

Question Team 1 - Questions to analyse good practice projects

Project : Bio Engadin Cheese

Basic Information

1) Project name, duration and budget

Bio Engadin Cheese, 2004 - ..., Total budget: 823333 EUR

2) Short description of the project.

Starting position and project trigger: 1.) The farmers in the Engadin produce a lot of bio milk. Unfortunately a lot of this milk was distributed to a big dairy in the lowlands of Switzerland and mixed with normal milk to produce normal cheese with the label "Emmi". The reason for this were difficult sale opportunities for bio cheese in the region of the Engadin and in the whole Switzerland because bio cheese is a little bit more expensive than the others from the big dairy in the lowlands. 2.) The region of the Engadin and the city St. Moritz developed together with Rätia Energy for the ski world champion chip in St. Moritz a new energy programm "cleanenergy" to advance renewable energy in the region. For this two reasons, the responsible persons for tourism had the idea to create an alliance between tourism, energy and agriculture. St. Moritz motivated the local dairy in Bever to produce Engadin Bio Cheese and arranged with the national supermarket chain COOP the distribution throughout Switzerland. In the first year they could already produce and sell 50t of cheese. The dairy make use of the "Schotte", a by-product of the cheese production (4.3 Mio. l/year), to produce biogas energy. In this way, it doesn't have to be transported the "Schotte" to the lowlands to dispose it. The supermarket chain "COOP" sell the green electricity with certificates. The project is involved in the Clean Energy project of Engadin/St. Moritz and integrated in a good elaborated tourism marketing concept. Involved economic sectors: St. Moritz tourism, dairy in Bever, farmers (agriculture), national supermarket, biogas production in sewage cleaning construction (ARA), Rätia Energy (energy cooperation in canton grison)

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

Region of Engadin with famous tourism destination St. Moritz. Sale in the whole Switzerland

4) Description and address of project executives.

Kur- und Verkehrsverein St. Moritz, LESA (dairy in the Engadin) Responsible person: Danuser Hanspeter Kur- und Verkehrsverein St. Moritz Via Maistra 12, 7500, St. Moritz, Schweiz management@stmoritz.ch Tel: +41 81 837 33 50, +41 81 837 33 77

5) Contact person(s).

Kur- und Verkehrsverein St. Moritz, LESA (dairy in the Engadin) Responsible person: Brigitta Thut, Kur- und Verkehrsverein St. Moritz Via Maistra 12, 7500, St. Moritz, Schweiz management@stmoritz.ch Tel: +41 81 837 33 50, +41 81 837 33 77

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

Tourism director of St. Moritz, Danuser Hanspeter

7) Date and place of interview.

short phone call with H. Danuser (very busy always! ☹, 22. of September)

Where it started from ...

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

Starting position and project trigger: 1.) The farmers in the Engadin produce a lot of bio milk. Unfortunately a lot of this milk was distributed to a big dairy in the lowlands of Switzerland and mixed with normal milk to produce normal cheese with the label "Emmi". The reason for this were difficult sale opportunities for bio cheese in the region of the Engadin and in the whole Switzerland because the bio cheese is a little bit more expensive than the others from the big dairy in the lowlands. 2.) The region of the Engadin and the city St. Moritz developed together with Rätia Energy for the ski world champion chip in St. Moritz a new energy program "cleanenergy" to advance renewable energy in the region.

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

Ecological cheese production, increase sale of BIO cheese and save working places in the agriculture sector and the dairy, advance cleanenergy project in the engadin with a new renewable biogas production of the "schotter" (byproduct of cheese production). boost the label "Engadin"

10) Which were the **success-criteria** for the project (as chosen in the beginning of the project)? **See question 9**

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

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

Who and how?

13) **Who...**

- was initiating the project-idea? **A farmer with H. Danuser**
- was developing the project? **H. Danuser, Rätia Energy and COOP marketing director**
- was/is implementing the project?
- was/is running the project?
- was/is evaluating the project?
- is transferring the project experiences to other projects/activities

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

H. Danuser is a very innovative tourism director. Expert in destination marketing. He is very famous and has a big network and a lot of contacts in the whole Switzerland and also in foreign countries. Contact e.g. with COOP supermarket chain came up due to this person. Rätia Energy has already a very well organisation structure and also a big network in the whole Switzerland and especially in the canton Grison (e.g. with the dairy in the Engadin). The farmers and the dairy were also already linked due to other cheese production in the region.

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

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

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 ...

Cooperation of tourism destination St. Moritz with LESA (dairy in Bever), contract with national supermarket chain "COOP" for saling Engadin Bio Cheese and certificated green electricity from Rätia Energie, testing the biogas production in the sewage cleaning construction (ARA), construtction of a pipeline from the dairy to the ARA (1km distance), promotion of biological cheese production and biogas production, promotion of agriculture in the Engadin

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

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

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

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

21) Did/does the project work with **external facilitators**? **No**

Resources

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

Milk, bio cheese, biogas produced from "Schotte" of cheese, green electricity production of the region

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?

Total budget: 823333 EUR, private investors: ARA (community Samedan and Bever)
: 530000 EUR, LESA: 293333 EUR

Results/Impact

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

The project shows that it is possible to market a "label bio cheese" from a mountain valley in the whole Switzerland. The combination of bio cheese production and biogas production of the Schotter is a very innovative way and economically very efficient. It shows that a network of different branches in a mountain valley can bring a lot of advantages for all players (win-win situation) not only in the mountain valley but also in the lowlands. The network helps the farmers to have a secure income and raises the image of the mountain valley for clean energy production and bio cheese.

25) Were the **objectives/goals** altered and to what extent 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?)?

Instead of disposing of 4300t Schotte per year and transport it to canton Appenzell it is produced 280000kWh of electricity in the region. There is no reverse osmosis. Decrease of fresh water consumption of about 12%. Electricity used for Schotte disposal: decrease of 15%. Decrease of dirty water of 33%. New pipeline from LESA to ARA: decrease of 330 truck drives per year.

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

New production of 40-50t bio cheese per year. Production of 280000 kWh green electricity. Potential to keep farmers in the region and to keep working places in the dairy. Increasing image of the Engadin, the mountain agriculture and of the clean energy program. Possibility to profit from more tourists because of the tourism program clean energy tour.

The success of the close cooperation of farmers, dairy, tourism destinations and Rätia Energy motivates all participants to continue the business and communicates a corporate feeling". The success sale of the Engadin bio cheese encourages the self-confidence of the farmers in the valley and motivates also next generations to continue with the business.

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

All players

29) Are there any **losers**?

No

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

Potential to keep farmers in the region and to keep working places in the dairy.

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

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

Potential to keep farmers in the region and to keep working places in the dairy. Increasing image of the Engadiner, the mountain agriculture and of the clean energy program. Advancing the image of clean energy and the possibility to produce clean energy with endogenous resources in the Alps

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

At the moment, the bio cheese is distributed by COOP in the whole Switzerland. It is a little bit more expensive than other cheese products. Therefore a lot of inhabitants, hotels and restaurants in the region prefer other cheese. The LESEA and the responsible persons for tourism in the region like to improve the direct marketing and distribution in the region. With a lot of promotion (farmers, images, photos, ...) they demonstrate the originality and quality of the cheese in the village and the hotels. The aim is to increase the market share to reach 15% in three years.

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

Energy and tourism. No new working places. St. Moritz receives a lot of money from the energy and agriculture business due to the famous label "St. Moritz" and "Engadiner" (Bio Engadiner cheese, pure power St. Moritz...).

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

The cooperation between tourism, agriculture and energy sector in general is possible and a very efficient and innovative idea also in other regions. It seems that some preconditions must be given to implement the same project idea: 1) It needs a minimum number of farmer who produce bio milk to guarantee annually a minimum crop of milk for the dairy. 2) To guarantee a minimum of sale volume it is an advantage to build a cooperation with a national supermarket chain. To reach a national supermarket chain, the label of the product must probably already be famous or at least represent a well known region. The network with COOP had already exist before the project has started. The tourism director of St. Moritz plays an important role as key player because of his connections and his innovative thinking. Probably not every region has such connections, key players and a well known name recognition like St. Moritz and the Engadiner. 3). The cooperation with Rätia Energy and St. Moritz tourism was developed for the Winter Ski World Champion Cup. For the planned clean energy program there was invested a lot of money in clean energy production like solar electricity. The famous clean energy program together with the innovative Rätia Energy cooperation and the award for St. Moritz for the "energy city 2004" makes it possible to integrate the new project in a whole energy and tourism program. Like this, the project is embedded in an already existing effective operation between tourism and energy. Not in every region exists network between energy and tourism, and not every region has the possibility to produce green energy with the label of the region. St. Moritz receives a lot of money from the energy and agriculture business due to the famous label "St. Moritz" and "Engadiner" (Bio Engadiner cheese, pure power St. Moritz...). Not every region can profit from a famous label like this.

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

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

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?)

Since the beginning of the project there is a lot of information in newspapers and television. The region Engadin has a very professional tourism marketing and involves the Engadin bio cheese in a lot of activities: promotion with other specialities during "Engadiner Ski Marathon", COOP Subercard activities in St. Moritz, "Energy city award St. Moritz", OLMA St. Gallen, Sechseläuten Zürich, etc....

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.? **very important**
- 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?
- role of Money?
- 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?

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

43) Further points

Documents

44) List of documents