

Final report of Project Question 1:

REGIONAL VALUE ADDED

How can endogenous potential for creating product and service chains with a high regional value added be used successfully?



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25th March 2006, Davos/CH



The Future in the Alps Project is borne by the International Commission for the Protection of the Alps (CIPRA) and financed by the MAVA Foundation for Nature Conservation. Through the Project, CIPRA is contributing towards sustainable development in the Alpine region and the implementation of the Alpine Convention.

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1. INTRODUCTION

Rural Regions show often little economic growth and a low variety of job opportunities compared to urban and periurban regions. With increasing global liberalisation and structural change in agriculture, jobs in rural areas of the Alps have often been lost during the last decades, resulting in continual population loss in some areas. In fact, starting from an analysis of the actual situation based on the data on the town scale, which is the most appropriate one for the alpine context, various studies like REGALP (Pfefferkorn et al 2003: REGALP) and Bätzing 2000 proposes a reading of the destiny of the Alps that show some main development trends: 1) growth of urban, sub-urban and peri-urban areas, 2) high concentration close to industrialised and tourist areas, 3) areas of depopulation characterised by the presence of high quality ecosystems, but also by the abandonment of those traditional activities that contributed to the creation of that particular alpine landscape. Further on, other areas have transformed into relatively vulnerable tourist resorts or into commuter communes with often negative ecological and social effects (Pfefferkorn et al. 2003: REGALP, Bätzing et al 1996, Bartaletti 1994). An important focus of regional development in Alpine areas is therefore to maintain or even increase the diversity of job opportunities and the regional added value of such rural regions without compromising the sustainable use of their natural resources.

Natural resources in Alpine regions are often limited and vulnerable due to climatic and topographical conditions but show often a high value and uniqueness in terms of their ecological quality and production methods. The uniqueness of different Alpine landscapes and cultural characteristics itself are often considered as their most important endogenous resources. Therefore, it is necessary to take as much advantage as possible out of these existing natural resources of Alpine areas and use them in a sustainable way.

If there is made use of endogenous resources and hence built up successful and sustainable regional product and service chains, these chains are thus highly valuable for two reasons: 1) they allow to use the existing natural resources in a sustainable way and within short distances; 2) they allow to create and maintain jobs within Alpine regions, which are closely linked to the existing and well conserved natural resources (and their biodiversity) and therefore less vulnerable to external changes. Sustainable economic structures based on endogenous resources are therefore of high economic relevance and key factors for a sustainable development in Alpine regions.

In this contribution we evaluate and discuss how endogenous resources for creating product and service chains with a high regional value can be used successfully. We aim at identifying the success factors governing regional chains of production and services which make use of endogenous resources such as social and cultural identity, land use, farming etc (Ermann 2005, Dax 2001, Mühlinghaus 2001). How can regional and local opportunities be seized to build up regional chains with high value added? Which new policies and instruments are needed to facilitate regional innovation and co-operation projects? How can existing regional chains be linked to each other in order to benefit from the resulting network? How can potential network partners most efficiently benefit from the knowledge present in the network? To give answers to such questions we first publicise successful regional value-added chains and co-operation based on a literature survey and based on best-practice examples (task 1). Based on the lessons learned we then analyse future potential for regional value added (task 2). To analyse regional potentials in the future, it is necessary to identify and discuss the most important general future trends (megatrends) and their potential impact on alpine regions because trend-setting is mainly influenced by external, non alpine region specific forces. The analysis of task 2 aims at discussing risks and chances for alpine regions due to such future trends and shows how alpine regions could use their potentials in an optimal way considering future development.

Together, the two tasks addressed in this report aim at:

- circulating knowledge and good practice of successful regional value-added chains and networks that make use of endogenous resources throughout the Alps
- expanding and consolidating knowledge of success factors governing regional value added and of the potential available for regional value added
- circulating knowledge of new forms of co-operation and participation in respect to regional value added
- contributing to a better orientation of promotion regulations towards a sustainable economic development.

2. WORK PROGRAMME, METHODS

The question team one started in July 2005 with the state of the art of the literature knowledge. The teams from Italy (Scaramellini) and from Switzerland (Bebi) were responsible for the analyse and selection of the publication referring to task one. Team Scaramellini mainly concentrated on publications from Italy and France, team Bebi looked for publications from Switzerland and other alpine countries.

The “practitioners” from our team (Austria: Reiner/Fidlschuster, Switzerland: Heeb) were concentrating on the selection of best practice examples and mainly responsible for this part. To have more or less a balanced ratio between best practice examples of different alpine countries each team of us focussed the search of best practice examples on its own country and on one neighbour country: Austria, Slovenia (Team Reiner/Fidlschuster); Switzerland, Germany (Team Heeb and Team Bebi); Italy, France (Team Scaramellini).

In the following table you can find our working plan in detail:

Table 1: Timetable of question team one

Time	Responsible	Content
July – August 2005	Team Bebi Team Scaramellini	State of the art. Gaining knowledge and look for publications about content of question one.
August – September 2005	Team Reiner Team Heeb Team Scaramellini Team Bebi	Collection of best practice examples
5. September 2005	all Karin Hindenlang	Meeting in Zurich. Discussion of best practice examples and publications
September – October 2005	Team Bebi	Report

Detailed work steps of question team one:

1. Gaining a general overview of publications and good practice examples related to question one

For a comprehensive overview and a comprehensive selection of publication and best practice examples related to question one, we used different knowledge sources (scientific journals, reviewed/non reviewed books, reports, internet-sites, our own knowledge and experience about information) to look for issues related to question one. The definition of key words helped us to find information about our question within this knowledge source. (A key word helps you to come across the relevant topics and themes you are looking for in a knowledge base and show you relations to other interesting themes related to this issue). The following key words were used:

- value added chain
- sustainable development
- resource management
- service chain
- regional co-operation
- good governance
- endogenous potential
- economic resources
- transdisciplinarity
- development platforms
- economic promotion
- network
- landscape
- protected areas
- economic benefit
- regional development
- economic development
- co-operation
- product chain
- regional chain
- innovation
- endogenous resources
- interdisciplinarity
- stakeholder platforms
- public participation
- regional marketing
- ecosystem services
- sustainable tourism
- social benefit
- ecological benefit

2. Selection of about 50 publications and 29 best practice examples

To select the best examples from the amount of publications and good practice examples which we found in the different knowledge sources by using the key words mentioned above, we defined the following selection criteria:

- Innovative content
- Sustainable economic value added
- Sustainable socio-cultural value added
- Sustainable impact on environment
- Good governance
- Networking
- Transferability

-
- Variety of project types (use of natural, economic or/and cultural endogenous resources, involved economic sectors, cross sector examples)

(The definitions of all these criteria are mentioned in chapter 3.1.1.1, in the annexes, chapter 7.5 and in the glossary of the CIPRA.).

We selected all publications and practice examples as best examples which fulfilled these selection criteria. Our team has disregarded practice examples which have not fulfilled the selection criteria. Therefore, we finally selected about 50 publications and 29 **best** practice examples which were really successful in regard to our selection criteria.

The only problem with regard to the knowledge base were the best practice examples from Slovenia and Germany. Due to less experience in these countries on our part, little input from the national contact points and only very few information resulted from the key word searching, we could finally only analyse one best practice from Slovenia and one from Germany.

3. Knowledge of selected publications

In a next step, the 50 publications were read and all the important information related to question one has been included in this report in chapter 3.1.1.

4. Knowledge of selected best practice examples

The 29 selected best practice examples were analysed very detailed in regard to project properties and its success factors. For this analysis we created a detailed questionnaire for the project representatives. In the questionnaire, the following project properties were investigated:

- Project trigger (e.g. an existing problem, an upcoming event, etc.)
- Role and importance of involved key-persons, stakeholders, economic sectors, branches, etc.?
- Organisational designs, legal bodies, co-operations and networking?
- Effectiveness of applied methods and activities?
- Innovative elements
- Information- and knowledge management, decision making and capacity building?
- Knowledge-ownership management?
- Role of external facilitators?
- Project evaluation? Monitoring concept from the beginning?

-
- Difficulties and failures and how they were handled?
 - Relevance of endogenous resources?
 - Role of Money?
 - Reaching the objectives/goals?
 - Dealing the winners and losers?
 - Generation of impacts and added values? New markets?
 - economic added value
 - social added value
 - impact on environment
 - Special impacts on regional development (workplaces, keeping people in the region, etc.)
 - Generation of multiplier effects?
 - Alpine “unique selling point”
 - Transfer of project results to other projects, regions, etc.?
 - Role of PR?
 - Recommendations for other projects?

The outputs of these questionnaires were analysed for their success factors (see chapter 3.1.2.3), summarized on a project specific source file and uploaded in the document-online-database of CIPRA. If there is a special interest on some information referring to an example, it is recommended to contact the responsible person of our team.

The only methodological problems were the detailed information of the questionnaire of our best practice examples and its analysis. The aim of this detailed analysis was to overcome just a superficial and general analysis of well known success factors from projects. We wanted to show specific and individual factors which had an influence on the best practices. The challenge was to handle this detailed information in the report and the best practice database of CIPRA. Finally, we had to summarize too detailed project information for the inputs in the best practice database. But as it is mentioned above, the detailed questionnaire sheets are available in the document-database.

3. RESULTS

3.1 **Task 1: To publicise successful regional value-added chains and co-operation**

3.1.1 Publication knowledge base

The following chapters describe the knowledge base from scientific journals, books and other publications in regard to successful regional value added chains. Due to a very large spectrum of knowledge referring to this subject, we decided to focus on some aspects which are in our opinion the most relevant ones for the analysis of task one. Chapter 3.1.1.1 describes the main terms and definitions in regard to regional value added. Chapter 3.1.1.2 gives an overview of some interesting methods to measure regional value added. Chapter 3.1.1.3 delivers insight in the main factors of influence governing regional value added and successful regional value added chains.

3.1.1.1 Terms and definitions

The term “ regional value added” is originally used as an economic term and is defined as difference between the total revenues of the factors of production located in a specific region and their total purchases (see also Annexes: chapter 7.5). In recent years the term is often not only used in this purely economic sense, but also with respect to other properties of sustainability within a region. We used the term also strongly in this latter sense as the additional benefit for a region generated through a sustainable process. The added value can be composed of economic benefits (e.g. number of employees and revenues, confront for instance CENSIS, 2003, where the Italian mountain regions value added is assessed), social benefits (e.g. know how, networking, education, cultural values) and ecological benefits (= ecosystem services). Regional value added is closely linked to the term of “regional sustainable development”. A generally accepted definition of sustainable development in the political area is found in the “Brundtland report”: *Sustainable development is defined as a development which makes it possible for the people living today to satisfy their needs without derogating the possibilities for development of future generations* (WCED 1987). Thereby economic, social and ecological processes are interrelated, and should be considered equally by public and private stakeholders.

Regions are an important level of action and implementation of concepts and strategies of sustainable development. Nonetheless, the “region level” is not easily identifiable in an univocal way, most of all in the different alpine languages and Countries. In this

research what we mean with the term region is not related to administrative, cultural or geographic precise boundaries, but to a kind of “problem-region” that is to say a portion of territory with specific characteristics, such as a certain demographic dimension, which allow the resolution of sustainable development related problems (see also Annexes: chapter 7.5). Specific tasks for a sustainable regional development can be handled better on a regional level than on any other political level (Johnsen et al 2003). However, for a sustainable regional development it requires the regional innovation ability and the capability of a region to learn and to react flexibly to new challenges. In this regard, the endogenous potential of a region plays an important role for an innovative, sustainable development.

Endogenous potential can be defined as the totality of development opportunities in a limited space and time; they include natural resources as well as human skills and social abilities (Mühlinghaus 2001). In Alpine regions water, wood and landscape for example are important natural resources with a great potential to generate added value within the region. Human skills like agriculture production and handicraft are based on traditional and cultural knowledge and differ from region to region.

Endogenous development is more likely to be successful when people are able to identify with the region they live and/or work in. Regional identity attaches people to places and motivates them to become involved in the regions activities. Furthermore, it contributes to creating a group identity that in turn generates a feeling of belonging and promotes communication and collaboration.

To increase the added value of alpine regions based on the endogenous potential, it is necessary to mobilise the resources and to build up valuable product and service chains within the region. Value adding chains and networks can range from the extraction of raw materials to the processing and marketing, and include different economic sectors such as trade, industry, agriculture and tourism. Chain of custody and provision of services including all elements of production, trading and of the development of a supplied service within the region facilitate to keep the generated added value in the region. However, the use of endogenous resources is a necessary criteria, but not sufficient since for instance the extraction of raw materials presents significant environmental problems, even considering that their utilisation implement the regional value added.

3.1.1.2 Methodological approaches to evaluate and measure regional added value

Self-sustaining environment, societies and economies in the alpine regions are essential for cultural and landscape preservation as well as for an ongoing sustainable development. In this perspective, mountain regions should be considered no more as a problem, but as a proper resource, which needs to be preserved and implemented (De

Vecchis 1996). Numerous studies have underlined the significant variety of the socio-economic processes and of the territorial organisation and management present in the Alps (Bätzing et al 1996). In fact “in mountain regions a whole of cultural, social, economic and territorial transformation processes is ongoing and it could be briefly defined as *differentiated growth, selective and localised in a generalised deterioration¹, diffused and progressive*, of those geographic realities” (Scaramellini, 1995). If these transformation processes will maintain their actual characteristics, a further differentiation of the alpine space is easily predictable. This is the reason why any project dealing with future sustainable development of mountain areas should take into account those qualitative aspects, such as services structures, natural resources and human capital (with all its background of traditions and know-how), which are key-factors in the European regional competitiveness. These qualitative aspects also are significant indicators that should be utilised, beside the mainly economic ones, in the assessment of the regional value added produced in mountain regions.

The development and implementation of measurement categories or indicator systems is necessary to evaluate added value and to monitor sustainable development. Today, there are many indicator systems in existence that were developed for measuring sustainable development. If one considers the number of different approaches to developing sustainability indicators, it is evident that there is neither a consensus on how to put this concept for sustainable development into operation nor a consensus about the necessary indicators. The existing indicator systems are developed for different regional levels and vary in how this system came into existence (top-down/bottom-up), its target reference as well as its scope and content (aspects of sustainability, topics) and its purpose (regional strategy, project evaluation etc.). In the following paragraph we like to give an overview of some existing indicator systems and methods to measure added value and sustainability².

- Regional input-output table (IOT) Material flux analysis (MFA)

The regional Input-Output Table (IOT) reflects the economic network between different sectors by quantifying economic fluxes between them. This economic approach is used to model commodity flows such as imports, factor income, consumption, investments and exports in monetary units. The input data are mostly based on interviews, census data and national statistics. IOT allow identifying key

¹ The deterioration deals with environmental, economic and social issues.

² It was not possible to use one of these indicator systems for our analysis, because most of these systems are not developed to alpine regions or to our specific thematic issue. At the end of this paragraph we discuss the difficulty of the existing indicator systems and its use as well as the possibility to create an own indicator system for a specific analysis.

economic processes as well as chains of economic value added within the regional economy. They can be used to simulate the effects of changes in final demand (consumption, investment or exports) on the regional gross domestic products and factor income, including wages and land use rents (Buser 2005).

The resource flux model operates similarly, but displays material fluxes between producers, processing industry and end-users. Typical endogenous resources of Alpine regions like biomass, including the food production chain and wood, and energy can be used to analyse pathways of materials related to land use (Binder et al 2004). Import and export are crucial aspects in both models and relate directly to the boundaries of the study area. The two flux models allow deducing economic and resource-related sustainability indicators for the region, such as the added value to the region through certain economic activities or the degree of self-sufficiency (Hug & Baccini, 2002).

- Ecological footprints (EF)

Ecological footprints (EF) are calculations which convert the use of selected materials in a country into the area needed to sustain this material flow. Therefore, biological productivity essentially determines the outcome of EF calculations, given a certain pattern of socio-economic metabolism. In most EF calculations published thus far, material and energy flows are converted to area (hectares) using global yields of the respective year. The EF is intended to serve as a comprehensive indicator for ecological sustainability which aims at determining "to what extent humanity lives within the interest of the natural capital". Basically, any EF calculation tries to assess how much biologically productive area is needed to produce the yearly resource flows consumed by the population of a region to absorb wastes or emissions and to host the built infrastructure in this region. Area use is an important process with respect to sustainable development that should be monitored (Haberl et al 2001).

- Ecosystem services

Regional planning often disregards the valuation of public goods and services. This can have long-term negative economic consequences for a region. Especially in mountain regions such as the Alps, which often depend on tourism, land-use changes can negatively impact key ecosystem services such as landscape views, avalanche protection or habitats, and hence the economy. Therefore it has been developed a procedure to value ecosystem goods and services (Grêt-Regamey et al subm.). Several existing process-based models are linked to economic valuation methods and integrated into a Geographic Information System platform. Typical ecosystem services of Alpine regions are for example protection forest against natural hazards, wood production, scenic beauty and habitat.

- General methods to measure sustainability

There are a lot of publications about methods to measure sustainability in general. The articles analyse the ideas on development and sustainable development, the principal instruments of intervention and the ways that they can be used in different social systems. For further information see e.g. Davico 2004; BFS 2003 (MONET Schlussbericht: Indikatoren und Kommentare), Girard and Nijkamp 1997.

- Monitoring system for sustainable tourism in Alpine Regions

Johnsen et al 2003 developed a monitoring system with a combination of top-down indicators established for sustainable tourism development (basis indicators) and regional-specific indicators developed from the bottom-up. The Alpine regions generally face different requirements within the context of sustainability and tourism. With a dynamic perspective on sustainable regional development it is possible to emphasize the ability of the region to innovate and learn and adjust to new challenges. Interaction and networking between actors (intra and interregional) encourages both learning and innovation. A central component of the paradigm of sustainable tourism is building relationships and alliances to strengthen the capacities of local communities and transform local economies in a sustainable way that is also good for the environment. This relationship-based approach requires co-operation between the key actors, the public sector and non-governmental organizations and informal citizen groups. The phenomenon of co-operation is inherently difficult to measure in a manner satisfactory to the end users. To create an indicator system, therefore, it requires qualitative indicators as well, particularly where the perception of the inhabitants or visitors to the region is to be determined to assess a status or a process. The actual monitoring system brings together indicators for measuring development status (basic indicators, regional-specific issues), for process analyses (organizational factors, content, aspects of sustainability, methodological criteria and formal aspects) as well as for project assessment (project goals, process in the project, ethical foundation) (confront Ceron et al.2002, Manente et al 2002, IFEN 2000).

The dialogue between interest groups must be able to answer the question of which developments should be considered sustainable and which should not (see also Ceron et al 2002, Pechlaner H. 2002, IFEN 2000). In particular, we point out Local Agenda 21 initiatives (Manente et al. 2002).

The biggest challenge that all the indicator systems will be confronted with in the future are the continuously changing social norms and values and, often, the lack of reference values able to indicate the carrying capacity of particular habitats. We have

recognized that all the indicator systems and methods to measure value added and sustainable development are very complex and not so easy to adapt on special requirements in practice. It is for example very difficult to evaluate our best practice examples with these methods. Existing regional or national indicator systems are very often not understandable for local stakeholders. Therefore it is very important to develop indicator systems together with local stakeholders. The indicators must be coherent, changeable for courses of action and measurable on the basis of the local stakeholders perception (Roux and Heeb 2002). The biosphere reserve Großes Walsertal in Vorarlberg has recently (2004) elaborated a sustainability report with a regional indicator system jointly developed with local stakeholders.

Furthermore, the majority of indicator systems elaborated in the field on international researches deal with urban contexts (for instance the European project “Common European Indicators”). For this reason, only a few systems of indicators are available for mountain regions. Nonetheless, the good practice analysis has confirmed that while planning a sustainable future for alpine regions it is necessary “to follow precise operative guidelines and to work on specific and concrete programmes. They have to deal with sustainable projects with a low impact on environment, they should be easily put into practice and appropriate to the local resources, they should be realistic since responding to an internal and external consumers’ demand, which has to be correct and continuous” (Scaramellini, 1995). This statement underlines which are the key aspects to keep in mind in the assessment of best practice examples, which should assure a sustainable development in mountain regions. Even though these evaluation criteria are not easily quantifiable and thus “monetizable”, the best practice examples analysis has led to us to imagine a set of significantly contextualized indicators (both qualitative and quantitative), which allow to evaluate regional value added as well the traditional economic ones (see chapter 2 and 3.1.2.3).

3.1.1.3 Knowledge on factors of influence governing regional value added

This chapter gives an overview of the main factors of influence governing regional value added and discusses the success of such factors with regard to regional value added.

3.1.1.3.1 Importance of co-operation and networking

Regional value added does not suffice to focus only on economic development. It is particularly important to foster informal activities such as networking between project groups and initiatives, as this contributes to building consensus among the local population and increases the potential for regional development (Johnsen et al 2003, Dax 2001, Mühlinghaus und Wälti 2000).

Establishing co-operation and networking

Building up successful co-operations, networks or clusters is often very difficult due to individual strategies of stakeholders and active competition. Pioneer activities meet with considerable difficulties related mainly to the prevailing institutional framework and the individual activities of actors (Bender 2002, Dax 2001). In many cases, the hardest task is to adapt individual strategies and establish a common basis for cooperative action in small mountain communities because integrating different stakeholders and ensuring wide participation of local groups and individuals are the keys to lasting success (Gillioz 2004).

There are many different types of co-operations in the economy and policy like for example syndicates, joint venture, share holdings, cartels and unions which we will not all discuss in detail within this analysis (definition of co-operation see chapter 7.5). In our analysis we focus on communication platforms and innovative co-operation because we consider these forms of co-operation as quite successful in regard to regional development in the Alps. The establishment of "communication platforms" and "innovation co-operation" helps to build up network structures, co-operation and clusters among different stakeholders and is an innovative way of dealing with these problems (Heeb & Roux, 2002).

Platforms are networks that offer participants the necessary foundation and structure (as well as security) for their work and activities. In this context, platforms are understood as loosely structured social networks, in which representatives of a particular actions system are brought together and united with respect to a particular set of goals (such as a strategic outline or a landscape development concept). Platforms prove their value particularly as a basis for communication. Before looking for solutions and taking measures it has to be found a common basis for conversation. Through the creation and discussion of different actor groups' mental models of the system, it is possible to elaborate a common understanding of the system. Platforms make it possible

- to achieve a joint understanding of the system
- to develop a set of goals (in the form of a strategic outline or a landscape development concept) as the foundation for system development
- to build on this by designing tangible project ideas
- and to jointly observe and assess development in the action system through the use of suitable evaluation tools.

Work in platforms can also support individual, organisational, and institutional learning processes. Platforms provide for an innovative work climate. The building of

trust among the representatives of the different interest groups and voluntary involvement in the work process are important prerequisites for the initiation of new developments. Regionally focused platforms and related inter-linkages among the stakeholders - a spatially defined action system - are beneficial to the realisation of ideas and projects.

All the same, platforms do show weaknesses when it comes to the implementation of project ideas. Their non-committal nature mentioned above does not provide a good basis for successful project realisation, which is often constrained by the lack of clear structures and longer-term involvement. However, platforms, through tangible projects, take on the role of implementing change in the action system, based on the visions and strategies that have been developed at the project platform level.

The innovation co-operations take on the task of realising the ideas developed on the platform, as well as ensuring the quality of the resulting products and services through the use of suitable quality control tools. They can do this either in close collaboration with the platform or work independently. Innovation co-operations can be set up new or realised through co-operation among existing organisations. Innovation co-operations should provide the structures required in order to realise the tangible projects.

There are many social and economical benefits which result from co-operative action like for example economical benefits due to the production of a larger variety and quantity of products and the possible use of a shared infrastructure (e.g. machines, transport system, training programs), or social benefits like the profit of know how and social networks of partners.

It is obvious that territorial and societal interrelations deserve particular attention for a long-term perspective. Moving from individual projects to cooperative action is a central learning process for all initiatives and guarantees a successful and sustainable generation of value added within a region.

Maintaining co-operations

The long term maintenance of co-operations mainly depends on the following factors: (1) A key person is needed which attracts local stakeholders to maintain team activities. If the key person is leaving without having prepared another follow up person, the co-operation could get into serious problems. (2) It is important to define clear responsibilities and to motivate involved stakeholders in order to guarantee their long term commitment. If the co-operation has benefits for all involved stakeholders, the motivation to continue is high. (3) The funding of co-operation is often a big challenge. Many co-operations depend on public funding. If there is no long term perspective of financial success, the co-operation activities can not be anymore

supported. (4) Networking with other regions is an important basis for keeping or regaining momentum. Tourism destinations for example must feature a minimum destination size for a good destination marketing and for good coordinated offers and service chains. Small destinations have to enlarge and build co-operation with the surrounding partners. Examples of the practice are for example the tourism region "Heidiland" in Switzerland (Gillioz 2004).

3.1.1.3.2 The role of centres within the Alpine Region to increase added value

As regional capitals, the urban centres of Alpine agglomerations are political centres for larger territorial units in the Alps. They are also part of the European city system of medium-level importance and are thus integrated into international networks. These centres play an essential role as supply function for the surrounding areas, which are reliant on workplaces and the functionality of the centre regions. Thanks to centre regions the public transport is guaranteed and there is a basic social and economic infrastructure available which is essential for regional development. Especially rural areas depend on centre regions due to their functionality as an important distribution area. Due to the marginal position of Alpine towns within national urban systems, they do not constitute an interrelated urban system and no primary centre exists. In order to prevent the double disadvantage of lack of tertiary activities and dependency on the non-Alpine tertiary sector, a policy of strengthening small and medium towns in the Alps in order to increase the value of inner-Alpine lifestyles and economies and enhance town-country relations is preferable and should be encouraged within the boundaries set by ecological principles (Perlik et al 2001). Even sectors that may not appear to be related, for example the manufacturing industry and tourism, can collaborate. Only urban centres, as socio-cultural complex and articulated organisms, which are rooted in the territory and even responsible to manage external relationships, are able to promote, to settle and to coherently and rationally elaborate those society cohesion and collective identification processes of local communities that are essential to the stakeholders' agreement on how development programmes should be planned, structured, promoted and implemented (Scaramellini, 1995).

However, peri-Alpine metropolitan regions, where most of the population and jobs are to be found are important for alpine towns as they guarantee a constant economic and social exchange of benefits.

3.1.1.3.3 The role of landscape and landscape changes on regional value added

In many regions of the Alps, the landscape is considered an important resource. This is particularly the case where tourism is an important source of income. At high altitudes, natural landscapes with little anthropogenic modification show distinct vegetation

patterns and fauna including rare plant communities and species. To conserve such ecosystems and enhance value added to the region, such areas have been promoted as protected areas (see 3.1.1.3.4).

Besides natural landscape also cultural and semi cultural landscapes are considered highly valuable due to their scenic attractiveness and diversity, their ecological uniqueness and as a major cultural heritage. While most species typical for cultural ecosystems could potentially also survive without a regular intervention, it is the combination of species (typical e.g. for extensively managed subalpine meadows) which is threatened by the current trends of land-use change. Cultural landscapes vary distinctively between regions within the Alps each of them reflecting particular settlement patterns and traditions in mountain agriculture and forestry over numerous centuries. Since the 1950s, these traditionally grown landscapes undergo often major modifications because of a decline of mountain agriculture and increased construction activities.

One of the most obvious landscape changes is forest expansion with an increase in forested areas of over 30 % since about 1850 resulting from changes in agricultural practises and land abandonment. Until recently, this land abandonment and subsequent forest expansion was considered a threat to scenic attractiveness of the Alpine landscape with consequences mainly for summer tourism. More recent research, however, indicates that forest expansion has generally become more accepted by the public. However differences exist in the degree of acceptance: Tourists and external people often prefer initial stages of natural reforestation while the local population has a stronger preference for cultural landscapes and considers forest succession as a stronger loss of cultural heritage (Gehring, Kianicka et al. 2004).

Beside its effect of land abandonment and forest expansion on biodiversity and scenic beauty, effects on various other ecosystem services have to be considered. One of the most critical ecosystem services in terms of regional added value are the effects of landscape change on the risk of natural hazards. An expansion of forest cover on steep slopes leads often to a decreased risk of natural hazards such as snow avalanches and rockfall and therefore to a potential increase of regional added value (Bebi et al. 2005). However, it is not possible to generalise this positive effect of forest expansion for the whole Alps because 1) the forest succession after land abandonment is strongly site specific and may include phases of increased risk of snow gliding and soil erosion during the first years after land abandonment. 2) There are still research gaps on the effect of different forest types on the risk of certain natural hazards. The relatively complicated effect of forest expansion on natural hazard effects shows that it is not

easy to generalize about the effect of landscape change on regional added value and that there are always losers and winners, if the landscape is changing. However, it seems that in most regions, with increasing forest expansion an increased rate of forest cover, an additional expansion of the forest is less likely to generate positive regional added values.

Although no forest can establish above tree line, land-use changes can also significantly affect the value of alpine meadows and pastures above tree line. Especially transitions from extensive mowing to pasture, result often in profound changes in by now rare plant communities.

The decline in mountain agriculture leaves also shelters, stables and sheds redundant which represent important landmarks in the traditional landscape. While it is popular to turn them into secondary homes, a study in Switzerland shows that the necessary modifications are dismissed by local people and tourist alike (Gehring, Kianicka et al. 2004). How these agricultural buildings should best be used with respect to landscape conservation, is still discussed quite controversially.

The establishment of residential, recreational and traffic infrastructures additionally threatens the traditional Alpine landscapes. Tourism is one of the major triggers for these construction activities in some areas. For instance, we observe a considerable increase in the construction of secondary homes in many winter sport destinations since the 1990s. This trend, however, has to be assessed critically as to its great, largely irreversible impact on the landscape while the added value to the region is low mainly due to low utilisation rates compared to other tourist accommodation types (Walz 2006).

Landscape changes are not so much an issue in winter tourism, but in summer the landscape's attractiveness can suffer strongly from the expansion of settlement or other infrastructures. This might be a significant drawback when planning for alternative tourist attractions in order to diversify the range of tourist activities, for instance as a response to changes in tourist demand or climate.

3.1.1.3.4 Value added chains and co-operation based on different endogenous resources to increase value added in a region

To profit from value added chains in the Alps it is very important to make use of endogenous resources (Ermann 2005, Bender 2002, Dax 2001, Mühlinghaus und Wälti 2000). It exists a large variety of examples to make use of typical endogenous resources in the Alps. We like to give an overview of some typical value added chains and co-operation based on endogenous resources and their success factors which we concluded from our literature study.

Wood chain

A very typical value added chain in the Alps is the wood chain (Bündnerwald 2005, Binder et al 2004). The aim is to process the wood of the forest area within a region to timber and wood chips and to use it for constructions and heating. The advancement of wood and wood production chains raises the regional value added in a region and contributes to a sustainable forest management. The forest in the Alps is currently significantly underutilised although there are sizeable imports of wood and fuel to the mountain regions. The wood resources, however, are capable of satisfying current wood demand among the population of alpine regions and wood could even be exported (even contributing to increase the global sustainability of the wood market). Market mechanisms represent both consumer demand and the competition of foreign products through wood prices (type and quality). They are the strongest structural element affecting forest owners. Therefore, the two main reasons for the underutilisation of the forest are the following: first, wood prices are so low that harvesting trees is a money-losing proposition; second, consumer wood demand and the current supply from forest owners are not aligned. Cultural values, lifestyle trends and traditions make an alignment of supply and demand difficult. Binder et al 2004 has shown in a case study in the Pre-Alps of Switzerland that family and small wood processing industries tend to use regionally produced wood and sell their products within the region whereas industries with more than 10 employees import most of their wood and export their products. According to interviews and roundtable discussions with seven sawmill owners and statements of a board of six cantonal experts, there is currently a tendency to prefer wood from Scandinavian countries. This is due to the fact that architects and customers are sceptical about the quality of local wood, which suggests that a national wood label might be a good strategy to adopt (which should take into account the two wood certification systems existing on the international level, which are FSC and PESCC). Furthermore, architecture and construction are determined through cultural dimension, familiarity, habits and conventions. It is very difficult to convince architects to use regional wood instead of

material from outside. For the success of a good co-operation within the wood chain it is important to be responsive to the requirements of the clients within the wood chain. Therefore, forest owners, sawmills and the forest ranger have to produce and work very flexibly and accommodate to the requirements. Continuous product development and new innovation is important to react on the customer trends and future changes. Therefore, a know-how transfer and education within the wood production chain is very important for the success of sustainable forest management. Consensus and strategy building with the relevant stakeholders, a good marketing and apprenticeship for high quality wood products is in this regard the main focus for future wood sector development.

Sweet chestnut chains

Sweet chestnut cultivation used to play an important role in traditional agriculture. With changing economic conditions and the emergence of the chestnut blight caused by a parasite in the 20th century, chestnut lost almost all of its economic and cultural significance. But in the last 10 to 15 years there has been a renewed interest in the preservation and re-planting of chestnuts, comprising marketing strategies, landscape conservation and cultural history aspects (chestnut festivals). The value added of the sweet chestnut is very multifunctional: It is useful from the kind of view of culture, history, scenic beauty, ecology, maintenance of the traditional terraced landscapes and economic value added. The wood industry can use the wood of the sweet chestnut as noble chestnut wood. The chestnut wood is also well suited for avalanche and water protection, for picket for the vines and for heating. Due to the very special material of the wood, it is very durable wood and has a very good technical quality. The fruit of the sweet chestnut is multifunctional usable for different products: bread, pasta, noodles, honey, beer and schnapps and is marketed in gastronomy and shops in Italy, South Tirol and the southern part of Switzerland. In the last ten years, the crop of sweet chestnut increased in the north of Italy and the south of Switzerland. For many farmers, the sweet chestnut production is a sideline production. There are some recent and very initial networks and co-operation in the North of Italy and in the south of Switzerland to revitalise the sweet chestnut culture (Bender 2002).

Clean energy production

National requirements of sustainable development raises the question of regional potential to improve resource management from an ecological point of view. This involves finding substitutes for non-renewable resources, increasing resource

efficiency and increasing regional autonomy with regard to mass resources. Concerning physiological demands, the lifestyle in the alpine highlands no longer differs from the urban lifestyle of the neighbouring lowlands. The majority of mountainous population lives an urban life at a higher altitude. Both regions have to import energy (mainly fossil fuels) to run their systems. But the regional physiological potentials are higher in alpine regions than in the lowlands due to higher arable land for biomass production per inhabitant, and higher hydraulic energy potential (Hug and Baccini 2002). Agriculture, forestry and hydrosphere are the energy-supplying processes, whereas industry, trade, services, traffic, households and tourism are the energy-consuming processes. The use of local, renewable sources of energy such as wind, water, biogas or solar power ensures that mountain communities can enjoy both greater independence and safety with respect to energy supply. The following section gives an overview of implemented or potential energy systems based on renewable resources which have an effect on regional economy in alpine regions.

- In mountain regions worldwide, local hydropower produced by water turbines is an important energy source with different economic impacts on a region. Caviezel 2004 has shown that small hydroelectric power stations don't have enough impulses to advance regional development in a community. Indeed, the community can profit from the taxes and interests, but effects on working places, value added and regional economy are low. However, larger power stations often have a strategic success position in the energy market with possibilities to export water energy. This is the case for example in the valley "Poschiavo", a peripheral region in the Swiss mountains. Thanks to the water energy production, the valley can profit from an increasing economy. The hydroelectric power stations contribute to a well completed infrastructure in the region. In Poschiavo, the communities gain about 38% of their income only from the water energy production.
- Recently, a variety of solar energy systems including special house construction and electricity supplied by photovoltaic (solar-electric) systems have been introduced. Some of these systems are especially suitable for areas with intense sunlight and low temperatures like in alpine regions. Solar-electric stand-alone systems have proven useful in the European Alps and the Pyrenees, where there is evidence that they are an important source of sustainable energy.
- Wood is an important renewable energy resource. And because trees recycle carbon dioxide, wood burning doesn't contribute to the problem of climate change. As well, advanced combustion technologies mean more heat and less smoke from the wood you burn. Wood-heating technologies have changed a lot in the past decade. Today's advanced combustion systems burn more cleanly

and efficiently than ever. It is possible to reduce energy consumption with energy efficient constructions in houses about 80-90%. The advancement of wood production and heating raises the regional value added in a region and contributes to a sustainable forest management.

- Biogas can be gained from organic waste and presents a high potential for farmers to produce renewable energy. In a study case from the co-operation "SwissFarmerPower" the technical, logistic and economic possibilities of the agriculture biogas production in canton Lucerne in Switzerland were analysed. The result of this study shows that biogas production especially for the direct supply into the erdgas net makes sense from an ecological and economic point of view. The air pollution and CO₂ output can be reduced and farmers can profit from an added income.

Due to the high potential of renewable energy production in alpine regions, the highlands could eventually become a supplier of renewable energy in the future. Thus, a high degree of sustainability in resource management can increase interregional resource interaction.

Protected areas

Large protected areas are promoted to enhance sustainable economic and ecological development of rural areas. The main task of protected areas is to protect and to produce value added in the conservation of nature. Due to the protection of nature, the values of ecosystem services like habitats, biodiversity, scenic beauty etc. are conserved and generate a long-term benefit for the region. Due to regional marketing and networking between local stakeholders, protected areas can increase also social and economic value added within the region. For further information see e.g. Job et al 2003 and the literature base of question team 3.

Innovative traditional production combined with tourism

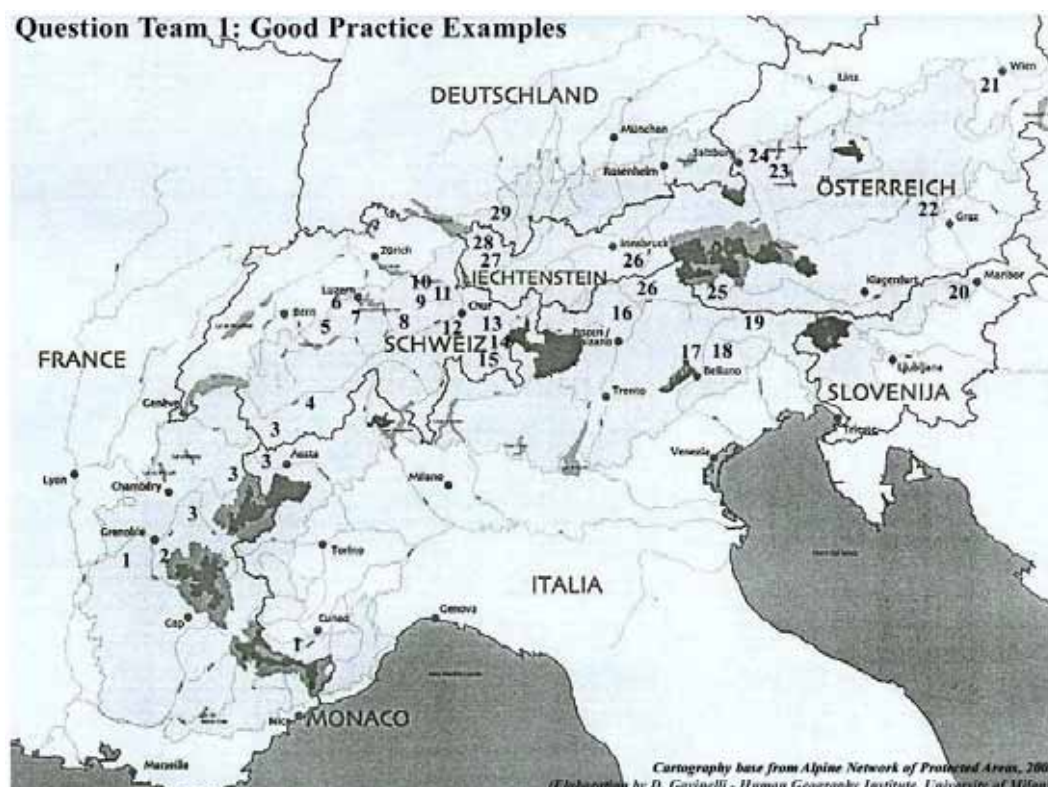
Innovative traditional and cultural productions like handicraft and agriculture play an important role in alpine regions to maintain living and working opportunities. The use of land has been characterized by farming and forestry in the Alps for centuries. Today, farming includes a wide range of functions in mountain areas such as the production of high-quality organic fresh foodstuffs and the preservation of cultural and recreational landscapes, which are one of the main resources for mountain tourism (Kah 2004, Dax 2001).

Therefore, a promising strategy to increase value added within a mountain region is to make use of traditional and local resources and to generate a cross sector network between local stakeholders. The Italian tourism region Cinque Terre represents a good example of an integrated regional tourism development concept based on endogenous resources (Kah 2004). The region Cinque Terre is a world cultural heritage. It profits from a very high touristy attraction, from an innovative elite and from a very pronounced regional awareness. The identification from the inhabitants with the region is very high. The habitants developed innovative integrated concepts to combine tourism, regional identity and endogenous resources like viniculture, rural settlements and local economy. The innovative concepts contain e.g. regional "tickets" with different service functions like using bus and railway, quality signs for environmentally conscious host, godparenthood vineyard, holiday academies for cultural landscape conservation. In this regard, tourism is the base for the conservation of regional identity. Experiences like the ones in Cinque Terre could be realised in other alpine regions. Saving cultural landscape by adapting properties, handing out certificates for small tourism co-operations and producing innovative local niche products like dairy products or handicraft presents a promising potential for the future to generate value added in alpine regions. The aim is finally to increase the "savoir-faire" and to constitute a platform for economic promotion as well as for ecological actions.

3.1.2 Best practice examples of successful regional value-added chains and co-operation

3.1.2.1 Overview of analysed best practice examples

This chapter gives an overview of our selected best practice examples. Project specific detail information is available in the CIPRA data base of best practice examples. We have selected a total of 29 best practice examples from all over the Alpine space which we can classify in 4 main issues: 1) projects related to cross sector co-operation between the sectors of agriculture, tourism and trade; 2) projects of vertical co-operation in the wood sector; 3) projects in health- and education, tourism and 4) projects of integrated regional development concepts. Most of these best practice examples make use of typical endogenous resources of the Alps (see chapter 3.1.2.3.2). Some of the best practice examples do not base on such typical alpine resources, but they were nevertheless interesting to analyse because of their positive impact on regional value added in the alpine region (see chapter 3.1.2.3.2). The following map illustrates the location of our 29 best practice examples. You can find the legend of the map in the annexes, chapter 7.2: list of the best practice examples filled in the online-database.



3.1.2.2 Project trigger

The analysis of our selected best practice examples shows that there are different triggers to start a project. Sometimes, a (overall) regional strategy exists within a region and gives the input for a new project. Sometimes regional and economic problems, increasing competition or financial options play also an important role to begin a new project:

- Policy context
 - New requirements, legal obligations
 - (Controversial) Political discussion (showing upcoming problems or options)
 - Existence of a (overall) regional strategy
- Regional context
 - A certain regional problem
 - A certain problem of a sector
 - A certain problem of a stakeholder
 - Keep and maintain inhabitants and employees in the region
- Economic context
 - Emerging options for new economic development
 - Necessity to differentiate product lines and serves in order to open new markets
 - Need for additional income
 - Need to improve economic performance
 - Need to keep the existing turnover/workplaces
- Financial options
 - Good and easy access to subsidies
- Innovation
 - A strong idea of one or several “key players”
 - New ideas delivered by external consultants

3.1.2.3 Success factors referring to our best practice examples

In this chapter we analysed all success factors of our 29 best practice examples in regard to regional value added chains. The success factors are sorted in four groups, namely “project management”, “innovation”, “role of landscape” “impact on value added and regional development” and “transferability” (see the following chapters 3.1.2.3.1 – 3.1.2.3.4).

3.1.2.3.1 Project management

Role and importance of involved key-persons

Key persons played an essential role in most of the best practice examples particularly at the beginning of the project. An important local key person obviously attracts or has to attract other regional stakeholders with different qualifications and plays an important role in matters of „team building“. The importance and role of key persons is different from project to project. It can be a charismatic integrative person (as most of the good practices analysed demonstrate), an innovator, a manager-type regional expert and even an external consultant. In the best practice example “Engadin Bio Cheese” for example it can be generated a benefit from the social network of the very famous tourism director who makes it possible to enter new markets thanks to his contacts in Switzerland. Nevertheless there are some key-person problems which have to be considered. Probably it leads to critical team- and project situations if the key-person is not accepted within a region or a team or if this person is not familiar with the regional mentality and culture.

It is important to foresee and avoid “key-person-bottlenecks”. If key-persons leave the projects without having prepared and introduced a follow-up person the project can get into serious problems. Independently which kind of key person initiates a project – it is essential to develop a solid project team and to find a stakeholder who is one of the main beneficiaries and willing to take a leading role.

Organizational concept

The organizational concept is the backbone of each project. Therefore it seems to be important to develop project organisations rather quickly to a solid organisation with a clear legal entity and clear responsibilities. It is essential to achieve an institutional local and regional legitimation of these organisations. Clarification of legal form obviously contributes to the identification of stakeholders with a project, creates a clear image in the public and enables not only a better project implementation but also a better communication with relevant networking partners. The organizational design and the referring legal entity have to cope with the project requirement taking care about the different project development phases. The experiences show that it makes sense to differentiate between the project initiation, the project development and implementation and the project evaluation. Successful projects show a clear organizational and legal strategy “from the project idea to a rather quick professional concept”. The best practice example “Vorarlberger Holzbaukunst” shows exemplarily how the development process of a project organization can occur: in the pre-phase of the project, a “community of interest” was established (no legal entity) to realise

marketing activities for the wood sector. Out of this “community” the project Holzbau-Kunst emerged. An award for timber construction was developed and implemented to stimulate new impulses for the timber construction sector. To create a sustainable basis for the award the “Qualitätsgemeinschaft Vorarlberger Holzbau regional Genossenschaft m.b.H.” (legal form: co-operative, limited company) was established.

The following issues have to be clarified for each project phase in order to avoid unnecessary problems: organisational design (for the project and the relevant networks), legal entity (for the project), needed agreements (e.g. rules for co-operation, rights and obligations, etc.), intervention procedures (if needed) and financial management.

Role of facilitators/consultants

External consultants are often essential for project development, management and delivering special knowledge (marketing, distribution, technical know-how). Particularly the organisation of co-operation projects involving different partners is very time-consuming and can usually be handled better by experts/consultants than by e.g. entrepreneurs or other project members. Hiring external facilitators is especially recommended in case of serious conflicts between certain project partners or in case of missing facilitator skills within the project partners. Consultants are useful in case of need for specific external expertise (e.g. project management, marketing) or in case of a lack of time availability (outsourcing). Further on, it is important to indicate local facilitators in the implementation phases of the process in order to build a climate of confidence and trust.

External consultants usually should not take the leading role of a project manager (managing director). They should never take the responsibility for important decisions but only support the decision making process. If it is necessary to involve a consultant in the start-up phase of a project as project manager this should be strictly limited for a certain period .

Communication and PR

Professional communication and public relation on different levels seem to be important success factors. Communication and exchange of information is important within the project as well as between the project and external actors. It improves coordination of activities and is the basis for collaboration and exchange of experience and knowledge. Especially at the beginning, it is recommended to inform involved sectors and stakeholders as well as locals and municipalities.

We can distinguish different strategies and target groups for communication:

- Communication within the project

There are various instruments like intranet, newsletter, meetings and personal contacts to exchange information and to discuss problems.

In the best practice example “Tyrol Wellness Cluster” for example the cluster’s board of directors (5 people) decides on the cluster’s activities and projects. These decisions are discussed in an interactive process with all partner companies (meeting, every 4 – 6 weeks, information on current news and developments and discussions). The transparency of decision is ensured by continuous information.

In the best practice example “BioAlpTea/Valplantes” co-operation structures with a general assembly for decision-making with equal vote possibilities between small and big producers (1 producer = 1 vote) were established. Regular meetings of the management committee and transmission of the information about the co-operation situation with information evening and active bulletins take place. A guides committee for the Bio Alp Tea was created and official instances were integrated in the technical commission.

Basically we can say that if different sectors are involved in a project, transparency, trust and broad communication can be ensured by having a representative of every sector in the decision making committee or steering committee. Thus they can act as “multipliers” and deliver all the necessary information to their colleagues.

- Communication with local stakeholders

As we have mentioned already in chapter 3.1.1.3.1, the contact and information exchange between local stakeholders and decision makers is very important to achieve a general acceptance and encouragement for the project. The communication can occur in different ways. In the best practice example “Farming and dairy centre of Cansiglio”, project activities were made known to the general public both through the distribution of a brochure that illustrates the activities and through direct contact with possible consumers such as tourists and schools and through a web-site. Involving schools was a successful option for project development in this best practice example.

In the best practice example Biosphere Reserve Grosses Walsertal both internal and external communication is important. Grosses Walsertal was until some years ago not very well-known outside of Vorarlberg. Now it is seen as pioneer for a sustainable local development in Austria. The main PR and communication activity is the information paper “Blickwinkel”, which releases information on projects, success (e.g. awards) and other developments. Awards

and other achievements (e.g. milestones) are celebrated with the whole region. The Biosphere Reserve organises a party to thank all participants and stakeholders in a visible way.

In the best practice example “Gemeinschaftinitiative Almenland” public relation activities were carried out intra-regional and outside the region. To inform the local people regularly a regional magazine was published and regular public information events took place. PR to a broader public are supported by the “Schirnhofer Delicatessen LTD” and by successful co-operation with national media (e.g. reports broadcasted by ORF-TV and ORF-Radio, TV series Country kids which will be broadcasted in Austria and Germany in December 2005). Thus the identification with the region as well as the name recognition and the image of the region has improved significantly. These activities resulted also in an increasing number of study trips to the region (“excursion tourism”) and in an increasing demand of regional companies to use the brand “Almenland” for the marketing of their products. Besides all the communication instruments and measures mentioned above (platforms, brochures, awards, media) it is crucial to have personal contacts to the most important political and economic stakeholders of an area and to provide information in personal discussions.

- Communication with external actors

Exchange of information with other initiatives and regions often stimulates new ideas and encourages people to become involved.

In the best practice example “Sutrio Crafts” the results were disseminated both through the institutional information regional, national and European channels and through the organisation of meetings and visits, during which stakeholders coming from other European regions can learn and experiment the methodology contained in the project, in order to apply it in their own territory. In 12 months, 7 foreign delegations have come to visit the village of Sutrio.

Finance

A very important and interesting phenomenon is that all best practice examples or participants of best practice example invest own money (enterprises, municipalities) and are willing to take some risk. Investment of own money is very important to generate or support a long term project commitment of the referring persons and should be noticed for further project initiations.

However, funding particularly in the initial phase was also essential for all best practice examples. Easy access to funding (not too much bureaucracy) is particularly important

for entrepreneurs. Funding usually is used for the establishment of co-operations or for co-operation activities (no funding of individual enterprises). The possibility to get subsidies is a very important motivation to establish co-operations.

The financial support comes from municipalities, regional and national funds, funds of sponsors or from funding programmes (particularly LEADER) as well as from the EU-INTERREG initiative. The percentage of the funding in terms of the whole project budget ranges between about 20% - 50%. If funding is not linked with too much bureaucracy the amount of the subsidies is not particularly important to play its role as a project trigger.

Co-operation and networks

All the examples show that cooperative action and networking is the road to success. Cooperative action makes it possible to bring the relevant stakeholders together and to profit from the know-how of other partners. Cross-sector co-operation makes it possible to enlarge regional and supra regional networks and know-how between several sectors. From network activities results an economic benefit due to the possibility to produce a larger quantity and variety of products and services. Furthermore it is easier to optimize production and distribution with a network of involved stakeholders. Especially well-known key players or stakeholders often have important contacts to national distributors like big supermarket chains. With these contacts, it becomes possible to enter new markets. An other economic advantage of co-operation is the possibility to use existing procedures, tools, instruments and machines from other partners which enables a more efficient and flexible production. With a successful co-operation and project organization it is easier to build up a professional marketing for the project and to set a proper quality management. Nevertheless it is not always easy to co-operate. It seems that in mountain regions many people act still very individually (see paragraph "difficulties"). Permanent convincing of members and potential members is necessary, because confidence is a necessary condition for co-operation. Furthermore, co-operation is time-consuming. Exclusivity is an important objective in many projects. That means that the number of participating enterprises should not become too large. On the other hand, relevant publicity requires a certain size of the co-operation and a broad range of products. The solution is a regional strategy focussing on high quality and exclusivity and, at the same time, extending the project to as many regions as possible to gain broad product range necessary for publicity and market access.

Best practice examples are mentioned in chapter 3.1.2.3.2 because co-operation activities are strongly related to innovative activities.

Project evaluation

Most of the best practice examples did not really have an evaluation strategy from the beginning. But as intermediate evaluations are an essential part of a professional project management, evaluations were carried out regularly in different phases and regarding different issues or for sub-projects.

Furthermore, evaluation is obligatory for projects getting funding from specific programmes (e.g. LEADER). A main issue of evaluation is a qualitative assessment to get information or hints for necessary adjustments and improvements. Generally it can be differentiated between internal project evaluations and evaluations from extern. Both types are important for further learning processes within the project activities. The evaluation can take place at different moments: before beginning with activities (feasibility study), during project activities (output-effects), directly after finishing project activities (direct impacts) and some time after finishing the activities (long term impacts). Of course not all the evaluation steps have to occur, but at least direct and long term impacts should be analysed in regard to a sustainable development. If the project evaluation is taking place within the project itself, the evaluation objective remains in the own area of responsibility and is cost-efficient. If the evaluation comes from outside, it exists the possibility to profit from know-how, critic and ideas from outside.

In business projects involving enterprises the most decisive evaluation criteria are the management ratios or operating ratios (e.g. sales increase, turnover) because the main reason for their participation in a project is not to improve regional development but to increase their profit.

3.1.2.3.2 Innovation

The use of endogenous resources for regional niche production with high quality is in all our examples very important for the success of the project. Due to decreasing prices in the European and World market, the importance of agriculture, forestry and industry has decreased dramatically in mountain areas. Therefore, it has become a prime target of initiatives to maintain living and working opportunities in these areas. The possibility to use and market regional niche products of high quality and based on the respect of the environment generally find favour with the people in Alpine countries. Therefore, innovation in combination with making use of endogenous resources provides a promising potential for the development of unique products, services and institutions. The endogenous resources are the basis to launch “Alpine unique selling points”. Endogenous resources in our projects are:

Natural resources:

- Landscape
- Ecosystems (e.g. water bodies)
- Water (Mineral free water for instance for beer production, mineral water, etc.)
- Wood
- Herbs
- Animals
- Climate

Socio-cultural resources

- Human skills
- Culture, traditions, customs
- Co-operations and networks
- Know-how
- Education

Industrial and trade products making use of endogenous resources and human skills

- Handicraft
- Agriculture products
- Wood products
- Green energy production (sun, water, wood, biogas, etc.)
- Infrastructure and architecture (e.g trails, hotels, castles etc.)
- Tourism (special attraction, infrastructure, programs)

In our best practice examples we came across different examples of innovation, which we like to discuss more in detail:

New concepts of sector developments

This type of innovation is especially dominant in projects in connection with wood or agriculture production and services. A new concept for the whole sector is developed within a region including management, production, trade, sale and marketing. The aim of such new concepts is to generate a maximum of economic, ecological and social benefits with natural and cultural resources in the region. A good example is the best practice example “Holzbaukunst Vorarlberg”. The Quality Community of Timber Construction Vorarlberg co-operative is a regional chain of economic value added within the scope of the timber construction ranging from the forest owners to the carpenters. The co-operation of architecture – handicraft – ecology represents the

centre of the project. It is based on the endogenous resources of the region Grosses Walsertal, i.e. the sufficient existence of the raw material (white fir) and the regional know-how (timber construction, handicraft). The project aims at providing more timber construction at a higher level of quality and thereby creating economic value added for the whole region. Moreover it forces the image of a successful using of the local resource “wood” not only in Vorarlberg but in the whole country and in other alpine regions.

New products and services based on endogenous resources

The development of new high quality products based on endogenous resources is a promising potential for alpine regions because the uniqueness of the product allows to be competitive not only in the regional market but even on national and international level (distinguishing the goals of the reference market). A good example is the development of the new product “Bio Alp Tea” with aromatic plants of the cooperative “Valplantes” in Valais, Switzerland.

Providing existing products and services to a new clientele

The co-operation between various companies guarantees a broad range of products and makes it possible to enter new markets. A good example of a horizontal co-operation between handicraft companies is the best practice example “Meisterstrasse Austria”, which gained new sale possibility in the whole country due to the large variety of products.

Using new endogenous resources for known products and services

This type of innovation is very common in the energy sector. There is a high potential to use natural resources like sun, biogas, wood or water for clean energy production in the alpine region and will be even more important in the future (see chapter 3.2.2). Especially in the agriculture sector the production of biogas is increasing in Alpine countries and enables an additional income for farmers. The advantage of producing known products with endogenous resources is not the uniqueness of the product, but the regional production which makes the product “endogenous” with its close social, natural and regional link between production and consumption. A good example of this innovation type is occurring in the best practice example “Engadin Bio Cheese”, where it was created 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. The dairy developed a concept to make use of the "Schotte", a by-product of the cheese production (4.3 Mio. l/year) to produce biogas energy. In this way, the "Schotte" doesn't have to be transported to the lowlands to dispose it. The supermarket chain "COOP" sales the green electricity with certificates.

New combination of services and products

We have various best practice examples of new combinations of service and production chains. For example in the best practice example Heu Vital it is developed a sustainable profile-concept of the community of Pfronten in Germany. New value added chains based on hay and closing local economic loops are the basis for an extensive alpine agriculture and an environmentally friendly tourism. In the best practice example Bio Engadin Cheese there is a new co-operation between tourism, agriculture production and the energy sector. The examples show that cross-sector co-operation and innovative development of new products enable significant new economic, social and environmental advantages: The project marketing is easier, sale possibilities are available due to more contacts and social networks and the economic and environmental efficiency is higher due to lower transport costs and high quality standard products. 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.

Special best practice examples which do not base on typical alpine endogenous resources

We have selected best practice examples which do not base on endogenous resources, but which have been successful in regard to the sustainable development in the region. The project "Tropenhaus" e.g. is not a real alpine project but a best practice example of how a problem (waste heat emissions) was turned into a sustainable business and regional development opportunity. In the tropical greenhouse Ruswil waste heat generated by a natural gas densification plant is being used since 1999 to produce tropical fruit and fish in a poly-culture system. The greenhouse attracts today up to 12 000 visitors per year and generates income for the local farmers, the tourism sector, restaurants and shops. The project development was carried out by a professionally facilitated stakeholder platform.

The best practice example "Technology Park Inneres Salzkammergut" ought to support the regional and economic development within the region by setting

innovative impulses and providing a platform for co-operations and new initiatives. The region Inneres Salzkammergut like many other alpine destinations and regions was always affected by tourism. Therefore, a project focusing on economic issues represents a significant change and chance for all inhabitants. Placing a stronger emphasis on the regional economic sector may help to overcome the future developments and risks in tourism (increase of short breaks, new lifestyles, climate change, etc.). Furthermore, the project provides for new employment in the region – this may reduce the brain drain. The population discovers new chances at home and, therefore, contributes itself to a better quality of living.

The best practice example “Integration” takes place in the Emmental, a rural region in Switzerland. The Emmental, mainly depending on agriculture, is strongly impacted by the ongoing structural changes. The region owns endogenous resources (intact family structures, various not used job skills, culture and landscapes). The network Integration, focusing on supporting young people makes use of these resources. Integrating socially challenged city kids of Swiss urban areas into farm families of the Emmental generates regional value added as well as a socio-economic urban-rural exchange.

3.1.2.3.3 The role of landscape

In our best practice examples (confront for instance Red Cock, Butiner, Heu Vital) traditional mountain landscape, maintained through agriculture activities, becomes a relevant resource in the field of tourism. Mountain agriculture maintenance makes traditional landscape vital and allows to recover the meaning of the link between population, history and territory, while showing the multifunctional value of agriculture. Among our best practice examples, the project Butiner is based on the concept of slow tourism and tries to contribute to the effective protection of alpine regions and of their landscape, creating a network of local and regional actors of different sectors (agriculture, tourism, trade, handicraft, cultural services). The project increases the value of the regional and local *savoir-faire* and constitutes a platform for economic promotion but also for ecological actions (landscape protection). The quality label project "Red Cock" is an initiative of the "South Tyrol Union Farmers", which is an association established in 1905 and formed by 21.000 members. In 1999, considering the difficulties linked to the promotion of a label that was not very effective, the Union decided to invest in a project that could support at first the tourist offer (accommodation in typical local building) and, since 2003, even the local products that cannot compete with other products in the global market. By this way, a label has been created and registered at the Province of Bolzano and in Geneva. This label represents the so called "Red Cock" and allows to qualify with common and integrated criteria the

holiday on the farms centres, bars and local products, while contributing to the traditional rural landscape maintenance.

Landscape plays in many projects an important role for the project marketing. In the best practice example “Hotel Wiessbad” for example landscape in combination with the local culture is part of the marketing concept of the project. In the examples “Heu Vital”, “Marke Appenzell” as well as in the project “Modellregion Göschenen”, the landscape plays an important role for marketing and product development.

In other projects landscape is not the most important resource, but plays a role in providing an additional attraction for the tourists (see e.g. the projects of “Biervision Monstein” and “Engadin Bio Cheese”). In the example “Integration” landscape provides a sound surrounding for urban kids integrated in the farmers families.

3.1.2.3.4 Impact on value added and regional development

A main result and the driving force of all analysed projects is the development of new markets or the exploration of new market potentials on regional, national and partly also on international level. All best practice examples have an apparent impact on employment, income and on the socio-cultural context. They are also relevant for young people offering future job perspectives.

Due to the network character of most of the best practice examples, quantitative data about additional regional value added were not always available. This is mostly due to the difficulty to clearly differentiate between the direct project impact, the impact of the subordinate context development and of substitution effects.

Most of the best practice examples show not only direct positive impacts by creating new jobs and income but also contribute to maintaining existing infrastructures (bank- and post offices, shops, public transit, etc.). These indirect impacts (inductive impact) can even be of higher importance for a regional development since it helps to keep the “critical mass” of services, to keep the people in the alpine regions.

All best practice examples have impacts on regional identity, culture of co-operation, improving of the regional image. Economic success and increasing publicity led to an increase of self-confidence of the stakeholders and the regional population. That means: a very successful and outstanding project can be an important contribution for raising awareness and activating people to involve themselves in an overall regional development process. Nonetheless even a small project, with a gradual involvement of the local specific actors who are not often “powerful” (such as schools), is able to stimulate an atmosphere of community growth.

The following selected statements of the best practice example analyses provide an impression of the different conceptual approaches, contexts and the degree of details of the impact assessments:

- Farming and Dairy Centre of Cansiglio: The project has generated 14 new workplaces; 40 families can live on the income coming from the project activities. The project has a high potential to keep people in the region.
- Agricoltura con futuro bio - Agriculture with organic future: The economic value added provided by the project comes from a more constant income for the local farmers and from the reduction of the cost of the agriculture products. This creates a local economic network, which is not dependent on the global market fluctuations.
- Promotion of animal and pastoral farming: The pastoral activity in Isère involves the 80% of the flocks of sheep coming from the south and the centre of France. The maintenance of such activities, thus, has an economic relevance that is not only local. The regional value added is constituted by the maintenance of the traditional landscape, which is a hardly replaceable economic resource for the tourism in the Alps (where 10% of the entire world tourist activities are concentrated). In particular, the Rhone-Alpes region has conquered, in 2000, 10,3% of the indoor tourist market in terms of stays.
- Label "Red Cock" Project - Alto Adige: The project supports the local farming through the integration of the income of the farmers, deriving from tourist activities and the additional cost of the quality label. The products with "Red Cock" label have been included in the bigger supermarket chains and this brought in 2004 an increase of the volume of business of 98.000 euro. Normally, the majority of sales happens in the province of Bolzano, while only a small part in the rest of the region Trentino Alto-Adige. The annual overnight stays are increasing, but it is still difficult to quantify how much this depends on the "quality label effect". In 1998 there were 13.000 beds and the overnight stays have been 691.000, in 2004 the number of beds was 18.000 and the number of overnight stays was 1.300.000.
- Regionale Gemeinschaftsinitiative Almenland Teichalm-Sommeralm: The project has lead to a professional sustainable structures development (development structures, project structures) and new markets were explored on regional and national level. The co-operation with the delicatessen company

Schirnhofen which processes and distributes Almenland products (beef, sausages) throughout Austria and which communicates the tourist area Almenland in its marketing activities contributed a lot to the development of new markets. Within 10 years 55 projects with 19,5 Mio Euro financial volume were realised. Ongoing projects have a turnover of about 16 Mio Euro per year. 80 fulltime and 180 part time jobs were created. The existence of the slaughterhouse in the district town of Weiz was secured by meanwhile 400 slaughterings of regional alpine pasture oxes. About 900 mainly agricultural and touristic enterprises achieve more added value as a result of the regional development programme. An important impact is the establishment of a new regional self-confidence and the regional culture of co-operation. People of the region show a high identification with their region (“a new reality was created”: a former poor region now has the image to be a successful region). An increasing number of regional companies use the regional brand “Almenland” to market their products.

- Vorarlberger Holzbaukunst – Qualitätsgemeinschaft Vorarlberger Holzbau: The demand for constructing with wood has been doubled. About 60 public buildings haven been built out of wood. This results in an increase of turnover in the value added chain of forestry and saw mills of about 6,6 Mio Euro (60 % more turnover in the wood sector, 40 % more export). 35 companies have extended their firms. Timber construction has taken the lead in the field of energy efficient construction. New initiatives and projects were stimulated by Holzbau-Kunst (marketing of Weißtanne (silver fir), Bergholz Marketing Ltd., Holz-Kultur (wood culture)). Wood is a major issue in Vorarlberg. Therefore someway it affects all social areas. We can say the success of the project has produced a comprehensive atmosphere of departure. Furthermore it has raised the awareness for regional economic cycles and the necessity of co-operation among enterprises. The training programme Holzbau-Zukunft has improved the soft skills particularly of young people. The project had even an effect in gender mainstreaming: The number of girls employed in wood processing companies has increased. This results probably from the innovative content of the project and the intensive PR activities.
- Technologiezentrum Inneres Salzkammergut (TZ IS): The project intends to create employment in the region to reduce the number of commuters. A regional centre influences the nature and environment by shortening the routes of transport and the people’s route to their working place. Actually there are 40 employees in the Technology Park Inneres Salzkammergut. The project caused

new cross-community co-operations. Therefore, the neighbouring municipalities become new markets, which may be entered with new ideas. The Technology Park Inneres Salzkammergut is already part of the regional society and culture. Its impacts become evident in the new co-operation climate and the feeling of „being strong together“. The Technology Park also aims at motivating and fostering especially women, e.g. TAF (technological education for women). All social strata are integrated in the Technology Park's activities: young people in order to reduce the regional brain drain, homosexuals, etc.

- Tropenhaus: The project created several part-time jobs and generates income for farmers, restaurants, bio-retailers, etc. The investment costs for the pilot project was ca. € 2 Mio – a big share of this money was spent locally. Further economic impacts cannot be quantified. But assuming that the 12 000 visitors (state 2005) spent in average 10 Swiss Francs in the region even the pilot project generates already more than 100 000 Swiss Francs on additional income for the local economy. The new Tropenhaus (in planning) will attract up to 50 000 visitors per year and generate € 1.5 Mio. turnover. It will generate 12 fulltime jobs (ore up to 36 part time jobs). The project has a positive impact on the image of the region. The Tropenhaus is considered to be a model for innovation and sustainability.
- Hof Weissbad: The project has successfully been operated since 1996. Today it is the workplace for 165 employees (100 out of them are local people - "Appenzeller"). The project has a yearly turnover of € 12 Mio. and spends/invests € 4-5 Mio. per year on the local market. 165 high quality workplaces and the local spending have a positive impact on the local economy as well as on the local society.
- Wasserwelten: This project created and secured several part-time jobs and workplaces. The trade, the service-providers (esp. tourism) and the agriculture profit from the project activities and visitors generating more than 1/2 million Swiss Francs additional income in the region. Also the direct marketing of local products, materials/books for schools, hiking maps, etc. increased. The project initiated a discussion between economics, politics, tourists and the local population about the use and consumption of water in our society. Furthermore it initiated a discussion about the future of the region, which generated impulses, in environmental formation and nature tourism.

- Bio Engadin Cheese:

The project produces 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 co-operation 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.

- BierVision Monstein:

The project creates six new working places in the brewery. Network and co-operation with farmer, butchery, baker, dairy and spirits merchant. Name recognition of the mountain village Monstein increases. 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 farmers profit from more direct marketing of their own products. Advancement and facility of logistic problems due to co-operation between the merchants in the region and the village. The 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 brewery took over the costs). Identification with a local, famous product. Network makes even more innovation possible. The know-how is gained in the region. The brewery aids the little school in the village by selling special products for the school.

3.1.2.3.5 Transferability

Since most of the best practice examples have a high degree of uniqueness and a clear link to the local natural, cultural, social and economic context a direct transfer of a whole project to other regions is unlike. But there is a great potential for transferring project experiences and know-how on the conceptual level. In some best practice examples an important precondition for the project was the bottom-up development. Without the acceptance and the commitment of the local stakeholders for a new project there is no success for the transferred experiences and ideas. Moreover, the regional decision-makers have to be integrated and be willing and able to cooperate.

However, the experiences and know-how in developing a region by concentrating on a regional “lead-product” and networking with different sectors can for example be

transferred to other regions, particularly by hosting study trips. Valorisation of natural resources is quite well transferable. The overall concept suits very well for regions with a strong tradition in a sector and a strong relationship to regional resources. The transfer of the idea and results to other regions is the main strategy of Meisterstraße Austria (step by step process: local, regional, national). Although the concept or many aspects of the “model” Meisterstraße are transferable, it is very important to consider regional particularities and to find regional or local stakeholders who take strong responsibility for the implementation of the transferred concept.

“Leader” projects are often communicated to other LEADER areas within the national LEADER network (presentation at a national LEADER workshop). However, concrete and specific “technical” details of the product development are not communicated to save the competitive advantage.

The Interreg projects enabled a useful cultural exchange of experiences at a transnational level and created a positive synergy in order to reach the territorial sustainability.

3.1.2.4 Difficulties and failures and how they were handled

All the best practice examples had to deal with difficulties in different project phases. The aim of each best practice example was to reach a win-win situation:

Acceptance, confidence and motivation

At the beginning the regional people and the municipalities were often very sceptic regarding the starting development process. Therefore it was also difficult to convince the municipalities that they should contribute money to project development and implementation. The problems could be solved by starting information activities for awareness raising and with regular and ongoing information activities up to now to keep the development process going and to save broad public acceptance. The project responsible tried also to preserve the population’s and municipalities’ commitment, motivation and interest in order to safeguard the co-operations and to avoid selfish activities by making prosperities visible (awards, parties, etc.), information platforms and discussions. In some cases not all of the local people liked to participate in a project. It seems that in mountain regions people act still very individually.

Lack of experience

Another problem that occurred was the lack of experience about market, processing of new quality products. Product development therefore was a major issue and required great efforts sometimes with help from external facilitators. In some best practice examples there was almost no experience on how to elaborate project proposals and how to cooperate with funding departments of the regional authority. This problem was handled e.g. with the support of a very engaged civil servant in co-operation with a consultant. Regarding co-operation with funding departments it has proved helpful to use the services of intermediate bodies such as regional development agencies who are specialising in writing project proposals and negotiating with public authorities in charge of funding.

Acceptance for local wood

In development projects of the wood sector it was difficult to convince municipalities and stakeholders to use local wood. The communication of the advantages of timber construction and wood architecture therefore was intensified (long-term advantages and long term cost savings).

Bureaucracy

Other difficulties dealt with bureaucracy. In all alpine Countries it is a financing and time consuming challenge to receive permission, to abide by the regulation and to reach the right contact person. All the difficulties have been resolved through long discussions and meetings.

Financing

In some of the best practice examples, one of the main difficulty dealt with lack of funding available after the start phase.

3.1.2.5 Learning

The following learning can be drawn from the analysis of our best practice examples and the success factors mentioned above:

Start-up

- It is necessary to start from strong regional issues, endogenous resources, to preserve and protect the environment, to consider the local traditions as a

resource, to strengthen the relation between men and territory.

- Key players play an essential role especially at the beginning of a project in terms of team building
- It is important to verify the effective motivation of all project partners.
- Information of local stakeholders and the public at the beginning of the project to increase acceptance for the project
- The strategy “from the project idea to a rather quick professional business” is important for successful projects.
- Involving schools (and other “weak” actors) is a promising option to develop new ideas for projects.
- Enterprises are afraid of complicated administrative procedures to get subsidies. Therefore it is useful to clarify as much as possible concerning funding before you start the communication process to gain enterprises for a co-operation project.
- Professional preparatory work (concept, feasibility study, strategy to integrate regional stakeholders) is important for a successful project start.
- Project failures are not a problem but a chance as long as they are considered to be a resource for learning.

Networking and Co-operation

- Small enterprises are not experienced and at a first glance not interested in co-operation. Convincing of small enterprises for co-operation is a very sensitive matter and has to be prepared very carefully. An entrepreneur who has already benefited from co-operation could be a reliable “witness” for other entrepreneurs.
- Cross-linking to other sectors (tourism, gastronomy, national park, municipalities) increases regional acceptance and can create additional benefits.
- Alpine projects should link up with urban market-demand – considering recent trends.

Financing

- Economic projects require private investments and an organisation with clear responsibilities and some financial power
- Funding is important especially in the initial phase for the establishment of co-operations
- Investment of own money is important to generate a long term project commitment.

Product development

- Product development: The development of a high quality niche product requires close co-operation with experts (consultants as well as researchers). Market tests for the products in an early phase of the project are essential. Market opportunities of a new regional product are strongly coupled to a clear unique selling point.
- It is necessary to pay attention to the correspondence of the products to the quality criteria, in order to guarantee the reliability of the product label. It is also very important to be very careful not to overlay different quality product labels because this could be in contrast with the EU rules.
- Involve partners with good market access.

Long term strategy

- It is essential to guarantee the financings necessary to the support and promotion of the activity.
- Involvement of local stakeholders and decision makers helps to increase interest and acceptance for the project and contributes to a long term commitment of the stakeholders

Management and Organizational development

- Professional project management and facilitation.
- Continuous implementation of professional project organisation (“professionalisation”).
- External experts or facilitators are often needed. But they have to be accepted by all project partners.

“Double Strategy”

- Combined market development and know-how development is to recommend.

3.2 **Task 2: To analyse future potential for regional value added**

3.2.1 General future trends in the Alps

To analyse future potential for regional value added, it is necessary to identify and discuss the most important general future trends (megatrends) in the Alps and their potential impact. The trend-setting today is mainly influenced by external, non alpine region specific forces. As there is often much uncertainty in such “megatrends”, they are often controversially discussed in the literature, especially when it comes to details about their impact for different regions. Some of the megatrends with potentially the most important impact for the Alps and the highest general agreement in the literature (see also Pfefferkorn et al. 2003: REGALP) are discussed in the following:

Population and demography

The demographic future in middle Europe is determined by four major trends (source: Demographic situation in the EU): 1) a general, more or less imminent, fall in population; 2) a decline in the number of children and young people; 3) a significant drop in the number of people of working age; and 4) an explosion in the number of people approaching retirement and old age.

An important uncertainty in such demographic trends are migration flows, which have, in recent years, been very closely associated with particular historical events. Therefore, although a decrease of immigration rates after the high levels observed in the early 1990s is observed, it is difficult to predict the long term effect of immigration for the demographic trends.

Beside general effects on employment, old age- and health insurance systems and education programs these trends in population and demography might have some specific impact on Alpine regions:

- The decline in the number of children and people of working age may cause shifts in many villages below a critical viable size. This may cause significant social costs.
- A compensation of working age people by immigrants may further increase the cultural heterogeneity in many alpine regions.
- With the growing rate of older people, tourism of retired and older people (e.g. in the wellness & gourmet sector) may increase in its importance compared to offers specifically designed for young tourists (trend sports, etc).

- With a shift of the guest structure towards older guests, the current trend towards short lengths of stays in tourism may slow down or even change again towards longer stays.

Climate and environment

The late 20th- and early 21st- century European climate is very likely warmer than that of any time during the past 500 years. As there is strong evidence that most of the warming observed during the last decades is attributed to human activities and that the increase of greenhouse gases is still increasing, surface temperatures are projected to increase under all emission scenarios for the 21st century. The most often cited current scenarios of climate change predict for the Alps until 2050 an increase in temperature of 2-3 °C, a slight increase of winter precipitation and a decrease in summer precipitation.

The temperature increase would result in a drastic reduction of security in a reliable snow cover for sites below 1500 m – 2000 m. a.s.l. The temperature increase would also make technical and economic limits of artificial snow visible. This would result in major economic loss in many ski resorts, which can not or only partly be compensated by gains in economic higher elevation ski resorts. So, many typical and snowsport resorts will be challenged to prepare a change in their strategy, to decrease the often extreme seasonality and to find alternatives to the ski industry.

A temperature increase combined with a change in the precipitation regime would also cause shifts in ecosystem boundaries and vegetation zones and a retreat of glaciers and permafrost zones. While some of these ecosystem changes will proceed only very slowly (decades – centuries) if not accompanied by land-use changes, some of these changes may cause shifts in scenic-beauty values, habitats and biodiversity in Alpine regions. Some of the changes may also be associated with a change in the natural hazard regime, especially under the assumption that a change in climate will also cause an increase of the rate or impact of extreme natural hazard events such as landslides, mudflows or rockfall. While glaciers in the Alps have already drastically retreated since 1850, a further increase in temperature will probably lead to a further disappearance of glaciers. A further retreatment of glaciers will not only mean that less water is retained in the Alps and consequently that the hazard of mudflows may increase, the Alps would also lose characteristic landscape elements and impressive scenic treasures.

While there are often several negative aspects related to a potential climate warming in the Alps, some regions might also profit from such a change. Ecosystem shifts cause usually not only losers (species which are impaired by a habitat change) but also

winners. If only the number of species is considered, a climate change might even result in greater species diversity in the Alps, because species from other climate regions, which are already present in gardens may spread in nature. On the other side, some high alpine indigenous species with specific habitat requirements (endemites) may be endangered if they are outcompeted by other species without the possibility of escaping to higher elevations. A temperature shift will increase the upper limit for some agricultural products and thus may in some regions increase the potential for new agriculture niche products. Furthermore an increase in timberline may in some areas cause a decrease of the risk of natural hazards. Finally Summer tourism in some Alpine regions may profit from hot Summer temperature which make lower (eg. coastal) holiday destinations less attractive.

Structural change, urbanization, depopulation

In the last 30 years the Alps are facing a significant polarisation of spatial development: urban centres and strong sub-urban areas in the valley floors are the centres of growth: in 1991 57% of the alpine population and more than 70% of all alpine working places and 29% of all touristic beds are concentrated in these booming regions, which represent only 23% of the total alpine area (Pfefferkorn et al. 2003: REGALP). These regions still contain 33% of all agricultural businesses, 30% of all cattle and 27% of all agricultural land in the Alps. Agriculture is characterised by a strong decline of population, businesses and agricultural land. In addition there is a shift from full time to part time farming and a significant trend to extensification of agricultural land use (Pfefferkorn et al. 2003: REGALP).

The influence of spatial development on cultural landscape in strong central areas is characterised by two opposite phenomenons: on one hand there is an increase of various land use interests and conflicts between housing, transport and economic development, leisure areas and agriculture. The corresponding landscape change can be observed on the one hand in larger parcel sizes in the valley floors and on the other hand in the lying fallow of unfavourable parcels. The extensification leads to natural succession towards forest. From various studies we know that intensification as well as extensification both can cause a decline of biodiversity with increasing risks for the ecosystems concerned (Pfefferkorn et al. 2003: REGALP).

The Alps are a part of the European economic area. In urban and periurban zones, most of the population and jobs are to be found. Alpine centres have a supply and network function. The actual trend shows that peri-alpine metropolitan regions are massively expanding into the Alpine area and are imposing specialization in the Alpine border zone. Some of the urban areas in the Alps are currently being incorporated into European networks by virtue of their economic specialisation. The

trend for most of these regions is to continue a functionally divided development. This is especially true for those border regions that are most affected by the expansion of peri-Alpine conurbations into the Alpine area, whose towns take over a function as place of residence for an internationally mobile population. The consequences of this development are increasing land use, traffic infrastructure and volume of traffic in these Alpine regions (Perlik et al 2001).

European Integration and open market

The European Integration and the general trend to more open markets will have drastic consequences for the potential of regional added value chains in Alpine regions. Open markets and generally lower prices will increase the competition and will make it more difficult to survive in economic sectors without a clear advantage of location of Alpine regions. This is especially true for the cultivation and trade of agriculture products where mountainous regions have often a natural disadvantage of location compared to the lowlands. In such areas, agricultural value added is not sufficient to maintain their activity under the present conditions. While enhanced agricultural subsidies for unfavourable production conditions could in some areas/countries slow down agricultural land abandonment, they were not able to stop farm exits, land abandonment and forest expansion in most parts of the Alps and it is likely that land abandonment of unfavourable areas will further increase with a continuation of the trend to open markets and decreased subsidies. On the other hand, intensified use or even overuse may be predominant in future in some favourable areas with high production rate of the Alpine space. Such farms, which seem to be well prepared for globalisation, can be seen as potential sources of environmental problems. While some of these trends will have mainly negative consequences on regional added values and ecosystem goods and services, such trends may also enhance the pressure for innovation and the market with regional niche products in some regions. Moreover, the value of healthy and ecologically produced niche products may increase with this trend to globalisation. Such an enhanced value of niche products would thus increase the significance of ecological and cultural issues (Dax 2001).

Transport systems and natural resources

During the last decades, rapid changes in the global economy and in the transport systems have occurred. Road, railway and air transport are drastically increasing since the 1950s, leading to capacity problems on main corridors and in cities (Weninger et al 2002: REGALP).

While there are still different opinions of the supplies of oil, a worldwide drastic shortage of oil is often forecasted for the next decades. This would lead to an increase of fuel prices and a strong pressure to change to more sustainable energy and transportation systems. So, investments into more sustainable transport systems and natural resources will probably be more cost-efficient in the future. For the Alps, this is of particular importance for natural resources, which are actually abundantly available in the Alps, but which were not cost-efficient so far compared to the relatively low oil price (Hug and Bacchini 2002).

While future mobility trends are often assumed to be related with an increase in transport performance, an increase of cars and leisure time traffic, there will be also an increased potential to develop new telecommunication systems, which may better control the negative effects of mobility in the Alps.

3.2.2 Strategies for concepts for the future

Strategy 1: Identifying the regional alpine unique selling point, focussing on specific endogenous resources and strengthening the positive alpine images

The strong field of competition will even more increase due to the market liberalisation and resulting low prices in the European Area. However, the actual trend shows that the ongoing economic development triggers regional identity and thus enhances the value of niche products. To survive within this strong field of competition, it is very important for Alpine regions to find a regional or even national market niche to be silhouetted against the cheap standard products from outside. Endogenous resources therefore present a promising potential for the future to launch alpine unique selling points because they offer a high value in terms of their ecological quality and cultural characteristics. The unique selling proposition is a special marketing concept in which each advertisement makes a proposition to the customer: “buy this product, and you will get *this specific benefit*”. The proposition must be strong enough to pull new customers to the product. If a unique selling proposition is becoming a label, then it is important to pay attention to the correspondence of the products to the quality criteria in order to guarantee the reliability of the product label. Furthermore it is then necessary to be very careful not to overlay different quality product labels and to follow the national and international (EU) rules.

To identify the regional unique selling points in alpine regions, it is important to develop a common understanding of the regional system and to analyse future trends and external forces which influence alpine regions with its trend setting. Only if there is built up an integrated vision of the local stakeholders from the region, it is possible

to develop a strategic planning and to use specific endogenous resources in a sustainable way.

Communication platforms are for example a promising way to discuss relevant regional issues and to find a common understanding of future regional development based on unique endogenous resources. Community of interests are recommended to build up in order to deal with a specific issue and to advance further activities and networks. Furthermore we recommend to establish platforms on different spatial levels (regional, alpine, international) in order to co-ordinate the various unique selling points in the Alps and to prevent duplicates and weak propositions.

Measures:

System Development

The traditional alpine regional identity should be amended with innovative aspects. This affords discussions and workshops about “global” values and attitudes that are not only valid for alpine areas (e.g. co-operation, team building capacity, networking, openness, solidarity, tolerance). Alpine areas have to show that their development is not only based on natural and traditional resources but they are willing and able to provide or realise a modern development system which is attractive also for external partners. Thus modernising the alpine image delivers also an added value for the marketing of products.

Support to get access to new market

1) Co-operation with partners

Delivering of know-how how interested stakeholders of alpine areas can find partners who can provide access to new markets and what are the most important criteria for co-operation with these external partners (seminars, workshops, manuals).

2) Market research

Delivering of information about concrete expectations of customers concerning “alpine products” (wood sector, food, wellness etc.) and about the possible market volume (workshops with experts, study)

Strategy 2: Use endogenous resources in a sustainable way

The uniqueness of the Alps can be defined by resources of high quality but vulnerable at the same time and by a strong commitment of local stakeholders. Therefore, the development of high quality services consuming little resources (e.g. sustainable tourism, natural hazard and risk management, aso.) should be encouraged. The local communities should foster the awareness of their endogenous resources, how to

preserve and utilise them in a sustainable way.

Measures:

Improving the co-operation between ecological and economic experts

Sustainability currently is too much an issue of nature protection and for ecological experts. There is a lack of communication between ecological and economic experts involved in sustainability research and consulting.

Future in the Alps should foster the co-operation and exchange of experience within the “sustainability community” (researchers, consultants, practitioners) by organising conferences and workshops.

Strategy 3: Co-operation and local commitment

Alpine regions need to jointly develop long-term strategies and objectives by integrating various interest groups. Moving from individual projects to cooperative action will be a central learning process for all initiatives. Endogenous development is never a conflict-free process. Integrating different stakeholders and ensuring wide participation of local groups and individuals are the keys to lasting success. The local dimension must be supplemented by strategies dealing with the relation of the region to other areas. Communication and exchange of information is important within the community as well as between the community and external actors. It will be even more important for collaboration and exchange of experience and knowledge. Communication platforms and innovation co-operations are promising tools for involving different stakeholders and developing common objectives and measures either in a single region or across various regions.

Strategy 4: Merging regional, national and global requirements of a sustainable development

Sustainable development represents a medium and long term aim that should be achieved by all the Nations on an international level: nonetheless, sustainable development should not be realised on an established model but should be adapted considering the different geographic, social, political, economic and institutional contexts. What characterises more the international norms on sustainability is the utilisation of the methodology based on the large participation of the local community.

Measures for strategy 3 and 4:

Creating a new atmosphere and a new culture of development

As mentioned above: This new atmosphere and culture is also important for a modern alpine image amending the image based on nature and tradition.

Concerning regional and local development a new culture of development is important for new innovative initiatives, successful socio-economic projects and for the role of alpine areas in emerging new governance structures involving different levels of development (local, regional, national, european).

Trainings and workshops for local and regional stakeholders to improve capacity of team building and co-operation.

Conferences on regional governance to improve knowledge and to emphasise the importance of this issue.

Strategy 5: Acting local thinking global

Alpine regions should act local but think global! Alpine regions tend to keep on conservative and inside-oriented perceptions. An outside-oriented economic and social strategy which combines local potentials with national demands and is based on co-operations with urban areas, has to be developed in order to ensure successful alpine services and product marketing.

Strategy 6: Urbanization of Alpine areas

To foster sustainable development, political and economic actors in urban Alpine areas should consider the following recommendations (see e.g. Perlik et al 2001): Urbanization of alpine areas is necessary to prevent functional division in space but must be carefully controlled. Strong towns with pronounced urban qualities must be promoted in the Alps in order to counteract the double disadvantage of lack of tertiary activities and dependency on the non-Alpine tertiary sector. Alpine towns must offset disadvantages due to small size by intensifying local and supraregional co-operation within the Alpine region. In the long term, such co-operation must aim to establish propriety trends (lifestyles) and standards (products and services) rather than respond to perceived or actual needs from outside. Co-operation with the surrounding region is also important, and the towns supply function for the surrounding area remains an essential task. The future of the Alps can not only depend on tourism: the attractiveness of the Alps is precisely due to a broad range of regional- and country-specific developments, local history, cultural aspects and economic structure. In the long term, these features can also enhance the attractiveness of non tourist commercial

industries. The crucial factors in a region's innovativeness today are socio-cultural integration and co-operation among regional agents. For Alpine towns with a limited spectrum of business sectors, it is therefore particularly important that local agents cooperate across sector borders. The co-operation should take place in an integrated way, even with sectors that may not appear to be related, for example, the manufacturing industry and tourism.

Strategy 7: Capacity building

Human resources and skills are the main prerequisite for innovative and sustainable development in the Alps. Therefore, long-term capacity building is needed, addressing private businesses, public administrations and non-governmental organisations. Issues of importance for capacity building are for instance: instruments of networking and co-operation, organisational development, product development, project management and evaluation, change management, innovation management, participative processes, etc. The establishment of a "Master Course on Excellence in Alpine Development" and "One Stop Shops" could be adequate institutional settings for capacity building in the Alps.

Strategy 8: Leadership

The success of projects is often linked to strong leadership of key persons. Individual and institutional leadership knowhow has to be proactively developed in order to ensure the success of future projects.

Strategy 9: "Bank for Alpine Development"

Today's investment policies often don't cope with the requirements and structures of sustainable alpine projects resulting in a strong economic dependence on governmental subsidies and grants. The establishment of a "Bank for Alpine Development BAD" offering investments and professional management services could support economic independence.

4. RELATION TO OTHER QUESTIONS

Question 2: Governance capacity

Social capital has been recognized as an important determinant of local economic development by a number of authors (see e.g. Mühlinghaus und Wälti 2001). Social capital arises from interactions among people. It consists of networks, norms, and trust, facilitating coordination and co-operation for mutual benefit. Without local governance capacity it is difficult to strengthen regional product and service chains in a sustainable way. In our analysis of regional value added chains we have seen that both successful value added chains influence social facts and governance capacity has an impact on cooperative identity and economic development. We have various best practice examples in which synergies between strengthening regional production and good governance are available. In the best practice example Bio Alp Tea/Valplantes for example organic farming has been established and new sources of income generated in the agricultural sector. For the mountain valleys in the region of Valais, the co-operation and network generates know-how also for next generations and maintains jobs for the future. There is generated a sideline for about one hundred families with new possibilities of income especially for (country)women, mothers who stay at home to care the children, and pensioners for completing their pension. All generations are involved and the know-how is maintained for generations and genders. Organic farming and cultivation of medicinal herbs and plants are innovative ways to maintain and to appreciate this kind of endogenous resources in the Alps and increase the image and self-confidence of the farmers in the whole region.

In the best practice example BeerVision Monstein, there is an intensive network between farmers, butchery, baker, dairy and spirits merchant in the region. The know-how is gained in the region. The brewery aids the little school in the village by selling special products for the school. Due to the collaboration of the brewery with the village shop, the post office, the school and the hotel/restaurant of the village, it is possible to maintain the basic infrastructure of the village. 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. It would not be attractive for the brewery to produce beer on that condition. So both the brewery depends on the social infrastructure and the social infrastructure depends on the economic added value generated in the village.

The best practice example “Farming and Dairy centre of Cansiglio” provides a favourable impact on the society because it contributes to strengthen the relation

between the land and the population, reducing thus the emigration of the younger generations. It also has a favourable impact on the preservation of the local cultural heritage, which is taught to the many students who visit the Centre every year: during these visits, in fact, the students can learn how a blade of grass becomes a slice of cheese or they can listen to the ancient legends handed on from father to son. Another important aspect of the socio-cultural value added of the project is that the farmers (members of the cooperative) are often invited to participate to national and international meetings and workshops, during which they have the possibility to exchange and to upgrade their experiences and know-how.

In the best practice example “Almenland”, intensive public relation activities managed to create a feeling of solidarity among the population. Today the region Almenland bears a meaning for the inhabitants: proud, self-confidence, innovation are only some of the new characteristics of the region. The awareness and acceptance produce a great amount of commitment, leading to an increasing interest in using the brand Almenland for different projects and products (rising number of inquiries). The project refers the regional cultural assets to future generations and tourists. The regional economy and the municipalities support the conservation of the living space Almenland and intend to rise the quality of living in the region.

Participative action, social capital and innovative, collaborative activities improve capacity to act and have an impact on economic development. Co-operation facilitates a mutual learning process and generates know-how on a sustainable way. The economic value added chains ensure work places and have a sustainable effect on population structure and social infrastructure. An important impact is the establishment of a new regional self-confidence and the regional culture of co-operation. The same phenomena have been noticed also in the Red Cock project and in the Farming and Dairy Centre of Cansiglio.

Recapitulating we can say: Successful networking and co-operation projects contribute essentially to create the capacity and premises for alpine areas to take their role in future (regional) governance structures involving all levels of development (local, regional, national, european).

Question 3: Protected areas

Large protected areas are promoted to enhance sustainable economic and ecological development of rural areas. The main tasks of protected areas are 1) to protect and to produce value added in the conservation of nature 2) to increase the economic and social benefits of tourism; 3) to protect and to improve the population quality of life 4) to improve the quality of tourist offers in a sustainable way. The concept of protected

areas sets fully on using local resources like landscape, farming products and skills of local people.

We have analysed two best practice examples of regional development in protected areas: “Biosphere Park Grosses Walsertal” and “The European Charter of Sustainable Tourism in Protected Areas” (Natural Park of Maritime Alps, Piedmont and the Regional Natural Park of Vercors, Rhone-Alpes Region). Economic value added is generated by the increasing number of visitors with a large benefit for the tourism sector in the region. Events like excursions for tourists and school classes or park activities for the regional population advance ecological awareness: Initiatives on renewable energy are going on, ecolabels for schools and tourism companies are developed, sustainable quality management systems for the region are established. The projects show that a common label of a protected area triggers regional marketing and influences the image of the region. Backward there was no special core competency within the scope of tourism or other sectors in the region and with the regional development activities the region gain the leading role as a model region for sustainability. Hence, the region’s self-confidence rises. Network between farmers, gastronomy, forest ranger and trade enables a mutual basis for economic action. Best practice examples such as “Genussspechte”, “Walserstolz” or “Bergholz” increase the sale of local products and, therefore, create additional income for the producers. Thus, existing working places are maintained and new jobs are created. The number of apprenticeship training positions (timber construction, wood processing) increased in the Walsertal-Project by 10%. The demand for this kind of education attracts young people to stay in the region.

Protected areas have a high impact on the ecological benefit of the region. The preservation and sustainable handling of the landscape and the forest contributes to an intact ecosystem and increases the value of ecosystem services like scenic beauty, habitats and biodiversity.

Question 4: Mobility

The interrelations between regional economy, mobility and its influence on spatial development is a very interesting issue to discuss regarding to question one and four. There are two main questions that we have analysed in detail: 1) How is regional value added related to accessibility and mobility? How can sustainable mobility concepts contribute to promote regional development?

In our best practice examples related to regional added value chains we have seen that accessibility and mobility was not the main precondition for the success. This instance is probably concerned with the fact, that all our best practice examples are located in regions which had already a basic infrastructure with at least a main street and a

minimum of assurance of public transport possibilities for a long time. We can assume that without this infrastructure some of these locations would not have been attractive for implementing the project idea, because in most of the projects tourism transport, distribution of products and co-operative action are basic conditions for the success of the projects. However, it is likely that a good project implementation with a sustainable success for the region implicates automatically an improvement of accessibility if this would be necessary. In recent years, accessibility for individual motorised traffic is guaranteed in rural regions, but the supply of public transportation raises the problem because of increasing costs and decreasing request. Therefore, innovative projects which generate new working places have often an indirect impact on a better request of public transport. In the best practice example “BeerVision Monstein” for example the new brewery advances the public transport and aids to obtain the existing supply. In our case, no good practice example generates a problematic traffic rise because we have considered also environmental effects in our best practice examples. In some of the projects the traffic could even be reduced due to innovative and co-operative action in the region.

Mobility and good accessibility is in the most cases a pre-condition for a sound economic development. Tourism in many parts of the alpine bow is one of the main sources of income. At present individual motorized transport is one of the main polluters of the environment. Approximately 50 % is connected with vacations or caused by day-trips. The biggest share of guests still prefers to go by car. Traffic is the biggest CO² emitter. Trends show, that in 2010 the kilometers driven per person will double. In the last years the share of short distance plane travel rises caused by low cost carriers.

Also within the holiday destinations the massive traffic causes problems: noise and pollution instead of rest, quietness and a sound environment.

Tourism on the other side is most important for better economic conditions in many alpine areas and valleys. Sustainable mobility has to be a part of regional development and also good practice in the long run.

Some examples show that sound economic development and innovative, sustainable transport solutions are possible.

Werfenweng follows a clear strategy as sustainable destination for guests and inhabitants for more than 10 years. The objectives are to form a high-quality “car-free tourism product”, to implement innovative traffic concepts for traveling to the model communities, to keep vehicles with internal combustion engines out of the city centre, to give impulse for the use of innovative transport technologies and to improve environmental quality.

A lot of initiatives and projects have been started and implemented:

- Austrian model project “car free tourism” since 1998

- Mobilito – „Die 1. touristische Mobilitätszentrale in Salzburg“
- Werfenweng was partner of NETS-Network of European Tourism with Soft Mobility for a long time
- In Werfenweng and Pongau region a lot of events and conferences about sustainable tourism took place (Ecotourism in Mountain Areas 2001, NETS Conference Railway plus, Remotion 2004, Symposium railway plus 2005) A new strategy and a broad action plan in 6 priorities “Werfenweng mobil +” with support of ÖAR-Regional Consultancy was elaborated in 2004.
- Werfenweng is also Partner of transnational co-operation of alpine tourism resorts with soft-mobile packages: alps mobility - alpine pearls. Partners of Pearls of the Alps should meet a lot of soft-mobile quality criteria and develop new car free tourism offers in the next years.
- Werfenweng was also winner of many awards for innovative mobility approaches: NETS AWARD 2004/2005 in the category mountain areas and CIPRA Future Alps – Category mobility. This contributes to a positive profile of the destination and in the long run also added value.

There are a some figures that can be brought in direct context to the model project:

From 1999 to 2002 Werfenweng had an increase in overnight stays of 29%. Also the average time of stay has increased, which is the opposite trend of destinations in Austria. SAMO created 5 new jobs directly, via increasing overnight stays (plus 29%) about additional 35 jobs are created or kept

These overnight stays lead to an remarkable additional business volume(48.700 x EURO 75,00 = 3.652 Mio. Euro). Co-operations with farmers deliver also added value via sale of regional products to the tourists.

Werfenweng with the biggest solar power plant in Salzburger Land is more or less energy self-sustaining.

Question 5: New forms of decision-making

In relation with question five we asked us the following question: which co-operation framework and which new ways of decision making can help to build up successful regional co-operation chains and which are the key factors for successful co-operation?

As we have seen, the role of involved key persons is very important in all our best practice examples (see chapter 3.1.2.3.1). A well known key person with a big social network can arrange important contacts and guarantee for example the access to new market possibilities (see e.g. in the best practice example of Bio Engadin Cheese where the tourism director of St. Moritz could manage the contact to the national supermarket chain COOP in Switzerland). The best practice examples have shown that

it seems to be important to develop project organisations rather quickly to a solid organisation with a clear legal entity and clear responsibilities. The initiation phase of the projects is often characterised by “non legal entities” like communities of interests, and different local organisations. Later in the project conception phase it is developed a professional organisation and a core project team from this rather loose project organisation. The co-operation of the regional enterprises is normally organised as a consortium because enterprises usually prefer a very loose form of co-operation with not too much obligations and bureaucracy. Clarification of legal form obviously contributes to the identification of stakeholders with a project, creates a clear image in the public and enables not only a better project implementation but also a better communication with relevant networking partners (see chapter 3.1.2.3.1).

Participation of local stakeholders plays an essential role for a successful project implementation (see chapter 3.1.2.3.1). Our examples have shown that a broad participation of regional actors from different sectors (see e.g. “Regionale Gemeinschaftsinitiative Almenland”) can be organised in different ways and there is no common formula of a successful participation strategy. However, there are some important effects related to participative action and regional value added in our best practice examples which we like to discuss more detailed.

Broad participation of regional people has an important impact on empowerment of the stakeholders and the establishment of a cooperative regional development culture. The best practice examples have shown that regular regional meetings, regional platforms and common communication activities guarantee a continuous know-how transfer. Public presentations and discussions of project concepts provide the transparency necessary for sustainable solutions and are important for regional acceptance. In the best practice example “Meisterstrasse Austria”, capacity building is supported by the establishment of a new quality, innovation and customer oriented marketing strategy, common workshops, consulting services (e.g. co-operation advice with support of the chamber of commerce) and by the common use of experiences and knowledge generated in the different regional Meisterstraße projects.

It is obvious that participation and transparent forms of decision-making contribute to a better negotiating process and finally to integrated sustainable development activities.

In spite of this we should differentiate between decision making in a regional development process and in a business co-operation. In business co-operation the decision making process usually should not be too time-consuming because of market reasons and the day to day business of entrepreneurs. This means: Co-operations of enterprises need lean structures for decision making that should be amended with comprehensive communication activities that ensure transparency and acceptance of the public and the important regional stakeholders.

Question 6: Policies and instruments

Many local problems have a global cause and can not be solved exclusively at the local level. Endogenous development thus requires external support. The development of successful regional value-added chains demands for promotional policies and instruments. As is particularly visible in mountain areas, a focused and coordinated policy integrating regional aspects, spatial planning, and economic, environmental, technological, transport, structural, and agricultural aspects is necessary at the different territorial levels. Switzerland for example offers good prerequisites for endogenous development because its political system grants far-reaching financing and decision-making powers to cantons and communities. The new regional policy in Switzerland proposed by the federal government presents two lines of economic action for all the regions of Switzerland. This consist in enhancing the regions' innovative capacity and improving the intermeshing of regional value-adding systems. Production in the marginal regions is here targeted at the national centres. Both courses of action are aimed at improving the competitive and exporting capabilities of businesses and entire regions. This will set the stage for the regions of the Alps to take up exporting. Exporting to other regions and the lowlands brings long-term economic growth to the region. With an unrestrictive treatment of the different sectors, it takes the best possible account of manifestly disparate growth patterns in the regions. The Regio Plus program established in Switzerland in 1995 offers opportunities for endogenous development by providing funding for innovative projects and new forms of collaboration. However, political support does not always guarantee a successful innovative power within a region. Subsidies for mountain agriculture and market liberalisation often disable innovative action within the agriculture sector and prevent innovative, cross sector co-operation within the region.

On EU level, there exist various policy strategies regarding regional development in the sector of spatial planning, agriculture, conservation, infrastructure and projects (see e.g. Report of QT6, Probst et al. 2004: REGALP).

In all countries with alpine areas we have quite developed structures for a participative regional development. There are Local Agenda 21 initiatives on local level, LEADER groups with professional management on the level of small areas, regional managements on regional level (NUTS III) and technology and innovation centres fostering economic development. Besides there are public structures of interest groups like the chambers of commerce and agriculture.

For the future development in the Alps, the national and EU policies in alpine countries should even more enhance the development, maintenance and improvement of economic competitiveness of both urban and rural areas, efficient usage of economic potentials and the creation of local working places. Furthermore it would be very

important to set the basis for establishing co-operation and networks between different stakeholders (see also Probst et al. 2004: REGALP).

To improve regional policy and the efficiency of the above mentioned organisations the current challenge is to reduce the competition among these organisations and to improve co-operation and networking. Therefore we should offer platforms and possibilities for the exchange of experience between the existing structures and support the mutual understanding of the different interests of these organisations. Thus at least partly existing distrust between these different intermediate bodies could step by step be replaced by mutual trust. The above mentioned platforms could be of different kind: common workshops and study trips involving stakeholders from different organisations; common conferences and events; common projects on regional level to create best practice.

5. CONCLUSION

In regard to the project question one we evaluated and discussed how endogenous resources for creating product and service chains with a high regional value can be used successfully.

Our analysis has shown that endogenous resources in Alpine regions offer a high value and uniqueness in terms of their ecological quality, cultural characteristics and production methods and therefore present a high potential for successful regional product and service chains. Innovative regional product and service chains based on endogenous resources not only allow to create and maintain jobs within the region but also facilitate sale possibilities on regional, national and even international level due to a unique selling position of exclusive high quality niche products from the Alps. Therefore, an important focus of regional development is to take as much advantage as possible out of these existing natural resources and use them in a sustainable way. Our analysis have shown that an attractive landscape and the creation of niche market in relation with agriculture products, handicraft, renewable energy production and tourism present a promising potential for the future development in Alpine areas.

To be aware of available regional value and its sustainable use it requires an integrated understanding system of local stakeholders and decision makers. Exchanging experiences, problems, needs and requirements between all involved stakeholders within a region are an important task for future development. Only with a common understanding of the regional processes, potentials and future trends it is possible to answer the question of which developments should be considered sustainable and which should not.

The establishment of communication platforms is a promising way to contribute to an integrated information transfer within a region. The project “Future in the Alps” represents a knowledge management platform of experts from the practice and from research institutes and makes it possible to combine scientific knowledge and practical experience of regional development processes. To exchange the relevant knowledge concerning regional development and future strategies with local stakeholders and decision makers, communication platforms could be a promising way for further activities within the project “Future in the Alps”.

It is particularly important to foster networking between project groups, local stakeholders and decision makers, as this contributes to more economic efficiency and increases regional acceptance for a project. Cooperative action within a sector or cross-sector makes it possible to bring the relevant stakeholders together and to profit from

the know-how and the social network of other partners. As we have seen in many best practice examples, it is not always easy to cooperate because many stakeholders in the Alps act still very individually. Especially small enterprises are not experienced and at a first glance not interested in co-operation. Convincing of local stakeholders for co-operation is a very sensitive matter and has to be prepared very carefully. An entrepreneur who has already benefited from co-operation could be a reliable “witness” for other entrepreneurs.

Confidence among the representatives of the different interest groups and voluntary involvement in the work process are important prerequisites for the initiation of new developments.

To build up successful production and service chains, a professional project management is very important already in the initiating phase. With a successful project organization it is easier to build up corporation and to set a proper quality management. Many project failures are attributed to the lack of experience in project organization. Therefore it is an important task to transfer specific know-how and experiences to the responsible person of the projects and to advance networks between experts and regional stakeholders. In regard to the “Future in the Alps” project it is recommended to involve experts which have a lot of know-how in alpine specific project implementation and management into the “Network Enterprise Alps”.

Another condition for the implementation of successful value added chains is a professional project marketing. It is often underestimated and the full potential of a product sale can not be tapped. An organization must properly define the function of strategic product marketing before it can be effective. Nothing is more important to a marketing strategy than the “product concept”. In fact, finding the right product concept is one of the critical objectives of marketing. Market opportunities of a new regional product are strongly coupled to a clear unique selling point. To guarantee the successful sale within a regional or national market, a good promotion of the product is very important and requires expert knowledge.

The marketing strategy is closely linked with the product development. Market opportunities of new regional products have to be analysed in the early phase of the project. It is necessary to pay attention to the correspondence of the products to the quality criteria, in order to guarantee the reliability of the label and it is very important to be careful not to overlay different quality labels because this could be in contrast with the rules of the European Union.

Finally we can conclude that combined market development and know-how development is a promising potential for a successful project initiating. An accurate product development as well as a professional project management and -marketing

requires expert knowledge. For future project initiations therefore it is recommended to focus on this aspect. An idea could be to launch integrated education programs in business economics within alpine regions.

Alpine projects should link up with urban market-demand and considering recent trends. It is often a big challenge to combine local requirements and regional potentials with national trends and demands. A lot of alpine regions still focus on winter tourism, because winter activities in the Alps are still very popular. In regard to a sustainable development in alpine regions, it is therefore important to find a way to integrate trend waves as well as traditional socio-cultural aspects and regional potentials in the regional planning and to use the endogenous resources in a sustainable way. Only with an integrated assessment of the ongoing processes, it is possible to respond to the continuously changing and to adapt regional development and future trends in a sustainable way.

6. NEW AND OPEN QUESTIONS

With regard to our analysis of successful value added chains, the following important questions came up which are relevant for the future development of alpine regions.

What is needed to enhance co-operation between local stakeholders from alpine regions?

As we have mentioned it is very important to build up networks and co-operations among different local and also supra regional stakeholders in order to guarantee more economic efficiency and to profit from the know-how and the social network of other partners. The practice has shown that individual action and competition makes it difficult to convince stakeholders to co-operate. Therefore we asked us the question if this is especially in the Alps a specific problem due to large geographical and cultural peculiarities or if this is a general business problem not only in alpine regions but also in large metropolis. Further on, how to get over this difficulty? Network activities are essential for an alpine region to survive within a strong field of competition. Therefore one main question with regard to the future development of the Alps is how the willingness of alpine stakeholders to co-operate will develop in the next years.

How can we prevent too many weak regional labels and build up instead strong supra regional quality labels?

Our analysis shows that a unique selling position is very important for alpine regions. The development of regional quality labels has gained importance in recent years and will be even more important for the future. With an increasing number of regional labels the competition within alpine regions will advance. This effect boosts innovation on the one hand but degrades weak labels on the other hand. Therefore we asked us the question how we can manage and control regional quality labels to guarantee a successful sustainable development in the whole alpine area. This question will be discussed within our team in the synthesis phase (Johannes is preparing some propositions referring to this question which we will discuss in our team).

Which is the carrying capacity of specific alpine ecosystems able to “guide” a sustainable use of local resources?

Our research has shown the importance of the local and endogenous origin of the resources for the future economic development in the Alps. At the same time in the

analysis of these aspects, we have found some problematic elements related to the sustainable utilisation of these resources, like mineral, water etc. resources. Often indeed, even if this “pillage” has been in the past a source of richness, most of this richness has been directed to external territories. These problems depend on the lack of scientific knowledge about the carrying capacity of alpine ecosystems. We think that it could be useful to promote some researches in this field, particularly focused on the definition of a set of indicators, which contains some reference parameters for the use.

How to develop a sustainable transports network for the distribution of local products?

Our analysis has shown the importance of the presence of long networks for the distribution of the local alpine products, in order to deliver them also in those urban big supermarkets chains. Nonetheless, this potential is highly connected with the transport systems and with the sustainability of mobility in mountain regions. We think that this open question could be discussed in co-operation with Q4.

How the local resources could compete in the global market?

Local resources often have to face with the competitiveness of cheaper raw materials coming from the international market (for example, rye, wood, herbs, etc). Even though this problem is not peculiar only to alpine regions, because it is related to wide economic spaces, it is a priority limit of the alpine local development.

Which are the possible alternatives of development for some alpine areas, which present some endogenous resources inevitably compromised?

During our analysis we have found some situations in which the peculiar economic specialization has led in the last fifty years, on one side, to the development of a certain richness and, on the other side, through the building of infrastructures, to the threaten of some endogenous resources (landscape, ecosystems, water quality, traditional social structures, etc). These economic systems are now facing a phase of recession (for example the eyeglass industry in Cadore) and they have to choose the best strategy for the future. The choice stays among the reconversion of the system or its dismissal (with the consequent loss of know-how and its functional structures) with the aim of a kind of return to a traditional economy. Both the solutions present some critic aspects: in particular, the first one in relation with environmental sustainability, the second one in relation with the economic efficiency and with the threaten to the local resources.

7. ANNEXES

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7.2 List of the best practice examples filled in the online-database

Project number (referring to the map chapter 3.1.2.1)	Title project	Country/Region	Contact in the QT 1
1	European Charter of Sustainable Tourism in Protected Areas	Fr, It/PACA - Piemonte	Pirovano
2	Promotion of animal and pastoral farming	Fr/Isère	Pirovano
3	Butiner	Ch, Fr, It/Valais, Haute Savoie, Isère, Vallée d'Aoste	Dal Borgo
4	Coopérative Valplantes/Bio Alp Tea	Ch/Valais - Sembraucher	Lardelli
5	Nachhaltige Gemeinde- und Regionalentwicklung am Beispiel des Jugendhilfe-Netzwerks INTEGRATION im Emmental	Ch/Canton Berna - Oberes Emmental	Heeb
6	Tropenhaus Ruswil	Ch/ Canton Lucern	Heeb
7	Mehrwert Holz & Plattform Holz	Ch/Canton Lucern	Heeb
8	Wasserwelten Göschenen	Ch/Canton Uri - Gotthard	Heeb
9	Marke Appenzell	Ch/ Appenzell	Heeb
10	Urholz	Ch/ Appenzell	Heeb
11	Hof Weissbad	Ch/Appenzell	Heeb
12	Wood chain forest district Inner - Lugnez	Ch/Degen – Val Lumnezia - Vrin	Lardelli
13	Beer Vision Monstein	Ch/Monstein - Davos	Lardelli
14	Bio Engadin Cheese	Ch/Engadina-St. Moritz	Lardelli
15	Parc Ela	Ch/Graubünden	Heeb

16	Red Cock Project – Holidays on farm in Alto Adige	It/Alto Adige - Bolzano	Pirovano
17	Farming and Dairy Centre of Cansiglio: from nature with love and awareness	It/Cansiglio-Tambre	Dal Borgo
18	Agriculture with organic future	It/Friuli V.G. - Budoia	Dal Borgo
19	Pilot Project Sutrio - Crafts	It/Friuli V.G. - Sutrio	Dal Borgo
20	Ecological village Èadrg	Slovenia	Dusan Prasnika
21	Cluster of high quality handcraft - Meisterstrasse	At/general office in Wien	Fidlschuster
22	Regional Community Initiative Almenland Teichalm - Sommeralm	At/ Steiermark - Almenland	Fidlschuster
23	Projects dealing with the theme Farmer & Guest (“Bauer&Gast”) – development of the leading product Xeis Red Deer	At/ Steiermark – National Park Region Gesäuse – Sankt Gallen	Fidlschuster
24	Concept Technology Park Inneres Salzkammergut	At/Gmunden	Fidlschuster
25	Villgrater Natural Products	At/Eastern Tyrol	Fidlschuster
26	Tyrol Wellness – Company cooperation for health and well-being	At/Tyrol and South Tyrol - Innsbruck	Fidlschuster
27	Biosphere Park Grosses Walsertal	At/Voralberg – Großes Walsertal	Fidlschuster
28	Timber Construction Art, reg. Cooperative ltd	At/Vorarlberg – Biosphere Reserve Grosses Walsertal, Feldkirch	Fidlschuster
29	Heu Vital	De/Allgäu	Heeb

7.3 List of the original material concerning the publications and good practice examples deposited on the online platform for documents (pdf's, internet links)

7.3.1 Original material concerning the publications

In the CIPRA database you can find the original material of the following publications:

- Energieeffiziente Häuser aus regionalem Holz im Alpenraum
- Tourismus als Katalysator integrierter Regionalentwicklung - Das Beispiel Cinque Terre
- Transition towards improved regional wood flows by integrating material flux analysis and agent analysis: the case of Appenzell Ausserrhoden, Switzerland
- Monitoring system for sustainable tourism in Swiss Alpine Regions. Tools for regions to act on their own initiative
- Physiological Interactions between Highland and Lowland Regions in the context of Long-Term Resource Management
- How to calculate and interpret ecological footprints for long periods of time: the case of Austria 1926-1995
- Endogenous development in Swiss mountain communities: Local initiatives in Urnäsch and Schamsberg
- Endogenous development in Austria's mountain regions: From a source of irritation to a main-stream movement
- Towns in the Alps (Urbanization Processes, Economic Structure and Demarcation of European Functional Urban Areas (EFUAs) in the Alps
- Regionale Wirtschaftskreisläufe und regionale Wachstumspolitik. Regionalpolitische Prioritäten für unterschiedliche Regionen im Schweizer Alpenraum auf der Basis regionaler Input-Output Tabellen.
- Regionalentwicklung mit einer traditionellen Kulturart in den südlichen Alpen: Die Edelkastanie

7.3.2 General Links related to question one

[!\[\]\(bf06edaf064d9fa6350395cfb8d8711e_img.jpg\) Misurare la montagna](#)

[!\[\]\(652f323ed79729f792973ea5457312ff_img.jpg\) Progetti Integrati di Sviluppo Locale \(PISL\)](#)

L'analisi SWOT, DOCUP Regione Toscana, Nucleo Unificato Regionale di Valutazione, www.pisl.it, novembre 2003

[!\[\]\(07fe3b338f9651a988464633a2637b49_img.jpg\) Progetto prodotti locali](#)

[!\[\]\(3f9ccd0e5020e6301fd453ac9e4eec96_img.jpg\) ARPA Piemonte](#)

Strumenti e indicatori per un turismo sostenibile

[!\[\]\(749f78e6f7feb5a6badbd75d644a7571_img.jpg\) "The Alps as a wellness region": Alpshealthcomp \(New EU-Project InterregIIIB\)](#)

The three-year programme is to focus on, among other aspects, research into alpine-specific medical effects, the quality management of alpine wellness and health package offers, and initiatives in cross-national training and further training. Particular attention is to be paid to such natural resources as altitude, water, moors, medicinal herbs, whey, hay, apple extracts, etc., in striving to establish scientifically the health impact of typically alpine health offers. Initial results from the project are expected in the course of 2006.

[!\[\]\(55cb5b2d01c94b84cd0ac2f8016dfdc0_img.jpg\) Network of forestry experts for the alpine region](#)


Representatives of 19 forestry agencies from seven alpine countries launched the Interreg IIIB Project "KnowForAlp" in Vaduz/FL. KnowForAlp is an alpine-wide network for forest owners and foresters whose aim is to enable a comprehensive exchange and transfer of know-how. Besides 400 scientists the network of experts comprises numerous user groups so that the interests of forest owners, forest rangers and groups interested in forestry can be incorporated into the know-how transfer. At the heart of the KnowForAlp initiative is the internet-based communication platform www.waldwissen.net featuring specialist knowledge and topical information in several languages on the subject of forest management. The initiative also aims jointly to develop and implement transnational training and further training programmes and consultancy services.

[!\[\]\(b1d07477a75e44fce365a04f87f8ab44_img.jpg\) Kunststoffbranchen in Kärnten und Slowenien wollen zusammenarbeiten \(plastics branches in Kärnten and Slovenia likes to work together\)](#)

For small and medium business of the synthetics branches in Kärnten, knowhow transfer, network and cooperation with partners of Slovenia is very important.

[!\[\]\(47428714a89bcbfda6d656c9384d4eef_img.jpg\) DYNALP : "enhanced value for nature and landscape for marketing and tourism in the rural Alps - dynamic rural alpine space".](#)

DYNALP is an INTERREG IIIB project which is supported by the EU and encompasses 52 towns and villages. Most of them are members of the "Alliance in the Alps" network of towns and villages. On this website you will find information on the project as a whole and also on the individual projects of the respective towns and villages. The towns and villages that jointly run the DYNALP project are concretely implementing the Alpine Convention in the following areas: tourism, conservation of nature and the countryside, mountain agriculture and sustainable development and regional planning. (www.dynalp.org; www.alpenallianz.org --> good links and good practice examples!)

 [DestiLink: a network of rural regions and research institutions in Europe that works to further sustainable tourism destination development](#)


DestiLink is a network of rural regions and research institutions in Europe that works to further sustainable tourism destination development through the exchange of information and best practices. a) Creating a network of sustainable tourism destination stakeholders and change agents in European rural regions, thereby linking the regions and the research community b) Facilitating capacity building in rural regions via interregional exchange, and c) Increasing development capacity in the participating regions.

 [SAB: Schweizerische Arbeitsgemeinschaft für die Berggebiete \(Swiss working group for mountain regions\)](#)

SAB is an association for mountain regions in Switzerland. The members are all mountain cantons and communities as well as agriculture organisations and regional organisations of Switzerland. Good links and project examples

 [Fonds Landschaft Schweiz \(fund landscape Switzerland\)](http://www.flS-fsp.ch)

This fund finances projects for conservation of cultural landscape. On the homepage you found a list of projects and good practice examples. They have also a bulletin (4 times a year) of publications.

 [Regio Plus Net: Programm to maintain and advance mountain and rural regions in Switzerland](#)

Regio Plus maintains projects in mountain regions and in rural regions in Switzerland or at the border with other countries. There is a list with projects in all cantons, contact persons and good links to other organisations, institutions and projects

 [Leader+: Initiative of EU to advance rural regions](#)

Leader exists since 1991 and is a common initiative of the EU for innovation and development of rural regions. Leader+ (new programme 2000 - 2006) will advance impulses and incentives to a networked, sustainable development in

rural regions. On all the homepages of the national leaders you find projects, publications and good practice examples.

 [Euromontana: Förderung von Qualitätsprodukten aus Berggebieten \(advancement of quality products from mountain regions\)](#)

Euromontana will create a database with informations of characteristics of products from mountain regions until 2004. Organisation of quality-product-chains. Control mechanism, marketing, development strategies.

 [Netzwerk Alpiner Schutzgebiete \(Alparc\)](#)

Network of alpine protection areas. There exists some information about national parks "Stilfserjoch", Adamello Brenta, Paneveggio, Pale de San Martino

7.3.3 Original material concerning the best practice examples

see CIPRA-database of best practice examples

7.4 Original material concerning the publications and good practice examples (hard copies)

You have received our hardcopies at the next workshop in March.

7.5 Definitions of key terms of the question in concern (reassessed and completed glossary)

Added value (revised) Additional benefit generated through a sustainable process (development, production, education, management, know-how-appliance, cooperation, networking). The term “regional value added” is originally used as an economic term and is defined as difference between the total revenues of the factors of production located in a specific region and their total purchases. In recent years the term is often not only used in this purely economic sense, but also with respect to other properties of sustainability within a region. We used the term also strongly in this latter sense as the additional benefit for a region generated through a sustainable process. The added value can be composed of economic benefits (e.g. number of employees and revenues, confront for instance CENSIS, 2003, where the Italian mountain regions value added is assessed), social benefits (e.g. know how, networking, education, cultural values) and ecological benefits (= ecosystem services).

Sustainable development (revised) Regional value added is closely linked to the term of “regional sustainable development”. A generally accepted definition of sustainable development in the political area is found in the “Brundtland report” 1987: ‘Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.’ Thereby economic, social and ecological processes are interrelated, and should be considered equally by public and private stakeholders.

Regional level (revised) Level below national level, the scale depends on the specific issue. It can be a mountain valley, an administrative unit etc. EU definition: national = NUTS I, regional = NUTS II (Bundesland), local = district or area such as Montafon, Nationalpark Hohe Tauern aso. Nonetheless, the “region level” is not easily identifiable in an univocal way, most of all in the different alpine languages and Countries. In this research what we mean with the term region is not related to administrative,

cultural or geographic precise boundaries, but to a kind of “problem-region” that is to say a portion of territory with specific characteristics, such as a certain demographic dimension, which allow the resolution of sustainable development related problems.

Endogenous potential
(revised)

Economic, social and ecological opportunities of development existent in a region or a country. Mobilisation of endogenous potential through regional development, economic and social infrastructure, environmental education, ecological valorisation, knowledge management, public participation. Endogenous potential can be defined as the totality of development opportunities in a limited space and time; they include natural resources as well as human skills and social abilities

Cooperation/network
(revised)

Working together for the purpose of sustainable development and of generating added value

Cross-sector cooperation: different sectors working together for the purpose of sustainable development and of generating added value

Horizontal cooperation: Network between business of the same production level

Vertical cooperation: Network within a sector between business of different production levels

Regional/local cooperation: public and private institutions working jointly on a regional or local level to achieve a common purpose

Value added chains
(product chains, service chains) (revised)

Chain of custody, including all elements of the production and trading process of a product. Provision of services, including all elements of the development and appliance of a supplied service. Value adding chains can range from the extraction of raw materials to the processing and marketing, and include different economic sectors such as trade, industry, agriculture and tourism.

7.6 List of potential future members of the network 'Enterprise Alps'

Mr Valter Giora
Viale Marconi, 82, Tambre (BL), Italy
caseifcansiglio@iol.it
+39 0437 439722

Farming and Dairy Center of Cansiglio

Farming, cheese production, touristic activities (accommodation, restaurant, retail sale of local products, organisation of tour and sport activities), educational activities.

Ms Luciana Zanier

AIAT Tarvisiano Sella Nevea e Passo Pramollo

Via Roma, 12, 33018 Tarvisio (UD), Italy

zanier@tarvisiano.org

+39 0428 2135

+39 0428 2972

Idea of renovating buildings to transform them into tourists accommodations, instead of building new hotels that could have had a very high impact on the environment and landscape, and to involve in this process the whole local community, giving to it the possibility to make important decisions about its future.

Ms Alina Darbellay
Mountain Wilderness
Morasses 16, 1920 Martigny, Suisse
alina.darbellay@mountainwilderness.ch

0041-27-722

95

19

Concept of slow tourism (Butiner). Create a network of local and regional actors of different sectors (agriculture, tourism, trade, handicraft, cultural services). Constitute a platform for economic promotion but also for ecological actions.

Ms Fabia Mellina Bares

AIAB - FVG

Via dei Tigli, 2, 33034 Fagagna (UD), Italy

mensabudoia@aiab.it

+39 0432/800371

+39 0432/800371

AIAB (Associazione Italiana per l'Agricoltura Biologica) is the Italian Association for the Organic Farming and the regional division of Friuli Venezia-Giulia is responsible for the project "Agricoltura con Futuro Bio". The Association promotes organic farming, rural sustainable development and healthy eating, aware and concerned.

Mr Walter Rier

marketing Office-South Tyrol Union Farmers

Via Marcello 4/D, 39100 Bolzano, Italy

info@gallorosso.it

+39 0471 999308

+39 0471 981171

Holidays on farm

Dr. Patrizia Rossi, Dr. Villani

Ente Parco Naturale Alpi Marittime

Piazza Regina Elena, 30 - 12010 Valdieri (CN),

Tel: 0171/97397; Fax: 0171/97542;

e-mail: parcalma@tin.it; internet site: www.parks.it/parco.alpi.marittime);

Anne Zukowski

Ente Parco Naturel Régional du Vercors 255,

Chemin des Fusillés - BP 2 - 38250 Lans-en-Vercors,

tel. +33-0476943826; fax +33-0476943839;

e-mail info@pnr-vercors.fr;

internet site: www.pnr-vercors.fr);

Mr Yves Raffin

Fédération des Alppages

La Grange, 38190 Les Adrets,

tel. +33-04-76711020;

fax +33-0476711029;

e-mail: federation.alpages.38@wanadoo.fr

collaboration with Chambre d'Agriculture de Isère et des Hautes-Alpes

Consorzio Forestale Alta Valtellina

Forest Consortium Alta Valtellina

Region: Lombardy

Province: Sondrio (Valdisotto)

Ref. Moranduzzo, Giacomelli
tel. 0342-951114
cfav@libero.it -cfavso@virgilio.it

www.cfav.altavaltellina.org

Subject that involved all the towns of Mountain Community of “Alta Valtellina” and privat subjects; the activities deal of forest and pasture management), interested in certification system

Società Teleriscaldamento - Coogenerazione Valcamonica, Valtellina - Valchiavenna

Society Heating Cogeneration Valcamonica, Valtellina – Valchiavenna

Region: Lombardy

Province: Sondrio (two power stations in Sondalo and Tirano)

Ref. Walter Righini

Tel. 0342/706278

sercasrl@libero.it

www.teleriscaldamento.valtline.it/welcome.htm

Fuel: biomass from forest management and waste of segherie

Unione Coltivatori Alternativi (UCA)

Alternatives Farmers Union

Region: Trentino-Alto Adige

Province: Bozen

9020 Morter, Via Schwaiger 4

Tel. + Fax: 0473-742008

e-mail:

baa-uca@iol.it

<http://www.transkom.it/umweltaltoadige/baa.htm>

Biological agriculture (association since 1987, label)

Biohotel: Hotel Panorama

Region: Trentino-Alto Adige

Province: Bozen

Malles

Tel. +39 0473 831186

info@hotel-panorama-mals.it

<http://www.hotel-panorama-mals.it/italiano/offerte2004.htm>

First biohotel of Italy

Rete albergatori settore altoatesino Parco Nazionale dello Stelvio
Network of hotel Keepers od altoatesino sector of National Park of Stelvio
Region: Trentino-Alto Adige
Province: Bozen
<http://www.nationalpark-gastgeber.com/it.html>

Label

Cooperativa Alternativa Ambiente
Cooperative Alternativa Ambiente
Region: Lombardy
Province: Brescia (Vezza d'Oglio)
Resp. Anna Giorgi
Tel. 347-4334906
Environmental education, tourism, agriculture (e.g, medicals plants)

Latteria Sociale
Region: Lombardy
Province: Sondrio (Bormio)
Ref. Frigerio Claudio
Tel. 0342 910317
One of few social dairy of Lombardy

Alpinia Editrice
Publishing Haouse Alpinia
Region: Lombardy
Province: Sondrio (Bormio)
Resp. M. Luisa Bernardini
Tel. 0342 911432/ 3498610272
alpinia@alpinia.it
Interested of promotion of sustainable tourism

Associazione Asso Rifugi Lombardia
Region: Lombardy
Province: Sondrio (Valdisotto) Resp. Clara Confortola
Tel. 333 1066806 / 0342 950088
Network of mountain refuges

Mr Hanspeter Danuser
Kur- und Verkehrsverein St. Moritz

Via Maistra 12, 7500 St. Moritz, Schweiz

management@stmoritz.ch

+41 81 837 33 50

+41 81 837 33 77

Expert in tourism management, clean energy programs, has a lot of networks!

Hans Feller

Lataria Engiadinaisa

7502 Bever

Tel. 081 852 45 45

Fax 081 852 31 88

Dairy in the Swiss Alps. Responsible for Bio Cheese production and biogas production

Toni Hoffmann-Stiffler

CH-7260 Davos Dorf

Davos Biogas

duchlranch@bluewin.ch

Expert for biogas production from organic waste.

Mr Maurice Tornay

Coopérative Valplantes

Route du Grand-St-Bernard, 1933 Sembrancher, Switzerland

info@valplantes.ch

+41277851600

+41277851679

The organisation works with powerful drying plant and supplies leading Swiss companies in the food, cosmetics and pharmaceutical industries. In cooperation with a number of partners, Valplantes has put a herbal ice tea on the market called Bio Alp Tea. Involved economic sectors and branches: plant production (agriculture) in Valais, aliment-, cosmetic and pharmaceutical industries in Switzerland, swiss supermarket chains, research institutes in Switzerland

Mr Rieser Andi

Verein Tropenhaus Wolhusen/ruswil

Rorgraben, 6110 Steinhuserberg, Switzerland

andi.rieser@bluewin.ch

+ 41 41 490 13 82

071 788 08 19

Association Tropenhaus Wolhusen/Ruswil with ca. 60 members (municipalities, farmers, retailers, hotels, restaurants, artists, craftsmen, consultants, etc.)
see: www.tropenhaus.ch

Mr Mario Alig
Revier Förster
Cudiala,
7149 Vrin, Switzerland
<mailto:+41819312435>
Successful wood chain expert (Val Lumnezia)

Gion A. Caminada
Architekturbüro
Cons
7149 Vrin/GR, Switzerland
Tel: +4181 931 17 66
Fax +4181 936 82 73
Successful wood chain expert and architect (Val Lumnezia)

Mr Andreas Aegeter
BierVision Monstein
7278 Davos Monstein, Switzerland
info@biervisionmonstein.ch
+41 81 420 30 60
+41 81 420 30 61
Expert in regional marketing and in brewing beer, development of local niche product based on endogenous resources (agriculture sector). Expert in management.

Mr Bruno Zwyssig
Geschäftsführer Wasserwelten Göschenen / Fluvarium
Abfrutt, 6487 Göschenen, Schweiz
b.zwyssig@bluewin.ch
+41 (0)41 885 18 34
+41 (0)41 885 18 34
Know-how in education tourism, resource management, water

Christoph Plattner
Leiter Kompetenznetzwerk Wasser in Berggebiet (Switzerland)
Eidg. Institut für Wald, Schnee und Landschaft

Flüelastrasse 11
7260 Davos Dorf
Tel: +41814170235

Email: plattner@slf.ch

Lead and coordination of the expertise network of water resources and regional added value of water in Switzerland

Mr Stutz Hanspeter
Mehrwert Holz
, 6280 Hochdorf, Schweiz
stutz@idee-seetal.ch

+ 41 41 914 24 46

mehrwertHOLZ has the legal form of an association with seat in Entlebuch. Members of mehrwertHOLZ are cantonal and national agencies, wood-federations, representatives from the wood sector and consumers.

Mr Josef Schett
Villgrater Nature Products Josef Schett Limited Partnership
Innervillgraten 16, 9932 Innervillgraten, Austria
office@villgraternatur.at

0043 / 4843 / 5520

Main responsibilities: - Quality check, product development. - Marketing of own and regional agricultural products. - Coordination of activities and instigating new projects. - Strengthening the cooperation between the participants (tourism, agriculture, etc.). - Increasing the region's attractiveness by projects within the cooperation agriculture – tourism – gastronomy.

Mr Matthias Ammann
Quality Community of Timber Construction Vorarlberg co-operative
Wichnergasse 9, 6800 Feldkirch, Austria
ks@wkv.at

The Quality Community of Timber Construction Vorarlberg co-operative (QG) comprises 82 members: forest owners, sawmills, carpenters, timber processing companies, architects and suppliers. It is a non-profit community aiming at the development of a timber cluster: strengthening of the members' market position by implementing common marketing activities and pledging themselves to common quality criterions.

Mr Rudolf Hittmair
 Development association Technology Park Gmunden
 Krottenseestraße 45, 4810 Gmunden, Austria
badischl@tzs.at
 0043 / 7612 / 9003

Project executives for the drafting of the concept Technology Park Inneres
 Salzkammergut (Leader+ project): Development association Technology Park
 Gmunden Main responsibilities: - Concept, - Preparatory work for the realisation, -
 Information and shaping of opinions within the region The Technology Park Inneres
 Salzkammergut Ltd. is responsible for the construction and the operation of the
 Technology Park Inneres Salzkammergut.

Mr Reinhard Mitterbäck
 Xeis Red Deer Ltd.
 Markt 35, 8933 St.Gallen, Austria
r.mitterbaeck@eisenwurzten.com

0043 / 3632 / 7714

Expert in developing and marketing of Xeis Red Deer products

Mr Franz Linser
 Tyrol Wellness – company cooperation for health and well-being
 Innrain 143, 6020 Innsbruck, Austria

office@tirolwellness.info

0043 / 512 / 9010 5090

expert in using regional and alpine resources for the creation of high quality offers
 within wellness. Network and co-operation and coordination activities.

Mr Ernst Hofer
 Association Regional Community Initiative Almenland Teichalm-Sommeralm
 Fladnitz / Teichalm 100, 8163 Fladnitz, Austria

region@almenland.at

0043 / 3179 / 23 000

The association „Regional Initiative Almenland“ was founded in 1995. It comprises the
 12 municipalities of the region, the tourism office Almenland and all agricultural
 organisations of the region (Maschinenring Almenland with 1700 members,
 Waldwirtschaftsgemeinschaft Almenland with 500 members, Consortium Landscape
 Conservation Almenland, Cultural Committee Almenland, etc.).

Mr Erni Kals

Association REGIS

Salzbergstraße 21, 4830 Hallstatt, Austria

office@regis.or.at

0043 / 6134 / 8723

Main responsibilities: - Development and implementation of the concept Meisterstrasse
- Public relations activities concerning the brand Meisterstrasse Austria - Selection of adequate handicraft enterprises - Establishing a network of handicraft enterprises - Providing a basic offer for its members (advertising media, etc.) and offering additional features, e.g. events, workshops, etc.

Mr. Franko Nemac

Agency for restructuring energy

franko.nemac@ape.si

00386 1 586 38 70

Slovenia

Regional development project in Slovenia on-going from 2000 onward that largely influenced national policy on using alternative resources of energy (clean energy, biomass, wood). There are numerous stakeholders involved in the project from many Alpine municipalities such as forest owners, technology providers, consultants, local, regional and national governments (3 ministries: economy, environment, forestry) and local residents and companies providing technical equipment and taking care of the distribution.

Bojana Omersel

altereco@siol.net

Slovenia

Bojana has worked for the ministry (National Agency for Regional Development) and works now in a private company. Expert in regional development, transregional and interregional cooperations and tourism development. Interreg III projects!

National Agency for Regional Development

Kotnikova 28

1000 Ljubljana SLO

arr@sigov.si

<http://www.gov.si/arr>



Contact address for Interreg III projects in Slovenia

7.7 List of ongoing research projects on the question in concern filled in the form of the ISCAR-database

Project from France related to question one:

	Project title original language	<p>Interreg 3A "Vers une reconnaissance Internationale du Mont Viso - Verso un riconoscimento internazionale del Monviso"</p> <p>Progetto che mira al riconoscimento in qualità di Riserva di Biosfera (Unesco) dell'area del Monviso con l'obiettivo di realizzare una gestione sostenibile del territorio. Gli enti proponenti sono il Parc Naturel Régional du Queyras e quattro parchi regionali italiani (Parco del Po Cuneese, Parco Naturale della Val Troncea, Parco Naturale Orsiera Rocciavré e Riserve di Chianocco e Foresto e Parco Naturale Gran Bosco di Salbertrand).</p>
	Project title english	<p>Interreg 3A "To an International recognition of Monviso"</p> <p>Biopere Reserve project (Unesco) in the area of Monviso with the goal of sustainable development of the territory. The subject involved in the project are the Regional Natural Parc of Queyras and four regional italian parks (Park of Po Cuneese, Natural Park of Val Troncea, Natural Park Orsiera Rocciavré and Riserve di Chianocco e Foresto and Natural Park Gran Bosco di Salbertrand).</p>

	Start date /end date of the project	2004-2006
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	web address of the project (if existing)	http://www.pnr-queyras.fr http://www.parcodelpocn.it
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	Project leader Name	Regional Natural Park of Queyras
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	Project leader E-mail	Plagnol Guillaume g.plagnol@pnr-queyras.fr
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	Project leader Institution /City	Guillestre
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Project title original language	„La politique de la marque dans le réseau des Parcs Naturels Régionaux Français“
Project title english	„Label politics in the network of Regional Natural Park in France“

Start date /end date of the project	1999-ongoing
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web address of the project (if existing)	www.parcs-naturels-regionaux.tm.fr
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Project leader Name	Fédération des Parcs Naturels Régionaux Français
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Project leader E-mail	Stéphan Adam Sadam@parcs-naturels-regionaux.tm.fr
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Project leader Institution /City	Paris
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Project title original language	"Association de formation et de développement rural appliqué au local" (ASFODEL)
Project title english	Association for Training and Rural Development Applied at the Local Level

Start date /end date of the project	1992-ongoing
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web address of the project (if existing)	http://www.globenet.org/diane/6_contact/asfodel.html http://europa.eu.int/comm/archives/leader2/rural-en/biblio/activ2/mag14.doc
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Project leader Name	Association de formation et de développement rural appliqué au local
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Project leader E-mail	asfodel@club-internet.fr
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Project leader Institution /City	Mirabel - Rhône-Alpes
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Project title original language	"Promotion de la châtaigne d'Ardèche"
Project title english	"Promotion of the chestnut of Ardèche"

Start date /end date of the project	1998-ongoing
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web address of the project (if existing)	http://www.chataigne-ardeche.com/
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Project leader Name	Comité Interprofessionnel de la "Châtaigne d'Ardèche " and Syndicat des Producteurs de "Châtaigne d'Ardèche"
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Project leader E-mail	cica@chataigne-ardeche.com <cica@chataigne-ardeche.com
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Project leader Institution /City	Privas - Ardèche
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Projects from Italy related to question one:

Project title original language	Politiche di sviluppo socio-economiche per la montagna
Project title english	Mountain socio-economic development policies

Start date /end date of the project	
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web address of the project (if existing)	www.inrm.it
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Project leader Name	
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Project leader E-mail	
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Project leader Institution /City	IMONT – Istituto Nazionale della Montagna, P.zza dei Caprettari, 70 – 00186 Roma, tel. +39-06-68192366, fax. +39-06-6878397
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Project title original language	Politica agraria e sviluppo della montagna italiana
Project title english	Agriculture policy and Italian mountain development

Start date /end date of the project	
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web address of the project (if existing)	www.inrm.it
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Project leader Name	
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Project leader E-mail	
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Project leader Institution /City	IMONT – Istituto Nazionale della Montagna, P.zza dei Caprettari, 70 – 00186 Roma, tel. +39-06-68192366, fax. +39-06-6878397 – Centro Interuniversitario per la Politica Agro-alimentare e ambientale dell’Università di Siena
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Project title original language	Anguana – Museo dell’uomo e della montagna
Project title english	Anguana – Man and mountain museum

Start date /end date of the project	
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web address of the project (if existing)	www.inrm.it
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Project leader Name	
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Project leader E-mail	
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Project leader Institution /City	IMONT – Istituto Nazionale della Montagna, P.zza dei Caprettari, 70 – 00186 Roma, tel. +39-06-68192366, fax. +39-06-6878397
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	Project title original language	Censimento del prodotto agro-alimentare tradizionale della montagna italiana
	Project title english	Traditional Italian mountain food products census

	Start date /end date of the project	
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	web address of the project (if existing)	www.inrm.it
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	Project leader Name	
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	Project leader E-mail	
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	Project leader Institution /City	IMONT – Istituto Nazionale della Montagna, P.zza dei Caprettari, 70 – 00186 Roma, tel. +39-06-68192366, fax. +39-06-6878397
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	Project title original language	Bontagna
	Project title english	Bontagna

	Start date /end date of the project	
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	web address of the project (if existing)	www.inrm.it
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	Project leader Name	
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	Project leader E-mail	
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	Project leader Institution /City	IMONT – Istituto Nazionale della Montagna, P.zza dei Caprettari, 70 – 00186 Roma, tel. +39-06-68192366, fax. +39-06-6878397
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Project title original language	Alpter – Interreg IIIB Spazio Alpino – Studio interdisciplinare finalizzato alla salvaguardia e valorizzazione socio-ambientale dei paesaggi terrazzati dell’arco alpino
Project title english	Project Alpter – Terraced landscape of the alpine arc”

Start date /end date of the project	Start: January 2005
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web address of the project (if existing)	www.alpter.net info@alpter.net
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Project leader Name	Regione Veneto – dr. Luca Lodatti
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Project leader E-mail	urbanistica@regione.veneto.it
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Project leader Institution /City	Regione Veneto
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	Project title original language	Progetto "Antichi nuclei rurali"
	Project title english	"Ancient rural centres" Project

	Start date /end date of the project	
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	web address of the project (if existing)	www.irealp.it
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	Project leader Name	
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	Project leader E-mail	info@irealp.it
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	Project leader Institution /City	IREALP – Istituto di Ricerca per l'Ecologia e l'Economia applicate alle aree alpine. Milano, Via M. Gioia, 72 – 20125 – tel. +39-02-6797161, fax. +39-02-679716200
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Projects from Austria related to question one:

Project title original language	Teilprojekt mountain.scapes innerhalb des ProVision-Projektes future.scapes: Globaler Wandel und dessen Reflexion in Landschaft und Gesellschaft, Szenarien künftiger Entwicklung und Lösungsstrategien zur Minderung negativer Auswirkungen
Project title english	

Start date /end date of the project	Nov 2005 – Jun 2008
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web address of the project (if existing)	Not yet
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Project leader Name	Dr. Wolfgang Loibl
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Project leader E-mail	Wolfgang.Loibl@arcs.ac.at
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Project leader Institution /City	ARC systems research GmbH, Wien
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Project title original language	Footprints: Integrated Research in the Ötztal Region – Assessing the past, present and future
Project title english	Footprints: Integrated Research in the Ötztal Region – Assessing the past, present and future

Start date /end date of the project	Okt 2005 – Sept 2008
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web address of the project (if existing)	http://www.biosphaerenparks.at/footprints/
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Project leader Name	Mag. Dr. Clemens M. Grünbühel
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Project leader E-mail	Clemens.grunbuhel@uni-klu.ac.at
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Project leader Institution /City	Fakultät für Interdisziplinäre Forschung und Fortbildung IFF Institute for Social Ecology Wien
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Project title original language	REGALP - Regional Development and Cultural Landscape Change: The Example of the Alps, Evaluating and Adjusting EU and National Policies to Manage a Balanced Change
Project title english	REGALP - Regional Development and Cultural Landscape Change: The Example of the Alps, Evaluating and Adjusting EU and National Policies to Manage a Balanced Change

Start date /end date of the project	Sept 2001 – Aug 2004
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web address of the project (if existing)	http://www.regalp.at
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Project leader Name	Wolfgang Pefferkorn
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Project leader E-mail	pfefferkorn@rosinak.at
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Project leader Institution /City	Regional Consulting ZT GmbH, Vienna
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Projects from Switzerland related to question one which will start soon

Project title original language	Klimawandel und Wintertourismus: Ökologische und ökonomische Auswirkungen von künstlicher Beschneigung
Project title english	Climate change und winter tourism: ecological and economical effects of artificial snow

Start date /end date of the project	December 2005 – March 2007
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web address of the project (if existing)	
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Project leader Name	Dr. Christian Rixen und Corina Lardelli:
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Project leader E-mail	rixen@slf.ch, lardelli@slf.ch
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Project leader Institution /City	Eidgenössisches Institut für Wald, Schnee und Landschaft (WSL), Abteilung Lebensraum Alpen Davos
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Projects from Slovenia related to question one

	Project title original language	?
	Project title english	<p>Title = ? Information from Bojana Omersel (Bojana has worked for the ministry, the National Agency for Regional Development in Slovenia. Her email is: altereco@siol.net): regarding your request to assist you with finding some information on the good practice of the value chain of products and services with the use of endogenous resources in the Alps perhaps one of such examples in Slovenia would be introducing the wood biomass use in the Alps since it is a regional development project in Slovenia on-going from 2000 onward that largely influenced national policy on using alternative resources of energy. There are numerous stakeholders involved in the project from many Alpine municipalities such as forest owners, technology providers, consultants, local, regional and national governments (3 ministries: economy, environment, forestry) and local residents and companies providing technical equipment and taking care of the distribution.</p> <p>→ perhaps you can find there some information about investigation projects!!!</p>

	Start date /end date of the project	2000 - ?
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	web address of the project (if existing)	
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	Project leader Name	<p>Mr. Franko Nemac Agency for restructuring energy 00386 1 586 38 70 Slovenia</p>
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	Project leader E-mail	franko.nemac@ape.si
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	Project leader Institution /City	
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