

# Fostering Social Entrepreneurship Ecosystems Post-Covid 19



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## EU Values (art. 1, 2 ad 3 TEU)

Respect for human dignity and promotion of well-being of its people

Democracy, decisions are taken as openly as possible and as closely as possible to the citizen

Equality, pluralism, non-discrimination

Solidarity

Any Member State may decide to withdraw from the Union in accordance with its own constitutional requirements (art. 50)

## Social Economy Values (Social Economy Europe)

Individual and the social objective over capital

Democratic control by the membership

Combination of the interests of members, users, and general interest (society)

Reinvestment of the surplus to carry out sustainable development objectives, services of interest to members or of general interest

Voluntary and open membership

# 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

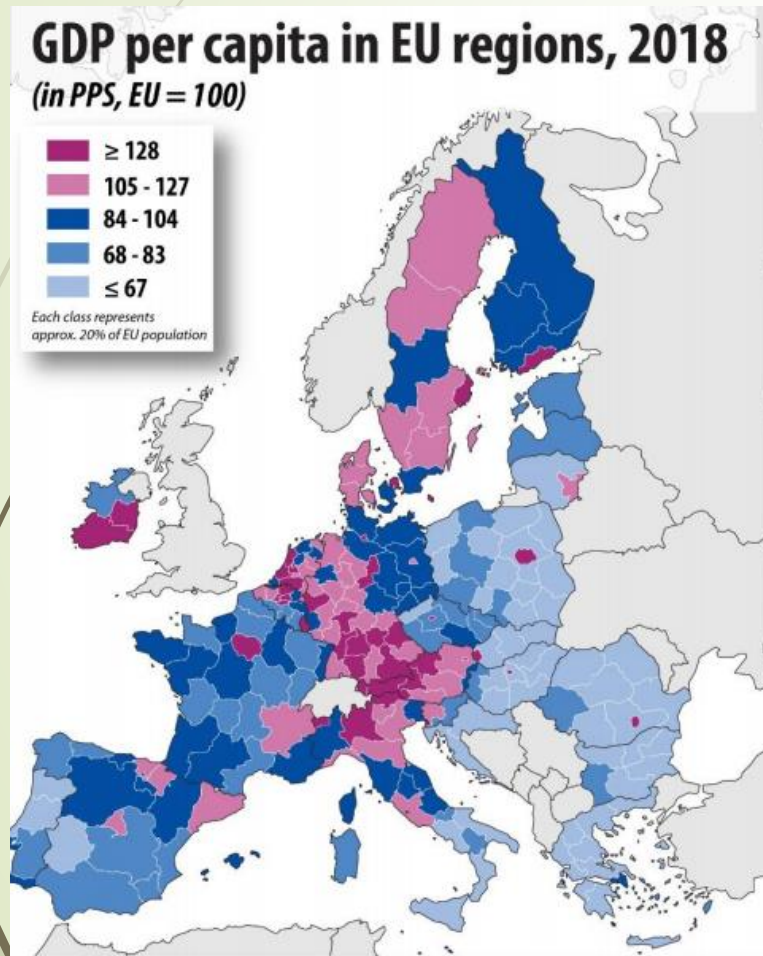


1. Place **evidence based**
2. Not top down decision, but **bottom up partnership** approach
3. **Global perspective** on potential advantage & potential for cooperation
4. Source in **Knowledge, services, technologies, talent and investors**

# NAVARRA/NAFARROA IN EUROPE

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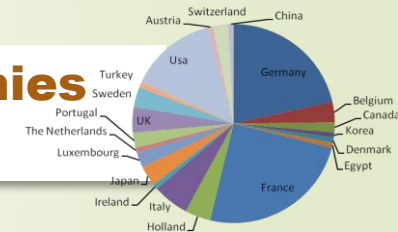
The **Comunidad Foral de Navarra**, is located in the North of Spain. It is bordered, to the east, by the regions of Aragon and La Rioja, and to the northwest by the Basque Country.



**GDP 33.700 €**

Manufacturing share 31,5%

**Over 125 multinational companies from 20 different countries**



NAVARRA IS IN:



**19<sup>TH</sup>**

PLACE AMONG THE 271 EUROPEAN REGIONS, WITH THE HIGHEST LEVELS OF QUALIFIED PEOPLE IN SCIENCE AND TECHNOLOGY

**MORE THAN 125**

Foreign multinational companies located in Navarra

**640.000**

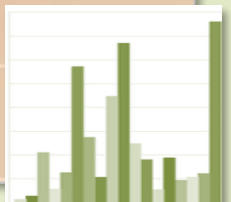
People live in Navarra

**197.000**

People are resident in Pamplona

**10.391**

Square kilometres of territory



**Pamplona/Iruña** is the capital of the region.



# S3 & Social Economy: Navarra

## Navarra's Social Economy (2020):

- 1,264 social economy businesses.
- 21,420 employed people, representing near 9% of the working population in the private sector in Navarra.
- 2.4 billion euro estimated turnover (largest part of the turnover is concentrated in Cooperatives and Labour Companies –more than 95%).
- More than 28,000 associates and volunteers at Social Economy companies

**Research & Innovation Policy**

Technological / scientific specialisation (centres of excellence)  
Lopsided ERA?  
Impact of research on growth?

**Industry & Enterprise policy**

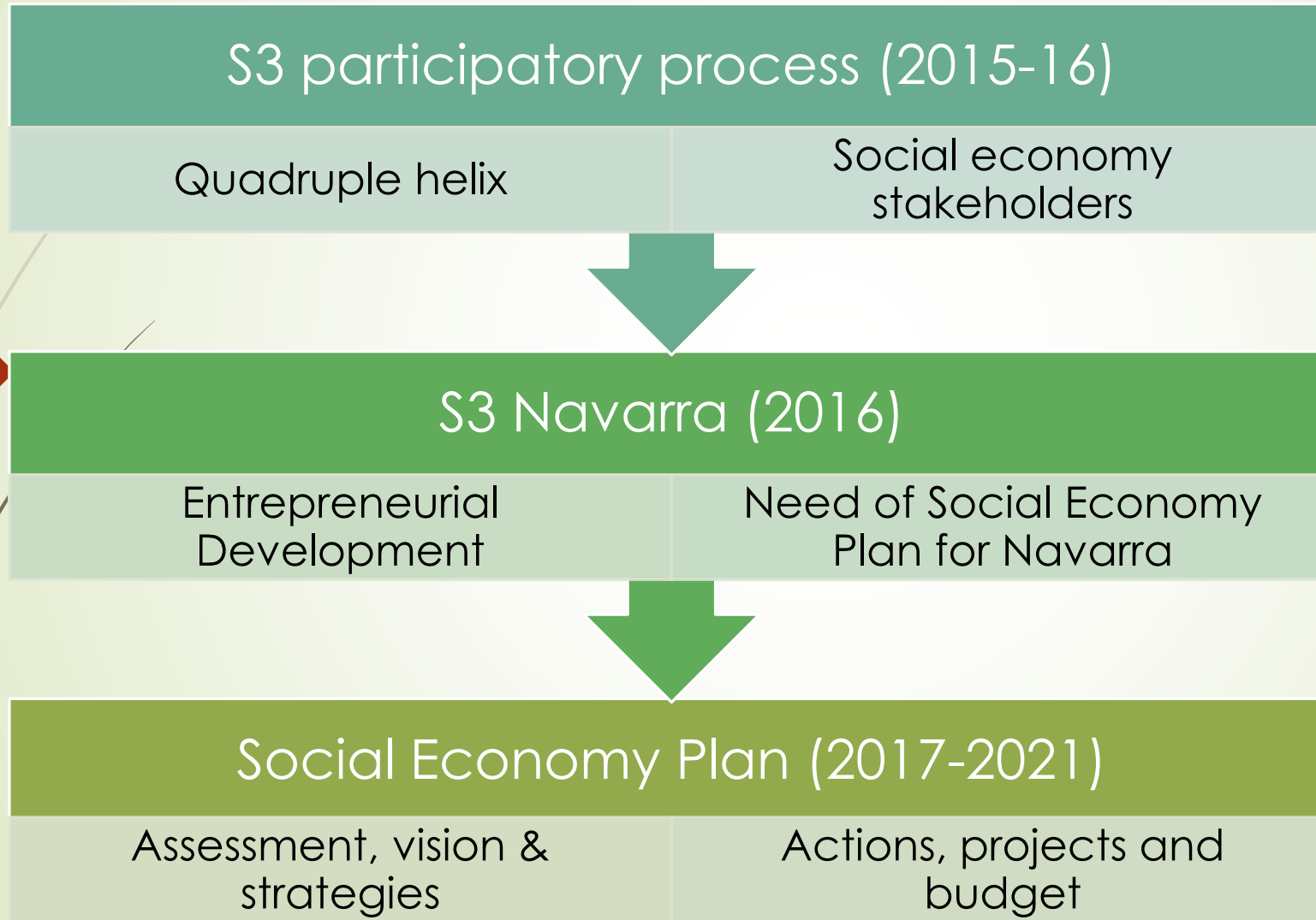
Clusters / Sector Analysis  
Demand side innovation policy  
Lead Market Initiative  
KETs  
Is modern industry policy not also innovation policy?

**Innovation as driver for Regional Policy**

Regional Innovation & Technology Strategies  
Innovation eco-systems  
Does one-size-fits-all really work for all regions?  
Enough for an economic transformation?

**RIS<sup>3</sup>**

# Reforming regional innovation systems: break down silos



**Navarra Region**



**S3 and Social Economy**

# S3 & Social Economy: Navarra

- 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

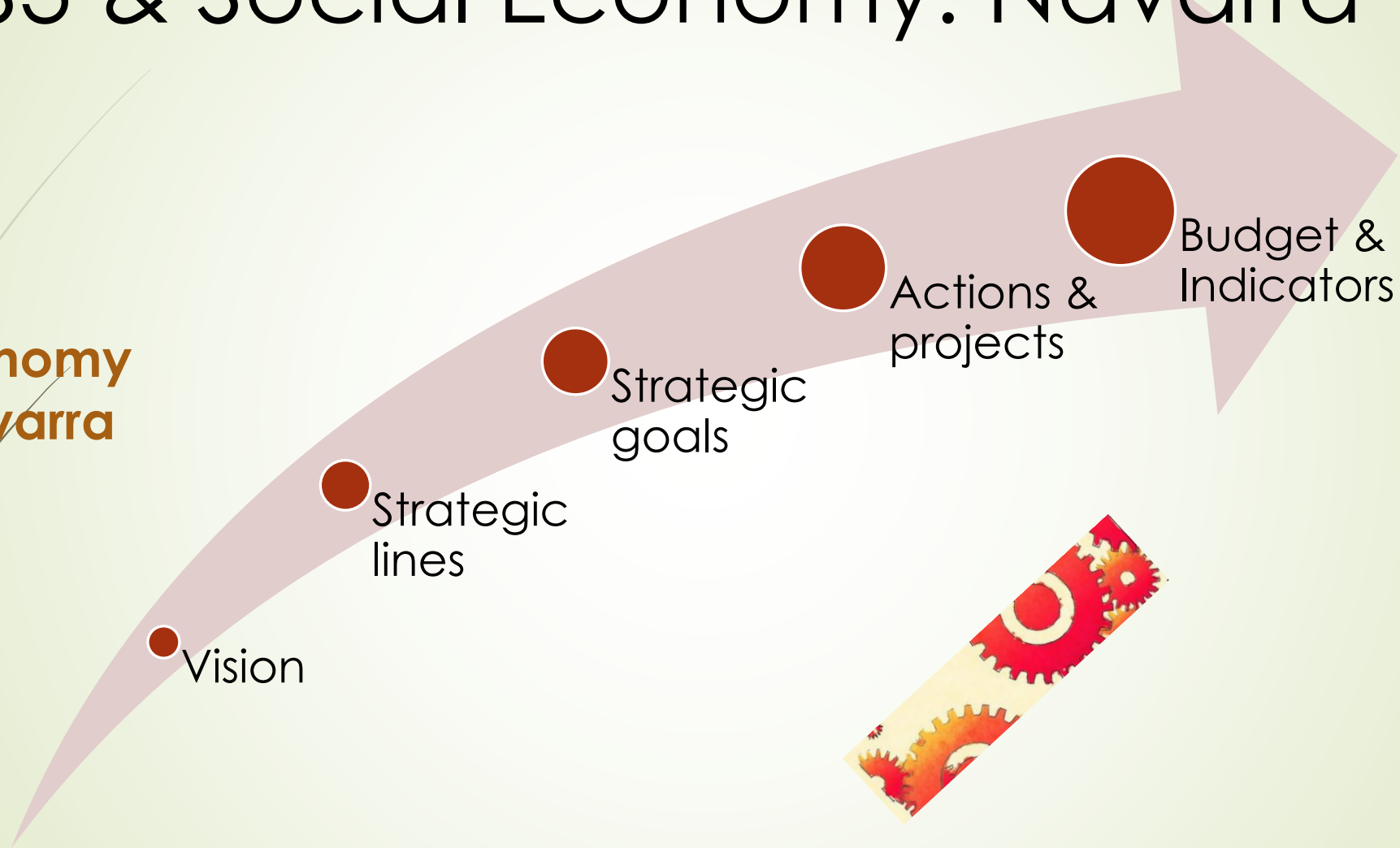
- ✓ Contribution to employment
- ✓ Contribution to entrepreneurship
- ✓ Largest part of the turnover is concentrated again in Cooperatives and Labour Companies –more than 95%: Worker-Owned Companies, Agro-food Cooperatives, Insertion Companies, Foundations and associations that carry out a business activity, Solidarity Economy Entities, Special Employment Centres

#### ✓ SWOT ANALYSIS OF THE SECTOR

- ✓ **Strengths:** link to the region, greater adaptation capacity, business coop, sustainability of the projects
- ✓ **Weaknesses:** financing problems, dependence on local markets, lack of model wide spreading
- ✓ **Opportunities:** Potential contribution to sustainable growth, growing interest from Administration, Europe 2020 Strategy
- ✓ **Threats:** rigidity of Administrative framework, dispersal of support policies, fraudulent practices

# S3 & Social Economy: Navarra

## Social Economy Plan of Navarra



# S3 & Social Economy: Navarra

## Social Economy Plan of Navarra



### VISION, STRATEGIC LINES AND STRATEGIC GOALS

- ✓ **People:** the mission of the Social Economy is social transformation through companies, foundations and associations that carry out economic activity and economic initiatives focused on sustainable development in Navarra
- ✓ **Progress:** Promote growth and strengthen the competitiveness of the network of Social Economy companies. Contribute to the increase of sustainable jobs.
- ✓ **Principles:** values of the social economy



# S3 & Social Economy: Navarra

## Social Economy Plan of Navarra



### STRATEGIC LINES

Sustainable and quality employment

Social Innovation

Business development

Participatory governance

Sector development



### STRATEGIC GOALS

- ✓ Created & consolidated Jobs
- ✓ **Quality Jobs**
- ✓ Labour inclusión
- ✓ Skills & training

- ✓ Social R+D+I
- ✓ Social responsibility
- ✓ Local development
- ✓ New economic model

- ✓ Creation of social economy companies
- ✓ **Enhancing competitiveness**
- ✓ **Integration & cooperation**

- ✓ Philosophy of the model
- ✓ Participation

- ✓ Integrated social value
- ✓ Visibility of the social economy
- ✓ **Associative coordination**
- ✓ Public policies



# S3 & Social Economy: Navarra



## Social Economy Plan of Navarra

### □ ACTIONS AND PROJECTS

✓ **ASSOCIATIVE COORDINATION** (sample)

✓ (...)

✓ **ASSOCIATIVE COORDINATION AND SUSTAINABILITY OF ORGANISATIONS**

✓ **OBJECTIVES:** Strengthen associative coordination and facilitate the sustainability of representative organisations of the families, as necessary agents for sector development of Social Economy and Comprehensive Social Economy Plan.

✓ **INDICATORS:** 70% associated companies in the organisations.

✓ **RESPONSIBLE:** DGPEET and Rural Development



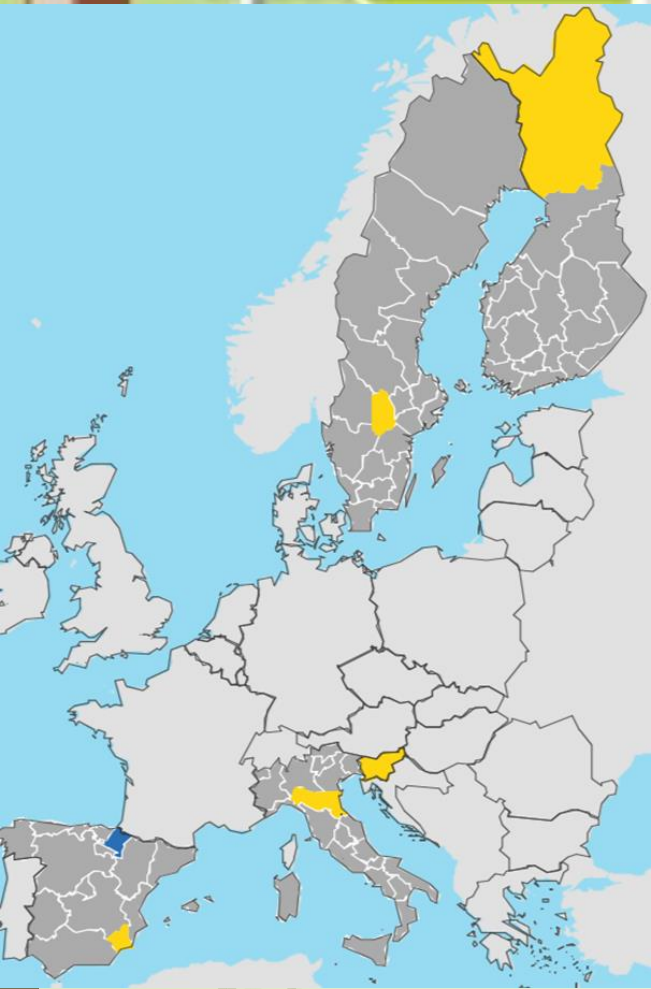
# S3 & Social Economy: Navarra



## Social Economy Plan of Navarra

SOCIAL INNOVATION	2.1	SOCIAL RESEARCH + DEVELOPMENT + INNOVATION	1	CENTRE/APPLIED RESEARCH unit	DGPEET	45,000	50,000	55,000
			2	PILOT PROJECTS	DGPEET	0	40,000	75,000
	2.2	SOCIAL RESPONSIBILITY	1	COMMITMENT OF COMPANIES TO THE SOCIAL ECONOMY PLAN	DGPEET	100,000	110,000	120,000
			2	MANAGEMENT SYSTEM OF THE COMMITMENT TO SOCIETY	DGPEET	88,000	92,000	100,000
	2.3	LOCAL DEVELOPMENT	1	COLLABORATIVE SECTOR PROJECTS	RURAL D.	80,000	80,000	80,000
			2	COLLABORATIVE PROJECTS WITH GAL	RURAL D.	80,000	80,000	80,000
	2.4	ECONOMIC MODEL	1	RAISING AWARENESS, DISSEMINATION AND CITIZEN PARTICIPATION	SNE	40,000	80,000	80,000
			2	SOCIAL MARKET	DG TOURISM	0	80,000	80,000
LESS DEVELOPMENT	3.1	CREATION OF SOCIAL ECONOMY COMPANIES	1a	NEW MULTISECTOR INITIATIVES: raising awareness	SNE	125,000	90,000	120,000
			1b	NEW MULTISECTOR INITIATIVES: comprehensive and specialist support	SNE	600,000	650,000	700,000
			2	DEVELOPMENT OF SECTORS OF ACTIVITY 3.1.1.a.	SNE	30,000	70,000	70,000
			3	ENTREPRENEURS COOPERATIVE	DGPEET	-	-	-
		4	FINANCE MECHANISMS (Design and realisation)	CONV SODENA	0	100,000	100,000	
	3.2	IMPROVING COMPETITIVENESS	1	NEW AND SMALL ENTERPRISE CONSOLIDATION PROGRAMME	SNE	30,000	37,000	62,000
			2a	BUSINESS PROJECT GROWTH PROGRAMME	SNE	60,000	75,000	95,000
			2b	INVESTMENTS	SNE	650,000	650,000	650,000
TOTAL						2,828,200	3,802,000	4,147,000

# Social Economy S3 Thematic Partnership



## Aim of the partnership:

- **Improve the competitiveness of Social Economy companies** through the increase of the added value provided, in an interregional cooperation perspective
- Explore the **embedding of the social economy sector in the region's S3**
- Improve a **better cooperation among the social economy enterprises** in Europe in order to strengthen the social economy sector. Explore the S3 as a tool to foster that cooperation
- Stimulate **cross-border operations** to enable them to use the full potential of the Internal Market
- Create **European value chains** of social economy enterprises belonging to different regions in Europe and improve the cooperation between them and how can S3 act as a link between social economy enterprises all over Europe
- Develop **social economy clusters**, developing more holistic and cohesive approaches to S3 by fully embracing the (interregional) 'quadruple helix' approach
- Foster the ability to **attract talent** to sector companies
- Promote the **internationalisation** of the business fabric of the Social Economy with size and capacity for management and responsiveness to the market



***“Navarre shall be the wonder of the world”***

**W. Shakespeare, Loves Labours Lost (Scene I)**