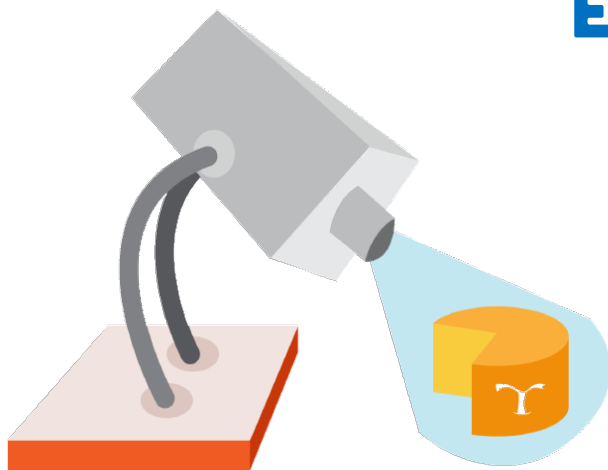




SMART LEADER

THE PATH FROM EXPERIENCE TO METHODOLOGICAL PROPOSAL

**ENRD WORKSHOP ON 'EXTENDING
LEADER INNOVATION'
FEBRUARY 22, 2017**

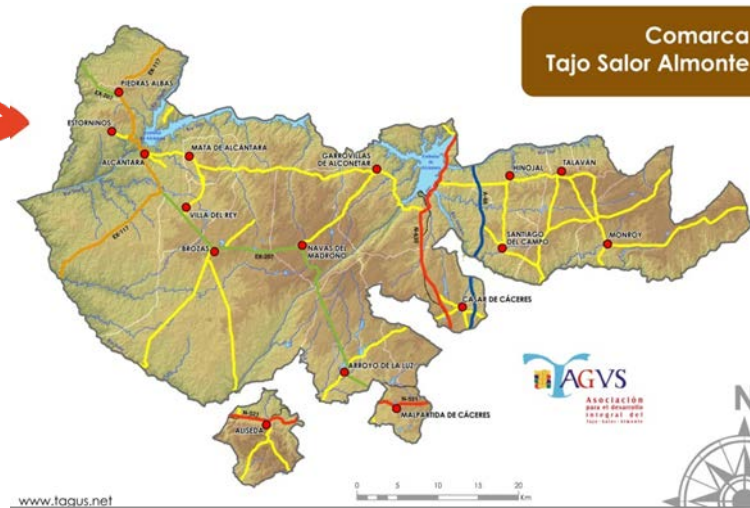


**M ÁNGELES MURIEL GONZÁLEZ
JOAQUIN M LÓPEZ MUÑOZ
TAGUS LAG, SPAIN**

THE AREA WE WORK IN: TAJO-SALOR-ALMONTE



EXTREMADURA



**Comarca
Tajo Salor Almonte**

AGVS
ASOCIACIÓN
GRUPA DE INVESTIGACIÓN
INTEGRADA EXT
TAJO-SALOR-ALMONTE

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



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


A NEW APPROACH TO INNOVATION IN TAGUS



**LOCAL
DEVELOPMENT**

**DIVERSIFICATION
(LEADER)**

**SMART
SPECIALIZATION**

- In 2014 we developed a local-level Smart Specialisation Strategy for the Tajo-Salor-Almonte area. Our LEADER activity now follows to parallel, complementary tracks 
- The strategy creation process had a highly participatory nature (more than 200 people involved) including both public & private agents with the aim of establishing a territory-wide *shared vision*
- We used the main concepts from Smart Specialisation to connect the LDS with other regional programmes for innovation and investigation. Two main drivers were used:
 - Selecting the competitive advantages of the territory
 - Attracting knowledge agents to LEADER's traditional governance model
- The process was greatly based on TAGUS' innovation ecosystem tools and resources

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 popular product?



AGRICULTURE
SECTOR

LIVESTOCK
SECTOR

MEAT AND
CHEESE
SECTORS

CONSTRUCTION
SECTOR

INDUSTRIAL
SECTOR

SERVICE
SECTOR

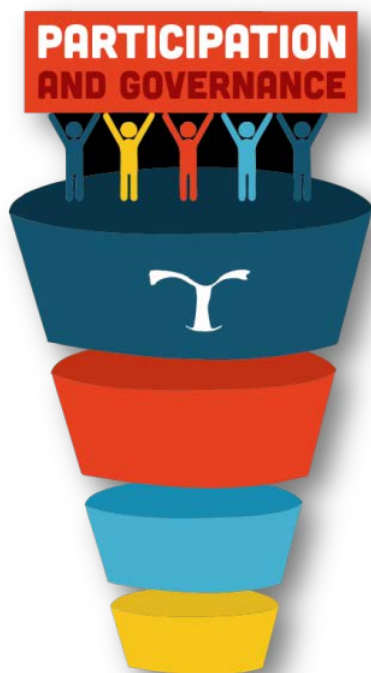
TOURISM
SECTOR



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



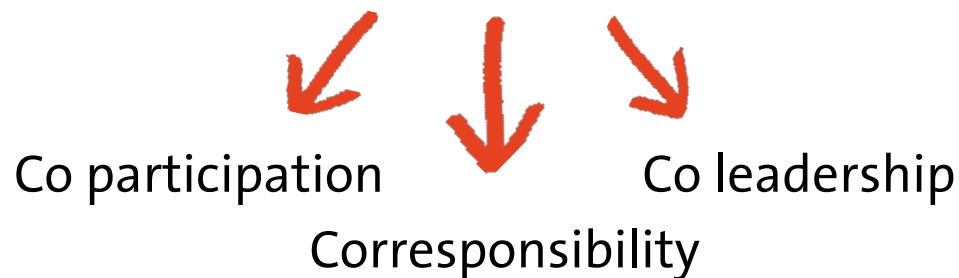
Improving traditional LEADER governance model



LAGS' GOVERNANCE MODEL



WE ADDED AGENTS OF KNOWLEDGE



TERRITORIAL GOVERNANCE FOR SMART SPECIALISATION: GOVERNANCE+

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



PRACTICAL RESULTS

SHEPHERDING SCHOOL: SECOND EDITION 2017

- 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



PRACTICAL RESULTS

HOLISTIC SHEPHERDING: EIP-AGRI PROJECTS



- To optimize sheep feeding
- Satellite to monitor pasture nutritional value
- 2 operational groups (regional & national levels)
- Connected with h2020 projects
- Model governance for smart specialisation: coleadership for cooperative



PRACTICAL RESULTS

INTRODUCTION OF THE INNOVATION ECOSYSTEM IN EDUCATION



- Support programs for entrepreneurship in primary and secondary education
- Generation of an idea pool for new business projects: BANK OF IDEAS
- Incorporation of digitisation and innovation (innovation ecosystem)



THE NEXT STEPS IN 2017 AND BEYOND



- **RURAL “START UP” FOR TAJO–SALOR–ALMONTE**

Annual program to promote innovative projects in the territory, with accompanying, including the financing (business angels, awards, coworking, etc...)



- **EUROPEAN AND REGIONAL CHEESE ROUTE**

In collaboration with the following private-public organisations



- **PROGRAM OF INNOVATION PRACTICES FOR YOUNG PEOPLE**

Support programmes for work practices in strategic lines of the specialisation activity to promote brain retention and work opportunities

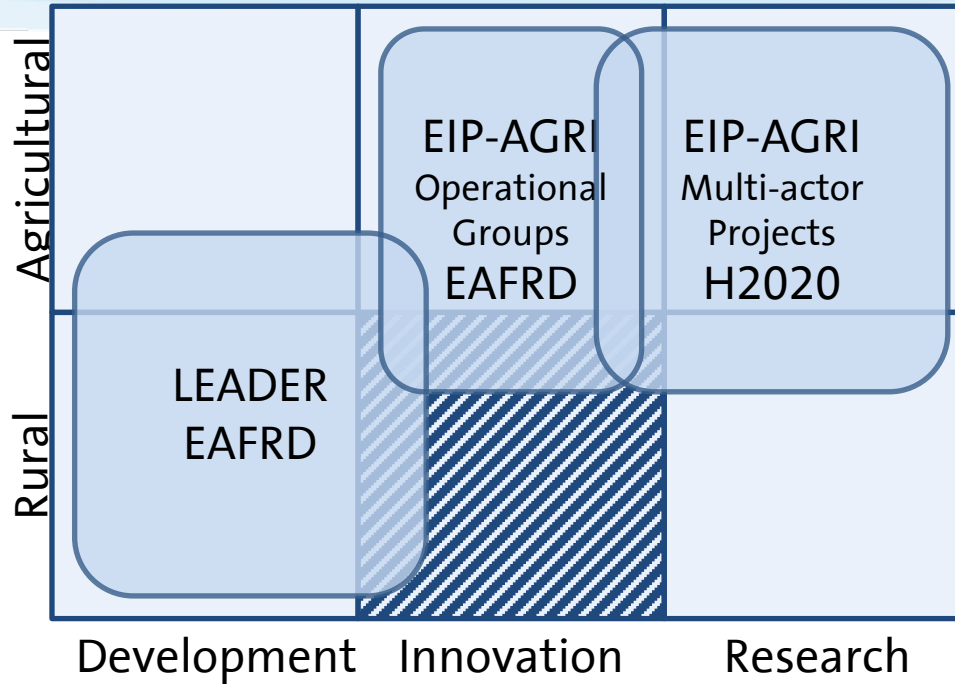
AN INTRODUCTION TO SMART LEADER

INCREASING IMPORTANCE OF INNOVATION AND LOCAL PARTICIPATION IN RURAL AREAS



- Europe 2020 goals of smart, sustainable and inclusive growth calls for an increased role of innovation and community-led development
- Rural areas should not be left behind
- European Countryside Movement call for EU Rural Whitepaper
- Committee of the Regions has expressed concerns about the state of innovation and modernisation in rural areas
- CLLD has been proposed as a general approach for other funds/policies outside LEADER

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

SMART SPECIALISATION AS A THEORETICAL FRAMEWORK FOR EFFECTIVE INNOVATION



- Smart Specialisation proposes that the I&R efforts of a geographical area be funneled through the selection of a limited number of priority areas for knowledge-based investments, focusing on the territory's strengths and comparative advantages.
- Identification of comparative advantages → entrepreneurial discovery process (EDP)
- Strong territorial base
- Quadruple Helix Model governance model (public administrations, businesses, knowledge agents, civil society)
- SS has been applied to several contexts
 - Regional level I&R plans: RIS3
 - City-level: e.g. 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

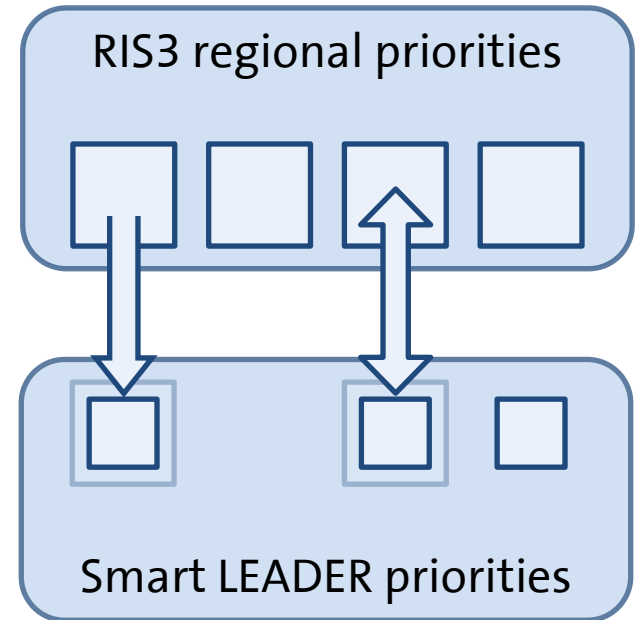


Selection of comparative advantages

- 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

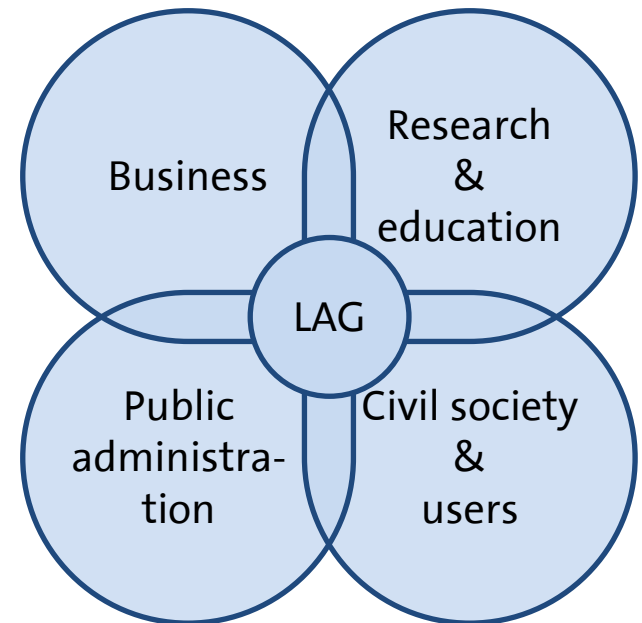


Smart+ governance model

- 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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THANK YOU FOR YOUR ATTENTION!



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