

ecoope

YOUTH COOPERATIVE
eNTREPRENEURSHIP

Cooperative Business Models, Sustainable Innovation and the Digital Economy

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Horticulture, Cooperative Studies and Sustainable Development

Co-operative entrepreneurship: a tool for a sustainable, viable future

Santander International Event // 21 & 22 June // 2018

Co-funded by
the European Union



●●● Cátedra COEXPHAL-UAL/ICA CCR

R+D+i needs of local agricultural community

Multidisciplinary – search for innovation solutions to technical, social, business/economic and environmental issues

Establish research networks and clusters



UNIVERSIDAD DE ALMERÍA



International
Co-operative Alliance
Committee on
Co-operative Research



Santander International Event // 21 & 22 June 2018

●●● Different types of innovation, change and transition - use and impact of data



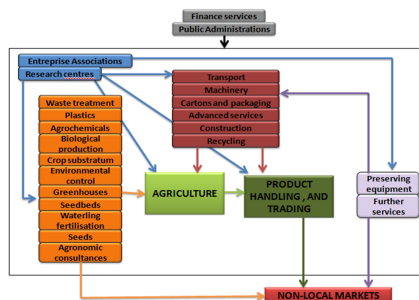
Tecnological **Social**
Economic
Organisational **Institutional**

Let's begin
with Almería:
**Cluster of smallholder,
family farming,
intensive greenhouses**










●●● Conditions in 1960s





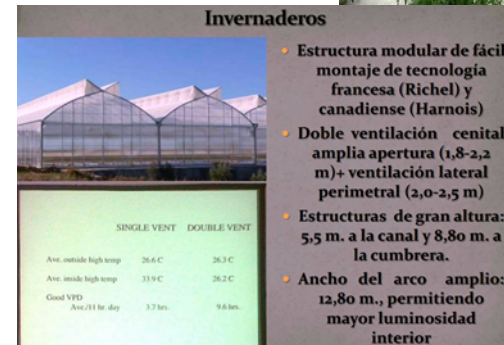
Existing Agro-Industrial-Tech Cluster:

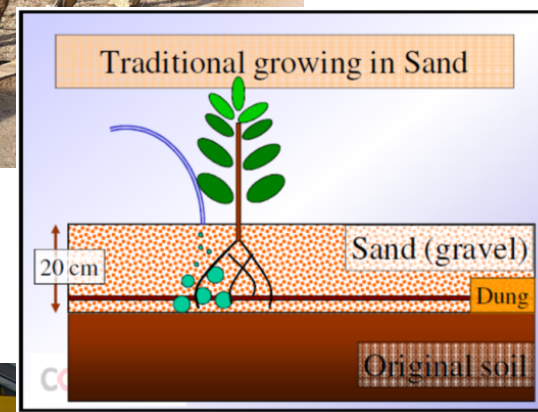
- **15.000 Family Farmers**  /2 ha. mid-tech greenhouses 
- **80 Producer Organizations** (various business models, coops, hybrid, Ltd., S.A.T.s)
- **Employment**  for **40.000/150 nationalities**  **40 ANOS** 
- **250 auxiliary businesses /375 exporters/50+ Transport Companies** 
- **Euro 2.194 million turnover, Euro 2.000 million auxiliary business**
- **75% exports/40 product varieties/2.4 million tons** 
- **100% of farms certified/90% integrated pest management/10% organic production +**
- **Cooperative finance/R+D+i**

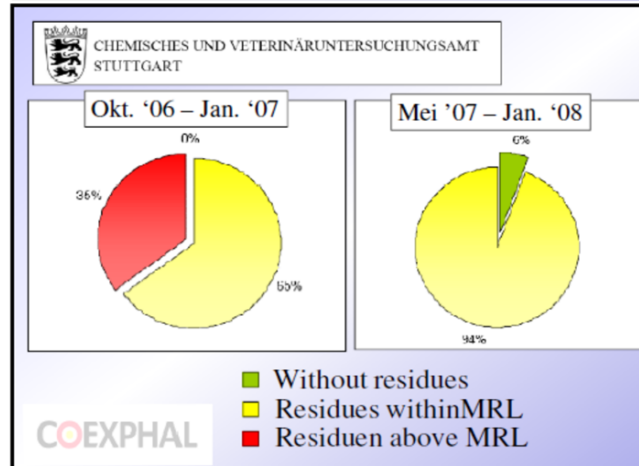
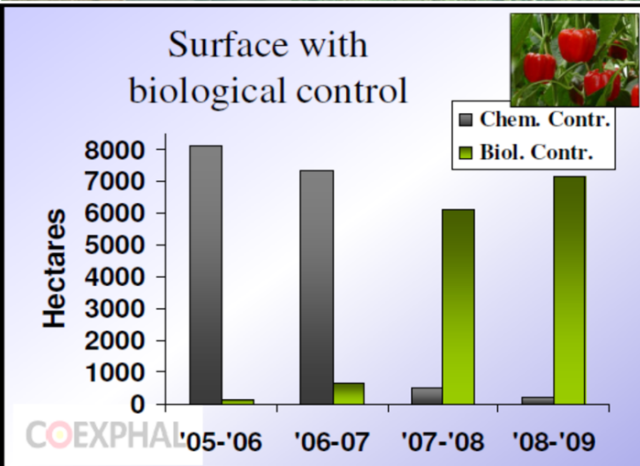
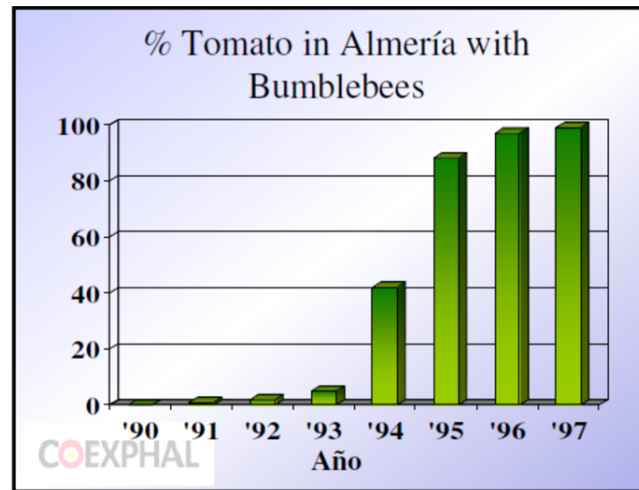


●●● Transformation based on credit and agricultural cooperatives

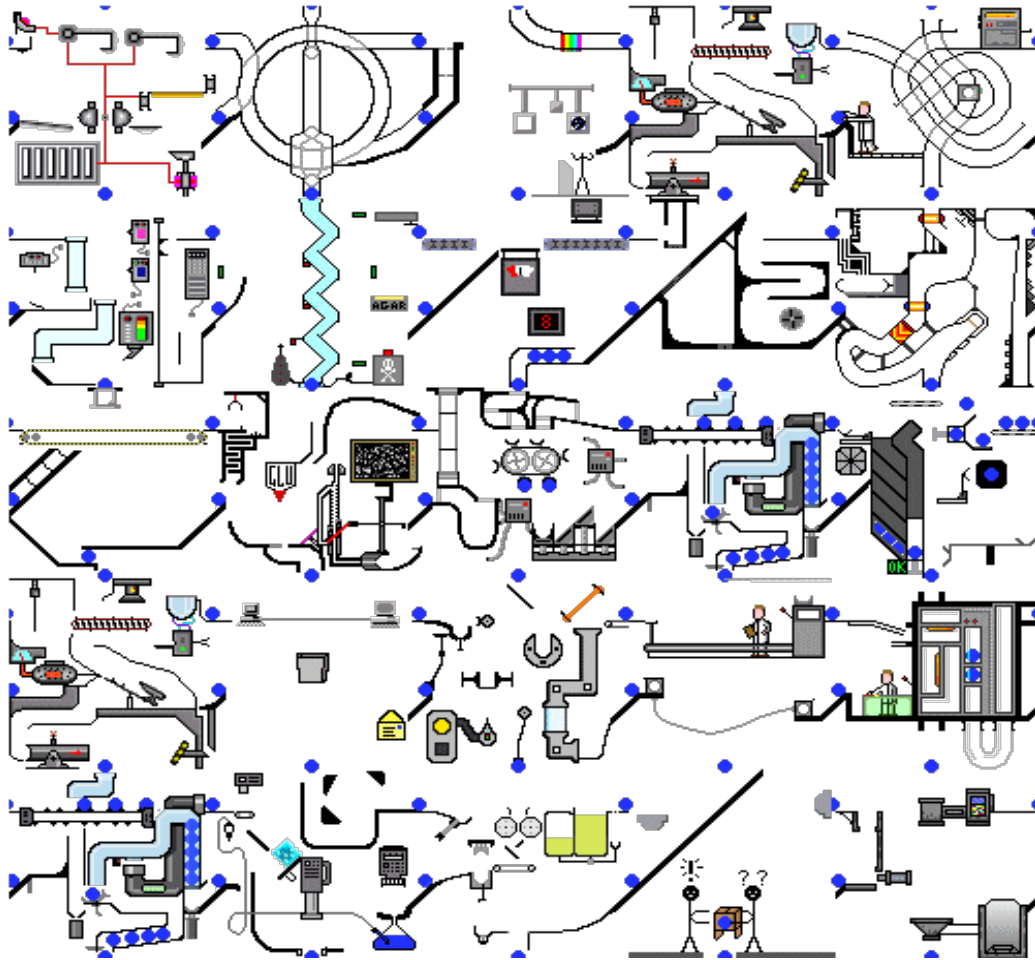
complex KNOWLEDGE NETWORKS AND RISK MANAGEMENT;
innovation and experiments; technology; institution building; data
creation/gathering/management; transition;
organisational/institutional ability to create value (for whom?)







DATA flows...

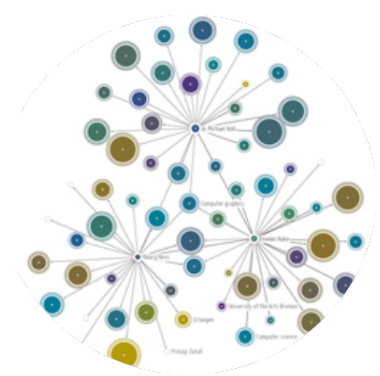


Will be equally important as capital and material flows., thanks to ICTs ... But with 13,500 farmers, 70 Cooperatives, SMEs, etc?



●●● What is next? Impact/Value of Big Data/digitisation?

- Focus on processes of innovation, where and how is value added?
- **Networks, relations and collaborations.**
- How do SMEs reach economies of scale through big data, in both capacity to innovate and the economic power to do so? Does scale still matter?
- **How does it change the business model?**



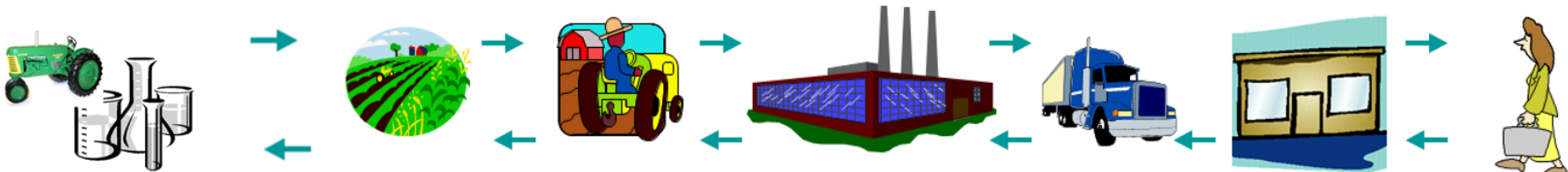
●●● Transition in concept of business model

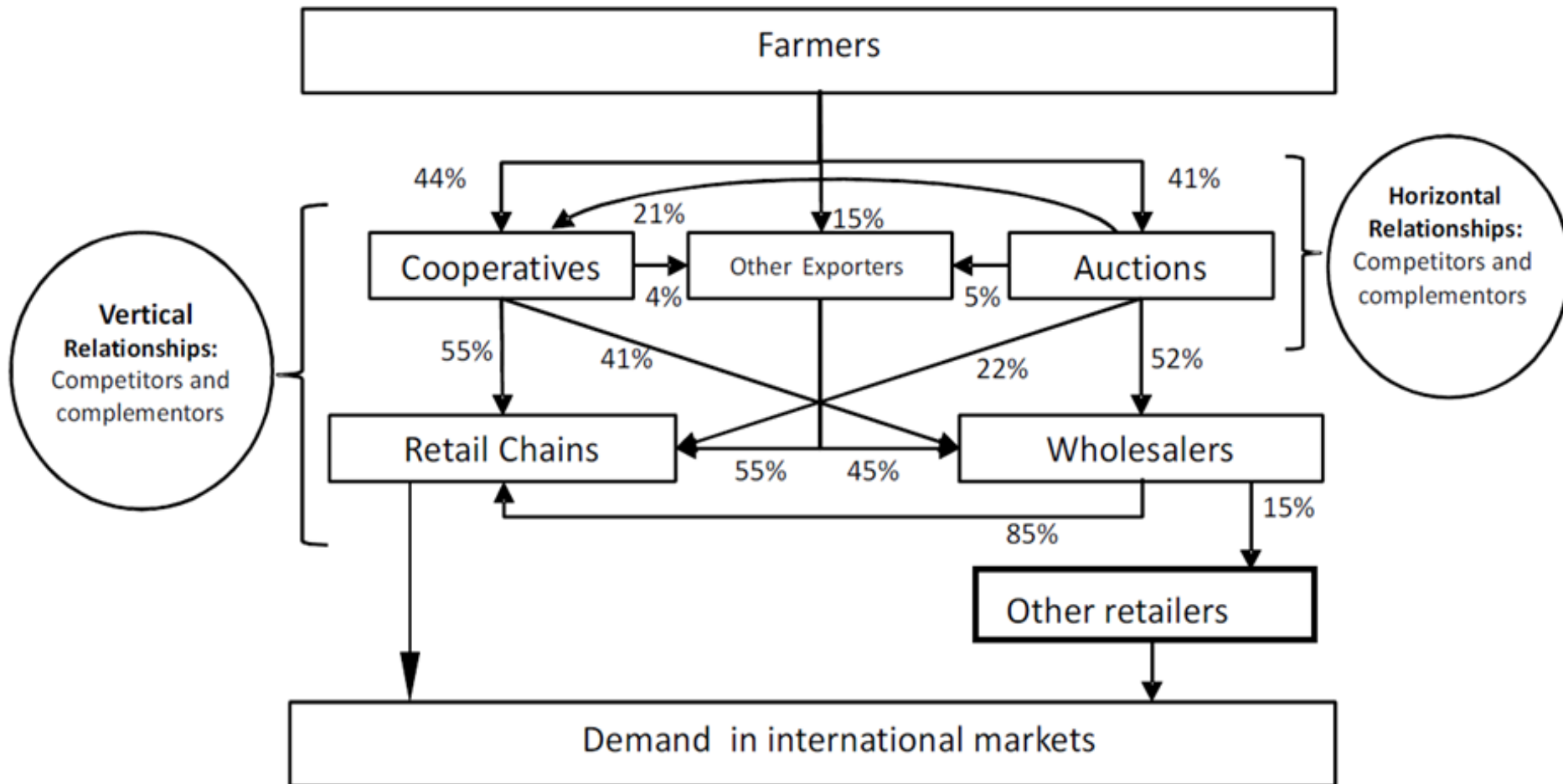
- Business model design is under transition: from company-specific business/**property based** models towards networked and more comprehensive ecosystem business models.
- **Different supply and value chains will compete – depends on strength of “ecosystem” not just on individual firms (Porter).**
- Change of focus: from viewing the IOT/data primarily as a technology platform to viewing it as a business ecosystem
- **Competitive advantages will take place between business models, and not just between products, services, and technologies.**

●●● Perspective of product, production, value?

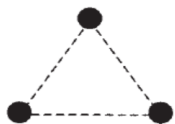
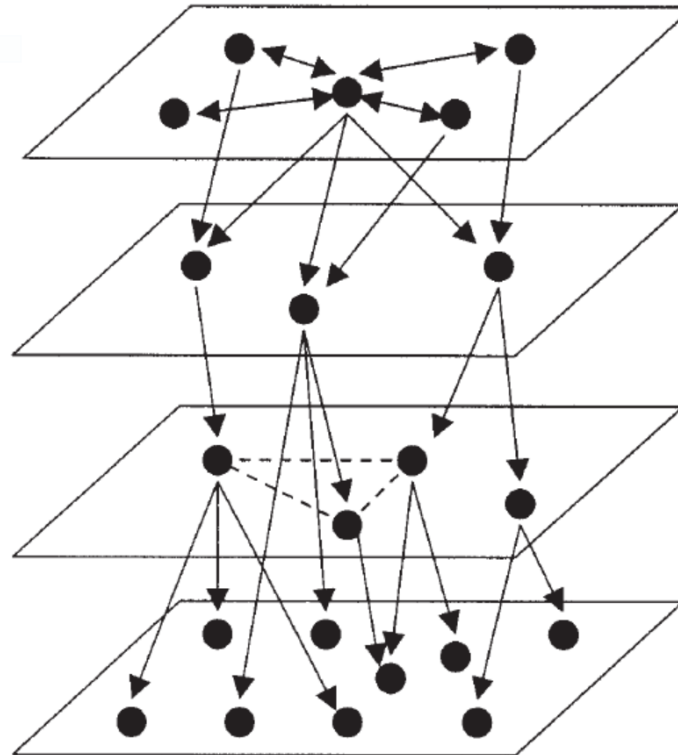


●●● Sequential Focus?





Netchain (Lazzarini, Chaddad, Cook, et al, 2001)



(a) *Pooled*



(b) *Sequential*



(c) *Reciprocal*



Control and ownership/networked systems

Data owned by those that create it?

Data sharing and Open data?

Should we consider data cooperatives?

Cooperatives are already “networked” systems that function on value creation: reduce transaction costs, facilitate knowledge transfer, exchange of resources..

Data “silos” don’t add value-data coop potential for adding value very high

Value chains to value networks in the context of ecosystems

The value differs for different stakeholders

ECONOMIC IMPACT

- **Better coordination of currently atomised 30,000 hectares of mid-tech plastic Mediterranean greenhouses**
- **Improve knowledge and supply chain management efficiencies**
- **Decrease in inputs energy, fertiliser and water use (e.g. cost of inputs)**
- **Decrease in food waste**
- **Increase production and turnover from current level of 3 million or more tons and 2 billion Euros**
- **Increase export price and volume**



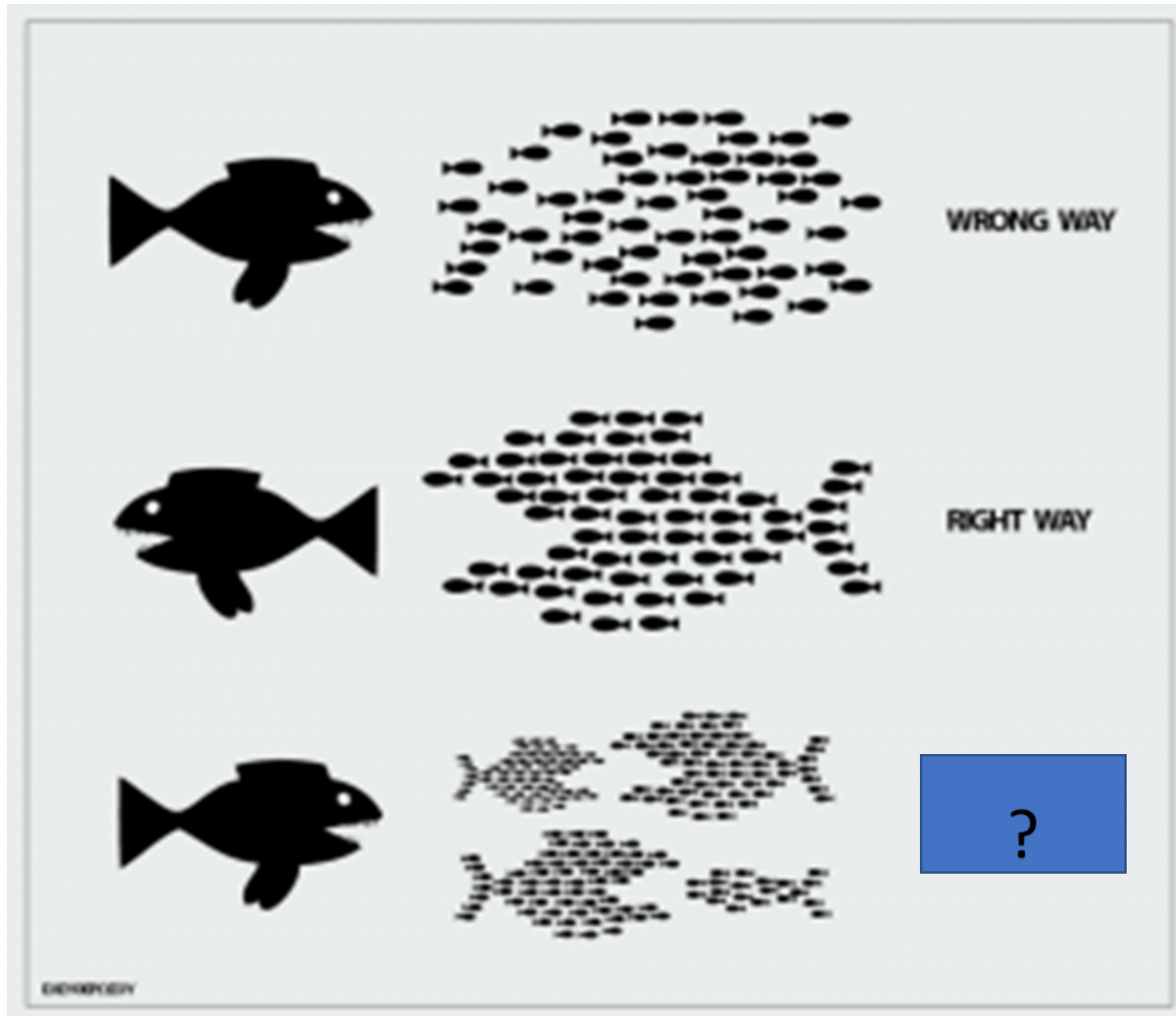
SOCIAL/ENVIRONMENTAL IMPACT

- **Resiliency for family farming model and SMEs**
- **Reduction of pesticides use and improved water and energy use efficiencies**
- **Reduction of underground water contamination**
- **Reduction of food waste (planned production/improved handling and transport, etc.).**
- **Supply chain actors with better and more complete information and raise consumer awareness of food quality and traceability**





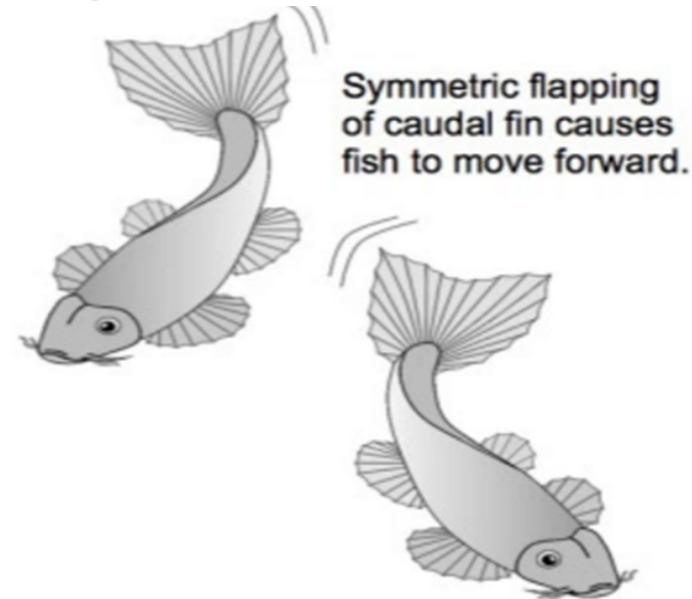
●●● Coordination logic-an honest look...





●●● Research needed-change of logic?

- Impact of digitization
- Inter-organizational relations
- Economic relations and market incentives
- Coordination mechanisms



THANKYOU

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THANKS! // ¡GRACIAS!