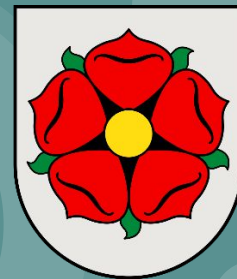


ELLS Think Camp 2022

Case study: Sedlčany Region

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KEY OBJECTIVE

**TO DEVELOP SUSTAINABLE POLICIES THAT WOULD ENGENDER
RURAL DEVELOPMENT IN THE SEDLČANY REGION**



Order of the presentation

1. Description of the region
2. Description of stakeholders
3. Introduction to the methodology
4. Application of the method according to each stakeholder
5. Refinement of the outcomes
6. Conclusion

Description of the Region Sedlčany (Sedlčansko)

Sedlčany Region – a region situated on the border of Central and South Bohemia. It is characterized by: fields, or flowery meadows, nearly virgin nature full of forests, remarkable boulders of various shapes and sizes, rocks, granite quarries, ponds, rills and pools. It is the land of hills and valleys.

Surface 36.47 km²

Height 321 m above sea level



Description of stakeholders

LAG Sedlčansko

LAG, or Local Action Group, is a community of citizens, non-profit organisations, private business and public administration (municipalities, associations of municipalities and public authorities), independent of political decision-making, which cooperates in rural development, agriculture and obtaining financial support from the EU and national programmes for their region, using the LEADER method.

The basic objective of the LAG is to improve the quality of life and the environment in rural areas. One of the tools is also the active acquisition and distribution of subsidies.



Municipality Krásná Hora

Authority and self-government

Activities and tasks:

- Region management
- Projects and subsidies (e.g. EU programs)
- City budget
- Information and data about the town
- Museum

Description of stakeholders - Horse Farm Zduchovice



The equestrian center **Resort Zduchovice** is located on the outskirts of the village of Zduchovice in the beautiful countryside of Povltaví. The complex is located in a tourist-attractive area between the Slapy and Orlík dams on the border between Sedlčany and Příbram. It has been operating since 2004 and is expanding and renovating every year. The Zduchovice equestrian center is one of the leading organizers of races in the Czech Republic, both at the national level (the traditional organizer of the MCR in the Pony, Children and Junior categories) and at the international level (CSI*).

The Resort Zduchovice equestrian center offers e.g.:

Equestrian center (rental of a rink, small and large halls; horse-breeding; sale of horses; horse racing; events)

Pension Jezerná , Pension & Pub U Švarců

Summer restaurant - overlooking the rink for 250-450 people; accommodation directly at the rink in Pension Jezerná or in the nearby Pension U Švarců.



Description of stakeholders - Cooperative Farm Krásná Hora



Main focus of **Cooperative Farm Krásná Hora** is livestock production - breeding 4200 cattle. Of these, 1,530 are dairy cows and 410 are KBTPM (non-milk producing cows). They deliver over 15 million Litres of milk to the dairy (annually).

They own 2 biogas plants, in Krásná Hora (526 kW) and in Petrovice (824 kW), which are the end of the dairy cow stables - around 140 m³ of slurry per day.

Number of employees: 190 people.

The total annual output is between 340 and 350 million crowns. The total value of assets is CZK 653 million.

Description of stakeholders - Family Farm Kuncl's Mill



Kunclův mlýn is an authentic place in a valley of pristine nature. They continue the agricultural traditions taken over from their ancestors. The surrounding meadows and forests have become their home, as well as a refuge for the cattle and horses they care for. The farm produces meat, they have horses and rooms for rent (small agritourism).

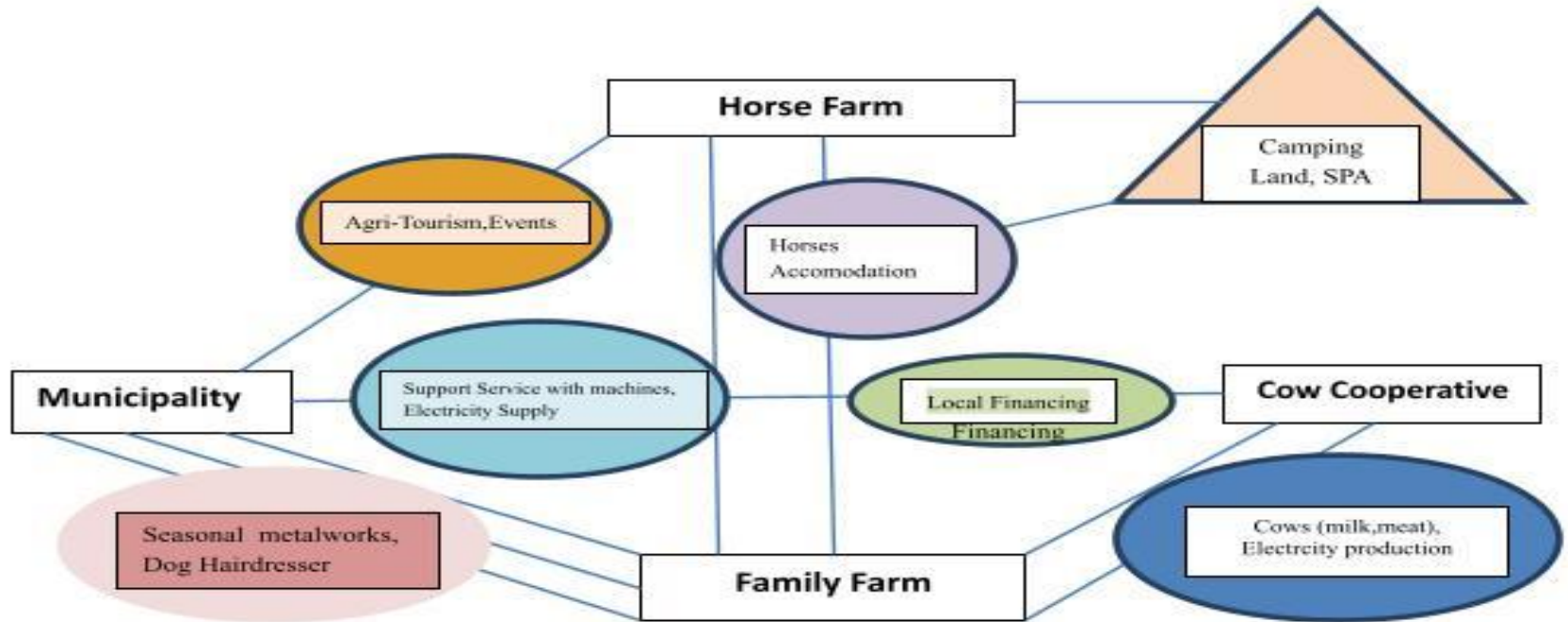




Introduction to the methodology

- A) Brainstorm - connecting the common points among the stakeholders
- B) SWOT for each stakeholder
- C) TOWS matrix for each stakeholder
- D) General TOWS for all the stakeholders, based on the most encompassing solutions

Introduction to the methodology: Brainstorm



Method: SWOT (SOWT) for municipality

1. Historical location for tourism
2. Accessibility
3. Supported with EU funds (capacity building)
4. Access to information
5. Collaboration/partnerships
6. Orientation towards local community

1. Seamlessness of strategies
2. Innovative funding (e.g. crowdfunding, peer-to-peer lending)
3. International affiliations and cooperations
4. Perspectives for creating local clusters

1. Limited capacity
2. Poor visibility of the region
3. Limited capital

1. Competitiveness of other regions
2. Diminishing tax revenue
3. Depopulation
4. Government (Prague) policies
5. Bureaucracy
6. The industry is leaving (case of Hermelin in 2019)

Method: SWOT for horse farm

1. Sufficient capital
2. Diversified operations
3. Many (200) employees
4. Own pastures
5. Land mass
6. International presence
7. Technical know-how (horse breeding)
8. Strategic location
9. Agritourism infrastructure (hotel/restaurant/camping)
10. Weekly tournaments
11. Mobile horse accommodation

1. No local workers
2. Website not user-friendly (international tourists)
3. Not enough accommodation for visitors
4. Horse maintenance is very expensive (medicine etc.)
5. Poor layout planning

1. Winter competitions
2. Online presence can be expanded
3. The farm is expanding (chateau/event hall, SPA etc.)
4. Horses for movies/photography
5. Electricity production
6. Opportunities for local tourism for growth
7. Transportation services to the resort
8. Horse therapy (hippotherapy)

1. Current issues to agritourism (COVID, war)
2. Inflation (fertilizer costs, raising costs of maintenance)
3. Competition from other horse farms (there are 8 in the municipality)
4. Disease outbreak
5. Climate change
6. Insider trading

Method: SWOT (SOWT) for cow coop

<ul style="list-style-type: none">1. Local workers2. Sufficient capital3. Not relying on many workers4. Own pastures5. Technical know-how6. Long experience7. Different locations (disease cannot spread among them)8. Strategic location9. Own electricity (+sale)10. Organic solutions for the feed production12. Strong voice in the milk producer association/cooperative13. The quality of the product	<ul style="list-style-type: none">1. Expansion would generate more product (milk, meat, electricity)2. Collaboration with research institutes3. Export of meat4. Insemination business5. Cow therapy
<ul style="list-style-type: none">1. Language barrier2. Not enough space3. Costs of certifications	<ul style="list-style-type: none">1. Animal rights organisations2. Reduced demand for their products3. Reliance on one client

Method: SWOT (SOWT) for family farm

<ul style="list-style-type: none">1. Local workers2. Sufficient capital3. Not relying on many workers4. Own pastures5. Technical know-how6. Long experience7. Different locations (disease cannot spread among them)8. Strategic location9. Own electricity (+sale)10. Organic solutions for the feed production13. The quality of the product	<ul style="list-style-type: none">1. Expansion would generate more product (milk, meat, electricity)2. Collaboration with research institutes3. Export of meat4. Insemination business5. Cow therapy
<ul style="list-style-type: none">1. Language barrier2. limited enough space3. Costs of certifications	<ul style="list-style-type: none">1. Animal rights organisations2. Reduced demand for their products

Method: TOWS for municipality

Access to information + Collaboration/partnerships + Orientation towards local community + Perspectives for creating local clusters = **Clustering local production in order to turn back the withdrawal of processing industry to the region**

Too much focus on EU funds + Innovative funding (e.g. crowdfunding, peer-to-peer lending) = **Engagement of the local producers and inhabitants for the local production**

Accessibility + Collaboration/partnerships + Poor visibility of the region = **Collaboration with surrounding regions for the creation of agri-tourism routes**

Perspectives for creating local clusters + Depopulation + Diminishing tax revenue = **Clustering for the sake of keeping local workforce and attracting external workforce**

Method: TOWS for Horse Farm

<ul style="list-style-type: none">1. International presence + horses for movies/photography2. International presence + Online presence can be expanded3. Diversified operations + Horse therapy (hippotherapy) <p>= The ambition of becoming Czech's no. 1 hub for horse therapy by leveraging and employee technical know-how and building sustainable workforce, which is responsive to dynamic market needs and trends</p>	<ul style="list-style-type: none">1. Horse maintenance is very expensive (medicine etc.) + Electricity production = leverage on horse maintenance by using non-performing horses as draft horses to produce electricity from a horse mill2. Website not user-friendly (international tourists) + Winter competitions = Improving current website to watch streaming of the horse competitions (with the possibility of the audience to bet)
Weekly tournaments + Current issues to agritourism (COVID, war) = In-door competitions	Horse maintenance is very expensive (medicine etc.) + Inflation (fertilizer costs, raising costs of maintenance) = Regenerative practices on meadows (planting apple trees here and there)

Method: TOWS for Cow Coop



Strategic location + Fostering collaboration with research institutes + Technically developed + Number of workers + Expansion + Good quality = Improvement of cow breeds	Not enough space + Collaboration with research institutes = Support with the architectural capacity and landscape planning
Strong voice in the milk producer association/cooperative + Reliance on one client = Creating own processing facilities, so the farm does not have to rely on the middlemen	Expansion would generate more product (milk, meat, electricity) + Reduced demand for their products = Broadening options for the milk usage (cheese Hermelin in the old factory? Qmilk?)

Method: TOWS for Family Farm



Array of skills (metalworks, dog barber, fixing machines) +
Cow therapy = **Cow therapy, workshops with cows etc.**

Limited accommodation + Limited capital + Workshop training = **Inviting speakers dedicated to certain topics, who could come for offered retreats**

Seasonality + Beautiful, natural landscapes + Climate change
= **Observation of wild species in the winter, with the selling point of the changes which can destroy the current biome**

Limited space + limited capital + Regulations = **Affection and care as a value to oust competition + non-monetary value-added**



General problems and opportunities

1. Language
2. Field fertilization
3. Marketing
4. Transport



Cost-Benefit Analysis for joint projects

Winter activities

Chosen project	Costs	Benefit
Joint winter activities	<ol style="list-style-type: none">1. Creating winter wildlife observation points and routes2. Snowshoe hiking equipment (snowshoes and walking sticks)3. Joint marketing	<ol style="list-style-type: none">1. Torchhike tours2. Sledging

Cost-Benefit Analysis for joint projects



A region not only for relaxation but also for treatment. Horse and cow therapies, recreation in the natural environment. A diet which grows on the healthy soil.

Chosen project	Costs	Benefit
Sanatorium	<ol style="list-style-type: none">1. Need for accomodation2. Requirement of health services (nurses, therapists, probably doctors)3. Training of the animals and staff	<ol style="list-style-type: none">1. Development of the region2. Increased capital from tourists3. Work for the local workforce

Cost-Benefit Analysis for joint projects



Self-sufficient region: own water (use of rainwater), own electricity, strong marketing for the region as a whole.

Chosen project	Costs	Benefit
Regional basic self-sufficiency	<ol style="list-style-type: none">1. Water conservation (collection lots)2. Horse/cow mills for the energy production (+ additional expenses for feed)3. Precision agriculture for quicker response time	<ol style="list-style-type: none">1. Development of the region2. Increased capital from tourists3. Work for the local workforce



Refinement of the outcomes: General TOWS

	Internal Strengths	Internal Weakness
External opportunities	<ul style="list-style-type: none">• Resource leveraging as an integrative tool for proactively responding to market needs(For example, electricity).• Research and development projects with linkages promoting individual farm goals and collective orientations towards specific targets (improved species of animals).	<ul style="list-style-type: none">• Use of ICT to enhance the visibility of the farms whilst showcasing various assortments (Online presence).• Adopting agritourism: using current status to make the location a hub for tourism.• Crowdfunding sources as an innovative financing option
External threats	<ul style="list-style-type: none">• Enhancing supply-chain efficiency using technological components (Technological tools).• Innovative and creative frameworks that address challenges of climate change/seasonality (Winter games).	<ul style="list-style-type: none">• Regenerative practices on meadows.• Clustering as a strategy for gaining competitive advantage.



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