

Innovative farmers, facilitating researchers and an enhancing government

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Developments in European Union

- CAP-reform: from support of product prices to income support in return for greening measures
- More focus on sustainability: resource efficiency and biodiversity
- More focus on chain innovation: local for local, integrated chains for innovative products
- More focus on Biobased Economy

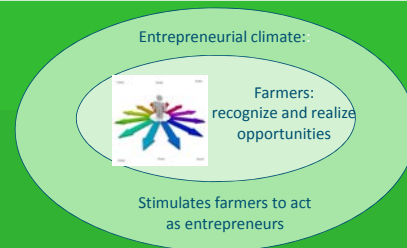


Challenges in European for farmers

- From optimization of the farm to innovation on the farm
- From price support to customer value
- From production skills to entrepreneurship
- From sector orientation to society orientation



Stimulation via entrepreneurs (players) or entrepreneurial climate (playing field)?



Approaches used in The Netherlands

Goal	Approach
Farmers improve entrepreneurial skills	<ul style="list-style-type: none"> • Interactive Strategic Management • Innovative networks
Farmers recognize and realize opportunities	<ul style="list-style-type: none"> • Development of business plans & new Product Market Combinations • Co-innovation • Business model innovation (Canvas)
Stakeholders improve entrepreneurial climate	<ul style="list-style-type: none"> • Regional transition approaches • Stakeholder management • Network approach with innovation brokers / free actors

Approach 1: Interactive Strategic Management

- Development or re-orientation of farm strategy
- Interactive groups of 8-12 farmers
- Supporting internet tools and facilitators
- Result: improved skills and strategic plan
- Train the trainer
- Several examples in Netherlands
- EU: project in Slovenia, Poland and Lithuania



Examples Interactive Strategic Management: Rabobank Farm Successors Program

- Program combines assessment, financial scan and training Interactive Strategic Management
- Training: 5 days, with groups of 8-12 young entrepreneurs from different sectors
- Strong interaction within group and homework assignments
- Training implemented since 2006, about 600 participants
- 2012 pilot of new training with Rabobank based on Business model innovation



Approach 2: Innovative Networks

- Development of new PMC's
- Learning and/or business development in a network of farmers and other SME's
- Network facilitation by 'free actor'
- Several examples in Netherlands: 125 Networks in livestock, Farming with Future, 40 networks on multifunctional farming



Example Innovative Networks: PlattelandImpuls



Approach 3: Regional Transition

- Development of new regional opportunities
- From niche to mainstream
- Stakeholder management
- Cooperation regional policymakers, research, process facilitators and private sector
- Several examples in Netherlands:
 - Agriboard Noord Holland,
 - Kamperelland



Example Regional Transition: Agriboard Noord Holland

- Regional commitment organised in Agriboard
- Interactive development future vision
- Shared regional knowledge & innovation agenda
- Innovative networks with farmers, research and education



Why (not) these approaches in the EU?

- No copy-paste!!
- Mutual inspiration and tailor made approaches
- Decontextualize en recontextualize European practices
- Connection with EU policies and facilities?
- How do we go forward?



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