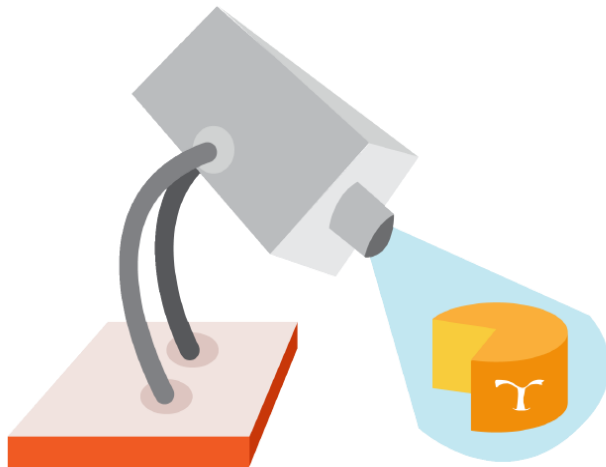




# SMART LEADER

## 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



CENTRO DE INVESTIGACIONES  
CIENTÍFICAS Y TECNOLÓGICAS  
DE EXTREMADURA



# 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**

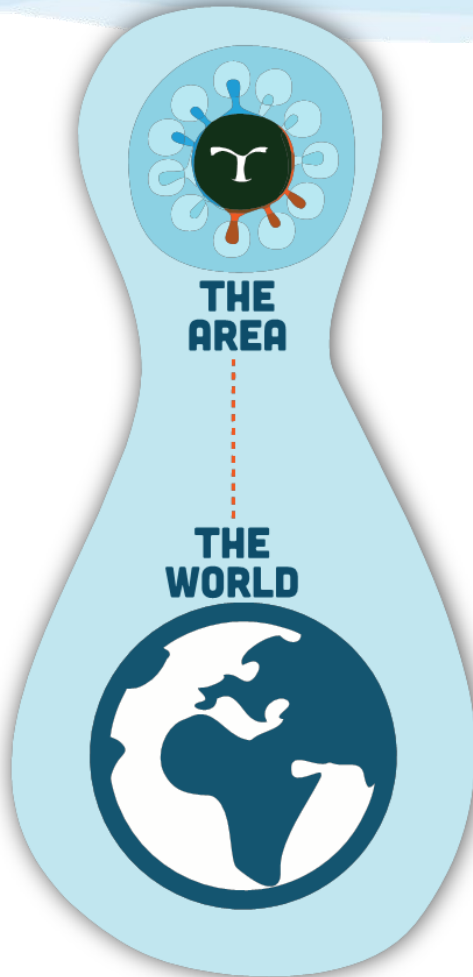


# STRATEGY–CONNECTED PRIVATE INITIATIVE PROJECTS



- **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?



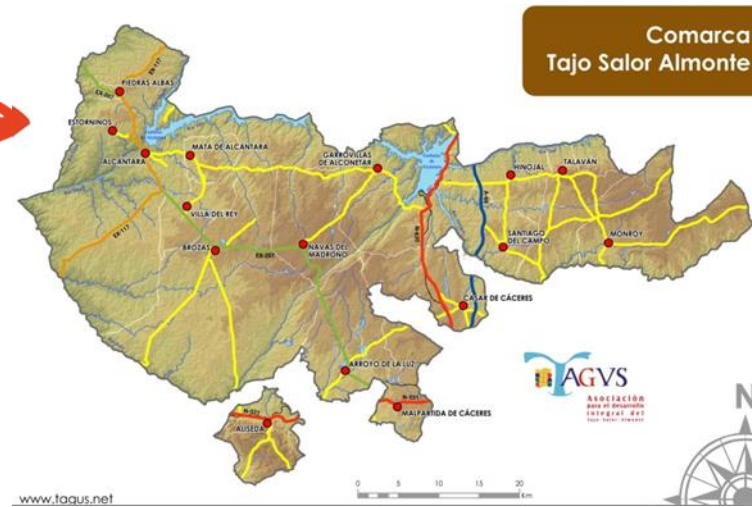
- Innovation is a critical aspect of all projects
- Heavy involvement of external knowledge actors
- Some projects receive external funding
- Most activities revolve around the area's flagship product: La Torta cheese
- Yet, ideas came up from bottom-up processes
- **In sum, there's an innovation strategy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



# THE AREA WE WORK IN: TAJO-SALOR-ALMONTE

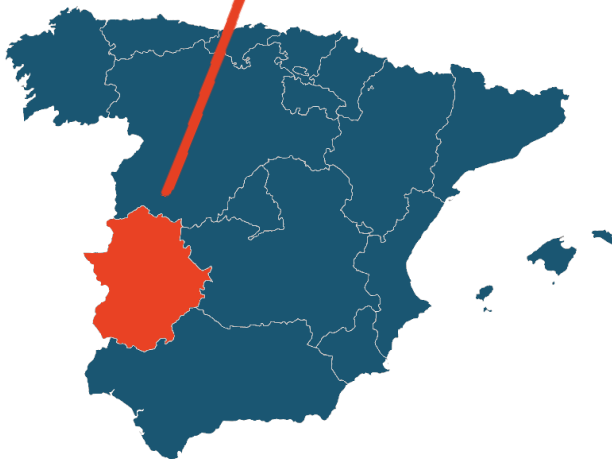


**EXTREMADURA**

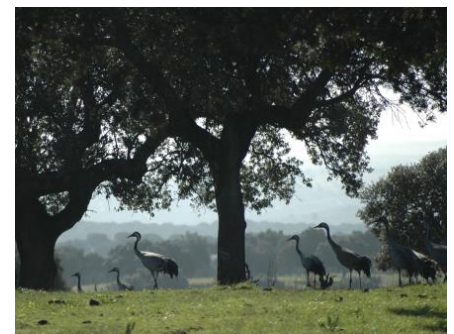


## TAJO-SALOR-ALMONTE

- 2,345 km<sup>2</sup>
- Sparsely populated
  - Pop 28,258, 12.05 people / KM<sup>2</sup>
- 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

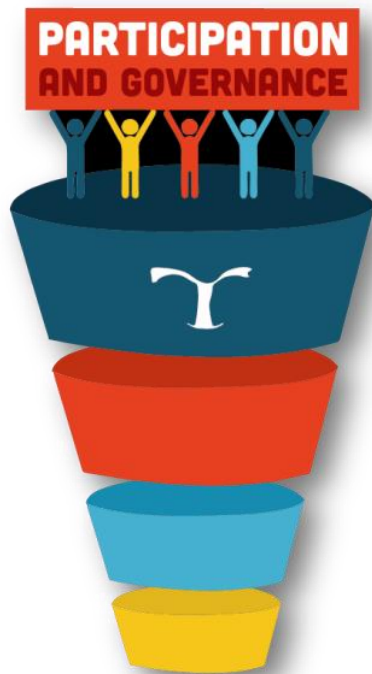
TOURISM  
SECTOR



# 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**

Co participation



Co leadership

Corresponsibility

**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](http://www.openlivinglabs.eu)
  - TAGUS:  
[www.tagus.net/ecosistema/](http://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

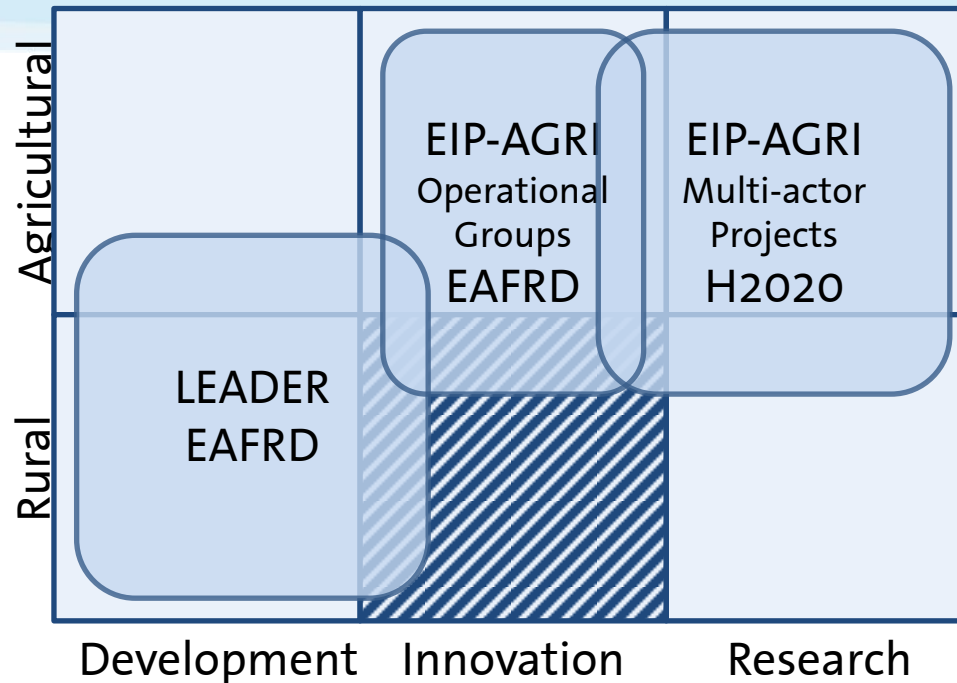
# THE RURAL MILE



- 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  $\neq$  agrifood
- Innovation  $\neq$  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

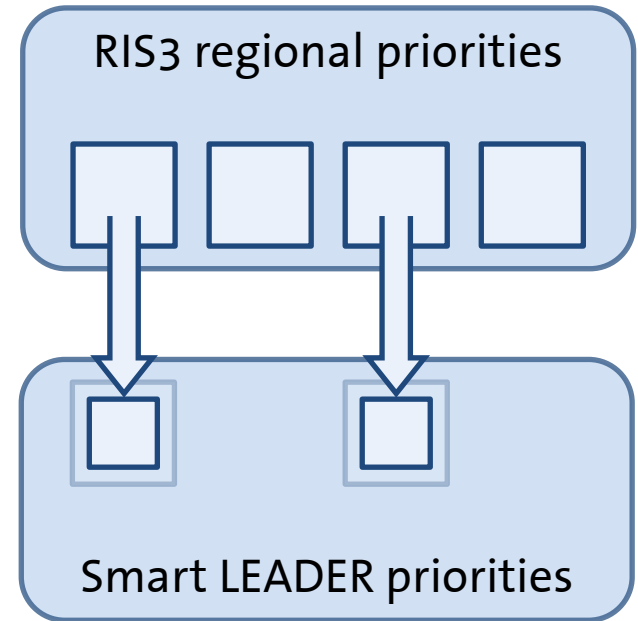


## Selection of comparative advantages

- 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

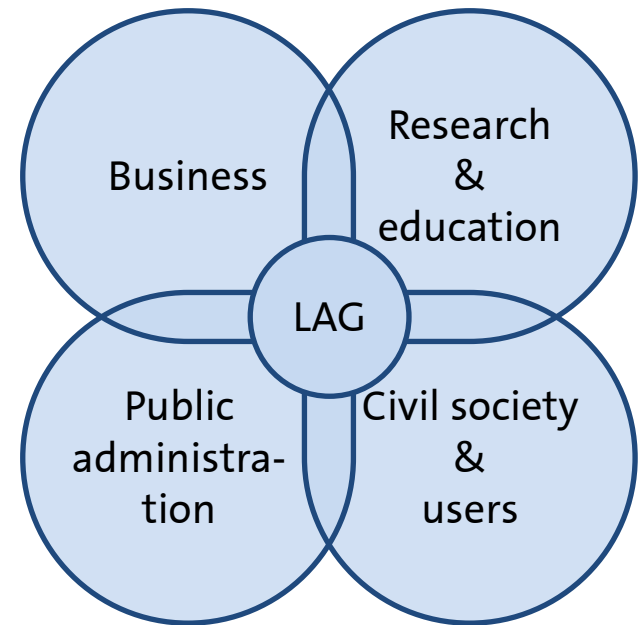


## Smart+ governance model

- 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





# SMART LEADER

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**THANK YOU FOR YOUR ATTENTION!**



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European  
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