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Developing Community
Based Innovative
Business Models for
the Revival of the
Internal Areas in the
Mediterranean-
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D.1.1.2 Compilation of capitalised policies, measures and tools

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Project title	Developing community-based innovative business models for the revival of the internal areas in the Mediterranean
Project acronym	REVIVE
Mission	Innovative Sustainable Economy
Programme priority	1 - Smarter MED
Specific Objective	RSO1.1 - Developing and enhancing research and innovation capacities and the uptake of advanced technologies
Project Website	https://revive.interreg-euro-med.eu/
Deliverable number	D.1.1.2 Compilation of capitalised policies, measures and tools
Work package	WP1 - Pilot framework set up
Activity N°	Activity 1.2 - Existing GP assessment and previous experiences output integration
Type of Deliverable	Best Practises
Language	English
Target Audience	Local public authorities Regional public authorities National public authorities
Geographical Scale	Local and Regional
Responsible Partner	E-institute - Ezavod (Slovenia)
Partners involved	<ul style="list-style-type: none"> Larnaca and Famagusta Districts Development Agency – ANETEL (Cyprus)



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	<ul style="list-style-type: none">• National Research Council – CNR (Italy)• Institute of Agriculture and Tourism - IPTPO (Croatia)• Official Chamber of Commerce, Industry, Services and Navigation of Mallorca - MCC (Spain)• National Association of Italian Municipalities - Tuscany - ANCI Toscana (Italy)• Regional Rural Development Standing Working Group in South East Europe - SWG RRD (North Macedonia)• Development Agency of South Aegean Region - READ S.A. (Greece)• Balearic Islands Agency for Tourism - AETIB (Spain)• E-institute - Ezavod (Slovenia)
Dates of production	26 th June 2024 03 th July 2024 31 st July 2024



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1 Introduction

Over the years, numerous initiatives and projects have been developed at national and European levels that today can be considered examples of best practices. In the context of the REVIVE project, adopting established best practices is a key element for ensuring efficiency, sustainability and long-term success. Creating synergy between past and present best practices means not only combining the best of what has been done in the past with current technologies and methodologies but also fostering an environment conducive to continuous innovation. This synergistic process allows building on a solid foundation, constantly improving strategies, and adapting them to new challenges and opportunities. Analysing potential synergies is particularly important for promoting a culture of cooperation and shared growth in developing economic models in the Mediterranean rural areas.

This document aims to enhance and facilitate the exchange of good practices in developing a common knowledge base on methodologies and approaches for developing collaborative economy business models, enabling innovation processes and the uptake of advanced technologies. The activity aims to exploit the lessons learned from past and ongoing projects to develop a shared methodology and build a knowledge base to help the REVIVE project set up methodology and create the pilot framework. For this, the report aims to raise awareness about innovative and collaborative business models, measures, and projects, as well as to share the good practices implemented in different countries and strengthen peer-to-peer learning and innovative development.

Given the objective of the REVIVE project to develop business models for the revitalisation of rural areas, this document outlines the identified best practices categorized as follows (Figure 1):

- Best practices for developing innovative business models based on three main drivers: innovation process; digitalisation and technology; collaborative economy (section 2);
- Best practices for developing business collaborative models based on economic sectors, such as: agriculture, production and trade of local products; tourism and culture; energy and infrastructures; mixed sectors (section 3).



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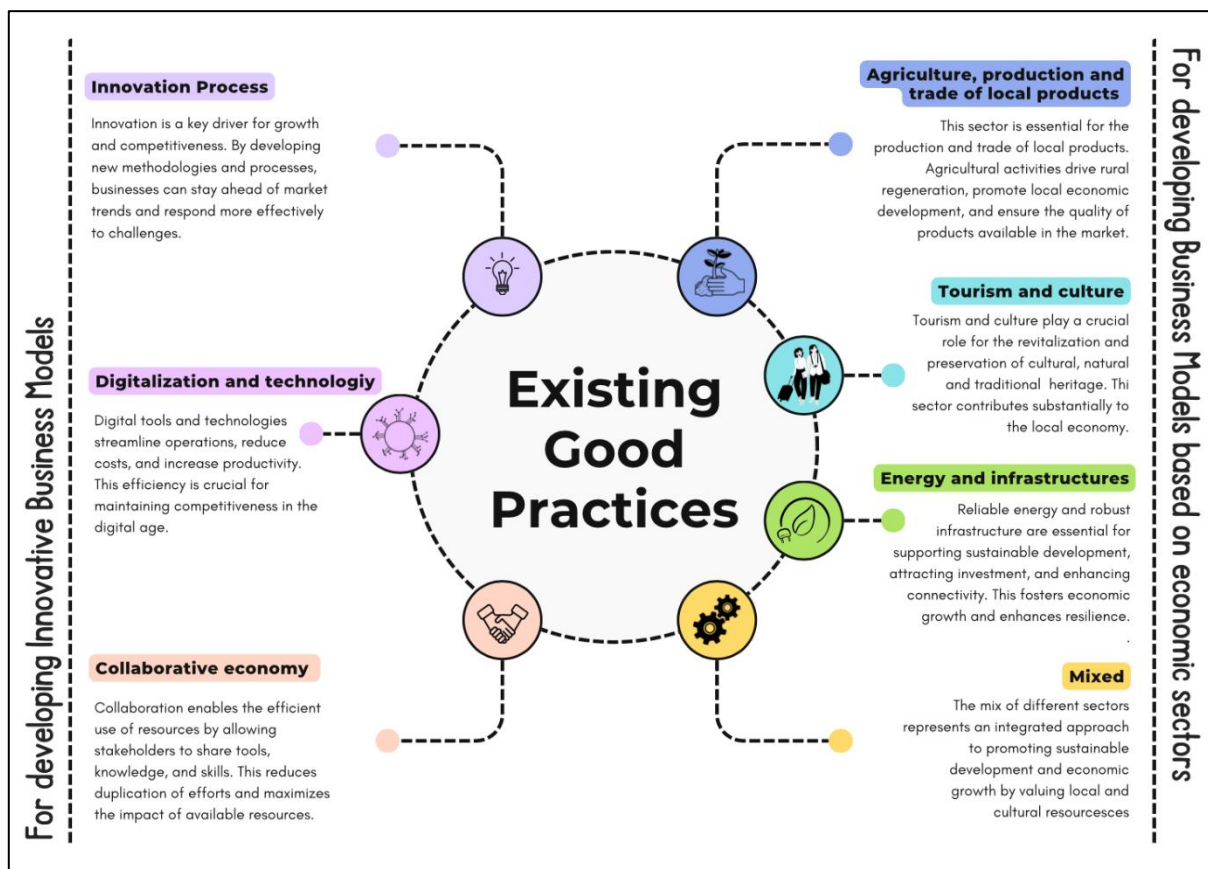


Figure 1. Framework of existing good practices for developing innovative and collaborative business models in rural areas.

2 Good practices for developing Innovative Business Model

This section presents existing best practices implemented in different countries to develop business models. To provide a comprehensive overview, the good practices have been organised into three key categories: innovation processes, digitalisation and technology, and the collaborative economy (Figure 2). These categories are essential for defining effective and resilient business models, as each addresses critical aspects supporting internal areas' competitiveness and sustainability. Value creation, value delivery and value capture represent the foundations for these models, ensuring that regions can offer value while maintaining competitiveness and long-term viability.

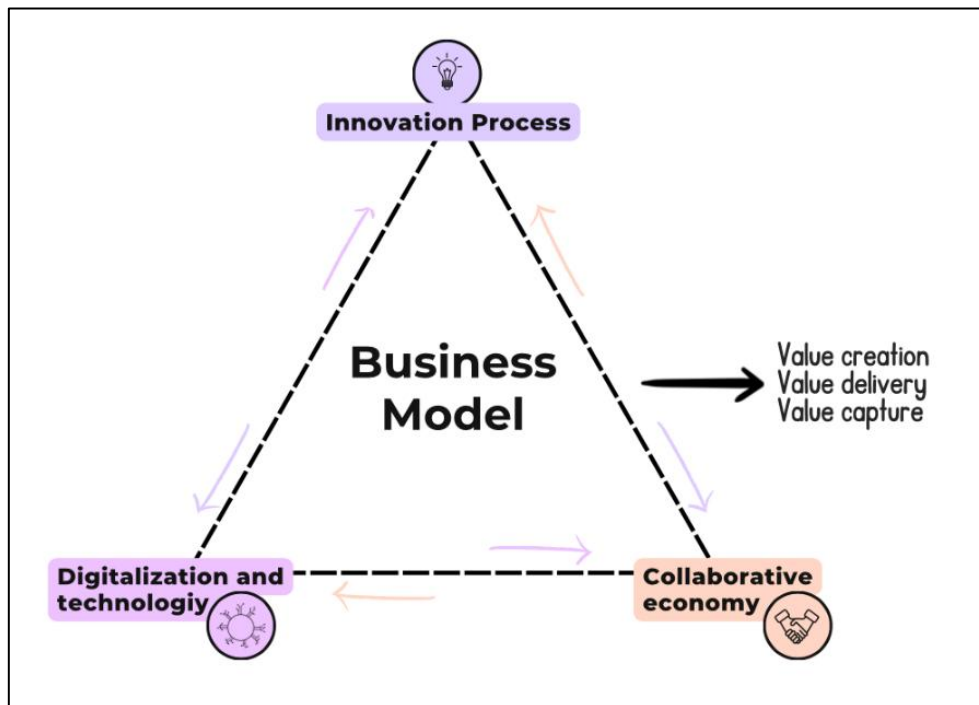


Figure 2. Key elements identified for analysing existing good practices.

The **innovation process** (subsection 2.1) has been recognised as a fundamental element for the success of business models, allowing them to stand out in a competitive market (Teece, 2010). Innovation promotes sustainable growth, creating opportunities to develop new markets and enhancing the ability to respond quickly to industry dynamics (Lorenz et al., 2024). Practices in this category are dedicated to promoting innovation by developing and implementing new methodologies and processes. These initiatives aim to enhance business practices by addressing specific challenges and barriers to growth, particularly in small and medium-sized enterprises and rural areas. These practices support areas to harness creative problem-solving techniques and explore new opportunities to improve the entire territory. The ultimate goal is to translate these creative processes into practical, real-world applications that drive sustainable development and the long-term success of the internal areas in the Mediterranean.

Digitalisation and technologies (subsection 2.2) have become widely prevalent elements that have radically redefined processes and practices for economic development (Broccardo et al., 2023). Digitalisation fosters the evolution of business models by integrating advanced technologies to enhance data, connectivity and interaction, leading to greater efficiency and cost reduction. This category focuses on integrating digital tools and technological advancements to strengthen operations and services. Key best practices often include the development of specialised web applications, e-commerce platforms and digital marketing strategies. These initiatives aim to increase digital literacy among stakeholders, promote the adoption of smart technologies and encourage the digitalisation of



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traditional business models. By leveraging state-of-the-art technology, these practices support businesses in becoming more competitive, adaptable and capable of meeting the demands of the modern market.

The **collaborative economy** (subsection 2.3) has been analysed as a key driver for developing shared business models to create economic value based on new ideas jointly generated by sharing information and knowledge (Miles et al., 2006). Practices emphasise the importance of cooperation and shared resources among different stakeholders, including businesses, public institutions, academic entities and communities. These initiatives foster networks and clusters that facilitate the exchange of knowledge, skills and resources, promoting collective problem-solving and innovation. By building strong, cooperative relationships, these practices help to strengthen local economies, improve resilience and promote inclusive growth.

2.1 Innovation process

CREAINNOVATION

Context: Small and medium-sized enterprises in the Mediterranean

Implementation countries: Italy, Portugal, Greece, Spain, Slovenia, Croatia, France, Bosnia and Herzegovina, Montenegro

Programme: Interreg Mediterranean

Period: 1.2.2018. – 31.7.2020.

Website: <https://creainnovation.interreg-med.eu/>

The CrealInnovation project aims to enhance sustainable development in Mediterranean SMEs through creative methodologies. By overcoming growth barriers and fostering innovation, the project leverages young individuals' fresh perspectives and experts' knowledge in workshops to generate tangible business ideas.

Beneficiaries: SMEs, stakeholders, young people, and managers working together targeting real business innovation challenges and opportunities; universities play a role in training youth on creativity methodologies and techniques usable in the business activities of Green SMEs.

Methodologies and approaches adopted:

- Strengthening competitiveness by turning innovative ideas into sustainable products and services.
- Establishing Creativity Laboratories for idea generation with experts, managers, and students at local and international levels.



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- Conducting 53 national (59 SMEs involved) and 3 transnational (9 SMEs involved) workshops to generate sustainable business ideas.
- Developing and testing innovative methodologies in workshops.
- Facilitating young people's entry into the labour market by enhancing their creative thinking and problem-solving capacities.

Outputs:

- Recommendations and success stories in the project's evaluation report of CrealInnovation Labs implementation.
- CISET Model Tool for sustainability assessment.
- Handbooks for CrealInnovation Labs design, management, and implementation.
- Web platform for accountability about CrealInnovation Labs Pilot Impact.
- National and international handbooks documenting best practices.
- Eighteen national seminars in nine countries and one international conference.

Impacts and success elements:

- Creating creativity labs that unite SMEs, academics, and public entities to solve development problems.
- Strengthening team connections and networking.
- Generating sustainable innovation solutions.
- Establishing a regional and transnational working model of creativity for sustainable innovation in SMEs.
- Establishment of nine MED regional creativity labs for sustainable innovation.



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CONSUMELESS AND CONSUMELESS PLUS

Context: Mediterranean coastal areas

Implementation countries: Albania, Croatia, Cyprus, France, Greece, Italy, Malta, Montenegro, and Spain

Programme: Interreg Mediterranean

Period: 11.2016. – 10.2019 and 6.2021 - 6.2022

Website: <https://www.consumelessmed.org/>

The ConsumeLess and ConsumeLess Plus projects aim to enhance sustainable tourism in selected Mediterranean coastal areas by reducing energy, water use, and waste. These initiatives focus on maintaining the integrity of Mediterranean coasts while providing tourists with authentic and unforgettable experiences. **Goals:** The ConsumeLess and ConsumeLess Plus projects aim to enhance sustainable tourism by implementing the ConsumeLess Model in new areas. These initiatives focus on restoring destinations and encouraging sustainable practices among small and medium-sized enterprises. Additionally, they promote safe destinations, improve local production, and support sustainable development, thereby preserving the natural and cultural heritage of the Mediterranean while ensuring a memorable and responsible tourist experience.

Beneficiaries: Destinations and local communities; tourism-based entrepreneurs; tourists

Methodologies and approaches adopted:

- Consume-less approach: Involves public and private stakeholders in a shared project for sustainable tourism.
- Consume-less Committee: Manages the project with members from public administration and key local actors.
- ConsumelessMed label: Identifies tourist facilities committed to environmental sustainability and customer awareness.
- **Implementation Principles:**
 - Integrated approach: Combines energy and water-saving actions with waste prevention and management.
 - Consume-less services: Involves tourism service providers in reorganising their services.
 - Awareness Campaigns: Use multiple behaviour change approaches and innovative solutions.

Outputs:



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- ConsumelessMed Model; ConsumelessMed Model Document; ConsumelessMed Booklet; Guidelines for Entrepreneurs; ConsumelessMed Platform.

Impacts and success elements:

- The ConsumeLess and ConsumeLess Plus projects successfully implemented the ConsumelessMed label, demonstrative measures to reduce water and energy consumption, awareness campaigns, a common monitoring approach, and a targeted marketing strategy, resulting in 30 destinations and 329 tourist facilities adopting the ConsumeLess Model.

SUSTOWNS

Context: Mediterranean fascinating small towns (interior and coastal)

Implementation countries: Albania, Croatia, Greece, Italy, Portugal, Slovenia, Spain

Programme: Interreg Mediterranean

Period: 11.2019. – 6.2022

Website: <https://sustowns.interreg-med.eu/>

SusTowns aimed to promote sustainable tourism among small, fascinating Mediterranean towns, maintaining tourist flows while preserving fragile ecosystems, local traditions, and cultural heritage. It developed tourism planning, management, and technological tools and linked them to sustainable tourism models and the development of local action plans regarding tourism. SusTown encouraged a participatory process to engage with municipalities and citizens.

Beneficiaries: General public, municipalities, SMEs

Methodologies and approaches adopted:

Capitalising on existing tools and applying the most innovative techniques of the Total Quality Management Methodology to public policies, the project encouraged participatory processes of planning and promotion of the small, fascinating Mediterranean towns based on the principle of sustainability and the enhancement of local cultural heritage.

Outputs:

- Local Action Plans: elaborated in close collaboration with the municipalities to address tourism decline and promote sustainable practices.
- Participatory approach to engaging with local stakeholders through the Total Quality management methodology.
- Sustainable Tourism products.
- Dissemination of knowledge.
- Policy recommendations towards sustainable tourism models and practices.



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Impacts and success elements:

- Stabilise tourism flows and revitalisation of small municipalities.

ARISTOIL

Context: Rural areas

Implementation countries: Cyprus, Greece, Italy, Spain, Croatia

Programme: Interreg Mediterranean

Period: 1.9.2016. – 31.8.2019

Website: <https://www.aristoilfamily.eu/en/>

The project aims to reinforce the Mediterranean olive oil sector's competitiveness by developing and applying innovative production and quality control methodologies that lead to olive oil with enhanced health-protecting properties.

A Mediterranean Cluster of olive oil sector key actors was created to facilitate networking and cooperation across the olive oil sector, such as olive producers, entrepreneurs, universities, and all relevant stakeholders. An e-hub was also created to support communication and the exchange of experiences among key actors. Information on new market opportunities, exhibitions, seminars, demand and other ideas are some of the hub's activities.

Beneficiaries: enterprises, olive millers/ producers

Methodologies and approaches adopted:

- A common operational methodology to support SMEs in gaining competitiveness.
- Clusters and creation of synergies.

Outputs:

- Development of Mediterranean Olive Oil cluster.
- Joint Action Plan to foster SMEs' competitiveness.
- Agronomic Factors Database.
- Training Course for Olive oil Producers and Olive millers.
- E-hub for Med Olive Oil Cluster.

Impacts and success elements:

- More than 300 stakeholders were involved, who participated in training and the cluster.
- The Cluster fosters communication between members, and for the Cluster's durability, the e-hub was created: <https://aristoil.eu/join-us>.



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SUSTAINABLE DEVELOPMENT OF LARNACA COMMUNITIES AND BUSINESS

Context: Rural areas

Implementation countries: Cyprus

Programme: Leader of Larnaca and Famagusta Area

Period: 1.1.2023. – 31.12.2023

Website: N/A

The project aims to prepare a business plan for the communities of the Larnaca rural areas to support the rural communities and enhance their education.

A business plan was based on the collaboration of rural communities and businesses to overcome the barriers of fragmentation in rural areas and work together for local development.

Beneficiaries: municipalities, enterprises

Methodologies and approaches adopted:

- Development plan and collaborative model.
- Training activities.

Outputs:

- Bring technology and innovation to business.
- Increase capacity.
- Better organisation of business.
- Expand their markets to the local and national markets as well as the international market.

Impacts and success elements:

- Better organisation of the business in the area and collaboration.



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PHILOXENIA and PHILOXENIAPLUS

Context: Rural areas

Implementation countries: Philoxenia: Greece, Italy, Cyprus, Malta and Slovenia;
Philoxeniaplus: Greece, Italia, Slovenia, Cyprus, Spain, France

Programme: Interreg Mediterranean

Period: 4.2009 - 3.2012, 1.6.2013 - 30.4.2015

Website: N/A

Implementation of a **common operational mechanism (COM)** that will permit the assistance at a financial, technical (tutoring) and cultural level of persons wishing to be installed in the Mediterranean rural target zones and who want to create their own micro-activities that will reinforce the dynamics of the local economy, attenuate the demographic erosion and will permit them to maintain their identity. Philoxeniaplus: The main objective was to capitalise on project partners' experiences by assessing good practices implemented in MED projects and by transferring methods and good practices to facilitate territorial cohesion in the MED area.

Beneficiaries: Enterprises, managing authorities, local authorities, NGOs and associations, municipalities, government, and regional development agencies.

Methodologies and approaches adopted:

- Implementation of C.O.M. - Common Operational Mechanism of reception of activities in MED rural areas and transfer of Good practices into a local and regional strategy.

Outputs:

- Elaboration of the COM-framework; Launched the calls for projects for the creation of enterprises in their territories; support at the social, cultural level and professional and financial levels to potential entrepreneurs; Free advice to an inter-professional team of individual tutors (accounting, company law, etc); Advice in communication and marketing; Facilitate the search for housing and professional premises.
- Methodological guide; Recommendation document for the Europe Strategy 2020; Workshops - Attraction of New activities, inhabitants, attractiveness and local development in rural areas; Bilateral meetings to transfer good practices and transferability; Action plans.

Impacts and success elements:



- Impacting the future entrepreneurs to establish companies in rural areas and not to move in urban cities.
- The C.O.M. framework implementation involved local partners and has had a real impact on the economy, environment, sustainable development, and territorial governance domains.
- Project capitalisation of 7 good practices coming from the strategies, done ex-post assessment and by transfer to partners.
- Methodological guide - recommendations 2020; Action plans and Good Practice transfer.

2.2 Digitalisation and technology

OSIPPPIT- „Organization of the system of direct sale of agricultural products using internet technology“

Context: Small and medium-sized enterprises in the rural areas

Implementation countries: Croatia and Slovenia

Programme: IPA Slovenia-Croatia 2007-2013, Interreg Slovenia-Croatia

Period: 14.1.2014 - 17.6.2015

Website: <https://www.trznica-trg.eu/o-nama>

Due to the saturation of the agricultural market with cheap, mass-produced, low-quality products, small and medium-sized businesses face higher costs and struggle to remain competitive despite their significant sociological, ecological, and cultural roles in rural development. To create new opportunities, a project was initiated to design and launch a web-based system for directly selling agricultural products, benefiting producers and consumers.

Goals:

- Promoting the possibilities and methods of direct sales and the benefits it provides for both the producer and the buyer.
- Organising and launching a system for direct sales of agricultural products in the Istria region using the internet.

Beneficiaries: Small and medium agricultural businesses as sellers, the general public as buyers and consumers of local agricultural products.

Methodologies and approaches adopted:

- Promotion of producers; Consulting and education; Organisation of study trips and supporting farmers' participation in fairs; Supporting and organizing direct sales; Facilitating professional, educational, and tourist visits; Connecting farms with other economic activities; Mediation services;



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Collaborating with local and regional governments; Exchanging experience within the association and with other associations of similar interest.

Outputs:

- Creating visual identity; Database of examples of direct sales of agricultural products; Organising study visits; SWOT analysis; Expert basis for web application development; Holding seminars and workshops for owners of agricultural products; Developing trilingual web application, bilingual study, bilingual brochure and information leaflets.

Impacts and success elements:

- Creation of the “Web Farmer’s Market” application and the “Istrian Web Market” non-profit association.
- Since 2015, the number of advertised small and medium agricultural businesses has grown to around 220.
- Local producers can now effectively present their products, achieving mutually favourable direct sales, increased market recognition, and high levels of consumer awareness and trust in the producer and their product.
- The marketplace offers a wide range of fresh, local products, benefiting producers and consumers.

CAMARG

Context: Rural areas

Implementation countries: Croatia, France, Italy, Spain

Programme: Interreg Mediterranean

Period: 2.2017 - 12.2019

Website: <https://camarg.interreg-med.eu/>

The project aimed to test and validate advanced e-commerce solutions suited to support small producers (farmers, food artisans, and small retailers) in the Med Territories, which were characterised by agrifood excellence.

CAMARGE promoted digital solutions among agri-food actors of quality products in Mediterranean territories to promote collaboration and competitiveness. The project strongly focused on education for digitalisation and increasing the knowledge about producers and the authenticity of the place of origin of local food products.

Beneficiaries: Small local producers, citizens

Methodologies and approaches adopted:

- To drive the dissemination of zero-km food clusters.



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- CAMARG designed a joint methodology and four regional portability plans to exploit and transfer the project's results, best practices and outputs to other MED areas and a wider audience.

Outputs:

- Four pilot e-platforms in 4 MED countries at the same price as lower quality goods distributed by mass retailing.
- Supported clusters of small producers in organising a self-sustaining short-supply network capable of delivering food to consumers daily.
- Increased knowledge about producers and local food products' authenticity and places of origin.

Impacts and success elements:

- Digital solutions models require less investment, allowing producers to work together, increase their innovation capacity, and enable consumers to trace the products they receive.

PLOUTOS

Context: Rural areas

Implementation countries: Belgium, Greece, Ireland, Italy, Spain

Programme: Horizon2020

Period: 10.2020 - 10.2023

Website: <https://ploutos-h2020.eu/>

The project focused on innovation at the nexus of technology-business-behaviour and agrifood value chains. It brings together experts that take a systems-based approach, looking at the overall impact of changes at any point in the value chain working towards the transition to climate-smart and sustainable farming.

PLOUTUS fostered the connection between technology and business and agri-food value chains and encouraged their digitalisation and competitiveness. The project took a system-based approach, considering the larger agrifood value chain and promoting smart farming technologies. The project focused strongly on training the stakeholders.

Beneficiaries: Agri-food value chains

Methodologies and approaches adopted:

- Establish a sustainable innovation framework powered by a combination of behaviour innovation, collaborative business model innovation, and data-driven technological services.



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- The project developed a "Ploutos Innovation Academy" to provide stakeholders with a series of experiments and practices regarding the sustainability of the agrifood value chain.
- Eleven pilots focused on innovation implementation and co-design, pilot, validation and assessment of the approaches against their economic, environmental and social performance in the agrifood sector.

Outputs:

- Sustainable Innovation Framework that fosters a more environmentally, socially and economically sustainable system, a system-based approach and a toolkit for assessment and adaptation.
- Ploutos Innovation Academy facilitates partnerships across the value chain.
- Eleven Sustainable Innovation Pilots.
- Consumer-Centric IT Tools.
- Promotion of Smart Farming Technologies.

Impacts and success elements:

- The system-based approach allowed for a more comprehensive and deep understanding of the agri-food value chains.

CARPE DIGEM

Context: Peripheral, rural and emerging European regions

Implementation countries: Bulgaria, France, Ireland, Portugal, Slovenia, Spain, Sweden

Programme: Interreg Europe

Period: 8.2019 - 7.2023

Website: <https://projects2014-2020.interregeurope.eu/carpedigem/>

It aimed to foster more inclusive digital innovation ecosystems and services to meet the needs of their economies and society in peripheral and emerging regions. The project assisted its partners to improve their 7 selected policy instruments and help them to become better enablers and deliverers of digital innovation.

After the COVID pandemic, CAPRE DIGEM promoted more inclusive digital innovations in peripheral and emerging regions. The project explored how the partners can better communicate and engage their regions or territories in improving strategies for digital transformation developing new skills and competencies for the future. So this has been the case with the development of European 'Digital Innovation Hubs' regions to access digital technical and strategic support services, which will be further developed in the REVIVE project with the Mediterranean Digital Innovation Hubs activities.



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Beneficiaries: Local stakeholders, SMEs, Citizens, Public Administration and businesses.

Methodologies and approaches adopted:

- Policy instrument improvement and development of the European Digital Innovation Hubs.
- Short Food Supply Chains were identified as having potential for improvement through digital transformation. The project worked to establish Digital Innovation Ecosystems (DIGUEMs) as well.
- Introduction of the concept of "digital emancipation."

Outputs:

- Establishment of Digital Innovation Ecosystems (DIGEMs).
- Six regional DIHs working in the network under the CARPE DIGEM approach.
- Fifteen new companies were exploiting digital tools and services in Digital Education, Healthcare, the Creative industry, Tourism, Energy Industrial design and Media.
- Supported 50 SMEs.
- Well-skilled and equipped digital mediators enable rural youth, entrepreneurs, and the socially/economically excluded to benefit from and contribute to digital innovation fully.

Impacts and success elements:

- It has improved strategies for digital transformation, predicting and developing new skills and competencies for the future.

SON FORNÈS

Context: They recently virtualised the archaeological site to increase its understanding and interest. Additionally, there is an initiative to rehabilitate part of the infrastructure to turn the museum into an interpretation centre, thus promoting the museum and the Pla of Mallorca region.

Implementation countries: Spain

Programme: Digitalisation process of an archaeological site

Period: 5.2024 - ongoing

Website: <https://sonfornes.mallorca.museum/>

The project aims to apply a digital tool to a museum's offer to increase and revalorise the archaeological site.

Canalised through the Destination Sustainability Plan of the Grouping of Municipalities Pla de Mallorca with Next Generation Funds, this initiative has

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provided the digital tools to provide a virtual tour on the museum's website of how this talaiotic archaeological site was supposed to be in ancient times, to increase the attention and understanding of this historical site, thus increasing the visits and the attraction to Pla de Mallorca region by residents and tourists.

Beneficiaries: Children of school age, residents, tourists, and public authorities.

Methodologies and approaches adopted:

- Support from public institutions at the local level (Council level, Grouping of Municipalities Pla de Mallorca, through a publication of an open call to perform the virtualisation of the museum (obtained by a private company).

Outputs:

- Count with the Destination Sustainability Tourism Plan policy as the main leverage for this initiative.

Impacts and success elements:

- Revalorise the archaeological site of Son Fornès
- Increase the understating of the historical frame of the site and increase the attraction for potential visitors – having an impact beyond the museum, to the municipality of Montuïri and further, to the Pla de Mallorca region.
- Improved access to the museum content for people with disabilities.

ANIC- Aegean Neorion Innovation Center

Context: National level, Regional level, local level (Syros island)

Implementation countries: Greece

Programme: Aegean Neorion Innovation Center

Period: 2023 – ongoing

Website: <https://k2southaegean.gr/en/aegean-neorion-innovation-center-siros/>

The ANIC project aims to create knowledge and promote the adoption of digital technology in local communities, spanning areas such as education, health, the environment, and new technologies. At the same time, ANIC will strengthen Syros's digital footprint through its future innovative initiatives and actions. ANIC is a dynamic, modern ecosystem of technology and innovation in the heart of South Aegean, capable of emerging as an important cradle of technological solutions of high added value at the regional and national levels. It is an initiative of the ONEX Group and the Region of S. Aegean as founders, CISCO as a technology provider, COSMOTE as a strategic partner, and the University of the Aegean as an Educational partner.

Beneficiaries: Hospitals, public buildings, enterprises, citizens.



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Methodologies and approaches adopted:

- The Center was created to produce knowledge and enable the penetration of digital technologies in local communities, with its action extending to areas such as education, health, the environment, and new technologies. At the same time, it aims to upgrade Syros's digital footprint through a series of innovative actions and initiatives.
- The first action of ANIC has already been put on track for implementation. It focuses on Health compared to the General Hospital of Syros "Vardakeio & Proio". It concerns the donation of the ANIC program for its transformation into a model-safe, green and smart Hospital.

Outputs:

- Smart Hospital: the use of tablets and mobile phones to eliminate the use of paper as much as possible (paperless hospital), intercom through a mobile application and the use of wireless IP phones, guiding visitors within the building complex, counting movement and crowding using optical sensors.
- Secure Hospital: shielding against ever-increasing malicious attacks by enhancing cybersecurity in Human Factors, Processes and Technology.
- Green Hospital: installation & use of environmental sensors. Indoor and outdoor parameters, monitoring cooling in refrigerators to save energy as well as for the same reason sensors in windows and doors (open or closed), filling sensors for waste bins, smart lighting fixtures, energy consumption meters, oil tank filling and condition meters burners.

Impacts and success elements:

- Transformation of a model-safe, green and smart Hospital.

KYTHNOS SMART ISLAND

Context: National level, Regional level, local level (Kythnos island)

Implementation countries: Greece

Programme: Kythnos Smart Island

Period: 2019 – ongoing

Website: <https://kythnos-smartisland.gr/>

Kythnos becomes again a living lab, not only for clean energy, smart grids and energy efficiency but also for the coupling of energy with water, waste and mobility management solutions while in parallel smartening existing port facilities and delivering extensive urban regenerations of public spaces and retrofitting and reuse of the municipal building stock and buildings of cultural heritage. The project demonstrates the potential of islands to deliver integrated interventions for the



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local infrastructure that, while contributing to climate change mitigation and adaptation, will enable, by extending its tourism season and strengthening the interdependencies and symbiosis among economic activities, the transition to a diverse, circular and sustainable economy. For doing so, the project foresees the active involvement and engagement of the local community and entrepreneurship, which will catalyse its successful implementation and the sustainability of its impact.

Beneficiaries: public buildings, energy network, public transport, citizens

Methodologies and approaches adopted:

- Acceleration of the clean energy transition through multiple applications (demand side management, integration of storage in the distribution network, research on a local microgrid and extensive sector coupling); Energy upgrade and smartening of the island's street lighting network; Demonstrate the integrated water resource management at island scale; Demonstrate the potential to transform an island into a zero-waste area, while maximising valorisation of waste and minimising environmental impact; Decarbonise the island's transport sector through the uptake of electromobility on land and sea transportation; Energy upgrade of municipal buildings into Nearly Zero Energy Buildings and sustainable regeneration of public space.

Outputs:

- Energy & Smart Grids; Street lighting; Water management; Waste management; Transport & Mobility; Building & public space retrofitting.

Impacts and success elements:

- The knowledge produced could be transferred to other islands and geographically remote and rural areas, offering valuable insights into the rise of the future smart and sustainable destination.
- Furthermore, the project is set to have a significant socioeconomic impact, offering solutions to long-lasting challenges related to infrastructure management and local needs.

FAS PROJECT

Context: Rural areas

Implementation countries: Republic of North Macedonia (Northeast region, Polog region, Prespa region)

Programme: Framework Contract SIEA 2018 Lot 1 – Sustainable Management of Natural Resources and Resilience

Period: 31.1.2022 - 30.4.2024

Website: / <https://akis.mk/>



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The project addresses the need to improve the legal, institutional and strategic framework of the advisory services sector according to best practices in EU MS. With the new law on AKIS inspired by the EU resolutions and developed by EU experts specified for North Macedonia and it is the baseline for future development. Within this initiative and the piloting and testing of new and innovative models of advice on a farm through collaborative methodology, the revival of the rural areas is achievable and tangible. Advisory services, relevant ministries, local institutions, academia, research institutions, and enterprises are all part of an AKIS. A relevant AKIS and advisory system model is relevant for developing ICCs and MDIHs.

Beneficiaries: Ministry of Agriculture, Forestry and Water Economy, National Extension Agency in Agriculture, private advisory companies, farm holdings, rural business.

Methodologies and approaches adopted:

- Design and develop an IT system for M&E of all the advisory services; Assist in the preparation of a complex training and capacity building programme; Strategic documents related to advisory services; Support the MAFWE for the preparation of relevant procedures for the provision of defined advisory services and assistance with registration, certification and licensing of the service providers; Support in the preparation of a new law on FAS and all relevant by-laws necessary for the functioning of the advisory services system in the Country.

Outputs:

- A proposal for the new law on Farm Advisory Services; Proposal for a package of relevant procedures for providing services, registration and certification of service providers; IT system for Management, Execution, M&E of the advisory services; Complex training and capacity building programme; Updated assessment of the Advisory Services in North Macedonia; Preparation of a package of advisory services and assist the advisors in delivering the services in North East, Polog and South-West including Prespa Lake; Preparation of awareness raising materials; Hands-on training to MAFWE staff; Preparation of training materials for 10 courses; Revised Fiche of IPARD III Advisory Service Measure and updated Advisory Service Measure under the National Rural Development Programme.

Impacts and success elements: Relevant legal framework, networking and stronger linkages between actors, training modules for advisors, digital solutions and interoperability of government ITC systems.



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2.3 Collaborative economy

RURALGROWTH

Context: Small and medium enterprises in the rural areas

Implementation countries: Finland, UK, Netherlands, Romania, Hungary, Italy, Spain.

Programme: Interreg Europe

Period: 1.4.2016 – 20.9.2020

Website: <https://projects2014-2020.interregeurope.eu/ruralgrowth/>

RuralGrowth aimed to improve the policies related to small rural businesses within the visitor economy. The programme aimed to encourage the adoption of environmentally-friendly and innovative solutions. These solutions act as a starting point for improving the competitiveness of small and medium-sized enterprises (SMEs) and promoting sustainable development in rural areas.

Project RuralGrowth looked for new ideas to improve rural areas' development. Seven European countries were involved in the project. The advantage has been an improved network of pilot areas and areas nearby. The planned investments aim to diversify business structures and increase the number of growing, innovative, and internationally expanding companies.

Beneficiaries: Visitor's economy, related SMEs and inhabitants in general

Methodologies and approaches adopted:

- A participatory approach involving the local community, stakeholders, and authorities in decision-making.
- Networking and collaboration among European rural regions to share knowledge and maximise impact.
- Promoting SMEs through innovation and economic diversification of activities to create new opportunities.
- Presentation and promotion of partner regions during meetings.
- Organising study trips.
- Promoting cross-sectoral economy and slow tourism.
- Facilitating the exchange of experiences among project countries.

Outputs:

- Database of good practice examples for inspiration for new projects.
- Infographic of lessons learned from RuralGrowth project partners.
- SME innovation support schemes (new products, services, branding, education).
- New skills and knowledge from partners' experience exchange.



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Impacts and success elements:

- Boosting the visitor economy (tourism) and producing economic benefits for agriculture, processing, and services sectors.
- Creating new local jobs and infrastructure developments.
- Engaging partners with the concept of slow tourism.
- Sustainable visitors enhance growth, competitiveness of local SMEs, and overall sustainability.

MD.NET-Mediterranean Diet - When Brand Meets Peoples

Context: Rural areas, remote areas

Implementation countries: Italy, Portugal, Croatia, Greece, Bosnia and Hercegovina, Spain, Slovenia, Albania, and Cyprus.

Programme: MED Program

Period: 1.2.2018 - 31.1.2022

Website: <https://mdnet.interreg-med.eu/>

The project's general objective was to recognise the Mediterranean Diet (MD) as an opportunity for smart economic growth in remote rural areas. This objective was achieved through increasing knowledge, transnational clustering and networking, testing 3 pilots (education, branding, innovation), transferring 3 pilots to other regions and capitalising project results to the 2020 strategic level. The project strengthened the exploration of the MD according to the UNESCO Med Diet Convention, blending comprehensive MD concepts with innovative tools.

Beneficiaries: Consumers, businesses, universities, and public organisations

Methodologies and approaches adopted:

- Partnership and Collaboration;
- Research and Development - strengthen the brand of the Mediterranean Diet and explore its economic potential in rural areas.
- Networking and Community Building: create a lasting network of stakeholders, including consumers, businesses, universities, and public organisations.
- Public Awareness and Promotion: The project aimed to raise international awareness of the Mediterranean Diet.

Outputs:

- Territorial quadruple helix - Definition of technical and administrative tools to set up one durable network gathering quadruple helix actors in each territory as Living Lab or, according to local rules, Community-Led Local Development (CLLD).
- Transnational MD network; MD net vision and strategy; MD BRAND feasibility plan;



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- Manifesto - as a document for stakeholders (regions, municipalities, academia, SMEs) to mainstream their activities in support of MD; MD best business practices;
- Networking tools: Online platforms to connect businesses, producers, and consumers.

Impacts and success elements:

- Increased awareness of the Mediterranean Diet and its health benefits on an international scale.
- A strengthened brand identity for the Mediterranean Diet, leading to increased recognition and consumer trust.
- A more robust network of stakeholders in the Mediterranean Diet sector, fostering collaboration and knowledge sharing.
- Promoting Mediterranean diet products and services in rural areas resulted in economic growth.
- Improved consumer access to high-quality Mediterranean Diet products.

CROWD-FUND PORT

Context: Rural areas

Implementation countries: Slovenia, Czech Republic, Poland, Italy, Hungary, Germany, Austria, Slovakia, Croatia.

Programme: Interreg Central

Period: 01.07.2016. – 30.06.2019

Website: <https://programme2014-20.interreg-central.eu/Content.Node/CROWD-FUND-PORT.html>

CROWD-FUND-PORT aimed to improve the skills and competences of all relevant stakeholder groups to prepare them for taking advantage of the crowdfunding phenomena. The change was visible in improved financial conditions for start-ups, which fostered the region's innovation, employment, and social stability.

Beneficiaries: entrepreneurs - SMEs, investors, general public

Methodologies and approaches adopted:

- Set-up of common CE crowdfunding learning space, preparation of common training materials based on good practices and practical experiences, preparation of different research analyses and guides for specific stakeholder groups; Establishment and operation of national crowdfunding hubs enabled that in each partner country, a network of experts and institutions were identified and could be joined in long-term cooperation, through implementation of local project activities.



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Outputs:

- Crowdfunding portal.
- Increasing institutional competences for crowdfunding.
- Increasing competences of SMEs and start-ups for crowdfunding (strategy report on sustainability of HUB locations, mapping of success of crowdfunding, training material for SMEs, country-specific guides on legal and tax issues for SMEs).
- Increasing competences of citizens and investors for participating in crowdfunding (study of drivers and fears of society for crowdfunding).
- Increasing competences of decision makers for crowdfunding (analysing of legal systems of CE countries on crowdfunding; recommendations for Unification; country-specific action plans to support crowdfunding).

Impacts and success elements:

- The importance of crowdfunding as an innovation and business tool for entrepreneurs and other organisations in Central Europe regions.
- The use of crowdfunding and perceptions have changed, and Central Europe regions are part of the EU crowdfunding map today.
- The development of the crowdfunding market in the EU was rapid.
- New models and approaches of crowdfunding have been developed for public sector use, farming, and accompanying new technologies.

CE-RESPONSIBLE

Context: Rural areas

Implementation countries: Italy, Germany, Croatia, Slovakia, Hungary, Poland, Czech Republic, Austria, Slovenia.

Programme: Interreg Central

Period: 01.04.2019 - 31.03.2022

Website: https://programme2014-20.interreg-central.eu/Content.Node/CE-RESPONSIBLE.html?fbclid=IwAR0dWl7QMsRy5AKErSet7_JGZcgWmTu_7zsRCrYlUaL1g8fsx4oj2aC4N5c

The project aimed to improve skills and entrepreneurial competences for advancing economic and social innovation in Central Europe. It was primarily motivated by the lack of long-term support for social entrepreneurs. The project connected socially responsible entrepreneurs in Central Europe who want to offer their resources to social entrepreneurs who are genuinely altruistic. Successful entrepreneurs connected with social entrepreneurs through the developed platform - a win-win situation: while the social entrepreneurs gained needed knowledge and expertise, successful entrepreneurs got an organised system to provide support.



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Beneficiaries: Entrepreneurs and social entrepreneurs

Methodologies and approaches adopted:

- Establishing a network of entrepreneurs (mentors) and social entrepreneurs; the coaching material;
- CE roadmap for social entrepreneurship sector upscaling support; developing platforms and tools to connect social entrepreneurs with altrupreneurs: start-up plan for bottom-up tools, identification of technical characteristic of the platform, preparation of the declaration for altrupreneurs' Community and altruistic entrepreneur association (Statute), list of ethical orientation and standards of CE altrupreneur's community.
- Setting up CE framework model: guideline manual.

Outputs:

- Developed a platform for social entrepreneurs (<https://net4socialimpact.eu/>).
- Coaching toolboxes and resources (<https://net4socialimpact.eu/resources/>).
- Establishing the Altruistic entrepreneurs' international association;
 - Developed three strategic documents for improving skills and competences: 1. Central Europe roadmap for upscaling support to the social entrepreneurship sector, 2. Central Europe sustainable framework model supporting specifics of social entrepreneurship, and 3. Policy recommendations.

Impacts and success elements:

- Connect successful entrepreneurs with social entrepreneurs through a developed platform, the synergies of the net4socialimpact.eu platform; the altruistic entrepreneurs' international association, established as a common platform in Central Europe for promoting altruistic entrepreneurship and encouraging long-term cooperation between altruistic and social entrepreneurs.

RHODES CO-LAB

Context: coastal areas, rural areas, urban areas, all islands of Rhodes

Implementation countries: Greece.

Programme: The Rhodes Co-Lab Sustainable Destination

Period: 2023 - 2030

Website: <https://rhodescolab.com/en/index>

The project aims to transform Rhodes into a sustainable and resilient tourism destination by 2030.

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The Rhodes Co-Lab Sustainable Destination is the creative initiative of the South Aegean Region, TUI Group and the TUI Care Foundation, in cooperation with the Municipality of Rhodes, stakeholders, and the local community to co-create solutions that will transform Rhodes into the world's first holistic, sustainable tourism destination.

Beneficiaries: Municipality, citizens, enterprises, associations

Methodologies and approaches adopted:

- "THE RHODES CO-LAB. SUSTAINABLE DESTINATION" starts a creative collaboration that brings together all the entities of Rhodes at the same table - Hotels and Accommodations, Catering, Transport and Mobility, Experiences, Airports, and Infrastructures - and simultaneously mobilises national and global stakeholders from the public and private sector, to co-create solutions in the direction of a Holistic Sustainable Business Model for tourist destinations worldwide.

Outputs:

- Phase out oil and achieve climate neutrality by 2030.
- Reduce non-accounted water to 20% by 2025.
- Integrated waste management system & 5 zero-waste communities by 2030.
- Fully accessible island to persons with disabilities by 2025.
- 100% of tourism employees will be in upskilling programs by 2027.
- Diversify local products & services/ double experience travel visitors by 2025.
- Increase local agriculture and aquaculture production by 50%.
- An e-destination island for visitors and local economy actors by 2025.

Impacts and success elements:

- On-going.

CREATING EMPLOYMENT PATHWAYS FOR RURAL YOUTH

Context: Rural areas

Implementation countries: Municipalities of Kumanovo, Staro Nagoričane, Lipkovo, Kriva Palanka, Kratovo and Rankovce.

Programme: Creating employment pathways for rural youth

Period: 14.12.2015 to 14.08.2017

Website: /

The project aimed to facilitate the labour market inclusion of the young population from rural and remote areas in the Northeast Region of Macedonia. The young population is important for developing new ideas. Infrastructure, offices, and



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general policies regarding the youth and developing their skills are important for developing ideas through the REVIVE initiative. Because young people primarily engage in digitalisation and technology uptake, their digital literacy and the possibility of training in these topics are important and relevant. Also, the infrastructure set up by this project can offer training or information about training on other topics relevant to our scope.

Beneficiaries: Youth (age 20-39) living in rural and remote areas in the Northeast Planning Region (Municipalities of Kumanovo, Kratovo, Kriva Palanka, Staro Nagoričane, Lipkovo and Rankovce).

Methodologies and approaches adopted:

- Research the needs and identification of target resources of the target market: specific research of the labour demand of the private sector & profile of the unemployed in the region – supply;
- Establishment of a workforce development system: establish job clubs, implement employability training program, facilitate practical traineeship and transitional employment;
Build a climate for change – engage relevant stakeholders and strategically frame regional needs.

Outputs:

- Increased skills and understanding of employability among rural youth;
- Build a regional workforce development system;
- Regional strategy for social and labour market inclusion of the target groups.

Impacts and success elements:

- Three local offices/job clubs within the premises of three municipalities of the Northeast region: the Municipality of Lipkovo, Kriva Palanka and Staro Nagorichane - established and equipped.
- Practical training as a transitional opportunity from unemployment to better labour market inclusion for the unemployed rural youth.

NETWORKING FOR SUCCESS

Context: Rural areas

Implementation countries: Kosovo, North Macedonia.

Programme: Networking for success

Period: 12.2017- 3.2021

Website: /

The project aimed to encourage tourism and cultural and natural heritage. It was focused on facilitating trade cooperation by promoting traditional, cultural, and



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national handicrafts and generating self-employment opportunities through preserving and promoting traditional handicrafts. This is an excellent example of the future development of initiatives within the REVIVE project.

Beneficiaries: Women, youth, and minorities, handicrafts producers and entrepreneurs

Methodologies and approaches adopted:

- Improved tourism services by promoting and preserving, in particular, the intangible cultural heritage values through encouraging involvement of grassroots communities, local, regional, and national institutions and business communities in developing and expanding business opportunities and trade relations. Artisanal artists around the bordering area increased their capacities by valorising and marketing their products. Through this action, the entrepreneurial skills of the targeted groups and the quality of touristic offers will improve and become more competitive. On the other hand, traditional handicrafts and culinary services will be preserved and promoted.

Outputs:

- Generating self-employment opportunities for women and youth through the preservation and promotion of traditional handicrafts; Facilitating trade cooperation through the promotion of traditional cultural and national handicrafts.
- One hundred fifty direct beneficiaries trained in weaving, embroidery and bead-work; 200 participants (women and youth) in training and capacity building schemes interested in creating tourism start-ups; 30 of the women and youth participants (disaggregated by gender and age) in training capacity building schemes interested in creating or developing tourism products or services in rural and natural protected areas; 150 women and youth trained in the management and provision of tourism products on intangible cultural heritage assets.

Impacts and success elements:

- 60 new handicraft products available in the market and an increase in the workforce,
- with at least 55 new artisans providing new products and services within the intangible cultural heritage.



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CREATIVEWEAR AND CREATIVEWEAR+

Context: Manufacturing and creative districts

Implementation countries: Greece, Italy, Portugal, Slovenia, Spain, France, Bosnia and Hercegovina.

Programme: Interreg MED

Period: Creative Wear: 11.2016 - 2.2019, Creative Wear Plus: 6.2021 - 6.2022

Website: <https://creativewear.interreg-med.eu/>

The CreativeWear and CreativeWear+ projects aimed at recovering the T&C industry from its deep structural crises through new attention to design and quality in a value-driven and customer-driven approach.

CreativeWear and CreativeWear+ defined a cluster-based MED model for creativity-based Business Labs in CCI sectors. In CW, the business model innovation (as a form of social/societal innovation) was tested through the creation of a transnational cluster of creative hubs by building firstly a local ecosystem of stakeholders (public-private-research-community) and then expanding these hubs on a transnational level through pilot exchange and clustering. Capitalisation of the CW model was further reinforced in CreativeWear Plus by the policy alignment of Hub activities towards the objectives of the European Green Deal.

Beneficiaries: Cultural and creative industries operators (artists, designers, producers, emergent startups, t&c companies).

Methodologies and approaches adopted:

- definition, facilitation and evaluation of the interactions between the T&C industry and the cultural and creative industries (CCIs)
- implementation of six regional pilots to explore the effects of culture and creativity on T&C innovation
- establishment of a transnational network of creative hubs through pilot exchange and clustering

Outputs: list in points

- The Creative Wear Model
- Greener Creative Wear Model

Impacts and success elements:

- Matchmaking and networking between artists, designers, creatives and T&C businesses.
- Setting up a catalogue of services available to transnational communities, such as promoting the visibility of creatives through events and prizes, providing training, spaces (e.g. co-working) or equipment (e.g. laser cutting).



3 Good practices in Collaborative models

This section highlights existing good practices identified for developing collaborative business models across different economic sectors: agriculture, production and trade of local products; tourism and culture; energy and infrastructures; and mixed sectors (Figure 3). These best practices have been implemented in different European countries as supportive measures to create value, stimulate innovation, and ensure sustainable growth and resilience in their respective regions. Furthermore, analysing specific economic sectors underscores the importance of tailoring business models to the unique characteristics of each area, thereby promoting sustainability, innovation, and economic development.

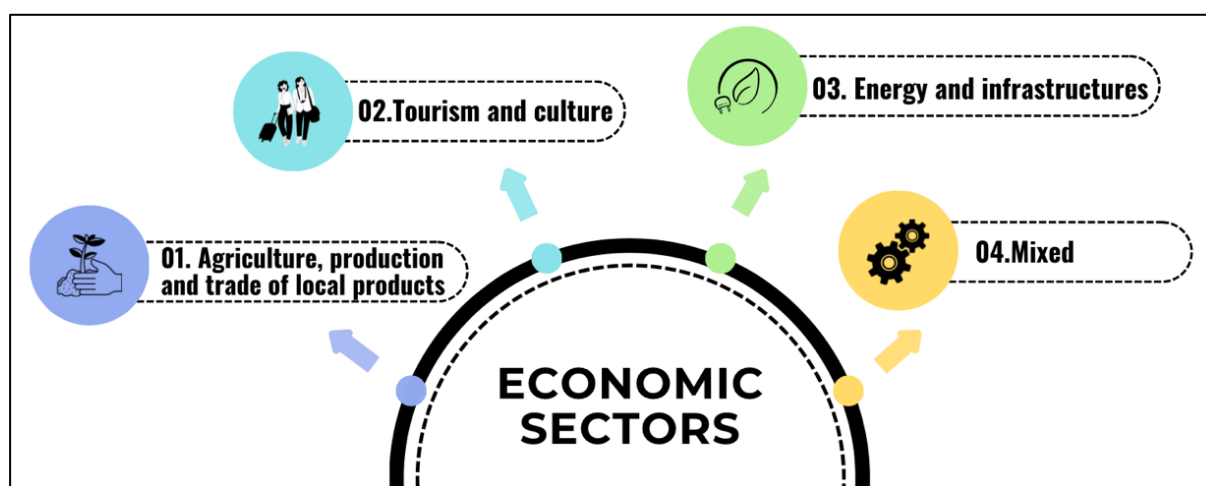


Figure 3. Existing good practices for the development of collaborative models categorised by economic sector.

The **agriculture sector** (subsection 3.1) is included due to its significant economic, social and environmental impacts on rural areas. These activities contribute to land regeneration and promote local products through sustainable management of agricultural resources, fostering regional economic development and ensuring high-quality products in the market. Best practices identified in this sector focus on enhancing local food production and distribution, promoting sustainability and improving the livelihoods of rural populations. Such practices aim to retain rural populations, create employment opportunities, and optimise agricultural land use. Cooperative models also play a role in enhancing production quality and market access through collaborative efforts.

Tourism and culture (subsection 3.2) aim to leverage local heritage and natural beauty to attract visitors and drive economic growth. This sector is crucial in revitalising and preserving cultural, natural and traditional heritage. These practices often concentrate on developing innovative and immersive tourism experiences to revitalise regions, highlighting collaborative efforts among local stakeholders to enhance tourist offerings while safeguarding the cultural and



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historical legacy of the area. Such initiatives promote lasting cooperation and sustainable tourism practices that bolster local economies.

Energy and robust infrastructure (subsection 3.3) support sustainable development, attract investments and foster economic growth while enhancing community resilience. For example, energy communities focus on self-consumption of renewable energy, providing their members with environmental, economic, and social benefits. These practices involve public and private stakeholders collaborating to produce, consume, share, sell, and store energy. Infrastructure practices aim to enhance rural areas by creating local development strategies and implementing specific joint development projects.

The **integration of different sectors -mixed-** (subsection 3.4) represents a comprehensive approach to promoting sustainable development and economic growth by effectively leveraging local and cultural resources. These cross-sectoral practices address different community needs. They may encompass elements from agriculture, tourism, energy, and social services. These practices emphasise social innovation, collaborative governance, and promoting sustainable development practices.

3.1 Agriculture, production and trade of local products

Organisation of Fruits and Perishables of the Odou Region Vasiliki GI

Country: Cyprus

Stakeholders involved: Enterprises and citizens

More information: <https://odouvillage.com/vasiliki-gi/>

The mission is to encourage producers to cultivate their own fruits and vegetables and offer them directly to consumers in order to secure higher prices for themselves and lower prices for consumers. The primary goals of this best practice are to assure lower costs, improve production quality, retain the rural population, and promote employment opportunities and agricultural land utilisation. In 2006, it was decided to establish a private company called VASILIKI GI, and in 2012, we relocated to a privately owned facility constructed with European Union grants. There are 61 shareholders in the company. Our products are tomatoes, cucumbers, pumpkins, beans, crabs, broccoli, lettuce, peppers, vases, columbines, tangerines, oranges, and cherries.

This organisation is a collaboration of producers funded by private and EU funds from different projects. Currently, it involves 61 entities and has created 9 jobs thanks to this initiative. The model has been replicated, and there are 14 other local producer organisations across Cyprus.

**Main activities**

- Collection of all production from agricultural producers and selling to the local market.
- Organisation of training and workshops for its members.
- Participation in EU projects.

Main economic benefits

- Ensure higher selling prices for the producers.
- Reduction of cost.
- Secure satisfactory income for the producers.
- Better production management.
- Common response to market challenges.
- Strengthening the bargaining power – by increasing the volume of the traded product.

Main social benefits

- Maintaining the local population in rural areas

Main challenges

- Limited funding.
- Skills gaps and some capacity limitations.
- Technological barriers.

Vinistra

Country: Croatia

Stakeholders involved: Winegrowers, winemakers, distilleries

More information: <https://vinistra.hr/hr>

The Improvement and development of viticulture and winemaking in Istria and Primorje – Gorski Kotar County.

Main activities

- Promoting Istrian and Kvarner wines as high-quality, natural products.
- Expanding the market through organisation and joint participation in exhibitions and fairs.
- Support the research, selection, and reproduction of quality materials.
- Providing professional assistance to members.
- Nurturing and reviving traditional customs and holidays related to viticulture and winemaking.
- Collaborating with educational, scientific institutions, and associations in the country and abroad.
- Developing strategic documents for the Association in the field of viticulture and winemaking.



- Participating in proposing and drafting regulations and projects for activities beneficial to the Association.
- Collaborating with relevant institutions, lobbying, participating in drafting regulations and measures, informing members, and providing support in accessing funds from the EU and national funds.
- Engaging experts for professional and scientific support.

Main economic benefits

- Promoting local economic development and supporting local wine production and sale.
- Accessing new markets and increasing sales through event participation.
- Enhance the reputation and credibility of individual wine producers.
- Promotional activities raise global awareness, marketability, and the value of Istrian wines.
- Foster collaboration and knowledge exchange among wine producers, professionals, and members.
- The Association helps members access EU and national funds to improve their businesses.
- Promotion of Istria and Primorje-Gorski Kotar as wine tourism destinations, attracting tourists.

Main social benefits

- Nurture local culture, traditions, and customs through viticulture promotion and winemaking.
- Raise awareness of wine culture among the local population and visitors.
- Connect wine industry members, providing a platform for support and experience exchange.
- Foster inclusivity and collaboration among experienced and new producers.

Main challenges

- Increased market competition.
- Need for continuous education, improvement, and innovation due to technological advancements.
- Resistance to new technologies and global trends by older members.
- Adapting to dynamic market demands and trends.
- The issue of sustainability is becoming increasingly important, and certain changes in cultivation and production are required.
- Navigating complex regulations and administrative processes.

Sustainable Local Food Cooperative – Dobrina

Country: Slovenia

Stakeholders involved: Farmers, enterprises, schools, associations and citizens

More information: www.zadruga-dobrina.si

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The cooperative Dobrina promotes fair trade for local producers and brings together small farmers who produce organic fresh fruit, vegetables and traditional local food. The cooperative implemented this project to increase its network of producers and encourage new customer segments, including public schools, to procure locally produced quality food. It was setting up a processing plant in 2024 - freeze-drying fruit and vegetables, boiling vegetables, etc.

Main activities
<ul style="list-style-type: none"> As part of the capacity-building activities, the project trained members on the technology and production aspects of organic farming and organised regular meetings for exchange. The project staff visited schools in the wider area, exploring the possibility of including locally produced food in school meals. The project stimulated interest in sustainable local food and organised lectures for schoolchildren and adults. Promotional leaflets were distributed to farmers, schools and other interested audiences.
Main economic benefits
<ul style="list-style-type: none"> Great importance is placed on building and maintaining good relations between customers and producers and operating transparently.
Main social benefits
<ul style="list-style-type: none"> The Dobrina cooperative buys products from local farmers. It distributes them to kindergartens, schools, retirement homes, and public institutions in the wider Maribor area, providing children with locally produced, seasonal, and live food. It also supplies the people of Maribor with boxes of fresh vegetables and fruit every Wednesday. The boxes are sold by customers ordering their box by phone or in the online shop and picking it up at the Dobrina Cooperative shop on an agreed date or by Dobrina staff delivering it to their home. Dobrina also offers a catering service with a culinary offer of traditional local farm delicacies from the Slovenske Gorice mountains.
Main challenges
<ul style="list-style-type: none"> Capacity limitations. Limited funding opportunities. Regulatory hurdles.

Kos Locally Grown

Country: Greece

Stakeholders involved: Local farmers and producers, citizens

More information: <https://koslocallygrown.gr/>

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Promoting and supporting local products on the island of Kos.

Kos Locally Grown is a civil non-profit company composed of 27 members today, dedicated to promoting and supporting local products on the island of Kos. Our members include local farmers, members of the Agricultural Association of Kos, and certified producers of standard local products such as wine, oil, honey, cheese, and more. Our focus at Kos Locally Grown is to support local products and help farmers and producers switch to more sustainable and ecological practices using new technologies by providing them with the proper training. Through our efforts, we aim to strengthen the local economy, promote environmental sustainability, and preserve the unique agricultural heritage of our beloved island.

Main activities
<ul style="list-style-type: none"> Fully functional website, establishing a solid presence on social media platforms and Google, printing the QR code logo on over 50,000 items, from product stickers and price tags to restaurant menus and t-shirts.
Main economic benefits
<ul style="list-style-type: none"> Facing modern challenges, such as unfair competition from large farms due to the huge funds they invest to promote their products.
Main social benefits
<ul style="list-style-type: none"> The creation, development, and growth of Kos Locally Grown plays a vital role in preserving the agricultural landscape and maintaining the livelihoods of local farmers.
Main challenges
<ul style="list-style-type: none"> limited funding opportunities, regulatory hurdles, lack of community engagement, technological barriers, resistance to change, socio-cultural factors, skill gaps and capacity limitations.

Limited Liability Social Cooperative Dodecanese Department of Mental Health

Country: Greece

Stakeholders involved: People with psychosocial problems, Mental health professionals, Legal entities of Public or Private Law and other individuals

More information: <https://koispe.gr/>

Services that promote the reintegration of the mentally ill into the community.



The Social Cooperative of the Dodecanese Mental Health Sector (KOISPE) is a new form of socially oriented entrepreneurship that aspires to provide innovative and dynamic solutions to the problem of unemployment and social exclusion of people with psychosocial problems.

It is a special form of co-operative since it is at the same time a Mental Health Unit and a productive commercial enterprise based on an innovative tripartite partnership between people with a mental health condition, mental health workers and individuals and institutions from the community.

The Social Cooperative of the Dodecanese Mental Health Sector is the culmination of a long-term process in the context of psychiatric reform at the Psychiatric Hospital of Leros and the replacement of the asylum by structures and services that promote the reintegration of the mentally ill into the community.

Main activities
<ul style="list-style-type: none"> • cultivation of medicinal and aromatic plants, • confectionery workshop - catering, • Processing Laboratory, • Standardization of Honey, Beekeeping unit.
Main economic benefits
<ul style="list-style-type: none"> • job offer to socially excluded people, • offering a Honey processing Unit for all Leros' Beekeepers.
Main social benefits
<ul style="list-style-type: none"> • Reintegration of the mentally ill into the community by offering jobs, financial support and occupations.
Main challenges
<ul style="list-style-type: none"> • Overcoming Greek Bureaucracy for the creation of Koispe. • Finding the necessary Funds for the creation of the processing unit and shop. • Overcoming the fear of the local community over the mentally ill.

Women's agro-tourism cooperative Apolloniatisses

Country: Greece

Stakeholders involved: Women of Apollonia Village

More information: <https://www.apolloniatisses.gr/>

The need to contribute to the family income through an activity within their village, which simultaneously ensures the preservation of its cultural heritage as well as the promotion of the nutritional value of its traditional products.

Apolloniatisses was funded in June 2005 being the 1st Women's Agritourism and Agrotechnical Cooperative of the Prefecture of Dodecanese, which functions as a



model of rural development and has been a living business cell of the local community for years. These women are active in producing and selling traditional local dishes and baked goods, utilizing the pure and quality raw materials of their land, thus reviving the incredible food culture they inherited and strengthening the community's local economy.

The women's motivation for the establishment of the cooperative was the need to contribute to the family income through an activity within their village, which simultaneously ensures the preservation of its cultural heritage and the promotion of the nutritional value of its traditional products.

Main activities
<ul style="list-style-type: none"> • The dissemination of know-how and the traditional - with natural and pure raw materials - of their place. • The revival of forgotten recipes of yesterday.
Main economic benefits
<ul style="list-style-type: none"> • Job offering for the Women of Apollonna.
Main social benefits
<ul style="list-style-type: none"> • Inclusion of women in the labour market.
Main challenges
<ul style="list-style-type: none"> • Bureaucracy for the creation of the Women Agricultural Cooperative. • Convincing Women of the Village to leave the housework and take the decision to work and support the cooperative.

Forest community

Country: Italy

Stakeholders involved: Municipalities, enterprises, public sector

More information: <https://www.progettobosco.net>

The "Forest Community" was established to bring together different stakeholders and create synergies to establish conditions that allow for the rational and economically advantageous management of the numerous woodland plots on the mountain. One of the main obstacles to achieving these goals is the extreme



fragmentation of ownership. This community aims to consolidate small properties into collective funds, promoting associations among landowners.

Main activities
<ul style="list-style-type: none"> collecting expressions of interest from the landowners for common use and management of the forests, recognition of the particles and location on the territory, definition of action plans for their management and use.
Main economic benefits
<ul style="list-style-type: none"> reduced management costs and increased forest management efficiency, greater ability to attract public and private funding, diversification of income sources (ecotourism, ecosystem services, e.g., carbon sequestration, recreational activities), reduced dependence on traditional forest products, improved productivity and forest resilience, development of local markets for forest products such as timber, mushrooms, berries, and other non-timber products, increased income for community members, and creation of local jobs.
Main social benefits
<ul style="list-style-type: none"> collaboration and a sense of community among members, enhancement of the territory through forest maintenance, preserved traditional knowledge and cultural practices, healthy and clean environment, improved life quality and the physical and mental well-being of the community.
Main challenges
<ul style="list-style-type: none"> extreme fragmentation of ownership, causing the exploitation of these areas economically unfeasible, depopulation, which has led to poor maintenance of properties, making them difficult to access, difficulty in reaching landowners due to depopulation and inheritance issues.

Food Community (Comunità del Cibo)

Country: Italy

Stakeholders involved: Local enterprises (mainly producers), Local Action Groups, Associations (Slow food) and municipality

More information: [/](#)

The "Food Community" offers an alternative and supportive model for food sourcing, promoting sustainability, solidarity, and the well-being of people and the environment. These communities are based on values of sharing, collaboration, and

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mutual support and are committed to sustainable agricultural practices and producing high-quality food. By prioritising local production and consumption, they highlight their region's unique agricultural landscapes and culinary traditions. This emphasis on local identity helps preserve cultural heritage and biodiversity and promotes tourism and economic development.

Main activities
<ul style="list-style-type: none"> • Local food production and direct distribution. • Educational and informational activities (food sustainability, nutritional health, agricultural biodiversity, and responsible consumption practices). • Community events (at local and national level). • Collaboration with schools and institutions. • Support for small producers. • Conservation and recovery of local varieties.
Main economic benefits
<ul style="list-style-type: none"> • Increased market for local products. • Creation of job opportunities from farming to logistics to retail. • Achieving fair prices for local products leads to higher profits. • Lower transportation expenses and associated emissions. • High-quality food available at lower prices.
Main social benefits
<ul style="list-style-type: none"> • Stronger social bonds among members (inclusion and social cohesion). • Improved access to quality food for everyone, including low-income and disadvantaged groups • , and greater awareness of the origins of food, sustainable farming practices, and the benefits of a balanced diet. • Preservation of cultural and culinary traditions. • Protection of the environment and local biodiversity.
Main challenges
<ul style="list-style-type: none"> • The difficulty of involving all operators and producers in the area through shared and coordinated actions. • difficulty in financing the startup of the food community activities.

Me Ecològic/ Ecological lamb

Country: Spain - Balearic Islands

Stakeholders involved: APAEMA represent 36 livestock farms with 1,800 hectares grazed with nearly 5,000 sheep.

More information: [ME ecològic de Mallorca – APAEMA](#)



The annual agreement between the hotel chain Garden Hotels and APAEMA, the Association of Organic Agricultural Production of Mallorca, is to buy ecological lamb meat (3.000kg in 2023) to support the " Ecological Lamb of Mallorca" project. The aim is to demonstrate the support of the tourism sector to the primary agri-food sector from Mallorca.

Main activities
<ul style="list-style-type: none"> Directly buy lamb meat from the producers and send it to the hotel (cutting the need for intermediaries).
Main economic benefits
<ul style="list-style-type: none"> Promotion of ecological livestock that is conducted into traditional extensive cattle ranching. In 2023, the 3 tonnes of meat represented 20% of the income from the "Ecological Lamb of Mallorca" project supporting local producers.
Main social benefits
<ul style="list-style-type: none"> Garden Hotel reinforced its sustainability practices with this initiative and supported the primary sector in Mallorca.
Main challenges
<ul style="list-style-type: none"> Upscaling this project to other hotel chains whose purchase orders do not prioritize local products but rather decide depending on the price of goods.

3.2 Collaborative models in tourism and culture

Parenzana I, Parenzana II, Parenzana III

Country: Croatia

Stakeholders involved: Counties, municipalities, cities, tourist boards, citizens

More information: <https://www.parenzana.net/hr>

The project's main goal was to revitalise the former railway track located in Istria, named Parenzana, integrating tourist offerings, creating tourist cultural and sports content, and fostering long-term cross-border cooperation.

Main activities
<ul style="list-style-type: none"> Parenzana I - Conversion of approximately 60 kilometres of unused railway track from the Slovenian-Croatian border to Vižinada (Istria County) into a pedestrian and cycling path. Safety features have been added, a multimedia museum has been opened, and an exploration game, Parenzana Code, has been created.



- **Parenzana II** - Part of the route has been renovated, a bridge has been built, and a life-size model of the Parenzana locomotive has been installed. Several rest areas have been built. Several bike guides have been trained, info-bike points have been established, and informational and thematic boards have been established. The multimedia museum has been expanded.
- **Parenzana III** - The old school building has been renovated and repurposed into accommodation. Part of the route has been cleaned and arranged. Several outdoor exercise areas and rest areas with informational boards have been set up. Three cycling packages have been introduced, along with two additional events besides the traditional cross-border cycling event (Parenzana): the Wine Run cross-border marathon and Parenzana Day–history on site.

In addition to all of the above, Istria County regularly conducts activities to improve the quality of content and safety along the route.

Main economic benefits

- Active tourism enhancement – Parenzana attracts active tourism enthusiasts, boosting Istria's competitiveness and local economy by diversifying the offering.
- Entrepreneurship encouragement – New tourism facilities, like bicycle rental services, stimulate small businesses.
- Job creation – Infrastructure renovation and facility refurbishment to generate employment.

Main social benefits

- Recreational infrastructure – Developing Parenzana provides sports and recreational infrastructure and facilities for tourists and locals.
- Healthy lifestyle – Available infrastructure and organisation of events promote an active and healthy lifestyle.
- Heritage revitalization – Renovating the former railway preserves its historical significance.

Main challenges

- Infrastructure maintenance – Continuous efforts and financial resources are needed to keep the track functional.
- Authenticity preservation – It's crucial to maintain Parenzana's authenticity and historical value as a tourist attraction.

Tourist flow management – Increased demand for active tourism requires sustainable and responsible attraction management.

Sustainable e-mobility

Country: Slovenia

Stakeholders involved: Tourism providers, tourism authorities, owners of cultural

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and natural heritage, relevant public institutions

More information: <https://www.rasg.si/index.php/sl/trajnostna-e-mobilnost>

The Sustainable e-mobility project aims to help reduce the use of cars, motorbikes and other vehicles and encourage the use of more environmentally friendly alternatives such as electric vehicles and bicycles. We want everyone to be part of a positive change in sustainable mobility and contribute to creating a healthier, cleaner and more sustainable environment for all of us because we can only make a difference. In the Lenart area, electric bicycles are available for hire, which, due to the hilly landscape, are a very convenient way of transporting and exploring wine-growing and fruit-growing regions. E-bike rental will be available at the Vinska Vine Inn and Pizzeria in Voličina and the Šiker Inn in Močna.

Main activities
<ul style="list-style-type: none"> • Set up electric bike charging stations in nine municipalities in Slovenske Gorice. • Set up two solar charging benches in the municipality of Pesnica. • Promotional stickers and leaflets with a map of the various named cycle routes, locations of e-bike charging stations, and bike and e-bike rental locations. • Mobilise local providers to complement their offer with services and promotional material for cyclists; a promotional campaign to encourage cycling for 9th graders; Workshops to promote cycling for all generations; Organise cycle rallies or guided cycle tours on new cycle routes; Reflective strips and overhead reflective strips will be supplied to increase visibility and thus make cycling safer.
Main economic benefits
<ul style="list-style-type: none"> • Activating local providers to complement their offer with services and promotional material for cyclists.
Main social benefits
<ul style="list-style-type: none"> • Installation of charging stations for electric bikes in ten LAS Ovtar Slovenske gorice municipalities. • The rental of electric bikes. • Creation of an infrastructure that supports the use of e-bikes and simultaneously offers the citizens and visitors of Lenart the opportunity to rent electric bicycles for their pleasant and sustainable mobile experience.
Main challenges
<ul style="list-style-type: none"> • Capacity limitations (not enough e-bikes for bigger groups). • Limited funding opportunities (lack of own financial resources)



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Connecting Pearls

Country: The Republic of Serbia and the Republic of North Macedonia

Stakeholders involved: Enterprises in tourism

More information: <https://connectingpearls.com/en/about-the-connecting-pearls-project/>

Improving The Visibility And Quality Of The Regional Cross-Border Tourist Offer Through The Mapping Of Natural, Cultural And Historical Heritage.

The project aims to improve the visibility and quality of the regional cross-border tourist offer through the mapping of natural, cultural and historical heritage, the improvement of locations by the construction works in the city of Leskovac in the Republic of Serbia and the municipality of Kriva Palanka in the Republic of North Macedonia.

<i>Main activities</i>
<ul style="list-style-type: none">• Cross-border Stakeholder Working Group workshops.• Small-scale works in tourism infrastructure.• Organized events.• Exchange and dissemination workshop.
<i>Main economic benefits</i>
<ul style="list-style-type: none">• Tourist offers.
<i>Main social benefits</i>
<ul style="list-style-type: none">• Action Plan for Tourism Development.
<i>Main challenges</i>
<ul style="list-style-type: none">• The utilisation of natural, cultural and historical heritage in the City of Leskovac, Jablanica district, Serbia and the municipality of Kriva Palanka, North East Region, North Macedonia.• How to improve the quality and visibility of existing tourist offers.• Use smart and integrative approaches to mobilise natural and cultural heritage to develop sustainable tourism.



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Land of legends

Country: The Republic of Serbia and the Republic of North Macedonia

Stakeholders involved: Enterprises, associations, institutions

More information: This project aims to strengthen the targeted area's common tourist image by implementing a cross-border public-private partnership model and developing joint creative tourism offers based on common natural, cultural, and historical heritage.

The concept of this project is to strengthen the targeted area's common tourist image by implementing a cross-border public-private partnership model through the development of joint creative tourism offers based on common natural, cultural, and historical heritage.

Continuation of the project Connecting Pearls. The objective is to create new joint tourism offers for Serbia and North Macedonia in Leskovac and Kriva Palanka.

This project contributes to Priority 2 of the IPA II CBC Programme Serbia – North Macedonia 2016-2020: Encouraging tourism and cultural and natural heritage; Specific Objective 2.1: Mobilizing cultural and natural resources for joint development of sustainable tourism products and destinations and result 2.1.2 Quality and visibility of tourist offers improved. The Project directly enhances good neighbourly relations, promotes partnership, and stimulates opportunities for capitalization and better utilization of natural, cultural, and historical heritage.

Main activities
<ul style="list-style-type: none">• Cross-border Stakeholder Working Group workshops.• Small-scale works in tourism infrastructure.• Organized events.• Exchange and dissemination workshop.
Main economic benefits
<ul style="list-style-type: none">• Tourist offers.
Main social benefits
<ul style="list-style-type: none">• Public-private partnership.
Main challenges
<ul style="list-style-type: none">• Reduced chances for promotion of exceptional natural and cultural values in the area• Visitor flows and economic growth.

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Segnavie, Sentieri sulla Montagna Pistoiese

Country: Italy

Stakeholders involved: Associations, foundations, municipalities, citizens and enterprises

More information: <https://www.segnavie.com>

Segnavie is a project that aims to offer tourists all the beauty of the natural scenery of the Pistoia mountains through hiking trails enriched with land artworks spread along the routes. Much of the success of this project is due to the cooperation of mountain inhabitants, professionals, associations, local authorities, and bodies in creating and maintaining a complete network of valley paths connected to the high mountain paths. This network connects the villages and towns, encouraging tourism and slow hiking linked to historical, cultural and artistic attractions. It is also equipped for running and cycling activities.

Main activities

- Creation of the network of valley paths and itineraries.
- Creation of a year-long tourist offer (e.g., recreational, hiking, cycling).
- Promotion of the Pistoia mountains at a national and international level.
- Maintenance of the itineraries.

Main economic benefits

- Increased local revenues (accommodation facilities, restaurants, shops, etc.).
- Creation of direct and indirect job opportunities (tour guides, trail maintenance workers, local retailers).
- Improved territorial infrastructures (roads, signage, sanitation facilities etc).

Main social benefits

- The participation of volunteers involves different actors in the territory.
- The conservation of history and identity.
- The decorum and defence of the territory.

Main challenges

- The need for greater coordination between stakeholders.
- Lack of knowledge by tourist operators about the tourist offer.
- The need for constant maintenance.
- The need for a greater commitment of public entities.



Circular hotels

Country: Spain - Balearic Islands

Stakeholders involved: Hotel chains, public enterprises, agri-food producers, citizens and tourists

More information: [Finhava by Circulare](#)

The project links hotel chains and agriculture producers in the circular economy by promoting collaboration in waste management, elaboration of compost and energy production and later use for agricultural purposes consumed at the hotels that provided the waste.

Main activities

- Hotels correctly separate the organic waste generated in their facilities.
- Treatment by the waste plant and production of compost and energy.
- Distribute the generated compost to agrifood companies that produce vegetables for the participating hotel chains.
- Waste-generating hotels buy the same amount of vegetables as the waste produced by agrifood companies and inform tourists about the provenance of the vegetables.
- Awareness is rising among tourists in the hotels.
- Training of staff members on waste management.
- The entire process is meticulously traced using an application called Finhava.

Main economic benefits

- Promoting sustainability in the tourist sector by promoting a circular economy.
- The generation of direct savings reduced food waste and the production of compost and energy.
- Promotion of local agrifood production – support to farmers.

Main social benefits

- Establishing solutions that contribute to the sustainability of an economic model based on tourism that works with highly limited resources due to insularity.
- Find out what waste can be prevented.

Main challenges

- Count with enough volume to be cost-effective.



Serra de Tramuntana World Heritage Consortium

Country: Spain - Balearic Islands

Stakeholders involved: Public authorities (regional, insular and municipal level) and non-lucrative organizations. It has also involved private persons and agri-food producers.

More information: <https://serradetrามuntana.net/es/consorcio>

Promote policies for the conservation and improvement of the elements and values that have made the declaration of the Serra de Tramuntana as World Heritage by UNESCO possible.

Main activities

- Conservation and restauration.
- Promotion and dissemination.
- Research and documentation.
- Environmental education.
- Grant management.

Main economic benefits

- It has generated employment and dynamized the region's economy, promoting a sustainable tourism model. Furthermore, it has supported research efforts and managed grants for municipalities, private persons and agri-food producers.

Main social benefits

- The main result is the conservation and restoration of the heritage, as well as the promotion of research and education.

Main challenges

- Receive sufficient funding to implement significant actions.
- Promote the active participation of the local community and other entities in the preservation of the cultural and natural heritage of the Sierra.



3.3 Collaborative models in energy and infrastructures

Chalki's Energy Community - Chalkion

Country: Greece

Stakeholders involved: Enterprises, citizens

More information: <https://www.chalkion.gr/>

The project aims to strengthen the regulatory perspectives of Sustainable Development with a balanced socio-economic and environmental orientation, the promotion of the social and solidarity economy and innovation in the energy sector, tackling energy poverty and promoting energy sustainability, production, storage, self-consumption, sale, distribution and supply of energy as well as the improvement of energy efficiency in the final use at the local and regional level. The Energy Community of Chalki, ChalkiOn, is the first energy community in the Dodecanese. It was established on May 19, 2021, based on the City Hall of Chalki. Among its founding members is the Municipality of Chalki, a fact stating the support of the local authorities towards the Community. With the sponsorships and donations of many companies of private and public interest and with government support at central and regional levels, Chalki Energy Community has a fully operational solar power station using photovoltaic panels in its jurisdiction. The station's installed capacity is 1MW, a size capable of covering the annual energy needs in the electricity of Chalki.

Main activities

- The promotion of the social and solidarity economy.
- Promoting innovation in the energy sector.
- Addressing energy poverty.
- Production, storage, self-consumption, sale, distribution and supply of energy.
- Improving energy efficiency.
- Providing innovative energy services and products to community members, residents, and visitors of Chalki.
- In general, the protection of the environment and the sustainability of Chalki.

Main economic benefits

- Offering low-cost energy bills to Chalki island citizens.
- Promoting Chalki's responsible energy management and energy efficiency.

Main social benefits

- Significant reduction of the risk of flooding in the Municipality of Bobov dol and the Municipality of Rankovce.
- Mitigation of the effects of natural disasters.
- Increased security against natural disasters in the border region.

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- Convincing the citizens of Chalki about the importance of energy efficiency and this initiative.

Common actions for flood prevention in the cross-border region*Country:* Republic of North Macedonia*Stakeholders involved:* Institutions, civil sector, general public*More information:* <https://rankovce.gov.mk/cross-border-programme/>

The project's main objective is to develop a common approach for preventing the frequent floods occurring in the border region, causing damage to the local population.

A joint strategy and methodology for environmental protection and flood prevention in both municipalities will be elaborated. On its basis, a campaign to raise awareness among children and young people in the schools in Rankovce and Bobov Dol will be conducted. The entire project is consistent with the EU requirements for transparency and accountability through the preparation of a communication plan that provides the accessibility of the project on social networks and the preparation of promotional and advertising materials for a wide range of stakeholders and individuals.

Main activities

- The project activities are mainly concentrated on implementing construction works to prevent floods.
- Retaining walls around parts of the riverbanks of the rivers Golem Dol in the Municipality of Rankovce and the river Goreshtitsa in the Municipality of Bobov Dol will be built.

Main economic benefits

- Better security for business development is due to the prevention of flooding.

Main social benefits

- Significant reduction of the risk of flooding in the Municipality of Bobov dol and the Municipality of Rankovce
- Mitigation of the effects of natural disasters
- Increased security against natural disasters in the border region

Main challenges

- Pollution and poor conditions of the rivers,
- Flood prevention.



Renewable Energy Communities

Country: Italy

Stakeholders involved: citizens, SMEs, local authorities, research institutes, non-profits, private companies

The main object of the Renewable Energy Community is to provide environmental, economic and social benefits to its members and the local areas in which it operates through the self-consumption of renewable energy. Energy communities are formed as a coalition of users (public and private) located in the same area. These non-profit communities involve voluntary membership, collaborating to produce, consume, share, sell, and store energy through one or more renewable energy production plants. The energy community created is legally autonomous, but participants retain their rights as final customers, including the right to choose their own supplier and exit the community.

Main activities

- Construction, ownership, and maintenance of renewable energy installations.
- Education and consultation on reducing energy consumption.
- Supplying renewable energy directly to members of the local community.
- Management and distribution of locally produced energy to its members or the national grid.
- Promote policies for renewable energy and community participation.
- Collaborative energy production or consumption projects.
- Monitoring the performance of facilities and evaluating the environmental and social impact of cooperative activities.

Main economic benefits

- Reduced energy costs through the self-consumption of renewable energy.
- Development of the local economy by keeping profits within the territory and increasing the supply of additional services.

Main social benefits

- Increased awareness, sensitivity and energy consumption culture.
- Fighting energy poverty by recovering public administration resources to be allocated to social projects.
- Counteracting the depopulation of the local area by reducing energy costs.

Main challenges



- Bureaucratic difficulties, often due to complex and quirky regulations;
- Difficulty in obtaining financing and securing sufficient funding for infrastructure and operations;
- High initial costs and the need for advanced technology and infrastructure;
- difficulties in community involvement

Innobal Office

Country: Spain - Balearic Islands

Stakeholders involved: Regional Government of the Balearic Islands, Fundació BIT – Balearic Island Foundation of Innovation and Technology, Mallorca Chamber of Commerce, Innovation Factory, FUEIB - University's Foundation Company, ISBA-non-lucrative financial entity that aims to contribute to the Balearic Island's Economy, DIHBAI-TUR-Digital Innovation Hub of Balearic Artificial Intelligence

More information: <https://balearicmarinecluster.com/en/innobal-the-seal-that-recognises-the-innovative-character-of-balearic-smes/>

The office brings together the services and programs that the General Directorate of Research, Innovation and Digital Transformation carries out with the leading players in the innovation ecosystem of the Balearic Islands to strengthen the innovation and competitiveness of the island's business network. These services were already in process, but since the Innobal Office was established, it has brought a common model to provide better information and service.

Main activities
<ul style="list-style-type: none"> • Innovation Certificates. • Digitalisation services. • Technology-based entrepreneurship. • Innovation management. • Sustainability. • Knowledge transfer.
Main economic benefits
<ul style="list-style-type: none"> ▪ Each partner provides more efficient services within the programmes that the administration finances.
Main social benefits
<ul style="list-style-type: none"> • Small and medium companies benefit from these free and adapted services.
Main challenges
<ul style="list-style-type: none"> • Effective communication between partners and programmes. • Contact a wide range of companies that offer the services.



3.4 Mixed Collaborative Models

Womens Associaion of Rural Larnaca

Country: Cyprus

Stakeholders involved: Women family entrepreneurs, citizens

More information: <https://warl.eu/>

Women's Association of Rural Larnaca (W.A.R.L) is a non-governmental organisation established in 2004. It currently has about 500 members, including women from the rural mountainous area of Larnaca. The members are all family entrepreneurs who mainly produce local traditional products and handicrafts. The Association's primary purpose is to promote women's entrepreneurship and maintain the Cypriot traditional customs and authentic local products that are an inseparable part of Cyprus culture.

The Association also seeks to find new labour markets so that the professions/occupations of rural women are sustainable and productive. The Association participates in many EU programmes dealing with the fight against the social exclusion of women, gender equality and volunteering. Furthermore, the Association has cooperated with many companies and institutions to organise different activities for its members, such as training seminars, workshops and study visits. Moreover, it organizes an annual festival in other villages to promote traditional products and crafts. More than 5000 people visit the festival every year.

Main activities

- Organization of events, conferences, workshops, exhibitions and seminars.
- Participation in annual national fairs and festivals that promote healthy lifestyles and traditional products.
- Organization of educational excursions in Cyprus and abroad to meet and discuss with other women entrepreneurs.
- Participation in EU projects for the exchange of best practices.
- The organization of an annual festival every 1st of October in a different village in rural Larnaca (the annual "Festival of Traditional Culture").
- Organization of training seminars.

Main economic benefits

- Increase in women's entrepreneurship and women's income.
- Capacity building.
- Increase in employment level.

Main social benefits

- Highlighting the role of women in entrepreneurship and equal opportunities.

**Main challenges**

- Limited funding, skills gaps and some capacity limitations.

Local Action Groups¹

Country: all over Europe

Stakeholders involved: Citizens, associations, local authorities, enterprises

More information: <http://elard.eu/leader-clld/>

The LEADER approach was introduced in response to the failure of traditional, top-down policies to address problems many European rural areas face. The idea was to engage the energy and resources of people and local organisations as development actors rather than beneficiaries, empowering them to contribute to the future development of their rural areas by forming area-based Local Action Group (LAG) partnerships between the public, private and civil sectors. Local Action Groups are the primary tool for applying the LEADER approach to area development directly involving local representatives in developing and delivering local strategies, decision-making, and resource allocation. The seven features of LEADER are: 1) Bottom-up approach, 2) Area-based approach, 3) Local partnership, 4) Integrated and multi-sectoral strategy, 5) Networking, 6) Innovation and 7) Cooperation.

Main activities

- Designing and implementing community-led local development strategies.
- Building the capacity of local actors to develop and implement the operations.
- Drawing up a transparent and non-discriminatory selection procedure, including defining objective selection criteria for selecting operations.
- Ensuring that operations chosen fit the Local Development Strategy and are prioritised according to their contribution to its objectives and targets.
- Monitor the implementation of the strategy and its supported operations, including carrying out specific evaluation activities.
- Prepare and publish calls (or an ongoing process) for project submissions and receive and assess such applications.

Main economic benefits

- Empower rural communities and respond to the multiple rural needs.
- Financial resource for rural development.
- Support the rural economies.

Main social benefits

¹ To find more info about all the LAG in Europe as well a best practise please follow database on next link: <https://ec.europa.eu/enrd/index.html>.



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- Maintain population in rural areas/ fighting depopulation.
- Social integration through community-building activities targeted at immigrants, refugees and ethnic minorities.

Main challenges

- Limited funding based on the needs of rural areas.
- Capacity building.

Istra inspirit

Country: Croatia

Stakeholders involved: Artistic performers, individuals, associations, public bodies, agricultural businesses, students, local communities, craftsmen, and local tourism boards.

More information: <https://www.istrainspirit.hr/>

Creating a culturally experiential tourism product aimed at achieving innovation, as well as valorizing and promoting the cultural-historical resources and traditional heritage of Istria.

Main activities

- Reviving historical events at authentic locations through staged Istrian legends and myths.
- Valorization of untapped existing cultural and historical heritage resources in the destinations.
- Creating various tourism experiences, tours, and festivals.
- Finding innovative ways to engage different stakeholders in tourism to develop tourism packages and new tourism products.
- Actively networking with all interested groups and fostering synergistic collaboration in shaping the destination's tourism offerings, including family-owned businesses, students, local communities, actors, artists and musicians, craftsmen, and local tourism boards.
- Constructing destination narratives based on the following attributes: quality, originality, innovation, and sustainability.

Main economic benefits



- Enriching the tourist offer and extending the tourism season by providing cultural content outside the main tourist season.
- Increasing tourist spending and revenue from the sale of created experiences and products.
- Boosting the local economy - supporting local entrepreneurs, providing them an opportunity to promote their services and products, and generating additional income.
- Creating job opportunities for artists, technical staff, and other collaborators is employed for the organisation and implementation of the project.

Main social benefits

- Educating the local population and visitors about Istria's rich cultural-historical heritage and tradition.
- Contribution to the preservation of tradition and cultural heritage.
- Active involvement of the local population and audience in the events fosters a sense of community and pride in preserving and promoting tradition, strengthening the local community's identity.
- The project engages various artists and performers, encouraging creativity and exchanging ideas.
- By enriching the cultural tourism offer, new cultural content is also created for the local community.

Main challenges

- Lack of authentic tourist experiences that reflect Istria's history, culture, and tradition.
- Finding ways to creatively and authentically portray the historical and cultural heritage to visitors.
- Recruiting and retaining highly qualified artists and performers with versatile skills.
- Ensuring project sustainability, including continuous implementation and success.

Incoming tourist agency - TA Sončni vzhod, d.o.o.

Country: Slovenia

Stakeholders involved: Tourism providers, tourism authorities, owners of cultural and natural heritage, relevant public institutions

More information: <https://www.rasg.si/index.php/sl/incoming-agencija>

The wider Štajerska region (the area of Slovenska Bistrica, Maribor, Slovenske gorice, Prlekija) is poorly recognised and promoted in terms of tourism. Several tourism products have been developed through various projects but have not been implemented. Due to the desire of the providers to market themselves and the



existing tourism products, we have established a model of tourism product marketing - the Incoming Agency. The idea is to structure the existing marketing model as a social enterprise (cooperative), thus achieving a comparative advantage for targeted tenders after the project has ended while ensuring that any surplus income over costs is dedicated to the further development of the model.

Main activities

- Analysis of the existing offer on the ground and animation of different stakeholders.
- Setting standards for cooperation, activities for older adults, environmental protection, nature conservation, the use of local products, local self-sufficiency and raising awareness of the area's identity.
- Analysis of existing Integrated Tourism Products (ITP) and development of a new ITP, involving providers and interested stakeholders in the design of the marketing offer.
- Inform stakeholders and familiarise them with current tourism trends; provide training guides; present best practice schemes; identify the area's top products jointly to build visibility; promote: design the sales website, prepare printed materials, and optimise digital information.

Main economic benefits

- One newly established incoming agency – company.

Main social benefits

- The existing marketing model is designed as a social enterprise (cooperative), thus achieving a comparative advantage in targeted tenders after the project while ensuring that any surplus income over costs is dedicated to the further development of the model.
- After the project, the established enterprise will be self-funded and financed with the help of interested entrepreneurs.

Main challenges

- Limited funding opportunities.
- The motivation of stakeholders to participate actively.

On the market with Ovtar

Country: Slovenia

Stakeholders involved: Citizens, Primary schools and other institutions

More information <https://www.rasg.si/index.php/sl/trznica-ovtar>



The operation revitalised the local offer in the LAS area markets with supporting events and activities. Through an educational module for farms, providers, various activities and events at 5 significant markets and municipal events, cooperation with catering establishments in all municipalities of the LAG area, the operation also involved the most vulnerable groups in terms of safe and healthy food consumption: the youngest population of the region - primary schools, the elderly - nursing homes (e.g. local schools), the youngest population of the LAG area - primary schools, the elderly - nursing homes (e.g. The majority of the population, including the unemployed). Through events at markets and in all municipalities, the importance of networking, marketing and promotion at local markets and the benefits of buying local products were made known to providers and consumers.

Main activities

- Guidelines for optimising the production of potatoes, cabbages, turnips and selected vegetables. A booklet; training modules - workshops; demonstration events; expert excursion to farms in the LAG Ovtar Slovenske Gorice area; demonstration events to revitalise local markets.
- Public awareness film; roll-up presentation of the operation; awareness-raising boxes in catering establishments; workshops to improve food self-sufficiency in the Slovenske Gorice area - with examples of good practice; preparation of content and education, presentation and awareness-raising of potential customers on the content of production, processing and marketing and the importance of the local output.
- Training of catering establishments to procure locally produced food and local supply.

Main economic benefits

- The added value of the training - at the end of the module was the possibility of obtaining a national vocational qualification as a vegetable grower.
- A booklet with technological instructions for producing and processing selected vegetables with catering establishments.
- New ways to increase the inclusion of local products in the diet influence increased visits to local markets by families.

Main social benefits

- Animation content to support the development of entrepreneurship (social entrepreneurship). With a focus on developing needed/desired services and innovative products in rural and urban areas.

Main challenges

- Capacity limitations.
- Limited funding opportunities.
- The motivation of stakeholders to participate actively.

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HOGI - Humusprojekt

Country: Slovenia

Stakeholders involved: Citizens, Primary schools and other institutions

More information <https://www.rasg.si/index.php/sl/trznica-ovtar>

The project aims to increase the humus content of soils with potential CO₂ fixation. In Slovenia, we invite farms willing to participate actively in the HUMUSPROJEKT - HÖGI project. We aim to include 10 farms from each Slovenian LAS area in the project, prioritising the first farms to apply—the project aimed to mitigate the effects of climate change in agriculture. Climate change is one of the most significant challenges of the 21st century. It is coming faster than anticipated, and agriculture, in particular, is fatally dependent on weather or climatic conditions, as air and soil temperature, solar radiation, humidity, the amount and distribution of rainfall, and the frequency and intensity of weather events have a decisive impact on agricultural production.

Main activities

- Soils and their humus content were sampled and analysed on test farms.
- The analysis was the basis for calculating the actual CO₂ fixation.
- Created and translated an application that has served as an international database for the humus content of soils in the different locations of the project area.
- The Humus Academy Slovenia consultation.
- Organisation of training (round table).
- The organisation of the Humus Days in Kaindorf.

Main economic benefits

- It is everyone's ambition to make the region carbon neutral (CO₂-free). Since there are many pests in the fields and soil erosion is removing a high proportion of good-quality soil, we want to offer a solution through a research and scientific approach in the form of generating humus in the soil through different processes and recommendations.
- Humus is organic matter in the soil that is processed and stabilised - vital. It is a nutrient reservoir for water, air and food, a filter for harmful substances and a habitat for soil biology.

Main social benefits

- Humus Academy in Slovenia organised training sessions (round table), and we will also make it possible for interested participants to participate in the Humus Days in Kaindorf.

**Main challenges**

- Capacity limitations.
- Limited funding opportunities.
- The motivation of stakeholders to participate actively.

Community Cooperatives

Country: Italy

Stakeholders involved: Citizens, enterprises, associations, municipalities

More information <http://coopdicomunita.toscana.it/perchè-le-cooperative-di-comunità>

Community Cooperatives are a model of social innovation in which the community's citizens organise themselves to be both producers and consumers of goods or services, fostering synergy, growth opportunities, and cohesion within the community. The Tuscany Region supported their establishment through two calls for proposals and a regional law that was approved in 2019. To date, there are about 40 active community cooperatives in Tuscany, generally formed by almost all the citizens of a village or town around a key idea or activity encompassing different economic sectors capable of revitalising local development.

Main activities

- Community service design and management (health, education, economy).
- Production and commercialisation of local products (food, artisanal crafts).
- Cultivation of agricultural products and farming.
- Management of tourist and hospitality facilities.
- Urban regeneration (redevelopment projects, reclamation of public spaces).

Main economic benefits

- Promotion of economic development and creation of job opportunities.
- Increased community self-sufficiency.
- Increased economic efficiency and productivity.
- More equitable redistribution of economic resources within the community.
- Improved collective welfare and reduced inequalities.
- Benefits from public and private grants, as well as other forms of financial support dedicated to promoting local development and cooperation.
- Improved ability to respond to market needs and increased competitiveness of communities.

Main social benefits

- Strengthened bonds within communities and greater social cohesion.
- Increased opportunities for marginalised groups.
- Better quality of life (increased access to community services).
- Decreased depopulation rates.

**Main challenges**

- Maintaining long-term economic sustainability.
- Ensuring active and ongoing member involvement.
- Meeting regulatory requirements and legal obligations.
- Competing with other businesses and organisations.

Mallorca Activa

Country: Spain - Balearic Islands

Stakeholders involved: Local authorities (town halls), companies, SMEs, cooperative associations, agrupations of municipalities with less than 20,000 inhabitants

More information <https://mallorcactiva.cat/>

Mallorca Activa is the new platform of the Mallorca's Council, aimed at municipalities with less than 20,000 inhabitants, for the dynamism and activation of the island's productive sector through the promotion of work, training, support for entrepreneurship and business growth.

Main activities

- Council for entrepreneurs (registration, business model).
- Grant information at local, autonomous and European levels.
- Face-to-face and online training at a basic level on digital transformation for companies.
- It offers courses of between 30 and 100 hours in subjects of culture, commerce, marketing, sustainability, office automation, etc.
- Creation of business directories in municipalities with less than 20,000 inhabitants.

Main economic benefits

- Dynamizing the economic sectors of the small municipalities.
- Support entrepreneurs, SMEs, and self-employed individuals in obtaining grants and carrying out basic digital transformation for MSMEs and SMEs.

Main social benefits

- Provide training and promote employment in small municipalities.

Main challenges

- MSEs and SMEs in small municipalities are often constrained by limited resources and no capacity to conduct the digital transformation of their business.



4 Conclusion

The aim of existing GP assessments and previous experiences with output integration is to find synergies and good practices to build upon during the implementation actions foreseen in the REVIVE project.

The document includes an analysis of good practices for developing an Innovative Business Model and the Good practices in Collaborative models.

The project consortium, with 9 partners from 7 Mediterranean areas on board, analyzed projects implemented in diverse national and transactional programmes implemented in the programming period 2014-2024 and available across Europe. Partners then selected those that they recognized as having complementing content and outputs. The consortium's aim is built upon these results and good practices in implementing its tools, strategies and pilot actions. The researched programmes included in this report are:

- Interreg MED
- Interreg CE
- Horizon 2020
- Interreg Europe
- Leader and
- Different national and International programmes and funds.

Partners identified 22 projects granted from 5 funding programmes (section 2.1. to 2.3.) where they indicated the acronym and title of projects, the context of the project, implementation countries where the projects took place, the programme upon the projects were financed and implemented, the period when the projects actually start/ed and end, the website if there is/was still available, and following explored aims of the projects, critical documents for REVIVE, such as beneficiaries, methodologies and approaches adopted, main outputs and impacts and success elements.

As the REVIVE project built the innovative business approach and models in 7 pilot areas, the partnership also identified 32 good practices in collaborative models, specialized for their pilot areas. They identified:

- 10 good practices in collaborative models in Agriculture, production and trade of local products (section 3.1.),
- 7 good practices in collaborative models in Tourism and culture (section 3.2.),
- good practices in collaborative models in Energy and infrastructures (section 3.3.) and
- 8 Mixed collaborative models (section 3.4.).

Collaborative models were indicated by the title of the project or initiative, the country where the projects were implemented, the stakeholders involved, web



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pages where more information about the projects can be found, a short description of the projects, their main activities, main economic benefits, main social benefits, and main challenges. Both good practices and experiences are valuable data for creating the next steps of the REVIVE project activities.



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Innovation process	Digitalization and technology	Collaborative economy
Using a creative approach to tackle various business situations leads to innovative business solutions and models by CreaInnovation.	Organization of the system of direct sale of agricultural products using Internet technology by OSIPPPIT.	Sustainable development, networking and collaboration among different stakeholders, along with the exchange of knowledge, experiences, and creative business solutions by CreaInnovation.
Creation of new products and services in rural areas, sustainable tourism, the guidelines for implementing sustainable practices, marketing campaigns, the importance of local natural and cultural heritage, local economy and community, and authentic tourist experiences by ConsumeLess.	Support small producers with digital solutions, design portability plans , promote short-supply networks, educate them in digitalisation, and increase knowledge and awareness of local food products through CAMARG.	Promotion of sustainable rural development by encouraging green innovation in SMEs, fostering SME competitiveness and socio-economic benefits for local communities , and applying these principles to create innovative and sustainable business models RuralGrowth.
The participatory process engages small municipalities and citizens , preserves local traditions and cultural heritage, links to a sustainable tourism model, and develops local action plans by SuSTowns.	The adoption of digital technologies within the agri-food sector and the promotion of collaboration among different sectors will focus on training the stakeholders through PLOUTOS.	Building on the lessons learned from the MD.net project on the rural food value chains and environmental aspects of food production by Mediterranean Diet .
Clusters , as an alternative policy development approach for territories encompassing rural areas by ARISTOIL.	The Mediterranean Digital Innovation Hubs (DIH) , established by CARPE DIGEM, aims to expand inter-regional digital ecosystems beyond metropolitan Europe, providing universal access to integrated digital solutions for citizens, public administrations, and businesses.	A portal for publishing analyses, findings, and practices for stakeholders, new crowdfunding models for public use, farming, new technologies, and target groups by CROWDFUNDPORT.

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Business model and plan for the rural areas by Sustainable Development of Larnaca Communities and Business.	Implementing a digitalization process to enhance historical understanding and attraction to the Son Fornès Museum, increasing visits from residents, schools, and tourists.	Knowledge Platform (using the gathered tools, methods, and practices) in the capacity building framework, mapping existing situations and potentials, and declaring for community association by CE RESPONSIBLE.
Method of rural development: supporting local actors and national strategies to create jobs, promote local products, and reduce youth brain drain by attracting people to rural areas by PHILOXENIA and PHILOXENIAPlus.	Innovation, penetration of new technologies in everyday life, and introduction of smart solutions that will improve the local economy through ANIC and Kythnos Smart Island.	Innovation, cooperation between different stakeholders and strengthening local communities and local production/economy by Rhodes Co-Lab.
The CreativeWear model adapts governance, stakeholder roles, resource management, innovation concepts, service models, and policy instruments for new regional innovation strategies aligned with the European Green Deal by CreativeWear and CreativeWear+	ICCs and MDIHs as part of the basis for AKIS (micro-AKIS) by the FAS Project.	Skilled youth, needed for developing ICCs, or possibilities of youth training, the importance of project goals by Creating employment pathways for rural youth.
	The CreativeWear model network integration and Mediterranean Digital Innovation Hubs by CreativeWear and CreativeWear+	Networking, community development, grassroots by Networking for success.
		The CreativeWear model to define community-building methodologies, network integration, and the structure of community cooperatives by CreativeWear and CreativeWear+



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Agriculture, production and trade of local products	Tourism and culture	Energy and infrastructure	Mixed
Maintaining local population in the rural areas by Organisation of Fruits and Perishables of the Odou Region VASILIKI GI (Royal Land)	A successful example of repurposing an old railway into a pedestrian and cycling path by Parenzana I, Parenzana II, and Parenzana III .	Contribution to sustainable Economic and Social Development by Chalki's Energy Community – ChalkiOn .	Highlighting the role of women in entrepreneurship and equal opportunities by the Women's Association of Rural Larnaca .
An example of a successful association of winegrowers and winemakers that promotes interests and development of viticulture and winemaking in regions by Vinistra .	Cycling experience - electric bikes , installed charging stations for electric bikes rental electric bikes; creating an infrastructure for using e-bikes to citizens and visitors for pleasant and sustainable mobile experience by Trajnostna e-mobilnost (sustainable e-mobility) .	Reducing the risk of flooding , the effects of natural disasters and increased security against natural disasters by “Common actions for flood prevention in the cross-border region.”	Maintaining population in rural areas/fighting depopulation; social integration through community-building activities targeted at immigrants, refugees and ethnic minorities by Local Action Groups .
Dobrina cooperative (products from local farmers distributed to kindergartens, schools, retirement homes and public institutions), locally produced, seasonal and live food, supply boxes of fresh vegetables and fruit, catering service - a culinary offer of traditional local farm delicacies from the Slovenske gorice.	Action Plan for tourism development by “Connecting Pearls” .	Sharing local energy production - increase social benefit for the development of territories; the awareness, sensitivity and energy culture of citizens and public administrations to reduce environmental impact; combating energy poverty by recovering public administration resources; counteracting the depopulation of	A highly successful initiative in experiential tourism and revitalization of historical events by Istra Inspirat .



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		the local area, reducing energy costs for businesses and citizens by Renewable Energy Communities (Comunità Energetiche Rinnovabili) .	
Preserving the agricultural landscape and maintaining the livelihoods of local farmers by Kos Locally Grown .	Public-private partnership by " Land of Legends ."	Small and medium companies benefit from free and adapted services from Innobar Office .	Contribution to community cohesion by fostering social inclusion and encouraging active citizenship Local Development Strategy (LRS), strengthening citizen participation in public and political life of the community by Local action group Central Istria .
Reintegration of the mentally ill into the community by offering jobs, financial support, and occupations through the Limited Liability Social Cooperative Dodecanese Department of Mental Health .	The participation of volunteers , different actors of the territory, the conservation of the history and identity and the decorum and defence of the territory by Segnavie, Sentieri sulla Montagna Pistoiese .		Marketing model designed as a social enterprise (cooperative) by Incoming agency - TA Sončni vzhod, d.o.o.
Inclusion of women in the labour market by Women's agro-tourism cooperative Apolloniatis .	Sustainability of an economic model based on tourism that works with highly limited resources due to insularity. - Find out what waste can be prevented by Circular hotels .		Transfer of GP from Austria (from 2007 involved over 350 farmers in 4,500 hectares of land); common software and data analytics, the cooperation, compare and evaluate soil samples and increase the humus content of soils. HOGI – Humusprojekt .
Forest cooperatives - well-being of local communities, forest maintenance; traditional knowledge and cultural practices to forest management, the quality of life, and well-being by Forest community .	Conservation and restoration of the heritage , promotion of research and education by Serra de Tramuntana World Heritage Consortium .		Strengthening bonds within communities : collaboration and cooperation among residents to greater social cohesion and a sense of belonging; by Community Cooperatives .



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<p>Food communities - social benefits include building more resilient, inclusive, and aware communities, farmers' markets, and access to quality food for low-income and disadvantaged groups by Food Community (Comunità del Cibo).</p>			<p>Support entrepreneurs, SMEs, and self-employed individuals in obtaining grants and support in conducting an essential digital transformation for MSMEs and SMEs by Mallorca Activa.</p>
<p>Garden Hotel reinforced their sustainability practices with this initiative and the support to the primary sector in Mallorca by Me Ecològic/ Ecological lamb</p>			



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Web pages of identified good practices for developing Innovative Business Models:

- CREAINNOVATION: <https://creainnovation.interreg-med.eu/>
- CONSUMELESS AND CONSUMELESS PLUS: <https://www.consumelessmed.org/>
- SUSTOWNS: <https://sustowns.interreg-med.eu/>
- ARISTOIL: <https://www.aristoilfamily.eu/en/>
- OSIPPPIT: <https://www.trznica-trg.eu/o-nama>
- CAMARG: <https://camarg.interreg-med.eu/>
- PLOUTOS: <https://ploutos-h2020.eu/>
- CARPE DIGEM: <https://projects2014-2020.interregeurope.eu/carpedigem/>
- SON FORNÈS: <https://sonfornes.mallorca.museum/>
- ANIC: <https://k2southaegean.gr/en/aegean-neorion-innovation-center-siros/>
- KYTHNOS SMART ISLAND: <https://kythnos-smartisland.gr/>
- RURALGROWTH: <https://projects2014-2020.interregeurope.eu/ruralgrowth/>
- MD.NET: <https://mdnet.interreg-med.eu/>
- CROWD-FUND PORT: <https://programme2014-20.interreg-central.eu/Content.Node/CROWD-FUND-PORT.html>
- CE-RESPONSIBLE: https://programme2014-20.interreg-central.eu/Content.Node/CE-RESPONSIBLE.html?fbclid=IwAR0dW17QMsrY5AKErSet7_JGZcgWmTu_7zsRCrY1UaL1g8fsx4oj2aC4N5c
- RHODES CO-LAB: <https://rhodescolab.com/en/index>
- CREATIVWEAR AND CREATIVWEAR+: <https://creativewear.interreg-med.eu/>

Web pages of identified good practices in Collaborative Models:

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- Organisation of Fruits and Perishables of the Odou Region Vasiliki GI: <https://odouvillage.com/vasiliki-gi/>
- Vinistra: <https://vinistra.hr/hr>
- Sustainable Local Food Cooperative - Dobrina: www.zadruga-dobrina.si
- Kos Locally Grown: <https://koslocallygrown.gr/>
- Limited Liability Social Cooperative Dodecanese Department of Mental Health: <https://koiupe.gr/>
- Women's agro-tourism cooperative Apolloniatisses: <https://www.apolloniatisses.gr/>
- Forest community: https://www.progettobosco.net/index.php?option=com_content&view=article&id=8:modulistica&catid=2&Itemid=123
- Parenzana I, Parenzana II, Parenzana III: <https://www.parenzana.net/hr>
- Trajnostna e-mobilnost: <https://www.rasg.si/index.php/sl/trajnostna-e-mobilnost>
- "Connecting Pearls": <https://connectingpearls.com/en/about-the-connecting-pearls-project/>
- Segnavie, Sentieri sulla Montagna Pistoiese: <https://www.segnavie.com>
- Chalki's Energy Community - ChalkiOn: <https://www.chalkion.gr/>
- "Common actions for flood prevention in the cross-border region": <https://rankovce.gov.mk/cross-border-programme/>
- Womens Associaion of Rural Larnaca: <https://warl.eu/>
- Local Action Groups: <http://elard.eu/leader-clld/>
- Istra inspirit: <https://www.istrainspirit.hr/>
- Incoming agency - TA Sončni vzhod, d.o.o.: <https://www.rasg.si/index.php/sl/incoming-agencija>
- Na tržnico z Ovtarjem: <https://www.rasg.si/index.php/sl/trznica-ovtar>
- HOGI - Humusprojekt: <https://www.rasg.si/index.php/sl/trznica-ovtar>
- Community Cooperatives: <http://coopdicomunita.toscana.it/perchè-le-cooperative-di-comunità>
- Innobal Office: INNOVACIÓN-Oficina Innobal (caib.es), <https://balearicmarinecluster.com/en/innobal-the-seal-that-recognises-the-innovative-character-of-balearic-smes/>
- Circular hotels: <https://www.interregeurope.eu/good-practices/circular-hotels#resources-needed> , <https://circulare.es/>, <https://www.finhava.com/> ,
- Serra de Tramuntana World Heritage Consortium: <https://serradetrามuntana.net/es/consorcio>
- Me Ecològic/ Ecological lamb: <https://www.meecologic.com/> , <https://www.finhava.com/https://apaema.net/ramaderia/me-ecologic-de-mallorca-i-garden-hotels-renoven-lacord-de-compra-de-3000-kg-de-carn-ecologica/>
- Mallorca Activa: <https://mallorcactiva.cat/>