

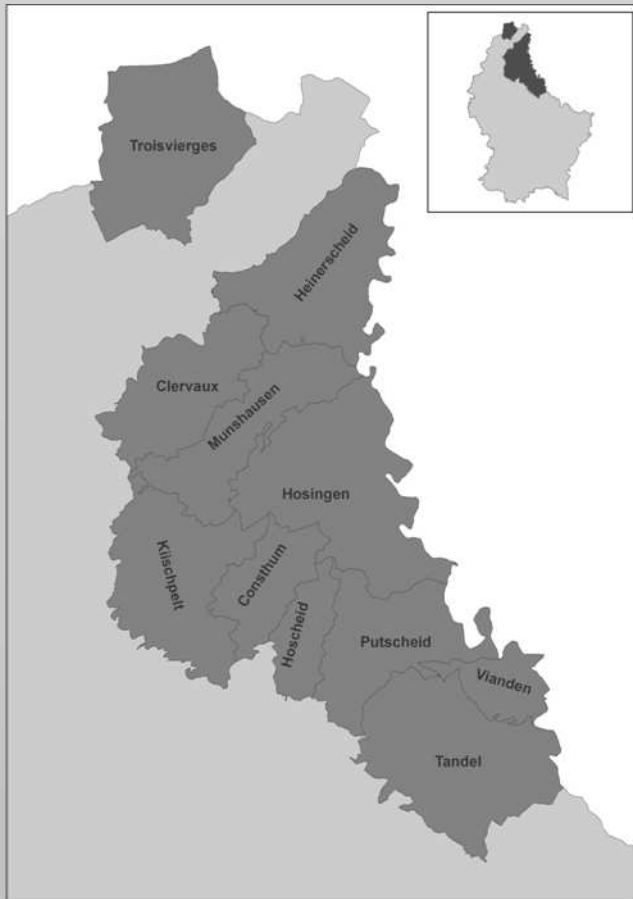


*Luc Jacobs
Our Nature Park
Luxembourg*

Lessons from the Field: Innovation for Rural Development and Job Creation

*2nd Workshop Rapido
Vila Real, nov. 27th 2008*

*Association of
national and local
authorities*



Our Nature Park

- 11 municipalities
- 306 km²
- 14.000 inhabitants
- 15.900 ha agric. used
- 13.000 ha forests

Themes



Our Nature Park

- Quality of life
- Nature and environment
- Urbanism, Heritage
- Tourism
- Agriculture
- Forestry
- SMB

Themes



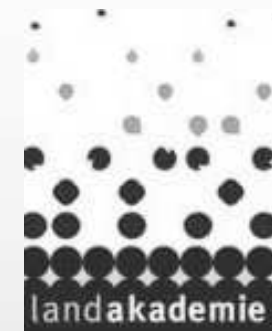
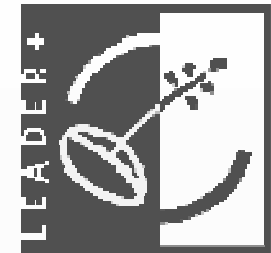
Agricultural extension program

- « Alternative » Productions
- Marketing



Projects

**Participation in regional, interregional
and transnational projects
concerning innovation and ICT in the
widest sense**



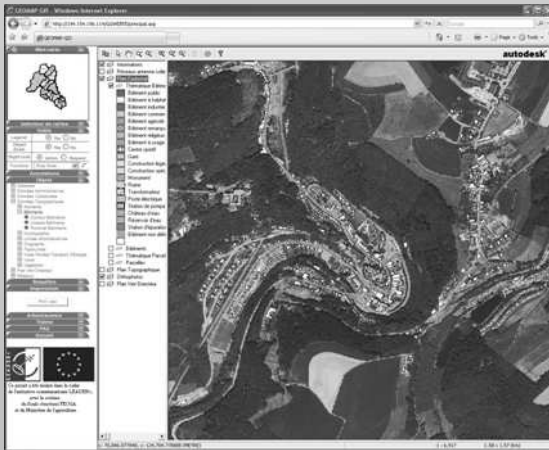
Projects



Projects concern 2 related domains

- Public Domain
- Private sector

Public Domain



- **Medium or long term** goals?
(Ex. ICT in primary schools → technology literacy)
- Objectives concern the **general interest**, quality of life, regional competitiveness, attractiveness, have multiplication, example and laboratory functions.
(Ex ADSL, Internet rooms)
- Actions are very often linked to the creation of **infrastructure, basic resources** and general services with direct or indirect profits to public.
(Ex GIS)

Public Domain

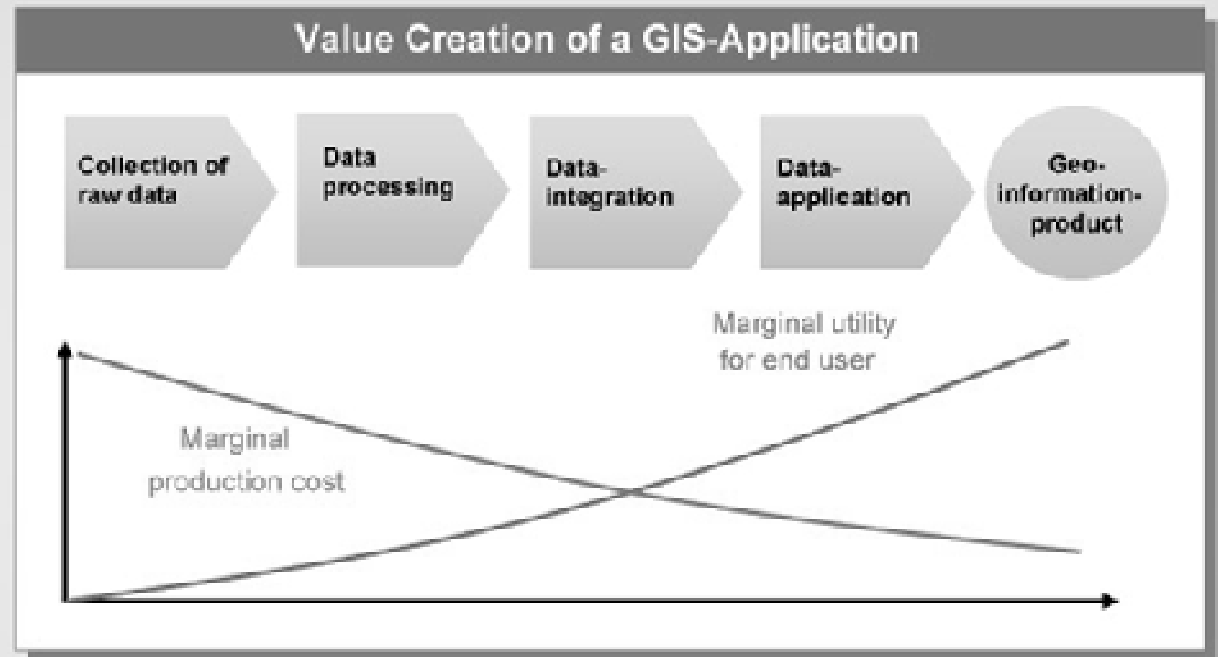


- **Employment goals:**
Job creation or preservation in the long run.
- Immediate job creation **on the project level**, as services aiming at public, organizations and businesses
- Crucial question:
If short-term projects with initial financing are offered:
how can continuity be assured?

Public Domain



GIS = Long-Term Value Creation



➔ **Value growth for user vs. production costs**



Source TUM: Marktanalyse: Der Geoinformationsmarkt Bayern für Landkreise, Kommunale Zweckverbände und Gemeinden. Dr.-Ing. Ulrich Huber



Private sector

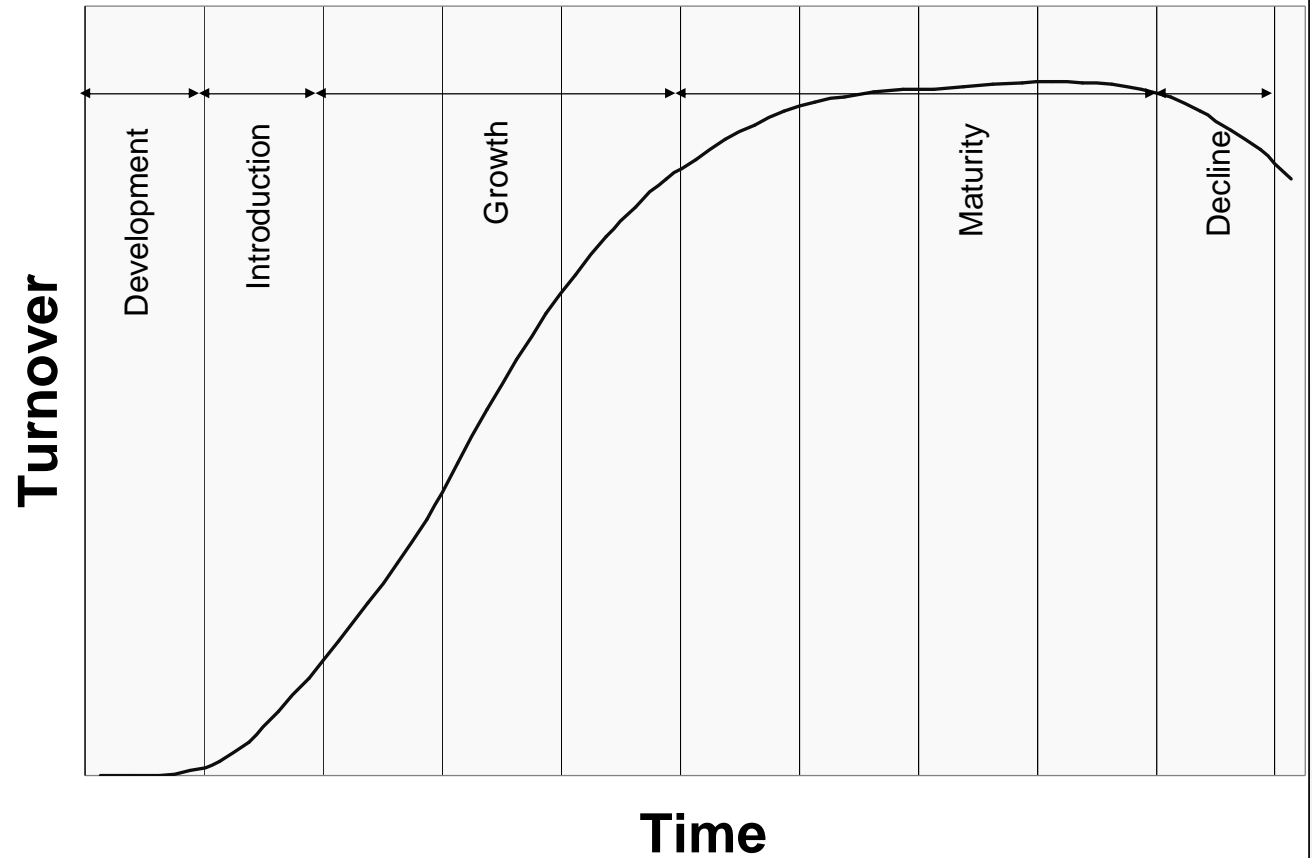


- Often **start-up businesses or activities**. Background, competences and motivation vary.
- **Immediate, short or medium term** interests prevail.
- **Objectives:** competitiveness, market share, cost reduction, immediate profit.
- Position on **Business life cycle** determines needs

Private sector



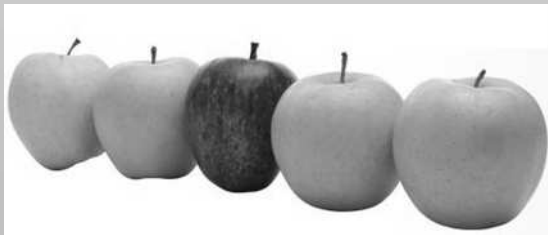
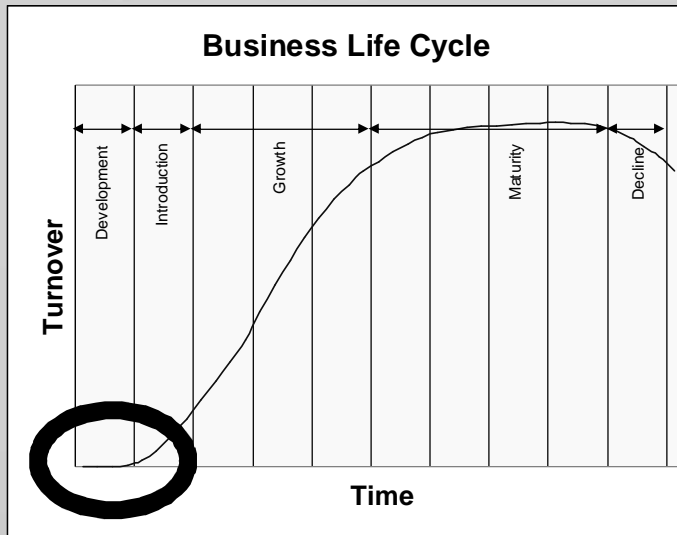
Business Life Cycle



e.g. Regional
(niche) products

Business stadium: Development

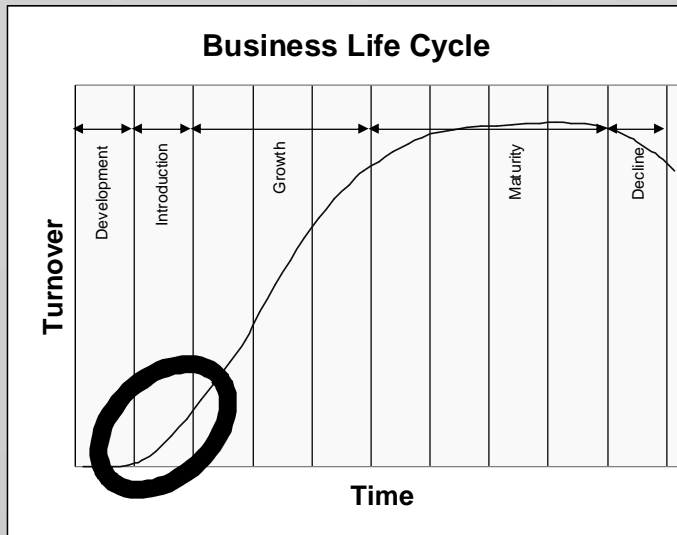
- **Turnover:** 0 or XXS
- **Critical success factors**
 - Product definition: USP?
 - Production technology and investment
 - Marketing strategy definition
- **Demands - needs – problems**
 - Basic entrepreneurial skills acquisition
 - Business planning skills acquisition
 - Technology information and assistance
 - Legal assistance
 - Marketing awareness and skills acquisition
 - Workload management



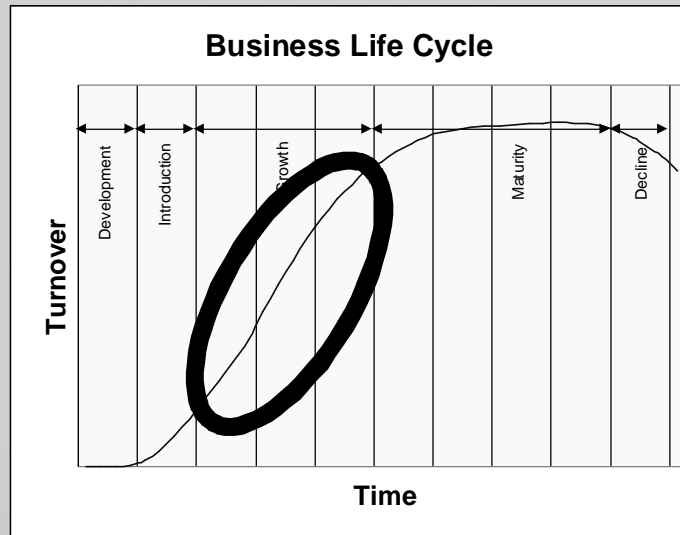
e.g. Regional
(niche) products

Business stadium: Introduction

- **Turnover: XS**
- **Critical success factors**
 - Marketing strategy: Market and demand creation
product positioning - price decisions
 - Organization – distribution
 - Cooperation and networking
 - Financial reserves
 - Cost control
- **Demands - needs – problems**
 - Market information
 - Marketing skills acquisition
 - Organizational skills acquisition
 - Workload management



e.g. Regional
(niche) products

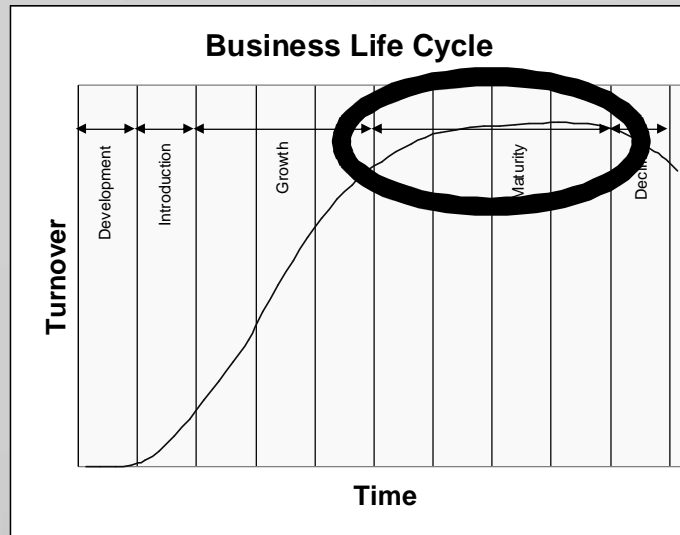


Business stadium: Growth

- **Turnover:** Increasing more or less rapidly
- **Critical success factors**
 - Market development, Distribution
 - Profit margins and trade discounts
 - Cooperation and networking
 - Promotion – Brand development and protection
 - Product improvement
 - Dealing with competition
- **Demands - needs – problems**
 - Business follow-up, evaluation, decision taking
 - Cooperation skills
 - Financial and organizational skills acq.
 - Personnel management skills
 - Labeling and commercial message definition



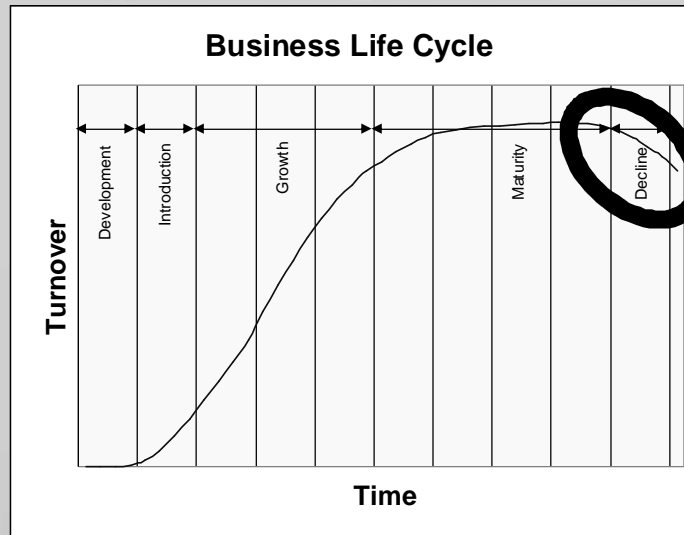
e.g. Regional
(niche) products



Business stadium: Maturity

- **Turnover:** Stable, high
- **Critical success factors**
 - Cost control
 - Dealing with competition
 - Diversification and differentiation
 - Distribution and customer care, sales promotion, incentives, brand loyalty
- **Demands - needs – problems**
 - Innovation skills
 - Flexibility

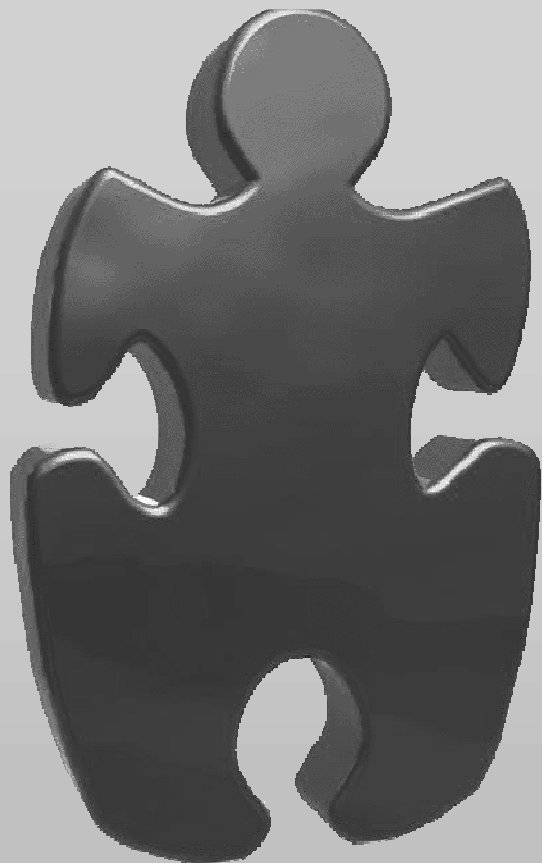
e.g. Regional
(niche) products



Business stadium: Decline

- **Turnover:** Decreasing
- **Critical success factors**
 - Cost control
 - Strategic decisions for the future
- **Demands - needs – problems**
 - Business follow-up, decision taking
 - Flexibility

Private sector



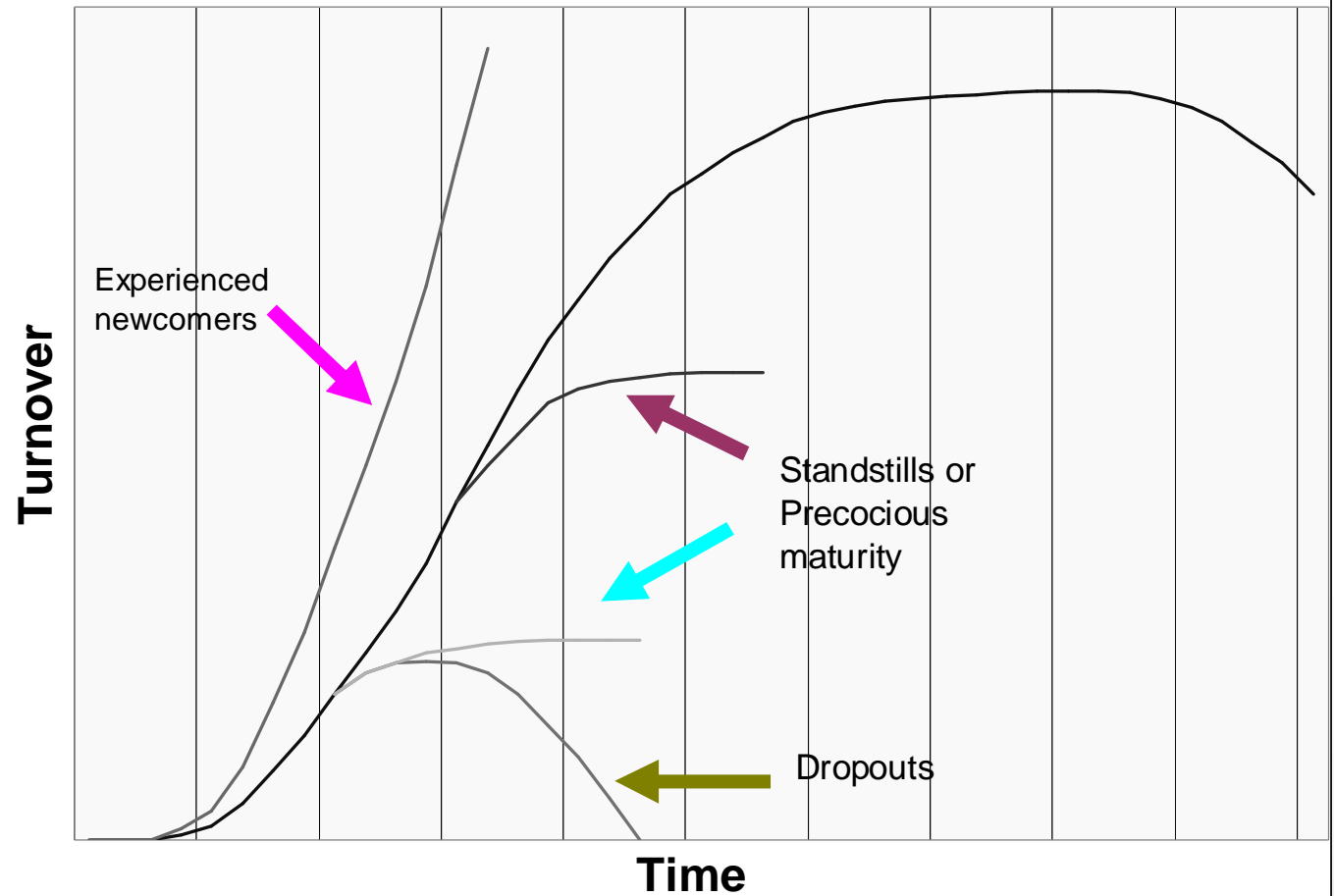
Some questions:

- Is the incentive or help **adapted** to the stage of the business development?
- **Does incentive or help match the needs**, business development objectives, motivation and capacities of the beneficiary?
 - Basic or new technologies?
 - New skills and know-how?
 - Information?
 - Assistance, consultancy or coaching?
- Or does help rather match our visions in the first place?)

Private sector



Business Life Cycles



Private sector



More questions:

- What criteria do we use for the **Selection** of beneficiaries?
Blanket policy vs. targeted criteria?
- Does the support **contribute to the development of the activity** (or does it prevent it from dying)?
- Does the support contribute to **overall rural development**?
- Are we disposed to allocate the **time that takes**?



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