



■ LOCAL ACTION PLAN

CITY OF LIMOGES

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1. The context

The City of Limoges, with a population of 248,000 (urban area) is the 24th largest city in France, and is best known for its porcelain developed in the 18th century out of enamel work which began in the middle ages. But the city and region also are known today for the quality of the local production mainly in electronics, ceramics, graphic industries, and food-industry.

Due to the rich history of Limoges and its cultural heritage, there are many museums including the Musuem Adrien Dubouché which have an internationally famous collection of porcelain items. The “Beaux Arts” Museum exhibits appreciated collections of enamel items. In Limoges, a very important cultural season offers various events and productions : the “Grand Théâtre” presents lyrics and classical music shows; Cultural centers organise several sights including the biennale of contemporary dance; the Zenith (concert hall) hosts thousands of spectators ; the multimedia library has become a reference in France for regional libraries; the Festival of Francophonies gathers together artists from all over the World and reinforces the international anchorage of the city.

The University of Limoges, a comprehensive university with all components, offers to 15,000 students, courses in the humanities, arts, sciences, law and business, medicine and pharmacy, education. There are many engineering schools and high education institutes and chiefly, the City counts 90 research laboratories.

The Technopole of Limoges, created in 1993 at Limoges initiative, contributes in a very active way to the industrial renewal by continually promoting the appearance of young innovative companies and by supporting the settlement of enterprises coming from other regions.

Limoges faces major challenges related to the consequences of international competition, which has impacted various sector of the industry of Limoges (as ceramics and textiles). The problem of competitiveness revealed by severe jobs loss underlines structural handicaps partly due to a failure of the common work, a lack of anticipation and strategic management.

Within the framework of the evolution of the local productive potential, the main challenge for Limoges, which has began its transition to a global knowledge economy, is:

To build on the on-going experience of the Ceramics Pôle and the European Centre of Ceramics (opening in September 2010) by consolidating its position as a leader city, in research, innovation and industrial development.

A. Main Findings from the Baseline Study:

1 Limoges has established a sound and solid dynamic of innovation, well rooted in its local university and schools and research labs and industries, with the development of the Competitiveness Centres (“Pôles de compétitivité”), a field where France is well positioned in Europe. In France 67 “pôles” have been established and Limoges is coordinating two, including the “European Ceramic Cluster”, with local companies or research centres associated to 4 other “poles” (in Mechanics, Meat products, Electric Energy and Cancer and bio-health). These Centres are a good practice at European level, from where other cities can draw lessons and a major opportunity for Limoges to agglomerate companies around its competences and expand international links.

However, **to be recognised as a Centre of Excellence not only in France but at a global scale, Limoges must improve its innovation system**, in particular as regards the level of production of codifiable knowledge and its transfer into industry – for that it must develop its incipient financing system for innovation, in particular its private component, foster pro-active technology transfer structures and improve the effectiveness of its research through the attraction of top-level researchers from around the world.

2 The city of Limoges presents a solid and diversified economic basis that provides his inhabitants with a good standard of living, with a primary (around 7% of the employment in the region of Limousin) and secondary (17%) sectors that are still relevant. At the same time, Limoges has developed a sound infrastructure for research and education and continues to develop its international links and its visibility in the research and innovation scene. These two assets can and should be better combined – in an era of “sustainable development”, **the image of Limoges / Limousin as a region that combines high-tech research with a traditional and environment-friendly way of life** should be promoted.

3 Limoges has produced so far a success story of global level, as a spin-off from the ceramics sector: Legrand. Is it possible to generate more success stories? The absence of a mature Venture Capital system is a great handicap. The local plans towards the Venture capital have to be strengthened. The small and mediumsize companies still have difficulties to access bank credits. This situation limits their development. Limoges should better promote the links with the most successful of all its local companies and must **strengthen the city visibility in the international arena** for which it needs to develop large scale events, for what acting as manager of an international network is a priority.

4 While the city is still world famous as the “City of Porcelain”, this heritage is scarcely visible in its daily life and its urban environnement. At the same time, while the label is on itself an asset, if not valorised and updated it risks to leave in the shadow other, more recent, assets of the city, as its high tech sectors and its research and technological centres. The city needs more, and more focused marketing, including the promotion of the opportunities identified above by **becoming a living showcase of ongoing innovation**:

“Limoges as a centre of sustainable development progress” and “Limoges as the home of dynamic experimentation of ceramics potential”.

B. Innovation Paths:

Limoges possesses some core competencies that would allow it consider more ambitious forms of innovation – for it in needs to further promote its identity and develop technology transfer and venture capital networks. This process has been started with the creation of the “*Pôles de Compétitivité*”, including the European Ceramics Cluster, but these activities need to be followed-up and expanded, in order to move from a simple strengthening of university-industry relations to a real creation of an improved innovation culture, which can only be achieved by the inclusion of further private agents as technology brokers, innovation consultants and venture capital firms.

Conclusions

Limoges has managed to preserve its ceramics industry heritage, and has successfully networked it with the research and technological services and facilities that it needs to develop and strive with the creation of the “*Pôles de Compétitivité*” and the development of infrastructures as Limoges Technopole.

By doing so it has renewed its image and mark its position as a player in a knowledge economy, with institutions of excellence and reputation, while being able to maintain an attachment to quality of life and environmental issues, which enables it to “take the flag” of a sustainable development growth.

Now, to face the ever growing challenges of a fast changing world, Limoges must move one step further and reinforce its image – not only in France, but in Europe and in the world – as a centre of excellence and innovation, to attract new investments and new talents for its local institutions. For that it should build on its main assets: the unique European Ceramics Cluster, the local success stories (“Limoges as the town of Legrand”), its combination between high-tech research and sustainable development and its “fancy and luxury” image, associated with fine porcelain and good food.

To go with the change in image, Limoges also needs to further improve its local innovation system, to foster the creation of further success stories and the transition of its traditional sectors towards a more knowledge intensive economy. For that, in combination with the management of national measures opportunities as the “*Pôles de Compétitivité*”, it needs to improve its management of direct and indirect opportunities (with regional, public or private, or European funds, through programs as Interreg) aimed at the development of local innovation agents, as venture capitalists, private incubators, innovation consultants, business and entrepreneurship schools and training centres and technology transfer brokers. This can be done through subsidies, creation of infrastructures, tax incentives and availability of public space.

Limoges also has the potential to increase its number of visitors, mainly tourists, but also business visitors. For that it would need a more innovative and coordinated management of its network of museums and heritage sites, but also of factory ateliers and shops.

• Introducing the Local Support Group

	Description	ULSG 1st level stakeholders	Other members of the ULSG
Managing authorities for European funds	The managing authorities of European Operational Programmes (FEDER, etc.) are called upon to collaborate on the project.	Préfecture - SGAR Limousin Limousin Regional Council	Members of the CRUP Limousin (Regional Committee in charge of programming ERDF)
1. Promoting innovation WGL : Sevilla Expert : E. Neves	Study of the process of creating new economic activities in the ceramics sector (training/research, filing of patents, incubation, pursuit of new opportunities ...).	ENSCI, Pôle Européen de la Céramique, University Laboratories : SPCTS, GEMH Europ. Ceramics Centre	CTTC, CITRA ESTER Technopole Ceramic Entreprise, IMERYS... DIRECCTE
2. Industry strengthening WGL : Aveiro Expert : E. Neves	Strengthening the ceramics industry. Leads : protection of the brand and the denomination of origin, promotion of relations between companies/ universities / design.	UFPL / CNEPL	Porcelainiers : Haviland, Bernardaud, Raynaud, Médard de Noblat, Coquet... CRCI + CCI
3. Creating a ceramics atmosphere WGL : Castellon Expert : A. Duclent	Take advantage of the different facets of traditional ceramics and techniques in order to create a contemporary « ceramics atmosphere » that integrates these materials into the fabric of the city.	Pôle Européen de la Céramique CRAFT	SELI – Cœur de Limoges CAUE MA 129 STAP Conseil Régional
4. Cultural and artistic potential WGL : Stoke-on-Trent Expert : Porzellanikon	Promote the cultural, artistic and tourism potential linked to ceramics. Leads : large-scale events (international exhibitions), museums, art&design actors.	Adrien Dubouché Museum ENSA	CRAFT, Esprit Porcelaine UFPL / CNEPL / Porcelainiers Maison de l'Email Office du Tourisme, CDT...
5. Urban identity WGL : Delft Expert : A. Duclent	Territorial promotional strategies which provide for a positive evolution of the image of ceramics cities ; involvement of the community in the renewal of the identity of their city.	transverse	

Limoges' ULSG is also strongly based on a transversal management of municipal services to be involved in specific activities :
Heritage, Tourism, Urbanism, International Relations, Economic Development, Technical Services, Public Procurement, ...

• High level objectives of the Local Action Plan

Make of Limoges a city open to innovation in both a local and an international perspective

Limoges has developed the **UNIC Network** (Urban Network for Innovation in Ceramics), and through this, it has set up a Local Support Group (LSG) which pools together the key actors involved in the field of ceramics.
The **European Ceramics “Pole”** is in charge of bringing together the local actors and its goal is to give rise to synergies among these actors.

The potential international and European contacts (European Commission, European Parliament Ceramics Forum, etc) could be joined together.

A certain number of local actions (projects and events) could benefit from joint support, for instance the French Group of Ceramics Meeting and the Ceramic Technology Exchange organised in 2011, or the European Ceramic Society Conference which will be held in 2013.

Elaboration, with a view toward local and international collaboration, of:

- An **“assembly” of ceramics** gathering the players involved on the Limoges territory and in the Limousin region
- a **longlasting international network of ceramics cities**: consolidation of the existing network and development of partnerships with other ceramics cities

Strengthen the position of Limoges as European centre of research on ceramics

Opening of the **European Centre of Ceramics (ECC)** which will bring together on the same site (within the ESTER Science Park) the ENSCI (National Industrial Ceramics Engineer School), the SPCTS laboratory (Ceramic Processes and Surface Treatments Sciences) and the GEMH laboratory (Heterogeneous Materials Study Group): **September 2010**.

Setting up of different systems and tools to promote innovation, more particularly through the Regional Innovation Programme.

Coordination of the local actors to ensure the ECC’s promotion. The goal here is to collect the expectations and the communication means of institutional partners and ECC’s actors, in order to rely on the existing resources.

Definition of a global strategy, translated into a coherent message allowing communication on the ECC. The idea is to provide several variants of a central message by adapting it to the involved actors’ expectations and means.

The coordination of the local network (see “elaboration of an assembly of ceramics actors”) could contribute to the promotion of the ECC in a longlasting perspective.

To promote the quality of local production and consolidate its territorial rooting

The City of Limoges is striving to protect its ceramics industry, which still remains an important aspect of the Region’s economy, though having gone through many crises.

Indeed, the name “Porcelaine de Limoges”, standing for high quality, genuineness and know-how, must be protected against the improper use of its image which has a detrimental impact on the international reputation this industry (which is part of the French luxury sector) enjoys.

These factors are decisive in order to acknowledge the quality of local trainings and skills, to consolidate and develop jobs in this sector..

- National, European and international initiative for the protection of the name “Porcelaine de Limoges” through a decree law signed by the French Conseil d’Etat, so as to complete the rules contained in the 1978 Decree.
- discussion on the opportunity for a joint tradename.
- allow the know-hows related to Limoges ceramics to be acknowledged as intangible heritage by UNESCO.

Illustrate the potential of ceramic materials in the urban environment

The use of ceramics in town enables to:

- support innovation (technical and design) and clarify the potential of these materials (technical features – hygiene and easy cleaning, chemical resistance, hardness, thermal stability – and aesthetic features).
- offer a field for bench test as well as a showcase
- customise the urban identity of Limoges, by reinforcing the visibility of the ceramics heritage in everyday life.

Identification of the potential particular to the City of Limoges and forecasting on the promotion of ceramic materials. Participation to a reinforced cooperation with UNIC – **CERURBIS project** led by the ITC (The Castellon Institute of Ceramic Technology) and aiming at emphasizing ceramic materials in urban spaces. Link with the **URBACER project**, project which goal is to elaborate prototypes of urban furniture made of ceramics.

Elaborate a tourism development strategy that emphasizes the cultural heritage as well as artistic creation using ceramics and firecrafts

The offer is already quite important, in the field of firecrafts:

Biennial, Contest, Exhibition, “Toques et Porcelaines” Event...

Important investments are currently ongoing, backed by ERDF, for the renovation of the Adrien Dubouché Museum and the creation of a Garden of Sounds in la Borie, which will enhance the use of ceramic materials.

A coordination and promotion approach could be designed on a European scale, coupling the organisation of wide range events with the coherent pooling of sites and events at local and European level.

Associate the actors and the inhabitants to the ceramics evolution synergy

The porcelain production contributes greatly to Limoges' identity, at local, national and international levels. However, the popular imagination tends to think ceramics, bone china, etc are outdated and belong to the past.

The evolution of ceramics must therefore be supported by the ability of bodies, involved actors and inhabitants to **reclaim** the history and the ceramic material.

Elaboration of a **cultural section** integrated to the local and European Routes. This section concerns the historical, artistic and social aspects of porcelain, from its manufacture to its use, yesterday and today.

Publication by the UNIC cities of a **book** dedicated to the cultural aspects of ceramics. This book gives life to a collective image.

2. The local actors

Stakeholder interest analysis For understanding the various interested parties				
Primary stakeholders				
Stakeholders	Issues of interest	Interests and how affected by the issue	Capacity and motivation to bring about change	Possible actions to address stakeholder interests
City of Limoges	All	Transverse	Political will Local, national and international legitimacy.	All – with implication of all relevant municipal services
European Ceramics “Pôle”	Promoting innovation (1) City identity (5)	Competitiveness Cluster for Ceramics (“Pôle de Compétitivité” labellisé) that aggregates several local and national actors in the field of ceramics	Local and national legitimacy to coordinate the ceramics sector. Involvement in European cooperation projects.	Local and international ceramics network Promotion of the European Centre of Ceramics (ECC) Use of ceramics in the urban environment
ENSCI (Higher National College for Industrial Ceramics)	Promoting innovation (1) City identity (5)	- Training and research in the field of ceramic and glass-making industries - Partnership with the economic and industrial world (active member of the Competitiveness Cluster for Ceramics), network of relationships with laboratories and university establishments throughout the world	The ENSCI will be part of the future European Centre of ceramics (CEC). Involvement in European cooperation projects.	Local and international ceramics network Promotion of the European Centre of Ceramics (ECC)

Stakeholders	Issues of interest	Interests and how affected by the issue	Capacity and motivation to bring about change	Possible actions to address stakeholder interests
University	Promoting innovation (1)	Comprehensive university with all components Research laboratories, including the SPCTS laboratory (Ceramic Processes and Surface Treatments Science) and the GEMH laboratory (Heterogeneous Materials Study Group)	Involvement in European cooperation projects. The University will be part of the future European Centre of ceramics (CEC)	Local and international ceramics network Promotion of the European Centre of Ceramics (ECC)
ENSIL	Promoting innovation (1)	National Schools of Engineers of Limoges: training of multi-skilled engineers to a high scientific and technical level	Situated at the heart of ESTER, the school has many connections with industry and actively participates in research within competitive sectors, including the European Ceramics "Pole" Involvement in international research collaboration projects.	Local and international ceramics network Promotion of the European Centre of Ceramics (ECC)
UFPL (Union of Porcelain Manufacturers of Limoges) / CNEPL (National Committee for the Expansion of Limoges Porcelain)	Industry strengthening (2) City identity (5)	The UFPL's mission is to defend the interests of porcelain manufacturers in Limoges and the surrounding area.	Local legitimacy to coordinate the actions of the porcelain sector. It also aims to promote Limoges porcelain through actions instigated by the CNEPL.	Protection of the Porcelain of Limoges

Stakeholders	Issues of interest	Interests and how affected by the issue	Capacity and motivation to bring about change	Possible actions to address stakeholder interests
Porcelain manufacturers	Industry strengthening (2) City identity (5)	BERNARDAUD (Manufacture of products in a variety of different ceramics for tableware and jewellery, and technical parts for Industry), HAVILAND (Production of tableware and decorative items), RAYNAUD (Decoration of porcelain tableware and gifts), COQUET (Production of top-of-the-range porcelain), MEDARD DE NOBLAT (porcelain products and decoration).	Motivation to defend and protect a business that has suffered from international competition, but still recognised in the world for the quality of its production.	Protection of the Porcelain of Limoges
CRAFT (Center of Research for Ceramics and Enamel Applications in Art and design)	Urban integration (3) Cultural and Tourism potential (4) City identity (5)	The CRAFT aims to create an experimental and artistic link between industrials, designers, architects and sculptors.	The CRAFT is involved in cooperation projects with other partners. Potential of artistic creation and design	Use of ceramics in the urban environment Artistic value in tourist events to promote the porcelain industry
National Adrien Dubouché Museum	Cultural and Tourism potential (4) City identity (5)	National museum with an internationally famous collection of porcelain items	The Museum is involved in cooperation projects with other partners. Collaboration in tourist events	Artistic value in tourist events to promote the porcelain industry
ENSA (National Higher College of Art)	Cultural and Tourism potential (4) Cultural and Tourism potential (4)	It works, in France and abroad, to export its specific features based on the primary vocations of its two sites: "fire" arts in Limoges (ceramics, porcelain, glass, enamel and jewelry), and textiles in Aubusson (embroidery, weaving, textile design and fashion design).	The School is involved in cooperation projects with other partners. Collaboration in tourist events	Artistic value in tourist events to promote the porcelain industry

Stakeholders	Issues of interest	Interests and how affected by the issue	Capacity and motivation to bring about change	Possible actions to address stakeholder interests
Esprit Porcelaine	City identity (5)	Creation and development of contemporary porcelain products: tableware and household objects, pieces for decoration and interior and exterior design.	The association is involved in cooperation projects with other partners. Potential of artistic creation and design	Artistic value in tourist events to promote the porcelain industry
Center for ceramics technology transfer (CTTC)	Promoting innovation (1)	Research and development into ceramic materials and associated processes.	Thanks to close cooperation with all the institutions (universities and laboratories) join to the European Center of Ceramics (ECC), the CTTC ensures thus the valorisation of scientific researches for industrials.	Local and international ceramics network Promotion of the European Centre of Ceramics (ECC)
Ceramic Entreprises	Promoting innovation (1) Industry strengthening (2)	Association that groups together manufacturers, suppliers and experts from the field of technical ceramics and products directly linked to ceramics.	Local legitimacy to coordinate the different actors. Interest to promote and improve the Limousin businesses that are working in the domain of ceramics.	Local and international ceramics network Promotion of the European Centre of Ceramics (ECC) Protection of the Porcelain of Limoges
Imerys	Promoting innovation (1)	Its activities are to mine, enrich and combine minerals to deliver the required effects to its customers. Products are marketed in a wide variety of forms and volumes: ceramic bodies, slurries, bricks, tiles...	Sound experience in the field of advances ceramics. National and worldwide activities.	Local and international ceramics network
Lycée du Mas Jambost	Industry strengthening (2)	Provides second degree scholarship with sound expertise in the field of ceramics.	Participate into a convention with ENSCI and ENSA.	Local and international ceramics network

Secondary stakeholders				
Stakeholders	Issues of interest	Interests and how affected by the issue	Capacity and motivation to bring about change	Possible actions to address stakeholder interests
ESTER Science Park (ESTER Technopole)	Promoting innovation (1) Industry strengthening (2) City identity (5)	Promotion of the appearance of young innovative companies and support the settlement of enterprises coming from other regions.	ESTER Science Park supports the economic development policy of Limoges Agglomeration	Local and international ceramics network Promotion of the European Centre of Ceramics (ECC)
Regional Council	All	The Regional Council has made, among its major political choices, to promote a competitive and diversified economy. It provides to companies, a certain quantity of services, notably with some financial help funds, directs or indirects and the support of research and development projects.	Ambition to encourage diversification and competitiveness of regional economy by stimulating leading edge technology developments as well as internationalization. The Regional Council is also the managing authority for the European Funds.	Local and international ceramics network Promotion of the European Centre of Ceramics (ECC) Protection of the Porcelain of Limoges Use of ceramics in the urban environment Tourist events to promote the porcelain industry

Stakeholders	Issues of interest	Interests and how affected by the issue	Capacity and motivation to bring about change	Possible actions to address stakeholder interests
Regional Chamber of Commerce and Industry	Promoting innovation (1) Industry strengthening (2)	The CRCI Limousin is a public body whose role is to represent interests of industry, service and commercial sectors (creation, development, internationalization, handover), ensure coherence of actions between the different local Chambers of Commerce and with the other local economic development stakeholders.	The CRCI Limousin has developed an in-depth valuation in specific fields, such as international development and European business. It is part of the European Enterprise Network, which provides consulting and partner search services to local companies and research bodies for partnering at European and international levels.	<p>Local and international ceramics network</p> <p>Promotion of the European Centre of Ceramics (ECC)</p> <p>Protection of the Porcelain of Limoges</p> <p>Use of ceramics in the urban environment</p>
Chamber of Commerce and Industry	Promoting innovation (1) Industry strengthening (2) Urban integration (3)	The Chamber represents the general interests of trade and industry in the Haute-Vienne department, through missions of assistance and support, information and advice, training, equipment and management	The CCI supports the economic development of the region of Limoges, and helps to coordinate the ceramic sector	<p>Local and international ceramics network</p> <p>Promotion of the European Centre of Ceramics (ECC)</p> <p>Use of ceramics in the urban environment</p>
Prefecture of Region Limousin	All	The Prefecture represents the French State in the Region Limousin. It is in charge of public order, economic development, territorial administration	The Prefecture is also the managing authority for the European Funds. Coordination of decentralized national institutions.	All

<p>SELI (Limousin equipment agency)</p>	<p>Urban integration (3) Cultural and Tourism potential (4)</p>	<p>The SELI is a partner of the different local institutions. It guarantees to then the control of the operations of territorial planning actions in the driving their medium and long-term policies</p>	<p>Strong link with the local actors and territory</p>	<p>Use of ceramics in the urban environment</p>
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3. The problems

Positioning:

1 New knowledge creation:

Limoges has a sound knowledge creation, anchored in solid institutions, but those are mainly focused on problem solving for the local industry basis, and are therefore limited by the innovation potential of the industry it serves. It still lacks the potential to create new knowledge and attract and serve new industry, at a global level. In order to do so Limoges must further develop its system capacity to “create codifiable knowledge” in order to reach a step further in innovation capacities.

For that, and alike many other regions in Europe, Limoges needs to develop its financial system for innovation, in particular through strengthening existing Venture Capital schemes, foster more pro-active action in technology transfer from University and Government Labs into industry, including spin-offs and develop its research capabilities through attracting more skilled researchers, from within and outside France.

2 New identity creation:

Limoges is a city with an identity based on solid ground, and with core values (and assets perfectly defined), waiting to be marketed into a broader dimension. It serves his inhabitants well, but lacks the lustre to attract or even retain the talents it needs for growing into a broader dimension.

In order to do so, it must better promote its core values – in particular its quality of life, its particular attention to social development and its capacity in terms of entrepreneurship and innovation, as illustrated by the poles of competitiveness and by the local big companies, in order to project an image of success and potential for the future. More and more people nowadays are concerned with success in an extremely competitive world, with luxury goods in a world of mass production and with sustainable development in a world threatened by global warming. Limoges has assets in all these three issues – it has success stories (Legrand) that account for more than a thousand promises, it has luxury goods (the high quality dinner porcelain) and it has potential for sustainable development (its concern with traditional products, the research in agro-food and materials).

The opportunity for Limoges is to go from being the City of Porcelain, which is an image anchored in the past, to become the City of Innovation in advanced ceramics, of Luxury and fancy dinning and the City of Sustainable Development, all images with a projection in the future.

Problems and solutions table

For analysing issues and brainstorming possible solutions.

Area:		
1./ PROMOTION OF INNOVATION		
Problems	Solutions	Resources (Benchmarks)
Lack of coordination between the great variety of actors involved in ceramics. The dissemination of information could be optimized.	Better coordination of local groups and agents involved in ceramics: creation of an Assembly of ceramics stakeholders, a body led by the European Ceramic "Pole", which will provide strategic leadership and governance for the benefit of the ceramic stakeholders as a whole over the medium to long term.	Coordination of the ceramics actors in Stoke-on-Trent.
Dissemination and transfer practices of basic research are underdeveloped. The development of cutting-edge tools and unique gathering of specific actors on the European Centre of Ceramics calls for appropriate promotion and communication.	Launching of the European Centre of Ceramics that will bring together on the same site the ENSCI, the SPCTS laboratory and the GEMH laboratory (Heterogeneous Materials Study Group), and coordination of the actions of promotion of this Centre.	Presentation illustrated by Eurico Neves with short case studies (i.e. Manchester). Parallel exchanges with CICECO (Aveiro) and ITC (Castellon).

Problems and solutions table

For analysing issues and brainstorming possible solutions.

Area:		
2./ INDUSTRY STRENGTHENING		
Problems	Solutions	Resources (Benchmarks)
The « Porcelain of Limoges » is synonym of quality and know-how, but the misuse of its image harms its international reputation.	Initiative to protect the "Porcelain of Limoges" (label, collective brand...) in order to bring up to date the territorial rooting of the economic stakeholders, and to reward the local know-hows.	The Solingen steel: Since 1994, protection of steel products made in the region of Solingen (Germany).

Problems and solutions table

For analysing issues and brainstorming possible solutions.

3./ URBAN INTEGRATION		
Area:		
Problems	Solutions	Resources (Benchmarks)
The presence of ceramics is not visible in urban space: while the city is still world famous as the "City of Porcelain", this heritage is scarcely visible in its daily life.	Initiatives to use ceramics materials in street furniture and other urban applications.	Castellón "City Lab", Sevilla

Problems and solutions table

For analysing issues and brainstorming possible solutions.

4./ CULTURAL AND TOURISM POTENTIAL		
Area:		
Problems	Solutions	Resources (Benchmarks)
The city lacks big scale events (conferences, workshops, etc.) of an international dimension - there is a gap between the cultural vitality and its perception (in terms of communication) at national scale.	Organisation of big scale events Limoges also has the potential to increase its number of visitors, mainly tourists, but also business visitors.	Stoke-on-Trent Biennial Pécs European City of Culture
Lack of coordination between the many actors involved in cultural and touristic development	Better coordination of local and European actors in order to promote touristic places and events	Bavarian PorzellanStrasse

Problems and solutions table For analysing issues and brainstorming possible solutions.		
Area:	5./ CITY IDENTITY	
Problems	Solutions	Resources (Benchmarks)
The city heritage is strong in the city, but too often linked with the past.	The city should encourage a “reappropriation” of history and porcelain by the different relevant structures and actors, as well as the inhabitants.	Delft’s City Marketing policy.

4. The proposed actions

	Thematic	Objective
cross-cutting objective : promotion of urban identity	Promoting innovation	Make of Limoges a city open to innovation in both a local and an international perspective
	Promoting innovation	Strengthen the position of Limoges as European centre of research on ceramics
	Industry strengthening	Promote the quality of local production and consolidate its territorial rooting
	Urban integration	Illustrate the potential of ceramic materials in the urban environment
	Cultural and Tourism potential	Elaborate a tourism development strategy that emphasizes the cultural heritage as well as artistic creation using ceramics and firecrafts
	Urban identity	Associate the actors and the inhabitants to the ceramics evolution synergy

Action 1	PROMOTING INNOVATION
Objectives	Make of Limoges a city open to innovation in both a local and an international perspective
Context	<p>Limoges has developed the UNIC Network (Urban Network for Innovation in Ceramics), and through this, it has set up a Local Support Group (LSG) which pools together the key actors involved in the field of ceramics.</p> <p>The European Centre of Ceramics (ECC) is in charge of bringing together the local actors and its goal is to give rise to synergies among these actors.</p> <p>The potential international and European contacts (European Commission, European Parliament Ceramics Forum, etc) could be joined together.</p> <p>A certain number of local actions (projects and events) could benefit from joint support, for instance the French Group of Ceramics Meeting and the Ceramic Technology Exchange organised in 2011, or the European Ceramic Society Conference which will be held in 2013.</p>
Actions	<p>Elaboration, with a view toward local and international collaboration, of:</p> <ul style="list-style-type: none"> - An “assembly” of ceramics gathering the players involved on the Limoges territory and in the Limousin region - a longlasting international network of ceramics cities: consolidation of the existing network and development of partnerships with other ceramics cities
Tools	<p>Human resources:</p> <ul style="list-style-type: none"> - 1 moderator who could be reporting to the European Ceramics “Pole”, with the capacity to carry out strategic analysis and lobbying actions - administrative support, provided by a cross-cutting coordinator at Limoges City level - communication tools, online resource centre - working methods aiming at enhancing the frequent exchange of information and opportunities: meetings, platform of online collaboration aiming at encouraging permanent contact between partners, and helping local players to identify potential European partners for their projects.
Involved stakeholders	<p>The European Ceramics “Pole” will be in charge of coordination at local level. It will muster all the members of the LSG and even beyond, the actors involved in innovation related to ceramics.</p> <p>The City of Limoges will be in charge of the association’s international coordination, which could bring together, aside the UNIC European partners and the Asian partners of Limoges, other members (international canvassing)</p> <p>The federation of local actors and the moderators of the international network will make sure to rely on existing structures and systems (eg. Europe Enterprise Network)</p>
Means	<p>Budget estimate</p> <p>European Centre of Ceramics Moderator – yearly basis: Human resources = 100,000? Administrative expenses (including travelling expenses) = 15,000?</p> <p>City of Limoges – yearly basis: Human resources = 50,000? Administrative expenses (including travelling expenses) = 20,000? Communication = 30,000?</p> <p>Possible resources</p> <p>Capital stock of the involved institutions ERDF (European Regional Development Fund) OP, in particular for Priority #5. Subscription fee of the cities members of the international association to be considered.</p>
Time-frame	Elaboration and launching : UNIC Phase II (until June 2011). Monitoring : until June 2013 +?
Expected outcomes	<p>Compilation, promotion and dissemination of information at local and international levels Joint involvement in local and international projects / events so as to reinforce their impact Participation of local actors to European projects. Strengthening of the well-established relationship with Asia, in particular with China. Acknowledgement of the leading role played by Limoges on the ceramics world scene.</p>

Action 2	PROMOTING INNOVATION
Objectives	Strengthen the position of Limoges as European centre of research on ceramics
Context	<p>Opening of the European Centre of Ceramics (ECC) which will bring together on the same site (within the ESTER Science Park) the ENSCI (National Industrial Ceramics Engineer School), the SPCTS laboratory (Ceramic Processes and Surface Treatments Sciences) and the GEMH laboratory (Heterogeneous Materials Study Group): September 2010.</p> <p>Setting up of different systems and tools to promote innovation, more particularly through the Regional Innovation Programme.</p>
Actions	<p>Coordination of the local actors to ensure the ECC's promotion. The goal here is to collect the expectations and the communication means of institutional partners and ECC's actors, in order to rely on the existing resources.</p> <p>Definition of a global strategy, translated into a coherent message allowing communication on the ECC. The idea is to provide several variants of a central message by adapting it to the involved actors' expectations and means.</p> <p>The coordination of the local network (see "elaboration of an assembly of ceramics actors") could contribute to the promotion of the ECC in a longlasting perspective.</p>
Tools	<ul style="list-style-type: none"> ● Study to be carried out by an advertising agency to: <ul style="list-style-type: none"> - Collect the actors' expectations - Gather the partners' means - Define a message - Suggest a coherent approach enabling customisation of the message according to the level of involvement and means of each actor. ● Communication tools: promotional material, events, press...
Involved stakeholders	<p>The European Ceramics "Pole" commissions and supervises the study's follow up, together with the ENSCI and the University, and in line with all the financial, institutional and operational partners.</p> <p>Make sure that the existing systems are optimised, in particular ELIARE Network Sudoe (which is a supporting programme for organisations towards European research).</p>
Means	<p>Budget estimate Study carried out by a specialised agency: 50,000 €? Increasing involvement of the European Ceramics "Pole" in the communication and promotion actions through specially dedicated persons. Communication tools: to be specified following the collection of local actors' means and according to the study's recommendations.</p> <p>Possible resources The "Pole"'s budget for the study and the human resources + request for European co-financing to be considered (OP ERDF Limousin Priority 1) Capital stock of the different organisations which are involved for the promotional material.</p>
Time-frame	2010-2011 for the launch. Continuation is to be planned.
Expected outcomes	<p>Coordinated relay of the message by the different stakeholders. National, European and international visibility. Acknowledgement as excellence centre. Increased attractiveness (students, researchers, investors...).</p>

Action 3	INDUSTRY STRENGTHENING
Objectives	To promote the quality of local production and consolidate its territorial rooting
Context	<p>The City of Limoges is striving to protect its ceramics industry, which still remains an important aspect of the Region's economy, though having gone through many crisis.</p> <p>Indeed, the name "Porcelaine de Limoges", standing for high quality, genuineness and know-how, must be protected against the improper use of its image which has a detrimental impact on the international reputation this industry (which is part of the French luxury sector) enjoys.</p> <p>These factors are decisive in order to acknowledge the quality of local trainings and skills, to consolidate and develop jobs in this sector.</p>
Actions	<ul style="list-style-type: none"> - National, European and international initiative for the protection of the name "Porcelaine de Limoges" through a decree law signed by the French Conseil d'Etat, so as to complete the rules contained in the 1978 Decree. - discussion on the opportunity for a joint tradename. - allow the know-hows related to Limoges ceramics to be acknowledged as intangible heritage by UNESCO.
Tools	<ul style="list-style-type: none"> - legal studies: A legal analysis, carried out by two experts, has been commissioned by the City of Limoges. It aims at proving the compliance of the procedure with European legislation (the Decree project must be notified to the European Union). - consultation and federation of the involved local actors, together with the European Ceramics "Pole" and the "Assembly of Ceramics Actors" (see Objective 1). - administrative and political approaches aiming at passing the legal texts at national level (Decree), in line with the European frame. - to be specified: setting up of a legal support unit for the companies and implementation of protection measures
Involved stakeholders	<p>City of Limoges Union of the Porcelaine de Limoges Manufacturers Porcelain manufactures Other local actors – "Assembly of Ceramics Actors"</p> <p>The Limousin Regional Council (which has an office in Brussels)</p> <p>UNIC partners and Lead Expert</p> <p>European Commission, The European Parliament Ceramics Forum (exchange platform between members of the European Parliament, the ceramics industry companies and the trade union representatives), Cerame-Unie (association gathering different ceramics industry companies)...</p>
Means	<p>Budget estimate Legal studies, professional support for some approaches and procedures: approximate budget 50,000 € /year Human resources to be enhanced within the frame of the local moderator's work and the international coordinator (see Objective 1). Other resources specific of each actor involved: to be studied.</p> <p>Possible resources: The City of Limoges financial means for the comparative legal study. OP ERDF to be considered (Priority 1 or Priority 2 of the Limousin ERDF)</p>
Time-frame	2009-2011, continuation is to be planned
Expected outcomes	<p>Obtaining of a legal plan to protect the products.</p> <p>Implementation of this protection, for the benefit of the economic actors, advice provided to companies. Promotion of the tradename "Porcelaine de Limoges" and through this, reinforcement of the territorial rooting of ceramics businesses on the Limousin territory.</p>

Action 4	URBAN INTEGRATION
Objectives	Illustrate the potential of ceramic materials in the urban environment
Context	<p>The use of ceramics in town enables to:</p> <ul style="list-style-type: none"> - support innovation (technical and design) and clarify the potential of these materials (technical features – hygiene and easy cleaning, chemical resistance, hardness, thermal stability – and aesthetic features). - offer a field for bench test as well as a showcase - customise the urban identity of Limoges, by reinforcing the visibility of the ceramics heritage in everyday life.
Actions	<p>Identification of the potential particular to the City of Limoges and forecasting on the promotion of ceramic materials.</p> <p>Participation to a reinforced cooperation with UNIC – CERURBIS project led by the ITC (The Castellon Institute of Ceramic Technology) and aiming at emphasizing ceramic materials in urban spaces.</p> <p>Link with the URBACER project, project which goal is to elaborate prototypes of urban furniture made of ceramics.</p>
Tools	<p>Achievement of an urban study collecting the past and planned pieces, offering a forecasting vision, and making of the potential uses of ceramics in different areas (signage, coating, furniture, building...) a coherent pool.</p> <p>Exchange of specific experiences in this field, with Castellon and Aveiro, through the CERURBIS project: publication of a guide bringing together the experiences using ceramics in the urban environment, the joint projects, scientific intelligence, study of the legal impacts particularly in terms of government contracts...</p> <p>Identification of the sites suitable for the setting up and testing of URBACER prototypes in the Limoges public spaces.</p>
Involved stakeholders	<ul style="list-style-type: none"> - City of Limoges: General Secretariat, Technical Services, Urban Planning Services, Tourism Development, ESTER... - Local Support Group: The European Ceramics “Pole”, the CRAFT (Centre of Research on Firecrafts), the Ecole Nationale Supérieure d’Art (ENSA), the Regional Council, SELI... - Partners involved in the CERURBIS project: UNIC partners from Castellon and Aveiro, City of Limoges, European Ceramics “Pole” - URBACER partners: CRAFT and the Limoges Chamber of Commerce and Industry are driving the URBACER project, together with the European Ceramics Pole and the manufactures.
Means	<p>Budget estimate</p> <ul style="list-style-type: none"> - Study by the City of Limoges: urban planning budget (approximately 50,000 €) - CERURBIS: Interreg IVB programme (budget of approximately 1,3 M€) - URBACER: Aside the agreed cost of the ongoing project (470,000 €) the follow up of the project in the City will incur human resources costs as well as work by technical services. <p>Possible resources</p> <p>the financial means of the City of Limoges and of involved actors. Limousin ERDF to be considered (Priority 1? Measure 52?) ERDF – Interreg IVB The implementation phase could be cofinanced by ERDF (Measure 52 of the regional operational programme) since the investment is the outcome of European cooperation.</p>
Time-frame	<p>2009-2011 (URBACER project) As of 2010 (technical and urban study led by the City of Limoges) 2010 – 2012 (CERURBIS project)</p>
Expected outcomes	Implementation of studies and tools leading to an operational phase with the objective to increase the use of ceramic materials in urban spaces.

Action 5	CULTURAL AND TOURISM POTENTIAL
Objectives	Elaborate a tourism development strategy that emphasizes the cultural heritage as well as artistic creation using ceramics and firecrafts
Context	The offer is already quite important, in the field of firecrafts: Biennial, Contest, Exhibition, "Toques et Porcelaines" Event... Important investments are currently ongoing, backed by ERDF, for the renovation of the Adrien Dubouché Museum and the creation of a Garden of Sounds in la Borie, which will enhance the use of ceramic materials.
Actions	A coordination and promotion approach could be designed on a European scale, coupling the organisation of wide range events with the coherent pooling of sites and events at local and European level.
Tools	Event management: International Porcelain Exhibition "De Terre et de Feu", International Porcelain Creation Contest (Summer 2010). The Limoges and Haute Vienne Route of Porcelain (signage, communication tools) The European Route of ceramics, with the networking of local roads and international promotion (targets: European and Asian tourism)
Involved stakeholders	The City of Limoges services: Tourism Development, Heritage coordination, International Relations, General Secretariat... All the local cultural, tourist and commercial settings likely to join a Porcelain Route (manufactures, House of Enamel, Museum of Arts...) The specific role of the Adrien Dubouché Museum is to be studied. Centre of Tourism Information (Tourism Office, Regional Committee of Tourism...) Hotels, restaurants and other actors involved in tourism and hospitality.
Means	Budget estimate 2010 International Exhibition "De Terre et de Feu" + Contest: 1,5 M€ Own financial means to be assessed for the City of Limoges contribution Budget for the European Route: approximately 1 M€ Possible resources Exhibition "De Terre et de Feu" : Limousin ERDF contribution up to 436,500 € (Measure 52). Contribution of the regional institutional partners (Government, Region, Department, City of Limoges). ERDF to be studied for the local Route (OP Limousin Measures 35 or 52). Interreg IVC for the project of a European Route (at the initiative of the Selb Porzellanikon Museum)
Time-frame	- 2010 : Exhibition from June 17th to September 26th - Biennials: 2012, 2014... - Route: as of 2010
Expected outcomes	Setting up of a local and international synergy related to the Limoges firecrafts heritage, especially ceramics. Increased visibility by the cultural and artistic actors. Coherent pooling of the cultural and tourism offer. Increased visits of the sites that are concerned by this action.

Action 6	URBAN IDENTITY
Objectives	Associate the actors and the inhabitants to the ceramics evolution synergy
Context	The porcelain production contributes greatly to Limoges' identity, at local, national and international levels. However, the popular imagination tends to think ceramics, bone china, etc are outdated and belong to the past. The evolution of ceramics must therefore be supported by the ability of bodies, involved actors and inhabitants to reclaim the history and the ceramic material.
Actions	<ul style="list-style-type: none"> • Elaboration of a cultural section integrated to the local and European Routes. This section concerns the historical, artistic and social aspects of porcelain, from its manufacture to its use, yesterday and today. • Publication by the UNIC cities of a book dedicated to the cultural aspects of ceramics. This book gives life to a collective image.
Tools	<p>Gathering of stories kept by the manufacturing actors, the distributors, and the inhabitants. This collection of stories from these witnesses outlines the relationship between the persons and porcelain (physical, professional, emotional...)</p> <p>Social studies carried out from this list of stories (position of porcelain in the attitudes and in the local identity).</p> <p>Promotion of <u>industrial porcelain heritage items</u> present in town and not yet emphasized (4 remaining ovens, buildings).</p> <p>Promotion of <u>architectural porcelain</u> on private housing and public buildings: publication and programme of visits.</p> <p>Coordination: Setting up of <u>exhibitions by the inhabitants</u> displaying porcelain pieces of work belonging to them. The exhibition's objective is to reveal their relationship with porcelain (jointly with a writing workshop).</p> <p>Artistic custom-built creations with the following subjects:</p> <ul style="list-style-type: none"> - the steps to make porcelain (gestured) – <u>choreographer</u>, <u>photographer</u> - the social history linked to porcelain - <u>storyteller</u> <p>(This item also refers to Objective #5)</p> <p>Joint order to a team of photographer / writer by all the UNIC cities. This project is led by the city of Delft.</p>
Involved stakeholders	<p>City of Limoges (City of Art and History, Cultural Action, Tourism Development)</p> <p>Tourism Office</p> <p>Professionals of porcelain production and distribution</p> <p>University</p> <p>ENSA and CRAFT</p> <p>Local heritage associations and historians.</p> <p>UNIC partners for the creation of a joint book.</p>
Means	<p>Budget estimate</p> <p>Overall budget = 42,500 € broken down as follows:</p> <ul style="list-style-type: none"> Collecting: 10 000 € Studies: 10 000 € Promotion: 5000 € Coordination: 2500 € Artistic creations: 15 000 € <p>Possible resources</p> <ul style="list-style-type: none"> • City of Limoges' resources • Possible subsidies from the DRAC (Regional Direction of Cultural Affairs) for the artistic and promotional projects within the scope of the VAH (City of Art and History) label. • Other European funding to be studied (Limousin ERDF?) • European funding for a book with an artistic approach of the UNIC cities (cultural programme?)
Time-frame	<p>Study and collect stories: As of beginning 2011</p> <p>Promotion of architectural heritage: as of 2010 (brochure to be published in Summer)</p> <p>Artistic creation: 2011-2012</p>
Expected outcomes	<p>Possibility for the inhabitants to reclaim their identity as "city of Porcelain", by the means of a perceptible approach.</p> <p>Evolution of the city of Limoges' image, offering an updated perception integrating technical and artistic innovations in the field of ceramics.</p> <p>Joint original presentation of the UNIC cities.</p>

5. Political statement from Mayor of Limoges

Limoges faces major challenges related to the consequences of international competition, which has impacted on various sectors of Limoges' ceramics industries. The main challenge for Limoges, in its transition to a global knowledge economy, is to consolidate its position as a lead city, in research, innovation and industrial development.

Thanks to UNIC share of knowledge and experiences, Limoges learnt how to develop a more proactive marketing of its image, both internally and externally (towards the rest of the country, Europe, and the world) ; to promote the use of ceramics in urban public space ; to improve the usage of its network of museums, factory ateliers and shops, and heritage sites in order to enhance tourism attraction.

The integrated proposals included in Limoges' Local Action Plan result from local close coordination on those challenges. Its implementation will rely on numerous local stakeholders and long-lasting international partnership, since Limoges' main ambition is to make UNIC local and international dynamism a sustainable innovative network.

6. APPENDIX : project of assembly of local stakeholders

UNIC - LIMOGES **"ASSEMBLY" of the CERAMICS ACTORS**

Objective: a place to meet, to share information and opportunities

Terms: quarterly plenary sessions coupled with technical visits, presentation of international opportunities and local projects.

Thematic committees in accordance with the partners current affairs and ongoing actions.

COORDINATION : EUROPEAN POLE OF CERAMICS

Objective: identify the Limoges world of ceramics through a single coordinator, able to bring together actors and projects. In fine, the goal is to offer a global strategic view and to promote the whole Limoges ceramic industry at national and international level.

Terms : an executive under the authority of the European Pole of Ceramics will be hired. This person is required to have strong recognition from local actors (research, economy, arts...) in order to federate the individual initiatives, ensure relevant dissemination of information, and to initiate lobbying actions (in particular in Brussels).

Important role for the promotion of the European Centre of Ceramics (see Objective 2 in the Local Action Plan). Contributes, within the limits of his assignment and competences, to the success of the other actions contained in the LAP.

INTERNATIONAL COORDINATION AND ADMINISTRATIVE SUPPORT: CITY OF LIMOGES

Objective: to share the European potential developed through UNIC with all the local actors; to widen and consolidate the international network of ceramics cities; to participate to the cross-cutting coordination of the local porcelain industry.

Terms: implementation of a moderator (the entity this person will be reporting to will be specified later). This coordinator should have a very cross-cutting action, with particular focus on European affairs, international relations, tourism, culture and heritage, urban planning and innovation.

Duties: coordination of the international network, canvassing and expansion, intelligence and assistance to the building of European projects, updating the online resource centre, organisation of the meetings.

Close
coordination,
weekly or
fortnightly
meetings

NON EXHAUSTIVES LINES OF ENQUIRIES FOR AN ASSEMBLY OF THE CERAMICS ACTORS

A. Ceramics actors

European Ceramics « Pole »
ENSCI (Engineering school)
ENSIL (Engineering school)
University
Laoratories (SPCTS and GEMH)
ENSA (Limoges' National School of Arts)
Mas Jambost High school
Adrien Dubouché Museum (National Museum of Porcelain)
UFPL / CNEPL (Federation of Porcelain Manufacturers)
Porcelain manufacturers : Haviland, Bernardaud, Raynaud,
Médard de Noblat, Coquet
IMERYS
Center for Technology Transfer in Ceramics
Ceramic Enterprise
CITRA
CRAFT
Maison de l'Email
Esprit Porcelaine

B. Actors of Economic Development and innovation

CCI (Limoges' Chamber of Commerce)
CRCI (Regional Chamber of Commerce)
Limousin Regional Council
City of Limoges
ESTER Technopole

C. Institutionnal and/or financial partners of EPC :

Prefecture of Région Limousin
Limousin Regional Council
Haute-Vienne « département »
Rectorat (academic regional direction)
Limoges Métropole
AFPI
To be specified : specialized state services - DRAC, DREAL,
DIRECCTE...

D. Managing authorities of European Funds :

SGAR of the Prefecture Limousin (Rosy Farges) and Regional
Council of Limousin (Maurice Borde)
Members of the Committee programming European Funds :
terms to be specified

E. Other UNIC - ULSG members, according to the themes concerned :

Urban applications : SELI / Cœur de Limoges, CAUE, MA129
(Maison de l'Architecture), STAP (ex ABF), ...
Tourism promotion : Tourism Office, Maison de l'Email, CDT...