

S3P ON TRACEABILITY AND BIG DATA IN THE AGRIFOOD VALUE CHAIN



METHODOLOGY FOR ESTABLISHING THE EUROPEAN
PARTNERSHIP OF SMART SPECIALIZATION



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Authors:

Cecilia Gañán de Molina

International consultant. External expert of the European Commission in Regional and Urban policies.

Dr. Ruslan Rakhmatullin

Policy Officer, European Commission, Joint Research Centre (JRC), Seville, Spain.

Dr. José Emilio Guerrero Ginel

Full Professor Technical School of Agronomists. University of Córdoba, Spain.

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1. INTRODUCTION

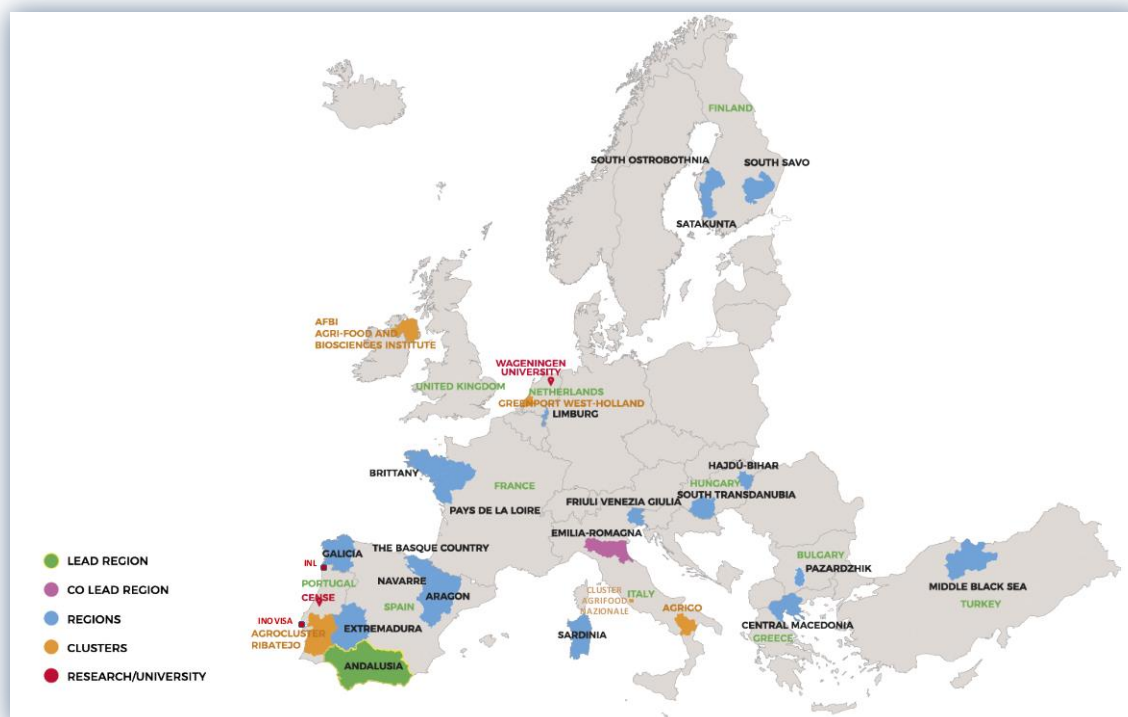
The agrifood sector is strategic for the European economy for both social and territorial cohesion between its regions, and for its internal and external relations. Furthermore, the EU is an essential player in world agricultural markets, and because of this, it is especially active in finding solutions to the complex challenges currently faced by the sector. At present, one of the most critical challenges for the agrifood chain, which requires greater interregional cooperation, is related to the digitization process and incorporating Big Data and cognitive techniques into decision-making and improving the sector's competitiveness.

The measures adopted by the interregional thematic partnership of smart specialization Traceability and Big Data (S3P T&BD) partnership throughout its founding have created a

THE INTERREGIONAL THEMATIC PARTNERSHIP OF SMART SPECIALIZATION ON TRACEABILITY AND BIG DATA WAS CREATED WITHIN THE FRAMEWORK OF THE EUROPEAN SMART SPECIALIZATION PLATFORM IN THE AGRIFOOD SECTOR, AND AROSE FROM THE PROPOSAL PRESENTED IN JUNE 2016 BY THE REGION OF ANDALUSIA TO AN OPEN CALL OF THE EUROPEAN COMMISSION. AFTER ITS APPROVAL, THE DIRECTORATE GENERAL FOR REGIONAL AND URBAN POLICY OF THE COMMISSION ENTRUSTED ANDALUSIA WITH THE TASK OF PROMOTING AND COORDINATING THIS THEMATIC PARTNERSHIP.

common vision and a shared action framework for 20 regional nodes. Each of these nodes acts as an ecosystem of accompaniment for digitalization, innovation, and the search for alliances - "regional micro-ecosystems" according to the quadruple helix- and a series of associate members, who are part of the partnership and therefore their knowledge and experiences can be incorporated, even though their respective regional administrations are not members of the network.

This document analyzes the methodologies used by the partnership since its creation; describes the milestones of establishing this network of regions in the form of an ecosystem of interregional innovation; and analyzes the central intangible values that preside over this cooperation network between regions, as well as the opportunities generated or reinforced by its creation.



**PARTNERS AND ASSOCIATE MEMBER OF THE THEMATIC PARTNERSHIP S3P AGRIFOOD TRACEABILITY AND BIG DATA.
TWENTY REGIONS AND NINE ASSOCIATE MEMBERS**

Three lines of work have been developed to analyze this process:

- Document review;
- Interviews with representatives of member regions and associate members;
- In-depth interviews with the leading and co-leading regions, as key informants on the dynamics of partnership creation.

The document is structured as follows: after the introduction, point two reflects the importance of the agrifood sector in the EU; later, we explain the origin of the initiative to create an interregional thematic partnership of Traceability and Big Data in the agrifood sector; point four addresses the path taken in establishing the partnership and identifies the methodology implemented from the initial model; next the current situation and the phases of the process pending implementation are presented; we analyze the results of the interviews in point six; and finally, points seven, eight, and nine respectively collect policy recommendations; learned lessons; and conclusions.

The document ends with the bibliographic references and the annexes that include the content of the interviews carried out in the member regions and with associate members.



2. THE IMPORTANCE OF THE AGRIFOOD SECTOR IN THE EU

The European agrifood sector is the key to generating employment and the future growth of many regions of the EU, as shown by the following figures:

- 10.8 million farmers
- 290,000 agrifood industries
- 129 billion Euros in European goods exported to the rest of the world

According to the technical report “Dynamics of Smart Specialization Agrifood Transregional Cooperation” (Ciampi-Cavicchi, 2017), currently, more than 120 smart specialization strategies (RIS3) are being implemented in Europe to strengthen the regional innovation potential and

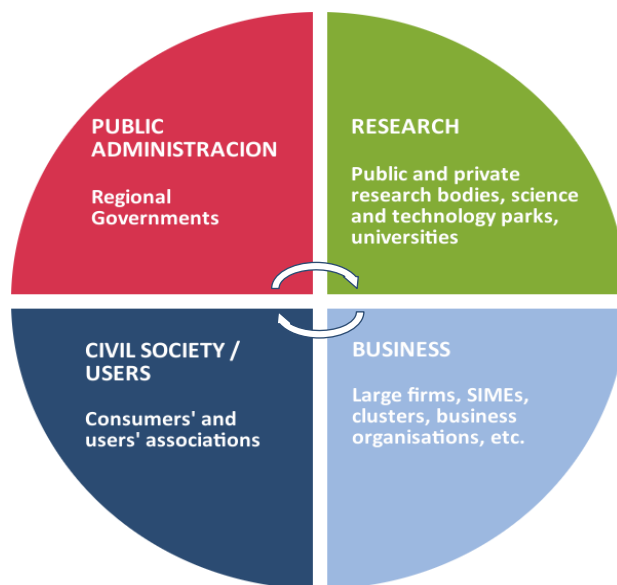


FIGURE 1. QUADRUPLE HELIX

increase their comparative advantage. And, within the range of selected smart specialization priorities, a total of 85 EU regions have identified agrifood production as one of their principal investment areas in their RIS3 strategies. In particular, among the most important priorities are the new agrifood technologies (53 countries and regions); followed by the agrifood sector, and tourism (49 countries and regions); and foods with higher added value (34 countries and regions).

According to the information provided by the regions that completed the creation of their respective regional nodes, approximately 720 quadruple helix institutions are currently part of the S3P T&BD partnership in the agrifood value chain.

The member regions in the partnership represent approximately 10% of the EU regions (NUT II level), and their associated agrifood sector is of vital importance in the European region¹:

1. 10% OF FARMS IN THE EU ARE IN THE ASSOCIATED REGION'S AREA.
2. 10% OF EU AGRI-INDUSTRIES ARE IN ASSOCIATED REGIONS' AREA.

¹ S3P T&BD Monitoring progress report. Reporting period: from 6th July 2016 to June 2018.



3. THE ORIGIN OF THE INITIATIVE

Given the high interest that strategic sectors (such as energy and industrial modernization or the agrifood sector) piqued in many European regions, the European Commission decided to boost joint investments to develop and innovate in these areas through the creation of three Smart Specialization Platforms (S3P):

- S3P Energy (2015)
- S3P AgriFood (2016)
- S3P Industrial Modernization (2016)

The smart specialization platform in the agrifood sector was launched in 2016, through the General Directorates of Regional Policy (DG REGION), the Joint Research Center, the General Directorate of Agriculture, as well as the Research and Innovation Directorate of the European Commission.

Since its creation, the agrifood platform S3P was created with a broad European vocation with the aim of complementing other initiatives that already existed at the EU level (EIP-Agri, H2020, Interreg, etc.).

Under this general umbrella offered by the S3P Agrifood platform to promote interregional cooperation among public and private investment projects, there are currently five thematic partnerships, with different levels of development:

- Traceability and Big Data
- Precision farming
- Smart sensors
- Consumer participation in agrifood innovation
- Nutritional ingredients

Although there are potential overlaps between them, we would like to point out a positive element, in that all of them have identified the urgency of working together to combat the challenges linked to the digitization of the agrifood value chain.

THE PRIMARY OBJECTIVE OF THE PLATFORM IS TO PROMOTE JOINT TRANSREGIONAL PROJECTS SO THAT THE REGIONS CAN USE AND COMBINE DIFFERENT REGIONAL, NATIONAL, AND EU INVESTMENT INSTRUMENTS, SUCH AS EUROPEAN STRUCTURAL AND INVESTMENT FUNDS (ESIF), COSME, AND HORIZON2020; AND ALLOCATE THEM TO FINANCE MATURE PROJECTS IN NEW AREAS OF GROWTH LINKED TO SMART SPECIALIZATION STRATEGIES.

4. THE PATH TAKEN TO ESTABLISH THE S3P T&BD PARTNERSHIP

In May 2016, DG REGIO organized a meeting in Brussels to learn about the potential interest among European regions in developing subareas of work within the Agrifood thematic platform. During this meeting, the idea proposed by the region of Andalusia regarding Traceability and Big Data was addressed, since it was identified as a shared need of the agrifood value chain, within the framework of its smart specialization strategy (RIS3) where



healthy eating and agri-industry had already been established as two of their priorities. Other regions within the scope of their respective RIS3 strategies identified and shared this need.

Thus, the mission of the smart specialization thematic partnership on Traceability and Big Data proposed establishing a framework to advance the digitalization of the European agrifood value chain, using digital technologies, and, at the same time, generating value and providing efficiency to all the regions of the EU. The fact that they had identified a decisive strategic challenge, at a time of global cultural change, and proposed a joint initiative that would generate competitive advantages, positioned the proposal in a timely and urgent context for the European regions.

THE FIRST PHASES OF THE METHODOLOGY TO ESTABLISH THE S3P T&BD PARTNERSHIP

IDENTIFY A STRATEGIC NEED & PROPOSE

In June 2016, a month later, Andalusia presented a proposal to the DG REGIO in which it expressed its interest in taking the initiative to lead this partnership. In July, four Andalusian Councils (the Ministry of Agriculture, Fisheries and Rural Development, the Ministry of Employment, Enterprise and Markets, the Ministry of Economy and Knowledge, and the Ministry of Health and Agency for Innovation and Development of Andalusia) sent a joint letter addressed to DG REGIO materializing that determination and shared commitment of the regional government in a transversal and participatory way. After the positive response received by DG REGIO, Andalusia began the process of building this partnership, following an agrifood innovation ecosystem model, both inside and outside the region.

The strong commitment coming from different sectorial departments of regional administrations, showed, from the beginning, strong leadership and an innovative model of governance and shared responsibility that offered a promising and solvent framework to start building the new partnership.

THIS PROVIDED A SOLID BASIS FOR GENERATING CONFIDENCE, BOTH INTERNALLY (AMONG REGIONAL ACTORS), AND EXTERNALLY (AMONG THE REST OF THE REGIONS INTERESTED IN PARTICIPATING IN THE EUROPEAN INITIATIVE); REFLECTING THE IMPORTANCE OF PROMOTING CROSS-CUTTING SUPPORT SCHEMES FOR STRATEGIC ISSUES AT THE EUROPEAN REGIONAL POLICY LEVEL.

THE TRANSFORMATIVE NATURE OF THE PROPOSAL WAS ALSO A CRUCIAL FACTOR IN ATTRACTING OTHER REGIONS. ON ONE SIDE, THE SECTOR AND PRIVATE COMPANIES WOULD BENEFIT FROM THE DEVELOPMENT OF NEW BUSINESS IDEAS AROUND THE CURRENT DEMANDS OF AGRI-INDUSTRIES AND CONSUMERS. THE PUBLIC ADMINISTRATION WOULD SEE AN IMPROVEMENT IN ITS DECISION-MAKING PROCESSES, THANKS TO NEW DATA AND INFORMATION ON THE VALUE CHAIN. AND CONSUMERS WOULD BENEFIT FROM ACCESS TO MULTIPLE SOURCES OF INFORMATION ABOUT THE LIFE CYCLE AND THE ENVIRONMENTAL FOOTPRINT OF THEIR FOOD.



4.1. INITIAL METHODOLOGY MODEL

The methodology scheme implemented by both the smart specialization platforms of industrial modernization and energy had been proposed by the Vanguard initiative², which currently groups 30 European regions that work in various areas of industrial modernization. This approach also inspired the European Commission to develop the Platform for Smart Specialization in Agrifood. The four stages of the process are the following:

- 1 LEARN.** Learning by mapping the potential of the regions in emerging value chains and identifying the key players;
- 2 CONNECT.** Connecting and looking for synergies between the actors;
- 3 DEMONSTRATE.** Demonstrate through implementing projects or solutions capable of bringing applications to the market;
- 4 COMMERCIALIZE.** Commercialization through coinvestment in commercial launches.

4.2. PREPARATION PHASE FOR ESTABLISHING THE PARTNERSHIP

Following the aforementioned scheme, Andalusia started on the journey of creating this new thematic partnership once it defined its strategic scope of action and searched for potential partners for projects in those priority areas.

The European Commission, aware of the difficulty of this first stage of exploring and mapping capabilities among potential partners, considered the possibility of offering expert support or advice to the leading regions of the thematic partnerships, depending on both the level of political and financial commitment that they had shown; as well as the relevance of the thematic area that had been proposed (especially taking into account that it was a transformative and innovative idea, with a clear added value, a sufficient level of detail, commercial interest, etc.).

The Region of Andalusia, as the leader of the S3P T&BD, was supported by external experts provided by the Joint Research Center of the European Commission (JRC), to launch the

thematic partnership; to develop the first scoping note; and later, to map regional capacities.

Scoping notes are references that inform about the partnership's key facts and progress. They also help to identify other regional partners, as well as possible synergies at the beginning of the process.

The Region of Andalusia prepared the first

THIS IS REPRESENTATIVE OF A GOOD PRACTICE OF THE PROCESS OF CREATING THE S3P T&BD TO SHARE WITH OTHER PARTNERSHIPS, THE FACT THAT THE LEADING REGION DECIDED TO INVOLVE COMPANIES, ACADEMIA, AND INDUSTRY IN THE STRATEGIC OBJECTIVES AS WELL AS IN THE DEFINITION OF THE INITIATIVE FROM THE BEGINNING, FACILITATING "TRANSREGIONAL PROJECTS" (CIAMPI ET CAVICCHI, 2017).

² <https://www.s3vanguardinitiative.eu/>



scoping note with the support of the external expert offered by the European Commission, taking into account a multidisciplinary approach with the participation of multiple actors.

The fact that the leading region strongly supported the scoping note was crucial. Since the initial phase, Andalusia allocated human and economic resources to form a special unit that worked together with the European expert both on the first situation notes, and on identifying actors in the Andalusian regional node (representing the quadruple helix), with whom the first meetings were also held. This allowed them to narrow down and validate the scope of the work to be undertaken by the thematic partnership.

Interestingly, in the initial phase of this thematic partnership, as pointed out by Ciampi and Cavicchi (2017), the first actors interested in the partnership were groups of companies, universities, or research centers, which, at that time, only held formal or symbolic links with the public organizations responsible for managing the regional smart specialization strategies. However, these local actors were able to engage their regional authorities and request their financial commitment.

Therefore, these first phases marked by the methodology model that guided the process, LEARN and CONNECT, were necessarily accompanied by a preliminary and crucial phase, and without which, such progress would not have taken place. That phase that we call LEAD resulted in a firm commitment of the leading region materialized not only in the explicit responsibility of the regional government and shared by several departments; but also in the effective allocation of resources, both human and material.

INITIAL PHASES OF THE PROCESS, COMPLEMENTING THE VANGUARD MODEL

IDENTIFY & PROPOSE

+

LEAD & COMMIT

POLITICAL COMMITMENT & HUMAN AND MATERIAL RESOURCES

4.3. IDENTIFYING POTENTIAL MEMBER REGIONS

For the search and selection of other regions and interested members, the leading region used the tools available on the JRC website of the European Commission, especially the Eye@RIS3³ that allowed for identifying regions that had already selected the agrifood sector and the digital technologies as key sectors in their RIS3 strategies. The support of the EURADA network of regions and previous contacts made with other regions at S3 international events were also useful sources for identifying partners.

³ <http://s3platform.jrc.ec.europa.eu/map>



In November of that same year, 2016, the search for partner regions had already given results, and fourteen responses came from regions that showed interest in participating in the alliance.

4.4. LAUNCHING THE PARTNERSHIP AND FIRST SCOPING NOTE

Starting from the bases described, with the analysis that led to the first drafts of the scoping note, and with the identification of interested or potentially interested regions, the thematic partnership began to develop. The initial mapping that was revealed in the scoping note showed that there was a sound basis for interregional cooperation in this area, with some 50 clusters working on food and ICTs, and confirmed the relevance of the initiative and the opportunity to link knowledge and experience in traceability, digital technologies, and business models based on data.

With the first potential partners identified, and the first draft of the future network, the regions participated in the launch meeting of the thematic partnership in Florence, in December 2016. At this event, Andalusia coordinated a parallel session to S3P Agrifood, which focused on the Thematic Association on Traceability and Big Data. This meeting resulted in agreements on the work areas of the partnership and the next steps.

KICK-OFF EVENT OF S3P ON
AGRIFOOD IN FLORENCE (ITALY).



As the member regions acknowledge, the meeting in Florence acted as a pivotal driver to start down the path of interregional partnership cooperation. New contacts were established, the existing ones consolidated, and the first proposals were presented during this meeting.

From that moment on, Andalusia, as a region that had conceptually initiated the thematic partnership on Traceability and Big Data, took on the commitment to transform such affinities



into active participation; and promoted the creation of a network of interregional cooperation of interested parties throughout Europe, starting with the final definition of the partnership's scoping note.

The possible content of scoping notes ranges from synthetic situation notes to more extensive and analytical notes that include context information, the scope of identified innovation areas, relevant actors in existing value chains, capacities in coordinating regions and partners, gaps in the market, etc. The S3P T&BD's scoping note succeeded in being ambitious in its content, as reflected in the index of topics that it covered in February 2017:

SCOPING NOTE "TRACEABILITY AND BIG DATA"

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Since its beginning, the S3P T&BD has followed a participatory methodology, first based on identifying the needs by the sector's own representatives (farmers, ranchers, agri-industries,



logistics and transport, retail and the end consumer), and involving all actors in the value chain (according to the quadruple helix approach⁴ that guides smart specialization strategies).

According to what was stated in Florence by the participants in the parallel session where the S3P T&BD initiative was presented, it was agreed that the leading region would provide strategic guidelines to identify the main actors in the respective regional agrifood nodes, in accordance with the quadruple helix. It was agreed that each region would work on identifying its regional stakeholders, which would allow for the creation of innovation ecosystems in each

SINCE THE FIRST SCOPING NOTE COLLECTED A LARGE NUMBER OF ASPECTS BOTH ON THE SCOPE OF ACTION AND EXISTING TECHNOLOGIES, AND ON SOME INITIAL IDEAS ABOUT POSSIBLE OBJECTIVES AND AREAS OF NETWORK ACTION, IT OFFERED THE PARTNERSHIP A SUFFICIENT DEGREE OF INFORMATION AND PROPOSALS TO ADVANCE WITH A FIRM BASE ON THE FOLLOWING STEPS OF THE PROCESS.

of them, in the agrifood sector, big data, and traceability. This document was prepared by the expert, who, at that time supported the partnership and was sent to all regions.

Furthermore, to formalize the regions' desire to participate in the network, Andalusia sent a "expression of interest" form, which had to be signed by a representative of their respective Regional

Government, and which would serve as a uniform document throughout the interregional network to formalize the commitment of each region.

At the beginning of 2017, just one month after the meeting in Florence, a survey was sent to all the regions that had already shown interest in belonging to the partnership. It was a form that was prepared in coordination with the EC expert provided by DG REGIO to provide support for regional mapping activities. The questionnaire was intended to help further develop the initial scoping note with the contribution of all member regions. The results of these surveys provided a general description of regional capacities and experiences throughout the partnership.

BREAKDOWN OF KEY ELEMENTS INCORPORATED BY THE S3P T&BD DURING THE LEARN PHASE

LEARN

PARTICIPATED SCOPING NOTE + MANDATORY MAPPING IN EACH REGIONAL NODE

The guidelines for the European regions concerning the surveys that were sent recommended that the response of each regional node be elaborated consensually among all of its actors (clusters, regional governments, technological and research organizations, universities,

⁴ In the spirit of RIS3 and to promote the entrepreneurial discovery process, the involvement of stakeholders should include not only the so-called triple helix of academic, public, and business spheres, but also users and the wider civil society (quadruple helix).



companies). In most cases, the answers were agreed upon by at least the regional authorities and the research and innovation organizations, representing good practice concerning the legitimacy that this type of innovative ecosystem requires.

4.5. FIRST TECHNICAL MEETING OF THE PARTNERSHIP

With the results of the surveys received; the first scoping note; and the first steps in identifying regional actors by each member in their regional nodes; the first technical meeting of the partnership took place in Seville on March 28 and 29, 2017. More than 40 participants from 14 European regions presented their regional innovation strategies related to Traceability and Big Data, as well as successful pilot projects implemented in this area.



THE FIRST
TECHNICAL
MEETING OF THE
PARTNERSHIP HELD
IN SEVILLE IN
MARCH 2017

The results of the surveys were presented during the meeting by the expert from the Commission who supported the partnership at that stage. They revealed both the challenges that the regions saw as the most important for digitizing the agrifood value chain; and the thematic priorities on which the regions agreed to work, which finally defined the four agreed on areas of work:

WORKING AREA 1.	Life cycles of the value chain.
WORKING AREA 2.	Smart moitoring of the value chain to improve the agrifood sector's global competitiveness.
WORKING AREA 3.	Incorporate the consumer experience and the different operators in the decision-making processes in the food chain.
WORKING AREA 4.	Open data, interoperability, data governance, information security and cybersecurity.

On the one hand, in the area of governance, the answers given by the regions to questions related to the preferred organization schemes helped draft the first proposal.

Emilia-Romagna was designated as the co-leader region of the partnership, a decision based on criteria related to its capabilities, the availability of a support structure in the form of a cluster, its experience with the subject, and its willingness to cofinance actions.



Aspects related to communication channels were also part of the agenda and proposals were presented. The member regions agreed to create mechanisms to support the information flow between the regions (a unit in the cloud to share documents and create a profile for the partnership on the social network: Twitter).

In addition to the wide range of topics discussed and debated during this meeting, the leading region also presented the results of the analysis work it had done on identifying potential sources of funding for future projects to be developed in the area of the partnership.

The discussions held during the first technical meeting of the partnership in Seville were participatory and enriching; and they marked a milestone in the process, which the regions identified as one that generated the highest degree of belonging among the regional actors of the thematic partnership.

THE PROACTIVE WORK OF EXPLORING OPPORTUNITIES AND PRESENTING VALUABLE PROPOSALS FOR THE MEMBER REGIONS WAS VITAL TO CONSOLIDATE THE PARTNERSHIP. THE LEVEL OF INITIATIVE, DOCUMENT PREPARATION AND COMMITMENT FROM THE LEADING REGION HAS ALSO BEEN VALUED THROUGHOUT THE PROCESS BY THE REPRESENTATIVES OF THE EUROPEAN COMMISSION; AS PER THE MEMBER REGIONS IN THE INTERVIEWS CONDUCTED FOR THIS REPORT.

4.6. APPROVING THE GOVERNANCE MODEL AND THE SEARCH FOR FIRST OPPORTUNITIES

At the European Smart Regions 2.0 Conference held in Helsinki on June 1 and 2, 2017, the S3P T&BD partnership actively participated. On the one hand, it took part in the parallel session on “Investing in agrifood”, in which the thematic partnership's work that had been carried out up until then was presented; and on the other, organized an open networking/matchmaking event for the partners of the partnership who were present at the Conference. Here, the progress that had been made since the last meeting of the regions was shared, from the first Technical Meeting held in March in Seville.

REPRESENTATIVES OF THE PARTNERSHIP ON TRACEABILITY AND BIG DATA AT THE MEETING SMART REGION 2.0 IN HELSINKI





THE HELSINKI CONFERENCE CONFIRMED THE COMMITMENT OF THE REGIONS WITHIN THE PARTNERSHIP WITH THE ORGANIZATIONAL PROPOSALS PRESENTED AND REPRESENTED A MILESTONE IN WHICH THE GOVERNANCE FRAMEWORK WAS APPROVED, ESTABLISHING THE PROCEDURES AND RESPONSIBILITIES OF THE REGIONS WITH REGARD TO THE ESTABLISHED AREAS OF WORK.

During this meeting, the final governance scheme was presented, once the deadline for the regions to send their comments or contributions to the proposal, which the leader region had submitted after the Seville meeting, had elapsed; and the first ideas about possible pilot projects were also presented.

Finally, the expert from the Commission that supported the partnership at that time presented the importance of mapping the relational capital in this type of association to the partners, an issue that was well-received and considered a new work area for the Action Plan.

Between June, in which the Helsinki Conference took place, and November 2017, the regions continued to develop the work plan with the aim of organizing and scheduling all the works that ought to take place in the medium term, such as proposing and selecting pilot projects.

To develop this task, a participatory methodology was followed, which involved all the partners and members of the nodes/ regional centers in the decisions. The tasks were divided between the leader and the co-leaders of the specific work areas.

Over those months, the partnership participated in numerous events to publicize the initiative, and several pilot projects and demonstration cases were identified as potential projects.

Furthermore, communication channels remained open and active, and the partnership actively responded to opportunities that arose both to participate in calls for European programs: Interreg, H2020, etc.; and to actively participate in regional events in that area.



ANDALUSIA AND EMILIA ROMAGNA, LEADER AND COLEADER OF THE S3P TRACEABILITY AND BIG DATA, ON THE EXHIBITOR DURING THE HELSINKI MEETING



THE VICE-MINISTERS OF AGRICULTURE, FISHERIES AND RURAL DEVELOPMENT AND ECONOMY AND KNOWLEDGE WELCOMING THE REGIONAL STAKEHOLDERS IN THE SECOND MEETING OF THE ANDALUSIAN REGIONAL NODE HELD IN SEVILLE IN JULY 2017.



OF PARTICULAR RELEVANCE WAS THE MEETING HELD IN ANGERS, PAYS DE LA LOIRE, IN OCTOBER 2017. THE FIRST MEETING OF REGIONAL ACTORS OF THE PARTNERSHIP TOOK PLACE THERE AND WAS ORGANIZED TO COINCIDE WITH THE ESA CONNECT 2017 EVENT, TO INCREASE SYNERGIES BETWEEN THE NETWORK OF ACTORS FROM THE S3P T&BD REGIONS, AND NEW REGIONAL PLAYERS, IN THIS CASE FROM FRANCE, LINKED TO THE AGRIFOOD VALUE CHAIN. THIS REPRESENTS GOOD PRACTICE SINCE IT CONFIRMS THE SHARED VALUE THAT PRESIDES OVER THE INITIATIVE THAT THE PARTNERS TOOK ON, BY PROMOTING, WHEN THE OCCASION PERMITS, MEETINGS THAT INCREASE THE INTERACTIONS AND THE VISIBILITY OF THE PARTNERSHIP BY CONNECTING IT WITH REGIONAL EVENTS AND INTEREST MEETUPS.

4.7. CONSOLIDATING THE PARTNERSHIP AND ITS WORKFLOWS

Since the beginning of 2018, the Agrifood platform S3P has focused on strengthening and formalizing the workflow, scoping notes, mapping and identifying complementarities among the regions participating in the partnership.

On June 11, 2018, the semiannual meeting of the Agrifood Working Group of the S3P Platform took place in Seinäjoki, Finland, which included representatives from the European Commission and the JRC, as well as experts and representatives from the thematic partnerships that work within the framework of the Platform. During this meeting, each one's progress was presented, and the relevant advances of the S3P T&BD partnership were highlighted.

MEETING OF THE
AGRIFOOD WORKING
GROUP OF THE
PLATFORM S3P IN
SEINÄJOKI IN JUNE 2018



AFTER ALMOST TWO YEARS FROM THE BEGINNING OF S3P T&BD'S JOURNEY, IT CAN BE SAID THAT THE FACT THAT THE PARTNERSHIP HAS WORKED TO ELABORATE AN ACTION PLAN AND A SHARED GOVERNANCE, REPRESENTS A VALUABLE ASSET AS DEMONSTRATED BY THE DEGREE OF COHESION ACHIEVED DURING THIS TIME. ALSO WORTH MENTIONING IS ITS POSITION OF COMPETITIVE ADVANTAGE WHEN IT COMES TO BEING THE BENEFICIARY OF NUMEROUS PROJECTS SUBMITTED TO EUROPEAN CALLS FOR PROPOSALS: INTERREG EUROPE; PILOT ACTION LAUNCHED BY DG REGIO; PARTICIPATION IN SEVERAL PROJECTS SUBMITTED TO THE H2020 PROGRAM; ETC.



4.8 ACTION PLAN FOR THE PARTNERSHIP

The structure of the partnership work plan on traceability and big data in the agrifood sector consists of seven chapters that contain the actions that will be generated in this plan.

CHAPTER 1: Governance, coordination, and management.

CHAPTER 2: Analysis and diagnosis.

CHAPTER 3: Strategic connectivity and financing.

CHAPTER 4: Capacity development.

CHAPTER 5: Work areas of the T&BD alliance:

Working area 1: Life cycles of the value chain.

Working area 2: Smart monitoring of the value chain to improve the overall competitiveness of the agrifood sector.

Working area 3: incorporating the consumer experience and different operators in the food chain decision-making processes.

Working area 4: Open data, interoperability, data management, and information security and security cybernetics.

CHAPTER 6: Communication and distribution.

CHAPTER 7: Monitoring and evaluation.

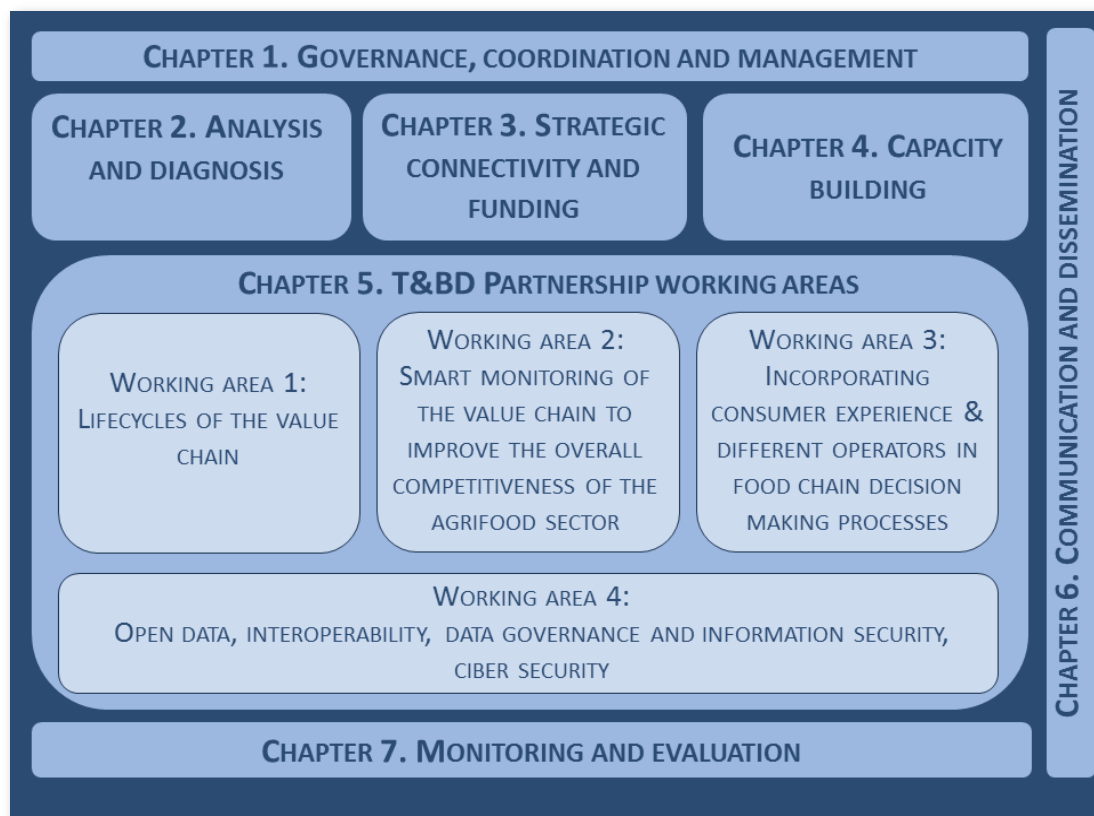


FIGURE 2. STRUCTURE OF THE S3P T&BD WORK PLAN



As pointed out by Cavicchi and Ciampi (2016), regional innovation strategies need to develop innovative governance models that reflect the needs of the regions and serve as a tool to support cooperative behavior on behalf of the actors.

IT IS IMPORTANT TO NOTE HOW THE S3P T&BD PARTNERSHIP, WITHIN THE FRAMEWORK OF THE WORK SCHEME PROPOSED IN THE ACTION PLAN, ESTABLISHES CLEAR AND PRECISE INSTRUMENTS OF ROLE DISTRIBUTION AND RESPONSIBILITY. THUS, IT IS SUGGESTED THAT EACH WORK AREA BE LEAD BY A REGION, RESPONSIBLE FOR DIRECTING, PROMOTING, AND DEVELOPING THE CORRESPONDING ACTIONS, AS WELL AS IDENTIFYING A SERIES OF PILOT DEMONSTRATION CASES RELATED TO THE SUBJECT AND THE FOCUS OF EACH OF THESE THEMATIC PACKAGES.

This multilevel governance scheme and distributed leadership is a particularly relevant element in the process of building the S3 partnership, whereby, it denotes the shared will of all of its members to advance together, sharing value and responsibilities.

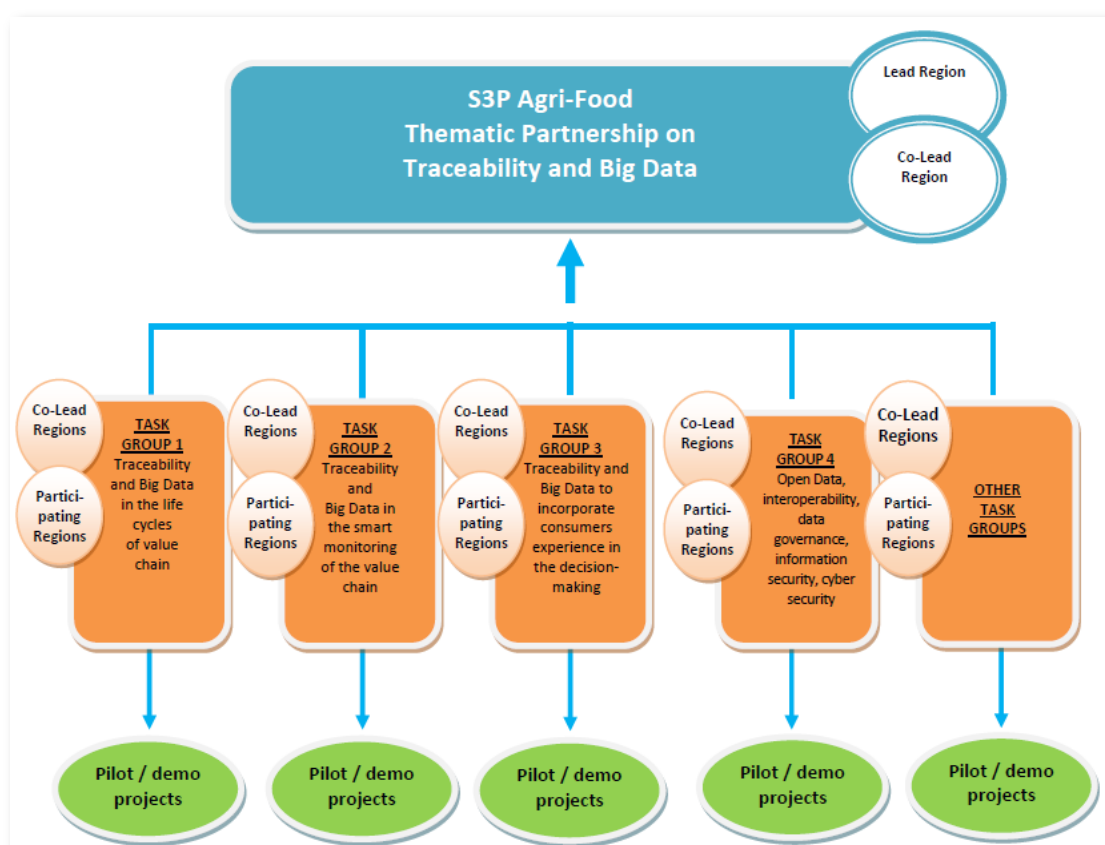


FIGURE 3. MODEL OF GOVERNANCE OF THE PARTNERSHIP



WORKING AREA	REGION IN CHARGE	INVOLVED REGIONS	OTHER ACTOR
WORKING AREA 1: LIFECYCLES OF THE VALUE CHAIN	Emilia-Romagna Aragon	All regions	Quadruple helix members of regional nodes
WORKING AREA 2: SMART MONITORING OF THE VALUE CHAIN TO IMPROVE THE OVERALL COMPETITIVENESS OF THE AGRIFOOD SECTOR	Pays de la Loire	All regions	Quadruple helix members of regional nodes
WORKING AREA 3: INCORPORATING CONSUMER EXPERIENCE & DIFFERENT OPERATORS IN FOOD CHAIN DECISION MAKING PROCESSES	Friuli-Venezia-Giulia	All regions	Quadruple helix members of regional nodes
WORKING AREA 4: OPEN DATA, INTEROPERABILITY, DATA GOVERNANCE AND INFORMATION SECURITY, CYBER SECURITY	Friuli-Venezia-Giulia	All regions	Quadruple helix members of regional nodes

FIGURE 4. WORKING AREAS OF THE PARTNERSHIP WITH COORDINATING REGIONS IN EACH CASE

THE MEASURE OF THE PROGRESS OF EACH OF THE ORGANIZATIONAL ASPECTS, NOT ONLY AT THE INTERREGIONAL PARTNERSHIP LEVEL BUT ALSO IN EACH OF ITS WORK AREAS DENOTES A HIGH DEGREE OF COMMITMENT IN THE MEMBER REGIONS OF THE PARTNERSHIP TO MOVE FORWARD UNDER A COMMON SCHEME OF RESPONSIBILITY, TRANSPARENCY, AND EFFICIENCY, OF WHICH PREVIOUS MODELS DID NOT EXIST. WITHOUT FORGETTING ANY DETAIL OF THE TASKS ENTRUSTED IN EACH CASE, NOR OF THE DUTIES RELATED TO COMMUNICATING WITH THE REST OF MEMBERS. THIS PROACTIVITY AND THE ROBUSTNESS OF THE ORGANIZATIONAL STRUCTURE ARE OUTSTANDING ELEMENTS THAT HAVE BEEN PART OF THE WAY S3P T&BD OPERATES SINCE ITS FOUNDING.

A description of the specific tasks that each region is responsible for in its work area, which it must take on. This is also made explicit in the Action Plan, which describes the tasks to be taken in detail. In this way, it is established that each Working Group will have a Technical Secretariat financed with its own resources or financed by the project, and in contact and coordination with the general technical secretariat of the partnership.

The content that must be included in each action plan of the corresponding work area is also detailed in the Action Plan. It must include minimum content, which includes

identifying at least five pilot projects of interest, related to the subject area in question. This identification must be supported by at least three partners of the partnership who are interested in participating in the proposed projects.

Likewise, in this scheme, it is suggested that the coordinating regions of the four work areas carry out a series of communication and training events about the work developed in their



area; as well as an annual report that informs every member of the partnership about the progress made in this field.

Interregional collaborative actions with other S3 partnerships and platforms have also been considered with the methodology carried out by the S3P T&BD.

- Previous information and experiences are exchanged with both the S3 thematic Energy and Industrial Modernization platform;
- Specific experiences of connecting with companies at a regional level are organized (study visits to Portugal organized by Consulai, identifying commercial cases, participating in several H2020-RUR calls with companies of regional nodes, among others).

On the other hand, the wealth of the partnership also comes from the diversity of its member regions and their actors. The regions of the EU-13 Member States are part of the S3P T&BD partnership (Hadju-Bihar-Hungary; Southern Transdanubia Hungary- and Pazardzhik -Bulgaria). These last two are also members of the recently approved Interreg project "REGIONS 4FOOD". The Bulgarian region of Pazardzhik also participates in the Smart Pilot action: interregional partnerships for innovative projects, supported by DG REGIO of the European Commission. Among them, there is finally a region of an EU-28 country, the middle Black Sea region of Turkey, which participates in the network's discussions and documents.

4.9. SUMMARY OF THE METHODOLOGY MODEL FOLLOWED BY THE PARTNERSHIP IN ITS FIRST PHASE

In view of the process carried out by the S3P T&BD in the construction of an interregional ecosystem of innovation on the agrifood value chain, we can conclude that, although it started from a specific methodology model, specified by the Vanguard initiative with four main phases, the path taken by this thematic partnership, up to now, allows us to conceptualize and identify the relevance of other stages, which either, do not explicitly appear in the Vanguard model, yet, in light of our research, have been revealed as key elements for the progress of the initiative; or they are not sufficiently developed within the factors that are decisive for their success.

This process would then be made up of an initial phase, prior to the LEARN phase, which must come from identifying a topic of strategic interest and be relevant enough to allow for shared work among several European regions (IDENTIFY); followed by a firm proposal that renders the creation of an interregional partnership that works on this issue (PROPOSE).

Once these previous two phases have been carried out, and before the beginning of the LEARN phase, we believe it is essential to highlight the need to start with a previous phase. This phase conceptually has to precede LEARN, and that is LEAD, or acknowledging a sufficient and robust leadership that is explicit and accompanied by the commitment to allocate human and material resources to the leadership of that initiative.



Once the strategic identification of the issue has been carried out, and the proposal has been transmitted and approved, and sufficient leadership has been guaranteed, the LEARN phase begins, in which the process implemented by the S3P T&BD incorporates a particularly participatory accent in preparing the initial scoping note. This is achieved with the contributions made by the quadruple-helix agents in meetings held with the leading region and the European expert in charge of carrying them out.

After the LEARN phase, the process continues with the phase suggested by Vanguard, CONNECT, although it also makes valuable contributions, such as the constant commitment to guide the member regions along the different stages of the process. Thus, in the stakeholder mapping exercises, the leading region together with the Commission expert prepared a guidance document to identify the stakeholders in each of the regional nodes.

Together with this, ensuring that a critical mass of sufficiently relevant actors is obtained is also part of the scheme that follows. The complex challenges addressed in the partnership must be addressed with sufficient regional volume.

BREAKDOWN OF KEY ELEMENTS INCORPORATED TO THE CONNECT PHASE

CONNECT

RELEVANT CRITICAL MASS & PROVISION OF GUIDELINES AND ORIENTATIONS

As a non-explicit stage in the Vanguard methodology, but whose visibility seems essential for us to highlight in the process undertaken by the S3P T&BD, which is EXPLORE, a transversal and constant phase since the beginning. This has allowed us, apart from the work of a specific team from the leading region, to assign the tasks of coordinating the interregional partnership, directly dependent on the Deputy Minister of Agriculture of Andalusia, carry out a constant search for initiatives and opportunities to finance the partnership projects at the European level. Furthermore, this task force has prepared documents, drafts, and work proposals for the Partnership Action Plan or responded to valuable European initiatives or calls for bids for the member regions.

TRANSVERSAL PHASE OF THE METHODOLOGY PROCESS OF CREATING THE S3P T&BD

EXPLORE (MAINSTREAM ACTION)

EXPLORING AND SHARING STRATEGIC CONTENT & DRAFTING DOCUMENTS AND PROPOSALS



5. CURRENT SITUATION: THE PROCESS UNDERGONE DURING THE DEMONSTRATE AND COMMERCIALIZE PHASES

After completing the LEARN and CONNECT phases last year during the first half of 2018, the partnership started its DEMONSTRATE phase.

5.1. DEMONSTRATION PHASE

During the DEMONSTRATE phase, identifying and preparing pilot projects, defining the financial situation, the potential commercial plan, or standardization needs to take place. The previous phases: LEARN and CONNECT need to be sufficiently developed to advance with a reasonably firm base during this stage.

In this phase, again, it is essential to demonstrate that both the leading region, the co-leading region, and the leading regions of the different work areas continue to be the driving force of the partnership, since the partners have to look for ways to consolidate their alliances as opportunities to carry out projects with results (both private and public).

The most important events and results promoted during this period went precisely in the direction of responding to these challenges:

- Identifying a portfolio of more than 150 pilot projects of interest that could be developed within the framework of the partnership and that would be developed within the association.
- Participating in several workshops and events to raise awareness of the work carried out in creating an ecosystem to support innovation and digitalization of the agrifood sector in Europe.
- Connecting more than 700 actors taking a quadruple helix approach.
- Participating in three projects submitted to calls for bids for the H2020 program (RUR-02, RUR-04, and RUR-12).
- In June 2017, seven regions of S3P T&BD presented the REGIONS 4FOOD project in the third call for proposals of the Interreg Europe program. The project was approved in March 2018. Its implementation will allow the partnership to advance in the consolidation of a Communication Plan, in the mapping of the network's relational capital, and in improving other policy instruments linked to digitizing the agrifood sector.
- Approving the project "RUR-12: SmartAgriHubs" for the digital transformation of the European agrifood sector.
- In December 2017, the S3P T&BD was also selected by the Commission as one of the eight S3 thematic partnerships that would receive support in preparing innovative investment projects in areas of smart specialization.
- In June 2018 the launch meeting of the Interreg project, REGIONS 4FOOD, took place in Malaga (Spain), where the first version of the Partnership Communication Plan to be



carried out within the framework of this European project was presented, as well as the path to define maps of relational capital of the member regions.

Once those projects are launched, the final phase of the process: commercialization and scalability will begin.

5.2. COMMERCIALIZE PHASE

After the pilot project demonstration phase, we arrive at the final phase in which the applications or pilot projects tested have to be introduced onto the market. It is expected that the partnership's participation in the European Commission's Pilot Action to support innovative project investments will identify the main difficulties that this commercialization could entail.

This phase is what, initially, closes the circle of interregional cooperation and should yield results in terms of opportunities for wealth, employment and greater competitiveness, both for the regions involved and, in general, for strengthening territorial cohesion and the European economy.

6. MAIN RESULTS OF THE INTERVIEWS WITH THE MEMBER REGIONS

Through the analysis of this case study, and the document review carried out, we have been able to decipher what steps and actions were vital in the process of building an innovation network with such extensive and diverse public and private agents; and how joint progress was made towards achieving a common organizational scheme in search of shared value. Additionally, the interviews conducted with the member regions have been what allowed us to

THE PROCESS UNDERTAKEN BY THE S3P T&BD ON ITS JOURNEY HAS ALLOWED FOR, AS WE HAVE ALREADY MENTIONED, ESTABLISHING A COMMON FRAMEWORK OF VISION AND ACTION SHARED BY 20 REGIONAL NODES (ACTING AS INNOVATION ECOSYSTEMS, ACCORDING TO THE QUADRUPLE HELIX) AND OTHER ASSOCIATED MEMBERS. THIS REPRESENTS A REMARKABLE LEVEL OF SCALE TO FACE THE CHALLENGES INVOLVED IN THE DIGITIZATION OF THE EUROPEAN AGRIFOOD VALUE CHAIN.

obtain a broader and more valuable perspective on the intangible strategic assets of the partnership; and about the lessons learned throughout the process.

The main characteristics of the methodology for creating this partnership, in agreement with the member regions, have been: strong public leadership; a common starting point: the agrifood sector as a regional investment and innovation priority and the urgent need to digitize the

value chain; shared responsibilities within the framework of an agreed Action Plan; identifying key actors with authority, connections, and relevant social skills.



Rakhmatullin, Stanionyte, and Mariussen (2016, p.78)⁵ suggested a series of motivations for which the regions consider the possibility of opening their smart specialization strategies: access to broader business networks with greater knowledge; obtain the necessary research capabilities; access other markets; expand business opportunities; combine complementary strengths; and join global value chains.

In the case of the main elements that contributed to the participation of the regional agents in the S3P T&BD partnership, they partially coincide, especially concerning access to an extensive network of opportunities and knowledge. Above all, the regions pointed out the following factors: the experience of joint projects, belonging to the chain, the utility of the initiative, and the incentives of representation.

As shared by the regions, the partnership is considered to be a place for experimentation with new models of collaboration and mutual learning. However, at first, the proposal was not well understood and looked like a “bureaucratic issue”. Regional officials needed to explain to regional actors the benefits of participating in the initiative. Some regions indicated that even the different departments of the regional administration interpreted the initiative differently. This was one of the difficulties encountered at the beginning of the process among the regions.

SINCE INITIALLY THERE WAS SOME CONFUSION ABOUT THE REAL POTENTIAL OF THIS TYPE OF S3 THEMATIC PARTNERSHIP, THE STRONG POLITICAL COMMITMENT BY FOUR REGIONAL MINISTERS OF ANDALUSIA, AS THE LEADING REGION OF THE S3P T&BD WAS ESSENTIAL BOTH INTERNALLY AND INTER-REGIONALLY, AND PROVIDED THE NECESSARY CONFIDENCE TO INITIATE THE PROJECT LAUNCH. HERE THEY AGREED TO THE AVAILABILITY OF A REGION AS CO-LEADER OF THE PARTNERSHIP AND CREATED A SMALL TEAM TO SUPPORT COORDINATING TASKS.

THE FACT THAT SOME REGIONS HAVE DEDICATED SPECIFIC HUMAN RESOURCES TO THIS INITIATIVE (IN ADDITION TO ANDALUSIA, EMILIA-ROMAGNA, OR PAYS DE LA LOIRE, FOR EXAMPLE, HAVE SPECIFIC TEAMS TO MONITOR REGIONAL PARTICIPATION IN THE PARTNERSHIP), ALSO SHOWS A HIGH LEVEL OF COMMITMENT AND SHARED LEADERSHIP OF THE INITIATIVE AMONG ITS MEMBERS.

The initial phases of LEARN and CONNECT have been positively valued by the partners. When member regions were asked at what level expectations were met, the responses reflected recognition of the role played by the leading region in providing a solid framework for shared action: “Much has been achieved (...); the level of activity provided by the coordinators is high...”. The regions coincide in assessing that the information of what is happening is offered continuously and that the documents produced are of high quality.

⁵ Mariussen Å., Rakhmatullin R., and L. Stanionyte. (2016). Smart Specialisation: Creating Growth through Trans-national cooperation and Value Chains. Thematic Work on the Understanding of Transnational cooperation and Value Chains in the context of Smart Specialisation.



THE REGIONS RECOGNIZE THE EFFORT OF THE LEADING AND CO-LEADING REGIONS, AS WELL AS THE LEADERS OF THE WORK AREAS IN WRITING PROPOSALS AND EXPLORING OPPORTUNITIES THAT WERE UNFOCUSED AND NOT SUFFICIENTLY CLEAR. IN FACT, SOME REGIONS MENTION THE IDENTIFICATION OF COMMON FUNDING OPPORTUNITIES AS THE MOST IMPORTANT OUTCOME OF THE PROCESS.

THIS EFFECTIVE COORDINATION, PROACTIVITY, AND OPPORTUNITY AND RELEVANT INFORMATION RESEARCH, ARE REVEALED AS CRUCIAL AND REPLICABLE ELEMENTS OF THE PARTNERSHIP.

In the field of the organizational framework, the member regions consider that the work done by the S3P T&BD in the creation of a robust organizational framework is very remarkable, even though the matchmaking phase has not developed much. However, as Emilia-Romagna expressed it, “the creation of a common territory of relationships between regions undoubtedly needs a lot of time”. In addition, some adjustments in the framework of governance decisions are suggested by some region to improve the future functioning of the network.

The regional nodes are evolving and active; and the regions confirm that they have scheduled meetings, in most cases. ICTs and agri-businesses are joining the networks. But the regions are aware that this is only the beginning. Concrete projects are needed to identify more opportunities to finance joint projects along the vision of the members.

Additionally, there is a broad consensus on the need to design face-to-face events to share ideas among stakeholders from different regions. In this sense, the launch meeting of the Interreg “REGION 4FOOD” project has been valued as relevant milestone in the path of cohesion among actors, which will continue in the coming months with upcoming meetings already scheduled.

Regarding the role of the regional administration in this type of partnership, there is full agreement on the importance of direct representation in each regional node. The member regions consider that the role of regional administrations is strategic and irreplaceable, and some of them see the need for a physical, visible, and concrete presence of their representatives in the partnership meetings to ensure global consciousness about the territory.

Regarding the commitment of the business agents, although the regions consider that it would be higher if they sometimes took on the leadership or made concrete proposals, there is widespread recognition of the role this initiative has had in connecting the regional agents of the agrifood chain and urge them to

WITH REGARD TO THE PRIMARY ADDED VALUE THIS INITIATIVE OFFERED THE PARTNERS, THE MEMBER REGIONS AGREE THAT THAT THE PARTNERSHIP PERMITTED THE EFFECTIVE APPROPRIATION OF A RICHER AND SHARED TERRITORIAL VISION IN THIS FIELD IN EACH REGION. IN THIS SENSE, THEY CONSIDER THAT A NEW INTERPRETATION OF THE REGION ITSELF HAS EMERGED FROM THE KNOWLEDGE GENERATED FROM THE ACTORS' DIALOGUE.



collaborate. The key element in the regions' opinion has been to recognize a role for each agent in a specific scheme and invite them to participate.

In fact, relational capital is one of the intangible values of the partnership most valued by the regions. The regions express that, although synergies existed before, they were not well organized, and the S3P T&BD is the mechanism that has given them a framework.

Among the continuing challenges, the partners identify communication as a key issue that they believe will develop more in the near future, and consider having a digital environment necessary, one that provides a general and continuous vision of the partnership activity. Likewise, the regions are aware of the diversity of countries, languages, and culture that coexist in the network and imply that a useful communication tool would allow for more fluid information and contact.

Precisely this geographic and cultural diversity of the partnership has also been reflected in the responses given by the regions to questions related to the channel most used by the regions from the first time they informed their regional actors of the existence of this partnership. While the Central European regions carried out communication predominantly through informative notes; the southern regions of Europe did so to a greater extent through physical meetings and personal contacts.

Finally, establishing Digital Innovation Centers (Digital Innovation Hubs, DIH onwards) was identified by the leading region as the most appropriate formula to align the sector with the European Commission's policies aimed at the digitalization of European industries. In this sense, both the leader region and the co-leader agree that the transition that some regional nodes are already making to become DIH would not have been possible without the previous experience in the creation of regional nodes promoted by the S3P T&BD; or, at least, it would have been more challenging.

7. LESSONS LEARNED

The main lesson learned most likely comes from the importance of addressing this type of interregional partnerships with a distributed and solid leadership, framed in a multilevel governance model in which all the actors of the quadruple helix are represented in each regional node; a specific team for document coordination and preparation; and a solid organizational framework that permits the search for shared value opportunities.

Regarding the management of this type of network with great geographic and cultural

IN THE PROCESS OF BUILDING THIS
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HAS PROVED DECISIVE.



diversity and with a plurality of such significant actors, a lesson learned is represented by the realization that an explicit commitment is necessary, accompanied by the allocation of resources, materials, and the creation of a specific support team.

The importance that this type of partnership be proactive, and in constant search and exploration of possible opportunities for financing or interregional cooperation to the benefit of its objectives, represents another lesson worth highlighting. This type of structures that have been created very recently has not yet reached the level of sufficient consolidation in the European framework, and are even unknown in departments of the European Commission other than the General Directorate for Regional Policy. For this reason, they needed to take the initiative to collect information that was dispersed among different organizations and institutions; identify possibilities and open calls and connect ideas and opportunities. Work, which, in the case of S3P T&BD, has been successful since the partnership has been the beneficiary of several joint projects submitted to European calls for proposal in this area.

In the context of digitizing strategies, any actor can become an agent of innovation. Therefore, it is essential that a governance mechanism with an inclusive approach that involves all stakeholders and takes into account those less connected be adopted.

THE FACT THAT THE REGIONS HAVE COINCIDED IN POINTING OUT THE DECISIVE ROLE PLAYED BY CERTAIN KEY ACTORS WITH AUTHORITY IN THE AGRIFOOD VALUE CHAIN FOR THE CREATION OF THEIR RESPECTIVE REGIONAL NODES CONFIRMS THAT THE PARTNERSHIP IS ALIGNED WITH INNOVATION PARADIGMS LINKED TO THE PEOPLE AND THE RELATIONSHIPS THEY ESTABLISH AMONG THEMSELVES.

Hence the importance of reinforcing the operation of this type of partnership with maps of relational capital that offer precise knowledge about the relationships and connections between actors of the value chain, as well as about the opportunities or weaknesses that can be identified of the same.

The visible participation of the regional authorities' representatives in the partnership's meetings has been claimed by some of the regions, which believe that without real involvement, not delegated, the administrations would lose the global territorial vision, something that only the representatives of the region can offer. This is a debate that the thematic partnership has to finish defining internally to establish the most suitable terms of representation in its participatory and assembling bodies.

In terms of information, the importance of maintaining an open, constant and proactive line of communication between the leading regions and the rest of the member regions is confirmed, especially in this type of thematic partnership, in which there are not enough models or background on its operations, thereby facing a process of creating procedures as they progress. For this reason, the member regions especially appreciate the existence of an open communication channel between the partners that can be used at any time.

In the physical gatherings and meetings held by the partnership, the richness of the debates and the participative will of its members have been confirmed. The fact that individual presentations and speeches mainly occupy the scheduled agenda has limited, to a certain



extent, the possibilities of informal dialogue between the members. Therefore, in the future, it would be advisable to design, within the framework of the work sessions, sufficient spaces for more significant interaction between the interregional actors.

8. POLICY RECOMMENDATIONS

Throughout our research, we identified some key challenges that could be relevant from an S3 perspective as a policy area.

Within the new narrative on the digitization of the agrifood value chain, to which the S3P T&BD has contributed at a European level, it is necessary to open up the focus to essential issues such as health, consumers, nutrition, and the environment.

According to the opinions of the member regions, this type of S3 partnership requires specific human resources devoted to responding to the requirements for participation in the partnership, as well as a clear regional willingness to maintain them over time. Therefore, a policy recommendation at the European level could be designing support instruments for this type of partnerships; and, at the regional level, assuming a financial commitment to participate in them, taking into account that specific resources not be allocated for its working order.

THANKS TO ITS LEVEL OF INVOLVEMENT AND PROACTIVITY IN THE SEARCH FOR OPPORTUNITIES, THE S3P T&BD HAS BECOME AN ADEQUATE INSTRUMENT TO SUBMIT PROPOSALS TO THE COMMISSION CONCERNING POLICIES RELATED TO THE DIGITIZATION OF THE AGRIFOOD VALUE CHAIN.

Both aspects could be reinforced in future policy schemes or recommendations on interregional actions linked to smart specialization.

With regard to the opportunities offered by the EC, the S3P T&BD regions said they did not have enough information about the interconnections between European policies related to data and the agrifood sector. In fact, the different policies on traceability and big data in the agrifood sector are still mostly unknown by the regions. More effective coordination between the European Commission's Directorates-General on the opportunities and existing frameworks to digitize the agrifood value chain seems to be an appropriate policy recommendation in this field.

DEVOTING ENOUGH TIME TO ACHIEVING GREATER MATURITY IN THE FIRST PHASES (LEAD, LEARN AND CONNECT + IDENTIFY & EXPLORE), COULD BE CONSIDERED A STRATEGIC "PRE-INVESTMENT" NECESSARY TO ENSURE SUFFICIENT LEADERSHIP AND GOVERNANCE THAT PROVIDE THE AGENCIES WITH THE CAPACITY TO ACT, AND THEREFORE ADVANCE SUCCESSFULLY, ABOVE ALL IN THE FINAL PHASES OF THE PROCESS.

As suggested by the progress made up to now by the thematic partnerships created within the scope of the Agrifood Platform, among which the S3P T&BD is clearly consolidated and has already approved several projects, it is essential to take into account all the dimensions and



stages of the process, and use the necessary time for each of them, before moving on to the next one.

The S3P T&BD has promoted cooperation between regions operating at different speeds regarding digitization of the agrifood sector. This offers a highly valuable added value for the partnership as a whole since the debated innovation approaches can thus win in a diversity of actors and a plurality of territorial contexts. However, taking into account that the most lagging regions find it more difficult to respond to specific requirements for participating in this type of S3 partnership, attention should be paid to the possibility of offering them a scheme of technical assistance at the European level.

Collaborating on policy matters at the interregional level permits connecting new types of users and actors, providing the appropriate setting to create testbeds and experimental areas. While it is true that interregional cooperation in research and innovation policies is based on the aspiration to overcome the fragmentation and lack of critical mass in public investment in this area, however policies must also reflect that interregional cooperation is not the usual way of doing business or investing, and therefore it is a process that will need backing and support in the future.

9. CONCLUSIONS

Smart specialization represents a new way of working in the European regional area, with greater participation of regional actors in the strategic decisions of the development of each territory. The experience gained so far, derived both from the RIS3 strategies and from the creation of thematic interregional partnerships, is undoubtedly a significant contribution to enrich and improve the current European fund framework and to prepare the next one.

THERE IS WIDESPREAD RECOGNITION AMONG THE BRIDGES BUILT BY EUROPEAN AGRICULTURE OF MANY CHALLENGES RELATED TO CONSUMER HEALTH, THE ENVIRONMENT, AND INNOVATION. RIS3 HAS BEEN AN EXCELLENT OPPORTUNITY FOR EUROPEAN REGIONS TO MAKE THE AGRIFOOD SECTOR A NEW TERRITORIAL PRIORITY WITHIN SMART SPECIALIZATION STRATEGIES, MAKING THEIR ADDED VALUE FOR THE DEVELOPMENT OF THE REGIONS MORE VISIBLE, NOT ONLY IN TERMS OF AGRIFOOD PRODUCTION, BUT ALSO IN THE STRUCTURING OF THE TERRITORY, RURAL-URBAN BALANCE, CONSUMER HEALTH, OR ENVIRONMENTAL PROTECTION.

In this sense, the four work themes identified by the partnership are sensitive to the strategic challenges of the European economy and society, and take into account issues related to life cycles in the value chain (theme 1); intelligent tracking of the value chain (item 2); consumers' experience (item 3); and data interoperability and governance (item 4).

In confirming the regional innovation ecosystems, obtaining a sufficient level of critical mass is key to guaranteeing the experimentation and standardization being pursued. This condition is



particularly relevant with regard to the challenges related to digitizing the agrifood value chain, whose characteristics make it different from the value chains in other industries with large volume data of diverse nature. It is therefore essential to recognize the critical mass represented by 20 European regions in the S3P T&BD, as well as their associated agrifood innovation ecosystems, working together to address the complex challenges related to the digitization of the agrifood value chain based on data

The European Commission has closely followed the Vanguard Initiative, based on the work plan it proposed, to see how the regions evolved based on their cooperation. The significant advances of the S3P T&BD partnership within the framework of the Smart Specialization Platform in the agrifood sector make it possible to complement and provide feedback to the Vanguard methodology model with the lessons

SHARING JOINT INVESTMENT PROJECTS AMONG ACTORS IN DIFFERENT TERRITORIES REQUIRES A RELIABLE FRAMEWORK OF TRUST AND TRANSPARENT RULES. ACCORDING TO OUR RESEARCH, IN ITS FIRST YEAR AND A HALF OF EXISTENCE, THE S3P T&BD HAS MANAGED TO BUILD A SOLID BASE ON WHICH JOINT PROJECTS AND OPPORTUNITIES FOR EUROPEAN REGIONS THAT WORK ON DIGITIZING THE AGRIFOOD VALUE CHAIN CAN BECOME A REALITY.

learned in its creation process. This is closely related to effective leadership, with the creation of a coordinating support team, a proactive spirit in exploring opportunities, and the assumption of commitments and responsibilities by the member regions within the framework of an Action Plan and a shared Governance model.

We base our research on document review of the partnership and the European Commission, and we emphasize the role played by the intangible assets of this network (relational capital, shared value, trust, and transparency), as they have been identified through the opinion of the regions of the partnership.

The partnership has represented a strategic step for the regions to map both their actors and their internal capacities in this field. The importance of moving forward on the basis of good mapping is highlighted by authors such as Todeva and Rakhmatullin (2016) who state that mapping in global value chains is a facilitator for policy implementation because it collects information on the demand for technologies and the provision of advanced services, as well as on the actors that can direct and promote the integration of the value chain. The effort made by the leading region of the S3P T&BD at the beginning of the process, drafting the first documents of the partnership based on convening meetings with actors of the quadruple helix was very significant.

As recognized by Ciampi et Cavicchi, “Andalusia significantly contributed to the creation and development of the Smart Specialization Platform on Agrifood from the perspective of the T&BD thematic partnership (...). Involving companies and industry in such a diverse area as agrifood from the beginning was a strategic objective that, when the time comes, will facilitate the generation of trans-regional projects”.



FINALLY, AS THE REGIONS THEMSELVES HAVE RECOGNIZED IN THE INTERVIEWS CARRIED OUT DURING OUR RESEARCH, PARTICIPATION IN THE S3P T&BD PARTNERSHIP HAS HELPED THEM IMPROVE THE STRATEGIC INTERACTION BETWEEN ACTORS OF THE QUADRUPLE HELIX BOTH INTERNALLY AND EXTERNALLY. ESTABLISHING NEW TYPES OF RELATIONSHIPS AND COLLABORATION BETWEEN INSTITUTIONS AND REGIONAL AGENTS, AS WELL AS THE COMMITMENT TO A SHARED VISION OF THEIR TERRITORY HAVE BEEN THE MOST HIGHLIGHTED ELEMENTS BY THE MEMBER REGIONS AS A RESULT OF THE PROCESS.

The path taken by the S3P T&BD in its creation has, in short, provided a solvent and timely framework to prepare the regions for the strategic challenges linked to digitization and data.

The maturity of the initial phases of constructing the partnership will probably allow to better address with greater capacity the next stages like, for example, the creation of digital innovation hubs at the regional level (DIH). It will also facilitate the participation of regions in European strategic initiatives such as the Smart Villages or the Copernicus program; or the implementation of joint initiatives and projects related to challenging technologies like blockchain, artificial intelligence, or data mining.



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ADDITIONAL INFORMATION AND DOCUMENTS FROM THE PARTNERSHIP:

- Scoping paper and Executive summary of the scoping paper (March 28, 2017)
- Conclusion of the I Technical Meeting of the Thematic Partnership on Traceability and Big Data in the agrifood value chain (Seville.... etc)
- Survey
- Press Release of the launch meeting in Florence (Italy)
- Summary of the S3P T&BD
- S3P Agifood T&BD - Governance and Management Framework
- S3P Agrifood T&BD - Action Plan



ANNEX I. INTERVIEW TEMPLATE

1 **Name, position and regional member.**

2 **The current state of the regional node.**

Number of members: 43

Quadruple helix represented? Yes

- ≈ Public bodies
- ≈ ICT business
- ≈ Agrifood business
- ≈ Consultancy
- ≈ Research & Academia
- ≈ Civil society

3 **Origin of the regional node: decision-making process towards the membership in the S3P T&BD.**

Who received the proposal?

Who took the decision?

4 **Constitution of the regional node: steps taken to identify and gather the regional members (please rate the following items on a scale from 1 to 5, with 5 being the highest):**

- ≈ Informative notes:
- ≈ Meetings:
- ≈ Personal contacts:
- ≈ Workshops or Conferences:
- ≈ Other:

5 **Was there, in your opinion, any specific agent acting as a key driver or catalyst for the regional network cohesion? (If yes, please rate the following items on a scale from 1 to 5, with 5 being the highest):**

- ≈ A specific public agent :
- ≈ A specific research agent:
- ≈ A specific agent from the private sector:
- ≈ Other:

And what attribute or quality made of him/her a key catalyst?

- ≈ their connections:
- ≈ their influence:
- ≈ their authority:
- ≈ their position:



- 5 ≈ their social skills:
 ≈ Other
- 6 **What were the main elements contributing to the ownership or participation of regional agents along the process?** (please rate the following items on a scale from 1 to 5, with 5 being the highest):
 ≈ need of this connection instrument:
 ≈ usefulness of the initiative:
 ≈ incentives of representation:
 ≈ visibility:
 ≈ belonging to the chain:
 ≈ expectation of projects, funding, etc.
 ≈ other:
- 7 **Can you identify any specific significant moment/event/meeting in the process of engaging your regional node in this interregional partnership?**
- 8 **Current situation of the regional node:** (please rate the following items on a scale from 1 to 5, with 5 being the highest)
 ≈ It is stable:
 ≈ It is active:
 ≈ It is motivated:
 ≈ Is it evolving:
 ≈ There are scheduled interactions between the members:
 ≈ Other:
- 9 **Have the expectations of participating in the interregional partnership been met?** (please rate the following items on a scale from 1 to 5, with 5 being the highest):
- 10 **How would you rate the level of commitment and ownership created by the S3 T&BD Agrifood?** (please rate the following items on a scale from 1 to 5, with 5 being the highest):
 Any additional comment?
- 11 **How would you rate the improvement of the networking and synergies among your regional members, since the S3P T&BD creation?** (please rate the following items on a scale from 1 to 5, with 5 being the highest):
 Any additional comment?



- 12 Which are in your opinion the main intangible assets of the interregional partnership?** (please rate the following items on a scale from 1 to 5, with 5 being the highest):
- ≈ influence on better policy-making:
 - ≈ better positioning of the regional nodes:
 - ≈ joining efforts with other European innovation agents:
 - ≈ qualified information on technological trends and opportunities:
 - ≈ relational capital generated by the network (new contacts, new relationships...).
 - ≈ the value of interregional cooperation:
 - ≈ common projects:
 - ≈ shared-value:
 - ≈ other
- 13 How would you rate the level of commitment of your regional node in the next steps/projects of the S3P T&BD partnership?** (please rate the following items on a scale from 1 to 5, with 5 being the highest):
- ≈ Future projects:
 - ≈ Participation in meetings and events:
 - ≈ Participation in drafting projects proposals:
 - ≈ Assumption of commitments in the partnership's governance framework:
 - ≈ Other:
- 14 What are, in your opinion, the main lessons generated in the construction of the S3P T&BD that other interregional partnerships can learn from?**
- 15 Any suggestions to strengthen the partnership in the coming steps?**

Thank you very much for your time and participation!



PLEASE COMPLETE THE FOLLOWING DATA ON THE SOCIO-ECONOMIC IMPORTANCE OF THE AGRIFOOD SECTOR IN THE REGION

THE NAME OF YOUR REGION:

POPULATION OF YOUR TERRITORY:

AGRICULTURAL AREA (% OF THE TOTAL SURFACE):

AGRIFOOD CONTRIBUTION TO THE REGIONAL GDP:

NUMBER OF COMPANIES IN THE AGRIFOOD SECTOR:

ERDF AND EAFRD FUNDS MANAGED BY YOUR REGION:



ANNEX II. MAIN CONTRIBUTIONS FROM THE REGIONS IN THE INTERVIEW PROCESS

PARTICIPATING REGIONS:

1. Andalusia, Spain
2. Emilia-Romagna, Italy
3. Friuli-Venezia-Giulia, Italy
4. Extremadura, Spain
5. Greenport-West Holland, Netherlands
6. Pays de la Loire, France
7. Pazardzhik Region, Bulgaria
8. Limburg, Netherlands
9. South Savo, Finland

MAIN CONTRIBUTIONS

ANDALUSIA (SPAIN)

ABOUT DE PROCESS:

“The strong political commitment from four regional ministers of Andalusia, as leader of the partnership, was decisive for the success of the initiative, both internally and inter-regionally. The decision to support this initiative was a strategic factor in launching the project and showed solid support to the rest of the regional and interregional stakeholders of the partnership”.

“The leading region of the partnership has had to face a lot of coordination tasks with different Directorates General of the European Commission (DG CONNECT, DG AGRI, DG REGIO, etc.) because the information on initiatives and opportunities to digitize the value chain of the European agri-food industry was very disperse and confusing”.



ADDED VALUE GENERATED BY THE INITIATIVE:

"The creation of DIH (Digital Innovation Hubs) has been identified by the region as the most appropriate formula to align the sector with European Commission policies aimed at digitizing European industries. The step that many regional nodes are already making to become DIH would not have been possible without the previous experience of having created their regional partnerships that were promoted by the S3P T&BD".

EMILIA-ROMAGNA (ITALY)

ON THE STRENGTHS AND ADDED VALUE OF THE PARTNERSHIP:

"It is a place to share ideas that can generate:

- *Different ways of collaborating at every level;*
- *Experimenting with new modes of collaboration;*
- *Mutual learning".*

ABOUT THE PROCESS:

"The process has been logical, although the phase that had been planned for matchmaking has not been developed much. But creating a common territory of relationships between regions has taken a long time. Now we can start working on the four work areas, connecting the agents".

LESSONS LEARNED:

"The leading region has been able to find the necessary modalities to start the partnership. For example, Andalusia promoted the Interreg proposal, which supports and benefits every region (...)"

"The leading region has taken the responsibility to seek ways and means to maintain the system that was created. This effective coordination and proactivity towards the regions and the Commission is a relevant and replicable element".



SUGGESTION FOR THE FUTURE:

“We should work on creating face-to-face events, sharing ideas between actors from different regions. It is necessary to create strong cooperation projects”.

FRIULI-VENEZIA-GIULIA (ITALY)

ABOUT THE PROCESS:

“At the beginning, the proposal was not well understood and seemed somewhat bureaucratic. We had to explain the benefits of setting up part of the partnership to the agents. Even different departments of the regional administration understood the proposal differently. It was difficult at the beginning of the process”.

“The key element in the region has been to identify a role for each regional agent in a specific scheme and say to them: you have a role to play in this design, do you want to play it? They all said yes”.

LESSONS LEARNED:

“The important thing is the fact that this initiative has allowed the region to call on every actor to collaborate in the regional development, and rebuild relationships among them”.

“The regional administration should always be an essential element of the partnership because they have the most global vision of the territory and its development strategy (...). The regional administration must be present, its representatives must be visible, active and well-known in the interregional partnership (...) and that representation cannot be delegated to clusters, universities, or associated entities. If this point is not respected, there is a risk of wasting the power of the S3, because those in charge of the initiative will not be those who have to write commercial projects or European programs. The potential of these partnerships, in that case, would be lost”.

SUGGESTIONS FOR THE FUTURE:

“The Assembly defined in the Action Plan should be the mechanism that guarantees the approval of important documents and project proposals to avoid negative experiences. The Partnership Assembly should also guarantee the visible participation of public representatives of each region in the partnership, beyond the sectorial or research representatives”.



EXTREMADURA (SPAIN)

LESSONS LEARNED:

“Identifying shared financing opportunities”.

SUGGESTIONS FOR THE FUTURE:

“Individual and open sessions to analyze financial announcements or future proposals”.

GREENPORT-WEST HOLLAND (NETHERLANDS)

INITIAL DIFFICULTIES IN UNDERSTANDING THE PROPOSAL:

“It was difficult, since we missed the first meeting, to understand the impact of becoming a member of the partnership”.

RESULTS TO HIGHLIGHT:

“We are partners in a COSME consortium as a result of the S3P T&BD”.

SUGGESTIONS FOR THE FUTURE:

“We need a meeting of the entire S3P T&BD partnership”.

“Annual meetings should be organized on specific topics”.

PAYS DE LA LOIRE (FRANCE)

EXPECTATIONS ACHIEVED:

“The regional node is evolving, and the economic sector (ICTs and agrifood companies) are joining the network. But it is only the beginning. We need concrete projects”.



“The launch meeting of the Interreg project will probably act as an accelerator for the actions”.

ON THE COMMITMENT OF REGIONAL ACTORS:

“The level of commitment would be greater if they took the initiative or leadership of some proposals”.

ADDED VALUE OF THE PARTNERSHIP:

“The synergies existed before but were not very organized. The S3P T&BD gave them a framework, which also received a boost from the participation of the regional administration”.

PAZARDZHIK (BULGARIA)

LESSONS LEARNED:

“The public authorities are in a better position to act as activators for these initiatives because they are familiar with the general image of the region”.

“Fluid communication and maintaining contacts are key to keeping initiatives alive. Exploring possibilities for future projects or financing are good incentives for any actor”.

SUGGESTIONS FOR THE FUTURE:

“Work towards identifying more opportunities to finance joint projects in the partnership's field”.

LIMBURG (NETHERLANDS)

ABOUT THE PROCESS:

“We are impressed with the level of activity in the leading region. A lot has been achieved”.

“Compared with other interregional partnerships, the level of activity generated by the coordinators is high. The documents that were prepared are excellent”.



SUGGESTIONS FOR THE FUTURE:

“Greater communication is needed because we are from different countries, with different languages, culture, and responsibilities”.

“An interregional partnership needs a digital environment, a web or portal that offers a channel to participants and an overview of the activity, a newsletter, etc.”.

SOUTH SAVO (FINLAND)

ABOUT THE PROCESS:

“Andalusia has done a great job with the scoping notes and planning the work areas. Updates on what is happening are constantly provided”.

SUGGESTIONS FOR THE FUTURE:

“Any resource to cover expenses to allow for participation or work of the regions would be appreciated”.



ANNEX III. INTERVIEWS TO THE REGIONS

ANDALUSIA (SPAIN)

1

Name, position and regional member.



Regional Ministry of Agriculture, Fisheries and Rural Development Andalusia Region. S3P Agrifood T&BD Leader

Judit Anda Ugarte
Esperanza Perea Acosta
Viceministry of Agriculture, Fisheries and Rural Development Technical Counselors. Andalusia Region

2

The current state of the regional node.

Number of members: 114

Quadruple helix represented? Yes

- ≈ Public bodies: 8
- ≈ ICT business: 54
- ≈ Agrifood business: 26
- ≈ Consultancy: 1
- ≈ Research & Academia: 24
- ≈ Civil society: 1

3

Origin of the regional node: decision-making process towards the membership in the S3P T&BD.

Who received the proposal?

It was a proposal made by Andalusia to the European Commission, in the framework of the S3 Agrifood platform.

Who took the decision?

The Regional Ministry of Agriculture initiated the process and presented the initiative to other departments of the Regional government, who finally signed up an agreement to jointly-support this initiative and to offer the region as leader of the thematic partnership.



4

Constitution of the regional node: steps taken to identify and gather the regional members: (please rate the following items on a scale from 1 to 5, with 5 being the highest)

- ≈ Informative notes: 3
- ≈ Meetings: 5
- ≈ Personal contacts: 5
- ≈ Workshops or conferences: 5
- ≈ Other:

5

Was there, in your opinion, any specific agent acting as a key driver or catalyst for the regional network cohesion? (If yes, please rate the following items on a scale from 1 to 5, with 5 being the highest)

- ≈ A specific public agent : 5
- ≈ A specific research agent: 5
- ≈ A specific agent from the private sector: 5
- ≈ Other:

And what attribute or quality made of him/her a key catalyst?

- ≈ Their connections: 5
- ≈ Their influence: 5
- ≈ Their authority: 5
- ≈ Their position: 5
- ≈ Their social skills: 5
- ≈ Other:

6

What were the main elements contributing to the ownership or participation of regional agents along the process? (please rate the following items on a scale from 1 to 5, with 5 being the highest)

- ≈ Need of this connection instrument: 5
- ≈ Usefulness of the initiative: 5
- ≈ Incentives of representation: 3
- ≈ Visibility: 3
- ≈ Belonging to the chain: 3
- ≈ Expectation of projects, funding, etc.: 5
- ≈ Other:

7

Can you identify any specific significant moment/event/meeting in the process of engaging your regional node in this interregional partnership?

- Previous meeting in FIMART with regional stakeholders.
- February 2017 meeting with Andalusian node.
- July 2017 meeting; II Technical meeting of the regional partnership.
- Events as Digital Week this year 2018 March.



- 8** **Current situation of the regional node:** (please rate the following items on a scale from 1 to 5, with 5 being the highest)
- ≈ It is stable: 5
 - ≈ It is active: 5
 - ≈ It is motivated: 5
 - ≈ Is it evolving: 5
 - ≈ There are scheduled interactions between the members: 5
 - ≈ Other:
- 9** **Have the expectations of participating in the interregional partnership been met?** (please rate the following items on a scale from 1 to 5, with 5 being the highest):
- 4
- 10** **How would you rate the level of commitment and ownership created by the S3 T&BD Agrifood?** (please rate the following items on a scale from 1 to 5, with 5 being the highest):
- 4
- Any additional comment?**
The Andalusian regional stakeholders and the regional administration have been showing a strong commitment in relation with the partnership leadership. The regional node is very active, evolving and it is acting as a consolidated network.
- 11** **How would you rate the improvement of the networking and synergies among your regional members, since the S3P T&BD creation?** (please rate the following items on a scale from 1 to 5, with 5 being the highest):
- 5
- Any additional comment?**
Specific business
- 12** **Which are in your opinion the main intangible assets of the interregional partnership?** (please rate the following items on a scale from 1 to 5, with 5 being the highest):
- ≈ Influence on better policy-making: 5
 - ≈ Better positioning of the regional nodes: 5
 - ≈ Joining efforts with other European innovation agents: 5
 - ≈ Qualified information on technological trends and opportunities: 4
 - ≈ Relational capital generated by the network (new contacts, new relationships...): 5
 - ≈ The value of interregional cooperation: 3



- 12** ≈ Common projects: 3. During 2018 we have begun to address common projects, whose results can be seen in the coming months.
 ≈ Shared-value: 5
 ≈ Other:
- 13** **How would you rate the level of commitment of your regional node in the next steps/projects of the S3P T&BD partnership?** (please rate the following items on a scale from 1 to 5, with 5 being the highest)
 ≈ Future projects: 5
 ≈ Participation in meetings and events: 5
 ≈ Participation in drafting projects proposals: 3
 ≈ Assumption of commitments in the partnership's governance framework: 5
 ≈ Other: Andalusia is preparing its internal governance framework establishing the rules and structure of the Andalusian node.
- 14** **What are, in your opinion, the main lessons generated in the construction of the S3P T&BD that other interregional partnerships can learn from?**
 Concerning the process, the strong political commitment of the leader region was key in order to generate commitment among the internal stakeholders, but also in the other member regions.

 The interregional partnership has been a strategic step for regions in order to map their internal capabilities and stakeholders; and it has provided an opportune framework for preparing the regions towards a step further in their process towards the creation of digital innovation hubs, as the most adequate structures for digitising the agrifood value chain.

 In Andalusia, as a matter of fact, the Agrotech DIH is being implemented as an ecosystem to anticipate, channel and accelerate the implementation of digitization in the agrifood value chain.
- 15** **Any suggestions to strengthen the partnership in the coming steps?**
 These kind of partnerships should be better supported. On the one hand, more human resources are needed for supporting the participation in these thematic partnership, and a clear will to maintain them along the time.

 On the other hand, regarding information and clarification about the opportunities, the S3P T&BD did not have enough information on the interconnections between the European policies related to data and agrifood. In fact, the different policies on traceability and big data in agrifood are still mostly unknown by the regions.

 There are many legal pitfalls and barriers in terms of data in the EU that need to be clarified.

 Concerning the interregional cohesion of the partnership, there are different speeds between regions. The support needed by the lagged regions in term of



15

technical assistance must be taken into account to assure that the whole partnership advances.

Finally the regions should have a specific commitment on the economic support they can provide to this kind of partnerships because no specific resources are assigned for its functioning yet.

THE NAME OF YOUR REGION:	Andalusia Region (Spain)
POPULATION OF YOUR TERRITORY:	8.4 million inhabitants
AGRICULTURAL AREA (% OF THE TOTAL SURFACE):	4.4 million hectares (50% of total surface)
AGRIFOOD CONTRIBUTION TO THE REGIONAL GDP:	8% of de GDP, including primary sector and first transformation in agroindustries.
NUMBER OF COMPANIES IN THE AGRIFOOD SECTOR:	300,000 farmers and 5,400 agroindustries
ERDF AND EAFRD FUNDS MANAGED BY YOUR REGION:	ERDF in 2014-2020 period is 3635 millions of euros of public funds EAFRD in 2014-2020 period is 2450 millions of euros of public funds



EMILIA-ROMAGNA (ITALY)

1 Name, position and regional member.



Aster. S3P Agrifood T&BD Co-leader

Sofia Miceli
Coordinator Emilia-Romagna Regional Node – Emilia Romagna Region.
Agrifood Strategic Development Project Manager.
Aster S. Cons. P. A.

2 The current state of the regional node.

Number of members: 62

Quadruple helix represented? Yes. Through the involvement of the Regional Agrifood Cluster, that involves some Associations of Cooperatives also representing consumers: the idea is to strengthen the direct involvement of consumers when necessary.

- ≈ Public bodies:
- ≈ ICT business:
- ≈ Agrifood business:
- ≈ Consultancy:
- ≈ Research & Academia:
- ≈ Civil society:

3 Origin of the regional node: decision-making process towards the membership in the S3P T&BD.

Who received the proposal?

Emilia-Romagna Region explored the S3 Platform initiative from the beginning. Through the regional contacts and relations at European level, the Region became aware of the Andalusia proposal and expressed its interest on the proposed Sub Platform Topic.

Who took the decision?

Emilia-Romagna Region

4 Constitution of the regional node: steps taken to identify and gather the regional members: (please rate the following items on a scale from 1 to 5, with 5 being the highest)

- ≈ Informative notes: 3
- ≈ Meetings: 5
- ≈ Personal contacts: 4



4

- ≈ Workshops or conferences:
- ≈ Other:

5

Was there, in your opinion, any specific agent acting as a key driver or catalyst for the regional network cohesion? (If yes, please rate the following items on a scale from 1 to 5, with 5 being the highest)

- ≈ A specific public agent: 5
- ≈ A specific research agent: 4
- ≈ A specific agent from the private sector:
- ≈ Other:

And what attribute or quality made of him/her a key catalyst?

- ≈ Their connections: 4
- ≈ Their influence:
- ≈ Their authority: 4
- ≈ Their position:
- ≈ Their social skills:
- ≈ Other:

6

What were the main elements contributing to the ownership or participation of regional agents along the process? (please rate the following items on a scale from 1 to 5, with 5 being the highest)

- ≈ Need of this connection instrument: 4
- ≈ Usefulness of the initiative: 5
- ≈ Incentives of representation:
- ≈ Visibility:
- ≈ Belonging to the chain: 5
- ≈ Expectation of projects, funding, etc.:
- ≈ Other:

7

Can you identify any specific significant moment/event/meeting in the process of engaging your regional node in this interregional partnership?

- The regional meetings with stakeholders.
- The first Technical Meeting in Seville.

8

Current situation of the regional node: (please rate the following items on a scale from 1 to 5, with 5 being the highest)

- ≈ It is stable:
- ≈ It is active: when activated the group responds to the stimulation on the T&BD activities.
- ≈ It is motivated: it depends on the activities and inputs requested by the coordination.



8

- ≈ Is it evolving: YES, the process of evolution of the T&BDPT corresponded to the creation of the Regional Cluser Agrifood which became the main stakeholder participating in the Platform with its associated members. The Cluster is a dynamic institution that could involve more stakeholders in the future.
- ≈ There are scheduled interactions between the members: Yes, periodically meetings with the stakeholders group related to the activities to be developed in range of T&BDPT.
- ≈ Other:

9

Have the expectations of participating in the interregional partnership been met? (please rate the following items on a scale from 1 to 5, with 5 being the highest):

4

Any additional comment?

We think that the full expectation will be met when the regional stakeholders can have direct relations and meet each other in future initiatives. With these initiatives the stakeholders will have the opportunity to develop together further project ideas.

10

How would you rate the level of commitment and ownership created by the S3 T&BD agrifood? (please rate the following items on a scale from 1 to 5, with 5 being the highest):

4

Any additional comment?

As coleader we are strongly committed and we think that our stakeholders can be engaged more and more in the next phase of the development process of the partnership, when the was will be activated

11

How would you rate the improvement of the networking and synergies among your regional members, since the S3P T&BD creation? (please rate the following items on a scale from 1 to 5, with 5 being the highest):

4

Any additional comment?

12

Which are in your opinion the main intangible assets of the interregional partnership? (please rate the following items on a scale from 1 to 5, with 5 being the highest)

- ≈ Influence on better policy-making: 4
- ≈ Better positioning of the regional nodes: 4
- ≈ Joining efforts with other European innovation agents: 2



- 12**
- ≈ Qualified information on technological trends and opportunities:
 - ≈ Relational capital generated by the network (new contacts, new relationships...):
 - ≈ The value of interregional cooperation: 4
 - ≈ Common projects: 4
 - ≈ Shared-value: 4
 - ≈ Other:
- 13**
- How would you rate the level of commitment of your regional node in the next steps/projects of the S3P T&BD partnership?** (please rate the following items on a scale from 1 to 5, with 5 being the highest)
- ≈ Future projects: 3
 - ≈ Participation in meetings and events: 4
 - ≈ Participation in drafting projects proposals: 3
 - ≈ Assumption of commitments in the partnership's governance framework: 4
 - ≈ Other:
- 14**
- What are, in your opinion, the main lessons generated in the construction of the S3P T&BD that other interregional partnerships can learn from?**
- The platform constitutes a place of:
- Sharing of ideas that can generate different forms of collaboration and at different levels.
 - Experimentation of new models of collaboration.
 - Mutual learning of how to implement strategic actions and themes in different territories.
- 15**
- Any suggestions to strengthen the partnership in the coming steps?**
- We should work on the creation of face to face moments dedicated to the sharing of ideas among stakeholders of the different regions. It is necessary in order to create strong cooperation projects.



THE NAME OF YOUR REGION:	Emilia-Romagna (Italy)
POPULATION OF YOUR TERRITORY:	4,457,318 inhabitants
AGRICULTURAL AREA (% OF THE TOTAL SURFACE):	1,038,052 hectares (46%) ⁶
AGRIFOOD CONTRIBUTION TO THE REGIONAL GDP:	85.6% added value of total at regional level (also represents 12.4% of the AV of the sector at national level)
NUMBER OF COMPANIES IN THE AGRIFOOD SECTOR:	64,480 farms + 4,812 (food and beverage industries)
ERDF AND EAFRD FUNDS MANAGED BY YOUR REGION:	<p>The 2014-2020 RDP will have a financial allocation of € 1 billion and € 190 million, which is broken down as follows: € 512.990.000 as an EAFRD (equal to 43.1%), and € 676,689,963 as the National quota (equal to 56.9%). With an estimated leverage of 42%, the Region expects total expenditure (public and private) to reach the figure of over 1.7 billion euros.</p> <p>The total resources allocated to Emilia-Romagna for the implementation of the ERDF Program 2014-2020 amount to € 481,895,272 (50% financed by the EU). Another 50% national and regional co-financing.</p>

⁶ Source: http://statistica.regione.emilia-romagna.it/factbook/fb/economia/sup_ua



FRIULI-VENEZIA-GIULIA (ITALY)

1 Name, position and regional member.



Autonomous Region of Friuli-Venezia-Giulia

Roberto Venturini
Coordinator central management of Agrifood, Forestry and Fishing resources service valorization quality of the productions stable structure for intra sectoral linking and the study of new emerging issues.



Cluster Agroalimentare FVG

Dr. Rovere Pierpaolo
Direttore
Tecnologo Alimentare

2 The current state of the regional node.

Number of members: 45, but they will reach 50.

Quadruple helix represented? Yes. Companies from the big and small territories, Universities and research centers/ technological parks, associations of consumers and citizens.

- ≈ Public bodies:
- ≈ ICT business:
- ≈ Agrifood business:
- ≈ Consultancy:
- ≈ Research & Academia:
- ≈ Civil society:

3 Origin of the regional node: decision-making process towards the membership in the S3P T&BD.

Who received the proposal?

The regional administration, via the Brussels office.

Who took the decision?

The regional administration, in the first S3 conference.

The Regional Directorate of Agriculture and Fisheries made the decision.



4

Constitution of the regional node: steps taken to identify and gather the regional members: (please rate the following items on a scale from 1 to 5, with 5 being the highest)

- ≈ Informative notes:
- ≈ Meetings: 5
- ≈ Personal contacts: 5
- ≈ Workshops or conferences:
- ≈ Other: At the beginning, the proposal to participate in the partnership was not well understood. It seemed as though it was a technical or bureaucratic exercise. The contact group had to make an effort to thoroughly explain the benefits derived from participation to the various regional sectors involved. The regional organization itself interpreted the initiative of both the S3 and the partnership in different ways in its different departments. This lack of clarity was a difficulty encountered at the beginning of the process that is currently being reduced with the examination of new programming where the RIS3 concepts begin to be evident.

5

Was there, in your opinion, any specific agent acting as a key driver or catalyst for the regional network cohesion? (If yes, please rate the following items on a scale from 1 to 5, with 5 being the highest)

- ≈ A specific public agent:
- ≈ A specific research agent: 5
- ≈ A specific agent from the private sector: 5
- ≈ Other: Two people have been key: one person in the Regional Department of Agriculture and the Cluster director.

And what attribute or quality made of him/her a key catalyst?

- ≈ Their connections: 5
- ≈ Their influence: 5
- ≈ Their authority: 5
- ≈ Their position:
- ≈ Their social skills:
- ≈ Other: Mainly because of its authority in terms of knowledge of the technical aspects of S3 and agriculture.

Here the knowledge of the European regional policies was key to help the agents understand what it was about.

It also became evident that people who deal with community affairs are well acquainted with European and national institutions but do not come from any productive sector or from the local administration.

Their knowledge of agriculture and the agri-food sector is therefore too superficial.

This approach has facilitated a different concreteness, which otherwise would have remained ambiguous.



5 The role played by the university has also been important. An institutional contact was chosen with rectors and their delegates in the various departments, who were left with the role of involving teachers and researchers. This has permitted coordinating the two regional universities.

6 **What were the main elements contributing to the ownership or participation of regional agents along the process?** (please rate the following items on a scale from 1 to 5, with 5 being the highest)

- ≈ Need of this connection instrument:
- ≈ Usefulness of the initiative: 5
- ≈ Incentives of representation:
- ≈ Visibility:
- ≈ Belonging to the chain: 5
- ≈ Expectation of projects, funding, etc.:
- ≈ Other: The quadruple helix has been effectively built in which each regional actor has been given their role.

The region officially informed them that they wanted to belong to this partnership because it was interesting for the future of the territory and offered each actor the possibility of participating or not in it. Everyone said yes.

Therefore, the main element was recognizing a proper role in a unitary design for each of the regional agents

7 **Can you identify any specific significant moment/event/meeting in the process of engaging your regional node in this interregional partnership?**

Since the region has not yet held any regional events of the node, the most important events have been the launch meeting of the partnership in Florence and the Technical Meeting in Seville.

8 **Current situation of the regional node:** (please rate the following items on a scale from 1 to 5, with 5 being the highest)

- ≈ It is stable: 5
- ≈ It is active: 4
- ≈ It is motivated:
- ≈ Is it evolving: 5
- ≈ There are scheduled interactions between the members:
- ≈ Other: The process in Friuli-Venezia is definitely in the initial phase, also because there are only two people working on the subject.

Creating a structure with more people is necessary, and there is already an Action Plan, which facilitates this demand within the Region.

This structure should be activated in the coming weeks.



9 **Have the expectations of participating in the interregional partnership been met?** (please rate the following items on a scale from 1 to 5, with 5 being the highest):

We still cannot say yes, because we're still just starting out. The fact that it is a concrete responsibility with a technical secretariat role allows us to move forward.

We are building the working group using the call H2020.

10 **How would you rate the level of commitment and ownership created by the S3 T&BD Agrifood?** (please rate the following items on a scale from 1 to 5, with 5 being the highest):

Any additional comment?

Certainly the degree of commitment would be more efficient if there were operational projects or concrete results (activated financing).

Interreg Europe, although not an adapted instrument, can consolidate expectations.

Also the fact that there was a discussion of the H2020 project in spring has been important.

Universities understand how the mechanism works and see the platform as util.

In any case, what is important is the fact that this initiative has allowed the regions to begin collaborating with everyone (each with their competencies) in favor of regional development, effectively rebuilding the relationships between them.

11 **How would you rate the improvement of the networking and synergies among your regional members, since the S3P T&BD creation?** (please rate the following items on a scale from 1 to 5, with 5 being the highest):

5

Any additional comment?

Partially with the University, for example, concrete results are already visible. Cooperation among them will grow tremendously.

12 **Which are in your opinion the main intangible assets of the interregional partnership?** (please rate the following items on a scale from 1 to 5, with 5 being the highest)

- ≈ Influence on better policy-making: above all the will to make a common project for their own territory, for the first time it has been specifically proposed by the regional administration to the actors.
- ≈ Better positioning of the regional nodes:
- ≈ Joining efforts with other European innovation agents:
- ≈ Qualified information on technological trends and opportunities: 4: Before there weren't any!



- 12**
- ≈ Relational capital generated by the network (new contacts, new relationships...): 5
 - ≈ The value of interregional cooperation:
 - ≈ Common projects:
 - ≈ Shared-value:
 - ≈ Other: the potential and effectiveness will depend on the ability to guide and support the instrument but undoubtedly has many potentialities.

- 13** **How would you rate the level of commitment of your regional node in the next steps/projects of the S3P T&BD partnership?** (please rate the following items on a scale from 1 to 5, with 5 being the highest)

- ≈ Future projects:
- ≈ Participation in meetings and events:
- ≈ Participation in drafting projects proposals:
- ≈ Assumption of commitments in the partnership's governance framework:
- ≈ Other: We are in the beginning. We have barely consolidated the Action Plan, and progress is still mostly theoretical.

This year will be key to sum up. It is believed that, for example, the priority consideration of the interoperability of the data, as a starting point, in the S3 language, will be very important to advance in this phase.

- 14** **What are, in your opinion, the main lessons generated in the construction of the S3P T&BD that other interregional partnerships can learn from?**

The Governance document has not yet been fully applied.

There is an important limit: the regions are not always involved and therefore, there are 4-5 regions that work actively while the rest are not seen. From the point of view of the regional administrations, some are very present: Andalusia, Pays de la Loire, etc. In other cases, the situation is not like that. On the part of the regional administrations in some cases there has been a delegation of representation in the partnership to various external subjects, people belonging to the university, a cluster, or a society (Emilia-Romagna, Basque Country, etc.).

Friuli-Venezia-Giulia thinks that the role that these entities can play is not strategic, and that it is the region that should always be directly present in the partnership. It is the region, which, precisely, has a global vision of the territory, manages financing programs, approves regional organizational laws and includes and approves the S3 strategy coordinated with its full development strategy.

Other subjects represent other propellers (research, companies, citizens, etc.).

At least the fact that the Action Plan is valid and respected by everyone and is already an important element of cohesion. But the regional representatives need to be visible, active and known by all the members of the interregional partnership.

If this point is not respected, there is a risk of losing much of the potential of the S3.



14

In fact, if the person involved is not in a position to coordinate financial programs or other local development strategies or European programs, the potential of the RIS3 partnership could become frustrated.

15

Any suggestions to strengthen the partnership in the coming steps?

He experiences of Friuli-Venezia in relation to the preparation of the candidature for the pilot projects has not been positive.

The partnership was thought to have been efficient but in practice there has not been enough coordination between the regions.

This has also been due to the inexplicable rush to define the actions. This has led to “inventing” or proposing things that are approximate and outside the strategy simply to meet requests.

In the final proposal we do not feel that we have been taken into consideration.

As a suggestion, there should be a meeting point for those responsible for the Action Plan to jointly define the *modus operandi* and the important decisions.

It is not possible that in such a vast partnership that this function be delegated to the leading region. To be able to operate like this, we must financially support at least those who really operate in the partnership.

In this structure, the effective and visible participation of the representatives of each region present in the interregional partnership beyond the sectorial or research representatives must be guaranteed.

In fact, it is the regional administrations that, through their own RIS3m, can coordinate both public and private investments for regional projects with the T&BD partnership and the S3 Agrifood platform.



THE NAME OF YOUR REGION:	Friuli-Venezia-Giulia (Italy)
POPULATION OF YOUR TERRITORY:	1,216,524 inhabitants
AGRICULTURAL AREA (% OF THE TOTAL SURFACE):	SAU = 213,000 ha (27% of the total surface)
AGRIFOOD CONTRIBUTION TO THE REGIONAL GDP:	FVG GDP: 35.24 billion euros. Agrifood contribution: 4.5%
NUMBER OF COMPANIES IN THE AGRIFOOD SECTOR:	Agricultural: 20,000 Food production: 1,150 Food distribution: 15,000
ERDF AND EAFRD FUNDS MANAGED BY YOUR REGION:	This data is difficult to individualize for the agrifood sector.



EXTREMADURA (SPAIN)

1 Name, position and regional member.



Foundation FUNDECYT Scientific and Technological Park of Extremadura.

Carmen González. Director

Patricia da Costa. Operations Manager

2 The current state of the regional node.

Number of members: 3; 2 research centers: Cicytex (Agriculture) and Cenits (High Tech Computing)

Quadruple helix represented? Yes; Academia, Public Administration, Bussiness and Civil Society

- ≈ Public bodies:
- ≈ ICT business:
- ≈ Agrifood business:
- ≈ Consultancy:
- ≈ Research & Academia:
- ≈ Civil society:

3 Origin of the regional node: decision-making process towards the membership in the S3P T&BD.

Who received the proposal?

Regional Body in Charge of RIS3 implementation

Who took the decision?

Regional Government

4 Constitution of the regional node: steps taken to identify and gather the regional members: (please rate the following items on a scale from 1 to 5, with 5 being the highest)

- ≈ Informative notes: 3
- ≈ Meetings: 4
- ≈ Personal contacts: 5
- ≈ Workshops or Conferences: 2
- ≈ Other:



5 Was there, in your opinion, any specific agent acting as a key driver or catalyst for the regional network cohesion? (If yes, please rate the following items on a scale from 1 to 5, with 5 being the highest)

- ≈ A specific public agent: 5
- ≈ A specific research agent: 4
- ≈ A specific agent from the private sector: 3
- ≈ Other:

And what attribute or quality made of him/her a key catalyst?

- ≈ Their connections: 5
- ≈ Their influence: 1
- ≈ Their authority: 2
- ≈ Their position: 3
- ≈ Their social skills: 4
- ≈ Other:

6 What were the main elements contributing to the ownership or participation of regional agents along the process? (please rate the following items on a scale from 1 to 5, with 5 being the highest)

- ≈ Need of this connection instrument: 1
- ≈ Usefulness of the initiative:
- ≈ Incentives of representation: 2
- ≈ Visibility: 3
- ≈ Belonging to the chain: 4
- ≈ Expectation of projects, funding, etc.: 5
- ≈ Other:

7 Can you identify any specific significant moment/event/meeting in the process of engaging your regional node in this interregional partnership?

- Kick-off Event of the Smart Specialisation Platform on Agrifood. 6 & 7 December 2016, Florence, Italy.
- Technical meeting of thematic partnership Traceability and Big Data Smart Specialization Platform S3P Agrifood. March 28 & 29, 2017, Seville-Spain.

8 Current situation of the regional node: (please rate the following items on a scale from 1 to 5, with 5 being the highest)

- ≈ It is stable: 3
- ≈ It is active: 4
- ≈ It is motivated: 2
- ≈ Is it evolving: 5
- ≈ There are scheduled interactions between the members:
- ≈ Other:



9 Have the expectations of participating in the interregional partnership been met? (please rate the following items on a scale from 1 to 5, with 5 being the highest):

3

10 How would you rate the level of commitment and ownership created by the S3 T&BD Agrifood? (please rate the following items on a scale from 1 to 5, with 5 being the highest):

3

Any additional comment?

11 How would you rate the improvement of the networking and synergies among your regional members, since the S3P T&BD creation? (please rate the following items on a scale from 1 to 5, with 5 being the highest):

3

Any additional comment?

12 Which are in your opinion the main intangible assets of the interregional partnership? (please rate the following items on a scale from 1 to 5, with 5 being the highest)

- ≈ Influence on better policy-making:
- ≈ Better positioning of the regional nodes: 2
- ≈ Joining efforts with other European innovation agents: 3
- ≈ Qualified information on technological trends and opportunities:
- ≈ Relational capital generated by the network (new contacts, new relationships...): 4
- ≈ The value of interregional cooperation:
- ≈ Common projects: 5
- ≈ Shared-value: 1
- ≈ Other:

13 How would you rate the level of commitment of your regional node in the next steps/projects of the S3P T&BD partnership? (please rate the following items on a scale from 1 to 5, with 5 being the highest)

- ≈ Future projects: 1
- ≈ Participation in meetings and events: 4
- ≈ Participation in drafting projects proposals: 2
- ≈ Assumption of commitments in the partnership's governance framework: 3
- ≈ Other:



14 What are, in your opinion, the main lessons generated in the construction of the S3P T&BD that other interregional partnerships can learn from?

Identification of common funding opportunities

15 Any suggestions to strengthen the partnership in the coming steps?

Individual and open sessions to analyse financing calls for future projects proposals

THE NAME OF YOUR REGION:

Extremadura Region (Spain)

POPULATION OF YOUR TERRITORY:

10% in agriculture and industry out of the working population
47,500 inhabitants

AGRICULTURAL AREA (% OF THE TOTAL SURFACE):

3,079,963 ha (73.9% out of estates)

AGRIFOOD CONTRIBUTION TO THE REGIONAL GDP:

8.1%

NUMBER OF COMPANIES IN THE AGRIFOOD SECTOR:

2,141 (2016)

ERDF AND EAFRD FUNDS MANAGED BY YOUR REGION:

ERDF (2014-2020): Total EU contribution: 740,592,537 euros

EAFRD: EU contribution in Rural Development Programme (2014-2020)
1,188,000 euros



GREENPORT WEST-HOLLAND (NETHERLANDS)

1 Name, position and regional member.



Greenport West-Holland.

Marga Vintges
Project manager Europe

2 The current state of the regional node.

Number of members: 46

Quadruple helix represented? Mostly Triple Helix: Government, Entrepreneurs and Research / Education.

- ≈ Public bodies:
- ≈ ICT business:
- ≈ Agrifood business:
- ≈ Consultancy:
- ≈ Research & Academia:
- ≈ Civil society:

3 Origin of the regional node: decision-making process towards the membership in the S3P T&BD.

Who received the proposal?

Members that are involved with the subject Europe and the subject big data and traceability.

Who took the decision?

The EU Project leader and the cluster manager.

4 Constitution of the regional node: steps taken to identify and gather the regional members: (please rate the following items on a scale from 1 to 5, with 5 being the highest)

- ≈ Informative notes: 5
- ≈ Meetings: 3
- ≈ Personal contacts: 2
- ≈ Workshops or conferences: 4
- ≈ Other:



- 5** **Was there, in your opinion, any specific agent acting as a key driver or catalyst for the regional network cohesion?** (If yes, please rate the following items on a scale from 1 to 5, with 5 being the highest)
- ≈ A specific public agent: 5
 - ≈ A specific research agent: 2
 - ≈ A specific agent from the private sector: 3
 - ≈ Other:
- And what attribute or quality made of him/her a key catalyst?**
- ≈ Their connections: 1
 - ≈ Their influence: 2
 - ≈ Their authority: 4
 - ≈ Their position: 3
 - ≈ Their social skills:
 - ≈ Other: investment in the cluster 5
- 6** **What were the main elements contributing to the ownership or participation of regional agents along the process?** (please rate the following items on a scale from 1 to 5, with 5 being the highest)
- ≈ Need of this connection instrument: 4
 - ≈ Usefulness of the initiative: 3
 - ≈ Incentives of representation: 5
 - ≈ Visibility:
 - ≈ Belonging to the chain:
 - ≈ Expectation of projects, funding, etc.:
 - ≈ Other:
- 7** **Can you identify any specific significant moment/event/meeting in the process of engaging your regional node in this interregional partnership?**
Yes, there was a meeting of persons (from organizations and companies) that are involved in the subject big data.
- 8** **Current situation of the regional node:** (please rate the following items on a scale from 1 to 5, with 5 being the highest)
- ≈ It is stable: 1
 - ≈ It is active: 5
 - ≈ It is motivated: 2
 - ≈ Is it evolving: 4
 - ≈ There are scheduled interactions between the members: 3
 - ≈ Other:
- 9** **Have the expectations of participating in the interregional partnership been met?** (please rate the following items on a scale from 1 to 5, with 5 being the highest):
4



10 How would you rate the level of commitment and ownership created by the S3 T&BD Agrifood? (please rate the following items on a scale from 1 to 5, with 5 being the highest):

2

Any additional comment?

We need an overall meeting of S3 T&BD.

11 How would you rate the improvement of the networking and synergies among your regional members, since the S3P T&BD creation? (please rate the following items on a scale from 1 to 5, with 5 being the highest):

4

Any additional comment?

We are partner in a COSME consortium as result of the S3 T&BD platform.

12 Which are in your opinion the main intangible assets of the interregional partnership? (please rate the following items on a scale from 1 to 5, with 5 being the highest)

- ≈ Influence on better policy-making: 1
- ≈ Better positioning of the regional nodes: 5
- ≈ Joining efforts with other European innovation agents: 1
- ≈ Qualified information on technological trends and opportunities: 3
- ≈ Relational capital generated by the network (new contacts, new relationships...): 4
- ≈ The value of interregional cooperation: 2
- ≈ Common projects: 1
- ≈ Shared-value: 1
- ≈ Other:

13 How would you rate the level of commitment of your regional node in the next steps/projects of the S3P T&BD partnership? (please rate the following items on a scale from 1 to 5, with 5 being the highest)

- ≈ Future projects: 4
- ≈ Participation in meetings and events: 5
- ≈ Participation in drafting projects proposals: 3
- ≈ Assumption of commitments in the partnership's governance framework: 1
- ≈ Other: relationships of clusters 2

14 What are, in your opinion, the main lessons generated in the construction of the S3P T&BD that other interregional partnerships can learn from?

Take more time for the steps. It was difficult, when missing the first meeting, to get information on the impact of being a member of the platform.



15

Any suggestions to strengthen the partnership in the coming steps?

Annual meetings on themes and partnerships.

THE NAME OF YOUR REGION:	Greenport West-Holland
POPULATION OF YOUR TERRITORY:	3 million inhabitants
AGRICULTURAL AREA (% OF THE TOTAL SURFACE):	50% of the greenhouse area of the Netherlands 1.5% of the total surface (But in the important greenhouse municipalities it is 20%)
AGRIFOOD CONTRIBUTION TO THE REGIONAL GDP:	1.8 %
NUMBER OF COMPANIES IN THE AGRIFOOD SECTOR:	2,500
ERDF AND EAFRD FUNDS MANAGED BY YOUR REGION:	120 million euros years 2014-2020



PAYS DE LA LOIRE (FRANCE)

1 Name, position and regional member.



Conseil Regional des Pays de la Loire.

Anne-Claire Branellec
Food and quality project manager
Agriculture, Fisheries and Agrifood Division

2 The current state of the regional node.

Number of members: 40

Quadruple helix represented?

- ≈ Public bodies: 11
- ≈ ICT business: 6
- ≈ Agrifood business: 8
- ≈ Consultancy:
- ≈ Research & Academia: 15
- ≈ Civil society:

3 Origin of the regional node: decision-making process towards the membership in the S3P T&BD.

Who received the proposal?

The regional council.

Who took the decision?

The regional council.

4 Constitution of the regional node: steps taken to identify and gather the regional members: (please rate the following items on a scale from 1 to 5, with 5 being the highest)

- ≈ Informative notes: 3
- ≈ Meetings: 5
- ≈ Personal contacts: 4
- ≈ Workshops or conferences: 2
- ≈ Other:



5 Was there, in your opinion, any specific agent acting as a key driver or catalyst for the regional network cohesion? (If yes, please rate the following items on a scale from 1 to 5, with 5 being the highest)

- ≈ A specific public agent: the 2 competitiveness centers (“pôles de compétitivité”: Image et Réseaux and Végépolys) and the regional program of “Research, Training and Innovation” Food for Tomorrow.
- ≈ A specific research agent: The University Bretagne-Loire and other schools (ESA (agriculture) and ESEO (electronics) in particular).
- ≈ A specific agent from the private sector:
- ≈ Other:

And what attribute or quality made of him/her a key catalyst?

- ≈ Their connections: these agents make link between research and economical sector; their role is to make them meet and work together.
- ≈ Their influence: they have already a European experience and some of them have an influence (national contact point).
- ≈ Their authority:
- ≈ Their position:
- ≈ Their social skills:
- ≈ Other: investment in the cluster.

6 What were the main elements contributing to the ownership or participation of regional agents along the process? (please rate the following items on a scale from 1 to 5, with 5 being the highest)

- ≈ Need of this connection instrument: 2
- ≈ Usefulness of the initiative:
- ≈ Incentives of representation:
- ≈ Visibility: 1
- ≈ Belonging to the chain: 3
- ≈ Expectation of projects, funding, etc.: 5
- ≈ Other: 4; Investment of the Regional Council which federates all the actors around this initiative / together with the need of European information.

7 Can you identify any specific significant moment/event/meeting in the process of engaging your regional node in this interregional partnership?

3 events were particular:

- The meeting in Sevilla in March 2017 (as we organised a well representative delegation from PDL).
- The visits of Andalusian representatives in the PDL region (the initiative “comes true”!).
- The study trip that we organised with our stakeholders in Brussels to meet European Commission Services and European networks (European projects are possible!).



- 8** **Current situation of the regional node:** (please rate the following items on a scale from 1 to 5, with 5 being the highest)
- ≈ It is stable:
 - ≈ It is active: 2
 - ≈ It is motivated: 5
 - ≈ Is it evolving: 4
 - ≈ There are scheduled interactions between the members: 3
 - ≈ Other:
- 9** **Have the expectations of participating in the interregional partnership been met?** (please rate the following items on a scale from 1 to 5, with 5 being the highest):
- Yes, because the node is evolving and economical sector (ICT and agri businesses) are joining the network. But, it is just a beginning and we hope more regional partners will join us. What will be important is that our stakeholders will be involved in projects and in the life of our network.
- 10** **How would you rate the level of commitment and ownership created by the S3 T&BD Agrifood?** (please rate the following items on a scale from 1 to 5, with 5 being the highest):
- 3
- Any additional comment?**
- The rate would be higher if stakeholders took sometimes the leadership or made proposals.
- 11** **How would you rate the improvement of the networking and synergies among your regional members, since the S3P T&BD creation?** (please rate the following items on a scale from 1 to 5, with 5 being the highest):
- 4
- Any additional comment?**
- The synergies existed before but not so organised. The S3P T&BD permitted to give a frame work. It gave a boost with the direct implication of the regional Council.
- 12** **Which are in your opinion the main intangible assets of the interregional partnership?** (please rate the following items on a scale from 1 to 5, with 5 being the highest)
- ≈ Influence on better policy-making: 2
 - ≈ Better positioning of the regional nodes: 5
 - ≈ Joining efforts with other European innovation agents:
 - ≈ Qualified information on technological trends and opportunities:
 - ≈ Relational capital generated by the network (new contacts, new relationships...): 4



- 12
- ≈ The value of interregional cooperation: 3
 - ≈ Common projects: 1
 - ≈ Shared-value:
 - ≈ Other:

- 13
- How would you rate the level of commitment of your regional node in the next steps/projects of the S3P T&BD partnership?** (please rate the following items on a scale from 1 to 5, with 5 being the highest)

- ≈ Future projects: 5
- ≈ Participation in meetings and events: 3
- ≈ Participation in drafting projects proposals: 2
- ≈ Assumption of commitments in the partnership's governance framework: 4
- ≈ Other:

- 14
- What are, in your opinion, the main lessons generated in the construction of the S3P T&BD that other interregional partnerships can learn from?**

You learn step by step and sometimes in fog but you have to take every opportunity even if it is not always well structured. What is important is to try to give the clearest information to your stakeholders and to your European partners. Everybody can make mistakes but everybody has to do his best. Even if each region works for its stakeholders, we have to think "European".

- 15
- Any suggestions to strengthen the partnership in the coming steps?**

Probably, the kick off meeting of the Regions4Food project will accelerate the actions of the S3P T&BD.



THE NAME OF YOUR REGION:	Pays de la Loire
POPULATION OF YOUR TERRITORY:	3.661 million inhabitants
AGRICULTURAL AREA (% OF THE TOTAL SURFACE):	2,228,000 hectares (69% of the total surface)
AGRIFOOD CONTRIBUTION TO THE REGIONAL GDP:	Around 7% (Around 2.5% for the agriculture; Around 4.5% for the food industry)
NUMBER OF COMPANIES IN THE AGRIFOOD SECTOR:	34,344 farms and 4,465 food industry companies
ERDF AND EAFRD FUNDS MANAGED BY YOUR REGION:	EAFRD: 457.6 million euros for the 2014-2020 period ERDF: 302.7 million euros for the 2014-2020 period



PAZARDZHIK (BULGARIA)

1 Name, position and regional member.



Pazardzhik Regional Administration.

Lyubov Trenkova
Gergana Kaloyanova
Chief Experts at Pazardzhik Regional
Administration (PRA)⁷

2 The current state of the regional node.

Number of members: 43

Quadruple helix represented? Yes

- ≈ Public bodies: 7
- ≈ ICT business: 24
- ≈ Agrifood business:
- ≈ Consultancy:
- ≈ Research & Academia: 8
- ≈ Civil society: 4

3 Origin of the regional node: decision-making process towards the membership in the S3P T&BD.

Who received the proposal?

The Regional Governor of Pazardzhik region (PRA).

Who took the decision?

The Regional Governor of Pazardzhik region (PRA).

4 Constitution of the regional node: steps taken to identify and gather the regional members: (please rate the following items on a scale from 1 to 5, with 5 being the highest)

- ≈ Informative notes: 5
- ≈ Meetings: 1
- ≈ Personal contacts: 4
- ≈ Workshops or conferences: 1
- ≈ Other: Historical partnerships within past agrifood projects/initiatives.

⁷ PRA is a member of the S3P T&BD Agrifood Thematic Network



- 5** **Was there, in your opinion, any specific agent acting as a key driver or catalyst for the regional network cohesion?** (If yes, please rate the following items on a scale from 1 to 5, with 5 being the highest)
- ≈ A specific public agent: 5 PRA with the original driver being the Andalusian team
 - ≈ A specific research agent: 1
 - ≈ A specific agent from the private sector: 1
 - ≈ Other:
- And what attribute or quality made of him/her a key catalyst?**
- ≈ Their connections: 4
 - ≈ Their influence: 3
 - ≈ Their authority: 3
 - ≈ Their position: 3
 - ≈ Their social skills: 4
 - ≈ Other: Good impression left after successful past partnerships under similar agrofood projects.
- 6** **What were the main elements contributing to the ownership or participation of regional agents along the process?** (please rate the following items on a scale from 1 to 5, with 5 being the highest)
- ≈ Need of this connection instrument: 3
 - ≈ Usefulness of the initiative: 3
 - ≈ Incentives of representation: 2
 - ≈ Visibility: 2
 - ≈ Belonging to the chain: 4
 - ≈ Expectation of projects, funding, etc.: 5
 - ≈ Other:
- 7** **Can you identify any specific significant moment/event/meeting in the process of engaging your regional node in this interregional partnership?**
- The announced opportunities of the Interregional Innovation Partnerships and the application under the Interreg Europe programme – REGIONS 4Food.
- 8** **Current situation of the regional node:** (please rate the following items on a scale from 1 to 5, with 5 being the highest)
- ≈ It is stable: 3
 - ≈ It is active: 3
 - ≈ It is motivated: 4
 - ≈ Is it evolving: 3
 - ≈ There are scheduled interactions between the members: For discussing the implementation of the Interregional Innovation Project “Naturecode”.
 - ≈ Other: possibly some stakeholders will be actively involved in the REGIONS 4Food project.



9 Have the expectations of participating in the interregional partnership been met? (please rate the following items on a scale from 1 to 5, with 5 being the highest):

3

10 How would you rate the level of commitment and ownership created by the S3 T&BD Agrifood? (please rate the following items on a scale from 1 to 5, with 5 being the highest):

3

Any additional comment?

11 How would you rate the improvement of the networking and synergies among your regional members, since the S3P T&BD creation? (please rate the following items on a scale from 1 to 5, with 5 being the highest):

3

Any additional comment?

12 Which are in your opinion the main intangible assets of the interregional partnership? (please rate the following items on a scale from 1 to 5, with 5 being the highest)

- ≈ Influence on better policy-making: 5
- ≈ Better positioning of the regional nodes: 3
- ≈ Joining efforts with other European innovation agents: 5
- ≈ Qualified information on technological trends and opportunities: 4
- ≈ Relational capital generated by the network (new contacts, new relationships...): 3
- ≈ The value of interregional cooperation: 4
- ≈ Common projects: 5
- ≈ Shared-value: 5
- ≈ Other: Building upon successful past partnerships.

13 How would you rate the level of commitment of your regional node in the next steps/projects of the S3P T&BD partnership? (please rate the following items on a scale from 1 to 5, with 5 being the highest)

- ≈ Future projects: 5
- ≈ Participation in meetings and events: 4
- ≈ Participation in drafting projects proposals: 4
- ≈ Assumption of commitments in the partnership's governance framework: 3
- ≈ Other: Dissemination of knowledge and information among other potential stakeholders and interested entities.



14 What are, in your opinion, the main lessons generated in the construction of the S3P T&BD that other interregional partnerships can learn from?

- Public authorities are in the best position to act as drivers of such initiatives because of their good awareness of the overall picture and connections maintained, as well as communication capabilities;
- Communication and maintaining contacts is key to keeping such initiatives alive;
- Prospects for future joint projects/funding are good incentive for any stakeholder.

15 Any suggestions to strengthen the partnership in the coming steps?

Work for more opportunities for funding joint projects developed within the pipeline.

THE NAME OF YOUR REGION:

Pazardzhik (Bulgaria)

POPULATION OF YOUR TERRITORY:

257,965 inhabitants

AGRICULTURAL AREA (% OF THE TOTAL SURFACE):

36%

AGRIFOOD CONTRIBUTION TO THE REGIONAL GDP:

Currently not available as statistical info

NUMBER OF COMPANIES IN THE AGRIFOOD SECTOR:

444 (247 agricultural industries + 197 food and beverage industries)

ERDF AND EAFRD FUNDS MANAGED BY YOUR REGION:

None

All EU co-funding is managed at national level in Bulgaria.



LIMBURG (NETHERLANDS)

1 Name, position and regional member.



Limburg (Netherlands)⁸.

Annemiek Canjels
Senior Adviser on EU Public Affairs Agriculture, R&D&I,
Internationalisation

2 The current state of the regional node.

Number of members:

Quadruple helix represented? Yes

Government: Province Limburg

Companies: Development Company LIOF

Science: University of Applied Sciences HAS

NGO: Farmers association LLTB

NGO: Greenports Holland cooperative

- ≈ Public bodies:
- ≈ ICT business:
- ≈ Agrifood business:
- ≈ Consultancy:
- ≈ Research & Academia:
- ≈ Civil society:

3 Origin of the regional node: decision-making process towards the membership in the S3P T&BD.

Who received the proposal?

The organisations mentioned, so far we have not yet established an official node, cooperation is voluntary.

Main activity now is raising a community on the topic, and gathering more members.

⁸ Regional Government Province Limburg, settled in the region Province Limburg in the Netherlands; home of the “Brightlands” Knowledge and Innovation Community on Smart Services & Data Science, Food & Healthy Nutrition, Regenerative & Precision Medicine, Innovative Diagnostics, Smart Materials and Sustainable and Biobased Production of Chemicals.



3 Who took the decision?

In progress

4 Constitution of the regional node: steps taken to identify and gather the regional members: (please rate the following items on a scale from 1 to 5, with 5 being the highest)

- ≈ Informative notes: 3
- ≈ Meetings: 4
- ≈ Personal contacts: 4
- ≈ Workshops or conferences: 5
- ≈ Other: We invited members to participate in EIP-AGRI workshops.

5 Was there, in your opinion, any specific agent acting as a key driver or catalyst for the regional network cohesion? (If yes, please rate the following items on a scale from 1 to 5, with 5 being the highest)

- ≈ A specific public agent: 5
- ≈ A specific research agent:
- ≈ A specific agent from the private sector: 3
- ≈ Other:

And what attribute or quality made of him/her a key catalyst?

- ≈ Their connections: 5
- ≈ Their influence: 3
- ≈ Their authority: 2
- ≈ Their position: 4
- ≈ Their social skills: 5
- ≈ Other: Its access to project funding and its knowledge on the topic.

6 What were the main elements contributing to the ownership or participation of regional agents along the process? (please rate the following items on a scale from 1 to 5, with 5 being the highest)

- ≈ Need of this connection instrument: 3
- ≈ Usefulness of the initiative: 3
- ≈ Incentives of representation: 5
- ≈ Visibility: 5
- ≈ Belonging to the chain: 3
- ≈ Expectation of projects, funding, etc.: 5
- ≈ Other: Sense of urgency of being pro-active on the topic.

7 Can you identify any specific significant moment/event/meeting in the process of engaging your regional node in this interregional partnership?

Yes, as a regional government we have added a new part of the AKIS 3 months ago: an agri-development Business Team at LIOF, the Regional Development Agency for Industries and SME. We financed capacity to develop a T&BD Community. We also



7 created a support measure for future regional initiatives on Innovation projects, such as T&BD. Availability of capacity and finance speeded up the process.

8 **Current situation of the regional node:** (please rate the following items on a scale from 1 to 5, with 5 being the highest)

- ≈ It is stable: 2
- ≈ It is active: 2
- ≈ It is motivated: 3
- ≈ Is it evolving: 4
- ≈ There are scheduled interactions between the members: 3
- ≈ Other: Remark: it is a young node but now that we have created capacity for community building we expect quick development in the months to come.

9 **Have the expectations of participating in the interregional partnership been met?** (please rate the following items on a scale from 1 to 5, with 5 being the highest):

4

Any additional comment?

I am impressed by the level of activity of the coordinators, much has been initiated and achieved.

We have not participated as actively as we had hoped because of lack of our own staff, this has only recently been solved.

10 **How would you rate the level of commitment and ownership created by the S3 T&BD Agrifood?** (please rate the following items on a scale from 1 to 5, with 5 being the highest):

5

Any additional comment?

Compared to other interregional partnerships, the level of activity provided by the coordinators is high. Document drafted are excellent.

11 **How would you rate the improvement of the networking and synergies among your regional members, since the S3P T&BD creation?** (please rate the following items on a scale from 1 to 5, with 5 being the highest):

1

Any additional comment?

This is entirely due to lack of staff up to recently in our region. I expect it to improve soon.



12 Which are in your opinion the main intangible assets of the interregional partnership? (please rate the following items on a scale from 1 to 5, with 5 being the highest)

- ≈ Influence on better policy-making: 5
- ≈ Better positioning of the regional nodes: 5
- ≈ Joining efforts with other European innovation agents: 4
- ≈ Qualified information on technological trends and opportunities: 5
- ≈ Relational capital generated by the network (new contacts, new relationships...): 4
- ≈ The value of interregional cooperation: 4
- ≈ Common projects: 4
- ≈ Shared-value: 4
- ≈ Other: awareness, sharing of best practices and knowledge.

13 How would you rate the level of commitment of your regional node in the next steps/projects of the S3P T&BD partnership? (please rate the following items on a scale from 1 to 5, with 5 being the highest)

- ≈ Future projects: 3
- ≈ Participation in meetings and events: 4
- ≈ Participation in drafting projects proposals: 3
- ≈ Assumption of commitments in the partnership's governance framework: 3
- ≈ Other:

14 What are, in your opinion, the main lessons generated in the construction of the S3P T&BD that other interregional partnerships can learn from?

- Although all partners speak English well, cultural differences and differences in rules, governance structures and responsibilities complicate communication.
- An IP needs a shared digital environment such as a website or portal to maintain an overview on activities.
- An IP needs a member/participants portal with profile pages, to ease interlinkage.

15 Any suggestions to strengthen the partnership in the coming steps?

- See the answers on 14, a "who is who / who does what" overview with contact details.
- A newsletter to share "whats happening", on projects and meetings.



THE NAME OF YOUR REGION:	Limburg (Netherlands)
POPULATION OF YOUR TERRITORY:	<p>1.1 million inhabitants</p> <p>Limburg as a region: 2,209.22 km²</p> <p>The province Limburg is one of the twelve Dutch regions at NUTS 1 level. Looking at the most recent EU Regional Competitiveness Index, Limburg has been classified as a “leading” region (stage 4 in development), scoring 79 points out of 100, holding position 30 of the 263 EU regions and having a GDP of 108, compared to the EU average (100). Although the region scores either better or equal to its 15 most similar EU-regions (comparison based on the GDP), there is room for improvement when it comes to creating innovations, applying research outcome, life long learning and digitisation.</p>
AGRICULTURAL AREA (% OF THE TOTAL SURFACE):	<p>50% (primary production) Nature area, water area excluded.</p>
AGRIFOOD CONTRIBUTION TO THE REGIONAL GDP:	<p>15 – 20 % (including upstream and downstream).</p> <p>The Netherlands is the second-largest exporter of agro-food products in the world, after the United States. Its workforce has the highest added value per FTE in Europe, contributing some 10 percent to the Dutch economy and employment.</p> <p>The Dutch horticulture sector is the most innovative and sustainable in the world. 80% of all innovations in greenhouse horticulture originate in the Netherlands. Producers in the agriculture sector invest an average of 15% of their turnover in R&D, more than in many other knowledge-intensive industries.</p>



NUMBER OF COMPANIES IN THE AGRIFOOD SECTOR:

3,893

There are 3,893 agriculture companies in Limburg, covering 95,000 ha, providing 35,000 jobs (in FTE). On fresh food, flowers and vegetables, the region creates an annual €1 billion in turnover including food processing, suppliers, logistics. Of this, the turnover in fruit, vegetables, flowers and plants is 600 million euro. The turnover on the husbandry and dairy chain is 1.6 billion.

ERDF AND EAFRD FUNDS MANAGED BY YOUR REGION:

Regional component of the National Rural Development Programme with regionally allocated budget

EAFRD Regional Programme, together with provinces Zeeland and North Brabant (Southern Netherlands)

INTERREG Flanders – Netherlands (co-managed)

INTERREG Euregion Rijn – Maas – Noord (Rhein – Meuse – North) (co-managed)

INTERREG Euregion Rijn – Waal (Rhein – Waal) (co-managed)



SOUTH SAVO (FINLAND)

1 Name, position and regional member.



South Savo Region.

Teija Rautiainen.
Research manager.

2 The current state of the regional node.

Number of members: 10-15. Number varies depending on theme. Node has not established well.

Quadruple helix represented? No

- ≈ Public bodies:
- ≈ ICT business:
- ≈ Agrifood business:
- ≈ Consultancy:
- ≈ Research & Academia:
- ≈ Civil society:

3 Origin of the regional node: decision-making process towards the membership in the S3P T&BD.

Who received the proposal?

Teija Rautiainen contacted the SP3 Andalusian team after discussions in Xamk and South Savo Regional Council.

Who took the decision?

South Savo Regional Council gave Xamk a mandate to act as a representative of South Savo.

4 Constitution of the regional node: steps taken to identify and gather the regional members: (please rate the following items on a scale from 1 to 5, with 5 being the highest)

- ≈ Informative notes: 2
- ≈ Meetings: 2
- ≈ Personal contacts: 2
- ≈ Workshops or conferences: 2
- ≈ Other:



5 Was there, in your opinion, any specific agent acting as a key driver or catalyst for the regional network cohesion? (If yes, please rate the following items on a scale from 1 to 5, with 5 being the highest)

- ≈ A specific public agent:
- ≈ A specific research agent: 3 (me as a representative of South Eastern Finland University of Applied Sciences).
- ≈ A specific agent from the private sector:
- ≈ Other:

And what attribute or quality made of him/her a key catalyst?

- ≈ Their connections: 4
- ≈ Their influence: 2
- ≈ Their authority: 3
- ≈ Their position: 3
- ≈ Their social skills: 4
- ≈ Other: investment in the cluster

6 What were the main elements contributing to the ownership or participation of regional agents along the process? (please rate the following items on a scale from 1 to 5, with 5 being the highest)

- ≈ Need of this connection instrument: 2
- ≈ Usefulness of the initiative: 2
- ≈ Incentives of representation: 3
- ≈ Visibility: 4
- ≈ Belonging to the chain: 4
- ≈ Expectation of projects, funding, etc.: 4
- ≈ Other: understanding and getting familiar with this kind of platform and network.

7 Can you identify any specific significant moment/event/meeting in the process of engaging your regional node in this interregional partnership?

South Savo Region being involved with EU Investment pilot action. Being part of the pilot action means that concrete actions take place in our region, a project to carry out piloting. Regional project includes also “extra” actions which are interesting to agrifood companies.

8 Current situation of the regional node: (please rate the following items on a scale from 1 to 5, with 5 being the highest)

- ≈ It is stable: 1
- ≈ It is active: 2
- ≈ It is motivated: 2
- ≈ Is it evolving: 3
- ≈ There are scheduled interactions between the members: 2
- ≈ Other:



9 Have the expectations of participating in the interregional partnership been met? (please rate the following items on a scale from 1 to 5, with 5 being the highest):

4

10 How would you rate the level of commitment and ownership created by the S3 T&BD Agrifood? (please rate the following items on a scale from 1 to 5, with 5 being the highest):

4

Any additional comment?

11 How would you rate the improvement of the networking and synergies among your regional members, since the S3P T&BD creation? (please rate the following items on a scale from 1 to 5, with 5 being the highest):

2

Any additional comment?

12 Which are in your opinion the main intangible assets of the interregional partnership? (please rate the following items on a scale from 1 to 5, with 5 being the highest)

- ≈ Influence on better policy-making: 3
- ≈ Better positioning of the regional nodes: 3
- ≈ Joining efforts with other European innovation agents: 2
- ≈ Qualified information on technological trends and opportunities: 4
- ≈ Relational capital generated by the network (new contacts, new relationships...): 4
- ≈ The value of interregional cooperation: 3
- ≈ Common projects: 4
- ≈ Shared-value: 4
- ≈ Other:

13 How would you rate the level of commitment of your regional node in the next steps/projects of the S3P T&BD partnership? (please rate the following items on a scale from 1 to 5, with 5 being the highest)

- ≈ Future projects: 4
- ≈ Participation in meetings and events: 3
- ≈ Participation in drafting projects proposals: 4
- ≈ Assumption of commitments in the partnership's governance framework:
- ≈ Other:



14 What are, in your opinion, the main lessons generated in the construction of the S3P T&BD that other interregional partnerships can learn from?

Andalusia has done a great work with scoping notes and planning working areas. Information of what is going on is given on regular bases.

15 Any suggestions to strengthen the partnership in the coming steps?

Any resources for covering expences or enabling participation or regional work would be appreciated.

THE NAME OF YOUR REGION:

South Savo, Finland

POPULATION OF YOUR TERRITORY:

147,194 inhabitants (year 2017)

AGRICULTURAL AREA (% OF THE TOTAL SURFACE):

3.2 % (just to inform that of surface 65% is forest and 25% body of water)

AGRIFOOD CONTRIBUTION TO THE REGIONAL GDP:

4.2% (year 2014)

NUMBER OF COMPANIES IN THE AGRIFOOD SECTOR:

Farms 3,004, food processing companies 71 (35% of entrepreneursof South Savo are in agrifood sector)

ERDF AND EAFRD FUNDS MANAGED BY YOUR REGION:

ERFD 69 million euros, EAFRD 43.5 million euro, total 112.5 million euro



ANNEX IV. PARTNERS AND EXPRESSIONS OF INTEREST

REGION	COUNTRY
ANDALUSIA (LEADER)	SPAIN
EXTREMADURA	SPAIN
ARAGON	SPAIN
NAVARRA	SPAIN
BASQUE COUNTRY	SPAIN
GALICIA	SPAIN
EMILIA-ROMAGNA (COLEADER)	ITALY
FRIULI-VENEZIA-GIULIA	ITALY
SARDINIA	ITALY
PAYS DE LA LOIRE	FRANCE
BRITTANY	FRANCE
LIMBURG	NETHERLANDS
SOUTH OSTROBOTHNIA	FINLAND
SOUTH SAVO	FINLAND
SATAKUNTA	FINLAND
SOUTH TRANSDANUBIA	HUNGARY
HAJDÚ-BIHAR	HUNGARY
PAZARDZHİK	BULGARIA
CENTRAL MACEDONIA	GREECE
MIDDLE BLACK SEA	TURKEY

CLUSTER	COUNTRY
AGROCLUSTER RIBATEJO	PORTUGAL
GREENPORT WEST-HOLLAND	NETHERLANDS
AGRIGO	ITALY
CLUSTER AGRIFOOD NAZIONALE	ITALY



CENTER OF COMPETENCE	COUNTRY
INOVISA	PORTUGAL
CENSE – CENTER FOR ENVIROMENTAL AND SUSTAINABILITY RESEARCH	PORTUGAL
INL - LABORATORIO IBÉRICO INTERNACIONAL DE NANOTECNOLOGÍA	PORTUGAL
WAGENINGEN UNIVERSITY	NETHERLANDS
AGRIFOOD AND BIOSCIENCE INSTITUTE	UK