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**SIE**

## **SME Internationalisation Exchange**

### **Regional Action Plan**



**CCI International  
Nouvelle-Aquitaine**

**TEAM  
FRANCE**  
— EXPORT —

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## Introduction

This regional action plan was developed in response to the following:

- The study report carried out at the beginning of the SIE project, which aimed to present to SIE partners the tools and the processes implemented in the Region Nouvelle-Aquitaine by all of the stakeholders involved in supporting companies with internationalisation;
- The new information gathered during the study visits carried out abroad within SIE;
- **The new export scheme implemented at a national level by policy-makers, and required to be implemented at a regional level across France.**

This Action plan aims to present a framework to improve the internationalisation of SMEs in Nouvelle-Aquitaine which has to align to the **new national guidelines that have been imposed upon the region during the first phase of SIE** as well as following the new strategic and operational lines of intervention allocated to each SME support stakeholder in the region.

## The background

Nouvelle-Aquitaine and its stakeholders in the SIE project attended all of the study visits during the first two years of implementation of the SIE project. From participating in these visits which were very interesting for the CCI Nouvelle-Aquitaine, it became apparent that the region was a leading-region in the field of SME internationalisation support as the majority of the approaches and best practises shared by the partners and their local stakeholder groups had already been implemented in similar ways in the Nouvelle-Aquitaine context. Some of such activities had been carried out without much success and had therefore been cancelled while others that work well in the Nouvelle-Aquitaine context are still being deployed. For example:

- The best practice presented by our Spanish partner (Export Consortia in Cantabria) is very similar to two initiatives that we have implemented for more than four years (Urbaquitaine and Tec'care) which we presented to our SIE partners during the study visit in Bordeaux. Due to complexities experienced with working on similar activities with groups of French companies we have decided not to continue these because of the difficulties for the companies to adhere to. **As a consequence it was impossible for us to replicate this best practise in our Regional Action Plan;**
- The best practise presented by our Italian partner (Go & Come Back) is similar to two existing programs we already have – the “Volontariat International en Entreprise”, a national scheme operated by Business France aimed toward young people aged between 18 and 28 to acquire business experience abroad. The programme can last from 6 to 24 months. We have also a subsidy granted by the Region Nouvelle-Aquitaine called “Talent Export” aimed at companies to hire new staff dedicated to export. **As a consequence, it was impossible for us to replicate this best practise within our Action Plan as a successful programme is already underway;**
- The best practise presented by our German partner was about using an international network of agencies to benefit from information, services, etc. This already exists in Nouvelle-Aquitaine at several levels: The Chamber of Commerce has a presence in 124 countries and the Business France offices are also present abroad. We collaborate with them as our main ‘in-market’ partners. For example, the Business France network abroad will soon have access to our new CRM. **As a consequence, it was impossible for us to replicate this best practise;**
- The best practice presented by our Polish partner (Export Clusters) was also very similar to the cluster approach of Urbaquitaine and Tec'care mentioned before. **As a consequence, it was impossible for us to replicate this best practise;**
- The best practise presented by our Czech partner (Zatec Hop Co-operative) was a kind of cooperative of several companies joining together to be more effective as a group in international markets. But as no direct financial support was given by the partner to them this is not something we can replicate as the private sector would pick this up (and indeed already does with the Bordeaux Wine Industry) meaning that public sector interventions in this arena are not required. As a consequence it was impossible for us to replicate this best practise;

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- The best practise presented by the Kent partner was that several partners have each their scope of action, tools and are able to accompany companies differently, but had problems in communicating towards companies the fact that they were working together to reduce complexity in accessing the right export services. In Nouvelle-Aquitaine we face a similar problem whereby the SME internationalisation support services are in place and their offer is clear but many SMEs in the region simply do not know that they exist or how to go about accessing the support at the right time.

With this in mind and taking into account that we are very much restricted by the parameters of the national reform for export support services, we do not have much flexibility how the SIE Regional Action Plan can be implemented practically on the ground. But there is a clear need, inspired by the Kent approach to capitalize on the Kent best practise experience ("Kent International Business" umbrella brand very similar to the Team France Export) and carry out some actions to embed some best practice to enhance what the CCI has an obligation to do in the national framework.

Presented by the Prime Minister in Roubaix on February 23rd, 2018, the **Government's Foreign Trade strategy** is based on 3 pillars:

- Macroeconomic policies in support of business competitiveness: reduced charges, lower taxes for companies, labour code, investment funds;
- Sectorial strategy: le Conseil National de l'Industrie (CNI) articulates export and sector priorities;
- Public support tools: simpler public support, more competitive financing methods.

It's based on this last section that the government, relying on the proposals of the General Director of Business France, wishes to transform the model of export assistance of SMEs and to introduce a "**Team France Export**" and to advance in 3 directions:

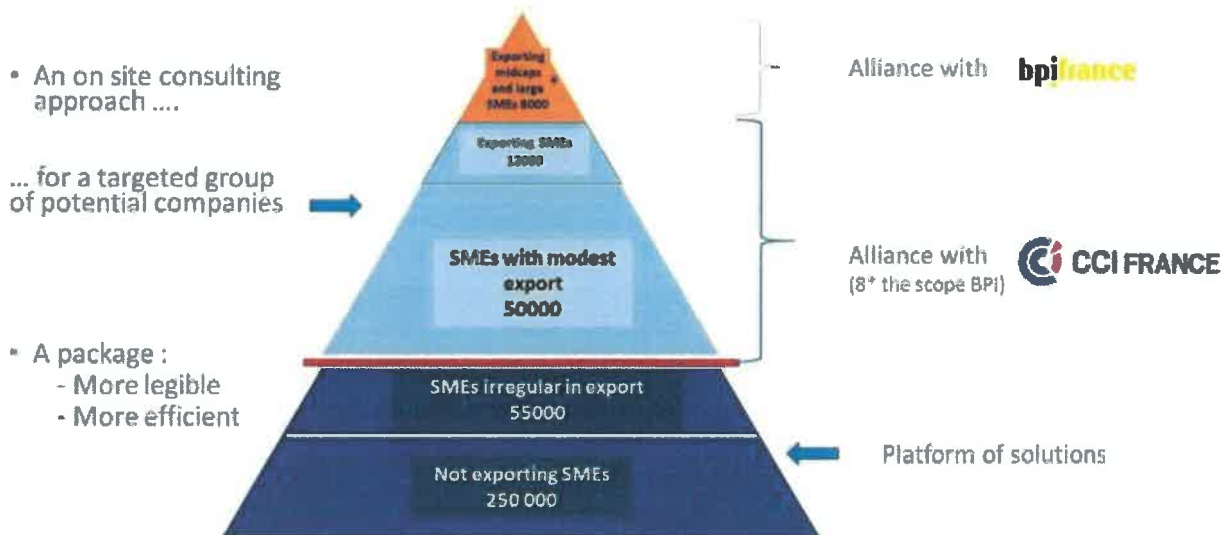
- Dissemination of an export and international culture:
  - o Training component
- Reform of export assistance:
  - o In-depth partnership between the State and its regions; it's based on this component that the reform affects the functioning economic stakeholders (BF/CCI/The State/the Region) within the region and abroad
- Reform of export financing:
  - o Legibility and competitiveness (Bpifrance).

**This new national support system for export** will be put in place by optimising the means of Business France on one hand, in addition to pooling resources between Business France and the CCIs, considering that **the battle of export is won in the territories and it is the best way to prepare the companies by engaging with them on a local/regional level.**

## **The Context of the Action Plan**

This SIE Regional Action Plan echoes the national policy implemented initiated in February 2018 and implemented in Nouvelle-Aquitaine in December 2018, as a practical tool to support SMEs internationalisation. It is also the result of numerous meetings already held with local stakeholders and has been developed considering a real learning process undertaken through the study visits.

## SEGMENTATION EXPORTERS



Target Figures for Nouvelle-Aquitaine:

**500 exporting midcaps**

**4,500 regular exporting SMEs**

**More than 4,000 SMEs irregular in export**

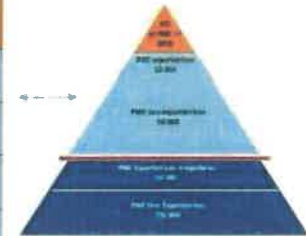
### A SIMPLIFIED EXPORT PATHWAY FOR THE COMPANY



## SEGMENTATION EXPORTERS

- The segmentation is based on the size of the company and its export profile.
- Midcaps (between 250 and 4999 employees) as well as SMEs (between 50 and 249 employees) with an export turnover of over 1 M€ are treated by the **Chargés d'Affaires à l'International**. In addition, the assistance of Bpi Excellence and Pass French Tech.
- SE and SMEs (from 0 to 249 employees) with an export turnover of 0,1 à 1M€ or regular exporters are included in the **sectorial portfolio**
- Other types of enterprises are not treated in the portfolio but are assisted upon their request.

	Segment	Size of the company	Criteria « Number of employees »	Criteria Export Turnover
0	LE and Holdings	LE and Holdings	≥ 5000	All exporters
1	Exporting Midcaps	Midcaps	≥ 250 and < 5000	All exporters
2	Large SMEs with export potential	SME	≥ 50 and < 250	>1M€
3	The SE/SMEs with export potential	SE/SME	< 50 or « not known »	>1M€
4	Large SMEs with modest export	SME	≥ 50 and < 250	0,1 and 1M€
5	Medium SMEs with modest export	SME	≥ 10 and < 50	0,1 and 1M€
6	SMEs with modest export	SE	< 10	0,1 and 1M€
7	SMEs weak in export but regular	SME / SE	< 250	<0,1M€ regular
8	SMEs weak in export and irregular	SME / SE	< 250	<0,1M€ irregular or none



## Part I – General information

**Project:** SIE INTERREG PROJECT

**Partner organisation:** CCI NOUVELLE-AQUITAINE

**Other partner organisations involved (if relevant):**

The French State, Business France, Bpi France, the Region Nouvelle-Aquitaine (Regional Council)

**Country:** FRANCE

**NUTS2 region:** AQUITAINE/NOUVELLE-AQUITAINE

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## Part II – Policy context

The Action Plan aims to impact:

- Investment for Growth and Jobs programme
- European Territorial Cooperation programme
- Other regional development policy instrument

Name of the policy instrument addressed:

**SRDEII (Schéma Régional de Développement Economique, d'Innovation et d'Internationalisation / Regional Scheme for Economic Development, Innovation and Internationalization)**

## Part III – Details of the actions envisaged

### ACTION 1 : TEAM FRANCE EXPORT NOUVELLE-AQUITAINE

#### The background

The Regional Plan for Business Internationalisation was set up in Aquitaine in 2012 (protocol agreement signed between the State, the Region, Coface, Ubifrance, CCIR) and is the policy instrument which the SIE project focuses on influencing in the region.

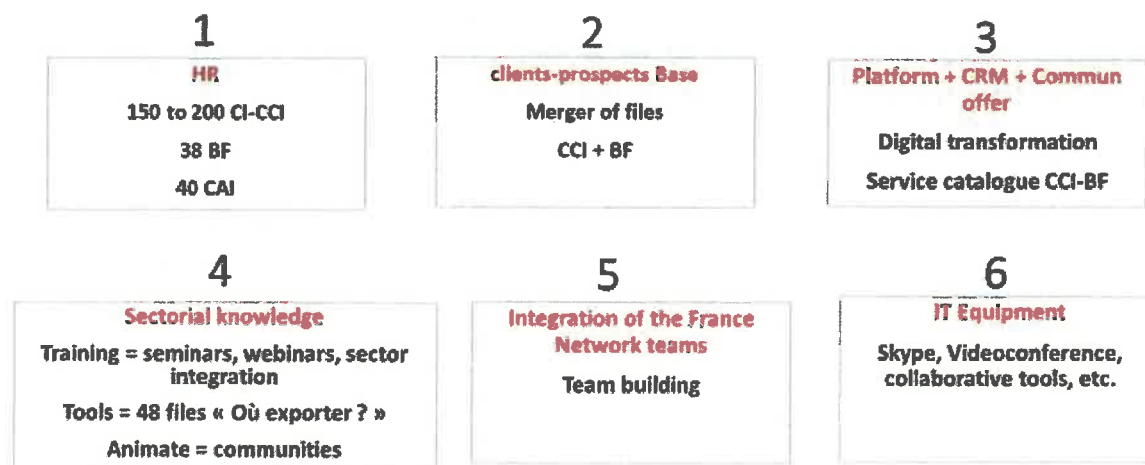
In the context of regional exporting, statistics and survey results have shown that the main policies and services of the region have been reasonably effective at increasing internationalisation.

These policies and services have been then replicated in 2017 in the Nouvelle-Aquitaine region with the merger of Aquitaine, Poitou-Charentes and Limousin Regions.

The scheme was identified as a good practice case study by our SIE partners and parts of the scheme will be transferred or replicated in other SIE partners' Regional Action Plans.

There is still capability for improvement in Nouvelle-Aquitaine and all the partners in the Region are committed to improving their actions aimed at supporting companies, taking inspiration where possible from the SIE learning process.

#### BY WHAT MEANS ?



#### Action

Actors in Nouvelle-Aquitaine are already working well together as it was explained in the best practice called 'Le parcours de l'export' /the export pathway'.

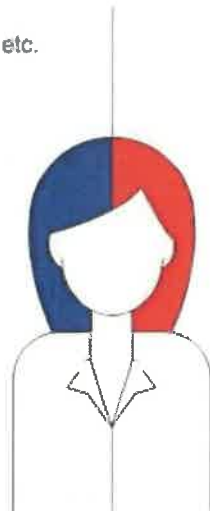
With this umbrella brand called TEAM FRANCE EXPORT NOUVELLE-AQUITAINE, we want to take a step further. This new national support system for export will be put in place by optimising the means of Business France on one hand, in addition to pooling resources between Business France and the CCIs, considering that the battle of export is won in the territories and it is best to prepare the companies at a regional / local level where face to face contacts are possible and companies can more easily access the relevant support services.

## BEFORE

  
Export diagnostic, Audit, market studies, etc.

+  
Support for CRNA financing

  
Market testing, prospecting missions,  
trade shows, VIE, etc.



## NOW

**COMMUN OFFER**

23 Products/services



+  
Support for CRNA  
financing



Following an analysis of the visibility of the export support services provided by all of the different regional partners in order to address the right message to the right person (i.e. SME beneficiaries), we will make new efforts to also promote our actions via social networks (linkedin/twitter) in order to disseminate key information about regional internationalisation support aimed at companies. The need for this approach was highlighted during the SIE study visit to Kent which makes use of Twitter to disseminate information about local export support services and also to connect to and interact with companies which could potentially benefit from those services. The action plan includes the following:

1. Hiring an external service company to support us in this action which is clearly inspired by Kent. KCC as LP explained during the study visit how they hired a communications specialist to engage with local companies who might wish to participate in a particular support programme.
  - Create an outline of communication requirements (December 2018)
  - Invite potential providers to express an interest in the work (February 2019)
  - Select a service provider (July 2019)
  - Oversee the service provider's activity to reach out as many companies as possible
2. Implementing a marketing tool to be shared 'Team France Export' organisations in order to communicate via a single channel and to provide a clear, consistent message to SMEs; One team, one voice. This is not something that has been done before in the region and should lead to better engagement with SMEs. A marketing team is being built at the national level, with one regional marketing referee who will be in charge of coordinating the publication of events/solutions for companies. A marketing tool (Pardot) will be use jointly with the CRM to reach businesses through customer segmentation and address them the right information according to the needs identified. We will:
  - Adopt the new tool in the region
  - Measure and monitor the effectiveness of the communication tool (number of companies reached etc.).

### Players involved

- **The State**, via its delegation services in the Nouvelle-Aquitaine Region (they are in charge of declining national policy locally)



- **Business France**, which is the national agency in charge of internationalising the French economy
- **Bpi France**, which is the Public Investment Bank
- **The Region Nouvelle-Aquitaine (Regional Council)**, which is entitled via the law NOTRe to have an exclusive competency on its territory regarding support to companies
- **CCI Nouvelle-Aquitaine**, which is a public body, state-governed, via its service CCI International Nouvelle-Aquitaine which is a regional service supporting exporting companies via its team of advisors based in all the region.
- Please refer to article 3 of the protocol of agreement to see in more detail the organisation and perimeter of each partners within Team France Export Nouvelle-Aquitaine

The parties share the following objectives which will be strongly helped by adopting a smarter approach to communications (partly inspired by the Kent best practice):

- Create a team called 'TEAM France EXPORT NOUVELLE-AQUITAINE' – the team is composed of 21 international advisors (19 based in the CCI and coming from CCI advisors (16) and Business France advisors (3). They answer companies' needs from segment 3 to 7 (see above). The team also includes 2 "premium" advisors who answer companies' needs from segment 1/2. Companies from segment 0 are managed by advisors based in Paris. Companies belonging to segment 8 are directed towards the digital platform.
- Rationalise and optimise the support to companies by implementing unified and structured public services
- Promoting the TEAM FRANCE EXPORT NOUVELLE-AQUITAINE tools, and give access to as many companies as possible

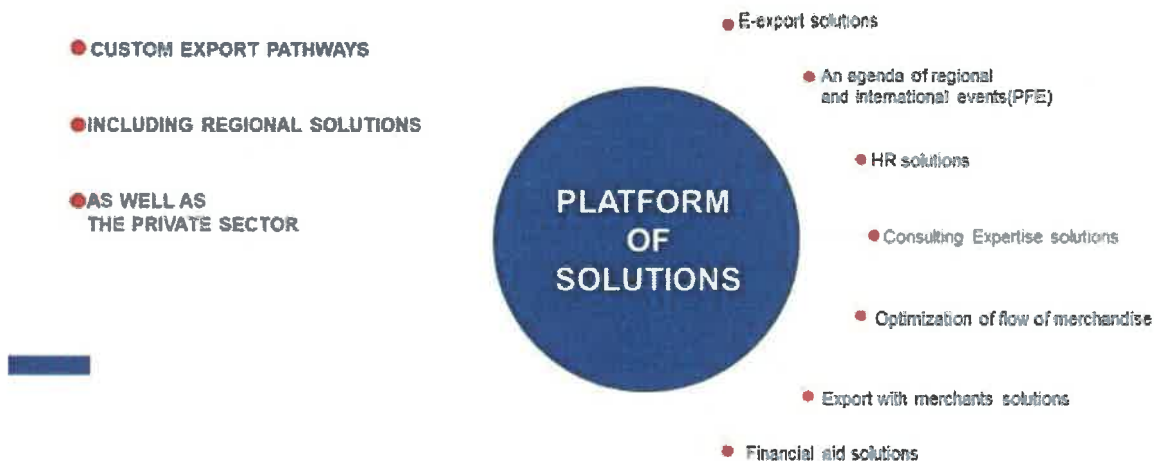
## Timeframe



## Costs

Most of the costs associated with the improved communication actions are taken in charge by Business France and the State (new CRM to share data, digital platform)

## AND ONE « DIGITAL PLATFORM FOR EXPORT SOLUTIONS »



The digital platform (<https://www.teamfrance-export.fr/nouvelle-aquitaine>) was launched officially in June 2019 in all the French Regions. The aim is to give companies (especially the ones which are weak in exporting, or which have not created their companies yet, but also to all other businesses a unique place amongst partners where they will find details of all the operations (training/missions, etc.), lists of all the support solutions available from each business support partner, some live international business opportunities, etc. The final goal is to disseminate this information as much info as possible to raise awareness of what is available and also to invite companies to ask for more information by connecting with an advisor. If the company does that via the platform, then we have two options: if the company belong to the portfolio of an advisor then he will be notified directly, but if the company is not in a portfolio, the person in charge of assessing the demand of the company will direct her to the right person. So, thanks to the adoption of this 'one-stop-shop' digital platform, SMEs will have easier access to the right export support services and the improved regional communication activities about this in the NA region will lead to a more effective implementation of this national platform.

### Funding sources

Staff costs to inform the companies during individual or collective meetings.

Date: 23/09/2019

Signature:

Stamp of the organisation (if available):