GRASS CEILING

D3.4

Synthesis report of the (in)tangible rural innovations over the project's life cycle

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EXECUTIVE SUMMARY

Deliverable D3.4 reports on the (in)tangible rural innovations across all Living Labs (LL) over the project's life cycle. This report is informed by 'innovation in business' research. Innovation in business refers to the process of introducing new ideas, services, or products - or improving existing ones - to help create value, to solve problems, and/or to maintain a competitive edge.

The Work Package 3 team explored the development of innovations by type (e.g., 1. product, 2. service, 3. process, 4. brand [marketing], 5. business model), and by degree (6. incremental, 7. radical, 8. disruptive, 9. architectural). Contemporary innovation criteria were also included e.g. 10. sustaining innovation, 11. network innovation, 12. social innovation).

This synthesis report demonstrates the LL co-leads' perspectives of the wide range of product, process, network and social innovations developed - indicative of the resourcefulness and creativity of women innovators - but also the importance of women's innovation for communities, wellbeing and environmental sustainability.

It highlights that many of the participants are engaged in activities that have social benefit, rather than obvious economic benefit:

- Activities supporting mental health
- Educational activities for children and young people
- Mindfulness and wellness-focussed work
- Rewilding activism and leading by example
- Engagement with local policy, women's leadership initiatives

These are elements that could be explored in more detail and supported through targeting existing mechanisms of innovation support (e.g., start-up funding, mentoring, business support) to focus on women's involvement in social entrepreneurship and charitable work.

The report also finds peer-to-peer support between the women innovators engaged in the LLs to be beneficial in a number of ways: to resolve challenges, develop collective action and public profiles as a group, to inspire and build confidence, to share knowledge, skills and materials, and to generate opportunities for collaboration both within the LL participant networks and externally. Additional support for these networks to continue and sustain beyond the funded project period would be beneficial, with steps already being taken to design future activities in several of the LLs once the GRASS CEILING project ceases.

Contents

EXECUTIVE SUMMARY **1**

Contents **2**

Innovations developed by the women engaged in each Living Lab **4**

1.1. Introduction **4**

1.2. Themes - innovations and their development **5**

1.2.1. Theme 1: Innovator positioning 6

i. Peer-to-peer learning and support between women innovators in the Living Labs 6

ii. Engagement with stakeholders 7

iii. Shared experience 8

iv. Collaboration and developing local networks 9

v. Social innovation through community involvement 10

1.2.2. Theme 2: Types of innovator actions - exploring, experimenting, building and hunting 11

i. Exploring and experimenting 11

ii. From experimenting to building 11

1.2.3. Theme 3: Less evidence of disruptive and radical innovations 12

1.3. Summary **13**

Annex 1. Living Lab Overview **15**

Annex 2. Types of innovation per country **17**

Croatia 17

Ireland 19

Italy 21

Lithuania 25

Netherlands 26

Norway 28

Scotland 30

Spain 32

Sweden 33

Annex 3. Development of innovations per country **37**

Croatia 37
Ireland 38
Italy 39
Lithuania 42
Netherlands 44
Norway 45
Scotland 47
Spain 48
Sweden 49

01 Innovations developed by the women engaged in each Living Lab

1.1. Introduction

Deliverable D3.4 reports on the (in)tangible rural innovations across all Living Labs (LLs) over the project's life cycle (2023-2025). It explores the innovations developed by the women engaged in the LLs in each country, grouped by innovation-type.

Work Package 3 (WP3) developed a template to capture innovation types across the Living Labs from the co-lead representing each country's Living Lab (LL) (Annex 2: Types of Innovation by Country).

Drawing on insights from Keeley et al. (2013), Doblin (2013), and Varamezov & Panteleeva (2021), the LL co-leads were asked to include any innovation the women undertook, often more than one per participant, with a minimum of one innovation per participant. These innovation types (e.g., what has changed) include, the following categories:

1. **Product innovation** e.g. making a new product
2. **Service innovation** e.g. developing a new service
3. **Process innovation** e.g. finding a new way to make an existing product or service
4. **Brand innovation** e.g. adapting or developing a new brand
5. **Business model innovation** e.g. introducing new ways to generate revenue

These types relate to various levels of innovation (e.g., how significant is the change):

6. **Incremental innovation** e.g. using existing resources to refine or improve existing products or services
7. **Disruptive innovation** e.g. using new resources or processes to create new products or new markets
8. **Architectural innovation** e.g. combining familiar products to create a novel product or to apply to new markets
9. **Radical innovation** e.g. birth of a new product, service or industry

Contemporary innovation types, relevant to this context:

10. **Sustaining innovation** e.g. implementing improvements to maintain a market or competitiveness
11. **Network innovation** e.g. innovating with others by sharing knowledge and resources
12. **Social innovation** e.g. collaborating or co-creating innovations within communities

The report collates the types of innovations that the women innovators engaged in in each Living Lab setting. It then details how the innovations have developed and changed over the course of the project, and any unexpected or surprising innovations, outcomes and learnings. It also includes any innovations that have built upon other innovations within the group. The findings demonstrate the co-leads' perspectives, rather than the views of the participants.

1.2. Themes - innovations and their development

The tables in Annexes 2 and 3 demonstrate the variety of innovation engaged in by the participants across the nine Living Labs. The co-leads have identified participant innovations in a variety of sectors including food and beverages, tourism-related products and services, to community development initiatives and mental health and addiction services.

This section summarises the key themes identified (Table 1).

Theme	Description	Sub-themes
1. Innovator Positioning	Roles of the LLs and peer support in innovation journeys	• Peer-to-peer learning & support • Engagement with stakeholders • Shared experience • Collaboration & local network development • Social innovation and community involvement
2. Types of innovator actions	How innovations and developments relate to types of innovators	• Exploring & experimenting • From experimenting to building
3. Less evidence of disruptive/ radical innovation		

Table 1: Summary of themes

The first theme relates to positioning, including the roles of the LLs and peer support in innovation journeys. For example, the roles of innovative networks and collaboration are explored, both among participants within their Living Labs, and with external stakeholders, communities and businesses. Finally, examples of social innovation through community involvement, empowerment and education are compared.

Theme 2 considers how the innovations and developments described by the LL co-leads relate to types of innovators – explorers, experimenters, builders and hunters – and the roles that the LLs may have played in shaping activities within these categories.

Theme 3 considers transitions from one type of innovation to another, including moving from experimentation to the building of businesses, and from new products and process innovation through to maximising efficiency and use of technology in established products and processes.

Finally, theme 4 summarises the comparatively fewer examples of disruptive/radical innovation, and a case is made for including the co-leads' descriptions of a variety of potentially disruptive

policy-related innovations in this innovation type.

1.2.1. Theme 1: Innovator positioning

A theme across the innovations is the role of positioning of the Living Lab participants and their innovations both within the Living Lab contexts, and beyond, in the women innovators' social and political contexts.

i. Peer-to-peer learning and support between women innovators in the Living Labs

The co-leads describe women innovators in the LLs sharing experiences, challenges, and ideas. Peer-to-peer learning and feedback between women innovators in the LLs allows participants to test ideas in the safe and trusted spaces created within the meeting environment, building confidence and encouragement through peer-to-peer feedback. Their positions within the peer network are both supportive and sometimes strategic, including collaborations between the women innovators. The co-leads across the LLs explained that participants had various levels of experience and confidence as innovators, which may have led to different patterns across countries, in terms of their focus on positioning. In LLs with participants at varying levels of experience and confidence, such as in Scotland, Lithuania, Ireland and the Netherlands, peer-to-peer support combined with mentoring has been important,

In Lithuania and Ireland, the dynamic between beginner farmers and more experienced innovators was captured by the co-leads.

- In Lithuania: Beginner farmers actively shared their challenges and sought targeted mentoring from more experienced participants - those with greater expertise in both farming and in implementing innovations.

- In Ireland, more experienced innovators coached and mentored nascent women innovators in their idea generation and formation of plans.

In contrast, the more advanced women focused on acquiring expert knowledge or in seeking to influence policy around female innovator support and funding, refining their innovations, and strategically enhancing their business operations. This dynamic model of knowledge exchange led to the following tendencies:

- Newcomers experimented with innovations by drawing on peer experiences and expert advice.

- Experienced participants more strategically integrated innovations tailored to their farm- or production-specific needs.

During the meetings, the more advanced innovators encouraged others to take small steps toward innovation, even when faced with fear or uncertainty. Discussions included both successful and unsuccessful experiences, fostering a sense of mutual support, confidence, and empowerment."

In contrast, the majority of the women in the Scottish LL were early-stage entrepreneurs, and the participants received business support from LL co-leads in one-to-one sessions between each LL meeting. Participants in the Scottish LL, as in other countries' LLs, also supported one another via WhatsApp, visits to each other's crofts, and discussions of prototypes and branding within the LL meetings.

Other LLs involve more experienced innovators. In Norway, Spain and Sweden, the innovators had well-established businesses and had experience innovating in a range of ways, so the peer-to-peer support between women innovators in the LLs focussed more on their positions within new markets. This led to differences in the types of activities, support and training provided in the LLs, with a range of elements prioritised.

In Norway, the LL, "has not been about developing a business, but sustaining it. [...] not focused on product innovations itself but rather dialogue around issues that can strengthen their resilience as innovators, how to be best equipped to withstand change, how to build a structure that makes it sustainable to continue being an innovator and **exchange of experiences on how to position yourself in the market**." This has involved entering new markets, investing in equipment, and refining or developing "their own role in the company [...] giving up responsibility, delegating, acquiring expertise in fields they need to strengthen and taking risks."

In Spain, the co-leads discussed their LL's navigation of the women's positions in broader society, explaining "women participating in the project have already implemented innovations and are now facing barriers that go beyond the initial stages of the innovation process. For this reason, from the beginning, the co-leaders designed a different working framework, as requested by the women themselves [...] to delve deeper into identifying the main barriers hindering their progress and propose solutions to overcome them."

A similar observation was made by the Italian LL co-leads, who described the women's **positions within their families, such as parental responsibilities and roles** as factors affecting their innovation journeys, sometimes causing innovations to be abandoned or changed, or their development to be slowed or paused.

ii. Engagement with stakeholders

Exposure to stakeholders helped position the women innovators in a peer support network of external actors without a need to approach them individually and directly. Knowledge flows from and to the stakeholders provided access to practical advice and perspectives that shaped innovations. This approach was evident in the Netherlands, Spain, Ireland and Italy. For example,

- In the Netherlands, innovative documents were produced including a **leaflet to encourage women to engage with agriculture policymaking**, and a **report reflecting on farming women's engagement in 'area-oriented' policymaking.**

- In Spain, the co-leads described a process of **developing the public profiles of the LLs**

and the women innovators. In Spain "some of the support measures included training activities, enhancing the visibility of the group through participation in regional and national media, and meetings with political representatives, among others. These have been the core focus of the various Living Lab meetings: a set of activities that the women have found useful to express their voices and demands".

- In Ireland, participants sought to enhance visibility with key policymakers and requested specific access to relevant government departments and funding agencies. The final LL had participants from the key government departments.

- In Italy, where participants are all based in the same biodistrict, "they became more visible, individually and as a group, also to the biodistrict management board that decided to charge the LL group of the implementation of a project funded by the biodistrict through municipality funds, aimed at co-designing and co-organising a programme of events and activities for local citizens and tourists focusing on the revitalisation of historical centres, rural – urban spaces and communities reconnection through valorisation of local heritage and traditions."

iii. Shared experience

For several of the LLs, the women innovators engaged in the LLs worked together to share experiences and resolve common challenges, involving stakeholders in the process. Norwegian, Irish, Swedish and Croatian LLs each gave examples,

- In Norway, "the Lab's role in this has been to get confirmation from the others that they are on the right track, helping each other to see new solutions, inspiring each other, get confirmation that they making the right choices, any input on how they can do things differently, learning from mistakes others have done, tips on networks/advisors and people to contact that other participants have had good experiences with, and emotional support."

- In Ireland, innovators worked together on a small number of innovations, drawing on collective stories and insights to improve and build on their own innovation approaches between Living Lab sessions, 'they really came into their own when listening to each other's stories and offering advice. They're very much collaborative in how they approach learning'.

- This was similar in Sweden, where co-leads "have viewed the women's knowledge and experiences as key for the process and have therefore included exercises in the workshops for them to reflect and comment on each other's businesses, ideas and challenges", in-building peer support and advice from subject matter experts, and access to stakeholders and mentoring talks.

- In Croatia, challenges included structural and administrative issues," not only at LL

meetings, but also via WhatsApp group discussions or during visits to one another's farms. They emphasise the importance of a friendly, informal relationship based on trust, which significantly helps in solving formal, business problems."

- Some of the challenges could not be resolved through the LL, but risks could be identified, such as lack of transport, climate-related damage to crops and regulatory barriers to market. Identification of these risks often led to changes in direction, and dialogue with stakeholders and policymakers, rather than solutions to the challenges which would be longer-term.

iv. Collaboration and developing local networks

Collaboration and local networks are important parts of the women's innovation ecosystem. Through the GRASS CEILING project, networks of women innovators were created through the LLs, and peer-to-peer support and inspiration was regularly mentioned by the co-leads as a factor in their participants' innovation journeys, and their commitment to the project. The co-leads highlighted a number of examples of networks and collaboration beyond the LL participants,

- In Croatia, a participant designed **a project around a "wool road"** to gather members of the Croatian LL together with producers who use wool as a raw material in their business.

- In Norway, a **'toolbox' was developed to maximise use of resources in a region**. The toolbox was developed in collaboration with local actors.

- In Scotland, a participant with limited available land **recruited a network of local farmers for seed growing.**

- Developing networks with outlets and customers have also been important, for example:

    - In Spain and Scotland, **relationships with local restaurants, bars and hotels** have created markets for products and avenues for promotion.

    - In Lithuania, **local producers united under a single local shop brand**, and similarly, relationships with other local businesses were leveraged to use and promote products in farm shops in Lithuania.

    - In Ireland, a year 3 LL meeting was held at one of the innovator's premises, and their **products were combined with those of LL members, and other local innovators** to produce a locally sourced breakfast and lunch on the day.

There have also been examples of peer-to-peer collaboration between the women innovators within the Living Labs. In Lithuania, participants have been involved in **co-creating products.** In the

Netherlands, participants **promote one another's innovation projects** and successes via their own social media platforms. In several countries, LL participants have shared waste products, surplus seeds and materials, machinery and knowledge to enable other participants to innovate.

v. Social innovation through community involvement

Social innovation and community involvement have played significant roles in many of the innovations within and across the LLs. Many of the participants' innovations focus on positive impacts for local communities, in terms of environmental sustainability, education, mental health, and wellbeing.

- In Croatia, a programme of **visits for school children visiting a farm to prepare their own vegetable-based meals** was developed.
- In Scotland, participants were involved in organising community events, such as a **community café and an annual craft fair**. A range of **outdoor water sports activities** were also provided to young people with additional needs through a charity run by one of the participants, subsidised by commercial tourism activities and fundraising. Scottish participants also hosted **children's groups and school visits on their crofts** to provide a 'hands-on' experience and education, and access to nature.
- In Sweden, participants have been involved in **educating the public about farming and production using social media**.
- In Italy, a participant developed a "**catering business (on-the-spot and in local events) serving foods produced with the therapeutic community social garden** and connected food processing lab, directly involving residents of a community therapy centre."
- In the Netherlands, one participant invited the public to join so-called '***farmer pilgrimages***', a walk through farmland, combined with interactions with farmers who would share their experiences and concerns. Another participants organised **silent nature walks** to allow citizens to experience life in the countryside.

Co-design and co-organising of activities and new projects also featured across a number of the LLs. For example,

- In Italy a '**biodistrict urban-rural connection project**' was developed, with, "a programme of events and activities focusing on revitalisation of historical centres, rural–urban spaces and communities' reconnection". The project focusses on "valorisation" of local heritage and traditions, funded by the biodistrict through municipality funds and jointly realised by women innovators together (as the LL group) within the community of the biodistrict."

Two innovations listed as social innovations were also categorised as radical by the LL co-leads,

- A project **rewilding farmland with a food forest** in the Netherlands was categorised as both social (described as collaborating or co-creating innovations within communities and radical innovation (which we defined as bringing something new to

the market).

- The **'Confabulare' project** in Italy was identified as both a social innovation and a radical innovation which also involves networks, collaboration, and provides social and community benefits. The project was designed and delivered by the owner/manager of a local bookshop and a team of volunteers and involved "reading events with authors of teen literature and young readers, organised in open air rural settings, with community hikes and theatre performances of scenes from selected book sections." The project was described as "unique to the area, based on partnerships with local schools, Italian and foreign authors of teen literature, local businesses and biodistrict members."

1.2.2. Theme 2: Types of innovator actions - exploring, experimenting, building and hunting

i. Exploring and experimenting

Structured sessions within the Living Labs, such as prototyping and trialling, prompted some participants to explore and experiment with new ideas, while others were already actively exploring or experimenting independently.

Within the Living Lab context, a key part of this pattern of exploring and experimenting was often prompted by the sharing of ideas in the meetings and mentoring sessions, as well as the peer-to-peer support and feedback from the other women innovators.

- In Sweden, the examples given of **brand innovation** were highly focussed on developing innovative concepts, such as for beef production (a retired milk cows' home) and a 'forest hang-out' or 'forest spa'. Although the development of these concepts was not seen as 'tightly connected' to the LL sessions by the co-leads, it is possible that the peer-to-peer feedback between women innovators in the LL helped shape and encourage new ideas.

The Living Labs provided per diem payments to each participating innovator, alongside practical resources (such as mentoring and business support), training, and access to stakeholders that helped enhance innovator visibility at national/ policy levels. This signals that the women innovators' work is valued, which was reported to contribute to confidence by some of the women in the Scottish Living Lab.

ii. From experimenting to building

Many examples point to the development of the women innovators' processes, product ideas, brands, and business models. In terms of product and process innovation, across the LLs, women innovators have been building innovation efficiency and effectiveness through,

- The optimised use of technology
- The optimised use of 'waste' and by-products

- Making multiple products from the same raw materials

This approach has multiple potential benefits for the innovators, such as reducing waste, enhancing or creating new income streams, and appealing to a variety of consumers and markets.

- In Norway, for example, one innovator developed **sustainable desserts by repurposing 'leftovers'** from the production of their usual products.
- In Sweden, one participant has been "using 'beef residuals' - **utilising the whole animal**", including the skin, tallow, and bones, in various products. This approach reduces waste and maximises income from each animal.
- Similarly, in Scotland, **surplus eggs have been used to create lemon curd and meringue products** and **felt from sheep farming has been used to make products** and as a raw material for **creative felting workshops**.

Technology has also been adopted, including **automation, robots, machinery, and drones**.

- For example, in Lithuania, drones and automation have been used.
- In Scotland, one participant has been involved in a collaborative project with an inventor **to adapt patented seed hulling machinery**, which was designed to meet United States's regulations, for use in the United Kingdom.
- In Ireland, a mobile unit includes an automated self-serve milk dispenser to allow customers to buy the products, even in the absence of personnel.

Many of the co-leads described the women innovators as resourceful, adaptable, and creative, but across the LLs these abilities seem to support social, environmental, community and ethical goals, rather than purely economic ambitions. These elements are difficult to capture through traditional metrics of business success and may be overlooked in support programmes and initiatives for innovation/entrepreneurial ecosystems.

Further exploration of this finding from the participants' perspectives would be useful to understand their motivations and drivers for developing innovative processes and products, beyond financial gain.

1.2.3. Theme 3: Less evidence of disruptive and radical innovations

The LL co-leads identified some examples of disruptive/radical innovation, but fewer than other types of innovation. The majority of the examples represent 'new to the area' or 'new to the business' innovations rather than 'new to the world' or 'new to the market' innovations.

- In Croatia, one participant has developed "buletin" – "**a patch that helps heal**

wounds, made from natural ingredients (an almost forgotten traditional recipe, handed down by word of mouth)" and a **sunscreen oil made from natural ingredients for sensitive and fair skin**.

However, activating policy influence may be considered a disruptive form of innovation. It could also be an example of 'hunting' for strategic relationships and influence (e.g., network innovation), to shape the social and political conditions in which the women innovators operate. Within the GRASS CEILING project, there were opportunities to engage with policymakers in the Living Lab sessions, and indirectly with EU and national policy as a central component of the broader project aims. Activities intending to engage with or influence policymaking, were pursued by some of the innovators, and aimed to challenge local systems and explore new approaches to engaging with governments. Examples include,

- In Scotland, participants **influencing current crofting policy by providing new entrant support**, to counter depopulation and an ageing community.
- In the Netherlands, as mentioned, the **production of policy-focussed leaflets and reports around women's engagement in agriculture policymaking**, and the **coaching of policymakers**.
- In Ireland, the women innovators **sought engagement with policy makers**, and policy panels were convened at of the final Living Lab.

These are all examples of ways in which the women innovators in the LLs have worked together to influence policy collectively, in light of their lived experiences and to address the challenges they face.

1.3. Summary

The individual co-leads' reports in Annexes 2 and 3 highlight a large number of specific innovations, along with dynamics of innovation development, as observed throughout the GRASS CEILING project.

Peer-to-peer support between the women innovators engaged in the LLs is identified as beneficial in a number of ways, to resolve challenges, develop collective action and public profiles as a group, to inspire and build confidence, to share knowledge, skills and materials, and to generate opportunities for collaboration both within the LL participant networks and externally. Additional support for these networks to continue and sustain beyond the funded project period would be beneficial, with steps already being taken to design future activities in several of the LLs once the GRASS CEILING project ceases.

This synthesis report demonstrates a wide range of product, process, network and social innovations - indicative of the resourcefulness and creativity of women innovators - but also the

importance of women's innovation for communities, wellbeing and environmental sustainability. Many of the participants are engaged in activities that have social benefit, rather than obvious economic benefit:

- Activities supporting mental health
- Educational activities for children and young people
- Mindfulness and wellness-focussed work
- Rewilding activism and leading by example
- Engagement with local policy, women's leadership initiatives

These are elements that could be explored in more detail and supported through targeting existing mechanisms of innovation support (e.g., start-up funding, mentoring, business support) to focus on women's involvement in social entrepreneurship and charitable work.

A1 Annex 1. Living Lab Overview

(Retained from D3.2 - individual Living Lab (LL) programmes and report on 1st year operation)

Table A.1.1: GRASS CEILING Living Lab overview

Country	Living Lab co-lead	Focus	Description
Croatia	Chamber of Commerce, UNIZG FAZ	Renewables	Farm women on small farms interested in organic conversion and moving to the bio-economy process/ renewable energy
Ireland	Young Farmers' Association (Macra na Feirme), SETU	Youth	Innovation needs of young farmers and rural women innovators in the South East region
Sweden	Rural Sweden Jönköping, SLU	Forestry	Women innovators in farming, forestry, and rural areas, in a region high in innovation, but with low rates for women
Spain	Cooperativas Agro-alimentarias de Espana, UVA	Livestock/ crops	Innovation needs of farming women involved in livestock and herbaceous crops, and rural women providing socio-ecological support services (for example community electric cars)
Netherlands	Dutch Women's Union, WU	Urbanising countryside	Identify the specific socio-ecological innovation needs of farm women and rural women in an urbanising countryside, and the opportunities to combine their efforts in assuring both the future of agriculture and the viability of rural areas

Italy	Legacoop, CIHEAM Bari	Ecological supply chains	Work with farm women ecological innovators operating in regional well-established agriculture value chains (wine, olive oil and olives fruits, wheat, and vegetables) and/or in multi-functional farms providing recreational, and educational services to local and foreign tourists, schools and citizens and social innovation solutions to local communities
Norway	Oi! Trondelag Food and Drink, RURALIS	Fishing	Innovation needs of women farmers, women in fishing (seafood) and rural women, to maintain a strong role in local food innovation
Lithuania	VŠĮ Agri-Food Lithuania DIH, LCSS	Small farm social capital	Innovation needs of women on very small farms, and of rural women developing initiatives to strengthen the social capital in rural areas
Scotland	Scottish Crofting Federation, UNEW	Crofting	Work with women innovators in crofting/small-scale agriculture and rural women experiencing innovation challenges in remote islands with limited employment opportunities

A2 Annex 2. Types of innovation per country

Croatia

Table A2.1. Summary of innovations grouped by type of innovation – Croatian Living Lab (LL)

Living Lab country:	Croatia
Type of innovation	**Innovations**
Product innovation *E.g. Making a new product*	• Anti-stress wool ball with lavender/rosemary/laurel scent • Table lamp with the image of Nikola Tesla (Nikola's lamp) by recycling of worn oak beams • Dried and fresh horse meat sausages • Tinctures for health problems (cough, fatty liver) • Syrups from grandma's kitchen - prepared according to traditional recipes, but meets contemporary health standards and packed in modern packaging • Tea blends from wild and cultivated herbs
Service innovation *E.g. Developing a new service*	• Domestic wool felting workshops in an olive grove with tasting of products from the farm • Presentation and lamp making workshop for visitors to the farm • Presentation of fruits and herbs from which final products are produced on the farm • A programme of visits for school children visiting a farm where they prepare their own vegetable meal • Workshop on medicinal and edible herbs in the olive grove workshops for children in the olive grove
Process innovation *E.g. Finding a new way to make an existing product*	• Hiring retirees who need manual working therapy • Manually prepare processed products from fruits and herbs from the farm, small batch production • By acquiring a new needle felting machine, recycled materials are finished with wool, which is the raw material for clothing and utility items
Brand innovation *E.g. Adapting or developing a new brand*	• Quality improvement with the intention of obtaining additional quality label (olive oil) • Table lamp - Lika quality certificate • Development of a new brand/label that guarantees the origin of the product (horse meat sausage)

	• Presenting raw materials for processing, with an emphasis on organic production standards
Business model innovation *E.g. Introducing new ways to generate revenue*	• New collaborations with institutions that need fine motor skills therapy (rehabilitation centres) • Marketing/promotion through social networks, selling products (Nikola's lamps) through a local bookstore • Expanding the possibility of purchasing olive oil - it is available for purchase by guests in the restaurant where it is part of the assortment
Levels of innovation	
Incremental innovation *E.g. Improving an existing product to appeal to a broader market*	• Making anti-stress balls in multiple sizes to fit the hands of children or adults • Promotional pen and bookmark for Nikola's lamps • Improvement of the visual identity of the packaging for fruit and herbs processed products • Selling olive oil in smaller packages with a spray instead of a cap
Radical innovation *E.g. Bringing something new to the market*	• Organic wine • "buletin" - a patch that helps heal wounds, made from natural ingredients (an almost forgotten traditional recipe, handed down by word of mouth)
Disruptive innovation *E.g. Creating a new product for an existing market*	• Fig-flavoured vinegar • Sunscreen oil - modified recipe (completely new, based exclusively on natural ingredients) for sensitive and fair skin
Architectural innovation *E.g. Combining familiar products to create a novel product*	• Gift pack (olive oil, fruit and vegetables, processed etc.) • Construction of a presentation room so that customers can get to know the (processed) products better • Construction of a holiday home within the existing olive grove with a plan to enable guests to purchase olive oil
Sustaining innovation *E.g. Implementing improvements to maintain a market or competitiveness*	• Packaging improvements • Declaration and labels - regional quality system mark for Nikola's lamps and adding N. Tesla's quotes • Declaration with emphasis on protein content as well as organic and domestic origin (horse meat sausage) • New, organic ways of protecting olive trees
Contemporary innovation types	
Social innovation *E.g. Collaborating or co-creating innovations within communities*	• Cooperation with the Women in Motion Association and the Eco Women Entrepreneurs (EWE) foundation • Packaging prototype (ecological/organic box for Nikola's lamps) in collaboration with LL members

	• Creating and manufacturing new products (suntan oil, patch) in collaboration with students • Making a Living Laboratory logo - poster made of wool • Designed the project concept "Wool Road," aimed at bringing together members of Croatian LL as well as other producers who utilize wool as a raw material in their businesses
Open/network innovation *E.g. Innovating with others by sharing knowledge and resources*	• Association with woollen workers in Croatia on a joint project
Other innovation types	
E.g. Add here any other innovation that does not fit under any of the above	• Picnic in the olive grove with a basket of farm products

Ireland

Table A2.2. Summary of innovations grouped by type of innovation - Irish Living Lab (LL)

Living Lab country:	**Italy**
Type of innovation	**Innovations**
Product innovation *e.g. making a new product*	• Microgreen production (e.g., nutrient dense shoots of edible herbs and vegetables harvested within 7 to 21 days after sprouting. Known for their concentrated nutrients) • Fresh pasteurised dairy production • Traditional butter production • Traditional yogurt production • Sustainable chocolate production • Natural handmade soap production
Service Innovation *e.g. developing a new service*	• Offering strategic marketing support for the agribusiness sector • Collaborative approach to larger customer orders • Alternative use for cow's milk (e.g., handmade soap) • Multi-supplier collaborative services • Proposed child tracker on farms
Process innovation *e.g. finding a new way to make an existing product*	• Experimentation of sustainable uses for compost left after each harvest • Experimentation with non-traditional chocolate flavours and ingredients • Hyper-allergenic considerations incorporated into production

	• Chocolate granola focused on local ingredients and minimal waste
Brand Innovation *e.g. adapting or developing a new brand*	• Packaging, design and product shape embedded in Irish countryside and landscapes • Adopting the same approach as flavoured coffee syrups, provision of 'per pump' model of flavoured syrups to combine with fresh dairy products (e.g., flavoured milk) • Natural products with allergenic benefits
Business model innovation *e.g. introducing new ways to generate revenue*	• Drawing on technological advances to enhance digital marketing presence • Mobile distribution unit with milk and flavour dispensing units built in • Self-vending dairy distribution machine within a mobile business truck • Coffee and chocolate direct to market in-house cafe
Levels of innovation	
Incremental innovation *e.g. improving an existing product to appeal to a broader market*	• Digital marketing strategies to widen and strengthen market access • Sustainable reuse of glass containers enhances circular economy customer loyalty
Radical innovation *e.g. bringing something new to the market*	• Strategic agribusiness marketing company • Handmade soap made with cow's milk
Disruptive innovation *e.g. creating a new product for an existing market*	• Cow's milk soap
Architectural innovation *e.g. combining familiar products to create a novel product*	• Flavoured syrups and natural milk products • Soap and cow's milk • Handmade chocolate and granola
Sustaining innovation *e.g. implementing improvements to maintain a market or competitiveness*	• Engaging with the circular economy • Re-use policy (glass containers) • Minimised waste (additional products to use waste product)
Contemporary innovation types	
Social innovation *e.g. collaborating or co-creating innovations within communities*	• Collaboration with Irish producers and illustrators to tell the story of the product • Collaboration with local producers to provide a complete offering (e.g., chocolate granola, yogurt, edible flowers, local honey)

Open/network innovation *e.g. innovating with others by sharing knowledge and resources*	• Sustainable farming network • Farmers' market collaborators • Collaborating with local producers and artists • Engaging customised marketing approaches for the agribusiness sector
Other innovation types	
E.g. add here any other innovation that does not fit under any of the above	• One innovator mentored another and ultimately, transferred part of their business to the mentee through a mutually beneficial commercial arrangement • On-site coffee and chocolate counter with revolving video of raw material origins and journeys to, (a) reduce waste, and (b) enhance access to the production site for those interested in learning more about the production process and sourcing of ethical raw materials

Italy

Table A2.3. Summary of innovations grouped by type of innovation - Italian Living Lab (LL)

Living Lab country:	**Italy**
Type of innovation	**Innovations**
Product innovation *e.g. making a new product*	• Growing lavender (new activity) in an area traditionally covered with olive groves and vineyards • Producing lavender and other medicinal and aromatic plant (MAP) essential oils as well as other herbal products made from wild plants (oregano, fennel, chamomile), the use of which has increased during COVID-19 • Organic extra virgin olive oil made from own olive groves • Free range eggs • Experimenting with new processed foods with fruits and vegetables from the social community garden established in a therapeutic community centre for drug (and other kinds of) addictions in the recently established food processing lab
Service innovation *e.g. developing a new service*	• Rehabilitation and subsequent employment of local youth struggling with drug (and other kinds of) addiction through a vegetable garden and food-processing lab • Free-range egg delivery to houses increasing customer interaction • On-farm educational and recreational activities with children and hens

	• Shows and events that incorporate local history and rural traditions (performed at the municipal theatre) • On-farm tourist and family activities (laboratories, walks, old games, visits of the farm old olive oil mill to be turned into a rural museum) • Reading events with authors and young readers organised in open air rural settings (with theatre performances of scenes from the books) • Develop of better tools for skills assessment of students with disabilities to better match with companies' needs and more targeted job placement (further development into an 'app' to manage this service with partner schools and interested companies)
Process innovation *e.g. finding a new way to make an existing product*	• Companion planting and synergies with wild, spontaneous plants such as mint with lavender • Organic agriculture with a focus on biodiversity • Changing pruning techniques of olive trees to polyconic shape to avoid alternate year bearing • Pay special attention to animal welfare (hens) • Use of animals to reduce vegetable production waste (circular economy practice) • Developing and organising a vegetable garden project and a food processing lab within a therapeutic community for drug (and other kinds of) addiction to ensure skills and competences development and job opportunities for the community residents
Brand Innovation *e.g. adapting or developing a new brand*	• Developing new label for lavender essential oils and other herbal products business including development of new product lines (rebranding) • Developing own brand within the family farm hosting her activity of eggs production & educational / recreational activities with hens for children and families. Actively promoting her own brand on social media to establish her own business identity • Developing new brand and packaging for Organic Olive Oil
Business model innovation *e.g. introducing new ways to generate revenue*	• Organic extra virgin olive oil tastings and on-farm tours for foreign and local tourists, students, and other interested actors • Besides the essential oils production and selling in local markets/events, develop the consulting business on the use of essential oils as well as the production of essential oils-based artifacts (e.g. herbal wax candles for massage, solid soaps)

	• Developing the catering business (on-the-spot and in local events) serving foods produced with the therapeutic community social garden and connected food processing lab and directly involving residents of community therapy centre; produce new product lines like ceremony/Christmas gifts boxes made with processed agri-foods with dedicated (re)packaging, also sold online • Applications for the cultural event related to reading to public tenders and funds
Levels of innovation	
Incremental innovation *e.g. improving an existing product to appeal to a broader market*	• Organic certification of extra virgin olive oil • Produce new product lines like ceremony/Christmas gift boxes made with processed agri-foods with dedicated (re)packaging (food processing lab in the therapeutic community centre), also sold online • Eggs analysed for salmonella • Developing a skills mapping system to increase business interest
Radical innovation *e.g. bringing something new to the market*	• "Confabulare project", designed and realised by the owner/manager of a local bookshop and her team of volunteers. Reading events with authors of teens literature and young readers organised in open air rural settings, with community hikes and theatre performances of scenes from selected book(s) sections. Unique to the area, based on partnerships with local schools, Italian and foreign authors of teens literature, local businesses and biodistrict members • Land art project and event connected to local territory's agricultural & rural features, with a specific focus on participants' genuine engagement in the performance; experiential participatory performance
Disruptive innovation *e.g. creating a new product for an existing market*	• N/A
Architectural innovation *e.g. combining familiar products to create a novel product*	• Produce new product lines like ceremony/Christmas gifts boxes made with processed agri-foods with dedicated (re)packaging, also sold online • Combine free-range egg production and open air hens raising activities at awareness-raising events to introduce agricultural activities to children and school groups

Sustaining innovation *e.g. implementing improvements to maintain a market or competitiveness*	• Investing in a new, modern olive oil mill to produce organic Extra Virgin Olive Oil (EVOO) from own organic olives and perform contract work for other local organic producers • Showcasing products in local markets and at local events • Reorganisation of the work, redistribution of tasks and hiring professionals for a better management of the food processing lab established in the therapeutic community centre, increase revenue
Contemporary innovation types	
Social innovation *e.g. collaborating or co-creating innovations within communities*	• 'Confabulare' project (see description in the 'Radical innovation' section) • New partnership with an association in Bari that works with children with Asperger's to structure activities where children interact with farm animals • In connection with the activities of the local public theatre she works for, creation of a local community to engage in various initiatives (e.g. season festivals) reconnecting citizens and families to traditional agricultural values and rhythms and to rural traditions and rural identity. The ultimate goal of such events is to create a permanent community of people interested and actively involved in such topics • Land art performances (see description in 'Radical innovation' section) • 'Biodistrict urban-rural connection project'. Co-design and co-organise a programme of events & activities focusing on revitalisation of historical centres, rural – urban spaces & communities reconnection, valorisation of local heritage and traditions, funded by the biodistrict through municipality funds and jointly realised by women innovators together (as the LL group) within the community of the biodistrict
Open/network innovation *e.g. innovating with others by sharing knowledge and resources*	• Knowledge sharing in the medicinal plants sector (Develop the consultancy business on the use of essential oils) • 'Biodistrict urban-rural connection project' (see description in 'Social innovation' section) • The 'season festivals' and establishment of the connected community (see description in the 'Social innovation section) is strongly based on sharing knowledge and resources and on the networking of various like-minded actors and interested people • The sharing of knowledge (on olive oil culture, on animal and nutrition, etc) as an ethical drive for business, leading to the

	application of reduced rates for didactic events for children or to the sharing of free educational content on social media (not only used for business promotion) • Using museum design experts to design the historic mill exhibition area
Other innovation types	
E.g. add here any other innovation that does not fit under any of the above	• Adoption of a different (compared to her father's) management and leadership style, more compassionate, flexible, communication and relation-based

Lithuania

Table A2.4. Summary of innovations grouped by type of innovation – Lithuanian Living Lab (LL)

Living Lab country:	**Lithuania**
Type of innovation	**Innovations**
Product innovation *E.g. Making a new product*	• Creating jam from blueberries • Making wine from blueberries • Grape growing and winemaking with packaging design • Niche fish products with original names and packaging
Service innovation *E.g. Developing a new service*	• Educational activities about beekeeping, honey, and candle making • Educational activities about winemaking
Process innovation *E.g. Finding a new way to make an existing product*	• Automation of seedling production in greenhouses • Optimization of fresh blueberry supply to market • Creating a new online store • Improving online payment systems • Optimization of the payment settlement system (home, markets, fairs) • Optimizing direct-to-consumer home sales • Combining multiple sales channels (home, markets, online)
Brand innovation *E.g. Adapting or developing a new brand*	• Creating a brand for dairy products • Creating a brand for beekeeping products • Increasing brand value through marketing • Creating new brands for processed vegetable and herb products • Uniting local producers under a single local shop brand
Business model innovation *E.g. Introducing new ways to generate revenue*	• Organizing educational activities as an additional income source • Generating income from flower growing and bouquet sales • Additional income from organic cattle farming

	• Generating income from fresh and processed vegetables • Egg club subscription model, instead of ad hoc egg sales
Levels of innovation	
Incremental innovation *E.g. Improving an existing product to appeal to a broader market*	• Producing honey with freeze-dried berries • Making ointments and soaps from beekeeping products • Unique dairy products from Jersey cow milk
Radical innovation *E.g. Bringing something new to the market*	• Small farm concept: diverse, high value-added production sold directly to consumers
Disruptive innovation *E.g. Creating a new product for an existing market*	
Architectural innovation *E.g. Combining familiar products to create a novel product*	• Cucumber ice cream, jams • Dark chocolate with hemp seeds • Vegetable-based sauces, snacks, and salts
Sustaining innovation *E.g. Implementing improvements to maintain a market or competitiveness*	• Producing niche/traditional dairy products for 24 years • Using renewable energy in greenhouses • Using drones for blueberry monitoring • Installing automated weeding systems
Contemporary innovation types	
Social innovation *E.g. Collaborating or co-creating innovations within communities*	• Educating schoolchildren about beekeeping and related products • Products aimed at promoting regional identity and awareness
Open/network innovation *E.g. Innovating with others by sharing knowledge and resources*	• Creating and sharing vlogs about organic farming and cattle raising • Co-creating products with Living Lab participants • Messenger group for advice and idea sharing
Other innovation types	
E.g. Add here any other innovation that does not fit under any of the above	

Netherlands

Table A2.5. Summary of innovations grouped by type of innovation – Netherlands Living Lab (LL)

Living Lab country:	Netherlands
Type of innovation	**Innovations**
Product innovation *E.g. Making a new product*	• On-farm Ice cream production and sale on dairy farm • Leaflet to attract women's engagement in agriculture policy making • Report presenting a reflection of farm women's engagement in area-oriented policy making
Service innovation *E.g. Developing a new service*	• Connecting demand and offer of on-farm locations for rent • Coaching policymakers engaged in sustainable agricultural development • Pilgrimage walk for farmers to address mental health concerns • Mindful walks in nature
Process innovation *E.g. Finding a new way to make an existing product*	• To professionalise Human Resource Management (HRM) on their farm
Brand innovation *E.g. Adapting or developing a new brand*	• Developing an ice-cream business brand • Developing a new brand as a platform for renting farm spaces • Designing a new brand to give systematic support to agricultural businesses
Business model innovation *E.g. Introducing new ways to generate revenue*	• Start of Regenerative farm • Nut trees on fallow farmland • Diversifying products within new brand - from ice-cream parlour to small truck to visit markets
Levels of innovation	
Incremental innovation *E.g. Improving an existing product to appeal to a broader market*	• Bringing new ice-cream flavours to the market
Radical innovation *E.g. Bringing something new to the market*	• Rewilding farmland with food forest & temporary housing
Disruptive innovation *E.g. Creating a new product for an existing market*	• Taking an ice-cream food truck to existing markets • Selling homemade waffles and ice-cream at local market
Architectural innovation *E.g. Combining familiar products to create a novel product*	• Embedding the concept of rewilding within the local community • Setting up milk tap at farm

Sustaining innovation *E.g. Implementing improvements to maintain a market or competitiveness*	• Attending events to bring rewilding to a wider audience • Reevaluating ideas and adjusting for a new personal direction
Contemporary innovation types	
Social innovation *E.g. Collaborating or co-creating innovations within communities*	• Promoting one another's innovation projects and successes via own social media platforms • Bringing stakeholders together to form a Board for rewilding project • Hosting a nature walk around farm for local stakeholders • Hosting a walk for local farmers to focus on mental health • Hosting a walk for local stakeholders to talk about farmers mental health issues • Hosting open days to invite local communities onto farm
Open/network innovation *E.g. Innovating with others by sharing knowledge and resources*	• Podcast guest as a role model of rural female innovators • Sharing skills within the group including marketing • Co-hosting workshops at numerous conferences • Attending Consortium meeting as a Living Lab participant
Other innovation types	
E.g. Add here any other innovation that does not fit under any of the above	

Norway

Table A2.6. Summary of innovations grouped by type of innovation – Norwegian Living Lab (LL)

Living Lab country:	**Norway**
Type of innovation	**Innovations**
Product innovation *e.g. making a new product*	• Desserts and sweets • New packaging of existing product • New types of beer
Service Innovation *e.g. developing a new service*	• Development of accommodation for pilgrims and other guests
Process innovation *e.g. finding a new way to make an existing product*	
Brand Innovation	

e.g. adapting or developing a new brand	
Business model innovation *e.g. introducing new ways to generate revenue*	
Levels of innovation	
Incremental innovation *e.g. improving an existing product to appeal to a broader market*	• Use of Norwegian beer malt
Radical innovation *e.g. bringing something new to the market*	
Disruptive innovation *e.g. creating a new product for an existing market*	
Architectural innovation *e.g. combining familiar products to create a novel product*	• Sustainable desserts made from leftovers from production of regular products
Sustaining innovation *e.g. implementing improvements to maintain a market or competitiveness*	• New ways to distribute/target a specific customer group with existing products
Contemporary innovation types	
Social innovation *e.g. collaborating or co-creating innovations within communities*	• Development of a 'toolbox' on how to utilize the resources in your own region – a collaboration between actors who go together and use their products to create a new product that no one else has, linked to regional food products
Open/network innovation *e.g. innovating with others by sharing knowledge and resources*	
Other innovation types	
Other e.g. add here any other innovation that does not fit under any of the above	

Scotland

Table A2.7. Summary of innovations grouped by type of innovation – Scottish Living Lab (LL)

Living Lab country:	Scotland
Type of innovation	**Innovations**
Product innovation *e.g. making a new product*	• Felted goods – tea cosies, bird nesting pods, coffee cup warmers • Woven goods – scarves, spinning to produce yarn • Honey • Gift cards for Seeds of Scotland / Dun Flashadder • Offering a wider range of veg seeds • Seed gift boxes • Croft maps • Community woodland - small-scale tree nursery
Service Innovation *e.g. developing a new service*	• Community café • Offering goat petting • Seed saving workshops • Deer stalking
Process innovation *e.g. finding a new way to make an existing product*	• Meat – slaughter and processing methods • Spinning and weaving methods to produce new products • A sink to streamline and increase production of felted goods • Egg club subscription model, instead of ad hoc egg sales • Halter training Highland calves for tourist highland cow walks/petting
Brand Innovation *e.g. adapting or developing a new brand*	• Bringing together different products with their own identities under a single croft brand • Developing social media to sell meat products
Business model innovation *e.g. introducing new ways to generate revenue*	• Running a community café • Organising an annual craft fair • Changing business type to charitable status from a for-profit tourist business • On-site accommodation for tourists and housing • Making lemon curd and meringues to sell, from surplus eggs • Providing Wooffing accommodation & support for temporary workers to learn about crofting life
Levels of innovation	
Incremental innovation *e.g. improving an existing product to appeal to a broader market*	• Drovers relish • Wildflower seed production

Radical innovation *e.g. bringing something new to the market*	• Seeds of Scotland – Scotland's only fruit, vegetable and flower seed company • A local new-to-the-area charity for youth outdoor pursuits
Disruptive innovation *e.g. creating a new product for an existing market*	• Accurate hay costing using Strava app
Architectural innovation *e.g. combining familiar products to create a novel product*	• Seed boxes as gifts, with multiple packets of seeds • Breakfast packs for local tourist accommodation
Sustaining innovation *e.g. implementing improvements to maintain a market or competitiveness*	• Constant adaptation • Separate workshop space to produce felted goods and host classes and retreats • Reclaiming (Value Added Tax (VAT) on children's books to maintain a competitive edge • Rebuilding an online booking system from scratch • Collaboration with an inventor to adapt their US-spec patented machine for seed production to the Scottish market
Contemporary innovation types	
Social innovation *e.g. collaborating or co-creating innovations within communities*	• Community café with local goods for local people • WhatsApp group to maintain the crofting women's network in between Living Labs, to share ideas • Community woodland event • Housing for local people and temporary workers • Outdoor classroom/learning space – community solutions for early years provision, site visits with primary school children
Open/network innovation *e.g. innovating with others by sharing knowledge and resources*	• A discount scheme across nearby businesses, such as discounts on ice creams when tourists pay for a tour or bike hire • Relationships with local hotels and chefs to use and promote products • Mutually beneficial partnerships with outdoor activity providers, e.g. for cycle hire without needing to own and maintain the bikes • Networking with other Scottish growers so that seed is grown in more suitable soil/local climate. E.g. growing beans and peas in an alternative location may improve yield, and save one grower the cost of netting and crop space • Influencing current crofting policy by providing new entrant support, to counter depopulation and aging community
Other innovation types	

E.g. add here any other innovation that does not fit under any of the above	

Spain

Table A2.8. Summary of innovations grouped by type of innovation – Spanish Living Lab (LL)

Living Lab country:	**Spain**
Type of innovation	**Innovations**
Product innovation *e.g. making a new product*	• New crops to improve sustainability • New type of wines • Local vegetables (zero-kilometre) • Local free-range eggs (zero-kilometre) • Local honey (zero-kilometre) • New products derived from honey • Organic production (cereals)
Service innovation *e.g. developing a new service*	• Rural wine tourism development • Local wine tasting experiences • Participation in honey workshops as teacher
Process innovation *e.g. finding a new way to make an existing product*	• Crops rotations to improve sustainability • High tech machinery • Digitalization of processes in farm activities (Global Positioning System (GPS), APPs)
Brand Innovation *e.g. adapting or developing a new brand*	• Belonging to a regional quality food brand • Belonging to a honey producers' association • Developing social media to showcase agricultural and livestock activities
Business model innovation *e.g. introducing new ways to generate revenue*	• Winery and vineyard visits by individuals, groups, and professionals • Participation in annual fairs to promote products (regional and national)
Levels of innovation	
Incremental innovation *e.g. improving an existing product to appeal to a broader market*	• New wines to new markets and demands
Radical innovation *e.g. bringing something new to the market*	• Transformation of the primary production through the cooperative (lamb meat into cans)

Disruptive innovation *e.g. creating a new product for an existing market*	• New products derived from honey
Architectural innovation *e.g. combining familiar products to create a novel product*	• Smaller wine bottles as gifts • Different sizes of eggs boxes
Sustaining innovation *e.g. implementing improvements to maintain a market or competitiveness*	• Constant adaptation • Engaging with media to highlight product value and ensure competitiveness • Participation in fairs and events to promote products • Participation in research projects with different organizations
Contemporary innovation types	
Social innovation *e.g. collaborating or co-creating innovations within communities*	• Leader of a women's association • Leader in decision-making positions (cooperative) • Support for new entrepreneurs • Use of social networks and media to make the sector visible • Active participation in their Local Action Groups • Community entrepreneurship events • Visits to primary schools to explain their activities • Recruitment of a female trainee
Open/network innovation *e.g. innovating with others by sharing knowledge and resources*	• Relationships with local bars and hotels to use and promote products • Strategic collaborations with entrepreneurs within or beyond the sector • Participation in fairs and events to learn and share knowledge with other producers
Other innovation types	
E.g. add here any other innovation that does not fit under any of the above	

Sweden

Table A2.9. Summary of innovations grouped by type of innovation

Living Lab country:	**Sweden**
Type of innovation	**Innovations**
Product innovation *e.g. making a new product*	• Climate certified beef • Charcuterie products (beef) • Tallow ('chefs' tallow'; 'golden tallow')

	• Beef stock • Leather products (aprons, pot holders, coasters etc.) • Skin-care products based on tallow • Flavoured salts • Craft beer • Bone-charcoal for barbecuing • Smokey wood chips for barbecuing • Organically produced beef from natural pasture-fed cattle • Charcuterie products, from pork produced on the farm (40 varieties) • Vegetarian protein patties made of lupin beans produced on the farm (different flavours) • Frozen boiled lupin beans • Dried lupin beans • Fruit products (jams, syrups, juices, chutneys) made from the farm's berries, fruits and flowers • Eggs from free range grass-fed chickens, eggs sold in farm shop • Vegetables and fruit products (jams) from own forest-garden
Service innovation *e.g. developing a new service*	• Farm shop • Farm shop and café • Sausage festival • Farm restaurant • Tourist accommodation on farm • Horse riding camps • Forest 'hang-out' and 'forest spa' • Pitch for motorhomes in the forest, marketed via the app Eremit
Process innovation *e.g. finding a new way to make an existing product*	• 'Retired milk cows' home' – grass feed milk cows for beef production • Climate certified beef production (using science base target) • Selling beef (products) directly to customers through 'boxing scheme' • Meat cutting facility on farm, for cutting own beef and others' meat • Selling pork products directly to local customers (in so-called 'REKO-rings' whereas producers and consumers are connecting through groups on Facebook) • On-line shop (meat boxes and pork products) • Forest garden – growing vegetables, berries and fruits using particular techniques (imitating natural forest ecosystems) • Growing fruit trees and berry bushes on a plot of old arable land in the forest

	• Using milking robots • Built and using 'flat silo' for storage of silage
Brand Innovation *e.g. adapting or developing a new brand*	• Developing new concepts for beef production and products ('retired milk cows' home', 're-cow', 'cow spa' etc.) • Developing social media to sell (beef) products • Developing home page for selling beef products and products also sold in farm shop • Inventing and hosting a 'sausage festival' to draw customers to the business • Developing a new brand for pork products, linking the products to the place of production ('Visingsögrisen') • Developing the concept 'forest hang-out' and 'forest-spa'
Business model innovation *e.g. introducing new ways to generate revenue*	• Organising a sausage festival • Making products off beef 'residuals' – using the whole animal (including skin, tallow, bones) • On-site accommodation for customers doing horse riding camps
Levels of innovation	
Incremental innovation *e.g. improving an existing product to appeal to a broader market*	
Radical innovation *e.g. bringing something new to the market*	• Vegetarian protein patties made of lupin beans produced on the farm (different flavours) • 'Forest hang-out' and 'forest spa' • 'Retired milk cows' home'
Disruptive innovation *e.g. creating a new product for an existing market*	
Architectural innovation *e.g. combining familiar products to create a novel product*	
Sustaining innovation *e.g. implementing improvements to maintain a market or competitiveness*	• Constant adaptation and development of new products

Contemporary innovation types	
Social innovation *e.g. collaborating or co-creating innovations within communities*	• Messenger group to maintain the women's network in between Living Labs, to share ideas • Sausage festival • Outdoor classroom/learning space – site visits with school children
Open/network innovation *e.g. innovating with others by sharing knowledge and resources*	• Relationships with local producers to use and promote products in farm shops • Educating the public on farm production using social media
Other innovation types	
E.g. add here any other innovation that does not fit under any of the above	

A3 Annex 3. Development of innovations per country

Croatia

Table A3.1. Summary of the development of innovations for the Croatian Living Lab (LL)

Croatian Living Lab - summary of the development of innovations during the GRASS CEILING project
The Croatian Living Lab – Eco Women Entrepreneurs (EWE) The innovation development process during participation in the Croatian Living Lab went through several phases: from the initial steps in which the members were just becoming aware of their position in the business environment and on the market, through the acquisition of new knowledge and skills (especially about the characteristics and needs of the market), to the recognition of their capabilities and bold actions in creating and offering new or innovated products and services. In several cases, the process of developing their innovations even overtook the phases of the project. Members of the Croatian Living Lab have continuously shared advice with each other on how to solve business, but even more so administrative, problems (not only at LL meetings, but also via a WhatsApp group or during visits to one another's farms). They emphasize the importance of a friendly, informal relationship based on trust, which significantly helps in solving formal, business problems. Their collaboration resulted in numerous ideas and insights, for example: (i) that there is a need for some products, but there is no transport infrastructure (this case was fortunately resolved as a result of networking on the project) or (ii) that there is a need for a new product on the market, but there is no adequate administrative framework at all (horse meat sausage) or (iii) that there is a need for a greater quantity of new or improved products, but climate risks in production are increasingly pronounced and increasingly difficult to overcome (administratively, financially, organizationally - two participants experienced significant material damage during the project, which forced them to make significant changes to their business plans). However, regardless of the mentioned limitations, their ideas resulted in completely unexpected new products and services, mainly as a natural response to the specific needs of modern times (health problems, educational or recreational needs). Moreover, a strong shared sense of environmental health and quality inspired them to develop the idea of a project that would explore creative ways to utilize wool which is now treated as waste. The experiences gained through learning the steps in the innovation process helped Living Lab participants to recognize more clearly their risks in business, to better argue their business goals

and better prepare for challenges in the future. Throughout the entire process of cooperation and learning, participants had strong advisory and guiding support from experts from the Chamber of Agriculture, and they also established better cooperation with representatives of local communities.

In order to refine and expand their experiences, they proposed that the collaboration continue by establishing a so-called mentoring network, through which they would continue to learn from each other, but also share insights and advice with other interested female entrepreneurs and innovators.

Ireland

Table A3.2. Summary of the development of innovations for the Irish Living Lab (LL)

Ireland Living Lab - summary of the development of innovations during the GRASS CEILING project
In the Irish Living Lab, the innovators were deeply interested in each other's journeys from day 1 and brought samples of their products to the initial meetings. There was a strong preference for storytelling with a dependency on oral means of communicating innovation journeys. All women expressed a discomfort with the term 'innovator', stating that they often felt a sense of 'imposter syndrome' when referred to as an innovator. Despite this prevailing humility, each woman had achieved significant progress in their innovation journeys, and several had won numerous awards for their business and for contributions to their communities. All felt a sense of commitment to their local communities and there was a prevailing interest in, and dedication to, sustainable business and innovation approaches. There was a strong sense of social justice, with commitment to ethically and ecologically sound business model practices. All innovators expressed a strong preference for working together on their innovation ideas and were often as interested in other innovation journeys as their own. In the initial Living Labs, the women tracked two innovation journeys and then adapted the learning to their own environment. It appeared that learning took place collaboratively, where the women offered support and advice to each other in developing individual and collective innovation ideas. While the women innovators showed evidence of informal engagement with the provided templates, tasks and tools that directly related to their innovator environment both within and between the Living Lab sessions, they did not formally complete the templates within and between meetings. A particularly valuable insight is that the women updated each other regarding their innovation progress at the start of each meeting. Their request for, and willingness to engage with this process was evident throughout the Living Lab journey. It exhibited,

- Reflective practice, adopting and adapting the innovation process in their innovation environments between Living Lab sessions.
- A deep interest in how each of the other Living Lab innovators were progressing in their innovation development.
- Organic connectivity and engagement with each other's projects.
- Nascent innovators gained from peer experiences and expert advice.
- The benefit of a widened network to include Higher Education Institutions (HEI) advisors and stakeholder experts allowed women to request and attain expertise to progress their proposed innovations in a pragmatic way.
- The women requested an audience with funding and policy stakeholders, and their confidence grew in challenging existing structures, processes and services that created unnecessary barriers to female rural innovator engagement with these structures, processes and services.

The women progressed their individual innovations in a pragmatic way. Some were known to each other and ran their businesses in close proximity, but others were new contacts, spread across the region. Network activity grew in and between Living Lab sessions over the duration of the project.

Most of the women had advanced businesses. Learning was collaborative and noticeably supportive. In year 2, two of the women innovators agreed a life-changing arrangement, which resulted in one innovator taking over a fellow innovator's business. The evident trust and reciprocity generated within the Living Lab offered this substantial opportunity between two innovators, founded in networked innovation activities.

In year 3, when a Living Lab was held at one innovator's production premises, the other women innovators provided their products when preparing morning coffee including, chocolate granola, and natural yogurt. Spreading this ethos to other local producers, breakfast included locally sourced edible flowers and locally produced honey. Engagement with a local farmers market had expanded the women's networks, facilitating inclusion of these other producers' wares. Touring these facilities deepened understanding of each innovator's approach (e.g., process, product and socio-ecological innovations), and enhanced knowledge transfer) between the innovators.

Italy

Table A3.3. Summary of the development of innovations for the Italian Living Lab (LL)

Italian Living Lab - summary of the development of innovations during the GRASS CEILING project

LL women innovators have pragmatically used all resources available, both personal and professional, integrating their hobbies and maternal experiences, to drive their innovation project development. The project LL pathway has essentially helped them to:

- Structure their reflection and ambitions about their innovation idea
- Expand their horizons and toolbox
- Connect to each other and to each other's projects.

Each woman innovator has crossed path with the LL experience at a relatively different development stage of her innovation project, some advanced, others less.

Seven (out of eight) women have been able to channel their vision and energy and stay focused on the same innovation project, using the LL activities to structure, refine and, sometimes, expand the original idea. Five of them, so far, have also already made it work in real-life situations, seizing available opportunities or pro-actively creating them.

One woman has used two main courses of action (as two sides of the same coin) with the LL work helping her to define her initial idea. Limited availability of financial capital and time to invest in her innovation project has influenced her innovation journey which appears to have been substantially affected by personal struggles and intimate reluctancy to take, and then stay focused on, a final decision. Something she was already aware of and is trying to come to terms with, also through the LL experience.

It is also interesting to say a few words on the rhythm of women's innovation journeys and highlight that the innovation evolutionary pathway has been gradual, evident and easy to follow/report more for some women than for others. For others, progression has alternated with moments of stagnation or uncertainty which, have been overcome, leading to further, sometimes quite sudden and to some extent unexpected, twists and advances.

The LL co-leading team has been surprised to observe how some women innovators have been able to speed up and expand the development of their projects, especially towards the end of the journey. This is the case, for instance, of the woman originally focusing on the setting up of a rural museum in her farm's ancient traditional olive oil mill; she has further articulated her project including other on-farm educational and recreational activities with children, families and tourists to be carried out also in collaboration with local actors. Another case is one of the youngest LL innovators that is producing free-range eggs; she has been able to rapidly design, test and now regularly organises an increasingly diversified range of on-farm recreational and educational activities with children in the framework of devoted events (e.g. Easter egg hunt, plant a tree event) or in collaboration with local schools and associations (e.g. local farming kindergarten, local Asperger association).

Another woman, the social worker innovating skills assessment of students with disabilities for a better match with businesses' needs and more targeted job placement, has been able to accelerate and successfully complete the testing phase with partner schools, getting very positive feedback.

Surprisingly students with disabilities performed better than other students also involved in apprenticeship projects, also thanks to the investment of the companies, which, feeling a sense of responsibility, became more deeply committed to the project, allowing students to have real work experience. This woman innovator is now exploring the potential of an 'app' developed by a technological partner to speed up and improve the matching process.

In general terms, the team has been positively impressed by the level of ownership and competence women have developed in the use of the proposed tools that, as women themselves reported, now are an integral component of their professional and personal background.

For some women the LL experience has been transformative; looking back they feel that they have been changed by it. Others did not really change their life and work posture but appear to be better equipped for future challenges.

For example, the first group includes the social worker of a therapeutic community for drug (and other kinds of) addiction aiming at streamlining and improving the management of the recently established food processing laboratory connected to the on-the-spot social garden activity. Following her original idea, she has been able to create the conditions for a more rational and professional management of the business also through the hiring of external experts which is producing, even beyond her own expectations, very good results in terms of expansion, qualification (organic certification) and diversification of products, selling outlets and activities as well as in terms of the overall revenue. She has also been able to step back, 'change' her natural way to deal with issues and reposition herself in a different role, more consistent with her competences, focusing on the rehabilitation of community members through inclusion in the food lab activities.

The owner/manager of the local bookstore organising the 'Confabulare open air event' (see description earlier on) also reported a change in her attitude and behaviour; consistent with her innovation idea, she has been able to attract, organise and manage volunteers working for the event, finally delegating tasks and responsibilities while keeping a supervising and coordinating role for herself (while in previous editions of the event she had always been overloaded with the organising burden and all connected tasks).

Even though women innovators of the Italian LL were recruited from the same area, within the geographical boundaries of the Biodistretto delle Lame, only some of them knew each other before the project, and in most cases quite superficially. Sharing the LL experience led women to connect, to learn about each other's character, struggles, dreams, personal life, and professional plans. Over time, naturally, women started discussing ideas and possibilities for collaboration in pairs or small sub-groups. Not only did they realise and start experimenting on the ground the potential of cross-contamination of their innovation projects, they also developed self-awareness as a unique group of innovators. Interestingly, they became more visible, individually and as a group, also to the biodistrict management board that decided to charge the LL group with the implementation of a project funded by the biodistrict through municipality funds, aimed at co-designing and co-organising a programme of events and activities for local citizens and tourists focusing on the

revitalisation of historical centres, rural – urban spaces and communities reconnection through valorisation of local heritage and traditions.

Lithuania

Table A3.4. Summary of the development of innovations for the Lithuanian Living Lab (LL)

Lithuanian Living Lab - summary of the development of innovations during the GRASS CEILING project

The role of women in the Lithuanian Living Lab

The Lithuanian Living Lab engaged eight women with diverse experiences in agriculture and at different stages of innovation implementation. This diversity shaped the roles each participant assumed within the Lab's collaborative activities.

Beginning farmers actively shared their challenges and sought targeted mentoring from more experienced participants—those with greater expertise in both farming and implementing innovations. In contrast, the more advanced women focused on acquiring expert knowledge, refining their innovations, and strategically enhancing their business operations.

This dynamic model of knowledge exchange led to the following tendencies:

- Newcomers experimented with innovations by drawing on peer experiences and expert advice;
- Experienced participants more strategically integrated innovations tailored to their farm-specific needs.

During the meetings, the more advanced innovators encouraged others to take small steps toward innovation, even when faced with fear or uncertainty. Discussions included both successful and unsuccessful experiences, fostering a sense of mutual support, confidence, and empowerment.

Observations from mentoring conversations, interactions on social media, and a shared Messenger group demonstrated steady progress in innovative practices. The women consistently sought to strengthen their market presence, raise product awareness, and enhance their brand visibility. Their innovations spanned process optimization, new product development, packaging and label design, the diversification of sales channels, service expansion, and customer communication, among others.

In many cases, participants implemented multiple innovations simultaneously, with each innovation at a different stage—from initial idea exploration to full-scale product launch.

Some women brought product prototypes to Living Lab meetings to gather constructive feedback and test new flavours or packaging solutions. Collaboration extended beyond formal meetings—through joint participation in fairs, markets, and continuous digital communication. They

exchanged practical advice and explored possibilities for forming collective project-based groups to gain competitive advantage through cost optimization and offering a broader, complementary product assortment to consumers.

One of the most significant achievements of the project was the development of new product prototypes created by combining different women's experiences and individual products. Rather than co-producing from scratch, the women contributed unique components from their own farms—such as herbs, vegetables, or value-added items—which were then integrated into joint offerings. Examples include basil pesto and tomato pesto, reflecting how complementary skills and ingredients can generate added value through collaboration.

While these outcomes were clearly facilitated by the Living Lab setting, it is important to acknowledge that many of the observed innovations and collaborations were also shaped by external factors beyond the project scope—such as prior entrepreneurial experience, market conditions, and personal motivation. Therefore, the attribution of results should be seen as shared between project-driven support and these individual or contextual influences.

Looking forward, the participants plan to develop spice blends, seasoning mixes, and soup flavouring products by further combining their agricultural produce. These collaborative innovations are not only aimed at expanding product lines, but also at applying zero-waste principles, ensuring that surplus or lower-grade raw materials are effectively utilized. This approach strengthens both the sustainability and economic viability of their micro-businesses, while reinforcing community-based innovation.

A remarkable moment reflecting the growth of participants' knowledge and confidence took place during the eighth Living Lab meeting, which coincided with the ENACT (Enabling Social Innovation Entrepreneurship in AgriFood through Digital Transition) Project Study Visit at Vytautas Magnus University Agriculture Academy. This international event, focused on digital and social innovation in the agrifood sector, brought together stakeholders from Spain, Portugal, Lithuania, and Austria for discussions, field visits, and collaborative workshops.

Although the GRASS CEILING group participated as guests, the women's active involvement during the workshop on building digital and social innovation models clearly demonstrated how deeply they had internalized the project's objectives. In open group discussions, the Lithuanian participants confidently shared personal experiences, highlighted structural barriers, and proposed concrete ideas to foster innovation and inclusion in rural areas.

Participation in this multinational setting gave the women valuable exposure to diverse national perspectives, strengthened their confidence, and expanded their strategic thinking. For Living Lab members, this was their first experience in an international workshop, offering them a meaningful opportunity to contribute to cross-cultural dialogue—an empowering step that validated their lived expertise and enhanced their role as changemakers in the agrifood sector.

Expert consultations and training activities

Within the GRASS CEILING network, Lithuanian Living Lab participants received ongoing advice, recommendations, and support across various thematic areas crucial for fostering innovation in rural businesses. The training activities were carefully designed to address the specific needs of the women innovators. Key topics included digital technologies and advertising (introduction to digital tools, advertising strategies, targeted marketing); working with social media for small business promotion; circular economy and industrial symbiosis opportunities in rural areas; agricultural policy updates, managing business risks (negative consequences of policy interventions); smart villages, etc.

Qualified experts provided broader perspectives on these themes, significantly enhancing the women's capacity to recognize emerging opportunities, adapt to market changes, and maintain competitiveness. The direct engagement with experts allowed participants to refine their strategies and tailor their innovations more effectively.

Notably, while initial training sessions followed formal programmes, emerging practical topics and questions often led to additional, informal discussions—during coffee breaks, in group chats, or after formal sessions. This flexible, participant-driven approach enriched the learning experience, ensuring that new, urgent topics were also addressed in real time.

The selection of experts was critical to the success of the training programme. Great care was taken to align expert competencies with the participants' specific needs. Although personalized one-on-one consultations were not formally budgeted under the project, efforts were made to offer sessions where experts provided both general theoretical insights and later addressed individual questions from participants.

The consultations had a significant impact on the innovation processes: when experts provided targeted, actionable recommendations, participants were able to progress faster and with more confidence. The combination of formal expert input, peer-to-peer knowledge sharing, and continuous informal communication channels proved highly effective in supporting the women's innovation journeys.

Netherlands

Table A3.5. Summary of the development of innovations for the Netherlands Living Lab (LL)

Netherlands Living Lab - summary of the development of innovations during the GRASS CEILING project
The Dutch women had clear ideas what to develop during the GRASS CEILING project; they did vary in how far they had proceeded already. Some were clearly more advanced than others. Two women changed their ideas during the project: One because her farm had to be sold due to a problem with the bank; she started a new job as an agricultural teacher and recently bought a new farm on which to start regenerative farming. The other woman had too little time to focus on her

original plan due to heavy engagement in area-based policy development; she decided to reflect on that process instead with the idea to inform others engaging in similar processes.

One woman had to switch ideas several times and finally put them on hold, among others because of family dynamics rendering it difficult to innovate her partner's parental farm; eventually, she gave up altogether.

More generally, the processes did not develop in a straight, linear way. One woman temporarily stopped due to pregnancy. Another woman had to face uncertainties time and again. Also, due to worries and differences of opinion within the family. Worries, self-doubt and uneasiness to move forward occurred more often. Many women initially had difficulty using the course's tools, as they seemed strange and complicated to them. Many also did not dare to discuss their plans with potential customers. Several times, however, the tools proved useful at a later moment. We also noticed that some women suddenly "jumped three steps ahead", after a previously slow development. Slow development could be caused by several factors: self-doubt, discussion within the family, pregnancy, need to put more effort in a paid job, loss of the farm.

All valued the Living Labs and the mentoring talks; partly for the tools offered but also the time reserved to work on their projects, the push to move on, the opportunity for personal reflections; the moral support offered by the women; the mutual help and solidarity offered by the Living Lab partners; the feeling not to be alone in this; a place to tell your story, and the attention the project realised. And the extra workshops offered in response to needs identified within the group: Storytelling workshop, Communication and Canva training.

Norway

Table A3.6. Summary of the development of innovations for the Norwegian Living Lab (LL)

Norwegian Living Lab - summary of the development of innovations during the GRASS CEILING project
In general: The innovators were all experienced when they became part of the Living Lab, and they all had active businesses when entering the GRASS CEILING project. They had little or no communication with each other outside the Living Lab but greatly appreciated meeting and being able to exchange experiences, tips, advice, guidance and think aloud with others in a similar situation. Sharing how they feel, develop as innovators, and coaching each other became an important part of the Living Lab, as they all had a lot of experience. The main innovation for the women during the project period has been to innovate solutions for one's own company, including further product development, and for oneself and one's life as an innovator. The Living Lab for these women has not been about developing a business but sustaining it.

The role of the network:
Our Lab has not focused on product innovations itself but rather dialogue around issues that can strengthen their resilience as innovators, how to be best equipped to withstand change, how to build a structure that makes it sustainable to continue being an innovator and exchange of experiences on how to position yourself in the market.

Many of the women innovators have worked on entering new markets, developing products aimed at new markets, investing in new equipment, and they have worked on their own role in the company and its development - and for some this has meant giving up responsibility, delegating, acquiring expertise in fields they need to strengthen and taking risks. The Living Lab's role in this has been to get confirmation from the others that they are on the right track, helping each other to see new solutions, inspiring each other, get confirmation that they making the right choices, any input on how they can do things differently, learning from mistakes others have done, tips on networks/advisors and people to contact that other participants have had good experiences with, and emotional support.

Innovations the women brought into the Living Lab – the foundation for the discussions and work:

- Guesthouse
- Artisan bakery
- Pastry shop
- Brewery
- Sheep skins/rug
- Fishing tourism/sale of fishing licenses and accommodation
- Lamb meat products
- High-quality cod-liver oil
- Egg and milk-based products: cheese, ice cream, cakes, meringue, mayonnaise, fresh batter for waffles and pancakes
- Multitude of beer products from a craft brewery
- Pasteurized products from milk and yoghurt made on farm – sold in farm shop together with other season-based farm products
- Learning space for junior secondary school students (on farm)

- Ancient heirloom grains
- Showcasing of traditional Norwegian folk costumes
- Accommodation for tourists, including food service

Due to the women bringing the main products with them at the beginning of the Living Lab/project, our role as co-leads in this Living Lab has mainly been to facilitate good interaction processes, conversations and exchanges of experiences, and we have reached out to stakeholders who they have been interested in meeting/learning from, or who have been connected to the themes determined by the main project.

Scotland

Table A3.7. Summary of the development of innovations for the Scottish Living Lab (LL)

Scottish Living Lab - summary of the development of innovations during the GRASS CEILING project
The women in the Scottish Lab constantly adapt and change due to the competitive markets in which they operate. Overall, they innovate quite naturally but do not always recognise that they are innovating, nor when they have a business opportunity. The participants are resourceful - often, their hobbies are brought into their businesses to generate new forms of income, and they build relationships for mutual benefit within their local communities, without considering this particularly innovative. *The role of the network* Within the GRASS CEILING network, the participants receive tips, advice, and support on topics such as breeds, slaughter, crops, materials, grants, and trial crops like flax, which enable them to adapt their businesses, be agile, and take risks. Despite the gaps between Living Labs, the women maintained their relationship via a WhatsApp group and visits to one another's crofts. Drawing from previous experiences and other jobs, the women possess and share a range of useful knowledge and skills. Some work for authorities and other organisations and can offer informal advice on policy and regulations. Beyond the network of participants, the Scottish innovators took part in croft visits for knowledge exchange. This led one innovator to develop an Egg Club, to sell eggs on a subscription model rather than ad hoc, which was inspired by a visit to a croft with a similar scheme. It was surprising to the Scottish co-leads that the participants chose to hear from inspirational women running businesses rather than support organisations, when choosing stakeholders to involve in the Living Labs. It may reflect a preference for receiving advice and support through a peer network and those with similar lived experiences, rather than more formal types of advice.

The clear growth in confidence among the participants, how they support each other, take more risks, and have become more confident in their decision-making process, are likely due to trusting the advice they receive from peers.

Business advice

The Scottish Living Lab participants all received mentoring from the co-leads between each Living Lab. This helped them to share ideas, identify opportunities, and build confidence. It offered a range of benefits for their innovation journeys, including:

- Receiving support and signposting
- Help that was adapted to individuals and bespoke to their needs
- Long-term engagement with the same advisors, forming relationships and building trust

This guidance helped to change and develop participants' innovations. In terms of unexpected developments in innovations, one of the participants had intended to develop a housing project, which would be the first on her island in 30 years. The project was expected to take years but moved surprisingly quickly.

Another participant was supported to develop their leisure business from a profit-making enterprise to a charity supporting young people to gain confidence in the outdoors. The innovator was supported to adapt her business model within a funded market, rather than the tourist economy as previously.

Spain

Table A3.8. Summary of the development of innovations for the Spanish Living Lab (LL)

Spanish Living Lab - summary of the development of innovations during the GRASS CEILING project
The women participating in the Spanish Living Lab are at an advanced stage in their innovation processes. Four of them are farmers (working with dryland crops, irrigated vegetable crops, and vineyards), while the other four are livestock breeders (involved in free-range egg production, semi-extensive sheep farming, pig breeding, beekeeping, and extensive cattle farming). All of them have been active in the sector for at least five years, with some already having extensive experience. They are well-accustomed to implementing innovative initiatives, which are essential for improving their farms in such a challenging and unpredictable sector as agriculture and livestock farming. As previously mentioned, the Spanish women participating in the project have already implemented innovations and are now facing barriers that go beyond the initial stages of the

innovation process. For this reason, from the beginning, the Living Lab co-leaders designed a different working framework, as requested by the women themselves. They wanted to delve deeper into identifying the main barriers hindering their progress and propose solutions to overcome them. Some of the support measures included training activities, enhancing the visibility of the group through participation in regional and national media, and meetings with political representatives, among others.

These have been the core focus of the various Living Lab meetings: a set of activities that the women have found useful to express their voices and demands. In turn, the various stakeholders involved have shown strong support for this group of women—through group talks, active participation in the project's activities, and in some cases, providing personal assistance in addressing their individual questions and concerns.

Regarding the working network established through the project, the women are very satisfied with the opportunity to share both their concerns and successes with other women—some of whom come from more remote regions, yet all united by the same motivations. They have created a WhatsApp group that remains active between project meetings, where they share events, updates on their activities, and mutual advice. The oldest innovative woman often says that, although she has extensive experience, she is always learning from her peers. In turn, the rest of the group sees her as a role model.

Throughout their collaboration in the project, all the women have gained confidence and a desire to expand their operations with new activities and innovative products. The various discussions and debates held within the project have given them ideas for introducing improvements in their farms. For example, one of the innovators is currently in an advanced stage of developing a wine tourism venture, with different types of activities targeting various audiences. Her experience is serving as an example for two other entrepreneurs who are planning to launch similar initiatives on their honey and free-range egg farms.

In terms of unexpected innovations, it is worth highlighting the progress all of them have made in the area of social innovation. This is something the Living Lab co-leaders identified early on in the project: female farmers and livestock breeders tend to engage more frequently in social innovation compared to men. These women are deeply concerned with promoting a positive image of the primary sector to society and frequently participate in courses, local and national events, fairs, and more. They have also become reference figures in their respective fields and regularly appear in the media. Several of them have received awards in recognition of their excellent work and as examples of good practices. Others hold leadership positions in decision-making bodies of associations and cooperatives.

Sweden

Table A3.9. Summary of the development of innovations for the Swedish Living Lab (LL)

Swedish Living Lab - summary of the development of innovations during the GRASS CEILING project
Throughout the life of the Swedish Living Lab in the GRASS CEILING project, the participating women have continuously developed their ideas and businesses – in parallel with the Living Lab process but perhaps not always tightly connected to it, or directly due to the content of the LL workshops. But it is of course difficult to pinpoint when and how you get a new idea. In the project, we have developed the Living Lab process as a participatory method. We chose not to follow the innovation programme as presented by WP3. This is because the majority of the women in our LL were at a 'more advanced level of innovation' at the start of the project. They all had their own businesses and were already working on their farms and with their evolving businesses and innovative ideas. We did not want to view the women as un-knowledgeable or ill-equipped for developing their businesses, which a more top-down process could have meant. Instead, we have viewed the women's knowledge and experiences as key for the process and have therefore included exercises in the workshops for them to reflect and comment on each other's businesses, ideas and challenges using e.g. 'tree analyses'. All of them are involved in other work (or have been), and in various farm and other non-governmental organisations, which together with having developed their own businesses have equipped them with knowledge and experiences that they have willingly shared with each other in the Living Labs, and which seem to have been highly appreciated. Rather than doing mentoring-talks after every LL workshop, we have done individual in-depth interviews, including some mentoring. For the women to get access to 'mentor-talks' we showcased various organizations offering such talks (and other support) by inviting them to some of the LL workshops. One of the women reflected that it was fantastic to have the opportunity to meet a stakeholder and be able to have a conversation on a specific topic at a LL workshop. We consciously planned some space for informal meetings between the women themselves and for when stakeholders were present at the LL workshops (plenty of time for coffee and lunch breaks) for them to be able to connect and potentially build trust. We have held all LLs in person, and we have visited (almost) all participants' farms and companies – to get to know each other, build trust, and to be inspired to develop one's own business. For the women to share experiences and challenges it has been important to seek to build trust between them. Therefore, we have worked with this by including them doing presentations of their businesses and doing an exercise called *More than one story*. An indication of them having contacts with each other outside of the LL workshops is that they started a 'chat group' on Messenger early on in the LL process. Another indication is that, during the reflective focus group discussion on having been in the Living Lab process, they wished for a continued, or new, project.