

132 Contributions received

NEARLY 600 people took part in the thematic conferences

MORE THAN 1,200 people took part in the local conferences