

FEMAC



2024-2027 STRATEGIC PLAN

Cluster of machinery and agricultural
production means of Catalonia

FEMAC Cluster

The Agricultural Machinery and Means of Production Cluster of Catalonia is a non-profit organization that promotes the widespread adoption of sustainable agriculture solutions from the perspective and approach of a cluster organization. We work with companies, knowledge institutions, and stakeholders in the Catalan and Spanish innovation ecosystem to help its members transition toward a more comprehensive and sustainable agriculture.

Acknowledgments

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Recognitions:





"The future of agriculture will be characterized by innovation, sustainability, and resilience in the face of environmental and socioeconomic challenges."

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STRATEGY

The strategy is aimed at supporting the vision and mission of the Agricultural Machinery and Means of Production Cluster of Catalonia, as outlined in this 2024-2027 Strategic Plan. The Strategy will help the cluster become an innovative ecosystem that helps its companies and members work together to identify innovative and sustainable solutions to address the major challenges facing agriculture.

A close-up photograph of a person's hands, with visible dirt on the fingers, holding a large cluster of cherry tomatoes. The tomatoes are in various stages of ripeness, showing shades of green, yellow, orange, and red. The background is blurred, showing the person's arms and a dark blue shirt.

"The cluster's strategy is based on collaboration, innovation, and specialization to strengthen the competitiveness of companies in a globalized market."

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@BODY

The Cluster's strategy represents a comprehensive and carefully designed plan to guide our actions and decisions toward achieving our shared goals. It is a roadmap that allows us to leverage our strengths, address our challenges, and capitalize on emerging opportunities in our sector.

FEMAC Strategy 2024-2027 VISION & MISSION

1.1 Introduction

1.2 Strategic Axes

1.2.1 Strategic axis of internationalization [I]

1.2.2 Strategic Axis of Innovation [II]

1.2.3 Talent Strategic Axis [III]

1.2.4 Sustainability Cross-Cutting Axis [IV]

1.2.5 Cross-cutting axis Collaboration [V]

1.2.6 Competitiveness transversal axis [VI]

1.2.7 Alignment of the Strategy with national and European strategies on innovation, talent and sustainability

1.2.8 Alignment of the Collaborative Nature Strategy with other organizations and clusters at national and international level

1.2.9 Internal dashboard

Strategy 2024-2027

Our purpose as a Cluster: Promote solutions for sustainable agriculture

Cooperate

The agricultural production sector is the first link in the agri-food value chain; cooperation and bridges are essential. It all starts with us.

Innovate

The sector is transforming. DIGITALIZATION is here to stay. It's necessary to innovate, seeking new business models that adapt to the new environment.

integrate

The agricultural production sector is increasingly diverse, as are its business lines. Therefore, it is necessary to integrate companies across the entire value chain and establish new synergies.



VISION

Becoming an innovative ecosystem that helps its companies and members work together to identify innovative and sustainable solutions to address the major challenges facing our society.



MISSION

To enable and facilitate the process of creating projects and collaborative agreements among Cluster members that allow for the search for sustainable solutions for Global Agriculture.

Values: Creative Inclusive Transparent Collaborative

1.1 Introduction

In the current context, the world is experiencing accelerated changes, just as it did at the end of the 2020-2023 period and the finalization of the previous Strategic Plan. However, new factors have emerged that require attention. First, the pandemic that hit the world in 2020 and its impact on all markets, along with the rapid digitalization of the agricultural sector. Furthermore, the uncertainty generated by the conflict between Ukraine and Russia and its repercussions on commodity prices, as well as the closure of important markets for cluster companies, have been exacerbated by new international conflicts.

As if that weren't enough, a significant drought has hit southern Europe, especially Spain, Catalonia, and Andalusia, as well as the entire continent, severely affecting agricultural yields and production, as well as stagnating farm incomes. Farmers in different regions and parts of the world face various social and environmental challenges due to limited natural resources and the growing demand for more food for a growing population.

Agricultural production methods are key to solving many of these challenges. At the FEMAC Cluster, combining our experience and resources to create successful projects, along with our innovative and entrepreneurial spirit, we aim to contribute to creating a better future through more efficient, innovative, and environmentally friendly agriculture.

Our purpose is to help and support our members identify and initiate opportunities and realize innovations for a sustainable future, both for themselves and for the society we serve. We want to contribute to an agriculture that offers a viable future for its farmers and businesses, and better-quality food products for all consumers. Therefore, our philosophy as a Cluster is to improve the competitiveness of each of the cluster's companies through a collaborative strategy and partnerships between the Cluster's companies, academic institutions, and regional agencies. This will allow each company to achieve a true competitive advantage by working together.

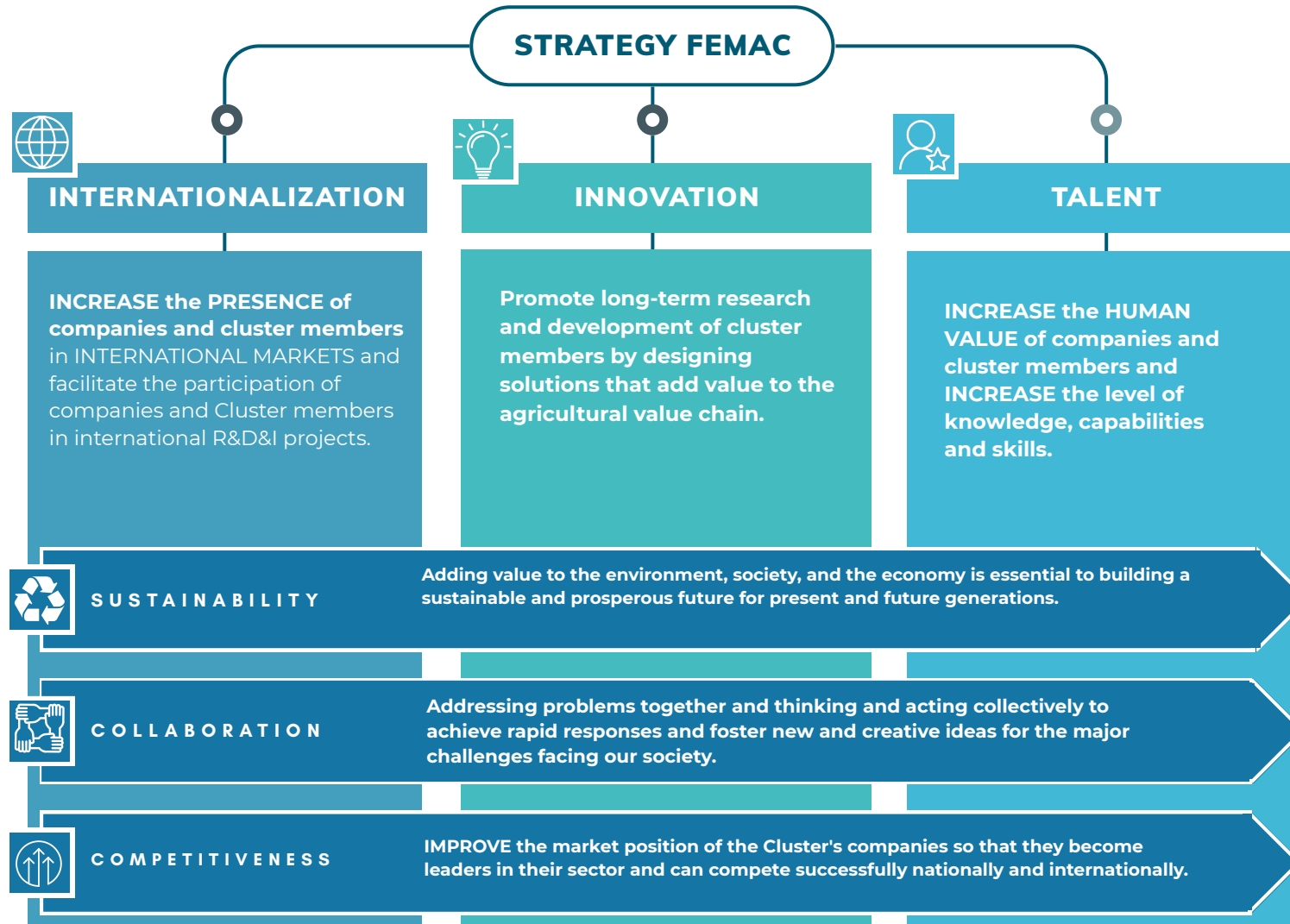
FEMAC aims to position itself as an Excellent Cluster, committed to its members and capable of adding value to its business and social activities, thus being perceived as a Cluster that seeks to define its leadership beyond the markets and business areas in which it operates.

As a Cluster organization, we must promote our commitment to values such as innovation and social responsibility for the environment in which we operate: agriculture. Likewise, as Cluster facilitators, we provide similar advice to our members, linking their business strategies to innovation, internationalization, and environmental sustainability.



1.2 Strategic axes

The Axes constitute the areas of action on which the Cluster's activity will be focused from 2024 to 2027. The Strategic Axes constitute the areas on which the Cluster's activity is concentrated. Meanwhile, the Cross-Cutting Axes constitute the areas on which emphasis is intended to be placed in the coming years and which affect the Cluster's Strategic Axes as a whole.



Each of the Axes is structured in three levels:

- Strategic Objectives (SO)
- Lines of action (LA)
- Actions (A) designed to ensure the achievement of the OE.

In the development of the 3 Strategic Axes, special emphasis will be placed on achieving the following Cross-Cutting Axes:

Sustainability (IV): It is necessary to ensure that everything done within the cluster is sustainable.

Collaboration (V): Ensure that it is carried out in collaboration with the Cluster members.

Competitiveness (VI): The challenge of competitiveness is a top priority for all Cluster activities.

1.2.1 Strategic axis of internationalization [I]

OE1. INCREASE the PRESENCE of companies and cluster members in INTERNATIONAL MARKETS and facilitate the participation of companies and Cluster members in international R&D&I projects.

LA 1.1 Participation in trade fairs and missions

Participation in trade fairs and missions aims to promote the active presence of the cluster and its members at relevant trade events, both nationally and internationally. The main objective of this line of action is to raise the profile of the cluster's companies, their products, and services, as well as facilitate networking opportunities, establish business contacts, and seek out potential partners and clients internationally.

Participation in trade fairs and trade missions provides an important platform for showcasing the cluster's capabilities and product and service offerings to a broad target audience, including potential clients, business partners, investors, and other relevant industry stakeholders. It also allows for the cluster to gain insight into the latest market trends, identify business opportunities, establish strategic alliances, and explore new markets and customer segments.

LA 1.2 Participation in European and international projects

Participation in European and international projects is a key strategy for boosting transnational cooperation, promoting the exchange of knowledge and experiences, and contributing to the development and internationalization of the cluster and its member companies.

Participation in these types of projects can offer several benefits, such as access to additional financial resources, opportunities to collaborate with international partners, exchange knowledge and best practices, and the possibility of pursuing more ambitious research and development projects.

Performances

Act 1. Organization of joint participation by its members in trade fairs. Search for public funding, provide logistical and promotional support, coordinate meeting and activity agendas, and offer advisory and support services during the event.

Act. 2 Organization of direct trade missions. Identification of target countries and markets. Organization of the trade agenda and support and monitoring of the work plan.

The main objective is to increase the visibility of cluster companies, promote their products and services, establish business contacts, and explore collaboration opportunities with other industry players. These activities can also help strengthen the cluster's brand image and position it as a leading player in the market.

Performances

Act.3 Establish strategic alliances with clusters and similar organizations in other countries, identify thematic areas of common interest to participate in joint projects. Participate in international forums and organizations related to clusters.

Act.4 Identify opportunities for participation in European Union (EU) programs and calls or international initiatives that promote cooperation between organizations from different countries in areas relevant to the cluster and its members.

Act.5 Develop and promote the participation of the FEMAC cluster, in partnership with companies, international clusters, and prestigious institutions, in cooperation and R&D&I projects and programs through European and international programs aimed at all cluster members.

1.2.2 Strategic Axis of Innovation [II]

OE2 PROMOTE long-term RESEARCH and DEVELOPMENT of cluster members by creating solutions that add value to the agricultural value chain.

LA 2.1 Participation in national and regional projects

The main objective of this line of action is to promote the development and competitiveness of the cluster and its member companies through participation in projects under the AEI lines of MINCOTUR¹³, and the IRC of ACCIÓ¹⁴, and Operational Groups of the DAAC¹⁵, which promote innovation, knowledge transfer, process improvement, research and development.

Performances

Act.6 Identify opportunities for participation in programs and calls for proposals under the lines of Innovative Business Groups (AEI), of MINCOTUR and Aid to Initiatives to Strengthen Competitiveness for the Consolidation of Cluster Structures, of ACCIÓ (Generalitat de Catalunya), which promote improving DAAC competitiveness.

Act.7 Formulate solid and competitive project proposals with the cluster's companies and knowledge centers, and where appropriate with other clusters and organizations, and efficiently manage the execution and monitoring of the selected projects.

LA 2.2 Promote knowledge transfer

The main objective of this line of action is to promote the dissemination and practical application of technological advances, best practices, and scientific research in the agricultural sector and agricultural production methods, and to strengthen the learning and adaptation capacity of cluster members by facilitating access to information, resources, and collaboration opportunities that contribute to the development and continuous improvement of industrial activity.

Performances

Act.8 Organization of events and technical conferences: Promote the holding of conferences, seminars, workshops, and specialized meetings that address topics relevant to the agricultural production sector, such as new technologies, sustainable practices, market trends, and business opportunities.

Act.9 Collaboration with other entities: Establish strategic alliances with institutions and research centers and universities that are members of the Cluster, to facilitate the transfer of technology and scientific knowledge, promoting the implementation of applied research projects and collaboration in technological development programs.

¹³ <https://www.mintur.gob.es/PortalAyudas/AgrupacionesEmpresariales/Paginas/Index.aspx>

¹⁴ <https://www.accio.gencat.cat/ca/serveis/convocatories-dajuts/llitajuts/tramits/Ayudas-a-iniciatives-de-reforc-a-la-competitivitat-per-a-la-consolidacio-estructures-de-cluster>

¹⁵ <https://ruralcat.gencat.cat/xarxa-i.cat/grupos-operativos>

1.2.3 Talent Strategic Axis [III]

OE3 INCREASE the HUMAN VALUE of companies and cluster members and INCREASE the level of knowledge, capabilities and skills.

LA 3.1 Training and education

The main objective of this line of action focuses on providing professional and educational development opportunities for stakeholders in the agricultural sector and the agricultural machinery and equipment sector. The goal is to improve participants' technical, business, and management skills, as well as to encourage the adoption of innovative and sustainable practices in the agricultural industry.

Performances

Act 10: Design training and development programs tailored to the needs of the agricultural machinery and production equipment sector and farmers, covering areas such as agricultural technology, business management, sustainability, innovation, and others. These programs can be offered both in-person and online, and are aimed at workers, farmers, technicians, and industry professionals.

Action 11: Participation in European projects and initiatives. These actions will facilitate the Cluster's effective participation in European projects and initiatives, strengthening its international positioning and promoting innovation and transnational collaboration among its members.

LA 3.2 Attracting talent

The main objective of this line of action is to implement strategies to attract and retain human talent in the agricultural machinery and production equipment sector by promoting attractive job opportunities, internship programs, and other initiatives that encourage the participation of young people and professionals in the cluster's business sector.

Performances

Act. 12 Participation in job fairs and collaboration with training centers and public agencies: Strengthen the cluster's presence and participation in specialized fairs in the areas of employment, employment, and training. These fairs provide a space for companies in the agricultural sector to network with potential candidates for job openings, as well as promote training and capacity building opportunities in the sector.

Act 13 Promote the agricultural machinery and production equipment sector through specialized conferences, seminars, workshops, and meetings that address topics relevant to the agricultural production equipment sector, such as new technologies, sustainable practices, market trends, and business opportunities.

1.2.4 Transversal axis of sustainability [IV]

OE4 Adding value to the environment, society, and the economy is essential to building a sustainable and prosperous future for present and future generations.

LA 4.1 Innovation in sustainable technologies

Performances

The main objective of this cross-cutting line of action is to identify and promote business opportunities that generate economic benefits for companies, while addressing social and environmental challenges for the communities in which they operate, and to promote a business model that generates a positive impact on society and the environment.

Act 14 Design innovation projects in sustainable technologies, which seek to promote the development and implementation of innovative technological solutions that contribute to the sustainability of the agricultural sector, generating both environmental and economic and social benefits.

Act.15 Design and implement shared value actions: Identify opportunities where business interests and social objectives align, and work together to develop solutions that address social or environmental challenges while generating business benefits. Implement shared value practices, support corporate social responsibility projects, collaborate with non-governmental organizations or public institutions, and promote innovation and technologies that contribute to sustainable development.

1.2.5 Cross-cutting axis Collaboration [V]

OE5 Jointly address problems and think and act collectively to achieve rapid responses and foster new and creative ideas in the face of the major challenges facing our society.

LA 5.1 Collaborative projects

Performances

The main objective of this line of action is to strengthen collaboration and cohesion within the cluster, facilitating the exchange of resources, the generation of knowledge and the creation of business opportunities that benefit all its members and contribute to the development of the joint sector.

Act.16 Promote collaborative projects:

Identify areas of common interest among companies and Cluster members and facilitate networking activities to promote collaboration. Provide support in developing project proposals, seeking funding, and coordinating collaborative activities.

1.2.6 Competitiveness transversal axis [VI]

OE6 IMPROVE the market position of companies and cluster members so that they become leaders in their sector and areas of activity and can compete successfully at national and international levels.

LA 6.1 Competitiveness improvement projects

Performances

This line of activity focuses on providing a structured and strategic framework for Cluster companies to improve their competitiveness, adapt to market changes, and ensure long-term, sustainable growth.

Implementation of initiatives aimed at strengthening the competitive position of companies in the sector. Identifying areas for improvement and implementing specific projects that allow companies to increase their efficiency, productivity, and ability to adapt to market changes.

Act.17 Design and implement projects that improve the competitiveness of companies and their members.

Design and implement specific initiatives aimed at strengthening the competitive position of the companies that are part of the cluster.







The objective is to focus on the development and execution of projects aimed at increasing the competitiveness of the Cluster's companies and members. Among the various project proposals, we will prioritize those in key areas of improvement, the adoption of innovative technologies, process optimization, and the enhancement of capabilities and skills, to create a more dynamic, efficient, and adaptable business environment for changing market conditions.

1.2.7 Alignment of the Strategy with national and European strategies on innovation, talent and sustainability



Aligning the 2024-2027 strategy with national and European strategies on innovation, talent, and sustainability means ensuring that the FEMAC cluster's objectives and actions are in line with the priorities and guidelines established at the national and European levels in these areas. At the same time, it is important to leverage the resources and opportunities available at the regional, national, and European levels and work together to address common challenges and promote sustainable and competitive growth in the sector.

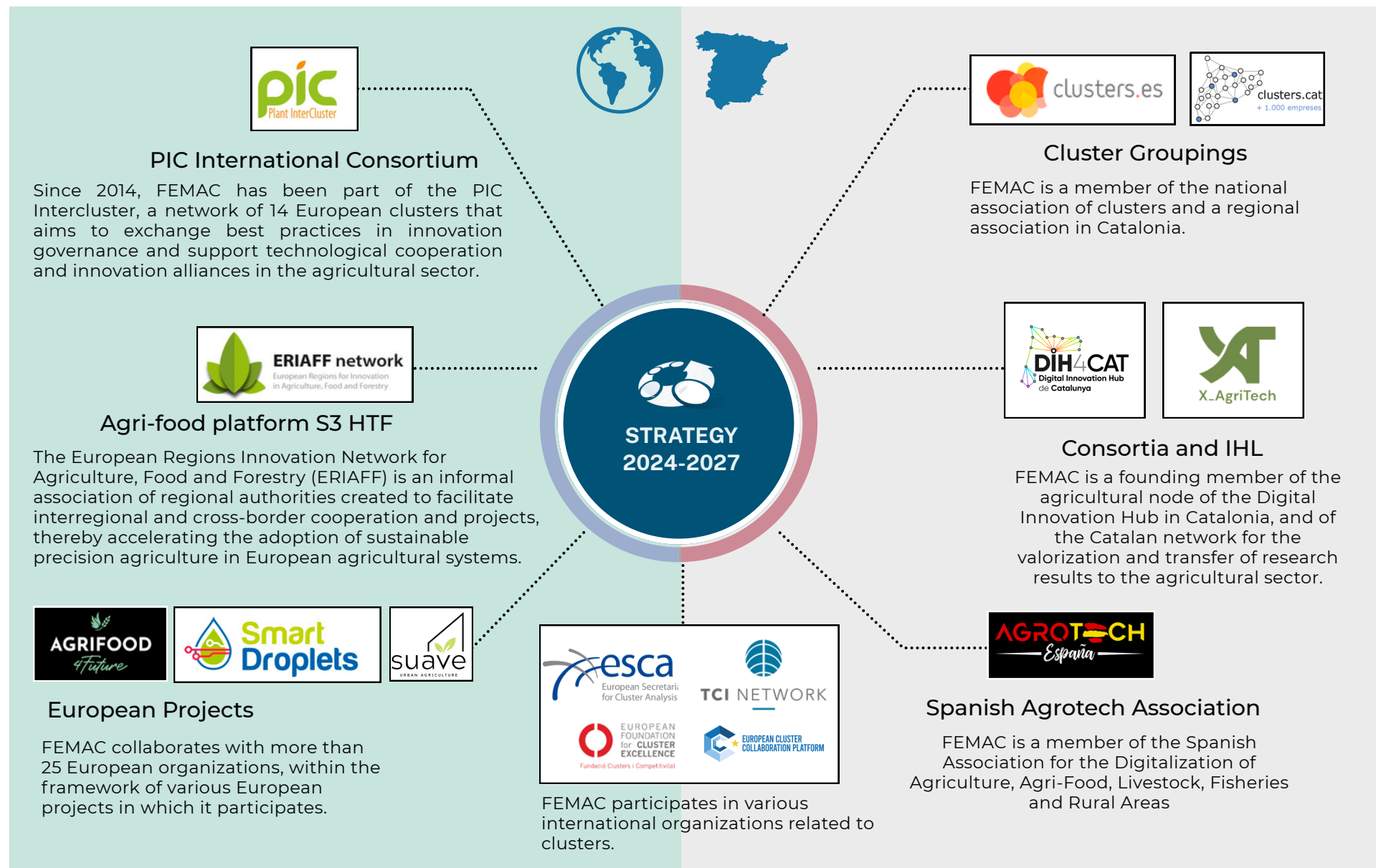


	SUSTAINABILITY	INNOVATION	TALENT
HORIZONT Europe Strategy 2021-2027	<p>The cluster works to foster innovation in the agricultural and production sector by aligning its research and development activities with HORIZON Europe's sustainability goals.</p> 	<p>The FEMAC Cluster's innovation strategy, in line with the HORIZON Europe 2021-2027 Strategy, seeks to ensure that the cluster's research and innovation activities contribute effectively to the European Union's objectives and priorities in science, technology, and innovation, and to make the most of available funding and collaboration opportunities.</p> 	<p>SMART FROPLETS ACADEMY: This is an initiative within the EU Project in which the cluster participates to promote digital technologies among farmers.</p> 
"Green Deal" strategy	<p>Through its sustainability focus, the FEMAC Cluster aims to promote sustainable and environmentally friendly agricultural practices, encouraging the efficient use of natural resources, reducing greenhouse gas emissions, and protecting biodiversity.</p> <p>One of the Strategic Plan's objectives is to promote the circular economy in the agricultural sector and agricultural production resources, encouraging the reuse, recycling, and recovery of agricultural waste and equipment, as well as the implementation of more efficient and less polluting production practices.</p> 	<p>The FEMAC Cluster aims to collaborate with companies and research centers to promote the development and adoption of technologies and solutions that allow for a lower environmental impact, promoting more efficient water management practices, resilient farming systems, and the use of climate forecasting technologies to minimize risks and improve resilience.</p> 	

	SUSTAINABILITY	INNOVATION	TALENT
Connected Industry 4.0		<ul style="list-style-type: none"> The FEMAC Cluster works to promote the adoption of digital technologies in the agricultural and machinery sectors, facilitating process automation, systems integration, and value chain optimization. Through its strategy, the cluster promotes the adoption of new technologies in the sector, developing advanced digital solutions such as the Internet of Things (IoT), artificial intelligence (AI), and data analytics to improve efficiency, productivity, and sustainability. The cluster aims to foster collaboration between companies, research centers, and other stakeholders in the digital ecosystem, facilitating knowledge exchange, networking, and collaboration on R&D&I projects focused on digitalization and connected industry 4.0. 	Training and capacity building: The FEMAC Cluster collaborates with educational institutions and training centers that are members of the Cluster to offer training programs in digital and technological skills relevant to the sector, preparing workers and companies for the challenges and opportunities of Connected Industry 4.0.
Digitalization Strategy for the Agri-Food Sector (MAPA)	Among the actions the FEMAC Cluster is carrying out to align with the Ministry of Agriculture's digitalization strategy regarding sustainability are the promotion of digital technologies that improve the efficient use of natural resources.	The cluster will collaborate with companies and research centers to develop and promote digital platforms and innovative solutions that facilitate supply chain management, product traceability, agronomic management, and data-driven decision-making.	Through its online training platform, the FEMAC Cluster promotes precision agriculture courses for farmers and agricultural businesses, providing specific training programs on the use and application of digital technologies in different areas of activity.

	SUSTAINABILITY	INNOVATION	TALENT
From farm to fork	The FEMAC Cluster Strategy involves working in collaboration with its members and other stakeholders to promote more sustainable, safe, and healthy food production and consumption, in line with the European Union's food and agriculture objectives.	The Cluster's innovation strategy in relation to the EU's "From Farm to Fork" strategy focuses on promoting sustainability, food safety and quality, technological innovation, the circular economy and the resilience of the food system.	✗
RIS 3 CAT 2030	The alignment of the FEMAC Cluster's strategy with Catalonia's RIS3CAT Strategy involves contributing to the region's economic and social development by promoting innovation, collaboration, and specialization in areas of high potential and added value for Catalonia.	The FEMAC Cluster can align its activities with the priority areas of specialization identified in the RIS3CAT Strategy, such as sustainable agriculture, agricultural biotechnology, and smart water management, among others.	✗
ODS	The FEMAC Cluster Strategy is aligned with the Sustainable Development Goals: Goal 13. Climate Change Goal 12. Responsible Production and Consumption Goal 6. Clean Water and Sanitation Goal 7. Energy Efficiency Goal 9. Industry, Innovation and Infrastructure	✗	Through its TALENT Hub, the Strategic Plan aligns with Goal 8, which aims to promote inclusive and sustainable economic growth, employment, and decent work for all.

1.2.8 Alignment of the Collaborative Nature Strategy with other organizations and clusters at national and international level



1.2.9 Internal management dashboard

FEMAC Strategic Plan 2024-2027

VISION	Becoming an Innovative ecosystem that helps its companies and members work together to identify innovative and sustainable solutions to respond to the great challenges of our society		
MISSION	Allow and facilitate the process of creating Projects and Collaboration Agreements between Cluster members that allow the search for sustainable solutions for Global agriculture.		
STRATEGIC AXES	Internationalization	Innovation	Talent
STRATEGIC OBJECTIVES Verticals	OE1. INCREASE the PRESENCE of companies and members of the cluster in INTERNATIONAL MARKETS and facilitate the participation of companies and members of the Cluster in international R&D&I projects.	OE2. BOOST the long-term RESEARCH and DEVELOPMENT of cluster members by creating the design of solutions that add value to the agricultural value chain.	OE3. INCREASE the HUMAN VALUE of the companies and members of the cluster and INCREASE the level of knowledge, skills and abilities
	LA 1.1 Participation in trade fairs and missions Act.1 Organization of joint participation in International Fairs Act.2 Organization of direct and reverse trade missions	LA 2.1 Participation in national and regional projects Act.6 Identify opportunities for AEI, IRC, GO Act.7 Formulate project proposals	LA 3.1 Training, education and international collaboration Act.10 Design training and education programs Act. 11 Participation in European Projects and Initiatives
	LA 1.2 Participation in European and international projects Act.3 Establish strategic alliances with similar clusters and organizations in other countries Act.4 Identify opportunities for participation in EU/international programs and calls, Act.5 Develop and promote the participation of the FEMAC cluster in alliance with companies, international clusters and prestigious institutions	LA 2.2 Promote knowledge transfer Act.8 Organization of events and technical conferences Act.9 Collaboration with other entities	LA 3.2 Talent attraction Act.12 Participation in Job Fairs and collaboration with training centers and public organizations Act.13 Promote the machinery sector and agricultural production means
Indicators	<ul style="list-style-type: none"> Ind.1 Number of companies in the exporting cluster Ind.2 Total value of cluster exports Ind.3 Number of international projects participated in Ind.4 Number of fairs and trade missions participated in 	<ul style="list-style-type: none"> Ind.5 Number of R&D projects participated by members Ind.6 Number of new solutions developed Ind.7 Number of events and technical conferences organized Ind.8 Number of R&D collaborations with other entities 	<ul style="list-style-type: none"> Ind.9 Number of training and qualification programs implemented Ind.10 Number of participants in training programs Ind.11 Number of international R+D+i projects Ind.12 Number of activities to promote the cluster and its members
TRANSVERSAL AXES	Sustainability	Collaboration	Competitiveness
STRATEGIC OBJECTIVES Cross-cutting	OE4 ADDING VALUE to the environment, society and the economy is essential to building a sustainable and prosperous future for present and future generations.	OE5 TOGETHER ADDRESS problems and think and act collectively to achieve rapid responses, foster new and creative ideas in the face of the great challenges of our society	OE6 IMPROVE the market position of companies and members of the cluster so that they are leaders in their sector and areas of action and can compete successfully at a national and international level.
	LA 4.1 Innovation in sustainable technologies Act.14 Design innovation projects in sustainable technologies Act.15 Design and implement "shared value" actions	LA 5.1 Collaborative projects Act.16 Promote Collaborative Projects	LA 6.1 Projects to improve competitiveness Act.17 Design and implement projects that improve the competitiveness of companies and their members.
Indicators	<ul style="list-style-type: none"> Ind.12 Number of projects, initiated and managed. Ind.13 Number of "shared value" actions implemented 	<ul style="list-style-type: none"> Ind.14 Number of participants in collaborative activities Ind.15 Number of collaborative meetings and workshops 	<ul style="list-style-type: none"> Ind.16 Revenue growth rate Ind.17 Number of new markets penetrated



"We remember that our goals are just the beginning. We continue to work together to realize our vision and achieve our objectives with determination and optimism!"

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