



New Business Models and Labour Markets

ROBUST Community of Practice
Synthesis Report

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1 Introduction

1.1 Overview of the functional theme

ROBUST's Community of Practice 'new business models and labour markets' examines business prospects and job opportunities in relation to rural-urban interdependencies and possible reciprocal relations between business models and these interdependencies. Whereas the growth of the creative class and knowledge-intensive businesses is often seen as typical urban phenomenon, there are also examples of the rise of the creative industry and a variety of micro-businesses in rural areas as a result of counter-urbanization. Rural population decline may have, under specific conditions, positive effects on start-ups, most likely as a response to the decline in public services. As the cross-sectoral linkages and socio-economic interrelations between rural, peri-urban and urban spaces and economic activities are highly differentiated, it is crucial to understand more in depth how and under which conditions economic activity in urban, peri-urban and rural areas generate synergies that translate into a more balanced and more inclusive socioeconomic development. Equally relevant in that respect is to better understand the significance of the 'local' in relation to structural global changes, the related flows of labour and capital between urban, peri-urban and rural areas, and the underlying patterns of urbanization and impacts on the distribution of economic activity (e.g. sharing of value-added, income generation and jobs). As Covid-19 did also differentiating impacts on rural-urban enterprise dynamics, this topic will be discussed later.

1.2. Aim of the CoP

Getting more profound insights into how business models and labour market dynamics may contribute to rural-urban synergies was the overall aim of our COP-activity. This wider aim became the point of departure for (i) the identification of different fields of common interests, building upon participants Living Lab activities and (ii) the elaboration of a specific Research and Innovation Agenda in order to produce shared outcomes.

1.3 Co-ordination and management

In line with overall ROBUST's description of work, CoP-activities were coordinated by a representative of PRAC with ample experience in the field of (rural) business models and (rural) labour markets dynamics. The CoP coordinator elaborated a starting document that was discussed and further elaborated during various CoP sessions. Based on this 'rolling document' and step-by-step concretization of a collaborative research and innovation agenda, CoP-activities were shaped and agreed upon, resulting in a list of key topics to which partners adhered. March 2021 CoP coordination was taken over by WUR due to administrative reasons.

1.4 Report aim and structure

This report synthesizes principle findings of the various CoP-activities in line with the format suggestions of CCRI as WP3 coordinator.

2 The research process and learning cycle

2.1. Composition of the CoP

Starting from ROBUST's distinction between 5 synergy domains and partners interests in these domains, The CoP Business Models and Labour Markets (from now on CoP BMLM) included 6 partners that selected this synergy domain as one of their principle interests. Table 1 provides an overview of participating Living Labs and their key contributors.

Table 1:CoP-composition

Living Lab Participant	Name
Frankfurt	Karl Heinz Knickel Rolf Bergs Reinhard Henke
Lisbon	Alexandra Almeidas Carlos Pina
Ljubljana	Mojca Habrar Jurij Kobal Katja Butina
Gloucestershire	Mathew Reed Carey Ives Daniel Keech
Helsinki	Hillka Vihinen Katja Vilkama Ulla Ovaska
Ede	Hans Vulto Henk Oostindie Rudolf van Broekhuizen
Styria	Kerstin Hausegger-Nestelberger Anna Reichenberger Lisa Bauchinger
Valencia	Javier Esparcia Joaquin Farinós Rafael Mesa Nestor Vercher

2.2 Timeline of activities

Our CoP activity started during the Ljubljana partnership meeting in October 2018. The outcome of this first session resulted in a first list of fields of interests (see Annex 7.1). Subsequently this rolling document was step-by-step further elaborated by incorporating comments, feedback and other input from CoP-partners. The second and third CoP sessions were dedicated to formulating the research questions more precisely and the kind of output we expected to produce around these questions. Both in relation to overall goal of fostering more beneficial relations between rural, peri-urban and urban areas and by recognising that the various themes overlap and that in forthcoming analyses attention has to be paid to their interrelations. Table 2 and 3 summarize the key outcomes of these ses-

sions in terms of principle fields of interests, CoP-partners particular interest in these fields of interests and their translation into more concrete research questions. Annex 7.1 provides some additional info on associated preceding stages in CoP-based learning.

Table 2: Principle fields of interest of CoP-partners

Questions	1	2	3	4	5	6	7	8
How can "place-based" strategies promote "territorial BMs"?	x		x	x	x		x	x
How can "new BM" enhance "territorial relations"?	x							
What is the role of the "sharing economy" in fostering mutually beneficial relations?	x	x	x				x	
How can new forms of working and territorial BM enhance the connections between rural, peri-urban and urban areas?			x	x			x	x
What is the role of knowledge and learning networks?	x	x		x			x	x
In what ways are residency, mobilities and labour market dynamics influencing the relations between rural, peri-urban and urban areas?				x		x		
Which adjustments in financial, fiscal and capital systems are needed to foster improved relations?	x	x		x		x		
1=Ede, 2=Frankfurt, 3=Gloucestershire, 4=Ljubljana, 5=Lisbon, 6=Helsinki, 7=Styria, 8=Valencia								

Table 3: Thematic Research and Innovation Questions

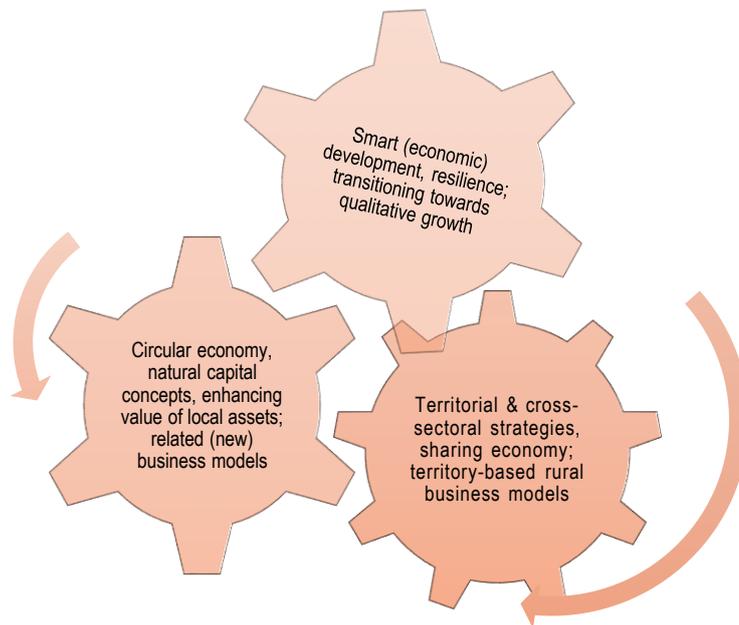
Theme	
1	<ul style="list-style-type: none"> • How can "place-based" strategies and initiatives promote "territorial BMs"? • Which relations between individual and territorial BMs? • How do synergistic BMs differ from conventional BMs in terms of goals and mechanisms? • How to encourage circular economy principles and natural capital concepts? • Which roles for strategic planning and land use planning and local development agencies?
2	<ul style="list-style-type: none"> • How to enhance the relations between rural, peri-urban and urban areas, through new BMs? • How can we make sustainability pay? • How to understand 'territorial BMs' as a concept? • Which connections with local tax policy, tax regimes?
3	<ul style="list-style-type: none"> • How can the "sharing economy" support new BMs and enhance the connections between rural, peri-urban and urban areas? • How to interlink circular economy principles and the natural capital concept? • What about the quality of labour? • To what extent do the values that drive the "sharing economy" contradict working for economic return? • Which new forms of service provisioning? • Which criteria for identifying good practices? • Which prospects for so-called fourth sector inspired business models?
4	<ul style="list-style-type: none"> • How to interlink the circular economy principle with the natural capital concept? • What about multiple businesses run by one household? • How to include the growing importance of flexible and place-independent working patterns?

	<ul style="list-style-type: none"> • Start-up businesses, rural business hubs, coops, partnership delivery • Which connection with new forms of service provision? • Which governance arrangements can support new/territorial BMs? • How to include changes in the configuration of work? (e.g. a portfolio of part-time or seasonal patterns of work or work being conducted across a wider space)
5	<ul style="list-style-type: none"> • How can knowledge and learning networks boost innovation in rural economies and enable necessary shift in mindsets? • Which roles for novel innovation approaches (e.g. quadruple and helix thinking inspired)? • Which relations with "smart specialisation"? • How to incorporate locally embedded knowledge? • How to deal with information asymmetries between the rural and the urban?
6	<ul style="list-style-type: none"> • How to construct a system of residency that encourages more beneficial relations between rural, peri-urban and urban areas? • Which connections between residency, sustainable mobilities, and current labour market dynamics? • Which connections with the quality of jobs? • Which connection with EU policy frameworks? • How to address market failures of public transport in rural-urban linkages? • Which prospects for mobile services (e.g. library, care)?
7	<ul style="list-style-type: none"> • Which adjustments in financial, fiscal (public finances) and capital systems are needed in order to foster more beneficial relations between rural, peri-urban and urban areas? • How can new forms (alternative ways) of financing support "territorial BMs"? • Where are rural-specific tax regimes? • How to use tax systems to steer things in desirable directions • Which alternative financial systems might by-pass the shortcomings of traditional financial institutions?

To emphasize the interwovenness of this more elaborated Research and Innovation Agenda (from now on RIA), Figure1 was developed as a broader CoP-compass by emphasizing the interdependencies with contemporary policy making challenges, sustainable natural resource use and place-based or territorial strategies.

Anticipated RIA learning processes were initially planned as thematic exchange meetings, to be organized by CoP-partners with a special interest in the particular theme. Due to Covid-19 these plans had to be adapted and substituted by online contact and exchange of info. As part of these activities wider 'Graz- project meeting' was particularly used to share ongoing living lab experiences and experiments in relation to these key interests. The 'Valencia' meeting allowed for making a start with summarizing principle findings as input for this synthesizing document. May 2021 a draft of this document was shared and discussed with CoP partners to check and fine-tune overall agreement on the principle CoP findings.

Figure 1: Interwovenness of Learning Themes



2.3. Processes for communication / knowledge exchange / learning

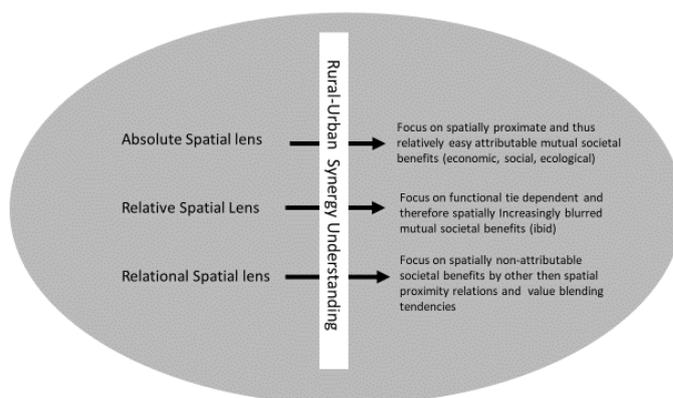
Aforementioned focus on living lab-based collaborative learning permitted, amongst others, to take interlinkages with ROBUST's other CoP themes into account, as e.g. reflected in the elaboration of synergistic business model profiles to which we will return later and a shared position paper on the interrelations between business models and eco-system service delivery (see Annex 7.2). More generally learning and engagement based on co-evolving Living Lab and CoP activity has been facilitated through:

- A discussion group on LinkedIn.
- A Sharepoint platform or a common document repository.
- A shared repertoire with relevant data/methods
- A pool of available methods (WP3)

One of the revolving topics in this collaborative learning process concerned the way how to approach ROBUST's central notion rural-urban synergies. Not all CoP partners started from the rural-urban dichotomy. Living Lab Frankfurt, for instance, preferred a distinction between inner and outer space, where outer space equals economic growth restrictions to the benefit of regional competitiveness, sustainability and quality of life concerns. This alternative spatial classification starts from the premise that it allows to concentrate on mutual spaces functional ties and that it would allow to overcome the shortcomings of the traditional rural-urban dichotomy. Although less radical, in living lab Ede similar tendencies could be witnessed to avoid the rural-urban dichotomy. It reflects the complexity of ROBUST's multi-spatial understanding of rural-urban relations and associated imaginations of synergistic effects. Figure 2 visualizes these imaginations in terms of boundary setting issues, attention for more distant rural-urban interdependencies and acknowledgement of non-spatial proximity relations. As

such it problematizes the spatial attributability of rural-urban synergy manifestations and latter's interwovenness with 'politics of scale'.

Figure 2: ROBUST's multi-spatial perspective & the understanding of rural-urban synergies



These three lenses are not mutually exclusive. Place-based approaches, for instance, might be characterized by combining elements of all three lenses. The Figure wants to emphasize primarily that the synergy notion might raise questions and become subject of debate among stakeholders. Contrasting circular farming views in living lab Ede, for instance, reflect regional stakeholders that prioritize a functional tie orientation on food related rural-urban interdependencies whereas others prefer a more place-based lens. It explains why rural-urban synergies may become subject of interpretation and controversy. Other living labs did succeed to avoid such problems by prioritizing place-based synergy lenses (e.g. Lisbon, Ljubljana), by selecting less controversial rural-urban synergy topics (Helsinki, Styria, Valencia) or by deliberately avoiding most vulnerable policy topics in that respect (e.g. Gloucestershire). As such CoP-findings point at the significance of the presence of, or the need to actively create sufficient 'safe space' in collective learning processes.

3 CoP themes and common learning

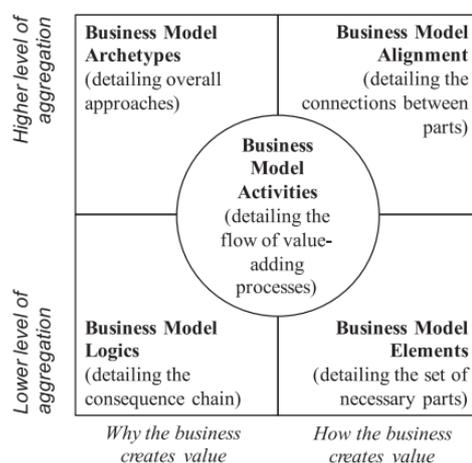
3.1 Introduction

Not all RIA topics and research questions could be dealt with in similar depths. Sometimes this may be explained by the absence of CoP-internal expertise in combination with difficulties to mobilize necessary external expertise. This applied for instance for the role of tax systems and regulations in relation to the multi-locality phenomena. Other learning themes could be less profoundly addressed such as broadly defined themes as the role of learning and knowledge networks and the sharing economy. Also, in general it may be concluded that overall RIA scope may have been rather broad to guide, orient and delineate CoP-based learning and to concentrate especially on the role of business models and labour markets in relation to rural-urban interdependencies and synergies.

3.2 Common learning regarding Business Models

A first line of CoP-based inquiry concerned the business model notion. As visualized in Figure 3, it concerns a notion that may be approached from various theoretical strands. Ritter & Lettl (2018) distinguish 5 theoretical perspectives on ongoing business-model research. As strategic management scholars, it is emphasized that the basic foundation of a business are its activities, its resource transactions, and its transformations. Activities (or processes and capabilities) serve as the basis for understanding what a business does and they are thought to be the micro-foundations, or building blocks, of business models. As further argued, business activities only make sense when they follow logics of value creation and value capture constituted by a combination of activities. Moreover, these logics can be aggregated into business-model archetypes with a higher level of aggregation. Same strategic management scholars emphasize that these various perspectives offer complementary insights into business models and allow in particular in combination for a complete understanding of their principle features.

Figure 3: Business Model Perspectives



Partly building upon these scholarly insights, our CoP-activity followed a two-step approach in its identification of synergistic business models. Firstly, specific business model mechanisms were distinguished as key leverages for the strengthening and sustaining of contemporary rural-urban relations. As summarized in Box 1 these mechanisms cover resource use characteristics, with a distinction between multifunctional, circular and shared resource use as potential synergy vehicles and drivers. Other mechanisms focus on a certain ability to induce wider societal value creation and fairness in value distribution characteristics. It underlines the significance of more integrative (e.g. ecological, social, cultural) value creation through novel product-service combinations, frequently closely interwoven with alternative organisational forms and features, including a certain re-shuffling of responsibilities between private, public and civic actors. Such novel organisation forms are closely associated with scholarly notions as ‘fourth sector’ businesses, public-private partnerships and ‘social enterprises’. It is further important to emphasize that these disparate synergistic mechanisms may be to different degrees interwoven.

Box 1: Synergistic Business Model Mechanisms

<p>Resource Use Characteristics (Multifunctional, Circular, Shared)</p> <p>Wider Societal Value Creation</p> <p>Spatially and Socially Well Balanced Societal Value Distribution</p> <p>New Organizational forms, e.g. through re-shuffled responsibilities between public, private and civil actors</p>
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The second step of our identification of synergistic business models consisted of the further substantiation and illustration of these key mechanisms through the distinction of concrete business model logics or profiles. This has been done with the help of the principle fields of attention as illustrated in Table 3, which introduces the trans-territorial rural-urban business partnerships as a particular business model profile

Table 3: Example of the Business Model Profiling Format

BM	Trans-territorial, rural-urban business partnerships
Type	Business partnerships
Sector	Cross-sectoral
Organisational scale	A great variety of organisational forms that might be more or less formalized
Short description	Rural-urban business partnerships address spatially extended trans-territorial relations and interdependencies through commercial activity. Rural amenity valorisation is often a key component of shared commercial activities, thereby going beyond pure economic revenue seeking. Other key features are a range of sectoral backgrounds, a broad spectrum of initiators, geographical distance, and often a relatively loose structure.
Mechanism	Rural-urban business partnerships seek to incorporate specific rural qualities into product and service characteristics and simultaneously aim to share its accompanying financial revenues in more equitable ways.
Innovativeness	Innovativeness resides primarily in novel ways to valorise rural-urban relations with particular attention paid to rural imaginations, narratives and distinctive qualities. The collaboration among very different groups such as consumers, public authorities, institutions and associations as commercial partners represents another important innovative feature.
Value creation	A mixture of economic, social and cultural values, with a particular focus on rural amenity values.
Customers, product/service, revenue streams and main cost items	Urban dwellers, consumers and visitors. Only more incidentally rural dwellers might be the principle target group, e.g. as users of distance working facilities. Products and services encompass material and immaterial components with a prominent place for cultural connectivity and social justice. Revenue streams are characterised by more mutually beneficial value flows and by going, in this way, beyond extractive rural-urban relations. Main cost items are the transaction costs related to developing novel, trust-based partnerships. Material investments vary depending on the area.
Societal impact	Beneficial <ul style="list-style-type: none"> • Increased prospects for more remote rural areas • Value and employment generation • Spatially extended knowledge exchange and innovation networks • Novel manifestations of cultural connectivity Negative <ul style="list-style-type: none"> • Little additional opportunities for amenity poor remote rural areas
Rural-urban synergies	Novel forms of rural-urban engagement and commitment. Mutually beneficial rural-urban knowledge exchange and innovation networks. Blending of rural-urban lifestyles.
Connections with labour market and employment effects	More balanced rural-urban growth in employment opportunities, with particular attention for employment generation in remote rural areas.
Enabling factors	<ul style="list-style-type: none"> • Urban appreciation of rural cultural capital • Trust-based rural-urban relationships

	<ul style="list-style-type: none"> • Rural spatial quality and amenities • Leadership
Limiting factors	<ul style="list-style-type: none"> • Cultural barriers between rural and urban dwellers • Lack of continuity in partnerships • Local controversies around partnerships • Necessary time required for building trust-based relations
Key partners and actors directly involved	Rural and urban actors with rather diverse backgrounds and motivations for engaging in novel ways to valorise rural amenities. Private, public and civil society sector might be part of commercial activities.
Role of (local) government	Sometimes as facilitator. Providing financial support. In few cases as initiator (e.g. in the case of remote working facilities).
Connections with the institutional / policy environment	Rural-urban business partnerships may be difficult to align with institutional and policy environments, as the latter, by their very nature, operate in territory bounded spheres. Institutional support, therefore, critically depends on novel institutional arrangements that also allow to support more distant rural-urban cooperation.
Internal/network governance arrangements	Some more broadly applicable internal governance features are: <ul style="list-style-type: none"> • joint targets, agreed upon from both sides • a considerable degree of consensus, involvement and participation • a high degree of shared responsibilities to achieve the targeted results
A typical example	Ongoing initiatives encompass a broad range of commercial activity including food catering, rural leisure, remote working facilities, 'agritainment', fashion shopping and lifestyle fashion design. Dutch Taste of Van Gogh: https://www.holland.com/global/tourism/holland-stories/van-gogh/taste-of-van-gogh.htm
BM references	Danish Thorupstr and Fishermen's Guild: https://wayback.archive-it.org/12090/20191113214540/https://webgate.ec.europa.eu/fpfis/cms/farnet/files/documents/Farnet_Pan2020_2.pdf Danish Black Safari: https://www.romo-tonder.dk/en/listing/sort-safari Scientific info on trans-territorial rural-urban business partnerships: https://journals.sagepub.com/doi/10.1177/0269094216686528

Following this format, a total set of 20 profiles was elaborated by CoP-partners. Table 4 gives an impression of their scope.

Table 4: Overview of business model profile intro's

Box Schemes	Box schemes connect food producers more directly with consumers. Entrepreneurs running a box scheme assemble own food products and additional products typically from farms in a region in order to be able to offer customers a broad range of typically fresh fruits and vegetables. Produce is usually locally grown and often organic. The food boxes are delivered directly to the consumer or to a local collection point. Typically, the produce is sold as an ongoing weekly or fortnightly subscription. The offering may vary week to week depending on what is in season. More advanced box schemes use ICT to make the business more efficient and consumer friendly. Sometimes also a wider range of products is offered such as processed food products, tropical fruits, coffee or eco-cosmetics.
Commoning	Commoning may be expressed in a variety of ways. Building upon the definition of the commons (collectively owned property with broadly shared rules about access, use, responsibility and care of natural resources) many societal attempts can be witnessed to revitalize (parts of) its principle features in commercial activity. Commoning aspires to go beyond economic value creation by incorporating other sustainable resource use concerns, checks and balances. Examples are various expressions of community supported agriculture, regional land banks, green funds, crowd-funding, etc.

Cooperative Housing	Many urban dwellers are interested in spending part of the year in the country-side, but don't own a place, or are maybe not interested or able to buy one, and might like to try it on a temporary basis. The related business model aims at organising and offering multi-local housing on a cooperative basis, both for rural as well as urban dwellers.
Dynamic Purchasing Platforms	Dynamic purchasing platforms match suppliers efficiently with purchasers. These platforms are both the business model for some enterprises but rely on facilitating other businesses. The impact of these technologies is to dis-intermediate the social, financial and physical distance and transactions between actors in a product relationship. These platforms can operate across a range of products – food, drink, re-used products – and may link into separate delivery services. There is a spectrum of these platforms ranging from payment services attached to social media platforms through to bespoke software.
Green Tourism	Green tourism (or ecotourism) is a form of tourism that takes place in areas of high nature value. The areas involved typically include farmed landscapes, and sometimes also pristine and relatively undisturbed natural areas. Green tourism is typically low-impact and often small scale, and in both respects an alternative to standard commercial mass tourism. It means responsible travel to natural areas, maintaining environmental quality, and improving the well-being of local people.
Food Cooperatives	The food coops operate via social networks as closed groups, where orders and deliveries are agreed upon. Basically, anyone can start a group in a suitable social network following some basic instructions. The groups operate voluntarily, and their administrators do not receive any salary for their work – often the administrators are the farmers themselves.
High -Tech Circular Farming	High-tech circular farming aspires to improve natural resource use by recovery for reuse, remanufacturing and recycling. In line with these principles, moving towards circular farming implies searching for practices and technology that minimize the input of finite resources (e.g. phosphate, water), encourage the use of regenerative ones, prevent emissions (e.g. CO ₂ , nitrogen, phosphorus), and stimulate the reuse and recycling of resources in a way that adds the highest possible value for businesses and the food system as a whole.
Renewable Energy Sourcing Partnerships	Renewable energy sourcing offers novel rural business opportunities. The business model involves novel forms of territorial collaboration, including village-based investments in solar and wind energy parks and energy cooperatives that connect rural and urban co-investors in renewable energy production and consumption
Rural Care	Common synonyms for the rural care business model are care farms, social farming, social agriculture and care farming. Rural care businesses are agricultural enterprises (often small-scale farms) which integrate people with physical, mental or emotional disabilities. Such people living and working on these farms benefit from working or having day care in a rural setting. Common activities in such settings are agriculture-related and sometimes in market gardens and in nature conservation (or combinations of those). Although the work is therapeutic in itself, blends with more professional forms of therapy are common. Prevention of illness, inclusion and a better quality of life are key features. Comparable offers focus on socially disadvantaged such as young offenders or young people with learning difficulties, people with drug dependencies, the long term unemployed and active senior citizens, and school and kindergarten farms
Social or Smart	Social or smart ride-sharing is a public-private joint venture that is to contribute to sustainable mobility in rural areas. It builds on the idea that transport services in

ride-sharing	particular in rural areas are a form of public goods provision that should be supported by society, and that other forms of passenger transport can and ought to be connected to these same transport services. Ride-sharing can be organized together, and vehicles that are already in use in the rural areas can be used for various transporting jobs, e.g. the carrying of parcels. There are plenty of transport service providers in rural areas. The objective of the joint venture is to increase the number and efficiency of transport trips provided by these entrepreneurs. The profitability of current taxi service providers will improve, and additional business opportunities will become available for new transport entrepreneurs.
Food waste Distribution (Franchising)	Creating a social enterprise that focuses on redistributing food that would otherwise be wasted to other charities and social enterprises at a discount. Once this model is created it is then franchised to other regions, in order to maximize the social benefits and minimize the transaction costs and administrative burden often associated with setting up a new social enterprise
Territorial Co-operatives	Territorial cooperatives bring actors from a diverse range of rural sectors together, including agriculture, leisure, tourism, artisan products, etc. The common objective is to enhance rural entrepreneurship, to sustain rural development and to improve rural quality of life. This is done by exploring novel forms of territory-based collaboration, not only among each other, but also with public policy bodies and civil society organisations. Territorial cooperatives build strongly upon social capital and historically rooted cooperativism.
Territorial Employment Partnerships	The business model addresses the problems of employment and socio-economic development from a joint perspective between local public administrations, trade unions and employers. It builds on networks of actors that broaden the agenda of issues and initiatives addressed with public - private partnerships from employment issues within the areas of local, socio-economic development, ecology, social and technological innovation, immigration, inclusive and sustainable, or even the promotion of infrastructure development. Likewise, these partnerships imply multilevel governance, both from the perspective of different levels of government, and from the coordination between different political, private and mixed actors
Local Food Hubs	The hub through creating a retail offer based on a curated set of local foods and craft items in a well-positioned retail space, with the option of an attached restaurant and café, allows for the layering of social benefits. Employment and training opportunities (apprenticeships) are created, and a share of the profits redistributed to local community development opportunities and projects. The branding of the enterprise can reflect its social mission or the distinctiveness of the retail offer
Regional Quality Labels	EU quality policy aims at protecting the names of specific products to promote their unique characteristics, linked to their geographical origin (Protected designation of origin, PDO) as well as traditional know-how. Product names can be granted with a 'geographical indication' (Protected geographical indication, PGI) if they have a specific link to the place where they are made. Other EU quality schemes emphasize the traditional production process or products made in difficult natural areas such as mountains or islands.
Multifunctional rural enterprises	The business model builds on the resilience strategies of family farms. Multifunctional rural enterprises reposition themselves within the food system and they combine, and if possible, integrate farming activities with the provisioning of a variety of rural services. These can include social services (e.g. care, education), tourism and leisure offers, ecosystem services provision (biodiversity, landscape, renewable

	energy, water management, etc.), often in conjunction with environmentally friendly farming and more direct relations with consumers through short food chains.
Valorising Food Heritage	Valorising food heritage refers to the development of novel rural business activities on farms that put in value traditional local food culture: local food, food production practices, tools, traditional culture and rural lifestyles. The new activities can be connected with a range of tourism activities: participatory educational visits, catering, beauty and healthcare services, as well as accommodation and recreational activities
Rural Service Hubs	Many rural areas struggle to support local services, from shops and banks to public offices. It is often not financially sustainable to replicate services across wide rural areas with small, dispersed populations and few economies of scale. However, centralising services in urban areas poses access challenges which can deepen rural-urban inequalities. Service hub models – where multiple services are co-located in the same space – can offer solutions for rural service provision and access. Service hubs are not a single business model, and may be for-profit, state sponsored or social enterprise. However, the co-location model aims to generate efficiencies and synergies.

The complete profiles have been shared through ROBUST's [Publication Library](#). Their interrelations with ROBUST's other synergy topics are omnipresent. This applies particularly for sustainable food systems (e.g. Box Schemes, Food Cooperatives, Local Food Hubs). Public infrastructure and social services appear in Rural Care, Partnerships for Renewable Energy Sourcing, Cooperative Housing and Rural Service Hubs. Eco-system service delivery is represented by Green Tourism and Multifunctional Rural Enterprises. Cultural Connections are manifested in Valorising Food Heritage, Regional Quality Labels and Trans-territorial rural-urban partnerships. Other profiles such as Dynamic Purchasing Platforms and Commoning point primarily at organisational features that may underlie and drive synergy potential. Overall set of profiles underpins the multiplicity of business-led rural-urban synergy manifestations, as summarized in Table 5 in terms of principle associated societal benefits.

Table 5: Business model profiles & synergistic effects

Profile	Rural-Urban Linkages
Box schemes	Connects rural food producers to urban and peri-urban consumers which goes along with socio-economic and ecological sustainability gains
Commoning	Enables to re-connect and re-engage rural and urban people as co-owners/ co-producers/co-investors in rural business and -projects
Cooperative housing	Provides affordable and attractive residencies for urban and rural dwellers
Dynamic Purchasing Platforms	Bridges distances by directly linking sellers and buyers from different places, including rural and urban settings
Green (eco) tourism	Links urban tourists and leisure seekers to rural amenities (nature-, landscape-, cultural values, etc.)
Food waste redistribution	Redistributes food surpluses and unavoidable food waste to urban beneficiaries (e.g. homeless) in combination with extra regional employment opportunities.
Food Cooperatives	Build active food communities with prominent roles for online food ordering.

Renewable Energy Sourcing Partnerships	Connect rural and urban co-investors in sustainable energy sourcing initiatives
Rural care	Offers health- and therapeutic activities in rural areas for urban clientele with positive impacts in terms of rural-urban meeting places and food education
Smart-Ride Sharing	Improves the accessibility of rural areas, mobility of rural-urban dwellers and flexibility of regional labour markets through a multimodal and partly sharing economy-based regional transport system
High-tech circular farming	Closes regional and rural nutrient cycles with renewable energy sourcing and urban waste flows reduction benefits
Territorial cooperatives	Coordinates integrative rural resource use to improve agri-environmental performances, to attract urban customers and to preserve rural business potential
Territorial employment partnerships	Functions as a cross-territorial public-private governance arrangement for more equitable and balanced rural-urban labour market dynamics
Trans territorial r-u business partnerships	Links rural and urban professional skills and lifestyles with special interest in the valorisation of rural amenities
Local Food Hubs	Combines the marketing of rural and peri-urban food production and crafts with employment opportunities for urban residents
Regional quality label	Valorises local traditional /artisanal products to attract urban customers and leisure seekers with various backgrounds and origins
Multifunctional rural enterprises	Integrate rural resource use supportive to wider regional ecosystem services delivery performances, also with the objective to reduce global food chain dependencies
Valorising Food Heritage and Rural Lifestyles	Creates new applications and new combinations for agricultural and rural resource valorisation through new forms of collaboration between the agricultural, tourism and culinary sectors
Rural Service Hubs	Co-locate and combine multiple rural services to improve their availability and accessibility and to realize efficiency gains, partly also based on social enterprise logics.

3.3. Commoning learning regarding Labour Markets

Labour market dynamics are the second wider field of RIA interests. Table6 gives an impression of CoP-partners principle living lab learning orientations and experiences around this second field of interests. It shows that these are partly closely interwoven with the exploration of synergistic business model prospects (e.g. Lisbon, Ljubljana, Styria, Gloucestershire and Ede). Others formulated these interests more independently. Living lab Frankfurt concentrated on novel data-analysis tools to monitor labour market interdependencies. Styria on shared economy prospects, Helsinki on the interrelations between labour markets and the multi-locality phenomena, Valencia on novel multi-stakeholder partnerships and rural digitisation processes.

Table 6: CoP-partners focal points regarding labour market dynamics

LL Helsinki:	Multi-locality Impacts & Rural Business Hubs
LL Valencia:	Territorial Employment Partnerships + Digitisation
LL Styria:	Identification & Mapping of Shared Economy Prospects in Rural Areas
LL Ede:	Business Models for Circular Farming and ESS delivery
LL Gloucestershire:	Circular Business Models & Dynamic Public Food Procurement
LL Frankfurt:	Small-Scale-Grid Data-analysis to Assess Labour Market Dynamics
LL Lisbon:	Business Models for Sustainable Food and ESS delivery
LL Ljubljana:	New Forms of Working and Territorial Business Models

Starting from these specific living lab interests, followed by their further specification in RIA themes as summarized in Table 1, again the question emerged how to understand and delineate these interests from a rural-urban synergy lens. As quickly agreed, job and employment opportunities are in that respect rather limited indicators without complementary insights in job attractiveness and - satisfaction. As further concluded, the synergy-effects of labour markets may be expressed in less tangible outcomes as community resilience, life-style preferences and quality of life perceptions. More 'soft' indicators that require in-depth analysis of place-specific outcomes of phenomena as commuting, seasonal-, temporal- and prolonged labour migration patterns, multi-locality residency, teleworking and other forms of non-place dependent employment (e.g. digital nomads). All in all this makes contemporary labour market dynamics not easy to unravel and unpack in terms of rural-urban synergy effects and potential. Based on various living lab experiences, following conclusions could be drawn:

- Covid-19-led boosts in non-place-dependent working did strengthen the interwovenness of rural-urban labour markets, partly also due to a renewed societal interest in and appreciation of typical rural amenities and life-style characteristics (all Living Labs);
- Job satisfaction and attractiveness may be part of the principle drivers of emerging more synergistic rural business models (Living Lab Ede);
- Investments in physical and virtual accessibility, e.g. novel public transport systems and rural digitisation, may be a critical prerequisite for more equitable and balanced rural-urban employment dynamics (Living Lab Valencia and Styria)
- Sharing-economy based initiatives may induce novel business models that result in more flexible and demand driven public transport systems and, in that way, foster more balanced rural-urban labour market relations, including those of more remote rural areas (living lab Styria)
- More balanced and equitable rural-urban job and enterprise prospects maybe facilitated by a myriad of public policy interventions (e.g. teleworking/IT-support, promotion of business hubs, investments in training/ mentorship, etc.)
- Where multi-local residence becomes increasingly part of contemporary labour market dynamics, latter's impact may become even more difficult to capture in terms of rural versus urban. (Living Lab Helsinki)
- Novel data-collection methods and statistics are needed to fully grasp the multi-faceted impacts of contemporary labour market flows in terms of rural-urban interdependencies and synergies(Living Labs Frankfurt and Helsinki)

3.4. Common learning re cross-sectoral relations

Especially CoP-interests in synergistic business models revealed the significance of cross-sectoral relations. The various profiles reflect certain openness, willingness and capacity to go beyond sectoral boundaries and interests. This may be illustrated in different ways. Firstly, in terms of resource use characteristics. Multifunctional rural resource use often assumes the cross-cutting of sectoral boundaries between agriculture, nature, public health, care, leisure, energy, etc. Circular resource use may critically depend on novel forms of collaboration between food- and non-food sectors. And shared resource use may be strongly characterized by a certain capacity to overcome sectoral boundaries between public, private and civil sectors. Secondly, as part of the wider societal value creation and organisational innovation, earlier identified as two other key mechanisms of synergistic business models. Here cross-sectoral relations appear in the form of novel alliances, partnerships and network relations between actors with different sectoral backgrounds. Annex 7.3 gives a more detailed impression of overall variety in sectoral boundary crossing that characterizes the synergistic profiles.

3.5. Common learning re governance

Governance is omnipresent in overall CoP-findings. Firstly, the identification of a set of synergistic business model profiles may be understood as particular governance arrangements in the sense of (re-) distribution of responsibilities between public, private and civil actors. Especially as a whole, this set of profiles allows to emphasize that rural-urban synergies may know different backgrounds and driving forces. Secondly, the business model profiling paid explicit attention to principle limiting and enabling factors, as summarized in Annex 7.4 and 7.5. Partly these limiting and enabling factors refer to context specific features as urban proximity and the presence of specific rural amenities. Additionally, these point at public policy domains as Spatial Planning, Housing, Public Health, Public Infrastructure, Food Policy, Social Welfare, Renewable Energy Production, Education & Innovation, ICT, Leisure, Transport, Fiscal Regimes, Environmental Policy. It demonstrates the interwovenness of public policy making with synergistic business models and the different roles that public policy interventions may play, ranging from removing regulatory barriers, creating supportive conditions to active co-creation of novel business models based on public-private partnerships. More generally overall set of identified enabling and limiting factor point at ambiguous relationships with public policy making in the sense of having both enabling as well as limiting component and reflect the challenges of place-based and integrative policy making.

Some of these challenges may be illustrated by ongoing spatial planning efforts of CoP-partners. Living lab experiences in Frankfurt, Lisbon and Ede involve novel planning approaches to strengthen and sustain regional rural-urban relations. Frankfurt focuses on inter-municipal collaboration. Ede and Lisbon pay particular attention to more participatory planning approaches. These different spatial planning initiatives (i.e. upscaling in Frankfurt and downscaling in Ede and Lisbon) suggest that particularly in combination this may result in more favourable conditions for synergistic business models. Without upscaling initiatives, downscaling efforts might face serious limitations and vice-versa. Other, more multi-level governance challenges appear in pleas for CAP-reform that facilitates a better targeting of agriculture's wider eco-system service delivery performances, requests for extra policy space for public procurement within urban food policy making efforts and still prominently present digital as well as physical accessibility and mobility problems, particularly in remote rural areas.

As mentioned, participating living labs did address the governance of labour market more or less directly. Styria's active engagement in the introduction of a multimodal public transport system did contribute, amongst others, positively to regional labour market accessibility and flexibility. Valencia's so-called Territorial Employment Platforms, as novel public-private-civic partnerships, help to mitigate persistent unbalances in regional labour market dynamics to the benefit of rural areas. Helsinki facilitates business hubs in (remote) rural areas to join the potential and societal benefits of different types of proximity relations. Its studies around multi-local residence suggest that public policy settings may have insufficient eye for its accompanying resource allocation and distribution challenges, including tax systems that may have to reconsider their accompanying distribution of costs and benefits. Helsinki further actively engages in new meta-governance networks that aim to address, discuss and concretize rural-urban synergy potential to overcome rural and urban public policy siloing tendencies.

More generally labour market related learning experiences also reflect the significance of differences in scale and socio-economic realities. Ede's living lab, operating at municipal scale, perceives regional labour market dynamics as something which largely lies beyond its sphere of policy influence. Moreover, given its relatively good rural socio-economic performances, this is not really considered as problematic. Living lab Helsinki's interests in multi-local residence represents in another way a socio-economic reality with predominantly relatively well-off and thus resourceful rural and urban stakeholders. Contrastingly, living lab Valencia's more remote rural areas are characterized by difficult living conditions, where regional labour market interventions continue to be little successful. It confirms the significance of meta-level redistribution mechanisms that address the particular needs and problems of rural areas, including experiencing predominantly the backsides of increasingly fluid rural-urban labour market flows and much less their associated synergy potential.

3.6 Common learning re growth and sustainable development models

CoP experiences demonstrate that partners' interests in business models and labour markets are mostly motivated by other than economic growth concerns. Economic growth might be even increasingly perceived as difficult to match or incompatible with wider regional social-wellbeing concerns. This shifting balance is partly also reflected in embracing 'other economy' notions (e.g. foundational-, green- or circular). Although perhaps not unambiguously understood, such interests clearly illustrate that growth is not perceived as a critical indicator for rural-urban synergies. In that sense CoP findings deviate from scholarly strands that concentrate on the presence (or absence) of agglomeration or borrowed size effects to explain differentiating rural socio-economic performances (see list of references). CoP-openness for degrowth scenario's appears especially in the focus on wider societal value creation as part of synergistic business models and acknowledgement of job attractiveness as critical aspect of labour market dynamics.

At the same time it is important to mention that this wider synergy and sustainability perspective might coincide with different ideas on how to work in practice on sustainable development. This is probably most clearly reflected in Ede's living lab setting, where contrasting circular farming imaginations correspond with contrasting sustainability views, including different ideas on how to sustain food systems, how to optimize rural and urban land use and how to approach and sustain contemporary rural-urban interdependencies.

4 Monitoring and evaluation of learning

4.1 Assessment of methods used and the facilitation process

Overall broad CoP-scope as well as CoP-partners' particular interests made it rather challenging to establish necessary common ground for CoP-based learning. ROBUST's methodological toolkit offered a broad range of tools to facilitate learning processes within living labs and CoPs. Several of these tools have been, albeit more or less explicitly and completely, used during CoP-meetings, including World café, Joint Visioning, Cross-Organisational Knowledge Sharing and Story-telling. Together their use certainly did contribute positively to CoP-based learning, to mitigate aforementioned complicating factors and to deal with the fuzziness that surrounds guiding notions as business models and rural-urban synergies. Moreover, wider CoP-based methodological approach to concentrate on the sharing of living lab based interests, expertise and experience made it possible to pay a lot of attention to potential linkages with ROBUST's other CoPs themes. The latter is particularly reflected in the collaborative elaboration of (a format for) 20 synergistic business model profiles. At the same time it should be admitted that the methodological choice to cover as much as possible the broad range of specific living lab interests made it impossible to address overall list of topics in a similar depth.

4.2 Evidence of learning processes

Firstly, CoP-based learning did allow to go more into depth on the critical feature of synergistic business models and subsequently translate these features in a set of more concrete synergistic business model profiles. As such CoP-activity resulted in more comprehensive insights in (i) how historically rooted as well as novel business models may induce rural-urban synergy effects; (ii) how synergistic business models may interact in specific ways with public and civil sectors (iii) which other contextual factors did impact on the emergence of synergistic business models. Especially in conjunction these insights comprise an interesting reflective tool regarding their replicability, transferability and relevant leverages for public policy support from different policy domains.

Secondly, especially CoP-findings with respect to labour market dynamics enable to underpin that rural-urban synergies should be approached as overall outcome of spatial and non-spatial proximity relations (e.g. cultural, social, cognitive, digital), accumulating into more or less tangible societal benefits as community resilience and vitality, quality of life, social wellbeing, job opportunities and job attractiveness. At the level of living labs this often less tangible nature synergy manifestations may go along with more or less concrete ideas and interests in how to intervene in labour market dynamics to the benefit of rural-urban interaction.

Thirdly, overall CoP-findings did reveal some difficulties to put ROBUST's multi-spatial theorizing of contemporary rural-urban interdependencies into practice within living lab settings. Some living labs may focus primarily on place-based rural-urban interdependencies and in that sense largely neglect more distant rural-urban relationships. In others stakeholder controversy might arise around most preferable spatial lens to identify synergy-effects. Sometimes the rural-urban dichotomy might be even completely avoided by preferring to speak of particular spatial functions that face particular sustainability challenges, making the rural-urban dichotomy increasingly obsolete.

5 Conclusion

Business models may contribute positively to more synergistic rural-urban relations, as highlighted by the distinction of a set of supportive business model mechanisms and their particular representation and translation into more concrete business model profiles. Different expressions of more sustainable resource use (e.g. multifunctional, circular, shared), wider societal value creation and novel organisational forms (e.g. public-private partnerships, social enterprises, cooperatives) have been identified as critical generic features of synergistic business models. CoP-efforts to translate these generic features into a set of concrete business model profiles reflect (i) the multiplicity of contemporary rural-urban interdependencies and functional ties; (ii) the specificity of business models interrelations with policy- and wider institutional settings; (iii) the variety in associated meaningful sectoral boundary crossing and (iv) the diversity in backgrounds and driving forces of synergistic business activity.

Also, contemporary labour market dynamics may foster rural-urban synergies. Whether this is indeed the case, requires profound insights in the outcomes of phenomena as labour migration, commuting, multi-local residence and non-place-dependent working. As experienced, its accompanying interplays between spatial and non-spatial (e.g. social, cultural, economic, digital, cognitive) proximity relations makes the synergy effects of labour markets often less tangible and /or spatially difficult to attribute. Moreover, their societal benefits might be closely interwoven with other functional ties as housing, job creation, innovation and learning, life-style preferences, public services accessibility and provisioning, etc. This interwovenness with other functional ties allows for a broad range of supportive public policy interventions, with accessibility to essential services and (digital) connectivity as critical preconditions.

It has been in many ways confirmed that synergistic business models and labour markets are closely interwoven with public policy support, efforts and challenges. More integrative and participatory rural and urban spatial planning may be critical prerequisites for synergistic business models. More place-based governance may be crucial to induce their closely associated cross-sectoral innovation, learning and collaboration. More consistent multi-level governance may be critical to sustain food production and consumption patterns as other key leverages for synergistic rural-urban relations. More balanced and symmetric labour market dynamics, particularly in remote rural areas, may demand for novel meta-network governance networks that bridge often still largely separated urban and rural policy configurations. And more sophisticated data-information and collection systems may be needed to assess and reconsider tax revenue distribution between the rural and the urban.

CoP-findings point at a growing openness to degrowth scenarios in line with 'other economy' imaginations. It reflects a certain distancing from ROBUST's initial project proposal which considered rural growth an important rural-urban synergy indicator. Interestingly, degrowth scenarios to the benefit of social wellbeing, environmental and social resilience seems to be increasingly part of policy discourses in the different socio-economic realities as represented by participating living labs. As such CoP-findings suggest that European policy frameworks may build upon a growing societal acceptance of degrowth scenario's in their future co-shaping of rural-urban synergies as critical prerequisite for more sustainable and inclusive futures.

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7 Annexes

7. 1: Example: Results of the CoP sessions during the 3rd Consortium meeting Ljubljana (Slovenia)

Moderation: Karlheinz Knickel, PRAC

Notes: Marina Kobzeva, PRAC

Participants: Vincent O’Connell, Hilka Vihinen, Rolf Bergs, Tatjana Marn, Olli Lehtonen, Bernd Gassler, Anna Reichenberger, Kerstin Hausegger-Nestelberger, Carey Stevens, Simon Excell, Matt Reed, AlexandruMatei, Reinhard Henke, Maria Rosário Partidário, Theresia Oedl-Wieser, Lisa Bauchinger, Henk Oostindie, Hans Vulto, Bart van der Mark, Javier Esparcia, Sergio Mensua, Toivo Muilu, Katja Vilkkama, Tamás Lahdelma, Alexandra Almeida.

The CoP “New Businesses Models and Labour Markets” met twice during the 3rd project meeting. First, there was a short afternoon session on 2 October to re-examine the key points from previous CoP sessions and, on this basis, to align goals for this meeting. The morning session on 3 October was dedicated to progressing towards a CoP agenda and work plan for the next 2.5 years of the project.

Main aims of the meeting:

1. To briefly re-examine the results of previous CoP sessions (Wageningen, Lisbon);
2. To briefly present the rapid appraisals relevant to our CoP;
3. To discuss implications for further work;
4. To kick-off the elaboration of a CoP agenda and work plan.

Fig. 1: Summary of key discussion points in previous CoP sessions (Wageningen, Lisbon)

Urban, peri-urban and rural areas as value creators

- Kinds of social, environmental or economic value created
- Incentives and compensation for involved actors
- Sharing of added-value between urban, peri-urban and rural areas
- Peri-urban is often and in many respects a winner

Multi-level governance: collaborative efforts to enhance urban-rural relations

- Public participation and joint management
- Relevant initiatives and programmes at various levels, and their interplay
- Importance of Local Action Groups

Development strategies, plans and initiatives

- Asset-based approaches to Smart Specialisation/Development
- Territorial business models: instruments and mechanisms
- Conflicting business models

From existing to new business models and a circular economy

- Business and market trends; needs and locations as a starting point, synergies and interdependencies
- Creative industries and business development
- Nature as a business model
- Smart growth and moving towards a circular economy

- Opportunities for new kinds of food chain (e.g. in connection with digitisation)
- Novel uses of vacant buildings (e.g. in farm buildings)
- Collateral damages because of intensive agriculture

New labour markets

- Current trends and challenges as a starting point, connection with digitisation
- Interconnectedness of labour markets
- Lack of skilled workforce
- Decentralised work, commuting flows and mobility, seasonality of commuting

(Potential) role of new technologies and digitisation

- Use of ICT in new business models
- Broadband and digitisation, and impacts on labour markets and jobs

Socio-economic challenges affecting regions

- Rural depopulation, and its connection with rural-urban mobility
- Role of counter-urbanisation
- Rural disconnectedness from business opportunities

Deepening of common interest areas

The broad interests identified in earlier sessions (Wageningen, Lisbon) are partly also reflected in the rapid appraisals selected by each team.

Table 1 provides a summary overview of those thematic Snapshots and Governance profiles that are related with business models and labour markets and that have been prepared by the LL teams that are engaged in this CoP.

Table 1: Snapshots and Governance profiles related with the theme business models and labour markets

Living Lab	Snapshot/Governance profile	Theme
Ede	Rural Business Models (S-EDE3)	Value creation
	Re-territorialisation of rural BMs (G-EDE3)	Territorial cooperation
Frankfurt	Cluster study FrankfurtRheinMain (S-FRA1)	Advantages through networking
	Innovation Strategy 2020 Hessen (S-FRA3)	Strengthening competitiveness
Gloucestershire	Connectivity (S-GLO1)	Infrastructure and ICT
	Cybersecurity (S-GLO1)	ICT and job creation
	GFirst LEP (G-GLO1)	Supporting local economy
Helsinki	Knowledge networks (S-HEL1)	Regional networks
	REKO network (G-HEL3)	Fair production and consumption
Lisbon	Mata Pequena (S-LIS2)	Maintaining social/environmental values
	Strategic Plan for Tourism (G-LIS3)	Integrated vision in tourism
Ljubljana	Janina Cooperative for RD (S-LJU2)	Small farms and social entrepreneurship
Styria	Regional Employment Pact Styria (S-STY3)	Regional employment
	Law on Planning and Development (G-STY1)	Regional development
Valencia	Pacts for Employment (S-VAL1)	Territorial labour markets
	Valencian Institute Touristic Technologies (S-VAL4)	Sustainable tourism development

Source: Own compilation based on the presentation of rapid appraisals in the CoP

Concentration on three broad thematic areas

The overarching themes that each team identified for their LL provided the entry point for the discussion. Based on this, CoP members collaboratively identified three broad thematic areas that were seen

as relevant to the eight LLs participating in this CoP, as well as for the discussions in the CoP. The three broad thematic areas are:

1. Territorial development strategies
2. New business models
3. (Multi-level) Governance

In the subsequent brief presentation of rapid appraisals and the related discussion each broad thematic area was elaborated in more detail.

Each of the three overarching themes contains 'digitisation' and 'participation' as sub-themes.

Territorial development strategies

This broad topic embraces the idea of a more comprehensive development agenda for a particular city-region. Generally, the discussion showed that territorial development strategies and their connection with **socioeconomic and labour market developments** were of particular interest for the following regions: FRA, GLO, HEL, LJU, STY and VAL. Labour market dynamics and the effect of (regional) development instruments was an issue in HEL and STY. Decentralised work was a specific issue in STY and GLO, and the for some areas low skills level were a constraint in STY and LJU. Regional/territorial employment pacts and the fostering of synergies between labour market and employment policy were important in STY and VAL.

Digitisation seems to be well underway in particular in FRA, GLO, HEL, LIS and STY, and manifold impacts on socioeconomic and labour market developments are expected. In STY, GLO, HEL and FRA digitisation plays an important role in improving city/regional mobility. The need for sufficient broadband capacities and connectivity are emphasised in GLO and LIS. Related to the cybersecurity cluster that is being established in GLO, the need for superfast broadband is emphasised.

Various **partnerships and cooperation networks** in territorial development are particularly important in EDE, GLO and STY. Thematic routes linking tourism, agriculture and culture and rural-urban continuum play a particular role in VAL ("Route of flavour"). EU territorial cooperation (schemes, initiatives) are referred to in STY.

EDE, FRA, LIS, STY and VAL have ongoing projects/initiatives aimed at **fostering synergies in a territorial or cross-sectoral sense**. A "methodology for 'measuring' urban-rural synergies is an anticipated output for LIS. In FRA, GLO, LJU quality of life is of increasing importance. VAL and HEL refer to a decentralisation of services. Emphasis in HEL, FRA and LIS is on (regional) land use planning. Regarding planning tools, GLO refers to agreements with developers (Section 106 Legal Agreements) and their "urban bias".

The importance of **enabling conditions**, incl. strategies that foster a more even distribution/sharing of added value, is highlighted in most if not all regions. GLO and STY try to provide enabling conditions for territorial development both financially and institutionally while LJU indicates a need for an increased support. GLO refers to great support from the (regional) government for infrastructure, transport, community, and broadband; and from property developers for infrastructure. An interesting aspect put forward by LJU was that more support is needed for successful initiatives. A new law to implement regional projects plays an important role in STY. New economic relationships that can enable continuity of small businesses and farms matter a lot in LIS. More "rural-urban proofing" to structure and evaluate new policies/plans is demanded by EDE and HEL.

The (increased) use of **participatory approaches** in enabling desired developments is expressed in many ways. Examples are: territory-based cooperation in EDE; the Local enterprise partnership, the Strategic economic plan, the Gloucestershire 2050 Vision, and the local transport plan in GLO.

New business models

This broad thematic area comprises a number of sub-topics that are highly relevant with regard to the creating, fostering or merely exploiting of rural-urban synergies, often creating additional environmental and social values. **Territorial business models** seem to become more important in general, also as leverages for rural-urban synergies. EDE, STY and VAL provide good examples with their focus on valorising rural-urban relations. The related new forms of business seem important and should be further examined. Conflicting business models and their connection with rural-urban interdependencies are referred to in EDE.

Smart specialisation is seen above all in connection with the promotion of a **circular economy** with related references in GLO and EDE.

Digitisation plays a key role for businesses in LIS and VAL, but for sure also in the other city-regions. Use of ICT for linking offer and demand is referred to in LIS, and timely distribution of food products and quality standards in LJU.

New forms of working and forms of cross-sectoral cooperation, and innovative ways to modernise traditional businesses are highlighted in EDE and HEL. Participation of relevant actors in **cross-sectoral cooperation** are especially recognised in FRA, LJU, LIS and VAL.

New opportunities related to **social entrepreneurship**, QoL, SDGs are ignored in FRA. Business Models offset mechanisms for public goods (ESS, CC) provisioning in EDE, LIS and LJU. New values (moral, cultural, societal) are appearing; capturing a value and creating new values are related questions. Return on investment is becoming less dominant as the sole criteria. The discussion showed that social entrepreneurship is not yet very developed in our city-regions with only EDE, LIS and LJU having some related practices, and FRA acknowledging missed opportunities.

Historically rooted rural business models (family enterprises, rural estates), and the usefulness of an **inventory of business models** (prevailing, rural, territorial; new vs. old/traditional) is highlighted in EDE. Business models in support of rural tourism play a significant role in LIS and VAL. Demand for local produce/potentials and possibilities for new models connecting farmers/local producers with consumers are important in LJU. LIS refers to the importance of small business/farmers relationships.

Multi-level) Governance

The need for effective **connections between land use planning, local economic development and stakeholder engagement** is highlighted in LIS, LJU, STY and VAL. LJU emphasises the importance of planning flexibility for better economic development, while VAL reported challenges in the cooperation with policy actors in regional governance. The Regional spatial plan, Master plan Sintra and the Strategic tourism plan are put forward as positive examples in LIS. EDE connects this discussion with the need for (new) “synergy-friendly” rural business models. Incentive structures and participation are relevant aspects in FRA and STY.

Related to the **implementation of more participatory approaches**, references are made to a growing trend towards bottom-up initiatives (EDE, GLO, LIS, LJU, STY); the wish to map existing and establish new networks (institutions and actors) (LIS, STY); and an already existing strong cooperation between various local/regional actors, policy-makers, NGOs etc. (STY, FRA). VAL highlights the related challenges in multi-actor cooperation.

The direction taken in the **Common Agricultural Policy (CAP)** is seen as important by GLO and EDE. Opportunities to valorise territorial assets, and integrated initiatives are seen as important strategic directions. Institutionalisation and political support for new approaches are demanded for LJU. STY and FRA refer to the need for institutionalised structures such as cross-sectoral steering committees or round tables with the participation of environmental and other interest groups.

Summary overview showing common interests

The following table provides a summary overview of the previous discussion. It illustrates very clearly where the **common interests among the 8 LLs of this CoP** are. The table is again subdivided by the three broad thematic areas, and each of them is broken down further by specific themes.

The table provides an **entry point for bilateral or smaller group exchanges** among LL teams and it indicates opportunities for learning across LLs. For instance, it is clear from the table that the first theme labour markets is of interest in GLO, HEL, LJU, STY and VAL; digitisation in connection with new business models is a focus area for GLO, HEL, LIS and STY.

Table 2: Summary overview on the particular interests of each LL

Topics/sub-topics	EDE	FRA	GLO	HEL	LIS	LJU	STY	VAL
<i>Territorial Development Strategies</i>								
Socio-economic & labour market dev.		X	X	X		X	X	X
Digitisation & territorial development		X	X	X	X		X	
Partnerships & cooperation networks	X		X				X	X
Fostering synergies	X	X	X	X	X	X	X	X
Enabling conditions	X		X	X	X	X	X	
Participatory approaches	X		X					
<i>New Business Models</i>								
Territorial business models	X						X	X
Smart specialisation & circular economy	X		X					
Digitisation & new business models					X	X		X
New forms of working & cross-sect. coop.	X	X		X	X	X		X
Social entrepreneurship, new values	X	X			X	X		
Inventory of (new) business models	X				X	X		X
<i>Multi-level governance</i>								
Land use planning & local economy		X			X	X	X	X
Participation	X	X	X		X	X	X	X
CAP reorientation	X	X	X			X	X	

Source: Own compilation based on information gathered from all LLs

Towards a CoP agenda

This section brings together the LL's individual interests (as expressed before and in the LL mottos) with the indications of common interests, and the three broad thematic areas.

Aligning goals and interests

For the **future deliberations in this CoP**, it is important that each LL team involved in this CoP benefits from the discussions. This can then inform the co-evolution of both, LL and CoP agendas in a way that the one is reinforcing the other. The resulting question is how we can best align our exchanges in the CoP with further work in each LL.

During the CoP meeting, and throughout the whole project meeting, a focus was on **clarifying the roles of different partners** in the project and their interplay and related expectations. There was far-reaching agreement that possible misunderstandings, tensions or divergences in interests and views should in general be made explicit and addressed in a collaborative and productive fashion.

Generally, **the work in LLs should be driven and led by practice partners** in order to address their needs and to be able to provide research inputs that are meaningful in the particular situation/context. The discussions in the CoP (and in sub-groups and bilateral exchanges) are a) to support the work in the LLs, and b) to help draw out lessons learned at a higher (thematic) level.

Following up from that, successful practices from previous multi-actor projects strengthening collaboration between academic and practice/policy partners were discussed. This in turn triggered an exchange about the **usefulness of separate meetings of research and practice partners** at every project meeting. The general conclusion was that meetings should as much as possible be driven by the specific demands of the project at the time, and foster a productive interaction.

Active engagement of both research and practice partners is becoming more important now that we are entering an 'active' phase of the work in each LL. Research partners suggested that they could assist practice partners more effectively if needs and interests are clearly formulated for the particular LL. A related point is the consideration of the most suitable research methods and of the data that are readily available and that we can work with. This in turn will for example determine whether the collection of additional data is needed.

The **formulation of mottos (or overarching themes)** for each LL, was the kick-off for this new phase. In some instances, it still needs to be checked, whether these themes are agreed by all involved. Related to this, it needs to be asked whether they are describing the mission of a LL appropriately, and whether are they sufficiently focussed (that is not too encompassing)?

Clustering of LL themes, key issues and the governance dimension

Table 3 brings LL themes, key issues and governance together. The table is subdivided vertically by two broad thematic areas: "Territorial Development Strategies" and "New Business Models". In this table, only the central thought in the LL theme is presented. Other (side) issues are presented in the "Key issues" column.

Instead of adding "(Multi-level) Governance" as a third thematic cluster, we added in the table as a distinct dimension in the analysis. We expect that this change will more directly offer **entry points for improvements in decision-making, planning and management in the private and public sector**. The question then becomes how we can address a key issue/problem or foster a desired development/change. How for example do we create conditions that support a more balanced territorial development? How do we foster the creation of synergies in a territorial, sectoral or socio-economic sense?

The introduction or wider use of new (territorial) business models and the fostering of rural-urban synergies often has a **labour markets dimension**, or impact labour market dynamics. We will come back to these impacts in later analyses, and specifically in the assessment of **socio-economic impacts**.

Table 3: Clustering of LL themes, key issues and governance by broad thematic area

	LL theme (LL)	Key issues/concerns	Governance dimension
Territorial Development Strategies	From quantitative growth and expansion, to qualitative growth and quality of life (FRA)	<ul style="list-style-type: none"> • limits to growth/expansion • transitioning towards qualitative growth and quality of life • green/open space 	<ul style="list-style-type: none"> • regional land use planning • incentive and compensation structures
	Circular economy growth model and potential for synergies and improved rural-urban linkages (GLO)	<ul style="list-style-type: none"> • circular economy • urban-rural synergies • digitisation 	<ul style="list-style-type: none"> • participation • partnerships • CAP reform
	Enabling knowledge networks and multiple locations for life, work and entrepreneurship (HEL)	<ul style="list-style-type: none"> • knowledge networks • rural and urban flows, and cross-border connections • quality of life 	<ul style="list-style-type: none"> • taxation • regional or land use planning
	Bridging metropolitan communities and economies for a harmonized and integrated territory (LIS)	<ul style="list-style-type: none"> • territorial cohesion • socio-ecological systems • urban-rural synergies 	<ul style="list-style-type: none"> • participation • regional or land use planning
	Promoting rural-urban proximity through smart mobility, public services and infrastructure (STY)	<ul style="list-style-type: none"> • smart services and infrastructure/mobility • quality of life • rural-urban proximity 	<ul style="list-style-type: none"> • partnerships • incentive structures
	Shifting from a sectoral and short-term to a more territorial and comprehensive view (VAL)	<ul style="list-style-type: none"> • territorial processes/relations • businesses/labour markets • public infrastructure • sustainable food systems 	<ul style="list-style-type: none"> • partnerships • participation • regional cooperation
New Business Models	Moving beyond municipal food policy as the principal leverage for rural-urban synergies (EDE)	<ul style="list-style-type: none"> • urban-rural synergies • social entrepreneurship • new forms of working 	<ul style="list-style-type: none"> • participation • partnerships • municipal food policy • CAP reform
	Shortening the food supply chain in Ljubljana's urban region and its influence on quality of life (LJU)	<ul style="list-style-type: none"> • food supply chain • quality of life 	<ul style="list-style-type: none"> • participation • regional planning

Source: Own compilation based on information gathered from all LL

Comparison with other options for a clustering

- **New growth models:** Gloucestershire (circular); Frankfurt (qualitative); Mid-Wales (smart and polycentric); Helsinki (mobile growth)
- **Territorial planning:** Ede (beyond municipal); Lucca (territorial); Frankfurt (regional land use); Lisbon (territorial cohesion); Valencia (territorial)
- **Quality of life:** Tukums (cultural); Helsinki (work mobility); Ljubljana (short chains); Styria (smart mobility & services); Frankfurt (green/open space)

The first cluster is close to what we grouped under the heading of “New business models” especially if we also include the notion of territorial business models, and the second is close to what we subsumed under “Territorial development strategies”. Obviously the two clusters are also closely connected, and, in some areas, there is overlap. The third “Quality of life” cluster appears more as a cross-cutting in most of our LLs, if not all. It is therefore treated similarly as the governance dimension discussed earlier.

The issues depicted in **Figure 1** appeared in many discussions but are less explicit in the formulation of LL themes. We will come back to these issues in the analysis and in further deliberations in the CoP.

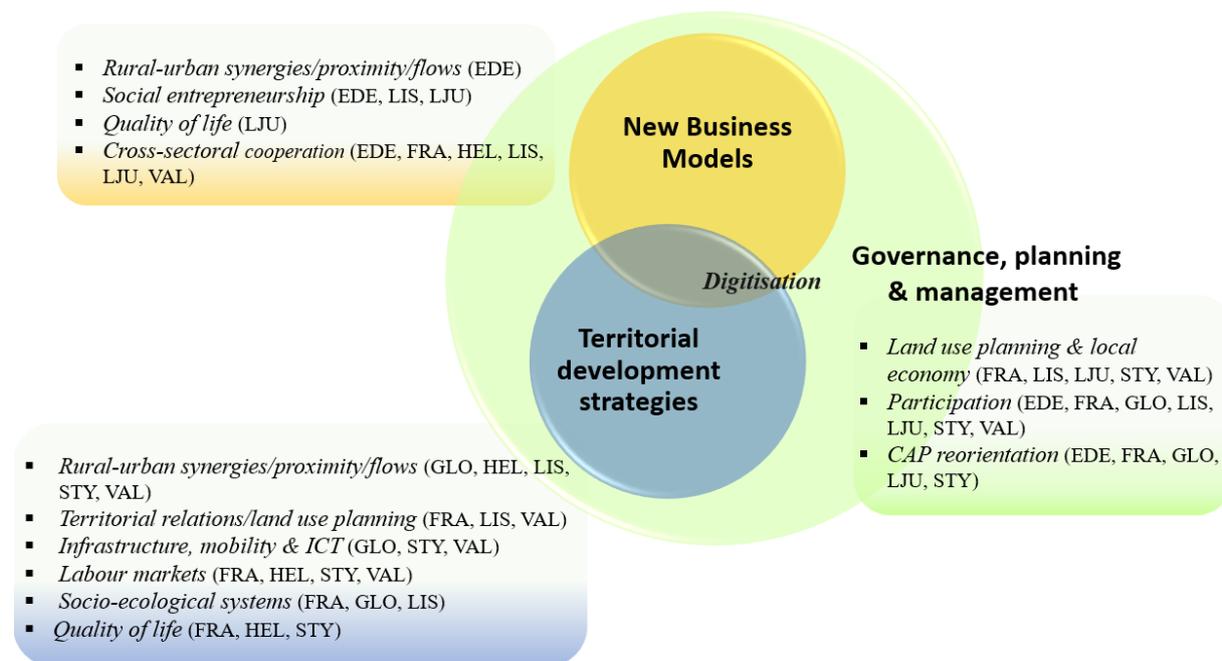


Figure 1: Other important issues and connections

A suggested plan for the next months of CoP activities

Examination of LL work plans and updating of common interest overviews

In the coming weeks, teams will work on the specification of work plans for their LL. The **further specification of overarching motto or theme** is a good entry point for the work plans. Has it been agreed by all involved? Does it describe the mission of the LL appropriately? Are themes sufficiently focussed (that is not too encompassing)?

Once LL work plans have been outlined, we will **update the common interest overviews** etc. presented in these minutes. This should then facilitate bilateral exchanges on particular issues, smaller group meetings etc. (see below; Section 4).

Outlining joint products

As a side-product of the deliberations in this CoP a few joint products can be foreseen. The following are just two examples for illustration:

- **Inventory of new (territorial) business models:** In our discussions, a range of new (territorial) business models have already been referred to and it might be very useful to jointly elaborate an inventory. The usefulness of an inventory was highlighted in particular by the EDE team but

might be also considered useful by other teams. The inventory could be accompanied by a brief SWOT analysis and assessment on how new (territorial) business models can contribute more effectively to the creation of synergies and/or to a more balanced urban-rural development.

Organising the monitoring the joint work, defining success criteria

When discussing the joint work in upcoming WPs, the participants brought up the expected impact of ROBUST. From the call, it was clear that COM had a particular interest in **economic development and job creation** related with improved rural-urban relations. Can we produce quantitative estimates/indications on this? The simplified method produced by R. Bergs (PRAC) is hoped to meet this need.

The discussion then showed that **monitoring and assessment** is generally important in this study. Different tools and indicators can be used for that. It was agreed that using appropriate indicators to measure effectiveness is crucial and that sometimes assessing only immediate results is not sufficient. M. Reed referred to the UK programme tackling children's obesity through providing more healthy school lunches as an example, where only a long-term indicator, such as a decreasing number of obese kids is meaningful. The conclusion was that selecting innovative and 'creative' **indicators** is important.

In terms of **indicators for measuring the success of the joint work in LL**, it was asked 'what would be meaningful for people taking part in these LLs? Meaningful qualitative indicators could include the satisfaction of those involved. The joint work in a LL can be considered successful if the people participating in this LL and the stakeholders in the city-regions feel it was useful.

Generally, it was found that this is an important discussion that each LL team should have and that a corresponding **monitoring framework with meaningful indicators and a baseline** should be set up.

How To work together in the CoP

The section illustrates potential challenges and identifies ways to maintain internal communication effective, to sustain a high level of engagement and to make shared resources accessible.

Enabling productive exchanges

- **LLs and CoP agenda are co-evolving**, we need to continuously coordinate the one with the other.
- Designing a clear **action plan for the next months of CoP's work** could be helpful in clarifying roles and tasks (this could build on Section 3.5).
- Creating an **annotated glossary** is crucial for research and practice partners to cooperate more effectively (this would continue the work started in WP1).
- Building **trust** as well as **open dialogue** is key for our joint work.
- Active engagement and collaboration between research and practice partners is critical.
- **Practice partners need to drive/steer the joint work** in the project as this will ensure that current pressing needs in the regions are addressed. Research partners are to support related initiatives through targeted inputs.
- Setting up a **discussion platform** for all partners is required. **NOTE:** ICLEI has meanwhile established discussion groups for each CoP on LinkedIn. Please join the group and participate actively. More info on the BM/LM group from karlheinz.knickel@gmail.com.
- Separate meetings of practice/research partners are only useful if there is a concrete need for it.

- Identifying **institutional boundaries** and finding ways to circumvent them is important in our joint work.
- Spotting the readily available solutions from **previous/other (national, EU) projects** can be helpful.
- A **shared repertoire** with relevant data/methods will be developed to support our joint work.

Enhancing mutual engagement

The exchange on joint work at the level of the CoP must be continuous even without face-to-face meetings. The ideas on how to foster internal communication and engagement included:

1. Discussion group on LinkedIn. See above. But question of access for some practice partners.
2. SharePoint voted as appropriate as a repository.
3. Research Gate as a more research-based/oriented repository for articles etc.
4. Short videos about relevant experiences.
5. Bilateral/trilateral Skype talks to discuss connections between LLs with similar priorities and/or challenges, interests or goals.
6. An effective combination of different social networks and communication platforms, such as Twitter for alerting people, LinkedIn groups for CoP discussions, ROBUST webpage for LLs, etc. is seen as important.

Towards a shared repertoire for efficient joint work

The key value of a repertoire that provides the resources needed, developed and shared is that it will make our joint work more efficient. The resources we develop together and share with one another will be accessible for all partners. Examples of such shared resources in ROBUST are:

1. Information/data base
2. Pool of available methods
3. Annotated glossary
4. Rapid appraisals reports made available on SharePoint and soon on the ROBUST website as a resource.

7.2 Matching Outline for ‘Business Models and Eco-System Services’

The interrelations between business models and eco-system service delivery have been studied from various disciplinary backgrounds and under a variety of headings as peasant modes of production, family-based farming, nature inclusive farming, multifunctional farming and –more recently- rural business models. Although this variety of theoretical strands pays to different degrees lip services to the broader notion of Eco-System Services, its overall findings, from ROBUST’s wider rural-urban relations and interdependencies lens, are for at least 4 reasons of relevance:

1. These stress the specificity of rural business models. Additionally to the peculiarities of land- and nature dependent economic activity this is frequently also related to the specificity, both in terms of resilience as well as vulnerability, of family-based farming;
2. These point at a growing diversity in rural business models. Next to agricultural modernization farming logics, characterized by key words as scale-enlargement, intensification, specialization and rationalisation, especially in peri-urban areas and so-called less favourable rural areas, returns to a rural development model can be witnessed, characterized by key words as land-dependent farming, returns to agri-ecological principles, nature inclusive farming, multiple income sources, direct producer-consumer relations, active construction of novel rural markets. Obviously, eco-system service delivery prospects will vary between these differentiating and contrasting agricultural pathways. To put it simply, whereas agricultural modernisation primarily aspires to reduce as much as possible negative environmental externalities, the rural development model hinges much more on the preservation and strengthening of the potentially positive environmental externalities of food production and farming (e.g. biodiversity, landscape values, pollination, soil fertility, carbon sequestration, water regulation, etc.);
3. These findings point at different types of rural business model internal remuneration mechanisms for eco-system service delivery. Rural business models might impact rather differently in terms of sustainable rural-urban relations and regional quality of life. One of the crucial aspects of their impact profiles concerns the presence (or absence), nature and strength of internal remuneration mechanisms for eco-system service delivery. Family-based farming, for instance, involves (mostly) residence-working combinations and contains as such certain self-interest in eco-system service delivery as integral part of quality of life considerations. Rural businesses may further develop indirect financial compensation mechanisms for eco-system delivery through the preservation of – or return to- farm-based distinctive and typical food quality attributes (e.g. organic food, local food, regional typical food, slow food, etc.). More broadly such internal financial compensation mechanisms may be summarized by multifunctional rural resource use. The uptake of new income activities as care provisioning, child care, education and direct marketing may increase farmers’ interest in nature and landscape management contributions. Hence, it enables these businesses to actively build distinctiveness and profile their unique selling points (green and healthy environments) vis-a-vis competitors. These type of multifunctional rural resource use valorisation skills might have strong historical roots. Dutch traditional rural estates, for instance, combine relatively large scale (hundreds of hectares) of agricultural and forestry activity with a strong management capacity to match economic stronger (‘red’) and weaker (‘green’) rural functions in coherent, consistent and appealing ways.

The characterization, comparison and sharing of the key features, drivers, strength and weaknesses of these (and potentially other types of) rural business model internal remuneration

mechanisms for eco-system service delivery could be an interesting and relevant topic to further explore within our CoP;

4. These enable to identify a spectrum of meaningful innovation trajectories that address eco-system service delivery by rural businesses. Rural businesses may experiment with novel technologies that improve eco-system delivery performances. Think of surplus manure and urban waste flow processing as part of sustainable energy sourcing, low chemical input precision agriculture, experiments with non-food cultivars that reduce industrial dependency on non-renewable resources, the use of big-data approaches to optimize high-tech agricultural environmental performances, etc. etc. Other rural businesses challenge prevailing dependency relation within globalizing food chains and/or aspire to mitigate institutional 'straightjackets' that undermine and frustrate eco-system service delivery performances. In the Dutch setting such more social innovation oriented trajectories involve, amongst others, novel farmer-led territory-based partnerships and cooperatives. Through collaborative action these agri-environmental and territorial cooperatives aim to improve regional eco-system service performances in relation to issues as water-, nature- and landscape management, soil fertility, carbon sequestration, cultural heritage, etc. A type of social innovation that not just hinges on a broadly shared wish to strengthen regional rural-urban relations, but also aims to progress with more efficient, inspiring and tailor-made targeting of CAP pillar 1 funding, as most dominantly present external financial remuneration source for eco-system service delivery.

Building upon this brief summary of principle findings, we propose to include in our wider CoP-activity a repository of interesting initiatives around eco-system delivery with outspoken (albeit perhaps rather different) roles for rural businesses. As kick-off for such a repository we produced a list of Dutch initiatives, based on a Quick Scan exercise by Ede's Living Lab team members. Please, have in mind that following Box with initiatives only wants to depict some of the enormous diversity in ongoing attempts to improve the eco-service delivery capacity in the specific Dutch setting. Obviously, the list could be extended and refined in many ways. Yet, at this stage its main purpose is to stimulate mutual reflection on how move forward towards rural business models that contribute more positively towards eco-system service delivery and as such to more sustainable and synergistic rural-urban relations.

Box 1: List of Eco-system service delivery Initiatives as part of rural business models

- Urban Bio mass Energy Plants Sourced by Adjacent Rural Biomass;
- Crowd Funding of Farm Roof Solar Energy Projects with Returns in Food Delivery to Rural and Urban Co-Financers;
- Wind Energy Cooperatives with Rural and Urban Participation;
- Urban Flood Risk Management Trough (Temporary) Rural Water Retention Areas with Long Lasting Financial Compensation Guarantees for Landowners / Farmers;
- Climate Neutral Regional Energy Sourcing Scenario's with prominent roles for Wind and Solar Energy in Adjacent Rural Areas
- Urban Waste Incinerating with Carbon Emission Filtering and Carbon Dioxide Valorisation with Sustainable Glasshouse Plant Production Aspirations;
- Manure Surplus Fermentation Based Green Energy Production with Rest-Warmth Valorisation in Urban Heating Systems;
- Farmer-led Territorial Cooperation for More Efficient, Stimulating and Tailor-made Agri-Environmental Measures, Including Engagement of Urban Volunteers;
- Financial Offsets as 'Red for Green' Constructions for Agricultural Extensification or Spatial Function Change in Environmentally Most Vulnerable Rural Areas;
- Environment and Planning Act as Novel Planning Approach to Better Align with Locality Specific ESS Demand and Supply and to Better Respond to Farming Style Specific ESS Delivery Capacity;
- Re-balancing and Re-bundling of ESS Delivery Through Alternative, Multifunctional Land Use Inspired Rural Business Models;
- Urban Food Waste + Sewage Recycling into Animal Fodder Additives and /or Soil Fertilizers;
- Soya Import Replacement by Legumes, Algae or other Regional Alternative Protein Sources for Animal Fodder;
- Soil Carbon Sequestration Friendly Agricultural Adaptations / CAP Reform Ideas;
- Delta-Plans for Integrative Agricultural Water Management and Biodiversity Restoration;
- Urban (Edible) Green, Rain - Proofing, - Heat Stress Reduction and other 'Ruralisation' Initiatives with Outspoken Urban Sustainability Claims;
- Interpretation /Translation of Sustainable City Goals into Regional Urban Expansion Plans;
- Various Examples of Circular Economy, High-Tech and Indoor Farming Scenario's for Urban, Rural as well as Aqua Settings;
- Landscape Auctions and Other Rural Amenity 'Adoptation' Experiments Focussing on Mobilising More Direct Urban Commitment and Involvement;
- 'New Rural Estates' as Planning and Financial Instrument to Integrate Regional Nature, Landscape and Cultural Amenities with Building Permissions in Attractive Rural Places;
- Voluntary Landscape Organisation-led Renewal and Expansion of Rural Hiking Facilities, with Maintenance by Groups of Rural and Urban Volunteers;

7.3 Business Model Profiles and Their Principle Actors

Rural Service Hubs	Individual businesses Consumers Civil society (NGOs, CSOs), (Local) government (incl. administration)
Valorising food heritage and rural lifestyles	Individual businesses, especially farms, but also cultural institutions like a museum or cultural centre
Multifunctional rural enterprises	Multifunctional rural enterprises and activities tend to involve a broad range of actors for example from food catering, social welfare, recreation, leisure, nature, landscape and water management, renewable energy, etc.
Regional Quality Labels	Individual businesses and marketing associations
Local Food Hub Retailing	Individual businesses, Consumers Civil society (NGOs, CSOs), (Local) government (incl. administration)
Trans-territorial, rural-urban business partnerships	Rural and urban actors with diverse backgrounds and motivations to engage in novel ways to valorise rural amenities, including private, public and civil actors
Territorial employment partnerships (TEPs)	Individual businesses and business associations, Trade unions, Civil society, Local government
Territorial Cooperatives	Rural entrepreneurs with various sectoral backgrounds, civil society organisations, and public policy bodies at local, regional, national, EU level (e.g. related to CAP-reform)
Slow Food	Public institutions (public canteens in kindergartens, schools, hospitals, etc.), Small scale farmers, Individual consumers
High-Tech Circular Farming	Agro-industrial experts, Agro-industry, Farmer-led innovation networks, National and regional environmental organisations, National innovation programmes
Food waste distribution	Corporations Civil society (NGOs, CSOs)
Box Schemes	Individual farms, Food businesses (bakers, butchers), Consumers
Commoning	Civil society (NGOs, CSOs)
Cooperative Housing	Rural communities owning suitable housing (such as ecovillages). Individuals in urban areas. Possibly also rural and urban NGOs to organise the arrangement jointly.
Green Tourism	Individual businesses, rural dwellers, Nature conservation organisations (NGOs, CSOs) Local administrations, Tourism offices

7. 4 Overview of enabling factors for synergistic business model profiles

- Urban proximity
- Urban appreciation of rural cultural capital
- Distinctiveness and quality of rural amenities
- Consumer interest in food products that are fresh, of higher quality, local, regional, organic and seasonal
- Diverse local and regional farms and food production
- Quality orientation among farmers and food processors
- Strength and value orientations of civil society organisations
- Societal wealth
- Rural communities which own residential buildings / Demand for inexpensive rural housing among the urban population /Interest in communal living
- Technical infrastructure
- Shared benefits
- Willingness to pay for a quasi-public good
- Territory-based coordination and cooperation
- Agri-environmental payments
- Public funding for rural tourism infrastructure
- Support to local /regional food production
- Social media and ICT supporting information and coordination
- Favourable feed-in regulations for renewable energy sourcing (e.g. feed-in tariffs)
- Family-business partners with different professional backgrounds
- Personal care budgets in public health systems
- More effective/flexible sustainable transport systems
- Opportunity to combine public and private cost-reduction
- Vitality /resilience of rural communities
- Collaborating entrepreneurs with skills and experience
- Strategic opportunity in the food supply chain or infrastructure
- Access to buildings and infrastructure
- Emergence of Regional Food Networks /Communities
- Awareness and demand for local and healthy food
- Historically rooted rural cooperativism
- Experimental space for self-governance
- Political commitment for regional food supply chains
- Returns to multifunctionality in spatial planning (e.g. land sharing strategies)
- Regional Smart growth orientation
- Trust-based rural-urban relationships
- Entrepreneurial skills and experience
- Strategic opportunity in the supply chain or infrastructure
- Strategic investments in building and infrastructure
- Solidarity of purchasers
- Product and Service distinctiveness
- Local knowledge /traditions / skills
- Networking and cooperation among business operators
- Active facilitation of rural service provisioning

- Ability to retain value in the locality
- Ability to reduce travel distances
- Supportive planning
- Supportive tax regulations
- Stimulating leadership
- ICT / sharing platforms /digital marketing

7.5 Overview of limiting factors for synergistic business model profiles

- Low prices of food in conventional channels such as discounters
- Specialised, large scale, industrialised farming systems
- Limited food and health related awareness among consumers
- Limited access to finance for entrepreneurs
- Societal prioritisation of economic values and profits
- Societal dominance of individualism
- Rural-urban travelling distances
- Lack of consumer demand /willingness to pay
- Food regulations in favour of dominant system of retailing
- Lack of capacity of smaller enterprises to navigate compliance pre-requisites (e.g. in the case of public food procurement)
- Inter-regional competition between green tourism and competition with low cost mass tourism
- Lack of regional coordination and cooperation
- Administrative costs of upscaling
- Societal debate regarding impact of renewable energy sourcing on rural amenities
- Policy preference for large-scale (offshore) renewables infrastructure (vs. smaller-scale decentralised energy systems)
- Health insurances and health authorities awareness of the societal benefits of green care provisioning
- Institutional support for green care skills and competence development
- Lack of rural entrepreneurship
- Time constraints to co-manage farming with other commercial activities
- Lack of access to strategic niches oriented at food waste reduction
- Phytosanitary regulations regarding the re-use of food waste
- Lack of legal infrastructure to create layers of organisations
- Pressure on rural space and conflicts around rural function integration opportunities and prospects
- Existing structures in public institutions (e.g. schools, hospitals)
- Lack of experimental space for self-governance initiatives
- Cross-sectoral tensions
- Conflicting regulatory frameworks
- Rural-urban cultural barriers
- Lack of continuity in business partnerships / Time required for building trust-based relations
- Investment opportunities
- Legal infrastructure and guidance to create layers of organisations
- Insufficient political will and lead
- Difficulty to communicate wider societal benefits
- Competition with bulk production and cheap food imports
- Food export dependencies and other expressions of path-dependency and lock-in
- Function segregation in spatial planning (e.g. land sparing)
- Fiscal regimes unfavourable for SMEs.