

RESEARCH ARTICLE

Human Capital Formation and Territorial Governance at the Heart of Building a Skill's Local Economy: The Exemplarity of Corsica

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ABSTRACT

In Corsica, the island economy is characterized by the absence of large multinational groups that direct and shape the global economy. Nor is there any mention of the existence of medium-sized enterprises, which in many other regions, like the Third Italy, constitute the spearhead of a dynamic economy. The Corsican economic fabric consists mainly of very small businesses, small farmers and producers, artisans, and traders. Given the hypertrophy of the public sector, private companies seem to be the only option likely to trigger a dynamic of territorial development. The latter necessarily involves the development of strategies for the formation of human capital and a technological research process whose objective is to increase the level of skills, responding to the immanent needs of the island territory. In this perspective, the mode of territorial governance prefigures a model of economic development to be favored.

Keywords: Human capital; Skills economy; Territorial governance's modus; Technological research platform

1. Introduction

In the mid-1950s, Corsica, an island territory comparable to an indisputable natural region, was the subject of an ambitious development and devel-

opment program inspired by objectives identified in the aftermath of the Second World War by the Plan for the Development of Corsica^[1]. The Regional Action Programme (RAP) for Corsica, inscribed in the JORF of 19 April 1957^[2], was conceived simul-

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ARTICLE INFO

Received: 28 December 2023 | Revised: 17 January 2024 | Accepted: 19 January 2024 | Published Online: 26 February 2024

DOI: <https://doi.org/10.30564/jsbe.v7i1.6181>

CITATION

Storaï, C., 2024. Human Capital Formation and Territorial Governance at the Heart of Building a Skill's Local Economy: The Exemplarity of Corsica. *Journal of Sustainable Business and Economics*. 7(1): 12–24. DOI: <https://doi.org/10.30564/jsbe.v7i1.6181>

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taneously as an instrument to guide the economic and social development of the island and as a preferential framework for investments programmed by the State. To this end, as shown by Renucci^[3], two mixed economy companies were created: SETCO (company for the tourist equipment of Corsica) and SOMIVAC (company for the agricultural development of Corsica). The objectives and ambitions were clearly announced: to make tourism “the lever of the Corsican renaissance” and the Island of Beauty “a second Côte d’Azur”, to develop the land through a policy of major servicing and development on the eastern plain generating “a French California” an agricultural area of nearly 43,000 hectares of arable land devoted to the vineyard and citrus plantations^[4]. As a corollary to this desire to generate extensive economic growth on the island territory, many projects of hydraulic equipment and large dams with hydroelectric potential are designed, and road network improvements, transport and water services also appear to be a priority.

If the RAP has set objectives of “rehabilitation” of the Corsican economy taking into account endemic presuppositions of deficiencies of the island territory: gradual depopulation of the island (260,000 inhabitants under the Second Empire, 180,000 inhabitants in 1955); low island living standards that encourage emigration; agricultural archaism and a shortage of structuring industrial activities, giving tourism a leading role as an “economic multiplier” likely to generate a simultaneous attractiveness of population and capital flows, the RAP offered a major perspective for the development of agricultural production, while simultaneously increasing transport capacity to increase the accessibility of the island territory. The strategic orientation displayed, based on two axes of privileged activities: tourism and agriculture, was conveyed as generating multiple windfall effects profitable to the modernization and development of the island (hydraulic and agronomic structuring equipment, housing construction, forestry, livestock, fishing, wood industries, etc.).

Very quickly, the hopes raised by the RAP among the island population will turn into sources of tension

and disputes. The priority constructions of 4 luxury hotels in Porto-Vecchio, Ile Rousse, Propriano and Ajaccio, combined with the majority allocation of land (nearly 80%) to returnees at the expense of indigenous operators will generate growing popular frustration. From then on, the implementation of the RAP, as much more akin to an attempt at speculation or colonization than to a policy of economic and social development, became a tangible potentiality transcending political affiliations. As Storaï noticed^[5], historically, the RAP will prove to be the cornerstone of regionalist protest.

Three decades later, globalization, largely inspired by the generalization of neoliberal economic policies stemming from the corpus of Reagan and Thatcherian conceptions of the economy that founded the Washington consensus according to Williamson^[6], places peripheral geographical areas in a precarious situation in increased competition between territories in search of location advantages to be offered to firms qualified as nomadic, as highlighted by Zimmermann^[7] and Colletis^[8] analysis, whereas Michallet evokes the triumph of globalization characterized by the transition from the Bretton Woods consensus to that of Washington: markets against states^[9]. The notion of territorial attractiveness that follows, requires understanding the articulation between the global and the local. To indicate the simultaneous emergence of globalization and local development concerns in response to this global phenomenon, a new concept emerged in the early 1990s: glocalization as developed by Mair^[10], Robertson^[11], and Roudometof^[12] approaches. This neologism has led to a special place for the territory, defined as a rooted and appropriate space with properties that others do not have and that can hardly be exported. The territory is no longer a simple support of location factors, but an actor with specific modes of regulation and organization, according to Savy and Veltz^[13], that firms integrate into their investment strategies. It is this territorial anchoring often fundamental for a local economy that we have highlighted in the context of the development of a competitiveness cluster in

the Corsica region^① [14].

At the heart of the 3rd decade of the 21st century, a context of protean crisis (economic, political, social, energy, environmental, health, etc.) has an unfavourable impact on all territories, among which peripheral and Ile-de-France geographical areas are the most vulnerable. The need to rethink a model of society, in which the notion of development can only be conceived from a polymorphic and sustainable perspective, now sounds like an obvious injunction. The Corsican territory, a veritable laboratory island, according to Meistersheim's vision [15], endowed with a unique institutional specificity, presents in this context a real exemplarity. The purpose of this contribution is precisely to highlight it.

2. The exemplarity of Corsican territory

In Corsica, the island economy is characterized by the absence of large multinational groups that lead and shape the global economy. Nor do we notice the existence of medium-sized enterprises which, in many other regions like Lombardy, are the spearhead of a dynamic economy. The Corsican economic fabric consists mainly of very small businesses, small farmers and producers, craftsmen, and traders. Given the hypertrophy of the public sector, private companies seem to be the only option likely to trigger a dynamic of territorial development. The latter necessarily involves the joint development of human resources training strategies and a technological research process whose objective is to increase the level of skills, meeting the immanent needs of the island territory, with reference to national and international standards.

2.1 From the development plan and sustainable development of Corsica (PADDUC) to the regional scheme climate, air, energy (SRCAE)

Promulgated by Law No. 2002-92 of 22 January

① This is the Capenergies competitiveness cluster and its Corsican component feeding the regional plan for the development of renewable energies and energy management (ENR-MDE) voted at the Corsican Assembly in November 2007.

2002 on Corsica, the Collectivity of Corsica (CdC) has a unique prerogative relating to the development of the PADDUC. Provided for by article 12 of the Law, the latter is a planning document that sets objectives for the preservation of the island's environment and its economic, social, cultural and tourism development. Simultaneously in 2002, Corsica became the only region to have created a permanent consultation institution whose function is specifically dedicated to the examination of energy issues of the island: the Energy Council of Corsica^②. It thus constitutes a geographical area wishing to characterize a model of sustainable development and sustainable energy management and become an exemplary territory in the Mediterranean. It is with this objective that the Executive Council of Corsica elaborated and adopted by the Assembly of Corsica the Plan of Development of Renewable Energies and Energy Control (ENR-MDE) in November 2007. Coupled with the latter, the SRCAE^③, voted in December 2013 and backed by a Multiannual Energy Programming (EPP) from the law on the energy transition for green growth of August 2015 [16], is an ambitious project in three main areas:

- *the inventory, potential and priority issues in Corsica* including an energy balance of the territory, an inventory of greenhouse gas emissions and air pollutants, a simultaneous assessment of air quality, the vulnerability of the territory to the effects of climate change and the potential for energy saving and renewable energy development;

② Its main purpose was the development of forward-looking guidelines and the follow-up of the Energy Plan which defines the guidelines for the period 2005-2025 and the «energy tripod» composed of new local means of production, increased interconnection and the development of renewable energies. Given the new challenges identified in the fight against global warming and the prospect of developing Regional Climate, Air and Energy Schemes (SRCAE) and Climate Plans, the CdC considered it necessary to extend the powers of this original consultative body. By deliberation no. 11/073 AC on 01 April 2011, the Assembly of Corsica amended the statutes of the Energy Council to create the "Council of Energy, Air and Climate of Corsica".

③ The Regional Scheme Climate, Air, Energy (SRCAE) of Corsica associated with its Multiannual Energy Programming (EPP) defines the objectives and guidelines for the 2020-2050 horizons in terms of reducing greenhouse gas emissions, controlling energy demand, RES development and air pollution control and adaptation to climate change.

- *the forward-looking and proactive scenarios* for 2020 and 2050 for energy consumption, greenhouse gas and pollutant emissions and renewable energy production;
- *the strategic directions consistent* with these scenarios that aim to reduce energy consumption and emissions of greenhouse gases and pollutants, develop renewable energies and adapt the territory and activities to the effects of climate change.

To this end, local public policies are guided by two fundamental strategic objectives: the implementation of a regional plan aimed at optimizing waste management on the island and the quest for island energy self-sufficiency by 2050, as shown by Storai^[5]. The EPP measures, a roadmap for Corsica's energy future, should result in the creation of nearly 4,500 permanent jobs in the energy renovation sector and 500 in the operation of ENR equipment by 2024^[17]. If these predictions prove effective, Corsica will be able to envisage a more stable and serene energy future, a prelude to a potential lever of economic and social development integrating innovations and experiences. It is still necessary to be able to identify or design a mode of territorial governance in optimal coordination with a local development scheme to privilege.

2.2 Local dynamics and territorial intelligence strategies to be established

In the current context of glocalisation, the problem of anchoring the company's territorial location is clearly posed, with strong economic impacts in terms of unemployment and employment, reconversion and inherent development dynamics. *Territorial construction and productive dynamics*, dear to Colletis, Gilly et al.^[18], feed the implementation of public policies of attractiveness both at the national and local levels.

Therefore, the local development strategy refers to differentiated but evolving territorial governance logics, feeding a process that we will qualify as territorial patrimonialization in line with the analysis

of Gabriel Colletis and Bernard Pecqueur^④^[19]. It is then a question of identifying the avenues of action for local collectives that will guide the trajectory of territorial intelligence of the geographical area considered.

As such, and given the institutional specificity of Corsica, the PADDUC is all the more crucial in terms of planning and structuring the island, in a current socio-political context centered on the political autonomy of the territory. The issue of the political autonomy of Corsica is rigorously addressed by Wanda Mastor^[20], who clearly identifies the opportunities offered by the institutional evolution of the island. Without going back over the discussions and controversies that presided over its vote and its potential revision^⑤^[21], The PADDUC states in its adopted version of 14 strategic orientations *to make society*, according to Collectivity of Corsica^[22], which characterizes, strictly economically, a logic of agglomeration (spatial concentration of heterogeneous economic activities unrelated to each other) in line with the terminology of Colletis, Gilly et al.^[18].

In other words, we consider that the diptych *territorial intelligence strategies/local public policies of attractiveness* refer to the determination of the parameters that determine the degree of local anchoring of companies. The reflection then focuses on the modes of territorial governance, such as shown by Perrat and Zimmerman^[23], that feed the interactions between local authorities and actors in the business world according to Bouba-Olga^[24]. From this point of view, the PADDUC characterizes Corsica as a number of communities setting up business zones

④ The authors refer to the notion of territorial heritage. "*The combination of high institutional density (the "institutional thickness" dear to Amin and Thrift, 1995) and the memory of successful past coordination situations will be described as territorial heritage. The notion of heritage that we retain here is to be understood in the sense of inheritance to be transmitted to future generations and especially to be valued, and not in the sense of «banking» accumulated capital. Unlike a capital that accumulates but can also depreciate or devalue, which is appropriable and can therefore be the subject of an annuity, the patrimony is a «common» not appropriable and whose logic is that of access and not that of property.*"^[19] (p. 1003).

⑤ Should the PADDUC remain as is, be modified, partially or completely revised? The law stipulates that at the end of a period of six years from its adoption in October 2015, the Executive Council of Corsica must conduct an overall analysis of the results of its application, in particular from the point of view of the environment.

with the aim of attracting firms, whatever their field of specialization. Such an approach, in view of the diversity of activities involved, significantly reduces the vulnerability of the territory in case of crisis or stagnation of one of the sectors or sectors concerned, without allowing the maximization of externalities between companies located on the latter.

The logic of *specialization*, promoted by the policy of local production systems or competitiveness clusters, proceeds from an inverse characteristic: around an activity or a product is built a productive ecosystem in which a set of actors share strong externalities, but without reducing the vulnerability of the territory in case of cyclical turnaround.

We favour a third path similar to that of a *specification* logic, more adapted because simultaneously generates strong externalities between companies and a low territorial vulnerability, but more complex to implement because it requires establishing modes of coordination between the actors allowing a lasting competitive advantage while having a potential for adaptability and cyclical conversion in the event of crisis of a sector activity. The complexity of such a territorial intelligence strategy relies on the identification of a set of specific resources accumulated on the territory, working to strengthen the degree of *redeployability* of the latter.

3. Which model of research-training-action for the benefit of the structuring of the Corsican territory?

“Knowledge is at the center of the battle of skills which is none other than a battle of intelligence” according to François Germinet^[25]. The world evolves as well as the institutions of Higher Education and Research: places of transmission and production of knowledge, these are torn between a classical mission (educate) and a creative function (develop and insert), both of which do not adapt well to the economic imperatives of contemporary reality.

It is therefore not illogical to imagine having to prepare for an even greater porosity between training activities and professional action, that this porosity is one day demanded by the professional world or that

it is imposed little by little in practice by new generations of citizens.

Universities and other institutions of Higher Education, by the richness of a teaching staff that deploys its research activities, make live the secular ambition of a university project whose very essence is to articulate the construction of knowledge (research) and its transmission (training), and therefore to implement a porosity conducive to the evolution of society. It therefore seems as logical as spontaneous to conceive the University, in the broad sense of the term, as this place par excellence where this porosity will be able to express itself and be at work, all the more so since the global context of an increasingly changing world must constitute a constant frame of thought when it comes to Lifelong Learning (FTLV).

Precisely in Corsica, faced with the rapid evolution of technologies and professions, faced with a structural social and economic crisis amplified in certain sectors by the specificity of the island, Higher Education institutions are confronted with a demand for the professionalization of training courses and therefore a continuous search for adaptation to the job market. As part of a contribution devoted to the synergistic effects of alternance and continuing vocational training at the heart of a new FTLV model potentially beneficial to the development and structuring of the local island territory, we have shown^[26], in line with the ministerial recommendations in this area published by Germinet^[27], and Filâtre^[28], the central place that should be given to the knowledge economy for a small geographical area in search of attractiveness.

From a training-action to a research-action model: A strategic continuum in search of a foundation

At a time of exacerbated globalization, education, and more generally training, represents a key factor for our society at the heart of territories challenged to renew itself in the face of emergence, all around the globe, new economic and demographic centres of gravity with their own models. Training and its articulation with professional life represent a real

challenge to face, in the near future, the technological, economic, political, and environmental revolutions that we are already facing.

If it is already hard to imagine, today, how initial training could be enough for an individual for his 40 years of career to follow the rapid evolution of our societies. The current digital and energy transitions will only accentuate the obsolescence of this representation of initial training decoupled from subsequent forms of learning. The challenge for individuals, the economic world and ultimately the place of a nation in a global space is therefore that of the updating of knowledge, the evolution of know-how, the renewal of representations and the understanding of macroscopic issues.

Beyond what is called alternation or continuing vocational training in higher education, the current challenge is indeed around an FTLV, an old concept but whose forms still call for an update in modernity. At the heart of a small territory like Corsica, this challenge is all the more crucial to meet as it prefigures its attractiveness in a context of glocalization now permanently anchored.

At the heart of an economic, political, social, energy, environmental and health context that is as disturbed as it is volatile, Corsica has the opportunity to found a disruptive development model within the specific framework of the PADDUC^[24], in coordination with the climate and resilience law (ecological transition) of May 2021^[5].

The cardinal values of sandwich course training as a basis for the development of a new FTLV model

Path of excellence in Higher Education and gateway to employment, the alternance training system offers the opportunity to establish in-depth and evolving partnerships between Training Centres and structures for the reception of learners (companies, associations, state public services and local authorities).

The following highlights that we analysed^⑥ [29],

⑥ Notable since 2009, according to own calculations from annual surveys conducted by the CFA UNIV.

related to alternation in higher education illustrate endemic data in the Corsica region foreshadowing an evolution of the notions of appropriation by the individual, individualization of pathways, co-construction between the employee and his company, or even between the individual and society within a renewed social contract, which become inherent in a changing training system and whose purpose is to address the issues and challenges mentioned above.

We have been able to show, as part of a recent contribution, how the system of alternation in higher education in the Corsica region, at the heart of an economic and social environment upset and erratic by an unprecedented health crisis, At the same time, it has been a vector for securing the individual paths of work-study students and a means of consolidating responses to the expectations expressed by the needs of local companies in terms of recruitment of human resources^[30].

To converge the imperative of economic performance with that of social progress is the objective assigned to the law of 5 September 2018 for *the freedom to choose one's professional future* which must bring new rights to French citizens and give them the means to build their own career path through collective protection^⑦ [31]. The government claims to have made the bet of trust in the actors, the companies, the employees and the social partners in order to eliminate the obstacles to the hiring companies and to inscribe the notion of skills as a central issue at the heart of the professional project, individual and collective^⑧ [32].

As such, it is legitimate to think that companies in general, and more precisely those most subject to the strong societal evolutions discussed above, consider that the skills and career developments of their employees are of the highest strategic value for their development. They will bet massively (when they

⑦ The law reforms the apprenticeship and continuing vocational training systems.

⑧ According to Muriel Pénicaud, the Minister of Labour who brought the law, she integrates the ambition of social emancipation through work and training: "...to ensure that growth benefits everyone, so that everyone can choose and not endure their professional lives, this legislation provides easier, faster, broader and fairer access to the key 21st century asset of skills"^[32].

do not already) on the plans of continuous training of their human resources, with a law that structurally reinforces a responsibility they are already ready to assume, what amounts to investing in what is often the first expense center of a company, but also its highest value: the individuals who compose it.

The creation of a Public Interest Group (GIP) Forma Sup Corsica FTLV, a structure for pooling resources and actors involved in the training-employment link on the island territory

At a time when the economy of knowledge and skill is presented as THE solution to an endemic crisis, the need to design a new model of pragmatic and eclectic FTLV, inspired by a simultaneous dynamic of training and research actions adapted to specific territorial contexts, sounds like an absolute imperative at the heart of increased competition between geographical areas exacerbated by the reality of globalization.

While the law of 5 March 2014 on *vocational training, employment and social democracy* finalized the decentralization of vocational training by giving the regions the means for more coherent action and placed them as a pilot for the construction of training policies, as we showed ^[33], the recent law on the freedom to choose one's professional future refocuses the regulation of continuing vocational training and alternance. From now on, a new public institution, France Compétences, replaces the regions by ensuring the missions previously assigned to the latter. This evolution will not fail to impact the governance of CFA, particularly those of Higher Education anchored in small territories. [Ⓣ]

In this context, while the new law on vocational training presents risks for universities, which to date mainly focus on the establishment of national and regional lists of eligibility for the personal training account (CPF), it also presents the opportunity to position its expertise as a differentiating and relevant

element for continuous training that will become more demanding and more strategic, if only because the individual and the employer increasingly take ownership of the training act and its purpose in terms of career progression. In addition, the law also offers institutions the potential to position themselves as a key vector of support for this movement of appropriation by the citizen of his knowledge and career.

Within the framework of the decentralization law relating to the Corsica region ^[34], the Collectivity of Corsica (CdC) exercises specific prerogatives, particularly in the field of the design and development of vocational training in relation to the immediate needs of the island territory. As such, a Regional Plan Contract for the Development of Vocational Training and Guidance (CPRDFOP) has set for the period 2022–2028 objectives clearly focused on meeting the needs of the economic fabric and securing access to employment, notably:

- *meet the skills and competence expectations expressed by companies and micro-regions in relation to economic, societal and environmental changes;*
- *ensure access to lifelong learning for all by raising the level of qualification of the public and by promoting their professional integration, inclusion and integration;*
- *encourage and support innovations and experiments in training and guidance to better meet the needs of businesses, territories and people's aspirations.*

The stakes are tangible for all territories and particularly for small geographical areas facing risks of marginalization in a global problem. As employment and the labour market evolve and transform quantitatively and qualitatively, the need for coherence of state interventions, of the CdC, professional organisations of employers and employees as well as other institutional and socio-economic actors is essential to the efficiency and quality of the service offer, in terms of information, guidance, FTLV, employment-training relationship, skills and human resources development, at regional

[Ⓣ] To this end, the reform reorients the regulation of continuing vocational training and alternance by depriving the regions of the prerogatives relating to the management of the construction of training policies, in particular the tasks of financial equalization, monitoring and evaluating the quality of training provided, monitoring the costs and levels of support for training in the case of public or pooled funds.

and territorial level.

In this context, we proposed the constitution of the GIP Forma Sup Corsica FTLV[Ⓣ] which will seek, stimulate and facilitate partnerships and complementarities, so that the diversity of interventions is a guarantee of proximity and attention to the real needs of businesses and citizens^[26].

While the regional model of Continuing Vocational Training in Higher Education in general, and at the UCPP in particular, was until now almost exclusively based on *diploma training* (University Diplomas of Technology, Patents of Higher Technician, Professional Licenses Masters, Specific University Diplomas, etc.) associated with an operational procedure of Validation of Acquired Experience (VAE), the project of *GIP Forma Sup Corsica FTLV* will aim, around the UCPP as prime contractor, to offer a pooled offer of *diploma and modular training ad hoc* to meet the skills and employability needs expressed by employees, businesses and island citizens[Ⓣ].

With this in mind, each founding partner member will bring its degree of expertise in various and complementary fields that will feed the eclectic dynamics of the Group[Ⓣ].

A dynamic of technological university research in full coherence with the constitution of a triptych training-research-employment on the island territory

The scientific identity of the UCPP revolves around

Ⓣ The GIP Forma Sup Corsica FTLV will be composed of 5 founding members including 3 Training Centers (UCPP, Chamber of Commerce and Regional Industry, Conservatoire National des Arts et Métiers) and two OPCO (OPCO EP and Transition Pro Corsica).

Ⓣ Both to secure the career paths of employees (increase their potential for reconversion/repositioning in other sectors of activity) and to strengthen the organizational structures of companies (supporting independent VSEs/SMEs to accelerate the implementation of technological and/or organizational innovations that generate added value).

Ⓣ The UCPP (via its CFA UNIV and its Continuing Education Service), in the variety of fields of training, research activities and technology transfer in connection with the island territory; the *Conservatoire National des Arts et Métiers*, in the pedagogical engineering of modular training; the *Chamber of Commerce and Industry*, in the geographical and strategic positioning of the training actions proposed outside the university campus of Cortes and on micro-regions rich in productive activities of goods and services; the *OPCO EP and Transition pro Corsica* in assessing the needs expressed by the branches or inter-professional structures in terms of skills, qualifications, retraining and the related potential financing procedures.

8 multidisciplinary structuring projects labeled by the CNRS^[36]. Each of these projects combines basic and applied research from a territorial development perspective and leads to concrete achievements with high added value. Since the beginning of 2010, UCPP has been working to transfer and promote its research activities to the island through its four research and development platforms. Two of them, in the themes of science and technology, are naturally at the heart of the perspectives of territorial action displayed in the PADDUC.

Integrated in the structuring project Renewable Energies whose main axis concerns the general problem posed by systems using a renewable energy source[Ⓣ], the MYRTE and PAGLIA ORBA platforms^[37] are devoted to the production and storage of energy from solar radiation via a hydrogen chain. The objective is to redistribute this energy in the electricity grid during periods of high daily consumption or to compensate for uncontrolled variations in power provided by the photovoltaic plant, while studying the hybridization of different forms of energy storage and the optimization of the distribution of electricity produced from renewable energy sources via a smart microgrid.

Thanks to their size and their integration into the electricity grid of a territory, these technological platforms are among the few facilities in the world capable of studying in real conditions the coupling renewable energies and storage^[38].

As part of our work, we were able to show how the dynamics of these platforms are an integral part of the construction of an innovative entrepreneurial ecosystem around the competitiveness cluster Capenergies and in particular its delegation Corsica Pole Renewable Energies^[39], while contributing as much to the structuring of an Ilian territory like that of Corsica as to its attractiveness^[40,41].

It is also thanks to a research axis of the UCPP that the fisheries and aquaculture of tomorrow in the

Ⓣ Research is developing around three targeted objectives: 1/ *better production* by the production of electricity from renewable energy sources; 2/ *less consumption* by the control of energy in the home; 3/ *better planning to consume less and produce better* by studying energy resources.

Mediterranean are imagined. This sea is home to 7.5% of the world's marine fauna, but biodiversity erosion is considered a major problem. Nowadays, fisheries resources need to be managed as a precious heritage whose exploitation must be designed to meet all needs while respecting the environment. It is from this observation that the UCPP created the STELLA MARE platform, a unit labeled by the CNRS in 2011, to provide concrete solutions to marine professionals and simultaneously reconcile the optimal use and preservation of marine natural resources. Thanks to the tools of ecological engineering, it promotes sustainable aquaculture and responsible fishing in close collaboration with environmental management actors. In parallel, the researchers address the joint issues of ecological restoration and the protection of biodiversity.

The specificity of STELLA MARE is to transform research into wealth, in particular by transferring to the professionals of the sea the technological innovations developed on site^⑭. These companies are part of a growing blue economy sector, offering significant opportunities for deployment, training and hiring.

It is indeed the constitution of this triptych training-research-employment that prefigures the construction of a local economy of competence in which creativity can be at the heart of employability according to Saint-Germes^[42].

Observations and results, as we have shown^[43], are likely to contribute to the basis of a decision support tool within the framework of a regional development policy focused on the emergence of a Corsican knowledge and skills economy.

4. Conclusions

“The shift to knowledge-intensive capitalism goes beyond the individual strategy of firms. This involves the establishment at regional level of a number of elements (infrastructure and other inputs)

^⑭ For example, work under the *Behavioural Modelling of Marine Species research program* has led to new skills in the field of data acquisition and real-time monitoring in the natural environment from technology of connected objects.

on which companies can rely. The nature of this transformation makes the region the key element of globalization” according to Courlet and Pecqueur^[44].

Think global, act local, this transdisciplinary and trans-contextual adage has structurally shaped scientific reflection around an objective of “serving the territory” in a context in which the latter must reinvent itself in direct contact with a phenomenon of exacerbated globalization, as Claval thinks^[45,46]^⑮. However, to take the thought of Pecqueur^[47,48], the territory mobilizes specific resources that it refines and organizes according to local governance.

The territorial specification strategy, which we recommend for Corsica, is an opportunity to increase and sustain the level of its development. However, it requires the realization of preconditions that are essential to the territorialization of resources as well as the propensity of the territory to recharge, according to Colletis and Pecqueur^[19]. The latter must be based on a dual model of *research/training action* coordinating targeted technological research activities with a strategic investment in human capital formation (initial and continuing training). Still in search of a foundation, this initiative, conceivable in a particular context of territorial governance and local public policy deeply renewed both in spirit and content, may be at the origin if not of the development of an economy of knowledge and competence, at least of its emergence.

Building a territory project involves anchoring its resources (businesses and people) around a territorial proximity that multiplies the dynamics of interrelations between its actors, as shown by Vaesken^[49]. In the context of a small island economy composed of ultra-majority of VSEs, the preferred model of entrepreneurial governance is one that illustrates a type of *family/managerial capitalism* at the expense of *shareholder/patrimonial capitalism* in vogue since the advent of globalization, according to Bouba-Olga^[50]. Indeed, this type of *corporate governance* seems most appropriate in

^⑮ *“Far from being crushed by a supposed anonymity in globalization, the actor, and therefore the citizen, has still unprecedented potential for self-organization”* (^[48], p. 49).

order to generate a high attractiveness based on the construction of resources by the actors from potentials mobilized by the territory defined by plural proximity: geographical, organizational and institutional^[19].[Ⓜ]

In our development, we evoke the triple strategic stake micro-meso-macroeconomic to which refers the investment in human capital in a perspective of construction of a scheme of a territorial economy of the competence, and in particular the contributory role, in this area, higher education institutions, in general, and that of universities in particular, thus joining many contributions on the subject^[28,51–53].[Ⓜ] *Making society* is an ambition clearly displayed at all stages of the reflection of the PADDUC^[23]. It is precisely here that the territorial construction joins that of the specific path of each citizen integrating simultaneously the personal development of the individual and the request expressed by the company to structure or secure its organizational path. According to François Germinet, this trend would reflect the transition from an evolutionary notion of lifelong learning (*life long learning*) to that of the construction of one's lifelong path (*life long designing*)[Ⓜ].

Ultimately, the design of a model of territorial development specific to Corsica, anchored in a European and Mediterranean environment, concerned with meeting the immediate challenges of ecological transition and the fight against global warming, cannot be free from its ancestral values of a society based

on identity, solidarity, equity and social justice.

The degree of the individual and collective commitment of each public and private actor will depend on the propensity of our proposal to contribute, even if little, to the design of a sustainable master plan for the development trajectory of Corsica, or a contrario to sound like an umpteenth and simple utopian reflexive incantation.

Conflict of Interest

There is no conflict of interest.

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[Ⓜ] "... It is here that we can introduce the distinction that seems fruitful to us between low attractiveness and high attractiveness. Low attractiveness is based on an offer of competitive comparative cost location factors while high attractiveness is based on a permanent specification process based on strong institutional proximity (shared values and representations, trusting relationships)." (^[19], p. 1005).

[Ⓜ] "New generations are not just asking for knowledge or work on their professional integration. They ask us to help them build the society of tomorrow and this is a new challenge for universities" (^[52], p. 88).

[Ⓜ] "Thus we still have the challenge of the formation of a given individual as a whole that would take place throughout his life, and for this to organize a double porosity, one temporal, the other intellectual. Go beyond the successive and compartmentalized temporality of initial and continuing training for greater porosity between learning and professional life, arrange back and forth between these two times, or even imagine the inclusion of one in the other; to anchor this lifelong training of the citizen in an academic dimension that enriches the professional purpose of the training by the expertise of the teacher, which is based on the consolidation of the knowledge that research brings" (^[27], p. 6).

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