

How does LEADER work in practice?

TAIEX Multi Country Workshop on LEADER
Danilovgrad, Montenegro 27th April 2011



Connecting Rural Europe

Leader and Innovation – Important Questions

- How to develop integrated/innovative projects?
- How to involve local population?
- How to evaluate innovative project proposals?
- How to allow failure and enhance social learning?



Leader and Innovation

- Novelty (invention) and introduction on the market
- Planned vs. unplanned innovation
- Cooperation vs. competition
- Resource-based vs. market-based
- Culture matters



Leader and Innovation – THE LECH TRAIL

Novelty (invention) and introduction on the market

Long distance hike of 120 km along the river Lech (new product)

Designed for non-alpine hikers (new market)

First European quality trail (new process)

Opening 2011/2012 (introduction on the market)



Leader and Innovation – THE LECH TRAIL

Planned vs. emergent innovation

Theme was incorporated in Local Development Strategy, the product (and projects) is the result of a dynamic innovation process

Cooperation vs. competition

Core project group consists of five (competing) tourism organisations

Resource-based vs. market-based

Idea was resource-driven, product development is market-driven



Leader and Innovation – Actions and Involvement

- Innovative coordination actions
- Innovative structuring actions
- Innovative consolidating actions
- All three types of innovative actions add up to a development spiral (strategic alignment)





Leader and Innovation – Actions and Involvement THE LECH TRAIL

Innovative coordination actions

Concept, education and training,

Innovative structuring actions

Infrastructure, marketable product, marketing communication,
quality system and quality certification

Innovative consolidating actions

Distribution channels, business cooperation, merchandising, product
management, quality management and controlling



Leader and Innovation – The Role of the LAG Manager

- Coordinate strategy process
- Moderate network and cooperation process
- Project management
- Provide additional knowledge (market view!)
- Open eye for emergent innovations
- Evaluate ideas and give impetus



Leader and Innovation – Important Questions

How to develop integrated/innovative projects?

Go out in the field and dig in the fertile soil of creativity and ambition

How to involve local population?

Bring “old” locals and “new” locals together

Address their personal interest and expected profits



Leader and Innovation – Important Questions

How to evaluate innovative project proposals?

Balance between resource-based and market-based view

Strategic alignment instead of isolated actions

How to allow failure and enhance social learning?

Use simple and quantitative indicators and organise follow-up meetings



Thank you very much!

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