Developing Community Based Innovative Business Models for the Revival of the Internal Areas in the Mediterranean-REVIVE
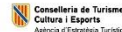
D.2.2.1 REVIVE Pilot action plans

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	D2.2.1 - Pilots action plans
Work package	WP2 - Collaborative economy business models innovation
Type of Deliverable	Action Plan
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Target Audience	Local public authorities Regional public authorities National public authorities SMEs Interest Groups including NGOs Business Supoort Organizations General Public
Geographical Scale	Local and Regional
Partner in charge	• National Association of Italian Municipalities - Tuscany - ANCI Toscana (Italy)
Partners involved	• Larnaca and Famagusta Districts Development Agency – ANETEL (Cyprus)

	- 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	2024

Contents

Executive Summary

The deliverable presents the seven action plans that they were developed following a co-design process involving relevant stakeholders for each pilot area based on up taking previous activities results.

The action plans include a set of objectives, actions, actors, marketing strategies and monitoring indicators for implementing innovative and sustainable economic strategies for the community cooperatives. The action plans concentrate on the development of a diversified economic model and high-quality products/services that will encourage people to live in the rural area.

1.1.   Introduction (Larnaca, Cyprus)

The Cypriot pilot area is located in the Larnaca District ad is called Rural Laraca. It is dotted with charming villages with narrow streets, where traditions and traditional handicrafts are still in practice. The rural villages are active in the cultural offerings of the region with their own annual festivals, museums, monuments, and tourist attractions.

Like many inland areas, the area of Rural Laraca faces lot of such as depopulation, ageing population, lack of basic infrastructure, fragmentation of production chain and difficulties in promoting the cultural identity of the area, its local products and rich traditional gastronomy. To address the challenges faced the REVIVE project focuses on developing a cluster of local produces and other relevant stakeholders in the area of Rural Larnaca.

Though active participation and engagement of stakeholders the Action Plan for Rural Larnaca has been drafted. The vision is to make the Rural Larnaca a self-sustaining, diversified, vibrant territory that will attract people for work, habitation, and visit. To do those three actions have been proposed. That is the establishment of cooperative governance for the Cluster of Rural Larnaca, the promotional/ communication strategy and a branding identity for the area and the design of immersive digital experiences and upgrade of digital skills.

Though the activities of the action plan we aim to enhance local resources, active community participation, and the strategic use of digital technologies to create a sustainable territorial development model capable of connecting past and future, tradition and innovation.

1.2. Pilot area brief description

Rural Larnaca consists mainly of 2 Municipalities and 39 small rural Communities of mountainous and lowland character. It has an area of 981,003 km2, a population of 64,610 inhabitants and a density of 65.86 inhabitants / km2.

The intervention area is characterized by areas that are mountainous, semi-mountainous and lowland. It is classified as an inland mountainous area within the District of Larnaca. In terms of the level of urbanization, the area, according to the size of the Local Government Authorities (LAAs) as well as the population density, is characterized as purely rural. The main challenges that the area phases are depopulation, decreased economic activity, unemployment, lack of basic infrastructure and essential services for the residents.

The pilot area consists of the Rural Areas of Larnaca District, which is a part of the area of intervention of the Local Action Group under the Leader/ CLLD approach that is funded by the Cyprus CAP Strategic Plan and intermediate body for its implementation in the area is Larnaca and Famagusta Districts Development Agency (ANETEL).

Figure 1: Rural Larnaca Map

The economic activity of the Rural Larnaca is dominated by the tertiary sector with tourism (agritourism) and wholesale and retail sectors to be the ones with the highest contribution to the local GDP. The secondary sector relies exclusively on very small or small and medium-sized enterprises, some of which are seasonal in nature, especially in the field of processing agricultural and livestock products. Also, in the area there is a variety of local traditional products that are highly interconnected with the tourism sector, mainly through experiential tourism.

The area of Rural Larnaca has a remarkable natural environment with rich flora and fauna that needs protection and exploitation. It also has a huge wealth of historical and cultural elements, both intangible and intangible, from Neolithic settlements, Byzantine monasteries, gastronomy, local traditions among other.

The comparative advantages of Rual Larnaca area are the following:
- Its strategic geographical position (near Larnaca airport and port)
- The variety and high quality of agricultural, livestock and local products which is a background for the development of local entrepreneurship linked to tourism
- The existing infrastructures of various agro-tourism activities.
- Important background for the development of specialized forms of tourism (e.g religious, sports, nature tourism).
- A dynamic tourism sector and a significant tourist market, recorded in the coastal zone of the pilot area but also in the urban center of Larnaca, making it possible to utilize and connect with the countryside.

In addition, it is evident that the Rural Larnaca is not significantly different from the general problems that characterize similar areas of Cyprus and in the Med area such as:

- Lack of basic infrastructure (such as drainage and water supply, education, health, welfare and social care infrastructure) and services in rural areas, (kindergartens, medical centre, elderly centres, etc.).
- Depopulation, especially of the disadvantaged areas of the countryside and especially in the of mountainous Larnaca.
- Deficiencies in the promotion of produced agro-food products and inability to create high added value
- Lack of processing of agricultural products and their promotion and distribution in the domestic market.
- The lack of smart villages and lack of high-level technologies and solutions.
- Low degree of digitization of the tourism product
- Low visibility of local products, local gastronomy and local identity.

- Insufficient training and specialization of human resources, especially in digitalization and circular economy.
- Limited promotion and collaboration between local enterprises ⬜ there are examples in the area to showcase successful collaboration
- Absence of wide-area strategies for strengthening identity image.
- Limited propensity for creating businesses in the cultural and natural heritage sector.

1.3. Community building

The action plan for the REVIVE testing is being built on an extensive participatory and capacity building processes with different types of events organized in the pilot area. One of the advantages of the area is that the stakeholders know very well each other and have worked together in the past in different projects regarding the sustainable development of the area.

The aim of the engagement process was to enhance the collaboration among these stakeholders as well as to engage other stakeholders that were not so active in the past and are interested to be part of the REVIVE pilot activities. As well to generate synergies and continues collaboration among the local companies, stimulating the development of new economic opportunities, strengthening the connections between tourism, local gastronomy, local traditions and culture and local traditional products. The aim is to create a sustainable rural area that they will be a place to live, work and visit.

Before starting the engagement process, we identified all the relevant stakeholders of the area, that is the relevant public sector (national and local), the local SMEs and NGOs/ associations and research centres/ universities that can be part of the pilot activities and can help us to establish the first community cooperative in Rural Larnaca. The Advisory Board was created which consists of organizations that have experience, knowledge, are active, hold a key position with a strong voice that can give us guidance and can support the implementation of the pilot activities. The Advisory Board consists of the following organizations: 1) Larnaka Tourism Board (also representing the Deputy Ministry of Tourism), 2) Larnaca Chamber of Commerce and Industry (representing SMEs of the area), 3) Laona Foundation (NGO promoting sustainable regeneration of the countryside) 4) Representative from Communities (the local public sector) and 5) Women's Association of Rural Larnaca (promoting entrepreneurship in Rural Larnaca).

An introductory meeting was held in September 2024. The discussion led to the idea to find ways to continue the initiatives of Orini Larnakas (European Destination of Excellence – promote cultural tourism) and Pame Orini (campaign to attract

more visitors to the area with the organization of different events, workshops, festivals) in a more permanent way by establishing a cluster that could promote the area and its local products and would be based on a continues collaboration of its members.

After the second and third meeting in November and December 2024 where the territorial business canvas and the activities of testing were discussed with the stakeholders, it became clearer that the way to move forward was the creation of a cluster for the Rural Larnaka with members the businesses and the local communities. A destination branding strategy is also needed for the area that will be supported with the creation of an online platform and application. The web platform will promote the area (tourism information, events, theme routes, trails) and will connect all local producers/ farmers to promote and sell their products (online web market and online bookings of experiences) based on the branding identify of the area.

To inform and have as much as more members participating to the cluster, we participated in two main events of the area. The first was the 2nd CyFood B2B Forum, organized by the Larnaca Chamber of Commerce and Industry and the Larnaca Tourism Board, aiming to strengthen the cooperation of hoteliers, caterers and distribution networks with producers and processors of Cypriot products, in order to strengthen their promotion efforts in tourism and more widely. The second was the 2nd Renaissance Fair in Pyrga Village that takes us in a journey back in time, with music, dance, historical re-enactments, games, activities and workshops and local producers promoting and selling their products. An event under the auspices of the Deputy Ministry of Tourism and the REVIVE project participating in the fair.

Finally, to inform all the local communities, SMEs, organization and citizens about the pilot activities we organize a big info day in December 2024 at the Rural Larnaca presenting the activities of the Action Plan so as to get a final feedback before starting its implementation. More than 60 participants attended the event and supported the creation of the cluster, the drafting of the branding identity plan for the area and the creation of a web platform and application as an online web market and promotional platform for the area.

In 2025, we intensify our engaging activities, where we had lot of one to once meetings with local SMEs as well organize stakeholder meetings to finalize the activities as well as to start preparing for its implementation.
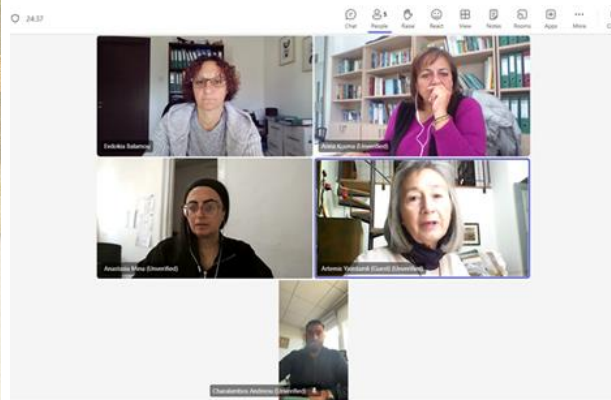
1.4. Pilot area community cooperative

Based on the discussion with the local stakeholders the Business Model Canvas for the Rural Larnaca was developed. The key partners were identified, which have accepted to be part of the Advisory Board (mentioned above). These stakeholders have the experience, the knowledge, hold a key position with a strong voice in the area that can help and guide the creation of the community cooperative. They are also active in the decision-making processes of the area and their involvement is crucial to help us establish long term connections with all the members of the community cooperative of Rural Larnaca. Moreover, these stakeholders are managing national and European funds such as of national funding from Deputy Ministry of Tourism and Ministry of Energy, Commerce and Industry, which can be used for covering the first expenses of the creation of the community cooperative.

The community cooperative or as it is named «The cluster of Rural Larnaca» is an innovative community organization model designed to enhance the region's local traditional products and food, the cultural resources and tourism. The community cooperative was structured using the REVIVE Business Model Canvas (Annex 1). Within this framework, the model designed for the pilot area aims to revitalize the area of Rural Larnaca by enhancing the collaboration and synergies among the local stakeholders coming from different economic sectors. The community cooperative is open to all SMEs of the Rural Larnaca area such as restaurants and coffee shops, hotels and agrotourism units, thematic parks and farms, local producers' such as farmers, honey/ olive oil producers, producers of traditional products (pasta, spoon sweets and marmalades, embroidery, silversmith, etc.) and creative tourism business. The cluster is also open to the local villages (community councils), which they can join as members of the cluster.

The founding members of the community cooperative of Rural Larnaca will be the Larnaca and Famagusta Districts Development Agency (ANETEL), the Larnaka Tourism Board and the Larnaca Chamber of Commerce and Industry. They will take the lead, organize and manage the activities of the cluster for the first two years, until the cluster will be ready to work by its own. The founding members will then step out and will have a supportive and guidance role to the activities of the cluster.

Rural Larnaca is an area unique in cultural heritage, blending ancient cultural treasures with experiences allowing travellers to actively participate in traditional activities such as halloumi making, embroidery workshops, traditional products making, traditional cooking sessions, winemaking explorations, and agrotourism experiences. It is an area that can provide authentic rural experiences providing a genuine connection with local traditions.

To highlight the uniqueness and the value of the area we need to overcome problems such as the limited promotion of the area and the absence of collaboration between the local enterprises and/ with the with the local villages. We need to reach not only the tourists and locals, but we also want to create a demand for the local products from Cypriots and tourists based on their authenticity and traditionality. We want to make the Rural Larnaca products accessible to all making the area known to all by developing a unique branding identity for the territory and having a specific promotional campaign that will promote the area and the local products.

The community cooperative will be focusing on connecting the primary sector and food processing sector of the area with the tourism sector and the creative tourism business of the area. The aim is to be able to work in collaboration to promote the area and its local products and unique experiences also giving the opportunity to visitors or people buying the local products to engage in authentic encounters and activities with the local community. The area has lot of small local producers and craftsmen that their production is small, and their selling power is limited. The aim is to organize them under a cluster so as to work together generating with this way a positive impact on the local community, creating a meaningful exchange that benefits both the locals SMEs and the visitors.

Concluding and based on the above the Cluster of Rural Larnaca aims to achieve the following:
1. Enhancing the collaboration and synergies between local business

2. Promote the traditional products, the rich cultural heritage of the area and promote the unique traditional identity that the area has.
3. Recovering and revitalizing the local traditional products and services of the area as driver of sustainable economic development.
4. Protection and enhancement of the rich cultural heritage.
5. Encouraging the development of short supply chains and direct sales of local products and services.

To achieve these objectives and with the vision to make the Rural Larnaca a self-sustaining, diversified, vibrant territory that will attract people for work, habitation, and visit we have identified the following actions:

✓ Action 1. Establishment of cooperative governance for the Cluster of Rural Larnaca
✓ Action 2. Promotional/ communication strategy and a branding identity
✓ Action 3. Immersive digital experiences and upgrade of digital skills.

The main target groups of these actions include the companies, residents, visitors, and the young people of the Rural Larnaca for the promotion and enhancement of the area and promotion of its traditions and local products.

The management and the continuation of the Rural Larnaca cluster requires strategic planning, a well-structured management framework, a business plan (cost framework) as well as strategic partnership and support from the key organization of the area. The Advisory Board is the main supportive mechanism of the Cluster and for the first three years it will be also managing the cluster.

Main expenses of the cluster include administrative and bureaucratic costs (e.g., legal registration and management), promotion and advertising, participation to local festivals and events, training programs and expenses for the packaging and posting of the products though the web market platform.

Concluding the following results are expected:

- ✓ Promotion of local traditional products and protection of cultural identity,
- ✓ Strengthen the economic sustainability of local producers,
- ✓ Development of a cooperation community enhancing collaboration, community engagement and create synergies among local stakeholders,
- ✓ Strengthening digital skills and increasing awareness of available technological solutions.

1.5. Community services Provided by the Initiative

The "Cluster of Rural Larnaca" is a collaboration network promoting local products and services and the cultural identity of the area aiming to sustainability, solidarity, and the well-being of the people that live, work, and visit the area.

One of the main characteristics of the community it is the preservation of the local culture and identity of the area as well as the promotion of the local products of the area, ensuring their high quality. It has a strong focus on local production, local gastronomy and local traditions and customs. It is a community that encourage the collaboration and synergies between local SMEs as well as connecting directly local producers and consumers (direct connection of demand with local supply).

The cluster/ community of Rural Larnaca is based on the values of collaboration and co-design, sharing, and supporting each other, working all together for a achieving a common vision. The cluster members are committed to work together, promote the area and its products, participate in events and festivals as well as to participate in education activities for upgrading their skills.

The members of the cluster are also the cultural gatekeepers of the local traditions, customs, gastronomy, products and play a significant role in the valorisation and sustainable development of the Rural Larnaca. For this, the cluster also aims to enhance the social and economic fabric of the area through dedicated services such as a local shop and web platform for direct sales, fostering local consumption and strengthening connections between producers and consumers, increasing awareness of product quality and origin.

Also, the community cooperative promotes the social cohesion in the area since it encourages not only the collaboration among local companies but among all local stakeholders that is NGOs, associations, local communities and citizens and it encourages the continuous collaboration. The community also gives emphasis on

the locality and identity of the area connecting it with the tourism/ agrotourism sector.

Finally, the cluster/community of Rural Larnaca supports also the creation of new job opportunities, of alternative sources of income as well as promote digital innovation in the promotion of the area and its products. However, behind all the activities is the preservation of local traditions and products as well as maintain the local population and to attract young people to live and work in the area of Rural Larnaca.

1.6. Activity Plan for the REVIVE Pilot Testing Phase

1.6.1 Action 1: Community Cooperative Governance sSetup

For the establishment of the Cluster of Rural Larnaca what is important is to define the suitable legal structure, define the management of the cluster as well as engaging the local stakeholders to participate and support the cluster.

Members of the cluster can be all the SMEs of the Rural Larnaca such as restaurants and coffee shops, hotels and agrotourism units, thematic parks and farms, local producers' such as farmers, honey/ olive oil producers, producers of traditional products and experience/creative tourism business. The cluster is also open to the local villages (public authorities) which they can join as well as members of the cluster.

The first phase of this action is the drafting of the Cluster Rules that contains the vision, objectives, and the commitments for the participating members. It will also contain an agreement to be sign between the member of the cluster for their participation as well as agreeing to work together for the common vision and

objectives. The Cluster Rules will be presented to the introductory meeting to discuss the creation of the cluster, the activities, and the next steps.

The second phase is the definition of the format of the cluster. Since Cyprus does not have a specialized legal framework for the creation and operation of clusters, the first step is to decide the format of the cluster. This will be decided with the members of the cluster after legal consultation. Cluster's structure needs to be light, simple, without unnecessary bureaucracy and flexible in order to be able to adjust easily to any changes, and open, so that the cluster can benefit from interaction and know-how from similar experiences of operation in other territories. Given that in the case of Cyprus no specific legal obligations exist regarding the exact nature of clusters, some possible legal forms for clusters are:

- o association (non-profit or for-profit)
- o private limited company (Ltd)
- o joint stock company
- o hybrid forms (mix of association and private limited company)
- o foundation

All these options will be examined flowing legal consultation to see the different props and cons of each option, and which is more suitable to use.

Irrespective of what legal form is selected for the cluster, it is important to determine and decide on a formal cluster management structure. This involves determination and agreement on the structure and composition of the cluster governance structures, the cluster management roles and responsibilities (who does what and who is responsible for what) and the management modus operandi (how the cluster management structure will interact with cluster members on a day-to-day basis). An internal regulation will be also drafted defining the different roles, the decision and management structure of the cluster.

Furthermore, an important element on the cluster's structure is to determine the competence and communication paths and flows. A classic structure that has up to date proven successful commonly includes the following elements:

- · Advisory board (executive board)
- · Steering committee (membership committee)
- · Management office (cluster manager and administration)
- · Topic/theme specific working groups

ANETEL in collaboration with the Larnaka Tourism Board and the Larnaca Chamber of Commerce and Industry will be the leading members in founding the cluster and their role is crucial for supporting and co-managing and monitoring the

activities of the cluster for the three years, until the cluster will be ready to work by its own. The founding members will then step out and will have a supportive and guidance role to the activities of the cluster.

As soon as the internal regulations are ready to be shared with the members and the structure is agreed, the cluster will be officially set up (expected in June 2025) and can start to identify the immediate actions to be taken and create its strategic agenda for the short term and long term.

What is also important is the expansion of the cluster with new members. Following its formal establishment, a call for expressions of interest will be launched to involve local companies and producers, local authorities, associations and NGOs and other relevant stakeholders of the area. The aim is to have as much as more members to strengthen the collaboration and promotion of the areas as to have the maximum positive impact for the members but also for Rural Larnaca.

Stakeholders Involved:
- ✓ Advisory Board
- ✓ Local SMEs
- ✓ Interest groups including NGOs (e.g. social associations, youth associations, etc)
- ✓ Local communities

Resources needed
10.000€ -15.000€

Impact
Economic impacts
- ✓ Direct connection of demand with supply.
- ✓ New market opportunities.
- ✓ New job opportunities
- ✓ Support local SMEs through cooperation
- ✓ Access to European and public funding.

Social impacts:
- ✓ Strengthening community collaboration.
- ✓ Inclusion and participation that is open to all.

Environmental impacts:
- ✓ Protection and valorisation of cultural and natural heritage/ environment.
- ✓ Reduction of carbon footprint (sharing, common distribution of products)

Time Frame
 October 2024 – August 2025.

1.6.2 Action 2: Pilot Activity Related to the Economic Model

The second activity related to the economic model involves the drafting of a promotional communication strategy and action plan for the year 2025 and 2026. The aim is to enhance the visibility and recognizability of the local products and the area. The pilot area will have its own promotional campaign that will be promoted from the cluster in collaboration with the Larnaca Tourism Board communication activities.

To establish the districting visibility of the area a branding identity for will be designed. The branding identify will follow the branding identity that has been designed in 2024 for the Larnaca Tourism Board so as to have an aligned with the same branding identity for the whole area of Larnaca but with some distinctive for the rural area of Larnaca. This brand will be the expression of the identity of the area and the attributes that differentiate the area from other areas that are considered tourist destinations. The branding will help to consistently communicate this local identity, increasing the tourists' awareness (foreigners but also locals) about the place and ensuring they perceive the area as a desirable destination to visit but as well buy the local products. The destination brand is the base for the destination and product development as well as for the communication and sales (marketing). Consequently, it will build the Rural Larnaca' s reputation and shapes its image.

The second activity is the organization of events titled "We eat... local food". The activity includes the organization of one or two-day events with local food from all the area of rural Larnaca. An exhibition of traditional products will be held in the same space, while cooking will also be planned with the participation of chefs specialized in the cuisine of the area. The events will include activities aimed also at young people and local residents with the aim of cultivating the culture of gastronomic tourism. Local routes of local products and restaurants offering traditional recipes will also be presented throughout the event. The events offer the opportunity for collaboration as well as promotion of the local gastronomy and products of the area.

The third activity is focused on an extroverted communication campaign to promote both the local products and area. This activity included the invitation to influencers to show them the area so they can post photos, videos on their blogs

and promote the area as much as possible. Also, organizing excursions of journalists (locals and foreigners) to the rural area to meet the local producers, taste the local cuisine and learn more about our rich history, culture, and gastronomy. As well we will write articles to airline magazines and special tourism magazines for promoting the area.

Stakeholders Involved:
- ✓ Advisory Board
- ✓ Local SMEs
- ✓ Interest groups including NGOs (e.g. social associations, youth associations, etc)
- ✓ Local communities

Resources needed
30.000€ -40.000€

Impact

Economic impact
- ✓ Improving the competitiveness of local products
- ✓ Improve the competitiveness of the Rural Areas as a tourist destination
- ✓ Attraction of visitors (local and foreigners) interested in food-related and cultural experiences, benefiting the local economy.
- ✓ Increase local sales
- ✓ Enhance economic activity and create new opportunities
- ✓ Increase visibility

Social impact
- ✓ Awareness and appreciation of local products and of their quality and identity
- ✓ Preservation and promotion of local cuisine and cultural identity.

Environmental impacts
- ✓ Promotion of sustainable agricultural practices and reduction of food waste.
- ✓ Encouragement of local purchases, leading to reduced emissions.

Time Frame: June 2025 - June 2026

1.6.3 Action 3: Pilot Activity Related to the Development of Digital Experiences

In the area of Rural Larnaka, lot of interactive and virtual tours have been developed during the last years by different organizations. The Larnaka Tourism Board created the storytelling statues, the 360 walks, the virtual museums and the digital reconstruction of archaeological sites. On the other hand, Larnaca and Famagusta Districts Development Agency (ANETEL) developed the virtual diving routes and the online interactive map of the rural villages of Larnaca (with all the information of sightseeing, museums, thematic routes, accommodation) and a web platform presenting the villages of rural Larnaca. At the same time, the Women's Association of Rural Larnaca made the first attempt to an online direct marketing platform of agricultural and local products.
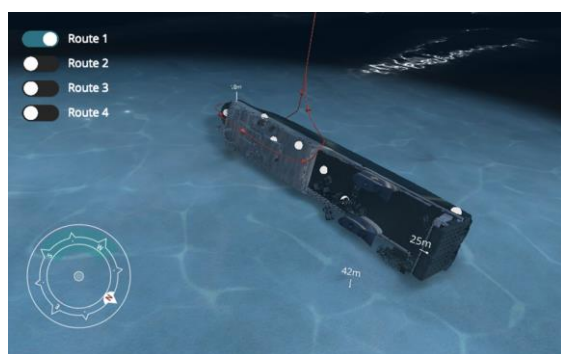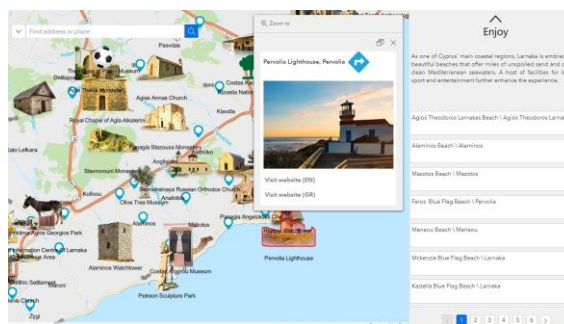
To connect, promote, complement, and enhance these digital experiences the following activities will be done:

- A Virtual reality video for promoting the products of the area as well as a physical place to taste and buy local products. This will be done at the Environmental Information Centre or Rural Larnaka of ANETEL.
- Development of Augment Reality QR codes of the most important cultural heritage sites of Rural Larnaca. By scanning them you will be able to see the

site in 3D mode and also get information about the history and also directions and information for visiting. The QR codes will be uploaded to the website of the Larnaca Tourism Board. They will be also used for education purposes at the Environmental Information Centre of Rural Larnaca.

- A physical place at the Environmental Information Centre of Rural Larnaca where the citizens and tourist can get in touch with the digital experiences offered where interactive boards, tablets and virtual reality headsets can be used in order to explore more this digital experiences.

- Development of a web platform to present and book the different experiential workshops that area offered in Rural Larnaca villages.

- Enhance the operation of the online direct marketing platform of agricultural and local products: addition of new producers and local products.

- Connection with the European Digital Innovation Hub (DiGiNN) of Cyprus: a one-stop-shop for all companies and public sector organisations, providing them an end-to-end experience in their digitisation journey, from coaching and mentoring by reputable experts, access to the most advanced infrastructure and facilities, support to find investments, to networking and access to innovation ecosystems. DiGiNN supports the whole digital transformation chain from awareness, ideation, proof of principle, and solution road-mapping, to prototyping, business start-up, pilot production, go-to-market and scale-up. For this, a preliminary meeting will be organized with the cluster and the local stakeholders. The goal is to raise awareness on digital technologies and to skill local stakeholders with digital and technological tools that can contribute to the area's revitalization.

- Digital Training Program. Based on the specific needs of stakeholders and in collaboration with DiGiNN a training program will be designed to enhance digital skills and increase awareness of opportunities linked to the digital technologies and immersive experiences.

Larnaca and Famagusta Districts Development Agency has established since 2012 the Environmental Information Centre of Rural Larnaca, which is located in Skarinou village, the centre of the rural area. The aim of the centre is to promote, educate and inform visitors about the important elements that make up the Larnaca Rural Area, both for its natural environment and for its important cultural elements. The Centre will be used as a physical place to promote Rural Larnaca ad a place where the visitor as well as schools can get in touch with all the digital experiences that exist and will be developed for the area. The Centre will be equipped with an interactive board, tablets and virtual reality headsets with their laptop so as the visitors can use them and learn about the cultural heritage and products of Rural Larnaca. Also, the virtual reality headsets with their laptop and the tablets with the QR codes (of products and cultural heritage) will be used in

different events for promoting the Rural Larnaca. Live demonstrations will be available with the use of the virtual reality headsets and laptop.

As for the web booking platform off experiences that are offered in the area, it will be developed in collaboration with the Larnaca Tourism Bord. People either visiting the area or living in Cyprus, can book online authentic experiences/workshops that area offered in the Rural Larnaca. The visitor can filter his/her options through location or date in order to find specific available experience within the chosen framework. The visitor will be also able to see all the experiences available and can choose from the catalogue the experience to book. Once the visitor chooses the preferred experience, they can choose the most convenient date and time and it will be transferred to a safe place (paypal website) to make the payment. Once the payment has been processed the visitor and the vendor will receive a confirmation email with all the details of the booking. The system will be automatically updated so that the experience's availability changes accordingly. On the side of the vendor, any person can create his/her own account in order to provide his/her services through the platform. An interactive map of the area will present the experiences/ workshops offered in the area.

Stakeholders Involved:
- ✓ Advisory Board
- ✓ Local SMEs
- ✓ Higher education and research organizations (including the European Digital Innovation Hubs- DiGiNN).
- ✓ Interest groups including NGOs (e.g. social associations, youth associations, schools, etc)
- ✓ Local communities
- ✓ Citizens and tourists

Resources needed
30.000€ -40.000€

Impact
Economic impact:
- ✓ Enhanced the competitiveness of the local products
- ✓ Access to new markets

Social impact:
- ✓ Improving digital technological capabilities, enabling them to take full advantage of the opportunities presented by the growth of the digital economy

Environmental impacts:
- ✓ Reduction of environmental impact through the adoption of advanced technologies that facilitate more sustainable production processes.

The immersive experiences working plan is as follow:
- January – September 2025: Collection of all relevant information to be put in the web experience platform, choice of cultural sites and products for developing the QR codes, script for the video VR video of the local products. Connection and collaboration with DiGiNN.
- October 2025: Complete the public procurement process for expert services services and equioment. Organization of training on digital technologies.
- November 2025– March 2026: Developed the prototype graphical solution for the web platform based on the branding identity of the area. Develop QR codes for the products and QR codes for the cultural sites. Development of the VR video of local products,
- May 2026: Finalization of the immersive experiences and start of their promotion.

1.7. Monitoring and Evaluation - Selection of Indicators for Monitoring

Monitoring the developed business model for Rural Larnaca is essential for ensuring its implementation as well as it effectiveness and responsiveness to the specific needs of the area.

A monitoring committee will be established consisting of the following organizations: 1) Larnaca and Famagusta Districts Development Agency, 2) Larnaca Chamber of Commerce and Industry, 3) Representative from the Union of Municipalities, 4) UCLAN University and 5) Representative from the local SMEs Association. The monitoring committee will meet every three months to discuss the process of the implementation of the business plan based on the indicators and take actions, in case is needed.

The monitoring will be conducted through the specific indicators that allow for precise and objective measurement of the results of the business model and track the performance over time, offering a clear and detailed view of the business model's progress and its impact on the area.

The results of the indicators will be communicated with the cluster and all the relevant stakeholders. A meeting will be organized to discuss the indicators and the

process made but ore specifically to keep engaged and informed the members of the cluster and all the relevant stakeholders.

The following indicators have been selected:

Economic Indicators	Collection Frequency
Total sales generated	Monthly
Total expenses related to promotional activities	Monthly
The difference between revenue and operating costs, expressed as a percentage of total revenue (profit margin)	Every two months
Total costs of sales	Monthly
Number of people attending events organized in the territory	Monthly
Number of tourist nights per month	Monthly
Average tourist expenditure	Monthly
Social Indicators	**Collection Frequency**
Percentage of local workers employed directly or indirectly by the business	Every two months
Customer satisfaction	Monthly
Number of complains	Monthly
Number of visitors to the website and social networks	Monthly
Number of associations involved in the business model	Every six months
Number of social initiatives organized in collaboration with local entities	Every three months
Number of additional products/services offered to the community	Every six months
Innovation and technological Indicators	**Collection Frequency**
Number of innovative products/services created	Yearly
Number of collaborations with start-ups, universities, and research centres for the development of new solutions and technologies	Yearly

Number of courses attended for the development of new skills and technological know-how	Yearly
Percentage of trained staff out of the total staff	Yearly
Sustainable Indicators	**Collection Frequency**
Number of sustainable certifications	Yearly
Number of sustainable certifications (e.g. ISO 14001, EMAS)	Yearly
Percentage of stakeholders involved in the cooperative who adopt sustainable practices (e.g., organic farming, sustainable fishing, etc.)	Yearly

1.8. Conclusions

The action plan developed for the Rural Larnaca is the outcome of a continues engagement process of local stakeholders, involving local producers and companies, associations, NGOs, business support organizations as well as public authorities. The action plan is the roadmap for the establishment and operation of the Cluster of Rural Laraca outlining its governance model as well as key activities to be implemented during the REVIVE project but as well to ensure its continuation after the project has finished. This needs lot of work and effort from all the members of the cluster but as well as the support from all the local stakeholders. It is essential to monitor the plan, update it with new activities and be always open for dialogue and discussion. Collaboration and mutual understanding is the key for our rural areas . Having a common vision, shared values and working all together for the common good will build the future of our rural areas.

2. Action Plan of Pistoia Apennines (Tuscany, Italy)

The Italian pilot area is located in the heart of Tuscany, called the Pistoia Apennines. It is a territory rich in resources, traditions, and knowledge linked to local agri-food production. However, like many inland areas, it faces challenges related to depopulation, fragmentation of production chains, and difficulties in enhancing its excellence in an increasingly competitive context. To address these issues and turn them into opportunities for sustainable development, the REVIVE project focuses on developing the Food Community of the Pistoia Apennines.

Through an integrated and collaborative approach, the Food Community aims to strengthen the connection between producers, processors, restaurateurs, public institutions, and citizens, promoting a local economic model based on sustainability, innovation, and the enhancement of the region's resources. In order to achieve this goal, the REVIVE project plans to implement four key actions, aimed at establishing participatory governance, strengthening the Community's identity, recovering and promoting local products, and fostering the adoption of innovative digital solutions. These four actions represent the path for the revitalization of the Pistoia Apennines, based on the enhancement of local resources, active community participation, and the strategic use of innovation. The Food Community is a concrete opportunity to create a sustainable territorial development model capable of connecting past and future, tradition and innovation.

Furthermore, the Food Community will also support ecosystem services in the pilot area, ensuring that local natural resources are preserved and managed sustainably. By fostering responsible agricultural and forestry practices, promoting biodiversity conservation, and enhancing the role of local food systems in environmental stewardship, the initiative will contribute to the well-being of both the community and the surrounding landscape. This approach will provide long-term benefits for residents, businesses, and visitors alike, strengthening the resilience of the territory.

2.1 The Pistoiese Apennines Pilot Area

The Apennino Pistoiese is an area located in the Tuscany region, in central Italy. It is a mountainous and foothill region, with its highest peak reaching 2000 metres, encompassing a rich natural heritage characterised by diverse landscapes and extensive wooded areas.

The Appennino Pistoiese includes three municipalities: Abetone Cutigliano, Sambuca Pistoiese and San Marcello Piteglio, spanning a total of 286.96 km2 with a population of 10,980 inhabitants recorded in 2023. In recent decades, the area has been affected by depopulation, particularly among the younger demographic, indicating that the primary factors driving the exodus from these areas are the challenges in securing satisfying employment and difficulties in accessing essential services.

The economic identity of the region is closely linked to the harmonious interaction between human activities and the surrounding environment. Actually, the main economic sectors of the region involve the forestry, tourism and mechanical industries. Agricultural resources, considered natural assets, remain untouched by farming practices, making them inherently free from any contamination. This unique environment enables the production of naturally organic and high-quality products such as blueberries, mushrooms, and chestnuts. Additionally, there is a thriving livestock activity focused such as on the production of exceptional sheep cheese and dairy products.

The Appennino Pistoiese offers a dense network of paths during the summer months and a snow system during the winter months. Embedded within this expansive heritage are community hubs: a string of urban settlements and villages, each possessing unique traits. However, they are to be perceived collectively, forming an interconnected ecosystem of relationships among the inhabitants of the Pistoia mountains.

2.2   Community Building

The engagement process was launched in the Tuscan pilot area in 2024, starting with the identification of key stakeholders operating in different economic sectors within the territory. The first public meeting in the Pistoia Apennines pilot area took place on May 15, 2024. In addition to presenting the REVIVE project, the event aimed to bring together different actors who work and live in the region, initiating a dialogue to foster collaborative and innovative business models for the revitalization of the area. During this first meeting, stakeholders identified the agri-food sector as the primary productive area on which to build a community-based initiative. As a result, the main stakeholders involved in the participatory process included agri-food producers and processors, farmers, accommodation facilities (hotels, B&Bs, agritourism structures, mountain refuges), restaurateurs, associations, municipalities and municipals union. Following the public event, the participatory process was officially launched, structured into meetings (n.10) held both in person and online, aimed at defining a shared vision for the community. This process led to the decision to establish the "Montagna Pistoiese Food

Community", with the goal of driving economic transformation, particularly in the agricultural and forestry sectors.

The mission of the Food Community is to make the Food Community a reference point for all those interested in promoting local food culture and its excellences. Through a collaborative and sustainable approach, the initiative aims to build a food system that enhances the territory, traditions and local resources. Furthermore, the establishment of the Montagna Pistoiese Food Community aims to create a strong network among local stakeholders, fostering integration and collaboration across different economic sectors. The objective is to generate synergies among local productive sectors, stimulating the development of new economic opportunities and strengthening the connections between agriculture, tourism, gastronomy, craftsmanship and forestry resource management. In this way, the Food Community becomes a driving force for the revitalization of the economic, social, and environmental fabric, promoting a development model that considers sustainability, biodiversity and the preservation of local traditions.

2.3 Pilot Area Community Cooperative

The Pistoia Apennines pilot area aims to develop the Food Community as an innovative territorial organization model designed to enhance the region's agricultural, food, and cultural resources. The development model for the Food Community was structured using the REVIVE Business Model Canvas (Annex 1). Within this framework, the model designed for the pilot area seeks to revitalize the territory by fostering interconnection and cooperation among stakeholders from different economic sectors (Figure 1). The approach involves not only producers and food processors but also intermediaries, such as accommodation businesses and restaurants, ultimately reaching the final consumer.

Figure 1. The model for development of the Food Community of the Pistoiese Apennines.
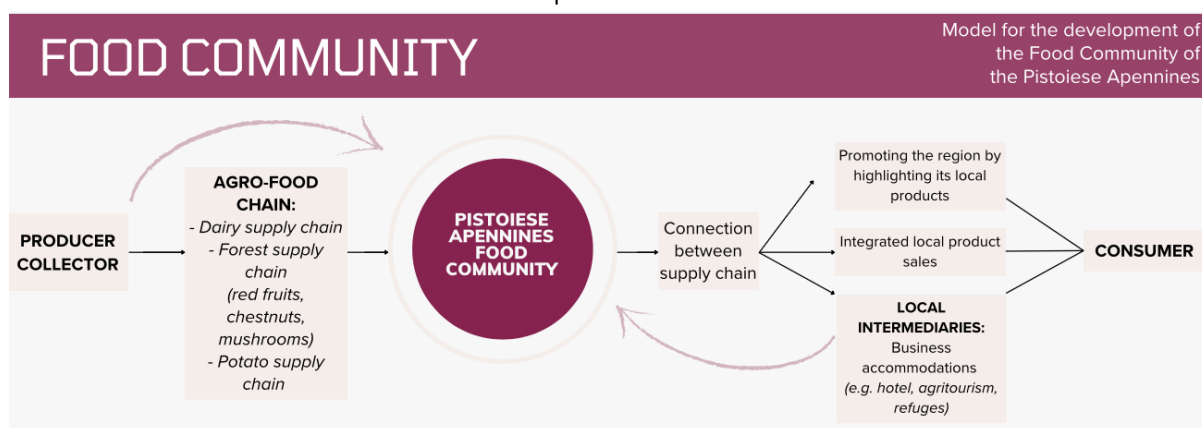
To ensure a tangible impact, the Food Community engages key economic sectors, including agriculture, tourism, and the forest economy, and activates a network of stakeholders comprising SMEs and agricultural enterprises, accommodation facilities (hotels, B&Bs, agritourism structures, and mountain refuges), restaurants, NGOs focused on territorial promotion, associations, local public authorities (municipalities and the Union of Municipalities), research centers, and universities. The Food Community is committed to achieving the following key objectives:

1. Enhancing traditional products and native resources, promoting biodiversity and the region's cultural identity.
2. Recovering and revitalizing typical local products as a driver of economic development, contributing to the transition toward a circular economy based on environmental and landscape conservation.
3. Encouraging the development of short supply chains and direct sales, fostering a collaborative network among operators across different stages of the agri-food supply chain.

To bring this vision to life, four main actions have been planned, as detailed in the "Activity plan for the REVIVE pilot testing phase" section below: Action 1. Establishment of cooperative governance for the Community; Action 2. Communication and marketing strategy; Action 3. Recovery and enhancement of local products; Action 4. Immersive digital experiences for the Food Community.

The main target groups of these actions include residents of the pilot area, schools and students from the Pistoia Apennines (to raise awareness of local food traditions), stakeholders from different economic sectors, and the general public, including tourists, for the promotion and enhancement of the territory and its agri-food products.

The management and growth of the Food Community require strategic resource planning and a well-structured cost framework to ensure long-term sustainability. Key expenses include administrative and bureaucratic costs (e.g., legal registration and management), digital presence (e.g., website development, social media management, hosting, content creation, and advertising), promotional materials and participation in trade fairs (covering registration, booth setup, and logistics), and training programs with digital tool development to enhance local producers' competitiveness and market reach.

In conclusion, the implementation of the model of the Food Community aims to achieve the following results:

- The formal establishment of the Pistoia Apennines Food Community.
- Enhancement of local products and protection of the territory.
- Development of a cooperation network among local stakeholders, fostering synergies across different economic sectors.
- Strengthening digital skills and increasing awareness of available technological solutions.

● A stronger sense of community and belonging.

2.4 Community Services Provided by the Imitative

The "Food Community of the Pistoiese Mountains" offers an alternative and supportive model for food sourcing, promoting sustainability, solidarity, and the well-being of people and the environment. A fundamental characteristic of this community is its commitment to sustainable agricultural practices and access to high-quality food. It has a strong focus on local and seasonal production, encouraging direct connections between producers and consumers. This not only promotes greater transparency in the food chain but also helps reduce the environmental impact of long-distance food transportation. The food community is based on values of sharing, collaboration, and mutual support. Members committed to actively engage in community life, participating in events, workshops, and educational activities related to healthy and sustainable eating. The aim of the food community is not only to contribute to sustainable food systems but also to play a significant role in the valorization of the territory and for the community. For this, it aims to enhance the social and economic fabric of the territory through dedicated services to the community. A key initiative is the creation of direct sales spaces, fostering local consumption and strengthening connections between producers and consumers, increasing awareness of product quality and origin.

At the same time, the model promotes social cohesion by encouraging collaboration between citizens, businesses, and industry operators, reinforcing community identity and economic resilience. Another core pillar is the preservation and enhancement of agri-food resources, adopting sustainable practices that protect biodiversity and the rural landscape. This emphasis on locality and regional identity helps preserve cultural heritage and biodiversity, as well as promoting tourism and economic development. Local products, particularly those of high quality in the food and wine sector, as well as food in its broader cultural and social context, play a crucial role in attracting tourists. Finally, the Food Community supports job creation in the green economy, fostering the growth of businesses in sustainable agri-food production and technological innovation. This approach not only preserves local traditions but also turns them into a driver of economic growth and a lasting opportunity for future generations.

2.5 Activity Plan for the Pilot Testing Phase

Considering the characteristics of the Tuscan pilot area and following the preliminary outcomes of the participatory process, local stakeholders have expressed their commitment to establishing a Food Community as a strategy to revitalize the region and strengthen connections among key actors and the territory. This initiative aims to foster an integrated approach to local food systems, enhancing economic opportunities, cultural heritage, and environmental

sustainability. To achieve these goals, the REVIVE pilot testing phase in the Pistoia Apennines will implement the following key actions:

- Action 1: Community cooperative governance setup
- Action 2: Communication and marketing strategy
- Action 3: Recovery and enhancement of local products
- Action 4: Immersive Digital Experiences for the Food Community

2.5.1 Action 1. Community Cooperative Governance Setup

Brief description	This action aims to formally establish the Food Community of the Pistoia Apennines by identifying the most suitable legal framework, defining a governance model and engaging local stakeholders. The process is structured into four key phases:
	• *Identifying stakeholders and defining a governance model.* This activity involves mapping and engaging local stakeholders to develop an effective governance structure that connects actors across different economic sectors. The territory is home to a variety of producers, including farmers, gatherers and processors working in distinct local supply chains—such as dairy production and the forest supply chain, which includes blueberries, chestnuts, and mushrooms. Additionally, intermediaries such as restaurateurs, hospitality businesses and other facilitators help bridge the gap between producers and consumers. The goal is to create a network that enhances local resources and promotes a sustainable, integrated food supply chain.
	• *Drafting and signing the "Charter of Values of the Food Community".* This strategic document sets out shared principles, objectives and commitments for community members. Establishing a common vision is essential to guiding the development of the Food Community and defining the ethical, social and economic commitments that members will adhere to.
	• *Defining the legal framework and formally establishing the Food Community of the Pistoia Mountains.* Once the community's values are established, the formalization process will begin. This includes analyzing potential legal structures—such as associations, foundations, or third-sector entities—with support from specialized consultants. Each option will be evaluated based on costs, legal requirements, bureaucratic processes and registration timelines. Choosing the most suitable legal framework will enable the drafting of the Statute and Articles of Association, which will outline internal regulations, organizational roles (President, General Assembly,

Committee) and membership procedures. Finally, these documents will be submitted to the Revenue Agency, officially marking the creation of the Food Community of the Pistoia Mountains.

- *Expanding the network and engaging new stakeholders.* Following its formal establishment, a call for expressions of interest will be launched to involve institutions, local authorities, associations, NGOs and other key stakeholders. The aim is to strengthen public-private collaboration, encourage new memberships, and maximize the initiative's impact on the region.

Stakeholders involved	- *Local public authorities* (e.g. Union of Mountain Municipalities, Province of Pistoia, Municipality of Abetone Cutigliano, Municipality of San Marcello Piteglio and Municipality of Sambuca Pistoiese). - *Enterprises and SMEs of the Pistoia Apennines* (e.g. accommodation facilities, restaurants, agrifood producers). - *Interest groups including NGOs* (e.g. trade associations, social associations).
Resources needed	15.000€ - 20.000€
Territorial impact	*Economic impacts:* ✓ Enhancement of local supply chains and creation of new market opportunities. ✓ Support for SMEs through cooperation among producers, processors and distributors. ✓ Access to incentives and public funding. *Social impacts:* - Strengthening the sense of community. - Inclusion and participation. *Environmental impacts:* ➢ Protection of agricultural biodiversity. ➢ Promotion of circular economy models and short supply chains to reduce transportation and environmental impact.
Timeframe	September 2024 – March 2025

2.5.2 Action 2. Communication and Marketing Strategy

Brief description	This action aims to strengthen the identity of the Food Community of the Pistoia Mountains, enhance its visibility and support the marketing of local products through an effective communication and marketing strategy. The action is structured around three key areas: ✓ *Developing the visual identity and communication strategy.* To establish a clear and recognizable presence, tailored tools and materials will be created to highlight the Community's identity and values. This includes: 1. Designing a distinctive logo and visual identity that embodies the Community's principles and enhances its recognition; 2. Developing an official website, a dedicated digital platform featuring information on the Community, its producers, initiatives, and products; 3. Creating promotional materials (such as videos and brochures) to showcase the Community's story, key players and local traditions; 4. Defining a targeted communication strategy, identifying the most effective channels—social media, newsletters, events—to engage audiences and promote the Community. ✓ *Identification of local sales and distribution points.* This action focuses on identifying strategic sales locations—such as local markets, specialty shops, restaurants, and farm stays—to facilitate direct sales of local products. Strengthening these distribution channels will enhance connections between producers and intermediaries while making local products more accessible to consumers. ✓ *Raising awareness and engaging the local community.* This initiative aims to increase public awareness of the Food Community, foster a sense of belonging, promote the local food culture and embrace new members willing to join the food community. To achieve this, various outreach and educational activities could be organized, including: 1. public awareness events, in collaboration with institutions and local associations, to highlight the values of the Food Community; 2. Educational programs in schools, featuring hands-on activities to introduce younger generations to the region's food heritage; 3. Workshops and tastings, to promote local products and educate consumers on the quality and sustainability of agri-food supply chains; 4. Participation in food and wine fairs and events, to boost the Community's visibility and foster new collaborations.

Stakeholders involved	*Local public authorities* (e.g. Union of Mountain Municipalities, Province of Pistoia, Municipality of Abetone Cutigliano, Municipality of San Marcello Piteglio and Municipality of Sambuca Pistoiese). *General public* (e.g. citizens and schools). *Enterprises and SMEs of the Pistoia Apennines* (e.g. accommodation facilities, restaurants, agrifood producers). *Interest groups including NGOs* (e.g. trade associations, social associations).
Resources needed	15.000€ - 25.000€
Territorial impact	Economic impacts: ✓ Enhancement of local supply chains, improving their competitiveness against industrial or non-local products. ✓ Support for commercialization and growth of the local market, creating new income opportunities. ✓ Attraction of visitors interested in food-related and cultural experiences, benefiting the local economy. Social impacts: • Increased awareness and appreciation of local product quality, seasonality, and food sustainability. • Strengthening social cohesion among citizens, producers, intermediaries and institutions. • Preservation and promotion of local gastronomic traditions and cultural identity. Environmental impacts: • Promotion of sustainable agricultural practices and reduction of food waste. • Encouragement of local purchases, leading to reduced emissions.
Timeframe	March 2025 - June 2026

2.5.3 Action 3. Recovery and Enhancement of Local Products

Brief description	This action aims to protect and enhance the agri-food biodiversity of the Pistoia Apennines by mapping local resources and creating a shared catalog. The action is structured into two main phases: • *Mapping the agri-food biodiversity of the Pistoia Apennines.* Mapping is a fundamental step in preserving and promoting the region's agricultural heritage. Through a detailed analysis of production and harvesting areas, this process will enable systematic monitoring of the conservation status, territorial distribution and use of local varieties. This approach not only helps prevent genetic erosion but also provides a scientific foundation for targeted conservation strategies – that can be adopted in the future. By geolocating production areas, the mapping will accurately identify existing species and varieties, ensuring effective protection and promotion efforts. This activity is crucial for safeguarding the rich agri-food heritage of these areas, fostering environmental sustainability, and strengthening the bond between local communities and their biodiversity. • *Creating a shared catalog of local products and native resources.* Following the mapping phase, this activity will organize and enhance the collected data through a shared catalog. Designed as a key resource for producers, restaurateurs, institutions, and citizens, the catalog will support the knowledge, conservation, and sustainable use of local varieties. Each entry will include detailed profiles of species and varieties, covering agronomic characteristics, historical background, traditional uses, and cultivation and processing techniques. Additionally, a seasonal harvesting calendar will help optimize production and encourage the inclusion of local products in restaurant menus and regional food networks. Beyond being an information tool, the catalog will also serve as a means of territorial promotion. It could inspire the development of thematic itineraries showcasing the region's agri-food excellence, with visits to farms, local markets, restaurants, and sites of historical and natural interest. These initiatives will strengthen the link between food production and sustainable tourism, generating new economic and cultural opportunities for the

	local community.
Stakeholders involved	• *Higher education and research organizations.* • *Local public authorities* (e.g. Union of Mountain Municipalities, Province of Pistoia, Municipality of Abetone Cutigliano, Municipality of San Marcello Piteglio and Municipality of Sambuca Pistoiese). • *General public* (e.g. citizens, schools and tourists). • *Enterprises and SMEs of the Appennine Pistoiese (e.g. accommodation facilities, restaurants, agrifood producers).* • *Interest groups including NGOs (e.g. trade associations, social associations).*
Resources needed	15.000€ - 20.000€
Territorial impact	*Economic impacts:* ✓ Increased visibility of local products will enhance their market presence. ✓ Growth of experiential tourism. *Social impacts:* • Enhancement of local heritage and preservation of knowledge and traditions linked to agri-food biodiversity. • Strengthening of territorial identity. • Education and awareness-raising on biodiversity among citizens, schools, and industry professionals. Environmental impacts: • Prevention of land abandonment and conservation of biodiversity. • Support for biodiversity and sustainable agriculture.

Timeframe	May 2025 - April 2026

2.5.4 Action 4: Immersive Digital Experiences

Brief description	This action aims to enhance stakeholders' digital skills and develop immersive digital experiences in Pistoia Apennines, with a particular focus on the Food Community, through the adoption of innovative solutions. The action is structured around three key areas of intervention: • *Connection with the European Digital Innovation Hub (EDIH) in Tuscany*: Tuscany X.0. It facilitates technology transfer and supports the adoption of advanced digital solutions for public administrations and SMEs. By collaborating with other European innovation networks, it promotes knowledge sharing and best practices. For this, a preliminary meeting will be organized for Food Community stakeholders and local operators. The goal is to raise awareness and equip local stakeholders with digital and technological tools that can contribute to the area's revitalization. • *Tailored Training Program*. Based on the specific needs of stakeholders, EDIH Tuscany X.0 will develop a customized training program designed to enhance digital skills and increase awareness of opportunities linked to the digital and green transition. The program will focus on specialized technologies, as well as the organizational and cultural transformations necessary for digitalization, supporting the region's economic and social development. • *Building an immersive experience of the Food Community*. The training on innovative and digital solutions will guide the Food Community in selecting and implementing an innovative solution with the support of EDIH Tuscany X.0. This phase includes the co-design and development of a pilot immersive digital experience for Montagna Pistoiese.
Stakeholders involved	• *Higher education and research organizations* (including the European Digital Innovation Hubs). • *Local public authorities* (e.g. Union of Mountain Municipalities, Province of Pistoia, Municipality of Abetone Cutigliano, Municipality of San Marcello Piteglio and Municipality of Sambuca Pistoiese). • *General public* (e.g. citizens, schools and tourists). • *Enterprises and SMEs of the Appennine Pistoiese* (e.g. accommodation facilities, restaurants, agrifood producers).

	• *Interest groups including NGOs* (e.g. trade associations, social associations).
Resources needed	25.000€ - 30.000€
Territorial impact	Economic impacts: • Enhanced competitiveness and access to new markets through the support of digital transformation. • Creation of new employment opportunities driven by digitalization and the development of innovative services. Social impacts: • Improvement in digital skills and a heightened awareness of the opportunities offered by advanced technologies. • Increased involvement of youth, businesses, and local institutions, fostering new opportunities for growth and networking. Environmental impacts: ✓ Reduction of environmental impact through the adoption of advanced technologies that facilitate more sustainable production processes. ✓ Enhancement of the area and its natural resources through immersive digital experiences.
Timeframe	June 2025 - May 2026

2.6 Monitoring and Evaluation – Selection of Indicators for Monitoring

Monitoring the Food Community and its business model is essential to ensure its effectiveness in revitalizing the area. It helps assess progress toward objectives and identify necessary adjustments. This will be carried out through specific indicators across four key dimensions: economic, sustainability, social, and innovation/digital. Monitoring will start in the initial phase (phase 0) of the Food Community's development and continue over time to evaluate its long-term impact.

Economic dimension

Impact	M.	Indicator	Description
BMI TI	n.	Number of sales points involved in the commercialization of Food Community products	Measures the accessibility of Food Community products (e.g. retail locations, markets, restaurants).
BMI	n.	Total expenses related to promotional activities	Measures the promotional investment.
TI	n.	Number of people attending events organized in the territory	Measures the impact of events on the community.

Social dimension

Impact	M.	Indicator	Description
BMI	n.	Number of visitors to the website and social networks (e.g. monthly, bimonthly)	Measure the online engagement and reach.
TI	n.	Number of stakeholders that signed the charter of value	Measures the number of stakeholders who signed the charter of value.
TI	n.	Number of associations/entities involved in the business model after its establishment	Measure the level of collaboration and partnership.
TI	n.	Number of social initiatives organized	Measure the business's involvement in social responsibility efforts.
TI	n.	Number of additional products/services offered to the community	Measures the quantity of supplementary products or services provided to the community.

Innovation and technological dimension

Impact	M.	Indicator	Description
BMI	n.	Number of innovative products/services created	Measures the quantity of innovative products or services developed.

BMI	n.	Number of collaborations with start-ups, universities and research centers for the development of new solutions.	Measure the business's engagement in collaborative innovation.
BMI	n.	Number of people trained with new skills and technological know-how.	Measures the number of individuals acquiring new skills through training initiatives.

Sustainable dimension			
Impact	*M.*	*Indicator*	*Description*
BMI TI	%	Percentage of stakeholders involved in the community who adopt sustainable practices (e.g., organic farming. etc.)	Measure the cooperative's commitment to environmental sustainability.
TI		Number of local species and varieties mapped	Measures the native plants identified and documented.
TI		Agricultural area dedicated to the cultivation of native varieties (ha)	Measures the efforts to preserve local biodiversity and strengthen the resilience of traditional agricultural systems.
BMI TI		Number of producers and businesses involved in mapping and cataloging	Measures the local producers and businesses participating in the identification and promotion of native species and local products.

2.7 Conclusions

The REVIVE action plan developed for the Tuscany pilot area represents the outcome of a participatory process that involved the active engagement of local stakeholders, institutions, citizens, and interest groups from the Pistoia Apennines. The co-designed action plan was developed with the aim of providing a concrete roadmap for the Food Community, outlining key intervention priorities, actions to

be initiated, and development pathways aligned with the values of sustainability, local resource enhancement, and innovation. The plan serves as an operational tool for shaping the territorial business model, supporting the evaluation and orientation of the Community's activities in the short, medium, and long term. Thanks to its flexible structure, it not only enables the planning of targeted initiatives but also allows for the monitoring of results and the assessment of impacts generated across economic, social, cultural, and environmental dimensions. Its function is therefore both proactive and evaluative, offering the community tools to critically reflect on its progress and, where needed, to adjust its course. However, in order for the action plan to remain effective and relevant over time for the growth of the Food Community, it must be viewed as a living document in constant evolution. The needs of the territory change, and new challenges and opportunities inevitably arise. For this reason, it will be essential for the Food Community to continuously update and renew the plan, maintaining an open dialogue among stakeholders and encouraging the active involvement of new energies and skills. Only through this dynamic and collaborative approach will the Community be able to strengthen its identity, consolidate its structure, and build a truly innovative, sustainable and resilient model of local development—capable of generating shared value over time, for people, the territory, and future generations

Appendix 1. REVIVE Business Model Canvas for Pistoia Apennines

Key Partners	Key Activities	Value Proportions	Customer Relationships	Customer Segments
Stakeholders from different economic sectors, such as agriculture, tourism and forest economy (non-wood forest products). • *Enterprises and SMEs,* including agri-food producers, farmers, accommodation businesses (hotels, B&Bs, agritourism structures, mountain refuges) and restaurants. • *Interest groups,* such as NGOs engaged in territorial promotion and local action groups.	• *Action 1.* Community cooperative governance setup. • *Action 2.* Communication and marketing strategy. • *Action 3.* Recovery and enhancement of local products. • *Action 4.* Immersive Digital Experiences for the Food Community.	• The agri-food biodiversity that distinguishes the Pistoia Apennines. • Traditional production and processing techniques, reflecting local knowledge and gastronomic heritage. • Biodiversity as a defining element of the Pistoia Apennines landscape, • The integration of small businesses, local producers, and institutions, creating a collaborative and resilient ecosystem. • The adoption of innovative technologies for product traceability**,** ensuring	3 *Educational and informative relationship* to convey the value of local productions and agri-food traditions. 4 *Experiential and immersive relationship,* through guided visits to farms, food processing workshops and tastings. 5 *Community-based relationship* with the local population to strengthen the sense of belonging. 6 *Collaborations and synergies* with tourism structures, restaurants, local authorities and associations to offer immersive territorial experiences.	• Citizens of the pilot area. • Schools and students of the Pistoia Apennines, to raise awareness of local product traditions. • Stakeholders from different economic sectors to be involved in the Food Community. • General public, including tourists, for the promotion and enhancement of the territory and its products.

✓ *Local public authorities*, including municipalities and the Union of Municipalities. ✓ *Research centers and universities.*	**Key Resources** 1. Facilities and infrastructure for dedicated sales points and event spaces (*Physical Resources*). 2. Know-how and expertise for enhancing biodiversity and implementing innovative digital solutions (*Intellectual Resources*). 3. Producers and intermediaries committed to promoting the culture of local food (*Human Resources*). 4. Public funding and revenue from sales (e.g., experiential visits, workshops, tastings) to support the Community and fund new investments (*Financial Resources*).	transparency and quality throughout the supply chain. ✓ The strong interconnection between biodiversity, territory, tourism, and gastronomy, enhancing local identity through an integrated approach.	**Channels** 5. Community Food Website. 6. Social Media. 7. Promotional Materials. 8. Local product sales points across the territory. 9. National industry fairs 10. Events (e.g., tastings, workshops, guided tours) and markets.

Cost Structure	Community services	Expected Results
- Legal registration and administrative management of the Community - Development and maintenance of the website and social media (e.g., hosting, upkeep, content creation, and online advertising campaigns). - Promotional materials - Participation in trade fairs and industry events (registration fees, booth setup, transportation, and exhibition materials). - Organization of training and development of digital tools.	- Creation of dedicated spaces for direct sales of Community products, promoting local consumption and direct interaction between producers and consumers. - Strengthening social cohesion and the sense of belonging, fostering collaboration among citizens, businesses, and local operators. - Protection and enhancement of agri-food resources, through sustainable practices that preserve biodiversity and the rural landscape. - Creation of new green jobs.	- Formal establishment of the Apennines Pistoiese Food Community. - Enhancement of local products and protection of the territory. - Development of a cooperation network among local stakeholders, fostering synergies between different economic sectors. - Strengthening digital skills and raising awareness of available technological solutions. - Enhanced sense of community and belonging.

3. Action Plan for Istria (Croatia)

3.1 Introduction

The REVIVE Pilot Action Plan, developed by the Institute of Agriculture and Tourism (IPTPO), serves as a comprehensive framework for the implementation of an innovative business model designed to revitalise rural areas in Istria, Croatia. The pilot area of the project is the City of Buzet and the municipalities of Oprtalj, Lanišće, Cerovlje and Lupoglav, areas that face challenges such as depopulation, an aging workforce, limited digitalisation, and a lack of communication between different stakeholders in the area. Through this action plan, a digital solution will be presented that will foster economic sustainability, strengthen collaboration among stakeholders, and promote the long-term development of local communities. The preliminary idea is the development of a B2B web platform that will serve as a digital marketplace catalogue and networking hub for local businesses, local public authorities, and other stakeholders. This platform will enhance connectivity and collaboration by allowing businesses to promote and/or demand products and services while also providing them access to essential information, such as information about funding opportunities, sustainable business practices, festivals and fairs, and so on. Web platform aims to encourage cooperation and create a self-sustaining digital ecosystem that aligns with the needs of Istria's rural areas.

3.2 Structure of the Action Plan

The Action Plan is divided into several key sections:

1. Pilot area overview – This section provides a demographic, economic, and infrastructural analysis of the selected municipalities. It highlights their strengths, such as strategic locations and cultural heritage, while also addressing key challenges like workforce shortages, legal-property disputes, and inadequate digital infrastructure.

2. Community building – The success of the REVIVE innovative business model depends on stakeholder engagement. This section describes the initial activities conducted with local public authorities, businesses, and community associations to assess their needs and potential contributions. Meetings with mayors, deputy mayors, and representatives from Local Action Groups (LAGs) were important for the creation of an idea of a digital platform suited for the pilot area.

3. Pilot area community cooperative – Describes involved stakeholders such as local public authorities, associations and groups, the private civil sector and the research centre. The aim of this cooperative is collaboration, support and long-term engagement to create opportunities and strengthen the local economy. This section outlines the necessary **physical, intellectual, human, and financial resources** required for the successful development, implementation, and sustainability of the digital solution.

4. Community services provided by the initiative - The initiative provides community services by enhancing market accessibility, promoting networking, fostering digital literacy, and ensuring that local businesses gain visibility and economic growth.

5. Economic sustainability – plan for the future – The Digital solution is designed with a vision for long-term sustainability. While initially focused on the pilot area in northern Istria, it can be expanded in other parts of Istria, and the inclusion of other sectors is also a possibility.

6. Monitoring and evaluation – At the end, a table with the set of chosen indicators for monitoring is provided.

To achieve the project's objectives, the Action plan is structured around three key actions:

- Action 1: Community cooperative governance setup - Focuses on establishing a community cooperative that brings together various local stakeholders, including businesses, local public authorities, LAGs, and Destination Management Organizations (DMOs).
- Action 2: Pilot activity related to the economic model – The goal is to build a sustainable community that will bring together local businesses in the pilot area, fostering their development and mutual collaboration.
- Action 3: Pilot activity related to the development of digital experiences – This action focuses on the creation of a business model that will be based on a digital solution, specifically a web platform that will enable the creation of a virtual community of local stakeholders in the pilot area.

3.3 Pilot area Brief Description

Istria County, the westernmost region of Croatia that covers most of the Istrian peninsula. Istria is Croatia's most visited tourist destination. Its economy depends on tourism, manufacturing, construction, trade, agriculture, fishing, and in the last

couple of years ICT sector.[1] The REVIVE project focuses on pilot areas targeted in Istria, specifically the town of Buzet and the municipalities of Oprtalj, Lanišće, Cerovlje, and Lupoglav. In the previous period, those areas were analysed across demographic, economic, cultural, and infrastructural dimensions to identify strengths, weaknesses, opportunities and threats.

Buzet

Also known as the City of Truffles.[2] Area of Buzet is an entrepreneurial and industrial hub, hosting 20 production and craft zones and excels in sectors such as processing, construction and trade.[3] Economic structure: small entrepreneurs (96%), medium and large entrepreneurs (4%).[4] It has great strategic connectivity because it is situated near Slovenia and Italy. Furthermore, the proximity to attractions like Istarske Toplice and Ćirarija makes Buzet a great destination for business and tourism.[5]

Oprtalj

It is a medieval town with only 75 residents; it is a great destination for tourists who are seeking tranquility and are drawn to outdoor tourism, like hiking and cycling.[6] Traditional farming (agricultural sector) is the primary economic activity.[7]

Lanišće

Lanišće is the least populated municipality in Istria.[8] The economy is based on agriculture; in the past, livestock farming and charcoal production were popular. The only industrial facility in the area today is the 'Ambalaža' wooden packaging factory, employing around 20 workers[9]. The municipality is focusing on sustainable tourism because of the untouched natural landscapes and unique features, which are ideal for eco-tourism.[10] However, limited infrastructure and connectivity demand further development.[11]

Cerovlje

It is known for its strong transport links and favorable climate, with a great position for the development of agriculture and rural tourism. Prevailing economic activities are the processing industry, construction, and trade, but also agricultural production, including crop farming, livestock farming, as well as grapevine and olive cultivation.[12]

[1] Istarska županija (n.d.) Gospodarstvo https://www.istra-istria.hr/hr/upoznaj-zupaniju/gospodarstvo/, accessed 5.3.2025.
[2] TZ Buzet (n.d.) Tartuf https://www.tz-buzet.hr/hr/gastronomija/tartuf, accessed 5.3.2024.
[3] Grad Buzet (n.d.) Poticaji Grada Buzeta, https://poslovni.buzet.hr/informacije/poticaji-grada-buzeta/1000, accessed 5.3.2024.
[4] Ibid.
[5] Grad Buzet (n.d.) O Buzetu, https://www.buzet.hr/buzet/o-buzetu, accessed 5.3.2024.
[6] Colours of Istria (n.d.) Oprtalj, https://coloursofistria.com/destinacije/oprtalj, accessed 5.3.2024.
[7] Istrapedia (2022) Oprtalj, https://www.istrapedia.hr/en/natuknice/448/oprtalj, accessed 5.3.2024.
[8] Općina Lanišće (n.d.) O Općini Lanišće, https://lanisce.hr/opcina/o-opcini/, accessed 5.3.2024.
[9] Istrapedia (2022) Lanišće, https://lanisce.hr/opcina/o-opcini/, accessed 5.3.2024.
[10] Općina Lanišće (n.d.) Turizam na Ćićariji, https://lanisce.hr/kultura-i-turizam/turizam-na-cicariji/, accessed 5.3.2024.
[11] Istrapedia (2022) Lanišće, https://lanisce.hr/opcina/o-opcini/, accessed 5.3.2024.
[12] Općina Cerovlje (2021) Provedbeni plan Općine Cerovlje za razdoblje od 2022. do 2025. godine, https://cerovlje.hr/Dokumenti/Nacelnik/202201_Provedbeni_program_2022_2025.docx, accessed 5.3.2024.

Lupoglav

Located near Učka Nature Park, Lupoglav tourism is based on mountain hiking and climbing.[13] Dominant economic sectors are agriculture, livestock farming and transportation services.[14] It has further potential for development because it possesses natural, cultural and infrastructural assets.

In the previous period, a SWOT analysis of the pilot area was made. The pilot area is rich in opportunities, including its strategic location, diverse natural attractions, and cultural heritage. Its Mediterranean climate supports tourism, agriculture, and outdoor activities. However, challenges such as depopulation, aging infrastructure, and limited promotion of its offerings must be addressed. The SWOT analysis identified key issues, including legal-property disputes, a lack of workforce, and threats like climate change and environmental degradation.

3.4 Community building

3.4.1 Initial Engagement Process

At the beginning of the REVIVE project, the Institute of Agriculture and Tourism engaged with the City of Buzet, which is an associated partner on the project, and the Buzet tourist board. In April 2024, the first meeting was held at the Entrepreneurial Incubator Verzi to introduce the project. Municipalities Oprtalj, Lanišće, Cerovlje and Lupoglav, previously selected pilot areas, attended and confirmed their participation in the project alongside the City of Buzet.

In October 2024, meetings were conducted individually with each municipal mayor and deputy mayor. The project was reintroduced, and discussions focused on defining activities and a suitable digital solution for the rural area. Mayors were asked to identify key disadvantages in their municipalities and propose ideas for digital solutions that could improve community welfare for local business stakeholders in the region.

Following these meetings, the Local Action Group (LAG) operating in the area was also engaged in becoming stakeholders in the project. Their involvement is important, as they have direct insight into the needs of local businesses and the community. A meeting was held and the project was presented, afterwards LAG Central Istria representatives shared insights on the needs of the local population,

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[13] LAG središnja Istra (n.d.) *Općina Lupoglav*, https://lag-sredisnjaistra.hr/podrucje-lag-a/opcina-lupoglav/, accessed 5.3.2024.
[14] Istrapedia (2023) *Lupoglav*, https://www.istrapedia.hr/en/natuknice/102/lupoglav, accessed 5.3.2024.

their level of engagement in other projects and potential solutions on how to engage local stakeholders.

3.4.2 Identified Common Needs

Several key challenges were identified across the pilot area, including:
- Depopulation and an aging population, leading to reduced workforce availability.
- Decline in social engagement, with people becoming more isolated.
- Lower levels of economic activity and insufficient business connectivity.

To address these challenges, the identified common need was to develop an innovative business model that fosters social integration and collaboration in rural areas. This model would leverage digital solutions to connect local stakeholders, encourage cooperation, and enhance business visibility within the pilot area, including the City of Buzet and surrounding municipalities. The project goal is also to engage young people through a digital and innovative platform that aligns with their interests.

3.4.3 Preliminary Idea and Conclusions from Participatory Co-Design

The proposed solution is the development of a B2B web platform serving as a digital marketplace catalogue. This platform would allow local stakeholders (businesses) to advertise their products and services, while also enabling other local stakeholders (businesses) to demand products and services. Additionally, local authorities, tourist boards, and LAGs — who were among the first stakeholders engaged — would serve as information hubs, using the platform to: Publish news about open calls for funding, grants, and business support programs; Promote local events relevant to business communities; Share information on sustainable business practices and innovations.

By digitally connecting the community, the platform aims to strengthen local economic activity, increase cooperation among business owners, and create new opportunities for local stakeholders. The participatory co-design process confirmed that such a solution is needed and welcomed by stakeholders, as it aligns with their goals of improving business engagement, economic resilience, and overall pilot area development.

3.5 Pilot Area Community Cooperative

The following stakeholders are involved in Innovative Community Cooperative:

- Public sector (Local public authorities and DMO): City of Buzet, Municipality of Oprtalj, Municipality of Lanišće, Municipality of Cerovlje, Municipality of Lupoglav, Buzet Tourist Board
- Local associations and groups (for example, LAGs, the association of craftsmen...)
- Private and civil sector: Local business entities in the pilot area (farmers, food and beverage providers, accommodation providers, providers of various tourism services and tourism-related services, artists and creatives, craftmen, producers...)
- Research centre (Digital Innovation Hub): EDIH Adria - they are not directly included in the business model, but they provide support to IPTPO in its development

The idea of creating an innovative business model is based on developing a digital solution, specifically a B2B platform, that would connect business entities within the pilot area in the agriculture, tourism and hospitality, and creative industries sectors. The solution is primarily designed to link businesses offering products/services with those seeking products/services. In this way, business entities and their offerings are promoted, increasing the visibility of their products and services. Moreover, the platform aims to create a network of stakeholders who will collaborate in various ways. Besides connecting supply and demand, by connecting stakeholders, the platform would facilitate the exchange of information, knowledge, and experience among users, fostering mutual support and collaboration. Furthermore, these connections could potentially lead to joint initiatives and agreements, such as shared use of tools and equipment, collective procurement of resources, or joint promotional efforts. In addition to business entities, the web platform is planned to include public bodies and organisations — such as local authorities within the pilot area, Destination Management Organizations (DMOs), Local Action Groups (LAGs) and associations — which will play a role in sharing relevant information with the purpose of supporting development of the area. Therefore, the main objectives of the business model based on the digital solution are:

- ✓ Visibility and promotion of business entities in the pilot area
- ✓ Connecting business users to establish business relationships and collaboration
- ✓ Exchange of useful information, knowledge, and experiences among users

The targeted users of this web platform are: registered business entities within the pilot area (farmers, food and beverage providers, accommodation providers, providers of tourism services and tourism-related services, artists and creatives,

craftmen, producers…), as well as local public authorities, DMOs, LAGs, and associations within the pilot area. These user segments can be categorized into four key groups:

Table 1: User segment

User group	Features of the web platform (web platform sections)
Entities in the **agricultural field**	• **User profiles** – each business entity will have its own user profile with key business information (what it does, what it offers, where it is located…) and contact details. • **Ads section** – business entities will be able to post ads about their current offers and demands, as well as other information related to aspects of business cooperation. Based on these ads, other users will be able to contact them.
Entities in the **tourism and hospitality field**	
Entities in the **creative industry field**	
Entities in the field of development support, i.e. i**nformation hubs** (local public authorities, DMOs, LAGs, and associations in the pilot area)	• **User profiles** – each information hub will have a user profile with key information. • **News and information section** - information hubs can create posts with useful information for the users of the web platform (notifications and information about events, public calls, support programmes, public services, educational material posts, etc.).

The focus is on agriculture, tourism and hospitality, and the creative industry, but we are also open to including other sectors that can contribute to building a business community if there is interest. Furthermore, all businesses must be registered in order to create a profile on the web platform.

Below is an overview of the key activities in the development and implementation of the solution.

Table 2: Key activities for development and implementation

The key activities within this business model of IPTPO are:

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Web platform development	✓ Participation in the Bootcamp organized by EDIH Adria to find the optimal solution based on stakeholders' needs ✓ Development of a digitalization action plan in collaboration with EDIH Adria ✓ Development of a web platform ✓ Maintenance of the web platform
Engagement of stakeholders	✓ Meetings with stakeholders for the joint creation of a business model solution ✓ Joint meeting with the potential users of the web platform in the pilot area to present the web platform and invite them to register
Educational workshops	✓ Organizing educational workshops for stakeholders on the topic of digital literacy and the use of digital solutions
Other activities of IPTPO	✓ Joint meetings and study visits of project partners and stakeholders to connect and strengthen cooperation ✓ Organization of a study visit in Istria for all project partners and their stakeholders ✓ Continuous communication with stakeholders
Activities of the web platform users:	
Up-to-date and active use of the web platform	✓ Active use of the web platform's features; updating business data; updating information on offerings and demand
* A detailed list of all activities, along with their scheduled times, can be found in the BMC	

Below is an overview of the key resources required for the implementation of activities within the business model:

- **Physical resources** – a device required for using the application and internet access; spaces and materials for conducting workshops and meetings.
- **Intellectual resources** – IT expertise for application development, digital skills for using the application, communication skills for interacting with existing and potential users, coordination skills for the execution of all planned activities.
- **Human resources** – the IPTPO team for coordinating and executing all activities; employees and partners of EDIH Adria for support and consultation in creating the digital solution; employees in local authorities who will provide support in implementing activities in the pilot area and communication with local stakeholders; a team for conducting educational workshops; IT specialists for web platform development.
- **Financial resources** – funds necessary for carrying out the required activities.

- **Resources of all business entities (web platform users)** – resources they typically use in their business operations, since this web platform is a business support tool.

The main cost sources include: salaries (human resources), web platform development (external experts), travel expenses (meetings and study visits), costs of organising a study visit in Istria, costs of organising meetings and workshops with stakeholders, and service costs of EDIH Adria. All mentioned costs will be financed from the IPTPO project budget (80% co-financed by the Interreg fund, 20% co-financed by IPTPO), except for EDIH Adria services, which are co-financed through the Digital Europe program and NPOO 2021–2026.

3.6 Community Services Provided by the Initiative

Through comprehensive area analysis and in discussions with stakeholders, it became evident that local business stakeholders face significant challenges in depopulation, lack of collaboration, excessive time spent sourcing for goods or services, and difficulty gaining market visibility. In response, the initiative has developed a business model that prioritises collective welfare over mere profit maximisation. Central to this model is the creation of a web platform designed to connect stakeholders in agriculture, tourism, and the creative industries within the pilot area.

The digital solution will serve as a centralised marketplace catalogue (B2B), allowing registered business users to advertise their products and services, both tangible and intangible, such as collaborative ventures and knowledge-sharing opportunities. This platform is not focused on direct sales; instead, its primary purpose is to facilitate faster and easier exchange of goods and services, enhance collaboration, and boost the local economy by keeping economic benefits within the community.

Key benefits include:

- ✓ Support for the local economy: By increasing market access and promoting local products, the platform aids small and medium-sized enterprises in gaining greater visibility and reaching new customers.
- ✓ Enhanced networking and collaboration: The web platform increases interconnectivity among local stakeholders, encouraging collaboration on projects and enabling joint problem-solving.
- ✓ Operational efficiency: It reduces the time and costs associated with finding the right products or services, thereby streamlining business operations.

✓ Growth and innovation: Exposure to new ideas, experiences, and financial incentives can help local businesses expand their offerings and explore sustainable and innovative approaches.

✓ Digitalisation and sustainable development: The web platform also serves as an educational role, promoting digital literacy and environmentally friendly practices through regular updates on open calls, funding opportunities, and sustainable business practices by the local self-government units, tourist boards and local action groups.

✓ By emphasising community welfare and social cohesion, this initiative aims to transform the way rural businesses operate. It creates a digital environment where local stakeholders improve their individual business prospects but also contribute to the overall development of the rural area.

3.7   Activity Plan for the REVIVE Pilot Testing Phase

ACTION 1 Community cooperative governance setup

Title	Community cooperative governance setup
Brief description	A community cooperative will be established with the aim of strengthening collaboration among local stakeholders. The goal is to create a self-sustaining community that does not rely on external actors to function. Initially, IPTPO will take on the role of coordinator, with the intention of establishing a cooperative governance model that will be sustainable in the long run. Local authorities, DMOs, LAGs and associations will support this effort, as they are more closely connected to local stakeholders and have a better understanding of their needs. Once the community is established, the goal is for it to govern itself, meaning that its existence will be sustained through the active use of the web platform. Although the goal is to create a self-sustaining community, the digital solution being developed will still require ongoing maintenance. During the project

implementation, we will work towards identifying a suitable solution for the platform's sustainability beyond the pilot phase. While this remains to be determined, IPTPO will continue to provide support throughout the process. The maintenance efforts will be minimal, as users will update their profiles themselves.

It is important to highlight that all the meetings held during the initial phases of finding solutions played a crucial role in forming the community. Additionally, various activities will be implemented to help stakeholders get to know each other better and build mutual understanding, ultimately leading to joint governance of the community cooperative.

Exchange of experiences with other pilot areas and communities, which could potentially enhance motivation for participation and generate new ideas:

✓ Study visit to Istria – Project partners, together with their stakeholders from other pilot areas, will visit local businesses in Istria (which will also have the opportunity to join the community). This visit will enable stakeholders from different areas to exchange experiences and perspectives, potentially boosting motivation for involvement and generating new ideas.
✓ Study visit to Tuscany – Representatives of local authorities from Istria will participate in this study visit alongside the IPTPO team. This will also serve as an opportunity for exchanging experiences and knowledge.

Community-building and engagement in the pilot area. The aim is for stakeholders to get to know each other better and understand each other's business activities, as this will foster collaboration, trust, and the creation of a cooperative:

✓ Joint meeting with all stakeholders in the pilot area – This meeting will be held before the development of

the web platform in order to present the final solution concept to stakeholders.

✓ It will also be an opportunity to identify shared goals, explore possibilities for joint action, and establish connections between local businesses within the project framework.

✓ Stakeholder profiling – Each user will have a profile on the platform to introduce themselves, sharing key information about their business activities, operations, and current supply/demand.

✓ Communication between IPTPO/information hubs and local businesses - Communication with potential and existing stakeholders via email, official websites, and social media.

✓ Communication via the web platform – The very concept of the web platform is based on creating a virtual community, enabling stakeholders to interact, exchange resources, launch joint initiatives, and collaboratively address challenges.

Stakeholders involved	• Public sector (Local public authorities and DMO): City of Buzet, Municipality of Oprtalj, Municipality of Lanišće, Municipality of Cerovlje, Municipality of Lupoglav, Buzet Tourist Board • LAGs and local associations • Private and civil sector: Local business entities in the pilot area (farmers, food and beverage providers, accommodation providers, providers of tourism services and tourism-related services, artists and creatives, craftmen, producers...)
Resources needed	• Physical resources - IT equipment needed for internet access, web platform use, and communication with stakeholders; space and materials for meetings and workshops. • Intellectual resources - Digital skills required for using the web platform; communication skills necessary for effective interaction with existing and potential users; coordination skills needed for the implementation of all planned activities.

	• Human resources - IPTPO team for the implementation and coordination of all activities; employees of local authorities, LAGs and associations for providing support and communication with stakeholders. • Financial resources - Required for the implementation of activities (provided from the project budget).
Territorial impact	**Economic impact** - A positive effect on local businesses (improved business opportunities, greater visibility of products and services, business optimization) and retaining economic benefits within the community. **Social impact** - Strengthening social cohesion and community empowerment: fostering user connections, collaboration, knowledge and experience exchange, and enhancing the sense of belonging and community identity.
Timeframe	From the beginning of the project until May 2025 – community establishment. From June onwards, community strengthening and collaboration.

ACTION 2 Pilot activity related to the economic model

Title	Pilot activity related to the economic model
Brief description	The goal is to build a sustainable community that will bring together businesses in the pilot area, fostering their development, mutual collaboration, trust, and unity. After the cooperative is established and the platform on which the business model is based is launched, stakeholders will be able to use it independently, which includes the following activities. Web platform = a tool for daily business operations and communication within the community ➢ Regularly updating profiles and essential

	business information to provide relevant data. ➢ Publishing current offers of products, services, and content to ensure real-time information. ➢ Publishing current demands for products, services, and content to ensure real-time information.
Stakeholders involved	• Public sector (Local public authorities and DMO): City of Buzet, Municipality of Oprtalj, Municipality of Lanišće, Municipality of Cerovlje, Municipality of Lupoglav, Buzet Tourist Board • LAGs and local associations • Private and civil sector: Local business entities in the pilot area (farmers, food and beverage providers, accommodation providers, providers of tourism services and tourism-related services, artists and creatives, craftmen, producers...)
Resources needed	• IT equipment necessary for using the web platform and accessing the internet. • Since the web platform is designed to support business operations, besides the necessary IT equipment, all businesses involved in the project will use resources that are commonly required for their regular operations.
Territorial impact	**Economic impact** - Positive effect on local businesses (improved business opportunities, greater visibility of products and services, business optimization) and retaining economic benefits within the community. **Social impact** - Strengthening social cohesion and community empowerment: encouraging user connections, collaboration, knowledge and experience exchange, and enhancing the sense of belonging and

	community identity.
Timeframe	June 2025 - until the end of the project (after the web platform is launched and throughout the entire project)

ACTION 3 Pilot activity related to the development of digital experiences

Title	Pilot activity related to the development of digital experiences
Brief description	This business model will be based on a digital solution, specifically a web platform that will enable the creation of a virtual community of stakeholders in the pilot area. EDIH Adria provides support to IPTPO in finding, creating, and developing the optimal digital solution based on the needs of the local community. IPTPO participated in a Bootcamp, which includes workshops, mentoring, development consulting, and preparation for creating a digitalization action plan. The development of the Action Plan for Digitalization is currently underway, with plans to complete it by March. This plan will define all the specifications and capabilities of the web platform, and based on it, IT specialists (external expertise) will create the necessary digital solution. Additionally, workshops on digital literacy are planned, where stakeholders will have the opportunity to acquire specific digital skills and learn how to use the web platform.
Stakeholders involved	• EDIH Adria - support and assistance in developing the solution • Public sector (Local public authorities and DMO): City of Buzet, Municipality of Oprtalj, Municipality of Lanišće, Municipality of Cerovlje, Municipality of Lupoglav, Buzet Tourist Board • LAGs and local associations • Private and civil sector: Local business entities in the

	pilot area (farmers, food and beverage providers, accommodation providers, providers of tourism services and tourism-related services, artists and creatives, craftmen, producers...) • IT specialists (external expertise)
Resources needed	**Physical resources** - IT equipment necessary for internet access, web platform use, and communication with stakeholders **Intellectual resources** - IT expertise required for application development; digital skills required for using the platform; communication skills necessary for effective interaction with existing and potential users **Human resources** - employees and partners of EDIH Adria; IPTPO team responsible for coordinating all activities; IT specialists (external expertise) for the development of the application **Financial resources** - for the development of the web platform and the execution of necessary activities
Territorial impact	**Economic impact** - digitalization of small local businesses **Social impact** - creation of a virtual community, networking of local stakeholders
Timeframe	December 2024 - June 2025 (creation and development of the digital solution)

3.8 Economic Sustainability - Plans for the Future

Users need to recognise the benefits of using the web platform in order to be motivated to engage with it and enable the virtual community to function effectively. These benefits will arise from the active use of the platform's features and the willingness of a larger number of stakeholders to collaborate. A higher number of networked users increases the visibility of local businesses, as well as the posts about the products and services they offer or seek, expanding their reach and enhancing the likelihood of successful purchases, collaborations, or joint initiatives.

This business model is designed to support the existing businesses of local stakeholders and to introduce new products and services to the web platform. In

this model, economic sustainability means keeping the web platform affordable to maintain, as it is the core of the model. The platform will be designed to require minimal maintenance. In fact, users will be able to update their business information on their profiles, as well as their supply and demand for products or services, independently.

If the web platform is recognised as a useful digital solution for local businesses, maintenance will be required. During the digital solution implementation, we will work towards identifying a suitable solution for the platform's sustainability beyond the pilot phase.

Furthermore, although the digital solution will first be tested in the pilot area, the user network could later expand to businesses from other parts of Istria, with the potential for other sectors to be included, fostering new connections and collaborations.

3.9 Monitoring and Evaluation[15]

Monitoring the business model is essential to ensure that strategies effectively support area revitalisation. This process will evaluate progress towards set objectives and identify areas in need of improvement. Specific indicators will be used to measure results objectively.

A monitoring committee will be formed to support data collection, with at least one representative from each pilot area. This committee will participate in activity 2.5, „Pilot Evaluation".

IPTPO choose a set of indicators, shown on the tables below, based on its needs. Indicators are classified by business model/cooperative (BM) or territorial impact (TI).

Table 3: Set of indicators

Economic dimension			
Impact	M.	Indicator	Description
BM	n.	Number of additional and value-added services offered on top of the main product or service offering	Measures the diversification of the offer and services

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Impact	M.	Indicator	Description
TI	n.	Number of people attending events organized in the territory	Measures the impact of events on the community
TI	n.	Number of tourist nights per month	Provides insights into the tourist flow in the area

Social dimension

Impact	*M.*	*Indicator*	*Description*
BM	n.	Number of visitors to the website and social networks (e.g. monthly, bimonthly, quarterly)	Measure the online engagement and reach.
TI	n.	Number of associations involved in the business model	Measure the level of collaboration and partnership.
TI	n.	Number of additional products/services offered to the community	Measures the quantity of supplementary products or services provided to the community, reflecting the business's commitment to meeting local needs and enhancing its offerings.

Innovation and technological dimension

Impact	*M.*	*Indicator*	*Description*
BM	n.	Number of collaborations with start-ups, universities, and research centers for the development of new solutions and technologies	Measure the business's engagement in collaborative innovation
BM TI	n.	Number of businesses from other sectors involved in the territory	Measure the level of sectoral diversity and economic integration in the area.

Sustainable dimension

Impact	*M.*	*Indicator*	*Description*
BM TI	%	Percentage of stakeholders involved in the cooperative who adopt sustainable practices (e.g., organic farming, sustainable fishing, etc.)	Measure the cooperative's commitment to environmental sustainability through the quantity of new sustainable practices implemented.

Value proportions	BM

For a territory, the value proposition encompasses the unique, distinctive and irreplicable elements that provide a competitive advantage when enhanced. Identifying these elements is crucial as they contribute to creating value beyond just the products and services within a single sector. Value is central to guiding strategic decisions, so it's essential to consider different aspects that can add value, such as unique user experiences, innovation, cost-effectiveness and accessibility. Several approaches can strengthen value propositions, including: innovation (e.g., blockchain in the agri-food sector), making products/services accessible (e.g., a single e-commerce platform for all local products), utilizing a well defined brand (e.g. developing a unique identity for the territory), enhancing performance (e.g. through interaction among multiple stakeholders and territorial supply chains).

- What specific features make the territory and the cooperation among multiple stakeholders unique?
- What characteristics and elements can add value to each identified specificity?

The pilot area of the Institute of Agriculture and Tourism includes the town of Buzet and the municipalities of Oprtalj, Cerovlje, Lanišće, and Lupoglav. It is a rural part of Istria, home to many small businesses in agriculture, tourism, and hospitality.

The idea behind creating an innovative business model was to find a digital solution that would support their operations. It was identified that stakeholders in the pilot area face similar opportunities and challenges, so connecting, networking, and collaborating could have positive effects.

- What elements allow us to differentiate and be competitive?

The characteristics of the digital solution, or the web platform that will be created, are:
- **B2B connection** – connecting business users who offer products/services and business users who are looking for products/services (increasing visibility of products and services, reducing time and financial costs of connecting producers and potential buyers)
- **Encouraging the exchange of information, knowledge, and experience among users** (mutual help and support)
- **Encouraging cooperation and effective resource use** between users (joint initiatives and agreements, joint problem-solving, shared resource use)
- **Focus on business users** (B2B)

- **Support for the local economy – connecting stakeholders within the same pilot area and cross-sector cooperation**
- **User education and availability of useful information** via the web platform
- **Ease of use of the web platform**, tailored to users with different levels of digital literacy

The digital solution is designed with the aim of networking business entities in the pilot area within the sectors of agriculture, tourism, hospitality, and creative industries. The web platform would primarily connect business users who offer or seek products/services. It would provide users with the opportunity to advertise their current offerings, i.e. available products and services. On the other hand, the platform would have an option to post a demand, which would be useful for business users who are looking for specific products or services.

In addition to serving as a link between supply and demand, reducing time and financial costs for connecting and finding sellers or buyers, the platform would enable stakeholders to connect in various aspects.

The web platform would connect different stakeholders, potentially allowing the exchange of information, knowledge, and experience, thus creating a network of support and assistance among users. Collaboration could result in different initiatives and agreements that would help users increase their competitiveness, reduce costs, and improve their business activities. For example, collaboration in problem-solving, joint use of tools and equipment, joint procurement, or joint promotion could occur.

The uniqueness of this web platform and its connection system lies in the fact that it would be designed exclusively for business entities with the aim of improving, optimizing, and simplifying business operations, ensuring a focused approach and greater user satisfaction.

Furthermore, its uniqueness is recognized in that the platform would connect stakeholders from the same territory, supporting the local economy, fostering the growth of local businesses' revenues, intersectoral collaboration, and retaining economic benefits within the community. The goal is to create a "virtual community" of stakeholders that can increase the area's competitiveness.

An additional benefit of this solution would be the involvement of local authorities, tourism boards, LAGs, and other associations in the concept itself. By publishing various useful information and educational materials, they would provide support to business entities and highlight potential opportunities to enhance their operations.

It is important that the web platform is user-friendly, as it will be used by stakeholders with varying levels of digital literacy.

Overview of the main functionalities of the web platform:

11. **User profiles**
    o User registration and login
    o User profiles with basic business information
12. **Posting**
    o Users would post what they offer or are looking for in terms of products and services, or requests for collaboration, advice, support, etc.
    o "Information hubs" (support development entities – City of Buzet, municipalities of Cerovlje, Oprtalj, Lanišće, Lupoglav, LAGs, associations, etc.) – posting useful information and content for business entities.
13. **Search and Filtering**
    o Searching posts and user profiles according to specific filters (categories of entities, keywords, types of products and services, etc.)
14. **Notifications (Newsletter)**
    o Receiving notifications about new posts via a newsletter (email). Users will be able to choose the types of ads they want to receive in the newsletter.

In conclusion, the described digital solution would be differentiated and competitive due to all its mentioned characteristics and specifics.

Key partners   BM

The purpose of this section is to identify and engage different stakeholders to create synergies. Every territory consists of an ecosystem of interrelated entities and elements that, through collaboration, can enhance the overall value of the area, its products and services. Potential partners may include enterprises, associations, universities, research institutions and local authorities.

- Who are the main partners in the territory?
- How can they be involved?
- What added value can they provide?

Development Support

Local authorities (City of Buzet, Municipality of Cerovlje, Municipality of Oprtalj, Municipality of Lupoglav, Municipality of Lanišće), the Tourist Board of Buzet, local action groups, and various associations (such as artisan associations) can serve as development

support, acting as informational centers. Their role within the "cooperative" would be to inform stakeholders about current events, various subsidies, workshops, projects, public calls, and public services, as well as to publish educational content and other information potentially interesting to farmers, accommodation providers, restaurateurs, artists, creatives, and other users of the web platform. Furthermore, as these informational centers would be part of the networked community, they could provide mutual support through the exchange of knowledge and experience related to their work.

Registered Business Entities in the Pilot Area (farmers, food and beverage providers, accommodation providers, providers of tourism services and tourism-related services, artists and creatives, craftmen, producers...),

All business users will network and connect with other business entities via the web platform. They will advertise the products and services they offer or seek and communicate with other users who also offer or seek certain products.

Examples:

· **Farmers (family farms, craftsmen, etc.)** – Local farmers could use the planned digital solution to advertise the products they currently have available. Restaurateurs could contact them to use fresh products from the farmers in the preparation of their dishes.

· **Artists and creatives (craftsmen, painters, handcrafters, etc.)** – They could advertise their works (which could, for example, be used as decoration in catering establishments or holiday homes), the various art workshops they run (which accommodation providers could suggest and offer to their guests), or what they are looking for (advice, cooperation, etc.).

· **Providers of various tourist services and tourism-related services** – Providers of various tourist services and tourism-related services (guided tours, quad tours, hiking or cycling tours, workshops, etc.) can advertise their services on the web platform so that accommodation providers, as intermediaries, can offer different experiences and services in the destination to their guests.

· **Providers of food and beverage services (restaurants, taverns, bars, various catering businesses, etc.) and accommodation providers** – They could use the created digital solution to advertise their needs for products, services, cooperation, etc. In this way, they can be contacted by producers whose offerings meet their advertised needs. Through the web platform and ads, providers of food and beverage services and accommodation providers can easily reach the required products and services, or business entities offering these products and services.

Although the focus is on agriculture, tourism, hospitality, and the creative industry, we are open to including other sectors if there is interest.

The digital solution would create a network of all the mentioned stakeholders, connecting them for the purpose of exchanging goods and services, as well as sharing information, knowledge, and experience.

In addition to the stakeholders who will be included as users of the web platform, the project also involves the digital innovation hub **EDIH Adria**, with the role of providing information technology support and consulting in creating the digital solution that will meet the needs of the project and pilot area.

- What key resources are we acquiring from them?

Such an initiative does not require significant resources from potential users. All they need is:
- ✓ A mobile device or computer and internet access to use the web platform
- ✓ The time required to use the web platform (updating the profile, posting ads, viewing other ads, etc.)
- ✓ The time required to participate in workshops and learn how the platform works

Customer Segments <div align="right">BM</div>

The Customer Segments block is focused on identifying the different groups of people we aim to target. Each set of products/services should be tailored around the specific needs of each customer cluster. Studying and understanding their needs, preferences and behaviors enables informed segmentation, which in turn requires distinct marketing strategies. One method to identify customer segments is to customer segments based on their shared behaviors, needs and preferences.

- For whom are we creating value?
- Which groups of people do we want to reach?

Since this is a B2B business model involving the exchange of products, services, and information, the key partners in the model are also the target users. Therefore, these are registered business entities within the pilot area (farmers, food and beverage providers, accommodation providers, providers of tourism services and tourism-related services, artists and creatives, craftmen, producers...), as well as local public authorities, DMOs,

LAGs, and associations within the pilot area. These user segments can be categorized into four key groups:

User group	Features of the web platform (web platform sections)
Entities in the **agricultural field**	• **User profiles** – each business entity will have its own user profile with key business information (what it does, what it offers, where it is located...) and contact details. • **Ads section** – business entities will be able to post ads about their current offers and demands, as well as other information related to aspects of business cooperation. Based on these ads, other users will be able to contact them.
Entities in the **tourism and hospitality field**	
Entities in the **creative industry field**	
Entities in the field of development support, i.e. i**nformation hubs** (local public authorities, DMOs, LAGs, and associations in the pilot area)	• **User profiles** – each information hub will have a user profile with key information. • **News and information section** - information hubs can create posts with useful information for the users of the web platform (notifications and information about events, public calls, support programmes, public services, educational material posts, etc.).

The focus is on agriculture, tourism and hospitality, and the creative industry, but we are also open to including other sectors that can contribute to building a business community if there is interest.

All businesses must be registered in order to create a profile on the web platform.

Channels   BM

Following the identification of the value proposition and customer segments, the next step is to select the channels through which to communicate the proposition and reach the different target segments. The purpose of communication is not only to promote the product/service but also to build awareness and help customers evaluate the value proposition. Channels can be categorized as either direct or indirect. Direct channels include owned media such as the company's website or social media pages, while indirect channels involve external platforms used for communication, promotion, or sales, such as blogs or e-commerce sites. The choice of channel type should consider both its effectiveness for the specific objective and its associated costs.

- Which channels do we want to use to reach the customer segments?

To reach the target users, the plan is to use a combination of offline and online channels.

Communication: IPTPO and information hubs – business users (both potential and existing)

- **Offline channels** – organizing educational meetings and workshops; collaborating with local authorities in the pilot area (City of Buzet; Municipalities of Cerovlje, Oprtalj, Lupoglav, Lanišće), the Tourist Board of the City of Buzet, as well as with LAGs and associations that will play a key role in communication with local stakeholders (they will also use different methods and channels to reach potential and existing users).
- **Online channels** – communication with stakeholders via email; publishing calls for participation in activities on the Institute's website and social media, as well as on the websites of other public bodies collaborating on the project; user accounts on the web platform (City of Buzet, municipalities of Cerovlje, Oprtalj, Lanišće, Lupoglav, LAGs, associations) through which they will be able to post content aimed at business users.

B2B Communication: business user – business user and business user – potential business user

The web platform is designed as a "marketplace" catalog that networks the user accounts of business users, creating a communication channel between business users who offer and business users who seek products/services. Existing users can also promote the platform through their direct channels, such as social media and websites.

Additionally, word-of-mouth promotion, driven by positive experiences, is essential in further raising awareness of the platform within the community.

- What channels are more effective to reach and engage these segments? Which ones are the most effective and cost-efficient?
- How do we plan to allocate our communication and/or marketing efforts across the various channels?

Offline channels, which focus on directly engaging stakeholders at organized events before the web platform is launched, as well as word-of-mouth promotion, help build trust and increase relevance, especially among local stakeholders in smaller communities. On the other hand, online channels such as websites, social media, and email provide broad reach at low cost, and are not only effective for attracting potential users but also for maintaining communication with existing ones. Given all of this, the most effective approach is to use a combination of different channels and methods of reaching users. Additionally, involving public authorities, the Tourist Board, LAGs, and associations as intermediaries will provide stakeholders with an extra level of trust, as these entities operate within their area and already have established communication with them.

- How can we integrate communication across the different channels used by stakeholders?

The City of Buzet, the Tourist Board of Buzet, other municipalities in the pilot area, LAGs, and associations have their own targeted audience, which consists of local business entities within their administrative-territorial unit. Meanwhile, the IPTPO team will target its communication towards all potential and existing stakeholders in the pilot area. Integration of communication with existing users can also be achieved through the functions of the web platform itself. In this regard, the role of communication coordinators, or "information hubs" aimed at business users, is taken on by the aforementioned stakeholders (City of Buzet, Tourist Board of Buzet, other municipalities in the pilot area, LAGs, and associations), who will be able to post all necessary information and content on their user accounts. Furthermore, as previously mentioned, the web platform serves as a communication tool between business entities acting as either suppliers or seekers.

Key activities   BM

This section outlines the strategic activities required to create and sustain the value propositions, reach customers, maintain relationships and generate revenues. Key activities serve as a checklist of essential tasks required to achieve objectives and desired outcomes. These key activities should be aligned with the steps outlined in each section of the canvas to ensure detailed organization of the work.

- What are the key activities necessary for territory development?
- What are the required times for the completion of each activity?
- Are there any recurring activities?

Activity	Timeframe	Activity description
Participation in the Bootcamp	December 2024 (5th and 6th December 2024)	EDIH Adria is organising a Bootcamp, which includes workshops, mentoring, development consulting, and preparation for the creation of a Digitalisation Action Plan. EDIH Adria is assisting IPTPO in finding the optimal digital solution in line with the project requirements and the needs of the pilot area.
Online meetings with EDIH	February 2025 (6th and 20th February 2025)	Online meetings with EDIH regarding the work on the Digitalisation Action Plan.
Study visit in Istria	February 2025 (18th and 19th February 2025)	Organising a study visit in Istria for project partners and their stakeholders from rural pilot areas – presentations of best practice examples (successful initiatives and projects in Istria) and a tour of local businesses in the pilot area in Istria. The aim of the event is to connect stakeholders from different pilot areas, fostering knowledge and experience exchange.
Work on the Digitalization Action Plan (EDIH services)	February - March 2025.	The Digitalisation Action Plan is being developed in collaboration with EDIH Adria. This plan defines the features and functions of

		the web platform. Based on this plan, IT experts (external specialists) create the digital solution.
Workshop with stakeholders in the pilot area	March 2025 (10th March 2025)	Organising a workshop with all stakeholders in the pilot area who are invited to join as users in the digital solution, presenting the project and the digital solution.
Project partners and stakeholders meeting in Tuscany	March 2025 (18th and 19th March 2025)	Project partners and stakeholders meeting – presentation of the action plan by all project partners, presentation of local initiatives and projects in Appennino Pistoiese, study visit. Exchange of experiences, knowledge, and ideas between project partners and stakeholders.
Development of a web platform	April - June 2025	Development of the web platform based on the Digitalization Action Plan. The web platform will be developed by IT experts (external specialists).
Organization of a scientific conference in Poreč on the occasion of the 150th anniversary of IPTPO.	May 2025	Presentation of the REVIVE project and the developed business model at the event
Project partners meeting in North Macedonia	June 2025.	Presentation of completed activities and discussion of upcoming activities within

		the project, followed by a study visit.
Educational workshop for stakeholders	June 2025	Presentation of the web platform's functionalities and usage instructions for stakeholders in the pilot area.
Start of web platform usage	June - July 2025	Start of web platform usage by stakeholders – collecting feedback from stakeholders for improvement.
Educational workshop for stakeholders	September / October 2025	Organizing an educational workshop for stakeholders in the pilot area aimed at enhancing their digital skills.
Meeting of project partners in Mallorca	November 2025	Presentation of completed activities and discussion of upcoming activities within the project, followed by a study visit.
Communication withstakeholders and promotion of the project	Throughout the entire duration of the project	Communication with stakeholders throughout the entire project - initially during the involvement in the process of designing the business model, and later during the implementation of the business model. Promotion of the project and engaging as many stakeholders as possible.
Maintenance of the web platform	From the start of use, throughout the entire period	The platform needs to be maintained to provide the best possible user

		experience. IPTPO is responsible for this until the end of the project
Monitoring the success of the web platform	From the beginning of use and throughout the entire period	Monitoring the number of users and activities on the platform.
Final project meeting	Final reporting period 2026	IPTPO will organize the final meeting of the project partners. It will be held in Poreč.

Key resources

BM

The key resources section encompasses the strategic assets needed to create and sustain the BM. These resources can be categorized as follows: physical resources (essential for the production or sale of products/services and include assets such as facilities, equipment, and vehicles), intellectual resources (the intangible assets such as know-how, patents, partnerships, and databases), human resources (the skills, expertise, and qualifications of the personnel available for executing specific tasks and activities), financial resources (the financial capital and accessible funding necessary for operations).

- What resources are necessary for implementing the actions to achieve the objectives and results?
- Which resources support the development of multiple actions?
- What are the expected timeframes for obtaining the necessary resources?

To create and implement the business model, the following resources are required:

Physical Resources:

- IT equipment required for internet access, using and maintaining the web platform, and communicating with stakeholders.
- Spaces where educational workshops will be held, equipped with the necessary technical equipment.
- Materials for conducting workshops and questionnaires.
- Printed manuals with instructions for using the web platform.

Intellectual Resources:

- IT expertise required for the development of the web platform.
- Digital skills required for using the web platform.

- Communication skills necessary for effective communication with existing and potential users.
- Coordination skills necessary for carrying out all planned activities.

Human Resources:
- The IPTPO team is responsible for executing and coordinating all project activities.
- Employees of local authorities, LAGs, and NGOs who will provide support in implementing activities in the pilot area and communication with local stakeholders.
- Employees and partners of EDIH Adria who will provide support and advice in the creation of the digital solution.
- Trainers who will conduct workshops on digital literacy.
- IT specialists (external experts) who will develop the web platform.

Financial Resources:
- Financial resources necessary for carrying out activities – secured from the project budget.
- EDIH Adria services – co-financed by the Digital Europe (DIGITAL) program and the National Recovery and Resilience Plan 2021-2026.

It is important that the necessary resources are secured according to the planned timeline of activities, to ensure the plan is successfully implemented.

The resources needed by users to access and use the web platform are as follows:
- ✓ A mobile device or computer and internet access to use the web platform
- ✓ The time required to use the web platform (updating the profile, posting ads, viewing other ads, etc.)
- ✓ The time required to participate in workshops and learn how the platform works

Additionally, all business entities involved in the project will use the resources they typically require for their operations.

Customer relationship

BM

This block focuses on establishing and maintaining relationships with different customer segments to attract new clients, retain existing ones and increase sales of products and services. It is crucial to monitor these relationships throughout various stages of the customer journey (pre-purchase, during the purchase, and post-purchase). Stronger relationships and higher quality offerings lead to better feedback, increased customer loyalty and a stronger association with the territory, enhancing the likelihood of repeat visits or purchases.

- What types of relationships do we aim to establish with potential customers?

The goal is to build a sustainable community that brings together businesses in the same area, encouraging their development, as well as fostering mutual cooperation, trust, and unity.

By implementing a digital solution, the following types of relationships between users are expected to be established:

Transactional Relationships (Offerers - Seekers): Connecting supply and demand to make the process of finding necessary business resources, as well as the process of finding customers, as quick and efficient as possible.

Supportive Relationships: Connecting local businesses to provide mutual support.

Collaborative Relationships: Connecting stakeholders to achieve common initiatives and solutions.

Advisory Relationships: Engaging local authorities and organizations (LAGs, associations...) to provide users with valuable information, training, and guidance for business improvement.

- Do we adopt different relational approaches depending on the stage of the product/experience cycle (e.g. production, harvesting, sales)?

The initial phase of the process, which is the introduction phase, plays an important role in the implementation of the digital solution idea. It is essential for IPTPO, as the initiator of the idea, to get to know the potential users better, and it is also important for the users to get to know each other and understand each other's businesses in order to lay the foundation for long-term and successful cooperation.

The introduction phase would include the following steps:

Joint meeting and interactive workshop – Organizing a joint meeting and an educational interactive workshop before using the web platform will help establish initial contacts. It is important that stakeholders recognize common goals, challenges, opportunities for collaboration, and potential benefits from the start, so they can approach the platform with interest and enthusiasm. The IPTPO team plans to conduct a survey to better understand future platform users and gather feedback from them on their willingness to participate in the initiative, as well as suggestions for improvements.

Stakeholder profiling – Each user would have a profile on the web platform, which they can use to introduce themselves to others by sharing key information about their business activities, work, and current offer/demand. Understanding each other's business activities helps in creating a cohesive network.

Mutual acquaintance of stakeholders is crucial, as it is the basis for gradually building trust and business connections in various aspects that the app provides.

Additionally, the web platform would offer customized approaches to relationship-building depending on the phase of the product/service:

- **Product/service creation phase** – Opportunity for joint initiatives and co-designing new products and services.
- **Production/preparation phase** – Faster and easier finding of needed resources, the possibility of joint procurement of resources, sharing of resources and equipment, and collaboration in the production process.
- **Sales phase** – Faster and more efficient identification of customers, increasing visibility of products/services; real-time updates depending on product availability or demand.

In each phase, connecting can result in support, knowledge transfer, sharing of experiences, and solving common problems through collaboration and dialogue.

- How do these approaches integrate with the territory and other local economic sectors?

Such approaches are integrated with the territory and local economic sectors, supporting the development of the local economy and encouraging the retention of economic benefits within the community. By connecting different sectors, intersectoral cooperation is enabled, creating synergy and new opportunities for sustainable development.

- How do we plan to engage potential customers? How do we loyalize them?

In order to implement all the described relationships and approaches, it is essential first to attract potential users. Joint meetings and workshops will serve not only to introduce stakeholders to each other but also as an opportunity to educate them about the purpose and objectives of the web platform. In this aspect, it is crucial for stakeholders to see the benefits of using the web platform in order to agree to participate in the project. Users who are satisfied with the web platform will become loyal. It is very important to focus efforts on creating the best possible user experience. Additionally, the goal is to create a sense of belonging to the "virtual" community, which will further enhance loyalty.

Community services | BM

This block has been added to the previous BMCs to provide information on the community-developed services/products and their impact on the local area. Community services are essential for improving the quality of life for individuals and families. These services, which encompass a wide range of support and resources, are designed to address the diverse needs of community members, especially those who are vulnerable or disadvantaged. Business models being developed must integrate community services as vital components for fostering stronger, healthier, and more resilient communities. By addressing these varied needs, community services help to enhance social cohesion, reduce inequalities, and improve overall quality of life.

- What services/products do we offer to the community?
- What are the most urgent needs of our community? How well do our services address them?
- How are our services improving the lives of community members?
- Do our services promote social cohesion and a sense of belonging within the community?

Through analyzing the area and discussions with local stakeholders, a need has been identified for businesses to have easier and more efficient access to quality local resources, greater visibility for products and services, better market access, improved collaboration, knowledge and experience exchange, and business digitalization. In response to these needs, a digital platform is being offered to the pilot community that will connect stakeholders in the agriculture, tourism, hospitality, and creative industry sectors. The digital solution will provide a centralized space for communication, simplifying the process of connection and collaboration while reducing time and financial costs. The business model created improves business opportunities within the community, encouraging the strengthening of the local economy and the retention of economic benefits within the community. This model, based on connecting local stakeholders, promotes social cohesion and fosters a sense of belonging to the community, contributing to the area's development.

Expected results | BM |

Expected results represent a strategic element essential for achieving the goals set out in the BMC. For REVIVE, which focuses on the revitalization of territories, results should be assessed not just in terms of economic impact but also considering physical, social, psychological, cultural and political dimensions.

- What results/impacts do we want to achieve from our network/cooperation?

The desired results are:

- ➢ A large network of connected users: as many users as possible within the pilot area.
- ➢ Active use of the web platform: the web platform becomes a tool for daily business operations and communication within the community.
- ➢ Regular profile updates: users regularly update information about supply and demand to ensure the platform provides relevant, real-time information.
- ➢ Successful use of the web platform's features: users understand and efficiently use all the features of the web platform.
- ➢ Positive impact on business and strengthening the local economy: improved business opportunities, greater visibility of products and services, optimized operations, and retaining economic benefits within the community.
- ➢ Social cohesion and strengthening the community: encouraging user connection, collaboration, knowledge exchange, and enhancing a sense of belonging and community identity.

- • For what value are our customers willing to pay?

Since this is a B2B business solution that users should not have to pay for, the following values are outlined that would potentially encourage businesses to use the offered digital solution:

- ➢ Increased visibility of products and services (promotion)
- ➢ Simplified business processes, cost reduction, and time savings
- ➢ The opportunity to connect and collaborate with stakeholders in the same area, with mutual positive impacts on business
- ➢ Relevant and timely information
- ➢ Ease of use
- ➢ Security, data privacy, and reliability
- ➢ Support for sustainable development and the local economy

Cost structure
BM

Cost structure defines the expenses necessary to develop and implement the BM. This step is usually addressed last in the BMC because the cost structure is derived from other components, such as key activities, key partners, and resources. Additionally, defining the cost structure helps in determining long-term investment needs.

- • What are the major sources of costs?

The main cost sources for developing and implementing the business model are:
- • Salaries (human resources)

- Development of the web platform (external specialized experts)
- Travel expenses (meetings and study visits)
- Costs of organizing events in Poreč
- Costs of organizing meetings and workshops with stakeholders
- Costs of EDIH Adria services

- To what extent are the costs covered by available resources, if available?
- What are the strategic medium- and long-term investments?
- What are the most expensive activities?

All the previously mentioned costs are financed from the project budget, except for the services of EDIH Adria.

Project budget – 80% co-financed by the Interreg fund, 20% co-financed by IPTPO.

EDIH Adria services – co-financed through the Digital Europe (DIGITAL) programme and the National Recovery and Resilience Plan 2021-2026.

The strategic long-term investment refers to the development of the web platform, which, along with the EDIH Adria services, will likely be the most expensive activity in the creation and implementation of the business model.

4. Action Plan of Mancomunidad del Pla (Mallorca (Spain)

Executive Summary

This document constitutes the REVIVE (Developing community based Innovative Business Models for the Revival of the Internal Areas in the Mediterranean) Pilot Action Plan for the Balearic Islands, specifically for the Mancomunidad del Pla (Mallorca), within the framework of the Interreg Europe's EURO-MED project. The REVIVE project aims to develop and test collaborative economic models through the creation of Innovative Community Cooperatives (ICCs) and Digital Innovation Hubs (DIHs) in the Mediterranean's internal regions.

This action plan is aligned with REVIVE's overarching objectives, which include:

- Accelerating the transition towards a sustainable and innovative economy in Mediterranean internal areas through community engagement.
- Developing and strengthening research and innovation capacities, along with the adoption of advanced technologies.
- Implementing innovative solutions in agriculture, food production, tourism, and cultural and creative industries.
- Interconnecting different sectors and fostering collaborative economies to enhance local development.

In this context, this Action Plan seeks to accelerate the transition towards a sustainable and innovative economy by fostering synergies between the agricultural and tourism sectors. It serves as a strategic roadmap to implement measures to:

- Promote and facilitate the commercialization of local products in tourist accommodations and restaurants in the region.
- Improve the traceability of local products through digital and technological solutions.
- Enhance market accessibility for producers, ensuring a more competitive and resilient local economy.
- Develop new tourism experiences linked to the agricultural and cultural sectors, fostering authenticity and sustainability.
- Strengthen sustainability through technological advancements and improved governance models.

The Action Plan has been developed based on a participatory process, actively involving local producers, tourism businesses and public authorities. The insights

gathered from focus groups and workshops have been crucial in shaping strategic priorities and defining actionable measures that directly address the needs and challenges identified in the region.

The AETIB (Balearic Islands Agency for Tourism) is the entity in charge of coordinating and monitoring the Action Plan for the Balearic Islands with the support of the Mallorca Chamber of Commerce, both partners of the EURO-MED project during the 2024-2026 timeframe.

4.1 Methodology

4.1.1 Regional Policy Context

The present Action Plan aligns with the RIS3 (Research and Innovation Strategy for Smart Specialisation) of the Balearic Islands, which serves as a roadmap for fostering innovation, economic transformation, and sustainable development in the region.

The Balearic Islands' RIS3 strategy prioritizes digitalisation, sustainability, and the integration of traditional sectors with emerging technologies, key aspects that directly relate to the objectives of REVIVE. By promoting technological solutions in agriculture, food production, and tourism the action plan contributes to enhancing competitiveness, innovation capacity, and the resilience of the regions' businesses. Furthermore, by fostering synergies between the agricultural and tourism sectors, the Action Plan contributes to the RIS3 goals of strengthening regional value chains and promoting sustainable economic models seeking long-term benefits for local communities.

In addition to the RIS3 strategy, several legislative frameworks at regional level reinforce the commitment to responsible tourism and the integration of local products into the tourism sector.

- The Decree-Law 1/2020, of 17 January, on Responsible Tourism and Improvement of the Quality of Tourist Areas.
- Law 3/2022, of 15 June, on Urgent Measures for Sustainability and Circularity in Tourism in the Balearic Islands, to promote a more sustainable tourism model and the consumption of local product.
- Law 2/2016, of 30 March, on the Tax on Tourist Stays in the Balearic Islands and Measures to Promote Sustainable Tourism, establishes mechanisms to support responsible tourism practices.

It is important to highlight that a key aspect, therefore, is the requirement for tourist establishments to include a minimum of 3% local products (Law 3/2022 on circularity), including agri-food items, in their menus. This aligns with the Balearic Government's strategy to strengthen synergies between the tourism and agricultural sectors. Both the Balearic Islands Regional Ministry of Tourism (through AETIB) and the Balearic Islands Regional Ministry of Agriculture within the government actions of intersectoral relations between ministries, and public-private collaboration are actively promoting initiatives to look for ways to promote the production and consumption of local products by the hotels and restaurants sector.

By integrating these policy objectives, the Action Plan contributes to fostering a more circular, sustainable, and responsible tourism model in the Balearic Islands. Additionally, the Action Plan is aligned with the Tourism Sustainability Plan in Destinations (PSTD) and coordinated to ensure synergy and avoid overlaps in implementation. The PSTD plays a crucial role in financing and implementing projects that align with these regulatory frameworks. Funded through Next Generation EU and national programs, the PSTD supports initiatives that drive economic diversification, mitigate tourism's environmental impact, and strengthen the integration of local products into the tourism value chain.

4.1.2 Timeframe

The timeframe established for the definition and implementation of the REVIVE Balearic Islands Pilot Action Plan (from now on BIPLAN) is January 2024 – September 2026. This period provides a structured timeline that allows for:

- Sufficient time to implement, monitor, and evaluate some of the proposed actions.
- A realistic duration that enables the execution of concrete initiatives while maintaining stakeholder engagement.

This initial proposal outlines the planned actions; however, within the scope of the REVIVE project, not all measures may be fully developed. The implementation will focus on the most feasible solutions, prioritising those with the greatest potential impact and viability. This framework represents the result of the participatory process and the identified opportunities, but its execution will ultimately depend on available resources, technical feasibility, and ongoing stakeholder collaboration. Also, given the complexity of some of the technological solutions proposed, full implementation and measurable impacts may extend beyond this timeframe. The REVIVE project lays the foundation for these innovations, but their long-term

adoption and effectiveness will require continued efforts and collaboration beyond the project's official duration.

Below is the Gantt chart timeframe for the implementation of the work packages 2 and 3 of the REVIVE project.

		2024												2025												2026								
		PERIOD 1						PERIOD 2						PERIOD 3						PERIOD 4						PERIOD 5						PERIOD 6		
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33
		Janv	Fev	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Febr	Marc	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Febr	Marc	Apr	May	June	July	Aug	Sept
WP2	Collaborative economy business models innovation																																	
Act. 2.1	Engagement and community participation							■	■	■	■	■	■																					
Act. 2.2	Local pilots action plans co-design							■	■	■	■	■	■																					
Act. 2.3	Transnational pilot exchange							■	■	■	■	■	■																					
Act.2.4	Pilot testing													■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
Act.2.5	Pilot evaluation																									■	■	■	■	■	■			
WP3	Mediterranean Digital Innovation Hubs																																	
Act. 3.1	MDIHs set up and digital laboratories for improving skills							■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
Act. 3.2	Building immersive experiences													■	■	■	■	■	■	■	■	■	■	■	■									
Act. 3.3	Data integration																									■	■	■	■	■	■			

- July – December 2024: Identification of challenges, priorities, stakeholders' engagement and community participation, and indicators. Local pilot action plan co-design, Transnational pilot exchange.
- January 2025 – June 2026. Pilot testing and MDIH set up
- January – December 2025: digitalisation training and immersive experiences implementation
- January – June 2026 – Data integration and pilot evaluation: Final phase of the Project with sharing of experiences and replication activities.

4.2 Area Brief Description

The pilot area for the REVIVE project in the Balearic Islands is the Mancomunidad del Pla de Mallorca, a supramunicipal entity that brings together 14 municipalities in the central part of the island. These municipalities share common characteristics such as a strong agricultural identity, rich cultural heritage, a commitment to sustainability, and a growing interest in integrating tourism as a driver for local economic development.
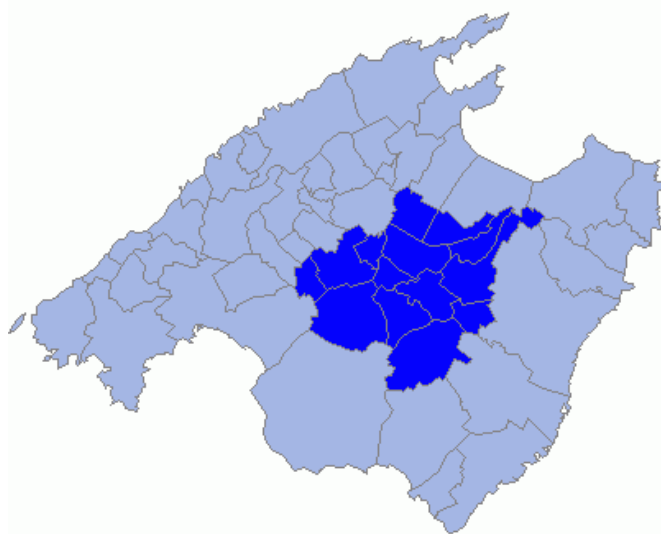
Figure 1 - Pilot area of REVIVE in Mallorca

This inland territory is known for its traditional agricultural landscape, local gastronomy, and preserved cultural traditions, while also facing challenges related to economic diversification and digitalisation gaps. The selection of Pla de Mallorca as a pilot area for REVIVE was based on its potential to integrate innovation and digital solutions into traditional sectors, particularly agriculture and tourism.

Through the implementation of the REVIVE BIPLAN, this pilot area will test innovative business models, digital solutions, and governance strategies aimed at enhancing the local economy, promoting sustainability, and fostering cross-sectoral cooperation. The area's commitment to preserving its authenticity while embracing sustainable development and new technologies integration, makes it an ideal setting for piloting and refining collaborative economic models that can serve as a reference for other Mediterranean internal areas facing similar socio-economic and environmental challenges.

4.3 Community Cooperative Governance Set Up

4.3.1 Community building

The engagement process for the REVIVE project in the Balearic Islands has been structured through a participatory approach, ensuring that key stakeholders were actively involved throughout the process. This methodology has been essential in identifying common needs, defining strategic priorities, and developing a list of potential digital and business solutions aligned with the project's objectives.

To achieve this, a series of meetings and focus groups were organized, bringing together representatives from the agriculture, tourism, cultural and creative industries, and public authorities.

It is important to highlight that the stakeholder engagement process in the Balearic Islands has incorporated both local actors from Pla de Mallorca and regional-level stakeholders, ensuring a more comprehensive and strategic approach.

The dual-level approach involves advisory stakeholders at regional level such as the University of the Balearic Islands (UIB), Regional Government representatives (from three regional ministries: Tourism, Innovation, and Agriculture), regional and digital transformation entities, rural development associations, local employment and development agencies (AODL). As well as stakeholders at local level with direct engagement with sectorial associations producers and cooperatives, tourism businesses, local agritourism associations, cultural heritage institutions, agroecology associations, agricultural union of farmers and community representatives to identify territory-specific needs. This dual-level approach has strengthened synergies between local and regional actors, ensuring the Action Plan is both targeted and aligned with regional strategies for greater impact.

The sessions provided a platform for stakeholders to discuss their challenges, expectations, and potential contributions, fostering a collaborative environment where ideas and initiatives could be coordinated effectively. Additionally, this approach helped establish synergies with other regional initiatives while preventing duplication of efforts, ensuring a more cohesive and impactful implementation of the action plan.

Overall, the sessions were highly successful and played a key role in identifying potential digital solutions, capacity-building activities for both sectors, and immersive experiences aligned with the identified objectives.

4.3.2 Key Engagement Activities

Several meetings and focus-group have been conducted from the beginning of the project. Just to mention some of them:

- First in-person ICC collaborative space, held on June 6, 2024, gathered 35 representatives to present REVIVE and identify key challenges.

- Two ICC local focus groups meetings to summarise and prioritise outcomes from previous sessions, focusing on feasible digital services and business models.
- Several meetings were held with stakeholders, including local and regional authorities, representatives from the tourism and agriculture sectors, and external consultants involved in ongoing regional initiatives. These meetings aimed to validate the co-created solutions, establish priorities, and ensure alignment between REVIVE and other regional strategies, fostering synergies and avoiding duplication of efforts.

Also, the REVIVE team has attended related events focused on innovation, digitalisation, and local product promotion, allowing deeper interaction with stakeholders and learning about similar initiatives being developed.

Figure 2 – Photos from meetings and focus groups held in Mancomunidad del Pla (Mallorca)

The results of these community building and engagement activities are described in the table hereafter:

Title	Setting Up a Collaborative Governance Framework
Brief description	Several meetings and focus groups have been conducted since the beginning of the project to identify key needs and challenges within the Mancomunidad del Pla and prioritise common solutions aimed at developing digital tools to revitalise the region and stimulate the local economy. This participatory methodology has been essential in identifying capacity-building activities and workshops focused on digitalisation. Additionally, immersive experiences that contribute to the pilot's objectives have been defined. Related measures (see section 3.3): ▪ M1. Match-making events ▪ M2. Establish synergies ▪ M3. Workshops & training ▪ M4. Co-creation workshop ▪ M13. Communication & Dissemination activities ▪ M14. Improved Governance
Stakeholders involved	Key stakeholders have been carefully selected from the tourism sector, including tourist establishments and the cultural and creative industries, as well as from agriculture and local product sectors. Additionally, public authorities have been actively involved to ensure alignment with regional policies and initiatives. This diverse representation facilitates cross-sector collaboration, ensuring that the proposed solutions effectively address the needs of all actors and contribute to the sustainable development of the region.
Resources needed	The successful implementation of this action requires specialised human resources from AETIB and the Mallorca Chamber of Commerce, along with facilitators for stakeholder engagement. Minimal financial resources are needed to support meetings and training sessions. Additionally, municipal infrastructure has been

	provided for focus groups, while online platforms are used to facilitate virtual discussions.
Territorial impact (Economic, social, environmental…)	• Economic: Enhances coordination between sectors, facilitating economic resilience by fostering synergies between tourism and local production. • Social: Encourages inclusive decision-making and strengthens community engagement, ensuring that local actors actively participate in shaping economic strategies. • Environmental: Promotes sustainable governance practices, which indirectly support environmentally responsible initiatives such as local product sourcing and more sustainable economic models.
Timeframe	July – December 2024: Identification of challenges, priorities, stakeholders engagement and community participation, and indicators. Local pilot action plan co-design, Transnational pilot exchange. January 2025 – June 2026. Pilot testing and MDIH set up • January – December 2025: digitalisation training and immersive experiences implementation • January – June 2026 – Data integration and pilot evaluation: Final phase of the Project with sharing of experiences and replication activities.

Outcomes and conclusions of the community building activities

This co-creation and validation process has proven to be highly effective in:
- Defining the strategic priorities for the action plan, ensuring relevance and feasibility.
- Identifying key digital and business models that can be implemented aligned with the REVIVE project in the Pla de Mallorca pilot area.
- Identifying key capacity-building activities and workshops and defining potential immersive experiences.
- Ensuring alignment with existing regional initiatives, avoiding duplication and maximizing impact.
- Strengthening stakeholder engagement, leading to long-term collaboration and a shared commitment to the objectives of the project.

4.4 PRESENTATION OF THE BALEARIC ISLANDS PILOT ACTION PLAN (BIPLAN)

The BIPLAN has been structured into "Strategic Lines", "Objectives" and "Measures". These are described hereafter.

SL1: TOURISM, CULTURAL AND CREATIVE INDUSTRY

O1. Promotion of the use of local products in tourism sector
- **M1.** Match-making events
- **M2.** Synergies with ongoing regional initiatives
- **M3.** Capacity building activity

O2. Promotion of touristic experiences linked to the primary and cultural sectors
- **M4.** Co-creation workshops
- **M5.** Platform for co-responsible tourism
- **M6.** Capacity building activity

SL2: AGRICULTURE AND LOCAL PRODUCTS LINKED TO THE TOURISM INDUSTRY

O3. Improve access and commercialisation of local products
- **M7.** B2B platform
- **M8.** Monitoring and exploitation strategy
- **M9.** Capacity building activity

O4. Promotion of local products' traceability, points of sale and uses
- **M10.** Mapping of best practices
- **M11.** QR Code-Based Traceability App
- **M12.** Capacity building activity

SL3: GOVERNANCE AND ACCEPTANCE

O5. Transversal
- **M13.** C&D activities
- **M14.** Improved governance
- **M15.** Business model analysis and solution prioritisation
- **M16.** Immersive experience

REVIVE Balearic Islands Pilot Action Plan

Figure 3 - Strategic lines, objectives and measures of the BIPLAN

4.4.1 Strategic lines

The strategic lines define the key areas of action that structure the implementation of the Action Plan, ensuring a coordinated and sector-specific approach. They reflect the priorities identified through the engagement process, addressing the needs and synergies between tourism, agriculture, and governance to foster sustainable regional development.

As a result of the engagement process, three main strategic lines have been defined for the BIPLAN:

- SL1: Tourism, cultural and creative industry
- SL2: Agriculture and local products linked to the tourism industry
- SL3: Governance and acceptance

4.4.2 Objectives

The BIPLAN objectives focus on strengthening economic development, improving market access, and integrating digital innovation to enhance sustainability and competitiveness. The plan prioritises business model development, digital solutions, and stakeholder engagement, ensuring a structured approach to implementing impactful actions. Additionally, it aims to reinforce governance frameworks and define immersive experiences, fostering synergies between key sectors and supporting long-term regional growth. The following section outlines the objectives defined for each strategic line of the Action Plan (see Figure 3).

Tourism, cultural and creative industry's objectives

The two main objectives linked with SL1 (Tourism, cultural and creative industry) are:
- O1. Promotion of the use of local products in tourist accommodations and restaurants of the pilot area. It aims to strengthen the link between tourism and agriculture, supporting sustainability and boosting the local economy. Encouraging the use of locally sourced ingredients enhances the visitor experience with authentic gastronomy while creating direct sales opportunities for producers. Additionally, it highlights the region's identity, cultural heritage, and culinary traditions, positioning it as a hight-quality and sustainable destination.

- O2. Promotion of tourist & cultural experiences linked to the primary and cultural sectors. This objective seeks to generate synergies between the region's two key sectors, agriculture and tourism, by integrating agricultural and cultural experiences into the visitor offering. By showcasing traditional farming practices, local craftsmanship, and cultural heritage, it strengthens the local economy, diversifies tourism activities, and promotes responsible tourism. Additionally, it fosters a deeper connection between visitors and the region's agricultural and cultural identity, ensuring that tourism supports and adds value to local community, production and traditions.

To achieve these objectives, actions will be implemented to enhance the development of technological solutions and provide capacity building initiatives tailored to stakeholders from the tourism, cultural, and agricultural sectors.

Agriculture and local products linked to the tourism industry's objectives

The two main objectives linked with SL2 (Agriculture and local products linked to the tourism industry) are:

- O3. Improve the access and commercialisation of local products. This objective seeks to boost the local economy by strengthening direct connections between producers and the tourism sector, ensuring that local products have greater market access. By enhancing distribution channels, promoting direct sales, and integrating digital solutions, it facilitates connections between producers, restaurants, and tourist accommodations, driving economic growth in the region. Additionally, it supports compliance with Law 3/2022[16], which requires establishments to source a minimum percentage of local products, that is expected to increase over the years.

- O4. Promotion of the traceability of the local product, points of sale and possible uses/receipts. This objective aims to enhance transparency and traceability in the retail and agricultural sectors by implementing QR codes, providing consumers with detailed information on product origin, sustainability, and certifications. It strengthens market visibility for local producers, fosters consumer trust, and facilitates direct engagement between farmers and buyers. It promotes the use of local products in gastronomy, reducing food waste and reinforcing the connection between agriculture, tourism, and the local economy.

Governance and acceptance's objectives

The Governance strategic line encompasses cross-cutting objectives that apply to both the tourism and agricultural sectors.

- O5. Transversal objectives. This strategic line aims to enhance coordination and governance, ensuring the long-term sustainability and effectiveness of the REVIVE project. By strengthening communication and dissemination strategies, it seeks to increase stakeholder engagement and visibility of the initiative. It focuses also, on structuring immersive experiences that align with the region's needs, reinforcing the connection between tourism, agriculture, and local culture to maximise the project's impact.

The actions outlined in this Action Plan represent the requests, needs, and outcomes identified through the community-building and engagement activities organised by AETIB and the Mallorca Chamber of Commerce in collaboration with Mancomunidad Pla de Mallorca.

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[16] Law 3/2022[16], of June 15, on urgent measures for the sustainability and circularity of tourism in the Balearic Islands.

As they reflect the needs of the pilot local territory, the REVIVE partners in the Balearic Islands have agreed to document all these requests in the Action Plan to ensure a comprehensive record of the participatory process. However, this does not imply that all actions will necessarily be implemented, as their feasibility depends on available resources and other factors. Since these are complementary actions, some may be developed in the future, beyond the scope of the project.

4.4.3 Measures

SL1: Tourism, Cultural and Creative Industry

OBJECTIVES	MEASURES	INDICATORS
O1. Promotion of the use of local products in tourist accommodations and restaurants of the pilot area	**M1. Support to the organization of Match-Making events** "speed dating" event between tourist accommodations, restaurants, cooperatives, and local producers to foster networking and create synergies that lead to potential commercial agreements facilitating direct collaboration between key stakeholders. These events can also serve as awareness-raising campaigns for the tourism sector and restaurants about the benefits of using local products and facilitate connections with local producers. They can also serve as a valuable tool to gauge the level of acceptance and interest in potential technological solutions, such as the B2B platform or QR code-based traceability system, to ensure that future implementations are aligned with stakeholder needs.	▪ Nb. of participants both sectors (by type) ▪ Nb. of alliances or partnerships established ▪ Nb. of commercial agreements established (in the event that this information is accessible) ▪ Interest in proposed technological solutions ▪ (Feedback on tools like the B2B platform or QR code traceability, collected during or after the event).
	M2. Establish synergies with ongoing regional initiatives. Develop mechanisms to coordinate and create synergies with existing actions and initiatives in the region. Such as the Local Product Certification, currently under development by the General Directorate of Agriculture aiming to enhance product authenticity, sustainability, and visibility, also the development of the Km0 website to promote local product and tourism activities funded by the PSTD (National Program of Tourism Sustainability Plans in Destinations) and the FEADER funds. Establish a coordination mechanism between the relevant administrations	▪ Nb. of initiatives identified and mapped ▪ Nb. of coordination meetings held between administrations ▪ Nb. of collaborative agreements or joint actions established

	and stakeholders involved to ensure alignment, avoid duplication and maximise the impact of all initiatives related to the promotion of local products and sustainability.	
	M3. Organisation of workshops and capacity building activities. Digital Marketing, Communication and Social Media Strategies to promote the local product, European funding, Digital innovation hubs (understanding what DIHs are, the services they offer, and how they can support innovation and digital transformation).	▪ Nb. of participants per workshop ▪ Participants satisfaction rate
O2. Promotion of tourist & cultural experiences linked to the primary and cultural sectors	**M4. Co-Creation workshops**. Engaging local producers, cultural organizations, and tourism operators to collaboratively design routes and experiences linked to the primary and cultural sector. Development of new offerings, and business models. Example: Farm-to-table experiences, ecotourism activities (e.g., hiking through agricultural landscapes, olive oil tastings), volunteering experiences on local farms, opportunities to learn about local agricultural traditions, etc.	▪ Nb. of participants in the co-creation workshop ▪ Nb. of new tourist experiences or routes designed
	M5. Develop and launch a Platform for Co-responsible Tourism. Aiming to connect tourists with opportunities to participate in agricultural and cultural tasks, fostering deeper immersion in the primary and cultural sector and promote educational experiences on local farms. Establish synergies with the already launched website through the PSTD: km0plademallorca.com. Instead of developing the solution, it is also possible to **reach a collaboration agreement with** an existing platform. Ensure viability of the platform before developing it.	▪ Nb. of producers, culture operators and tourist establishments registered on the platform Nb. of transactions completed through the platform

OBJECTIVES	MEASURES	INDICATORS
	M6. **Workshop organisation and capacity building**. Training and capacity building on the use of the platform for tourism operators and local producers and cultural operators, Digital tools for managing bookings and planning activities, Digital marketing and social media strategies to promote sustainable tourism experiences.	▪ Nb. of training sessions conducted ▪ Nb. of participants attending the training sessions ▪ Participant satisfaction rate (assessed through post-training surveys).

SL2: Agriculture and Local Products linked to the tourism industry

OBJECTIVES	MEASURES	INDICATORS
O3. Promotion of the use of local products in tourist accommodations and restaurants of the pilot area	**M7.** **Develop and launch a B2B platform** between producers and tourist establishments and restaurants to allow direct sales of local products. Possible functionalities: Real-time inventory and order management, Traceability systems (e.g., QR codes), Secure payments and data analytics, Predictive analytics could be included to anticipate product demand based on seasonality and tourism trends, Chatbot with recommendations (AI): Price suggestions, product offers, etc., which could integrate the immersive REVIVE experience. If a similar solution already exists on the market, a contract **or a collaboration agreement** with an existing service could be signed. **Centralising logistics** and deliveries, therefore creating a logistics center, should be considered to streamline the purchasing process, enhance efficiency, and improve accessibility for both consumers and suppliers. This need was identified as one of the key challenges by local stakeholders.	▪ Nb. of producers and tourist establishments and restaurants registered on the platform ▪ Nb. of transactions completed through the platform ▪ Increase in sales volume for local products
	M8. **Develop the implementation and monitoring and exploitation strategy** to ensure the effective uptake, continued use and long-term maintenance of the B2B platform. This action will include the creation of a dedicated working group or a Monitoring Committee to	▪ Nb. of assigned project leaders ▪ Platform adoption rate (%) among stakeholders actively using the platform.

	lead the strategic development of the platform and ensure alignment between tourism and agriculture stakeholders, monitoring the operation of the platform, evaluate its impact, promote the platform to potential users and address user needs. Assess the feasibility of creating a cluster.	▪ Volume of transactions conducted on the platform over a defined period. ▪ Economic impact on local businesses ▪ (Increase in revenue).
	M9. Workshop organisation and capacity building. Using the B2B platform effectively, Digital tools for managing orders and logistics, Marketing strategies for promoting local products through the platform, Delivery and logistics optimisation workshop, Basics of e-commerce and online payment systems, Data analysis and reporting, customer service skills for producers selling directly to tourist establishments.	▪ Nb. of training sessions conducted ▪ Nb. of participants attending the training sessions Participant satisfaction rate (assessed through post-training surveys).
O4. Promotion of tourist & cultural experiences linked to the primary and cultural sectors	**M10. Map best practices and establishing a framework for QR Code implementation**. Involves identifying and analysing national and international best practices in QR code usage, particularly for bulk products and sustainable traceability, to ensure knowledge transfer and align with market and tourism trends. Include collaboration with local stakeholders (e.g., General Directorate of Agri-Food Quality and Local Product) to define synergies with regional strategies like the Local product certification initiative and avoid duplications. Coordination mechanisms will be established between administrations and stakeholders to streamline efforts.	▪ Final report to support the adoption of QR-based solutions in agriculture and tourism. ▪ Nb. of consultative meetings held with key stakeholders (such as government entities, producers, retailers, and tourism operators).
	M11. Development (collaboration agreement or contract service from an existing solution) of a QR Code-Based Traceability App. The app will allow consumers to access detailed information about local products by scanning QR codes. Possible functionalities:	▪ Nb. of products with integrated QR codes ▪ Nb. of users who download the app

		Nb. of producers and retailers onboarded
	Product origin and producer details, Information about sustainability and production processes, Seasonal availability and nutritional values, Suggested uses and recipes. A map of nearby points of sale where the product can be purchased (establishing synergies with the website developed by PSTD). Ensure inclusivity in the design of the app making it accessible to all users.	
	M12. Workshop organisation and capacity building. Practical training on using the app for product information and traceability, Digital Marketing strategies for traceable products, Integrating traceability in E-Commerce, educating stakeholders on the environmental and social benefits of adopting traceability practices.	▪ Nb. of training sessions conducted ▪ Nb. of participants attending the training sessions sin ▪ Participant satisfaction rate (post-training surveys).

SL3: Governance and Acceptance

OBJECTIVES	MEASURES	INDICATORS
O5. Transversal Objectives	**M13**. **Communication and dissemination activities**. Focus on enhancing the visibility of the project and ensuring broad stakeholder engagement. This includes news publications, social media content, dissemination events, and communication campaigns to promote the project's objectives, share key achievements, and foster acceptance among the tourism, agriculture, and governance sectors.	▪ Nb. of publications (news articles, social media posts, newsletters, etc.). ▪ Nb. of dissemination events organized (workshops, webinars, public presentations). ▪ Nb. Of communication campaigns launched ▪ Nb. Of press releases sent
	M14. Improved Governance / advocacy. Increase networking activities and improve governance to foster policy changes and public	▪ Nb. Of meetings held

	support as well as promote the long-term adoption of the strategy / technological solution.	▪ Nb. Of partnerships or collaborations established as a result of networking activities.
	M15. Business Model Analysis & Solution Prioritisation. Evaluate and select the most viable digital and business solutions proposed. It includes a structured prioritisation and classification process based on impact, cost, and benefit analysis to ensure the most efficient and sustainable implementation. The analysis will also define the business models associated with each solution, supporting decision-making for long-term viability. It will include: Conducting a comparative assessment of proposed solutions. Developing business models to ensure feasibility and sustainability. Establish selection criteria based on impact, cost, and benefits. Facilitate discussions with key stakeholders to finalise the chosen solutions.	▪ Nb. of proposed solutions evaluated ▪ Final business model(s) approved
	M16. Immersive experiences related to key objectives. ▪ **O2** - Awareness raising through immersive experience on harvesting and production processes for chefs and agri-tourism staff: highlighting the efforts of the agricultural sector to ensure understanding. ▪ **O3** - Immersive experience on precision agriculture for local farmers – Technology used: Soil sensors, drones, automated irrigation systems, and real-time data analysis applications. Example: workshop with Terracor, Cooperativa de Sóller (sensors), Es Plet (drones).	▪ Nb. Of immersive experiences conducted ▪ Nb. of participants attending the training sessions ▪ Participant satisfaction rate (post-training surveys).

	▪ **O4** - Immersive experience: Sustainable tourism tour with participation in the production chain, strengthen understanding of the logistics process and sustainability in local production. Technology used: Mixed Reality (MR) to visualize the logistics from production to points of sale.

4.5 Action 2: Pilot Activity Related to the Economic Model

Action 2 focuses on the economic model, improving business models and market access for local products.

Title	Strengthening the Local Economy through Direct Sales, Digitalisation, and Market Access
Brief description	Strengthening economic links between agriculture and tourism, facilitating direct sales and market access, by developing **business models and digital sales platforms** that connect local producers with tourism businesses. This action enhances the economic resilience of the pilot area by improving market access for local producers, promoting direct sales, and integrating digital solutions to connect agriculture with tourism. **Related measures**: ▪ **M7.** As part of the implementation of the B2B platform a **logistics and deliveries center** should be assessed in order to streamline the purchasing process, enhance efficiency, and improve accessibility for both consumers and suppliers. This need was identified as one of the key challenges by local stakeholders. ▪ **M8**. Develop the implementation, monitoring and exploitation strategy to ensure the effective uptake, continued use and long-term maintenance of the B2B platform. This solution (B2B platform) has been prioritised over others due to its clear necessity, strong stakeholder interest, and high potential for development. Promoting the use of local products in tourist establishments aligns with the broader goal of fostering a more responsible and sustainable tourism model while also ensuring compliance with existing regulations, such as Law 3/2022 on circularity which requires touristic establishments to source a 3% percentage of local products. Additionally, there is a well-documented gap in the integration of local products into the tourism supply chain, highlighting the urgent need for intervention. Currently, an **assessment** is underway to

	determine whether to sign a collaboration agreement ~~for~~ with an existing platform, which integrates the criteria of sustainability, circularity, and conscious purchasing as differential values.
Stakeholders involved	Local producers, cooperatives, hotels, restaurants, and public authorities involved in economic and trade development.
Resources needed	The development of a B2B marketplace for direct product sales will need financial resources (first estimated budget 80.000 up to 150.000€). Specialised human resources, including project coordinators, business model experts (market analysis…), and trainers for digitalisation and sales strategies. Active stakeholder engagement from producers, tourism businesses, and public authorities is key to ensuring alignment with regional initiatives and long-term sustainability. Even if, eventually, a collaboration agreement is reached to use an existing platform, a budget will still be required for the project, its dissemination, and implementation.
Territorial impact (Economic, social, environmental…)	▪ **Economic**: Increase of direct sales, improve demand predictability for producers, strengthen and optimise supply chains, and boost of the local economy. ▪ **Social**: Encourages local entrepreneurship, fosters collaboration between businesses cross-sector, and improves access to local products. Enhancement of gastronomic value, and a sense of belonging. ▪ **Environmental**: Supports local supply chains, reducing reliance on imported goods, reduction of the logistical footprint with Km0 products.
Timeframe	**January – June 2025** – Assessment of the B2B platform. Agreement with an existing solution or designing a new one. Its development and deployment extend beyond the project's timeframe.

4.6 Action 3: Pilot Activity Related to the Development of Digital Experiences

Action 3 focuses on digitalisation and immersive experiences.

Title	Enhancing tourism experiences and local product access and visibility through digital tools, specific training and immersive experiences.
Brief description	Implement digital technologies such as QR codes, the B2B platform, the Co-responsible Tourism Platform, and immersive experiences (e.g., VR) to enhance traceability, access to local products, marketing, and visitor engagement. Additionally, a study visit will be organised for agriculture and tourism businesses to explore best practices and innovative digital solutions, fostering knowledge exchange and sectoral collaboration. Related measures: ▪ **M5.** Develop and launch a Co-responsible platform ▪ **M6.** Capacity building - Platform training ▪ **M7.** Develop and launch B2B platform ▪ **M9.** Capacity building - B2B platform training ▪ **M10.** Map best practices and QR framework ▪ **M11.** Develop and launch QR traceability App ▪ **M12.** QR App workshop ▪ **M16.** Immersive experience related to digital experiences
Stakeholders involved	Tourism businesses (hotels, agrotourism, restaurants), local producers and cooperatives, public authorities, Digital Innovation Hubs (DIHBAI-TUR) and tech providers.
Resources needed	Experts in digital technologies, UX design, and immersive tourism, online marketing. Financial resources will be needed for development, testing, and training and infrastructure related to the development of QR traceability tools, VR/AR experiences, and digital platforms.

Territorial impact (Economic, social, environmental…)	▪ **Economic**: Enhances visitor engagement, improves access and marketing for local products, and promotes tourism diversification through digital platforms. ▪ **Social**: Promotes cultural heritage through primary sector related experiences, increasing community involvement in tourism and agriculture. ▪ **Environmental**: Encourages sustainable tourism practices, educating visitors on seasonality and responsible consumption.
Timeframe	**January – December 2025**: digitalisation training and immersive experiences implementation.

4.7 Monitoring and evaluation

To ensure the effective implementation and execution of the actions outlined in this Action Plan, follow-up and monitoring activities are established, along with the development of relevant indicators.

Firstly, regular meetings take place between the partners to track progress, address any challenges or obstacles that arise, and take corrective actions when necessary to prevent unintended consequences. As part of this process, updates on the implementation of these actions are discussed within the framework of regular public-private roundtables with tourism stakeholders coordinated by the AETIB and the Mallorca Chamber of Commerce.

Secondly, in addition to these monitoring activities, a set of indicators has been identified to track to establish a framework for evaluation to accurately measure results and impacts. This approach ensures that the monitoring process remains aligned with the objectives of each action.

Following established best practices, the monitoring indicators adhere to the SMART criteria (Specific, Measurable, Achievable, Relevant, and Timely). This approach enables a systematic evaluation of the relationship between target and projected values, ensuring that corrective measures can be applied as needed.

However, it is important to note that some indicators rely on the availability of data. Nevertheless, each measure includes 2-3 indicators to ensure effective monitoring.

A preliminary set of monitoring and output indicators has been included in the previous tables. For detailed information, see the Action Plan table structured by strategic lines, Section 3.3.

4.8 Conclusion and Next Steps

The REVIVE Action Plan provides a structured framework to drive economic resilience, digital transformation, and sustainable governance in the *Pla de Mallorca* pilot area. Through collaborative governance, innovative business models, and digital solutions, the plan strengthens synergies between the agricultural and tourism sectors, ensuring the long-term sustainability of local economies.

Following a participatory approach, key challenges have been identified, leading to the co-design of impactful solutions such as the B2B platform for direct sales, digital traceability tools, and immersive experiences. These initiatives aim to enhance local product visibility, improve market access, and promote sustainable tourism practices.

NEXT STEPS

As the project moves into the implementation and pilot testing phases, the focus will be on:

- **Evaluating the feasibility of digital solutions**, including the B2B platform, QR traceability app, and co-responsible tourism platform, by assessing their alignment with stakeholder needs and identifying potential funding opportunities before full implementation.
- **Conducting training and capacity-building activities** to ensure the adoption of digital tools by key stakeholders.
- **Organising pilot immersive experiences** to foster deeper engagement between sectors.
- **Strengthening governance** by involving all stakeholders, including representatives from the agriculture, tourism, cultural industries, and local authorities, to ensure coordinated decision-making and long-term sustainability.
- **Monitoring and evaluating the impact** of the proposed solutions to ensure scalability and replication in other Mediterranean regions.

A strong commitment from stakeholders, public authorities, and local businesses will be essential to successfully implement the action plan and create a long-lasting impact on the regional economy.

Annex 1. REVIVE Balearic Islands Business Model Canvas

Key Partners	Key Activities	Value Proportions	Customer Relationships	Customer Segments
Tourism businesses (hotels, agrotourism, restaurants), local producers and farming cooperatives, public authorities, Digital Innovation Hubs (DIHBAI-TUR) and tech providers. Public authorities, at local and regional level involved in economic and trade development.	- Promotion of the use of local products in the tourism sector. - Improve access and commercialisation of local products. - Promotion of a B2B marketplace for local agri-products to HORECA (hotels, restaurants and catering) sector. - Develop the implementation, monitoring and exploitation strategy to ensure the effective uptake. - Promotion of tourist experiences linked to the primary and cultural sectors	**For farmers and local producers**: - Increasing direct sales and market access. - Direct access to a broad tourism market, improved demand predictability, reduced intermediaries, and higher profit margins. - Enhances visitor engagement and improves access and marketing of local products. - Free usage of the B2B platform (no license fee) - User-friendly platform with detailed information on	Centralized digital platform that channels the communication, orders, deliveries and incidents that will ease the customer relationships	Farmers and local producers Agrofood local associations HORECA businesses Agritourism companies

- Development of a communication and dissemination strategy.
- Organisation of immersive experiences

products and producers.

For HORECA sector:
- Quick and easy access to the entire range of products, availability, and prices from local farmers registered on the B2B platform, that takes into consideration criteria of sustainability, circularity and conscious purchasing as differential values.
- Possibility of online ordering with previous signed contracts that establish the dates of delivery, invoicing, etc.
- Quick and easy search for the desired product facilitating local product consumption.

For the region:
Promotion of the local economy, encouragement of

Key Resources
- Specialised human resources, business model experts (market analysis...), and trainers for digitalisation and sales strategies.
- Active stakeholder engagement from producers, tourism businesses, and public authorities is key to ensuring alignment with regional initiatives and long-term sustainability.
- Financial resources for development, testing,

Channels
B2B marketplace for direct product sales
Immersive experiences (e.g. VR)
Social media and Press releases
Email marketing campaigns in both sectors to raise awareness of the platform.
Promotional campaign and materials (tutorial videos, etc)
Regional fairs and Networking Events for the adoption of the B2B platform.

	training and infrastructure related to the development of QR traceability tools, VR/AR experiences, and digital platforms.	sustainability, and reduction of the logistical footprint with Km0 products. Promotion of local products, gastronomic value, and a sense of belonging.	Webinars, demonstrations, and online training sector-specific (hotels, restaurants, producers). Personalized support for new users. Collaborations and Partnerships to promote the platform through stakeholders channels. Brand ambassadors: Select satisfied users who can act as platform ambassadors, recommending it to their networks.	

Cost Structure

Between 80.000 up to 150.000 € if developing a B2B platform. Communication and marketing strategy related costs.

Community services

Training in digitalisation to producers and farmers
Training on how to use and adopt the B2B platform.

Expected Results

Economic: Enhances visitor engagement, improves access and marketing for local products, and promotes tourism diversification through digital platforms. Increase of direct sales, improved supply chain, improve demand predictability for producers, strengthen and optimise supply chains, and boost of the local economy.

Social: Promotes cultural heritage through primary sector related experiences, increasing community involvement in tourism and agriculture. Encourages local entrepreneurship, fosters collaboration between

		businesses cross-sector, and improves access to local products. Enhancement of gastronomic value. **Environmental**: Encourages sustainable tourism practices, educating visitors on seasonality and responsible consumption. Supports local supply chains, reducing reliance on imported goods, reduction of the logistical footprint with Km0 products.

5. Action Plan for the Rural Municipalities of Staro Nagoricane, Rankovce, and Kriva Palank (North Macedona)

5.1 Introduction

This document outlines an Action Plan for community development in North Macedonia, targeting the rural municipalities of Staro Nagoricane, Rankovce, and Kriva Palanka. It establishes a foundation for a diversified economic model using the REVIVE framework for community-based economy models supported by advanced technologies. The plan aims to assist local stakeholders (including municipal officials, entrepreneurs, farmers, NGOs and , academia) in developing a long-term collaborative model and making informed management decisions, ultimately improving the quality of life in the pilot community.

Developed through a participatory and inclusive approach, the plan focuses on co-designing an innovative business model tailored to local needs, addressing economic, social, and environmental sustainability. Leveraging the region's specific characteristics and a quadruple helix approach, the plan serves as a roadmap for tackling challenges, bridging the digital divide, and exploring opportunities in green and tech-driven sectors.

Aligned with the REVIVE initiative, the action plan integrates three key components: i) Innovative Business Model (BM) - promotes local entrepreneurship, diversifies income streams, fosters collaborative economies, and enhances community cohesion; ii) Digital Innovation Hub (DIH) - provides access to advanced technologies, offers digital training, and supports smart technology adoption by small farms and businesses, and iii) Innovative Community Cooperative (ICC) - encourages shared ownership and resource management, ensures sustainability, and develops inclusive, community-driven solutions.

This action plan is developed with the help of a national expert team and follows a structured, participatory approach involving local stakeholders and the SWG team. It began with the set up of a stakeholder group and constant engagement by the project management team with the community of the mentioned three municipalities. After thorough analyses of the area and a rapid baseline assessment by experts, a foundation for the process was laid. Two interactive co-design workshops complemented the dialogue within the community lead by SWG, which helped to co-create a community-based economic model, generating and refining ideas into actionable components. Insights from the workshops, desk research, and project documentation informed the draft action plan, which was validated and

refined during thesecond workshop. The final step involved completing and delivering the action plan.

The developed action plan is structured as follows. The next section provides a brief overview of the pilot community, setting the context for the action plan. This is followed by a detailed explanation of the community engagement process, highlighting the co-design efforts involved in creating the community-based economic model and action plan. Subsequently, the pilot community cooperative is described, including its membership composition, the economic sectors and activities it encompasses, and its business model. Particular emphasis is placed on how the business model prioritizes collective welfare over profit maximization. The document then presents the activity plan, outlining the specific steps and initiatives to be undertaken, followed by a monitoring and evaluation plan. Finally, the plan concludes with an in-depth analysis of its economic sustainability.

5.2. Pilot Community Description

The pilot community area encompasses three municipalities in northeastern North Macedonia: Staro Nagorichane, Rankovce, and Kriva Palanka.

The municipality Staro Nagorichane is situated in the northeastern region of the country, encompassing 39 rural settlements with a total population of 3,501, spread across 451 km². The population density is low, at 12 inhabitants per km². Its administrative center is the village of Staro Nagorichane. The municipality is rich in archaeological heritage. The municipality includes the Kozjak Mountain and the Pčinja River, the largest in the area that flows through the municipality. Notable natural features include Mokro Lake (Karpińsko Lake), a volcanic-denudational formation. Agriculture dominates the local economy, with extensive cultivation of wheat, barley, oats, maize, and rye. Livestock farming is prevalent as well, particularly pig, cattle, sheep, and goat husbandry. Viticulture also contributes to the area's agricultural activities. Staro Nagorichane combines historical richness, agricultural reliance, and notable geographical features, making it a unique rural area in North Macedonia.

Rankovce municipality is situated in the northeastern region of North Macedonia, encompassing 18 rural settlements with a total population of 3,465, spread across 242.55 km². Its administrative center is the village of Rankovce. This municipality occupies the Slavishko Polje, a fertile area within the Kriva Reka basin. Its strategic position at the crossroads of national and international transport corridors enhances its connectivity. Most of its area is flatlands and hills, but there are mountainous regions as well. The region enjoys a moderately continental climate,

influenced by its geographical disposition and surrounding mountain ranges like Osogovo and German. The climate supports diverse agricultural activities, such as fruit, vegetable, and cereal production, with adequate rainfall averaging 633.5 mm annually. Rankovce is traversed by the Kriva Reka and its tributaries, including the Mashenica, Rashka, Rankovacka, Vetunica, and Blidesh rivers, contributing to the area's rich hydrology. The rivers support irrigation in agriculture, essential for the fertile Slavishko Polje. Rankovce's geographic and climatic conditions, coupled with its natural and transport advantages, position it as a promising region for development, particularly in agriculture and cross-border trade.

Kriva Palanka municipality has 34 settlements, a population of 18,059, and a land area of 480.81 km². Its administrative center is the town of Kriva Palanka. The region is rich in mineral resources like lead, zinc, copper, and gold, highlighting opportunities in mining. Nestled in the Osogovo Mountains, this municipality boasts abundant water resources, and diverse vegetation zones conducive to forestry and agriculture. Its mountainous terrain and pastures are ideal for livestock production, especially sheep breeding and beekeeping. The fertile lands of this municipality offer immense potential for agricultural development, with nearly one-third of the area classified as arable. Spanning over 14,900 hectares, the land is primarily dedicated to fields for various crops. Orchards and meadows add to the agricultural diversity, while smaller areas are used for vineyards and vegetable gardens. The area's moderate climate, fertile soil, and historical mines underscore its untapped potential for economic revitalization and sustainable development.

The pilot community (the three municipalities) has a great potential for organic agriculture, because of the close proximity of the Osogovo Mountains, clean nature and low levels of industrial pollution. In 2023, the capacities of organic agricultural production in the pilot community in 2023 were the following: 300 ha field crops, 58 ha vegetables, 660 ha orchards, 133 cattle, 2.071 sheep, 436 goats and 930 beehives. There were 43 certified producers of organic agricultural products, and 3 processors of organic products.

5.3. Community Building

The community building was initiated by the SWG's team through the following events:
1. First Stakeholder Meeting – Initiating partnership: Meet with stakeholders to introduce the project, discuss issues related to community development, innovation, and digitalization, and initiate partnerships.

The first stakeholder meeting was held in Kriva Palanka on May 28 2024. The meeting began with a presentation outlining the objectives and activities of the REVIVE project. The presentation also highlighted the expected involvement of potential actors from the region. Stakeholders shared their overall expectations for the project. The REVIVE initiative was met with enthusiasm, with participants eager to explore collaborative business models and express their willingness to contribute their networks and engage in upcoming workshops.

2. Stakeholders Meetings
   – Initiating partnership: Meet with young digital technology developers and young entrepreneurs from the pilot community to discuss issues related to youth engagement, digitalization, and innovation.

The second stakeholder meeting was held in Skopje on October 1, 2024, with the innovative startup AviFly Agro Drones (which focuses on digitalization and automation in agriculture and rural areas) and young entrepreneurs. The discussion covered an overall overview of the economic development of the region, the startup culture and business model development, possibilities for digitalization in agriculture and rural areas, and the development of territorial business models.

- Meeting with Municipal Officials – Initiating partnership and support: Meeting with officials from the pilot community to discuss issues related to community engagement in the REVIVE project.

The meeting was held in Staro Nagoricane on October 2 2024. Representatives from the Municipality of Staro Nagoricane joined the discussions, which focused on pressing issues in the municipality and how to develop a new business model with community support. The officials expressed their enthusiasm to get engaged in the project.

- Meeting with Municipal Officials – Initiating partnership and support: Meeting with officials from the pilot community to discuss issues related to community engagement in the REVIVE project.

The meetings were held in Rankovce and Kriva Palanka on October 3 2024, with officials from the municipality of Rankovce and Kriva Palanka to discuss rural tourism, traditional food, cultural heritage, and small festivals as key economic drivers. The mayors expressed readiness to participate in workshops and adopt digital products and services, offering support for the REVIVE project. The SWG's team used this opportunity to visit other stakeholders as well.

3. Tecnical and Steering Committee Meeting – Initiating partnership: Technical meeting with REVIVE project partners, study visit of agri-food chain actors, and meeting of the Steering Committee of the REVIVE project.

The meetings were held from 10th to 11th July and in Leros, Greece and 13 to 14 November 2024, in Maribor in Slovenia that marked a significant step in the development of the framework for the community-based economic model and the action plan for the pilot community. The progress of the project and future activities were discussed. Study visits provided observing experiences of successful farming techniques, innovative approaches and management practices that can be replicated or adapted to other farms.

The development of the community-based economic model and action plan for the pilot community in North Macedonia, consisting of municipalities Staro Nagoricane, Rankovce, and Kriva Palanka, followed a structured, participatory process. This process emphasized collaboration, innovation, and sustainability, setting the groundwork for revitalizing the pilot communies and enhancing quality of life. The following activities supported the process:

1. Community Workshop 1 – Drafting the action plan: Stakeholders co-created solutions through vision-setting, brainstorming, and action planning using tools like the Problem and Solution Trees, triple-layered Business Model Canvas, and thematic group discussions.

The first workshop on drafting the Pilot Action Plan was held in the Municipality of Kriva Palanka at the Europe House on 20 December 2024. Different stakeholders were engaged in co-designing the economic model and action plan, including representatives from the Ministry of Agriculture, Forestry and Water Economy (MAFWE), municipalities (Staro Nagoricane, Rankovce, and Kriva Palanka), National Extension Service, non-governmental organizations, farmers, entrepreneurs, artists, teachers from the primary schools, and other citizens from the pilot community. The initial workshop resulted in defining the key areas for building the economic model, and these are: i) organic honey production, ii) tourism, iii) digital platforms, and iv) engaging young people to stay in the community. Stakeholders co-designed the proposed value for the community's economic model based on three critical dimensions: i) economic, ii) environmental, and iii) social. Experts did office work to synthesize different data and materials for drafting the action plan.

2. Community Workshop 2 – Validation of the action plan: Stakeholders reviewed the draft, conducted risk analysis, prioritized actions, and refined the plan for coherence and feasibility through interactive methods.

The second workshop on validating the Pilot Action Plan was held in the Municipality of Rankovce at the Ethno Ranch Rakovce on 21 January 2025 .Stakeholders who participated in the first workshop were also engaged in the finalization process of co-designing the business model and action plan. The second workshop resulted in finalizing the key areas for building the economic model and proposing activities for creating and maintaining the innovative community cooperative and the digital innovation hub.

3. Finalization of the action plan of the pilot community: Experts finalized the action plan.

Feedback from stakeholders was integrated, and the final plan, including governance setup, pilot activities, and monitoring indicators, was prepared and then shared by the SWG team to involved stakeholders.

5.4. Pilot Community Cooperative

The innovative community cooperative serves as the backbone of the community-based economic model, fostering collaboration among stakeholders, coordinating activities, and ensuring long-term sustainability. The cooperative will focus on blending the following areas: organic honey production, wilde herbs and fruits, tourism, art, digital platforms, nature and immersive experiences. It promotes the community, its products, tourism experiences, and cultural heritage, ensuring environmentally responsible practices and inclusive growth.

Key members of the ICC include a broad group of community members from Staro Nagoricane, Rankovce, and Kriva Palanka serving as the central coordinator, managing the integration of organic and conventional beekeepers, other small-scale farmers, local governments, non-governmental organizations, businesses, touristic operators, artists, educators, and other community members. This cooperative forms the foundation of the community-based economic model, driving collaboration among stakeholders, managing integrated activities, and ensuring long-term sustainability.

The community cooperative is also a collaborative venture where community members pool resources to address shared economic, environmental, and social challenges and opportunities. Unlike traditional cooperatives, this cooperative adopts innovative approaches such as digital and AR technologies, new services, and different partnerships with local and national stakeholders to enhance sustainability and impact.

In summary, the ICC acts as:

- Coordinator: Managing all components of the economic model.
- Innovator: Driving the adoption of Augmented Reality (AR) technologies, and digital platforms.
- Promoter: Marketing the community's products, tourism experiences, and natural and cultural heritage.
- Sustainability advocate: Ensuring environmentally responsible practices and inclusive growth.

The innovative community-based economic model is designed and centered around an *innovative digital platform*. The platform combines beekeeping, tourism, art, education, and natureto promote the region and unlock its economic potential.

The cooperative utilizes the innovative digital platform to support and enhance the ICC activities. Thus, it is cooperative's responsibility to maintain and upgrade the platform. (TBD)

The community cooperative regularly gathers cooperative members and community people and officials to maintain a digital innovation hub or connects to already existing on national level as a strategic initiative to support the community-based economic model. The hub serves as the technological and knowledge backbone for the community, providing support and backup for the facilitation process of deriving innovative solutions.

5.5 Community Services

The community-based economic model (Figure 1) prioritizes collective welfare over profit maximization by fostering shared ownership, inclusive decision-making, and reinvestment into community development. Central to this approach is the community cooperative, which ensures equitable benefits for all members while addressing local needs. The cooperative's specificity lies in pooling resources, knowledge, and efforts to achieve common goals.

This model is further supported by the digital innovation hub, which serves as a human resource platform for information dissemination, knowledge transfer, collaboration, co-innovation, and networking. The hub connects local authorities, producers, artisans, entrepreneurs, tourism operators, and other community members with regional, national, and global audiences while providing access to

advanced tools like Augmented Reality (AR) to enhance beekeeping, tourism, culture, education, and product marketing. It facilitates partnerships with educational institutions, local authorities, non-governmental organizations, and digital experts, fostering innovation, promoting the pilot community, and enabling youth, beekeepers, and consumers to acquire education and immersive experiences. By leveraging the hub, the community cooperative can engage in ongoing dialogue with stakeholders, co-create solutions, and build capacity within the community.

Additionally, the model is strengthened by fostering active collaboration between local governments and rural communities to address identified challenges and improve living standards. Local authorities work closely with residents, for instance, providing necessary data for creating context and content for the digital platform. By establishing strong partnerships, the local community delivers innovative solutions tailored to their unique priorities, contributing to the promotion of the pilot community, and the region in general (the Northeast region in the country). This inclusive approach ensures that development initiatives align with the community's needs, promoting practical improvements and fostering a sense of ownership and engagement among stakeholders.

Through these partnerships and the integration of a digital hub, the cooperative becomes a vehicle for targeted and sustainable rural development, directly enhancing the well-being of inhabitants. It empowers the community by aligning economic, environmental, and social goals, ensuring that the central focus is strengthening social cohesion, digital literacy, and resilience.

Figure 2. Innovative community-based economic model

Value proposition:	**A digital platform for unlocking the economic potential of the pilot community**:
	- Promotion of high-quality products: honeybee products and other farm products, wild herbs and fruits, and artisanal crafts;
	- Authentic and unique immersive experiences for: beekeeping, honeybee products, wild plants, eco-trails, cultural exhibitions, festivals, and farm-to-table experiences.
	- Integration of local art (crafts, sculpture, painting, performances) with beekeeping and other products to build touristic identity of the community.

	- The creation of the digital platform will be supported by the project REVIVE
Key activities:	**Create a digital platform:** - Design and launch a user-friendly digital platform for beekeepers, consumers, and tourists, with authentic and unique AR content on: beekeeping, honeybee products, wild herbs and fruits, eco-trails, cultural exhibitions, festivals, and farm-to-table experiences. - Enhance the digital platform with online marketplace with immersive shopping experiences for selling local honeybee products, wild plants, artisanal crafts, tickets for guided tours, festivals, and cultural events in the pilot community(if proper formal entity with economic activity is established or one has already been established that takes responsibility of management).
	Promote organic and conventional honey production: - Promote and maintain the idea of organic production in the region, and expand it by integrating practices that preserve bee habitats and enhance biodiversity. - Expand honeybee product offerings to include premium artisanal items like honey-based candles, soaps, and mead.
	Promote other local products and natural and cultural heritage of the pilot community: - Create a "Honey Experience Center" where tourists can virtually explore historical and cultural narratives tied to beekeeping and local traditions (incorporate storytelling into tours, blending the region's folklore and cultural traditions). - Scaling up local products by introducing artistic and eco-friendly packaging inspired by local culture and bee motifs. - Identify already mapped eco-trails and routes, , provide information about the flora, fauna, and biodiversity, and potentially implemented AR elements eco-trails with guided nature walks across the three municipalities. - Commission (by local government) local artists to create bee-themed sculptures, murals, and other art representing the three municipalities' heritage, and install sculptures and other art

inspired by bees and honey production in key tourist areas in the pilot community.

	Educate community cooperative members, beekeepers, consumers, and tourists: - Develop an interactive online training tool on beekeeping and digital marketing, tailored for cooperative members and aspiring beekeepers, especially young individuals, interested in starting or expanding their beekeeping and related businesses, with content adjusted and tailored to youth also useable outside of the cooperative members - Provide training for local youth and other community members on digital marketing with storytelling techniques to support the innovative community cooperative, as well as on facilitating innovation processes contributed by the digital innovation hub. - Organize and deliver an immersive experience using AR content to engage community members and showcase the activities and features that will be further developed on the digital platform.
Key resources:	- DIHs - Digital infrastructure to support and enhance the platform. - ICC members, skilled individuals, youth, and local talent as key contributors to project implementation and ongoing maintenance. - Strategic partnerships with local governments, non-governmental organizations, educational institutions and centers, and businesses for data and information gathering essential to the platform's development, maintenance, and upgrades, training content to create curricula and tools for effectively educating the target audience incorporating AR applications for an immersive experience. - The community's natural and cultural heritage is a valuable resource for enriching the platform's content and promoting local identity.
Key partners:	- ICC members (support all activities for implementation of the community-based economy model: develop and maintain the digital platform (TBD), and support or cooperate with digital innovation hub). - Local municipalities (financial and logistical support). - Farmers, entrepreneurs, businesses (beneficiaries, product creators).

	- Digital technology developers (digital platform development). - Artists, artisans, and tour operators (product creators). - Educational institutions and centers (training development and capacity building). - NGOs (support, digital infrastructure development, and training development). - MDIH (EDIH North Macedonia at the Faculty of Electrical Engineering and Information Technologies)
Customer segment:	- Honeybee products consumers. - Tourists seeking authentic tourism and cultural experiences. - Urban dwellers looking for rural getaways. - Digital audiences interested in authentic rural goods and experiences.
Customer relationship:	- **Personalized communication:** Digital and AR technology to create personalized experiences where customers interact with products and social media engagement. - **Community engagement:** Encouraging active participation from the local community, especially youth, in product development via the digital hub. - **Customer support:** Customers could access digital tutorials to understand how to use digital content and engage with digital tours. - **Co-creation with customers:** Involving customers in developing new products and services from their feedback. - **Digital marketplace:** Offer a convenient and informative purchasing experience with detailed product content and local identity. (if proper formal entity with economic activity is established or one has already been established that takes responsibility of management).
Channels:	- **Online platform:** A central digital platform that serves as the primary channel for distributing information, knowledge, products, and services. Customers can browse local honeybee and other products, and tours, participate in AR experiences, educate themselves, and potentially purchase products and tickets. - **Collaborations and partnerships:** Partnering with local government, local businesses, touristic operators, cultural organizations, non-governmental organizations, Digital Hubs and educational institutions and centres to create the digital platform and expand the cooperative's reach.

	- **Social media and digital marketing:** Using platforms like Facebook, Instagram, YouTube, and others to create engaging content and promote local identity, as well as to build community awareness and connect with potential customers.
Cost structure:	- Creation and maintenance of the digital platform. - Building local identity (brand of the community). - Marketing and engagement expenses. - Other operational costs.
Community services:	- **Innovative Community Cooperative:** Serves as a collaborative, member-driven environment that supports the economic, social, and cultural needs of its members while promoting community development. - **Digital Innovation Hub**: Serves as a space, and initiative that fosters creativity, collaboration, and innovation by providing resources, and knowledge. Its primary role is to drive progress and solve challenges through innovative approaches.
Expected results:	- Promotion of the local community identity. - Improved quality of life of local community through economic diversification blended with natural and cultural activities (boost in sales of organic honey products, art pieces, and tourism activities). - Strengthened community cohesion and increased community engagement through creative and technological opportunities, sharing experience and transfer of knowledge - Empowerment of youth through skills development in beekeeping and digital technologies. - Preservation of natural and cultural heritage.

5.6. Action Plan

This action plan covers three segments: i) Community cooperative governance setup (defining roles, responsibilities, resources, and timeframe to ensure transparency, inclusiveness, and sustainability of the cooperative), ii) Economic Model Pilot Activity (activities for testing and refining the proposed economic model through real-world applications), and iii) Digital Experience Development Pilot (activities for integration of advanced technologies and digital solutions to enhance local capacity, bridge the digital divide, and create new opportunities in tech-driven markets). Each action is detailed to provide clear objectives, steps for implementation, and expected outcomes, ensuring a comprehensive approach to revitalizing the pilot community.

The community cooperative governance setup includes defining roles, responsibilities, activities, resources, and timeframe to ensure transparency, inclusiveness, and sustainability of the ICC (Figures 2 and 3).

Figure 3. Description of the Community Cooperative

Title	**Innovative Community Cooperative set-up and support**
Brief description	The Innovative Community Cooperative plays a central role in ensuring equitable benefits while addressing local needs by pooling resources, knowledge, and efforts toward common goals. By integrating a digital hub its activities, it will aim to foster stakeholder dialogue, co-create solutions, and build community capacity. This approach strengthens social cohesion, digital literacy, and resilience, making the cooperative a catalyst for sustainable rural development whilst prioritizing people over profits. Establishing and organizing this Community Cooperative (ICC) for Kriva Palanka, Staro Nagoricane, and Rankovce requires a structured approach to ensure sustainability, active community participation, and alignment with local development goals. **Aim:** To establish a sustainable cooperative that fosters community identity, promotes the local economy, and serves as the backbone of innovation in Kriva Palanka, Staro Nagoricane, and Rankovce. Also, it empowers local businesses, farmers and innovators by providing a platform for collaboration, knowledge-sharing, and economic development through digital and physical infrastructure. **Possible formats for establishing the Community Cooperative:** I) **Informal format:** the **Community Cooperative** can start informally as a collaborative network, bringing together local entrepreneurs, artisans, farmers, and educators. Stakeholders could engage through meetings and pilot activities like branding initiatives and activities aimed at marketing and promoting their products and the region, using a **Memorandum of Understanding (MoU)** for coordination among the **members** (beekeepers, small farmers and MSMEs) and **other interested stakeholders**. The decision-

	making in this format will be consensus-based, with voluntary contributions funding early efforts. A digital presence could help the outreach and engagement. As momentum builds, potentially, the cooperative can formalize its structure, establish governance, and secure funding for long-term sustainability. II) If the potential members of the cooperative decide to formalize its structure to access state subsidies, rural development funds, and other government support available for agricultural cooperatives, the Community Cooperative should register as an agricultural cooperative under the Law for Cooperatives (2023). To establish an agricultural cooperative, at least five registered agricultural producers must initiate and complete the registration process. Other stakeholders, such as designers, marketers, and business experts, can contribute to cooperative activities - such as branding and product development - through separate agreements, such as memorandums of cooperation. The specific steps for registration and formal establishment are outlined in Figure 3.
Stakeholders involved	**Stakeholders regarding activities connected directly to the community cooperative** – **Members of the community cooperative** - Farmers, entrepreneurs, and youth, who will directly benefit from cooperative initiatives. – **Local governments** – Authorities supporting policy frameworks, allocating budgetary funding, and rural development programs, as well as investing in essential infrastructure. – **Ministry of Agriculture** – for different measures to support the foundation and sustainability of the cooperative. – **Educational and Research Institutions** – Universities, vocational schools, and research centers providing knowledge, training, and innovation. – **Private sector and investors** – Businesses and financial institutions offering funding, technology, and market access. – **Non-Governmental Organizations (NGOs)** – Organizations focused on rural development, social inclusion, and

	environmental sustainability. – **International development agencies** – Different donors, providing financial and technical support. – **Digital and tech providers** – Companies offering digital tools and platforms to enhance cooperative operations and outreach. – **DIHs – Digital Inovation hubs offering services to the ICC for improving digital skills and/or testing and developing new technologies**
Resources needed	– Legal fees, administrative support (municipality to provide technical assistance and help with the procedures for **legal establishment and governance);** – Resources for the development of a regional brand and marketing strategy and the development of "Innovation Community Cooperative's Brand Book" which will showcase the region's unique assets, merging tradition with innovation. – Training materials, expert fees, and online platforms for **implementing capacity-building programs;** – E-commerce platform - financial resources for **setting up a cooperative marketplace for local products and networking opportunities;** (if proper formal entity with economic activity is established or one has already been established that takes responsibility of management).
Territorial impact	– **Stronger social cohesion** – Cooperatives foster community engagement, mutual support, and inclusion, particularly empowering women and youth, while reinforcing local identity and collaboration. – **Strengthening community engagement** – Participatory governance and cooperative decision-making reinforce trust and local solidarity. – **Smart rural development** – The cooperative facilitates the introduction of digital hubs, e-commerce platforms, and smart farming technologies, bridging the rural-urban digital divide. – **Enhancing territorial identity** – Spillover effects (externalities) from the cooperative activities and engagement, strengthening rural cultural and agricultural

	heritage, boosting tourism, local branding, and place-based development. – **Environmental sustainability** – Support for organic beekeeping and sustainable farming, circular economy initiatives, and green infrastructure which helps protecting natural resources and combat climate change at the local level.
Overall timeframe	From April 2025 - 3 to 18 months and ongoing

Figure 4. Action plan for community cooperative setup

Specified objectives	Required action	Priority	Deliverables	Timeframe	Task owners	Resouces needed
Concept development and community engagement	**Continuation of Identification stakeholders and potential members** Pursue the sign of MoU	Top priority	Signed MoU	from April and ongoing	Cooperative initiators, local government representatives, community leaders, SWG	Meeting venues, facilitation materials, communication tools, stakeholder database.
Legal Establishment and governance	**Register the cooperative as agricultural cooperative** under the Law for cooperatives 2023; Draft cooperative **statutes and bylaws**; **Form an executive board** and operational committees; Determine membership fee and equity	Priority(only if establishment of formal body is pursued)	Official registration documents ; Approved statutes and governance structure Documents to regulate cooperation with different types of stakeholders such as artists, designers, marketers, and business experts	N/A	Founding members (at least five beekeepers, smallholders, farmers…)	Legal fees, administrative support, member equity, state support for founding, as well as sustainability of the cooperative through state support of the cooperative manager salary (if the measure is implemented in the new state measures)
Training for the cooperative members	**Organize trainings** and capacity buildingand**present an example of**	Top priority	Best practices documentation Knowledge	from April and onging	Cooperative members, local government, business mentors,	Cooperative board, project coordinators, training institutions,

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Specified objectives	Required action	Priority	Deliverables	Timeframe	Task owners	Resouces needed
	established Innovative Community Cooperative to facilitate knowledge on the possibilities of this type of organization		-sharing materials (videos) for cooperative members and other interested parties		training providers, SWG	state support for trainings
Use other HUB on national level	Use of already established HUB	Priority	Functional co-working space; Program of activities	continuously	Cooperative board, municipal authorities, business sector, education institutions	finances for the use of the HUB(innovation center_ services services
Implement capacity building programs	Organize workshops on entrepreneurship, innovation, and digital marketing for the cooperative members; or other digital skills training Develop partnerships with universities and research institutions Digital materials on the digital platform for the cooperative members and stakeholders	Priority	Training modules; Mentorship program framework	(Continious)	Training institutions, cooperative board, external mentors	Training materials, expert fees, online platforms Memorandums of understanding State support measures for fares and trainings of cooperative members
Develop key performance indicators (KPIs) for monitoring cooperative activities	Conduct annual community feedback sessions; Expand the cooperative model to other, similar rural areas.	Important	Annual performance reports; Expansion strategy Signed Memorandums of understanding Partnership agreements Press	Ongoing (Annual)	Monitoring and evaluation team, cooperative members	Data collection tools, survey platforms, policy advisors

Specified objectives	Required action	Priority	Deliverables	Timeframe	Task owners	Resouces needed
			releases and promotional materials			

5.6.2. Pilot Activity Related to the Economic Model

The operationalization of the community-based economic model relies on activities for testing and refining the proposed economic model through real-world applications (Figures 4 and 5).

Figure 5. Description of the community-based economic model

Title	**Operationalization of the community-based economic model**
Brief description	The developed business model (Figure 1) is an innovative, community-based economic approach centred around a **digital platform** that unlocks the economic potential of a pilot community. It integrates **local organic and conventional honeybee products, wild plants, artisanal crafts, and natural and cultural heritage** with **immersive AR experiences** to promote sustainable economic growth and community development. This model combines traditional practices with innovative technologies to enhance local economies and create sustainable rural development. Key features include: – **Value proposition**: Showcasing high-quality local products and creating unique trainee, consumer, and tourist experiences through AR-enhanced production processes, eco-trails, cultural exhibitions, and storytelling. – **Key activities**: Developing immersive AR content, online training tools for beekeeping, digital marketing, community engagement, and interactive online marketplace. – **Customer focus**: Targeting beekeepers, honeybee product consumers, tourists, urban dwellers, and youth through personalized experiences, social media, and co-creation. – **Key partnerships**: Collaborating with beekeepers, cooperatives, municipalities, entrepreneurs, businesses, tour operators, digital technology developers, Digital Innovation Hubs, NGOs, and educational institutions to enhance

	infrastructure, knowledge sharing, and branding. – **Expected outcomes**: Economic diversification, youth empowerment, natural and cultural heritage preservation, and strengthening community identity.
Stakeholders involved	– Innovative community cooperative. – Beekeepers, small-holders, farmer organizations, cooperatives. – Municipalities (Kriva Palanka, Staro Nagoricane, and Rankovce). – Entrepreneurs, businesses, and tour operators. – NGOs and educational institutions. – Artists and artisans. – Digital technology developers. – Digital innovation centres
Resources needed	– Innovative community cooperative, and digital innovation hub. – Skilled human capacities, and developed partnerships. – Digital infrastructure, information, and database on beekeepers, small-holders, products, and natural and cultural heritage. – Financial resources.
Territorial impact	A collaborative ecosystem that drives sustainable development by combining natural and cultural heritage with technological advancements. This initiative enhances local identity, diversifies the economy, and boosts sales of honey and other food products, crafts, and tourism. It strengthens community cohesion, empowers youth with skills in beekeeping and digital technologies, and preserves heritage, ensuring economic, social, and cultural growth in the pilot community.
Overall timeframe	April 2025 – onward

Figure 6. Action plan for operationalization of the community-based economic model

Specified objectives	Required action	Priority	Deliverables	Timeframe	Task owners	Resouces needed
Develop, test and	Setup the Innovative	Top priority	Operational **digital**	April – May 2025 –	Interested community	– Develope d

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Specified objectives	Required action	Priority	Deliverables	Timeframe	Task owners	Resouces needed
refine the proposed economic model in pilot community.	Community Cooperative as coordinating body, innovator, promoter and sustainability advocate.		**platform**.	December 2025	members with support of SWG (REVIVE project).	partnerships with stakeholders. – Financial resources for cooperative setup, platform development and AR content creation. – Digital infrastructure (servers, software, and hardware for AR experiences). – Skilled personnel for digital and AR design, digital marketing, and project management. – Community engagement facilitators and consultants. – Graphic design software, social media management tools, budget for advertise
	Engage with the digital innovation hub through frequent workshops.	Top priority	Use of already established on national level	May 2025 – onwards	Innovative community cooperative in collaboration with digital technology developers, marketing experts and stakeholders and with support of SWG (REVIVE project).	
	Develop a prototype of a digital platform.	Top priority	**Prototype** of digital platform.	May – October 2025		
	Engage stakeholders for creating the design and content of the digital platform.	Top priority	Workshops,meetings online comunication, and developed partnerships.	May 2025 – June 2026		
	Deploy the digital platform for online experiences.	Top priority	Functional **digital platform** integrating AR features and marketplace.	Up until January 2026		
	Constantly upgrade and improve the platform.	Important	Upgraded and improved platform.	Continuously		

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Specified objectives	Required action	Priority	Deliverables	Timeframe	Task owners	Resouces needed
						ments
Develop and promote AR-enhanced experiences and online toolkits at the digital platform	Co-create immersive AR content showcasing authentic local product development, eco-trails, and heritage.	Top priority	**AR content**: interactive presentations product development, eco-trails, cultural exhibitions, and storytelling features).	May 2025 – June 2026	Innovative community cooperative in collaboration with digital technology developers and stakeholders and with support of SWG (REVIVE project).	– Established partnerships: municipalities, NGOs, cooperatives, businesses, tour operators (content co-creation); digital technology developers (develop and deploy the digital platform); educators (develop traing material); beekeepers, smallholders, businesses (content co-creation, supply - provide revenue base)
	Design online beekeeping training modules and tools for different audience.	Top priority	**Online beekeeping training toolkits** (videos, manuals, tutorials, Q&A section, etc.).	May 2025 – February 2026		
	Upgrade the digital platform with online marketplace for sale of authentic local products and services. (if proper formal entity with economic activity is established or one has already been established that takes responsibility of	Important	Upgraded digital platform with **online marketplace**.	January – June 2026		– Financial resources to design, launch and maintain the platform, to develop training toolkit, and to run

Specified objectives	Required action	Priority	Deliverables	Timeframe	Task owners	Resouces needed
	manage ment).					promotio nal campaign s.
	Launch a digital marketin g campaign targeting tourists, urban dwellers, and youth.	Priorit y	Digital marketing assets (social media posts, SEO-optimized website, and promotional videos).	April 2026 – onward		
Develop and strengthe n partnershi ps, and foster communi ty engagem ent	Organize communi ty workshop s for capacity building (one training for setting up innovative communi ty cooperati ve and web3.0; one training for digital marketin g and storytellin g).	Top priority	**Training** materials, training reports, and participant feedback.	April 2025 (training on cooperative);O ctober 2025 (training on marketing).	Innovative community cooperative in collaboration with digital technology developers and stakeholders with support of SWG (REVIVE project).	– Skilled facilitators for trainings and webinars. – Experienc ed digital technolog y developer of AR for immercis eve experince event. e – Financial resources for training and communi ty engagem ent events. – Meeting venues, catering, and materials.
	Organize webinars to exchange experienc es between the communi ty and internatio nal counterpa rts (one webinar on innovatio	Top priority	**Webinar** materials, webinar reports, and participant feedback.	April – December 2025 (webinar on innovation hubs);		

Specified objectives	Required action	Priority	Deliverables	Timeframe	Task owners	Resouces needed
	n hubs supporting community development; one webinar on digital platforms and AR experiences).					
	Organize a field or online event for community members featuring immersive experiences with AR content.	Top priority	**Immersive experience** event report, and participant feedback.	June 2025		
	Establish long-term partnerships with municipalities, NGOs, and educational institutions.	Top priority	Partnership agreements (memorandum of cooperation) with key stakeholders.	April – June 2025		
	Involve stakeholders in co-creation activities for digital platform, AR content and product branding.	Top priority	Co-created digital platform, and branding (brand book) for local products and experiences.	May 2025 – June 2026		
Monetize the business model (if	Sale of local authentic products.	Priority	Revenue streams to cooperative and producers	June 2026 – onward	Cooperative and sellers.	– Products / tickets / organised visits.

Specified objectives	Required action	Priority	Deliverables	Timeframe	Task owners	Resouces needed
proper formal entity with economic activity is established or one has already been established that takes responsibility of management).			selling products through the platform.			– Digital platform. – Paid cooperative membership fee.
	Sale of tickets of organized farm visits.	Important	Revenue streams to cooperative and producers hosting farm visits.		Cooperative and beekeepers and other farmers.	
	Sale of tickets.	Important	Revenue streams to cooperative and hosts (culture and historical houses, event organizers, tour operators, etc.).		Cooperative and culture and historical houses, event organizers, tour operators.	
Monitor and evaluate impact	Form an Advisory Board to support monitoring and evaluation processes,	Priority	Advisory Board formed.	May 2025and ongoing	comunity cooperative through the memorandum of cooperation	– Tools for data collection (online surveys, analytics software). – Financial resources for research and reporting.
	Conduct Advisory Board meetings on quarterly basis.	Priority	Minutes from meetings.	May 2025 – onward	Advisory Board.	
	Develop key performance indicators (KPIs) for economic, social, and cultural outcomes.	Important	Defined KPIs and baseline data.	May 2025 and ongoing	Advisory Board in collaboration with SWG (REVIVE project).	
	Conduct regular surveys, interviews and focus group discussions with	Priority	Mid-term and final evaluation reports.	July 2025 – onward	Advisory Board.	

Specified objectives	Required action	Priority	Deliverables	Timeframe	Task owners	Resouces needed
	stakeholders.					
	Publish reports on progress and lessons learned.	Important	Adjustments to the model based on findings.	After the evaluations.	Innovative community cooperative with stakeholders.	
Scale up the model	Create a strategic roadmap for scaling the model to other surrounding communities.	Important	Scaling strategy document.	April 2026 – June 2026	SWG (REVIVE project) in collaboration with municipalities, Center for development of Northeast Planning Region, innovative community cooperative, and other stakeholders.	Strategic planning consultants. Communication materials for funding proposals. Networking events for partnerships.
	Develop a knowledge-sharing platform for best practices.	Important	Online platform for sharing best practices and lessons learned.			
	Secure additional funding through grants, partnerships, or investments.	Important	Funding proposals and partnerships.		Center for development of Northeast Planning Region, municipalities, centralgovernment institutions	

5.6.3. Pilot activity Related to the Development of Digital Experiences

The development of the digital experiences involves activities for integration of advanced technologies and digital solutions to enhance local capacity, bridge the digital divide, and create new opportunities in tech-driven markets (Figures 6 and 7).

Figure 7. Description of digital experiences integrated in a web-platform

Title	**Integration of digital experiences into a digital platform**
Brief description	The digital platform is a user-friendly web platform and is visually engaging, tailored to the needs of three primary user

groups: farmers, consumers, tourists, Its visual appeal uses nature-inspired colors (earthy tones, yellows, greens, and whites). The platform is branded to showcase and promote the identity of the community. It is optimized for smartphones and tablets to ensure wider accessibility.

The platform combines high-quality images, videos, storytelling and AR-enhanced visuals of honeybee farms, honeybee products, artisanal crafts, wild plants, other authentic local products, biodiversity, tradition, history, and culture. It includes AR-enhanced visuals on eco-trails, and guided tours on cultural heritage, as well as an interactive training toolkit, and online marketplace. Central to the navigation bar are: i) Territorial brand and the shop (online marketplace)- optional, ii) guided tours on eco-trails and cultural heritage, and iii) the 'Apiculture Knowledge Hub'.

The **territorial brand and shop section (online marketplace - optional)** includes:

1. *Beekeepers catalog:*
   – Information on local beekeepers with their contact information with possibility of AR-enhanced storytelling (e.g. video of how the honey is harvested).
2. *Product catalog:*
   – A catalog of types of products to showcase and promote community identity, organized into several categories: i) Honeybee products, ii) Wild plants, iii) Artisanal crafts, iv) Other local products; v) Tours and landmarks.
   – Detailed descriptions of products and production processes, and cultural significance.
   – Immersive shopping experience with object-based AR focusing on 3D objects or AR interface where content users can. -optional

The **section of guided tours on eco-trails and cultural heritage** include:

1. *Guided tours on eco-trails:*
   – Interactive map displaying eco-trail routes with AR-guided walks showcasing biodiversity routes.
   – Storytelling with a virtual character that narrates about the specificities of the natural habitats, flora, and fauna.
2. *Guided tours on cultural heritage:*

	– Interactive map with AR-guided walks showcasing history and cultural heritage. – Storytelling with a virtual character about the traditions, history, and culture. The **Apiculture Knowledge Hub** includes: 1. *Apiculture Experience Center*: – AR modules that blend storytelling with apiculture narratives i.e. "step inside" a beehive, monitor bee activities, or explore historical beekeeping traditions. 2. *Training toolkit*: – Interactive educational modules for startup beekeepers with step-by-step tutorials on beekeeping. – Interactive educational modules for children and youth on apiculture integrating quizzes (to test knowledge on apiculture) and gamified elements (to educate targeted users, for example on pollination e.g. "Help a bee collect nectar"). 3. *Community Forums:* – Allow cooperative and community members and learners to connect, share tips, and ask questions.
Stakeholders involved	– Innovative community cooperative. – Beekeepers, small-holders, farmer organizations, cooperatives. – Municipalities (Kriva Palanka, Staro Nagorichane, and Rankovce). – Entrepreneurs, businesses, and tour operators. – NGOs and educational institutions. – Artists and artisans. – Digital technology developers. – Digital Innovation centres
Resources needed	– Digital infrastructure, information and database on beekeepers, small-holders, products, natural and cultural heritage. – Skilled human capacities, and developed partnerships. – Innovative community cooperative, and digital innovation center. – Financial resources.
Territorial impact	The digital platform has a transformative territorial impact by driving economic growth through promotion of the community,

	increased sales of local products and tourism, and diversifying income sources for the community. It empowers residents, particularly youth, with skills in digital marketing, AR technology, and sustainable practices while preserving cultural heritage and biodiversity. By fostering collaboration across municipalities and bridging the urban-rural divide, the platform strengthens regional identity, promotes eco-tourism, and positions the community as a hub for digital innovation. Additionally, it enhances global outreach, connecting the community to international markets.
Timeframe	May 2025 – onward

Figure 8. Action plan for development of digital experiences

Specified objectives	Required action	Priority	Deliverables	Timeframe	Task owners	Resouces needed
Platform interface development				May 2025 – August 2025	Innovative community cooperative in collaboration with digital technology developers and stakeholders with support of SWG (REVIVE project).	– Developed partnerships with stakeholders. – Financial resources for platform development and AR content creation. – Digital infrastructure (servers, software, and hardware for AR experiences). – Skilled personnel for digital platform and AR development (digital technology developers).
Development of platform's section for territorial brand and online	Create database of beekeepers and other local producers	Priority	Created database of beekeepers and other smallholders.		Community cooperative with cooperation with municipalities, NGOs	– Financial resources for platform development and AR content creation.

Specified objectives	Required action	Priority	Deliverables	Timeframe	Task owners	Resouces needed
marketplace (shop) - optional	with contact details.				and local producers with support of SWG.	– Digital infrastructure (servers, software, and hardware for AR experiences). – Developed partnerships with stakeholders. – Skilled personnel for digital platform and AR development (digital technology developers).
	Gather relevant information on the products to create product catalogue.	Priority	Created online product catalogue and catalogue on producers with contact information with immersive AR experiences.			
	Optional: Introduce immersive shopping experiences by integrating AR to the product catalogue.	Important			Digital technology developers in collaboration cooperative and stakeholders with support of SWG.	
	Optional: Upgrade the platform with secure e-commerce (payment gateway, order tracking, etc.).	Important	Upgraded online marketplace with e-commerce features.		Digital technology developers in collaboration cooperative with support of SWG.	
Development of platform's section for guided tours on eco-trails and cultural heritage.	Gather information and develop maps for eco-trails and cultural heritage sites.	Priority	Interactive maps with GPS integration, and AR-enhanced guided tours.	January – June 2026	Digital technology developers in collaboration cooperative and stakeholders (municipality, NGOs, local societies, GIS specialists, ecologists, historians, etc.)	– Financial resources for platform development and AR content creation. – Digital infrastructure (servers, software, and hardware for AR experiences). – Skilled personnel for digital platform and AR development
	Create virtual character-driven storytelling and integrate.	Priority				
	Integrate AR-guided	Priority				

Specified objectives	Required action	Priority	Deliverables	Timeframe	Task owners	Resouces needed
	tour features.					(digital technology developers). – Developed partnerships with stakeholders. – Community engagement facilitators and consultants.
Development of platform's section for Apiculture Knowledge Hub	Map innovative beekeepers, document their resources and production processes with audio, video, photographs to develop materials for the **Apiculture Experience Center**.	Top priority	Gathered material for developing the Apiculture Experience Center.	June – October 2025	Community cooperative with collaboration with its members, municipalities and NGOs	– Equipment for documentation. – Financial resources. – Developed partnerships with stakeholders.
	Develop the content for the Apiculture Experience Centre with integrating AR technology.	Top priority	Functional Apiculture Experience Centre and new technologies.	October 2025 – June 2026	Digital technology developers in collaboration cooperative and digital innovation centre with support of SWG.	– Financial resources for platform development and AR content creation. – Digital infrastructure (servers, software, and hardware for AR experiences). – Skilled personnel for digital platform and AR development (digital technology developers). – Developed

Specified objectives	Required action	Priority	Deliverables	Timeframe	Task owners	Resouces needed
						partnerships with stakeholders. – Community engagement facilitators and consultants.
	Develop the modules and the training materials for beekeepers, consumers, youth and children.	Top priority	Developed training modules, and training material.	May – October 2025	Community cooperative with collaboration with its educational institutions, municipalities, government institutions and NGOs	– Skilled educators. – Developed partnerships with stakeholders. – Financial resources to support the development of training modules and materials.
	Design and create an **interactive training toolkit** for each targeted group, including quizzes and gamified elements.	Top priority	Developed interactive training toolkit.	June 2025 – June 2026	Digital technology developers in collaboration with the cooperative	– Financial resources for platform development and interactive training toolkit creation. – Digital infrastructure (servers, software, and hardware for AR experiences). – Skilled personnel for digital platform and toolkit development (digital technology developers). – Developed partnerships with stakeholders. – Community engagement facilitators and consultants.

Specified objectives	Required action	Priority	Deliverables	Timeframe	Task owners	Resouces needed
	Upgrade training content with training materials, webinars and videos.	Top priority	Upgraded training content.	Continuously	Community cooperative with collaboration with its educational institutions, municipalities, government institutions and NGOs, SWG(during the project duration)	– Training materials, webinars and recorded event for the immersive experiences from the REVIVE project (2 trainings, 2 webinars, and 1 event). – Materials developed within REVIVE from partner countries. – Other material.
	Establish a community online forum on the platform for discussions and knowledge sharing.	Priority	Functional online forum.	September – December 2025	Digital technology developers in collaboration cooperative with support of SWG(during the project duration).	– Financial resources for online forum creation. – Digital infrastructure. – Digital technology developers. – Developed partnerships with stakeholders.
Platform Testing and Deployment	Conduct testing with selected users.	Top priority	Fully functional digital platform.	October – December 2025	Innovative community cooperative in collaboration with digital technology developers and stakeholders with support of SWG (REVIVE project).	– Financial resources for testing and deployment. – Digital infrastructure. – Digital technology developers. – Developed partnerships with stakeholders.
	Optimize performance based on feedback.	Top priority	User feedback report and refinements.	December - ongoing		
	Deploy the platform online.	Top priority	Functional digital platform.	January 2026		

5.7 Monitoring and Evaluation

The Monitoring and Evaluation (M&E) plan ensures that all aspects of the operation are monitored and evaluated. The main components of the plan are: indicators of success, monitoring and evaluation. That is why it is important to develop Key Performance Indicators (KPIs) for economic, social, and cultural outcomes.

The main performance indicators should be assessed:
- Number of events, trainings, and workshops organized: (example: trainings, workshops, events for co-innovation, etc.).
- Number of participants: individual users, companies, farmers, and other groups.
- Duration and frequency of activities: how often programs or events are organized.
- Platform user satisfaction: percentage of satisfied users according to surveys or feedback.
- Percentage of participants who increased their skills.
- Number of partnerships or collaborations established through the hub.
- Technological innovation: number of new innovative solutions developed.
- Contribution to digital transformation: assessment of the growth of digital literacy in the community.
- Demographics of users: gender, age, professional background, level of education.
- Signed Memorandums of Understanding and partnership agreements.

It is recommended to establish an Advisory Board comprising representatives from the three municipalities. This board will be responsible for monitoring and evaluating the operational effectiveness of the community business model. Monitoring should be conducted every six months (twice a year), while evaluation is advised to take place annually (every 12 months). The monitoring process will include field observations and qualitative methods, such as interviews and/or focus group discussions, while the evaluation process will be based of quantitative analysis based on online surveys and analysis of KPIs. Board meetings twice a year will also complement the monitoring and evaluation process.

5.8. Economic Sustainability

Ensuring economic sustainability for this initiative requires a combination of revenue generation, cost efficiency, stakeholder engagement, and continuous adaptation.

Diversified revenue streams will be generated from:
- selling honeybee products, wild plants, and artisanal crafts,
- farm tour experiences,
- ticket sales,
- cooperative membership fees,
- sponsorships and partnerships,
- advertising, and
- grant funding.

Cost optimization and operational efficiency will be achieved through:
- shared cooperative resources and benefits,
- digital infrastructure: reduced costs for maintaining the platform,
- phased implementation of the economic model,
- community-driven content creation, and
- leverage digital innovation hub.

Stakeholder engagement and ecosystem building will contribute to:
- strengthening the cooperative model to ensure fair revenue distribution and long-term governance,
- cooperative members reinvest profits into platform upgrades, marketing, and new product development,
- strengtened local and international collaboration for establishing joint marketing campaigns,
- regular training and capacity building,
- peer-to-peer knowledge-sharing system.

The continuous monitoring, evaluation, and adaptation will provide:
- performance tracking to optimize pricing, marketing strategies, and user experience.
- feedback results of the insights from consumers, producers, and tourists to adjust business model, and explore expansion opportunities.

6. Action Plan for the South Aegean (Greece)

6.1 Introduction

The development of the Aegean Cuisine Network began with a series of strategic meetings aimed at understanding the region's agri-food landscape and fostering collaboration among local stakeholders. These initial engagements involved key organizations, including AN.DO. (Development Company of Dodecanese) and CCID (Chamber of Commerce and Industry of Dodecanese) and provided valuable insights into the challenges and opportunities facing the South Aegean region's culinary community. Through these discussions, common needs were identified, and a shared vision for the future of the Aegean Cuisine Network emerged. This participatory co-design process set the stage for the creation of pilot actions aimed at promoting growth, sustainability, and digital innovation within the network.

The Aegean Cuisine Network is a dynamic collaboration of chefs, culinary professionals, and institutions dedicated to preserving and promoting the rich gastronomic heritage of the Aegean region. Known for its use of fresh, local ingredients such as olive oil, seafood, vegetables, and herbs, Aegean cuisine reflects the vibrant Mediterranean influences that shape its distinctive flavors. Through initiatives like culinary festivals, educational programs, and collaborative events, the network fosters knowledge exchange while supporting sustainable and local food practices that highlight seasonal produce and traditional farming methods.

As part of its ongoing efforts to raise awareness of this unique culinary culture, the Aegean Cuisine Network is launching a series of exciting new actions aimed at both promoting and digitally enhancing the brand. These initiatives include the creation of immersive video content that showcases the culinary traditions of Easter in the Dodecanese islands, the development of a cutting-edge augmented reality (AR) experience to bring the Aegean Cuisine brand to life, and the introduction of a dedicated mobile application to connect visitors with local food businesses and culinary experiences.

By combining the richness of Aegean culinary traditions with modern digital tools and international outreach, the Aegean Cuisine Network is ensuring that the flavors, customs, and unique food practices of the Aegean region continue to captivate and inspire audiences worldwide.

6.2 The Pilot Area

The region of South Aegean is one of Greece's thirteen administrative districts. It includes the island clusters of Cyclades and Dodecanese and is in the southeast of Greece and the European Union. It consists of 79 islands, of which 52 are inhabited and 178 islets. As an island complex it covers a total land and water surface of a total area of 79,332 square kilometres[17].

South Aegean Region has a total area of 5,286 square kilometres land, with 28% of its area being mountainous, 43% semi-mountainous and 29% lowland. South Aegean Region's permanent population amounts to 309,015 inhabitants, corresponding to 2.85% of the total permanent population of the country.

The natural environment in the South Aegean Region is characterised by the prevalence of ecosystems that, on the one hand, lack dense and high vegetation and, on the other hand, it is strongly influenced by the sea. In particular, the following main types of ecosystems are distinguished: scrub ecosystems, maquis ecosystems, forests and woodlands, grasslands, coastal and marine ecosystems. In the South Aegean Region, due to the long periods of drought, the short period of rainfall, the intense sunshine, the maquis vegetation, the phrygana, dominates, while to a lesser extent there are pine forests with coniferous trees, such as various types of pine, cypress and cedar depending on the area[2].

In terms of the level of sunshine, the South Aegean is characterized by the highest sunshine in the country and ranges around 3,000 hours per year. The weather conditions contribute to the Region's economic development via mainly the Tertiary sector (Tourism/Trade) and secondly via the other two sectors[2].

The economy of the South Aegean Region is dominated by the Tertiary sector, which produces more than 85% of the Gross Value Added (GVA) of the local economy. The Primary (2.5%) and the Secondary sector (11%-12%) participate with small percentages. Agriculture, livestock breeding and fishing are traditional branches of economic activity for the South Aegean Region. It is noted that the "Basket of Agricultural Products" action has been prepared by the South Aegean Region, under the supervision of the Ministry of Rural Development & Food, with the aim of creating an agri-food standard for self-consumption and for export. The products that have been added to the Basket show the geographical place where they come from and the way they are produced[18].

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17 South Aegean Region's Business Plan (2016), Skiadas Dimitrios

18 South Aegean Region's Business Plan (2016), Skiadas Dimitrios

6.3 Community Building

Trying to find information about the current initiatives and actions that are implemented in the South Aegean Region, two meetings took place. The first one was with AN.DO. (Development Company of Dodecanese) and the second one with CCID (Chamber of Commerce and Industry of Dodecanese).

At the first meeting the president and the manager of AN.DO. participated, making an extended analysis of the Region's agri-food sector. AN.DO. has two main objects. One is the support of the Local Self-Government A' and B' degree and wider Public Sector and, secondly, the management of European Programs addressed to public bodies and private individuals. The manager, Mr Zifos Konstantinos, explained that due to the South Aegean Region's insularity all the agri-food groups/communities are small and the AN.DO. is taking initiatives and running projects to help these agri-food groups to collaborate and take actions as one group. These groups could be categorized into three main categories: a) Community Cooperative Groups (KOIN.S.EP.), b) Agricultural Cooperative Groups and c) Local Clusters. Moreover, AN.DO. gave a detailed list of KOIN.S.EP. (Annex 1) and the Agricultural Cooperative Groups (Annex 2) and guided us to focus on a specific cluster which implements its actions to the whole Region of the South Aegean. The cluster is called 'Aegean Cuisine' and the organization who manages this cluster is CCID.

So, the second meeting was with the CCID. Representatives from the CCID and the Aegean Cuisine Network Initiative convened an important face-to-face meeting as part of the REVIVE project. The event took place at the CCI Dodecanese headquarters in Rhodes and was organized by READ S.A., with key participation from prominent stakeholders. Attendees included the President of Aegean Cuisine and CCI Board Member, the General Director of the CCI Dodecanese, the President of READ S.A., and staff from both organizations. The meeting focused on advancing the Aegean Cuisine initiative and exploring strategies for its expansion as a formal Cluster.

The primary objectives of the meeting were to: a) Develop pilot actions to enhance the network's growth and sustainability, b) Promote digital education and training for network members to strengthen their skills and adapt to modern industry needs, c) Foster collaboration to overcome current challenges and align a shared vision for the future of 'Aegean Cuisine'. During the discussions, participants emphasized the importance of uniting the community, identifying shared challenges, and pursuing innovative solutions to promote the rich culinary heritage of the Aegean. All parties agreed to reconvene soon to finalize and initiate pilot actions that will drive the network's development and ensure long-term success.

The meeting demonstrated a strong commitment to preserving and promoting the culinary traditions of the Aegean, fostering local businesses, and integrating innovative practices to sustain the region's rich cultural identity.

6.4 Pilot Area Community Cooperative

The Aegean Cuisine initiative was launched through the coordinated activities of the South Aegean Center for Business and Technology Development (KETA) in cooperation with the Cyclades and Dodecanese Chambers of commerce. It continues to plan and develop actions and activities to benefit member-businesses and to provide quality services to those visiting the southern Aegean. The Aegean Cuisine initiative-cluster is a network of member-businesses in the southern Aegean islands whose aim is to: a) highlight the Aegean as a region with a deep-rooted wine-gastronomic culture, b) familiarize Greek and foreign consumers with Aegean products, c) promote and establish Aegean products in the domestic and export markets and d) promote the Aegean products to retail and wholesale networks.

Aegean Cuisine Network

The Aegean Cuisine Network is a collaboration of chefs, culinary professionals, and institutions focused on promoting and preserving the rich culinary traditions of the Aegean region. This region is known for its fresh ingredients, olive oil-based dishes, seafood, herbs, vegetables, and distinctive flavors that reflect Mediterranean influences. The network aims to foster knowledge exchange, preserve traditional cooking methods, and highlight the diversity of Aegean culinary heritage. It often involves initiatives like culinary festivals, educational programs, and collaborative events that bring attention to regional specialties. One of the key goals is to promote sustainable and local food practices, such as the use of seasonal produce and traditional farming methods. The Aegean Cuisine Network also emphasizes the importance of culinary tourism, encouraging travelers to experience the flavors and food cultures of the region while supporting local economies.

Businesses eligible for membership in the Aegean Cuisine cluster are those in the South Aegean Region which meet specific criteria ensuring that the products, goods, and services offered reflect and highlight the Aegean's special gastronomic identity. These businesses must also meet specifications as to the quality of their offerings and provide the visitor-consumer with unique experience. Specifically, businesses eligible to participate are:

- Food and drink production facilities which are open to visitors,

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- Establishments that provide dining or refreshments such as restaurants, tavernas, mezedopoleia, ouzeri, cafes, patisseries, pastry shops, and so on,
- Retail outlets for local food and drink, and,
- Hotels, guest houses, and other businesses whose hospitality centers on the gastronomic traditions of the Aegean.

Specific criteria apply to each enterprise. These criteria are shown below:

General Criteria
- Legal Requirements: Businesses must ensure that the applicable legal and other requirements, which concern them, are considered.
- Rules of Good Practice: Businesses must have buildings, infrastructure, arrangements and equipment suitable to produce safe food.

Specific Criteria

- Composition of a menu: The composition of the menu should, at least in part, be based on local recipes and locally produced ingredients.
- Places, aesthetics and service: The environment and the decoration must have elements of the island tradition and culture evident. The employees and the presentation of the dishes must satisfy the customers and make them sharers of the island aesthetics.
- Ingredients: The ingredients and recipes in the catalog must originate from the Aegean islands. If for some product categories there are no products from islands of the Aegean, Greek products from mainland Greece or from other Greek Islands will be preferred.
- Recipes: In the menu, there must be a distinct category (Aegean Cuisine) with the local recipes of the island or other Aegean islands.

Aegean Cuisine economic sectors involved

The Aegean Cuisine cluster touches various sectors, from agriculture, fishing, and food production to tourism, retail, and technology (Annex 3). These sectors are interconnected, forming a robust ecosystem that sustains Aegean culinary businesses and promotes regional identity and culture. This multidisciplinary approach helps create a thriving market for Aegean food both locally and internationally.

Aegean Cuisine's collaborative Business Model

The collaborative business model of Aegean Cuisine typically revolves around partnerships and collective efforts that focus on promoting and sharing the rich culinary traditions of the Aegean region.

This model often includes several key aspects:

a) Local Sourcing & Collaboration with Farmers and Producers: Aegean cuisine thrives on fresh, high-quality ingredients sourced from local farmers, fishermen, and producers. Collaborative partnerships are often formed to ensure sustainability and quality. Restaurants or businesses may directly engage with local producers for organic vegetables, fish, olive oil, and other traditional Aegean ingredients.

b) Collaborations with Other Culinary Professionals: Chefs and culinary experts may collaborate to create unique dishes, share recipes, or host events that highlight the diverse flavors of the Aegean. This could include cooking classes, guest chef events, or collaborative menus in restaurants.

c) Cultural Exchange and Tourism: Many businesses in the Aegean region collaborate with tourism agencies, hotels, and cultural institutions to promote Aegean cuisine to a global audience. This could involve food tours, cooking experiences, and events that highlight the culture, history, and flavors of the region.

d) Shared Knowledge and Networks: The collaborative business model often involves the exchange of knowledge within a network of Aegean restaurants, chefs, and food businesses. They may collaborate to promote the Aegean cuisine through joint marketing efforts, social media campaigns, or shared initiatives such as food festivals and trade shows.

e) Sustainability & Ethical Practices: Sustainability is key in the Aegean region, where the emphasis on using local and seasonal ingredients leads to environmentally friendly practices. Businesses collaborate with organizations promoting sustainable farming, fishing practices, and eco-friendly initiatives to create a positive impact on the environment while maintaining traditional cooking methods.

f) Branding and Community Building: Some businesses create collaborative brands or networks, such as "Aegean Cuisine" or "Taste of the Aegean," to promote the culinary heritage of the region. This involves pooling resources for marketing and advertising, creating a unified image, and increasing the visibility of Aegean culinary traditions both locally and internationally.

Through these collaborative efforts, Aegean cuisine is not just about individual restaurants or chefs; it's a collective movement that highlights community

engagement, local resources, sustainability, and the preservation of culinary traditions.

6.5 Community Services Provided by the Initiative

The business model of Aegean Cuisine, when focused on prioritising collective welfare over profit maximisation, tends to center around sustainable practices, community well-being, and preserving cultural heritage. Here's how this model typically operates:

- Supporting Local Farmers and Producers: Instead of sourcing ingredients from large, profit-driven suppliers, businesses that follow this model often work closely with local farmers, fishermen, and producers. This means they might pay a premium for high-quality, locally grown or harvested food, even if it's not the most cost-effective option in the short term. By doing so, they help sustain local agriculture, preserve traditional farming methods, and promote fair trade practices. This collective support strengthens the local economy and helps build long-term, resilient supply chains.
- Environmental Sustainability Over Profit: Aegean cuisine businesses tend to adopt environmentally friendly practices, such as minimizing food waste, reducing carbon footprints, and prioritizing organic and seasonal ingredients. They may choose to work with local producers who prioritize sustainability, even if the cost is higher than that of non-local or industrial suppliers. This focus on environmental stewardship ensures that the region's natural resources, such as its land and seas, remain intact for future generations, rather than being exploited for short-term financial gain.
- Fair Labor Practices and Community Engagement: In this model, businesses often value fair wages and good working conditions for employees, chefs, and suppliers. They may collaborate with local communities to provide jobs, develop skills, and foster a sense of pride in the culinary traditions of the Aegean region. By offering stable, fair employment and engaging in social initiatives, Aegean cuisine businesses support the broader well-being of the local population rather than focusing exclusively on reducing labor costs for higher profits.
- Preservation of Cultural Heritage: Aegean cuisine is deeply tied to cultural identity, and businesses in this space often prioritize the preservation of traditional cooking methods and local culinary practices. Rather than adopting mass-production or standardized recipes for efficiency, the emphasis is on maintaining authenticity, which can sometimes result in higher costs.

This dedication ensures that the culinary heritage of the Aegean region is passed down through generations, benefiting future generations both economically and culturally, rather than maximizing profits by cutting corners or compromising on quality.

- Collaborative Networks Over Competitive Mindsets: Rather than focusing solely on individual business success, businesses in this model often collaborate with each other to build a collective brand for Aegean cuisine. This can involve joint marketing efforts, shared events, and educational campaigns that focus on promoting the Aegean region's culture, food, and tourism. By working together, businesses can increase the overall visibility of the region's culinary traditions and create a sense of community among the stakeholders, rather than engaging in cutthroat competition purely for profit.

- Educational and Experiential Tourism: Many Aegean cuisine businesses prioritize the education of consumers about the region's food culture rather than just aiming for high-volume sales. They might offer cooking classes, food tours, and cultural experiences that help visitors appreciate the history and traditions behind the food. While these initiatives may not always maximize immediate profits, they contribute to the long-term development of the local tourism sector and the collective benefit of the community.

- Ethical Sourcing and Fair Pricing: The business model often includes ensuring that food is ethically sourced, and customers are willing to pay a fair price for it. The focus shifts from maximizing profits through exploitation of cheaper, less ethical ingredients to creating a fair pricing structure that values quality, traceability, and sustainability. Businesses may accept lower profit margins to ensure they provide products that align with their ethical and communal values.

- Community-Driven Growth: Aegean cuisine businesses often work towards community-driven growth, where their success is tied to the welfare of the region. For instance, they might invest in local schools, offer internships, or sponsor culinary education to help young people enter the food industry. This type of growth strengthens the fabric of the local community, ensuring that business development isn't just about monetary gain but about fostering a sustainable, thriving environment for everyone.

In essence, the Aegean Cuisine business model prioritizes collective welfare by focusing on long-term sustainability, community support, cultural preservation, and ethical practices. By doing so, it creates a balanced approach where the well-being of people and the environment takes precedence over short-term profit maximization. The businesses in this model understand that their success is

intrinsically linked to the prosperity and health of their local communities, their natural environment, and the preservation of their cultural identity.

6.6 Activity Plan for the REVIVE Pilot Testing Phase

6.6.1 Community cooperative governance setup

The Aegean Cuisine initiative currently focuses on the geographic limits of the Southern Aegean Region, that is the Cyclades and Dodecanese, where, to date, some 28 islands and 196 businesses in the food sector have been enrolled. The initiative effort to sign up local producers, manufacturers, and retailers of local or traditional food, wine, and drink is also underway so that in the future the member-businesses of the Aegean Cuisine initiative may set up quality gastronomic destinations on their respective islands and play the role of "ambassadors" in promoting local products with the aim of developing tourism.

The Aegean Cuisine initiative is a collaborative effort aimed at preserving and promoting the rich culinary heritage of the Aegean region. It is primarily managed by the Chambers of Commerce and Industry of the Dodecanese and Cyclades, with support from the Region of South Aegean.
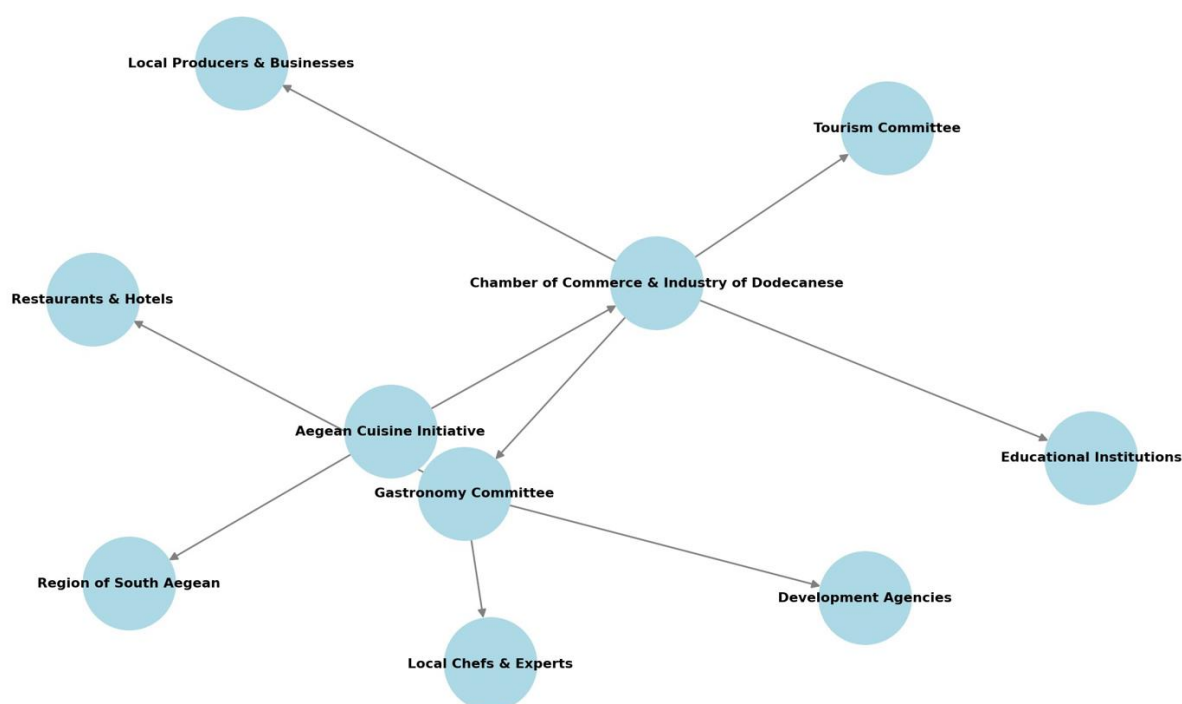

Chart 1: Management Structure of Aegean Cuisine Network

Within the Dodecanese, the Chamber of Commerce and Industry oversees the initiative's implementation. This chamber operates through various departments and committees, each responsible for specific sectors, ensuring the effective promotion of local gastronomy and products.

The initiative also benefits from the involvement of local stakeholders, including educational institutions, development agencies, and tourism organizations, all contributing to the holistic promotion of Aegean gastronomy

In summary, the Aegean Cuisine initiative's management structure in the Dodecanese is anchored by the Chamber of Commerce and Industry of the Dodecanese, supported by regional authorities and local stakeholders, all working collaboratively to celebrate and promote the Aegean's culinary traditions.

6.6.2 Action 1: Pilot Activity Related to the Economic Model

Title	**Aegean Cuisine's Network Promotion**
Brief description	For the optimal promotion of the Aegean Cuisine network, two short videos will be created that will showcase the customs and traditions of Easter in the Dodecanese through gastronomy. The content of the videos will focus on the islands of Leros and Kalymnos (one video for each island). This is an action to connect the gastronomy of Leros and Kalymnos with the local customs of Easter. The videos that will be produced will be presented at an open event that will be held at the Dodecanese Chamber of Commerce to make them known to both the public and professionals. The videos will be available in a format suitable for display on electronic and social media as well as at any other type of events/exhibitions. In addition, marketing actions are launched to promote the Aegean Cuisine brand name: Social media campaign and the creation of promotional videos by influencers to improve the recognition of Aegean Cuisine among foreign visitors throughout the year.

Finally, it has been decided to launch a culinary festival in Rhodes to promote Dodecanese gastronomy with the participation of the Members of the Aegean Cuisine and the Dodecanese Chefs Club with show cooking activities, promotion of local recipes and products, etc. The comparable initiative will be implemented for the first time this year towards the end of the tourist season, and it is sought to become an institution for the coming years.

1. Short Video Concepts (Leros & Kalymnos)

- Leros Video: Focus on how Easter is celebrated in Leros, incorporating the island's unique customs and its local cuisine. The video could feature:
    o Cultural Traditions: Shots of religious ceremonies, the significance of Easter in the community, and traditional processions.
    o Culinary Practices: Feature iconic Easter dishes like "magiritsa" (a traditional Easter soup), lamb roasted in the village style, and sweet pastries like "tsoureki."
    o Local Producers: Interviews with local chefs and home cooks discussing how they prepare these dishes, the ingredients they use, and how traditions have been passed down.
    o Scenic Footage: Beautiful shots of the island's landscapes, local markets, and homes adorned for Easter, helping to connect the culture with the gastronomy.
- Kalymnos Video: Showcase Kalymnos' distinct Easter celebrations and how seafood plays a role in the Easter feast.
    o Easter Traditions: Footage of the island's church services, Easter Sunday feasts, and the island's vibrant Easter celebrations.
    o Seafood Focus: Emphasize dishes like "squid" and "octopus" that are part of

Kalymnos' Easter table. Interviews with local fishermen about their role in Easter traditions would add authenticity.

- o Community Involvement: Feature how local families prepare meals together, promoting a sense of community and tradition.
- o Natural Beauty: Show the pristine waters, fishing boats, and sun-soaked landscapes of Kalymnos, blending local culture and culinary traditions.

Both videos should integrate music that reflects the Easter atmosphere in each island (local instrumental music or traditional songs), while maintaining an energetic yet respectful tone that celebrates both the culture and cuisine.

2. Social Media Campaign & Influencer Promotions

- Hashtags: Use catchy and memorable hashtags like #AegeanEaster, #TasteTheAegean, or #DodecaneseTraditions to build a strong social media presence and make the campaign easy to follow.
- Teasers & Behind-the-Scenes: Share snippets of the video-making process to generate excitement. These could include cooking previews, interviews with locals, or short clips of Easter celebrations.
- Influencer Collaboration: Partner with influencers who specialize in food, travel, and culture. They can share their personal experiences with Aegean cuisine, focusing on the unique Easter traditions of Leros and Kalymnos, to engage a wider audience.
- User-Generated Content: Encourage followers to share their own Easter celebrations from the Dodecanese region. Feature their posts on the brand's channels to foster a sense of community.

3. Promotional Videos for Social & Electronic Media

- Format the videos in both short and long forms. Create 30-60 second highlights (teaser videos) for Instagram and Facebook stories, while having a more detailed version (2-3 minutes) available on YouTube and the Aegean Cuisine website.
- Include subtitles in multiple languages (Greek, English, and perhaps other key tourist languages like German or Italian) to attract international tourists.
- Promote the videos through paid ads on social media platforms targeting users interested in food tourism, Mediterranean cuisine, and cultural travel.

4. Culinary Festival in Rhodes

- Interactive Cooking Demonstrations: The festival could feature live cooking shows where chefs from Leros, Kalymnos, and other Dodecanese islands demonstrate how to prepare iconic local dishes.
- Tasting Stations: Offer a chance for visitors to taste different Dodecanese dishes, allowing them to experience the local flavors firsthand. Consider offering cooking classes as part of the festival.
- Local Products Showcase: Use the event to promote local products (cheeses, olive oil, herbs, wine) that are central to Dodecanese cuisine. Have a marketplace where visitors can purchase these goods.
- Cultural Performances: Include traditional music or dance performances from the islands to enhance the cultural atmosphere and give visitors a full sensory experience.
- Networking Opportunities: Invite culinary professionals, chefs, and food bloggers to the festival to increase the event's visibility and attract media attention.

	5. Long-Term Strategy • Building the Brand: Position Aegean Cuisine as a unique culinary brand, with the Dodecanese region as a primary destination for food lovers seeking authentic Mediterranean experiences. • Post-Festival Follow-Up: After the festival, keep the momentum going by sharing festival highlights, recipes, and cooking tips on social media. Use the content to build anticipation for next year's festival and maintain a connection with festival attendees. • Tourism & Local Businesses: Continue collaboration with local hotels, restaurants, and tour operators to encourage year-round promotion of the Dodecanese gastronomy and culinary tourism. By focusing on these elements, the promotion of Aegean Cuisine and its connection to Easter traditions in Leros and Kalymnos can create a compelling narrative that resonates with both locals and visitors alike. The videos, social media campaign, and culinary festival will work together to establish the Dodecanese as a destination rich in both culture and food.
Stakeholders involved	1. Local Communities (Residents, Farmers, Cultural Groups) 2. Dodecanese Chamber of Commerce 3. Aegean Cuisine Network Members (Chefs, Restaurants, Dodecanese Chefs Club) 4. Tourism Organisations (Tourism Board, Tour Operators) 5. Media Partners (Local Media, Social Media Influencers, PR Agencies) 5. Local & Regional Government Authorities 6. Event Organizers & Vendors 7. Visitors/Tourists 8. Cultural and Academic Institutions (Cultural Heritage Experts, Universities)

Resources needed	1. Human Resources: Project manager, video production crew, social media managers, influencers, event coordinators, chefs, experts, etc.
	2. Financial Resources: Budget for video production, marketing, event organization, and influencer partnerships.
	3. Physical Resources: Video production equipment, culinary equipment, venue infrastructure, transportation.
	4. Technological Resources: Video editing software, social media management tools, email marketing platforms, event registration tools.
	5. Cultural & Culinary Resources: Local culinary expertise, traditional recipes, local products, cultural knowledge.
	6. Marketing & Promotional Resources: Digital ads, social media content, influencer collaborations, printed materials, promotional merchandise.
	7. Legal & Administrative Resources: Permits, insurance, licenses.
	8. Evaluation & Feedback Resources: Analytics tools, surveys, and feedback mechanisms.

Territorial impact	1. Economic Impact:
	  o Growth in tourism, increased local business revenue, job creation, and investment attraction.
	  o Long-term sustainability of the local economy through culinary tourism and the export of local products.
	2. Social Impact:
	  o Cultural preservation, community empowerment, social cohesion, and educational benefits.
	  o Strengthened regional identity and a sense of pride in local traditions.
	3. Environmental Impact:
	  o Promotion of sustainable food sources and eco-friendly event practices.

	○ Raising awareness about sustainability and encouraging responsible tourism habits. In summary, this project has the potential to create a positive ripple effect across the Dodecanese region, benefiting the local economy, enhancing social ties, and promoting environmental sustainability. If carefully managed, it could become an enduring model for cultural and gastronomic tourism in the Mediterranean.

Timeframe	**Project Timeline (6-9 months)**
	
	1. Preparation Phase (2-3 months)
	
	1.1 Planning & Coordination (Weeks 1-4)
	
	  • Define Objectives & Scope
	  • Stakeholder Engagement
	  • Licenses & Permits
	
	1.2 Content Creation & Strategy Development (Weeks 2-8)
	
	  • Video Content Strategy
	  • Social Media Plan
	  • Festival Planning
	  • Identify Influencers
	
	2. Production Phase (2-3 months)
	
	2.1 Video Production (Weeks 5-12)
	
	  • Pre-production
	  • Filming on Location
	  • Post-production
	
	2.2 Marketing Content Creation (Weeks 8-12)
	
	  • Social Media Content
	  • Influencer Collaboration

3. Promotion Phase (2-3 months)

3.1 Digital Marketing Campaign (Weeks 13-18)

- Social Media Launch
- Paid Advertising
- Media Outreach

3.2 Influencer Promotions (Weeks 13-18)

- Influencer Campaigns

4. Festival Execution Phase (2-3 weeks)

4.1 Finalizing Festival Details (Weeks 19-20)

- Confirm Event Vendors & Partners
- Promote Festival

4.2 Event Execution (Week 21)

- Festival Day(s)
- Post-event Engagement

5. Post-Event Phase (1 month)

5.1 Evaluation & Reporting (Weeks 22-24)

- Analyze Campaign Results
- Feedback Collection and Reporting

6.6.3 Action 2: Pilot Activity Related to the Development of Digital Experiences

Title	**Augmented Reality (AR) experience for the Aegean Cuisine Brand and Aegen Cuisine mobile app.**
Brief description	The new **Augmented Reality (AR)** experience for the Aegean Cuisine brand, to be developed by the Dodecanese Chamber, utilises the latest technology to highlight the region's local products and traditional flavours. Through the projection of a live, 3D-figure on the mobile screen – which comes to life as soon as the user scans the Aegean Cuisine logo – the visitor learns the history and meaning of the brand, discovers the producers of the Dodecanese and understands how this initiative connects the authentic culinary tradition with the modern digital world. The 3D narrative, enriched with dynamic multimedia such as video and audio, offers an exciting way of interaction and transforms the simple logo into an interactive portal of knowledge. In this way, Aegean Cuisine enters a new era of digital communication, strengthening its brand and giving a boost to the gastronomic and cultural profile of the Dodecanese. Moreover, an **Aegean Cuisine Mobile Application** will be developed. Through the application, the user will be able to find information about the Aegean Cuisine network as well as the requirements to become a member. **Functionality Summary** AR Application 1. The user points the mobile device camera at the QR Code 2. The user is automatically redirected to his mobile browser where the special AR application (available for iOS/Android mobiles as a web-based solution) asks him for execution rights. 3. They point the device camera at the Aegean Cuisine logo.

4. The system recognizes the logo (marker-based AR).

5. A three-dimensional (3D) figure/mascot or character appears on the device, which begins to narrate (with audio) the story and meaning of the brand.

6. At the same time, additional graphics, videos or explanatory texts can be displayed that enhances the educational content.

7. The user could interact (e.g. click on buttons to view more information).

Mobile Application

1. The user will be able to install the application on their mobile phone (ios/android)

2. The application will provide an interactive digital map with geolocation capabilities where the user will be able to locate the members (restaurants and producers) of Aegean Cuisine.

3. A reward system will also be created through the application of blockchain technology. Users will have a digital wallet and will accumulate points where they can redeem them for gifts from the Aegean Cuisine network (discounts at member restaurants, discounts on Aegean Cuisine products, etc.).

Project Objectives

a) Educational & Informative Purpose. To inform the user about the importance and specifications of the Aegean Cuisine brand, promoting the local products and restaurants of the Dodecanese region.

Implementation:

- Educational Content: Use AR technology and Mobile App. to provide consumers with detailed information about the ingredients, preparation methods, and cultural significance of Aegean dishes. For example, when someone scans a dish in a restaurant or market, they could access information about the origin of key ingredients like olive oil, herbs, or seafood from the region.

- Recipe Sharing: Offer interactive experiences that allow users to see step-by-step recipes of traditional Aegean dishes, learn the techniques behind them, and even try their hand at creating these dishes in an educational virtual kitchen.
- Local Products: Provide details about the raw materials used in Aegean cuisine, such as locally grown vegetables, artisanal cheeses, or handcrafted bread. Highlight the sustainability, traditional methods, and cultural heritage behind these products.

b) Interactive Experience. The use of AR and the Mobile App. technology enables an immersive experience, enhancing the audience's relationship with the brand.

Implementation:

- Menus: In restaurants, integrate AR technology where customers can scan the menu items and see virtual information pop-ups about the dish's ingredients, preparation techniques, and history
- Virtual Tours: Implement virtual tours of local farms, fisheries, and production sites for Aegean products. This would allow users to "step inside" the region and learn about the supply chain from production to plate, without leaving their homes.
- Engagement with the Community: Create AR-based scavenger hunts or challenges where users explore restaurants or local markets, finding hidden "Aegean Cuisine" landmarks or products. Gamifying the experience would increase customer engagement and make learning about the local cuisine fun.

c) Innovation & Branding Enhancement. The innovative presentation strengthens the Aegean Cuisine brand, giving value to both the producers and the restaurants that carry the mark.

	Implementation: • Innovative Presentation: The use of AR and Mobile App. will elevate the brand by showcasing local Aegean cuisine in a way that's modern, engaging, and interactive. The presentation could include virtual cooking demonstrations, farm-to-table experiences, and 360-degree views of production sites. • Brand Storytelling: Through AR and the Mobile App., tell the story behind the Aegean Cuisine brand, focusing on its roots, the cultural significance of local food traditions, and the uniqueness of the Dodecanese region. By using immersive media, consumers will connect emotionally with the brand and its authenticity. • Quality Assurance & Trust: Through blockchain or sensor technology, demonstrate transparency in the supply chain, showing how each ingredient in the Aegean dish is sourced and produced. This level of transparency can boost consumer trust, particularly around the quality and sustainability of local products. • Promoting Local Producers & Restaurants: As part of the immersive experience, allow users to identify which restaurants or markets carry Aegean Cuisine products by scanning using AR or the Mobile App. Restaurants carrying the Aegean Cuisine mark can benefit from increased visibility and a stronger connection to local producers, positioning themselves as part of a wider movement toward sustainable and authentic cuisine. • Partnerships and Collaborations: The project can foster collaboration between local food producers, restaurants, and tech developers, creating a dynamic ecosystem that continuously innovates the way the Dodecanese cuisine is presented and experienced. The partnerships can lead to

	increased tourism, local product sales, and brand loyalty.
Stakeholders involved	1. Local Food Producers and Artisans 2. Restaurants & Hospitality Providers 3. Technology Partners (AR/VR Developers, Blockchain) 4. South Aegean Region and Chamber of Commerce and Industry of Dodecanese 5. Tourism Organisations 6. Marketing & Branding Agencies 7. Consumers & Users
Resources needed	1. Technology & Software - Augmented Reality (AR) Development Tools: AR Platforms, Mobile Apps - Blockchain Technology: blockchain platforms 2. Human Resources

	- Project Manager - AR/VR Developers, Mobile App Developers - Blockchain Developers - Content Creators (Photographers/Videographers) - Graphic Designers/3D Artists - Local Partners (Producers, Restaurants) - Marketing & Branding Team 3. Infrastructure & Facilities - Server Hosting 4. Marketing & Promotion - Social Media Platforms - Website/Online portal
Territorial impact	Expected Outcomes & Benefits: - Increased Awareness: Through AR and the mobile application, the project will spread awareness about the distinctiveness and richness of Aegean cuisine, drawing attention to the Dodecanese region. - Tourism and Engagement: By providing virtual and immersive experiences that replicate the region's food culture, the project has the potential to attract tourists who are interested in authentic, locally produced cuisine. - Economic Value: The promotion of local products and restaurants through this innovative project can increase sales and encourage sustainable, long-term economic growth in the region by boosting both local agriculture and the culinary tourism industry. - Brand Loyalty & Trust: By showcasing the origin and sustainability of the ingredients used, consumers are likely to form a stronger emotional connection with the products, leading to greater trust and brand loyalty.
Timeframe	**Total project duration: 3-4 months for each Digital plan** 1. Requirements Gathering & Design (1-2 Weeks): Consultation with the Dodecanese Chamber team, central idea, scenario definition.

	2. 3D Material & Multimedia Creation (2-3 Weeks): 3D Character Design, Audio/Video Production. 3. AR Application Development – Mobile App. Development (3-4 Weeks): Programming, scene completion, initial hardware integration. 4. Tests & Fixes (2-3 Weeks): Optimization, bug fixes, cross-device testing. 5. Final Delivery & Installation (1 Week): Upload to server & activate WebAR link, final settings. Hosting and technical support of the application is guaranteed for 5 years. 6. Design and production of promotional material (2 weeks): - Paper sticker printing with barcode for products 50,000 pcs (Dimension 3x3)

6.7 Monitoring and evaluation - selection of indicators for monitoring

AR Digital Model

To ensure the successful implementation and impact of the **Aegean Cuisine AR experience**, a structured monitoring and evaluation (M&E) framework should be developed.

1. Process Indicators (Quality of Implementation)

These indicators will track the quality of the project's execution and the user experience.

1.1 AR Experience Quality

- User Experience Feedback: Measure user satisfaction with the AR interface (e.g., through surveys or feedback forms)

1.2 Content Quality

- Multimedia Quality: Evaluate the quality of videos, 3D models, and audio used in the AR experience. Collect feedback from users about the clarity, engagement, and effectiveness of the multimedia content.
- Narrative Accuracy: Ensure that the storytelling is authentic and represents the true history of the local producers and culinary traditions.

1.3 Engagement of Local Producers

- Producer Participation Rate: Track the number of local producers, chefs, and businesses featured in the AR experience.

2. Impact Indicators (Effectiveness & Success)

These indicators will assess the long-term effectiveness and outcomes of the project, including its ability to meet the stated objectives.

2.1 Brand Awareness and Recognition

- Social Media Engagement: Track the volume and quality of social media interactions (likes, shares, comments, hashtags) related to the AR experience.
- AR Interaction Data: Measure the number of unique users engaging with the AR experience, as well as the average duration of interaction (how long users spend exploring the AR features).
- App Downloads: Track the number of app downloads and user retention rates..

2.2 Tourism & Visitor Engagement

- Tourist Engagement in the Dodecanese: Track the number of tourists who download or interact with the AR experience, especially those visiting the region.
- Visitor Retention: Measure how many users return to the AR experience after their initial interaction.

3. Long-Term Impact Indicators (Sustainability and Growth)

These indicators will assess the broader, long-term effects of the project.

3.1 Long-Term Brand Strength

- Repeat Users: Monitor repeat visits to the AR experience and the mobile app after initial engagement to gauge long-term interest in the brand.

3.2 Scalability and Replication

- Expansion of Partnerships: Measure how many additional producers, chefs, and local businesses express interest in joining the AR initiative in future phases.

Data Collection Methods:

To effectively track these indicators, the following data collection methods should be used:

- Analytics Tools: Use app analytics (e.g., Google Analytics, Firebase) to track downloads, user engagement, and interaction metrics.
- Social Media Monitoring: Utilize tools like Hootsuite or Sprout Social to monitor social media mentions, hashtags, and engagement.
- Sales and Economic Tracking: Collaborate with local producers to monitor changes in sales, inquiries, and customer feedback.

Aegean Cuisine Mobile Application

To effectively monitor and evaluate the **Aegean Cuisine Mobile Application**, it's important to establish clear indicators to track both the performance of the app and its impact on the Aegean Cuisine network. These indicators should cover various aspects such as user engagement, app functionality, and the success of the membership process.

1. Process Indicators

These indicators focus on the quality of the app's features and its development process, including user experience, functionality, and content.

1.1 User Experience and Interface Quality

User Satisfaction: Use in-app surveys or feedback forms to assess user satisfaction with the app's interface, usability, and design.

1.2 Functionality and Performance

- App Stability and Bug Tracking: Monitor technical performance, including:
    - Crash rate: Percentage of users who experience crashes.
    - App load time: Average time it takes for the app to load.
- App Response Times: Track how quickly the app responds to user inputs, especially when interacting with multimedia content or membership application features.

1.3 Content Quality

- Content Engagement: Track how many users interact with the recipe collection, local producer profiles, AR features, and other content sections of the app.
- Content Updates: Measure how frequently the app's content (e.g., recipes, membership details, events) is updated and ensure that it remains fresh and relevant.

2. User Interaction and Involvement Indicators

These indicators track how actively users engage with the app and how it contributes to the wider goals of increasing visibility for the Aegean Cuisine network and driving membership.

2.1 User Acquisition and Retention

- Number of Downloads: Track the number of app downloads in both the Apple App Store and Google Play Store.
- User Retention Rate: Measure how many users return to the app after their first download (e.g., 30-day retention rate). A high retention rate suggests that users find the app valuable enough to continue using it.
- Active Users: Track the number of monthly active users and daily active users.

2.2 User Engagement and Interaction

- Interaction Rate with Features: Monitor how many users engage with specific features such as:
    - Recipe search and interactions.
    - Membership applications and inquiries.
- Social Media Sharing: Track how often users share content from the app to social media platforms (e.g., recipes, producer stories, event details).

2.3 Membership Applications

- Number of New Members: Track how many new members (local producers, chefs, restaurants) apply to join the Aegean Cuisine network via the app.
- Membership Conversion Rate: Calculate the percentage of users who inquire about membership and subsequently complete the application process.

3. Impact Indicators

These indicators focus on measuring the overall effectiveness and success of the app in achieving the project's objectives, such as promoting the Aegean Cuisine network and fostering stronger connections within the community.

3.1 Brand Awareness and Recognition

- App Store Ratings and Reviews: Track the average rating of the app on both the App Store and Google Play Store.
- User Feedback and Sentiment: Analyse user reviews, comments, and social media mentions to gauge the sentiment around the Aegean Cuisine brand and the app.

4. Sustainability and Growth Indicators

These indicators assess the long-term success and scalability of the project.

4.1 Growth in Membership

Expansion of Membership: Track the continued growth of Aegean Cuisine membership over time (e.g., year-over-year growth in the number of producers, chefs, and businesses joining the network).

4.2 Scalability and Expansion

New Partnerships: Track the number of new partnerships formed due to the app, such as collaborations with additional food producers, culinary tourism agencies, and other stakeholders.

5.3 Long-Term Brand Recognition

Repeat Users: Track how many users continue to interact with the app over an extended period (e.g., six months or one year after initial download).

6.8 Economic sustainability - plans for the future

Economic sustainability in the context of Aegean cuisine revolves around preserving the region's culinary heritage while ensuring that food-related practices remain viable and prosperous in the future. The economic future of Aegean cuisine hinges on several factors, such as local food production, tourism, environmental conservation, and fostering innovation within traditional practices. Here are some plans that focus on economic sustainability:

1. Promotion of Local Agricultural Practices

- Supporting Small-Scale Farmers and Fishermen: Aegean cuisine is deeply tied to local agriculture and fishing. Moving forward, encouraging sustainable farming and fishing practices is essential for the future of the cuisine. By providing subsidies, technical training, and access to markets, small-scale producers can maintain their livelihoods while ensuring that traditional ingredients like olives, cheese, vegetables, and seafood are sustainably produced.
- Cooperatives for Farmers and Fishermen: Strengthening and expanding local cooperatives will help small-scale producers pool resources, negotiate better prices, and share best practices for sustainable farming and fishing. This collective approach could increase economic stability for local farmers, prevent over-exploitation of resources, and ensure that high-quality, authentic ingredients remain available for Aegean dishes.

2. Sustainable Tourism Development

- Culinary Tourism: As culinary tourism continues to grow, Aegean cuisine is poised to become a major attraction for tourists seeking authentic food experiences. Future economic sustainability plans involve promoting the region's traditional dishes and farming practices through food tours, cooking classes, farm-to-table dining experiences, and food festivals. Encouraging tourism that respects local culture, supports local businesses, and educates visitors about sustainable practices will help create a long-term, resilient economic model.
- Eco-Tourism Integration: Integrating sustainability into tourism by promoting eco-friendly lodging, responsible food sourcing, and sustainable dining options will help mitigate the environmental impact of increased tourism. The future of Aegean cuisine as part of the tourism experience could be based on principles of environmental stewardship and community involvement, ensuring that growth does not come at the expense of the region's natural resources.

3. Innovation Within Traditional Practices

- Modernizing Production with Sustainability: Introducing sustainable farming technologies (e.g., organic farming techniques, water conservation methods, renewable energy for production) could help increase productivity while minimizing environmental harm. For instance, innovative food processing methods, such as creating eco-friendly packaging or promoting zero-waste kitchens, could modernize traditional practices.
- Local Product Development: There's an opportunity to develop new products based on Aegean cuisine ingredients. For example, creating packaged products like high-quality olive oils, artisanal cheeses, or prepared meals that represent Aegean cuisine can be marketed globally, providing a new revenue stream while ensuring the preservation of culinary traditions.

4. Strengthening Culinary Education and Heritage Preservation

- Culinary Schools and Workshops: Investing in culinary education that focuses on the traditional methods of Aegean cuisine is a key factor for long-term sustainability. These programs not only train chefs but also create culinary ambassadors who can spread the word about Aegean food worldwide. Promoting sustainable food practices in these schools will equip the next generation of chefs with the knowledge to continue working with local, sustainable ingredients while respecting food traditions.
- Heritage Preservation: Maintaining the authenticity of Aegean cuisine through cultural institutions and organizations will help ensure that traditional recipes, techniques, and food production methods are passed down to future generations. By documenting these practices and creating platforms for knowledge sharing, the region can continue to preserve its culinary identity while adapting to modern needs.

5. Global Marketing of Aegean Cuisine

- Branding Aegean Cuisine: Aegean cuisine has the potential to be marketed as a distinct and healthy food culture on the global stage. Promoting Aegean food through international food fairs, media campaigns, and culinary events can boost awareness and demand for products like olive oil, seafood, cheeses, and fresh vegetables. A strong brand identity built on the region's sustainability and cultural richness can attract new markets and increase exports.
- Collaborations with International Chefs and Restaurants: Building partnerships with top international chefs and food influencers who specialize in Mediterranean or sustainable cuisine can create a global demand for Aegean food. These collaborations could result in pop-up restaurants, recipe books, and cooking shows, further strengthening Aegean cuisine's reputation worldwide.

6. Support for Small-Scale Food Businesses

- **Local Food Markets and Farmers' Markets:** Promoting and supporting local food markets where producers can sell their fresh, traditional products directly to consumers is an essential strategy for economic sustainability. This supports small businesses, reduces transportation costs, and connects consumers with locally grown food.
- **Small-Scale Artisanal Producers:** By focusing on the growth of small artisanal producers of local products (such as handcrafted cheeses, cured meats, and local wines), Aegean cuisine can foster a sustainable food industry that maintains a close connection between producers and consumers. These businesses can often thrive through niche markets, both locally and internationally.

7. Sustainable Packaging and Zero-Waste Practices

- **Eco-Friendly Packaging:** As sustainability continues to grow in importance, moving towards sustainable packaging for food products and reducing plastic waste will be vital for the future of Aegean cuisine. This can include using recyclable or biodegradable packaging for items such as olives, cheeses, and packaged meals.
- **Zero-Waste Restaurants and Food Waste Reduction:** Many restaurants and food businesses in the region are moving toward zero-waste models, where food scraps are composted or turned into other products. This can be integrated into Aegean cuisine's future, ensuring that resources are used efficiently, minimizing waste, and lowering operational costs.

8. Collaboration with Government and NGOs

- **Public-Private Partnerships:** The future of Aegean cuisine will depend on collaboration between local governments, food producers, businesses, and non-governmental organizations (NGOs). Initiatives could focus on sustainable food systems, supporting local agricultural production, promoting fair trade practices, and securing financial aid for small businesses.
- **Policy Support for Sustainability:** Governments could implement policies that incentivize sustainable farming, fishing, and food production, as well as providing tax breaks or grants to businesses that focus on local, ethical, and sustainable practices.

9. Health and Nutrition Awareness

- **Health-Focused Marketing:** Aegean cuisine is known for its health benefits, particularly the Mediterranean diet's emphasis on fresh vegetables, olive oil, and fish. Promoting these health benefits, particularly in markets that are increasingly health-conscious, could boost the demand for Aegean food products globally.

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- Community Health Initiatives: Local initiatives that focus on healthy eating and local food production will help encourage sustainable food practices while improving public health. Promoting traditional Aegean dishes as part of a balanced and healthy diet can ensure that food culture continues to thrive.

6.9 Conclusion

The economic sustainability of Aegean cuisine depends on striking a balance between preserving tradition and embracing innovation. By supporting local food systems, promoting culinary tourism, fostering education, and embracing sustainability, Aegean cuisine can continue to thrive in a way that benefits local communities, preserves cultural heritage, and meets the demands of a modern, globalized world. The future of Aegean cuisine will likely be shaped by a mix of tradition and contemporary practices, ensuring that the region's food culture remains a viable and respected part of the global culinary landscape.

Annexes

Annex 1: Community Cooperative Groups (KOIN.S.EP.) of South Aegean

TITLE	No OF MEMBERS	MAIN ACTIVITY	REGION	ISLAND
DODEKANISSOS HEALTHCARE	7	Growing vegetables and melons, roots and tubers	SOUTH AEGEAN	KALYMNOS
CYCLADES HEALTHCARE-ALTERA VITA	8	Growing of spices, aromatic, medicinal and medicinal plants	SOUTH AEGEAN	SYROS
IRIS AMORGOU SOC.	5	Production of ready meals and dishes	SOUTH AEGEAN	NAXOS
AMBROSE	7	Food and beverage services provided by ouzo restaurants, snack bars	SOUTH AEGEAN	KOS
FRUIT OF THE SEA SOC.	5	Retail trade of fish, shellfish and molluscs	SOUTH AEGEAN	ANDROS
PANAGIA YPAPANTI SOC.	9	Processing and preservation of fish and fish fillets, smoked	SOUTH AEGEAN	KALYMNOS
EFRAINEIN SOC.	7	Services provided by a cafe, without technical and mechanical toys	SOUTH AEGEAN	KOS
NAXONISSOS TASTE SOC.	6	Production of fruit and vegetable juices	SOUTH AEGEAN	NAXOS
Anhidro SOC.	5	Outdoor vegetable growing	SOUTH AEGEAN	THIRAS
AGEA FARMERS SOC.	5	Support activities for crop production	SOUTH AEGEAN	ANDROS
AGEAN DEVELOPMENT SOC.	7	Agricultural research services	SOUTH AEGEAN	KOS
Irinna Tilos SOC.	11	Production of cheese and curds (curdled milk for cheese)	SOUTH AEGEAN	RHODES
Heraclea Land SOC.	5	Production of other animal products produced on farms	SOUTH AEGEAN	KOS

Community Cooperative Groups (KOIN.S.EP.) of South Aegean

Annex 2 - Agricultural Cooperative Groups of South Aegean

AGRICULTURAL COOPERATIVE GROUP	REGION	ISLAND
AGRICULTURAL COOPERATIVE OF ORMOS KORTHIOS	SOUTH AEGEAN	ANDROS
AGRICULTURAL COOPERATIVE OF PITROFOS	SOUTH AEGEAN	ANDROS
BEEKEEPING COOPERATIVE OF ANDROS	SOUTH AEGEAN	ANDROS
ASTHGP OF AKROTIRIO	SOUTH AEGEAN	THIRA
ASTHGP OF EPISCOPIS	SOUTH AEGEAN	THIRA
ASTHGP OF EXO GONIAS	SOUTH AEGEAN	THIRA
ASTHGP OF KARTERADO	SOUTH AEGEAN	THIRA
ASTHGP OF FIRON	SOUTH AEGEAN	THIRA
ASTHGP OF OIA	SOUTH AEGEAN	THIRA
ASTHGP OF MEGALOCHORIO	SOUTH AEGEAN	THIRA
ASTHGP OF COMMERCE	SOUTH AEGEAN	THIRA
ASTHGP OF PYRGOS	SOUTH AEGEAN	THIRA
UNION OF THERIAN PRODUCTS COOPERATIVES	SOUTH AEGEAN	THIRA
AGRICULTURAL BEEKEEPING COOPERATIVE OF FOLEGANDROS	SOUTH AEGEAN	THIRA
AGRICULTURAL BEEKEEPING COOPERATIVE OF SIKINOS- ÕINOI	SOUTH AEGEAN	THIRA
AGRICULTURAL BEEKEEPING COOPERATIVE IOU	SOUTH AEGEAN	THIRA
AGRICULTURAL-BEEKEEPING COOPERATIVE OF ANAPHIS	SOUTH AEGEAN	THIRA
ASTHGP THIRASSIA	SOUTH AEGEAN	THIRA
AGRICULTURAL-LIFE-RAISING COOPERATIVE OF ASTYPALAYA	SOUTH AEGEAN	ASTYPALAIA

AGRICULTURAL COOPERATIVE OF THYME HONEY OF THE REGIONAL UNIT OF KALYMNOS	SOUTH AEGEAN	KALYMNOS
WOMEN'S AGRICULTURAL COOPERATIVE OF TRADITIONAL PRODUCTS OF THE REGIONAL UNIT OF KALYMNOS	SOUTH AEGEAN	KALYMNOS
AGRICULTURAL COOPERATIVE OF KAO MERIAS KEAS	SOUTH AEGEAN	KEA-KYTHNOS
AGRICULTURAL BEEKEEPING COOPERATIVE OF CHORA KYTHNOS	SOUTH AEGEAN	KEA-KYTHNOS
AGRICULTURAL BEEKEEPING COOPERATIVE OF DRYOPIDA KYTHNOS	SOUTH AEGEAN	KEA-KYTHNOS
AGRICULTURAL-SUPPLY COOPERATIVE OF THE ISLAND OF KOS OF AGRICULTURAL SUPPLIES	SOUTH AEGEAN	KOS
AGRICULTURAL BEEKEEPING COOPERATIVE OF SIFNOS	SOUTH AEGEAN	SIFNOS
AGRICULTURAL BEEKEEPING COOPERATIVE OF KIMOLOS	SOUTH AEGEAN	KIMOLOS
AGRICULTURAL BEEKEEPING COOPERATIVE OF SERIFOS	SOUTH AEGEAN	SERIFOS
UNION OF AGRICULTURAL COOPERATIVES OF NAXOS - AGRICULTURAL CORPORATE PARTNERSHIP S.A.	SOUTH AEGEAN	NAXOS
AGRICULTURAL COOPERATIVE OF CHALKEI, NAXOS	SOUTH AEGEAN	NAXOS
AGRICULTURAL COOPERATIVE OF FILOTIO, NAXOS	SOUTH AEGEAN	NAXOS
AGRICULTURAL COOPERATIVE OF MENANO, NAXOS	SOUTH AEGEAN	NAXOS
AGRICULTURAL COOPERATIVE OF KORONOS	SOUTH AEGEAN	NAXOS
AGRICULTURAL COOPERATIVE OF KOMIAKIS NAXOS	SOUTH AEGEAN	NAXOS
AGRICULTURAL COOPERATIVE OF DAMARIONAS NAXOS	SOUTH AEGEAN	NAXOS
AGRICULTURAL COOPERATIVE OF DANAKO NAXOS	SOUTH AEGEAN	NAXOS
AGRICULTURAL LIVESTOCK COOPERATIVE OF ARKESINIS AMORGOS	SOUTH AEGEAN	AMORGOS
AGRICULTURAL COOPERATIVE OF AGERSANIO NAXOS	SOUTH AEGEAN	NAXOS
AGRICULTURAL COOPERATIVE OF GLINADO NAXOS	SOUTH AEGEAN	NAXOS
AGRICULTURAL COOPERATIVE OF GALANADO NAXOS	SOUTH AEGEAN	NAXOS

AGRICULTURAL COOPERATIVE OF BIBLOS NAXOS	SOUTH AEGEAN	NAXOS
AGRICULTURAL BEEKEEPING COOPERATIVE OF AMORGOS	SOUTH AEGEAN	AMORGOS
AGRICULTURAL COOPERATIVE OF KATAPOLON AMORGOS	SOUTH AEGEAN	AMORGOS
NAXOS BEEKEEPING COOPERATIVE	SOUTH AEGEAN	NAXOS
PAROS AGRICULTURAL COOPERATIVE	SOUTH AEGEAN	PAROS
DODEKANISSOS OLIVE OIL AND WINE GROWING COOPERATIVE THE UNION	SOUTH AEGEAN	RHODES
ARCHANGELOS AGRICULTURAL COOPERATIVE	SOUTH AEGEAN	RHODES
APOLLON WOMEN'S AGRICULTURAL-AGRICULTURAL COOPERATIVE	SOUTH AEGEAN	RHODES
SYROS WOMEN'S AGRICULTURAL COOPERATIVE "TO KASTRI" HOMEMADE PREPARATIONS	SOUTH AEGEAN	SYROS
TINOS AGRICULTURAL COOPERATIVE CYCLADES	SOUTH AEGEAN	TINOS

Agricultural Cooperative Groups - National Register of Agricultural Cooperatives and other collective organizations, (2025)

Annex 3 – Economic Sectors involved in the Aegean Cuisine

ECONOMIC SECTORES INVOLVED IN THE AEGEAN CUISINE	
1	**Food and Beverage Sector**
	· Restaurant Industry
	· Catering Services
	· Food Production & Manufacturing
2	**Agriculture & Fisheries**
	· Agriculture
	· Seafood and Fishing Industry
	· Livestock Farming
3	**Tourism Industry**
	· Culinary Tourism
	· Hospitality Sector
	· Travel and Leisure
4	**Retail and Food Wholesale**
	· Ingredient Suppliers
	· Grocery Stores and Supermarkets

	· Online Food Marketplaces
5	**Wine and Beverage Industry**
	· Wine Production
	· Beverage Manufacturing
6	**Packaging and Logistics**
	· Packaging Industry
	· Logistics and Distribution
7	**Marketing and Advertising**
	· Culinary Schools and Institutions
	· Cooking Classes and Workshops
	· Wine and Beverage Education
8	**Education and Training**
	· Culinary Schools and Institutions
	· Cooking Classes and Workshops
	· Wine and Beverage Education
9	**Technology and Innovation**
	· Food Tech
	· Digital Platforms

7. Pilot Action Plan for Slovenske Gorice, Region Podravje (Slovenia)

7.1 Introduction

This action plan has been developed for the pilot area of Slovenske Gorice in northeaster Slovenia within the framework of the REVIVE project. It represents a roadmap to foster sustainable rural development by establishing a community-based cooperative and a digital innovation ecosystem that empowers local actors, preserves heritage, and boosts economic opportunities.

The Slovenske Gorice region, located in the Podravje region, encompasses 404 km² across nine municipalities and is home to approximately 44,000 residents. Known for its rolling hills, vineyards, orchards, and rich natural and cultural heritage, the area has significant potential for sustainable tourism and local entrepreneurship. However, challenges such as depopulation, underdeveloped infrastructure, and limited digitalization call for innovative, inclusive, and strategic interventions.

The primary aim of this action plan is to initiate the creation of the Slovenske Gorice Experience Cooperative (SGX Coop), a community-led structure that will coordinate tourism, cultural, and economic initiatives by engaging farmers, artisans, small businesses, public institutions, and citizens. In parallel, the plan promotes the establishment of a Digital Innovation Hub (DIH) that will facilitate smart tourism tools, digital training, and support rural innovation.

Grounded in participatory principles, the plan was co-designed through workshops, consultations, and collaborative planning involving a diverse group of local stakeholders. The actions proposed focus on three key areas: setting up the cooperative governance framework, piloting an innovative rural economic model, and developing digital tourism experiences.

This action plan envisions a future where Slovenske Gorice becomes a model of rural resilience and innovation - combining traditional strengths with forward-looking digital and cooperative solutions.

7.2 Pilot Area Brief Description

Slovenske Gorice, located in the Podravje region of northeaster Slovenia, is a picturesque and diverse rural area known for its rolling hills, extensive vineyards, orchards, and rich deciduous forests. Covering an area of 404 km² and home to approximately 44,000 inhabitants, the area comprises nine municipalities: Benedikt, Cerkvenjak, Duplek, Lenart, Pesnica, Sveta Ana, Sveta Andraž, Sveti Jurij,

and Šentilj. The region consists of one city and seven villages, forming a well-connected yet rural landscape ideal for sustainable tourism development.

This pilot area boasts a rich natural and cultural heritage, characterized by its diverse geographical, historical, and cultural features. The region's tourism potential is reinforced by consistent tourism development practices, supported through Tourist Information Centres (TICs) and local tourism associations. Natural water elements, including three rivers - Mura (with a traditional ferry), Pesnica, and Ščavnica - and five scenic lakes - Pesniško jezero, Pristava, Komarnik, Radehova, and Trojiško jezero; offer opportunities for recreational tourism and ecological education.

Economically, Slovenske Gorice is rooted in traditional sectors such as agriculture and livestock farming, with viticulture and fruit growing being especially prominent. This combination of natural beauty, strong community ties, and agricultural tradition forms a solid foundation for developing sustainable, community-led tourism and innovation initiatives. The pilot area is well-positioned to benefit from the integration of digital innovation and cooperative models to enhance tourism, entrepreneurship, and local resilience.

The pilot area Slovenske gorice has a rich tapestry of Nature, Culture and Community. The area is rich in Natural Heritage: This region boasts breath-taking scenery, characterized by rolling hills, vineyards, orchards, and vast forests. The Kozjak Šalek range provides stunning panoramic views. The area is a haven for diverse wildlife, with a rich bird population and protected natural areas.

The Cultural Heritage of Slovenske gorice is steeped in history and tradition. Medieval castles, charming churches and traditional villages showcase the region's rich heritage. Folklore, music and local cuisine are deeply ingrained in the identity of the area.

The pilot area Slovenske gorice is managed by the **LAS OVTAR Slovenske gorice**[19] (Local Action Group Eastern Halo of Slovenske gorice). This group plays a crucial role in promoting rural development, coordinating local initiatives, and securing funding for projects.

Priorities:
Sustainable Development: Enhancing responsible agricultural practices, promoting eco-tourism, and protecting the natural environment.

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[19] https://www.rasg.si/index.php/sl/

Strengthening Local Economy: Supporting local businesses, fostering entrepreneurship, and leveraging the potential of agriculture and tourism.
Cultural Preservation: Promoting cultural heritage, traditions, and local crafts.
Community Development: Building a strong sense of community, encouraging collaboration, and improving quality of life for residents.

Economic Challenges:
Limited infrastructure for tourism (e.g., accommodation, transportation)
Dependence on traditional agricultural practices
Lack of skilled labour in certain sectors
Limited digitalization and online presence
Outmigration of young people

Active Communities:
Tourist Associations: Promote local tourism attractions and organize events.
Agricultural Cooperatives: Support local farmers and promote local food production.
Cultural Associations: Preserve traditional crafts, music, and folklore.
Environmental NGOs: Advocate for sustainable practices and nature conservation.
Sports Clubs: Provide recreational activities and foster a sense of community.

Community Projects:
Hiking and cycling trail networks: Enhance accessibility and promote outdoor recreation.
Local food initiatives: Connecting producers and consumers, promoting farm-to-table practices.
Restoration of cultural heritage sites: Preserving historical buildings and promoting cultural tourism.
Educational programs: Promoting sustainable agriculture, local crafts, and entrepreneurship.
Examples of Ongoing Community Projects:

The **"From Farm to Plate"** initiative connects local food producers with restaurants and consumers through online platforms and farmers' markets.

The "**Slovenske gorice Hiking Trail"** project is developing a network of scenic hiking trails to promote sustainable tourism and showcase the natural beauty of the region.

The **"Revitalization of Traditional Crafts"** program provides training and resources for artisans to preserve and promote traditional crafts like blacksmithing and weaving.

By collaborating with local communities, the LAG, and focusing on its strengths and opportunities, the area of Slovenske gorice has the potential to become a model for sustainable rural development in Slovenia.

7.3   Community Building

The initial phase of the REVIVE project in Slovenske gorice was built upon a strong foundation of community engagement and inclusive participation. The project team organized a series of workshops across the pilot area, aimed at activating local stakeholders and co-developing a community-driven strategy for rural revitalization through innovative cooperative business models.

These workshops brought together a wide array of participants from across the nine municipalities of Slovenske gorice - representing local government, public institutions, tourism providers, NGOs, agricultural stakeholders, local entrepreneurs, and community associations. The activities were designed to foster a shared vision, encourage collaborative thinking, and identify common development needs in the region.

Workshops conducted as part of the community building process:
- *1st Stakeholder Workshop – Center Slovenskih Goric, Lenart (13 May 2024)***:**
- Focused on introducing the REVIVE project, exploring models of community-based tourism, and opening dialogue with local stakeholders about opportunities for regional development through cooperation.
- *2nd Stakeholder Workshop – Eko Uranjek Farm, Benedikt (15 May 2024):* Emphasized agritourism, local entrepreneurship, and resource sharing. Participants engaged in brainstorming sessions and proposed initial ideas for community-based business models relevant to the area.
- *3rd Stakeholder Workshop – Center Slovenskih Goric, Lenart (6 November 2024):* Focused on identifying regional challenges and opportunities, highlighting cultural heritage and authentic tourism experiences. Key conclusions included the need for differentiation of tourism services and the creation of a regional strategy.
- *Interactive Co-Design Workshop – Domačija Truntič, Gačnik, Pesnica (26 February 2025):*

Participants defined the concept of the Slovenske Gorice Experience Cooperative (SGX Coop), mapped micro-destinations, and proposed cooperative-based solutions for rural revitalization and sustainable tourism development.

Common needs identified across the workshops included:
- The need to strengthen collaboration between dispersed local tourism providers and communities.
- A shared desire to increase the visibility and attractiveness of Slovenske gorice as a distinct, quality destination.
- The importance of creating value-added tourism products and experiences.
- The demand for better tourism infrastructure and digital tools.

The challenge of overcoming the fragmented and price-based competition among providers.

The **Technical and Steering Committee meetings of the REVIVE project** served as key milestones in launching the partnership and shaping the community-based economic model for the pilot region. Two meetings were held: the first from 10–11 July 2024 in Leros, Greece, and the second meeting we host from 13–14 November 2024 in Maribor, Slovenia. These sessions brought together project partners to review progress, discuss the development of the action plan, and align on future activities.

In addition to strategic planning, both meetings included study visits that allowed participants to observe best practices in the agri-food sector. These visits highlighted successful farming techniques, innovative business models, and effective management approaches, offering valuable inspiration and transferable solutions for the pilot communities involved in REVIVE.

Participatory Co-Design Process and Conclusions:

Through group discussions and guided co-creation activities, participants reached consensus on the vision for a community-based cooperative, the ***Slovenske Gorice Experience Cooperative (SGX Coop).*** The cooperative is envisioned as a platform to integrate local services, promote sustainable tourism, and support local entrepreneurship.

Key features of the cooperative include:
- A shared digital platform for marketing and booking.

- Development and management of smart mobility services and thematic trails.
- A cooperative branding strategy for local products and experiences.
- Collective training, networking, and knowledge-sharing activities.

The preliminary evaluation of the cooperative model by stakeholders highlighted its potential to:
- Enhance community ownership and participation.
- Enable fair distribution of tourism-related income.
- Improve service quality and innovation capacity.
- Create a cohesive destination brand.

The community building process laid the groundwork for a robust, inclusive, and locally owned development model. The insights and relationships developed through these workshops form the basis for the pilot area's Action Plan and the implementation of the SGX Coop. The initiative positions Slovenske gorice as a forward-thinking rural destination, ready to embrace sustainable tourism, digital innovation, and cooperative entrepreneurship as tools for long-term resilience.

7.4 Pilot Area Community Cooperative: Slovenske Gorice Experience Cooperative (SGX Coop)

The Slovenske Gorice Experience Cooperative (SGX Coop), also known in Slovenian as Kooperativa Doživetij Slovenske Gorice – KDSG, represents an innovative, community-based approach to sustainable rural tourism development in the Slovenske gorice pilot region. This cooperative model is being developed within the framework of the REVIVE project as a response to the need for greater collaboration, quality tourism services, and shared economic benefit across the region.

SGX Coop is envisioned as a joint platform that connects local businesses, farmers, winemakers, artisans, tourism providers, public institutions, and residents. It aims to transform the area's rich natural, cultural, and culinary heritage into immersive and responsible tourism experiences. Key offerings will include interactive heritage tours, farm-to-table culinary journeys, and eco-friendly outdoor activities across the rolling hills, vineyards, and villages of Slovenske gorice.

Key Objectives of SGX Coop:
- **Develop Sustainable and Innovative Tourism Services:** Creating unique, high-quality experiences that showcase local culture, food, wine, and nature,

while integrating smart tourism tools such as digital storytelling and virtual reality heritage tours.

- **Empower Local Entrepreneurs and Strengthen the Community Economy:** Offering shared marketing, training, and business development services to support local SMEs and producers, particularly in agriculture, viticulture, and tourism.
- **Preserve and Promote Local Identity and Cultural Heritage**: Ensuring that traditions, crafts, stories, and customs are embedded in tourism offerings and passed on through intergenerational collaboration.

Economic Sectors Involved:

SGX Coop brings together actors from the following key sectors:

- Agriculture and livestock farming
- Viticulture and wine production
- Fruit growing and orcharding
- Culinary and gastronomy services
- Rural and cultural tourism
- Handicrafts and traditional product making
- Creative and digital services.

Collaborative Business Model (BMC Synthesis)

The business model of SGX Coop is based on a community-owned, cooperative structure that enables joint value creation and equitable revenue distribution.

The core components of the cooperative's business model include:

- **Customer Segments**: Domestic and international tourists seeking authentic, nature-based, and cultural experiences; educational institutions; slow tourism and eco-tourism markets.
- **Value Propositions**: Authentic, immersive rural experiences; sustainable and local tourism; high-quality service; access to hidden gems and cultural narratives of Slovenske gorice.
- **Channels**: Digital platform (website, mobile app), TICs, regional/national tourism networks, social media, direct partnerships.
- **Customer Relationships**: Personalized and interactive services, storytelling, community-hosted experiences.
- **Revenue Streams**: Cooperative membership fees, tourism service sales (tours, accommodation, experiences), local product sales, grants and public funding, digital content and licensing.
- **Key Resources**: Local knowledge, natural and cultural assets, human capital, digital infrastructure.

- **Key Activities**: Experience development, promotion, training, coordination of tourism providers, digital content creation, event management.
- **Key Partnerships**: Local authorities, development agencies, national DIHs (e.g., DIH UM), research institutions, local associations, TICs, regional and EU tourism platforms.
- **Cost Structure**: Operations, marketing, platform maintenance, staff and training, development of digital tools and tourism products.
- **Stakeholders Involved**: The cooperative is formed by a broad and inclusive network of stakeholders, including:
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  - Local enterprises and SMEs
  - Wine producers and fruit growers
  - Tourist farms and eco-farms
  - Tourist agencies and local guides
  - Museums and cultural institutions
  - Local Tourist Associations and Tourist Information Centres (TIC)
  - Municipalities and public authorities
  - Regional development agencies
  - Research institutions and academic partners
  - National Digital Innovation Hubs (e.g., DIH UM)

SGX Coop will be a model for participatory, sustainable tourism development that not only boosts the economy but also **strengthens the identity and resilience of the Slovenske gorice region.** Through collaboration, innovation, and community ownership, the cooperative will transform Slovenske gorice into a recognized rural destination under the brand: **Slovenian Hills – Simply Beautiful.**

7.5 Community Services Provided by the Initiative

SGX Coop will provide **a range of innovative and community-driven tourism services** that highlight the unique cultural, natural, and gastronomic assets of Slovenske Gorice.

The cooperative will operate with **a sustainable and digital-first approach**, ensuring high-quality experiences for visitors while directly benefiting the local community.

Each service offered by Slovenske Gorice Experience Cooperative (SGX Coop) directly supports the region's strategic tourism goals, fostering

- **sustainability**,
- **economic empowerment**,
- and **cultural preservation** while enhancing visitor experiences.

1. Experiential Tourism & Local Experiences
2. Smart & Digital Tourism Services
3. Community-Based Hospitality & Rural Stays
4. Business & Entrepreneurial Support
5. Destination Management & Events

The community-based economic model in Slovenske gorice, as developed through the REVIVE project, is centered on collective benefit, sustainability, and empowerment rather than profit maximization. The Slovenske Gorice Experience Cooperative (SGX Coop) exemplifies this model by bringing together local businesses, farmers, artisans, tourism operators, and residents under a shared governance structure that fosters inclusiveness, shared ownership, and reinvestment into the community.

At its core, SGX Coop aims to address local challenges by pooling regional resources, knowledge, and efforts to deliver authentic tourism experiences and economic opportunities that reflect the region's identity and potential. From farm-to-table culinary trails to eco-tourism and cultural heritage storytelling, the cooperative will create a high-value tourism offer rooted in the natural and cultural richness of Slovenske gorice.

Supporting this community-oriented business model is the integration of a Digital Innovation Hub (DIH), which functions as a platform for knowledge transfer, collaboration, co-creation, and communication. This digital hub will connect key stakeholders -local authorities, SMEs, cooperatives, NGOs, youth, and cultural actors with broader regional, national, and international networks. It will provide access to smart tools like Augmented Reality (AR), virtual reality (VR), and interactive digital content to enhance tourism, beekeeping, education, and product storytelling.

The DIH will also act as a capacity-building space for digital literacy, particularly targeting youth, small entrepreneurs, and rural residents. Through partnerships with the University of Maribor (DIH UM), development agencies, schools, and cultural institutions, the hub will offer training and immersive experiences that enhance skills, foster innovation, and engage new generations in rural entrepreneurship.

Local governments in Slovenske gorice are actively participating in the

development of SGX Coop, supporting strategic planning, sharing data for digital content creation, and contributing to the long-term vision of a connected and competitive region. This collaboration ensures that all digital and cooperative initiatives are firmly grounded in the actual needs and aspirations of the local population.

By connecting grassroots knowledge with advanced digital tools, SGX Coop becomes a transformative vehicle for sustainable rural development. It aligns economic, environmental, and social objectives - strengthening local identity, increasing resilience, and empowering communities to shape their future. The cooperative will not only promote Slovenske gorice as a rural tourism destination but also serve as a model for inclusive and forward-looking community development.

7.6 Activity Plan for the REVIVE Pilot Testing Phase

This action plan for the Slovenske Gorice pilot area is structured around three core segments that together form the foundation of the region's revitalization strategy under the REVIVE project. Each segment outlines specific objectives, implementation steps, and expected outcomes designed to empower the local community and foster sustainable development.

ACTION 1. Community Cooperative Governance Setup

ACTION 2. Pilot activity related to the economic model

ACTION 3. Pilot activity related to the development of digital experiences.

ACTION 1. Community Cooperative Governance Setup

Objective: Establish a transparent, inclusive, and efficient governance structure for the Slovenske Gorice Experience Cooperative (SGX Coop).

Key Actions:

- Define the cooperative's legal and operational framework, membership criteria, and decision-making structure.
- Identify and assign roles and responsibilities for key stakeholders (municipalities, local businesses, associations, and individuals).
- Set up administrative processes, internal rules, and codes of conduct to ensure smooth coordination and communication.

- Organize founding assembly and formal registration of the cooperative.
- Develop a capacity-building plan for cooperative members including workshops on governance, financing, and cooperation models.

Expected Outcomes:

- Legally registered and operational community cooperative.
- Increased awareness, trust, and engagement from local stakeholders.
- A functioning and transparent management system guiding cooperative development.

ACTION 2. Pilot activity related to the economic model

Objective: Test and refine the cooperative-based community economic model through practical applications in tourism and rural entrepreneurship.

Key Actions:

- Identify pilot products and services (e.g. local tours, farm-to-table events, themed trails, community-hosted accommodations).
- Form collaborative clusters among local providers (guides, farms, artisans, small producers) to deliver integrated tourism offers.
- Launch pilot activities to test service delivery, pricing, coordination, and customer feedback mechanisms.
- Monitor and evaluate pilot activities for effectiveness, scalability, and sustainability.
- Refine business processes and cooperative practices based on lessons learned.

Expected Outcomes:

- Functional tourism and service packages created through community cooperation.
- Improved service integration and visitor satisfaction.
- Enhanced economic viability for local producers and entrepreneurs.

ACTION 3. Pilot activity related to the development of digital experiences

Objective: Leverage digital tools to enhance local capacity, promote the destination, and empower the community through technology.

Key Actions:

- Develop a digital platform for the SGX Coop to showcase offerings, enable online booking, and facilitate communication among members.
- Integrate digital storytelling tools and augmented reality features for local heritage, wine routes, and cultural trails.
- Organize training workshops for youth, entrepreneurs, and community members on digital tools (e.g. VR, AR, mobile apps, digital marketing).
- Collaborate with DIH UM and local tech partners to support digital innovation and technical infrastructure.
- Launch and promote the platform, track usage and user feedback, and iteratively improve content and usability.

Expected Outcomes:

- A dynamic and interactive digital presence for Slovenske Gorice.
- Increased digital literacy and participation among rural residents.
- Enhanced visibility of the region and engagement of new visitor segments through innovative technologies.

ACTION 1. Community Cooperative Governance Setup

Title	Community Cooperative Governance Setup – Slovenske Gorice
Brief description	This action aims to formally establish the Slovenske Gorice Experience Cooperative (SGX Coop) by defining its governance structure, engaging local stakeholders, and selecting the most suitable legal and organizational framework. The process includes the following phases: I. Mapping stakeholders and defining a governance model: Local enterprises, farmers, artisans, municipalities, and tourism providers will be engaged to co-create a shared governance structure reflecting the diverse needs of the region. The cooperative will act as a unifying entity across economic sectors like tourism, viticulture, and agri-food production. II. Drafting and adopting the Charter of Values of SGX Coop: This document will establish shared principles, goals, and commitments for members of the

	cooperative, fostering a common vision and guiding future development. III. Legal establishment of the cooperative: Legal experts will support the community in selecting the most appropriate structure and registering the cooperative, including the preparation of the Statute and Articles of Association. IV. Stakeholder engagement and expansion: Once formally established, the cooperative will launch a campaign to engage broader community actors, including youth groups, cultural institutions, NGOs, and public partners, strengthening the public-private collaboration framework in Slovenske gorice.
Stakeholders involved	• Local public authorities (e.g. municipalities of Lenart, Benedikt, Pesnica, Šentilj, Sv. Ana, Sv. Jurij, etc.) • Local SMEs, wine producers, agri-tourism farms, and accommodation providers • Tourism agencies, local tourist guides, and cultural institutions • NGOs, local development agency RASG d.o.o., regional actors, and the University of Maribor (DIH UM).
Resources needed	• Physical resources – Meeting and workshop spaces across the nine municipalities; IT equipment such as laptops, tablets, and projectors for training and presentations; internet access and digital infrastructure for platform development and communication; office materials for cooperative management. • Intellectual resources – Digital competencies for using the SGX Coop web platform, mobile tools, and digital storytelling applications; knowledge of tourism and cooperative management; marketing and branding skills to develop and promote local experiences and products. • Human resources – SGX Coop coordination team for

	day-to-day management and stakeholder engagement; local tourism providers, farmers, artisans, and guides involved in service delivery; representatives from municipalities, local development agencies, and regional actors for institutional support. • Financial resources – Funding from the REVIVE project and potential local co-financing to cover activities including cooperative setup, training workshops, stakeholder events, platform development, legal services, and marketing efforts.
Territorial impact	**Economic impacts:** ● Improved local business cooperation and tourism service coordination ● New income opportunities through shared service delivery **Social impacts:** ● Stronger community identity and cohesion ● Greater citizen participation in economic development **Environmental impacts:** ● Promotion of short supply chains and low-impact tourism ● Encouragement of sustainable practices among cooperative members
Timeframe	May 2024 – March 2025

ACTION 2. Pilot activity related to the economic model

Title	Pilot activity related to the economic model – Slovenske Gorice
Brief description	This action focuses on piloting and refining the cooperative-based economic model in the Slovenske gorice region through real-world applications. The goal is to establish sustainable community-led tourism services and support entrepreneurial collaboration within the SGX Coop network. Once the cooperative is operational, collaborative pilot activities will be launched to demonstrate shared service delivery and cross-sector value creation. Key activities include: - Development of integrated tourism experiences (e.g., wine and heritage tours, farm-to-table events, rural wellness offers). - Coordination of local providers into thematic clusters (e.g., winemakers, tourist farms, guides, artisans). - Joint testing of service delivery and customer satisfaction via the SGX Coop digital platform. - Promotion of local products and services through cooperative branding and bundled offers. - Monitoring and evaluation of the pilot for further model development and scalability.
Stakeholders involved	- Local public authorities and municipalities of Slovenske gorice - SGX Coop members – local farmers, wine producers, accommodation providers, tourism service providers - Tourist Information Centres (TICs) and tourism associations - Local development agencies RASG d.o.o. and DIH UM

	• Cultural institutions, youth organizations, and NGOs involved in tourism and innovation
Resources needed	• Digital platform for service coordination and marketing • IT equipment for businesses and cooperative members to use the platform • Expertise for experience development, customer journey design, and evaluation • Communication and promotional materials for cooperative services
Territorial impact	**Economic impact** – Improved visibility of local services and products; increased revenue through collaborative offers and bundled tourism experiences; attraction of new visitor segments. **Social impact** – Strengthened relationships between local providers; higher community engagement in tourism development; empowerment of rural entrepreneurs and youth.
Timeframe	June 2025 – end of project implementation period

ACTION 3. Pilot activity related to the development of digital experiences

Title	**Pilot activity related to the development of digital experiences**
Brief description	This action focuses on developing digital experiences and strengthening digital capacity within the Slovenske gorice pilot area. The digital component of the SGX Coop will include the creation of a community web platform that allows for promotion, booking, coordination, and storytelling of tourism services and local products. The platform will serve as a virtual meeting point for cooperative members and users, increasing visibility and enabling innovative visitor engagement.

Key activities include:

- Development of a web platform featuring booking, cooperative service information, and digital storytelling.
- Integration of smart tourism tools such as AR-enhanced trails, VR cultural tours, and mobile-based digital guides.
- Cooperation with DIH UM for digital tool design and training content development.
- Delivery of digital literacy workshops for cooperative members and rural residents to enhance platform usage and capacity.
- Collaboration with IT experts to ensure platform usability, security, and scalability.

Stakeholders involved	• DIH UM (Digital Innovation Hub University of Maribor) • Local public authorities and SGX Coop coordination team • Regional development agencies and tourism associations • Local entrepreneurs, guides, producers, and accommodation providers • IT developers and digital experts (external support) • Youth and educational institutions involved in digital skills development
Resources needed	• **Physical** – Computers, mobile devices, internet access, venue for workshops • **Intellectual** – Digital tourism knowledge, platform development expertise, digital content creation • **Human** – SGX Coop staff, DIH UM experts, local IT providers, cooperative members • **Financial** – Funding for platform development, training delivery, and software maintenance

Territorial impact	**Economic impact** – Digital visibility of the pilot area; improved access to broader markets for local businesses **Social impact** – Enhanced digital skills among rural stakeholders; stronger community engagement through virtual collaboration tools
Timeframe	December 2024 - June 2025

7.7 Monitoring and Evaluation

Monitoring the Slovenske Gorice Experience Cooperative (SGX Coop) and its community-based economic model is key to assessing progress, ensuring accountability, and enabling long-term rural revitalization. Monitoring will be carried out through indicators across four key dimensions: **economic, sustainability, social, and innovation/digital.** It will begin in the initial phase and continue to support long-term impact assessment.

Economic dimension			
Impact	*M.*	*Indicator*	*Description*
BMI	n.	Number of cooperative members generating income through joint offers	Assesses economic participation and benefit from cooperative services.
TI	€	Total income from cooperative-based tourism activities	Tracks revenue generated by cooperative activities (e.g. tours, products).
BMI	n.	Number of bundled service packages sold	Indicates consumer interest and integrated service uptake.
Social dimension			
Impact	*M.*	*Indicator*	*Description*
BMI	n.	Number of visitors to SGX Coop platform and social media	Tracks community and visitor engagement online.
TI	n.	Number of stakeholders who signed the Charter of Values	Indicates stakeholder commitment and alignment.
TI	n.	Number of events and workshops organized for the community	Measures public involvement and educational activities.
TI	n.	Number of community-based services offered	Assesses the range and growth of local services delivered through the cooperative.
Innovation and technological dimension			
Impact	*M.*	*Indicator*	*Description*

BMI	n.	Number of digital products or experiences launched	Tracks digital content or tools such as AR guides, VR tours, mobile apps.
BMI	n.	Number of trainings in digital or entrepreneurial skills	Measures knowledge transfer and digital capacity building.
BMI	n.	Number of collaborations with tech providers or universities	Assesses innovation partnerships and co-creation.
Sustainable dimension			
Impact	*M.*	*Indicator*	*Description*
TI	%	Percentage of cooperative members using sustainable practices	Monitors environmental awareness and commitment (e.g., eco-certification).
TI	n.	Number of green mobility or circular economy initiatives	Tracks adoption of sustainable transport and zero-waste solutions.
BMI	n.	Number of nature-based or low-carbon tourism experiences created	Indicates environmentally conscious service development.

7.8 Economic Sustainability: Plans for the Future

The economic sustainability of the Slovenske Gorice Experience Cooperative (SGX Coop) depends on a holistic approach that combines diversified revenue generation, cost-effective operations, community reinvestment, and digital innovation. The cooperative model aims to ensure long-term viability by aligning local entrepreneurship with cultural preservation, sustainable tourism, and collective community development.

- ❖ Establish partnerships with key stakeholders for funding and collaboration.
- ❖ Launch pilot programs for digital tourism initiatives and sustainable mobility.
- ❖ Conduct community engagement sessions to refine services and gather feedback.
- ❖ Develop a long-term sustainability plan for the cooperative's operations.

7.9 Conclusion

The action plan developed for the pilot area of Slovenske gorice is the result of a participatory and community-led process that actively engaged local stakeholders, including public institutions, tourism providers, producers, civil society organizations, and citizens. Through collaborative workshops, co-design sessions, and stakeholder consultations, a shared vision for sustainable development was established - cantered around the formation of the Slovenske Gorice Experience Cooperative (SGX Coop).

The plan sets out clear priorities and actionable steps to enhance local cooperation, improve tourism and digital infrastructure, and create new economic opportunities rooted in the region's cultural and natural heritage. It provides an integrated roadmap for building a resilient rural economy through cooperative business models, digital innovation, and community empowerment. As an operational framework, the action plan also supports monitoring, evaluation, and ongoing learning to adapt to changing needs and emerging opportunities.

Importantly, this plan is not static. To remain relevant and impactful, it must be treated as a living document - open to continuous reflection, adaptation, and renewal. As new partners join, as digital tools evolve, and as community needs shift, SGX Coop and its members must maintain a spirit of collaboration, experimentation, and inclusiveness. The cooperative must foster ongoing dialogue and partnerships across sectors and generations, building a vibrant and resilient local ecosystem.

Only through this dynamic and forward-looking approach will Slovenske gorice succeed in becoming a model rural destination that balances tradition and innovation - offering shared value to its residents, economy, environment, and future generations.

Annex 1: Collaborative Business Model Canvas

Slovenske Gorice Experience Cooperative   **BMC**

Key Partners

· Local enterprises and SMEs from tourism, viticulture, agri-food, and crafts sectors
· Farmers, wine producers, beekeepers, rural hospitality providers, and local artisans
· Local public authorities (nine municipalities of Slovenske gorice)
· Regional development agencies and LAGs
· NGOs active in cultural, environmental, and youth engagement
· University of Maribor and Digital Innovation Hub (DIH UM)

Key Activities

· SGX Coop governance setup
· Pilot of community-based tourism economic model
· Development of smart digital tourism experiences
· Marketing and promotion of bundled tourism offers
· Capacity-building workshops and stakeholder training
· Branding and promotion of the destination and local products

Key Resources

· Physical: cooperative headquarters, workshop/event spaces, IT infrastructure
· Intellectual: local knowledge, digital storytelling content, training materials
· Human: cooperative staff, volunteers, tourism providers, digital experts
· Financial: cooperative revenue, project funding, sponsorships, and grants

Value Proportions

· Authentic and immersive rural experiences that reflect the unique culture, nature, and traditions of Slovenske gorice
· Community-based tourism model that ensures shared benefits and local ownership
· Integrated tourism packages combining wine, gastronomy, natural landscapes, and cultural heritage
· Support for local entrepreneurs through cooperative branding, shared promotion, and access to markets
· Digital innovation in tourism using storytelling, AR/VR tools, and smart trails to enhance visitor engagement
· Sustainable and inclusive development, empowering rural communities, promoting circular economy practices, and strengthening social cohesion
· Positioning Slovenske gorice as a premium rural destination under the brand **"Slovenian Hills – Simply Beautiful"**

Customer Relationships

· Immersive, educational experiences through tours and workshops
· Interactive storytelling and digital engagement via platform and AR
· Co-creation of content with local hosts and service providers
· Strong connection with the community and cooperative members
· Personalised visitor journey and bundled services

Channels

· SGX Coop website and mobile booking platform
· Social media and digital storytelling campaigns
· Events and fairs (regional, national, cross-border)
· Local TICs and cooperative partners' sales points
· Educational and tourism networks

Customer Segments

· Visitors and tourists interested in slow, rural, and cultural tourism
· Local citizens participating in cooperative activities
· Schools and youth interested in digital heritage and nature
· Entrepreneurs and SMEs joining the cooperative
· Institutional buyers and experience-based travellers

Cost Structure

· Legal and administrative costs for cooperative setup
· Web platform development and maintenance
· Content creation and promotion (online/offline)
· Event organisation and stakeholder engagement
· Training and digital capacity-building activities
· Monitoring, evaluation, and cooperative reinvestment

Revenue Streams

· Income from bundled tourism services (tours, farm-to-table experiences, eco-stays)
· Sale of local products (wine, honey, jams, crafts) via the SGX Coop platform and events
· Membership fees from cooperative partners
· Revenue from workshops, educational activities, and cultural events
· Sponsorships and public-private partnerships
· Grants from EU, national, and regional programs supporting sustainable tourism and innovation
· Advertising and promotional services on the digital platform