



SMART LEADER

CHALLENGING SMART SPECIALISATION IN THE SCOPE OF RURAL DEVELOPMENT

**LEADER TRANSNATIONAL
COOPERATION PROJECT
17-21 SEPTEMBER, 2018**



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European
Commission



European Network for
Rural Development



Asociación para el Desarrollo
Integral Tajo Salor Almonte

ONGOING INNOVATION PROJECTS

SHEPHERDING SCHOOL: THIRD EDITION 2018



- Not enough supply during demand peak season
- The School will increase supply
- University & technology centres bring excellence to the profession
- Coleadership: public & private organisations



Consejo Regulador
Denominación de Origen Protegida



ONGOING INNOVATION PROJECTS

HOLISTIC SHEPHERDING: EIP-AGRI PROJECTS



- To optimize sheep feeding
- Satellite to monitor pasture nutritional value
- 2 ongoing operational groups (regional & national level)
- **Pioneer proposal on cyber-physical system for farming control**

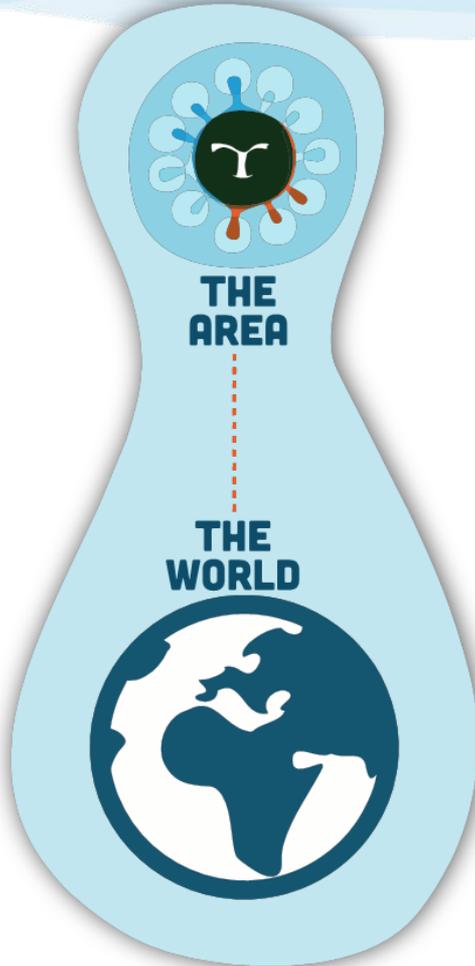


STRATEGY-CONNECTED PRIVATE INITIATIVE PROJECTS



- **Global Paint Coatings S.L:** They have developed a special treatment paint to improve food preservation and have applied it specifically to la Torta del Casar.
- **Regulatory Council of the Protected Designation of Origin of the Torta del Casar:** System for the digitalisation of the processes of control and traceability of the product.
- **Barbancho Tourist Apartaments:** They have incorporated the cheese routes into their services and have included a sample of the product as the “star” of their breakfasts.
- **Provisiona Verde S.L.:** Company dedicated to the generation of biomass. They have designed a special waste for the "beds" of sheep more sustainable and more comfortable for the animal.
- These projects are included within the Smart Specialisation Strategy and are contributing to meet the challenges of improving the competitiveness and innovation of the Torta value chain.

DO YOU SEE SOME COMMON THEMES HERE?

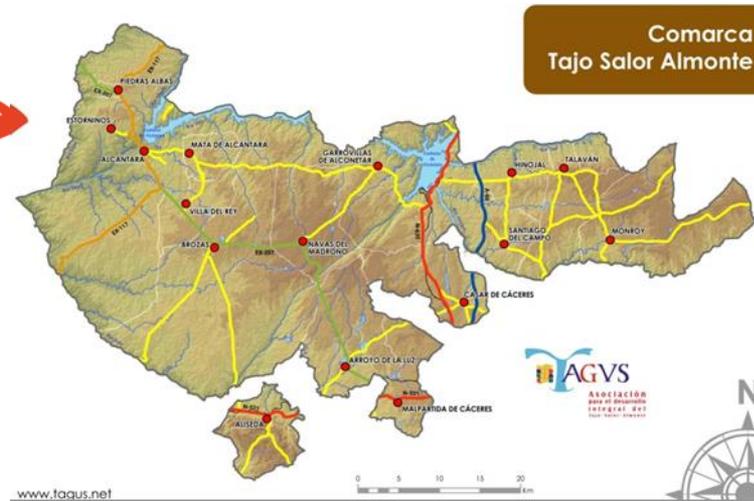


- Innovation is a critical aspect of all projects
- Heavy involvement of external knowledge actors
- Some projects receive external funding
- Most activities revolve around the area's flagship product: La Torta cheese
- Yet, ideas came up from bottom-up processes
- **In sum, there's an innovation strategy behind the scenes**

THE AREA WE WORK IN: TAJO-SALOR-ALMONTE



EXTREMADURA



**Comarca
Tajo Salor Almonte**

AGVS
ASOCIACIÓN
ÁREA DE INTEGRACIÓN
EXTREMATA 4x4
MÁS QUE UN TURISMO

www.tajus.net

0 5 10 15 20 km



TAJO-SALOR-ALMONTE

- 2,345 km²
- Sparsely populated
 - Pop 28,258, 12.05 people / KM²
- Natural and patrimonial assets
- Industrial fragmentation: services
- Mainly primary sector
- High unemployment rate



DIFFERENTIATING ASPECTS OF THE TAJO-SALOR-ALMONTE AREA



DISRUPTIVE APPROACH TO LOCAL INNOVATION



**LOCAL
DEVELOPMENT**

**DIVERSIFICATION
(LEADER)**

**SMART
SPECIALIZATION**

• In 2014 we developed a **Smart Specialisation Strategy**. Now we are working in a two parallel tracks:



• It was a process participated by the population (more than 200 people) with public & private agents: **SHARED VISION**

• We used the main ideas from Smart Specialisation, to connect the LDS with other regional programmes for innovation and research.

Two ideas:

- Selecting the comparative advantages of the territory
- Attracting knowledge agents to LEADER's traditional governance model

SELECTION OF SPECIALISATION ACTIVITY BASED ON COMPETITIVE ADVANTAGES



- La Torta del Casar de Cáceres as Tajo-Salor-Almonte economic catalyser
- Why have we selected this famous product?



LOCALIZED PRODUCTION

ORGANISED PRODUCTION

LOCAL POTENTIAL

PRICE / QUALITY

LOCAL PRODUCT TRADITION



AGRICULTURE
SECTOR

LIVESTOCK
SECTOR

MEAT AND
CHEESE
SECTORS

CONSTRUCTION
SECTOR

INDUSTRIAL
SECTOR

SERVICE
SECTOR

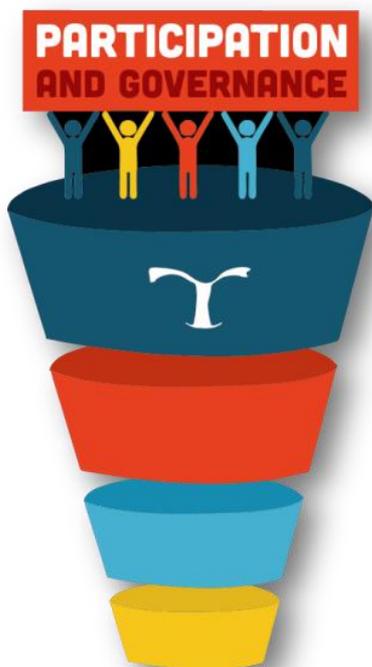
TOURISM
SECTOR



IN OUR STRATEGY FOR SMART SPECIALISATION, WE HAVE BOOSTED OUR TRADITIONAL GOVERNANCE MODEL



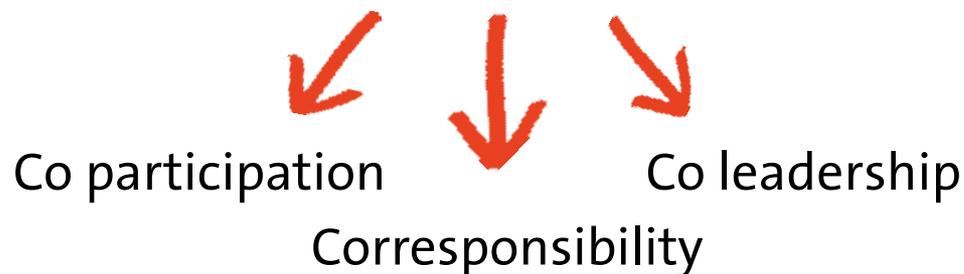
Improving traditional leader governance model



LAGS' GOVERNANCE MODEL



WE ADDED AGENTS OF KNOWLEDGE



TERRITORIAL GOVERNANCE FOR SMART SPECIALISATION: GOVERNANCE+

- Public administration
- Associative/citizenry
- Business networks
- Research and knowledge centres

THE STATE OF INNOVATION IN LEADER



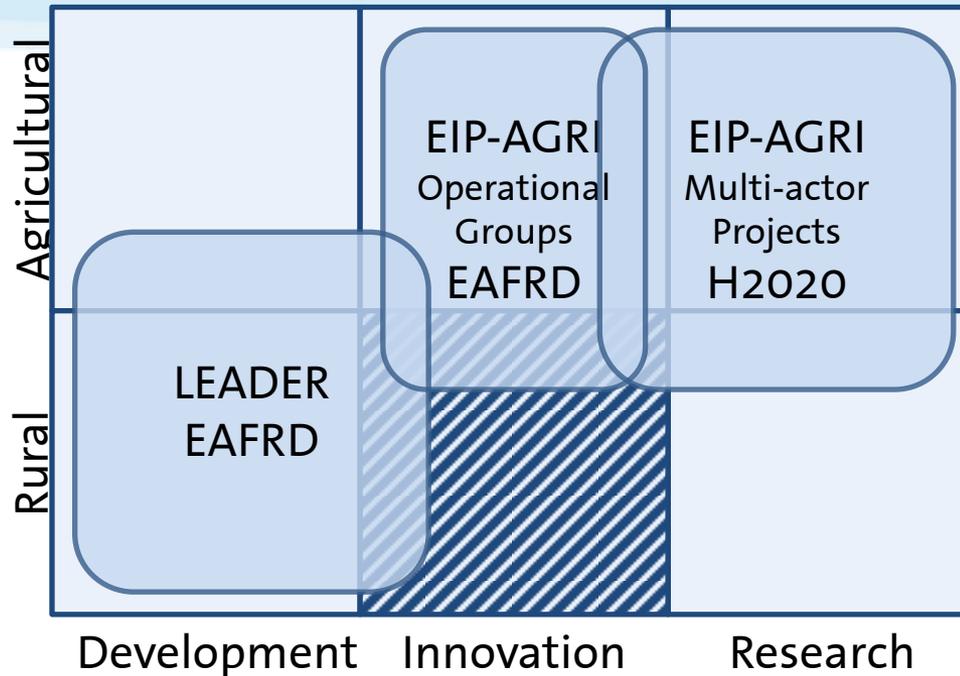
- Innovation is part of LEADER mandate, yet...
- No clear guidelines on methodology and selection criteria
- Successful results are scattered and mostly experimental
 - Innovation labs: www.openlivinglabs.eu
 - TAGUS:
www.tagus.net/ecosistema/ (in Spanish)
<https://enrd.ec.europa.eu/sites/enrd/files/publi-enrd-rr-22-2016-en.pdf>
 - More cases from ENRD:
<https://enrd.ec.europa.eu/sites/enrd/files/fms/pdf/89E54472-A7ED-41AD-84A6-C392AD7ECE14.pdf>
 - No replication of success
- People in LEADER are well aware of the difficulties
 - Internal report on preservation of the innovative character of the LEADER approach

THE RURAL MILE



- Inherent difficulties for innovation to root in rural territories
 - Potential entrepreneurs move to the city for education and don't come back: countryside → city brain drain
 - Rural companies not prepared for intrapreneurship
 - No sectorial clusters, high atomization
 - Lack of physical proximity between rural companies and knowledge centres
 - No critical mass for replication of success stories
 - Lack of skills for communication with regional I&R MAs, external funding opportunities, etc.
- Rural innovation does not emerge spontaneously, has to be nurtured/catalyzed from within
 - LAGs can play a critical role for this to happen

I&R POLICIES WITH IMPACT ON RURAL AREAS



- Rural ≠ agrifood
- Innovation ≠ research
- Difficulties reaching the local territories
- Lack of research on non-agrifood rural matters
- There is a gap around **applied innovation at the local level**

MAIN CONCEPTS IN SMART SPECIALISATION



- Identification of comparative advantages is done through an entrepreneurial discovery process (EDP) with involvement of relevant agents in the territory
- SS implies rejecting the principle of a sharp division of labour between knowledge producers and knowledge users
- Strong territorial base
- Governance follows the Quadruple Helix Model with participation of public administrations, businesses, knowledge agents and civil society / end users
- As a theoretical framework, SS has been applied to several contexts
 - Regional level I&R plans: RIS3
 - City-level: InFocus
 - Rural: Smart LEADER

SMART LEADER: A METHODOLOGICAL PROPOSAL



- **Smart LEADER** is a methodology for the promotion of innovation in the rural environment based on **Smart Specialisation** and a new territorial governance model (**Smart+**) for the inclusion of **knowledge** agents into CLLD.
- LAG as catalyzers of the innovation process
- Maximizes fund complementarities
- Enables territories to reach out to external funds
 - EIP-AGRI Operational Groups, H2020
- Promotes connection with regional RIS3 through strategic/vocabulary alignment, allows for more involvement of citizenry in regional policies

SIX ELEMENTS OF SMART LEADER

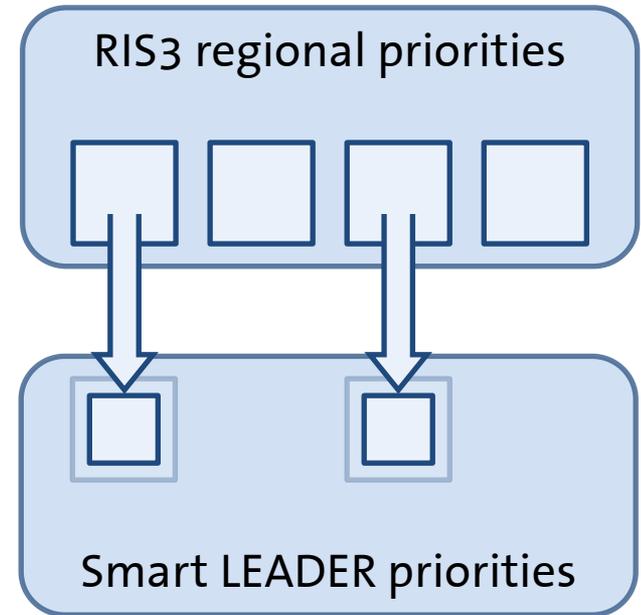


Selection of comparative advantages

- Through local-level EDP
- Specialisation focus
 - Part of territory's identity
 - Potential for transversal growth
 - Uses (external) KETs
 - (Ideally) aligned with RIS3
- Smart LEADER / RIS3 **match&refine** alignment model

Specialisation profile

- Mapping of specialization focus to related economic areas and used KETs



SIX ELEMENTS OF SMART LEADER

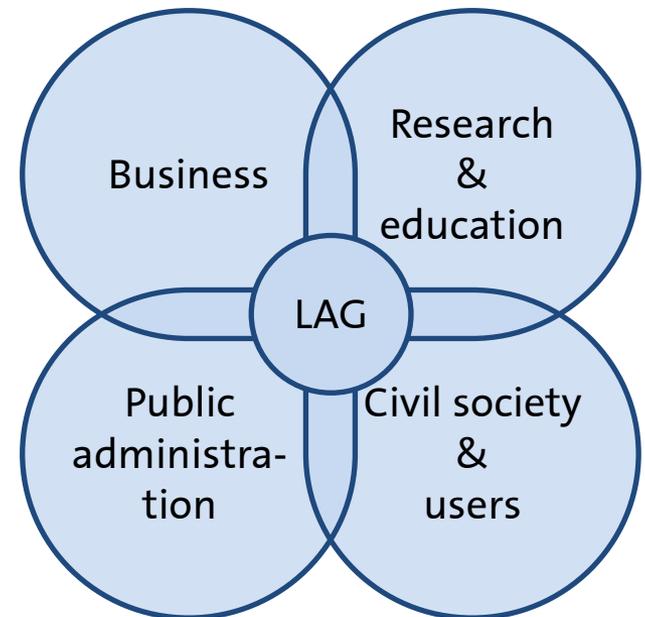


Smart+ governance model

- Addition of knowledge agents into traditional 3-way LEADER governance model
- **Co-responsibility, co-leadership**
- Catalysed by LAG
- Aligns with RIS3 Quadruple Helix model through LAG action

Action plan

- Shared vision
- Mission statement
- Action list for each impacted economic area
- Temporal planning, evaluation and monitoring plan



SIX ELEMENTS OF SMART LEADER



Innovation ecosystem

- Set of physical/online resources for the promotion of local innovation and support of Smart LEADER action plan
 - Workshops on co-creation, ideation
 - MOOCs on entrepreneurship, applied innovation
 - Pointers to external resources
- Should be fine-tuned by each LAG according to their territories' special needs, reuse is encouraged
- Open online window from the territory to the world

Evaluation and monitoring

- Part of Smart LEADER action plan
- Collateral effects to measure
 - Ability of the local territory to innovate and reach out to external opportunities

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SMART LEADER IMPACT ASSESSMENT



- What worked well
 - We got external knowledge agents heavily involved
 - We've managed to launch projects which otherwise wouldn't have happened
 - We've tapped into additional funding sources (operational groups) as leading partners
- What is not working yet
 - Innovation ecosystem is seldom used by private agents
 - Transformation is happening but still actively nurtured by LAG → partial initiative transfer to private sector



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THANK YOU FOR YOUR ATTENTION!



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GOBIERNO DE EXTREMADURA
Consejería de Agricultura,
Desarrollo Rural, Medio Ambiente y Energía



Con la Colaboración de la
DIPUTACIÓN
DE CÁCERES




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