

# Analysing the usefulness of Strategic Niche Management on the cases Agromere and AlgaePARC

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# Role of intermediary actors in innovation

Does SNM/MLP provide  
intermediary actors  
with tools  
to facilitate innovation?



# Content

- Starting point MLP and Strategic Niche Management (SNM)
- Analysing 2 cases ex-post by applying SNM/MLP frame

- AlgaePARC
- Agromere



- Lessons learned



# Strategic Niche Management (SNM)

- A tool that supports the introduction of sustainable innovations (Raven, 2005)
- Is about (Grin et al., 2010):

## Visioning



## Networking



## Learning



# Grassroot based vs market based

	<b>Market-based innovations</b>	<b>Grassroots innovations</b>
Context	Market economy	Social economy
Driving force	Profit	Social need
Niche	Market rules are different	Values are different
Organisational form	Firms	Diverse range of organisational types
Resource base	Income from commercial activity	Grant funding, voluntary input, mutual exchange, limited commercial activity

Seyfang and Smith (2007)



# Cases Introduction

## AlgaePARC



- The establishment of a technical innovation program for the development of new commercial algae products and processes
- Market-based innovation

## Agromere



- The introduction of urban agriculture in the new city area Almere Oosterwold
- Grassroots innovation



# Case: AlgaePARC



- Microalgae are micro-organisms that can be used for e.g. feed, food, chemical, fuel applications
- A leap in microalgae technology is necessary (Wijffels et al. 2010: 797)
- Case: The establishment of a technical innovation program for the development of new commercial algae products and processes.
- Established with no less than 19 companies by 2011.



# Visioning



## ■ AlgaePARC:

- Developed a shared vision on the optimisation of microalgae production (2008-2011).
- This vision together with a project plan formed the basis of the stated consortium agreement.



# Networking



## ■ AlgaePARC:

- In 2008 Wageningen UR started to develop an international network .
- By 2011, the efforts resulted in an consortium-agreement signed by national and regional authorities, Wageningen UR, and 19 companies (multinational/SME).



# Learning

## ■ AlgaePARC:

- Partners with divergent knowledge on microalgae
- The second part of the learning process started with signing the consortium agreement which also involved a R&D-project.

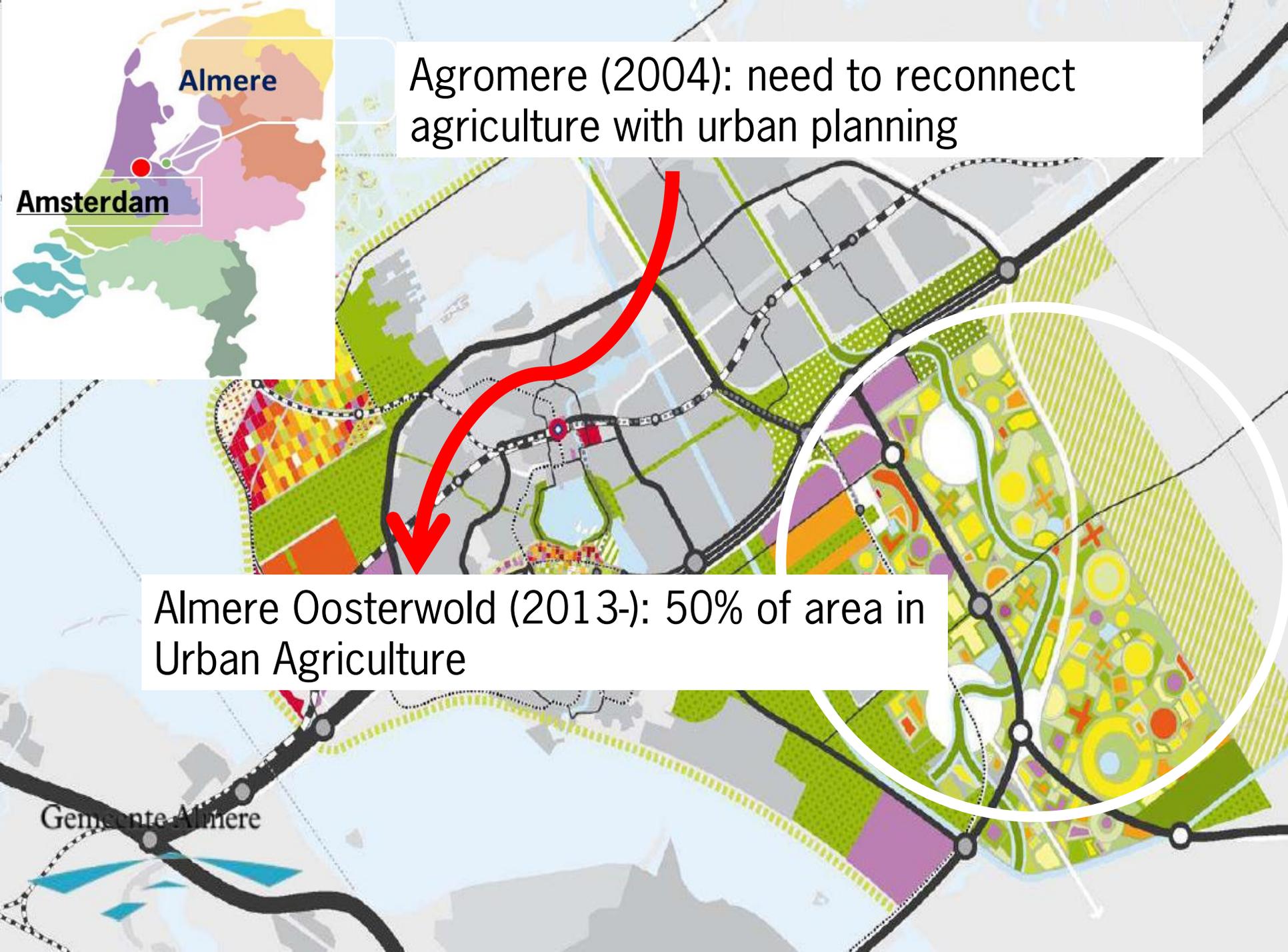




Agromere (2004): need to reconnect agriculture with urban planning

Almere Oosterwold (2013-): 50% of area in Urban Agriculture

Gemeente Almere



# Visioning



## ■ AlgaePARC:

- Developed a shared vision on the optimisation of microalgae production (2008-2011).
- This vision together with a project plan formed the basis of the stated consortium agreement.

## ■ Agromere:

- Future scenario approach with relevant stakeholders (2006-2007)
- Leading to shared design principles of Agromere



# Networking



## ■ AlgaePARC:

- In 2008 Wageningen UR started to develop an international network .
- By 2011, the efforts resulted in an consortium-agreement signed by national and regional authorities, Wageningen UR, and 19 companies (multinational/SME).

## ■ Agromere

- Heterogeneous stakeholder network (2006-2009)
- Step-by-step involvement of Municipality of Almere (2007-)



# Learning



## ■ AlgaePARC:

- Partners with divergent knowledge on microalgae,
- The second part of the learning process started with signing the consortium agreement which also involved a R&D-project.

## ■ Agromere:

- Involvement of outsiders
- Stakeholders with divergent knowledge on (urban) agriculture
- Experimenting (2013-) in Almere Oosterwold



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# Analyses

- SNM/MLP provided us with a useful frame to (ex post) analyse the development of AlgaePARC and Agromere.
- Critical role for intermediary actors:
  - Initiation of process
  - Network formation and stakeholder process
  - Facilitating the learning process



# Conclusion

Does SNM/MLP provide intermediary actors with tools to facilitate innovation?

SNM/MLP (ex ante) has shortcomings

- Grassroots based niche Agromere:
  - Leap between niche and everyday practice → SPT
- Market based niche AlgaePark:
  - It doesn't address technological and economic potential



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# Thank you!

Does a model exist with social, technological and economic aspects of an innovation?

