



PROJECT H2020
“Living Lab research concept in rural Areas – LIVERUR”

**Partner’s Contribution to the
DELIVERABLE WP2.3: Report on identified
weaknesses and challenges**

PROJECT TITLE	Living Lab Research concept in rural Areas
PROJECT ACRONYM	LIVERUR
GRANT AGREEMENT NUMBER	773757
CALL AND TOPIC	Call H2020-RUR-2017-2
FUNDING	Research and Innovation Action (RIA)
PROJECT DATES	1 st of May 2018 – 30 th of April 2021
COORDINATOR BENEFICIARY	Fundación Universitaria San Antonio (UCAM)
WEBSITE	www.liverur.eu

DELIVERABLE NUMBER	D2.3
DELIVERABLE TITLE	Report on identified weaknesses and challenges
WORK PACKAGE	WP2: Conceptualization of existing rural business models in EU and regional areas
CONTRIBUTOR	PLEASE ADD ALL Name(s) Surname(S), Organisation (Country)
DEADLINE FOR THE CONTRIBUTION	07 12 2018 (12:00)

This project has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement N° 773757.

Disclaimer: The information and views set out in this report are those of the author(s) and do not necessarily reflect the official opinion of the European Union. Neither the European Union institutions and bodies nor any person acting on their behalf may be held responsible for the use which may be made of the information contained therein.



DESCRIPTION OF THE TASK

The LIVERUR project

The short term objective of LIVERUR is to improve knowledge of business models growing in rural areas, including an understanding of their potential.

Work package number: WP2

Work package title: Conceptualization of existing business models in EU and regional areas.

The objective of this WP is to iterate a complete and extensive analysis of existing business models in European rural areas with specific attention to the following sectors:

- fruits and vegetal products (Latvia, Turkey),
- dairy products (Malta, Azores),
- cultivation from arid territories (Spain, South of France),
- agritourism and specific regional production (Czech Republic),
- organic farming (Slovenia),
- handcraft (Tunisia),
- agribusiness favouring social inclusion / providing social services (Italy),
- smart rural sector (Austria),
- livestock (West of France).

Capitalizing upon past European projects on rural economic development and rural jobs, this WP will create a benchmarking study where **10 traditional value-chain approaches** (such as mass production, development of prices, optimising the cost structure of the enterprises, rationalisation, etc..) will be identified and compared taking into account the circular economy principles. The number of 10 will guarantee a highly diversified analysis without losing sight of the target aim, which is creating a benchmarking study between rural living lab techniques and the most currently utilized business models and value – chain approaches.

The aim is to identify, describe and benchmark different business models in terms of starting conditions, obstacle faced, enabling factors, financing mechanisms, generation of added value, jobs and other potential environmental and social benefits, gender issues, attractiveness to young workers, and the distribution of the value generated.

Specific objectives:

- Creation of **an extensive analysis of the existing business models in rural territories** in order to foster collection and capitalization of existing knowledge.
- Development of **a comprehensive approach to rural business models analysis** which will identify relevant benchmarking criteria and suggest innovative comparison strategies.

TASK 2.3: Weakness and challenges of existing rural business models

Consortium role: partners will be employed at a great extent to identify challenges of existing rural business models according to their expertise.

The identification of weakness and challenges is crucial in order to depict the potential for new business strategies in rural context. In this perspective, LIVERUR capitalizes the effort done in conceptualizing and benchmarking the existing models utilizing the outcome to identify challenges and weakness that might not be evident at a first look. This task is specifically **developed in order to overcome structural and conceptual challenges of existing models when it comes to build and picture a totally new value creation mechanism** (Source: Project Grant Agreement).



IMPLEMENTATION GUIDELINES

What do we deliver?

Systematic SWOT analysis of the existing business models in the Consortium partner countries **based on the regions' review** and supporting development of the new value creation mechanism in correlation with the circular economy.

How?

All the partners are asked to contribute to the task in this way:

- (1) To get an overview about the research results on existing rural business models in your country (See DEL2.1, IV. EXISTING RURAL BUSINESS MODEL CONCEPTUALISATION)
- (2) This task is based on the analysis of the regions. The Annex 1 represents summary of the data collected for the D2.1 based on country's review. You are asked to position your region for one of the mentioned typologies. As so, based on your knowledge about the region, for further analysis, the only **one** existing business model should be selected, **the most representative** one for the region.
- (3) To contact **one external regional stakeholder** aiming to fill in the SWOT for **the one selected existing business model**.
 - The external stakeholder should represent local body/regional authority, etc., who can provide relevant data for the region for the most representative typology: Food & Drink industry / Rural SMEs / Diversified farming etc.

For example: for the Sicily region such external stakeholder can be represented by the local authority: Regione Sicilia - [Assessorato regionale dell'agricoltura, dello sviluppo rurale e della pesca mediterranea](#).

The SWOT analysis should contribute to the research about integration of the circular economy approach into existing business model.

Recommendation: to get valuable inputs from the external stakeholder it is recommended to follow these steps:

Steps	Recommendations
<ul style="list-style-type: none"> - To make a brief presentation of the project to the stakeholder; 	<p>You can use the Project's Brochure, it can be found on the project's collaborative platform, WP7 – Documents – General brochure</p> <p>This is the direct link: https://goo.gl/u9vmKh</p>



	Also, the documents prepared by the Consortium can be a source of the information – Project in Brief (Annex 2).
- To explain the final result, to which this person is contributing and before the interview – to send the summary of the Del 2.1 for the better preparation of the research results;	The summary of the D2.1 presents the main findings of the research (Annex 3).
- To plan approx. 2 hours for the interview;	To guarantee better results of the interview it is recommended to carry out it in a friendly environment without any internal and external interferences.
- To have all the supportive material during the interview.	The preliminary list of the supportive material is presented below: <ul style="list-style-type: none">- Model of the Business Canvas selected for your region (Annex 5)- Computer with the SWOT file to fill in- Printed Consensus Form, which should be filled in and signed by the external stakeholder before the interview.- Preliminary list of the questions for the external stakeholder (Annex 6), which support implementation of the SWOT analysis.
Good luck ☺	

Deadline

All the contributions (SWOT) should be sent by email till **7th of December (12:00)** for analysis and development of the final DEL.

Contacts:

CESIE - Ms. Caterina Impastato (caterina.impastato@cesie.org)

CESIE - Ms. Jelena Mazaj (jelena.mazaj@cesie.org)



INTRODUCING SWOT ANALYSIS

SWOT stands for Strengths, Weaknesses, Opportunities and Threats, it examines these factors for a given business or project. The objective is to define what internal and external factors may support or hinder that business or project.

A SWOT analysis helps to measure risks and rewards while also identifying the key factors related to accomplishing the stated objective. A SWOT analysis should lead to a strategy for dealing with negative factors while maximizing strengths and opportunities and it will be helpful to create an action plan for accomplishing planned objective.

The SWOT analysis is represented in a 2x2 matrix. The matrix is essentially a table, showing internal factors on top and external below.

Strengths and Weaknesses - These are **internal** factors, which in a business context may include financial resources, human resources, facilities, equipment, processes and systems. They may include elements such as business culture, certifications, reputation, and leadership.

Opportunities and Threats - The **external** elements influencing the business may include market trends, outside funding, customer demographics, suppliers, the economic climate, political and environmental issues, and other factors. The analysis can help identify new business opportunities and areas for growth as well as issues that could hinder a project or business endeavour. External factors are typically outside of the control. Part of the analysis is to examine how external opportunities and threats relate to internal strengths and weaknesses in order to determine whether an objective is even attainable and create a strategy for moving forward.



Annex 1. Inputs from the D.2.1 – Existing business models in Project Partner Countries

Country of the Project	Existing models	Qual. Indicator
Austria	Diversified Farming	2
	Tourism	2
	Conventional Farming	6
	Rural SMEs	6
	Food & Drink Industry	10
	Services	11
Country of the Project	Existing models	Qual. Indicator
Czech Republic	Conventional Farming	0
	Tourism	0
	Services	1
	Food & Drink Industry	4
	Rural SMEs	5
	Diversified Farming	12
Country of the Project	Existing models	Qual. Indicator
France	Tourism	0
	Diversified Farming	1
	Conventional Farming	2
	Rural SMEs	2
	Food & Drink Industry	3
	Services	6
Country of the Project	Existing models	Qual. Indicator
Germany	Services	0
	Tourism	0
	Conventional Farming	1
	Diversified Farming	1
	Rural SMEs	4
	Food & Drink Industry	8
Country of the Project	Existing models	Qual. Indicator
Greece	Services	1
	Diversified Farming	1
	Tourism	1
	Conventional Farming	2
	Rural SMEs	2
	Food & Drink Industry	3
Country of the Project	Existing models	Qual. Indicator
Italy	Tourism	1
	Services	4
	Rural SMEs	4
	Diversified Farming	5
	Conventional Farming	8
	Food & Drink Industry	9
Country of the Project	Existing models	Qual. Indicator
Latvia	Tourism	0
	Conventional Farming	1
	Diversified Farming	1



	Rural SMEs	2
	Food & Drink Industry	2
	Services	3
Country of the Project	Existing models	Qual. Indicator
Malta	Conventional Farming	0
	Diversified Farming	0
	Rural SMEs	0
	Food & Drink Industry	1
	Services	2
	Tourism	2
Country of the Project	Existing models	Qual. Indicator
Portugal	Diversified Farming	0
	Tourism	0
	Rural SMEs	1
	Services	2
	Conventional Farming	6
	Food & Drink Industry	9
Country of the Project	Existing models	Qual. Indicator
Slovenia	Rural SMEs	0
	Tourism	0
	Conventional Farming	1
	Services	1
	Diversified Farming	3
	Food & Drink Industry	9
Country of the Project	Existing models	Qual. Indicator
Spain	Diversified Farming	2
	Conventional Farming	3
	Food & Drink Industry	3
	Tourism	3
	Rural SMEs	5
	Services	10
Country of the Project	Existing models	Qual. Indicator
Tunisie	Conventiional Farming	0
	Diversified Farming	0
	Tourism	0
	Food & Drink Industry	1
	Services	2
	Rural SMEs	3
Country of the Project	Existing models	Qual. Indicator
Turkey	Conventional Farming	0
	Diversified Farming	0
	Tourism	0
	Rural SMEs	1
	Services	2
	Food & Drink Industry	7



1. Partner organisation	2. Name of the project/initiative	4. Country of the project/initiative analyzed	Existing models
AWI	Bio-Zentrum Gartenhof Waiern (Organiccenter Gardenestate Waiern)	Austria	Conventional Farming
AWI	Bewusst in Mittelkärnten (Aware in middle Carinthia)	Austria	Services
AWI	Kooperationsprojekt Schwarzföhre 2.0 (Cooperation project pinus nigra 2.0)	Austria	Conventional Farming
AWI	Mostlandl - Netzwerk, Markt und Marke (Mostlandl Network, Market and Brand)	Austria	Diversified Farming
AWI	Regional Dahoam (Regional at home)	Austria	Rural SMEs
AWI	Schule am Bauernhof (School at the farm)	Austria	Services
AWI	Schmecktakuläres Almtal (Good-tasting Almtal)	Austria	Rural SMEs
AWI	Ankommenstour Querbeet (cultural and educational projects to promote diversity in society at local level)	Austria	Services
AWI	i.ku - Innovationsplattform Kufstein (i.ku Innovation platform Kufstein)	Austria	Rural SMEs
AWI	Dunkelsteiner Erlebnisschau 2016 (Adventure Exhibition of the Dunkelsteinerwald Region)	Austria	Rural SMEs
AWI	Farm "Vetterhof"	Austria	Conventional Farming
AWI	MR Cluster: Österreichischer Maschinenring Cluster zur Förderung der agrarischen Kooperation (Machinery ring cluster for the promotion of cooperation in agriculture)	Austria	Services
AWI	Weinviertler Ideenpool (Innovation platform in the region Weinviertel))	Austria	Services
AWI	Baker's Bread Ale (Craft beer made with waste bread)	Austria	Food & Drink Industry
IED	ThesGala Cooperative	Greece	Conventional Farming
IED	THESgi	Greece	Diversified Farming
IED	Athenian Brewery - Project of contract cultivation of barley	Greece	Food & Drink Industry
IED	Loulis Mills contract agriculture	Greece	Food & Drink Industry
IED	Innovative & sustainable olive grove	Greece	Food & Drink Industry
IED	Energy Cooperative Company of Karditsa	Greece	Rural SMEs
IED	Women cooperative "Portaria"	Greece	Rural SMEs
IED	EUMELIA Organic Agrotourism farm & guesthouse	Greece	Tourism
TRA	Taste of Gozo: The Magro Food Village	Malta/Gozo	Food & Drink Industry
TRA	Promoting of Agro and Eco Tourism in Gozo	Malta/Gozo	Tourism
TRA	CONSUME-LESS Consume Less in Mediterranean Touristic Communities.	Malta/Gozo	Services
TRA	The Merill Rural Network	Malta	Tourism
TRA	FR Beyond Waste: A Circular Resources Lab	Switzerland	Services
TRA	Alter Aqua: Non conventional Water Resources Program in Malta	Malta	Services
TRA	ECO-WARE as a brand	New Zealand	Rural SMEs
TRA	DIRECT 2 SCOUR program of the Wools of New Zealand Ltd.	New Zealand	Rural SMEs
TRA	DOT: Autonomous Farm Technology	Canada	Rural SMEs



TRA	Collaborating Companies kick-off Sensor Network for Agricultural Communities	Netherlands	Services
IED	Terra Thessalia Lactis	Greece	Services
IED	Milk Hellas	Greece	Conventional Farming
AWI	PEBUTEK Bauernautomat (Farmer's Automat)	Austria	Rural SMEs
CAPdL	Mes producteurs d'ici	France	Services
CLEOPA	Hofgut Oberfeld Landwirtschaft Ag	Germany	Conventional Farming
CLEOPA	ALB-GOLD	Germany	Food & Drink Industry
CLEOPA	Heumilch-Sennerei Rutzhofen	Germany	Food & Drink Industry
CLEOPA	Dottenfelderhof	Germany	Diversified Farming
CLEOPA	Bischöfliche Weingüter	Germany	Food & Drink Industry
CLEOPA	Kuchlbauer Brewery	Germany	Food & Drink Industry
ZSI	Energy park Micheldorf-Hirt	Austria	Services
ZSI	Food Cooperative Linz/Einkaufsgemeinschaft Linz	Austria	Food & Drink Industry
ZSI	Organic Grasland Milk/Biowiesenmilch	Austria	Conventional Farming
ZSI	WUK organic plants/bio pflanzen	Austria	Conventional Farming
ZSI	Zero Waste Jam (The good tribe)	Austria	Food & Drink Industry
ZSI	Pomali	Austria	Services
ZSI	Futterbox Österreich (Pet food bank Austria)	Austria	Food & Drink Industry
ZSI	Gemeinschaftsgärten Maria Anzbach - Community gardening	Austria	Conventional Farming
ZSI	CO2 neutral brewery Murau	Austria	Food & Drink Industry
ZSI	Solar Taxi Heidenreichstein	Austria	Services
CESIE	Sicilia Avocado	Italy	Conventional Farming
CESIE	I Giardini di Pomona	Italy	Diversified Farming
CAPdL	Meat association of pays de Redon et de Vilaine	France	Food & Drink Industry
CAPdL	Deshyouest	France	Conventional Farming
CAPdL	Derval Agri'Methane	France	Rural SMEs
CLEOPA	Uelzena eG	Germany	Food & Drink Industry
CAPdL	Tradition bovine de chateaubriant	France	Food & Drink Industry



UL	Green box - Delivery of organic food	Slovenia	Food & Drink Industry
UL	Let's buy together (organization of group purchases of organic and local foods)	Slovenia	Services
CAPdL	DEPHY north 44 ECOPHYTO	FRANCE	?
UL	My organic land (slo: Moja bio dežela)	Slovenia	Food & Drink Industry
UL	MATK ORGANIC FARM	SLOVENIA	Diversified Farming
UL	PRI BARONU - URANJEK ORGANIC FARM	SLOVENIA	Diversified Farming
UL	Eko Grünt Organic farm TRSTENJAK	SLOVENIA	Food & Drink Industry
UL	KUKENBERGER ORGANIC FARM	SLOVENIA	Food & Drink Industry
UL	THE HOUSE OF SMODIŠ ORGANIC FARM	SLOVENIA	Diversified Farming
UHLAV A OPS	Zdenek Hyncik	Czech Republic	Diversified Farming
ZSA	Vegetables production	Latvia	
UL	SERGO ORGANIC FARM	SLOVENIA	Food & Drink Industry
UL	THE KOZJANSKO REGIONAL PARK - KOZJANSKO APPLE	SLOVENIA	Conventional Farming
UL	Ecological Farm Kastelic	Slovenia	Food & Drink Industry
UL	Bio farm Rzen	slovenia	Food & Drink Industry
UL	KLAVŽ ORGANIC FARM	SLOVENIA	Food & Drink Industry
UL	PAVLIČ ORGANIC FARM	SLOVENIA	Food & Drink Industry
UHLAV A OPS	Panství Palvínov s.r.o.	Czech Republic	Food & Drink Industry
RMB	Erlebnispardies Südburgenland	Austria	Tourism
RMB	Weideschaf Elpons	Austria	Food & Drink Industry
RMB	ReDesign/ReUse - Verein IDUNA - Warenhaus Jennersdorf	Austria	Services
RMB	Lafnitztaler Bauernspezialitäten	Austria	Food & Drink Industry
RMB	Fructsäfte Trummer - Xunder Xandl	Austria	Food & Drink Industry
RMB	Kellerstöckl-Resort Südburgenland	Austria	Tourism
RMB	Genuss Logistik Burgenland	Austria	Services
RMB	Gasthof Rabenbräu	Austria	Diversified Farming
RMB	Genussregion Zickentaler Moorochse	Austria	Food & Drink Industry



RMB	Genussregion Weidegans	Austria	Food & Drink Industry
CLEOPA	MW Biomasse AG	Germany	Rural SMEs
CLEOPA	Cappel GmbH	Germany	Rural SMEs
CLEOPA	Biomassehof Allgäu GmbH	Germany	Rural SMEs
CLEOPA	Biogasvertrieb Nord GmbH & Co. KG	Germany	Rural SMEs
RMB	Streuobstwiese - Verein Wieseninitiative	Austria	Services
ZSA	Fruits and vegetables for schools	Latvia	Food & Drink Industry
ZSA	Support of export measures	Latvia	Rural SMEs
UHLAV A OPS	LUKRENA a.s.	Czech Republic	Diversified Farming
UHLAV A OPS	Obchodní družstvo Soběšice	Czech Republic	Diversified Farming
UHLAV A OPS	Josef Krůs - Mlýn Podhora	Czech Republic	Diversified Farming
UHLAV A OPS	Ing. Jiří Tetzeli - NORD	Czech Republic	Diversified Farming
UHLAV A OPS	Dub Václav	Czech Republic	Food & Drink Industry
ZSA	Promotion of grape production with tourism activities (grape agrotourism)	Latvia	Diversified Farming
ZSA	Introduction of inovative technologies for fruits growing	Latvia	Food & Drink Industry
UL	SOLČAVA FELTING WOMEN ASSOCIATION BICKA	SLOVENIA	
CLEOPA	Luicellas	Germany	Food & Drink Industry
CLEOPA	Novo-Food	Germany	Food & Drink Industry
CLEOPA	Walther Kelterei	Germany	Food & Drink Industry
ZSA	Ponics-VET	Latvia	Services
ZSA	Social enterprise	Latvia	Services
AWI	Wohnwaggon (Living Wagon, mobile home)	Austria	Rural SMEs
ZSA	Participation in the cooperative	Latvia	Services
ZSA	Growing of Blueberries	Latvia	Conventional Farming
ZEKA	Gördes Kalkınma Yerel Eylem Grubu Derneği (Association of Development of Gördes Local Action Group)	Turkey	Services
ZEKA	Dalbahçe Tarımsal Kalkınma Kooperatifi (Dalbahçe Agricultural Development Cooperative)	Turkey	Food & Drink Industry
ZEKA	Uçak Kardeşler Gıda Seracılık Uluslararası Nakliyat Plastik Sanayi ve Ticaret Limited Şirketi	Turkey	Food & Drink Industry
ZEKA	Sarıgöl Merkez ve Mahalleleri Tarımsal Kalkınma Kooperatifi (Sarıgöl Center and Neighborhoods Agricultural Development Cooperative)	Turkey	Food & Drink Industry
ZEKA	Association of Development of Selendi Local Action Group	Turkey	Services
UHLAV A OPS	Jiří Zelený	Czech Republic	Diversified Farming
UHLAV A OPS	Ekofarma MAČL Mačice	Czech Republic	Diversified Farming



UHLAV A OPS	Agromap s.r.o.	Czech Republic	Diversified Farming
UHLAV A OPS	Šumavaprodukt s.r.o.	Czech Republic	Rural SMEs
UHLAV A OPS	POMOC, z.s.	Czech Republic	Services
ZEKA	Tariş 21 Nolu Üzüm Satış Kooperatifi (Tariş No 21 Grapes Sales Cooperative)	Turkey	Food & Drink Industry
ZEKA	Manisa Bağcılık Araştırma Enstitüsü Müdürlüğü (Viticulture Research Institute)	Turkey	Rural SMEs
ZEKA	Sda Gıda Tarım Üretim İthalat İhracat Sanayi ve Ticaret Anonim Şirketi (Sda Gıda Tarım Production Import Export Industry and Trade Joint Stock Company)	Turkey	Food & Drink Industry
ZEKA	Kybele Özel Gıda Ürünleri (Kybele Fine Foods Production)	Turkey	Food & Drink Industry
ZEKA	ORKA Tarım (ORKA Agriculture)	Turkey	Food & Drink Industry
CAPdL	Plot of land exchange	FRANCE	Convention nal Farming
CAPdL	Regional association of farmers which make food with the farm for pork production.	FRANCE	Food & Drink Industry
Dar margoum	Kolna Hirfa (Tous artisans)	Tunisie	Rural SMEs
Dar margoum	Zero Waste Tunisia	Tunisie	Services
ZSA	Support to rural entrepreneurs in business development (agriculture, tourism, processing, services, production)	Latvia	Rural SMEs
CESIE	SO.SVI.MA. Spa – Agenzia di Sviluppo delle Madonie/ Madonie Living Lab	Italy	Services
CESIE	Libera Terra	Italy	Services
WRLS	VČELÍ FARMA SELIBOV	Czech republic	Rural SMEs
WRLS	Josef Dolejš	Czech Republic	Food & Drink Industry
WRLS	VINNÝ ŠENK U MIKEŠE	Czech Republic	Rural SMEs
ADRI	Improvement of material for active tourism company	Spain	Tourism
WRLS	Českomoravská společnost chovatelů, a.s.	Czech republic	Rural SMEs
ADRI	Rehabilitation of a house for rural accommodation	Spain	Tourism
WRLS	Farma Kozí Hrádek s.r.o.	Czech Republic	Food & Drink Industry
ADRI	Improvement and Extension of ADAY CB Physiotherapy Center	Spain	Services
WRLS	Levandulový statek s.r.o.	Czech Republic	Rural SMEs
WRLS	USEDLOST MEDNÍK	Czech Republic	Diversified Farming
WRLS	Michal Hrdlička	Czech Republic	Diversified Farming
WRLS	Statek Zaoral Čabová	Czech Republic	Diversified Farming
ADRI	Improvement and Extension of San Damián Physiotherapy clinic	Spain	Services
WRLS	Doubravský Dvůr	Czech Republic	Diversified Farming
ADRI	HOP Ubiquitous S.L.	Spain	Rural SMEs
ADRI	PROJECT + FRUIT: CREATION AND MODERNIZATION AGRICULTURAL ENTERPRISE	Spain	Rural SMEs
ADRI	IMPLEMENTATION OF FOOD QUALITY ASSURANCE STANDARDS	Spain	Rural SMEs



ADRI	Expansion and Improvement of Pimenton y Especies Don Sabor SL Company	Spain	Food & Drink Industry
ADRI	Creation for the production and distribution of ice creams, ice cream, ice cream and candy "ALLICE Ice Cream Factory, Granizados and Cubitos"	Spain	Food & Drink Industry
CESIE	Orange Fiber s.r.l.	Italy	Rural SMEs
CESIE	Social Farming 2.0	Italy	Services
CESIE	LUNA_laboratorio rurale	Italy	Diversified Farming
UCT	Consorzio Ortofrutticolo Centro Italia	Italy	Conventional Farming
CAPdL	Group of milk farmers of Chateaubriant(12 farms) concerned by the improvement of their system of farming	France	Services
CAPdL	Group of farmsworking about energie saving and production of renewables energies	France	Services
CAPdL	300 medium cattle breeding farms	France	Diversified Farming
UCT	Cooperativa pescatori del Trasimeno	Italy	Food & Drink Industry
UCT	Poggio Bertaino	Italy	Food & Drink Industry
Dar margoum	Stratégie Bargou 2020	Tunisie	Services
Dar margoum	Poterie de Sejnane	Tunisie	Rural SMEs
CESIE	Gusto di Campagna	Italy	Services
FRCT	Profrutos - Cooperativa de Produtores de Frutas, Produtos Hortícolas e Florícolas de São Miguel	Portugal	Conventional Farming
FRCT	Lactovita, Lda.	Portugal	Food & Drink Industry
ADRI	Creation of a Biopasive Office of AGRINGENIA INGENIERIA Y MEDIO AMBIENTE S.L	Spain	Services
UCT	Azienda Agraria Luca Palombaro	Italy	Food & Drink Industry
FRCT	Cooperativa União Agrícola	Portugal	Services
FRCT	Uniqueijo - União das Cooperativas de Lacticínios dos Açores	Portugal	Food & Drink Industry
FRCT	Queijaria Furnense	Portugal	Food & Drink Industry
FRCT	Unileite - União das Cooperativas de Lacticínios e Produtores de Leite da ilha de São Miguel	Portugal	Food & Drink Industry
FRCT	Easy Fruits and Salads	Portugal	Food & Drink Industry
Dar margoum	AKTL : Artisanne de kroumerie en Toute Liberté	Tunisie	Rural SMEs
Dar margoum	PAMPAT	Tunisie	Food & Drink Industry
Dar margoum	MLOUMA	Senegal	Services
FRCT	Suinoçor - Criação e Comércio de Gado, Lda.	Portugal	Conventional Farming
FRCT	Fromageries Bel Portugal, S.A.	Portugal	Conventional Farming



FRCT	Terra Verde - Associação de Produtores Agrícolas dos Açores	Portugal	Services
FRCT	Cooperativa Vitivinícola da Ilha do Pico (CVIP) - Picowines, CRL	Portugal	Food & Drink Industry
CESIE	SoS Rosarno	Italy	Conventional Farming
E35	La Collina	Italy	Food & Drink Industry
E35	L'Ovile	Italy	Food & Drink Industry
UCT	Agricola Moretti Giovanni	Italy	Conventional Farming
UCT	Relais Parco Fiorito	Italy	Tourism
UCT	LIVERUR WP2	Italy	Food & Drink Industry
UCT	LIVERUR WP2	Italy	Food & Drink Industry
UCT	LIVERUR WP2	Italy	Rural SMEs
UCT	LIVERUR WP2	Italy	Conventional Farming
UCT	LIVERUR WP2	Italy	Conventional Farming
UCT	LIVERUR WP2	Italy	Conventional Farming
E35	La lucerna	Italy	Conventional Farming
E35	La buona terra	Italy	Diversified Farming
E35	La Valle dei cavalieri	Italy	Rural SMEs
E35	I Briganti del Cerreto	Italy	Rural SMEs
E35	Pause - Atelier dei sapori	Italy	Diversified Farming
E35	Comunità Marta Maria	Italy	Food & Drink Industry
E35	Parco commestibile - Orticoltura e agroforestazione periurbane	Italy	Diversified Farming
CESIE	Società agricola "La Chiusa"	Italy	Food & Drink Industry
UCAM	Producción y comercialización en común de productos ecológicos y biodinámicos.	Spain	Food & Drink Industry
WTELE COM	Vivero Los Cipreses	Spain	Rural SMEs
UCAM	LIVERUR	Spain	Services
WTELE COM	MonteAlbo	Spain	Conventional Farming
WTELE COM	MJE Pallarés	Spain	Diversified Farming
WTELE COM	Bene Agere	Spain	Services
UCAM	LIVERUR WP2 Data Collection	Spain	Conventional Farming
CAPdL	Metha BDC	France	Rural SMEs
WTELE COM	Juan Salado Espejo	Spain	Services



WTELE COM	agriculture equipment repair	Spain	Services
CAPdL	Fossil energy decreasing or substitution in swine farming	France	Services
CAPdL	Energy in Britain Dairy Farming	France	Services
CAPdL	air & energy territorial plan	France	Services
WTELE COM	Regadío y plantación almendrera	Spain	Conventional Farming
WTELE COM	Arrecife Viejo	Spain	Diversified Farming
WTELE COM	ECUORUM SERVICIOS SL	Spain	Services
ADRI	Organic Fertilizer "Pedrín". Modernization of the Company.	Spain	Rural SMEs
ADRI	Federation of cultural associations of Vega del Segura. Cultural Week of Vega del Segura.	Spain	Services
ADRI	Federation of Women associations of Vega del Segura. Actions to promote the role of rural women in Vega del Segura territory.	Spain	Services
ADRI	Finca El Campillo tourist accommodations	Spain	Tourism
CLEOPA	SOGNABAER AS	Norway	Rural SMEs
CLEOPA	COOP NORGE INDUSTRI AS	Norway	Food & Drink Industry
CLEOPA	HORTENA	Former Yugoslav Republic of Macedonia	Conventional Farming
CLEOPA	MATRECO	Russia	Food & Drink Industry
CLEOPA	UAB Presto Durpes	Lithuania	Rural SMEs
CLEOPA	VAISIU SULTYS	Lithuania	Food & Drink Industry
CLEOPA	LUBBE LISSE	Netherlands	Rural SMEs
CLEOPA	JH WAGENAAR B.V.	Netherlands	Food & Drink Industry
CLEOPA	JOHN HURD	United Kingdom	Conventional Farming
CLEOPA	QUARRY FARM SHOP	United Kingdom	Diversified Farming
CLEOPA	THE AGRICULTURAL PRODUCTS CO-OP MARKETING (SEDIGEP)	Cyprus	Conventional Farming
CLEOPA	ZANGOSTAR LTD	Cyprus	
CLEOPA	AKELAKS OÜ	Estonia	
CLEOPA	RÕNGU MAHL AS	Estonia	Food & Drink Industry
CLEOPA	BRÄMAREGÅRDENS MUSTERI	Sweden	Food & Drink Industry
CLEOPA	PRIMA 2000	Poland	Conventional Farming
CLEOPA	AGROSAR	Poland	Conventional Farming
CLEOPA	SUPER DAWN FRESH VEGETABLES LIMITED	Ireland	Conventional Farming
CLEOPA	AGROINCOM UKRAINE LTD.	Ukraine	Food & Drink Industry
FRCT	Terra Verde -Associação de Produtores Agrícolas dos Açores	Portugal	Conventional Farming



FRCT	Cooperativa Vitivinícola da Ilha do Pico (CVIP) - Picowines, CRL	Portugal	Food & Drink Industry
FRCT	FRUTEERCOOP - Cooperativa de Hortifruticultores da Ilha Terceira, CRL	Portugal	Conventional Farming
FRCT	Quinta dos Açores - Produção Alimentar, Lda.	Portugal	Food & Drink Industry
FRCT	Altiprado - Empresa Agro-pecuária da Achada das Furnas, S.A.	Portugal	Food & Drink Industry; tourism
FRCT	Agraçor	Portugal	Conventional Farming
FRCT	Cooperativa Agrícola do Bom Pastor	Portugal	Rural SMEs
FRCT	Prolecto, Lacticínios de São Miguel, S.A.	Portugal	Food & Drink Industry
CLEOPA	Carota Sp. z o.o	Poland	Conventional Farming
CLEOPA	Versepeen	Netherlands	Conventional Farming
CLEOPA	S&A Fresh Produce Ltd	United Kingdom	Conventional Farming
CLEOPA	Kalynivka	Ukraine	Conventional Farming
CLEOPA	Orthodoxos & Misos	Cyprus	Conventional Farming
CLEOPA	ALVA	Belgium	Food & Drink Industry
CLEOPA	HORIZON TRADE INVEST LTD	Hungary	Food & Drink Industry
CLEOPA	KIIALAN TILA	Finland	Food & Drink Industry
CLEOPA	HONEST GROUP	Belgium	Food & Drink Industry
CLEOPA	Fruitlife	Ukraine	Conventional Farming
CLEOPA	FITOFRUIT	Russia	Conventional Farming



Annex 2. The Project in Brief

About LIVERUR

Rural Innovation to All

LIVERUR is a pioneering H2020 project (2018-2021) because it addresses living lab concepts, circular economy and new business models creation inside the rural communities in Europe and beyond.

LIVERUR combines relevant rural topics (Agriculture, Tourism, Innovation, Energy & Environment, Food, Water, Mobility, Entrepreneurship, Social Innovation etc.) for **future challenges in rural/remote/mountain areas** to give them real and sustainable perspectives in order not to force them to leave their living areas.

We are collaborating on a unique initiative and open innovation approach (called Living Lab) providing knowledge transfer from our research results, reusable/replicable methods and tools to carry out such a transformation (technological, socio-economic, human centric) for all partners in their targeted territories.

LIVERUR project aims at bringing rural innovation along with high impact to the wide spectrum to **the agricultural activities, entrepreneurship, job creation, digital skills improvement, shared and circular economies along new business models and prototypes for better decision-making and community engagement.**

The urbanisation, as a general tendency today means significant changes in our living standards, but we must keep the nature-centric, ecological lifestyles, values of the tourism / tangible and intangible cultural heritage in our villages where we were born, **Our traditional family-centric social behaviour is coming from rural communities since centuries**, the sensitivity for social innovation is originated from our villages and the common wish: to keep them more sustainable as our main mission comes from our roots.

To transforming the traditional mind set into more skilled/educated personas and take a part in a people-centric demand driven economy this is the main mission of LIVERUR project.

Why Living Labs?

Living Labs are composed of heterogeneous actors, resources, and activities that enable and support innovation at all phases of the lifecycle, and all are collaborating for creation, prototyping, validating, and testing of new technologies, services, products, and systems in real-life contexts.

We realised by our brainstorming with users/ stakeholders that each Rural Living Lab, like an open “kitchen” with their “local ingredients and special flavours have high potential to help multi-actors rapidly commercialize and upscale innovation to a rural/local/global market and offer human-social value for the local multi-actors (citizen, public entities, businesses, investors, educational/research institutes and NGOs).

We see our newly established 13 Rural Living Labs (by the end of the project) that all could connecting to the **people-driven new rural /regional economies as new business model to completing the circular/shared economies’ approaches** and the **project is really pioneer in the context of replicable sustainable rural innovation by its co-creative/innovative local communities.**



Annex 3. Summary of the D2.1 - Report on existing business models in EU countries and regions

The LIVERUR project

LIVERUR is a pioneering H2020 project (2018-2021) because it addresses Living Lab concepts, circular economy and new business models creation inside the rural communities in Europe and beyond.

LIVERUR combines relevant rural topics (Agriculture, Tourism, Innovation, Energy & Environment, Food, Water, Mobility, Entrepreneurship, Social Innovation, Competition, etc.) for future challenges in rural/remote/mountain areas, in order to give them real and sustainable perspectives to cope with existing challenges (among others, climate change effects and globalization of food value chain).

The consortium is collaborating on a unique initiative and open innovation approach (called Living Lab) providing knowledge transfer from research results, reusable/ replicable methods and tools in order to foster an effective rural sector transformation (technological, socio-economic, human centric) for all LIVERUR partners in their targeted territories.

The LIVERUR project aims at bringing rural innovation along with high impact to the wide spectrum of the agricultural activities, entrepreneurship, job creation, digital skills improvement, shared and circular economies among new business models and prototypes for better decision-making and community engagement.

About WP2.1 “Conceptualization of existing rural business models in EU and regional areas”

Objective

WP2 aims at capitalizing and sharing know how on existing business models and value chains in rural areas, focusing on:

- Creation of an extensive analysis of the existing business models in rural territories in order to foster collection and capitalization of existing knowledge;
- Development of a comprehensive approach to rural business models analysis, which will identify relevant benchmarking criteria and suggest innovative comparison strategies

This report presents the results of the task T2.1, which consists in collecting and analysing the existing business models that are operating at the European and regional/local level, providing a framework and basic state of the art for benchmark study, and further steps of LIVERUR.

The consortium proceeded in three steps to reach the objectives of Task T2.1:

- Desk research to get a **general overview of the rural area** in EU and neighbourhood countries (inside and outside the consortium area) and of the main issues to address. **Data collection from partners through an online questionnaire and database of 256 projects/initiatives**, giving a much more micro-picture of the rural areas panorama, and highlights specificities and main challenges among EU countries, which should be addressed in LIVERUR further steps.
- **Conceptualization of six existing business models** types and **seven innovative trends**, through analysis of the macro and micro-picture. Finally, the 256 cases of the database were split into these categories, and around 30 cases from the database were used to exemplify the conceptualization.



Global picture of the Database

The 256 projects implemented in the database cover 23 EU and 10 non-EU countries, providing a broad representativeness of rural areas.

The questions address typical business model canvas criteria (product/services, customer, resources, key partners, channels, revenue stream, and cost structure) and “subjective” impact evaluation on social, economic, environmental criteria specified with LIVERUR expert partners. Chapter 3 gives the consolidated results, with graphs and comments for each item.

Key issues may be pointed out from the data global picture:

- The legal status is mainly carried by individual companies and the global geographical influence relies on regional areas. For this reason, a stronger cooperation between companies from different cities/countries would help to develop more advanced business models, which can have a national or even international impact.
- Maturity of the project: most of the projects/initiatives are going through their growth and maturity phase. As in this stage, the projects become visible and profitable, it is the time to get focused on taking advantage of this growth and try to readjust every aspect of the project which can be improved and of course taking into account the feedback from the market. Another big percentage of the projects/initiatives is in the maturity phase. In this case, the project is in its full potential and scope, but still some contributions can be added. The focus needs to be on extending this situation and invest in new developments. Only the 22% of the projects are in their innovation phase. Therefore, they need to be supported and prioritized.
- Types of products and services: 54% of the initiatives are based on products (mainly food & beverages). However, only 34% are based on services and only the 12% on other products. There is an opportunity to develop new business models focused on services in order to improve, for instance, accessibility or communications in rural areas.
- Another striking point is the very few projects in LIVERUR database related to water management and waste recycling, since both topics are gaining importance nowadays. This could represent a competitive advantage concerning the development of new business models in rural areas.
- Workforce: In most of the projects the workforce is under 100 people. Projects/initiatives should be promoted to make people know about them and therefore get a bigger cooperation. Marketing strategies should be involved within the projects and a more effective use of Social Media may represent a smart way to get expanded and specially to reach other targets besides the ones which are currently participating, like farmers or wholesalers.
- Positive impact on social, environmental, economic criteria: The lack of data to evaluate some environmental (water, energy consumption), economic (gross domestic product) and social (inclusion, norms for gender) criteria mean that a focused should be made to fill this gap through concrete and measuring tool and stakeholders’ participation.



Business Model Analysis

Six existing business model types representative of rural areas are fully described in chapter 4. 50% of projects/initiatives analysed by LIVERUR are positioned on the two existing mainstream value chain of rural areas: Conventional farming, and Food & Drink industries. The main challenges for these small companies are to be more profitable, to increase competitiveness, to get more power in the value chain and to answer food safety, healthiness, and environmental increasing requirements. The proximity of small farms with customers and other stakeholders of the local ecosystem is a strength to create value through brand quality and diversification of activities (tourism, energy production, processing of farm products...).

If the majority of the LIVERUR database projects concern “mainstream” value chain in growth or maturity phase, new trends are also yet emerging. We **identified seven innovative trends**, answering to rural issues, and opening the way to new business models. Quality of food and more globally or rural products is the dominant trend, driven by brand value, regulations and expectations of customers. Developing excellence including product and service design, understanding user value trend are key issues to be competitive. Services, both as social and business support, represent 38% of LIVERUR projects innovative trends, showing the great dynamic of rural areas in development of services. Nevertheless, it seems that big challenges still have to be faced to move towards new business models that are both socially inclusive and economically viable. Organisation that give empowerment to rural communities, integrated and new flexible approach for coordination of services across different sectors (e.g. digital platform), alternative models to deliver services (e health, e mobility.), are kind of emerging innovative ways.

With only 4% of projects concerning local energy production and use, a focus should be done on how to make it a growing concern in the further steps. Specifically water consumption, which is the major environmental issue faced in the food and drink value chain, is very poorly represented in the database.

Outputs for next steps of LIVERUR

This report gives two main outputs that should be now appropriated by partners and leaders of LIVERUR further steps, in order to move from this existing view to innovative living lab concepts. That needs to take in consideration specificities, strengths and weaknesses of the rural areas on the 4 LIVERUR pillars, and to target their “best living lab” model.

These two main outputs are:

- Creation of an extensive analysis of the existing business models in rural territories in order to foster collection and capitalization of existing knowledge: with its 256 projects/initiatives, the database provides a wealth of information and network for partners to exchange practical experiences, obstacles to face and success stories.
- Development of a comprehensive approach to rural business models analysis which will identify relevant benchmarking criteria and suggest innovative comparison strategies: based on the results of the T2.1, literature analysis, review of the results of other projects, CESIE, CEA, CLEOPA and TRA teams have developed a tool with the benchmarking



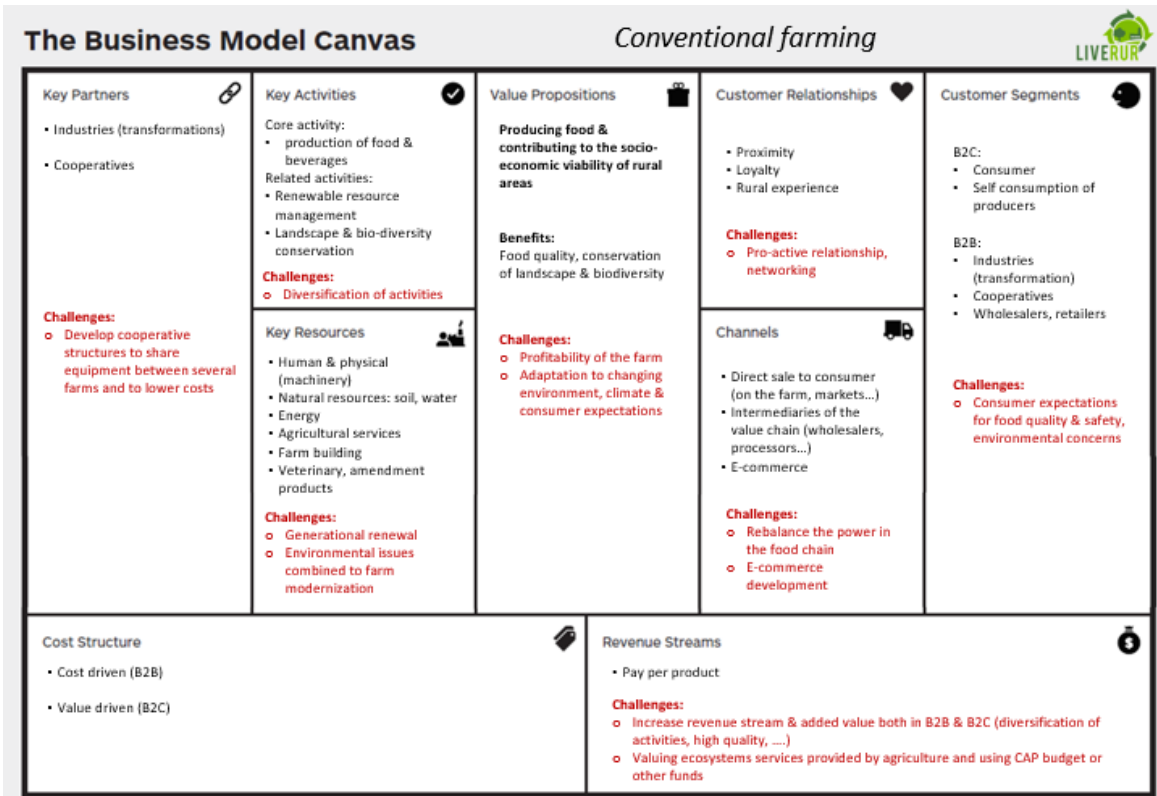
indicators. In this task T2.2 (Systemization of benchmarking criteria in order to compare existing value-chain approaches), the consortium identifies the weights to be attached to the criteria of analysis in order to create a benchmarking scale. Given the fact that different weights will lead to different results, the task lead partner will take care of following standardized protocols in the assessment, with the aim of creating an outcome, which is understandable and justifiable at a Pan-European scale.



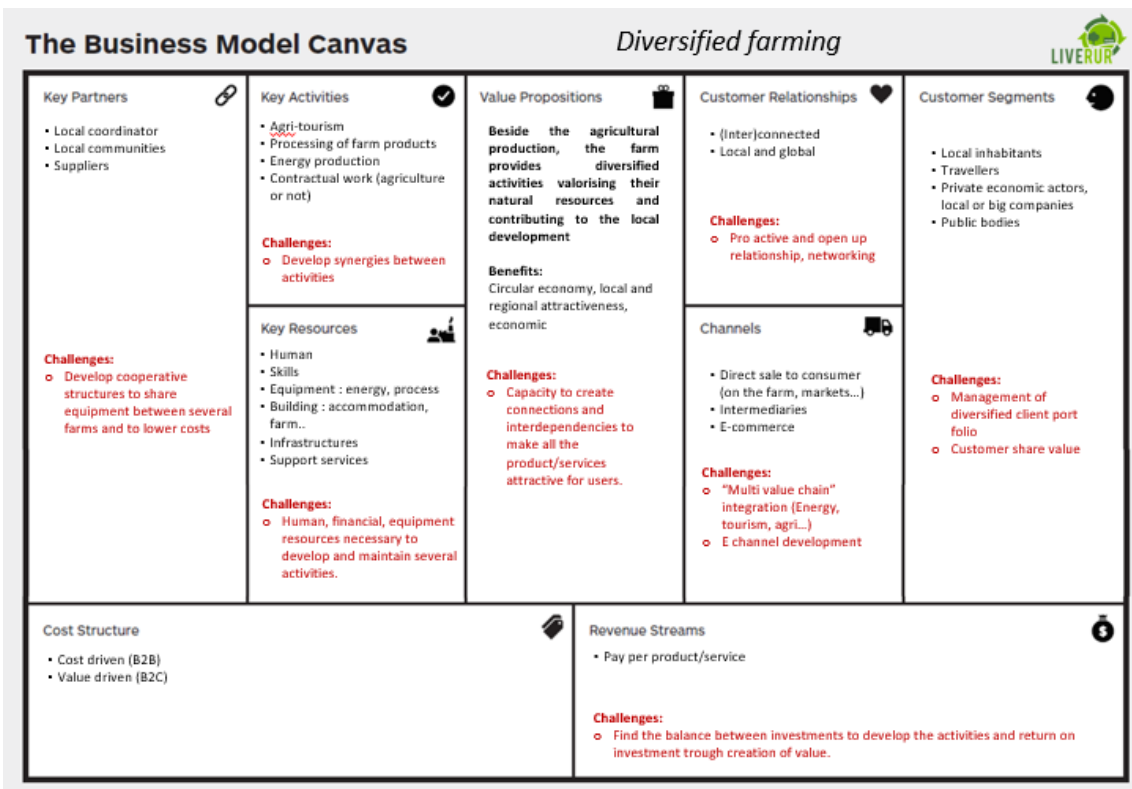
Annex 4. Summary of the D2.2 Report on Benchmarking Criteria Creation

<p>This deliverable provides information about the LIVERUR benchmarking criteria, for comparison of existing value – chain approaches, collected during the first months of the project. It gives information about the criteria chosen, with the technical and piloting partners of the project in cooperation with the territorial stakeholders, for the benchmarking study. Based on the cooperation between different stakeholders, the consortium identified most relevant indicators of the proposed criteria (economic, environmental, social, innovation, technology, infrastructure).</p>	
Economics	<ul style="list-style-type: none"> - Investments in innovation and research; - Relationship with clients at national level; - Relationship with clients at local level; - Relationship with suppliers at local level; - Relationship with clients at regional level.
Environmental	<ul style="list-style-type: none"> - Green jobs in the local economy; - Use of raw materials; - Use of renewable energy; - Energy efficiency and consumption reduction - Number of internal policies for staff, targeting energy consumption reduction; - Water consumption reduction - Number of internal policies for staff, targeting water consumption reduction.
Social	<ul style="list-style-type: none"> - Recruitment of personnel in relation to the community where the company operates; - Relations with the Public Administration and Territorial Community - Total public contributions received in EUR; - Gender equality - Percentage of women in organization; - Gender equality - Percentage of men in organization; - Gender equality - Female wage rate (average).
Innovation	<ul style="list-style-type: none"> - Number of improved products/services - Total number; - Lifetime of an innovative product/services - (average duration); - Number of products/services launched - (in the last years).
Technology	<ul style="list-style-type: none"> - Integration of Digital Technology; - Digital performance - use of internet services; - Digital performance – Business digitization - Percentage of online marketing activities (using social media, website, etc.); - Digital performance – Business digitization - Percentage of e-invoices.
Infrastructure	<ul style="list-style-type: none"> - Contribution to newly developed transport services; - Logistics - Percentage of goods exports (regional) (production output).

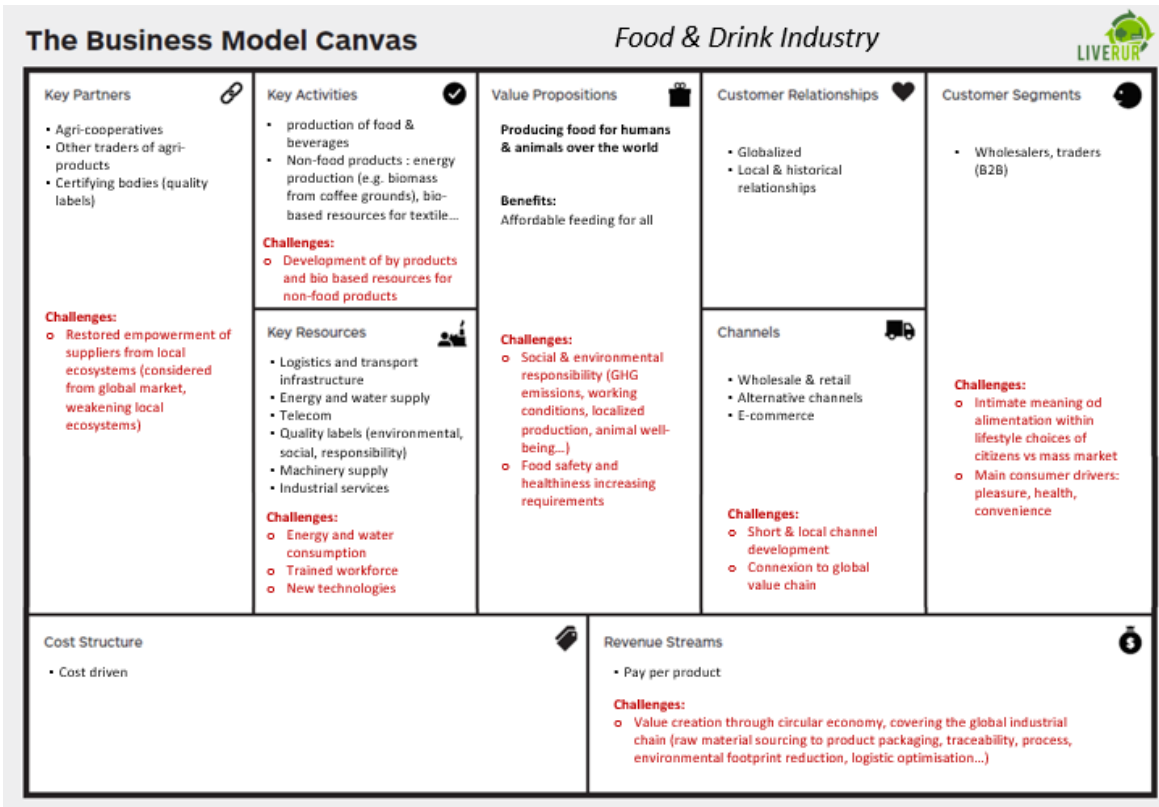
Annex 5. The Business Models Canvas proposed by LIVERUR



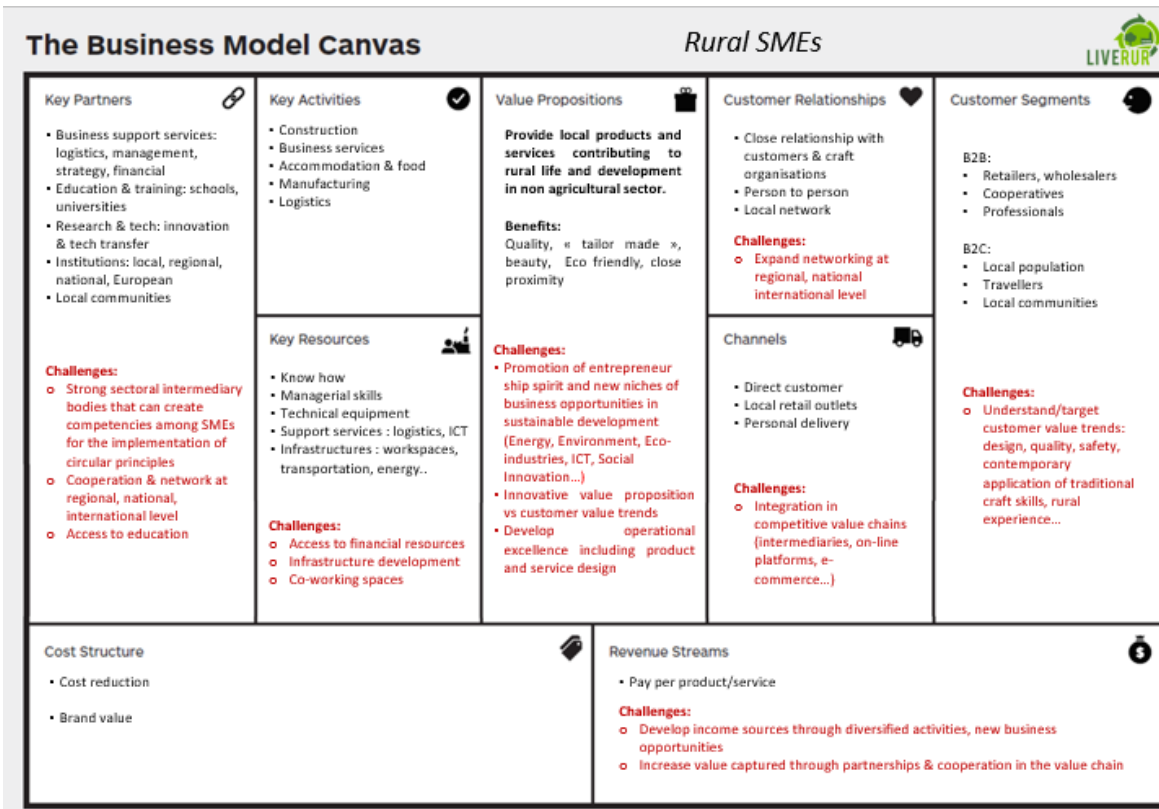
Business Model Canvas for Conventional Farming



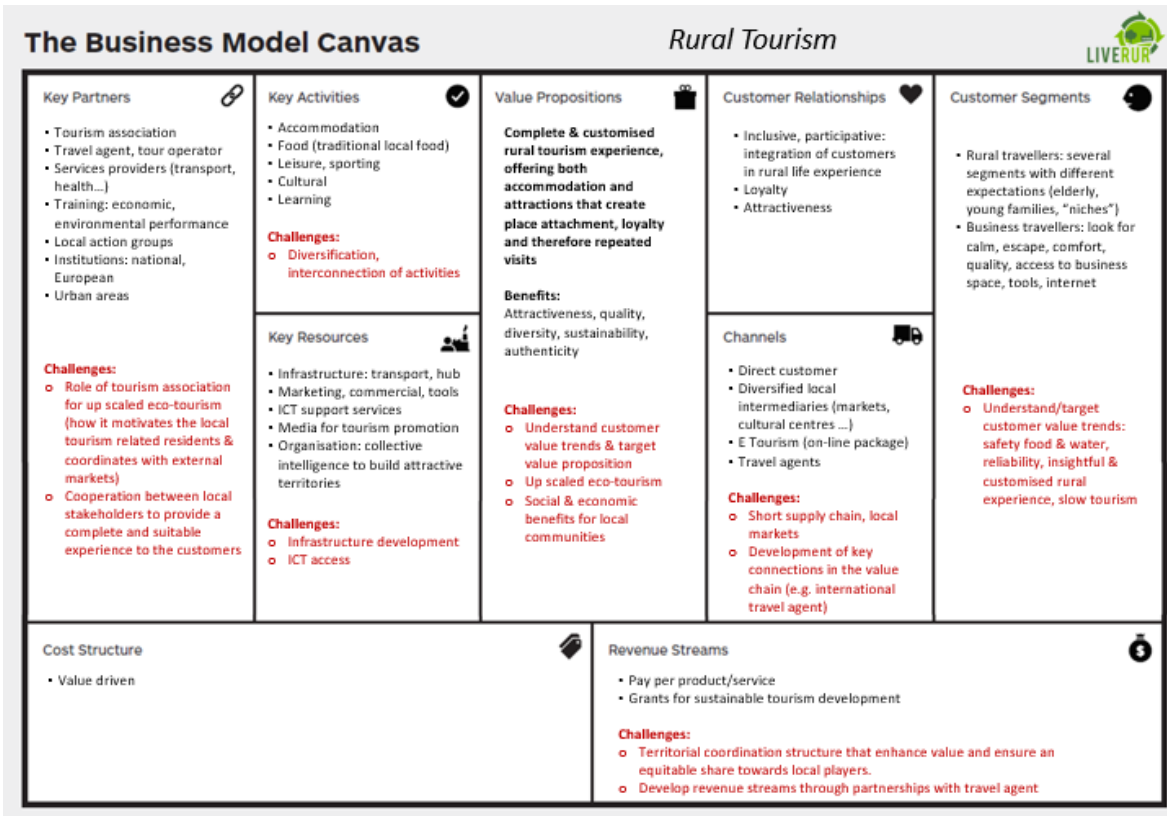
Business Model Canvas for Diversified Farming



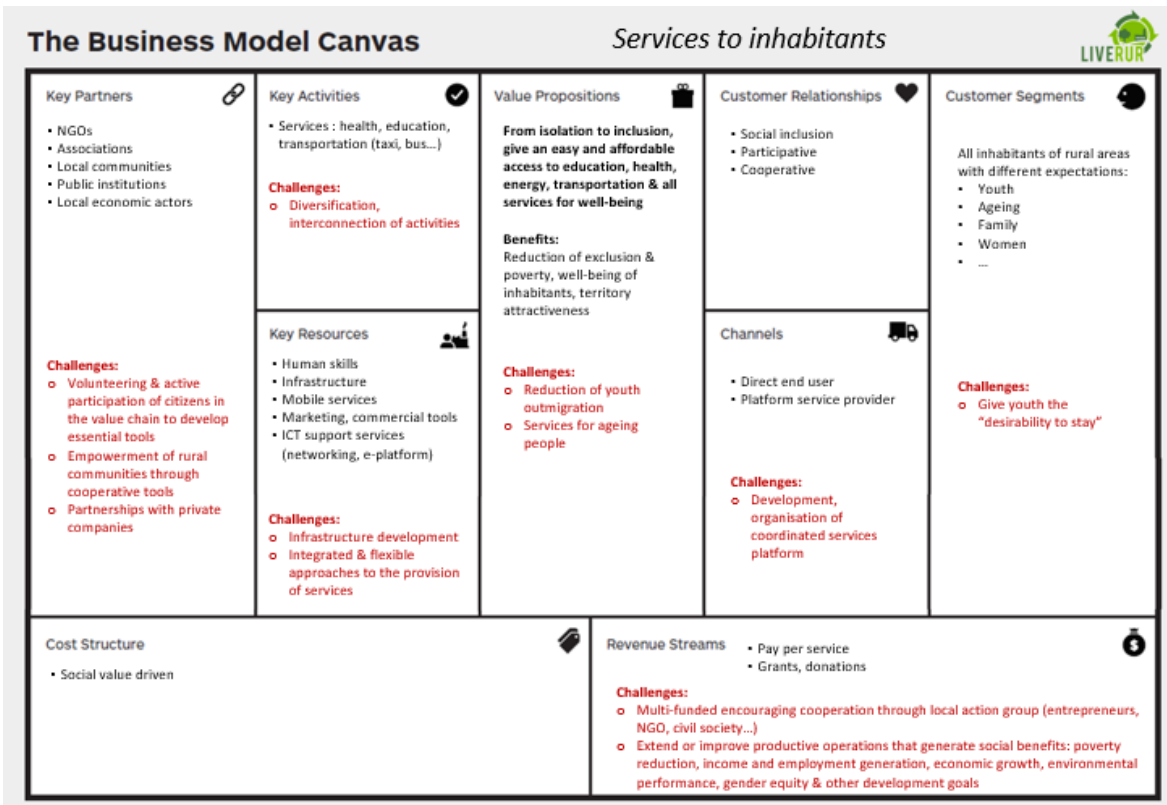
Business Model Canvas for Food & Drink Industry



Business Model Canvas for Rural SMEs



Business Model Canvas for Rural Tourism



Business Model Canvas for Services to Inhabitants



Annex 6. List of the preliminary questions for the stakeholder

It is recommended to start interview with the reminder about the project, objectives and aim of the task.

SWOT	Preliminary Questions	Examples of the transversal indicators for application of the questions
<p>Strength (internal factors)</p>	<ul style="list-style-type: none"> - What are capacities of the BM? - Which parts are the strongest? - What makes this BM better than others? - Do you have a strong customer base? - What is the unique characteristic about this BM? - What are the key competences of the employees in this area? ... 	<p>Economic:</p> <ul style="list-style-type: none"> - Investments in innovation and research - Innovative financing - Relationship with suppliers at local/regional/national/international levels - Relationship with clients at local/regional/national/international levels - Employment capacities <p>Environmental:</p> <ul style="list-style-type: none"> - Green jobs in the local economy - Use of raw materials - Use of renewable energy - Water management - Waste management - Anti-air pollution management - Other actions aimed at environmental protection
<p>Weaknesses (internal factors)</p>	<ul style="list-style-type: none"> - What areas can be improved? - What should be avoided? - What areas do other BM have an advantage on? - Lack in know-how? - How skilled is the human capital? - What are the investment to foster this BM? - What is the potential market? ... 	<p>Social (community and territory):</p> <ul style="list-style-type: none"> - Recruitment of personnel in relation to the regional territory - Relations with the Public Administration and Territorial Community
<p>Opportunities (external factors)</p>	<ul style="list-style-type: none"> - What external changes will bring your opportunities? - What are the current ongoing trends? - How do these trends affect the BM in a positive way? 	<ul style="list-style-type: none"> - Learning opportunities for community/territory - Gender equality - Inclusion of various disadvantaged groups in work/volunteering processes



	<ul style="list-style-type: none"> - How does the BM advantage affect the national market? - What is the market missing? - Does the BM provide that missing link for the consumers? - Will natural causes like weather and climatic changes give you the competitive edge? - Does the BM develop regional brand? ... 	<ul style="list-style-type: none"> - Policies/certifications for public health standards / food products, etc. <p>Innovation:</p> <ul style="list-style-type: none"> - Innovation potential of the territory - Regional networking potential (with citizens, public authorities, etc.) - Recognition of regional innovation spirit (for example: innovation awards received, patents) - Improved products / services
<p>Threats (external factors)</p>	<ul style="list-style-type: none"> - What are the negative aspects in the current market? - Are there potential BM, which can create a competition in the future? - What are the obstacles faced in the current market/policies? - Do you see a change in consumer preferences? - Do the government regulations affect the BM? - What are the climate chances of affecting production? - In which way does political instability/bureaucracy affect the BM? .. 	<p>Technology:</p> <ul style="list-style-type: none"> - Integration of Digital Technology covers, for example: 'business digitisation' and 'eCommerce' - Level of ICT application - Human capital with ICT competences - R&D spending - Investments in new technologies <p>Infrastructure:</p> <ul style="list-style-type: none"> - Newly developed transport services - Green/soft mode transportation - Infrastructure accessibility (for example: internet) - Logistics (exports/imports)