



Action Plan

PP9 – Laval Mayenne Technopole



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1 GENERAL INFORMATION

- **Project:** DEVISE
- **Partner organisation:** Laval Mayenne Technopole
- **Country:** France
- **NUTS2 region:** Pays de la Loire
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DEVISE aims to define new regional policies to foster the growth of digital SMEs providing innovative solutions that will boost the competitiveness of companies in other sectors.

2 POLICY CONTEXT

The Action Plan aims to impact:

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

Name and reference of the policy instrument addressed:

Concerning the Pays de la Loire region, the policy instrument initially addressed by DEVISE is the 'Regional Operational programme Pays de la Loire 2014-2020'.

Names and references of all additional policy instruments addressed within the Action Plan

Regional Operational Programme 2021-2027

DEVISE addresses the ERDF Programme "Pays de la Loire" which aims to create a dynamic economy to place the region among the most developed in Europe. More precisely, the specific investment priority related to the project is the following: 'To support the capacity of SMEs to grow in regional, national and international markets as well as engaging in innovation processes'.

Furthermore the ERDF intervention strategy for the competitiveness of SMEs, is based on:

- The actions conducted by individual companies or by the interface structures for a wider collective benefit (support for the transfer of technologies, development of research).
- Transversal tools contributing to the competitiveness of SMEs (advanced advisory services).

To do this, the following 3 types of actions are included under this specific investment priority presented above:

1. The action-training program "Integrated Methodological Device for Innovation and Competitiveness of Enterprises (DINAMIC)" on three fundamental levers of SME development: internal performance, market diversification and innovation.

2. Collective actions aimed at encouraging the transfer of SMEs to new production and innovation modes by taking account new challenges in terms of development strategies: energy transition, digitization of the economy, Collective actions, external services, etc.).

3. Economic intelligence services: services for appraisals, external services carried out for specific actions (appraisals for the benefit of companies that are partly co-financed by companies).

Besides, one specific challenge is to promote the adoption and dissemination of digital tools. The ERDF will thus intervene for the development of applications with high added value for the creation of intelligent services (Industry 4.0, IoT, Virtual Reality, Big data, geographical information, etc) and the development and support of uses.

The possibility to implement efficient actions transferred from good practices in other regions will be a great opportunity for Pays de la Loire Region through the DEVISE project with the aim to improve the efficiency of the 3 types of actions mentioned earlier.

Our ambition is to respond to this challenge by adding 3 specific actions presented later in this document to the actions originally included in the ERDF programme.

As the current Regional Operational Programme Pays de la Loire is now coming to an end and no more budget is left, all the actions described below will be part of the future Regional Operational Program 2021-2027. Laval Mayenne Technopole has been involved in the definition phase of the new ROP, both through consultation meetings and discussions with our regional stakeholders. LMT has supported new regional orientations, mainly by backing up our proposals and arguments with the good practices identified thanks to DEVISE project.

Pays de la Loire Region policy support to regional technopoles

The Pays de la Loire region has a central role in terms of supporting economic development, and therefore supporting innovation. This is why Laval Mayenne Technopole, as its counterparts in the other Pays de la Loire territories, receives funding from the region. This covers part of the staff cost dedicated to the implement of actions aiming at supporting the growth of regional companies.

It is therefore important to emphasise that the actions implemented by structures such as LMT are entirely part of the regional policy toward the support of regional innovation.

DIH

In 2016, the European Commission launched the DIH initiative. The Pays de la Loire Region has supported a regional EDIH initiative, DIVA, which has been selected in November 2020 by the French National Authority to be a candidate to the EDIH call planned to be launched early 2021 by the European Commission in the framework of the Digital Europe programme.

This umbrella action aims above all to map and gather all regional actors, support and education organisations, technology centres, awareness raising events and financial support systems. It will also enable LMT to define a common positioning and communication in order to increase its efficiency. The creation of this regional consortium is going to accelerate the digital transformation of companies.

No start date can be announced for the DIVA initiative until the Commission gives its final approval. The application form for this new policy instrument will be examined by the Commission during the year 2021. We expect an overall budget of €6,160,000 over 3 years (50% from the Commission and 50% from national public aid). This will in particular allow LMT to finance part of an action presented in this document: "Action 1: Artificial Intelligence".

RIS3

Furthermore, DEVISE targets also another policy instrument of the Pays de la Loire region: the Research and Innovation Strategies for Smart Specialisation (RIS3).

National/Regional Research and Innovation Strategies for Smart Specialisation (RIS3 strategies) are integrated, place-based economic transformation agendas that do five important things:

- They focus policy support and investments on key national/regional priorities, challenges and needs for knowledge-based development.
- They build on each country/region's strengths, competitive advantages and potential for excellence.
- They support technological as well as practice-based innovation and aim to stimulate private sector investment.
- They fully involve stakeholders and encourage innovation and experimentation.
- They are evidence-based and include sound monitoring and evaluation systems.

The following points of RIS3's objectives are directly linked to the DEVISE project's ambitions:

- To improve the innovation process: RIS3 requires smart, strategic choices and evidence-based policy making. RIS3 entails developing result indicators and using them to drive, steer and adjust policies and programmes. They thus promote continuous policy evaluation and learning, sharing experience and good practices between regions.

- To improve governance and to get stakeholders more closely involved: RIS3 encourages all stakeholders to unite under a shared vision. It links small, medium-sized and large firms, encourages multi-level governance and helps to build creative and social capital within the community. The RIS3 process must be interactive, regionally driven and consensus-based.
- To develop and implement strategies for economic transformation: as explained earlier, RIS3 requires an integrated and place-based approach to policy design and delivery. Policies must be tailored to the local context, acknowledging that there are different pathways for regional innovation and development. It includes in particular 'modernising by adopting and disseminating new technologies'; 'exploiting new forms of innovation such as open and user-led innovation, social innovation and service innovation.

3 ACTION PLAN

3.1 BACKGROUND

A state of play has been established to identify the current stakes that DEVISE has to tackle and to better understand companies' needs that this project will address.

Thus, macro-analysis and micro-analysis were performed by each partner of the project in order to check the relative position at national level in terms of digitalisation of businesses and specific digital challenges. In this consolidated report, there are several common lessons shared by DEVISE partners:

- Going towards digitalisation is still a complex step for SMEs that have difficulties to evaluate its impact even if they have already implemented some automatization processes.
- Traditional companies clearly need to approach their digital transformation/upgrade as an internal process: set up a strategy, establish milestones, upgrade their knowledge on digital technologies, engage the employees and clients.
- Digital pure players need to take into consideration the power of demonstration, invest in providing a proof of concept and show what value digitalisation is creating.
- Regions can support the digital transformation process with different tools: vouchers for digital transformation, awareness, matchmaking and support infrastructure.

Specific features of the Pays de la Loire region

Let's now present briefly the characteristics of the Pays de la Loire ecosystem and its economy.

Compared to other French regions, the Pays de la Loire production system is relatively diversified and has comparative advantages in certain key sectors: the naval and aeronautical industries, agriculture and agro-industry, plastics, insurance, leather and footwear industries and clothing. These sectors are better established in the region than elsewhere. Other sectors, such as agriculture-related activities, tertiary or digital activities are present in the region. Some sectors, on the other hand, are less present than elsewhere: forestry, mining and chemical industry.

The network of large companies, notably in the agri-food sector, is complemented by a network of dynamic SMEs from different sectors including the digital one, which allows a good distribution of employment on the territory. The Pays de la Loire region has a very strong proportion of SMEs. Indeed, one quarter of companies employ between 50 and 199 employees. It is the highest proportion of medium-sized enterprises in all the French regions. Particular attention should be paid to this extremely dense network of SME's, in order to help them to structure, innovate and compete in order to maintain their economic situation.

It is therefore necessary to strengthen this category of companies so that they become efficient SMEs and that they eventually achieve an intermediate size. This dynamic is under way since the number of intermediate enterprises, which constitutes a source of growth for the territory through their investment, innovation and export potential, has increased over the past decade, but remains insufficient. Therefore, this step of reinforcing SMEs of regional strategic sectors before they can transition to intermediate size is essential to structure and consolidate the network of companies in the Pays de la Loire region.

The digitalisation of those companies constitute a prerequisite in order to support this reinforcement and this growth, and DEVISE will contribute to it.

The digital sector in Pays de la Loire

The digital sector in Pays de la Loire, an ecosystem with a total turnover of about 2 billion euros, is very rich and diversified, including especially software publishing, large information systems and cloud computing companies.

This ecosystem is supported by reknowned laboratories and technological research centres (including the RFI AtlanSTIC 2020, Clarté, IRT Jules Verne...), positioned on topics with strong development potential such as software engineering, decision-making, big data, artificial intelligence as well as virtual, augmented and mixed realities.

Moreover, the region is one of the most dynamic in terms of digital start-ups creation. This is also related to a large number of high-education specialized schools and in electronics and computer and information technology.

Despite all these strengths, the region suffers from a lack of appropriation of digital uses by traditional SMEs. Here are some of the reasons mentioned by the digital suppliers and the traditional SMEs that were captured in the course of 30 interviews conducted to prepare the action plan:

1. A lack of knowledge of the traditional companies about new technologies, their impact and how to implement them
2. A fear concerning the implementation of new technologies and the disruption that could be caused on the model and the processes of the firms, and on the relations with their employees and clients.

3. A view that digital transformation is a difficult process and is a cost rather than an investment

The involvement of regional stakeholders

To go even further in our understanding of the current situation, we organised Regional Stakeholders Meetings that allowed us to identify other needs from supply and demand sides, and to identify the way the actors could be involved in DEVISE.

One of the opinions shared by the stakeholders concerned the disparity of appropriation about digital tools and uses between the very small businesses and large companies. Moreover, we agreed about the fact that one of the major risks is that these disparities widen due to the difficulties of these companies to structure themselves. Thus, the longer they delay their digital transformation, the more difficult it will be for them to catch up.

Moreover, another lesson we learned is the result of discussions we had with one of our peer, Créativ, about the future of the industrial sector and how the digital technologies could constitute a lever of growth for them. Thanks to this reflection, we came to the conclusion that the margin of industrial SMEs is greater on services (after-sales service, spare parts, maintenance, etc.) than on the equipment they manufacture. In addition, it is common to see web platforms taking market share from these companies on after-sales service (assistance, sale of spare parts, etc.). At the same time, the customer need is evolving: they want more simplicity and are asking for more services. They are ready to pay for more peace of mind / efficiency in the management of their machines (no internal maintenance, spare parts directly delivered when needed / wear and tear, etc.). Finally, IoT technologies are mature and their price is falling: sensors, algorithms, network and data management, thus enabling SME's to move towards a service based business model.

Thus, the context pushes industrial companies towards a "servitization" of their offer¹ (service-oriented offer). This transformation requires a change of business model, an evolution of the trades, a new data management, but also a cultural change within the company (from the manufacture of machines / tools to the sale of services). Many projects have been carried out on the technical aspects of IoT and how to get the most information on the flows present in companies. On the other hand, to succeed in this transformation, it is necessary to support industrial SMEs with tools that include both strategic and human support. However, SMEs have a time constraint, and the transformation must bear fruit quickly and at least in the medium term.

¹ Indeed, in the future, those companies will not only sell their products, but also related digital services. Example: sale of a radiator and digital remote temperature control and predictive maintenance services.

To achieve it, the implementation of actions developed as part of the DEVISE project, would constitute a great way to support the industrial sector. That is why, Laval Mayenne Technopole and its partners will be committed to this approach.

ACTION 1: ARTIFICIAL INTELLIGENCE

SUMMARY

To support companies to initiate and implement artificial intelligence uses and technologies.

CONTEXT

Over the last few years, Laval Mayenne Technopole has noticed that questions and interests of companies on the subject of artificial intelligence have grown steadily. At the same time, many studies have constantly stressed the need for companies to take up these issues as soon as possible in order to take advantage of the opportunities linked to these technologies. This is why we have already set up actions on this theme, such as the West Data Festival, an event that aims to demystify this subject, initiate new projects and provide support to companies.

We wish now to go even further by proposing support actions for companies to enable them to take up this subject and set up projects.

To build this action, we have been inspired by a good practice presented by our partner Fomento San Sebastian during a staff exchange held in February 2020 in San Sebastian, Spain: Gastronomía 4.0. Indeed, the various phases presented below are based on the methodological approach of this good practice: it allows to better understand and identify the expectations and needs of companies in terms of digital transformation. Thus, a survey, where thirty companies belonging to our territory have been interviewed, was conducted over the last 6 months. The objective was both to understand their state of progress and their needs regarding digital issues, in order to design new support actions. The discussions we had beforehand with our partner based in Spain were crucial to the success of this first step.

DESCRIPTION

These new services will cover the different stages that constitute the implementation of an Artificial Intelligence project.

- **awareness-raising phase:** periodic publication of testimonials videos from pioneering companies that successfully implemented AI technology, organisation of events (webinars, trainings, continuation of the West Data Festival). Creation of an annual national award for the best AI implementation in industrial SME's that will be launched during West Data Festival 2021.
- **audit phase:** with an appropriate diagnosis, it will be possible to measure the company's state of progress on the issues it faces, a 2 half-day support programme will enable the company to map all its data in order to identify the potential benefits of their exploitation. This audit phase will be led by LMT with the support of an expert in AI.
- **preparation phase:** to initiate various projects, we will provide support services such as a directory of technology providers, a tool to measure the ROI (Return

on Investment), assistance in drafting their specifications and the creation of "peer groups" enabling companies to share their issues and best practices. All services presented here will be implemented by LMT. This phase will above all aim to reassure companies about the obstacles they may have identified and to provide them with the necessary answers, thanks to our support but also thanks to discussions they will have with other firms.

- **implementation phase:** we will help companies to go as far as possible, in particular by proposing AI experts support during creativity sessions, facilitated by us, to initiate new projects. We will also help them in the identification of the best experts and the setup of PoC (Proof of Concept), by organising qualified meetings with services providers.
- In addition, we will be involved in a more HR-oriented aspect by offering support in the recruitment of skills and the organisation of training for employees and managers, thanks to collaborations with local partners (one specific collaboration will be led with a local actor: Laval Economie, which, among other things, assists companies in their recruitment). To do this, we are going to start discussion with certified training centres, with the objective to open new training sessions throughout the year according to the needs we will have identified. We also plan to support companies, thanks to a partnership with the national employment agency, through a dedicated programme, where a person seeking employment will be dedicated to the feasibility study of their AI project. All we have to do is to adapt an already existing programme, adding a data dimension to it. We have already established all the relationships with trainers, as well as with the structures that support unemployed people.

BENEFITS EXPECTED

These actions will thus make it possible to support companies at all stages of their projects: from a very upstream reflection phase to the concrete implementation of projects. In this way, we will be able to support any company, thanks to a very wide range of services adapted exclusively to data management and artificial intelligence projects.

The Regional Operational programme Pays de la Loire 2014-2020 is addressed by this action by supporting the dissemination and adoption of new digital technologies and uses. Moreover, this action that will foster companies to initiate AI projects, will have a direct impact on the companies' competitiveness.

Furthermore, the actions presented above are our contribution to one of the policy instruments presented earlier in this document: DIH. Indeed, over the next two years these actions will be integrated into the panel of services offered by the hub. All the reflection work carried out so far in the framework of DEVISE has enabled us to feed into discussions with the members of the DIH consortium, and thus directly influence the actions presented in the application file that was submitted during the month of October 2020 (DEVISE project is explicitly mentioned in this proposal).

Moreover, knowing that we will be in charge of the implementation of these actions, we will therefore impact another regional policy, the one called "Pays de la Loire Region policy support to regional technopoles" in this document. Indeed, we are going to reallocate part of our time by investing ourselves in a very important way on these deployments, and thus necessarily make this policy evolve.

These actions will also have an impact on the local and regional recovery plans that are currently being deployed. These plans aim to make companies more resilient in the face of the current health crisis, notably through the development of new digital uses.

ACTORS INVOLVED

Laval Mayenne Technopole (pilot), Pays de la Loire Regional Council, Laval city Council.

FUNDING & TIMEFRAME

After having carried out the survey and analysed it, we are currently setting up working groups within Laval Mayenne Technopole to start the deployment of this specific action linked to artificial intelligence at the beginning of 2021. We thus plan to carry out a periodic analysis of the impact of each sub-action and share the results with other regional actors, so that they can propose similar actions on their local territories.

Here is the specific information for each phase:

- Awareness-raising phase : continuous action through 2021-2022, supported through already existing regional funding of Laval Mayenne Technopole ("Pays de la Loire Region policy support to regional technopoles"): 500 SME's reached (10 K€)
- Audit phase: starting 2020, after launching of DIH. 100 companies audited at regional level. The cost of audit supported by EU fund through DIH (150 K€)
- Preparation phase: continuous action through 2021-2022, supported through already existing regional funding of Laval Mayenne Technopole ("Pays de la Loire Region policy support to regional technopoles"), and EU fund through DIH. Launch of 4 groups of 6 SMEs (2 in 2021, 2 in 2022): 10 K€
- Implementation phase: 12 SMEs supported in 2022 at local level (Mayenne). 30 SMEs supported at regional level in 2022. The cost will be supported by companies and regional existing digital fund. 150 k€ from companies and 150 K€ public fund
- HR aspect: 25 SME's reached through this continuous action, supported by existing regional technopole fund through "Pays de la Loire Region policy support to regional technopoles": 30 K€

Objective 2021-2022: reach 300 companies with AI technology

- Number of SMEs involved: 300 SMEs
- Amount of public funding: 350 000€
- Amount of private funding: 150 000€

ACTION 2: 5X5 DIGITAL

SUMMARY

To create new digital projects through a design approach.

CONTEXT

This action is directly inspired by what we observed during the DEVISE project staff exchange in Belgium. Indeed, thanks to the visit organised by VoKa (DEVISE's partner), we discovered the 5x5 action implemented in Kortrijk, Belgium. This programme aims to match companies and designers in order to create new products or to improve existing products. <https://www.5x5.design/>

The action presented here is the concrete result of the adaptation of a good practice presented in DEVISE, and the exchanges we had with our Belgian partner VoKA and one of its stakeholders: Howest - the University of Kortrijk.

DESCRIPTION

We have the ambition to implement this programme in Pays de la Loire focusing it on digital aspects. Indeed, thanks to this program, companies would have the opportunity to think about digital projects they have and to be supported by designers in order to make their ideas concrete. Those projects are going to be initiated by organising a contest that gathers designers from the region who are tasked to develop concepts with the ideas generated during creativity sessions. At the end of the contest, the companies involved in the programme choose the designers they want to work with in order to continue the project. Furthermore, after this first step, companies could request an already existing, financial grant from the regional council in order to go even further in the collaboration with the selected designer.

At the end of each year, all the projects could be exhibited during a dedicated event in order to foster other companies to commit themselves to this programme.

Thanks to discussions we had with several stakeholders from our region, we decided to explore the possibility to work with design students having digital skills, in order to mobilise their fresh eyes on the projects and to allow them to apply their skills in a real situation. In addition, in order to make easier the projects' appropriation by companies, one of the instructions given could be to encourage frugal innovation. This approach would allow to focus on the value that the company wishes to bring to the user rather than on a high level of technological sophistication.

BENEFITS EXPECTED

The main objective will be to push the emergence of new digital projects within the companies. To do that, this programme will gather different types of targets: traditional SMEs, designers, students.

This action directly tackles the Regional Operational programme Pays de la Loire 2014-2020 that especially includes the priority to foster innovation thanks to Design as well

as to develop programmes dedicated to the industry 4.0. This action brings a response to these two regional priorities.

Once again, as this programme is going to be implemented by LMT, it will tackle the policy instrument "Pays de la Loire Region policy support to regional technopoles". Indeed, our structure will facilitate this programme and the dedicated time will be financed by this policy instrument, which will thus need to evolve.

ACTORS INVOLVED

Laval Mayenne Technopole (pilot), companies, designers specialised in digital, design schools, Design'in association, Pays de la Loire region

FUNDING & TIMEFRAME

5x5 Digital will relaunch an action about design, after the end of Design'in platform that was operated for several years, to help businesses to discover, experiment and deepen their knowledge of user-centered approach.

Here are more details on the implementation of these action:

- Organisation of 2 5x5 challenges: one starting in September 2021, and one in September 2022
- Each challenge will involve 5 SMEs and 5 designers
- Budget: the programme is partly paid by the participating companies. A grant from already existing Regional digital fund will be used to fund the remaining 50% of the cost of the designer. The organization of 5x5 challenge will be supported through the annual regional Technopole public fund (150 K€ paid by companies and 150 K€ public funds).

Objective 2021-2022: support 10 companies to work with 10 designers

- ➔ Number of companies involved: 10 SMEs and 10 designers
- ➔ Amount of public funding: 150 000€
- ➔ Amount of private funding: 150 000€

ACTION 3: TOURISM & DIGITAL

SUMMARY

To initiate digital experiments in the tourism sector to help tackle the COVID19 crisis consequences

CONTEXT

During a DEVISE project staff exchange in San Sebastian, Spain, we and our stakeholders from Angers Tourism Lab discovered Smartkalea, a good practice led by Fomento San Sebastian.

DESCRIPTION

Smartkalea is an innovative programme that gathers public and private players (citizenship, businesses, technological local companies, city council, etc.) with a common ambition: making the city smarter and more sustainable in order to improve the quality of life of its citizens and benefit to local companies. It consists in leading experimentations that promote the uses of digital technologies and the environmental sustainability. Thanks to this good practice, several full-scale tests have been led in San Sebastian, in order to implement new services in particular for the retailers.

Easy to duplicate, we plan to refer to this good practice by adapting it to another sector: tourism.

A first experimentation has already been initiated: it involves the use of immersive technologies in order to help people to discover touristic places (Bioparc located in Doué-la-Fontaine, Mauges-sur-Loire's bridge, etc.). It took place on September 21st and 22nd, 2020.

A second one is in progress. It involves the installation of tools connected by Bluetooth on a hiking trail in order to use them as beacons for orientation.

A third experimentation will be in 2021 after the selection of the winners of the call for proposals in March 2021.

BENEFITS EXPECTED

Thanks to those experimentations, ICT will be used by early adopters involved in the programme, who will be able to attest the positive impacts caused by the integration of these technologies. By presenting these successes, it will be then easier to convince other companies to adopt those digital tools. Moreover it would constitute a good opportunity to promote digital tools, in particular immersive technologies such as virtual reality and augmented reality, representing a real specialty of our territory, and that are not yet adopted at large scale by the companies belonging to tourism sector.

It would be particularly relevant because of the current situation of this sector due to the COVID-19 situation. Indeed, companies are looking for solutions that would help them to identify new way to address their clients.

ACTORS INVOLVED

Angers Tourism Lab (pilot), companies belonging to Tourism sector, solutions providers, local and regional authorities, universities

FUNDING & TIMEFRAME

Here is more information about the funding and timeframe of this action:

- 5 experiment conducted in 2021, and 5 in 2022.
- 10 touristic sites involved. 10 digital companies providing their technologies.
- Budget: the program is partly paid by the participating touristic sites. Existing Regional digital fund will also be used to fund the remaining 50% of the cost. The organization of the experiment will be supported through the annual regional support of Angers tourism lab: 110 K€ public funds

Objective 2021-2022: carry out 10 experiments involving 10 different touristic sites

- ➔ Number of companies involved: 10 digital companies providing their technologies
- ➔ Number of touristic sites involved: 10 touristic sites
- ➔ Amount of public funding: 110 000€

4 CONCLUSION

Throughout the writing of this document we have endeavoured to meet the objectives of the DEVISE project, the ambitions of the Pays de la Loire Regional Council and, above all, the needs of the companies we come into contact with on a daily basis. We see this document as an essential working basis on which we will build over the next two years in order to strengthen our support systems and all the services we offer to economic players.

This document also represents the emergence of new or strengthened relationships with stakeholders in our territory with whom we wish to collaborate over the next few years for the implementation of the actions presented. We have also endeavoured throughout the first phase of this project to mobilise a maximum of regional actors around us so that they also benefit from all the inspiration and dynamics provided by DEVISE. We are going to continue these collaborations.

This document represents above all the beginning of a new phase for Laval Mayenne Technopole on the theme of supporting digital transformation. Today we are starting this new dynamic, which is reflected in the 5 actions that make up the heart of this document.

5 ACKNOWLEDGMENTS

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Letter of support from the
Conseil régional des Pays de la Loire
*to support **DEWISE** action plan developed by*
Laval Mayenne Technopole

On behalf of **Conseil régional des Pays de la Loire**, I would like to confirm our support for the Action Plan developed through the **DEWISE** project.

We confirm that our organisation has been informed and contributed in the **DEWISE** Action Plan.

We agree, where appropriate, to promote and give assistance to the delivery of the **DEWISE** Action Plan.

I confirm that I have the required authorisation of **Christelle MORANÇAIS, Chair of Conseil regional des Pays de la Loire**, to do so and that the required authorisation process according to the "**délégation de signature**" has been duly carried out.

On behalf of:

Position of the signatory:

Pour la Présidente du Conseil regional,
Et par delegation,
Le Directeur general adjoint Territoires, ruralité et
politiques européennes

Name of the signatory:

Erwan de CHARLETTE

Signature:

Date: 03 DEC. 2020


