

Executive Summary of the Update of the Smart Specialization Strategy (S3) of La Rioja 21-27



La Rioja

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La Rioja

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1.

PRESENTATION AND OBJECTIVES

1. PRESENTATION AND OBJECTIVES

This document is the **executive summary** of the “*Update of the Smart Specialization Strategy (S3) of La Rioja 2021-2027*”.

Smart Specialization Strategies (S3) constitute the strategic framework that defines the scientific, technological, and innovation priorities of each region, with the aim of promoting sustainable development based on knowledge and innovation.

In the case of La Rioja, the Smart Specialization Strategy (S3) 2021-2027 was approved by the Interdepartmental Commission for Research, Technological Development, and Innovation on June 13, 2022. In October 2025, the S3 underwent a mid-term evaluation and a review of the specialization pattern, leading to an update of the areas of specialization.

La Rioja presents its new Smart Specialization Strategy for this period, with new priorities and challenges and with the vision of building a region that is:

- Innovative, knowledge-based, entrepreneurial, and transformative.
- Characterized by the dynamism of its strategic productive sectors.
- With the capacity to retain and attract talent.
- Recognized for the value of its products and services.
- Open, inclusive, and attractive to people, projects, and investments.
- Sustainable, cohesive, balanced, and connected to the outside world.

From this perspective, the executive summary pursues the following objectives:

- To provide a context analysis and an updated SWOT diagnosis on which to base the S3 update.
- To redefine the vision and cross-cutting objectives, as well as to update the specialization pattern derived from the mid-term evaluation.
- Define a governance system, establishing procedures and mechanisms to ensure stakeholder participation.

2.

SWOT ANALYSIS

2. SWOT ANALYSIS

Section 2.2 *Analysis and evolution of the regional context of the “Update of the Smart Specialization Strategy (S3) of La Rioja 2021-2027”* provides an analysis of the socio-economic evolution of the region, including a comparative analysis with reference regions in Spain and Europe. Based on this analysis, together with the analysis of the strategic framework in section 2.1 *Review and Update of the Strategic Reference Framework*, the SWOT analysis of the Strategy presented below has been prepared.

The weaknesses and strengths are ranked according to their level of priority (high, medium, or low). This level of priority has been determined by taking into account both the relative importance and, in particular, the impact of the Smart Specialization Strategy on each of the factors. Therefore, a low importance rating for a factor does not mean that it is not relevant, but rather that the Strategy's capacity to influence that factor is limited. Meanwhile, threats and opportunities are assigned a level of impact (high, medium, or low) on the performance of the regional R&D&I system.

Table 1. SWOT Analysis

STRENGTHS	PRIORITY
ECONOMIC	
▪ Post-pandemic recovery of La Rioja's GDP at a rate similar to the national average.	High
▪ Low level of debt relative to GDP, well below the national average.	High
▪ Good rating in the European Regional Competitiveness Index, especially in terms of technological availability, health, and institutions.	High
▪ High specific weight of the industrial sector, above the national and European average.	High
▪ Emerging business collaboration through the creation of business associations and clusters that promote collaboration between different companies in sectoral value chains.	Medium
▪ Strong export dynamism in agricultural products, food, and metal manufacturing.	High
▪ Higher proportion of exporting companies than the national average, although with a reduced weight in the total for Spain.	High
R&D&I	
▪ Growth rate of public spending on R&D similar to the national and European average.	Medium
▪ Percentage of innovative companies out of the total number of companies higher than the national average.	High
▪ Better performance than the EU-27 average in several key indicators of the Regional Innovation Scoreboard: broadband penetration, sales of product innovations, and percentage of the population with higher education.	High
▪ Significant improvement in the impact of scientific production, doubling the percentage of publications among the 10% most cited.	Medium
▪ Improvement in the population with tertiary education and employed in science and technology slightly above the EU-27 average.	High
▪ High proportion of female researchers, especially in public administration (almost 60%).	High
▪ Reduction in the gap between male and female graduates in STEM and health careers.	High
▪ Increasing digital intensity in the regional economy, with a growing presence of activities related to digitization in companies.	High
SOCIAL	
▪ Unemployment rate below the national average and close to the EU-27 average.	Low
▪ Poverty rate below the national average.	Low
▪ Skilled human capital, percentage of population with higher education above the national and European average.	Medium
▪ Gender equality index above the national average.	Low

OPPORTUNITIES	IMPACT
ECONOMIC	
▪ Expected growth in international demand for agri-food products, especially wine and processed vegetables.	Medium
▪ Increase in domestic wine and nature tourism as a complementary economic driver.	Medium

OPPORTUNITIES	IMPACT
▪ Geographical location on the Ebro axis of the EU green hydrogen corridor	High
▪ Potential opening up of products to new markets in Asia and Latin America as a result of restrictions on product entry into the United States.	Medium
▪ Promotion of the circular economy and sustainability as a niche with added value for industrial and agricultural sectors.	High
▪ EU promotion of the defense industry and dual technologies.	High
R&D&I	
▪ Increased European and national funding for R&D&I, digitization, and green transition.	High
▪ Technological advances in automation, artificial intelligence, and industrial digitization applicable to La Rioja's productive fabric.	High
▪ Development of interregional collaboration projects for R&D&I following the example of the Food+i cluster.	High
▪ Initiatives such as the La Rioja Technology Park can help attract innovative and technological companies.	High
▪ International scientific and technological collaboration networks that can strengthen La Rioja's visibility and participation.	High
▪ Creation of Sandbox experimentation spaces with international coverage positioned in strategic sectors of the region.	High
▪ Increased international cooperation in research and technology transfer.	High
SOCIAL	
▪ The potential of higher education as a lever for attracting talent and businesses.	Medium
▪ A growing trend toward teleworking and business relocation, which makes it possible to attract professionals and companies to environments with a high quality of life.	Medium
▪ Strengthening of gender equality policies at the European and national levels, with incentives for female participation in science and technology.	Medium

WEAKNESSES	PRIORITY
ECONOMIC	
▪ Sectoral specialization in the agri-food sector, particularly wine production, with growing needs for digitization, automation, and innovation.	High
▪ Low weight of advanced and knowledge-intensive services in the productive structure.	High
▪ Volatility in foreign investment, with the risk of losing opportunities for sustained growth.	High
▪ Slow growth in average household income, below the Spanish average.	Medium
▪ High dependence on traditional sectors (agriculture).	Medium
▪ Limited electrical connectivity capacity for industrial decarbonization and connection of new electricity-intensive companies.	High
▪ Reduction in the number of smaller companies as a result of their reduced capacity to cope with crises.	Medium
R&D&I	
▪ Business structure dominated by micro-enterprises in low value-added sectors limits innovation capabilities.	High
▪ The small size of the regional R&D&I ecosystem limits the capacity to develop larger-scale projects.	High
▪ The sectoral fragmentation of technology centers means that they do not have sufficient structure and resources to tackle transformative projects.	High
▪ Total R&D expenditure as a percentage of GDP is below the Spanish and European average.	High
▪ There is little collaboration between knowledge agents (universities and technology centers).	High
▪ Reduced private sector spending on R&D. The size of companies means that many do not have sufficient resources to undertake R&D&I projects	High
▪ Limited capacity to attract and retain talent in technology sectors	High
▪ Significant reduction in patents applied for and granted per million inhabitants, well below the national average.	High
▪ Low presence of medium-high and high-tech companies, with a downward trend.	High
▪ Lower employment in technology- and knowledge-intensive sectors compared to Spain and the EU-27.	High
▪ Low relative participation and funding in European innovation programs (Horizon 2020 and Horizon Europe).	High
▪ Persistent imbalance in enrollment by gender in STEM degrees, with fewer women.	Medium

WEAKNESSES		PRIORITY
▪ Uneven level of digitization and automation in companies. Greater difficulties in incorporating technology in smaller companies.		High
SOCIAL		
▪ High dependency ratio and population aging above the national average, affecting the labor market and social and health services.		Low
▪ Structurally high youth unemployment, well above the European average.		Low
▪ School dropout rates above the European average, which may limit the qualifications of the young population.		Low
THREATS		IMPACT
ECONOMIC		
▪ Increased protectionist measures and trade barriers in strategic markets affecting foreign trade.		High
▪ Geopolitical instability disrupting supply chains and logistics costs.		High
▪ Increased energy and raw material costs reducing industrial competitiveness.		High
▪ Increased regulatory and environmental requirements raising adaptation costs for SMEs.		High
▪ Difficulties in managing digital transformation, which can create a technological gap between companies or sectors with greater resources for implementation and smaller companies.		High
R&D&I		
▪ Decrease in private investment in innovation due to economic uncertainty or lack of incentives.		High
▪ Growing competition from European regions with greater critical mass in innovation and technology due to their ability to attract and retain talent.		High
▪ The high administrative burden of R&D&I support programs, as well as bureaucratic barriers to accessing funding, may prevent companies with fewer resources or capabilities from accessing the support they need to develop R&D&I projects.		High
▪ Possible budget cuts in European R&D&I programs after 2027.		High
SOCIAL		
▪ Limited labor market efficiency.		Low
▪ Brain drain of qualified talent to regions with greater employment and professional development opportunities.		Medium
▪ Impacts of climate change, such as prolonged droughts and extreme weather events affecting agricultural and wine production.		Medium

3.

CONCLUSIONS OF THE MID-TERM EVALUATION OF THE S3 IN LA RIOJA

3. CONCLUSIONS OF THE MID-TERM EVALUATION OF THE S3 IN LA RIOJA

During September and October 2025, the mid-term evaluation of La Rioja's Smart Specialization Strategy 2021-2027 was carried out.

Twenty-four interviews were conducted with public entities implementing programs, initiatives, and actions under the S3, as well as with agents from the regional R&D&I system. A joint working group was held with all the actors in the regional exosystem, with the aim of delving deeper into key aspects identified by the evaluation team during the interviews and the review of documents and databases.

Table 2. Participation process and stakeholders involved

Participation tool	Number
Interviews	24
▪ Directorate-General for Enterprise, Energy, and Internationalization	1
▪ Public entities implementing programs, initiatives, and actions under the S3 strategy	11
▪ Agents of the regional R&D&I system	12
Companies interviewed/surveyed	20
Evaluation working group	1

The evaluation process has identified the progress made, the main limitations, and opportunities for improvement in the Strategy, serving as a basis for updating the S3 by the end of the 2021-2027 programming period. The results confirm the overall relevance of the model, but also highlight the need to review and update the regional specialization pattern to bring it into line with the current context and new technological, economic, and social challenges.

3.1. Main conclusions of the mid-term evaluation of S3

This process has led to a series of key conclusions about the Strategy's progress and main limitations. These are grouped into four areas: relevance and coherence, governance and implementation, monitoring and evaluation, and results and impacts.

Relevance and consistency

The S3 remains valid in terms of diagnosis, despite the fact that the initial specialization pattern is not fully aligned with current needs in key areas such as competitiveness, sustainability, internationalization, and social issues, as well as in science, technology, and innovation. Likewise, areas of specialization are identified that represent current strengths and also constitute an opportunity for the regional science, technology, and innovation system.

Governance and implementation

The stakeholders consulted highlight the need for more participatory and collaborative mechanisms to promote ownership of the Strategy by the regional ecosystem.

Monitoring and evaluation

The monitoring system is adequate from a formal point of view, but **it focuses on context indicators and lacks metrics linked to the results of the actions**. This makes it impossible to measure the real effectiveness of the policies implemented.

Results and impacts

Although there has been progress in digitization and science-business collaboration, R&D&I indicators show a relative decline. Structural weaknesses in the STI system persist, such as the small size of the actors, low private investment, and a shortage of specialized talent. The concentration of aid in agri-food and industry highlights its importance, but also the need to diversify the production model.

3.2. Main recommendations from the mid-term evaluation of S3

The conclusions of the mid-term evaluation enable us to define a set of recommendations aimed at strengthening the S3 and guiding its evolution in the coming years. The key proposals for the 2027 horizon are presented below.

Review the pattern of regional specialization

It is recommended that the S3 specialization pattern be modified to **incorporate new priorities aligned with European trends and the emerging capabilities of the regional system**, ensuring a balance between established specializations (industry, agri-food, digitization) and new areas of opportunity (health, bioeconomy, materials).

Strengthen multilevel governance and collaboration between agents

Working groups need to be created for each area of specialization to act as spaces for coordination and promotion of flagship projects, improving connections between government, businesses, technology centers, and universities.

Improve the monitoring and evaluation system

It is proposed to **expand the scorecard of indicators** to link results to actions taken and incorporate automatic data collection and visualization tools. It is also advisable to conduct pilot counterfactual impact assessments to evaluate the real effects of public policies.

Strengthen communication and visibility of the S3 and the STIP

The Strategy must be better known and understood by businesses and society, promoting their ownership and participation in innovation initiatives.

Increase investment and diversify funding sources

It is necessary to raise levels of public and private investment in R&D&I, explore alternative funding mechanisms, and promote interregional collaboration to increase the critical mass of projects.

The mid-term evaluation of S3 establishes the need to **review the vision and objectives**, as well as to establish a **new specialization pattern** that balances consolidated areas with new emerging opportunities, and a **new structure of indicators that is more oriented towards results and impacts**.

In addition, some of the recommendations derived from the mid-term evaluation will be taken into account in the preparation of the Science, Technology, and Innovation Plan (STIP), especially those relating to the development of a new set of indicators that will make it possible to link the implementation of actions with progress or the visualization of support instruments. This will ensure consistency and complementarity between the two strategic planning instruments.

4.

VISION AND OBJECTIVES

4. VISION AND OBJECTIVES

The update of the Smart Specialization Strategy culminates in the definition of a shared vision and the formulation of objectives that will guide the economic and social transformation of La Rioja in the coming years.

4.1. Vision 2027

With their sights set on the year 2027, agents from the business, social, academic, and institutional spheres of La Rioja have established the following common vision for the future of La Rioja as **a region**:

- Innovative, knowledge-based, entrepreneurial, and transformative.
- Characterized by the dynamism of its strategic productive sectors.
- With the capacity to retain and attract talent.
- Recognized for the value of its products and services.
- Open, inclusive, and attractive to people, projects, and investments.
- Sustainable, cohesive, balanced, and connected to the outside world.

4.2. Objectives

To achieve the vision and as cross-cutting measures that will complement the specialization priorities, a general objective is established, supported by four specific objectives.



General objective

Generate and consolidate knowledge, added value, and specialized skills to develop sustainable competitive advantages that drive progress toward a knowledge-based society, strengthen industrial and business competitiveness, and make La Rioja an innovative, cohesive, and sustainable region.



Specific objectives



1

Promote a culture of innovation and the development and adoption of advanced and disruptive technologies—such as artificial intelligence, advanced digitization, and cybersecurity—in society, institutions, businesses, and academia, fostering a smart transformation toward a knowledge-based society.



2

Promote collaborative, open, and interconnected environments, and develop scientific and technological infrastructures that strengthen cooperation, knowledge and technology transfer, and inter-administrative and interregional collaboration, optimizing funding opportunities and contributing to the competitiveness of La Rioja's industry.



3

Promote sustainability, circularity, and inclusion by fostering a responsible, resilient, and inclusive innovation ecosystem aligned with energy transition and sustainable development goals.



4

Strengthen the region's appeal for the development, retention, and specialization of talent, as well as for attracting investment projects and innovative entrepreneurship, promoting internationalization, public-private collaboration, and territorial balance between urban and rural environments as drivers of cohesion and sustainable growth.

5.

SMART
SPECIALIZATION
PATTERN

5. SMART SPECIALIZATION PATTERN

El patrón de especialización se estructura en torno seis **áreas de especialización**, cuatro **programas** y cuatro **principios transversales**.

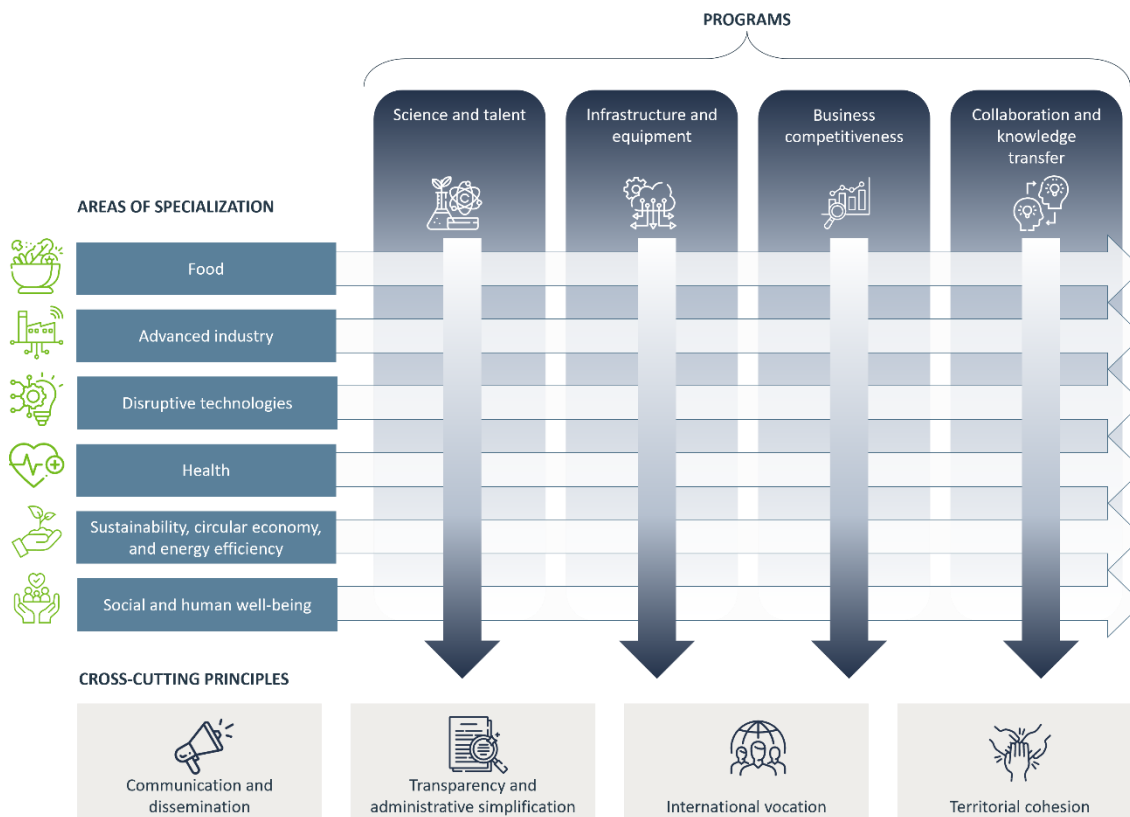
The specialization model is structured around six **areas of specialization**, four **programs**, and four **cross-cutting principles**.

Areas of specialization are understood to be those areas of expertise that represent current strengths and also constitute an opportunity for the regional science, technology, and innovation system. They are characterized by scientific, technological, business, and market capabilities, as well as an active ecosystem of public and private actors. The areas of specialization constitute the pillars on which the regional competitive advantage is based and towards which R&D&I efforts will be primarily directed.

Likewise, the **programs** represent the lines of action that will articulate the measures, initiatives, and actions (calls for proposals, agreements, and other specific measures) of the STIP, guide the areas of intervention of the other regional strategic plans, and contribute to the development and consolidation of the areas of specialization.

Finally, the **cross-cutting principles** constitute a mandatory framework for action that guides the development of all policies and must be taken into account in the development of the various public intervention actions.

Illustration 1. Specialization pattern



DEFINITION OF AREAS OF SPECIALIZATION:


Food—Promotion of all areas that make up the food value chain as the main regional productive sector: from primary production to processing, packaging, distribution, and marketing, as well as ancillary economic activities that support the chain (ancillary industry, technology and research centers, services related to food quality and safety certification, genetics, development of new functional foods, agrotourism, gastronomy, logistics, etc.).



Advanced industry—Promoting the transformation of the industrial fabric towards smart, sustainable, and highly competitive production models based on the incorporation of advanced technologies (automation, robotics, sensors, additive manufacturing, new materials, artificial intelligence, digital twins, among others). Enhancing production efficiency, product customization, reduction of environmental impact, and process optimization, promoting the modernization of traditional sectors (automotive, footwear, furniture, etc.) and the development of new industries with high technological content and added value (industrialized construction, microelectronics and semiconductors, aerospace, etc.).



Disruptive technologies—Promotion of digital, smart, and disruptive technologies, developing consolidated capabilities in software development, advanced analytics, and big data, as well as new opportunities associated with the deployment of digital twins, generative artificial intelligence in Spanish, the Internet of Things, and cybersecurity, among others. Alongside these, the development and application of new advanced and multifunctional materials will be promoted, as well as dual-use technologies (civil and defense) that favor knowledge transfer and the creation of technological solutions with high potential for economic and industrial impact. The convergence between these areas will strengthen the digitization of productive sectors, improve the efficiency of public services, and generate high value-added solutions for businesses and citizens.



Health—Promoting research, development, and innovation aimed at improving the health and healthcare of the population, promoting solutions that integrate advanced health technologies, biotechnology, personalized medicine, and digitization of the healthcare system. Strengthen the prevention, diagnosis, treatment, and monitoring of diseases, as well as encourage collaboration between the scientific, medical, clinical, and business spheres to generate an innovative, efficient, and sustainable healthcare ecosystem.



Sustainability, circular economy, and energy efficiency—Promote the transition to a more sustainable, efficient, and connected energy and transport model, promoting the use of renewable energies, electrification, and smart mobility. Foster the circular economy and resource optimization through reuse, recycling, and waste recovery. Boost innovation in clean technologies, energy storage, smart grids, and new sustainable transport systems. Contribute to decarbonization and improving territorial competitiveness, moving towards responsible and resilient economic development.



Social and human well-being—Promoting social and technological innovation aimed at improving people's quality of life, social inclusion, and territorial cohesion. Promoting the development of innovative solutions and services in areas such as education, urban and interurban mobility, housing, critical infrastructure (water, transport, electricity, etc.), culture, tourism, heritage, cultural and creative industries, etc.

DEFINITION OF THE PROGRAMS



Science and talent—Its objective is to strengthen the region's human capital as a lever for competitiveness. It promotes the generation, attraction, retention, and consolidation of talent in the scientific, technological, industrial, and business fields. It also promotes the training, incorporation, and stability of qualified personnel, strengthening the human capacities that underpin the development and improvement of La Rioja's economy.



Infrastructure and equipment—Its objective is to develop, strengthen, and modernize the region's strategic infrastructure, both physical and digital, that supports the ecosystem. It ensures the provision of advanced equipment and cutting-edge environments necessary to promote research, technological development, the adoption of new capabilities, business innovation, and industrial modernization in the region.



Business competitiveness—Its objective is the competitive transformation of the business fabric of La Rioja, promoting innovation in the broadest sense (technological and non-technological), digitization, sustainability, and internationalization, favoring the adoption of new capabilities, processes, and approaches that reinforce its efficiency, adaptation, and growth.



Collaboration and knowledge transfer—Its objective is to promote cooperation between different regional agents, facilitating the exchange of information, experiences, and best practices, as well as the dissemination of results relevant to organizations and society. In addition, it promotes interregional, national, and European collaboration, favoring joint projects of greater size and impact.

DEFINITION OF CROSS-CUTTING PRINCIPLES



Communication and dissemination—All public policies must be geared towards fostering a culture of openness, collaboration, and participation in the generation and dissemination of knowledge. This involves promoting open science and free access to research results, encouraging open and collaborative innovation between companies, technology centers, and citizens, and strengthening scientific and technological dissemination as a means of bringing R&D&I closer to society in La Rioja.



Transparency and administrative simplification—All policies, actions, measures, or initiatives that are defined must include actions aimed at reducing the bureaucratic burden and promoting more agile, accessible, and efficient management for both the Administration and the beneficiaries. Likewise, the transparency of processes, accountability, and equitable access to information by all interested persons and entities must be guaranteed.



International vocation—The actions, measures, and initiatives defined within the framework of regional strategic planning must promote the international projection of La Rioja's economy, encouraging the participation of its agents in global markets, European programs, and regional, national, and international cooperation networks that contribute to strengthening competitiveness, attracting talent, and increasing the visibility of La Rioja abroad.



Territorial cohesion—Public policies must contribute to the sustainable development of La Rioja and promote territorial cohesion and equity, ensuring that the opportunities arising from R&D&I and economic transformation reach the entire territory and benefit local people, businesses, and communities equally.

6.

MONITORING SYSTEM

6. MONITORING SYSTEM

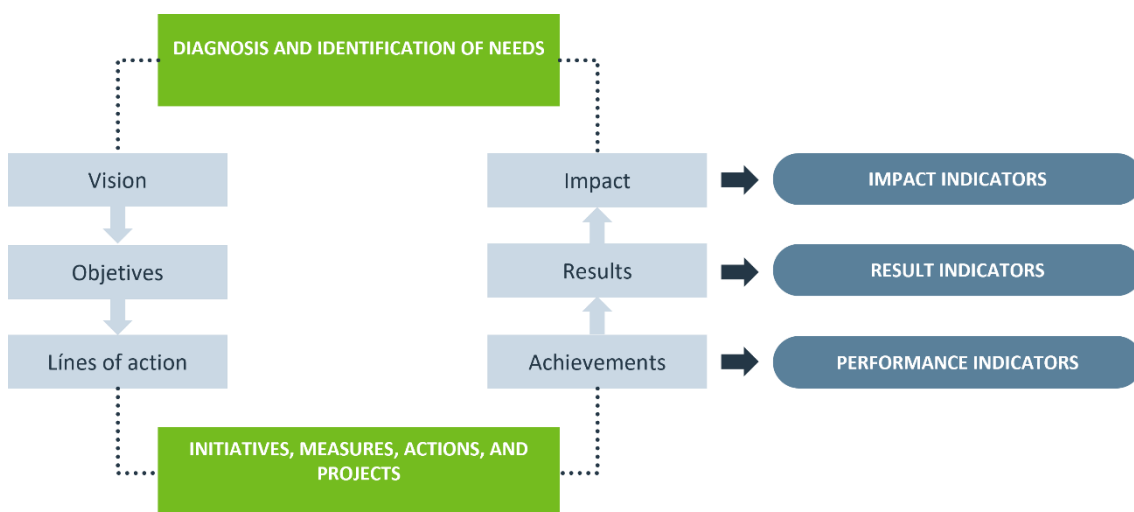
The S3 monitoring system is designed as a continuous, structured process that allows for systematic analysis of its effectiveness, efficiency, and impact. Its mission is to ensure that the Strategy evolves in line with changes in the economic, technological, and social context, providing the information needed to guide decision-making and adjust actions when necessary.

This system is based on the following elements:

- **Monitoring platform:** Comprising the Strategy and STIP monitoring indicators, enabling the different levels of governance to have access to up-to-date and regular information on the results and impacts achieved, as well as on the progress made in the defined areas of specialization.
- **Annual monitoring reports:** These reports cover the initiatives developed within the framework of the Strategy (annual report), together with the evolution of the context indicators, specific objectives, and areas of specialization. These reports will make it possible to identify possible deviations and adopt corrective or contingency measures when necessary.
- **Final evaluation:** Scheduled for 2028, its purpose will be to identify the benefits achieved, the impacts generated, and the overall and specific results of the implementation of S3 during the period 2021-2027. It will also make it possible to assess the degree of compliance with the vision and strategic objectives, as well as the level of development of the specialization pattern.

The monitoring indicators allow the impact and results of the implementation of the S3 to be checked periodically and serve as a basis for carrying out the planned evaluations, both interim and final. In addition, they provide data on the evolution of the defined areas of smart specialization, in order to detect deviations and new challenges in the strategic deployment.

Illustration 2. Scorecard of indicators and relationship with the different levels of strategic planning



Within the framework of La Rioja's S3 2021-2027, only impact indicators will be defined, so that it will be the STIP that will determine the **implementation and outcome indicators** that will enable the monitoring of measures, initiatives, and actions, as well as the assessment of the effects of these measures, linked to science, technology, and innovation policy.

The impact indicators proposed in the S3 are classified as follows:

- **Context indicators**, which enable analysis of the region's progress in relation to the mission and overall objective defined in the S3 of La Rioja (sections 5.1 and 5.2 of the document "*Update of the Smart Specialization Strategy (S3) of La Rioja 2021-2027*").
- **Strategic indicators**, aimed at evaluating the degree of achievement of the specific objectives established in the S3 of La Rioja (section 5.2 of the document "*Update of the Smart Specialization Strategy (S3) of La Rioja 2021-2027*").
- **Indicators of the evolution of areas of specialization**, linked to the areas included in the specialization pattern and which allow us to know the state of development of the smart specialization priorities defined in the S3.

7.

GOVERNANCE

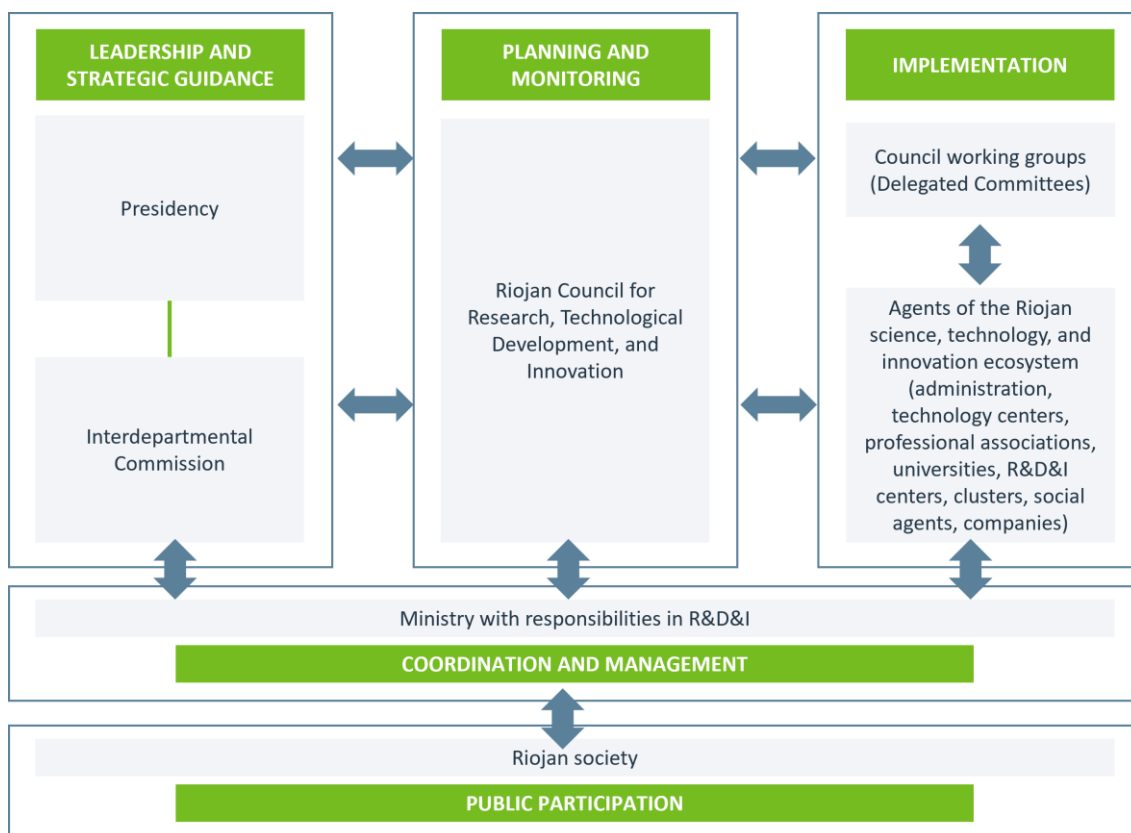
7. GOVERNANCE

The new Governance Model is based on the following pillars:

- **Simplification:** clarity of functions, exploitation of synergies, and reduction of overlaps to increase agility in decision-making and project development.
- **Transversality:** smart specialization transcends the fields of research and science and incorporates concepts such as sustainability, digitization, energy transition, and inclusion, making broader and more heterogeneous participation in the Governance System particularly important.
- **Operationality:** promoting the role of the administration as a facilitator and catalyst to drive the transformation of the science, technology, and innovation system through an interactive and inclusive process together with market forces and the private sector (Entrepreneurial Discovery). Obtaining regular feedback from the ecosystem through agile and flexible working groups helps to bring together the various agents (academia-market knowledge transfer and market-academia needs transfer, public-private collaboration) and reduce unnecessary overlaps.
- **Participation and transparency:** implementation of clear mechanisms and information flows through formal, pre-established channels, also taking advantage of digital platforms to facilitate contacts and disseminate information. All of this ensures the effective participation of the quadruple helix of innovation: companies, research organizations, public administration, and civil society.

The governance structure of La Rioja's S3 is detailed in the following illustration.

Illustration 3. Strategy Governance Models



The leadership and strategic direction of the S3 correspond to the Presidency of the Government and the Interdepartmental Commission for Research, Technological Development, and Innovation, in accordance with the provisions of Law 8/2023, of April 20, on science, technology, and innovation in La Rioja. Both the Presidency and the Commission assume political and strategic leadership in defining and implementing the Strategy, as well as ultimate responsibility for monitoring and evaluating its impact on regional competitiveness and innovation. They also ensure that the implementation of actions complies with the guidelines set out in the vision, objectives, and specialization pattern.

PLANNING AND MONITORING

The Riojan Council for Research, Technological Development, and Innovation, in accordance with the functions set out in Law 8/2023, of April 20, on science, technology, and innovation in La Rioja, and under the leadership of the Presidency of the Government, is made up of representatives from the institutional, academic, business, and social spheres. It is responsible for the operational leadership of the S3, reviewing and monitoring its performance and proposing corrective measures where necessary.

In addition, as the cross-cutting body responsible for the development of the Strategy, it assists the Presidency and the Interdepartmental Commission in strategic vision and planning.

IMPLEMENTATION

The Council also plays a leading role in implementing the lines of action, initiatives, and innovation projects set out in the S3, through its **delegated committees**, which are designed as working groups. These groups are configured as agile spaces for collaboration, with a flexible structure in terms of their composition and scope, adapting to the specific needs of each case. In addition, they ensure the involvement of the various agents in the science, technology, and innovation ecosystem—administrations, technology centers, professional associations, universities, R&D&I centers, clusters, social agents, and companies—in the implementation of the initiatives. This approach makes it possible to optimize the knowledge resources available in the region and enhance the results of the S3.

COORDINATION AND MANAGEMENT

The Regional Ministry of Economy, Innovation, Business, and Self-Employment, through the Directorate General for Business, Energy, and Internationalization, is responsible for the central task of coordination, management, and control among all elements of governance, thus enabling the creation of regular and formal information flows that allow for collaboration, exchange, and knowledge transfer.

PUBLIC PARTICIPATION

Civil society in La Rioja plays an active role in the implementation of the Strategy through the establishment of communication and transparency mechanisms via the institutional website of the Government of La Rioja, a channel for dialogue, consultation, and opinion where assessments and suggestions on the various initiatives launched can be received.