



GROW your REGIONⁿ

Boosting Smart
Interregional Collaboration
through Clusters

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S3 as a tool for regional growth: the sample of social economy

Mikel Irujo

CoR Member for Navarra

S3 & Social Economy

- **Conclusions of the Council of 7 December 2015**, regarding promotion of the **social economy**
- The social economy further contributes to several key EU objectives, including the achievement of smart, sustainable and inclusive growth, highquality employment, social cohesion, social innovation, local and regional development and environmental protection. It is also an important tool which contributes to ensuring people's well-being. Even more important, the social economy is a sector which has weathered the economic crisis much better than others and is gaining increasing recognition at European level.”
- European Social economy is made of 2 million enterprises, representing 10% of all European enterprises, and employ over 14 million paid employees (the equivalent of 6.5% of the working population in the EU).



EU Values (art. 1, 2 ad 3 TEU)	Social Economy Values (Social Economy Europe)
Respect for human dignity and promotion of well-being of its people	Individual and the social objective over capital
Democracy, decisions are taken as openly as possible and as closely as possible to the citizen	Democratic control by the membership
Equality, pluralism, non-discrimination	Combination of the interests of members, users, and general interest (society)
Solidarity	Reinvestment of the surplus to carry out sustainable development objectives, services of interest to members or of general interest
Any Member State may decide to withdraw from the Union in accordance with its own constitutional requirements (art. 50)	Voluntary and open membership





WHAT IS **SMART** AND WHAT IS **SPECIALISATION**?

- 1. Place **evidence based**
- 2. Not top down decision, but **bottom up** partnership approach
- 3. **Global perspective** on potential advantage & potential for cooperation
- 4. Source in **Knowledge, services, technologies**, talent and investors

- 1. **Priority setting** in times of scarce resources
- 2. **Excellence** in something specific
- 3. Accumulation of **critical mass**
- 4. Not necessarily focused on a single sector but **cross sectorial** approach

- a) Best way to exploit territorial potential through innovation
- b) Foster interregional comparative advantage



S3 & Social Economy

Social economy elements in Navarra

- Link to the region
- Greater resilience
- Collective entrepreneurship
- Business cooperation
- Deep business roots in Navarra
- Contribution to employment



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S3 & Social Economy

Navarra's Social Economy for 2015, corresponding to the families previously described, are as follows:

- 1,064 social economy businesses.
- 16,430 employed people, representing more than 7% of the working population in the private sector in Navarra.
- 1.953 billion euro estimated turnover (largest part of the turnover is concentrated again in Cooperatives and Labour Companies –more than 95%).
- More than 28,000 associates and volunteers at Social Economy companies

S3 & Social Economy



- Social Economy linked to Smart Specialisation Strategy
- Thematic priority: “Facilitate the transformation of the industrial fabric of Navarre to guide it towards the **industry of the future: more competitive, more technological, more innovative, more sustainable and more committed to society and its Surroundings**”
... **main tools:** Industrial plan, clusters policy, company growth, actions, entrepreneurship plan, internationalisation plan, **social economy plan**



S3 & Social Economy: Navarra



Social Economy Plan of Navarra



- ❑ ASSESSMENT OF THE SOCIAL ECONOMY SECTOR
 - ✓ THE SOCIAL ECONOMY SECTOR IN NAVARRA
 - ✓ SWOT ANALYSIS OF THE SECTOR
- ❑ VISION, STRATEGIC LINES AND STRATEGIC GOALS
- ❑ ACTIONS AND PROJECTS
 - ✓ SUSTAINABLE, QUALITY EMPLOYMENT
 - ✓ SOCIAL INNOVATION
 - ✓ **BUSINESS DEVELOPMENT**
 - ✓ PARTICIPATORY GOVERNANCE
 - ✓ SECTOR DEVELOPMENT



S3 & Social Economy: Navarra



Social Economy Plan of Navarra



☐ ACTIONS AND PROJECTS

✓ **BUSINESS DEVELOPMENT** (sample)

✓ (...)

✓ **INTERCOOPERATION PROGRAMME: GROUPING OF SOCIAL ECONOMY COMPANIES**

✓ **OBJECTIVES:** Creating a group of Social Economy companies following the business **cluster** operational model to promote intercooperation among Social Economy companies and create cooperation projects: for the development of new products, for their marketing, for the diversification of business activity, for the creation of business platforms in cross-cutting issues (shared management, shared services, purchases, innovation, etc.).

✓ **INDICATORS:** 12 intercooperation projects.

✓ **RESPONSIBLE:** DGPEET

✓ **BUDGET** (business development): 660.000€





***“NAVARRE SHALL BE
THE WONDER OF THE
WORLD”***

W. SHAKESPEARE, LOVES LABOURS LOST (SCENE I)