



REGIONE  
LAZIO



CRESCE L'EUROPA NEL LAZIO

LAZIO  INTERNATIONAL

# GUIDELINES FOR THE REGIONAL POLICIES ON THE INTERNATIONALIZATION OF THE LAZIO PRODUCTION SYSTEM

Action plan  
**2016 - 2017**



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## Nicola Zingaretti President of Lazio



One of the key challenges that we have launched is spurring Lazio to compete with the planet's major areas of development, leveraging our vocations and our strengths: the important phenomenon represented by the growth of startups and the dynamic fabric of our small and medium enterprises; our human capital and system of public and private research; our global excellence in manufacturing 4.0 industries that operate in Lazio in fields such as aerospace and the life sciences); the strength of our cultural industry and the centrality of certain fields such as the audio-visual sector. This wealth, which already exists, but which still has enormous growth potential, should be supported and enhanced with new tools. In these years of work, we have dedicated

ourselves to this mission, working to coordinate with the production system and the various institutional players: from Europe, with a new strategy in using structural funds, to the Government and local authorities.

Today, statistics show the signs of our economic system's vitality, particularly in the capacity for expansion abroad of the most innovative sectors, like the life sciences and ICT. However, now is the time to transform Lazio's huge capital into new development and new jobs. Our region has everything it takes to play a leading role among large European and global players capable of producing innovation, to change people's lives for the better with new methods of care, sustainable technologies; quality food; with the ability to plan better cities and use innovation to take care of people and natural and historical treasures in new ways. The opening to foreign markets is one of the supporting pillars of this project: we want to help Lazio's businesses to reach global markets and strengthen the attractiveness of our region to foreign investment. This is the objective of the Lazio International plan. We have been working at it since the beginning of the legislative term, and today, also in line with the start of some fundamental strategic actions such as Lazio's reindustrialization plan, we are ready to take another important step forward. This publication explains how: with the certainty that this project will coincide with many entrepreneurs' interest, participation and desire to play a part.

## Guido Fabiani Regional Councillor for Economic Development and Production in Lazio



### LAZIO INTERNATIONAL: A TOOL FOR PRODUCTIVE INNOVATION AND REVITALIZATION OF INDUSTRY 4.0

Lazio International is the plan for the internationalization of the regional production system that was launched at the beginning of the legislative term. Its goal is to encourage the recovery of the economy's competitiveness, support enterprise innovation and expansion into global markets, and attract foreign investment in our region.

It is a plan that interacts directly with other major initiatives of the Region, such as: Startup Lazio; Industria 4.0; and the policies for access to loans and guarantees for enterprises, as well as those for research and technology transfer.

After the positive results of the 2014-2015 Plan, which offered coordinated and structural support for the internationalization projects of businesses in Lazio, we now present the actions planned for the 2016-2017 biennium. This set of measures was designed in cooperation with

key players in development and growth, through open dialogue with trade associations, social partners and the organizations representing the world of work and business. In line with the operational guidelines for the efficient use of financial resources for development 2014-2020 approved by the Regional Council in May 2014, this plan is built on a combination of regional and European resources. It allocates 40 million euros for 2014-2020, including 15 million immediately available for the actions planned in the 2016-2017 biennium, which we present here.

This is the way we want to respond to the needs of the process of renewal that is already under way in the territory. This is demonstrated not only by the latest ISTAT figures that see Lazio as the Italian region with the highest increase in exports in 2015, but also by the results of the Call for Proposal for reindustrialization, which highlighted a widespread and cross-application demand for internationalization.

Lazio International is therefore part of a broader industrial policy strategy. Starting from the recommendations of the Smart Specialisation Strategy, it aims to promote the competitive repositioning and development of Industry 4.0, leveraging the synergy of innovation and internationalization. The plan includes four main types of measures: the financial and topical across-the-board contribution to all tenders for the reindustrialization of the production system planned starting in summer 2016; direct interventions to support the internationalization projects of SMEs in Lazio; indirect interventions, based on programs and initiatives coordinated by the Region to strengthen the economy's ability to conduct business in international contexts; and the strengthening of cooperation with the main players of the internationalization process of the Italian system, with a view to policy integration and resource optimization.

Our hope is that Lazio International may contribute to root down and structure those early signs of recovery in the area, allowing the regional economic system to connect to the ongoing recovery with the drive of the most innovative sectors in the global value chain.

# Introduction

## 1.1 CONTINUITY AND INNOVATIONS

This document is intended to outline the regional action guidelines to support the internationalization of the Lazio production system, starting by capitalizing on previous experiences - 2014 Plan and Guidelines - and fitting into the overall national strategy to support development and the resulting planning tools.

In particular, we are speaking of the strategy to promote the competitive repositioning and re-industrialization processes, launched in the context of the 2014-2020 European action plan. The broad discussions on the matter provided important information relating to the need for better international networking and greater attention to the opportunities arising from foreign markets.

We are also speaking of the regional Smart Specialization Strategy, which was also approved in the same European planning context. As part of this, a set of analyses were carried out on the competitive positioning of the major regional specialization areas, which revealed the major strengths to be leveraged in support of the innovation and growth processes.

In these contexts, there is a clear awareness that any strategy to support development must necessarily focus on innovation and internationalization, concentrating on sectors and topics with a greater ability to drive these processes by means of mutual contamination and fertilization mechanisms, and promoting a greater openness of the Lazio economy to international markets.

**Capitalizing on previous experiences**

**Supporting the transformation of the production network**

**Internationalization as an innovation factor**



Consistent with this premise, the Guidelines and the 2016-2017 Annual Plan (starting in the second half of 2016) for internationalization are the result of the information and knowledge acquired through the discussions and consultations with stakeholders, as well as the analyses and investigations aimed at identifying the potential for growth and innovation, new opportunities, and new markets.

Finally, to all this we must add the practical experience in the field, gathered during the implementation of the 2014 Plan and measuring the effectiveness of the actions put in place, which provided further guidance for defining the interventions and the range of proposed actions.

## 1.2 COMPANIES IN LAZIO ORIENTED TOWARDS INTERNATIONALIZATION

In 2015, the world economy grew at a rate of + 3.1% (IMF estimate, April 2016), with a slowdown in emerging economies and a slight acceleration in the advanced ones. The growth forecasts for Italy, confirmed by ISTAT, amounted to +0.8%. As for Lazio, the latest available forecasts show an essential alignment with the national figure.

### Regional export growth

In the context of a weak economic recovery, the regional economic performance is good, in particular as regards external trade. With an export value of over 20 billion euros, Lazio remained among the main Italian exporting regions in 2015. Exports of Lazio goods grew by 9.2% over the previous year, a much greater increase than at the national level (+3.8%).

Lazio's major trading partners are located in the European area, particularly in the Union (UE28, 70.1% of the total). The top country that Lazio exported goods to in 2015 was Belgium with over 4.7 billion euros, followed by Germany with over 2.1 billion, and France with 1.6 billion.

The main products that led Lazio's export performance were pharmaceutical products and preparations for 9.1 billion euros (45% of the total), followed by chemical products for almost 2 billion (10%), and pet coke and products derived from oil refining for 1.1 billion (6%).

The analysis of micro-economic data related to the structural characteristics of the regional exporting companies<sup>1</sup> highlights a system where more than half of exports pertain to large companies with over 250 employees (55.9% of the total). This system, characterized by the presence of leading multinationals in the fields of chemicals/pharmaceuticals and energy, differs from the national context in which the portion relating to large companies amounts to 43.8%.

The distribution of the value of exports is much more concentrated in Lazio than at the national level: the top five exporters in Lazio account for nearly 24% of the total regional exports, while in Italy it is only 6%. The gap widens when the top ten exporters are considered: in Lazio represent 38% of the total, in Italy 9.2%.

These figures show clearly that today the orientation to international markets involves a very limited number of companies in Lazio, and mostly the larger ones, also in comparison with the national average. Even taking into account that engaging the international market requires organization, structure, and an adequate scale, in the current context one thing is clear: policies that would aim to boost the competitiveness of the productive system should necessarily look at its ability to move towards new markets and consequently should also be aimed at expanding the base of companies able to serve international markets.

<sup>1</sup> For Lazio, we considered a sample of about four thousand companies with an export total amounting to almost 11 billion euros (about 60% of the total exported at the regional level)..

## Concentration of exports

## Broadening the base of companies oriented towards foreign markets



### I.3 SUMMARY OF THE ACTIONS PROMOTED AS PART OF THE 2014 ACTION PLAN AND THE RESULTS OF THE MONITORING

#### The launch of a monitoring and evaluation system

With the implementation of the 2014 internationalization plan, a system was launched for the first time in the Lazio Region for collecting and processing information about internationalization policies, to ensure their transparency and evaluation.

This activity made use of the leading national databases and the data expressed by businesses. The monitoring takes place on two levels: a “macro” level, which analyses the economic-productive context of the internationalization, and a “micro” level in which data is collected on the internationalization activities carried out by companies (features, performance, etc.) involved in the various projects, including through qualitative and quantitative interviews - ex-ante, in process, and ex-post. We therefore created a monitoring system that aims to capitalize on the experience gained and use it as a starting element for subsequent plans.

Below is a summary of the main results of the 2014 Plan for each of the three types of actions set forth by the Guidelines. Further details can be found in the complete document.

#### *A. Direct actions in support of the internationalization projects*

#### 76 internationalization projects presented by SMEs from Lazio in 2014

As regards direct actions in support of the internationalization projects, in September 2014 the Public Notice “Regional measures to support the internationalization of the small and medium enterprises of Lazio” was launched. It had the aim of encouraging the participation of SMEs, which are representative of the main regional sectors, in joint international initiatives for promotional activities,

trade shows, commercial and industrial cooperation, and for supporting the quality of Lazio exports. The Notice offered Lazio SMEs a budget of 5 million euros. In terms of results, 76 projects were presented (with the participation of around 292 companies) and of these, 19 were approved, for a total of 74 companies involved: the companies received co-financing of 2.3 million euros for a total investment of 4.6 million.

13 projects are multi-country (aimed at different countries), 3 projects regard Europe, 2 are in Africa, and 1 in Central-South America.

4 projects relate to Information Communication Technology (ICT), while the rest are divided equally (2 projects per sector) between agro-industry, environment and renewable energy, furniture design, construction, and services. An aerospace industry project was also approved, as well as one that covers several sectors.

All projects include industrial, commercial, and export cooperation, legal, financial, and commercial specialized services, market analysis, studies and research in selected areas to strengthen the presence in international markets. 18 projects also include the creation of promotional events, while only 8 projects regard activities to improve the quality of the structure and the production system and acquire certifications pertaining to the quality and distinctiveness of the products and the environmental systems.

### *B. Indirect regionally directed actions*

As for the Regionally Directed Actions (i.e. projects where the beneficiary is not the Regional Administration), the Public Notice “Expressions of interest for the promotion of the regional production system” was published in September 2014. With a budget of 2.2 million euros, it aimed at co-financing promotional projects presented by

**29 projects co-financed with the involvement of more than 1,200 companies**

the Chamber of Commerce system and trade associations that involved companies in the process of internationalization, promoting the regional production system. In this case too, the results were very interesting: 40 project proposals, 29 of which are eligible for regional co-financing for a total of 2.8 million euros: the total investment amounts to 6.3 million and the number of companies involved exceeds 1,200.

11 of the eligible projects relate to multi-sectoral initiatives; next are the projects in the agro-industry sector (6 projects), construction and furniture design (2 projects), and the maritime economy (2 projects). 8 projects are aimed at countries in the Americas: an equal number at several countries together; 5 at the European area.

As for the type of action, 27 projects regard participating in trade shows, 16 concern incoming actions, 11 are for outgoing actions, 10 involve participating in and/or organizing workshops / roadshows, and eight concern creating showrooms.

**The regionally directed actions implemented in the 2014-2015 biennium.**

In reference to the other types of regionally directed actions, about 500 companies participated in the various initiatives undertaken by the Region for a total of over 30 events: missions abroad, incoming actions, institutional building initiatives, and international fairs.

Lazio Innova implemented the following activities:

**AEROSPACE**

Participation in 3 exhibitions: Aeromart Montreal (Canada - 4 participating companies), Paris Le Bourget (France - 16 participating companies) and Torino 2015 (Italy - 26 participating companies).

Organization of 2 international conferences: “Lo Spazio dà i suoi frutti” (Space bears fruit) at Expo

2015, to showcase the skills and points of excellence of the aerospace industry in Lazio and reflect on the possibility of introducing the technological innovations developed in this key sector of the economy in other fields, especially agriculture (150 participants, including stakeholders and international industry representatives): “Analogue Applications - the first step toward space - Sperlonga 2014” - biennial event for the promotion of agro-space activities organized by Federlazio.

#### AGRI-FOOD

Lazio Deli Project (Canada): *incoming buyers* from Canadian chains and mass retailers in purchases of superior quality products: organization of an outgoing mission to coincide with the marketing launch of the first products in the Toronto area. 86 companies are involved in the project.

Participation in 2 trade exhibitions in collaboration with Arsiel and Azienda Romana Mercati: 2016 edition of Vinitaly - 58 companies involved; 2016 edition of Cibus - 25 companies involved.

#### ARTISTIC HANDICRAFTS

Participation in 4 trade shows: Arti & Mestieri (Arts and Crafts) Rome 2014 and 2015; International Handicrafts Trade Fair Florence 2014 (20 handicraft and 7 agri-food companies); Artigiano in Fiera (Artisan Fair) Milan 2015 (11 handicraft and 3 agri-business companies).

#### BIOSCIENCES

Organization of 2 international conferences and meeting with foreign operators: Meet in Italy for Life Sciences 2014 and 2015. 15 companies were involved in the event in 2014. 11 companies were involved in the 2015 edition.

#### DESIGN AND ITALIAN STYLE

Organization of an incoming initiative of North American operators and an outgoing one in Chicago

(USA). 42 companies involved in the initiative.

Participation in 3 exhibitions: ISH Frankfurt (11 participating companies), Tianjin Design Week China (12 companies involved).

Participation in the 2015 and 2016 editions of the Fuori Salone in Milan, in collaboration with ADI and with the objective of enhancing the Lazio Creativo (Creative Lazio) project. 23 companies participating in the 2015 edition, 25 companies in 2016.

#### ICT

Participation in the exhibition: Maker Faire European Edition Rome 2015, the European edition of the Maker Faire.

#### CULTURAL, CREATIVE, AUDIOVISUAL, PUBLISHING, AND TOURISM INDUSTRIES

Organization of 2 incoming missions from Taiwan and Malaysia.

Participation in 3 trade exhibitions for the publishing industry: Turin Salone del Libro, Più libri più liberi (20 participating companies) and Angoulême - cartoon publishing, which saw the participation of 6 companies.

#### ECONOMIC DIPLOMACY

Organization of 2 outgoing missions to Brazil and Vietnam.

Organization of 3 outgoing and 1 incoming missions as part of the Project of Strategic Partnerships with regional authorities in China. These activities saw the participation of 120 companies from Lazio.

#### COLLABORATION WITH FIERA DI ROMA

Implementation of the following initiatives: Chitec 2014 - 17th Edition, Beijing Shijingshan District

Mercure Hotel, (Beijing, 16 May 2014); Beijing Yanqing International Wine Exposition 2014 - (Beijing 29 to 31 July 2014); Vinoforum Trade (Rome, 12 to 14 November 2014); Aquitaly, (Rome, 19 to 20 February 2015); Eular Congress (Rome, 13 to 15 June 2015); Tianjin International Fair (Tianjin, 15 to 19 May 2015); Italian Food Show (2 initiatives). 70 participating companies.

#### COLLABORATION WITH ITA-ICE

Organization of 1 incoming and 1 outgoing missions as part of the project “Eco-build Africa Subsahariana” for the Green Economy sector (22 participating companies); 2 incoming and 3 outgoing missions as part of the project “Lusso in Russia” (Luxury in Russia) for the furniture and fashion industries (14 participating companies).

Organization of the first edition of the Lazio CORCE Master’s to train 20 export managers, dedicated to graduates and new graduates residing in the Lazio Region who will be recruited by manufacturing or service companies from Lazio. They will be able to do an internship abroad, and will have the task of developing business activities in foreign markets.

Organization of a Study Tour in Dubai for export managers.

#### *C. System Governance*

As part of the Governance System, laziointernational.it was created in 2014. This new regional portal for incoming and outgoing internationalization, which hosts within it the activities of SprintLazio, the regional office for internationalization. There are almost 4,500 subscribers to the Lazio International Newsletter on internationalization opportunities, with 109 issues in 2014-2015.

A free online advisory service is also active, covering internationalization issues such as contracts, taxation, international payments, customs, trademarks and patents.

**The launch of a process of information, training, and monitoring**



18 IntFormatevi seminars were organized. These free training and orientation sessions on topics related to internationalization were organized in collaboration with the Chamber of Commerce system and distributed throughout the region, with the participation of over 400 companies. 11 foreign embassies of the following countries were involved in organizing the seminars: Russia, Vietnam, Pakistan, Turkey, Kosovo, Brazil, Hungary, Chile, Cuba, Indonesia, Ukraine.

Finally, the Governance activity included organizing and implementing the monitoring system for assessing the internationalization measures and the customer satisfaction levels of the companies. This concerned both the activities managed directly by the companies under the notice and the activities carried out through the expressions of interest and the actions promoted by Lazio Innova.

## 2 Regional policy guidelines

### 2.1 A STRATEGY ON FOUR PRINCIPLES

#### 2.1.1 INTERNATIONALIZATION AS INNOVATION ACCELERATOR

The 2016-2017 Annual Plan focuses on the combination of internationalization + innovation as leverage to regenerate and modernize the regional industrial base and strengthen the essential components of its competitiveness at a local and global level.

Based on a Smart Specialization Strategy (S3), this Plan lends special attention to the views expressed by the regional manufacturing districts and companies. This is part of the consultations and focus groups organized for the Internationalization of the Lazio production system, for the Digital Agenda, and for the reindustrialization and competitive repositioning of the Lazio System.

Finally, we cannot overlook the success of the startup phenomenon, now considered a key priority for the country's development. As underlined by the ministerial document "Relazione al Parlamento sullo stato di attuazione della normativa a sostegno delle startup e delle PMI innovative" (Report to Parliament on the implementation of legislation in support of startups and innovative SMEs) (September 2015), one of the key challenges requiring action is precisely the internationalization of startups, and more generally the Italian ecosystem of innovative entrepreneurship. This would make it more attractive to international flows of human and financial capital and improve global awareness of it.

In this context, there will be an opening towards all

**Innovation as strategic leverage for internationalization**

**The attention to startups and open innovation strategies.**

actions that relate to open innovation strategies which, coupled with internationalization measures, can provide an effective action lever on Italian domestic demand and on accelerating growth.

### *2.1.2 COMPLEMENTARITY OF THE INTERNATIONALIZATION MEASURE WITH THE NATIONAL AND REGIONAL PLANS*

#### **The collaboration with the “Italian National System”**

The fragmentation of objectives and resources often renders inefficient the operations that lack coordination between the various levels of the Administration. With the aim of overcoming this situation, the Lazio Region is working with the national government and other regions to harmonize actions, optimize the available human and economic resources, offer support to the widest possible number of businesses, and maximize results and impacts.

This Plan therefore aims to implement an intervention model to support the internationalization process that takes account of the current guidelines of national and EU planning. This provides consistency with the economic and development promotion policies benefitting competitiveness at the national level.

To this end, the Lazio Region intends to participate in projects that emerge as part of the internationalization working group present at the Conference of Regions. It gives particular attention to the creation of common platforms, to encourage participation in inter-regional networks supporting the activities by SMEs abroad and participate in national initiatives aimed at attracting foreign investments. In this field, supporting the construction of a national strategy for aerospace has particular relevance, considering that Lazio participates as a representative of the Italian regions in the “Cabina di Regia per la definizione della politica nazionale nel settore spaziale” (Steering Group for defining the

national policy in the space sector).

The Regional Internationalization Plan will dovetail with the actions by ITA-ICE, continuing and strengthening the cooperation begun under the preceding Plan. It will check the possibility of giving some projects a multi-regional scope through specific agreements with other regions. Emphasis will be given to the connection with European programs such as Startup Europe and the MED Program.

It will continue to strengthen the interaction initiated with other institutional players involved in the internationalization of the Italian country system (e.g. chambers of commerce, Italian consular and diplomatic network in the world).

Complementarity and integration will also involve the regional level, since internationalization is a part of the regional policies on culture, agriculture, tourism, research and innovation. Therefore the internationalization actions must be the result of cooperation with different regional administration divisions, such as Culture, with the Lazio Creativo project; Agriculture, in collaboration with Arsiat; Education, Research, University, and Tourism.

### 2.1.3 INTERNATIONAL NETWORKING AND “ECONOMIC DIPLOMACY”

As has already been done under the previous Internationalization Plan, the Lazio Region intends to strengthen the international network and the relations with countries and regions that can offer market opportunities and strategic cooperation with companies from Lazio, exploring the potential of these contexts by building relationships with institutional and economic players.

**The complementarity with the strategies and regional sectoral policies**

**Economic  
diplomacy as a vital  
cornerstone for  
internationalization**

Economic diplomacy actions are promotional actions integrated with the main centers under the region's remit and/or representatives of the entrepreneurial system. The actions are directed towards those geographical areas considered of key importance by the Region and where there are ample opportunities for economic co-operation, even if they are still little known and/or developed by the Lazio economy. In this context, there are several types of interventions that can be carried out: the organization and implementation of scouting actions, economic institutional missions, incoming missions, and/or partnership events aimed at facilitating wider forms of cooperation in various areas of institutional, economic, industrial, and scientific interest.

These are actions that show their effectiveness in the medium term, thanks to the consolidation of the networks that have been built. Therefore it is very important that the exploratory activities be followed by the consolidation of the relationships by means of the definition of specific actions, projects and cooperation pathways consistent with the Region's sectoral and topical priorities. In other words, the element of continuity and completion of what was started is central.

**2.1.4 PARTICIPATORY APPROACH AND "LISTENING"  
TO THE LOCAL TERRITORY**

**A constant  
dialogue with the  
local territory...**

This Plan aims to diversify the offered actions and measures by segmenting the internationalization policies on the basis of the needs of companies from Lazio, and taking into account that the support to businesses that are already present in various ways on the international market are different from those of companies that are looking abroad for the first time.

In the first case, it may be sufficient to provide incentives to encourage the companies' investments

and projects, together with actions to strengthen the skills they already have. We believe this encourages the consolidation of market share and/or supports opening new markets.

In the second case, the aim is essentially to broaden the base of companies able to operate in international markets by building stable collaboration networks. It is necessary to promote more extensive tools for information and follow-through, along with projects supporting the qualification of offerings, detecting possible priority partnerships, supporting the implementation of agreements.

The Plan intends to offer a set of services and tools adjusted according with these different needs:

- incentives for internationalization services and investments made by the companies;
- international promotion activities for groups of companies and clusters, achieved through centers for innovation and research transfer, specialized service providers, and the associations of the business community with specific experience and expertise;
- cooperation activities aimed at technology transfer and international networking achieved by exploiting the expertise found in regional infrastructure and research centers;
- regional actions directed at sectors and issues of strategic importance for the Region, to try out actions that may be repeatable and have spillover throughout the entire system.

The elements resulting from the outcome of the proposed measures and the undertaken activities will be constantly brought to the attention of economic operators of the Lazio Region through a system of permanent participation and consultation, achieved through the organization of discussion groups and the use of sharing platforms. The *feedback* received will

...in order to diversify the range of actions and tools in line with the actual expressed needs

enable the constant reprogramming of activities and the reformulation of strategies.

## 3 Action Plan 2016-2017

As already mentioned, the objective of this Plan, which starts in the second half of 2016, is to strengthen and capitalize on the main actions carried out in 2014-15, also taking into account the innovation and reindustrialization policies.

### 3.1 DIRECT ACTIONS FOR THE BUSINESS SYSTEM - CONTRIBUTIONS TO SMEs

#### 3.1.1 *SUPPORT FOR THE INTERNATIONALIZATION PROJECTS PROMOTED BY THE ENTERPRISE SYSTEM (PUBLIC NOTICE)*

The actions will be aimed at individual and/or associated businesses aiming to penetrate or strengthen their presence in international markets. With this in mind, projects proposed by companies will be supported on the basis of their strategies and objectives of expansion in their target markets, regarding expenses for services and/or investments related to internationalization. In particular, these refer to web visibility in foreign languages, e-commerce channels, and the use of qualified services and expertise in the field of export management.

This aims to reduce the cost of the internationalization process for Lazio's SMEs, strengthening their promotional capabilities and their commercial structure, as well as helping to adapt their organization of what they supply according to the demands of foreign markets.

**Contributions to the Lazio SMEs for internationalization projects**



### 3.1.2 CONTRIBUTIONS FOR THE ACQUISITION OF INTERNATIONALIZATION SERVICES OFFERED BY QUALIFIED AND ACCREDITED OPERATORS (PUBLIC NOTICE)

#### Creating a catalogue of specialized services

The action originates from the need to facilitate the matching of demand and supply of internationalization services, making available to Lazio SMEs a list of suppliers accredited for their skills and experience, together with a catalogue of services consistent with regional priorities on internationalization matters. This way, the measure aims to simplify access to services by SMEs and startups by selecting suppliers based on their expertise and the characteristics of the proposals (the catalogue).

In order to increase the effectiveness of the action, we expect to accredit two types of service providers whose offerings will benefit SMEs and startups who request them:

- a) Accreditation of Service providers specialized in internationalization, offering services for promotion, marketing and sales, certification and accreditation of international contracts and intellectual property protection, etc.
- b) Accreditation of qualified infrastructure and research centers of Lazio for the range of services designed for the international promotion of projects and experiences for the key innovation sectors of the region, with particular reference to innovative startups. The integrated internationalization services offered by these entities may relate to, among other things:
  - coaching for structuring the offerings, product engineering, intellectual property protection:
  - international networking and building partnerships, project development, exchange of experiences, and international promotion towards technical and scientific communities.

### 3.2 INDIRECT ACTIONS - INTERNATIONALIZATION PROJECTS BY REGIONAL INITIATIVE

The regionally directed internationalization paths are actions aimed at strengthening the capacity of the regional economic system to operate in international contexts, by exploring the possibility of building networks of institutional, technological, economic, and trade cooperation; the search for partners and investors; and the identification of market opportunities, concentrating the actions on key geographical areas, topics, and sectors.

The previous Plan listed the sectors deemed to have the greatest internationalization potential. Today the regional orientations - from the *Smart Specialisation Strategy* to the re-industrialization plan - indicate the regional specialization areas to leverage for promoting a better competitive position through innovation and internationalization.

It is therefore towards these areas of specialization that the regionally directed interventions are aimed. In particular, towards the multi-sectoral topics within which it is possible to leverage the skills of the production and research system, to formulate proposals that respond to the needs of emerging industries and the main social challenges of international importance (health, sustainability, food security).

The 2016-2017 Internationalization Plan aims to build networks and foster intersections of skills that support the development of new products and new services for new markets.

The topics and areas of specialization to which we will refer below should be interpreted from this perspective, it being clear that a specific project/action will not necessarily be launched for each of them. Nevertheless, we believe procedures of permanent

**An internationalization strategy that promotes a multi-sector approach**

**New products and services for new markets**

dialogue with the stakeholders can be organized for all topics and areas of specialization (also making use of guidance and information tools). This can allow further profiling of needs and priorities and defining the design cornerstones for future actions, initiating any partnerships able to develop proposals, also in the context of transnational European projects.

### 3.2.1 PROMOTIONAL ACTIVITIES FOR COMPETITIVE REPOSITIONING

The strategy and tools for regional planning within which the 2016-2017 Internationalization Program fits identify the areas of specialization and the issues that necessarily represent areas of action in support of the competitive repositioning processes. In particular, this refers to the enhancement of inter-sectoral elements that are the main generators of innovation, the so-called Smart manufacturing, understood as the industry's ability to respond to new social challenges and adapt the supply to the new areas of demand, in the broader context of Industry 4.0.

#### *Smart Strategy for competitive repositioning and internationalization*



#### a) Key sectors and topics

For each of these areas of specialization, we highlight below the topics that were found to be most important from the discussions with the stakeholders in terms of fostering a better positioning of regional players on the international markets.

**AGRI-FOOD.** Given the inhomogeneity in the international experiences of the sector's companies, resulting from structural, technical and managerial weaknesses, Expo Milan 2015 was extremely useful in facilitating the presentation of the offerings (and the launch of their organization) starting from the excellent and distinctive characteristics of the local territory. The map of the agricultural and food production points of excellence in Lazio was part of a whole story about the region, in order to promote it as a whole in terms of **history, culture, food, fashion and crafts.**

Therefore we deem it appropriate to **promote the ability of businesses to join together** and structure their business proposals in line with the target market needs, providing tools to better know these markets, the access standards and requirements, the barriers, and the opportunities. This is the context of the activities supporting the collective participation of Lazio SMEs in the main international industry fairs and events, such as Vinitaly. These represent the culmination of an integrated process aimed at giving Lazio companies the most favorable conditions for seizing commercial opportunities related to these events.

At the same time, the contacts made with institutional and entrepreneurial counterparts from different countries have highlighted the **demand for cooperation and interchange related to the different frontiers of innovation** linked to the agri-food sector: tools for precision farming, traceability technology and processes, rationalization of **energy consumption in agriculture, nutraceuticals and micronutrients.** The region has widespread skills and experience in these topics, both in the research field and in business.

**AEROSPACE AND SECURITY.** This is one of the regional specialization areas where **the ability to operate in international markets and contexts is**

**well established.** This is due to the characteristics of the target markets, because the research and development activity takes place mainly at the international level and therefore even the smaller firms, which are often knowledge intensive, frequently operate in an international context.

Therefore, the presence of companies in the region belonging to the entire production chain provides an **extremely wide range of skills**. This could allow the development of a more **intense international dialogue** (even outside of the consolidated subcontracting mechanisms led by the main players, which as such are not intercepted by the regional promotion action) aimed at building **complementarities with partners from other countries** in the design and development of new products and services. These are also related to the demand from other markets, where technologies developed in the aerospace environment can provide new solutions.

We also recognize the need for the Lazio Region to confirm its participation in major industry trade shows, such as *Le Bourget Air Show* and *Turin Aerospace & Defense*.

**BIOSCIENCES.** Again we refer to an area of highly internationalized specialization (the bulk of the region's exports are pharmaceutical), characterized by the local presence of large companies, SMEs, laboratories, research facilities, and also innovative startups, the result of enterprise-wide use of solutions and applications arising from the cooperation between research and business. In recent years this area has experienced strong transformation processes, resulting from international market dynamics, which can lead us to assume that the driving capacity of large players established in the region on the SME system is now less significant. Conversely,

the emergence of contract manufacturing experiences for the development and production of the latest generation of specialist drugs has led to the growth of the so-called red biotech sector, in terms of research, business, research, development, and production of new drugs. To all this, we must add the experiences in engineering solutions for the field of medical devices.

It is essentially a dynamic environment, where regional support could lead to greater cooperation and integration between the various players. The aim would be to **create networks and partnerships on a multi-regional and international scale**. Also in this case we would be mainly looking at **opportunities to jointly develop new products and services**, through forms of technical and scientific cooperation and technology transfer. In this context, we intend to enhance the presentation abroad of the “Lazio System” of the Bioscience sector, including through closer collaboration with the medical and scientific world which can contribute to bring awareness to the overall excellence of Lazio in this sector.

We also recognize the need for the Lazio Region to confirm its participation in major industry business conventions, such as *Meet in Italy for Life Science* and the related networking activities.

**ICT.** This is the other traditional regional specialty area, extremely diverse in products and markets, and characterized by the presence of a widespread system of small and micro enterprises. Precisely this characterization makes it the sector with the most widespread presence of knowledge-intensive companies, and solutions and applications regarding the most diverse markets can be developed in this context. Attention will have to be directed toward promoting the offerings and the organization of integrated solutions, starting with those linked to one of the main

challenges identified at the international level, which is one of the most important areas of design and development of new generations of products and services: the challenges that are now traditionally gathered under the concepts of **Smart Cities and Smart Communities**.

In this area, we need to strongly encourage international networking and cross-contamination of experiences, promoting the participation of Lazio's companies and research platforms in projects and international initiatives, promoting the organization of and participation in business conventions and events with an international scope, both in Italy and abroad. In this sector, there will need to be a particularly strong focus on the relationship between existing businesses and startups, on the possibility of supporting the development of new business projects and new products also through the search for partners and investors at an international level. It will be equally important to pay attention to the phenomenon of the **Makers**, digital artisans who generate innovation on a global scale within the so-called **Internet of things**. In particular, we deem it useful to promote the strengthening of dialogue and cooperation networks between makers (*fab labs, maker faires and other similar experiences*), starting with building opportunities for meetings between the makers and the demand for digital and creative solutions expressed by the industries of Lazio.

In this regard, the participation in the Maker Faire European Edition Rome is a priority. Moreover, we should not overlook the topic of **Industry 4.0** and the key role of digital technology in the growth of the manufacturing sector and of the economy as a whole. Industry 4.0 technologies appear to be destined to revolutionize the production processes and the relationship dynamics between the involved parties. In this sense, the

Lazio Region will devote great attention, on an international scale, to the evolution of what is known as the fourth industrial revolution.

### **CULTURAL, CREATIVE, AUDIO-VISUAL, PUBLISHING AND TOURISM INDUSTRIES.**

This sector is adjacent to ICT, and we distinguish it here only to focus attention on certain activities that are traditionally rooted in our region, and thanks to digital applications they can be characterized in an innovative way, exploring new market areas.

The objective is to **leverage skills** that in the past were part of the international image of Rome and Lazio (think of the film industry and its “trades”), internationally promoting the audio-visual and multimedia industry, leveraging those applications linked to some of the main assets of our territory, above all the audio-visual and digital technologies that regard the **Conservation and exploitation of Cultural Heritage**. As a consequence, the ways in which the Roma and Lazio **“tourist product” can be expanded**, broadening the range of services and the experience, while at the same time developing skills that can be re-marketed in different contexts and in different countries. In this setting we also find the internationalization support of Lazio’s publishing industry, another important section of the regional cultural and creative industries.

### **DESIGN. FASHION AND ITALIAN STYLE.**

The link between the exploitation of some distinctive skills and the promotion of the territory and its areas of excellence also concerns the issue of design and everything that is related to the *Made in Italy*, starting from the awareness that “Rome” is a universally recognized brand and that it is already associated with elements linked to fashion, beauty, and culture.

The objective of the regional actions in this



context will be to help build a **unified story of the territory and its areas of excellence** (making a connection - as mentioned above - to food production and **gastronomy**, to **creative industries**, and to the **exploitation of cultural heritage**). This will mean presenting Lazio as a region of creativity and design, and encouraging the creation of opportunities for discussion and cooperation between businesses, professionals, and scientific communities, with skill centers of international importance, in order to strengthen the perception of **Lazio's products (precious stones, gifts, lighting technology, office furnishings, bathroom furnishings, outdoor accessories)** on major markets.

The attractiveness of Rome and Lazio is also linked to the traditions and products of **ARTISTIC HANDICRAFTS**, a sector which, like other areas of specialization related to creativity, can recover competitiveness if renewed through digitization. This is true both as a tool to transform the “doing” and as a vehicle to renew the methods of promotion, communication and expansion of the presence into larger contexts.

It is therefore necessary to also promote the presence of these companies and these entrepreneurs in the international markets, as a vehicle for promoting Lazio's image. For this to happen, their ability to use technology must be promoted to create new methods of presentation and promotion, implementing new aggregation projects that are veritable “virtual” exhibitions, and creating virtual stores and other forms of network systems that bring together new technologies and traditional skills. Furthermore, it is essential to encourage an increase of tourist flows along paths with high concentrations of historical and artistic shops and artisans, thus promoting an incoming form of internationalization.

The presence in international networks can also be strengthened by participating collectively in fairs and exhibitions (an expression and promotion of the territory and its productive structure). To that effect, it will be useful to strengthen the cooperation with other regions (e.g. the collaboration with the Tuscany Region on the International Chart of Artistic Craftsmanship, signed by the Lazio Region in April 2014) in order to give more strength and visibility to the planned actions.

**TECHNOLOGIES FOR CONSTRUCTION, RESTORATION, AND RECOVERY.** These are areas of traditional market presence for Lazio companies, including those of the stone and extraction sector. However they often fail to build an appropriate offer to the demand expressed by the international markets because of their segmentation and small scale.

Starting by leveraging skills and areas of excellence, we must **promote aggregation, networking, and production chain integration**. Participation in international projects promoted by the Italian country system can effectively contribute to expanding the possibilities for access to foreign markets.

**MARITIME ECONOMY.** For a region with 24 coastal municipalities, the important economic activities linked to the maritime economy certainly cannot be of secondary importance, from logistics and port activities (regarding goods, cruises, and recreation) to coastal management and protection, tourism, shipbuilding, fishing and aquaculture and energy. By their very nature, all these activities deal with a space that is interregional and international, in which they must become more integrated and better valued.

The aim is therefore to support the internationalization of the entire production chain and the expansion of opportunities, by encouraging companies and other players in the system to participate in international

projects, supporting the search for investment partners, promoting participation in international trade shows and industry initiatives, organizing networks, improving infrastructure, overseeing the reorganization of local services, and, finally, promoting an increasingly **better positioning of the regional port system as an international hub** for cargo and cruises.

**GREEN ECONOMY.** The businesses and research infrastructures in the region have the skills and experience to take on various international markets, both in the field of technology transfer and on the supply of products, services and solutions. As already noted in the case of other sectors, the limit is often due to their small size and the segmentation of skills.

In this case too it will be necessary to work on **enhancing skills and areas of excellence**, promoting those processes of aggregation, networking, and production chain integration that can enable the presentation of services and solutions tailored to the identified needs. The promotion of participation in trans-regional and international projects will be particularly useful, in particular if linked to issues of the circular economy.

**AUTOMOTIVE.** A significant part of Lazio's manufacturing is in automotive-related industries which, after a few years of crisis and uncertainty, currently show sufficiently stable medium-term prospects, due to the production targets assigned to the FCA plant of Piedimonte San Germano. These prospects stimulate innovation programs within the companies involved in the various related segments. These innovations can help promote the distinctive expertise of these companies within international initiatives and projects that also involve other mobility sectors and the new challenges for a more sustainable mobility.

#### b) *Types of action*

We expect to diversify the projects according to two broad categories related to the types of products, services, and specialist expertise that we aim to promote:

- organization of promotional actions for products aimed at specific markets (consumer markets): qualification of product baskets, identification of the counterparts and organization of incoming buyers, organization of communication and marketing actions in the buyer's territory, etc.;
- organization of technological and industrial cooperation actions to promote skills, technologies, semi-finished and intermediate products, with specific counterparts (business markets): matching services, exploration activities, industrial collaboration, technology transfer, promotion of the culture of patenting and intellectual property protection etc.

### 3.2.2 TRAINING AND SKILLS DEVELOPMENT

In line with previous Guidelines, the Plan supports the training of export managers to be made available to the SMEs in Lazio, funding a second edition of the CORCE-Lazio carried out by ITA-ICE.

The objective of the course "CORCE Lazio", dedicated to graduates and recent graduates residing in the Lazio Region and launched for the first time thanks to the 2014 Plan, is to train experts in internationalization processes. When recruited by manufacturers or service companies, they will be responsible for developing corporate activities in foreign markets. The Master's is part of the export course support program shared by ICE and the Lazio Region.

To improve the competitiveness of businesses through increased openness to foreign markets, it is necessary to promote a broader strategy to improve

**Actions aimed at consumer and business markets**

**The importance of training for young people: the CORCE Lazio example**

**Skills development  
for the  
internationalization  
of managers and  
business owners**

internationalization skills for company employees too (and the owners, in the case of smaller firms). This can be achieved by assessing the idea of organizing specific steps in this direction, in collaboration with ITA-ICE. It will mean supporting - whenever possible - the training activities implemented under the Training Plans of the Interprofessional Funds or those of Accredited Training Organizations, when they relate to internationalization issues.

In this way, the 2016-2017 Plan intends to initiate a virtuous path of spreading the culture of internationalization with the management and, in general, the staff of Lazio's companies.

### 3.2.3 *ECONOMIC DIPLOMACY*

Economic diplomacy is an area for exploration of internationalization opportunities, identifying the countries with which it is appropriate to undertake/ deepen relations on the basis of: territorial proximity, potential for development and market/sector complementarity. We will also analyze the initiatives proposed to the Lazio Region by foreign countries and by universities and research centers.

With this tool we intend to improve and refine the ability to generally describe the regional offerings by drafting a catalogue of business proposals, in order to build personalized proposals for foreign operators.

We also intend to hold targeted business forums as an opportunity for benchmarking, building business relationships and the knowledge system.

Taking into account that the Lazio Region is open to evaluating the launch of new commercial channels, we will however identify a number of target countries with the primary aim of capitalizing on what has been done until now. We will avoid the excessive

fragmentation of the actions, which is harmful in the field of “Economic Diplomacy” in which effective results are achieved only by ensuring continuity and stability of relations with foreign partners.

Therefore, based on the previous experience and its geopolitical and economic characteristics, we identified, for various reasons, some areas in which to explore and strengthen the ability to assert the presence of the Lazio system: Wider Mediterranean: Europe, with particular reference to the countries of the central and eastern quadrant and the Balkans; the Americas; Asia, with reference to the countries of the former Soviet Union, China and the Southeast Asian countries; Southern Africa.

In view of the established relationships and initiated projects, we expect that the priority actions to be implemented will include:

- Saxony, with which we expect to sign a Memorandum of Understanding to jointly develop projects related to aerospace, environmental and energy technologies, microelectronics and ICT, biosciences and smart mobility systems
- France, signing cooperation agreements in the field of audio-visual and cultural industry in general
- Sub-Saharan Africa, with particular reference to Angola and South Africa, considered important gateways to the region’s markets
- Kazakhstan, opening channels of cooperation in the Aerospace and Energy industry in view of participating in Astana 2017
- Brazil, collaboration with the Sao Paulo region to develop cooperation in the audio-visual industry sector, with particular reference to co-productions and post-productions
- China, where multiple channels and relationships have been established with various stakeholders (from Tianjin to Chongqing), encouraging the implementation of initiatives related both to

## Priority Actions and Countries

technological innovation and more traditional Made in Italy sectors

- Southeast Asia, where Malaysia hosts an ongoing project that involves collaboration in the audio-visual sector and an initiative that includes the collaboration of Lazio companies to use multimedia technologies for the exploitation of the artistic and cultural heritage. In Taiwan, on the other hand, we plan to continue the cooperation in the field of smart cities, where a synergy between design and Italian “know how” can find a useful partner in the industrial capacity Taiwan can bring to the field. Vietnam, where we will continue the actions promoting the audio-visual sector, making use of the new tool to facilitate co-productions with Lazio, the creative digital industries, the environmental sector and aerospace technologies.

## International cooperation

We consider it appropriate to continue with the participation and implementation of international cooperation projects in collaboration with other bodies, favoring actions in target countries where the Italian country system is already present (e.g. MAECI and MISE projects), to encourage the creation of economic cooperation mechanisms for the internationalization of regional SMEs.

We will also assess the possibility of co-financing the participation of the Region and/or of Lazio Innova in transnational projects funded by European programs (Horizon 2020, COSME, MED Program) that are aimed at developing lines of activity within the partnerships promoted through other regionally directed actions.

### 3.2.4 ATTRACTING INVESTMENTS

Attracting foreign investments is not possible without a national strategy (MISE) that promotes opportunities for investing in Italy, creating the conditions for increasing attention from international investors for the opportunities our country presents, and thus

creating the conditions for structuring and specializing the offerings in different areas.

This requirement is addressed by the government's strategy that tasked the ITA-ICE with implementing an investment attraction plan. This will be implemented in collaboration with the Regions by signing bilateral agreements that facilitate the coordination of the initiatives with the aim of achieving greater efficiency and strategic synergy.

The ICE is using its network of foreign offices to strengthen the policy/strategy for attracting investments by identifying the specific principals who deal solely with this topic.

It is therefore essential to initiate a dialogue with the central institution in order to enter fully into this strategy, by linking our actions on the ground with the promotional actions carried out centrally. At the same time, if the projects implemented under other regionally directed actions (in particular by the economic diplomacy) show that there is an interest in investing in Lazio, specific follow-up actions will be carried out.

We also intend to launch a series of actions, including:

- Identification of the elements characterizing the possible regional offerings (topics and projects) also in consideration of the existing strengths of the system and the existing investment programs and projects, as noted at the different consultations put in place (e.g. Call for re-industrialization proposals)
- Participation in fairs and international networking events under the ICE investment attraction umbrella
- Organizing thematic/multi-sector roadshows in which to present the industrial excellence (SMEs, Startups, Research, Spin-offs)
- Promotion of scientific bilateral cooperation with

**Actions to promote the attraction of investments**



countries that have particular and/or specific excellence and a strong network of investors for applied research capable of industrial development. To this end, open innovation actions may be carried out, as well as other pilot actions, thanks to the collaboration of facilitating bodies/technology transfer intermediaries (Universities, Science and Technology Parks).

### 3.2.5 SYSTEM GOVERNANCE

#### *Orientation and training activities*

**A new governance, attentive to information,**

The primary intent of this line of activity is to provide information, guidance and training services to companies regarding internationalization and support activities promoted by the Region and by other local and national players, where they concern Lazio and its production system.

The activities can be divided broadly into two types:

- a) organization of meetings and information campaigns, also in cooperation with other parties, aimed at presenting the opportunities that exist in specific geographical areas and/or for specific sectors, as well as the services offered by different support tools of the Italian country system abroad or for internationalization;
- b) promotion and organization of orientation, networking, and training meetings, both on horizontal issues in the field of internationalization (*export management, international marketing, international contracts, logistics management...*) and on alternative innovation strategies (open innovation paths, design thinking).

From an operational point of view, we expect to resort to different methods: meetings, seminars,

online courses, webinars, etc., following a flexible and modular approach. This will aim to focus on activities complementary to the other actions undertaken under the plan, and in any case to set the agenda of activities in light of the needs identified in the framework of initiatives of dialogue and consultation with the territory.

#### *The Laziointernational.it portal*

Lazio International is the regional portal of the internationalization services of the Lazio economic system, which aims to enhance the points of excellence and the resources of the region, offering new features for companies. Thanks to the English version, it is also addressed to foreign partners to promote dialogue and increase international networking.

The Lazio International portal, a showcase of internationalization, is an interactive space, tool to disseminate the activities and policies in support of the internationalization of SMEs in Lazio.

Laziointernational is an aggregator of skills and knowledge that serves the following purposes:

- a tool for communication, networking and permanent dialogue;
- a consultation platform between the companies and other participants in the regional internationalization actions and projects, a system of information and guidance on projects, co-financing measures, and the main national and international events;
- an online consulting service on some aspects of internationalization (contracts, taxation, international payments, customs, trademarks and patents), which will direct, where possible, users towards any service providers of the Italian country system.
- a governance tool that hosts SprintLazio, the Regional Desk for Internationalization, to fulfil the functions of business support and of information and promotion of actions implemented by the Lazio

to the promotion  
of activities,

Region and the institutional partners operating in the area and by the various national and international players.

#### *Networking, Monitoring and Customer Satisfaction*

toward monitoring, evaluation, and transparency.

As already said, the “Regional policy guidelines on the internationalization of the Lazio production system”, approved in February 2014, adopted a system for monitoring and assessing the internationalization policies aimed at reorienting the interventions on the basis of user feedback.

This operational plan will also be used in the implementation phase of the 2016-2017 Plan, with the option to use as a starting point the wealth of information provided by the projects implemented under the 2014 Plan. Furthermore, it will be enriched by the implementation of recurring consultations with the main regional stakeholders, bringing to the attention of their counterparts the specific statistical/economic insights and the information on the results of the different actions promoted and carried out as part of the plan. The creation of an online consultation platform will be a tool that will facilitate this process.

Finally, the monitoring, dialogue, and cooperation with those participating in the projects and in the actions, and the relevant networks built at an international level will represent an opportunity to carry out horizontal actions such as:

- promotion of meetings, workshops, and conferences to enable a comparison between experiences and working models;
- implementation of initiatives aimed at strengthening the international network of innovative startups (particularly those belonging to regional specialization areas), promoting meetings with partners and investors;

- implementation of specific actions promoting open innovation, such as the so-called challenges, with which to facilitate the matching medium and large enterprises' demand for innovation with the supply of innovative solutions/applications offered by startups. This will offer the possibility of creating combinations that favor the proposed solutions, technologies, and services on the international market.

## 4 Financial budget and implementation procedures

### 4.1 FINANCIAL BUDGET

The budget for the 2016-2017 Plan (approx. 15 million euros) fits into the overall framework of regional Plans for the 2014-2020 ROP - ERDF funds, which allocates 35 million euros for internationalization (of which 10 million for re-industrialization), in addition to 30 million (Action 3.1.3 2014-20 ROP ERDF programmatic resources) for the support of international film co-productions.

In this context, the 2016-2017 Plan includes:

- a) “Direct Interventions”, fully consistent with the objectives of the Europe 2020 strategy<sup>2</sup>, will be funded with 10 million euros using the 2014-20 ROP ERDF resources, initiating the implementation of Action 3.4.1 “Export Promotion Projects aimed at businesses and their aggregate forms identified on a territorial and sectoral basis” and with 1 million

<sup>2</sup>Among the development directions and choices made by the Lazio Region under the ROP ERDF, we highlight the following:

- support and strengthen the Lazio “knowledge system” to promote the deployment of enabling technologies and the well-being of citizens and businesses;
- improve the competitive positioning of production chains and systems, consolidate the path that overcomes the classic district system, giving greater impetus to enterprise networks and creating an environment conducive to the creation and development of new innovative enterprises, support the growth of companies and young talents.

These converge fully with the Internationalization Plan outlined here, confirming the confluence of strategic trajectories with the European Union directives and recommendations.

In particular, with regard to thematic objective 3 of the ROP ERDF, for the promotion of the SMEs’ competitiveness, the Region intends to develop and implement new business models, in particular to increase the level of internationalization of the Lazio Region’s production systems. This will also be done with a new approach providing an international opening of the value chain, which is not directed exclusively to purchases of raw materials and export of finished products, but is intended to open financial, human and creative capital to cultural and scientific circuits.

euros from resources referred to in Law No. 5 of 27 May 2008 “Framework on regional actions to support the internationalization of small and medium-sized enterprises in Lazio”, using the appropriations relating to the years 2016 and 2017 of the regional budget;

- b) “Indirect Interventions” will be funded with the economic resources referred to in Law No. 5 of 27 May 2008 “Framework on regional actions to support the internationalization of small and medium-sized enterprises in Lazio”, using 3.5 million euros of the appropriations relating to the years 2016 and 2017 of the regional budget and € 574,954.00 of the savings resulting from resources allocated to the 2014 Internationalization Plan unused to date.

If in implementing the Plan it becomes necessary to increase the budget of one or the other line of action, this can be done with specific management decisions, using for “Direct Intervention” the additional availability related to the already mentioned Action 3.4.1 of ROP ERDF, and for “Indirect Interventions”, any additional savings resulting from the completion of the activities in progress under the 2014<sup>3</sup> Internationalization Plan.

<b>BUDGET</b>	<b>ROP ERDF 2014-2020</b>	<b>Regional Law 5/08</b>
A) Direct interventions	10 million €	1 million €
B) Indirect actions		4.07 million €

<sup>3</sup>As reformulated with DGR 514 of 29/09/15 of the 2014 Internationalization Plan - Reformulation of resources and 2014 Plan completion.

## 4.2 IMPLEMENTATION PROCEDURES OF THE PLAN

The 2016-2017 Action Plan, in line with the contents of the introduction, will be implemented with procedures already partly carried out in the previous plan.

In particular, the implementation procedures will be as follows:

- a) **Public notices for granting aid to SMEs.** The amount of aid will be commensurate with the applicable schemes, in particular Article 19 “Aid to SMEs for participating in fairs” of the General Exemption Regulations by Category (Reg. EU 651/2014 as amended) that set forth a maximum aid of 50% of the eligible expenditure and, in equal measure, under the *de minimis* scheme, where applied. Any aid cases different than those indicated will be granted to the fullest extent applicable by the adopted scheme of reference.
- b) **Contributions for the acquisition of integrated service packages;** for support to SMEs through contributions aimed at the acquisition of specialized services within the internationalization activities offered by qualified and accredited operators in a special Register established at Lazio Innova. The contributions will be granted following the performance of the activities defined in specific contracts with those suppliers that will be selected based on their specific skills and thus accredited. The Lazio Region will define the accreditation procedures for intermediaries with a subsequent administrative act.
- c) **Partnership agreements with already identified parties.** The Lazio Region, after specific arrangements - signed or to be signed - with institutions explicitly identified within this Plan, will approve with a specific administrative act the related project charts, giving the mandate to Lazio Innova to handle the resulting implementation reports.

d) **Direct implementation.** If the Lazio Region deems it appropriate that certain activities are carried out directly, it will approve with a specific administrative decision the related project charts, giving mandate to Lazio Innova to handle their implementation.

With reference to the activities referred to in paragraphs a) and b), the actions will be carried out in accordance with the relevant implementation provisions of the 2014-20 ROP ERDF and in line with the provisions of Regional Law 5/08. In particular, the provisions on the selection of operations will be determined by subsequent administrative measures for the approval of individual public notices.

With reference to the activities referred to in paragraphs c) and d), the actions will be implemented in line with the provisions of Regional Law 5/08 and on the basis of the determinations made by the Regional Directorate for Economic Development and Production Activities with subsequent administrative acts of approval of individual project charts.