



Rubizmo

Business tool 1 Virtual library



DELIVERABLE 3.3

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¹ PU = Public

PP = Restricted to other programme participants (including the Commission Services)

RE = Restricted to a group specified by the consortium (including the Commission Services)

CO = Confidential, only for members of the consortium (including the Commission Services)

Document history

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4			



Summary

This deliverable presents the Virtual Library, the first Business Tool developed by the RUBIZMO project to help rural entrepreneurs finding new business ideas and models that they can easily replicate in their region. The virtual library is accessible at the following link: <https://rubizmo.eu/business/virtual-library>. It will be updated in the coming months to feature all business cases selected within the RUBIZMO project, and include information related to the business models that are currently being identified by RUBIZMO partners. After a first part describing the conception phase, the document will present the structure of the virtual library.

The virtual library will feature a **minimum of 40 business cases and 10 business models**, as planned in the contract and the publication of additional cases will be also be seriously considered, within the limits of available resources. Whenever possible, a contact and / or social media account will be provided for businesses featured on the virtual library (this is already the case for [Panier Local](#), [Blue Lobster](#), [Alp'Grain](#) for the contacts and [Fiusis](#), [COCONAT](#), and [Due Pappaverì](#) for the social media, the other cases have not given their consent yet).

After the content of the virtual library has been reviewed and validated in February 2020, the feedback of end-users will be integrated in the current business cases factsheets and **new factsheets will be prepared** and published in parallel to the update of the virtual library. RUBIZMO partners will invest as much resources as possible to **prepare and publish the maximum number of business cases and business models by May**, to support training activities.

Promotion of the Virtual Library beta version has already started on LinkedIn & Twitter and a [dedicated article](#) has been published on the website. More efforts will be dedicated to the **identification of other relevant projects and networks that could promote the virtual library** in the coming months. LIVERUR partners and partners from other initiatives have and will be contacted to feed the virtual library with content from other projects (the addition of 4 grass-based business cases / business models is already being considered within the GO-GRASS project).

Disclaimer

Any dissemination of results must indicate that it reflects only the author's view and that the Agency and the European Commission are not responsible for any use that may be made of the information it contains.



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I - Conception

A- Technical specifications

At the beginning of the project, technical specifications have been developed to select the provider in charge of developing the website and the virtual library. It was decided to select a single provider for the RUBIZMO project website and the virtual library to keep consistency in terms of style and layout, and facilitate the integration of the virtual library in the RUBIZMO website.

The working document detailing the technical specifications of the business tool has been updated in June 2019, before launching the development of the virtual library, and is provided in Annex I. A previous version has already been included in the Deliverable 2.3 (Manual detailing the specifications of the virtual library). Particular attention was paid to allow flexibility in terms of text and content structure, in order to facilitate the adaptation of the business tool to end-user needs in the future.

B- End-user consultation

Although it will still be possible to adjust contents in the future, some structural aspects of the virtual library had to be fixed before its launch. In that sense, G!E, in cooperation with Spanish Co-ops, decided to launch a first consultation process with end-users, to validate the general structure of the virtual library, and make sure that the tool would be adapted to end-users' needs. To this end, a questionnaire was developed to gather feedback from end-users on specific questions related to:

- Filters for the selection of business cases and models
- Content expected for business cases and business models
- Understanding of the vocabulary used by the RUBIZMO project

This first consultation process took place between May and July 2019, and will be described in the upcoming deliverable D3.4 (Report on usefulness, usability and acceptability monitoring for Business tool 1), that will be submitted at M21.

A second consultation process will take place in the coming months, to validate the tool, and refine contents before further development. Considering the amount of time required to develop individual business cases factsheets, it was decided to publish only a few cases on the virtual library for the end-user validation process, in order to keep the necessary resources to adapt the content to end-users' needs after validation.



II - Structure and content

A- Structure

The virtual library includes three different types of pages:

- **The homepage:** including filters to select inspiring business ideas and models, and results;

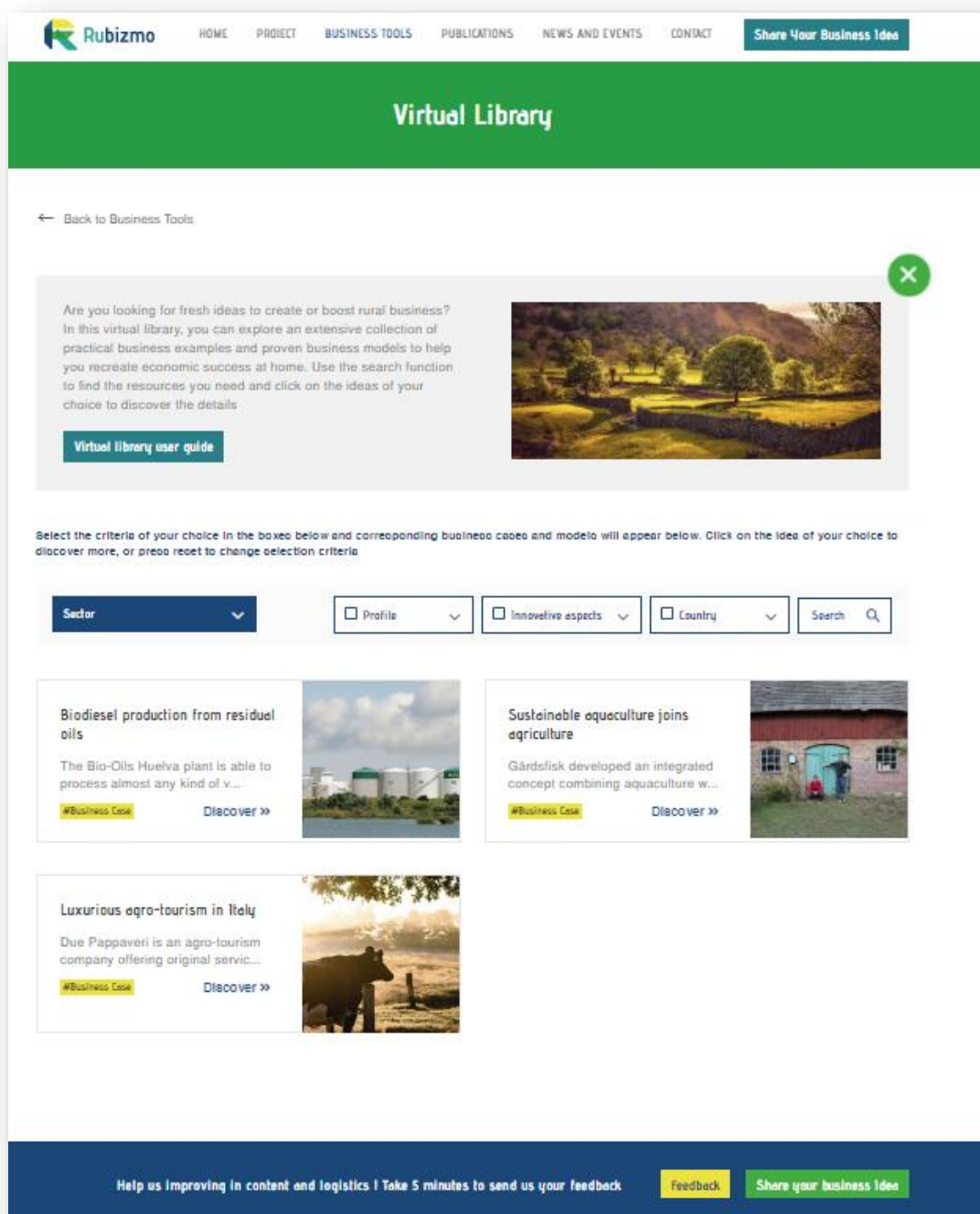


Figure 1 - Homepage of the Virtual library



- **Business cases’ pages:** featuring practical examples of businesses selected and interviewed by RUBIZMO partners;
- **Business models’ pages:** presenting replicable business models applicable across different sectors;

B- Homepage

The homepage features a short description of the virtual library, and a link to a more detailed user guide, that will help users find out more on the different functions of the business tool. Below this box, the user can find the search bar with the different selection filters (see section II-C). The first explanatory box can be closed by the user, to display directly the search bar at the top of the page. Below the search bar, all business cases and business models are displayed. Although business cases and models appear together in the homepage, they are tagged with a different name and colour code (yellow for business cases and blue for business models) to help the end-users make the difference between cases and models.

At the top and the bottom of the page, a button ‘submit your business idea’ is included, to allow for the submission of new business cases in the future. This button will lead the end-user to a dedicated questionnaire, to collect the information needed by RUBIZMO partners to decide if the case should be displayed or not on the virtual library. This button is present on all the virtual library’s pages, together with a yellow ‘Feedback’ button, redirecting to a dedicated online feedback form, to help adapting the content and structure of the virtual library in the future.

C- Filters

In the virtual library, all business cases and models appear together on the homepage, so that users can just have an overview of all the content, with a title and short description for each item, in case they do not have a precise idea of what they are looking for. But what makes this library so special, is the tool’s advanced search function, that allows end users to screen through cases and models corresponding to the criteria of their choice.

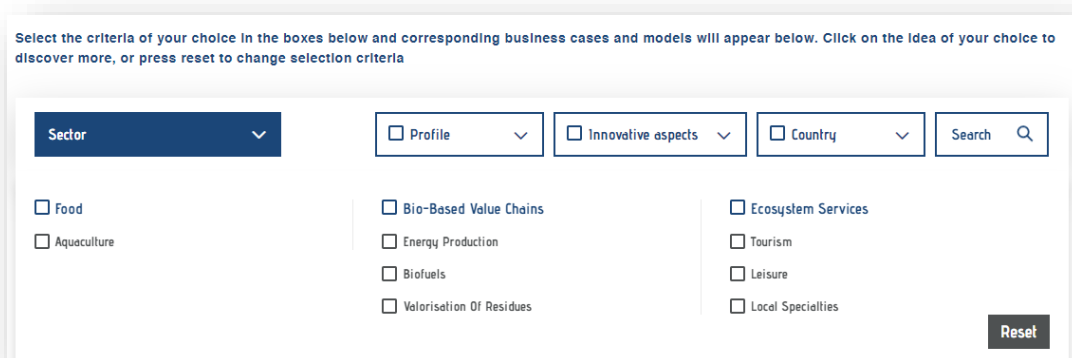


Figure 2 - Filters of the RUBIZMO virtual library



This advanced search function is made of four different filters, and a free search box. A 'Reset' button is also available to clear all selections and start a new research. All results appear automatically below the research bar restricting the selection of cases and models displayed as filters are selected.

The four filters selected by RUBIZMO project partners, based on end-user feedback, are the following:

- **Sector:** a filter divided in three focus areas reflecting the methodology of the RUBIZMO project – food, bio-based value chains, and ecosystem services. Each focus area will offer a range of related sectors as subcategories. A joint list of these categories will be defined progressively, as new cases and models are being fed in the virtual library, in order to ensure consistency and make the links between related cases. During the end-user consultation phase, RUBIZMO partners discovered that focus areas were less relatable than sectors, this is the reason why the two aspects have been linked in the filters, instead of having two different filters: one for focus areas, and one for sectors. Nonetheless, it is still possible for the end-user to select all the focus areas, or all the sectors in one focus area, by ticking the box in front of the focus area's name
- **Your profile:** in this filter, end-users can indicate the profile of their organisation to get results that are tailored to their current structure. Depending on the profile selected, SMEs will be invited to look at business ideas that can be replicated by SMEs for example. For networks, business cases based on collaboration models will be highlighted, and for policy makers, cases which have been funded with public money, or which faced specific regulatory or challenges will appear in the search results.
- **Innovative aspects:** here the end-user can focus on its preferred type of innovation. Those interested in new technologies can see all cases based on the use of new technologies, while entrepreneurs looking for new cooperation models can look at cases based on collaboration, etc. A first list of innovative aspects has been developed with RUBIZMO partners, but it could be revised in the future, depending on the content uploaded and feedback received from end-users. The list currently includes the following: new product or service, new technology, new sales channel, new collaboration model, new market, improved logistics, improved production system.
- **Country:** this filter allows end-user to see business cases coming only from specific countries and / or with a proven replication potential in other selected countries.
- **Free search:** this feature was particularly supported by end-users during the consultation. This allows users to search for a specific word in the content of all business cases and models. This function is particularly useful to find back easily information that the user had read in a previous search, without remembering all the criteria selected, or just to find a specific case or model with a word in its title, without having to go through the whole library.



In the future, the number of filters should stay the same, as there are very limited technical possibilities to change this number without having to adjust the page design, but the name and number of subcategories in each filter can be easily updated by Greenovate! Europe, and if needed, a request can be sent to the web developer to change the name of a filter. The sector category, however, should ideally stay divided in three focus areas (food, ecosystem services and bio-based value chains), since these focus areas relate to their associated business environments. Should this classification of business environments or the focus area change in the future, this would require a deeper update of the virtual library. The list of sectors in each focus area at the contrary, is easily editable by Greenovate! Europe with the agreement of partners.

The more content will be fed in the virtual library, the more difficult it will get to change the classification. Before the launch of the virtual library, the filters have already been reviewed and validated through a first end-user consultation, but the possibility to review this filters will also be offered in the framework of the second end-user consultation in the next months.

D- Business cases factsheet

The business cases factsheet has been developed in close collaboration between Gate2Growth and Greenovate! Europe, and a first version was included in the Deliverable 2.3 (Manual detailing the specifications of the virtual library). The content of the factsheet has been refined, following discussions amongst partners and end-user consultations, and relevant content to prepare these factsheets has been collected during the second round of interviews carried out by RUBIZMO partners with 65 selected business cases, that started in May 2019. This content is currently being included in ‘business cases factsheets’, reflecting the previously defined structure, that are being validated by the business cases’ contact persons to validate their content before publication. No content will be published without the agreement of the contact person.

A dozen of business cases factsheets have already been developed and are currently being reviewed validated by business partners. After end-user validation, current business cases factsheets might be reviewed, and remaining business cases factsheets will be developed for all business cases selected within the RUBIZMO project. This new content will be published progressively, after validation from business partners.

The different sections currently included in the business cases factsheets are the following:

- **Identity card:** at the top of the page, including a picture, the name of the company, the country of origin, the website, and if possible a contact person. The sector(s) could also be included here if relevant.
- **History / background:** including interesting insights on how the business started;
- **Main activities:** to explain what the business is doing and what type of products / services it is selling;
- **Market:** focusing on the type of customers and the marketing channels;



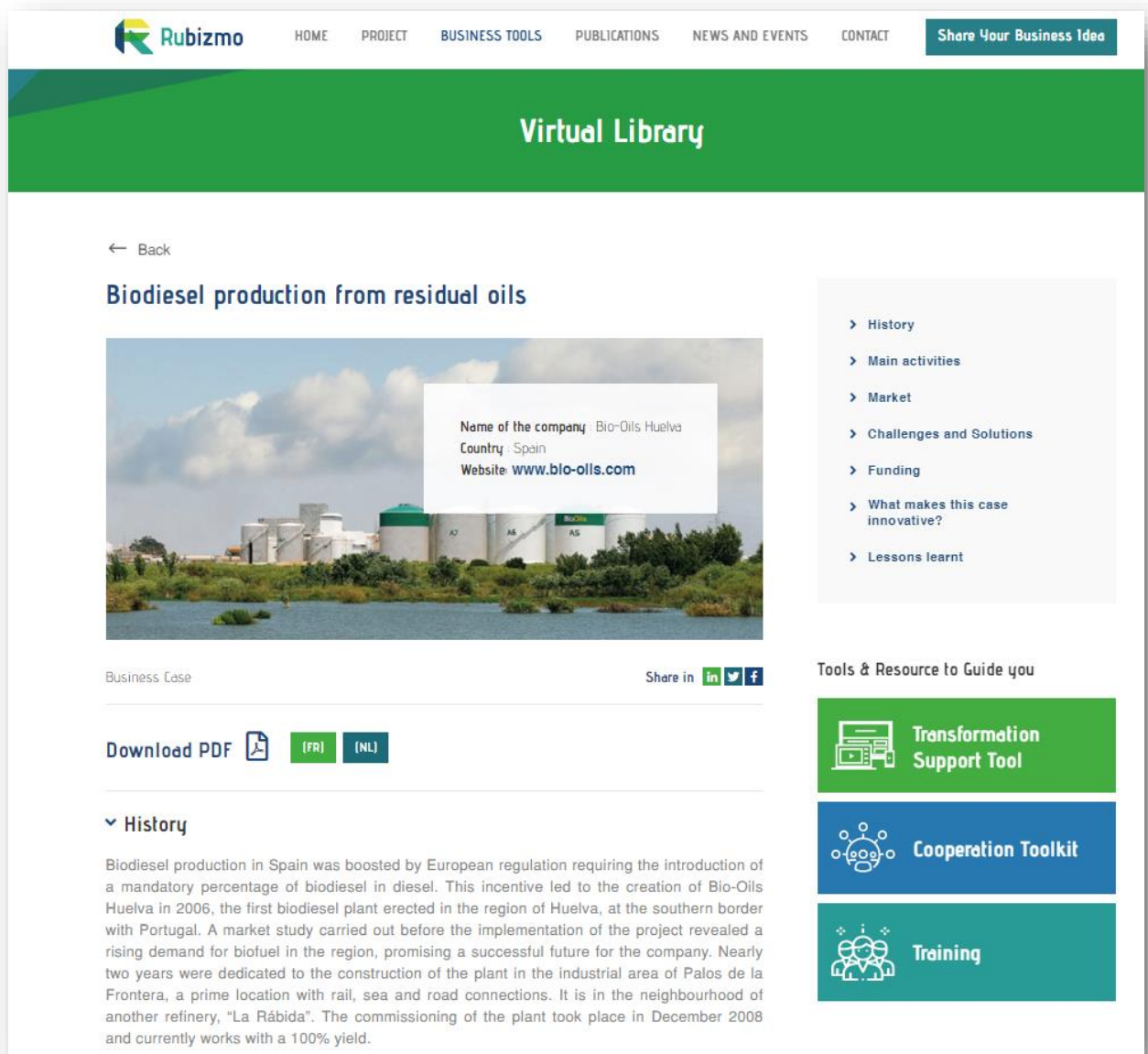
- **Challenges and solutions:** explaining specific challenges faced by the businesses throughout their development / before their launch, and solutions found to address these challenges, if any;
- **Funding:** detailing amount of money invested to launch and develop the business, and source of funding, depending on the willingness of business cases to publish these information;
- **Innovation potential:** explaining why and to what extent this example is innovative;
- **Lessons learnt:** featuring key takeaways and advice to replicate or start a similar business, based on the results of the interviews and the analysis carried out by RUBIZMO partners;

In the future and following the upcoming end-user validation, this classification could be revised to include more, less, or different types of categories in the limits of the amount of information collected by partners during the second round of interviews. During the consultation, end-users were particularly interested to know about the social, environmental, and economic impact of business cases, so the RUBIZMO team will explore this opportunity based on the results of the business cases analysis that is being conducted.

On the business cases' page, users can choose to see only selected titles if they like, by clicking on the arrow next to each title to hide the content of the section. They can also navigate easily through different sections via the menu on the right side. The side menu also features the link to the other business tools of the RUBIZMO project, to help end-users navigating between the tools, and going for example from the virtual library to find inspiration, to the transformation support tool to get advice on how to replicate a similar model in their framework conditions. Each page also links up to related business environments, split according to the three focus areas of the RUBIZMO project: food, bio-based value chains, and ecosystem services. Each page is currently linking to the related sector's page on the RUBIZMO website (i.e.) but dedicated content will be developed in the future. In addition, a limited list of related cases and models is displayed at the bottom of the page, to help users find related content.

The possibility to download the page or another document in PDF has also been included, should there be any translation or related documents to add at the top of the page. The content, as the titles, is also very flexible, and can include videos, images, infographics and links, in addition to the text. At the top of the page, readers have the option to share the page on social media via Facebook, LinkedIn and Twitter. Finally, the 'submit your idea' and 'feedback' buttons, are also included on this page.





The screenshot shows the top of a web page from Rubizmo. The navigation bar includes 'HOME', 'PROJECT', 'BUSINESS TOOLS', 'PUBLICATIONS', 'NEWS AND EVENTS', and 'CONTACT', along with a 'Share Your Business Idea' button. The main header is 'Virtual Library'. Below this is a 'Back' link and the title 'Biodiesel production from residual oils'. A large image of a biodiesel plant is shown with a text box overlay containing: 'Name of the company: Bio-Oils Huelva', 'Country: Spain', and 'Website: www.bio-oils.com'. Below the image are 'Business Case' and 'Share in' (with LinkedIn, Twitter, and Facebook icons) buttons. A 'Download PDF' button is available in French ([FR]) and Dutch ([NL]). A 'History' section is expanded, showing a paragraph about the plant's creation in 2006. On the right, a list of navigation links includes 'History', 'Main activities', 'Market', 'Challenges and Solutions', 'Funding', 'What makes this case innovative?', and 'Lessons learnt'. At the bottom right, there are three tool/resource boxes: 'Transformation Support Tool', 'Cooperation Toolkit', and 'Training'.

Figure 3 - Virtual library business case factsheet - Top of the page




▼ Funding

The initial investment to create Bio-Oils plant in Huelva amounted to 62 million Euros. 30% of the investment was financed by private investors, the rest being covered by bank loans. Securing a 7-year supply contract with an energy company was crucial to obtain the bank loans and convince future shareholders. Since its creation, a further 30 million Euros have been invested in the company, reflecting continuous process improvements and innovations.

> What makes this case innovative?

> Lessons learnt


Cases Related



Sustainable aquaculture joins agriculture

Gårdsfisk developed an integrated concept combining aquaculture with agriculture.

#Business Case [Discover >>](#)




Luxurious agro-tourism in Italy


Due Pappaverì is an agro-tourism company offering original services.


#Business Case [Discover >>](#)

- [> Main activities](#)
- [> Market](#)
- [> Challenges and Solutions](#)
- [> Funding](#)
- [> What makes this case innovative?](#)
- [> Lessons learnt](#)


Tools & Resource to Guide you

 **Transformation Support Tool**

 **Cooperation Toolkit**

 **Training**

Find Out More About

 **BIO-BASED VALUE CHAINS**

Help us improving in content and logistics | Take 5 minutes to send us your feedback

[Feedback](#)

[Share your business Idea](#)

Figure 4 - Virtual library business case factsheet - Bottom of the page

E- Business models

Since the identification of replicable business models is currently ongoing, no content is available for those pages yet. However, an adapted design has been prepared as shown below, with adapted titles corresponding to the business model canvas, as agreed with partners. If needed these titles can be adapted later, should the consortium decide to adopt a different type of description template for the selected business models.

Features of this page are very alike to the business cases' page, including link to the other RUBIZMO business tools and related business environments. In addition, a limited list of related cases and models is displayed at the bottom of the page, to help users find related content. The possibility to download the page or another document in PDF has also been included, should there be any translation or related



documents to add at the top of the page. The content, as the titles, is very flexible, and can include videos, images, infographics and links, in addition to the text, as it is currently the case for the business cases' page. Exactly as in the business cases' page, users can choose to see only selected titles if they like, by clicking on the arrow next to each title to hide the content of the section. They can also navigate easily through different sections via the menu on the right side. At the top of the page, readers have the option to share the page on social media via Facebook, LinkedIn and Twitter. Finally, the 'submit your idea' and 'feedback' buttons, are also included on this page.

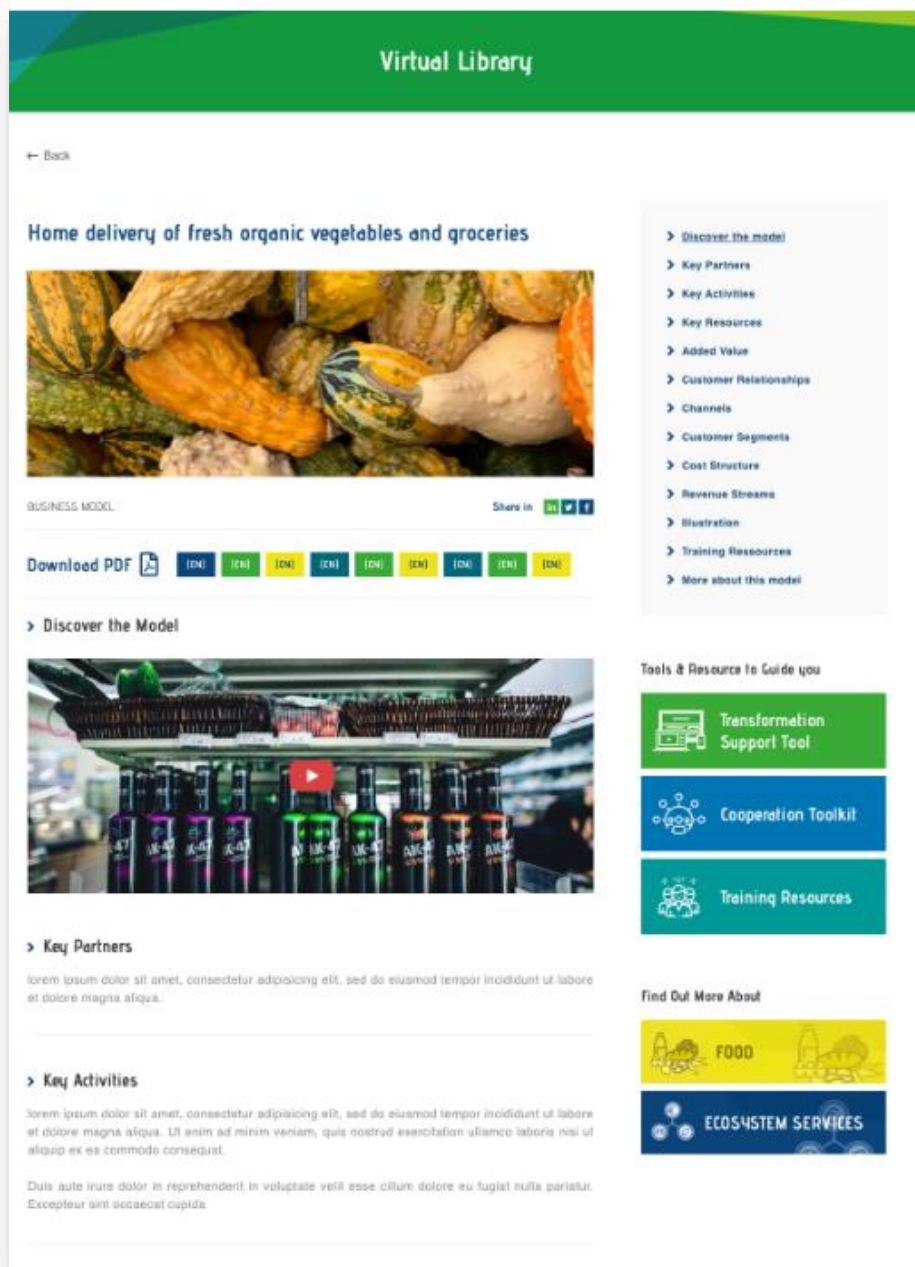


Figure 5 - Virtual library business model factsheet

ANNEX I - Technical specifications of the virtual library

Aims of virtual library

The virtual library, to be integrated to the website, will be one of the project's main business tools. It should allow end-users to screen existing business cases (40+) and business models (20+) according to their needs, and host videos and infographics featuring existing business cases and explaining the business models. This should be an interactive tool allowing rural entrepreneurs and investors to discover existing options and models to innovate in rural areas, according to their business area (food or feedstock production and / or transformation, services, etc.) and the type of business models they would like to implement. *The tool should stay alive after the project's end in order to display new business models, or update existing ones if needed.*

Target audience

- Virtual library users and target audiences include:
 - Project partners;
 - Current and future rural entrepreneurs (farmers, students, etc.);
 - Advisors and business developers;
 - Rural development agencies and networks;
 - Policy makers and public bodies (at EU, national, regional and local levels);
 - Investors;
 - Research community (teachers and students in agricultural and related sciences, innovation management specialists);
 - Media platforms;
 - The general public (individual citizens, especially from rural areas, but also associations, environmental NGOs, etc.).

Design style

The virtual library should have an end-user oriented and **interactive design**, while remaining modern and professional. It should be interactive, but **not too heavy** to charge: as it is directed partly to rural stakeholders, who do not always have fast internet connections, special attention should be paid to this aspect.

Functionalities

- **Search function:** visitors should be able to search for specific words, but also through predetermined categories (categories are not determined yet and have to be discussed within the consortium, but the grid below could serve as an example of the pre-selection criteria needed).



- **Pictures, interactive infographics and videos:** the virtual library should be able to feature interactive infographics (i.e.: <https://biorescue.eu/research-and-demonstration/>), virtual environments (i.e.: https://umotique.fr/meman-project/meman_figeacaero/index.php#) and videos, on its homepage as well as on the specific pages.
- **Link with social networks:** virtual library's visitors should be able to share easily the content of the library (videos, infographics, documents, articles, pictures, etc.) on social media (LinkedIn, Facebook, Twitter) or per email.
- **Downloadable files:** some files (PDF, videos, zips, etc) should be easily listed and downloadable from any page. Files to be downloaded should be easily integrated in pages by the authorised user through the CMS system.
- **Traffic monitoring:** authorised user (Greenovate! Europe) should have access to basic traffic statistics without intervention from web developer.
- **CMS:** password protected access to add, modify and delete content. Greenovate! Europe should have flexibility to make simple updates (renaming a page, adding one page or subpage, etc.) and change the selection criteria for the database (i.e.: delete the country criteria, replace it by another one, add a country in the country list, etc.) through the CMS, without support from web developers.
- **Responsive design adapted to smartphones / tablets:** the design should be adapted to several types of formats (smartphones, tablets) and responsive.

Content of the virtual library

HOMEPAGE

Top page:

- Logo + tagline.
- Primary links.

Main content:

- **Explanatory box:** short text introducing the purpose and type of content to be found on the virtual library.
- **Selection boxes:** A full range of criteria (sector, type of action, country, business case or business model, keywords, etc.) will be defined later on with partners. Criteria should not be exclusive (business models / cases can be tagged with several criteria from each function, for example two countries, three sectors, etc.), and users should have the possibility to search either with only one criterion or keyword, or to combine several criteria and keyword(s). *An idea would also be to display only the main criteria and add a section 'Advanced search' to display the others. We should have the options to change the criteria in the future and add some if needed (see 'functionalities' section).* A very simple example can be found here, but we are looking for something more interactive: <https://ec.europa.eu/eip/agriculture/en/find-connect/needs-for-research>.



- **Selection results:** below the selection boxes, the selection results should appear directly, enabling users to change their selection criteria always on the same page, depending on the results they get. Results should be displayed in the form of square boxes with pictures for business cases and infographics for business models, each one with a title. Example: <http://www.sinfonia-smartcities.eu/en/knowledge-center>.
- **Display:** *how to make the results easily accessible, knowing that there might be many (over 60)? What would be the best option in terms of design for this? How to differentiate business models from cases?*
- **Submit new business cases or models:** *option for external users to submit new cases, to be checked by an administrator before publication.*

Bottom:

- EU flag with mandatory note, same as on homepage.
- **Feedback loop:** add a button with a link at the bottom (also website if possible) to redirect to a questionnaire on how to improve the website / virtual library

Bottom:

- EU flag with mandatory note, same as on homepage.

RESULTS PAGES**Top page:**

- Logo + tagline.
- Primary links to go back to the selection page and other business tools. *This could also be provided in a side-tab, together with links to social media.*

Main content:

- Results pages should include several pictures and possibly videos and other virtual infographics, with a legend, as well as icons to share the page on social media (Twitter, LinkedIn, Email). *Images, videos and infographic could be integrated in the text and / or a slideshow at the top in a flexible manner.* Example: <http://www.sinfonia-smartcities.eu/en/demo-site/via-brescia>.
- Please make sure that the format fits with usual picture formats (no landscape format)
- Users should be able to download and / or print a PDF version of these pages (generated automatically or uploaded by Greenovate! Europe through the CMS). We should anyway have the option to upload several documents and files.
- **Display:** *the text might be getting long, so end-users should have the option to see only selected headlines. Which options would be possible? Could there be a floating sub-menu? Categories should be the same for each case, but some might be missing for some cases and should not be displayed.* Example: <http://www.sinfonia-smartcities.eu/en/demo-site/via-brescia>
- **Business cases:** *also integrated to the hashtag system (keywords defined by us as for the news); they could also appear when clicking on the hashtags from the news section?*



- *Business models: we are thinking about a clickable infographic changing size when the user passes its mouse / clicks on one element – any ideas?*

Bottom:

- EU flag with mandatory note, same as on homepage.

Layout and graphic design

- The layout should be visually attractive, interactive, and integrate pictures, animations, etc. (some pictures are provided with the briefing, but new ones might need to be bought on image databases).
- The web developer is expected to develop a layout that reflects and integrated the visual identity of the project.
- The layout should be visually attractive, interactive, and integrate pictures, animations, etc. (some pictures are provided with the briefing, but new ones might need to be bought on image databases).

Technical aspects

- The web designer will be responsible for registering the domain name and maintain it at least until September 2024 (5 years).
- The web design company will not be responsible for managing content, unless in exception situations (depending on CMS capabilities).
- The web design company (or directly the CMS used) should be able to provide detailed usage statistics to Greenovate! Europe upon request. Statistics should be easily accessible and include the traffic per page, the origin of users, rate of returning visitors, etc. and should allow analysis per month, if not per day.
- Solution to be used for platform / database construction (including website) could be Drupal, but we are open to further options.

