

Question Team 1 - Questions to analyse good practice projects

Project : BierVision Monstein 23.9.2005

Basic Information

1) Project name, duration and budget

Beer Vision Monstein; 2001 - ...; The project was budgeted with 950000 Euros. The brewery is a corporation. The shareholders are young and old people: some are from the region Davos, but most of them from the lowlands in Switzerland or foreigners (tourists who know the region Davos)

2) Short description of the project.

In 2001 was build up the highest situated beer brewery of Europe and the first show brewery of canton Grison. It is located in the old alpine dairy of Monstein, a little mountain village near Davos. From springwater in Monstein, Swiss hop and malt it is produced on a innovative tradition several types of "Monsteiner Beer" . The beer is sold in the whole region of Davos and Prättigau (60%), in rest of canton grison (30%) and in the rest of Switzerland (10%). Hotels and Restaurants, Bars and Shops sells the beer in the region. In the brewery there are produced other specialities like spent grains bread, meet of Monsteiner porks and cattles (who eat the spent grains also),spirituous beverage (like egg liqueur) and a special fondue. Together with the dairy of Davos it is produced a special beer cheese, which gained in 2001 the "Prix d'innovation agricole Suisse». Together with Davos- and Grison Tourism, the dairy of Davos, the RhB (Rhaetic Railway) and the mining museum, BeerVision Monstein is offering a lot of different programs for tourists. Also seminars about beer brewing and visitation program. In the little village of Monstein, the little shop and the hotel/restaurant in Monstein can profit from the brewery. For brewing beer, especially clean water which is poor in minerals is an important resource for the production. The involved economic sectors are: beer brewery, tourism Davos, tourism Grison, dairy Davos, butchery in Davos, spirit merchant in Davos, baker in Davos, Hotel/restaurant in Monstein, little village shop in Monstein and farmers

3) What is the geographical project perimeter (functionally)?

The mountain village Monstein with the brewery, the tourism region Davos, some other regions of Grison and Switzerland for sale

4) Description and address of project executives.

BierVision Monstein AG, Andreas Aegerter, Postfach, 7278 Davos Monstein. Telephon: 081/420 30 60, info@biervision-monstein.ch, <http://www.biervision-monstein.ch>

5) Contact person(s).

Andreas Aegerter

6) Name and function of interviewed person(s).

Andreas Aegerter, Manager of BierVision Monstein

7) Date and place of interview.

23. Sept. 2005, Monstein beer brewery

Where it started from ...

8) What was the “**project trigger**”? (e.g. an existing problem, an upcoming event, etc.)

The idea of the brewery resulted with 4 friends from Monstein to brew a beer for the “Monsteiner Dorffest” (= party in the village). It was just an idea, than a hobby and out of it resulted the brewery...: Idea to produce a local Monsteiner beer --> hobby: use of the Monsteiner water to produce beer (at the beginning, beer production took place in the lowland with the water of Monstein). --> idea "our water, our beer" --> create new water conditions in Monstein (no cows near the water...) --> election in the Monsteiner village about a new brewery --> new brewery

9) Which were the **objectives/goals** in of the project (as defined in the beginning of the project)?

Using the very clean water which is poor of minerals to produce local beer. Network with dairy, butchery, farmers and tourism in Davos and Monstein. Appreciate Monsteiner village

10) Which were the **success-criteria** for the project (as chosen in the beginning of the project)?

local niche production. Cross sector activities with dairy, butchery, baker, spirits merchant, farmers and tourism in Monstein and Davos. Good promotion and public relation.

11) Which were the main **obstacles, challenges**?

The project was not hailed from everybody in the village. Some people were fear of noise, of too much tourism, of a new idea...! The problem is that sometimes now arrives postbuses with tourists who wants to visit the village. They like the little village and sometimes they sit down on a "private lawn seat" in front of a door. They make picknick in the village and feel very soon "domestic" in the little nice village. For some of the inhabitants, this is like a restriction to freedom. Andreas Aegerter has a lot of innovative ideas (e.g. production of sirup with alpine herbs). When he search the cooperation with the farmers in the village, they are sometimes very lazy and not interested in producing and cultivating a new product. For personal reasons some of the farmers don't like cross sectoral cooperations with butchery or baker etc.

12) Was a **monitoring** concept set up in the beginning of the project?

-

Who and how?

13) **Who...**

- was initiating the project-idea?
4 friends from Monstein (Andreas Aegerter, Hanspeter Hoffmann, Urs Meisser, Beat Rüttimann)
- was developing the project? A. Aegerter mainly responsible
- was/is implementing the project? A. Aegerter mainly responsible
- was/is running the project? A. Aegerter mainly responsible
- was/is evaluating the project?

- is transferring the project experiences to other projects/activities **A. Aegerter** **mainly responsible**

Describe referring key-persons, stakeholders, economical sectors, branches, etc. as well as their roles and identification.

Participants and partners of the brewery: Molkerei Davos, Metzgerei Stiffler Davos, Charly's Bäckerei Davos, Kindschi & Söhne Davos (Spirituosen), Landwirtschaftsbetrieb Hoffmann & Fischler, Davos Tourism, Grison Tourism, Shop of Monstein, Hotel of Monstein, School of Monstein

14) What was/is the **organisational design/legal body** of the project:

- in the development phases?
- in the implementation phases?
- in the running phases?
- for the transfer of the gained project experiences

Legal form: corporation, 950000 EUR of capital stock, 725 shareholders from all over the world (!), participation of women: 38 %, youngest shareholder 6 months old, oldest shareholder 98 years old

15) What kind of were/are **co-operations/networks** were established (local, regional, national, international, urban-rural, etc.).

Networks with participants and partners of the brewery: Molkerei Davos, Metzgerei Stiffler Davos, Charly's Bäckerei Davos, Kindschi & Söhne Davos (Spirituosen), Landwirtschaftsbetrieb Hoffmann & Fischler, Davos Tourism, Grison Tourism. Shop of Monstein, Hotel of Monstein, School of Monstein

16) What **methods and activities** were/are used for:

- organizational development?
- project development?
- project implementation?
- project evaluation?
- for the transfer of the gained experiences
- further ...

Producing Monsteiner beer. Developing product concepts with dairy, butchery, baker and farmers of davos. Sale strategies. Promotion and tourism. New programm: production of a beer and sale it to COOP, a big supermarket chain in Switzerland. The brewery stand up for the little school in Monstein by selling a monsteiner beer product with part revenue for the school

17) How was/is **information/knowledge** managed?

-

18) How was/is **decision-making** handled?

Election in the Monsteiner village before establishing the brewery.

19) What kind of **capacity building activities** were/are carried out?

20) How was/is **ownership of the knowledge** gained in the project handled?

The knowledge of brewing beer is a standard method. What the beer makes special is the Monsteiner water, the hope and the malt. In the same way are the products with the trade handled. The production of spent grains bread, egg liqueur, beer cheese etc. are standard production but with special local ingredients of the brewery and the region. Therefore the knowhow comes from the trade itself for the production of this specialities. A. Aegerter as key player organize and manage the knowhow gained.

21) Did/does the project work with **external facilitators**?

No

Resources

22) What kind of **resources** are used to generate project related value added?

Clean mineral free water for brewing beer. Cross sectoral collaboration with regional trade (with farmer, baker, butchery, dairy and spirituous merchant)

23) How much **money** was/is available, and where did it come from (foreign, national, local, public, private, subsidies, etc.)

- in the development phases?
- in the implementation phases?
- in the running phases?
- For project evaluation?
- For other purposes?

The project was budgeted with 950000 EUR. The brewery is a corporation. The shareholder are young and old people: some of the region Davos, but most of them from the lowlands in Switzerland or foreigners (tourists who know the region Davos)

Results/Impact

24) What is the “**Alpine Unique Selling Point**” of the project?

The project shows that innovative activities with a creative, traditional niche production creates a potential for regional sale possibilities, tourism attraction, attractiveness. It is just a little project, but it makes it possible to increase the name recognition of a little mountain village. From the project profits also the shop, the school and the hotel/restaurant of the village. The endogenous resource “clean and mineral free mountain water” can very well be used for brewing beer.

25) Were the **objectives/goals** altered and to what extend are they hit?

26) What is the **impact of the project on nature and environment** (How did or does the project contribute towards preserving or improving nature and the environment? How would you quantify this impact?)?

27) What is the **social-cultural and economical value added**?

6 working places in the brewery. Network and cooperation with farmer, butchery, baker, dairy and spirits merchant. Name recognition of the mountain village Monstein increase. There is produced a sale volume of 903'225 Euro with a value added for the whole region Davos. In the village profits also the shop, the hotel and the school from the brewery. The farmer profit

from more direct marketing of their own products. Advancement and facility of logistic problems due to cooperation between the merchants in the region and the village. Community district profits from income and water use of the brewery and profited also from the renovation of the water utilisation in the village (the costs took over the brewery)

Identification with local, famous product. Network makes even more innovation possible. The knowhow is gained in the region. The brewery aids the little school in the village by selling special products for the school.

28) Who are the **winners** of the project?

Community district Davos-Monstein, Region Davos, trade and tourism in the region Davos, Hotel, Restaurant and Shop in Monstein, Hotels and Restaurants in the region.

29) Are there any **losers**?

The inhabitants of the village who don't like tourism in the village

30) How many and what kind of **working places** were/will be created?

About 6 working places (2 full time, 4 part time) in the brewery and the region Davos

31) To what extent does the project contribute to **keep the people in the region**?

Due to the collaboration of the village shop (and post office), the village restaurant, school and brewery, it is possible to maintain this basic infrastructure in the village for the future. Without this infrastructure, the village would change to a bedroom "suburb" without any children and the attractiveness and culture of the village would get lost.

32) To what extent does the project **contribute to a sustainable development of the alpine area**?

Create new working places, advance niche production in an Alpine region based on natural water resource without any impact on the nature. Identification with local, famous product. Network makes even more innovation possible. The knowhow is gained in the region.

33) What were the **main difficulties to deal with and how were they handled**?

See question 11)

34) Are there **multiplier effects** to other economic branches in the region? What are the impacts? Number of new working places where?

Collaboration with trade (see various questions above). Innovation for new products based on the famous label "Monstein". There were gained various awards for innovative products. At the moment no more working places because of multiplier effects, but added income for innovative efforts.

35) Does the project require some **special basic conditions** in a region to implement the same project idea?

Clean mineral free water for brewing beer. Minimum number of tourists and trade. Short distance to a famous tourism region like Davos for sale is important.

36) Are there any **other economic impacts** for the region?

Label Monstein, attractiveness, promotion, increasing image

37) Is there an **economic impact in other regions or countries** (e.g. possibility to open new markets?)

Beer is distributed in the region and in some places in the lowlands of Switzerland. Soon it will be also distributed in COOP supermarket chain (but only regional distribution)

38) What was/is the **PR impact and publicity** of the project (How was or is the success made known to the general public? How would you quantify this impact?)

Internet, newspaper, visiting possibilities for tourists, promotion and presence on special events

39) Further results/impacts

Learnings

40) What are the **“lessons learned”** of the project representatives concerning:

- role and importance of involved key-persons, stakeholders, economical sectors, branches, etc.?

In this case, the key person (A. Aegerter and his friends) were very important for developing innovative products and generating networks in the region and the lowlands.

- organisational designs, legal bodies, co-operations and networking?
- effectiveness of methods and activities?
- information- and knowledge management, decision making and capacity building?
- knowledge-ownership management?
- role of external facilitators?
- project evaluation?
- Difficulties and failures and how they were handled?
- relevance of endogenous resources?

Clean mineral free water is important

- role of Money?

It was quite easy to gain the money of the shareholder → the idea of the beer brewery was a crowd-pleaser

- reaching the objectives/goals?
- generation of impacts and added values?
- dealing the winners and losers?
- impacts on regional development (workplaces, keeping people in the region, etc.)
- generation of multiplier effects?
- transfer of project results to other projects, regions, etc.?
- role of PR?
- Further aspects?

Further

41) What are **recommendations** for other projects?

It needs more effort and patience to develop an innovative idea in a little mountain village. Networking and cooperation is very important for the success of the project implementation. But nevertheless, it is worthwhile to advance innovative productions in a mountain valley!

42) What is a **good practice project from the project representative's** point of the view?

43) Further points

Documents

44) List of documents

[see database of CIPRA](#)