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**HEGO BSB 987**

**Reports on consultation process results**

**Activity A.T4.2 / Deliverable D.T4.2.1**

**LP - DEVELOPMENT ASSOCIATION OF HALKIDIKI (ANETXA)**

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<b>Fulfilling deliverable</b>	D.T4.2.1
<b>Activity title</b>	Activity A.T4.2- Consultation Process and Discussion on the Aims, Objectives, and Structure of the Cluster with stakeholders and end beneficiaries
<b>Deliverable title</b>	Reports on consultation process results
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## Executive Summary

The objective of the Cluster and hence of the Work Package linked with the Clusters, meaning WP T4 “Preparatory actions for “Black Sea Herb Cluster” will be the promotion of environmentally responsible economic activity with reference to herb plant species as well as the improvement of trade and exporting opportunities of high value herb products produced in Black Sea Project countries. As so, the maturity toolkit of the Black Sea Herb Cluster will contain all the necessary preparatory documents - templates and plans for the direct activation of the Cluster after the end of the HEGO project funding. In addition, the critical factor which will include the maturity toolkit are the letters of intent from several enterprises from collection/ production, processing, marketing and promotion, trade as well as research organizations and local/ regional/ national public organizations from Black Sea Project countries to declare their provisions under which will participate in the Cluster. Special plan will be for the funding of the Cluster as well as an operational plan for its activity and its consultation process which will be continued also after the end of the project. The specific output directly contributes to the COI 1.2.1 Number of enterprises participating in cross-border agricultural or agro-industrial business events.

In a nutshell, the goal of the Cluster, with reference to the Aromatic and Medicinal Plants (AMF) sector, is the promotion of environmentally responsible economic activity, as well as the improvement of trade and opportunities for high-value plant products produced in its partner countries. Black Sea Program (Armenia, Georgia, Greece, Moldova).



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The HEGO Project aims, through both this deliverable and the work package, to contribute to "Networking and creating trade links", by increasing the number of companies involved in cross-border agricultural or agro-industrial business activities.



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## 1. Introduction

### Project Summary

HEGO's overall objective is the modernization of enterprises associated with cultivation, production and promotion of diversified, sustainable, value-added herb products and the enhancement of cross-border trade opportunities for local herb enterprises in Black Sea Basin countries participating in HEGO Project (Greece, Moldova, Georgia and Armenia).

Project countries (Greece, Moldova, Georgia and Armenia) share a rich biodiversity and endemism of herb plant species, as well as an interconnected herbal medicine and food historical tradition. However, the overexploitation of wild growing endangered and endemic herb plant species, due to the inappropriate collection methods from the wild and the rapidly growing demand for herb products to 2025 (according to recent studies), resulted in unsustainable wild growing herbs utilization as well as production efficiency. The unsustainable and doubtful economic future of local people in areas with rich biodiversity, like the mountainous population in Project countries, is the bottom line of these environmental and socio-economic risks. The significant positive impact of the HEGO Project will be the change of the production model for herb products in all Project countries, which will lead to the positive effect on improving the **economic and business performance of the herb sector** and indirectly on contributing to the **biodiversity conservation of endemic herb plant species**, with the sustainable utilization in Project countries.

The HEGO Project will address to the above-mentioned **common challenges** by developing training tools and by applying them in activities:

1. Informing and **educating farmers** for reducing collecting **herbs** from the wild and promoting **agricultural diversified new cultivations** with improved trade value added products (endangered and endemic herb plant species for processed products)
2. Informing and educating farmers on how to adapt to **new challenges in farming entrepreneurship**, trade and product quality with reference to herb products
3. Establishing and promoting **“research to business”** networking linkages among research organizations and relevant enterprises with reference to the improved value of herbs, especially for endemic species, having potential markets in Food industry, Pharmacy and Cosmetics.
4. Establishing and promoting multi-lateral cross-border and international **trade links** for herb products produced in BSB countries participating in the proposed Project using **ICT and Marketing and Branding Strategies**.



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5. Improving the access of enterprises in **granting and investment schemes** as well as in initiatives for the **creation of clusters** in the agricultural sector.

### Overview of Project's activity A.T4.2 and Document Scope

The primary goal of WP T4 within the HEGO project is to produce a comprehensive report that analyzes data collected during Activity A.T4.2 "Consultation Process and Discussion on the Aims, Objectives, and Structure of the Cluster with stakeholders and end beneficiaries". This report is a critical step towards the development of the maturity toolkit for the Black Sea Herb Cluster, a cross-border initiative aimed at engaging various stakeholders in the herb sector, including enterprises involved in collection/production, processing, marketing and promotion, trade, research organizations, and local/regional/national public organizations from Black Sea Project countries.

Activity A.T4.2 in the HEGO project, titled "Consultation Process and Discussion on the Aims, Objectives, and Structure of the Cluster with stakeholders and end beneficiaries," forms an integral part of the broader Group of Activities (GA\_T4) - Preparatory actions for the "Black Sea Herb Cluster." This activity involves an extensive consultation process conducted at national level. Its aim is to facilitate in-depth discussions and assess the perceptions of stakeholders and end-users regarding the potential development of a cluster scheme in the herb sector.

During this consultation process, key members of target groups are actively involved in the planning and development of the envisioned herb cluster. Specific scenarios related to its operation, organizational structure, legal framework, training initiatives, trade opportunities, and linkages with training and trade promotion enterprises are explored and evaluated. This activity seeks to ensure that the cluster's formation aligns with the needs and aspirations of the various stakeholders, fostering sustainable growth in the herb sector within the Black Sea Project countries.

In summary, WP T4 and A.T4.2 play pivotal roles in shaping the future of the Black Sea Herb Cluster, fostering environmentally responsible economic activities related to herb plant species and enhancing trade and export opportunities for high-value herb products in the Black Sea Project countries. These initiatives align with the broader objectives of the HEGO project, particularly in the area of networking and establishing trade linkages.

The aim of the respective deliverable D.T4.2.1. "Report on consultation process results", deriving from the Activity A.T4.2.1. is to embody the consultation processes, which LP (ANETXA) organized. More specifically, this document offers an insight into the Deliverable D.T4.2.1. "Report on consultation process results",



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within the HEGO project, highlighting its key purposes and aims. It specifically focuses on the consultation process, guided by LP (ANETXA) and dialogues and conversations among stakeholders, generated during the consultation processes, related to the Cluster's goals, objectives, and structure with stakeholders and end beneficiaries. The overview underscores the vital role played by Activity A.T4.2 in shaping the direction of the Black Sea Herb Cluster, emphasizing the promotion of environmentally sustainable economic endeavors and the improvement of trade opportunities for valuable herb products among the participating Black Sea Project countries.

### Document Structure

This document is comprised of the following chapters:

**Chapter 1** provides a summary of the project, the description of the activity A.T4.2 as well as the document scope and its overall structure.

**Chapter 2** provides the methodological approach based on which the consultation processes were built upon.

**Chapter 3** delves into the main and key points and topics that were presented to the 100 enterprises during the 10 consultation meetings, such as the cluster conceptualization, the clustering schemes, as well as the advantages and disadvantages of the clustering methodological approach.

**Chapter 4** lays out the conclusions and the recommendations that occurred during the consultation meetings with the 100 enterprises as well as the collaborative approach that was applied in order to achieve a high-level consensus and quality of the offered insights from the enterprises. Other key points of this chapter are the motivation divers and the parameters that are hampering the application of the clustering approach from the herb sector.

**Chapter 5** includes the list of participants and the photographic material of each consultation meeting.



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## 2. Methodological Approach

For the organization and conduction of consultation meetings in Greece, hosted by LP (ANETXA), a methodology was adopted and implemented that embraced a holistic, participatory, collaborative, and interactive approach. LP (ANETXA) recognized the significance of both holistic and participatory approaches and pursued this path with the aim of maximizing the impact of the consultation meetings on stakeholders and creating a flourishing environment in which stakeholders would be empowered to share their ideas and perspectives on the concept of creating a cross-border Black Sea Herb Cluster collaboration. This approach emphasizes the importance of gaining a comprehensive understanding, where conceptualizing the full picture is crucial for making informed decisions and achieving optimal outcomes.

The holistic approach further emphasizes the paramount importance of implementing a collaborative, interactive, and participatory approach during consultation meetings. Firstly, such an engaging approach fosters a sense of inclusivity and ownership among stakeholders. When individuals feel that their voices are heard and valued, they are more likely to actively engage, share their insights, and contribute meaningfully to the decision-making process. Secondly, collaboration and interactivity can lead to the generation of diverse ideas and perspectives, resulting in more comprehensive solutions. It promotes a holistic understanding of the issue at hand and can help identify unforeseen challenges or opportunities. Additionally, involving stakeholders from various backgrounds and expertise levels enhances the overall quality of the decision-making process by tapping into a broader knowledge base. Lastly, a participatory approach can build trust and goodwill among stakeholders, strengthening relationships and fostering a culture of cooperation, which can have long-lasting positive effects. In essence, a collaborative and interactive approach during consultations is essential for informed, inclusive, and effective decision-making.

To this end, LP (ANETXA) set a target value of 100 stakeholders representing the target group of enterprises and reached out to various stakeholders to develop a Stakeholders' list. These 100 stakeholders were divided into ten groups of ten, with the aim of enhancing collaboration, as smaller groups of participants foster a welcoming environment for exchanging ideas and perspectives. The division of stakeholders into smaller groups was based on participants' availability within the proposed timeframe for the consultation days. The next steps towards the consultation meetings included reviewing and consulting on the 'Interview Protocol' and 'Meeting Guide' templates developed by LP (ANEXTA) as blueprints to facilitate the HEGO Consortium in conducting the consultation meetings. The content for the



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consultation meetings was developed, with the introductory part based on the precedent deliverable D.T4.1.1., which served as the foundation for diving into cluster conceptualization. The series of the consultation meetings consisted of a non-participatory part, where LP (ANETXA) introduced to the participants the clustering concept, as well as its advantages and disadvantages, and a participatory part, where all participants were asked to engage and share their ideas and perspectives, towards generating real-time feedback and insights.

In summary, a series of steps were developed and followed to facilitate the organization and conduct of the consultation meetings, as presented in Figure 1.

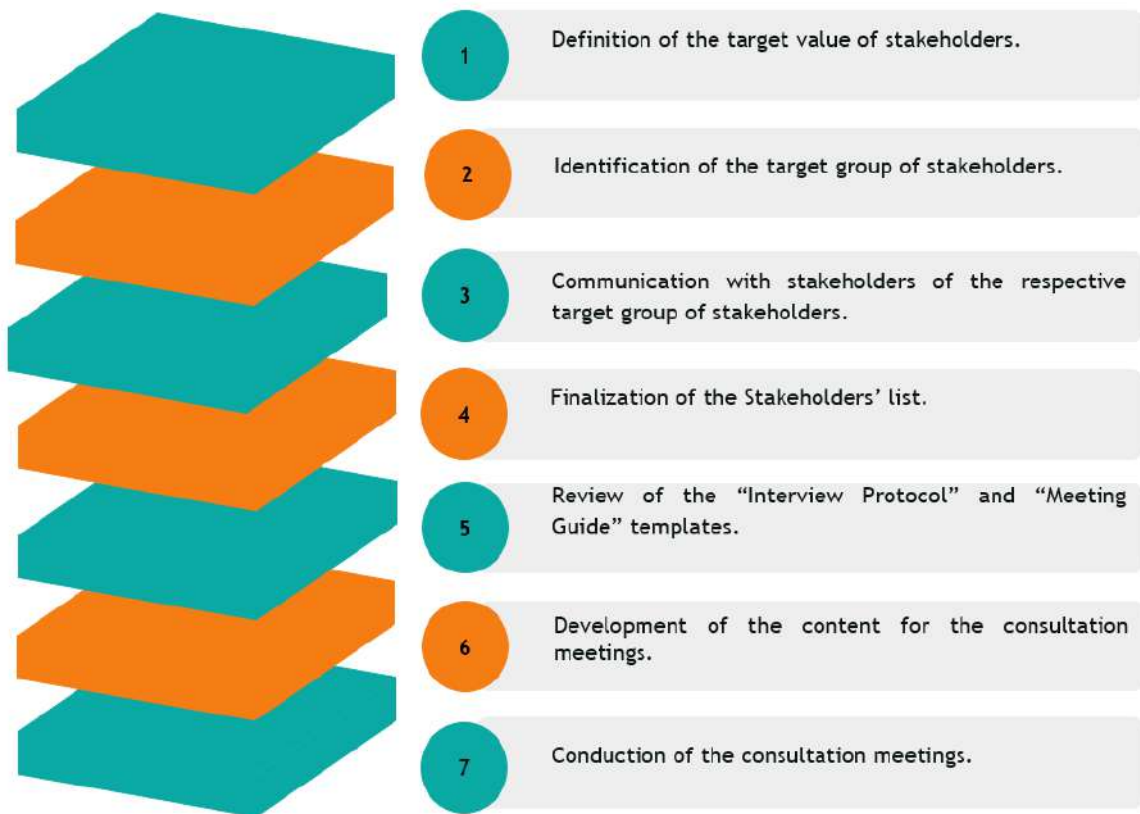


Figure 1: The 7 steps implemented towards the conduction of the consultation meetings.



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### 3. The Cluster Conceptualization

#### Introduction to the cluster conceptualization

During the consultation meetings, the process was divided into two parts: the non-participatory part and the participatory part. The non-participatory portion was managed by the LP (ANETXA) team and aimed to introduce the participants to the cluster conceptualization and its various facets. Its goal was to bridge the gap between stakeholders, specifically enterprises, and this collaborative approach. To achieve this objective, a series of valuable information and context was provided, ranging from the initial introduction of the Cluster concept to its socioeconomic implications, advantages, and disadvantages as an innovative collaboration approach. Building upon the information and desk research findings generated in the previous deliverable, D.T4.1.1, the following details, terminology, temporal and geographical limitations, as well as historical background, were presented to the participants during the consultation meetings.

The “Cluster Concept” made its first appearance into the world in the early beginnings of 1990. It was introduced with a variety of terms, such as “Groups”, “Gatherings” or “Corporate Partnerships” with the term “Cluster” being the one which was established during the years, up until nowadays. While there were many scientists that attempted to define precisely the debutant term of Cluster, the definition which finally stood as the prevailing and commonly accepted, both from the European Union and from the business world, was the one of Porter, which is dated approximately between 1990 - 1998. According to Porters’ definition, Cluster is conceived as “a geographically interconnected, mutually complementary set of many businesses and cooperating institutions, which share common interests, common goals and aspirations, with a view to promoting innovation and competitiveness, in the long term”. In other words, Cluster refers to a dynamic, multispectral approach, that goes beyond the linear concept of a transaction-oriented value chain and is based on a more integrated and systemic perspective, considering both formal and informal interactions.

While the geographical interconnection constitutes an interwoven characteristic of Clusters, their existence is not only limited at local level, with their flourishing being noted in also regional, national and international levels.

When diving into the Business World, Cluster’s existence is considered as given, with the level of their establishment differing from country to country. Excluding that level of their rising, there are two (2) types of Clusters in the Business World, the Horizontal Clusters and the Vertical Clusters with the former being the most established form. The horizontal clusters lie in companies with a common field of

activity, while the vertical ones refer to activity in different areas of the production process.

The stages followed during the development process of business clustering are the following:

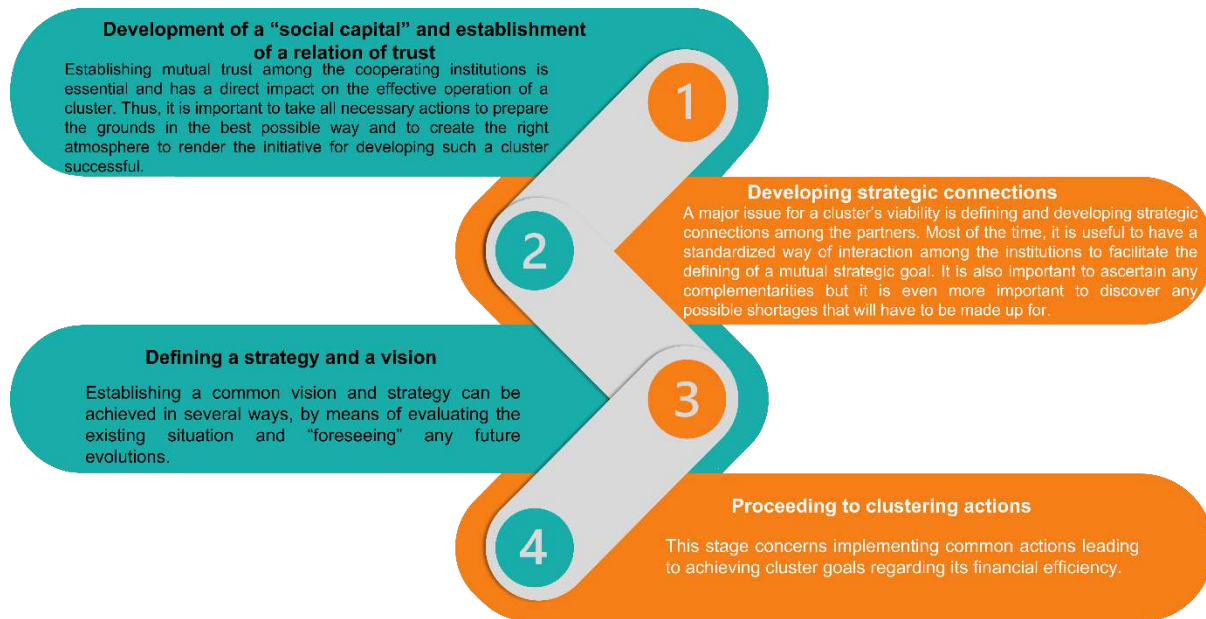


Figure 2: The 4 stages of the development process of business clustering

### Clustering schemes

Following the introduction of the Cluster conceptualization, the respective chapter "Clustering schemes" was presented by LP (ANETXA) during the consultation meetings with the enterprises, providing information regarding the existing types of clustering schemes and their stages of development and establishment, as well as their possible contribution to the herbal and as a consequence to the agricultural sector. More specifically, during the meetings, the 10 Greek Clusters which have been identified and studied, in order to discover the key factors for their successful operation were presented to the participants, diving this way into a few success stories of Clusters in Greece. Through this presentation, LP (ANETXA) wanted to focus on the best practices that can be adapted for flourishing and thriving of Clusters in the Greek herbal sector.

All of the 10 Cluster cases, even though they operate in different fields and their specializations are different, many similarities have been identified such as the structural organization, the mission, vision and goals behind the concept of the establishment of a cluster. One example is that the connectivity among individual enterprises does not only take place for the purpose of achieving competitive advantage on the basis of optimizing a process that creates added value. At the

forefront are also demands to include the customer or user in the process of creating new value. The linear sequence of individual stages of the process to create added value is therefore increasingly shifting into an extensive vertical and horizontal network of interconnections among various organizations and individuals that collaborate in the entire added value chain. This allows competitors to develop mutual (inter)connections in individual areas of common interest and to form a network connection in a narrow segment of the process to create new values. More specifically, the 10 Greek Clusters which are coming from the tourism, health and technology sectors are presented below as well as the 7 best practices identified from these clustering schemes.



Figure 3: Success stories of Greek Clusters in multiple sectors



Figure 4: The 7 best practices identified from Clustering schemes in Greece

Regardless of the fact that not all countries, worldwide, present the same level of establishment and flourishing of Clustering schemes in their Business Worlds, yet this shall not hamper its tangibility of its success, that can be noticed under suitable environment and conditions.

With that being the case between Greece's Business World and Clusters, meaning an underdeveloped level of establishment and flourishing of Clustering schemes, the market research review identified potentials, in order for Greece engaging into a more developing liaison with Clustering Schemes.

Although the lack of organized business clusters from the Greek economic and business world is a fact, the generally small number of business cluster ventures makes it an excellent source for outlining good practices to adopt.

#### Advantages of the cluster collaboration

The **benefits** arising for a SME in the agricultural and hence the herb sector, through its participation in a business cluster were presented to the enterprises which participated during the 10 consultation meetings, organized by LP (ANETXA). This presentation was of utmost importance, since it was a necessity to present the advantages that agricultural SMEs can gain through their participation in clusters, especially in the herb sector.

To this end, the advantages that were highlighted during the consultation meetings, were the following:

### **Advantages of Clustering Collaboration**

- Establishing a well-known brand name;
- The networking and interconnecting with various local development institutions aiming at creating the necessary supporting infrastructure for matters related to administration, promotion, technology, integration of innovation in the process of production, new product design, etc.;
- Improving the competitiveness of the enterprises by means of adopting and applying new innovative and productive technologies;
- Common planning and implementing of actions, which could hardly be effectively implemented when acting individually (e.g., advertisement, participation in exhibitions);
- Unification of business operations (e.g., supplies, distribution) and utilization of the arising economies of scale;
- Orientation towards exporting in international markets and especially in the European ones.
- The operation of clusters as a reference point for all enterprises which is characterized by professional administration and technocratic organization. Ability to standardize production and creation of a common quality assurance system.
- Reinforcement of the interconnections among other companies and networks aiming at establishing and utilizing new business ideas.
- Faster and more effective exchange of information and best practices as regards operational issues (suppliers, possible sources of financing).
- Allocation of new investment and new market entrance risk.
- Exchange of experiences and know-how among the enterprises as regards both the organization and the administration level.
- Completion of product variety through the supplementarity of the various institutions.
- Facilitation of financing such investments that each individual enterprise would be unable to support on its own.



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Moreover, benefits of developing agricultural Clusters may include boosting farmers' competence, by upgrading their skills through training, networking, and accessing relevant information. Further, the SMEs will increase the number of their customers since they will be sharing a common network. SMEs will achieve economic viability and scalability, through the attainment of 'economies of scale', 'economies of scope', and 'cost efficiency'.

### Disadvantages of the cluster collaboration

Besides all the above advantages, LP (ANETXA) also presented the disadvantages that a cluster can have during its lifetime, in order for the enterprises to gain further insights, regarding this approach, and to democratize the provided knowledge through their networks, working as lighthouses of the agricultural sector, in order to foster a holistic viewpoint of the clustering collaboration approach.

In this realm, a series of risks, which could gradually reduce their competitiveness were transmitted to the participants, as following:

- The specialization of businesses in a particular field can render them more vulnerable to some external factors and sudden changes of their operational environment.
- Reduction of competitive pressures among the participants and lessening of the need for innovations.
- Stopping being alert and obtaining a feeling of self-sufficiency and security, which in some cases can be quite misleading.
- An inclination to excessive support to the members of the cluster can lead to abandoning any attempt to create connections with other institutions outside of the cluster.
- Flexibility in decision-making and direction-changing, which characterizes small enterprises, can be lost when the cluster gets bigger.

With the examination of the SWOT around the Clustering Schemes of Greece's Business World and the identification of best practices, HEGO Project aims to constitute the communication funnel between the development of clusters and the business world of Greece and more specifically the businesses engaging with the herb sector.

With this goal in mind, HEGO consortium is proceeding with the Group of Activity T4 "Preparatory Actions for "Black Sea Herb Cluster"" by implementing the AIDA Model, as a means of strategic communication and managerial plan for the diffusion of knowledge and raising awareness around the cluster concept.



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## 4. Conclusions and Recommendations

### Collaborative discussion

The respective chapter reflects to the participatory part of the consultation meetings, where stakeholders and hence participants, engaged into collaborative and interactive discussions, guided by LP (ANETXA), towards generating real-time feedback and insights on the enabling drivers and the inhibitory factors that shape their perspective and perception regarding the creation and/or participation to a cross border Black Sea Herb Cluster collaboration. The steps taken to establish the collaborative approach included:

- **Holistic and Participatory Approach:** At the heart of these discussions was our commitment to a holistic and participatory approach. LP (ANETXA) recognized the significance of involving all stakeholders and creating an environment where their voices were not only heard but also valued. This approach was instrumental in facilitating a comprehensive understanding of the challenges and opportunities within the Greek herb sector, especially in the context of clustering initiatives.
- **Fostering Inclusivity and Ownership:** By actively engaging stakeholders with various expertise levels, LP (ANETXA) fostered a sense of inclusivity and ownership among them. This inclusivity was crucial because when individuals feel that their insights matter, they are more likely to contribute meaningfully to the decision-making process.
- **Generating Diverse Ideas and Perspectives:** Collaboration and interactivity within the consultation meetings led to the generation of diverse ideas and perspectives. This diversity was a valuable asset as it allowed us to explore a wide range of solutions and uncover unforeseen challenges and opportunities.
- **Enhanced Knowledge Base:** Involving several stakeholders enhanced the overall knowledge base. By tapping into this collective knowledge, LP (ANETXA) gained a more comprehensive understanding of the complex issues surrounding the Greek herb sector. This, in turn, enabled us to make more informed decisions and recommendations.
- **Building Trust and Cooperation:** A participatory approach not only facilitated knowledge sharing but also built trust and cooperation among stakeholders. These meetings served as a platform for strengthening relationships and fostering a culture of collaboration, which is crucial for the long-term success of any industry.
- **Feedback and Insights:** As mentioned, the consultation meetings featured both non-participatory and participatory segments. During the non-participatory part, LP (ANETXA) introduced the clustering concept, its



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advantages, and disadvantages. In the participatory part, all participants were encouraged to engage actively, sharing their real-time feedback and insights.

In essence, the collaborative discussions held during the consultation meetings were not just conversations; they were dynamic exchanges that propelled the HEGO project forward. The insights gained from these discussions were invaluable and will inform LP's (ANETXA) recommendations and strategies for the future of the Greek herb sector, particularly in the context of clustering initiatives.

### Motivation drivers

In the pursuit of fostering innovation and collaboration within the herbal sector of the Black Sea region, a series of ten consultation meetings were conducted. These meetings convened groups of ten participants, each representing enterprises with a vested interest in the herbal industry. The primary objective of these gatherings was to elucidate the motivational factors that drive participation in a cross-border Black Sea Herb Cluster collaboration, while simultaneously discerning the impediments that discourage the initiation of such a collective endeavor. The insights gathered from these consultations provide invaluable perspectives on the potential for, and challenges to, the development of this cluster initiative.

The motivation drivers identified through these consultations underscore the vast potential that the Black Sea Herb Cluster holds for the herbal sector. Firstly, the region boasts a wealth of rich natural resources, characterized by its diverse flora and abundant reserves of medicinal plants. This natural abundance lays a robust foundation for sourcing high-quality raw materials and the development of distinct herbal products. Additionally, the region's well-established agricultural sector, replete with experienced farmers and enterprises, provides an existing infrastructure that can be harnessed for herb cultivation, processing, and distribution within the cluster.

Moreover, a burgeoning market demand for natural and herbal products, driven by the global shift towards organic, sustainable, and wellness-oriented goods, offers a compelling opportunity for the cluster to meet consumer needs and capitalize on emerging market trends. Collaboration, as espoused by the cluster concept, fosters knowledge sharing, the exchange of best practices, and joint efforts in marketing, research, and product development. Through this collaboration, stakeholders stand to enhance their competitiveness and achieve economies of scale.

The economic prospects of the Black Sea Herb Cluster are equally promising. The initiative has the potential to drive economic growth by creating new employment opportunities, attracting investments, and nurturing entrepreneurship, thereby



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contributing to the overall prosperity of the communities along the Black Sea. Furthermore, by focusing on quality production, branding, and export-oriented strategies, the cluster can tap into the growing global demand for herbs and herbal products, generating foreign exchange earnings and elevating the region's position in the global herb market.

Lastly, the cluster can serve as a crucible for innovation and research within the herbal sector. Through the facilitation of collaboration and access to research institutions, the initiative can support the development of novel products, technologies, and practices. This may lead to product diversification, improved cultivation techniques, and the discovery of previously untapped applications for herbs, further bolstering the sector's competitive edge.

### Hampering parameters

While the motivation drivers reveal the potential of the Black Sea Herb Cluster, the consultations also unveiled a set of hampering parameters that pose challenges to its successful establishment. Chief among these challenges is the limited awareness and understanding among stakeholders regarding the concept of a herb cluster. This lack of awareness may deter participation and hinder the initiative's development. Addressing this obstacle will necessitate effective communication, education, and awareness campaigns to illuminate the benefits and prospects inherent in a cluster collaboration.

Furthermore, the herbal industry in the Black Sea region is characterized by fragmentation, with individual farmers and enterprises often operating in isolation. This fragmentation can result in duplicated efforts, limited coordination, and difficulties in implementing collective initiatives. Overcoming this impediment requires the cultivation of a sense of community and a concerted effort to foster collaboration among stakeholders.

The infrastructure and supply chain for herb production and distribution in the region may require substantial improvements to support the growth of the cluster. Deficiencies in transportation, storage facilities, processing capabilities, and quality control measures need to be addressed to ensure the efficient management of the value chain within the cluster.

In addition to these logistical challenges, regulatory and legal complexities may hinder cluster development. The herb industry is subject to specific regulations regarding cultivation, processing, labeling, and product safety. Navigating these requirements and ensuring compliance can be time-consuming and financially taxing for stakeholders. Close collaboration with relevant authorities and active participation in policy discussions will be pivotal in overcoming this challenge.



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Competing with established suppliers from other regions or countries presents another obstacle. These competitors may possess advantages in terms of established brands, market access, pricing, or product quality. To mitigate this threat, the cluster must identify and accentuate its unique selling propositions, differentiate its offerings, and develop effective marketing and branding strategies.

Last but not least, the vulnerability of the herb sector to environmental factors such as climate change, natural disasters, pests, and diseases cannot be overlooked. These variables can disrupt herb cultivation, resulting in yield fluctuations, crop failures, or quality issues. Addressing this vulnerability necessitates adaptation to climate change, the implementation of sustainable farming practices, and the deployment of robust risk management measures to ensure the long-term viability of the cluster.

## Conclusion and Recommendations

### Conclusions

In summary, the consultation meetings have yielded substantial insights into the potential and challenges associated with the Black Sea Herb Cluster initiative. These meetings served as a dynamic platform where stakeholders, representing the target group of enterprises, actively participated, guided by LP (ANETXA), shedding light on the factors influencing their willingness to engage in cross-border Black Sea Herb Cluster collaboration.

The collaborative discussions, designed to be inclusive and participatory, were pivotal in revealing the complex landscape of the Greek herb sector. By engaging all stakeholders and valuing their contributions, these discussions resulted in a tapestry of diverse ideas and perspectives. Furthermore, they fostered trust and cooperation among participants, elements that are indispensable for the success of the industry.

The identified motivation drivers reiterate the promise of the Black Sea Herb Cluster. Abundant natural resources in the region, coupled with a well-established agricultural sector, offer a robust foundation for high-quality herb production. The global demand for natural and herbal products aligns with the cluster's objectives, facilitating knowledge sharing and collaboration. Potential economic growth, job creation, and opportunities for exports can enhance the region's position in the herb market. Additionally, the cluster can become a catalyst for innovation and research, driving product diversification and improved cultivation practices.

However, the consultations also brought to light significant challenges. Limited awareness and understanding of the herb cluster concept among stakeholders could hinder progress. The fragmented nature of the herbal industry may lead to coordination issues. Addressing infrastructure deficiencies, regulatory complexities,



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and competition from established suppliers requires focused attention. Lastly, the sector's vulnerability to environmental factors necessitates adaptation and robust risk management.

In conclusion, the insights gained from these consultation meetings serve as a valuable resource, guiding the formulation of informed strategies and practical solutions for the Greek herb sector. They provide a clear path forward for collaborative efforts and the realization of a cross-border Black Sea collaboration vision.

### **Recommendations**

The insights and perspectives of the participants in the consultation meetings, representing the target group of enterprises, have been incorporated into valuable conclusions. These conclusions pave the way for a series of recommendation mechanisms aimed at fostering cross-border collaboration in the Black Sea Herb cluster. Building upon the results of the WP1 survey, which highlighted the willingness of a significant 100% of the survey sample to engage with HEGO Forum Conferences and e-Business Portals oriented toward the herb sector as a means of gaining technical knowledge and participating in cross-border clustering initiatives, the series of recommendation mechanisms will reflect the stakeholder expectations associated with joining a cross-border cluster.

#### **Recommendation Mechanism 1: " Awareness and Collaboration"**

In order to foster successful cross-border collaboration within the Black Sea Herb Cluster, it is imperative to prioritize awareness and stakeholder engagement. The first recommendation suggests launching a comprehensive Stakeholder Education and Awareness Campaign to inform stakeholders about the benefits and potential of the initiative. This will ensure that everyone involved understands the value of collaboration. Additionally, maintaining a Continuous Stakeholder Engagement and Feedback Loop is crucial to sustain trust and cooperation among participants. Regular communication and feedback mechanisms will allow for the timely adaptation of strategies and initiatives to meet the evolving needs of the cluster, making it a dynamic and responsive platform.

#### **Recommendation Mechanism 2: " Coordination and Regulation"**

Effective coordination and streamlined regulations are essential for the smooth operation of the Black Sea Herb Cluster. The second recommendation advises establishing a Cross-Border Coordination Committee, composed of representatives from different countries and segments of the herb sector. This committee will facilitate communication, coordinate efforts, and harmonize regulations across borders, ensuring that collaboration is efficient and productive. Simultaneously, the



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fourth recommendation highlights the importance of developing a Cluster Regulatory Framework tailored to the cluster's needs, simplifying licensing, certification, and trade procedures. Together, these actions will create a conducive regulatory environment for cluster members.

### **Recommendation Mechanism 3: "Infrastructure and Investment"**

To enable the Black Sea Herb Cluster to thrive, adequate infrastructure and investment are paramount. The third recommendation emphasizes the need for an Infrastructure Investment and Development Plan, which will outline the necessary improvements in transportation, logistics, and processing facilities. This plan, when implemented, will enhance the cluster's ability to deliver high-quality products and services efficiently, contributing to its competitiveness and growth.

### **Recommendation Mechanism 4: "Competitive Positioning and Market Expansion"**

In the competitive global herb market, the cluster must strategically position itself and expand its reach. The fourth recommendation encourages conducting a Competitive Analysis and Market Expansion Strategy, by analyzing the global herb market and identifying opportunities for differentiation towards creating a plan for market penetration, that meets the demands of an ever-evolving industry.

### **Recommendation Mechanism 5: "Environmental Resilience and Risk Management"**

Given the sector's vulnerability to environmental factors, it is crucial to address potential risks and build resilience. The fifth recommendation advises the development of an Environmental Resilience and Risk Management plan. This strategy will include measures to mitigate the impact of environmental challenges such as climate change and natural disasters, as well as promoting sustainable farming practices. By proactively managing environmental risks, the cluster can ensure the long-term sustainability of the herb sector while minimizing disruptions.



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## 5. Appendixes

### Appendix 1. Consultation meeting - Group 1

Consultation Meeting	Group 1
Conduction Date	21/02/2023
Number of participants:	10

### List of participants

Συμβουλευτική Διαδικασία Βραδευμάτων, 11 Ιουλίου 2023

Κατάσταση συμμετεχόντων

Α/Α	Όνομα/Καριέρα	Επίσημο	Email	Υπογραφή
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3	Μαρίνα Κωνσταντίνου	Οικονομολόγος	<a href="mailto:mkonstant@blacksea.eu">mkonstant@blacksea.eu</a>	
4	Ναυσικά Γεωργίου	HR Manager	<a href="mailto:ngeorgi@blacksea.eu">ngeorgi@blacksea.eu</a>	
5	Ευρήνη Γεωργίου	Στατιστιολόγος/Μαθηματικός	<a href="mailto:egeorgi@blacksea.eu">egeorgi@blacksea.eu</a>	

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Συμβουλευτική Διαδικασία Βραδευμάτων, 11 Ιουλίου 2023

Α/Α	Όνομα/Καριέρα	Επίσημο	Email	Υπογραφή
6	Αγγελική Χατζηδούλου	Διαγράμμιση Οργανισμ. Διαχειριστικής	<a href="mailto:ahatzidu@blacksea.eu">ahatzidu@blacksea.eu</a>	
7	Αλέξης Παπαδόπουλος	Project Manager	<a href="mailto:apapadop@blacksea.eu">apapadop@blacksea.eu</a>	
8	Απόστολος Γεωργιανός	Παράκτορος, οργανωτική ανάπτυξη και αξιολόγηση	<a href="mailto:ageorgian@blacksea.eu">ageorgian@blacksea.eu</a>	
9	Χρήστος Πετρίδης	Μηχανικός Ηλεκτρονικών Υπολογιστών	<a href="mailto:cpetrid@blacksea.eu">cpetrid@blacksea.eu</a>	
10	Νοσφελία Σπυριδάκη	Υπάλληλος Αρχειοθήκευσης	<a href="mailto:nspyrida@blacksea.eu">nspyrida@blacksea.eu</a>	

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### Appendix 2. Consultation meeting - Group 2

Consultation Meeting	Group 2
Conduction Date	24/02/2023
Number of participants:	10

### List of participants

Συμβουλευτική διαδικασία, Θεσσαλονίκη, Παρασκευή 24 Φεβρουαρίου 2023

Κατάσταση συμμετεχόντων

Α/Α	Όνοματεπώνυμο	Επάγγελμα	Email	Υπογραφή
1	Βασίλης Αντωνιάδης	Διευθυντής	<a href="mailto:vassilias.antoniadis@hego.gr">vassilias.antoniadis@hego.gr</a>	<i>[Signature]</i>
2	Αιμίλιος Ρεπουρήσιος	Νυκτιώδης	<a href="mailto:aimilios@hego.gr">aimilios@hego.gr</a>	<i>[Signature]</i>
3	Κωνσταντίνος Δημητριάδης	Διευθυντής/Συμπαραγωγός	<a href="mailto:kostas@hego.gr">kostas@hego.gr</a>	<i>[Signature]</i>
4	Αικατερίνη Κωνσταντίνου	Μεταφράστριά/Μακρονομάς	<a href="mailto:katerina@hego.gr">katerina@hego.gr</a>	<i>[Signature]</i>
5	Αγγελική Αποστολάκη	Λογίστρια	<a href="mailto:angelika@hego.gr">angelika@hego.gr</a>	<i>[Signature]</i>

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Συμβουλευτική διαδικασία, Θεσσαλονίκη, Παρασκευή 24 Φεβρουαρίου 2023

Κατάσταση συμμετεχόντων

Α/Α	Όνοματεπώνυμο	Επάγγελμα	Email	Υπογραφή
6	Χρήστος Μαρκεβίτης	Μηχανικός Η/Υ	<a href="mailto:christos@hego.gr">christos@hego.gr</a>	<i>[Signature]</i>
7	Ροζαλέα Δεληγιάννη	Είδος/Καθηγήτρια	<a href="mailto:rosalea@hego.gr">rosalea@hego.gr</a>	<i>[Signature]</i>
8	Ελένη Αγγελίδου	Οικονομολόγος	<a href="mailto:eleni@hego.gr">eleni@hego.gr</a>	<i>[Signature]</i>
9	Διονύσιος Μαρκεβίτης	Manager Έκδοσης	<a href="mailto:dionysios@hego.gr">dionysios@hego.gr</a>	<i>[Signature]</i>
10	Στέφανος Τζιόρας	Διευθυντής Οικονομικών Λειτουργιών	<a href="mailto:stefanos@hego.gr">stefanos@hego.gr</a>	<i>[Signature]</i>

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## Appendix 4. Consultation meeting - Group 4

Consultation Meeting	Group 4
Conduction Date	03/03/2023
Number of participants:	10

## List of participants

A/A	Ονοματεπώνυμο	Επάγγελμα	Email	Υπογραφή
1	Νασιμό Θάσις	Στέλεχος υπηρεσιών ασφαλείας	<a href="mailto:nasimos@hpa.gov.gr">nasimos@hpa.gov.gr</a>	
2	Ευρένη Μαρμαροπούλου	Διαχειρίστρις λογιστικής	<a href="mailto:emarmar@kpa.gov.gr">emarmar@kpa.gov.gr</a>	
3	Αγγελική Κουβαλιάνη	Συνδικαλιστική	<a href="mailto:angeliki@kpa.gov.gr">angeliki@kpa.gov.gr</a>	
4	Σταύρος Παπαδόπουλος	Ηλεκτρολόγος μηχανικός	<a href="mailto:stavros@hpa.gov.gr">stavros@hpa.gov.gr</a>	
5	Αντώνης Ανδρουλάκης	IT Expert	<a href="mailto:antonis@hpa.gov.gr">antonis@hpa.gov.gr</a>	

A/A	Ονοματεπώνυμο	Επάγγελμα	Email	Υπογραφή
6	Χρήστος Αντωνόπουλος	Εκπαιδευτικός επαγγελματίας εντοπισμού σφαλμάτων	<a href="mailto:christos@hpa.gov.gr">christos@hpa.gov.gr</a>	
7	Παρόλιος Παπαδόπουλος	Οδηγός	<a href="mailto:papaliou@hpa.gov.gr">papaliou@hpa.gov.gr</a>	
8	Ελίνα Αμραμπίλη	HR Manager	<a href="mailto:elina@hpa.gov.gr">elina@hpa.gov.gr</a>	
9	Δανάη Ασημακοπούλου	Χημικός μηχανικός	<a href="mailto:dani@hpa.gov.gr">dani@hpa.gov.gr</a>	
10	Θεόδωρος Θεοφάνους	Υπεύθυνος ποιότητας	<a href="mailto:theodoros@hpa.gov.gr">theodoros@hpa.gov.gr</a>	

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## Appendix 5. Consultation meeting - Group 5

Consultation Meeting	Group 5
Conduction Date	13/03/2023
Number of participants:	10

## List of participants



Τεχνολογική Διερεύνηση Θεσσαλονίκη, 13 Μαρτίου 2023

Κατάσταση συμμετεχόντων

Α/Α	Ονοματεπώνυμο	Επιγγέλμα	Email	Υπογραφή
1	Αντώνης Παπαδόπουλος	Σταθμικός μηχανικός	antonio.papadopoulos@blacksea.eu	<i>[Signature]</i>
2	Αγγελική Αποστολάκη	Λογίστρια	angelika@blacksea.eu	<i>[Signature]</i>
3	Βίκυος Βασιλάκης	Υπεύθυνος συστημάτων ασφαλείας	vickyos@blacksea.eu	<i>[Signature]</i>
4	Χορβάκης Κωνσταντίνος	Υπεύθυνος τεχνολογικού υλικού	konstantinos@blacksea.eu	<i>[Signature]</i>
5	Αλέκος Νίκος	Γραφίστας	alekos@blacksea.eu	<i>[Signature]</i>

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Δίπλωμα Διαπολιτισμικής Καλλιέργειας (DDC) 2023: Το τεχνολογικό διερευνητικό έργο και τους συμμετέχοντες σε αυτό, συντονισμένο από ομάδα έργου, γέμισε για τους σκοπούς της προώθησης της διεύρεσης στο πλαίσιο του έργου HEGO. Δι' αυτή την ευκαιρία οι συμμετέχοντες είναι ευχαριστημένοι, αφού θα γίνει άλλη χρήση αυτού.



Α/Α	Ονοματεπώνυμο	Επιγγέλμα	Email	Υπογραφή
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7	Αρέτα Μουσιλάκη	Διμοσφύρατος	areta@blacksea.eu	<i>[Signature]</i>
8	Αρτέμις Σαββίδου	Event Manager	artemis@blacksea.eu	<i>[Signature]</i>
9	Κωνσταντίνος Καραγιάννης	Ψηφιακός	konstantinos@blacksea.eu	<i>[Signature]</i>
10	Νικόλαος Καλλιμασιώτης	Μαθηματικός	nikolaos@blacksea.eu	<i>[Signature]</i>

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Δίπλωμα Διαπολιτισμικής Καλλιέργειας (DDC) 2023: Το τεχνολογικό διερευνητικό έργο και τους συμμετέχοντες σε αυτό, συντονισμένο από ομάδα έργου, γέμισε για τους σκοπούς της προώθησης της διεύρεσης στο πλαίσιο του έργου HEGO. Δι' αυτή την ευκαιρία οι συμμετέχοντες είναι ευχαριστημένοι, αφού θα γίνει άλλη χρήση αυτού.

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## Appendix 6. Consultation meeting - Group 6

Consultation Meeting	Group 6
Conduction Date	17/03/2023
Number of participants:	10

## List of participants

Α/Α	Όνοματεπώνυμο	Επάγγελμα	Email	Υπογραφή
1	Μιλτιάδης Ανδρέου	Τεχνολόγος Τυποθήκη	miliasand@hego.eu	[Signature]
2	Μαριόλα Αποδόνη	Project Manager	mafodoni@hego.eu	[Signature]
3	Ευφροσύνη Βασιλείου	Παλαιολόγος	evfrosyni@hego.eu	[Signature]
4	Αγγελική Ελευθερίου	Οργανωτής συνεδρίων και εκδηλώσεων	angeliki@hego.eu	[Signature]
5	Χρύση Αλεξάνδρου	Ιδιοκτήτρια κέντρου παροχής	chrysi@hego.eu	[Signature]

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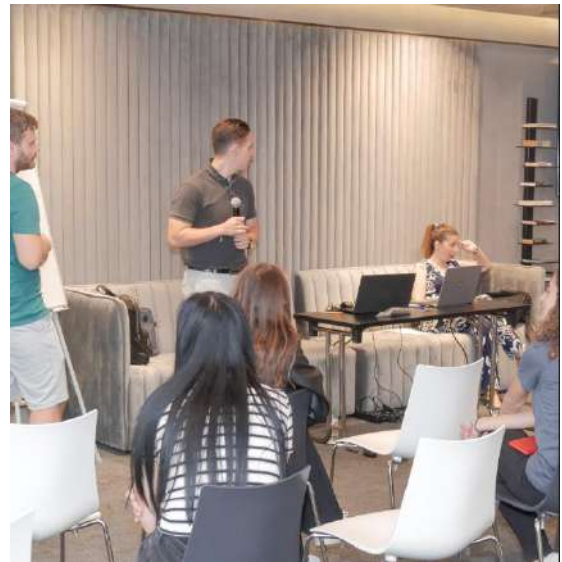
Δήλωση αποστολής εγγράφου (DOD): Το παρόντος έγγραφο δημιουργήθηκε από τον υπολογιστή και είναι ασφαλισμένο από κώδικα που είναι για τους σκοπούς του έργου HEGO. Οι πληροφορίες σε κείμενο είναι μόνο για ενημέρωση.

Α/Α	Όνοματεπώνυμο	Επάγγελμα	Email	Υπογραφή
6	Αιμίλιος Νουσιμής	Υπεύθυνος διαχείρισης εταιρείας	aimilios@hego.eu	[Signature]
7	Χρήστος Νουσιμής	Εταιρεία/Αρχειοθήκη	christos@hego.eu	[Signature]
8	Φαρούκ Παπαδόπουλος	Υπεύθυνος	farouk@hego.eu	[Signature]
9	Ελένη Μπασιγιάννη	Υπεύθυνη προγραμματισμού γραφείου	eleni@hego.eu	[Signature]
10	Δανάη Ρένις	Πολιτικός επιστήμονας	danai@hego.eu	[Signature]

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Δήλωση αποστολής εγγράφου (DOD): Το παρόντος έγγραφο δημιουργήθηκε από τον υπολογιστή και είναι ασφαλισμένο από κώδικα που είναι για τους σκοπούς του έργου HEGO. Οι πληροφορίες σε κείμενο είναι μόνο για ενημέρωση.

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### Appendix 7. Consultation meeting - Group 7

Consultation Meeting	Group 7
Conduction Date	21/03/2023
Number of participants:	10

### List of participants

Α/Α	Ονοματεπώνυμο	Επάγγελμα	Email	Υπογραφή
1	Στέφανος Αδαμάκης	Φορητικός αντιπρόεδρος	stefanosadamakis@blacksea.europa.eu	[Signature]
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3	Αγγελική Ελευθερίου	Πορτοκαλή	angeliki@blacksea.europa.eu	[Signature]
4	Μαρίνα Παπαδοπούλου	Project Manager	marina.papadopoulou@blacksea.europa.eu	[Signature]
5	Αλέξανδρος Αδαμάκης	Ειδικός γραμματέας καταθέσεων	alexandrosadamakis@blacksea.europa.eu	[Signature]

Α/Α	Ονοματεπώνυμο	Επάγγελμα	Email	Υπογραφή
6	Αλέξανδρος Αδαμάκης	Πολιτικός μηχανικός	alexandrosadamakis@blacksea.europa.eu	[Signature]
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8	Αλέξ Πηλιόπουλος	Επικοινωνιολόγος	alexandros@blacksea.europa.eu	[Signature]
9	Αρταμη Θεοφάνης	Στελεχος ασφαλισης	artamitheofanis@blacksea.europa.eu	[Signature]
10	Βασιλεία Κρίστου	Υπόδιπλος Λογιστής	vassiliki@blacksea.europa.eu	[Signature]

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### Appendix 8. Consultation meeting - Group 8

Consultation Meeting	Group 8
Conduction Date	24/03/2023
Number of participants:	10

### List of participants





Επιχειρησιακή Διαθεσιμότητα, Θεσσαλονίκη, 24 Μαρτίου 2023

**Κατάσταση συμμετεχόντων**

Α/Α	Όνοματεπώνυμο	Επίσημο	Email	Υπογραφή
1	Κωνσταντίνος Ανδριανίδης	Υπάλληλος, αντιπροσωπείας αυτοκινήτων	andriand@hellasnet.gr	
2	Αλέξανδρος Ιωαννίδης	Ιδιοκτήτης εταιρείας επίπλαστων	alexandros@hellasnet.gr	
3	Νεφέλη Ασημακοπούλου	Γραφίστρια	asimako@hellasnet.gr	
4	Ευαγγελία Κροντοπούλου	Τοκοδότης συστημάτων ασφαλείας	evangelia@hellasnet.gr	
5	Μαρία Παπαγιαννοπούλου	Συνάγωγος	maria@hellasnet.gr	

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Απόφαση Επιχειρησιακής Διαθεσιμότητας, 24/03/2023. Το παρόν αποτελεί έγγραφο εσωτερικής χρήσης και διατίθεται αποκλειστικά για ενημέρωση των μελών του Ομίλου ΗΕΓΟ. Αν σε οποιοδήποτε σημείο του κειμένου υπάρχει κάποιο λάθος, παρακαλούμε να ενημερώσετε τον αρμόδιο υπάλληλο του Ομίλου ΗΕΓΟ. Αν σε οποιοδήποτε σημείο του κειμένου υπάρχει κάποιο λάθος, παρακαλούμε να ενημερώσετε τον αρμόδιο υπάλληλο του Ομίλου ΗΕΓΟ.

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## Appendix 9. Consultation meeting - Group 9

Consultation Meeting	Group 9
Conduction Date	04/04/2023
Number of participants:	10

## List of participants

**Κατάσταση συμμετεχόντων**

Α/Α	Όνοματεπώνυμο	Επάγγελμα	Επικοινωνία	Υπογραφή
1	Διονύσιος Μαρωνίτης	Πολιτικός επιστήμονας	<a href="mailto:dmaronitis@blacksea.eu">dmaronitis@blacksea.eu</a>	<i>[Signature]</i>
2	Στέφανος Καλλιμασιώτατος	Υπεύθυνος τεχνολογικών	<a href="mailto:skallimasiotas@blacksea.eu">skallimasiotas@blacksea.eu</a>	<i>[Signature]</i>
3	Άλκιμος Καλογιάννης	Φοροτεχνολόγος	<a href="mailto:alkimos@blacksea.eu">alkimos@blacksea.eu</a>	<i>[Signature]</i>
4	Αγγελική Αλεβιζίου	Υπεύθυνη διοίκησης	<a href="mailto:angelika@blacksea.eu">angelika@blacksea.eu</a>	<i>[Signature]</i>
5	Θεοκλής Αλεβιζίου	Τεχνικός υποστήριξης	<a href="mailto:theoklis@blacksea.eu">theoklis@blacksea.eu</a>	<i>[Signature]</i>

**Κατάσταση συμμετεχόντων**

Α/Α	Όνοματεπώνυμο	Επάγγελμα	Επικοινωνία	Υπογραφή
1	Διονύσιος Μαρωνίτης	Πολιτικός επιστήμονας	<a href="mailto:dmaronitis@blacksea.eu">dmaronitis@blacksea.eu</a>	<i>[Signature]</i>
2	Στέφανος Καλλιμασιώτατος	Υπεύθυνος τεχνολογικών	<a href="mailto:skallimasiotas@blacksea.eu">skallimasiotas@blacksea.eu</a>	<i>[Signature]</i>
3	Άλκιμος Καλογιάννης	Φοροτεχνολόγος	<a href="mailto:alkimos@blacksea.eu">alkimos@blacksea.eu</a>	<i>[Signature]</i>
4	Αγγελική Αλεβιζίου	Υπεύθυνη διοίκησης	<a href="mailto:angelika@blacksea.eu">angelika@blacksea.eu</a>	<i>[Signature]</i>
5	Θεοκλής Αλεβιζίου	Τεχνικός υποστήριξης	<a href="mailto:theoklis@blacksea.eu">theoklis@blacksea.eu</a>	<i>[Signature]</i>

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## Appendix 10. Consultation meeting - Group 10

Consultation Meeting	Group 10
Conduction Date	11/04/2023
Number of participants:	10

## List of participants

Συμβουλευτική διαδικασία Θεσσαλονίκης, 11 Απριλίου 2023

Κατάσταση συμμετεχόντων

Α/Α	Όνοματεπώνυμο	Επίκληση	Email	Υπογραφή
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2	Μιράβελος Αλέξανδρος	Πολιτικός Επιστήμονας	<a href="mailto:miravelos@hago.gr">miravelos@hago.gr</a>	<i>[Handwritten Signature]</i>
3	Μιλτιάδης Λαφής	Διαχειριστής	<a href="mailto:miltiadis@hago.gr">miltiadis@hago.gr</a>	<i>[Handwritten Signature]</i>
4	Ναυσικά Γεωργιάδου	PR Manager	<a href="mailto:nausika@hago.gr">nausika@hago.gr</a>	<i>[Handwritten Signature]</i>
5	Ευρήνη Γεωργιάδου	Συντονίστρια/Μαθηματικός	<a href="mailto:euryni@hago.gr">euryni@hago.gr</a>	<i>[Handwritten Signature]</i>

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Δίκτυο Διαμετασυνοριακών Σχέσεων (DDSS). Το προγραμμα διαδραμάτιζε σημαντικό ρόλο στην ανάπτυξη της τριτογενούς αγοράς και της οικονομίας, ιδιαίτερα στην άσκηση των δράσεων που υλοποιεί στο πλαίσιο του έργου HEGO. Σε ένα περιβάλλον σε κρίση όπως αυτή, είναι κρίσιμη η συνέπεια.

Συμβουλευτική διαδικασία Θεσσαλονίκης, 11 Απριλίου 2023

Α/Α	Όνοματεπώνυμο	Επίκληση	Email	Υπογραφή
6	Αγγελική Χατζηδούλου	Διαρθρωση οφθολογίας / Κοινωνικός	<a href="mailto:angelika@hago.gr">angelika@hago.gr</a>	<i>[Handwritten Signature]</i>
7	Αλέξης Παπαδόπουλος	Project Manager	<a href="mailto:alexis@hago.gr">alexis@hago.gr</a>	<i>[Handwritten Signature]</i>
8	Απόστολος Γεωργιανός	Πρόεδρος οργάνωσης ενδεδειγμένων οφθολογικών υπηρεσιών	<a href="mailto:apostolos@hago.gr">apostolos@hago.gr</a>	<i>[Handwritten Signature]</i>
9	Χρήστος Πετρίδης	Μηχανικός Ηλεκτρονικών Υπολογιστών	<a href="mailto:christos@hago.gr">christos@hago.gr</a>	<i>[Handwritten Signature]</i>
10	Ροζαλένα Σιμαρά	Υπολόγιστες Αρχειοθήκη	<a href="mailto:rosalena@hago.gr">rosalena@hago.gr</a>	<i>[Handwritten Signature]</i>

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Δίκτυο Διαμετασυνοριακών Σχέσεων (DDSS). Το προγραμμα διαδραμάτιζε σημαντικό ρόλο στην ανάπτυξη της τριτογενούς αγοράς και της οικονομίας, ιδιαίτερα στην άσκηση των δράσεων που υλοποιεί στο πλαίσιο του έργου HEGO. Σε ένα περιβάλλον σε κρίση όπως αυτή, είναι κρίσιμη η συνέπεια.

## Photographic evidence





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## Appendix 11. Interview Protocol

### HEGO BSB 987

#### Interview Protocol for the Deliverable D.T4.2.1

«Report on consultation process results»

## Introduction

The present Interview Protocol has been developed by LP (ANETXA) and shared within the HEGO Consortium for the facilitation of the planning, elaboration and conduction of the Consultation Meetings with stakeholders from different Target Groups, under the scope of the Deliverable D.T4.2.1. “Report on consultation process results”. Alongside, the Meeting Guide, the Meetings Minutes and the List of Participants, it constitutes an annex of the Deliverable D.T4.2.1. ” Report on consultation process results”.

## Main Part

### 1.1. Introduction:

- a. Greet the interviewee and introduce yourself and your role in the HEGO Project.
- b. Explain the purpose of the interview and the importance of the interviewee's input.

### 1.2. Background Information:

- a. Ask the interviewee to provide some background information about their involvement in the herb sector and their role in the industry.
- b. Ask the interviewee to describe their experiences with herb production and trade, and any challenges they have encountered.

### 1.3. Cluster Scheme Discussion:

- a. Ask the interviewee for their perceptions of the potential benefits and challenges of a future development of a cluster scheme in the herb sector.
- b. Ask the interviewee for their opinion on the aims, objectives, and structure of the proposed Black Sea Herb Business Forum.
- c. Ask the interviewee for their suggestions on how the cluster scheme could be implemented and sustained in the long term.

## 1.4. Analysis of the Data:

The collected data will be analyzed using a simple qualitative word analysis method. This method involves identifying key words, phrases and themes in the interview responses and categorizing them based on their frequency and relevance to the research questions. The results will be presented in an aggregated and anonymous form, with no personal or identifiable information being disclosed.

Qualitative word analysis is a method of analyzing data that involves identifying patterns, themes, and concepts from the data. One common approach to qualitative word analysis is the use of coding, which involves assigning labels or codes to specific words, phrases, or concepts that are identified in the data. These codes can then be grouped together to identify broader themes or patterns in the data.

One suggested method for conducting qualitative word analysis is the "constant comparative method." This involves systematically comparing each new piece of data to previously collected data to identify similarities and differences, and to refine the coding scheme as new patterns emerge. By using this iterative process, the analysis can be continually refined and deepened, leading to a more nuanced understanding of the data.

Qualitative Word Analysis Method:

One possible method for qualitative word analysis is the content analysis approach. This involves systematically categorizing and coding interview responses into themes and patterns, with a focus on identifying recurring topics and issues. Another approach is grounded theory, which involves using open coding to identify key concepts and themes, and then developing a theory based on these findings. Both approaches are useful for identifying patterns and themes in qualitative data and can provide insights into the perceptions and experiences of interviewees.



## 1.5. Data Security and Privacy:

- a. Explain that the interview data will be analyzed using a simple qualitative word analysis method according to the Interview Protocol guide.
- b. Assure the interviewee that their data will be treated confidentially, and that their participation in the interview is voluntary.
- c. Explain the measures taken to ensure data security, such as storing the data securely and limiting access to authorized personnel only.
- d. Ask the interviewee for their consent to use their data for the purposes of the HEGO Project.
- e. Explain that the interviewee has the right to access their data and request its deletion at any time.

## 1.6. Conclusion:

- a. Thank the interviewee for their time and valuable input.
- b. Remind the interviewee that their participation is voluntary, and they are free to decline answering any questions.
- c. Provide the interviewee with your contact information in case they have any further questions or concerns.



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## Notes

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RESPONSIBLE PARTNER: PP2\_AUTH

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## Appendix 12. Meeting Guide

### HEGO BSB 987

#### Meeting Guide for the Deliverable D.T4.2.1

«Report on consultation process results»

## Introduction

The present Meeting Guide has been developed by LP (ANETXA) and shared within the HEGO Consortium for the facilitation of the planning, elaboration and conduction of the Consultation Meetings with stakeholders from different Target Groups, under the scope of the Deliverable D.T4.2.1. “Report on consultation process results”. Alongside, the Interview Protocol, the Meetings Minutes, and the List of Participants, it constitutes an annex of the Deliverable D.T4.2.1. ”Report on consultation process results”.

## Main Part

### 1.1. Introduction:

- a. Introduce yourself and your role in the HEGO Project.
- b. Explain the purpose of the meeting and the importance of the stakeholders' and end-users' input.

### 1.2. Review of Cluster Scheme:

- a. Present the aims, objectives, and structure of the proposed Black Sea Herb Business Forum.
- b. Encourage stakeholders and end-users to ask questions and provide feedback on the proposed cluster scheme.

### 1.3. Discussion on Perceptions:

- a. Ask stakeholders and end-users for their perceptions of the potential benefits and challenges of a future development of a cluster scheme in the herb sector.
- b. Encourage stakeholders and end-users to share their experiences with herb production and trade, and any challenges they have encountered.
- c. Ask for suggestions on how the cluster scheme could be implemented and sustained in the long term.



## 1.4. Conclusion:

- a. Thank the interviewee(s)/participant(s)/participant(s) for their time and valuable input.
- b. Remind the interviewee(s)/participant(s)/participant(s) that their participation is voluntary, and they are free to decline answering any questions.
- c. Provide the interviewee(s)/participant(s)/participant(s) with your contact information in case they have any further questions or concerns.

## Notes

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### Appendix 13. Screenshots from the presentation



## Αναφορά επί των αποτελεσμάτων της συμβουλευτικής διαδικασίας Δραστηριότητα Α.Τ4.2.1. - Παραδοτέο Δ.Τ4.2.1.



## Reports on consultation process results Activity A.T4.2.1. - Deliverable D.T4.2.1.



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## Εισαγωγή



Ο προσδιορισμός των **βέλτιστων πρακτικών** και των συγκεκριμένων σχημάτων ομαδοποίησης **συνεργασίας** μεταξύ επιχειρήσεων, μέσω της ανάλυσης σημερινών παραδειγμάτων στην Ελλάδα, που ευδοκίμησαν και είδαν επιτυχία.



Η **προώθηση** της περιβαλλοντικά υπεύθυνης **οικονομικής δραστηριότητας** και η **βελτίωση** του **εμπορίου** και των ευκαιριών εξαγωγής φυτικών προϊόντων **υψηλής αξίας** που παράγονται στις χώρες – εταίρους του προγράμματος Μαύρης Θάλασσας.



Η συμβολή στην «**Δικτύωση και δημιουργία εμπορικών δεσμών**», μέσω της αύξησης του αριθμού των επιχειρήσεων που συμμετέχουν σε **διασυνοριακές** γεωργικές ή αγροτοβιομηχανικές δραστηριότητες.



## Έννοια και φιλοσοφία των Cluster



Ο όρος «**Cluster**», ή αλλιώς «**Συστάδες**», ή «**Συσπειρώσεις**» ή «**Εταιρικές Συμπράξεις**» έκανε την εμφάνισή του τις αρχές της δεκαετίας του 1990.



Cluster ορίζεται: ένα γεωγραφικά **διασυνδεδεμένο**, αλληλοσυμπληρωμένο **σύνολο** πολλών **επιχειρήσεων** και συνεργαζόμενων **ιδρυμάτων**, που φέρουν κοινά ενδιαφέροντα, **κοινούς στόχους** και **επιδιώξεις**, με γνώμονα την προώθηση της καινοτομίας και της ανταγωνιστικότητας, σε μακροχρόνιο διάστημα.



Τα Clusters που συναντώνται στον επιχειρηματικό κόσμο είναι δύο, τα **οριζόντια** και τα **κάθετα**, χωρίς γεωγραφικούς περιορισμούς (**τοπικά, περιφερειακά, εθνικά** και **διεθνές** Clusters).

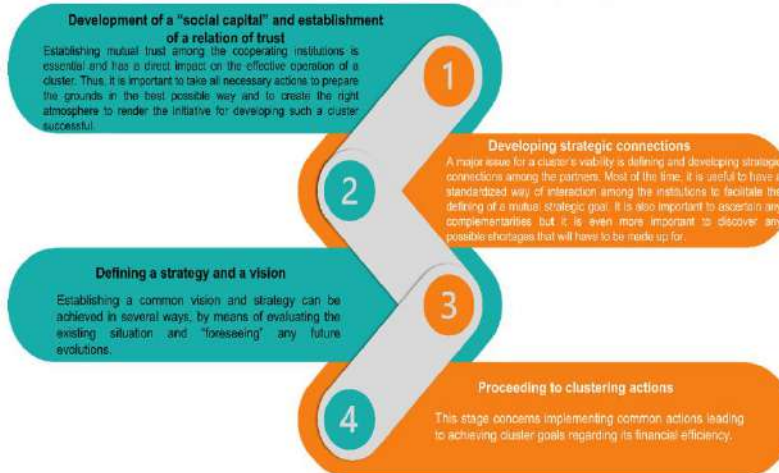




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## Τα 4 στάδια της διαδικασίας ανάπτυξης της ομαδοποίησης επιχειρήσεων



## Ιστορίες επιτυχίας ελληνικών clusters σε διάφορους τομείς



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## Οι 7 βέλτιστες πρακτικές που εντοπίστηκαν από τα σχήματα Clustering στην Ελλάδα



## Αναγνώριση καλών πρακτικών προς υιοθέτηση



Εταιρικήτητα



Ανάπτυξη εμπιστοσύνης μεταξύ των μελών



Διάχυση πληροφορίας



Συνεχής διεύρυνση και ενσωμάτωση νέων φορέων - μελών



Ανταλλαγή γνώσης και εμπειρίας (know - how)



Εξασφάλιση χρηματοδοτήσεων



Προσαρμοστικότητα





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## Επιλέγοντας τα Cluster: Μια διοδος επιτυχίας στις κοινωνικό-οικονομικές αλλαγές (1)



Επιχειρήσεις	
Επίτευξη οικονομικών κλίμακας	Ενθάρρυνση της εξωστρέφειας
Πρόσβαση σε πόρους	Ενίσχυση της καινοτομίας
Άμεση και έγκυρη πληροφόρηση	Ενδυνάμωση της παιδείας και κουλτούρας συνεργασίας των επιχειρηματιών.
Ανάληψη πρωτοβουλιών για τη μείωση του κόστους παραγωγής	Καλλιέργεια της διάθεσης για απόκτηση εμπειριών μέσω της συνεργασίας.
Βελτίωση της λειτουργίας και την αύξηση της ανταγωνιστικότητας των επιχειρήσεων – εταιρών	Δημιουργία εμπιστοσύνης μεταξύ των συνεργαζόμενων εταιρών
Διάχυση της γνώσης	Λειτουργική Αποδοτικότητα
Πρόσβαση σε εξειδικευμένο προσωπικό	



## Επιλέγοντας τα Cluster: Μια διοδος επιτυχίας στις κοινωνικό-οικονομικές αλλαγές (2)



Τοπική Οικονομία – Κοινωνία	
Δημιουργία ευνοϊκών συνθηκών για Έρευνα και την Ανάπτυξη	Μείωση ανεργίας
Λειτουργική Αποδοτικότητα	Αύξηση προστιθέμενης αξίας
Ενίσχυση της καινοτομίας	Ενίσχυση της παιδείας και κουλτούρας συνεργασίας των επιχειρηματιών
Δημιουργία νέων εταιρειών κυρίως μέσω spin-offs	Καλλιέργεια της έννοιας της συνεργασίας
Δημιουργία νέων θέσεων εργασίας	Καλλιέργεια της έννοιας της εμπιστοσύνης
Επιτάχυνση της δημιουργίας «κοινωνικού κεφαλαίου»	





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**Σας ευχαριστούμε για την συμμετοχή σας!**



**HEGO**



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## Appendix 14. Meeting Report Sheet (English Version)

### **HEGO BSB 987**

#### **Meeting Report of the Deliverable D.T4.2.1**

«Report on consultation process results»

## Introduction

The present comprehensive meeting report reflects on the successful conduction of the Consultation Meetings with stakeholders from the Target Group of enterprises, under the scope of the Deliverable D.T4.2.1. “Report on consultation process results”. More specifically, it includes a summary of the conclusions and recommendations, highlighting the key takeaways and proposed strategies for the Black Sea Herb Cluster Initiative as resulting from the series of the 10 consultations conducted in Greece by LP (ANETXA).

## Main Part

### Introduction:

The consultation meetings, orchestrated under the auspices of LP (ANETXA) within the HEGO project, represented a pivotal chapter in the journey to define and shape the future of the Black Sea Herb Cluster. The mission was clear - to garner insights and perspectives from stakeholders representing the target group of enterprises. These meetings, characterized by their holistic, participatory, collaborative, and interactive approach, were more than just gatherings; they were the crucible where ideas and aspirations were forged into the framework of the cluster.

### Methodological Approach:

The significance of the methodological approach chosen for the consultation meetings cannot be overstated. The holistic approach sought to encapsulate a comprehensive understanding of the stakeholders' perspectives. The holistic view served as the compass guiding the decision-making process, where grasping the entirety of the picture was indispensable to formulating informed recommendations.

Moreover, the approach underscored the importance of an inclusive, participatory, and collaborative spirit. The path chosen was designed to nurture stakeholder inclusivity and trust. It was an endeavor that recognized the power of collective insight. Collaboration and interactivity among stakeholders emerged as the linchpin of the process. Inclusion fostered a diverse tapestry of ideas, promoting a holistic understanding of the issue at hand.



Additionally, the participatory approach was vital for building trust and goodwill among stakeholders.

The initial target of engaging 100 stakeholders representing the target group of enterprises was set by LP (ANETXA). These stakeholders were thoughtfully divided into ten groups of ten, fostering a collaborative environment that nurtured idea exchange. The division of stakeholders into smaller groups was pragmatic, aligning with participants' availability within the proposed timeframe for the consultation days.

### **Thematics Presented to Participants:**

Before embarking on the engaging, participatory, and interactive phase of the consultation processes, participants were introduced to the following thematics:

- 1.1. Introduction to the cluster conceptualization
- 1.2. Clustering schemes
- 1.3. Advantages of the cluster collaboration
- 1.4. Disadvantages of the cluster collaboration

### **Participatory Discussions:**

The part dedicated to participatory discussions became the epicenter of the consultation meetings. It was the stage where stakeholders, under the thoughtful guidance of LP (ANETXA), delved into collaborative and interactive discussions. Their mission was to yield real-time feedback and insights on the enabling drivers and inhibitory factors shaping their perspective and perception regarding the creation and/or participation in a cross-border Black Sea Herb Cluster collaboration. The thematic addition of "Disadvantages of the cluster collaboration" brought forth a well-rounded view, ensuring that participants explored the full spectrum of possibilities and challenges.

### **Conclusions:**

In conclusion, the consultation meetings unveiled the potential and challenges associated with the Black Sea Herb Cluster initiative. The participatory and inclusive approach nurtured trust and cooperation among stakeholders. The identified motivation drivers and potential economic growth reiterate the promise of the Black Sea Herb Cluster. However, limited awareness, industry fragmentation, infrastructure deficiencies, regulatory complexities, and environmental vulnerabilities were recognized as significant challenges. The insights



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gained serve as a valuable resource, guiding the formulation of informed strategies for the Greek herb sector and providing a clear path forward for collaborative efforts.

### Recommendations:

Building upon the insights, the following recommendation mechanisms have been proposed to foster cross-border collaboration within the Black Sea Herb Cluster:

- Awareness and Collaboration: Launch a comprehensive Stakeholder Education and Awareness Campaign and maintain a Continuous Stakeholder Engagement and Feedback Loop.
- Coordination and Regulation: Establish a Cross-Border Coordination Committee and develop a Cluster Regulatory Framework.
- Infrastructure and Investment: Create an Infrastructure Investment and Development Plan.
- Competitive Positioning and Market Expansion: Conduct a Competitive Analysis and Market Expansion Strategy.
- Environmental Resilience and Risk Management: Develop an Environmental Resilience and Risk Management plan.



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## Notes

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## Appendix 15. Meeting Report Sheet (Greek Version)

### **HEGO BSB 987**

#### **Meeting Report of the Deliverable D.T4.2.1**

«Report on consultation process results»



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## Εισαγωγή

Το παρόν φύλλο αναφοράς επί των συναντήσεων αναδεικνύει την επιτυχή διεξαγωγή των Διαβουλεύσεων με τους ενδιαφερόμενους από την Ομάδα Στόχου των επιχειρήσεων, στο πλαίσιο του Παραδοτέου D.T4.2.1. "Έκθεση για τα αποτελέσματα της διαδικασίας διαβούλευσης". Συγκεκριμένα, περιλαμβάνει μια περίληψη των συμπερασμάτων και των προτάσεων, αναδεικνύοντας τα βασικά στοιχεία και τις προτεινόμενες στρατηγικές για την Πρωτοβουλία Black Sea Herb Cluster, όπως προκύπτουν από τη σειρά των 10 διαβουλεύσεων που πραγματοποιήθηκαν στην Ελλάδα από τον επικεφαλής εταίρο ANETXA).

## Κυρίως μέρος

### 2. Introduction:

Οι συνεδριάσεις διαβουλεύσεων, οργανωμένες υπό την αιγίδα του επικεφαλής εταίρου (ANETXA) στο πλαίσιο του Έργου HEGO, αντιπροσώπευαν ένα κρίσιμο κεφάλαιο στο δρόμο για τον καθορισμό και τον σχηματισμό του μέλλοντος του Black Sea Herb Cluster. Η αποστολή ήταν σαφής - να συγκεντρωθούν απόψεις και στάσεις από ενδιαφερόμενα μέρη που αντιπροσώπευαν την ομάδα στόχο των επιχειρήσεων. Αυτές οι συναντήσεις, χαρακτηριζόμενες από την ολιστική, συμμετοχική, συνεργατική και διαδραστική προσέγγιση, δεν ήταν απλώς συγκεντρώσεις· ήταν η πλατφόρμα όπου ιδέες και αποφάσεις διαμορφώθηκαν στο πλαίσιο του cluster.

### 2.1. Μεθοδολογική Προσέγγιση:

Η σημασία της μεθοδολογικής προσέγγισης που επιλέχθηκε για τις συνεδριάσεις διαβουλεύσεων είναι αναμφισβήτητη. Η ολιστική προσέγγιση επεδίωξε να κατανοήσει το μεγαλύτερο δυνατό φάσμα των απόψεων των ενδιαφερόμενων μερών. Η ολιστική αντίληψη λειτούργησε ως η πυξίδα που καθοδήγησε τη διαδικασία λήψης αποφάσεων, καθώς η κατανόηση του συνόλου της εικόνας αποτελούσε αναγκαίο βήμα για τον καθορισμό ενημερωμένων στρατηγικών.



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Επιπλέον, η προσέγγιση ανέδειξε τη σημασία μιας συμπεριληπτικής, συμμετοχικής και συνεργατικής στάσης. Ο δρόμος που επιλέχθηκε σχεδιάστηκε για να ενθαρρύνει τη συμπερίληψη, την κυριότητα των ενδιαφερομένων μερών και την εμπιστοσύνη μεταξύ των συμμετεχόντων. Ήταν μια προσπάθεια που αναγνώρισε τη δύναμη της συλλογικής κατανόησης. Η συνεργασία και η διαδραστικότητα μεταξύ των ενδιαφερομένων αναδείχθηκαν ως το κλειδί της διαδικασίας. Η συμμετοχή διαμόρφωσε μια πλούσια δεξαμενή ιδεών, προωθώντας μια ολιστική κατανόηση του ζητήματος.

Ο αρχικός στόχος να εμπλέκονται 100 ενδιαφερόμενοι αντιπροσωπεύοντας τον στόχο των επιχειρήσεων έγινε πράξη από την ANETΧΑ. Αυτοί οι ενδιαφερόμενοι διαμοιράστηκαν με σύνεση σε δέκα ομάδες των δέκα, δημιουργώντας ένα συνεργατικό εύφορο και ευνοϊκό περιβάλλον για ανταλλαγή ιδεών. Η διαίρεση των ενδιαφερομένων σε μικρότερες ομάδες πραγματοποιήθηκε ευθυγραμμίζοντας τις διαθέσιμες ώρες των συμμετεχόντων στο προτεινόμενο χρονοδιάγραμμα για τις ημέρες των διαβουλεύσεων.

## 2.2. Θεματικές που Παρουσιάστηκαν στους Συμμετέχοντες:

Πριν αρχίσει το κομμάτι της συμμετοχικής, διαδραστικής και ενδιαφέρουσας συζήτησης στο πλαίσιο των διαβουλεύσεων, οι συμμετέχοντες εξοικειώθηκαν με τις ακόλουθες θεματικές:

- 1.1. Εισαγωγή στην εννοιολογία του cluster
- 1.2. Μορφές & Τύποι cluster
- 1.3. Πλεονεκτήματα των cluster
- 1.4. Μειονεκτήματα των cluster

## 3. Συμμετοχικές Συζητήσεις:

Το μέρος που αφιερώνεται στις συμμετοχικές συζητήσεις αποτέλεσε το επίκεντρο των συνεδριάσεων διαβουλεύσεων. Ήταν το στάδιο όπου οι ενδιαφερόμενοι, υπό την καθοδήγηση της ANETΧΑ, συμμετείχαν σε συνεργατικές και διαδραστικές συζητήσεις. Η αποστολή τους ήταν να αποδώσουν πραγματικά ανατροφοδοτήσεις και εισηγήσεις σχετικά με τις παράγοντες που ενθάρρυναν και τους παρακωλύονταν στη διαμόρφωση της αντίληψης και της αντίληψης τους σχετικά με τη δημιουργία και/ή τη συμμετοχή σε Black Sea Herb Cluster.



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Η προσθήκη της θεματικής "Μειονεκτήματα των cluster" φέρνει στο προσκήνιο μια πλήρη άποψη, εξασφαλίζοντας ότι οι συμμετέχοντες εξερευνούν το πλήρες φάσμα των δυνατοτήτων και προκλήσεων.

### 3.1. Συμπεράσματα:

Συνοψίζοντας, οι συναντήσεις διαβουλεύσεων αποκάλυψαν το δυναμικό και τις προκλήσεις που σχετίζονται με την πρωτοβουλία του Black Sea Herb Cluster. Η συμμετοχική και συμπεριληπτική προσέγγιση καλλιέργησε την εμπιστοσύνη και τη συνεργασία μεταξύ των ενδιαφερομένων. Οι κινητήριες δυνάμεις και οι πιθανές ευκαιρίες για οικονομική ανάπτυξη επαναβεβαιώνουν την φιλοσοφία του Black Sea Herb Cluster. Ωστόσο, αναγνωρίστηκαν και σημαντικές προκλήσεις, όπως η περιορισμένη ενημέρωση, η διασπορά του κλάδου, η έλλειψη υποδομής, οι ρυθμιστικές περιπλοκές και η ευαισθησία του τομέα στους περιβαλλοντικούς παράγοντες. Τα αποτελέσματα των συναντήσεων αποτελούν πολύτιμο πόρο, καθοδηγώντας τον καθορισμό ενημερωμένων στρατηγικών για τον τομέα των βοτάνων στην Ελλάδα και παρέχοντας έναν σαφή δρόμο για τις συνεργατικές προσπάθειες.

### 3.2. Προτάσεις:

Βασιζόμενοι επάνω στα αποτελέσματα, προτείνονται οι ακόλουθοι μηχανισμοί προτάσεων για την ενίσχυση της διασυνοριακής συνεργασίας μέσα στο Black Sea Herb Cluster:

- Ενημέρωση και Συνεργασία: Εκκινήστε μια ολοκληρωμένη Καμπάνια Εκπαίδευσης και Ενημέρωσης των Ενδιαφερομένων για τα οφέλη και το δυναμικό της πρωτοβουλίας και διατηρήστε έναν Συνεχή Μηχανισμό Ενημέρωσης και Ανατροφοδότησης των Ενδιαφερομένων.
- Συντονισμός και Ρύθμιση: Δημιουργήστε μία Επιτροπή Συντονισμού Διασυνοριακής Συνεργασίας και αναπτύξτε ένα Πλαίσιο Ρύθμισης για το Cluster.
- Υποδομές και Επένδυση: Δημιουργήστε ένα Πλάνο Επένδυσης και Ανάπτυξης Υποδομών.
- Θέση στην Αγορά και Διεύρυνση της Αγοράς: Διεξάγετε μια Ανάλυση Ανταγωνισμού και Στρατηγική Διεύρυνσης της Αγοράς.
- Περιβαλλοντική Ανθεκτικότητα και Διαχείριση Κινδύνων: Δημιουργήστε ένα Πλάνο για την Περιβαλλοντική Ανθεκτικότητα και Διαχείριση Κινδύνων.



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## Notes

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RESPONSIBLE PARTNER: PP2\_AUTH

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## Appendix 16. Implementation Report (English Version)

### **HEGO BSB 987**

#### **Implementation Report of the HEGO Consortium Meeting**

in the scope of Deliverable D.T4.2.1

«Report on consultation process results»



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## Introduction

The present Implementation report reflects on the successful conduction of the HEGO Consortium Meeting, in the scope of Deliverable D.T4.2.1. «Report on consultation process results». It includes information such as the invitation email sent to the HEGO Partners, in order to participate to the meeting, the agenda and hence the subject and aim of the meeting, as well as brief description of the discussion, information and guidelines provided by LP to the partners during the meeting.



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## Invitation & Agenda Email

yiannis@domikoinep.gr

---

**Από:** DOMI DEVELOPMENT\* <yiannis@domikoinep.gr>  
**Θέμα:** [HEGO BSB 987] Invitation to Consortium Meeting\_01.02.2022

---

**From:** DOMI DEVELOPMENT PC - Yiannis <yiannis@domikoinep.gr>  
**Sent:** Monday, January 24, 2022 10:18 PM  
**To:** 'Τάσος Μιχαηλίδης ΑΠΘ' [tassosm@auth.gr](mailto:tassosm@auth.gr); 'Olga Moraru' [Olga.Moraru@oda.md](mailto:Olga.Moraru@oda.md); [Rodica.Crudu@oda.md](mailto:Rodica.Crudu@oda.md); 'Natia Gelashvili' [ngelashvili@gfa.org.ge](mailto:ngelashvili@gfa.org.ge); 'Rati Kochlamazashvili' [rkochlamazashvili@gfa.org.ge](mailto:rkochlamazashvili@gfa.org.ge); 'Tamar Sargsyan' [Tamar.Sargsyan@card.am](mailto:Tamar.Sargsyan@card.am); 'Sona Telunts' [sona.telunts@card.am](mailto:sona.telunts@card.am)  
**Cc:** [livadiotis@anetxa.gr](mailto:livadiotis@anetxa.gr); [nikouli@anetxa.gr](mailto:nikouli@anetxa.gr); [hego.bsb@gmail.com](mailto:hego.bsb@gmail.com)  
**Subject:** [HEGO BSB 987] Invitation to Consortium Meeting\_01.02.2022

Dear HEGO partners and friends,

Hope this email finds you well!

I am sending you this email, in order to invite you to our HEGO Consortium Meeting on Tuesday, February 01, 2022, at 12:00 – 14:00.

### **HEGO Consortium Meeting Information**

As always, the meeting will take place on project's dedicated zoom room.

To access the HEGO Zoom Room you can either click on the link: [HEGO Zoom Room](#), otherwise you can find project's zoom information below:

**Meeting ID:** 991 2296 6083

**Passcode:** HEGOteam

### **Agenda of the HEGO Consortium Meeting**

The scope of the meeting is the provision of guidelines and clarifications for the conduction of the Consultation Meetings at each project country, in the context of **Deliverable D.T4.2.1**. More specifically, attention will be given to the importance of successfully conducting the Consultation Meeting at national level, as well as achieving active engagement and participation in open discussion of the stakeholders. Light will be also shed into the target group of stakeholders that each partner shall attract for their Consultation Meetings, according to the Application Form. Finally, the presentation and detailed explanation of the developed Meeting Guide and Interview Protocol templated created by LP, will take place, as a means of facilitation of the consultation processes.

As always, I remain at your disposal.

Looking forward for our HEGO Consortium Meeting.

Kindly regards,  
Yiannis

## Reporting of the HEGO Consortium Meeting

In the context of Deliverable D.T4.2.1. «Report on consultation process results», which is subject of WP T4 “Preparatory actions for “Black Sea Herb Cluster”” LP, as the responsible partner for the respective WP took the initiative on organizing the HEGO Consortium

Common borders. Common solutions.

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Meeting. The aim and hence the subject of the meeting was to provide information and guidance to the partners on the topic of the Consultation Meetings. To this end, on Monday, January 24, 2022 LP's External Service Provider (responsible for the organization and conduction of the consultation meetings in Greece, as well as for the provision of guidelines to the whole of the HEGO Consortium) sent an Invitation email, including the agenda and the HEGO Zoom Room information (platform hosting the meeting) to the HEGO Consortium. The HEGO Consortium Meeting was held on Tuesday, February 1<sup>st</sup>, 2022, at 12:00 - 14:00 in the dedicated HEGO Zoom Room. During the meeting 2022 LP's External Service Provider kicked off the meeting with highlighting the importance of the successful organization of the Consultation Meetings at each project country, as a means towards achieving Programme Specific Objective 1. *Promote business and entrepreneurship within the Black Sea Basin* and Programme Priority 1.2 *Increase cross-border trade opportunities and modernization in the agricultural and connected sectors*. Moving on, light was shed also on the importance of partners attracting stakeholders from the target groups, accordingly to what is declared on the Application Form, considering that each partner had another target group to reach out to. With that being mentioned, LP's External Service Provider explained to the HEGO Consortium on the necessity of achieving active engagement and participation of the stakeholders in the form of open discussions, towards gaining insights and information into their perspectives and points of view on the creation and/ or participation in a Black Sea Herb Cluster Collaboration. Finally, LP's External Service Provider presented to the consortium the Meeting Guide (Figure 1) and Interview Protocol (Figure 2 & 3) templates, as a means of facilitation of the consultation processes. Considering the know-how and expertise of LP's External Service Provider the explanation of these templates was aiming at providing to HEGO Partners guidance and supporting tools, based on which they will build upon for the conduction of the consultation meetings at their project countries.



Figure 1: Meeting Guide template



Figure 2: Interview Protocol template



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 <p>Project funded by EUROPEAN UNION</p> <p>One possible method for qualitative word analysis is the content analysis approach. This involves systematically categorizing and coding interview responses into themes and patterns, with a focus on identifying recurring topics and issues. Another approach is grounded theory, which involves using open coding to identify key concepts and themes, and then developing a theory based on these findings. Both approaches are useful for identifying patterns and themes in qualitative data and can provide insights into the perceptions and experiences of interviewees.</p> <p><b>2.5. Data Security and Privacy:</b></p> <ol style="list-style-type: none"> <li>Explain that the interview data will be analyzed using a simple qualitative word analysis method according to the Interview Protocol guide.</li> <li>Assure the interviewee that their data will be treated confidentially, and that their participation in the interview is voluntary.</li> <li>Explain the measures taken to ensure data security, such as storing the data securely and limiting access to authorized personnel only.</li> <li>Ask the interviewee for their consent to use their data for the purposes of the HEGO Project.</li> <li>Explain that the interviewee has the right to access their data and request its deletion at any time.</li> </ol> <p><b>2.6. Conclusion:</b></p> <ol style="list-style-type: none"> <li>Thank the interviewee for their time and valuable input.</li> <li>Remind the interviewee that their participation is voluntary, and they are free to decline answering any questions.</li> </ol> <p style="text-align: center;">Common borders. Common solutions.</p> <p style="text-align: center;">63</p>	 <p>Project funded by EUROPEAN UNION</p> <p>c. Provide the interviewee with your contact information in case they have any further questions or concerns.</p> <p><b>3. Notes</b></p> <p>Joint Operational Programme Black Sea Basin 2014-2020 is co-financed by the European Union through the European Neighbourhood Instrument and by the participating countries: Armenia, Bulgaria, Georgia, Greece, Republic of Moldova, Romania, Turkey and Ukraine.</p> <div style="border: 1px solid black; padding: 5px;"> <p>PROJECT: HEGO BSS 987 - HERBS FOR GROWTH RESPONSIBLE PARTNER: PPZ_AUTH DATE OF PUBLISHING: September 2021</p> <p>Joint Operational Programme Black Sea Basin 2014-2020 is co-financed by the European Union through the European Neighbourhood Instrument and by the participating countries: Armenia, Bulgaria, Georgia, Greece, Republic of Moldova, Romania, Turkey and Ukraine.</p> </div> <div style="border: 1px solid black; padding: 5px;"> <p><b>Disclaimer:</b> This document has been produced with the financial assistance of the European Union. The contents of this publication are the sole responsibility of the Aristotle University of Thessaloniki and the HEGO project Partners and can in no way be taken to reflect the views of the European Union, the Joint Technical Secretariat, or the Managing Authority of the Black Sea Basin 2014-2020 Programme.</p> </div> <p style="text-align: center;">Common borders. Common solutions.</p> <p style="text-align: center;">63</p>
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Figure 3: Interview Protocol template



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RESPONSIBLE PARTNER: PP2\_AUTH

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## Appendix 17. Implementation Report (Greek Version)

### **HEGO BSB 987**

#### **Implementation Report of the HEGO Consortium Meeting**

in the scope of Deliverable D.T4.2.1

«Report on consultation process results»



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## Εισαγωγή

Η παρούσα αναφορά υλοποίησης αντανακλά την επιτυχή διεξαγωγή της Συνάντησης μεταξύ των εταίρων του HEGO, στο πλαίσιο του Παραδοτέου D.T4.2.1. «Έκθεση για τα αποτελέσματα της διαδικασίας διαβούλευσης». Περιλαμβάνει πληροφορίες όπως το email πρόσκλησης που απεστάλη στους εταίρους του HEGO, προκειμένου να συμμετάσχουν στη συνάντηση, την ημερήσια διάταξη και συνεπώς το θέμα και τον στόχο της συνάντησης, καθώς και μια σύντομη περιγραφή της συζήτησης, των πληροφοριών και των κατευθυντηρίων γραμμών που παρέιχε ο επικεφαλής εταίρος (ANETXA) στους εταίρους κατά τη διάρκεια της συνάντησης.



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## Email Πρόσκλησης & Ημερήσιας Διάταξης

yiannis@domikoinep.gr

---

**Από:** DOMI DEVELOPMENT\* <yiannis@domikoinep.gr>  
**Θέμα:** [HEGO BSB 987] Invitation to Consortium Meeting\_01.02.2022

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**From:** DOMI DEVELOPMENT PC - Yiannis <yiannis@domikoinep.gr>  
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**To:** 'Τάσος Μιχαηλίδης ΑΠΘ' [tassosm@auth.gr](mailto:tassosm@auth.gr); 'Olga Moraru' [Olga.Moraru@oda.md](mailto:Olga.Moraru@oda.md); [Rodica.Crudu@oda.md](mailto:Rodica.Crudu@oda.md); 'Natia Gelashvili' [ngelashvili@gfa.org.ge](mailto:ngelashvili@gfa.org.ge); 'Rati Kochlamazashvili' [rkochlamazashvili@gfa.org.ge](mailto:rkochlamazashvili@gfa.org.ge); 'Tamar Sargsyan' [Tamar.Sargsyan@card.am](mailto:Tamar.Sargsyan@card.am); 'Sona Telunts' [sona.telunts@card.am](mailto:sona.telunts@card.am)  
**Cc:** [livadiotis@anetxa.gr](mailto:livadiotis@anetxa.gr); [nikouli@anetxa.gr](mailto:nikouli@anetxa.gr); [hego.bsb@gmail.com](mailto:hego.bsb@gmail.com)  
**Subject:** [HEGO BSB 987] Invitation to Consortium Meeting\_01.02.2022

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**Passcode:** HEGOteam

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As always, I remain at your disposal.

Looking forward for our HEGO Consortium Meeting.

Kindly regards,  
Yiannis

## Αναφορά επί της Συνάντησης μεταξύ των εταίρων του HEGO

Στο πλαίσιο του Παραδοτέου D.T4.2.1. "Έκθεση για τα αποτελέσματα της διαδικασίας διαβούλευσης", που αφορά το Πακέτο Εργασίας (ΠΕ) T4 "Προετοιμασία για το 'Black Sea Herb Cluster'", ο επικεφαλής εταίρος (ANETXA), ως εταίρος που είναι υπεύθυνος



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για το αντίστοιχο ΠΕ, ανέλαβε την πρωτοβουλία να οργανώσει τη Συνάντηση μεταξύ των εταίρων του HEGO. Ο στόχος και, συνεπώς, το θέμα της συνάντησης ήταν να παράσχει πληροφορίες και καθοδήγηση στους εταίρους σχετικά με το θέμα των Διαβουλεύσεων. Προς αυτόν τον σκοπό, στις 24 Ιανουαρίου 2022, ο Ανάδοχος της ANETXA (υπεύθυνος για την οργάνωση και διενέργεια των διαβουλεύσεων στην Ελλάδα, καθώς και για την παροχή κατευθυντηρίων οδηγιών στους εταίρους του έργου HEGO) απέστειλε μια πρόσκληση μέσω ηλεκτρονικού ταχυδρομείου προς τους εταίρους του έργου, περιλαμβάνοντας την ημερήσια διάταξη και πληροφορίες για το HEGO Zoom Room (την πλατφόρμα που φιλοξενεί τη συνάντηση). Η Συνάντηση μεταξύ των εταίρων του HEGO πραγματοποιήθηκε την Τρίτη, 1 Φεβρουαρίου 2022, από τις 12:00 έως τις 14:00, στο HEGO Zoom Room, που έχει δημιουργηθεί συγκεκριμένα για τους σκοπούς του έργου. Κατά τη διάρκεια της συνάντησης ο ανάδοχος της ANEXTA ξεκίνησε τονίζοντας τη σημασία της επιτυχούς οργάνωσης των Διαβουλεύσεων σε κάθε χώρα του έργου, ως μέσο για την επίτευξη του Ειδικού Στόχου του Προγράμματος 1. *Πρώτωση της επιχειρηματικότητας και της επιχειρηματικότητας στον Μαύρο Θάλασσα και την Προτεραιότητα του Προγράμματος 1.2. Αύξηση των δυνατοτήτων διασυνοριακού εμπορίου και μοντερνοποίηση στον γεωργικό και συνδεδεμένο τομέα.* Προχωρώντας, δόθηκε έμφαση επίσης στη σημαντικότητα προσέλκυσης ενδιαφερόμενων μερών από τις στοχευθείσες ομάδες, σύμφωνα με αυτό που δηλώνεται στο Έντυπο Αίτησης, λαμβάνοντας υπόψη ότι κάθε εταίρος είχε μια διαφορετική ομάδα στόχου για να απευθυνθεί. Εν συνεχεία, ο ανάδοχος της ANETXA εξήγησε στους εταίρους του έργου την αναγκαιότητα της ενεργού συμμετοχής των ενδιαφερόμενων με τη μορφή ανοικτών συζητήσεων, με στόχο την απόκτηση προοπτικών και πληροφοριών για τις απόψεις και τις στάσεις τους σχετικά με τη δημιουργία και / ή τη συμμετοχή σε μια συνεργασία για τη δημιουργία ενός Black Sea Herb Cluster. Τέλος, ο ανάδοχος παρουσίασε στους εταίρους τον Οδηγό Συνάντησης (Εικόνα 1) και το Πρωτόκολλο Συνέντευξης (Εικόνα 2 & 3), ως μέσα διευκόλυνσης της διαδικασίας διαβουλεύσεων. Λαμβάνοντας υπόψη τη γνώση και την εμπειρία του αναδόχου της ANETXA, η εξήγηση αυτών των προτύπων είχε ως στόχο να παράσχει κατευθυντήριες οδηγίες και εργαλεία υποστήριξης στους Εταίρους του HEGO, με βάση τα οποία θα χτίσουν τη διεξαγωγή των διαβουλεύσεων στις χώρες τους.



Εικόνα 1: Meeting Guide template



Εικόνα 2: Interview Protocol template



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 <p>Project funded by EUROPEAN UNION</p> <p>One possible method for qualitative word analysis is the content analysis approach. This involves systematically categorizing and coding interview responses into themes and patterns, with a focus on identifying recurring topics and issues. Another approach is grounded theory, which involves using open coding to identify key concepts and themes, and then developing a theory based on these findings. Both approaches are useful for identifying patterns and themes in qualitative data and can provide insights into the perceptions and experiences of interviewees.</p> <p><b>2.5. Data Security and Privacy:</b></p> <ol style="list-style-type: none"> <li>Explain that the interview data will be analyzed using a simple qualitative word analysis method according to the Interview Protocol guide.</li> <li>Assure the interviewee that their data will be treated confidentially, and that their participation in the interview is voluntary.</li> <li>Explain the measures taken to ensure data security, such as storing the data securely and limiting access to authorized personnel only.</li> <li>Ask the interviewee for their consent to use their data for the purposes of the HEGO Project.</li> <li>Explain that the interviewee has the right to access their data and request its deletion at any time.</li> </ol> <p><b>2.6. Conclusion:</b></p> <ol style="list-style-type: none"> <li>Thank the interviewee for their time and valuable input.</li> <li>Remind the interviewee that their participation is voluntary, and they are free to decline answering any questions.</li> </ol> <p style="text-align: center;">Common borders. Common solutions.</p> <p style="text-align: center;">[6]</p>	 <p>Project funded by EUROPEAN UNION</p> <p>c. Provide the interviewee with your contact information in case they have any further questions or concerns.</p> <p><b>3. Notes</b></p> <p>Joint Operational Programme Black Sea Basin 2014-2020 is co-financed by the European Union through the European Neighbourhood Instrument and by the participating countries: Armenia, Bulgaria, Georgia, Greece, Republic of Moldova, Romania, Turkey and Ukraine.</p> <div style="border: 1px solid black; padding: 5px;"> <p>PROJECT: HEGO BSR 987 - HERBS FOR GROWTH RESPONSIBLE PARTNER: PPZ_AUTH DATE OF PUBLISHING: September 2021</p> <p>Joint Operational Programme Black Sea Basin 2014-2020 is co-financed by the European Union through the European Neighbourhood Instrument and by the participating countries: Armenia, Bulgaria, Georgia, Greece, Republic of Moldova, Romania, Turkey and Ukraine.</p> </div> <div style="border: 1px solid black; padding: 5px;"> <p><b>Disclaimer:</b> This document has been produced with the financial assistance of the European Union. The contents of this publication are the sole responsibility of the Aristotle University of Thessaloniki and the HEGO project Partners and can in no way be taken to reflect the views of the European Union, the Joint Technical Secretariat, or the Managing Authority of the Black Sea Basin 2014-2020 Programme.</p> </div> <p style="text-align: center;">Common borders. Common solutions.</p> <p style="text-align: center;">[5]</p>
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Εικόνα 3: Interview Protocol template



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RESPONSIBLE PARTNER: PP2\_AUTH

DATE OF PUBLISHING: September2021

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