

Entrepreneurial Behaviour Series

# Sustainable Business Models

Insights from the  
Tourism, Cultural and  
Creative Sectors

Edited by

Maria Della Lucia

Erica Santini

Andrea Caputo

Fabrizio Panozzo

# SUSTAINABLE BUSINESS MODELS

# ENTREPRENEURIAL BEHAVIOUR

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Insights from the Tourism, Cultural  
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EDITED BY

**MARIA DELLA LUCIA**

*University of Trento, Italy*

**ERICA SANTINI**

*University of Trento, Italy*

**ANDREA CAPUTO**

*University of Trento, Italy*

AND

**FABRIZIO PANOZZO**

*Ca' Foscari University of Venice, Italy*



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INVESTOR IN PEOPLE

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## ABOUT THE EDITORS

**Maria Della Lucia** is Professor of Tourism and Business Management at the University of Trento, Italy, and Coordinator of the Research Task “Sustainable Business Models,” iNEST Spoke 6. She holds a PhD in Economics and Management. Her research focuses on heterodox approaches to systems development and management, culture-based urban regeneration, creative cities and creative tourism, humanistic tourism, destination management and governance, and digital and social media marketing. She has authored and co-authored articles in leading journals such as *Tourism Management*, *Journal of Sustainable Tourism*, *Cities*, *International Journal of Tourism Research*, *Tourism Geographies*, and *European Planning Studies*.

**Erica Santini** is Associate Professor of Innovation at the Department of Economics and Management and at the School of Innovation of the University of Trento. She holds a PhD in Economics from the University of Florence, Italy, and researches technological transformation and sustainable transition in both manufacturing and service industries. Her work has been published in *Regional Studies*, *Entrepreneurship & Regional Development*, *Small Business Economics*, *Journal of Cultural Economics*, and other international journals.

**Andrea Caputo** is Associate Professor in Management at the University of Trento, Italy, and Professor of Strategy & Negotiation at the University of Lincoln, UK. He holds a PhD in Management from the University of Rome Tor Vergata, Italy. His research focuses on entrepreneurial decision-making, negotiation, digitalization and sustainability, internationalization, and the strategic management of SMEs. He has published over 100 academic contributions in these areas. His achievements include being recognized on the World’s Top 2% Scientists List of outstanding researchers by Elsevier BV, Stanford University (USA) in 2021, 2022, and 2023.

**Fabrizio Panozzo** is Associate Professor of Management at the Venice School of Management, Ca’ Foscari University of Venice, Italy, and Scientific Coordinator of iNEST Spoke 6. He holds a PhD in Business Administration and

researches the interplay between business economics, artistic practices, and cultural production. He introduced Critical Management Studies to Italy and has explored how art-based approaches can foster innovation and sustainable economic models. He currently chairs Aiku, Ca' Foscari's research center for culture, creativity, and entrepreneurship.

## ABOUT THE CONTRIBUTORS

**Matteo Baldan** is Research Fellow with a MSc in Chemistry from the University of Padova, Italy. His research activities focus on the revalorization of waste materials and their transformation into new products, with an emphasis on sustainability and environmental impact. He is currently affiliated with Ca' Foscari University of Venice.

**Bob Bastian** is Assistant Professor of Management at the University of Trento, Italy. He received his PhD from the University of Bergamo, Italy, and has had academic experiences at the Rijksuniversiteit Groningen in the Netherlands and IAE Lyon in France. His current research focuses on entrepreneurial decision-making, uncertainty, and sustainability and has published in journals such as in *Harvard Business Review* and *Entrepreneurship Theory and Practice*.

**Valentina Beghetto** is Associate Professor at the Department of Molecular Sciences and Nanosystems, Ca' Foscari University of Venice, Italy. She holds a PhD in Chemistry and is an expert in polymer chemistry, biomass-derived plastics, and leather chemistry. Her research focuses on the development of eco-sustainable materials and processes for the manufacturing industry, with applications supporting circular economy principles. She has authored over 150 publications and patents. Since 2014, she has been the Founder and Scientific Coordinator of Crossing Srl, leading more than 20 national, regional, and European Union-funded projects on sustainable materials and green technologies.

**Maurizio Busacca** is Associate Professor of Economic Sociology at Ca' Foscari University of Venice, Italy. His research focuses on welfare systems, social innovation, and the organizational dynamics of economic processes. He has published widely on the intersections between economic practices, institutional frameworks, and collective action.

**Margherita De Luca** is Research fellow at the Venice School of Management, Ca' Foscari University of Venice. Her work focuses on the intersection of cultural entrepreneurship, artistic practices, and sustainable tourism in heritage cities. She has contributed to iNEST – Spoke 6, focusing on art-based business models and their role in reimagining tourist destinations, particularly in the context of overtourism in Venice. She is currently involved in the Young Researchers project “Sustainable Business Models for Tourism with a Culture-based Approach.”

**Rossana Demurtas** is a former Research Assistant at the Department of Engineering at the Free University of Bozen-Bolzano, where she contributed to the Interconnected Nord-Est Innovation Ecosystem project, focusing on compliance with accessibility regulations in the tourism sector to promote sustainability. She holds a Master's degree in Law and Economics from the University of Bologna and currently works in the renewable energy field.

**Chiara Carolina Donelli** is Assistant Professor at the Venice School of Management, Ca' Foscari University of Venice, Italy. She holds a PhD in Innovation and Sustainability Economics and Management from the Universities of Parma and Ferrara, Italy. Her research focuses on sustainability in the arts, particularly its social and environmental dimensions, and the role of art in sustainable tourism. She has been a visiting scholar at the University of South Australia, Adelaide. She is the Principal Investigator of the iNEST Young Researchers project “Sustainable Business Models for Tourism with a Culture-based Approach.”

**Giulia Dore** is Assistant Professor in Private Comparative Law at the University of Trento, Italy. She holds a PhD in European and Comparative Legal Studies. Her research focuses on the interplay of social norms in the context of intellectual property rights, legal geography, IP and managerial implications on the digitization of cultural heritage, and the broader development of open culture. She has published in journals such as *IIC – International Review of Intellectual Property and Competition Law*, *European Intellectual Property Review*, and *Queen Mary Journal of Intellectual Property*.

**Stefania Denise Escobar** is Postdoctoral Researcher at the Faculty of Economics and Management and is affiliated with the Competence Center for Mountain Innovation Ecosystems of the Free University of Bozen-Bolzano, Italy. She holds a PhD in Management and Economics from the Free University of Bozen-Bolzano. Her research focuses on sustainable innovation, smart business ecosystems, tourism management, and public sector management.

She has published in international journals such as *Journal of Knowledge Management*, *Cities and Current Issues in Tourism*.

**Camilla Ferri** is Postdoc at Copenhagen Business School, Department of Business Humanities and Law, Denmark, and part of the Rethinking Entrepreneurship project. She holds a PhD focused on the role of the materiality of the past in organizing for the future. Her research examines business history and entrepreneurship, particularly in the context of tourism and culture. She studies long-standing organizations and creative entrepreneurs, exploring the relationship between change and continuity and the role of temporality in business and society. Her qualitative approach includes visual and textual data as well as historical sources. She is currently involved in projects on uses of the past, organizational categories, and craft entrepreneurship from a historical perspective.

**Muhammad Junaid Shahid Hasni** is Postdoctoral Researcher with a PhD in Economics and Management from the University of Trento, Italy. His research focuses on consumer behavior, food-related consumption patterns, branding, and digital marketing. He has published in leading journals such as the *Journal of Business Ethics* and the *European Journal of Marketing*. Alongside international academic collaborations, he brings professional experience from the textile and telecom sectors to his research and teaching.

**Stefan Lazic** is a Research fellow at the Department of Economics and Management of the University of Trento, Italy where he obtained his PhD in Sustainability: Economics, Environment, Management and Society (SUSTEEMS) programme from the same University. His research focuses on regenerative development, regenerative tourism, community-led enterprises, more-than-human ethics, and heterodox approaches to the economy. In addition to his academic work, he has professional experience as a practitioner in these fields.

**Maria Lusiani** is Associate Professor of Accounting and Business Administration at the University of Bologna, Italy. Her research explores management and accounting practices in public and nonprofit organizations, particularly in cultural and creative sectors, using qualitative methodologies including case studies, ethnography, historical analysis, and discourse analysis. She previously was a postdoctoral fellow at HEC Montréal and held faculty positions at Ca' Foscari University of Venice, where she directed the master's degree and research center in Arts and Cultural Management.

**Chiara Massacesi** is Postdoctoral Researcher at the Free University of Bozen-Bolzano, Italy. She holds a PhD in Tourism and Food Heritage Tourism from

the University of Otago, New Zealand. Her research focuses on tourism and authenticity in mountain areas, combining rural sociology and cultural studies. She has published articles and book chapters on cheese and gastronomic tourism, emphasizing collaboration among diverse stakeholders. Beyond academia, she has worked as a Consultant for NGOs and currently advises food-producing small businesses and Destination Management Organizations on sustainable gastronomic tourism development to promote local heritage and sustainable practices.

**Maria Menendez-Blanco** is Assistant Professor at the Faculty of Engineering of the Free University of Bozen/Bolzano, Italy. She holds a PhD in Information and Communication Technologies. Her primary research interest lies in human–computer interaction for societal engagement, specifically exploring how technologies can enable or hinder democratic processes of participation. Her work has been published in top international journals such as *ACM Transactions on Computer-Human Interaction* and *International Journal of Human-Computer Studies*.

**Stefano Micelli** is full Professor of Business Economics and Management at Ca' Foscari University of Venice, Italy, and Director of the Manager's Development Programme. His research focuses on the transformation of the Italian economic system, particularly the evolution of the manufacturing sector and the role of craftsmanship in innovation. He is Executive President of Upskill 4.0, a spin-off of Ca' Foscari University; a Member of the Advisory Board Italy and Advisory Board Nord Est of UniCredit; and a Member of the Scientific Committee of Symbola. He is the author of influential books, including *Futuro Artigiano* (Marsilio, 2011) and *Fare è Innovare. Il nuovo lavoro artigiano* (Il Mulino, 2016).

**Sofia Mizzan** is Research Fellow at Ca' Foscari University of Venice, Italy, working on models for regenerating the social and economic fabric of Venice. She holds a dual degree in International Management from Ca' Foscari University and SKEMA Business School, France. Her research focuses on the role of SMEs in fostering sustainable business models, cultural enterprises, and territorial revitalization. She has organized workshops, seminars, and training programs to promote entrepreneurship and innovation and collaborates with Upskill 4.0 on digital transformation projects and strategic consulting for SMEs.

**Linda Osti** is Senior Lecturer in Tourism Management at Bangor University, where she leads the Tourism, Destinations, and Place Engagement research

group. Her research focuses on sustainable tourism, with particular emphasis on its socio-cultural aspects and the behavior of green tourists. Her academic and applied research projects aim to enhance the well-being of local communities as key actors in fostering equitable forms of tourism.

**Marina Clerici Rasini** is an Artist, Farmer, and Philanthropist. Together with her daughters Sofia, Olivia, and Thea Rasini, she manages the activities of the Castel Campo estate and operates the organic agricultural farm “Castel Campo,” Italy. She also oversees the limited company “Il Campo s.r.l.” and actively contributes to initiatives promoted by the non-profit organization “Associazione Campo Base Onlus.”

**Paola Rovelli** is Associate Professor at the Faculty of Economics and Management of the Free University of Bozen-Bolzano, Italy. She is a Member of the Entrepreneurship, Innovation and Management Cluster and the Competence Centre for Mountain Innovation Ecosystems. She holds a PhD *summa cum laude* in Management, Economics, and Industrial Engineering from Politecnico di Milano, Italy. Her research focuses on organizational design, individual characteristics, and family business. She has published in leading journals such as *Journal of Management Studies*, *Human Relations*, *Strategic Entrepreneurship Journal*, and *The Leadership Quarterly*.

**Silvia Sacchetti** is Professor of Political Economy in the Department of Sociology and Social Research of the University of Trento, Italy, where she also coordinates the research unit on Economic Institutions and the Common Good (Cives). Her research explores the interconnections between human motivations, organizational governance, and production systems, including the role of civil society in fostering personal capabilities, identifying publics, and generating shared value for communities. Recent applications include the cultural and welfare sectors.

**Olga Tzatzadaki** is Research Fellow at Ca' Foscari University of Venice, Italy. She holds a PhD in Urban Planning and Public Policies from the University IUAV of Venice. Her research focuses on sustainable business models and social innovation in tourism, with emphasis on community-based approaches and participatory governance models. Additional research areas include the valorization of non-conventional narratives for socio-spatial analysis.

**Federica Viganò** is Senior Researcher at the Faculty of Education of the Free University of Bozen-Bolzano, Italy, and is affiliated with the Competence

Center for Mountain Innovation Ecosystems and the Competence Center for Sustainability. Her transdisciplinary research focuses on sustainability and eco-social transitions across sectors, including energy, agriculture, and creative industries, with particular attention to rural areas. Her work has been published in journals such as *Journal of Rural Studies*, *Sociologia Urbana e Rurale*, and *City, Culture and Society*.

# ABOUT THE iNEST PROJECT

Under Italy's National Recovery and Resilience Plan (PNRR), funded by the NextGeneration EU program, Innovation Ecosystems are a national initiative designed to foster innovation, drive technology transfer, and support sustainable economic development across Italy. These ecosystems represent a cornerstone of Italy's broader strategy to build a resilient, green, and knowledge-based economy grounded in regional potential and inter-institutional collaboration. Each Innovation Ecosystem is a network of universities, public research institutions, territorial bodies, and companies strategically distributed throughout the country to leverage and enhance regional strengths. These networks focus on specific domains of excellence that reflect the unique economic, industrial, and research vocations of each region. The goal is to align innovation initiatives with regional needs and capabilities. To ensure strategic coherence and value creation while engaging diverse domains of excellence and stakeholders, each ecosystem follows a "hub-and-spoke" organizational model. A leading institution (the Hub) coordinates activities with a network of regional partners (the Spokes), ensuring both central guidance and localized action.

The iNEST Project – Interconnected Nord-Est Innovation Ecosystem is the ecosystem located in the North-East of Italy aimed at accelerating digital and ecological transitions across the northeastern regions of Italy, that is, Friuli-Venezia Giulia, Veneto, and the Autonomous Provinces of Trento and Bolzano. This area makes a significant contributor to the Italian economy, accounting for only 2% of the national population but producing 14% of Italy's GDP and 20% of its exports. It is marked by strong territorial identity and a diverse array of productive specializations reflected in the iNEST Project's nine domains of excellence (Spokes). These thematic networks bring together 24 partners, including 9 universities, 3 public research institutions, and 12 private entities under the coordination of the University of Padua, which serves as the Hub. Far beyond a funding mechanism, iNEST represents a strategic effort to drive regional transformation through innovation that is place-sensitive, socially embedded, and intersectorally collaborative.

Within this ecosystem, the Tourism, Culture, and Creative Industries network (Spoke 6) contributes both structurally and thematically to the overarching objectives of the iNEST project. Led by Ca' Foscari University of Venice, iNEST involves collaborative participation from the Free University of Bozen-Bolzano, the University of Trento, and the University of Verona. Spoke 6 adopts a multidisciplinary approach that integrates management, economics, STEM disciplines, the arts, and the humanities to analyze tourism, culture, and the creative industries through an ecosystem lens. Its mission is to foster and strengthen the interconnections among these sectors, reduce fragmentation, and promote the development of a diversified, culturally rich, and sustainable innovation landscape.

To achieve these goals, Spoke 6 is organized into four coordinated research tracks and designed as an integrated learning and innovation system. Digital Technologies (RT1) integrate domain expertise in tourism, culture, and creative industries with advanced technologies such as Artificial Intelligence, Blockchain, IoT, and Extended Reality. Data Analytics (RT2) analyze big data from heterogeneous sources to inform more sustainable public policies and destination marketing strategies. Sustainable Business Models (RT3) transform business models in the tourism, cultural, and creative sectors toward sustainability. Finally, narratives and communication strategies (RT4) develop new tools to challenge stereotypes and reframe tourism communication through inclusivity and sustainability.

This book concludes at a crucial moment in the NEST trajectory, documenting the main outcomes of the research track on Sustainable Business Models (RT3). It is edited by the leaders of the four key research lines within RT3, all of whom share the overarching goal of promoting the sustainable transformation of business models in the tourism, culture, and creative industries. This transformation covers a range of innovative approaches applied at different levels, including circular and inclusive business models, integrating sustainability and equality into the design of services, products, and experiences; art-based business models, leveraging the creative contributions of artists and cultural entrepreneurs to enhance authenticity and value; participatory business models, which create shared value by reconciling the needs and interests of businesses, communities, and visitors; and regenerative business models, reimagining the use of places and spaces by innovating their original functions and cultural heritage to improve living conditions, accessibility, inclusion, and user experience.

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# RETHINKING CULTURAL HERITAGE IN PLACEMAKING: FROM PRESERVATION TO REGENERATIVE DEVELOPMENT IN CASTEL CAMPO

MARIA DELLA LUCIA<sup>a</sup>, GIULIA DORE<sup>a</sup>, STEFAN LAZIC<sup>a</sup> AND  
MARINA CLERICI RASINI<sup>b</sup>

<sup>a</sup>University of Trento, Italy

<sup>b</sup>Castel Campo, Italy

## ABSTRACT

*Contemporary placemaking increasingly focuses on managing bio-regional and participatory processes that integrate cultural landscapes, human–nature relationships, ecological health, and lived experiences, while remaining open to external influences and creative reinterpretation of place. Cultural heritage plays a key role in contemporary placemaking, moving beyond static preservation toward dynamic, future-oriented place regeneration. This shift is particularly relevant in peripheral areas, where placemaking must navigate challenges but also holds potential for alternative, place-based development models. The chapter explores the role of cultural heritage in placemaking through the Castel Campo case study, a historic, family-run, and women-led estate in Trentino, Italy. The study highlights how a hybrid business model grounded in respect for time, place, and community enabled regenerative development by integrating living heritage, regenerative agriculture, and social*

*care. It illustrates how cultural heritage management can bridge historical continuity and contemporary experimentation to support innovative and inclusive forms of placemaking.*

**Keywords:** Placemaking; cultural heritage; regenerative development; family-run enterprise; Castel Campo

## INTRODUCTION

In recent decades, *placemaking* has emerged as a prominent, interdisciplinary framework for rethinking the relationship between people and the places they inhabit, even temporarily (Lew, 2017). Emerging from late 20th-century urban design and planning, placemaking has evolved into a holistic, participatory approach rooted in living systems (Lew, 2017; Silberberg et al., 2013). At its core, placemaking seeks to create not only functional or aesthetic spaces but places that are healthy, meaningful, accessible, inclusive, and resilient, where people enjoy living, working, interacting, and having meaningful experiences.

Today, placemaking must navigate a landscape marked by complex societal transitions. Recent global crises have deepened socio-ecological inequalities (Rodríguez-Pose, 2018), contributing to rising social tensions, displacement, and vulnerability. One key expression of this inequality is the growing divide between urban centers and peripheral areas. Metropolitan areas, including newly built areas, concentrate on people, resources, services, and opportunities. Peripheral areas – whether rural, post-industrial, or suburban – instead face depopulation, reduced public services, and a weakened social fabric (Rodríguez-Pose, 2018). This divide also plays out culturally and ecologically. Cities champion diversity, connectivity, and innovation at the expense of ecological pressure and gentrification. Peripheral communities prioritize tradition, social cohesion, ecological stewardship, and local autonomy but are vulnerable to neglect, exploitation, or abandonment. Yet, these peripheral areas are increasingly recognized for their cultural richness, ecological value, and potential to foster alternative, place-based models of development (De Vidovich, 2022).

In response, contemporary placemaking is adopting bio-regional and participatory processes integrating cultural landscapes, human–nature relationships, ecological health, and lived experiences (Courage et al., 2021) while remaining open to external influences and creative reinterpretation of places. This openness encourages diverse perspectives and knowledge systems in placemaking. Within this evolving process, *cultural heritage* is gaining renewed

importance, not as a static legacy to preserve, in isolation, to prevent degradation or return sites to a perceived original state, but as a *living*, dynamic force for regeneration (Duxbury et al., 2015). Cultural heritage management harnesses this potential through co-creation, interdisciplinarity, and adaptive reuse. These dynamics promote shared responsibility (Zagato, 2015), democratic participation (Dore & Turan, 2024), and bridge past narratives with future possibilities (Labadi & Logan, 2016), empowering private initiatives, encouraging community engagement, and enabling cross-sector and public-private experimentation and collaboration. Culture-led place regeneration activated by these dynamics (Della Lucia & Trunfio, 2018) may also foster regenerative development (Du Plessis & Brandon, 2015) and creative and regenerative forms of tourism (Bellato et al., 2022; Richards, 2014). However, challenges remain that may limit the scope for participation and innovation (Rizzo, 2020).

This chapter explores the role of cultural heritage management in placemaking, focusing on the intertwining processes of heritage preservation, culture-led regeneration, and regenerative development. Through qualitative analysis, the chapter examines how family-run and women-led enterprises contribute to these dynamics using the case study of Castel Campo, a historic estate in Trentino, northern Italy. Acquired by the Rasini family in 1920, the castle is inhabited and managed by their descendants. The first section outlines the key drivers and models of cultural heritage regeneration (Della Lucia & Pashkevich, 2022; Della Lucia & Trunfio, 2018) and its potential to catalyze regenerative development (Bellato et al., 2022), along with women's leadership in family enterprises (Cameron & Gibson-Graham, 2003). The following sections present the Castel Campo case and the research methodology, and discuss findings. The analysis positions Castel Campo as a dynamic, multidimensional hybrid enterprise that combines living heritage, regenerative agriculture, and social care. Its business model, anchored in respect for time, place, and community, demonstrates how cultural heritage management can connect historical continuity with contemporary innovation to support inclusive, future-oriented placemaking.

#### FROM HERITAGE PRESERVATION TO CULTURE-LED REGENERATION AND REGENERATIVE DEVELOPMENT

The dynamics of integrating cultural heritage management into contemporary placemaking are complex. One central challenge is reconciling heritage protection with culture-led regeneration processes that drive economic development,

social innovation, and individual and collective well-being (Della Lucia & Trunfio, 2018). Balancing heritage's intrinsic value protection through conservation with its enhancement and innovative use (Sacco et al., 2014) encourages engagement with heritage and its hybridization with creativity (Booth et al., 2022; Della Lucia & Trunfio, 2018). At the same time, it rejects heritage misuse and commodification (Macmillan, 2021; Nhambura, 2023). Striking this balance ensures heritage remains a protected yet dynamic resource.

The theoretical and analytical framework (Della Lucia & Pashkevich, 2022) that has addressed the tensions and opportunities generated by these dynamics across multiple levels of placemaking integrates the institutional setting (Palthe, 2014) with the key drivers, change factors, and models of culture-led regeneration (Della Lucia & Trunfio, 2018). At institutional level, the regulative, normative, and cognitive systems (Palthe, 2014) provide legitimacy to discourses on cultural heritage conservation and regeneration, each grounded in different premises. While the regulative system relies on legal obligations and coercive mechanisms, such as cultural and heritage policies (Barnett & Carroll, 1993), the normative system emphasizes moral and ethical obligations (Selznick, 1948), shaping how actors perceive their role in preserving heritage and engaging with communities. The cognitive dimension is particularly relevant for transformational change, underpinning cultural identity and participatory practices. In this space, change is driven by personal values, beliefs, and assumptions, often catalyzed through narratives, symbols, and place-based storytelling (Powell & DiMaggio, 1991).

These institutional systems, explaining *what* drives change, *how*, and *why* different actors engage with it, are reflected in *stakeholder participation and heritage-creativity hybridization*. These drivers of culture-led regeneration correspond to the levels of social inclusion and innovation within the regeneration processes, which shape the models adopted and their evolution over time (Della Lucia & Pashkevich, 2022; Della Lucia & Trunfio, 2018). The *Patronage model* emphasizes the static preservation of cultural heritage, while the *Creative City* model promotes the dynamic transformation of heritage and its surroundings. The transition between these models reflects a shift from top-down governance to participatory and shared governance and from conservation to an integrated development strategy that blends heritage with creativity, fostering innovation and new forms of tourism (Richards, 2014). Transitional models include the *Managerial Innovation* model, which values heritage innovation as a source of enriched experiences and value creation, and the *Social Innovation* model, which promotes community involvement in heritage conservation to strengthen social ties and regenerate social capital.

When approached holistically, culture-led regeneration has the potential to catalyze *regenerative development* (Reed, 2007) and a regenerative approach

to tourism. Rooted in an ecological worldview (Du Plessis & Brandon, 2015), regenerative development emphasizes co-evolutionary relationships among different forms of capital (Caniglia et al., 2019) in a bioregional context through development models grounded in mutual care and co-evolution (Benne & Mang, 2016). Their connection is activated through the *sense of place*, which encompasses the meanings, emotions, and memories that individuals associate with a specific place, as well as *place-sourced knowledge* derived from ecological understanding, local practices, and lived experiences over time (Mehmood et al., 2020; Reed, 2007). In this perspective, the place becomes an active stakeholder in regenerative development (Chambers & Buzinde, 2015). Similarly, regenerative tourism (Bellato et al., 2022) encourages communities and visitors to contribute actively to local biocultural vitality and flourishing.

Individuals and communities developing a keen sense of place become primary holders and custodians of this knowledge, guiding place-specific processes that reflect the ways humans can relate to a place, give back to it, and support its holistic flourishing (Bellato et al., 2023; Mehmood et al., 2020). Regenerative efforts unfold through various culture-based and biodiversity-stewarding activities, including agriculture, handicrafts, hospitality, and education, that are catalyzed by family-run enterprises. They often encompass local collaborations, transgenerational succession, and strategic foresight to define economic and non-economic goals toward innovation and long-term impact (Micelotta et al., 2023). Female leadership in family-run enterprises often stands out, shaping conscious business practices to foster a “more equitable, gender-balanced, and ecologically conscious future” (Henderson, 1998, p. 9). *Feminizing* the economy (Cameron & Gibson-Graham, 2003, p. 4) means restructuring the economic systems by recognizing female leaders as agents of change in regional development and fostering interconnections among all living beings within socio-ecological systems. Female agency supports the creation of empowering businesses that integrate social cooperation, innovation, and respect for nature, while improving the role of people within economic activities. Redefining women’s role in entrepreneurship not only transforms how women see themselves but also reshapes societal perceptions and expands the ways women experience being and belonging in the world.

## CASTEL CAMPO CASE STUDY

Castel Campo (<https://www.castelcampo.com>) is a historic castle in the small municipality of Fivàve (approximately 1,000 inhabitants) in the Giudicarie Valleys of Trentino, northern Italy. This region maintains a strong, traditional, agricultural-based economy while being part of the broader Garda Dolomiti

tourism destination (<https://www.gardatrentino.it/en>). The historic estate is surrounded by a garden and dense wood covering 38 ha. It includes the castle and the adjoining Chapel of San Nicolò. Nearby, in the village of Curé, are the Church of San Vigilio and Maso Pacomio, a typical Trentino farmstead (Fig. 8.1, View of Castel Campo estate).

Castel Campo has long symbolized power and influence in the Giudicarie Valleys. The Da Campo family reportedly controlled it as early as 1211, establishing it as a political fortress. In the 15th century, it witnessed violent conflict, especially between the Da Campo and Lodron families. From 1468 to 1885, it was granted as a fief to the Von Trapp family, who performed major architectural and decorative renovations. During World War I, the castle was a support hub for nearby villages. In 1920, Milan entrepreneur Cesare Luigi Silvio Rasini purchased the estate and entrusted it to his son Giovanni and daughter-in-law, the sculptress Thea Casalbore. Under their care, Castel Campo became a cultural landmark, even during wartime, occasionally hosting artists and intellectuals such as the poetess Ada Negri. It still remains in the hands of their descendants, who continue to preserve its legacy.

Artist Marina Clerici Rasini and her daughters Sofia, Olivia, and Thea Rasini own and manage the property as a family enterprise. After Marina permanently moved to Castel Campo in 2003, following the passing of her husband, Michele Rasini, the family undertook a significant restoration of



**Fig. 8.1. View of the Castel Campo Estate.**

Source: Lorenzo Clerici (2024).

the castle. In 2012, they also completed the full renovation of Maso Pacomio, using traditional materials and building techniques. Today, they operate through four areas integrated into the *Castel Campo hub*: the castle as a historical place, the limited company “Il Campo s.r.l.,” the organic farm “Castel Campo,” and the non-profit organisation “Associazione Campo Base Onlus.”

## METHODOLOGY

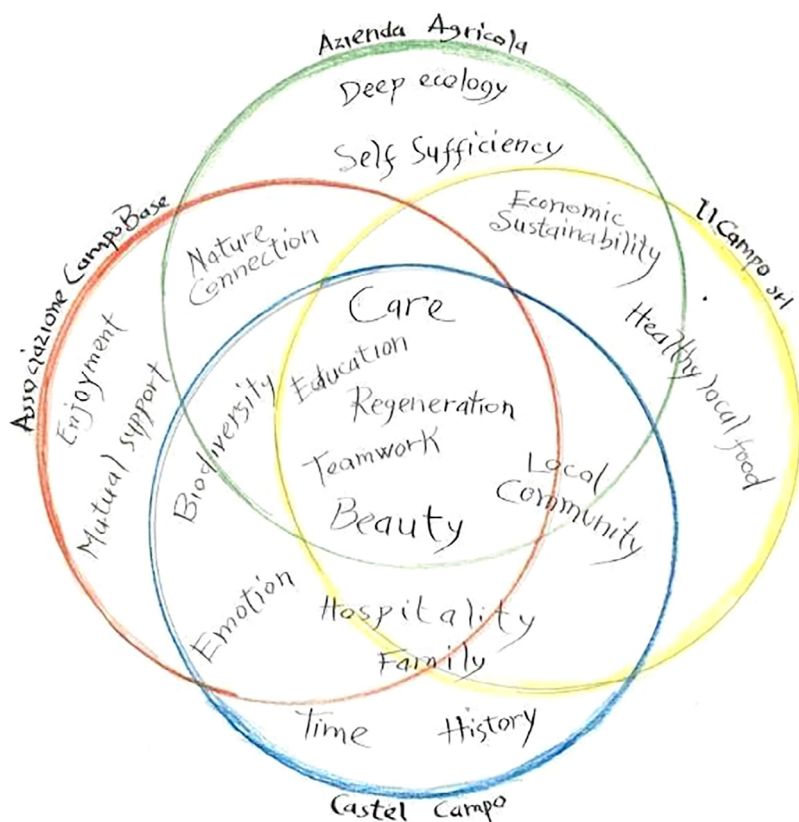
This study examines the processes of heritage preservation, culture-led regeneration, and regenerative development through the case of Castel Campo, featuring a holistic single-case study (Yin, 2018). This private estate integrates diverse cultural, social, economic, and agricultural activities, functioning as a complex yet cohesive system (Benne & Mang, 2016). The case was selected for its national recognition in social and civic engagement and its capacity to generate unique insights into the themes under investigation. This approach aligns with scholarly recommendations for purposeful case selection in qualitative research, emphasizing cases with high analytical value (Eisenhardt, 1989). In 2024, Marina Clerici Rasini was awarded the Order of Merit of the Italian Republic by the President of Italy, an honor conferred upon individuals who have distinguished themselves through ethical entrepreneurship, social inclusion, solidarity, and public service. She was recognized for “giving impetus to a family activity aimed at welcoming and providing hospitality to people with illnesses or psychosocial difficulties” (Presidenza della Repubblica, 2024).

Primary and secondary data were collected from multiple sources to ensure methodological rigor through data triangulation (Vivek, 2023). Primary data were collected through freely structured interviews (Foote Whyte, 1982) with the Castel Campo owners. Questions were open-ended and served as a rough template (O’Dwyer, 2004) to explore key topics related to the Castel Campo business model, such as rootedness in place, family-business goals and initiatives, and female leadership, among others. Eight interviews (approximately one hour each) were conducted during four in-field visits and observations from spring to fall 2024. Secondary data encompass print and electronic documents published over the years, including archival materials from state archives and other institutions, national and local press articles, catalogs, and booklets documenting the history and the activities of Castel Campo (about 400 pages). Data were analyzed manually to generate in-depth insights. The involvement of Maria Clerici Rasini, as a crucial knowledge holder (Bellato et al., 2024) and co-author, strengthened the validity of the data interpretation. To address the inherent limitations of the single case study

design (Flyvbjerg, 2006), particularly the challenge of generalizing findings to other contexts, the authors ensured detailed documentation of the research processes, including transparent reporting and detailed contextual description (Gibbert, 2008).

### CASTEL CAMPO'S HISTORICAL CONTINUITY AND CONTEMPORARY EXPERIMENTATION

Research findings highlight the role of the family-run enterprise at Castel Campo in heritage preservation, regenerative agriculture, and social entrepreneurship. The insights for each area are detailed in the following chapter's sections. They showcase how private, women-led stewardship co-exists and co-evolves with culture-led regeneration in a systemic process (Fig. 8.2, Castel



**Fig. 8.2. Castel Campo Hub.**  
Source: Marina Clerici Rasini (2020).

Campo hub). As the owner notes, this process reflects a deep, ongoing relationship with Castel Campo's living natural and cultural heritage, shaped by female leadership:

*In managing both the land and the castle, I try to follow the ways of nature [...], and in doing so, I align my intention with the intention of nature. (Marina Clerici, 2020)*

*A woman has a unique ability to care for both people and places. This allows us to work harmoniously and recognize our strengths and weaknesses. Most importantly, it sparks the courage to dare and fuels the belief that we can make it. (Marina Clerici, 2020)*

## HERITAGE PRESERVATION

Castel Campo is a listed building of special historic-artistic interest under Italian law and is subject to cultural heritage protection restrictions justified by the interest in its public fruition (ItCCHL, 2004). The local heritage authority (Soprintendenza) supervises all major restoration and maintenance work. Its preservation has been possible through private family and public funding, most notably from the Autonomous Province of Trento, which partially funded the initial restoration work (2001–2005). These joint efforts required constant dialog between the owners and the stakeholders, leading to collaborative preservation actions. This process also demanded careful management of resources, prioritizing what to preserve.

*It is essential to gauge one's resources when carrying out castle activities, find ways to spend less while maintaining an acceptable aesthetic, and preserve or select to preserve wherever possible. (Marina Clerici, 2020)*

Preserving has meant safeguarding its historic structure and its intangible heritage – the stories of who lived there and the enduring sense of mystery that enshrouds it. As the owner notes, being custodians of this private estate is a “true privilege”: not a luxury, but the honor and responsibility of sharing its beauty and legacy with the community, guests, and future generations, while protecting its value.

*Privilege is the opportunity to connect with time, to be penetrated by the presence that has built these walls. It's about living in harmony with the rhythms and seasons of a place that is constantly*

*evolving. Above all, it's about the possibility offered by this place to meet and work with families, professionals, and individuals who take part in our non-profit activities and are so often a great example of courage and selflessness. (Marina Clerici, 2020)*

Preservation at Castel Campo goes beyond the castle and its outbuildings. It includes frescoes and interiors from various periods and styles, a remarkable art collection featuring sculptures and plaster casts by Thea Casalbore Rasini, and a valuable library of rare books on natural history and science by Tito Vignoli, alongside a unique collection of tribal art from Africa and Oceania.

## REGENERATIVE AGRICULTURE

The farm is integrated into the Castel Campo wildlife reserve, which includes estate lands and adjacent areas. The project reconnects cultivation with the natural environment, healing and revitalizing the soil, water systems, and the rural landscape through conscious, small-scale practices rooted in regenerative agriculture (Müller, 2020):

*We must let the land guide us toward natural, sensible respect for nature and experiment with agriculture without interfering with wildlife. (Marina Clerici, 2020)*

The project centers on *soil health*, *biodiversity*, and *ecological resilience*. Natural methods – composting, green manure, crop rotation, and cover cropping – increase organic matter, support microbial life, and improve water retention with minimal disturbance. The farm grows a variety of crops, walnuts, and both wild and cultivated herbs. It also produces organic alfalfa and hay for a nearby livestock farm and makes “Liber-tè” herbal tea. Hedgerows, trees, and mixed habitats support pollinators and beneficial wildlife, creating a self-regulating environment through regenerated natural cycles. Grains are milled on-site just before sale to preserve their freshness. Seeds are saved and replanted each year. Other plans include employing livestock grazing to prepare soil, ideally in collaboration with nearby farms. These efforts contribute to Castel Campo’s food self-sufficiency.

Education and community involvement are integral to the project. Merging traditional rural knowledge with contemporary ecological innovation, the farm is active in networks like Donne in Campo and has collaborated with institutions such as Fondazione Mach of San Michele all’Adige. It also hosts local markets, and educational programs. This participatory approach

positions farming as a web of relationships – with the land, other local actors, and across generations – showing how historical practices can inspire contemporary farming while enhancing local culture.

## SOCIAL ENTREPRENEURSHIP

Social entrepreneurship is a key pillar of the Castel Campo hub, primarily expressed through the non-profit Campo Base Onlus. Its mission is to foster well-being, personal growth, independence, joy, and community spirit, all grounded in a deep connection to nature:

*Campo Base is a safe place, a starting point for exploring, a destination, a place to rest, and a place to move forward. (personal communication, 2024)*

The projects help children and adults facing serious illness by offering retreats, hospitality, and tailored activities. Marina Clerici's daughters have expanded their mission to include stays for families in need, teenage summer camps, and residential retreats for adults and families, delivered in partnership with local and international organizations through donations and sponsorships.

Setting the base camp for these social initiatives within the estate reinforces Castel Campo's historical bond with local communities while opening to international collaborations. These are aided by the Rasini family's international experience in cultural exchange and volunteering, in Italy and abroad. The social mission operates alongside Il Campo S.r.l., which ensures financial sustainability for the hub's activities. The company deals with the administrative and commercial aspects of managing hospitality-related, educational, and recreational meetings, concerts, and other cultural performances. These activities, which take place throughout the estate, are all connected by a common thread, the land, offering visitors immersive, nature-based experiences. One example is the "Labyrinth," which marks the conclusion of the summer camps, a unicursal maze with only one way to reach the center. This ritual space, inspired by ancestral practices, reflects Castel Campo's philosophy of presence, healing, and connection.

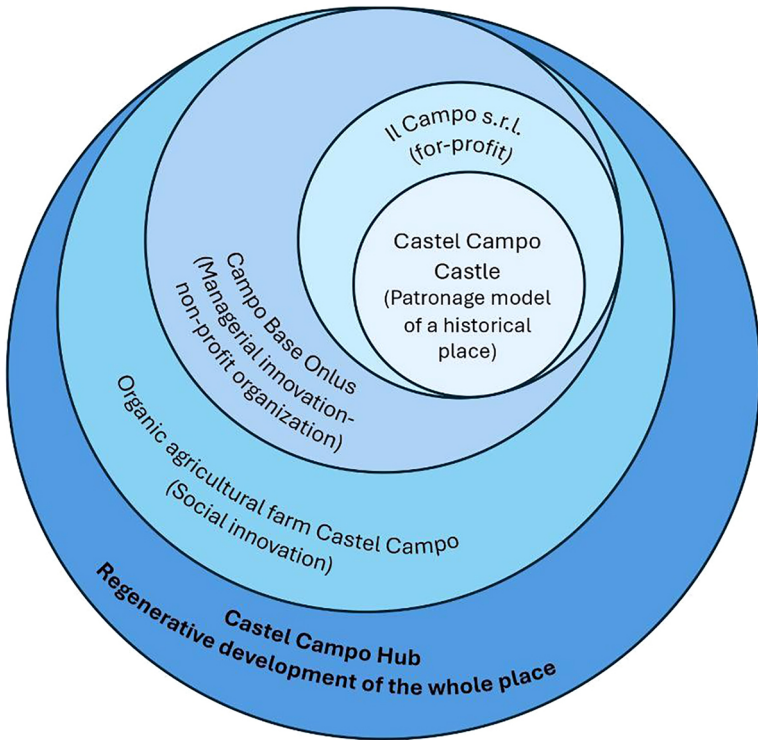
## DISCUSSION

Over time, the preservation of Castel Campo, the development of the farm, and the establishment of the social enterprise have embodied different models from the cultural regeneration matrix (Della Lucia & Trunfio, 2018),

respectively, patronage, social innovation, and managerial innovation. Each model is driven by different goals and premises, involving varying degrees of stakeholder engagement and heritage-creativity hybridization. In preserving Castel Campo (*Patronage model*), the Rasini family's stewardship is closely tied to a broader commitment to the public good. Their investment in cultural heritage preservation and enhancement reflects both a legal duty and a moral responsibility. On the one hand, joint private–public collaboration was key for preserving the castle. On the other hand, sharing the estate's beauty, meaning, and history exemplifies modern patronage grounded in the family's generosity, responsibility, and community engagement. The farm at Castel Campo (*Social innovation*) serves as a platform that reconnects land, traditional knowledge, and people. It reimagines agriculture as a social act of care that nourishes both ecosystems and the family, while inspiring local communities with contemporary practices rooted in ancient wisdom. Community participation grows through educational and hands-on experiences. Finally, Campo Base Onlus (*Managerial innovation*), in synergy with Il Campo s.r.l., represents a hybrid, impact-driven organization. It gives new social purpose to local natural and cultural heritage, offering tailored, creative activities for vulnerable individuals and families, and people who want to reconnect with themselves and nature. Collaborations with international partners introduce a networked, globally informed approach to social value creation.

Despite their differences, the Castel Campo Hub activities coexist and coevolve into a systemic, place-based approach to regenerative development at Castel Campo (Fig. 8.3). This organic process emerges naturally from experience rather than being strategically deliberated by a shared family-and-women-led vision. Decision-making around the management of Castel Campo – its land, property, and heritage – continues to be rooted in an ongoing, deeply felt sense of place, reflected in respect and care for the site's natural and cultural legacy, while decisive female leadership plays a key role in shaping a hybrid entrepreneurial mindset and conscious business practices. The distinctive female sensitivity to sensing, understanding, and reinterpreting the place is reflected in living heritage experiences, regenerative agriculture, and social care and captured in the family's cherished motto: "If you build it, he will come!" (Clerici, 2017).

The place's legacy and the family's history relate dynamically to its members' interests and international experiences, and contributions from guests and partners. This interplay fosters the capacity and sensitivity for creative reinterpretations of Castel Campo's identity. Transgenerational succession – evident in the involvement of Marina's daughters in the Castel Campo Hub – infuses fresh energy into this evolving development model. The



**Fig. 8.3. Systemic Place-based Development at Castel Campo.**

Source: Authors' elaboration.

development of social projects initially attracted more participation from international partners and sponsors than local stakeholders, who are now increasingly involved, however. This openness brings innovation, benefiting the organization and broader efforts toward local regenerative development. However, implementing these initiatives continues to be mediated by the family, as Castel Campo remains a private home, retaining the privilege to shape its path and share it with those who resonate with its worldview. Enduring women's leadership remains a strength marked by their distinct voices and resilience, affecting future development.

## CONCLUSION

This chapter contributes to the academic debate on cultural heritage management in placemaking by offering an actionable, real-world business model that can inspire private initiatives for heritage regeneration elsewhere.

Castel Campo is a dynamic, family-run enterprise whose hybrid business model combines living heritage experiences, regenerative agriculture, and social care in a systemic, place-based regenerative process. Within this model, the women-led entrepreneurial approach is key to shaping the enterprise's socio-ecological goals and conscious business practices. Their existential and business projects involve a distinctive female sensitivity, bridging respect for time, place, and community with contemporary experimentation, thereby supporting innovative and inclusive forms of placemaking. The family acts as a custodian of place and a catalyst of regenerative development trajectories, fostering human–nature synergy and harmony, embracing stewardship and care, and enhancing the living heritage.

Several implications emerge for stakeholders involved in cultural heritage management. First, private-led initiatives embedded in bioregional contexts can support viable forms of development in rural areas aimed at a more equitable and ecologically conscious future. Second, supporting and recognizing women's leadership is critical, as it can foster relational, caring, and resilient approaches to development well suited to regenerative models and contemporary placemaking. Third, greater attention should be given to the distinctive goals of family-run and women-led enterprises, which often prioritize long-term social and environmental value creation over short-term economic gain. To maximize impact, stakeholders should actively position regenerative initiatives within broader debates on alternative economies and sustainable and conscious business models. Strengthening these connections will not only validate the relevance of localized, privately-led practices but also contribute to more inclusive and resilient forms of territorial development.

This research is limited by restricted contact with local actors and the exploratory nature of the analysis conducted. Future studies could benefit from a deeper immersion in the context of Castel Campo, through participatory action research, embedded ethnography, focus groups, and interviews with a broader network of stakeholders, which would allow for a more detailed exploration of each dimension of their existential and business vision. Identifying ways to measure the long-term impact of their work, whether in terms of ecological health or human well-being, would also be valuable.

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