



PROJECT H2020

LIVERUR

Living Lab Research Concept in Rural Areas

DELIVERABLE 2.3:

Report on identified weaknesses and challenges



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 773757.



LIVERUR - 773757

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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	1st of May 2018 - 30th 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
LEAD PARTNER	CESIE
AUTHOR(S)	CESIE
TYPE	Report
DISSEMINATION LEVEL	Public
DELIVERY DATE	30/12/2018
LAST MODIFIED DATE	30/12/2018

HISTORY OF CHANGES

Date	Content	Author
14/11/2018	Feedback on the proposed structure and methodology	CEA
16/11/2018	Sending description of the task and guidelines for the implementation to the partners	CADIOU F. (CEA)
16/11/2018 – 07/12/2018	Partners' contributions	See Table 1
18-20/12/2018	Peer review of the Deliverable	CEA, AWI, SOGESCA
29/12/2018	Final review by WP Lead	CEA
30/12/2018	Final version	CESIE
25/03/2020	Several changes were made based on the feedback received from the external evaluator: - A new template for the DEL is used; - page 7: changing the verb "classify" with "assigned"; - "Labour market shortage in European rural areas" part is included in this document; - In section IV.1.1 and IV.1.3 all the Weaknesses expressed in terms of needs have been rephrased by the authors of the matrixes and are now in line with the SWOT methodology.	CESIE

Date	Content	Author
25/03/2020	<ul style="list-style-type: none"> - In section IV.1.6 the potential mistake of considering the “sporadic engagement of research for specific tasks” as a strength has been verified with the author of the matrix who confirmed the choice and provided clarification to it. - In section IV.2 all the Opportunities and Threats considered as external factors, as highlighted in the evaluation, have been reviewed with the authors of the matrixes. In some cases, the authors confirmed their choice and provided a further explanation to support the original idea, in others, they recognised a mistake and moved the SWOT entry from Opportunity and Threat to the internal factors (Strengths and Weaknesses). 	CESIE
30/03/2020	Review by WP Lead	CEA
28/04/2020	Doc. design, grammar and spelling changes	Communication Team

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EXECUTIVE SUMMARY

Aiming to implement the Task 2.3: Weakness and challenges of existing rural Business Models, the Task Leader (CESIE) in cooperation with the WP Leader (CEA) integrated results of Task 2.1 - Review of existing Business Models and their outcomes in European areas and Task 2.2 - Systemization of benchmarking criteria in order to compare traditional value – chain approaches, and elaborated strategy for the collection of information regarding the potentials and limitations of the existing rural Business Models in EU and partner countries. The SWOT analysis of the project territories were implemented by the project partners in cooperation with external stakeholders. After this data collection, information was mapped according to the Business Models selected. Overview of internal (strengths and weaknesses) and external (threats and opportunities) factors for the Business Models were summarized looking for similarities and differences, aiming to support the development of further strategies for rural territories.

As a result, highlight of the similarities and differences between the territories coming from the SWOT analysis (developed in chapter V) can support creation of directions for the rural Living Labs strategies and Business Models. These results, as well as the benchmark criteria (Task 2.2) will be integrated and consolidated in the last task of the WP2, aiming at providing a useful benchmark tool for rural entrepreneurs (Task 2.4).

Summarizing main similarities and differences between the **LIVERUR** territories on the four dimensions of the SWOT, it is important to underline that: due to regional and EU financial support, rural areas are facing period of growth, more and more investments in new and modern equipment are considered important as well as the presence of infrastructures that support innovation and employment. Growing presence of young entrepreneurs' support development of innovative Business Models and reborn of the territories. However, the territories are affected by different factors (for example: drastic weather changes, lack of population or low skilled workers, high costs of production, limitation to internet connection, etc.), this partly stops territories to orient their production to circular economy processes. Moreover, only part of territories has strong local networks for production organisation and sale of it. Meantime, many areas see business growth opportunities in business digitalization and citizens' involvement into development of rural processes, for example through strong formal education on agricultural and agri-food sectors at regional level (See: part V of the document).

INTRODUCTION

The short-term objective of **LIVERUR** is to improve knowledge of Business Models growing in rural areas, including an understanding of their potential.

The Work package title: WP2 - 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 creates a benchmarking study where **10 traditional value-chain approaches** (such as mass production, development of prices, optimizing the cost structure of the enterprises, rationalization, 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 (T2.3): Weaknesses and challenges of existing rural Business Models.

Consortium role: here the technical partners were employed at a great extent to identify challenges of existing rural Business Models according to their expertise. The identification of weaknesses 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 weaknesses 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).

1 METHODOLOGY

The Aim of the analysis

In order to achieve research issues of the T2.3, data received from the T2.1 and T2.2 were analysed and correlated with the T2.3. Following, the tool for collection of strengths and weaknesses, and threats and opportunities was proposed: SWOT.

The aim is to carry out a systematic SWOT analysis of the existing Business Models in the countries of the Consortium partners based on the regions' reviews (results of the T2.1) and to support the development of the new value creation mechanism in correlation with the circular economy at the further stage of the project.

Why SWOT?

A SWOT analysis helps to measure risks and potential 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.

The SWOT analysis is represented in a matrix form (table), showing internal factors on top and external factors below.

Strengths and Weaknesses - these are internal factors, which in a business context may include financial resources, human resources, facilities, equipment, processes, systems and other factors. Opportunities and Threats – these are external factors influencing the business and may include analysis of the economic, political and environmental climate, market trends, external funding, demographics of clients, suppliers and other factors.

This analysis can help identifying 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 of businesses. Moreover, the part of such 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 future performance (Source: SWOT¹).

Steps implemented

After the implementation of the T2.1 - Review of existing Business Models and their outcomes in European areas and the T2.2 - Systemization of benchmarking criteria in order to compare traditional value – chain approaches, the Consortium understands that identifying different Business Models in rural areas, their potentials and limitations can have a constructive effect on the development of the analysed territories and solving their challenges. As so, this study is carried out to answer several questions: what are the potentials and limitations of rural development? What are the common realities and differences of the Business Models presented by the Consortium and finally, which obstacles should be overcome to develop appropriate strategies of effective utilization of strengths and opportunities, removing weaknesses and threats, in order to achieve circular rural development?

As so, the SWOT analysis was implemented to provide in-depth findings and to develop appropriate strategies. For this, internal and external environments were studied and a list of strengths, weaknesses, opportunities and threats was developed and finalized by the partnership. Such findings

¹ SWOT analysis: <https://www.smartsheet.com/>

highlight the future directions, which should be taken into account, for the elaboration and co-creation of appropriate strategies for rural territories in partner countries.

All the partners were asked to contribute to the task accordingly:

- (1) This task was based on the analysis of the regions; which project partners are representing. The Annex 2-3 represent a summary of the data collected for the D2.1 based on country's review. All the partners were asked to get an overview about the research results on existing rural Business Models in partner countries (See D2.1, IV part - Existing Rural Business Model Conceptualization).
- (2) After this, all the Partners had to assign their region for one of the mentioned typologies (based on the results of the T2.1). Based on their knowledge about the region the most representative existing Business Model for the region was selected for further analysis.
- (3) To implement the task, the Consortium members had to select and to contact one external regional stakeholder aiming to fill in the SWOT for the one selected existing Business Model. The external stakeholder represents local body/regional authority, etc., who can provide relevant data for the region for the most representative typology: for example, Food & Drink industry/Rural, etc. Tool for SWOT analysis and list of primary questions was proposed (Annex 6).
- (4) Finally, the provided SWOTs were mapped based on the Business Model presented. Overview of internal (strengths and weaknesses) and external (threats and opportunities) factors for the Business Models were summarized looking for similarities and differences between them.

These steps are important to enhance the Consortium's knowledge with the actual data, which contribute to the research about integration of the circular economy approach into existing rural Business Model and co-creation of Living Labs.

2 IN BRIEF: RURAL AREAS IN EU - CHALLENGES AND OPPORTUNITIES

The aim of this part is to support readers with the basic information about challenges and opportunities of the rural areas. More detailed overview is presented in the D2.1 - Report on existing Business Models in EU countries and regions.

Rural territories

Predominantly rural regions in the EU represent 52% of the territory and 23% of the population¹. According to the 19th publication of the ENRD's EU Rural Review rural areas are essential to the European society and economy. Indeed, they provide more than 46 million jobs, representing more than 20% of all EU jobs; the agri-food sector is the EU's fourth largest export sector. In 2010 the European Commission stated that rural areas generated 16% of the total GVA and 21% of the employment². **Thus, rural areas can provide solutions to many of the challenges, which Europe is currently facing.**

¹ 33rd SESSION Report CG33(2017)16final, Congress of Local and Regional Authorities, Council of Europe, 19 October 2017

² Rural Development in the EU Statistical and Economic Information Report 2013, European Commission, December 2013

What are the challenges for the EU rural areas?

Data collected by Eurostat in 2014 demonstrates that many of the predominantly rural regions experienced a **population decline** of over 4% in this year. This includes rural areas of Spain, Portugal, Italy, Scotland, Finland, the Baltic States, Romania and Greece. This is an ongoing trend for many rural areas. In contrast, many of the intermediate regions experienced population growth, including in parts of the UK, Germany and France. **The statistics clearly demonstrate the diversity across Europe's rural areas in terms of population change**³.

A higher proportion of the EU-28 population live in rural areas (compared with urban areas) faced the risk of **poverty or social exclusion**. In 2015, just over one quarter (25.5%) of the rural population was at risk of poverty or social exclusion, while lower shares were recorded for people living in cities (24.0%) and especially those living in towns and suburbs (22.1%), perhaps explaining, at least in part, the movement towards towns and suburbs⁴. **The employment rate** (the percentage of employed persons in relation to the comparable total population) **is generally higher in urban regions than in rural ones**⁵.

To support development of the rural areas, it is important to guarantee access to the latest information and to digital literacy to the inhabitants of rural areas. Facts show that less than two thirds (62 %) of the EU-28 population living in rural areas **accessed the internet** on a daily basis in 2016; this share rose to 72 % for people living in towns and suburbs and peaked at three quarters (75 %) of the population among city-dwellers⁶.

As stated in the EU Rural Review 24 “Re-imagining Rural Business Opportunities”, rural areas are not detached from challenges, such of globalization, environmental and energy concerns, demographic change, technological transformation, social inequality, migration and economic crisis across rural Europe and with the same intensity as in the most developed urban areas.

Rural areas are large contributors to greenhouse gas emissions, (e. g. agriculture accounted for 10.3 % of total EU-28 GHG emissions in 2012), and, at the same time, they suffer from **climate change**, which affect the balance of established ecosystems and food supplies⁷.

Many of the actions required to mitigate climate change can result in financial savings and commercial advantages to farmers, reduction of **energy consumption can create a whole range of new economic opportunities in sectors as diverse as the food economy, bioeconomy, green and circular economies, digital economy, social economy, experience economy and residential economy**.

In particular, the **Circular Economy** is about recycling resources within value chains, for example, an RDP-funded project in Malta turned raw tomato waste into a new “gourmet tomato vinegar” product, and reducing the consumption of resources and taking advantage of increasing consumer preference for environmentally friendly products and services, for example through green tourism or product branding, two ways of turning environmental performance into increased profits. Investment in small

3 “Population change, 2014 (NUTS 3 regions)”, 2014 at https://ec.europa.eu/eurostat/statistics-explained/index.php/Statistics_on_rural_areas_in_the_EU

4 Rural poverty in the European Union, [http://www.europarl.europa.eu/thinktank/en/document.html?reference=EPRS_BRI\(2017\)599333](http://www.europarl.europa.eu/thinktank/en/document.html?reference=EPRS_BRI(2017)599333)

5 Rural areas and the primary sector in the EU, <https://ec.europa.eu/.../sites/.../eu-rural-areas-primary-sector.pdf>

6 Rural areas and the primary sector in the EU, <https://ec.europa.eu/.../sites/.../eu-rural-areas-primary-sector.pdf>

7 Committee on the Environment and Agriculture, Situation and prospects of young people in rural areas, 2001, <http://assembly.coe.int/nw/xml/XRef/X2H-Xref-ViewHTML.asp?FileID=9322&lang=EN>

or large-scale renewable energy infrastructure in rural areas also offers economic potential in the context of the need to move away from fossil fuels and increasing energy prices⁸.

Another challenge to which rural areas can give a positive contribution in Europe is the influx of migrants to the EU from areas of conflict in the Middle East and Africa, with its peak period in 2015. The arrival of migrants can bring new opportunities for growth, especially when it comes to the chance to repopulate areas suffering from population decline and closing services, which is the case for many rural areas in Europe.

Labour market shortage in European rural areas

Rural areas in Europe appear to be facing a big challenge both in terms of the opportunities they offer to young people and entrepreneurs and in terms of renovation of their entire economic system, mainly characterised by agricultural activities thus far. Indeed, already in 2001⁹ it was possible to notice a rising interest in analysing the difficulties of the labour market in such areas as well as in discovering the good opportunities they might provide. In the aforementioned EU study, the focus was already on the problems young people face in European rural areas, i.e. unemployment, marginalisation, poor career prospects and lack of appropriate resources. Moreover, the main source of employment – agriculture – was becoming weaker, needing a renovation, causing the exodus of young people to the urban areas. More recent data present the same phenomenon in a group of Member States (Spain, Greece, Portugal and mostly France) characterised by demographic ageing, where the rural population mainly consists of people over 65 years old. The consequent issue they have to deal with is reducing the flow of young people out of the rural areas in order to maintain the sustainability of the rural region and the generational renewal. This phenomenon reveals the complexity of the rural labour markets and the social mismatch of the demand and supply of employment¹⁰: this set of data shows the enormous tasks rural areas should confront with regarding growth, jobs and sustainability in the coming years. The most worrying trends can be observed in remote rural areas increasingly depopulated or depending solely on agriculture¹¹.

Furthermore, the qualitative labour shortages deserve our consideration as they are mainly caused by skills or geographical mismatch, since the rural areas do not provide potential employees with a sufficient variety of opportunities that may accommodate different skills and qualification levels¹².

The strongest sector remains agriculture, however it is also experiencing a decline¹³, with farming employment falling from 13.1 million Annual Work Units in 2003 to 9.1 million Annual Work Units in 2018 across the EU-27, decreasing by 30% in the last 15 years. However, the situation is not uniform across the EU, with a few Member States having recently witnessed an increase in the number of farms (Czech Republic, Slovakia) or in their agricultural workforce (Greece, Slovenia,

8 Committee on the Environment and Agriculture, Situation and prospects of young people in rural areas, 2001, <http://assembly.coe.int/nw/xml/XRef/X2H-Xref-ViewHTML.asp?FileID=9322&lang=EN>

9 Committee on the Environment and Agriculture, Situation and prospects of young people in rural areas, 2001, <http://assembly.coe.int/nw/xml/XRef/X2H-Xref-ViewHTML.asp?FileID=9322&lang=EN>

10 Demographic trends in rural Europe and international migration to rural areas, 2010 <https://agrireregionieuropa.univpm.it/it/content/article/31/21/demographic-trends-rural-europe-and-international-migration-rural-areas>

11 European Network of Rural Development, Encouraging diversification of rural economy, 2014 https://enrd.ec.europa.eu/enrd-static/app_templates/enrd_assets/pdf/thematic_information_sheets/7_thematic-infosheet-diversification.pdf

12 Directorate general for internal policies, Labour Market Shortage in the European Union, 2015 https://www.europarl.europa.eu/RegData/etudes/STUD/2015/542202/IPOL_STU%282015%29542202_EN.pdf

13 The World Bank datas for the selected country show the decrease in the employment in agriculture (from 1990 to 2018): <https://data.worldbank.org/indicator/SL.AGR.EMPL.ZS?end=2019&locations=TR-IT-CZ-SI-TN-AT-FR-ES-MT-LV&start=1991&view=chart>

Malta and to a lesser extent, Cyprus, Romania and Lithuania)¹⁴. Since 2008 economic crisis there has been a disparity between rural regions due to the long-term impact of globalization, technological innovations and climate change, contributing to mark a difference as those closer to urban centres have become more resilient and forward-looking while the more remote regions are suffering in terms of employment and productivity. In fact, isolated rural areas face the difficulties connected to social marginalisation, lack of access to infrastructure and services and a poor performing labour market exposing population to a higher risk of poverty¹⁵.

Such disparities and the decreasing employability of the agricultural sector lead to a question: what are the challenges that need to be faced and the opportunities that can be exploited? According to several studies, the answer lies in the promotion of structural changes and in the creation of a side business fostering farm diversification activities, such as processing and/or selling of agricultural products in short food supply chains, rural tourism, organic farming and renewable energy production in order to cope with new needs and innovate the labour market in order to make it more interesting and resourceful for rural inhabitants especially young people, preventing land abandonment and brain drain toward urban poles¹⁶.

How to support rural entrepreneurship?

Rural areas across Europe are undergoing rapid change. Such transition can lead to risk but also real opportunities for rural areas to play a new and important role. **Rural entrepreneurship should be supported to take advantage of existing initiatives** (for example described below) and to develop new forms of successful rural business.

Recent estimates by European network for community-led initiatives on climate change and sustainability (ECOLISE) suggest there are around 1.200 **Transition Town initiatives**, 15.000 ecovillages and over three million permaculture practitioners driving community-led sustainability projects across the globe. Specifically, in Europe, there are also an estimated 2.500 community energy initiatives, 1.500 Slow Food communities (focused on preserving traditional and regional cuisine and encouraging the farming of plants, seeds, and livestock characteristic of local ecosystems) and about 7.000 community, supported agriculture schemes feeding over a million citizens¹⁰.

Rural digital hubs can be an important tool at the local level for overcoming the double digital divide suffered by many rural areas. These hubs can do this by offering fast, reliable internet access, physical spaces for working and networking, and a range of business and community support services. Rural digital hubs can benefit individuals and businesses that use their services. More significantly, they can strongly enhance the ability of a local area to realize its latent potential by enabling it to take advantage of modern digital opportunities. The objective of rural digital hubs is not to reproduce metropolitan eco-systems, but to provide the key building blocks which are adapted to meet local needs. Rural digital hubs are local spaces within rural areas that can be the focal point for the provision of vital digital infrastructure and a range of support services to rural businesses and communities¹⁷.

14 European Directorate-General for Internal Policies, The EU farming employment: current challenges and future prospects, 2019 [https://www.europarl.europa.eu/RegData/etudes/STUD/2019/629209/IPOL_STU\(2019\)629209_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/STUD/2019/629209/IPOL_STU(2019)629209_EN.pdf)

15 Espon, Shrinking rural regions in Europe, 2020 <https://www.espon.eu/sites/default/files/attachments/ESPON%20Policy%20Brief%20on%20Shrinking%20Rural%20Regions.pdf>

16 European Directorate-General for Internal Policies, The EU farming employment: current challenges and future prospects, 2019 [https://www.europarl.europa.eu/RegData/etudes/STUD/2019/629209/IPOL_STU\(2019\)629209_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/STUD/2019/629209/IPOL_STU(2019)629209_EN.pdf)

17 EU Rural Review 24 “Re-imagining rural business opportunities”, European Network for Rural Development, Publications Office of the European Union, Luxembourg, 2017

Smart villages are laboratories where local people and policy-makers at different levels are testing innovative solutions to some of the major challenges of rural life, responding to depopulation and demographic change, finding local solutions to cutbacks and the centralization of public services, exploiting linkages with small towns and cities, maximizing the role of rural areas in the transition to a low-carbon, circular economy, promoting the digital transformation of rural areas. Thousands of rural communities are doing just this in various ways¹⁸.

The importance of stakeholder involvement

The current rural development programmes (RDP) 2014-2020 gives great importance to the increment and improvement of stakeholder involvement for its implementation.

According to the 19th edition of its EU Rural Review, stakeholder involvement goes beyond stakeholder commitment in the implementation of rural development projects, but it should imply engagement in participative planning of local rural development strategies, in the elaboration of regional and national level strategies, and in the definition of European policy and programmes.

Also, sustainable management of natural resources and climate action are at the heart of the rural development objectives 2014-2020 and they can only be achieved through active and broad stakeholder engagement. The challenge for successfully engaging producers in Rural Development Programmes is the diversity and complexity of the farming sector in Europe. Key actors, which may support farmers improving their competitiveness are advisors and rural networks that can help producers to improve their awareness and understanding of the measures for which funding is available, to help them shortening their supply chains and to enhance cooperation between producers. It is of fundamental importance also to engage farmers in meeting standards of environmental sustainability by explaining where they can meet their primary economic objectives in ways that also enable the achievement of environmental objectives.

This engagement can help diversifying rural economies to create jobs and opportunities in a range of sectors, reducing poverty, promoting social inclusion and supporting vibrant local communities¹⁹.

¹⁸ Smart villages revitalising rural services https://enrd.ec.europa.eu/sites/enrd/files/enrd_publications/publi-enrd-rr-26-2018-en.pdf

¹⁹ EU Rural Review 19 “Improving Stakeholder Involvement”, European Network for Rural Development, Publications Office of the European Union, Luxembourg, 2015

3 REGIONS REPRESENTED BY SWOT ANALYSIS

The 21 project partners conducted SWOT analyses in 19 regions. 19 partners received information from the external stakeholders, who represent national and/or local authorities, development agencies, etc. This information was gathered implementing personal interviews with the stakeholders. Meantime, for the remaining 2 partners (CLEOPA (Germany) and WELLNESS TELECOM SL (Spain)) it was not possible to establish a direct contact with the respective external stakeholders for the purpose of this task. Therefore, they implemented a desk research of official strategic reports for these regions, such as the Rural Development Programme for Andalucía 2014-2020 and the Rural Development Programme for the German Länder Berlin and Brandenburg 2014- 2020. 13 regions of the analysed will be involved in **LIVERUR** piloting actions, there Living Labs will be created.

NR	Partner	Country	Region	LIVERUR Pilot Region	BM type	External Stakeholder involved
1.	FUNDACION UNIVERSITARIA SAN ANTONIO (UCAM)	Spain	Murcia	NO	Food & drink Industry	Regional Ministry of Water, Agriculture, Livestock and Fisheries (Consejería de Agua, Agricultura, Ganadería y Pesca de la Región de Murcia - Regional Government of Murcia)
2.	FUNDO REGIONAL PARA A CIENCIA E TECNOLOGIA (FRCT)	Portugal	Azores	YES	Conventional Farming	Regional Directorate for Agriculture (DRAG), department of the Regional Secretariat for Agriculture and Forestry
3.	INSTITOUTO ANAPTIXIS EPICHEIRIMATIKOTIT AS ASTIKI ETAIREIA (IED)	Greece	Thessaly	NO	Conventional Farming	Region of Thessaly
4.	UNIVERZA V LJUBLJANI (UL)	Slovenia	Styria	YES	Food & drink Industry	Institute for Innovation and Entrepreneurship and Viticulture and excursion farm Leber
5.	SOGESCA s.r.l.	Italy	Veneto	NO	Food & drink Industry (including potential links with rural tourism)	Unioncamere Veneto (Veneto Regional Union of Chambers of Commerce, Industry and Agriculture) and APRE - the Italian Agency for the Promotion of European Research

		Spain	Murcia	YES	Rural SMEs	Municipality of Ceuti
6.	ASOCIACION PARA EL DESARROLLO RURAL INTEGRADO DE LOS MUNICIPIOS DE LAVEGA DEL SEGURA (ADRI)					
7.	CESIE	Italy	Sicily	NO	Food & drink industry	Oleum Sicilia Soc. Coop a.r.l. and regional Coldiretti for olive oil sector
8.	TR ASSOCIATES LTD (TRA)	Malta	Gozo	YES	Rural Tourism	Ministry of Gozo
9.	ZEMNIEKU SAEIMA (ZSA)	Latvia	Latvia	YES	Rural SMEs	The Latvian Association of Local and Regional Governments (LAS)
10.	ZAFER KALKINMA AJANSI (ZEKA)	Turkey	Manisa	YES	Food & drink Industry	Zafer Development Agency
11.	DAR MARGOUM OUEDHREF (Dar margoum)	Tunisia	Gabés	YES	Rural SMEs	Municipality of Oudref
12.	UNIONE DEI COMUNI DEL TRASIMENO (UCT)	Italy	Umbria	YES	Food & drink industry	Regional CIA - Italian Confederation of Farmers; AIEL and PROAGRI
13.	E35 FONDAZIONE PER LA PROGETTAZIONE INTERNAZIONALE (FONDAZIONE E35)	Italy	Emilia Romagna	YES	Diversified Farming	Municipality of Reggio Emilia
14.	CLEOPA GMBH (CLEOPA)	Germany	Brandenburg	NO	Conventional Farming	Ministry of Rural Development, Environment and Agriculture of the Federal State of Brandenburg (MRDEA)
15.	CHAMBRE REGIONALE D'AGRICULTURE PROVENCE ALPES COTE AZUR (PACA)	France	Provence - Alpes - Cote d'Azur	YES	Diversified Farming	Région SUD, Provence-Alpes-Côte d'Azur

	France	Pays de la Loire	YES	Services	CEA Tech Nantes
16. CHAMBRE REGIONALE D'AGRICULTURE DES PAYS DE LA LOIRE (CRAPL)					
17. WELLNESS TELECOM SL (WTELECOM)	Spain	Andalucia	NO	Diversified Farming	Agencia de Gestión Agraria y Pesquera de Andalucía
18. UHLAVA OPS (UHLAVA OPS)	Czech Republic	Western Bohemia	YES	Diversified farming	Regional Agrarian Chamber Klatovy (Okresní agrární komora Klatovy)
19. ZENTRUM FÜR SOZIALE INNOVATION GMBH (ZSI)				Food & drink industry	
20. REGIONALMANAGEMENT BURGENLAND GMBH (RMB)	Austria	Südburgenland	YES	Ibrid rural Business Model with focus on services but including also, food, drink, conventional and diversified farming and tourism	District Chamber of Agriculture
21. BUNDESANSTALT FÜR AGRARWIRTSCHAFT (AWI)					

Table 1. Regions analysed in the T2.3.

4 RURAL BUSINESS MODEL AND DE SWOT ANALYSIS

4.1 Matrix for internal factors

The purpose of this stage is to identify the internal environment of the rural areas in the Consortium's countries in order to face strengths and weaknesses of the territories. Information is presented as a summary of the SWOTs developed by partners', grouping information based on the typology of the rural Business Model (BM) according to rural development factors (economic, environmental, social, innovation, technology, infrastructure).

Note: Criteria's abbreviation used in the tables: Economic - Econ., Environmental - Env., Social (community and territory) - Soc., Innovation - Inn., Technology - Tech., Infrastructure - Infr.

4.1.1 Business Model: Conventional farming

Region	Strengths	Criteria*	Weakness	Criteria*
Brandenburg (Germany)	<p>The energy industry is an important competence field with some economic development potential in the region. This is positively affecting the rural sector as well, especially in the primary food production where a lot of energy is required;</p> <p>Proximity to Berlin region and possibility to access a broader market, with a growing demand;</p> <p>Presence of an advance industrial pole in the Brandenburg area which ensures the existence of interesting technological and process innovation spill-over between the two sectors (i.e. primary food production and advanced processing sector);</p> <p>Appreciation of local - based food production, which ensures demand at the local level in the region.</p> <p>Brandenburg is characterised by a large number of landscapes and biotypes with high natural value.</p>	Econ.	<p>Continuous structural change of many rural areas had a worsening impact on the rural economy and quality of life;</p> <p>Traditionally the economic investments are more focused on industrial processing rather than rural needs. Local agricultural agencies struggle to put their priorities into the general regional agenda.</p>	Econ.
		Env.	Water management (ground water levels decreasing during the last years);	Env.

				Winters are starting later than expected, therefore cycle of production is shifted toward later cultivation and productions.	
			Soc.	Lack of skilled young people. Young and qualified people migrate due to professional training and employment opportunities in other regions.	Soc.
			Inn.	Lack of innovative ways to foster public investment in the region and put the agro needs in the centre of the agenda.	Inn.
			Tech.	Low productivity and competitiveness in the agricultural sector, due to partially also at the use of outdated technologies.	Tech.
			Infr.	Lack of an environmentally friendly infrastructure, especially for energy supply, water supply and disposal as well as water disposal. Lack of a modernised and expanded technical infrastructure able to fully integrate the Berlin-Brandenburg region into Trans-European Networks.	Infr.
Azores (Portugal)	Investments in new and modern production lines/equipment;	Econ.	Econ.	Insularity and outermost regions;	Econ.
	Increased productivity of dairy cows;			High dependence on European funds;	
	Increasing of market shares at national level;			High costs of production factors;	
	Verticalization and growth of the organization; Products with the Azores brand seal (symbol of nature and quality);			Regional producers with low levels of specialized training; Distance from foreign markets.	

<p>Animal welfare is ensured through health and hygiene care and the outdoor production system;</p> <p>Quality and food safety are ensured through a strict traceability system from milking on the farm to the final consumer (it covers milking, storage, transport of milk, processing, packaging and delivery to the consumer).</p> <p>Quality of natural grasslands in the region; Environmentally sustainable production;</p> <p>Climate that allows the animals to stay 365 days a year in the pasture where natural and healthy food is ensured;</p> <p>Endogenous characteristics of the region, allowing the creation of greater added value in the final products.</p> <p>Strong internal market, which local quality;</p> <p>Consumers of the Azores, taking care of their ancestral habits, appreciate a pure, healthy and tasty milk.</p> <p>Existence of innovative projects;</p> <p>Existence of relevant projects and production of scientific knowledge in the centres of R & D;</p> <p>Products with the Azores brand seal (symbol of nature and quality);</p> <p>Technical support to improve production efficiency and encouraging the use of ICT systems adjusted to the management of each farm;</p> <p>Marketing and packaging innovation.</p> <p>Investments in new and modern production lines;</p> <p>Investments in new and modern production lines equipment;</p>	<p>Env.</p>	<p>Insularity and outermost regions;</p> <p>Geological and biological conditions that condition large land re-parcelling.</p>	<p>Env.</p>
<p>Strong internal market, which local quality;</p>	<p>Soc.</p>	<p>Regional producers with low levels of specialized training;</p>	<p>Soc.</p>
<p>Consumers of the Azores, taking care of their ancestral habits, appreciate a pure, healthy and tasty milk.</p>	<p>Inn.</p>	<p>Aging of the agricultural population.</p> <p>Regional producers with low levels of specialized training.</p>	<p>Inn.</p>
<p>Marketing and packaging innovation.</p>	<p>Tech.</p>	<p>Regional producers with low levels of specialized training.</p>	<p>Tech.</p>

	<p>Laboratory to ensure the quality tests required and required by the certification system.</p> <p>Existence of research infrastructures to support innovation.</p>	Infr.	<p>Gap in collaboration between research and industry;</p> <p>Small infrastructure.</p>	Infr.
<p>Region of Thessaly (Greece)</p>	<p>Conventional farming BM is one of the main and more developing activities in the region of Larissa and Thessaly;</p> <p>High employment rate: conventional farming is a viable and sustainable alternative to employment and self-employment, mainly for young people;</p> <p>High quality of the local products which is recognizable by the consumers and, therefore, leads to increased sales;</p> <p>Development of (social) cooperatives among the conventional farmers, which strengthens their position in the market;</p> <p>Important funding opportunities, both from national and European programs.</p> <p>Creation of green jobs in the local economy;</p> <p>Sustainable usage of raw materials;</p> <p>Predefined plan and strategy and regulation regarding water and waste management.</p> <p>Strong relations with the public administrative authorities and organizations;</p> <p>Contribution to the (social and economic) development of the local community (employment of members of the local communities, support of other relating economic activities).</p>	Econ.	<p>Farmers and small-medium businesses often have low negotiating power towards suppliers;</p> <p>Relatively low profit margins due to high percentages of taxes paid;</p> <p>Relatively high costs of production;</p> <p>Low percentages of investments in innovation and research, mainly from small and medium rural businesses.</p>	Econ.
	<p>Creation of green jobs in the local economy;</p> <p>Sustainable usage of raw materials;</p> <p>Predefined plan and strategy and regulation regarding water and waste management.</p> <p>Strong relations with the public administrative authorities and organizations;</p> <p>Contribution to the (social and economic) development of the local community (employment of members of the local communities, support of other relating economic activities).</p>	Env.	<p>Lack of a contingency plan in case of an unforeseen natural disaster;</p> <p>Low exploitation of renewable energy resources and technology.</p>	Env.
	<p>Strong relations with the public administrative authorities and organizations;</p> <p>Contribution to the (social and economic) development of the local community (employment of members of the local communities, support of other relating economic activities).</p>	Soc.	<p>Gender inequality with the majority of farmers and workers in rural businesses being male.</p>	Soc.

	<p>Starting mainly from initiatives of public authorities and relevant stakeholders, local actors have the possibility to gain know-how from external sources;</p> <p>Small and medium agriculture enterprises invest in developing traditional products with an appealing and attractive design;</p> <p>Recognition of regional innovation activities, e.g. the “milk ATMs” introduced by “THESGala” cooperative.</p>	Inn.	<p>Innovation creation is limited for small farmers and rural businesses due to the lack of proper guidance to this direction from relevant stakeholders;</p> <p>High production costs that hamper innovation.</p>	Inn.
	<p>Farming and relevant equipment is renewed in an often basis by the farmers and businesses;</p> <p>Unlimited internet access in rural areas located close to cities;</p> <p>High and developed ICT skills of the sector’s “newcomers”.</p> <p>Ongoing development of the regional strategy for facilitating the transportation of products and the modernization of the infrastructure;</p> <p>The location of the region (centre of Greece) facilitates logistics.</p>	Tech.	<p>Limited internet access in distant and mountain rural areas;</p> <p>Low ICT skills of the older and traditional farmers.</p>	Tech.
		Infr.	<p>Under-developed infrastructure in remote and mountain rural areas.</p>	Infr.

4.1.2 Business Model: Diversified farming

Region	Strengths	Criteria*	Weakness	Criteria*
PROVENCE - ALPES - COTE d’AZUR (France)	<p>Societal demand for local quality products identified;</p> <p>Possibility to increase add value.</p> <p>Reduction of CO2 emissions due to transport when farmers sell in short circuits;</p> <p>Used of old varieties of crops increasing biodiversity.</p>	Econ.	<p>Farm’s dependence on aid and uncertain future of the CAP (example: livestock, rice).</p> <p>Global warming and impact on water resources.</p>	Econ. Env.

Western Bohemia (Czech Republic)	Social link creation between farmers and citizen;	Soc.	Aging of farmers;	Soc.
	Strong demand from local authorities to develop catering from local products;		Possible competition between farmers in the same area.	
	Job creation allowed by the new Business Models built.	Inn.	Lack of resources for new activities and production test;	Inn.
	Opportunity to develop skills in ICT.		Difficulty to share innovation between farmers.	
	Young farmers in diversified agriculture are used to integrate new techniques and production technologies.	Tech.	Lack of computer skills for older generations.	Tech.
	Strong regional logistic network between production, transformation and delivery;	Infr.	Land competition between extensive farming and urban needs;	Infr.
	Historical irrigation network.		Low investment → Old greenhouses, old orchards, old buildings in the mountains.	
	Growing market and interest for local(regional) businesses and their production;	Econ.	Public investment located more in urban areas or larger municipalities;	Econ.
	Higher productivity of labour;		SMAEs - little time to concentrate on marketing.	
	Lowering costs.			
Rates of ammonia production getting lower;	Env.	Natural disasters (draught and hot weather) impact on BM productivity;	Env.	
Use of renewable sources of energy;		Many premises get stuck on conventional sources of energy.		
Unspoilt nature and products become part of regional brand.		Limited numbers of available workforce;	Soc.	
More actors tend to co-operate and support various partnerships.	Soc.	Minimum skilled workers available.		
The range of products and services receives updates and searches for innovation.	Inn.	Innovation support limited by strict and unpredictable rules and bureaucracy.	Inn.	

	<p>Tendency to reach up-to-date standards in technology;</p> <p>IT solutions seem to become natural part of production.</p> <p>Ongoing improvement of infrastructure in the region.</p>	Tech.	<p>SMAES afraid to upgrade technology level due to financial/bureaucratic matters;</p> <p>Internet access in rural areas of worse quality(slow).</p> <p>Road infrastructure needs much more maintenance;</p> <p>Older premises partly become brownfields-not much chance to fund their revitalization.</p>	Tech.
Emilia Romagna (Italy)	<p>The market of local produces is growing;</p> <p>Interest in products from MRCs (Mass Retail Channels);</p> <p>Availability of funding supporting business launch.</p> <p>Reduction of land consumption (enlargement of land dedicated to agricultural purposes);</p> <p>Improvement of the quality of the agri-environment (beauty of the landscape, useful also for tourism promotion);</p> <p>Restoration of traditional landscapes, also by re- introducing ancient/dismised plant species.</p> <p>Social inclusion: direct Involvement, in the BM of people with disabilities, unemployed, prisoners, drug users.</p> <p>Different competences included in one single Business Model: entrepreneurial competences, research, social innovation.</p>	Econ.	<p>Public funding is temporary (sustainability issue after the end of the financing scheme);</p> <p>Difficulty to meet requirements of MRCs (especially in terms of minimum quantity to be guaranteed).</p> <p>Climate change effects negatively impact on crops: heat waves, drought, late frost.</p>	Econ.
		Env.		Env.
		Soc.	<p>Lack of continuous training for unskilled people. Frequent staff turnover (since composed by disabled people, drug users, usually remaining for limited periods according to the reintegration plans).</p>	Soc.
		Inn.	<p>Availability of funding to support innovative ideas that might be too risky for this kind of businesses.</p>	Inn.

	Ecommerce solutions provided in almost all identified cases.	Tech.	Still poor use of sensors/tools that might contribute to improved management of resources (such as sensors for a more effective irrigation and thus reduction of water consumption).	Tech.
			Digital infrastructure is limited, especially for business in rural areas.	Infr.
Andalusia (Spain)	<p>Complementary touristic activities;</p> <p>Stable demand;</p> <p>Diversification of traditional businesses and the economic fabric of rural areas;</p> <p>Agri-food companies are well-established;</p> <p>Well-developed agri-food sector.</p> <p>The activity of the company supports the unique environment of the meadow, as well as, some cow breeds;</p> <p>The activity does not have a negative impact for the environment;</p> <p>Wide availability of natural resources and good maintenance of them;</p> <p>Good climatology for this kind of activity;</p> <p>This activity supports to maintain biodiversity in the region.</p> <p>Strong relationship with other companies in the next steps of the value chain;</p> <p>Deep penetration of this kind of business within the region;</p> <p>Properly skilled young population.</p>	Econ.	<p>Low added value of the product;</p> <p>Little room of improvement for the performance of the activity;</p> <p>Lack of internationalization of local companies;</p> <p>Lack of cooperation among the local companies of this field.</p>	Econ.
		Env.	Eventual natural disasters or drastic weather changes can affect to the production.	Env.
		Soc.	<p>Low power of attraction of highly specialized staff;</p> <p>Lack of population in rural areas;</p>	Soc.

			Low industrial fabric in these areas; Lack of a generational replacement for the livestock farms.	
	Willingness to apply new innovations within this field.	Inn.	Low entrepreneurship culture within these regions; The age of the business managers hinders the introduction/application of new technologies/innovations; Low R&D capacity applied for the local production; Lack of R&D policies applied to the agricultural sector.	Inn.
	Ecommerce infrastructure applied in the business.	Tech.	Lack of technology to improve the performance within this sector	Tech.
	Near main roads; New projects of transport infrastructure.	Infr.	Poor and old transport infrastructures hinder the communication among municipalities; Lack/Problems sensors. of coverage for IoT sensors.	Infr.

4.1.3 Business Model: Food and drink industry

Region	Strengths	Criteria*	Weakness	Criteria*
Sicily (Italy)	High quality of the products; Adoption of an associative model (which gives a homogeneous and competitive offer in prices);	Econ.	Presence of many small producers; Poor networking activity;	Econ.

<p>Veneto (Italy) LINKAGE TOURISM</p>	<p>The employees are agronomists, agro-technics and agricultural experts; Existence of the Cooperative which provides to the producers the support of its technical staff. Management of resources with a low environmental impact and a trend to produce organic products. Good relationship with the public administration; Establishment of a relationship with the consumers to make them aware of the products they consume and purchase.</p>	<p>Env. Soc. Econ.</p>	<p>Agriculture, in general, gives little income and is a demanding job, the younger generation are not attracted except in a few cases in which children take care of the family business; Few employment prospects (there is no generational change). Little use of renewable energy in the sector. Raising age of the producers; No gender equality, producers and farmers are almost totally men. E-commerce is not developed; Innovation in terms of cultivation techniques and transformation touches really few companies. Tendency to adapt production and Business Models to the market trends.</p>	<p>Env. Soc. Inn. Econ.</p>
	<p>Significant agricultural production (ca. 2% of Regional GDP) and more and more integration of the value chain with the local agro-food industry (ca. 2% of Regional GDP and ca. 10% of National GDP of the sector); Strong vocation towards export (ca. 10% of total regional export) thanks to the BBF (bello e ben fatto - beautiful and nicely done) products - especially wine 2017 Regional law limiting land consumption (First region in Italy to have a zero-land consumption, favouring also urban regeneration); EU Structural funds (managed at regional level) supporting investments in: energy efficiency and production of energy from renewable sources, improved water management, improved fertilizers and pesticides management.</p>	<p>Env.</p>	<p>Strong industrial vocation that has already brought to significant land consumption and limited rural areas; Excessive monocultures.</p>	<p>Env.</p>

	<p>340+ agri-cooperatives active in the region (especially dairy products and wine sector);</p> <p>69 certifying bodies protecting local products (DOP, IGP, DOC, DOCG) including wine, ham, cheese, etc.;</p> <p>Strong traditional trade associations;</p> <p>Promising environment for vertical networking along the value chain.</p> <p>Growing presence of young entrepreneurs and new enterprises in rural areas (both agricultural and agro-food sector);</p> <p>Strong competitive factor related to the habit to “listen” to the market and seek for feedbacks from the international buyers.</p> <p>Significant investments in new production technologies, generating increased quality and added value.</p> <p>Strong regional logistics bringing together production, transformation and delivery.</p>	Soc.	<p>Fragmentation of trade associations (both agricultural and industrial ones);</p> <p>Fragmentation of primary production and scarce concentration of primary offer</p>	Soc.
Südburgenland (Austria)	<p>Slow but steady and well considered growth, now stable economic situation and farm size;</p> <p>Market for the farm products now established;</p> <p>Environmentally friendly production brings specific support from agricultural policy measures;</p> <p>Direct marketing is very authentic, brings a good binding effect to customers.</p> <p>Positive aspects through organic production, sheep also in use for landscape maintenance, areas under threat of afforestation are managed sustainably.</p>	Econ.	<p>No financial background, starting at zero so capital from loans was not available at the beginning;</p> <p>As it is a family enterprise there is always the risk of illness or other loss of working force which is not easily (or impossible) to replace adequately.</p>	Econ.
		Env.		

	<p>Participating (and organizing) in various cultural events and initiatives means sales and also promotion, positive impacts also on general regional development and image of the region;</p> <p>Direct marketing is very authentic, brings a good relation to customers;</p> <p>Networking also via participating in woof (we're welcome on organic farms).</p> <p>Considering and gathering new ideas for various sheep products but a stabilizing phase is always necessary after a phase of innovation, no explicit search now for further innovation.</p> <p>Very interesting market, in continuous growth for Italian and foreign visitors and consumers;</p> <p>Possibility of buying quality products directly in the farm.</p> <p>Excursions on foot or by bicycle, visit to the main agri- food activities of the territory.</p> <p>Connection with Trasimeno Municipalities, local crafts and shops.</p> <p>Innovation in the organization of production factors, many actors who are organizing themselves in an aggregate way to solve management and logistical aspects.</p> <p>Preparation and packaging of products, diversification of flavours and organoleptic aspects. Electronic commerce connected to the farm.</p> <p>Development of an interesting net between many farms and agritourism in the territory; organization of the logistics of the transport of residual biomass for the production of compost or energy.</p>	Soc.		
Umbria (Italy)		Inn.	Innovation always means a phase of uncertainty, risk, higher effort of financial and other resources.	Inn.
		Econ.	Low connection with railways and highways.	Econ.
		Env.	Frequent natural damages for big rains, hydrogeological instability of agricultural land.	Env.
		Soc.	Workers specialized in pruning, in the distribution of antiparasitic products, in the treatment of biomass.	Soc.
		Inn.	Not immediate disponible of regional funds, minimum legal requirements very high and difficult to reach by small and medium-sized companies+A29.	Inn.
		Tech.	Sometimes in higher parts of the territory (altitude).	Tech.
		Infr.	Narrow and internal roads.	Infr.

<p>Styria (Slovenia)</p>	<p>There is ethnic and cultural diversity; Lower products risks with smart agriculture sensors uses; There are many natural springs and that can be utilised for tourism use; Will and preparedness for progress and development; Hospitality and naturally gifted stakeholder for work in eco food friendly tourism. Farm rural areas are characterised with very attractive and healthy natural environment; Zero waste and zero carbon emission; Farming in Nature 2000 areas.</p>	<p>Econ.</p>	<p>Cost management; Business efficiency through process automation; Business Modelling missing; Product development and marketing skills.</p>	<p>Econ.</p>
	<p>Farm rural areas are characterised with very attractive and healthy natural environment; Zero waste and zero carbon emission; Farming in Nature 2000 areas.</p>	<p>Env.</p>	<p>Poor environmental and landscape architecture planning; Lack of water resources in the summer.</p>	<p>Env.</p>
	<p>Strong intergeneration partnership; People are self-employed on the farms; Generating positive social impact in local communities (young farmers); There is ethnic and cultural diversity;</p>	<p>Soc.</p>	<p>Depopulation of country sides; Networking and cooperation are weak.</p>	<p>Soc.</p>
	<p>Hospitality of inhabitants (openness, kindness, heartiness). New products produced on the farm with benefits; New technology in the farming process (on the field, in wine yards, in animals feed); IoT solutions in agriculture on the farm.</p>	<p>Inn.</p>	<p>Lack of innovative agricultural solutions for more economic and environmental farming.</p>	<p>Inn.</p>
	<p>There has been a lot of technological transformations in last 20 years;</p>	<p>Tech.</p>	<p>ICT infrastructure is insufficient.</p>	<p>Tech.</p>

	<p>More technology driven solutions with smart agriculture gadgets</p>			
<p>Manisa (Turkey)</p>	<p>LAG (Local action group) and tourism action plan and strategy.</p> <p>High amount of export in the Food and Drink Industry (425.942.000 Dollars export in 2015);</p> <p>Most of the suppliers located around the industry and the relations are stronger in the local than regional and national;</p> <p>Client relations are mostly international oriented;</p> <p>Existence of public and private research institutes and laboratories in the region for food and drink industry.</p> <p>Solar energy and geothermal energy are being utilized in the sector for drying process of especially fruits;</p> <p>Raw materials are used in the industry can be produced as food additive free;</p> <p>Rising awareness on waste management and the existence of some best practices in the region.</p> <p>Inclusion of disadvantages groups like Roman citizens in the BM;</p> <p>Strong producer's cooperatives and civil society organizations;</p> <p>On the job trainings and best practices experiences provided by the public institutions for the suppliers of agro-industry;</p> <p>The BM got migration from the other parts of the country.</p> <p>The Region where the BM located has a high innovation potential;</p>	<p>Infr.</p> <p>Econ.</p> <p>Env.</p> <p>Soc.</p> <p>Inn.</p>	<p>Insufficient public transport in the countryside;</p> <p>Partly bad road conditions.</p> <p>Lack of communication between state incentives, research institutes and the industry;</p> <p>The process of adaptability of employers from agriculture sector to industry sector is not completed;</p> <p>Shortage of capital and lack of information on access to finance and funds;</p> <p>Lack of awareness on anti-air pollution and water management in BM;</p> <p>Lack of practices on renewable energy from Agri industry residues;</p> <p>High water consumption in Food and Drink Industry.</p> <p>As in the other sectors, the participation of women into work force is lower than men in this BM too.</p> <p>Lack of innovation on water management or environmental protection and green jobs;</p>	<p>Infr.</p> <p>Econ.</p> <p>Env.</p> <p>Soc.</p>

<p>Murcia (Spain)</p>	<p>The attempts of integration of the sector to other industries like defence industry through the frozen food.</p> <p>Diversification of products and services and new technologies integration to the BM;</p> <p>There are public and private R&D centres. Potential of attracting R&D companies.</p> <p>Proximity to international maritime transport channels;</p> <p>Smooth internet accessibility;</p> <p>Closeness to the suppliers.</p> <p>Powerful export industry and proximity to the markets of the main European countries (Germany, United Kingdom and France receive about 80% of our agricultural production);</p> <p>The Region of Murcia accounts for 11.4% of all agri-food exports from Spain, with only 2.3% of the country's arable land. These exports have grown continuously, so that in 1997 they were 1,550 million euros and in 2017 they reached 4,786 million euros, which are also 46% of Murcia's total exports.</p> <p>Within these exports include fruits, vegetables and legumes of Murcia, which were 2,631 million euros (55% of total agri-food Murcia, when nationally this percentage was 34%);</p> <p>The main export companies of the Region are integrated in the Association of Producers-Exporters of Fruits and Vegetables of the Region of Murcia (Proexport).</p>	<p>Tech.</p> <p>Infr.</p> <p>Econ.</p>	<p>Lack of university-industry partnership in innovation area;</p> <p>Lack of human resources for innovation.</p> <p>Lack of ICT integration to the BM, lack of e-commerce activities;</p> <p>Lack of human resources in ICT in BM.</p> <p>Lack of green transportation initiatives.</p>	<p>Tech.</p> <p>Infr.</p>
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<p>Microclimatic variability that allows the production of a great diversity of fruits and vegetables, as well as extending the harvest calendars in time. This variability allows to move the plantations to different zones and, for example, obtain extra-early and extra-annual productions that have better prices. of market, or also extend the dates in which the same crop can be supplying the markets (for example: lettuce, broccoli, artichoke ...);</p> <p>Mediterranean temperate climate with a high index of annual sunshine hours (3,000 hours of sunshine / year) and moderate average temperatures (18°C, with average annual variation: 5-45°C), which allows a wide variety of agricultural products;</p> <p>Long historical tradition in the saving and use of water, adapting to the availability of water resources;</p> <p>It is based on the strong implantation of localized irrigation techniques, which cause the water efficiency of its irrigation systems to be the highest in Spain. This has happened thanks to strong investments for the reconversion and modernization of irrigation. Irrigation water is paid by irrigators, being the most expensive in all of Spain, so its use and sustainable management is vital to obtain profitable productions that are respectful of the environment.</p>	<p>Env.</p>	<p>Semi-arid Mediterranean climate, with frequent droughts and floods and, therefore, instability of irrigation water supply. The probability of increase and duration of droughts and floods can be worsened if the predictions of climate change for Murcia of the European Environment Agency are met, which estimate variations for the period 2071- 2100, compared to 1971- 2000: increase in temperatures from +3.5 to + 5°C, and a decrease in precipitation from -20 to -30 mm / year (<-40mm in summer), with possible increase in episodes of torrential rains, at the same time that there will be an increase of number of days without rain. In the same previous period, there will be an increase of days without rain from +16 to more than +24 days;</p> <p>Little average annual rainfall (321 mm / year, with spatial variation by regions between 214 and 602 mm) with respect to the national average (665 mm / year), and high evapotranspiration (1,100 to 1,600 mm / year). This, together with a demand for water that exceeds our own resources, causes dependence on external irrigation waters (Tajo-Segura Transfer, desalination of sea water ...).</p>	<p>Env.</p>
<p>Growing promotion of agrarian associations. In Murcia there are 100 Fruit and Vegetable Producers Organizations (20% of the national total), with some 13,000 members, which manage about 90 Operational Programs and a value of marketable production close to 1,200 million Euros, and a total of investments of 110 million euros;</p>	<p>Soc.</p>	<p>Lack of corporation of producers (cooperatives, organizations of fruit and vegetable producers ...) to improve commercial capacity in increasingly competitive national and international markets, by reducing the dispersion of supply;</p>	<p>Soc.</p>

<p>Professionals with high training in all processes related to agricultural production and the food industry;</p> <p>Presence of companies with a long agrarian and food tradition; High proportion of employment in the agricultural sector with respect to the total active population. In Murcia it is 14%, when the national average is at 6%.</p> <p>Existence of public agricultural and food research institutions (IMIDA, CEBAS-CSIC, universities ...);</p> <p>Companies very aware of the need to invest in their research and innovation departments.</p>	<p>Inn.</p>	<p>Permanent risk for agricultural employment, as crops depend on the weather and the arrival of irrigation waters from other basins (Tajo-Segura Transfer), which is not always guaranteed.</p> <p>Lack of financial levers for public agricultural and food research institution;</p> <p>Lack of collaboration between companies and public agricultural and food research institutions,</p> <p>Lack of synergies and collaboration between the public agrarian and food research institutions.</p>	<p>Inn.</p>
<p>Companies that develop cutting-edge irrigation technologies, greenhouses, food industries, etc., that are applied at the local and regional level, but that also have a great presence and recognition at an international level.</p> <p>Examples: Azud System, Agricultural News, Novhydro, etc;</p> <p>Great potential for obtaining desalinated seawater for irrigation, although its price is not profitable for many crops, especially those farthest from the coast;</p> <p>Agriculture Murcia has undergone a process of modernization and modernization, being among the most modern in Europe;</p> <p>This process is based on: a) Production of the highest quality for export to the most demanding markets; b) Technological Innovation in passive anti-freeze and anti-hail protection (meshes and spraying); c) Modernization of Operations; d) Improvement and</p>	<p>Tech.</p>		

	<p>Modernization of Irrigation; e) Promotion of the Agri-food Industry; f) Promotion of Agrarian Associationism; g) Food Security;</p> <p>Consolidation of water saving strategies based on the development and application of these technologies:</p> <ul style="list-style-type: none"> - Localized irrigation; - Controlled deficit irrigation; - Fertigation; - Woody crops under mesh (citrus, fruit, grape); - High-tech greenhouses: trigeneneration; - Quilted horticultural crops (biodegradable plastics); - Padding of the soil with black meshes in fruit trees; - Use of very early varieties and short cycle; - Harvesting crops in spring; - Irrigation Communities Automation; - Irrigation automation; - Hydroponics; - Pseudo hydroponics in woody; - Regenerative techniques of the root system; - Intensive woody plantations with dwarfing patterns. <p>Wide network of communications by road that facilitate the transport of inputs and the rapid exit of products to the different markets;</p> <p>This network of roads has allowed the fleet of refrigerated transport trucks in Murcia to grow to be one of the largest in Spain and Europe.</p>		
	<p>Infr.</p>	<p>Lack of support for the completion and start-up of the Mediterranean Corridor.</p> <p>This infrastructure will improve the transport of agri-food productions to the main European markets, reducing transport times and, therefore, improving the freshness of the products when they reach the consumer and increasing the time, they have to consume them.</p>	<p>Infr.</p>

4.1.4 Business Model: Rural SMEs

Region	Strengths	Criteria*	Weakness	Criteria*
Oudref (Tunisia)	A rich oasis (palm trees) near the sea, it is unique;	Econ.	Lack of the public investments;	Econ.
	The region has huge quantities Sand useful for construction; Ruins and monuments site.		Traditional industries and handicrafts are about to disappear.	
	The region is a good source of Solar energy;	Env.	Pollution: many factories near the region (Chemical group of Gabes).	Env.
	People awareness of the importance of the environment how to care for it;			
	Overspread of large fertile laud scape.			
	Many associations have been launched so far in different fields;	Soc.	Rural areas are still lagging behind;	Soc.
	We still have strong family ties and relationships.		Continuous protests.	
	Human resources exist with a lot of potential.	Inn.	Administrative services are not enough.	Inn.
	Digitalisation of some services (post office – schools).	Tech.	No internet coverage in rural areas.	Tech.
	The region is very close to the new highway - the seapo airport.	Infr.	Dusty roads / Sewage problems;	Infr.
Murcia (Spain)	Strong local trade sector and catering sector;	Econ.	Lack of lights.	Econ.
	Growing presence of local entrepreneurs in the territory.		Lack of financial resources of the population of the territory to invest in the BM;	
	High efficiency in water management;	Env.	Lack of financing in R&D for rural SMEs.	Env.
	Participation in the Covenant of Mayors for Climate and Energy; Creation of cycle paths.		Low level of awareness about waste management in the BM;	
			Low representation of green jobs in the local economy.	Env.

	<p>SMEs knowledge and interest to implement environment protection activities;</p> <p>Waste sorting skills;</p> <p>Understanding of the short supply chain concept.</p> <p>Growing partnership with local actors (local action groups);</p> <p>Growing communication between local stakeholders;</p> <p>Many entrepreneurs have strong personal capacities for idea development, even if knowledge about particular sector is missing;</p> <p>Openness for new innovative actions;</p> <p>Access and capacities to use IT solutions;</p> <p>Creativity of citizens, ability to produce innovative ideas, which should be capitalised.</p> <p>Strong internet and other communication services (digital technologies);</p> <p>Increased use of internet services;</p> <p>Increased use of online marketing activities.</p> <p>Strong focus on green (blue) technologies;</p> <p>Rural SMEs;</p> <p>Growing access to public infrastructure.</p>		<p>Insufficient use of waste (waste management);</p> <p>Insufficient use of raw materials for packaging.</p> <p>Lack of skilled workers in rural areas;</p> <p>Lack of employees in rural areas;</p> <p>Lack of interest for cooperation; Aging of population in rural areas.</p> <p>Limited funds for innovations for SMEs;</p> <p>Available scientists for development of innovations, available funds.</p> <p>Lack of financial resources for technology development;</p> <p>Lack of knowledge about technologies already applied in other countries;</p> <p>Lacking knowledge of English for accessing latest technological developments in internet and other media.</p> <p>Bad road infrastructure and limits for weights.</p>	
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4.1.5 Business Model: Rural tourism

Region	Strengths	Criteria*	Weakness	Criteria*
Gozo (Malta)	High share of repeat tourist visitors and multiple visits;	Econ.	Lack of economies of scale;	Econ.
	Strong diving market;		High input costs for businesses;	
	Higher tourist expenditure when compared to Malta;		Limited infrastructure capacity and feasibility;	
	Good stock of craftsmen and artisanal workers.		Limited occupancy rate in terms of tourism accommodation.	
	Good climate conditions;	Env.	Cultural /ecological sites needing an upgrade	Env.
	Attractive geo-physical characteristics;			
	Rich in historical, religious and cultural assets;			
	Rich biodiversity.			
	Good stock of craftsmen and artisanal workers;			
	Strong networks among various actors (like Merill Rural Network);	Soc.	Double insularity of the rural communities (Malfa/Islands);	Soc.
Skilled workforce;		Double insularity of the territory (Malfa/Islands).		
Good share of graduates.				
Numerous traditions and activities in forms of new services;				
High innovation capability to build new eco-tourism brands.	Inn.	Innovation creation is limited by lack of funds for rural development specifically to Gozo.	Inn.	
High ICT penetration rate;	Tech.	The usage of the technology is limited by ageing farmers and micro-family businesses.	Tech.	
New apps and intensive usage of eCommerce & Blockchain.				

	Improved inter-island ferry transport services; Good public transport system; Good primary road network.	Infr.	High transport costs for business and frequent commuters.	Infr.
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4.1.6 Business Model: Services

Region	Strengths	Criteria*	Weakness	Criteria*
Pays de la Loire (France)	Green energies are opportunities to build new relationships between consumers, farmers and local authorities;	Econ.	For consumers green energies are sometimes more expensive.	Econ.
	New products and services for the farms contributes of new economic models and to increase the added value of those areas. Production of green energies allow reduction of GES and the improvement of nitrogen cycle;	Env.		
	The agriculture with green energies establishes a well of carbon. Reinforce relationship between consumers and producer of energies and between farmers and the local authorities; Job creation allowed by the new business's models building with green energies; The local Authorities of Chateaubriant Derval are mobilized about green energies (Boiler wood collective, central photovoltaïque, méthanisation). Possible to include to associate end-users with the co- construction of businesses models.	Soc.	It may be difficult to keep a strong and long mobilization for the farmers; Difficulties for the end- users to appreciate benefits of renewable power production.	Soc.
		Inn.	Complicated French regulations which slows down the projects of renewables energies.	Inn.

	<p>Elaborate, test, develop new technologies of production for renewables energies (methanation, hydrogen production, product of biochar);</p> <p>Experimental farm of Derval from Chamber of agriculture is working on new models about green energies.</p> <p>Valorise and support existent infrastructure, sometimes allow to develop local infrastructure (warm the swimming pool, the school) which reinforce the links with the territories and the local authorities.</p>	Tech.	Difficult access by farmers to complex technologies (green energies technologies), with a high expensive engineering which consumes at first a lot of their time. (A part of green energies technologies is complex: methanisation, metanation).	Tech.
Südburgenland (2) (Austria)	<p>Cooperation of small scaled viticulture enterprises enables more efficient investments in machinery and other facilities, scale effects;</p> <p>Workplaces of vine-grower have been secured, upwards trend is to observe now for vine growing in the region, chances for beginners in vine-growing;</p> <p>Cooperation enables qualifying measures, better education</p> <p>Keeping the traditional landscape appearance with vineyards, orchards.</p> <p>Activities to foster regional identity (e.g. traditional costumes, organizing, participating in events, festivals.).</p> <p>Sporadic engagement of research. Here is seen as a strength because it is not state of the art to include research and it is good to have such examples in the regions for spreading such ideas and activities;</p> <p>Engagement in international network activities for exchange of information;</p> <p>Looking for various synergies in the region (grapes, fruit vine, orchards).</p> <p>Cooperation enables investments in new technologies (e.g. vine filling facilities).</p>	<p>Infr.</p> <p>Econ.</p> <p>Env.</p> <p>Soc.</p> <p>Inn.</p> <p>Tech.</p>	<p>Some bigger successful enterprises have established own brands and leave the cooperation;</p> <p>Low utilization of investments in case too many enterprises leave the initiative.</p> <p>No ongoing cooperation with research.</p>	Inn.

			<p>resources such as air, water and soil; the destruction of ecosystems; habitat destruction, the extinction of wildlife and pollution. It is defined as any change or disturbance to the environment perceived to be undesirable, so a business can do very little to avoid it. The primary cause is human disturbance and environmental changes are based on factors like urbanization, population and economic growth, increase in energy use and transportation and intensification of agriculture. What is more, environmental degradation is one of the ten threats officially cautioned by the High-level Panel of Threats, Challenges and Change of the United Nations.</p>	
			<p>High net migration loss (continuous decrease of the population). Migration is a complex phenomenon in which the political, demographic, socio-economic and environmental situations are their major contributors. The factors acting together and determining the decision of an individual to migrate are subdivided in macro-elements (largely independent from the individual), meso-elements (close related to the individual but not completely under the individual's control) and micro-elements (personal characteristics and attitudes). None of these elements are practically under the business' control.</p>	Soc.
			<p>Prevalence of linear innovation processes than network-driven approach, which do not meet the demands on agriculture.</p>	Inn.
			<p>Creation of employment opportunities and growth of rural areas.</p>	Soc.
			<p>Innovation approaches to cultivation.</p>	Inn.

	<p>Framework conditions for production of renewable energies are favourable.</p>	Tech.	<p>Production and management systems are not adapted in order to maintain and enhance the competitiveness and sustainability of businesses.</p>	Tech.
	<p>Integration of the ground transport network or the ongoing construction of a joint airport.</p>	Infr.	<p>Dealing with the demographic change is one of the topical challenges. This change has an impact on the spatial structure and therefore requires modified state planning.</p>	Infr.
Azores (Portugal)	<p>Growth of tourism activity, with great potential for interconnection with agriculture and rural identity;</p> <p>Differentiation and innovation of entrepreneurial initiatives in other sectors of activity;</p> <p>Existence of public incentives for modernization and innovation;</p> <p>Exploitation of the continental market, which continues with high levels of imports of dairy products;</p> <p>Recognition of the Azores Brand in international markets; Political commitment to sustainability.</p>	Econ.	<p>Economic instability in the sector resulting from the oscillation of cohesion policies and European funds;</p> <p>Uncertainty regarding the economic and financial stability of the Region and the Country;</p> <p>Liberalization of milk quotas at European level;</p> <p>Changing consumption habits at the international level;</p> <p>Increase in milk production by the main producers at European level;</p> <p>Russian sanctions on European agricultural products.</p>	Econ.
			<p>Oscillation and meteorological instability affecting arable crops, which are the main source of cattle feed in the Region;</p> <p>Environmental cost for exportation.</p>	Env.
	<p>Political commitment to sustainability;</p> <p>Growth of tourism activity, with great potential for interconnection with agriculture and rural identity.</p>	Soc.	<p>Changing consumption habits at the international level.</p>	Soc.

Region of Thessaly (Greece)	Recognition of the Azores Brand in international markets.	Inn.	World competition is more advanced.	Inn.
	High potential within the region for technology.	Tech.	World competition is more advanced.	Tech.
	Nature-based infrastructures and quality of natural grasslands.	Infr.		Infr.
	Further adopting and developing the BM of (social) cooperatives and being able to exploit the relevant benefits;	Econ.	The increase in the taxes on farming activities which will result in a further decrease of the profitability;	Econ.
	Increase of the exports and, therefore, profitability.		Decrease of funds for the development of conventional farming activities.	
	Exploitation of renewable energy sources and technology;	Env.	Depletion of the natural resources;	Env.
	Usage of diversified raw materials in order to achieve product innovation;		Intense climate changes that affect the productivity and, therefore, profitability.	
	Incorporation of the existing water and waste management models.			
	Exploitation and modernization of local traditional products;	Soc.	“Brain drain”: a significant percentage of young people with high educational background moving in other countries due to high unemployment rates;	Soc.
	Exploitation of the innovative ideas that young farmers and business owners “bring” with them in the sector;			
Enhancement of the relations with local stakeholders through the (co) organizations of fairs and events.		Enhancement of the gender inequality phenomenon.		
Application of modern digital marketing tools and methodology;	Inn.	Lack of national and regional strategy towards the support of innovation.	Inn.	
Exploitation of relevant funding programmes for achieving product and process innovation.				
Exploitation of digital technologies and businesses’ digitalization (e.g. e-commerce);	Tech.	Limited incorporation of new technologies due to their high cost.	Tech.	
Further development of the ICT skills of the sector’s actors through the participation in relevant training programs.				
Exploitation of the geographical location of the region of Thessaly in order to develop logistic services.	Infr.	Low national funds allocated to the modernization of the local and mainly mountain infrastructure.	Infr.	

4.2.2 Business Model: Diversified farming

Region	Strengths	Criteria*	Weakness	Criteria*
PROVENCE - ALPES- COTE d'AZUR (France)	<p>Societal demand for local quality products identified;</p> <p>Large pool of local and tourist consumers;</p> <p>Various Marketing Circuits and kinds of Markets;</p> <p>Sales strategy of products under signs of quality highly developed in PACA (many "protected designation of origin, PDO" products).</p> <p>Climate conducive to agricultural performance;</p> <p>Diversified production with high added value.</p> <p>Strong image of Provence abroad;</p> <p>Strong farmer's organisation in PACA;</p> <p>Willingness of local authorities to facilitate the installation of young farmers to supply local markets with fresh produce.</p> <p>Research organizations, potential for R & D and innovation available;</p> <p>Numerous consulting networks in marketing.</p> <p>Development of ICT: e-commerce, social networks, innovative platforms.</p> <p>Highly developed transformer network;</p> <p>Development of many collective points of sale for agricultural products.</p>	Econ.	<p>Competition from other production basins (ex: Spain for Fruits and Vegetables);</p> <p>Price volatility.</p>	Econ.
		Env.	Global warming and impact on water resources management in Mediterranean regions.	Env.
		Soc.	Difficulty obtaining the agreement of landowners to install farmers on the outskirts of towns and villages.	Soc.
		Inn.	Lack of Farm Field Research Presence.	Inn.
		Tech.	Cost of crop management new technologies.	Tech.
		Infr.	Difficulties for logistics and transport related to the topography of the PACA region (mountain area).	Infr.

Western Bohemia (Czech Republic)	Larger diversification in production aimed at attracting tourism segment; re-discovering traditional regional produce (with innovative design approaches etc.).	Econ.	Not many facilities for the development of the services in remote rural areas (inner peripheries); Growing bureaucratic load and mobbing prevents businesses from growth or even makes them finish their activities; not many start-ups or hubs for business promotion.	Econ.
	Availability of natural resources for the energy production; suitable conditions for bio production; recycling materials and sources.	Env.	Loss of natural resources due to natural disasters; Unforeseen changes in legislation for photovoltaics.	Env.
	Sharing local and regional experience through local community schools and courses; Readiness of educational institutions to provide specific courses for students(public) in the area of regional products and tourism promotion.	Soc.	Depopulation; Loss of young and skilled workforce (to cities); Ageing population, changing structure of active workforce.	Soc.
	European funding for innovative solutions in production; Creativity workshops for public/ specialized workshops and transfers of good practices for entrepreneurs (sometimes cross-border with German partners).	Inn.	Tax/ funding systems are not flexible to support testing of innovative approaches; Innovation approaches become a source of bureaucratic troubles.	Inn.
	Diverse opportunities for business digitalisation.	Tech.	Limited regional policy to support technological development due to bureaucracy; Older generation not able or willing to cope with digitalization.	Tech.
	Active market of internet providers to support rural territories.	Infr.	Regional policy for the development/ maintenance of the road infrastructure is not sufficient;	Infr.

<p>Emilia Romagna (Italy)</p>	<p>High demand for local produces is constantly increasing. Citizens/Consumers are keen to pay more to have a socially fair product; Territory very much oriented to export and international ties, thus opportunities to leverage on international connexions; There is a growing interest, especially from young generation, towards agriculture and especially diversification of farming, and this can be a good opportunity for generations turnover. Availability of potentially wide portions of land being abandoned, and that represent a good capital for investment in new business dedicated to diversified farming.</p>	<p>Econ.</p>	<p>Public transport does not fulfil the needs of local population. Entrepreneurs from the agri-sector are often not too keen to the international dimension, as they face several obstacles (language, rules, small dimensions of the business...).</p>	<p>Econ.</p>
		<p>Env.</p>	<p>Climate change would require the adaptation of crops (such as: more resistant crops, less water- demanding products), but there is still difficulty in understanding this challenge, that require a capacity of long-term planning and vision; Lack of proper land management by public authorities, due to budget cuts (and this implies increased landslides, for ex. In mountain areas). This has negative effects on the availability and quality of infrastructures for logistic and accessibility; Still poor awareness of waste and water management issues, and of innovative solutions to tackle this at business level.</p>	<p>Env.</p>
	<p>Diversification, especially when it comes to the provision of social services/inclusion, clearly support the cohesion of the local community, by generating at the same time employment and income;</p>	<p>Soc.</p>	<p>Education and vocational training still not adapted to the emerging needs, especially it should be investigated the development of</p>	<p>Soc.</p>

	<p>Valorisation of ancient traditions/culture as a competitive advantage for the products/services offered;</p> <p>Inclusion of disadvantaged people.</p> <p>Increasing experiences stimulating/involving engagement of citizens, and thus the capacity of benefiting of community's creativity;</p> <p>The Region is highly investing in R&I through ERDF programmes, and this can support the stemming of new innovative practices.</p> <p>Many opportunities to be in direct contact with consumers: not limited to e-commerce, but also sharing economy platform, social networks, co-creation platforms.</p> <p>Digital infrastructures: good availability, at regional level, of providers that overcome the lack of Internet/telecommunication networks by providing Wi-Fi or radio connection.</p>		<p>multi-competences curricula.</p> <p>Culture gap: there is a cultural "resistance" towards innovation, probably due to the still significant presence, in this sector, of "old" generations of entrepreneurs. Need for a more significant and promising generations turnover.</p> <p>Lack of human capital with ICT advanced competences. This aspect is an internal factor for the pilot experiences that E35 takes to the project.</p> <p>Poor maintenance of road infrastructures by the Local and National Agencies (Province, Region, ANAS) dealing with these roles. In mountain and remote areas, especially during winter or extreme weather conditions, it is harder to guarantee an effective and adequate maintenance of the infrastructure, causing logistic and accessibility issue to the rural villages and the experiences where the pilot project will be implemented.</p> <p>Complete ignorance of the relevance of the innovation within the field;</p> <p>Low industrial activity linked to local production;</p> <p>Reduction of public funds addressed to agricultural activities;</p> <p>Lack of entrepreneurship culture.</p>	<p>Inn.</p> <p>Tech.</p> <p>Infr.</p> <p>Econ.</p>
Andalucia	<p>Public funding addressed to boost the digitalization of traditional businesses;</p> <p>Public funding addressed to prevent depopulation in rural areas;</p> <p>Interest in the breeding of cattle in an ecological way;</p> <p>Growing demand from touristic sector;</p> <p>Growing demand of products and services from the nature.</p>	Econ.		

	<p>Public efforts to maintain the habitat of the meadow; Increasing interest in sustainable activities.</p>	Env.	<p>Damage of the breeding environment of the cattle; Drastic change of climate conditions due to Global Warming.</p>	Env.
	<p>New public initiatives to boost the entrepreneurship in rural areas; Strong involvement of local/regional administrations.</p>	Soc.	<p>Increasing ageing population; Continuous loss of workforce in rural areas; Lack of involvement of the inhabitants of the rural community in this kind of activity; Long and cumbersome bureaucratic procedures.</p>	Soc.
	<p>Good environment to carry out innovation activities; Huge potential for the exploitation of renewable energies; New technologies applied to irrigation and farming.</p>	Inn.	<p>Lack of an innovative ecosystem related to this field; Dependency of public funds related to agriculture;</p>	Inn.
	<p>Digitalization of traditional business models in rural areas; New IT means enable new measures to improve the performance of this kind of business.</p>	Tech.	<p>Limited internet connectivity; Limited local resources to support R&D actions in to boost new businesses models in the region.</p>	Tech.
	<p>Improvement of the accommodation infrastructure, as well as, the services addressed for the tourists; Efforts by the Public Administration in extend the current internet connection in rural areas.</p>	Infr.	<p>Delays in construction of relevant road infrastructures.</p>	Infr.

4.2.3 Business Model: Food and drinking industry

Region	Strengths	Criteria*	Weakness	Criteria*
Sicily (Italy)	<p>Existence of funding opportunities from the Rural Development Program and Organization for Competitive Markets;</p> <p>Opportunities derived from the short supply chain (e.g. Campagna Amica markets);</p> <p>The wine sector is way more developed than the olive oil one;</p> <p>The legislative framework provides good support for example in the regulation of etiquette (but consumers are not careful);</p> <p>Presence of regional quality brands, e.g. IGP;</p> <p>There is the project to create a regional brand that encompasses all the members of the social cooperative.</p>	Econ.	<p>Customers look mainly at the low price and less to the quality (non-stable customer base);</p> <p>Legislation mechanism is too slow;</p> <p>Big companies that offer low quality and low-price products but with brands and advertising;</p> <p>Communication should be improved;</p> <p>The role of sales agents is disappearing due to the growth of large retailers;</p> <p>Conflict with large producers (ex. Bertolli, Carapelli);</p> <p>A more developed wine sector compared to that of oil (bigger producers, creation of a collective brand, e.g. "Settlesoli" which has 3000 members);</p> <p>There is no market in Italy, therefore there is a need to focus on European and international markets.</p>	Econ.
	<p>Climate in Sicily gives products of excellent quality and helps to use few pesticides and produce organic easily. In the north of Italy instead they need many interventions to produce organic.</p> <p>Recruitment of local staff;</p>	Env.	<p>Climatic factors have become a threat, are increasingly unpredictable (for example with violent rains);</p> <p>The climate has equatorial features.</p>	Env.
		Soc.		Soc.

	<p>Awareness raising to inform society about the characteristics of a product of excellence.</p>		<p>Innovations exist (equipment) but there are no resources to buy them;</p> <p>Limited funds to innovate on production and processing;</p> <p>If there are funds it is difficult to spend them because the bureaucracy is slow (example of regional funds under the Rural Development Fund);</p> <p>Absence of investments in development because there are no resources.</p> <p>Production costs should be lowered by improving mechanization;</p> <p>Innovative tools exist but there are not enough resources to obtain them.</p> <p>Old and difficult to innovate infrastructures (both roads and company logistics);</p> <p>Road network that slows down transport and delivery times;</p> <p>Insufficient maintenance of the roads.</p>	<p>Inn.</p>
<p>Veneto (Italy) LINKAGE TOURISM</p>	<p>Strong overall productive context - the region produces 9- 10% of the National GDP with a consolidated industrial sector;</p> <p>Integration with rural tourism: potential for differentiation compared to regular tourism (Adriatic seaside, Garda lake, Dolomites Alps) - ca. 70 million overnight stays and ca. 19 million arrivals in 2017 (Italy's leading country) mainly coming from abroad.</p>	<p>Econ.</p>	<p>Limited and non-homogeneous participation (of Italy) in international working groups focusing on transnational market regulation;</p> <p>Unfair transnational competition and plagiarism of Italian brands.</p>	<p>Econ.</p>

	<p>Organic production is growing, creating attention to environmental aspects;</p> <p>Climate change: vine and olive tree line are moving North;</p> <p>Veneto export privileged markets are located in Central Northern Europe requiring environmental and ethical standards.</p> <p>Strong formal education at Regional level on agricultural and agro-food sectors - Universities (Venice, Padova, Verona), Research Centres, Vocational training, training- on-the-job opportunities;</p> <p>Statistics show interest and good social perception of the agro-food sector - being a “farmer” is now seen as an opportunity for ethically-sound and economically interesting jobs;</p> <p>Culinary TV formats have fostered curiosity towards quality food products, creating interest in younger generations.</p> <p>General quality-oriented and creative approach supported by the Made in Italy status;</p> <p>Re-discover of traditional products.</p> <p>Untapped opportunities for business digitalization;</p> <p>Integration with rural tourism: business digitalization could facilitate integration of offer.</p>	<p>Env.</p> <p>Soc.</p> <p>Inn.</p> <p>Infr.</p> <p>Econ.</p>	<p>Global diffusion of GMO food products;</p> <p>Climate change: increased hydrogeological risk.</p> <p>Traditionally limited staff dedicated to Research and Development;</p> <p>Long value chain and limited product aggregation.</p> <p>Limited interest in new “trendy” foods;</p> <p>Limited trust in the country-system and public support.</p> <p>No international champions in food Retail and Large-scale Organized Distribution;</p> <p>Local industry does not have the strength to sell abroad.</p> <p>Peripheral rural region with limited number of customers, market places;</p> <p>Great diversity of products in the region, at the same time means that a concentration to one specific product, regional branding has not been done yet;</p>	<p>Env.</p> <p>Soc.</p> <p>Inn.</p> <p>Infr.</p> <p>Econ.</p>
<p>Südburgenland (Austria)</p>	<p>As the region has a high number of commuters the spreading of the idea and recognition of the project and farm products is good - also supra-regional. There are also out migrants with an idealistic relation to the home country and support such initiatives;</p> <p>Support from Common Agricultural Policy, use of various rural development measures;</p>	<p>Econ.</p>	<p>Peripheral rural region with limited number of customers, market places;</p> <p>Great diversity of products in the region, at the same time means that a concentration to one specific product, regional branding has not been done yet;</p>	<p>Econ.</p>

	<p>Big lighthouse projects in the region (hotels, spas, golf courses...) were installed to improve regional development and have some positive aspects but they are only investments with strict efficiency criteria and necessities which cannot be provided from small scaled innovative projects, so they mostly cannot profit from them.</p> <p>A very advantaged region for agricultural production, a great diversity of products is possible, autarchy regional food supply could be a future topic;</p> <p>The region has a nature-friendly and traditional image, so the image of the products is good.</p> <p>Related to topic 1 Economic:</p> <p>As the cultivated areas are only marginal extensive ones and not of use for other farmers there is no competition and there are no tensions in relation to other farmers.</p>	<p>Env.</p>	<p>Very small scaled structure in agricultural plots in the region complicates efficient cultivation.</p>	
		<p>Soc.</p>	<p>Peripheral region in decline, loss of a certain concentration of specific farms means: loss of specific knowledge in the region which for example means that short-term help of neighbour farmers etc. or exchange of information and cooperation is not possible anymore.</p>	<p>Soc.</p>
			<p>As it is a peripheral rural region in economic decline (especially decline of animal husbandry, number of farms...) there are difficulties of low densities (e.g. low number of veterinaries, low number of mechanics for specific machinery etc.);</p> <p>Difficult accessibility in public and private transport; obstacle for widening the customers' (and tourists' as potential customers) catchment area.</p>	<p>Infr.</p>
<p>Umbria (Italy)</p>	<p>High capacity to attract tourists and consumers with frequent tasting moments at the company or in local markets.</p> <p>Local biomass and crops residues valorisation.</p> <p>Possibility of courses about Italian cooking and wine production.</p>	<p>Econ.</p> <p>Env.</p> <p>Soc.</p>	<p>Regional Mountain Areas have less facilities according to the structural limits.</p> <p>Soil damages for big rains, drought, hail, winter frosts.</p> <p>Loss of local traditions in more urbanized areas</p>	<p>Econ.</p> <p>Env.</p> <p>Soc.</p>

	High creativity to create a local social development but with limits connected with adequate school knowledge.	Inn.	Introduction of process innovation is connected to the Regional Rural Development Plane but the possibility to access is limited to few farms for the low budget and for many requests.	Inn.
	High introduction of process innovations, use of computerized accounting and registration systems for cropping operations; specific software to optimize the principal cropping operations.	Tech.	Delay in the allocation of funds to lengthen the publication times of calls for tenders.	Tech.
	Web market, web tourist's information, access to apps.	Infr.	Not blocked but slowly done.	Infr.
Styria (Slovenia)	Business cooperation among farmers and other related business entities;	Econ.	Low competitiveness (price management);	Econ.
	Development of niche market agri-tourism offers.		Common territorial rural business initiative is missing.	
	Eco Farming orientation.	Env.	Too many conventional farmers in the area.	Env.
	Attracting young people for innovative rural business stories;	Soc.	Political instability;	Soc.
	Attracting of target groups of tourists as trend setters and opinion leaders of rural development.		Youngsters are leaving the countryside.	
	Smart farming applications;	Inn.	Low innovation driven orientation of farmers;	Inn.
	Innovative business solutions (cross-sectoral trendy products niche target groups)		Clear identification of USPs and POIs is missing.	
	Access to the market leading technological products (i.e. weather forecast and alert facilities).	Tech.	Resources for agricultural operations are limited.	Tech.
	Secure internal data transfer systems;	Infr.	Bad road condition;	Infr.
	Full access of basic ICT (Internet, mobile phone connections)		Limited Internet connections.	
Manisa (Turkey)	Rising awareness on organic foods and drinks world-wide, organize food certificates and rising added-value in export;	Econ.	Unstable relations with the foreign countries at the state level can harm sales to the international markets;	Econ.
	The guarantee of internationally recognized healthy food certificates for customers;		Different brands are used in domestic and international markets. Not successful branding strategy in the international market.	
	The climate conditions (high temperature) provides early harvest.			

	<p>The high potential for organic agricultural and environmentally friendly agricultural production (no agricultural pesticide).</p> <p>Utilization of national public health and safety policies and national and international certifications in food production.</p> <p>Existence of innovative capacity of diversification of final product.</p> <p>Emergence of regional and national support mechanisms for high technology;</p> <p>Specific national incentive to support SMEs for their integration to the e-commerce.</p> <p>Ongoing speed-train railway construction and high construction.</p> <p>Great ability to attract buyers from international markets, mainly European;</p> <p>Obtaining high quality productions and with certification of their food safety;</p> <p>International recognition of the quality of our productions.</p>	<p>Env.</p> <p>Soc.</p> <p>Inn.</p> <p>Tech.</p> <p>Infr.</p> <p>Econ.</p>	<p>Lack of green jobs in the BM can lessen the competitiveness of the BM in the international market;</p> <p>Obstacles in transition to organic farming.</p> <p>High level of income taxes creates relatively lower salary policy;</p> <p>Division of farms.</p> <p>Lack of capacity of the BM to get EU funds for innovation.</p> <p>The risk of losing potential customers due to the lack of e-commerce engagement.</p> <p>High cost infrastructure investment by national government can take time more than expected.</p> <p>Competition with third countries that have much lower production costs;</p> <p>Increase in production costs, mainly due to the increase in the cost of energy. The high degree of automation of agriculture Murcia makes it more dependent on energy and, therefore, more vulnerable to variations in its price;</p> <p>Instability and irregularity of the sale prices of agricultural products in the markets. This threat is constant and affects the most perishable products with greater intensity.</p>	<p>Env.</p> <p>Soc.</p> <p>Inn.</p> <p>Tech.</p> <p>Infr.</p> <p>Econ.</p>
<p>Murcia (Spain)</p>	<p>Promotion and increase of cultivation techniques that are more respectful with the environment: ecological agriculture and integrated protection;</p>	<p>Env.</p>	<p>Losses of production and even of plantations in cases of prolonged droughts and avenues;</p>	<p>Env.</p>

	<p>Promotion of reducing the carbon footprint in agriculture and maximizing its role as a carbon sink.</p>		<p>In a globalized economy, there is a growing and constant risk of introducing exotic pathogens, which can seriously and even irreversibly affect the viability of crops;</p> <p>High energy consumption, especially in the promotion of R + D + i in new filtering and irrigation systems;</p> <p>Absence of recovery plans, regeneration and reuse of agricultural drainages, so that the loss of water (with nutrients and possible contaminants) is minimized by deep percolation and thus avoid contamination of groundwater and surface water bodies and associated ecosystems to them.</p>	
<p>Existence of a network of integrated public agricultural training and training centres (CIFEAs), in which qualified professionals are trained in all fields related to agricultural and food production in the Region.</p> <p>The Ministry of Water, Agriculture, Livestock and Fisheries of the Region of Murcia manages these CIFEAs, which are distributed by the main agricultural regions of the Region: Molina de Segura, Lorca, Torre Pacheco and Jumilla. The first two are National Reference Centres;</p> <p>Existence of several university degrees related to agricultural and food production: Agronomic Engineering (UPCT), Food Technology (UM), Environmental Sciences (UM), Chemical Engineering (UM), etc.</p>	<p>Soc.</p>	<p>Shortage of labour in key periods such as harvest (less need for qualification) or pruning (greater need for qualification.) Therefore, dependence on external labour, mainly foreign.</p>	<p>Soc.</p>	

4.2.4 Business Model: Rural SMEs

Region	Strengths	Criteria*	Weakness	Criteria*
Oudref (Tunisia)	Traditional handicrafts /carpets (Margoum).	Econ.	Lack of facilities in rural areas.	Econ.
	Good source of solar energy.	Env.	Logging and forest fires lead to destruction of nature.	Env.
	Foundation of “handcrafts village “ to preserve our heritage allow new generations to learn about it.	Soc.	Disappearance of a lot of traditions.	Soc.
	Readiness of many graduates to create and bring new ideas.	Inn.	Traditional industries are not ravel-cared for.	Inn.
	There are three internet provides (orange/ telecom/Oredoo).	Tech.	Technological disparity between regions.	Tech.
	The existence of the new highway which will bring a lot of service to rural areas.	Infr.	Regional policy for the development of the road infrastructure is blocked mainly in rural areas.	Infr.
	Existence of empty economic niches for “Green entrepreneurship”;	Econ.	Proximity of large shopping centres that harm the local economy.	Econ.
	Existence of regional grants for the creation of companies in the green sector;			
	Existence of EU grants for rural development (LEADER Programme).			
	Existence of projects focused on the promotion of the environmental heritage of the territory;	Env.	Greater vulnerability of rural SMEs regarding to environmental demands in international markets;	Env.
Existence of financing opportunities: high offer of grants by the regional and the national administration to improve energy efficiency.		New competitors. Some from emergent markets and others from underdevelopment countries.		
Existence of regional policies to favour woman employability in the territory;	Soc.	Greater job opportunities at the cities, causing the emigration of young people from the territory and therefore the aging of the population.	Soc.	

	<p>Existence of a network of information and services for SMEs and entrepreneurs that covers the whole regional territory (Red punto PYME);</p> <p>EmpléateEndplate! Project - Vega Media del Segura 2017-2018: project aims to facilitate access to employment for people over 30 year at risk of social exclusion in the Vega Media del Segura. (ESF and Regional funds);</p> <p>Upcoming publication of EU calls (SME Instrument 2019) for innovation in SMEs;</p> <p>Existence of “Innovation vouchers” granted by the regional administration aiming at promoting the innovation in rural SMEs.</p> <p>Take-off of the e-commerce at all territorial levels</p>	<p>Inn.</p> <p>Tech.</p>	<p>Low R&D spending;</p> <p>Low level of ICT application.</p> <p>The technological revolution itself. The continuous advances of the New Technologies cause important changes in the way to use them. It is not possible to foresee what the next advance will be/uncertainty.</p>	<p>Inn.</p> <p>Tech.</p>
<p>Latvia</p>	<p>The Mediterranean corridor (Algeciras - France), finalization of construction works foreseen in 2020.</p> <p>Procurement law that supports delivery of local products in the territory of region;</p> <p>Introduction of more local products and national dishes and products, degustation;</p> <p>Development of the Clusters for support of development of the territory;</p> <p>Available public funds for investment, innovation and research;</p> <p>Possibility to process more products.</p> <p>Development of blue philosophy, use of local raw resources;</p>	<p>Infr.</p> <p>Econ.</p> <p>Env.</p>	<p>Less sophisticated security e-infrastructure that makes them more vulnerable to cyberattacks.</p> <p>Changes into legislation, bureaucracy, inspections;</p> <p>Lack of support for start-ups and knowledge to use the available different national/international funding;</p> <p>Too many inspecting institutions, too much bureaucracy.</p>	<p>Infr.</p> <p>Econ.</p> <p>Env.</p>

	<p>Access to the waste management, sorting; Access to the water management tools.</p> <p>The common vision of the territory and then the different actors ensure covering training and support (not on the same time same things); To grow the entrepreneurship skills; Growing interest for local farm products, healthy products. Access to the Business Incubators for innovative; Support for innovations development and promotion. Diverse opportunities for business digitalisation (ICT, GIS, sensors etc.); Access to the infrastructure for the technologies' connections. Active market of internet providers to support rural territories; Good internet connections; Electricity network available in country.</p>		<p>Growing inadequate environmental requirements; Environmental challenges require higher investments in infrastructure (insulation for winter temperatures, heating in premises). Loss of local traditions in the territory; Emigration of local inhabitants in case of lack of jobs or low salaries;</p>	Soc.
		Soc.		
		Inn.	No support a testing of innovative approaches.	Inn.
		Tech.	Limited regional policy to support technological development due to bureaucracy.	Tech.
		Infr.	Development of the road infrastructure is limited; Low population density leads to weak transport infrastructure. These two are external factors as the region cannot influence neither development of the roads nor the depopulation nor public transport system.	Infr.

4.2.5 Business Model: Rural tourism

Region	Strengths	Criteria*	Weakness	Criteria*
Gozo (Malta)	<p>Short producer-to-consumer distances; Develop niche markets;</p> <p>Increase the SME base;</p> <p>Create enterprise clusters.</p> <p>Improvement of the geological features prone to retain water;</p> <p>Involvement of various rural areas;</p> <p>Shift towards low-carbon methods;</p> <p>Designate more parkland and natural areas.</p> <p>Establish specialized sub-regional health and social services;</p> <p>Promote active and healthy ageing;</p> <p>Create niche educational hubs and services.</p> <p>Creativity of citizens, ability to produce innovative ideas, which should be developed and capitalized by graduates.</p> <p>Large varieties of business digitalization in eco-tourism (University of Malta).</p> <p>Enhance infrastructure;</p> <p>Improve Gozo's physical accessibility;</p> <p>Improvement of the good supply of energy (renewable energy).</p>	Econ.	<p>Shifts in the global and national economy.</p> <p>Severe changes in weather patterns and sea conditions;</p> <p>Introduction of pests and diseases;</p> <p>Loss of biodiversity and ecological land cover.</p> <p>Decrease in birth rates and working population;</p> <p>Increase in the number of persons with health and social issues.</p> <p>Changing regulatory obligations.</p> <p>Limited regional policy to support technological development due to bureaucracy.</p> <p>Increasing strain on Gozo's road, port and ancillary infrastructure;</p> <p>Increasing demand for water supply.</p>	Econ.
		Env.		Env.
		Soc.		Soc.
		Inn.		Inn.
		Tech.		Tech.
		Infr.		Infr.

4.2.6 Business Model: Services

Region	Strengths	Criteria*	Weakness	Criteria*
Pays de la Loire (France)	We have Local enterprises of wastes recycling;	Econ.	Competition between soil for food production and soil for energies production.	Econ.
	The area contains a lot of resources for production of green energies: trees, hedge, livestock manure,			
	There is a Climate and Energy Plan supported by the local authorities of Chateaubriant -Derval (PCAET).	Env.	Acceptability by citizens about some green energies, problems of smells for citizens (méthanation);	Env.
			Local associations of protection of the heritage are fighting against the setting-up of wind turbines.	
	Improve the image of agriculture and farmers for the consumers and the local authorities.	Soc.	People of rural areas don't need so much green practices.	Soc.
	Opportunity to be an experimental zone about energies saving and production of green energies;	Inn.	Find money to finance the process of living-lab;	Inn.
	Creativity of citizens to produce innovative ideas have to be stimulated and capitalized;		Sensibiliser rural population to the potential of local innovation, local development;	
	Articulate creativity of different stakeholders.		Not many actors in order to involve, to support innovation.	
	The economic models and the technology of the green energies have improved in the last years, by comparison with those of the energy's fossils.	Tech.	People in rural areas must have to move and consequently to use a lot of fossil energies.	Tech.
	The area is localized between three towns of NANTES/RENNES and ANGERS, so it's possible to mobilize some specific actors of those towns.	Infr.		Infr.
Südburgenland (2) (Austria)	As the region has a high number of commuters the idea and recognition of the project is good also supra-regional. There are also outmigrants with an idealistic relation to the home country and	Econ.	Already too many relatively short-term initiatives, brandings, labelling in the region, customers might be confused, no common and	Econ.

	<p>support such initiatives;</p> <p>Support from Common Agricultural Policy.</p> <ul style="list-style-type: none"> - rural development measures; <p>Regional tourism sector profits from the activities, also on the Hungarian side of the border, synergies of bigger hotels, spas, restaurants with the vine-nyll activities.</p> <p>A very advantaged region for agricultural production, a great diversity of products is possible, autarchic supply of food could be a future topic;</p> <p>The region has a nature-friendly and traditional image, so the image of the products is good;</p> <p>Chances for cooperation with restaurants, spas, hotels, nature parks.</p> <p>Related to topic 1 Economic;</p> <p>Keeping traditional knowledge of vine farming, producing in the region.</p>		<p>unique appearance of the region;</p> <p>Peripheral rural region with limited number of customers, market places;</p> <p>Very small scaled structure in agricultural plots in the region complicates efficient cultivation.</p> <p>No capital for risky investments, policy measures would be helpful.</p> <p>Difficult accessibility in public and private transport, obstacle for customers, tourists as potential customers.</p>	<p>Env.</p> <p>Env.</p> <p>Soc.</p>
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5 FINDINGS

The proposed SWOT analysis allows us to draw up a list of similarities and differences for the presented business models, this information can support the creation of directions for rural development strategies.

INTERNAL FACTORS

Similarities:

<p>Conventional farming</p>	<ul style="list-style-type: none"> ● Among strengths, both for the region of Azores and the one of Thessaly, conventional farming is a source of growth for the area, increasing market shares and the rate of employment, and the high quality of the local food is prioritized. ● Production should be environmentally sustainable. ● Investments in new and modern equipment are considered important as well as the presence of infrastructures that support innovation. ● Also, considering the results from weaknesses, producers from both areas have to bear high costs of production. Moreover, rural areas are often difficult to reach, and they lack ICT skills and access to internet connection.
<p>Diversified farming</p>	<ul style="list-style-type: none"> ● Among the strengths, the market of local products is growing (Western Bohemia, Emilia Romagna, PROVENCE - ALPES - COTE d'AZUR). ● Environmentally friendly activities are implemented in all the four regions (in Western Bohemia with the use of renewable sources of energy, in Emilia Romagna with the reduction of land consumption, improvement of the quality of the Agri-environment, restoration of traditional landscapes, Andalusia supports the unique environment of meadows, as well as, some cow breeds and it supports biodiversity; in Provence, Reduction of CO2 emissions due to transport when farmers sell in short circuits, use of old varieties of crops increasing biodiversity). ● For Western Bohemia, Emilia Romagna and Andalusia, IT services are integral part of the production, especially ecommerce infrastructure are applied in the business in Andalusia and Emilia Romagna; it is also true for Provence, where young farmers in diversified agriculture are used to integrate new techniques and production technologies. ● Among weaknesses, eventual natural disasters or drastic weather changes can affect the production and this is true for all the three regions of Western Bohemia, Emilia Romagna and Andalusia; for Provence also, global warming is a major challenge; ● Low skilled workers are perceived as a threat in the three regions (in Western Bohemia only minimum skilled workers are available, in Emilia Romagna there is a need of continuous training for unskilled people, in Andalusia there is a low power of attraction of highly specialized staff); also Provence suffers from low skilled workers especially when it comes to computer skills. ● Western Bohemia and Andalusia lack of population in rural areas. ● Public investments are located more in urban areas than in rural areas (Western Bohemia and Emilia Romagna). ● Rural areas have lower access to internet connection (Western Bohemia, Emilia Romagna and Andalusia). ● Road infrastructures are old (in Western Bohemia older premises partly become brownfields-not much chance to fund their revitalization), poor and old transport infrastructure hinder the communication among municipalities.

<p>Food and drink industry</p>	<ul style="list-style-type: none"> ● Among strengths, great importance is given to EU and regional funding promoting the use of renewable energies (Manisa) and zero-land consumption strategies (Styria, Veneto), as well as direct marketing and good relations with costumers (Veneto, Südburgenland). ● Food and drink markets are growing very fast (Veneto and Umbria). ● Networking and organizing themselves in an aggregate way to solve management and logistical aspects are considered strengths (Umbria and Südburgenland); also, in Sicily with the adoption of an associative model (which gives a homogeneous and competitive offer in prices). ● Growing presence of young entrepreneurs and farmers in rural areas (Styria and Veneto). ● Veneto, Manisa and Murcia are export oriented. ● Manisa pays attention to the inclusion of groups usually excluded from society, especially Roma citizens. ● Temperate climate in Murcia allows the production of a great diversity of fruits and vegetables, as well as extending the harvest calendars in time. ● Great importance is given to investments in improved water management in Veneto and in Murcia, with a long historical tradition in the saving and use of water. ● Among weaknesses, Veneto and Südburgenland share a certain reluctance towards innovation. Südburgenland shows poor financial resources when starting an enterprise, especially in family enterprises as well as Umbria for poor immediate regional funds available; Also, Manisa suffers shortage of capital and lack of information on access to finance and funds. ● Manisa experiences lack of practices on renewable energy and of innovation on water management or environmental protection and green jobs. ● Umbria, Styria and Sicily share insufficient public transport and bad road conditions in rural areas; Manisa suffers the lack of IT integration to the BM, lack of e-commerce activities and of human resources in ICT in BM. Different from the other areas, Manisa shows good infrastructure situation due to the proximity to international maritime transport channels, but a lack of green transportation initiatives; in Sicily e-commerce is still not well developed. ● Both in Murcia and Umbria frequent natural damages for big rains create instability of agricultural land and water supply. ● There is a need to improve collaboration between companies and public agricultural and food research institutions (Murcia, Manisa, Veneto).
<p>Rural SMEs</p>	<ul style="list-style-type: none"> ● Among strengths, both regions (Murcia and Latvia), indicate the increasing presence of local entrepreneurship in their territories. ● They share interest in implementing environment protection activities as well as strong partnerships between the public administration and the territorial community; openness to IT solutions, increased use of internet services. ● Among weaknesses, the two regions suffer insufficient level of awareness about waste management and circular economy. ● Murcia and Latvia regions lack skilled workers in rural areas, able to attract potential clients at EU level and that leads to obsolete business models. ● In both regions, IT technologies are still not widespread due to the lack of financing and road infrastructure are still to be improved.
<p>Rural tourism</p>	<p>Note: only one SWOT representing this type of rural business model was collected and therefore no similarities are presented with business models of the same type. However, the business model for rural tourism (Gozo) presents aspects that can be found in other types of rural business models, as summarized in the Matrix for internal factors and Matrix for external factors.</p>

Services	<ul style="list-style-type: none"> ● Regarding strengths, both regions (Pays de la Loire and Südburgenland) believe that cooperation is important to provide SMEs with qualifying measures and efficient investments. ● Among strengths, both regions are working towards relationships inside their own regions.
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Differences;

Conventional farming	<ul style="list-style-type: none"> ● While in the Azores region suffers a high dependence on European funds, funding opportunities from European programs are indicated as a strength in the case of the region of Thessaly. ● Thanks to initiatives of public authorities and relevant stakeholders, local actors in Thessaly have the possibility to gain know-how from external sources meanwhile in Azores local producers lack access to specialized trainings. ● Thelassy region experiences gender inequality among farmers and workers in rural businesses.
Diversified farming	<ul style="list-style-type: none"> ● The area of Western Bohemia shows higher productivity of labour and a decrease in costs. ● While for Western Bohemia and Andalusia there is a lack of replacement for the livestock farm due to seniority of workers. In Emilia Romagna there is frequent staff turnover since disabled people, drug users, usually remains for limited periods, according to the reintegration plans. ● Support for innovation is low in the three regions but in Western Bohemia innovation support is limited by strict and unpredictable rules and bureaucracy, in Emilia Romagna availability of funding to support innovative ideas might be too risky for this kind of businesses, in Andalusia the age of the business managers hinders the introduction/application of new technologies/innovations and the region lacks R&D policies applied to the agricultural sector.
Food and drink industry	<ul style="list-style-type: none"> ● Among strengths, Veneto shows significant agricultural production. ● Differently from the reluctance towards innovation shown in Südburgenland, Styria has seen a lot of technological transformations in last 20 years. Veneto has significant investments in new production technologies. ● Among weaknesses, Veneto shows excessive monocultures. ● Differently from Veneto and Südburgenland, in Styria networking and cooperation are weak. ● Styria suffers from depopulation of country sides. ● Differently from Veneto and Murcia, there is a lack of water resources in the summer in Styria and a lack of awareness on anti-air pollution and water management in BM and of innovation on water management in Manisa; ● Mediterranean temperate climate in Murcia allows the production of a great diversity of fruits and vegetables, as well as extending the harvest calendars in time, instead Umbria suffers frequent natural damages for big rains, hydrogeological instability of agricultural land and Styria lacks water resources in the summer.
Rural SMEs	<ul style="list-style-type: none"> ● Among weaknesses, while Murcia is lacking financial resources to invest in the BM and in R&D for rural SMEs, Latvia is lacking innovative approach and business capacities; ● While there is a strong institutional support to the community/territory/rural SMEs, Latvia does not perceive this support.

Rural tourism	Note: only one SWOT representing this type of rural business model was collected and therefore no similarities are presented with business models of the same type. However, the business model for rural tourism (Gozo) presents aspects that can be found in other types of rural business models, as summarized in the Matrix for internal factors and Matrix for external factors.
Services	<ul style="list-style-type: none"> • While the region of Pays de la Loire sees a great strength in investments for green economy, and Südburgenland maintains the traditional landscapes.

Other relevant aspects:

- In food and drink industry, Manisa pays attention to the inclusion of groups usually excluded from society, especially Roma citizens;
- In diversified farming, Emilia Romagna is promoting social inclusion through the direct Involvement, in the BM, of people with disabilities, unemployed, prisoners, drug users.
- Rural tourism (a mix of rural and urban tourism) is strongly developing in Veneto Region and it is also tied to the above mentioned agro-food industry since it benefits from the attractiveness of wine (and olive oil) production and vice versa it promotes local food and wine production.

EXTERNAL FACTORS

Similarities

Conventional farming	<ul style="list-style-type: none"> • Among the opportunities, both the exploitation of technologies and renewable energies are considered important; • Among threats, the most dangerous are considered the economic crisis and the increment of unemployment rate; also, meteorological instability represents a threat for both regions as well as changing in consumption habits at the international level and competition in the global market.
Diversified farming	<ul style="list-style-type: none"> • Among the opportunities, importance is given to diversification in the production system (Western Bohemia and Emilia Romagna, Provence); • High opportunities are seen in the local/traditional production in Western Bohemia (re-discovering traditional regional produce) in Andalusia (growing demand of products and services from the nature) and Emilia Romagna (high demand for local produces is constantly increasing); • Growing demand from touristic sector in Andalusia and in Western Bohemia (larger diversification in production aimed at attracting tourism segment); • Important opportunities are seen in the involvement of citizens in Western Bohemia (creativity workshops for public/specialized workshops and transfers of good practices for entrepreneurs (sometimes cross-border with German partners)) and in Emilia Romagna increasing experiences stimulating/involving engagement of citizens, and thus the capacity of benefiting of community's creativity; • Importance is given to digitalization and innovation, especially for rural areas in the four regions. • Lower development of services and infrastructures in rural areas, loss of natural resources due to natural disasters (Western Bohemia, Emilia Romagna and Andalusia) and low investments in renewable energies are indicated as threats by Western Bohemia and Emilia Romagna. • Other threats are indicated in the aging of the population and in the loss of workforce in rural areas in Andalusia and Western Bohemia.

<p>Food and drink industry</p>	<ul style="list-style-type: none"> ● Among the opportunities, Veneto and Umbria collocate the high capacity of the food and drink market to attract tourists and consumers; ● Promotion and increase of cultivation techniques that are more respectful with the environment, like ecological and organic agriculture (Veneto, Murcia, Manisa); ● Strong formal education at Regional level on agricultural and agro- food sectors ● Both the region of Murcia and Südburgenland see great opportunities in taking advantages from the Support of the Common Agricultural Policy, its various rural development measures and other European policies, through the aid programs for agriculture; ● Great opportunities are found in the possibility of strong formal education at Regional level on agricultural and agro-food sectors in Veneto and Umbria; also, Sicily conducts awareness raising to inform society about the characteristics of a product of excellence. ● Many areas see opportunities in business digitalization (Veneto, Umbria, Styria, Manisa): web market, e-commerce, web tourist's information, access to apps, full access of basic ICT; ● Rising awareness on healthy food through certificates could give the opportunity to have international recognition of the quality of the production (Manisa, Murcia); ● Both Veneto (through culinary TV format) and Styria are trying to attract young people for innovative rural business stories.
<p>Rural SMEs</p>	<ul style="list-style-type: none"> ● Both regions see opportunities in available public funds to invest in innovation and research; ● Existence of financing opportunities to improve energy efficiency; ● Trainings to improve entrepreneurial skills; ● Access to the Business Incubators for innovation in SMEs; ● Take off the e-commerce at all territorial levels (specially to support rural territories); ● Both regions show difficulties in meeting the environmental requirements; ● Both regions suffer from the migration of people from the rural areas to the cities looking for more job opportunities;
<p>Rural tourism</p>	<p>Note: only one SWOT representing this type of rural business model was collected and therefore no similarities are presented with business models of the same type. However, the business model for rural tourism (Gozo) presents aspects that can be found in other types of rural business models, as summarized in the Matrix for internal factors and Matrix for external factors.</p>
<p>Services</p>	<ul style="list-style-type: none"> ● Among opportunities, in both regions' agriculture production need to have a good image (Pays de la Loire improve the image of agriculture and farmers for the consumers and the local authorities, Südburgenland has a nature-friendly and traditional image, so the image of the products is good) ● Considering the results from weaknesses, both regions find difficulties in the infrastructure system (in Pays de la Loire people in rural areas must have to move and consequently to use a lot of fossil energies, in Südburgenland people have difficult accessibility in public and private transport, obstacle for customers, tourists as potential customers.

Differences;

Conventional farming	<ul style="list-style-type: none"> • While Azores suffers from the oscillation of cohesion policies and European funds, Thessaly region reports low national funds allocated for innovation and rural areas.
Diversified farming	<ul style="list-style-type: none"> • Among opportunities, Western Bohemia is sharing local and regional experience through local community schools and courses, while Emilia Romagna sees more opportunities in the export and international ties, with youngsters, who show a rising interest in agriculture. • Western Bohemia sees threats in the growing bureaucratic load that prevents businesses from growth and in the poor flexibility of the tax/funding system. Emilia Romagna points out low interest of entrepreneurs from the agricultural-sector towards the international dimension as a threat. • Opportunities are perceived in the promotion of the local community in Western Bohemia and Emilia Romagna but in two different ways: in Western Bohemia through sharing local and regional experience through local community schools and courses, in Emilia Romagna diversification, especially when it comes to the provision of social services/inclusion, clearly support the cohesion of the local community, by generating at the same time employment and income; • All regions perceive resistance towards innovation and digitalization, but from regional policies in Western Bohemia and from older generations of producers in Western Bohemia and Emilia Romagna and because of the dependency of public funds related to agriculture in Andalusia.
Food and drink industry	<ul style="list-style-type: none"> • In Veneto region youngsters are increasingly interested in this sector thanks to culinary TV formats, while in Styria youngsters are leaving the countryside. • For Sicily there is a need to focus on European and international markets, while for the other regions internationalization is seen as a threat (Murcia, Manisa and Veneto face threats with internationalization (in Murcia competition with third countries that have much lower production costs, in Manisa there is no successful branding strategy in the international market and unstable relations with the foreign countries at the state level can harm sales to the international markets, in Veneto there is limited and non-homogeneous participation (of Italy) in international.
Rural SMEs	<ul style="list-style-type: none"> • Among opportunities, Murcia indicates the existence of regional policies to favour woman employability in the territory; • While in Murcia rural SMEs find it difficult to follow the technological revolution because of its own nature (it is difficult to continuously and quickly renovate in IT), Latvia lack regional support to able rural SMEs to implement innovative approaches; • While for Murcia one of the main threats is the vulnerability of the local economy, in Latvia one threat is represented by the bureaucracy and the lack of support for start-ups in using the available national/international funding;
Rural tourism	<p>Note: only one SWOT representing this type of rural business model was collected and therefore no similarities are presented with business models of the same type. However, the business model for rural tourism (Gozo) presents aspects that can be found in other types of rural business models, as summarized in the Matrix for internal factors and Matrix for external factors.</p>
Services	-

As a result, highlight of the similarities and differences between the territories coming from the SWOT analysis can support creation of directions for the rural Living Labs strategies and business models. These results, as well as the benchmark criteria (Task 2.2) will be integrated and consolidated in the last task of the WP2, aiming at providing a useful benchmark tool for rural entrepreneurs (Task 2.4).

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ANNEXES

ANNEX 1: 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 urbanization, 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 behavior 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 realized by our brainstorming with users/ stakeholders that each Rural Living Lab, like an open “kitchen” with their “local ingredients and special flavors 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 2: 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 3: 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
Tunisia	Conventional 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 analyze	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	PEBUTEC 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
UHLAVA OPS	Zdenek Hyncik	Czech Republic	Diversified Farming
ZSA	Vegetables production	Latvia	Diversified Farming
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
UHLAVA OPS	Panství Palvínov s.r.o	Czech Republic	Food & Drink Industry
RMB	Erlebnisparadies 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
UHLAVA OPS	LUKRENA a.s.	Czech Republic	Diversified Farming
UHLAVA OPS	Obchodní družstvo Soběšice	Czech Republic	Diversified Farming
UHLAVA OPS	Josef Krůs - Mlýn Podhora	Czech Republic	Diversified Farming
UHLAVA OPS	Ing. Jiří Tetzeli - NORD	Czech Republic	Diversified Farming
UHLAVA 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	Wohnwagon (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
UHLAVA OPS	Jiří Zelený	Czech Republic	Diversified Farming
UHLAVA OPS	Ekofarma MAČL Mačice	Czech Republic	Diversified Farming
UHLAVA OPS	Agromap s.r.o.	Czech Republic	Diversified Farming
UHLAVA OPS	Šumavaprodukt s.r.o.	Czech Republic	Rural SMEs
UHLAVA 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	Conventional Farming
CAPdL	Regional association of farmers which make food with the farm for pork production.	France	Food & Drink Industry
Darmargoum	Kolna Hirfa (Tous artisans)	Tunisia	Rural SMEs
Darmargoum	Zero Waste Tunisia	Tunisia	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	Tourism
WRLS	VINNÝ ŠENK U MIKEŠE	Czech Republic	Food & Drink Industry
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	Czech Republic	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 Bertaiò	Italy	Food & Drink Industry
Darmargoum	Stratégie Bargou 2020	Tunisia	Services
Darmargoum	Poterie de Sejnane	Tunisia	Rural SMEs
CESIE	Gusto di Campagna	Italy	Services
FRCT	Profrutos - Cooperativa de Produtores de Frutas, Produtos Hortícolas e Florícolas de São Miguel	Portugal	Rural SMEs
FRTC	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 Palombarò	Italy	Food & Drink Industry
FRTC	Cooperativa União Agrícola	Portugal	Services
FRTC	Uniqueijo - União das Cooperativas de Lacticínios dos Açores	Portugal	Food & Drink Industry
FRTC	Queijaria Furnense	Portugal	Food & Drink Industry
FRTC	Unileite - União das Cooperativas de Lacticínios e Produtores de Leite da ilha de São Miguel	Portugal	Food & Drink Industry
FRTC	Easy Fruits and Salads	Portugal	Food & Drink Industry
Darmargoum	AKTL : Artisane de kroumerie en Toute Liberté	Tunisia	Rural SMEs
Darmargoum	PAMPAT	Tunisia	Food & Drink Industry
Darmargoum	MLOUMA	Senegal	Services
FRTC	Suinoçor - Criação e Comércio de Gado, Lda.	Portugal	Conventional Farming

FRTC	Fromageries Bel Portugal, S.A.	Portugal	Conventional Farming
FRTC	Terra Verde - Associação de Produtores Agrícolas dos Açores	Portugal	Services
FRTC	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
WTELECOM	Vivero Los Cipreses	Spain	Rural SMEs
UCAM	LIVERUR	Spain	Services
WTELECOM	MonteAlbo	Spain	Conventional Farming

WTELECOM	MJE Pallarés	Spain	Diversified Farming
WTELECOM	Bene Agere	Spain	Services
UCAM	LIVERUR WP2 Data Collection	Spain	Conventional Farming
CAPdL	Metha BDC	France	Rural SMEs
WTELECOM	Juan Salado Espejo	Spain	Services
WTELECOM	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
WTELECOM	Regadío y plantación almendrera	Spain	Conventional Farming
WTELECOM	Arrecife Viejo	Spain	Diversified Farming
WTELECOM	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 Tourism
CLEOPA	HORTENA	Former Yugoslav Republic of Macedonia	Conventional Farming
CLEOPA	MATRECO	Russia	Food & Drink Tourism
CLEOPA	UAB Presto Durpes	Lithuania	Rural SMEs
CLEOPA	VAISIU SULTYS	Lithuania	Food & Drink Tourism
CLEOPA	LUBBE LISSE	Netherlands	Rural SMEs
CLEOPA	JH WAGENAAR B.V.	Netherlands	Food & Drink Tourism
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 MAHLAS	Estonia	Food & Drink Tourism
CLEOPA	BRÄMAREGÅRDENS MUSTERI	Sweden	Food & Drink Tourism
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 Tourism
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
FRCT	Agraçor	Portugal	Conventional Farming
FRCT	Cooperativa Agrícola do Bom Pastor	Portugal	Rural SMEs
FRCT	Prolacto, 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 Kingdoms	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

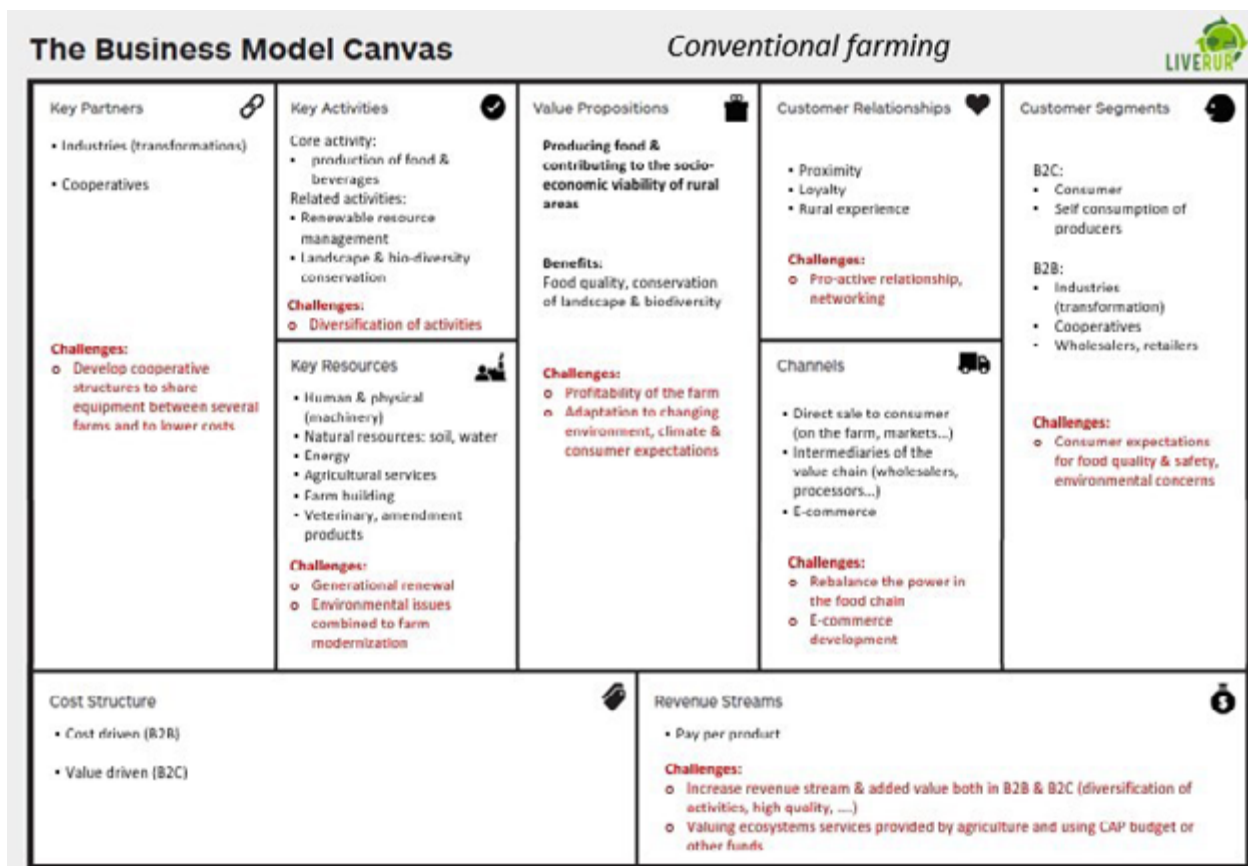


CLEOPA	Fruitlife	Ukraine	Conventional Farming
CLEOPA	FITOFRUIT	Russia	Conventional Farming

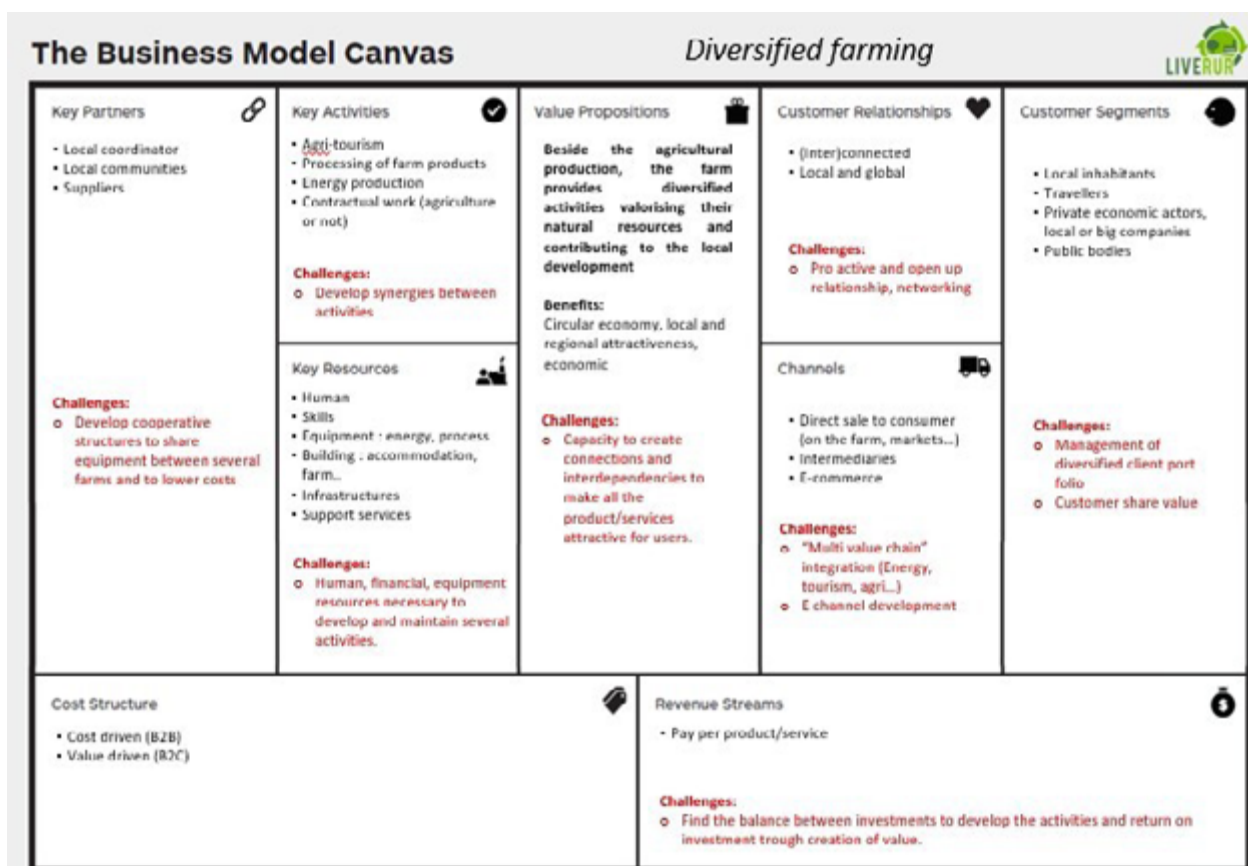
ANNEX 4: Summary of the D2.2 Report on Benchmarking Criteria Creation

<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).

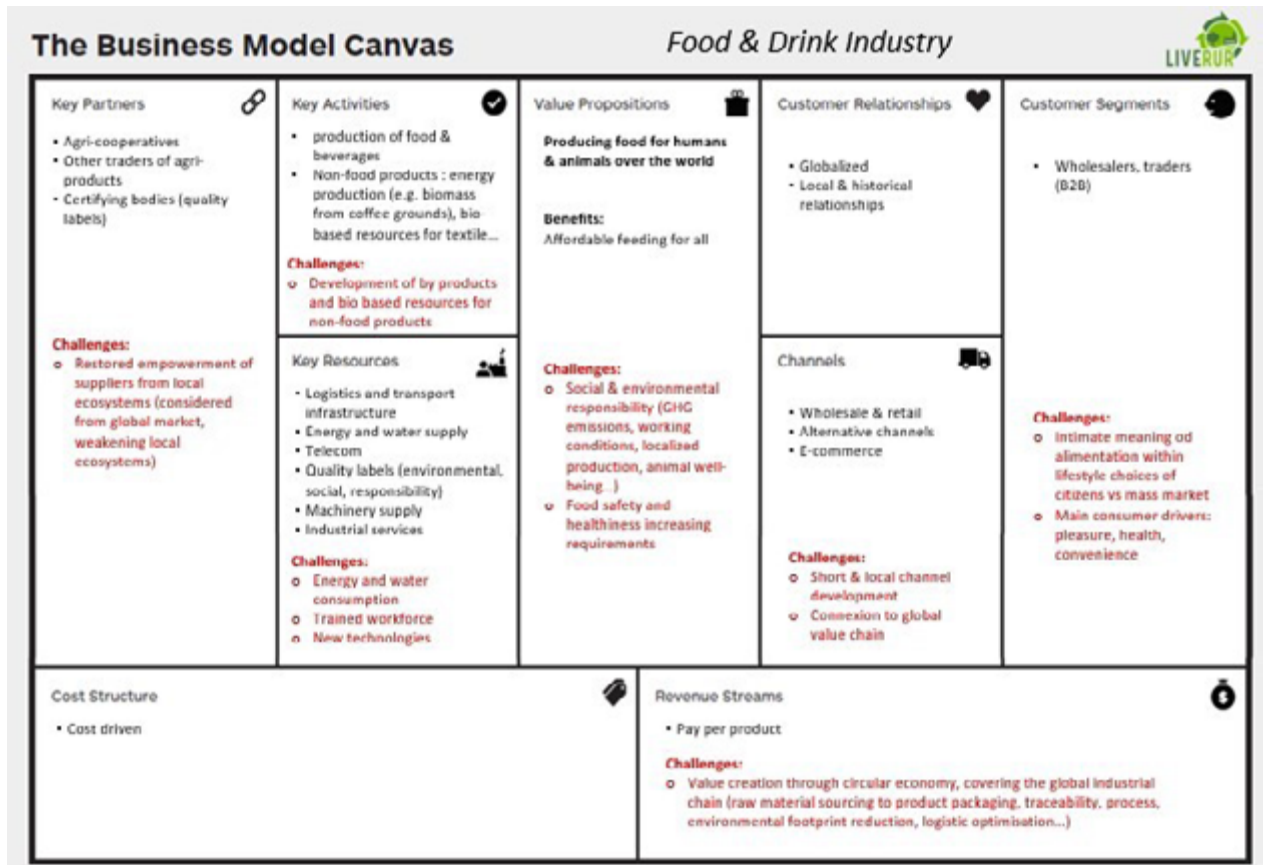
ANNEX 5: The Business Models Canvas proposed by LIVERUR



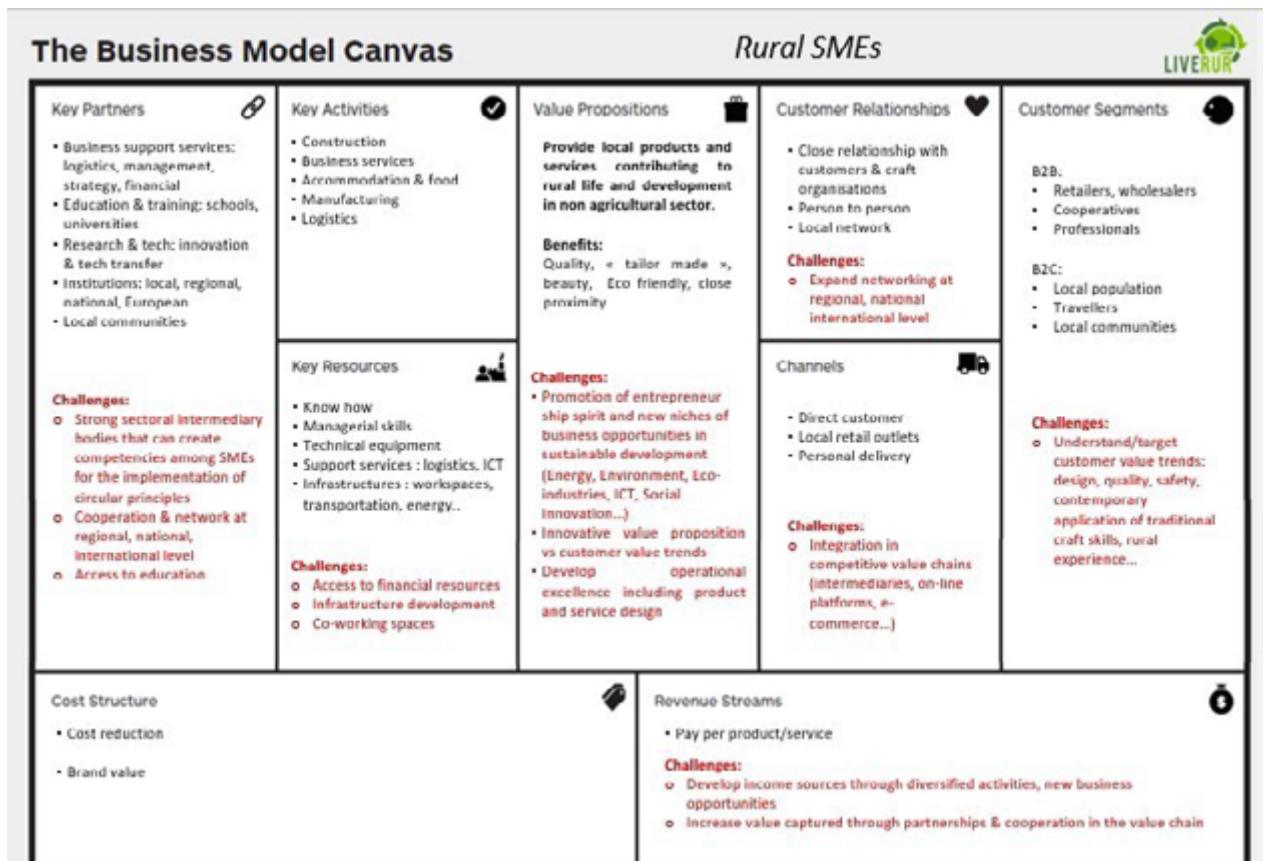
Business Model Canvas for Conventional Farming



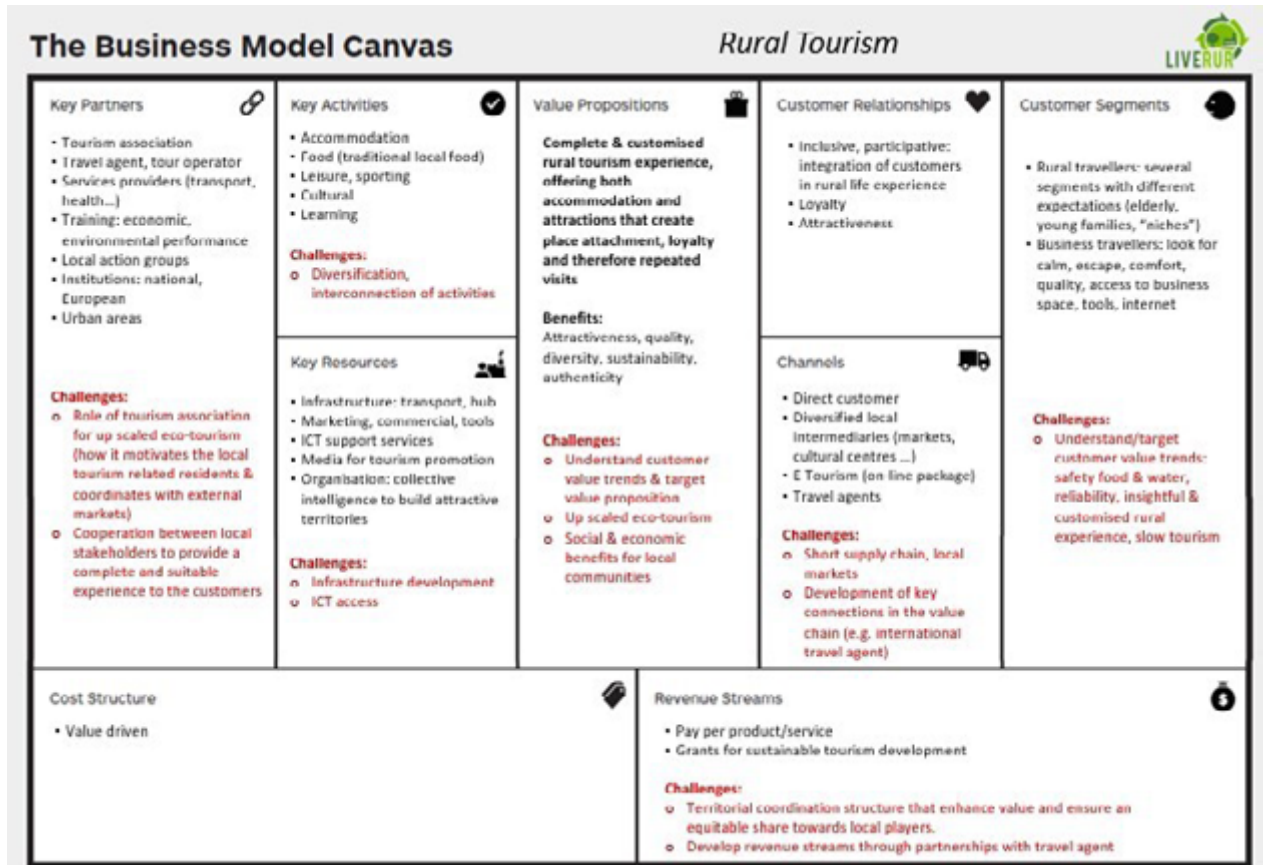
Business Model Canvas for Diversified Farming



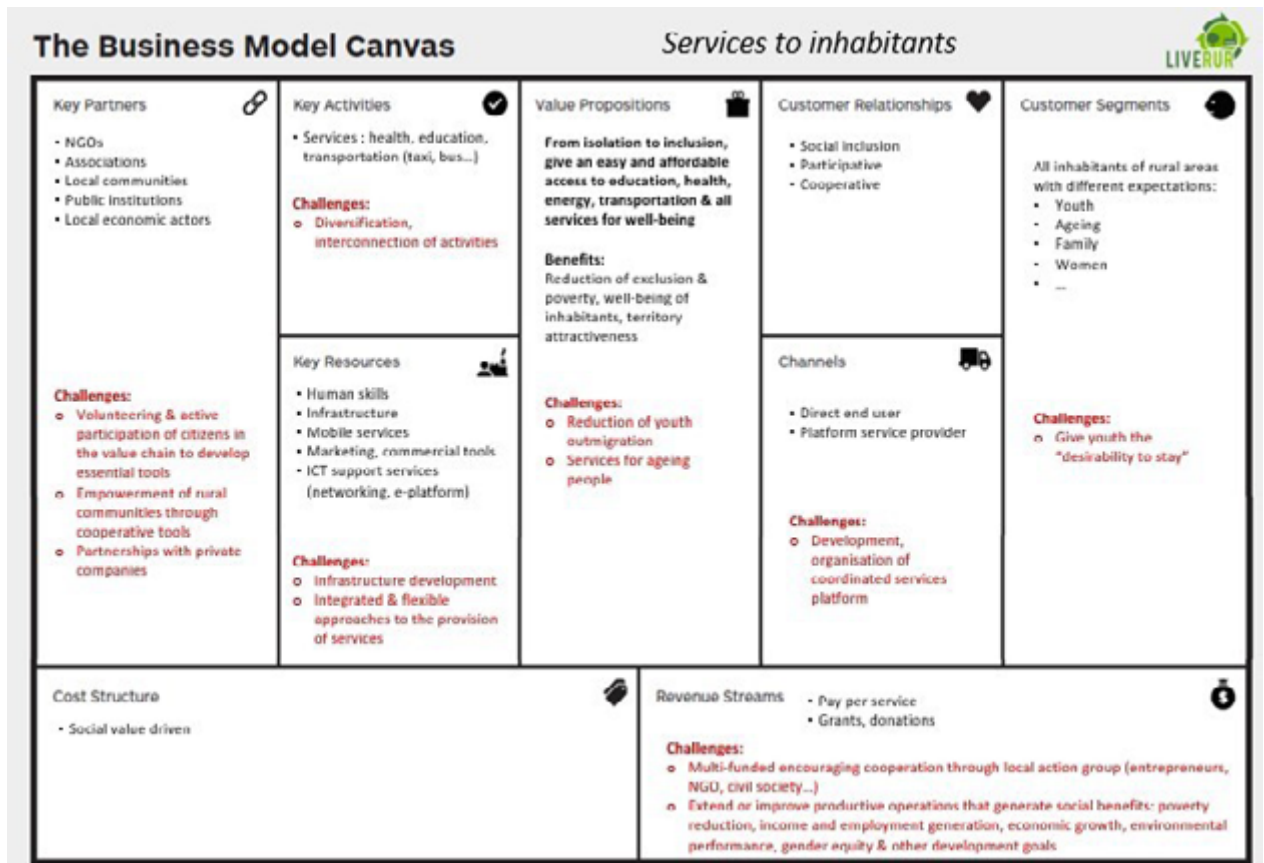
Business Model Canvas for Food & Drink Industry



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
Strength (internal factors)	<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
Weaknesses (internal factors)	<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>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>Social (community and territory):</p>
Opportunities (external factors)	<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? - 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"> - Recruitment of personnel in relation to the regional territory - Relations with the Public Administration and Territorial Community - Learning opportunities for community/ territory - Gender equality - Inclusion of various disadvantaged groups in work/volunteering processes <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)
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