



***100% Local: a territorial development model  
based on the valorisation of agri-food products  
fully produced and processed locally***





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This document was produced in the framework of the 100% Local project. The project is co-financed by the European Union in the framework of the European Union strategy for the Alpine macro-region (EUSALP). The funds are delivered through the Alpine Region Preparatory Action Fund II (ARPAF II). More information here. This work is the result of a theoretical reflection and a practical process that has involved 4 project partners and 5 local communities.

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**Special thanks to:**

The communities involved as case study, for their time, interest and enthusiasm:

Bohinj and Triglav National Park (SLO); OberVinschgau/Alta Val Venosta (IT); Parco Prealpi Giulie (IT); Pitztal (AT); Valsot, Unterengadin (CH). We wish them the best success with the 100% Local Model implementation!

Prof. Diego Rinallo - Kedge Business School, Marseille for his great commitment, efforts and sound professional scientific advice.

Dr. Rocco Scolozzi – skopia-anticipation.it for having introduced us to the fascinating world of future anticipation and future-proofing, which can offer a great add value when strategically planning the future.



# ***100% Local: a territorial development model based on the valorisation of agri-food products fully produced and processed locally***

## **Abstract**

Contemporary agri-food supply chains have undergone a strong process of de-territorialisation due to the modernization of agriculture and food production, the globalization of market exchanges and the growth of modern distribution, which have resulted in a disconnect between the places of production and those of consumption. In the Alpine region, these trends have resulted in downsizing or disappearance of some agro-food supply chains, loss of biodiversity and productive know-how, and difficulties in safeguarding productive landscapes. In countertendency with respect to these prevailing conditions, many local communities in the Alps and elsewhere are experimenting with territorial development models based on the commercial valorisation of agri-food products fully produced and processed locally. Based on the analysis of existing best practices such as the 100% Valposchiavo initiative (Switzerland) and a test in 5 pilot areas (Parco delle Prealpi Giulie and OberVinschgau/Alta Val Venosta in Italy, Bohinj/Triglav National Park in Slovenia, Pitztal in Austria, and Valsot in Switzerland), the ARPAF project 100% Local identified the characterising elements of such approaches with the goal of ensuring its replicability in other areas willing to strengthen their local agri-food supply chains. The resulting 100% Local Model is based on a future envisioning participative methodology in three stages: (1) Analysis of the current situation; (2) Future envisioning with stakeholders and collective decision making; (3) Implementation of initiatives and monitoring of results. Building on methods developed in the context of future studies, the 100% Local Model favours a collective envisioning of the future by relevant stakeholders and ensures that governance structures and planned interventions are designed to accommodate structural future changes. This constitutes one element of great innovativeness of the model with respect to other approaches to territorial development/branding, and makes it useful to deal with megatrends affecting the Alps, including climate change, acceleration of technological innovation, and growing urbanisation. To facilitate the visualisation of the building blocks of the territorial development strategy emerging from the application of the methodology, we developed the 100% Local Territorial Development Canvas, printable in large formats, that will help local actors exchange perspectives and make decisions in participative manners. The model can benefit from the establishment or development of territorial brands, which we consider as a useful instrument to coordinate local actors, facilitate dialogue with policy makers, attract public funding, and communicate a coherent image for local agri-food products to clients and stakeholders.

## **1. Introduction**

In the Alpine region, some local communities have implemented territorial development<sup>1</sup> models based on the commercial valorisation of agri-food products fully produced and processed locally. Such an approach, which

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<sup>1</sup> In the context of the present work, the term refers to a territorial approach to local development, which is increasingly important because of the ongoing processes of devolution of prerogatives from nation-states to regional and local governments, and the resulting new role of sub-national authorities in economic and social development. Following Leonardo (2015, p. 17), territorial development thus designates “development that is endogenous and spatially integrated, leverages the contribution of actors operating at multiple scales and brings incremental value to national development efforts”. So conceived, territorial development is endogenous, as it mobilized resources within the territory and is based on strategies implemented by empowered local institutions that reach out to all relevant territorial actors; incremental (rather than radical) as it is build on local resources and requires processes of social and cultural adaptation; and operates at multiple geographical scales, as local actors need to interact with higher levels of government (including the supranational) and with non-local actors (including foreign ones).



can be termed *100% Local*, can lead to sustainable economic, social, and cultural development in inner Alpine areas. Based on the analysis of existing best practices, the Alpine Region Preparatory Action Fund (ARPAF) project “100% Local” identified the characterising elements of such a territorial development approach and designed a replicable model that will be useful to areas willing to strengthen their local agro-food supply chains. The model is based on the application of a conceptual instrument, the 100% Local territorial development canvas, thanks to which local stakeholders can analyse their current situation, resources, and challenges, and plan or accelerate an inclusive process of mobilization of other actors, thus increasing the rate of success of ongoing or planned initiatives. The model can benefit from the establishment or development of territorial brands, which we consider as a useful instrument to coordinate local actors, facilitate dialogue with policy makers, attract public funding, and communicate a coherent image for local agri-food products to clients and stakeholders. The development of territorial brands is however not a necessary condition for the implementation of a 100% Local approach, as initiatives based on the development of individual products/supply chains are equally within its scope. The model is designed to be transferable and, thanks to the adoption of futures-proofing methodologies, considers macro-trends and minimizes the effects of shocks and stresses of future events on the locally designed territorial development initiatives.

The model builds on the results of the Interreg Alpine Space project *AlpFoodway* (2019); it benefits from discussions and insights developed in the context of the first EUSALP international workshop *Territorial Brands in the Alpine Region* and it capitalizes the work done in the *AlpJobs* project. Specifically, *AlpFoodway* developed a model for the safeguarding and promotion of the Alpine food heritage fostering smart specialization and growth in peripheral Alpine areas through bottom-up mobilization processes, cross-sectoral cooperation and multi-stakeholder collaborations between agri-food businesses, tourism, civil society, cultural and educational institutions and policy actors. The project identified various best practices in territorial branding that are coherent with the spirit of the 100% Local model, and recommended that policy makers support territorial brands<sup>2</sup>. The name of the model, 100% Local, was inspired by the case of territorial brand 100% Valposchiavo, which constitutes one of the best practices identified by the *AlpFoodway* project (see Appendix 1). The international workshop *Territorial Brands in the Alpine Region* was organized by the European Union Strategy for the Alpine macro-region (EUSALP) Action Group 6, sub-group 2 “Future-oriented farming and forestry”, and took place at EURAC Research, Bolzano/Bozen, on 13-14 May, 2019<sup>3</sup>. Several examples of active territorial brands and their foundation and development were presented. Finally the *AlpJobs* project highlighted the importance of future literacy methods to anticipate possible future jobs in the Alps<sup>4</sup>.

An earlier version of the model was tested in five study areas located in Italy (Parco delle Prealpi Giulie, OberVinschgau/Alta Val Venosta), Slovenia (Bohinj and Triglav National Park), Austria (Pitztal), and Switzerland (Valsot), and further refined based on the insights emerged during discussions with local stakeholders and lesson learned with the model implementation. This report presents the model and its broader context; explains how to apply it; presents case studies from the study areas where it was experimented in the context of the ARPAF project 100% Local, and concludes with a critical discussion of common problems, implementation difficulties, and future prospects.

The targets of this document consists in local communities and public-private partnerships who might be interested in facilitating the reterritorialization of local agri-food supply chains. Such processes, as we discuss in this document, cannot be imposed top down but require instead the mobilization of local actors from different sectors (agriculture, food processing, tourism, culture, education, civil society, local government) towards a common vision. Such processes take years, and each community needs to valorize existing tangible and intangible resources, define a shared vision, adopt appropriate governance systems, and secure sustainable funding mechanisms. The model thus needs to be customized to the needs of each territory and its local

<sup>2</sup> [www.alpine-space.eu/projects/alpfoodway/en/home](http://www.alpine-space.eu/projects/alpfoodway/en/home). See in particular the activities of the WP3 (valorization of the Alpine Food heritage). Relevant published reports are listed in the bibliography.

<sup>3</sup> <https://www.eurac.edu/it/research/mountains/regdev/conferences/Pages/territorial-brands.aspx>

<sup>4</sup> [eventi.fmach.it/alpjobs](http://eventi.fmach.it/alpjobs)



stakeholders. The model will also be of interest to communities who have already experienced some territorial branding practice but in a less radical manner with respect to what proposes the model.

## 2. Territorial brands as a tool to implement the 100% Local Model

### 2.1 The problem: The de-territorialisation of agri-food supply chains and its discontents

Contemporary agri-food supply chains, in the Alps and elsewhere, have undergone a strong process of de-territorialisation. The modernization of agriculture and food production has resulted in a standardisation and homogenisation of plant varieties and animal breeds, the mechanization of agriculture, the increased use of fertilizers and pesticides, and the industrialization of food production. Globalization of market exchanges and the growth of modern distribution has resulted in a disconnect between the places of production and those of consumption. Consumers' desire for variety has led retailers to procure food products internationally, looking for suppliers able to provide products in large quantities and at the lowest cost regardless of the season. These supply-side and demand-side changes have proven challenging for smaller-scale farmers and artisanal food producers, particularly in mountain areas where food production costs are higher compared to lowlands and production volumes are limited. In the Alpine regions, these trends have resulted in downsizing or disappearance of some agro-food supply chains, loss of biodiversity and productive know-how, and difficulties in safeguarding productive landscapes.

Despite these difficulties, there are however signs of discontent and resistance to the intensive agro-business system, which often supplies food that is less tasty and of lower quality than that obtained using extensive farming and more traditional production methods. Consumers are increasingly paying attention to local supply chains and healthier food, and are willing to pay more for products embodying different values and based on different logics, including the local production of ingredients, the involvement of small and medium-sized farms, and the use of environmentally friendly production practices.

### 2.2 Covid-19 and the increased importance of food sovereignty and local supply chains

The Covid 19 pandemic hit the Alpine countries hard and pointed out the importance of food supply and the vulnerability of the supply chain. Occasional supply problems and customer distrust of imported products and foodstuffs have contributed to increased consumer interest in local products and local-grown food. During the Covid 19 pandemic, other ways of selling local products were developed or expanded, including direct sales at farms, on-line sales of local farm products, door-to-door sales by farmers and the emergence of smaller occasional local farmer markets. Due to the closure of specific activities and related cancellations of the purchase of local products from regular customers, e.g. catering establishments, hotels, schools and kindergartens, producers of agricultural products and foodstuffs in the Alps have faced a new and challenging situation. This situation highlighted the importance of the rapid adaptation of smaller local producers to the market and the great importance of digital infrastructures and well-developed competencies in the use of digital technologies. The sparsity of the population, the reduced possibility of Covid 19 infections, and the introduction of work from home have made the Alps attractive again to the working and younger population. This pandemic thus accentuated the need for good transport links between remote Alpine areas and urban and larger valley settlements. It highlighted the importance of digital connectivity for life in the Alps.

In this new landscape, re-territorialized supply chains are increasingly important. Implementing the 100% Local Model can help local communities to take advantage of the renewed interest for locally produced agricultural products and foodstuffs, and create opportunities to generate greater consumer interest and facilitate market access and distribution of such products. As also the experience of some of our study areas shows (see chapter 5), online platforms and local distribution systems, as well as easy-to-implement technological solutions, can





contribute to making local farmers and producers be more easily found by consumers, tourists, and intermediate clients such as retailers and restaurants as well as fostering cross-sectoral and cross-regional collaboration in the Alpine region.

### 2.3 Climate change and the importance of local food systems

The Alps are a European area where climatic conditions and their consequences are particularly pronounced. Changes in precipitation and temperature, as well as extreme weather events have resulted in permafrost thaw, soil drying, reduced snow cover at mid-elevation, increased drought frequency, and glacier retreat. This has impacted Alpine ecosystems and biodiversity in multiple manners, for example by altering the seasonal cycle of flora and fauna as well as the distribution and abundance of species. Agriculture in the Alps contributes to climate change in several ways, and at the same time climate change affects the agricultural sector in negative manners. The same is true with Alpine tourism, which is adversely affected by global warming and needs to diversify a business model heavily based on skiing, which is increasingly environmentally and economically unsustainable.

The Alpine Convention's recent (2021) Climate Action Plan<sup>5</sup> highlighted several ways through which agriculture and tourism in the Alps can adapt to and reduce their impact on climate change. In particular, the Alpine Convention encourage farmers to engage in climate action through "[p]romotion of local Alpine products and increase of locally retained added value from marketing and distribution of climate-friendly products at local and regional level" and "[t]he set up of a scheme for low-CO<sub>2</sub> or CO<sub>2</sub>-neutral agriculture in the Alps, based on a significant increase of the share of Alpine agriculture adopting climate-friendly and organic farming methods, which shall also significantly reduce the use of chemicals in farming" (2021, p. 24). In the case of tourism, it is similarly recommends the "[d]evelopment of a common vision for sustainable tourism, including the coordination of strategic approaches towards the development of climate-neutral and climate-resilient tourism offers", the "[d]iscussion on the alignment of financial streams and financial incentive measures to support the development of climate-neutral and climate-resilient tourism offers in the Alps", and [a]ctivities to support training and capacity building in the Alpine tourism sector" (2021, p. 15).

The 100% Local Model can contribute to the implementation of such recommendations. By fostering cross-sectoral collaboration between farmers, breeders, food processors, restaurants and tourism operators, the 100% Local can assist in the orchestration of efforts, the improving of skills through capacity building initiatives, and the implementation of new product/service specifications favoring climate-neutral and climate-resilient local products and tourism offers in the Alps. Some territorial brands, specifically those created by natural parks, are at the forefront of innovation in this respect due to their heightened sensitivity to environmental issues. Additionally, as also the experiences in our study areas demonstrate, the 100% Local Model integrates futures anticipation methodologies which can be used to anticipate the effects of climate changes and put in place adequate responses.

By implementing the 100% Local Model, Alpine communities can thus generate sustainable growth, safeguard existing jobs and create new ones, prevent emigration of local people and help the preservation of natural resources (e.g. water and soil). If applied with this goal in mind, this model can contribute to mitigate the impact of climate change in the Alps, for example setting rules that encourage the use of local human, material and energy resources, the reduction of transport and greenhouse gas emissions, and the development of sustainable, healthy and quality products as well as tourist offers, linked for example to food, wine, culture and festivals.

<sup>5</sup> [https://alpineclimate2050.org/wp-content/uploads/2021/04/ClimateActionPlan2.0\\_en\\_fullversion\\_FINAL.pdf](https://alpineclimate2050.org/wp-content/uploads/2021/04/ClimateActionPlan2.0_en_fullversion_FINAL.pdf)





## 2.4 Territorial brands (TBs) and Territorial Brand Managing Organizations (TBMOs)

Territorial brands (TBs) can be considered useful instruments to implement a territorial development strategy based on the 100% Local model. They are not the only possible instruments: for example, initiatives that focus on specific supply chains or products fall well-within the scope of the 100% Local Model. TBs, however, cover multiple supply chains and product typologies, and as a result can facilitate broader collaboration processes and the sharing of promotional investments among a larger number of actors, making them more cost-effective than supply chain- or product-specific initiatives. Unlike geographical indications or short supply chains, which are much more investigated and recognized in policy circles as territorial development tools, TBs are understudied, little understood, and often confused with other types of brands (e.g., city brands, destination brands, individual brands promoting their origin) or with the collective image of an area. This paragraph introduces readers to territorial brands and the organizations managing them based on insights from marketing, consumer culture, and branding.

Territorial brands constitute a specific typology of brands. Generally speaking, a brand is a name, a symbol, a logo or other mark that identifies products from specific suppliers and permits consumers to distinguish them from competitors'. When they are created, brands are 'empty vessels' that do not mean anything to consumers - through product use and promotional activities, brands start to be known and to acquire meaning. The 'strength' of a brand can be evaluated in terms of awareness (how many people in relevant target markets know that the brand exists), image (what consumers know about the brand) and evaluation (i.e., positive, neutral, and negative). The stronger the brand, the greater consumers' willingness to pay is. The financial value of brands - considered as tradeable intangible assets - is based on mathematical calculations that actualize the future extra profits resulting from consumers' higher willingness to pay and larger market shares with respect to unbranded products. Brand value thus mainly resides in the perceptions of clients (awareness, image, evaluations). From a legal perspective, certain aspects of brands can be protected by intellectual property laws. Trademarks can be exclusively used by their owners, or licensed to other parties. Trademarks thus protect from the unauthorized use of the name, symbols, and logo that identify the brand.

The term Territorial Brand (TB) has no univocal definition in the academic literature. In the context of this document, TBs are defined as collective brands established with the aim to promote local produce, products and specialties (typically, agri-food products, but sometimes also local crafts) and related services. Territorial brands differ from the brands of individual producers because of their collective nature. They also differ from destination brands, which focus on tourism promotion and the image of an area as tourist destination, and from geographical indications<sup>6</sup> (PDOs, Protected Denominations of Origin, and PGIs, Protected Geographical Indications), which also can be thought of as collective brands linked to a territory, but unlike territorial brands focus on one product category only. TBs thus identify under the same name, logo or other mark a plurality of products made by different producers localized in a clearly defined area. TBs act as a quality signal to consumers, by guaranteeing that recognized products are made within the boundaries of an area by respecting agreed-upon specifications. Local producers who satisfy these specifications (farmers, food processors, and possibly restaurants, hotels, service producers, artisans) obtain the legal right to use the associated brand name, logo and/or symbol.

It is also worth noting that territories can be known for the quality of their products, but such place notoriety or image - despite constituting a precious intangible resource - should not be considered a territorial brand, which requires instead the establishment of a formal organization with an appropriate governance system to improve on (or sometimes create from scratch) the image of local producers and their products. Similarly, farmers or producers from a given area can highlight in their individual promotional initiative their geographical origin, but

<sup>6</sup> See

[https://ec.europa.eu/info/food-farming-fisheries/food-safety-and-quality/certification/quality-labels/quality-schemes-explained\\_en](https://ec.europa.eu/info/food-farming-fisheries/food-safety-and-quality/certification/quality-labels/quality-schemes-explained_en)



this does not constitute a TB: it is instead an individual branding approach that highlights for promotional reasons products' place of origin or production.

In the context of the present work, Territorial Brand Managing Organizations (TBMOs) are defined as collective organizations that carry out territorial development activities that facilitate cross-sectorial local cooperation among economic actors (farmers, food processors, restaurants, distributors, etc.) and other stakeholders (culture, education, civil society, etc.) and promote the collective image of local products. TBMOs need to engage in both internal and external marketing activities. As also shown by the 100% Valposchiavo case (see again Appendix 1), the mobilization of internal actors is a necessary prerequisite to ensure that local actors (farmers, producers, distributors, restaurants, etc.) adopt or support the TB and cooperate in joint promotional initiatives. TBs require extensive and inclusive concertation processes that can last years (or decades!) even before the constitution of a TBMO takes place. Without the previous involvement of local actors and communities, the 'top down' constitution of TBs can result in the creation of short-lived organizations that fail to achieve their institutional missions. TBMOs can also certify the respect of product specifications or establish a control system through third-party auditors.

TBMOs' external marketing can target different market segments such as local consumers, tourists visiting the area, local distributors, hotels and restaurants, local schools and their canteens, distributors and restaurants in nearby cities, etc. Related initiatives should aim to improve on the collective brand image of participating producers and facilitate the sales of branded products, for example by establishing a common packaging and visual identity, creating physical or online points of sale, and engaging in promotional activities (websites, social media, advertising on traditional media, organization of special events, participation to periodic markets or trade fairs, etc.). From a marketing perspective, one key challenge is the establishment of an inclusive territorial brand identity under which all participating actors (localized in different parts of the reference territory and producing different kinds of products and services) can resonate with, and which result in a persuasive 'reason to buy' for target markets. Since products from re-territorialized supply chains - particularly in mountain areas - are typically more expensive to produce and need to be sold at a higher price than those from globalized supply chain, TBMOs need to justify price differentials through storytelling approaches that link branded products to local producers, cultural heritage, and productive landscapes. Local clients can prefer these more expensive products because of local pride and to support local producers. In the case of tourists, particularly if they can taste these products in local restaurants and find them in local points of sales, the reason to buy can be linked to the desire to bring back home a part of the experience lived in the area. Selling products outside of local areas requires a stronger image, access to distribution outlets, and larger volumes of production. TBMOs should prioritize the most accessible target segments based on estimations on the size of the local population and tourist market and of production volumes.

Given the diversity of local and national institutional, social and cultural conditions in Alpine countries, TBMOs' organizational forms, missions and goals, legal bases, sources of funding, and operational culture can vary remarkably from one area to the other. Membership, too, can differ in terms of the types of organizations that can join them (e.g., only farmers and food producers, or also other product and service producers) and of the criteria for product inclusion (e.g., sometimes only organic products, or those which respect agreed-upon quality specifications). Furthermore, the required links to local cultural heritage (e.g., sometimes, only products with a strong connection with the local food culture are allowed; in other cases even innovative products, provided that they are locally produced, can be recognized by the TB) as well as the selection procedures and the quality checking processes can vary significantly.

TBs also differ in terms of what is meant for 'locally produced'. Sometimes, it is tolerated that some ingredients are not local or that given phases of the production process do not take place locally. This reminds the distinction between PDOs and PGIs (the former require that the entire production process takes place locally with local ingredients, whereas the latter allow for non-local raw materials provided that the most important stages of the production process are carried out locally). To make some examples, to be promoted by the Alpina



Vera brand ([www.alpinavera.ch](http://www.alpinavera.ch)), products must be handcrafted and produced with at least 80% of ingredients from the Swiss cantons of Uri, Glarus, Ticino and the Grisons and the majority of the added value must be locally produced. In Valposchiavo (Canton of Grisons, Switzerland), the local territorial brand (<https://www.valposchiavo.ch/en/experience/100-valposchiavo/the-project>) certifies both products that are entirely locally produced using only local ingredients/raw materials (100% Valposchiavo) and products that are locally produced from raw materials that are not entirely local, provided that at least 75% of the added value is generated in Valposchiavo (*Fait Sü in Valposchiavo*).

Territorial brands can be established at different geographical scales. The definition of the area the territorial brand should cover can be complex, given the plurality of stakeholders and interests involved and the heterogeneity of local socio-cultural and political conditions. Their boundaries can (but need not to) correspond to local or regional administrative units (e.g., municipalities, provinces, mountain communities, cantons, regions, etc., depending on country-specific territorial divisions). Cross-border initiatives involving areas that, despite belonging to different countries or regions, share a similar food heritage and culture, are also in line of principle possible - albeit more difficult to put in place.

Unlike private (individual) brands that need to build their awareness and image from scratch, territorial brands often benefit from the notoriety and reputation of the geographical areas they cover, including its tourist destination image. The underlying process, called 'image transfer', refers to the fact that through association brands 'absorb' the image of the culturally meaningful entities they enter in contact with. Examples of this pervasive phenomenon in consumer culture include Nike's sponsoring of athletes to obtain their image of performance excellence and success; the sponsoring of WWF by brands that want to acquire an image of environment friendliness; and the link between Paris and fashion created by generations of couturiers and creators over extended periods of time. Even newly constituted territorial brands thus start with a set of inherited territorial connotations that is transferred to local products. Well-known products or geographical indications from an area also connote its image and create a 'halo effect': in other words, consumers' positive evaluation of known products can favorably affect the evaluation of lesser-known or unknown products from the same area (e.g., the notoriety of Champagne wines also benefits other food products from the Champagne region) but also generate tourist interest in visiting the area. The current image of the area and the image of local products need to be taken into consideration when establishing new territorial brands: those which do not benefit from well-known products or a strong tourist image will need to invest more and over more extended periods of time to build their image. Given these image transfer processes, TBMOs should exploit synergies with local destination management organizations, the most known local brands, and the consortia managing geographical indications (if any) to benefit from promotional synergies.

### 3. Reterritorializing agri-food supply chain: The 100% Local Model

#### 3.1 The 100% Local Model

100% Local is a sustainable development model for territories based on territorial branding practices focused on agri-food products entirely produced and processed locally. The model took inspiration from and was named after from the 100% Valposchiavo territorial brand (see Appendix 1).

A model is a simplified version of reality that can help to reduce the complexity of strategic decision making. The 100% Local Model has the goal to help local communities to design Territorial Brands (TBs) and Territorial Brand Managing Organizations (TBMOs) that are coherent with the characteristics of the local community and food production system, and ensure its sustainability thanks to future-proofing techniques. Communities are different. Starting conditions, priorities, and available resources might differ. In some cases, a group of cooperating actors already exist; in other cases, a public or private actor might need to facilitate the emergence of such a network. A model is not a 'one-size fits all' solution that can be applied by any territory without an



extensive analysis of the current situation, strategic reflection, and shared decision-making. Like any model, the 100% Local will help local actors to ask the right questions so that they can find their own way to apply it.

Respect to other approaches to territorial branding, the characterizing elements and guiding principles of the 100% Local Model are those that follow.

Focus on locally produced and processed products. The 100% Local Model is based on the principle that only locally produced food fully expresses the spirit of the place (the *terroir*, linked to both environmental characteristics and traditional socio-cultural farming and production practices), which in turn manifests in its taste. Focus on products that are entirely locally produced and processed fosters a reterritorialization of supply chains, as food processors and restaurants increasingly favor local ingredients and raw materials instead of those coming from elsewhere. In some cases, however, it is not possible to ask all local farmers and food processors to switch to a 100% Local Model in the short term, as some ingredients might not be locally available (at all, or in adequate quantities). In other cases, ingredients that do not grow or cannot be produced locally can be part of traditional or innovative foodstuffs and recipes. Finally, a rigid application of the 100% local rule might result in the exclusion of local farmers and producers. The model should be applied in a flexible enough manner to accommodate local needs.

Emphasis on food heritage. In the Alpine region, food heritage contributes to local identity and pride and to the resilience of communities, motivates people to live in rural areas, preserves productive landscapes and biodiversity, fosters sustainable development, and boosts local attractiveness. It is region-specific, unique, and difficult to imitate, and fosters smart specialization processes in local areas that can contribute to successful market differentiation as well as inter-generational knowledge transfer. The 100% Local model favours products that are resonant with the local food traditions evaluated as heritage. Focus on heritage is not however at odds with innovation. Food heritage does not only represent inherited and static traditions, as local communities constantly recreate it. It is at the same time traditional, contemporary, and alive, and needs to adapt to environmental, social, cultural, economic, market, technological and legislative changes and futures. The 100% Local Model thus creates an ecosystem favourable to heritage-based innovation by fostering collaboration across supply chains and stimulating learning and cross-fertilization of knowledge within and across Alpine areas.

Place-specificity. The 100% Local Model valorises local assets and resources that are place-specific in terms of biodiverse crops and animal breeds, farming practices, built environments and productive landscapes, local know-how, social, cultural and ethnic specificities, food specialties and dishes, festive events and consumption rituals. These tangible and intangible resources can provide the basis for territorial development strategies that are difficult to replicate elsewhere, and can therefore differentiate an area's offers in the eyes of consumers and tourists.

Inclusive stakeholder engagement and participation. The 100% Local Model recommends that all relevant local stakeholders are involved in territorial development decision-making through appropriate governance structures. The latter, depending on the stage in the life cycle of the local territorial development initiatives, can range from informal committees to formalized organizations with board of directors representing different stakeholder groups. The partnership should include or have strong liaisons with actors representing the entire agri-food local supply chains (farmers, food processing companies, food traders, restaurants and retailers), related businesses (e.g., tourism and possibly crafts), the civil society, cultural, environmental and educational institutions, local government, and other relevant stakeholders. Some territorial development initiatives for example only involve upstream stages of the supply chain (i.e., farmers and food processors) without the involvement of restaurants and distributors which are instead of crucial importance to reach end markets and learn about consumer needs. In other cases, the tourism sector is not involved in the planning of initiative, leading to fragmentation of promotional resources and lack of synergies (e.g., tourist packages or promotional initiatives that do not valorise the local food heritage). Cultural and heritage institutions and associations are





sometimes not involved in territorial development initiatives. These institutions however have important skills for the safeguarding and documentation of traditional knowledge, and they can contribute to retrieve lost productive know-how useful for 'retro-innovation' and in the proposal of a cultural offer (museums, exhibitions, heritage showcases in historical buildings, workshops) that valorise the local food heritage in the perception of tourists and locals alike. Furthermore, also research institutions and academia are of great relevance as they might bring agronomic, technical, technological, or managerial knowledge which might make territorial development initiatives more effective or less risky.

**Futures-proofing.** Building on methods developed in the context of future anticipation, the 100% Local model favours a collective envisioning of the future by relevant stakeholders and ensures that governance structures and planned interventions are designed to accommodate structural change. This constitutes one element of great innovativeness of the model with respect to other approaches to territorial development/branding (see the next paragraph).

**Scalability and flexibility.** The model is flexible, as it can benefit territorial development initiatives in different stages of their lifecycle (i.e., ideation, growth, maturity, revitalization) as well as cross-border collaboration between areas that are geographically or culturally homogeneous and complementary. The model is scalable, as it can be adapted to areas of different sizes from small peripheral valleys to larger regions in the Alpine macro-region. At a smaller scale, the model maintains its emphasis on short supply chains and 'radically local' nature. Application of the model to larger areas remains possible but could result in reduced environmental sustainability. Early versions of the model were tested in different study areas selected for their heterogeneity to ensure broader replicability.

**Sustainability.** The 100% Local model looks not only at economic but also at social, cultural and environmental sustainability. Successful territorial development initiatives sometimes generate growth resulting in negative environmental or social impacts. The model does not necessarily prioritize business goals and interests, but rather a careful balancing of the different interests expressed by local actors. In this sense, economic sustainability is not an end in itself, but rather a means for territorial value creation. The focus is on goals of social, cultural, and environmental nature.

The model was developed having in mind the *United Nations Sustainable Development Goals* (UN SDGs) for 2030 (<https://www.un.org/sustainabledevelopment/sustainable-development-goals/>), and specifically:

- SDG 2 (Zero Hunger), whose targets include fostering small-scale food producers including family farmers and pastoralists (target 2.3), sustainable food production systems and resilient agricultural practices (2.4), and maintaining the genetic diversity of seeds, cultivated plants and farmed animals (2.5);
- SDG 8 (Decent Work and Economic Growth), with reference to targets 8.4 (decoupling economic growth from environmental degradation) and 8.9 (policies to promote sustainable tourism that creates jobs and promotes local culture and products)
- SDG 11 (Sustainable Cities and Communities), with reference to targets 11.4 (strengthen efforts to protect and safeguard the world's cultural and natural heritage)
- SDG 12 (Sustainable Consumption and Production), with a focus on targets 12.2 (sustainable management and efficient use of natural resources), 12.3 (reduce food losses along production and supply chains), 12.8 (ensure that people have relevant information and awareness for sustainable development and lifestyle in harmony with nature);
- SDG 13 (Climate Action), with a focus on targets 13.1 (strengthen resilience and adaptive capacity to climate-related hazards and natural disasters) and 13.3 (improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning).



The 100% Local Model can also contribute to the European Green Deal, which has as its cornerstone the new Common Agricultural Policy (CAP) and the Farm to Fork Strategy. Specifically, the model can contribute to the EU's *Common Agricultural Policy* (CAP, [https://ec.europa.eu/info/food-farming-fisheries/sustainability\\_en](https://ec.europa.eu/info/food-farming-fisheries/sustainability_en)), which aims to ensure that agriculture and forestry in the EU is socially, economically and environmentally sustainable. Specifically, the model is coherent with the CAP's goals of achieving:

- *economic sustainability*, by creating opportunities for the enhancement of market orientation and increased competitiveness of the local agri-food supply chains, supporting viable farm income and improving the position of farmers in the supply chain ([https://ec.europa.eu/info/food-farming-fisheries/sustainability/economic-sustainability/cap-measures\\_en](https://ec.europa.eu/info/food-farming-fisheries/sustainability/economic-sustainability/cap-measures_en));
- *social sustainability*, as agriculture sustains society as a whole by providing food for citizens and acting as the economic backbone of rural communities. Specifically, the 100% Model can assist in the CAP's goal to helping agriculture meet society's demands and creating resilient rural communities, by providing a methodology, grounded in future studies and participative and inclusive approaches to bring together rural communities to prepare and manage local development strategies to face their challenges; for transforming production methods and management systems to reduce the use of pesticides and fertilizers and make the best use of nature-based, technological and digital solution; to support young farmers and encourage generational renewal and durability of rural populations. Additionally, the 100% Local Model can facilitate rural innovation in various areas, including sustainable, innovative and circular food chains, ecological approaches to farming, and digital agriculture ([https://ec.europa.eu/info/food-farming-fisheries/sustainability/social-sustainability/socially-sustainable-cap\\_en](https://ec.europa.eu/info/food-farming-fisheries/sustainability/social-sustainability/socially-sustainable-cap_en));
- *environmental sustainability* in the areas of tackling climate change, protecting natural resources, and enhancing biodiversity. Specifically, the 100% Local model can help local actors envision their future and define strategies that can help them deal with these challenges effectively, for example in adapting to and mitigate their impact on climate change ([https://ec.europa.eu/info/food-farming-fisheries/sustainability/environmental-sustainability\\_en](https://ec.europa.eu/info/food-farming-fisheries/sustainability/environmental-sustainability_en)).

The EU's *Farm to Fork Strategy*, which aims to make sure Europeans have access to healthy, affordable and sustainable food, tackle climate change, protect the environment and preserve biodiversity, ensure a fair economic return in the supply chain, and increase organic farming ([https://eur-lex.europa.eu/resource.html?uri=cellar:ea0f9f73-9ab2-11ea-9d2d-01aa75ed71a1.0001.02/DOC\\_1&format=PDF](https://eur-lex.europa.eu/resource.html?uri=cellar:ea0f9f73-9ab2-11ea-9d2d-01aa75ed71a1.0001.02/DOC_1&format=PDF)). The 100% Local Model can contribute to these goals, as the re-territorialization of supply chains it favors as well as its future envisioning strategies can pave the way for local actors to define product specifications and production methods coherent with these goals.

### 3.2 Reterritorializing agri-food supply chains through the 100% Local Model

The 100% Local Model can contribute to the reterritorialization of local supply chains and, as a result, can be understood as an instrument for sustainable territorial development that can have enduring effects on local production systems and communities. Findings from the *AlpFoodway* project suggest that since no firm is an island, Alpine farmers and food producers need to join forces and adopt collective marketing approaches to face common challenges. Cooperation is however not always easy. Typical challenges include the geographical dispersion of potential partners, limited opportunities for interaction and reciprocal trust building, inability to see the potential benefits of joining forces, the fragmentation of investment and activities by public authorities, the insufficient representation of smaller producers, difficulties in creating links and engage in common activities with tourism businesses and tourism promotion organizations, and difficulties in cooperation with cultural institutions, which might have preclusions to collaborations with commercial actors. Collective marketing initiatives, including TBs, can facilitate interaction, trust building, and collaboration among farmers, food producers, restaurateurs and tourism operators, and by creating a focus for joint promotional efforts of agriculture, local products, and tourism by local and regional governments.





TBs can thus support local farmers, animal breeders and food producers in various manners. First, they can certify the local origin of food and other typologies of products. In the case of processed food products, these brands can require that an important part of their weight consists of ingredients and raw materials of local origin or, correspondingly, that an important part of the economic added value is locally generated. Second, they can also involve local restaurants, requiring that a certain number of items on their menu is made with local ingredients. As a result, territorial brands can raise consumer and tourist awareness of and preference for local products, justify their premium price and facilitate their access to distribution and use by local restaurants.

Implementing the 100% Local Model can also have broader macroeconomic effects on local supply chains due to the fact that local businesses, instead of buying cheaper products from outside areas, need to buy local raw materials and semi-finished products (even if they might comparatively be more expensive) in order to comply with the TB's specifications. This can provide a local market for agricultural produce that would otherwise be too expensive.

The 100% Local Model can also stimulate local innovation. Producers of end products and restaurants need local ingredients and semi-finished products to obtain the territorial brand certification, which might not be locally available. Farmers, animal breeders and food processors can thus develop these products with limited risk, knowing that they will be absorbed by the local markets even if less affordable than non-local counterparts. This can sometimes contribute to the revitalisation of abandoned crops and animal breeds. Another possible effect of the intensification of local business-to-business interactions and relationships is the facilitation of supplier-customer collaborations to jointly develop new products, for example to find novel uses to local raw materials. Finally, territorial brands can act as a platform to balance needs and exploit synergies between agricultural, commercial, tourism and handicraft policies. By integrating in the same organisations functions (and related funding) from all these areas, territorial brands can act as an effective mechanism to coordinate these policies and their implementation, and to pool financial resources for more effective interventions. For all these effects to truly benefit farmers and artisanal food producers, territorial brands should define heritage-sensitive product inclusion protocols, for example requiring that these products are grounded in the local area's food traditions.

## 4. How to apply the 100% Local Model

The 100% Local model is based on a future envisioning participative methodology in three stages (see Figure 1): (1) Analysis of the current situation; (2) Future envisioning with stakeholders and collective decision making; (3) Implementation of initiatives and monitoring of results. To facilitate the visualization of the collectively agreed territorial development model emerging from the application of the methodology, we developed a territorial development template loosely inspired by the Business Model Canvas<sup>7</sup> (see Figure 2). The various building blocks of the 100% Local Territorial Development Canvas correspond to different stages of the methodology, as explained below. The Canvas can be printed in large format to facilitate the exchange of knowledge and perspectives on its constituting elements by local agri-food producers and stakeholders.

The model methodology presupposes a focal collective actor that convenes together other local stakeholders with the goals to envision the area's future together; and to involve them in a series of territorial development initiatives focused on the valorisation of the local agri-food supply chain through the 100% Local model. If in the area a territorial brand (TB), the Territorial Brand Managing Organization (TBMO) should be such a focal actor. Its role should be that of preparing the preliminary analyses and convening its current members and supporting organizations as well as those currently not part of the network, but who can contribute important resources and competencies. If a TBMO does not exist yet, a preliminary goal should be the creation of a stable

<sup>7</sup> Osterwalder A, Pigneur Y and Clark T (2010) Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers. Hoboken, NJ: Wiley.

partnership of local actors, who agree on the necessity of collective actions towards agreed-upon territorial value creation goals and see in a 100% Local TB a useful instrument in this respect. In the latter case, the proposed methodology can be applied by an informal committee comprising individuals or organizations who involve other relevant stakeholders.

Figure 1: Steps in the application of the 100% Local Model

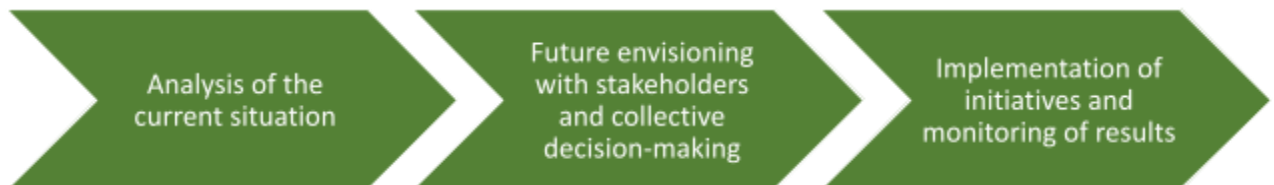
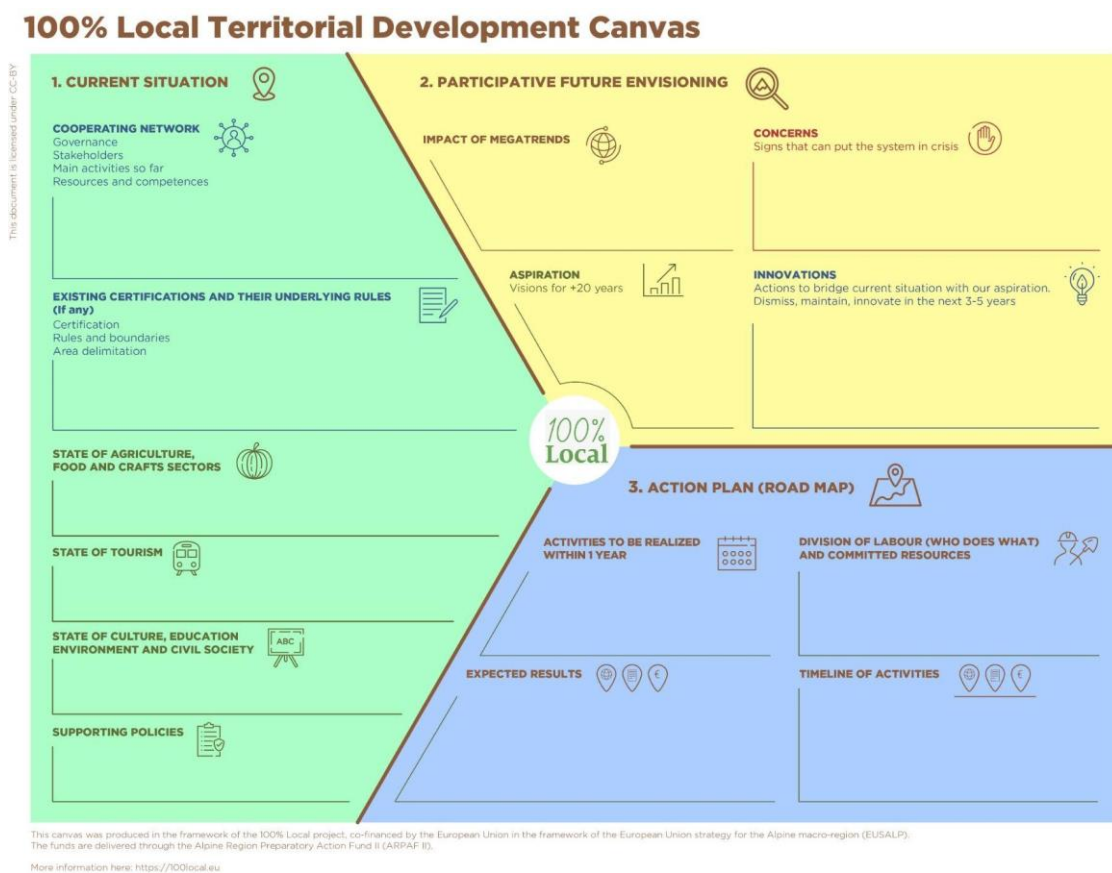


Figure 2: The territorial development canvas



#### 4.1 Analysis of the current situation

The analysis of the current situation should be carried out based on a mix of quantitative data (when available) and qualitative perceptions by local actors. This information corresponds to the left part of the Territorial Development Canvas (see again Figure 2). They should be compiled by an analysis from the usually available secondary sources and through interviews with stakeholders. The latter can also take place through dedicated meetings or workshops convening members of the cooperating networks, local supporters, and experts.



#### 4.1.1 Network, existing certifications and underlying rules

In this stage, a recognition of the current situation should be carried out based on available sources (e.g., studies, reports, company profiles, etc.) and stakeholder perceptions. Such initial recognition has the goal of offering a snapshot of the current state by gathering together information that might be already available but in a fragmented manner. Appropriately processed and visualized, such information sets the basis for future-envisoning and collective decision-making. Key aspects to cover, as highlighted in the territorial development canvass are as follows.

Current Cooperating Network (i.e. governance, stakeholders, previous activities, resources and competences). The 100% Local Model is based on a collective action. This element of the territorial development canvas has the goal of listing the key partners composing the cooperating network, making explicit their motivations for collaboration, and describing the organizational form and **governance** structure that has been chosen (e.g., informal committee, association, formal partnership, etc.).

For example, 100% Valposchiavo (see again Appendix 1) is a common project by Valposchiavo Turismo (the local tourist destination management organization), the Craftsmen and Traders Association Valposchiavo, the Farmers' Union of Brusio and the Agricultural Association of Poschiavo (the Valposchiavo region consists of the two municipalities of Poschiavo and Brusio). Its decision-making organ is the Brand Commission, which consists of 4 members appointed by each of the constituting associations. All decisions must be taken unanimously. The goal of the project is the valorisation of the products made in Valposchiavo through cross-sectorial collaboration and the creation or strengthening of local supply chains capable of increasing the added value for the local economy.

In this stage, it is also important to assess whether and to what extent **stakeholder** engagement and participation is inclusive. Are there groups and organizations that have not been involved yet or have declined to take part in the initiative? Territorial development processes need to carefully balance economic, cultural, social, and environmental interests. Excluding some actors can result in favouring some interests to the detriment of others, for example when economic growth yields negative environmental impacts and lack of social cohesion. Other problems might include lack of coordination between, say, tourism promotion policies and initiatives and agricultural activities, or lack of involvement of exponents of the world of culture, heritage, or education.

In the case of 100% Valposchiavo, the key interests directly represented in the governance of the Brand Commission are those of tourism, agriculture, and food production and trade. Other interests are represented indirectly through Poschiavo Turismo, whose governing body is appointed by the municipalities of Poschiavo and Brusio and, again, the Craftsmen and Trader Association, and whose operational group includes exponents of the restaurant, hotel, craftsmen and traders, and transport/mobility sectors. Other interests (e.g., culture, sport, civil society, large local firms) are more loosely represented through membership in an advisory strategic group. Overall, the 100% Valposchiavo brand has a rather inclusive governance structure and a network of informal cooperation with the local cultural and educational institutions, facilitated by the small size of the Valposchiavo region (less than 5,000 inhabitants) and interlocking association memberships. Lack of inclusion of environmental associations is motivated by the limited role of these associations in the area, which is mostly explained by the highly environmentally sustainable practices of local businesses (an estimated 96% of the local food production is organic).

For this element of the canvas, the analysis needs to identify the **main activities already implemented** and critically assess their results and impact. In the early stages of a territorial development initiative, extant activities might be limited, and it might be too early to evaluate their results. In the case of more developed or mature initiative, however, key activities currently carried out should be identified and their results evaluated. Typical activities might include the establishment and management of a territorial brand (see below), promotional investments, training initiatives, participation in funded projects, and market research. Coherently



with the notion of sustainable development, results should be here intended in a broad sense, going beyond the economic results of the focal organization and including its overall economic, social, cultural and environmental impacts on the local area and community. Some of these impacts are internal (on members and local areas and communities), whereas others might be external (i.e., on the market or other stakeholder group). For example, if a local cooperating network has carried out training and consulting activities to encourage members to switch to organic farming and production and promotional campaigns in nearby urban markets, results might include positive environmental impacts and improvements on consumer awareness of local producers.

The internal assessment should also include the available **resources and competences** (internal to the cooperating network) that focal actors can count on. These can include financial resources (public funds, private sponsorships, self-financing), tangible resources (e.g., venues, facilities, built heritage), human resources (e.g., volunteers, paid employees, students), know-how (productive know-how, marketing competencies, fund-raising skills), and existing relationships and networks.

#### Guiding questions:

- Which actors have been up to now involved in the process?
- Are there groups and organizations/ sectors that have not been involved yet or have declined to take part in the initiative?
- How are the actors currently organized? How do they interact with each other?
- Is there an organizational form/governance structure that has been chosen (e.g., informal committee, association, formal partnership)
- What activities have been performed yet? What went well, what needs to be improved?
- What are the current challenges? Local actors that do not cooperate/are difficult to involve?
- What are the resources (financial, physical, human, know how etc.) that the cooperating network can count on?

Existing certifications and their underlying rules (if any). Territorial brands often certify origin and quality of products. Establishing a **certification** might be the focus of a territorial branding initiative; in later stages, the certification might already exist and the focus of the organization managing the territorial brand might be increasing the number of members, extending the certification to new economic sectors or product categories, or revise the “rules of the game” in terms of environmental sustainability or based on other considerations. At the core of certifications is a document (which can be variously denominated, for example “code of practice”, “book of requirements”, “product specification”, “regulation of use” or “disciplinary document”) which specifies the product or process standards that need to be respected to be granted the right to use the territorial brand. Specifications cover product categories that can be certified; the boundaries of the production areas (for both ingredients/raw materials and the processing of products); and the control plans (from first-party verification to third-party certification).

Defining **rules** regarding product/process standards is complex and always requires mediation between different perspectives and interests. It is important to consider the pros and cons of each choice, and how specific groups of producers will be affected. The 100% Local Model is focused on locally produced and processed products, emphasizing the local food heritage and a strong link to the place. These criteria might however conflict with one of its guiding principles, that of inclusive engagement and participation. A certain flexibility or progressiveness can permit to include different producers or allow time to meet requirements. The specification can foresee a spectrum of criteria not all of which might be obligatory or define sub-categories within the same territorial brands, as in the case of the 100% Valposchiavo vs. *Fait Sü* in Valposchiavo (see again Appendix 1).

In terms of the **area delimitation**, the 100% Local Model is scalable to areas of different size, including those which are smaller or larger than those delimited by administrative borders (e.g., municipalities, provinces,





cantons, etc.). Areas can for example be defined based on similarity in physical criteria (e.g., soil, climate, topography), production practices, history and culture, as well as based on producer localization. Geographical areas could differ according to production stage (e.g., larger for the supply of raw materials, and smaller for the processing). Cross-border areas sharing a similar food heritage might also be considered.

Another guiding principle of the 100% Local Model is that it takes into consideration environmental and socio-cultural conditions, with a focus on biodiversity preservation, preventing overexploitation, safeguarding culture and traditions, preventing de-territorialisation, and fair distribution of benefits along the supply chain. Some territorial development initiatives are based on rules defined by a limited number of actors, resulting in unbalanced power distribution along the value chain, the exclusion of some operators, or dysfunctional conflicts. These risks can be mitigated with a balanced and representative composition of the collective organization charged with the elaboration and management of the product specifications, and the definition of democratic internal rules for decision-making.

In terms of the territorial development canvas, the information to be gathered need to provide a critical assessment of existing certifications and their underlying rules. If a territorial brand certification exists, it should be evaluated in terms of its coherence with the 100% Local Model or the challenges the local area is facing.

**Guiding questions** for the analysis are:

- What are the products/services included, and what are the rules for inclusion?
- What are the boundaries of the area, and which criteria were employed for its delimitation?
- What is the plan for checking the rules? What is controlled, when, and how? What are the sanctions for infringements? What are the costs for the certification and who pays them? Who controls?
- Are social, cultural, and environmental factors taken into consideration in the rules? How so? Are there negative environmental impacts or risks caused by the rules? Do the rules include provisions concerning the sustainable use of local natural resources and contribute to the preservation of biodiversity? Is the distribution of the added value fair for all social actors? Do certain social actors have a dominant position? How is local culture affected?
- Are the actual rules satisfying and benefits all actors? Who is not satisfied by the rules and why? What are the conflicts and controversies around the rules?
- Is the governance of the collective organization managing the territorial brand inclusive? Is the governance balanced and representative? What are the rules for decision-making?
- Do rules exclude some producers? How could they be made progressive?
- How many members are there? How representative are those of the total number of local producers? How many products are certified? What products are (not) certified and why? Which stages of the supply chains are represented (e.g., only agriculture and food production, or also local stores, restaurants and hotels)?

If a territorial brand certification does not exist yet but the cooperating network wants to establish one, initial ideas should be discussed based on the above guiding questions. The analysis of other locally adopted certifications or collective brands need to be included in this step of the analysis (e.g., destination brands, geographical indications, environmental labels, etc.).

#### 4.1.2 The local economic system, support sectors, and policy support

The analysis should focus on the **state of the local economic system** (agriculture, food and craft production, tourism), **other concerned stakeholder groups** and related systems (culture, education, and civil society), as well as the available **policy support**. Conceptually, the previous stage focuses on elements that are internal to the focal cooperation network, whereas it is now time to analyse external actors and conditions, both local and from outside areas. From a practical point of view, however, the internal/external distinction may often be blurred (e.g., economic and cultural actors may be part of the cooperating networks), and some overlaps and redundancies between this and the previous part of the analysis are unavoidable. The analysis should focus on



those sectors that are relevant to applying the 100% Local Model. The Territorial Development Canvas can thus be adapted to specific local needs, for example neglecting some parts that are not particularly relevant or adding new elements that might be required to properly analyse a given context. Bearing this in mind, the analysis permits to identify the resources locally available for a 100% Local territorial development process, the actors that it would be in line of principle possible to mobilize to valorise the local agri-food value chain, and possible sources of conflicts and risks. It should be produced with the collaboration of all stakeholders involved.

**State of agriculture, food, and crafts sectors.** This part of the analysis focuses on the local agri-food system and other local supply chains. It should include the elements that follow:

- Presentation of the area, with size, physical description (landscape and vegetation, climate, geology and soil), number of inhabitants, relevant administrative organization, etc.
- Economic data on agriculture, food processing, and other sectors. In particular, production data; farming system and farm structures; average size and ownership structure (e.g., family businesses, small/artisanal vs. large/industrial firms, etc.); age of farmers and generational change (or lack thereof); level of marketing competences; links between local natural and human factors.
- General strengths and weaknesses of these sectors. Collaborations and possible conflicts between different sectors and producer types (e.g., farmers vs. breeders over land use, artisanal vs. industrial food producers, etc.).
- Impact of agrifood supply chains and productive landscapes on the tourist image of the area;
- Possible impacts of climate change on local agriculture and impact of agricultural activities on climate change;
- Collective organizations representing agriculture, food production, restaurants, hotels, traders and other sectors of the local economy; leading firms localized in the area.
- Key products and their reputation: market awareness and image of the most known products from the area; presence of geographical indications.
- Markets and consumption: data on sales, export markets, distribution channels, consumption. In particular, a key focus should be whether and to what extent local producers employ local ingredients and produce; to what extent local products are available in local stores and periodic markets, and used by local restaurants; and local consumption of these products, based on the principle that the local inhabitants should constitute a prime market for these products.
- Costs and prices of locally produced products: a general assessment of whether and to what extent these products are more expensive than those of similar quality from other areas, market difficulties these possibly higher prices generate, and current marketing approaches employed to justify premium prices.

**State of tourism.** This part of the analysis looks at the tourism sector and its synergies (and possible contrasts) with the agri-food business. Elements to be covered in this part of the analysis include those that follow.

- Economic data on the local tourist sector: number of hotels and other accommodation types, number of restaurants and of agri-tourisms, number of tourists and seasonality, key attractions and tourist events.
- Destination awareness and image; main determinants of attractiveness; tourist segments attracted (e.g., day trippers; winter sport tourists; cultural tourists; food and wine tourists; festival goers; etc.). In particular, are local food traditions an important reason to visit?
- Destination management organizations (their strategies, key activities, and promotional campaigns), and other relevant collective organizations (e.g., hotel associations, restaurant associations, catering schools).
- Cooperation between the tourism and the agri-food sector. The key question is to what extent the tourism sector supports local producers (e.g., traditional dishes and local produce offered by restaurants and hotels; presence of attractions/events/experiences that valorise the local food culture; tourism strategies and packages that promote food and wine experiences, networks).





- Possible negative socio-cultural and environmental impacts of tourism; conflicts between agriculture/food production and tourism operators; conflicts between tourists and residents.

State of culture, education, environment and civil society. This part of the analysis focuses on non-economic actors, based on the guiding principles of broader stakeholder participation and a territorial value creation model that balances economic, cultural, social, and environmental considerations. Not only does an inclusive approach result in a fair distribution of benefits, but it also mitigates negative impacts and social conflicts and permits the engagement of stakeholders that can contribute valuable resources and competences. Key aspects to be covered include those that follow.

- The local population: awareness of and pride on local food traditions, consumption of local agri-food products; civil society and social institutions, interested in contributing to local territorial development initiatives;
- Museums and other cultural and heritage institutions: activities carried out to safeguard and raise awareness of the local food heritage (e.g., documentation of traditional knowledge, creations of cultural heritage attractions, exhibitions, festivals and events); interest in cooperating with the agri-food industry in joint initiatives;
- Cultural events and festivals, particularly if they showcase the local food heritage;
- Local schools and vocational training centres: contribution to raise awareness about local food culture and improve local skills and know-how (e.g., school with educational modules about local food culture and whose canteens use local products; agrarian and biotechnical schools that offer training about organic production or biodiversity; other institutions offering training on marketing and digital storytelling).
- State of the environment and environmental associations: concerns about the environmental impact of agricultural, industrial and tourism activities; environmental associations, their attitude towards local agri-food chains and tourisms, and opportunities for cooperation.

Policy Support. Municipalities and other local government authorities can be part of the cooperating network. Here, the focus of the analysis is on policy measures and funding in support of local supply chains in different areas (agriculture, culture, education, tourism) and at various levels (municipal, regional, national, EU) that might be available to the cooperating network. This part of the analysis also includes an assessment on the cooperating network's capabilities in accessing public funding.

#### 4.2 Participative future envisioning with stakeholders and collective decision-making

Once the current situation has been thoroughly analysed, the cooperating network should broadly circulate the resulting information and seek feedback from relevant parties. The next step (see again Figure 1) is to involve interested stakeholders, identified through the analysis, to meetings aimed at envisioning the future and taking action together. The results of these activities will be reported in the top right part of the 100% Local Territorial Development Canvas (see again Figure 2).

The 100% Local territorial development model builds on a methodology for participative envisioning and collective decision-making developed in the context of the future literacy and future anticipation field<sup>8</sup>. Future-proofing "is the process of anticipating the future and developing methods of minimizing the negative effects while taking advantage of the positive effects of shocks and stresses due to future events" (Rich, 2016, p. 34). Futures-proofing consists in using models of reality to explore a variety of futures, distinguishing the probable, the plausible, and the possible ones, and performing initiatives to strive the present towards the desirable ones (or as far as possible from the undesirable ones) (Scolozzi, 2020). Futures-proofing has been used in a variety of industries such as electronics, the medical industry, industrial design and, more recently, in

<sup>8</sup> For an introduction, see

<https://www.taylorfrancis.com/books/oa-edit/10.4324/9781351048002/transforming-future-riel-miller>.



design for climate change. A viable system is any system organized in such a way as to be capable of surviving in a changing environment.

There are many methodologies that local communities can use to anticipate their future. In the context of the 100% Local Model, we suggest an adaptation of the “Three Horizons” framework (elaborated by Sharpe et al., 2016). The premise of the methodology is that futures are unpredictable and multiple. From a practical point of view, this methodology can be applied through a series of participative workshops where the following **activities** should take place. Participants to such activities should be selected in an inclusive manner, based on the results of the analysis of the current situation. By involving representatives of the local agrifood supply chains, restaurants, tourism, authorities, cultural, education, environmental protection, etc., all stakeholders will be able to provide their input. This will permit the surfacing and resolving of possible tensions over visions of desirable futures. The cooperating network can also use these activities as an instrument to involve new actors in territorial development activities.

#### 4.2.1 Analysis of mega trends to anticipate probable, plausible and possible futures

Macro trends (as opposed to short-term trends such as fashions and fads) are macroeconomic and geostrategic forces that are shaping our world and our collective futures in profound ways. They have great inertia, and their effect will plausibly continue for decades. They are capable of producing important changes in structural factors such as demography, environment, energy, scientific and technological innovation, and work. The implications of these forces are broad and varied, and they present us with both tremendous opportunities to seize as well as extremely dangerous risks to mitigate. The EU Policy Lab identified 14 megatrends that will have a significant impact on the whole Europe in the coming decades<sup>9</sup>. Also the EU Commission believes it is essential to support policy makers in understanding the potential impacts of global megatrends to implement forward-looking choices and define robust response strategies.

Among these megatrends, the 100% Local project selected five of the most relevant for Alpine agri-food value chains (accelerating technological change; climate change and environmental degradation; continuing urbanization; growing consumerism; increasing demographic imbalances). We further operationalized them in concrete terms based on findings from the AlpFoodway project and feedback from experts and pilot areas (see Appendix 2).

Mega-trends can be used in the context of a workshop with local communities with the goal of understanding the interplay of the various megatrends and assessing their implications for local supply chains and ongoing and planned territorial branding and other development initiatives. This helps to identify and assess possible actions and actors of change, understand priorities, and design long-term and futures-proof strategies. The participants of the workshop get to know what the megatrends are, and to think how they will affect them and their territories.

From a practical point of view, the megatrends cards produced by the European Joint Research Center are to be printed and, during the mega-trend analysis workshop, participants are asked to vote the 3 megatrends that, in their opinion, would affect the most the development of a 100% Local model in their area. Alternative ways to present the megatrend can be considered. A questionnaire can for example be circulated (an example [here](#)) among local stakeholders, and their perceptions summarized and circulated before applying the 3 Horizons framework exercises.

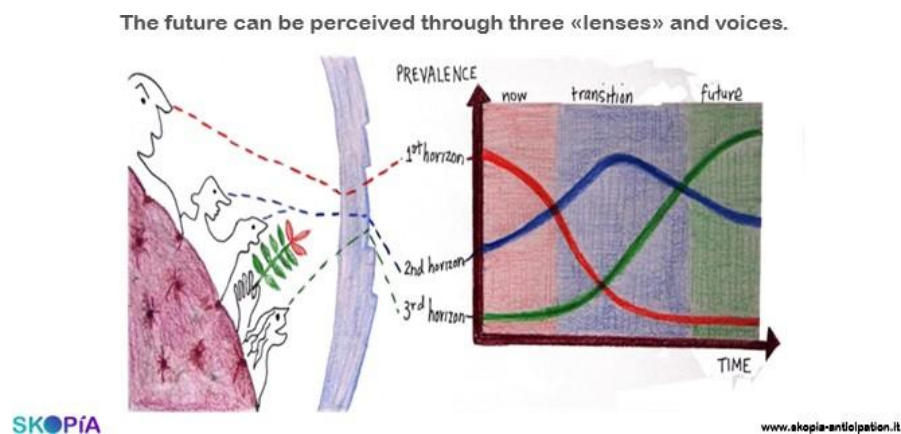
The aim of this exercise is to involve participants and lead them to an understanding of the external forces that interact with their territorial development strategies and plans. The mega-trend workshop can be combined with the first future-proofing workshop based on the Three Horizons (3H) Framework.

<sup>9</sup> [https://ec.europa.eu/knowledge4policy/foresight/megatrends-engagement-tools\\_en](https://ec.europa.eu/knowledge4policy/foresight/megatrends-engagement-tools_en)

#### 4.2.2 Future-proofing with the Three Horizons (3H) Framework

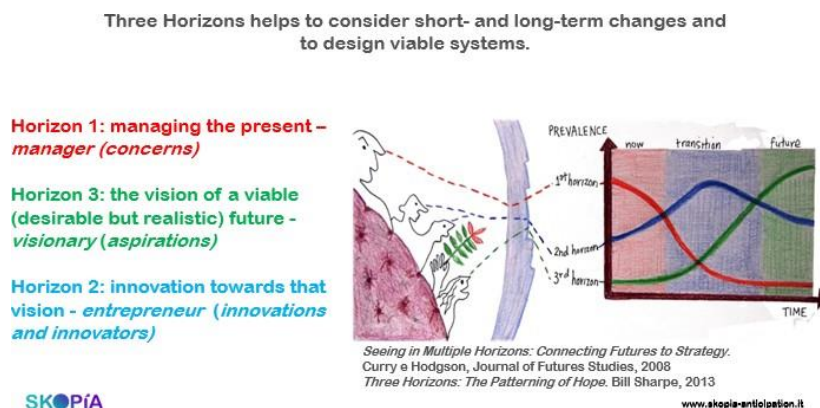
The Three Horizons (3H) Framework connects the present with desired futures and helps to identify the divergent futures which may emerge as a result of conflicts and incompatibilities between the present and these envisioned futures. The 3H framework permits to map overlapping mind-sets through which the future can be perceived: managerial, visionary, and entrepreneurial (see Figures 3 and 4).

Figure 3: Three point of views on the future: the three horizons (1/2)



Source: Scolozzi 2020

Figure 4: Three point of views on the future: the three horizons (2/2)

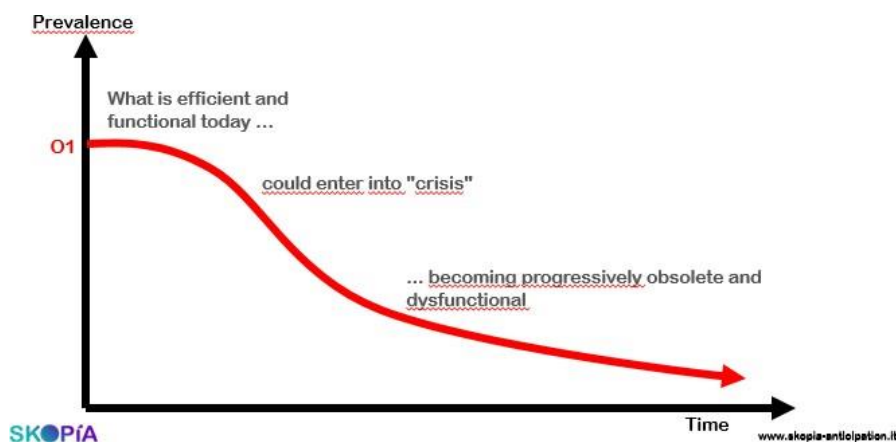


Source: Scolozzi 2020

The first horizon (highlighted in red) is linked to a managerial mindset, which is focused on the present. This mindset is focused on running the current organization and is focused on the short-term. Therefore, it can only rarely dwell on the weak signals that could put the current system in crisis and imagine its future effects. The third horizon (highlighted in green) refers to a visionary mindset, which imagines desirable futures with little concerns for present-day constraints which might limit creativity. This mindset is not associated with the practical capacities that are required to move the system towards the future. The second horizon (in blue in the figure) is associated with an entrepreneurial mindset, able to introduce the required innovations, deal with inertia and obstacles, and deploy resources to achieve the desired state. Each horizon is connected with specific questions that local stakeholders can reflect on, in order to better structure their desirable and future-proofed 100% Local territorial development strategy.

**Concerns (Horizon 1):** What are the signs that can put the system in crisis? These signs can refer to phenomena that local actors can or cannot change, but need to adapt to. As shown in Figure 5, in this first stage of the 3H framework, local actors should identify elements that are efficient and functional today but could enter into a crisis in the near or not so near future, becoming progressively obsolete and dysfunctional.

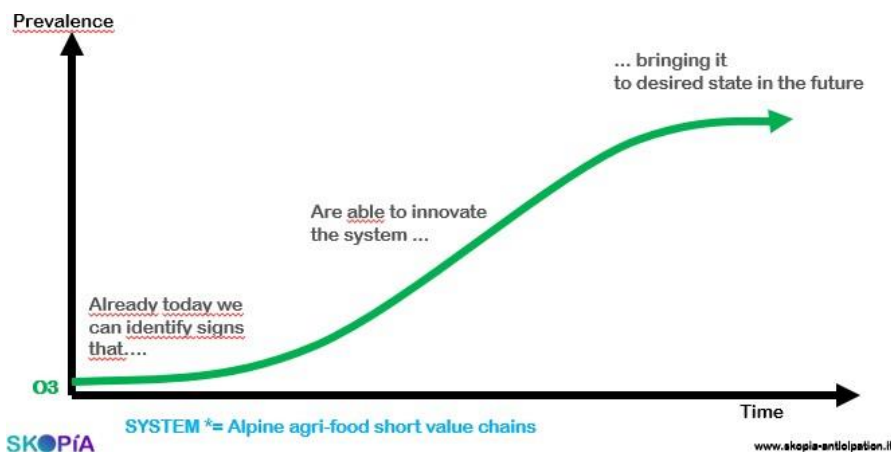
Figure 5: Horizon 1, Concerns: Guiding questions



Source: Scolozzi, 2020

**Aspirations (Horizon 3):** What is the shared vision for 20 years in the future? What is the desirable (but realistic) state of the future thanks to the implementation of the 100% Local Model in your area? As shown in Figure 6, in this second exercise, local actors should identify elements that can innovate the local system, bringing it to the desired state in the future.

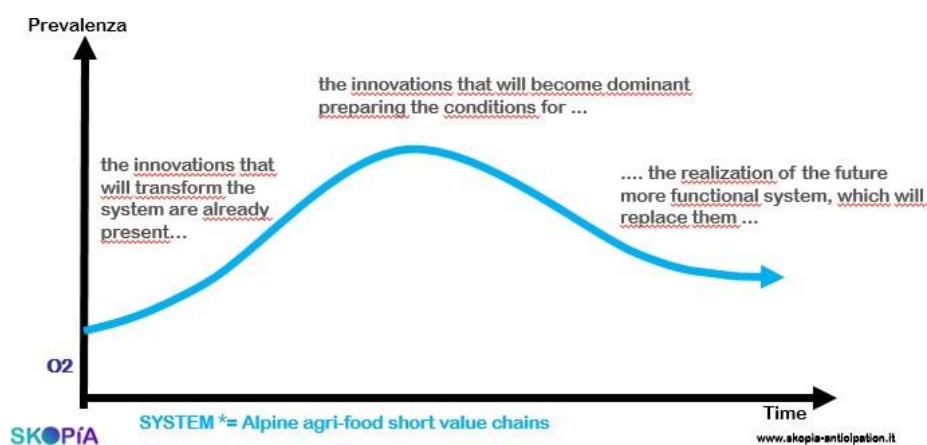
Figure 6: Horizon 3, Aspirations: Guiding questions



Source: Scolozzi, 2020

**Innovations (Horizon 2):** What can we do in the upcoming years to bridge the current situation with our aspirations? What should be dismissed, innovated, maintained in the next 3-5 years? As shown in Figure 7, in this final exercise local actors should identify the innovations - already present, which will become increasingly dominant - that will transform the current system paving the way for a future more functional system.

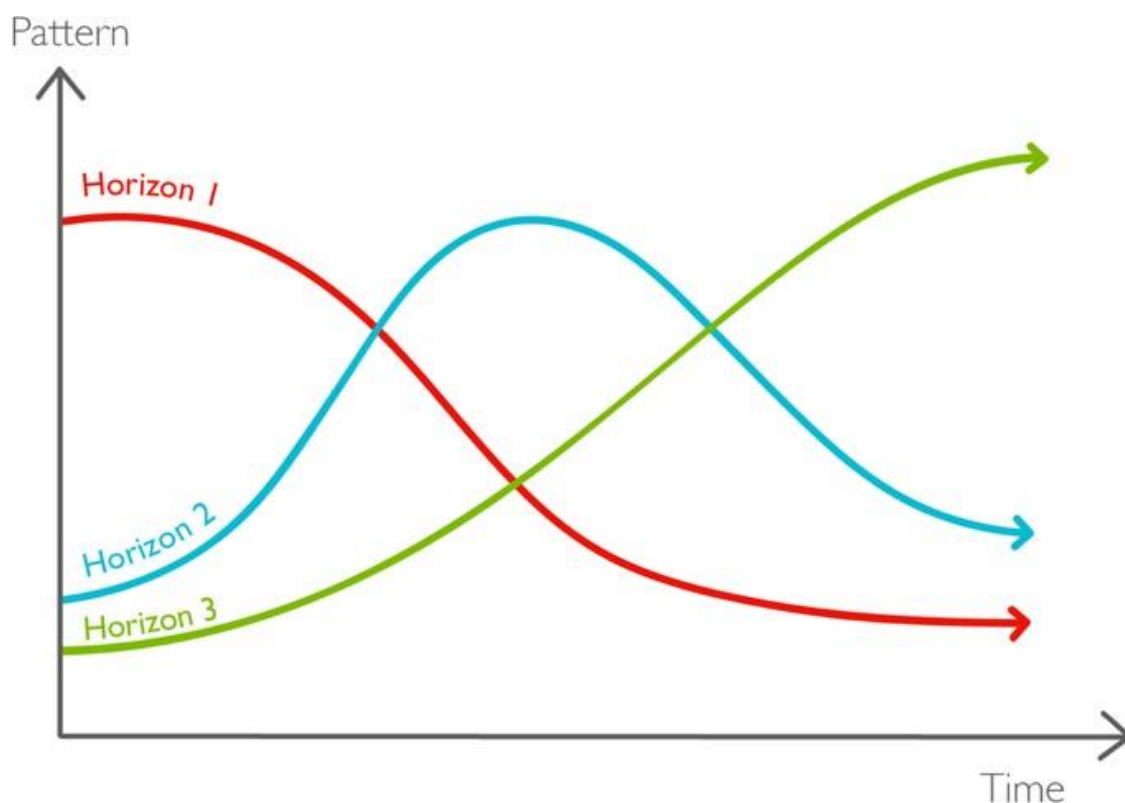
Figure 7: Horizon 2, Innovations: Guiding questions



Source: Scolozzi, 2020

**During the workshop**, the plain three horizon chart (Figure 8) should be printed in poster format. With the help of a moderator the group should take into account and reflect on one horizon at the time, starting with the first one (red), followed by the third one (green) and concluding with the second one (blue). The presence of a moderator who is familiar with the method can pay off in the workshop results. During the workshop, each participant tries to answer the guiding questions connected with the horizon taken into account.

Figure 8: The three horizons chart



Source: Scolozzi, 2020





At first, each participant should work separately (~5 minutes). The answers should then be shared in a plenary session (15 minutes). The collected answers should be written by the moderator on post-its under the consistent horizon. The approach is cumulative, the answers that are different from the previous ones are added to the chart. The more specific and tangible the questions will be, the more successful and easier the process will be. The information of the chart will be reported in the 100% Local Territorial Development canvas, which will summarize all information produced during the process.

During the process, it is possible that participants develop divergent futures that are mutually incompatible or that they disagree over the best course of action. Power dynamics within the community may also prevent open dialogue on important issues. To some extent, tensions and conflict are functional and the conditions for their surfacing and possible solution should be created.

### 4.3 Implementation of initiatives and monitoring of results

In this final stage of the application of the 100% Local Model (see again Figure 1), based on the results of the future anticipation exercises, an action plan for the short term should be defined and reported in the bottom right part 100% Local territorial development canvas (see again Figure 2). After envisioning a desirable future through the 3H framework, the cooperating network and engaged stakeholders should decide together key actions to be implemented in the near future (12 months or less). A useful methodology to do so coming from future studies is called backcasting. During a backcasting workshop, participants start from a desired sustainable future (a vision of success) and then, looking back, identify the most strategic steps or actions necessary to achieve that specified future. The output of a backcasting exercise consists of a timeline with steps as well as, for each step, possible obstacles and possible actions to cope or anticipate them. A detailed methodology to apply a backcasting workshop can be found at <https://eventi.fmach.it/alpijobs/Work-packages-Reports/WP4>

Based on this process, a short-term action plan specifying agreed-upon goals and expected results, a division of labour among organizations, and required resources can be developed. As a matter of fact, this step can result in a broadening of the cooperating network, which in turn calls for a revision of the governance structure. For example, an informal committee may give rise to the creation of a formal organization or the inclusion of new members into an existing one; or a formal partnership agreement, specifying reciprocal engagements and resource commitments, can be signed up. This step can also highlight a lack of locally available competencies and skills in various areas, including marketing, community involvement, and lack of technology awareness. The ARPAF project 100% Local assisted pilot areas by matching them with start-ups and suppliers of technological solutions. The experience shows that standard technological solutions (web sites, e-commerce platforms, QR codes) are promptly available, sometimes at a very low cost.

Initiatives agreed upon are in due time implemented and their results need to be evaluated, to highlight possible gaps, take corrective actions, improve decision-making and enhance learning.

## 5. Findings and results from the five pilot areas

The model was implemented in the five study areas through preliminary activities and a series of workshops with local stakeholders, as detailed in Table 1 below. Because of the Covid-19 pandemic, these activities could not be carried out in presence as initially planned. The background analysis was carried out by representatives of the cooperating network in each of the study areas, who also took care of analyzing the impact of mega trends by filling an online questionnaire. Online workshops dedicated to future-envisioning through the 3 Horizon Framework and to identify an action plan through backcasting exercises were carried out through Zoom. The online collaboration platform Mural (<https://www.mural.co/>) was employed to visualize individual contributions and animate a plenary discussion. In a later stage, cooperating networks were individually accompanied by the Università della Svizzera Italiana in further defining their actions plans through coaching



activities, managerial models for new product development/launch, technology transfer solutions, and the matching with technologically innovative start-ups.

Table 1 - Timeline of activities with the pilot areas

Pilot area	Background analysis & impacts of mega-trends	Future envisioning through the 3 Horizons Framework workshops	Backcasting workshops	Definition of action plan
Parco Prealpi Giulie (IT)	April-May 2020	8.6.2020, 16. 6.2020	26.1.2021 + 7.4.2021	April-May 2021
Bohinj and Triglav National Park (SL)		9.6.2020, 16. 6 2020	26.1.2021 + 2.4.2021	
OberVinschgau (IT)		3.6.2020, 15. 6.2020	29.1.2021 + 9.4.2021	
Valsot (CH)		10.6.2020, 15.6.2020	29.1.2021 + 12.3.2021	
Pitztal (AT)		22.6.2020, 29.6 2020	29.1.2021 + 2.4.2021	

The Territorial Development Canvas for each area was filled by members of the 100% Local Model team. Below, we report a discursive version of the Canvas, summarizing how each of the study areas used the 100% Local Model to analyze their current situation, envision a desirable future, and define an action plan. Given the short-term frame of the project and various delays accumulated due to the pandemic, it was not possible to implement the vast majority of decided-upon initiatives and evaluate their results.

### 5.1 Bohinj and Triglav National Park (SL)

The municipality of Bohinj, covering an area of 333.7 sq. Km at an altitude from 400 to 2,800 metres above sea level, counts 5,100 inhabitants. Tourism in the municipality, 66% of whose surface lies in the Triglav National Park (from now on, TNP or Park), is very well developed (266,000 arrivals in 2019, 710,000 overnight stays, 8,700 permanent beds). Tourists come from Slovenia (often, day trippers), Germany, Czech Republic, Benelux, and the UK. The area is well-known among tourists. Tourism demand is cyclical, with a concentration during the month of June-September and winter tourism during December-March. Tourism is an important economic sector in all municipalities of the Park. The last decade has seen a sharp increase in foreign tourist arrivals. Tourism development cooperation networks already exist within individual municipalities and at inter-municipal and Park level, involving local communities, development agencies, public institutions, nature conservation and other relevant stakeholders. There is an increasing awareness of the negative impacts of mass tourism on the Park's fragile natural environment and on the local communities. Territorial development plans thus reinforce environmentally friendly tourist mobility, the creation of green jobs, an ecological orientation of agriculture, and the respect of local traditions.

Agriculture in the Bohinj area is predominantly focused on breeding and dairy production. Crops are severely limited by relief and climatic conditions to the low-lying and flat areas of the Park. During the former Yugoslavia period (1945-1991), industrial cheese-making in state-owned cooperatives was encouraged, leading to the gradual abandonment of pastoral livestock farming and traditional agricultural methods. In the past decade, pastures and pastoral livestock farming have been revitalised. Institutions



and the civil society in the Park area work to strengthen the links between agriculture and tourism. In particular, farm tourism has been encouraged. Only 20% of the approximately 300 local farms are market-oriented, while the others mostly produce for family consumption, with limited surplus for the market. The best known traditional local products are Bohinj cheese, PDO Mohant cheese, dried meats, and local varieties of corn. Present “traditional cuisine” in Bohinj is based on these products, and local specialities include *zaseka* (a pork fat spread) and *žganci* (a polenta-like dish made with local corn). Policies that emphasize the role of traditional food ingredients and recipes have been put in place, and traditional cheese (such as the PDO Mohant) has been systematically promoted. Many territorial development projects have raised awareness of local produce/products, linking producers to tourism operators and the market - but much remains to be done.

All municipalities in the Park have associations that preserve and develop local culture. Local cultural traditions and heritage (cuisine, handicrafts, folk culture) are increasingly being integrated into the tourist offer, and their business potential recognized. Various events are organized that promote local traditions to both the local population and tourists (for example, the Cow Ball and Wild Flower Festival in Bohinj, local tourist markets, educational hiking trails). Also traditional handicraft activities have been revitalised and promoted, and related entrepreneurial opportunities highlighted. Efforts to pass on traditional knowledge to the younger generations (at school, through community associations and awareness-raising events) have been made. Training courses, workshops, consultations, lectures keep on being organised for tourism product providers (e.g. food, handicrafts, services) within public institutions.

The territorial brand Bohinjsko / From Bohinj (a collective brand, in the Slovenian legal system), registered in 2015, certifies agri-food products, crafts and industrial design products, guided experiences, restaurants (17, or more than half of the 30 local restaurants) and accommodation businesses that respect strict quality standards and traditional values. It currently federates 70 suppliers for a total of 400 products and services. The brand is owned by the municipality of Bohinj, which transferred the running of its operations to the destination management organization Turizem Bohinj. Financing comes from the municipality of Bohinj, Turizem Bohinj, donors, and the participating suppliers. The Quality Centre, which runs under the auspices of Turizem Bohinj, examines and certifies new applicants and controls that certified products still meet quality standards. To be certified, products need to be locally produced in the municipality, respect traditional values, and use local materials and ingredients. The Quality Centre monitors and strengthens the image of certified products, supports local entrepreneurial initiatives, tries to extend the network of suppliers, and stimulates innovation, particularly souvenirs for tourists through collaborations between suppliers and industrial designers. Examples include well-packaged foodstuffs in smaller sizes, sold at a higher price per kg; innovative foodstuffs with a combination of unusual tastes, such as chocolate with Mohant cheese; craft products with narrative labels explaining where the product was made, by whom, with what techniques, how long it took to make it, its use, and links to local traditions; and traditional products with modern shapes. The brand takes care of the promotion (flyers, catalogue, website) and facilitates access to local distribution. The number of certified providers has grown over the years, although some amateur or part-time suppliers have left the initiative. Certified products can be purchased at numerous points of sales, including the local market, local stores, the main information centre in the village of Ribčev Laz, the Triglav National Park Centre in Stara Fužina, and at the butchers and other local shops in the town of Bohinjska Bistrica.

Bohinjsko/From Bohinj has become a model for territorial brand development in other municipalities in the Triglav National Park (TNP) as well as in the wider area. The municipalities of the Soča Valley (Western part of TNP) are setting up a certification system for tourism products under the Soča Valley brand; the Idrija municipality developed the Idrija Selected Trademark; and Bled Tourist Board (Sl. Turizem Bled) has founded the collective trademark 'Bled Local Selection' (Sl. Blejski izbor). The municipality of Kranjska Gora



developed a (currently inactive) brand, "My natural valley". The TNP, too, established in 2019 a Quality Mark, which is intended as a proof of quality, traditional and sustainable practices in the Park. The TNP Quality Mark is awarded to providers who make and sell food and arts and crafts products, as well as those who work in the hospitality sector or provide other personal or public services in the municipalities of Triglav National Park and/or the Julian Alps Biosphere Reserve. The Quality Mark so far certifies only 11 tourism farms and other accommodations, both in Bohinj and other municipalities in the Park.

Despite having already a quite developed territorial brand with an established network, the Park and Tourism Bohinj and its stakeholders expressed interest in the adoption of the 100 % Local Model with the goal of creating new incentives for greater involvement and inclusion of local actors, stimulating the adoption of local produce/products in food production, restaurants and accommodation businesses, and increasing the number of market-oriented farms. Other initial objectives included improving the prices of local products, increasing organic farming, and establishing a cooperative for the coordination of promotion, purchase and sale of agricultural products. Mega-trend analysis resulted in various insights. While linking farming to food production and consumption can result in new jobs and entrepreneurial opportunities, the supply is threatened by the fact that farmland is being abandoned or converted into housing areas. This can generate conflict of interests over land use, particularly in the case of new inhabitants. Given the age structure of farms and their limited size, technological change and hyper-connectivity can contribute to increasing production, as higher volume would be needed in view of growing consumerism. Ultimately, farms need to be preserved to guarantee the viability of 100 % Local strategies.

Building on these insights, the 3 Horizon Framework exercises permitted to further specify local communities **concerns**: mass tourism in the Park could end up being unmanageable and uncontrollable, farmland could decline and be insufficient to meet ever-increasing tourist demand for foodstuffs, crafts and other types of products; very few farms are oriented towards organic production or tourism activities and the average age of farmers is quite high in many areas; administrative requirements for different activities (organic production, farm tourists) are complex and discourage some farmers; delivery systems from farmers to hotels, restaurants and tourists/consumers has yet to be put in place or is functioning poorly; interaction between farmers and other local actors is underdeveloped, as the latter "don't know who produces what"; local products are expensive and it is sometimes difficult to prove their origin; and there are problems of cooperation between municipalities in the Park. **Aspirations** for 2040 included a much higher level of engagement in existing territorial brands, resulting from a higher number of market-oriented farms and an increase in production volume permitting to reduce prices thanks to economies of scale; enhanced promotion and marketing of local food thanks to better distribution, greater restaurants' adoption of local products and traditional recipes, the development of top gastronomic experiences and themed festivals and cultural events; heritage-based innovation in foodstuffs, recipes, and tourist products, thanks to the support of development/innovation centres; and better cooperation among local stakeholders and other municipalities in the Park, thanks to the establishment of an umbrella organization coordinating the individual territorial brands. To this ends, enabling **innovations** include: an information platform to reach customers outside the area; a common cross-sectoral development strategy promoting local production and consumption; a better connection of local actors (communities, tourism organizations, suppliers, research and educational institutions); a platform with a well-organized logistics and internal/external communication system; and a technical (not political) regional institution, financed by the municipalities and the TNP, to coordinate these developments.

Local actors thus developed an action plan based on the following **vision of success** for 2032 for the implementation of a 100 % Local model:



- The cross-sectoral umbrella organisation of the Julian Alps, constituted in 2024, federates representatives from agriculture, business from different craft and industrial sectors, tourism, environment, and culture. Their shared values are respect of nature, sustainability, and good quality of life for local people. It is responsible for the business development, innovation and management in the area. It provides infrastructure for logistics, distribution, quality control, certification and promotion of local products and productions. It is professionally managed and financed by all the municipalities in the Julian Alps (40%) and private participants (60%).
- In 2032 there will be 10 Julian Alps visitor centres. They are active in each part of the Julian Alps. They sell products certified by the different territorial brands from the different areas of the Park, and provide tourists with information of the local cultural and culinary heritage. They also raise consumer/tourist awareness and educate about the local cultural heritage, and train professionals about related business and job opportunities.

Thanks to the backcasting workshops, local actors realized that to ensure that the commitment of municipalities, the tourism providers and the local population is strong in 2028, farmers and stakeholders need to exert pressures to convince the municipalities of the viability of the project and raise awareness in the community and among tourism operators (including through education in schools). Lack of skilled human resources in the area is instead a difficulty to overcome to implement the vision. Based on these estimations, in 2024 four/five visitor centers need to be already open to educate consumers and professionals, which will ultimately permit training of human resources to develop new visitors centers and put in place common strategies and work methods. Visitor centres that already exist in 2020 need to broaden their missions, and municipalities and governments will need to finance related infrastructure costs. To activate these processes, already in 2020/21 the discussion about the development of the local territorial brands and the creation of an umbrella organization to coordinate them needs to take place, involving all stakeholders in the Julian Alps. Systematic activities of awareness raising that are already taking place in Bohinj, in the Soča valley, and Idrija need to expand to all the other municipalities, and the right people to manage the collective brands need to be identified and recruited.

Within this broader action plan, the municipality of Bohinj is further working on improving the market-orientation of the many local farms which do not generate enough produce for the market, with a goal of including them in the From Bohinj brand. This will require funding for vocational training/capacity building activities so that farmers can switch to organic production and farm tourism, increase volume of production, create links to food processors, restaurants and hotels, and consumers.

## 5.2 Regional Nature Park of the Julian Prealps (Friuli-Venezia Giulia, Italy)

The Regional Nature Park of the Julian Prealps (from now, the RNP or the Park), covering an area of 715 sq. km at an altitude from 177 to 2,754 metres above sea level, counts 21,473 inhabitants and comprises 11 municipalities of Arterga, Chiusaforte, Dogna, Gemona del Friuli, Lusevera, Moggio Udinese, Montenars; Resia, Resiutta, Taipana, Venzona. Established in 1996, the Park is an autonomous body with legal responsibility under public law, subject to the supervision of the Friuli Venezia Giulia Region. With the abolition of *comunità montane* in the Italian legal system, the RNP (<https://www.parcoprealpigiulie.it/>) provides an important platform for collaboration among municipalities, also in view of strengthening cross-boundary cooperation with the neighboring Triglav Narodni Park (Julian Alps, Slovenia).

The RNP of the Julian Prealps has a long history of cooperation with the Slovenian Triglav National Park (TNP) as, during the years, various EU projects have supported interaction and joint initiatives. In 2003 the Julian Alps were designated Biosphere Reserve under UNESCO's Man and Biosphere (MAB) programme, and the already close cooperation between the two Parks expanded when in 2007 the idea of a transboundary park was born. In 2009, the two Parks were jointly recognized as the Julian Alps Transboundary Ecoregion by EUROPARC, the





Federation of European protected areas. In 2014, the Alpine Convention designated the Parks as an official Alpine pilot region for eco-connectivity, in recognition of their sustainable development efforts. In 2016, EUROPARC recognized both parks as members of the European Charter for Sustainable Tourism in Protected Areas - the first transboundary protected areas in Europe to be granted this status. In 2019, UNESCO's recognition of the National Park of the Julian Prealps as Biosphere Reserve paved the way for the project of a joint recognition of the two Parks as transboundary Biosphere Reserve (target: 2023/24).

The municipalities in the area of the RNP, which is a part of the Province of Udine, benefitted from the local economic impacts linked to the military areas which were closed with the end of the cold war at the end of the 1980s, and from the elimination of the customs with Slovenia when the latter joined the EU in 2004. Agriculture in the area is considered by local stakeholders as structurally weak, as the number of local farmers and breeders is limited. There is however good demand for typical agri-food products and some of the local restaurants propose typical dishes made with local produce. Some fairs and food festivals contribute to the promotion of these products. Local actors have been able to safeguard and re-introduce some specialty products that were at risk of disappearing (now included in the Park's Basket - see below). Each of these products respects specifications agreed upon by municipalities, producers, and the local Pro Loco or other associations. Notably, the municipality of Moggio Udinese established in 2014 its municipal-level geographical indication (*denominazione comunale*). The area has some tourist attractions, particularly in the municipality of Moggio Udinese. With its paths and trails, the Park attracts tourists from outside the area - but does not benefit from the same level of attractivity as notoriety as the TNG, which is much more developed from as a tourist attraction (for a comparison, as we write the latter counts 551 Tripadvisor reviews, whereas the Park only has 15).

The Park has long been involved in initiatives favoring the valorization of local food heritage, cooperation among local farmers and food processors, also with the view of developing tourism in the area. Specifically, the Park manages two strategic territorial branding initiatives.

- The "Marchio di Qualità del Parco Naturale delle Prealpi Giulie" (Quality Mark of the Julian Prealps Natural Park) is bestowed to local actors who commit to operate in a network coordinated by the Park, to jointly promote the territory, to improve the quality of goods and services provided in respect of the environment, ethical values and local traditions. All the subjects authorized to use the Mark are included in the promotional circuit of the Park. Mark-holders include 10 farmers, breeders and food producers, 14 restaurants (of which 3 are 'recommended premises' that use in their menu at least two products typical of the area), 15 hotels, 5 retailers and service providers, and 9 producers of typical products (produced in the Park's municipalities respecting product specifications).
- With the "Paniere del Parco" (Park's Basket), the Park makes a selection of locally produced heritage products known and appreciated. These include garlic from Resia, Brovadâr (fermented boiled turnip) from Moggio Udinese, Fiorina bean from Lusevera, Montasio alp cheese, and Pumpkin from Venzone. The initiative's goals range from promoting the products to involving restaurateurs and processors, from training operators in the various categories to stimulating and supporting local farmers. The initiative, made possible by the farmers and breeders involved, also sees the participation of trade organisations and institutions in the sector, all the municipal administrations and various associations. The Park does not certify products in the bundle, but recognizes existing certifications. Resiutta's *Festa dell'Agricoltura* (Agricultural Festival) is the promotional window of the Park's Basket.

The Park organized future-proofing and backcasting workshops, involved various local actors (farmers, breeders, food processors, local communities, chefs and restaurateurs, etc.) interested in applying the 100% Local Model in the area. Mega-trend assessment led to the realization that climate change could severely affect the area, limiting production of current crops, thus requiring the adoption of less climate-sensitive plant varieties. Technological change and the covid-19 pandemics, with the diffusion of working from home and increased consumer familiarity to e-commerce solutions, could generate possibilities for local farmers in the areas. Based on these initial insights, the 3H Framework workshop stimulated the identification of these



**concerns** for the future: farmers and agricultural workers are aging in the area, they pay limited attention to environmentally sustainable production techniques, and are ill-equipped to deal with climate change; farming jobs are considered low-status and young people lack awareness of and interest in local cultural traditions and heritage; farmland is fragmented and some plots are being abandoned - sometimes, it is even difficult to identify owners who do not live in the area; small enterprises have limited digital and marketing skills, which also means that they have limited access to information about innovative equipment and technological solutions; the area's image and attractiveness as a tourist destination is limited; firms adhering to the Park's Quality Mark and Basket show limited interaction and cooperation. **Aspirations** for 2040 are as follows: the Julian Prealps will be seen as an attractive area to live in, with a good quality of life; local products will be appreciated by local consumers, distributed locally and used by local restaurateurs; local agri-food supply chains will be more developed thanks to the implementation of the 100% Local Model and the development of circular economy business and consumption models; that cooperation with Slovenian neighboring communities will be well-developed thanks to the cross-border UNESCO Biosphere/EUROPARC's transboundary eco-region; there will be a much closer cooperation among the Park's Quality Mark firms; and a new Cooperative will be created in charge of services, commerce, and tourism promotion. To achieve such aspirations, **innovations** to be implemented in the next 3-5 years include: the introduction of crops more resilient to climate change; a joint inter-sectoral strategy, possibly contributing to increased awareness of best practices in circular economy; the constitution of a new organization, the Cooperative of the Julian Prealps Community, able to support a distribution network, an e-marketplace, and possibly home delivery solutions; and the identification/training or recruitment of professionals able to accompany the community in this territorial development process.

To develop an action plan, local actors developed a **vision** that in 2032, the Cooperative of the Julian Prealps Community - which in the context of the future-proofing exercise was considered to be already constituted in 2021 - will be fully operational. The Cooperative will represent all sectors interested in the sustainable development of the area through short supply chains (agriculture, tourism, business, local and regional governments, wellbeing and quality of life). Thanks to its activities and a better collaboration between producers, the Cooperative will be able to develop 4 new products, improve access to the local market thanks to an efficient distribution network (online, direct sales), and develop experiential tourist packages. The Cooperative will also be part of the cross-border eco-region of the Julian Alps and cooperates with the Slovenian and Austrian neighbours.

Thanks to the backcasting workshops, local actors realized that one current problem is the fragmentation of the plots of land, of limited size and with absentee owners due to emigration. This makes it difficult to develop agriculture and increase volumes of production, but a Cooperative would be able to lobby local and regional authorities to find policy and legal solutions to this problem. The Cooperative could also help to go beyond the excessive local pride of the actors from the different municipalities, and show how by joining forces better results benefitting all can be achieved. Another issue is the lack of skilled people in the area. Vocational training is thus a necessary condition to create/attract human capital in the area able to manage territorial branding initiatives. Based on this process, short-term activities should include the identification of knowledge needs and activation of vocational training and the aggregation of interested parties for the creation of the future Cooperative. Local actors will explore funding from regional, national and EU sources for the implementation in the area of the 100% Local model.

### 5.3. Valsot (CH)

The municipality of Valsot, which is the result of the merging of the two municipalities of Ramosch and Tschlin in 2013, is in the Engiadina Bassa/Val Müstair Region in the Canton of Graubünden in Switzerland. Valsot covers an area of 159 sq. Km at an altitude from approximately 1,000 to 3,200 metres above sea level. It counts approximately 900 inhabitants distributed in the villages of Chafur/Chasura, Martina, Ramosch, Raschvella, San Nickòà, Sclamischo/Schadatsch, Seraplana, Strada, Tschlin, Vinadi, and Vnà. The municipality's official language is Romansch, Switzerland's fourth national language. Tourism in the area is not very well-developed: in 2017, there were 5,405 hotel nights only. The area is not well-known as a tourist destination and lacks extended





tourist accommodation infrastructures: typical visitors are nature lovers who appreciate tranquillity. Tourism promotion in the broader area is managed by the Engadin Scuol Samnaun Val Müstair tourist destination organization. Valsot's local territorial development strategy foresees inclusion of the municipality's territory into the existing UNESCO Biosphere Reserve Engiadina Val Müstair, which will contribute to developing sustainable tourism initiatives in the area.

Cultivable land in the municipality is about 1,195 hectares. Climate in the area is comparatively more favorable than in the nearby municipalities of Zernez and Samnaun, allowing the cultivation of fruits, vegetables, and cereals. Local policies support local producers and the development of new products made with local ingredients/raw materials. The area hosts two breweries, one cheese dairy (Che Chaschöl), 3 joineries (furniture production with Swiss pine wood), one butchery, and 7 farmers producing meat and dairy products from cattle, goats, and sheep. The most renowned products/brands from the area include: the microbrewery Bieraria Engiadinaisa (which received in 2019 both the Bio Suisse and Bio Graubünden awards), the Che Chaschöl dairy, walnut cake, salsiz and other charcuterie products, pear bread, syrups, jams, meat, and furniture. Most of these products are sold under the territorial brand Bun Tschlin (see below), but local producers also adopt other collective brands or product certifications, including Switzerland's organic certification Bio Suisse (farmers), the regional product certification Alpina Vera (which covers mountain products from the Cantons of Graubünden, Glarus, Tessin, and Uri), and Graubünden Viva (the collective brand created to strengthen the image of the Canton of Graubünden in the areas of food). Local cultural institutions and event organizers use local products for their catering. Only two restaurants in the municipality consistently offer dishes made with local produce/ingredients, highlighting so in their menus (Hotel Restaurant Macun, Tschlin; Café Ettar, Strada).

The Bun Tschlin territorial brand has been in existence since 2002. It was created by actors from the then municipality of Tschlin (especially Angelo Andina, the then mayor of the municipality). To join the initiative, members need to be localized in the municipality and produce there. The brand does not certify the quality of the products. When Tschlin merged with Ramosch in 2013, participation in Bon Tschlin was extended to all producers localized in the municipality of Valsot. Some producers from villages outside the previous municipality of Tschlin did not however join the brand as they were not felt represented by the territorial brand name. Today, the brand federates 32 members: 7 farmers, 5 food processors, 3 joineries, 2 museums/cultural institutions, 2 local handicraft producers, 2 restaurants/café, 2 retailers, 3 service providers, and 6 hotels/campings/apartments renters. The brand is managed by the municipality of Valsot's Tourism Commission. Brand activities include advertising on traditional media; the managing of the brand's website ([www.buntschlin.ch](http://www.buntschlin.ch)), Facebook and Instagram accounts; participation to a major Swiss trade fair once a year; the issuing twice a year of the online magazine Bun Tschlin Gazetta; and the organization of markets and happy hours in the region. Budget for these activities comes from the municipality of Valsot, which provides an annual amount of CHF 42,500, as well as from members' participation fees. The municipality also covers the salary of the tourism coordinator, who devotes one day a week to the territorial brand.

It is also worth mentioning, in view of the future inclusion of Valsot in the territory of the nearby Val Müstair Biosphere, that the latter has also created a territorial brand. In 2007, the regional development project "Agricoltura Val Müstair" made it possible to build a dairy, plan the construction of an abattoir and modernize the grain collection points. The Biosphere contributes to the marketing of products provided that they are made with at least 80% of local ingredients and 2/3 of the added value generated in the area. The respect of these criteria is certified by Alpina Vera, which grants the products the nationally-recognized regio.garantie seal of quality. Certified products can thus bear the Biosfera Val Müstair label, as well as the Graubünden Viva and Swiss Parcs label. Certified products categories so far include eggs, meat, cereals, beverages, honey, jam, milk, cheese and other dairy products. Other products, such as herbs, will be certified in the near future.

Local stakeholders started future-proofing activities with the initial idea of developing new ideas for products of adequate quality and price level and with a link to the territory and its traditions, involving as many



farmers/producers as possible from the tall fruit tree, berry, and cereal supply chains. The target market for such new products was yet to be defined. While direct sales to local consumers and tourists was not ruled out, the possibility to create products for distribution in non-local markets was seen as an opportunity to increase awareness of the area as a tourist destination. The ambition was thus to link new product development to tourism and regional development. Mega-trend analysis led to a realization that climate change could alter the viability of agriculture in the valley; for example, droughts and floods in the next decades could lead to a reduction in soil and water availability. Further emphasis on intensive farming and higher productivity could come at the expense of the fragile Alpine environment. Urbanization and growing consumerism could increase demand for products with strong links to a territory; digitalization may help the attraction of tourists and to promote/sell such products elsewhere, but on the other hand may also facilitate imports on non-local products in the area.

Based on these initial insights, the 3 Horizon Framework workshop conducted with local actors highlighted a series of shared **concerns** regarding the prospect of new products based on 100% local supply chains. These included migration to external areas (there are fewer and fewer active people in the area) and shrinkage of farmland, 'swallowed' by other land uses; the reduced interest of the younger generation in jobs in farming; the lack of attractive housing opportunities, which makes it difficult for young people with good education to return to the valley; the limited innovation rate among local producers, which could reduce interest in local product; competition from cheaper imports from nearby areas, including Austria; the limited size of the local market for locally produced products, which results in a strong seasonality of demand and dependance on the tourist market; and the risk that climate change might alter temperatures and availability of water, making it necessary to change crops. **Aspirations** for 2040+ included a vision of Valsot as an area with many local products and a wide range of cultural activities, and an attractive place for families; the inclusion of the area in the UNESCO Biosphere Reserve Engadin Val Müstair, with Bun Tschlin playing a key role in the collective branding and promotion of products from the broader area; a greater participation of producers from the entire Valsot area under the Bun Tschlin brand; the development of the local dairy to serve the entire Engadin region; and the constitution of a new governance body for territorial development in the area, tentatively named 100% Valsot Reflection Group, made up of representatives from agriculture, crafts and production, culture, tourism, and local government, meeting periodically to develop new products and events. While focus of reflection was on 100% Local products and supply chains, aspirations included broader positive changes, including the attraction of new investments in tourism resulting in new accommodations, free public transportation in the area for local and tourists to decrease car traffic, the availability of housing at a fair price and the generation of new jobs to attract young families, and better care services for the elderly. **Innovations** to achieve the aspirations included not only the development of new value-added products involving as many producers as possible, but also better marketing and sales, for example through the development of apps providing information about producers and production sites and the transformation of buntschlin.ch (currently an information platform only) into an e-commerce site selling both to private customers and restaurants, both inside and outside Valsot.

The subsequent backcasting workshops were thus based on the vision that, in 2032, Valsot will offer many local products, have a diverse cultural offering, and be an attractive place for families; and that the fully operational 100% Valsot Reflection Group (already founded in 2021), will have contributed to the development of at least 5 new products and 4 festivals or cultural events valorizing the local supply chains and traditions. Such a Reflection Group, initially coordinated by Bun Tschlin, will become autonomous in 2025 with the constitution of a separate association with a broader stakeholder base. Favorable conditions identified in 2028 included the ongoing process of merging of municipalities in Lower Engadin, the fact that, due to global warming, holidays in Switzerland during the summer could have become very popular, especially in cooler areas such as Valsot, and a greater volume of fruit production, due to the planting of new (and climate-change resilient) orchards of previous years. Favorable conditions in 2024 included the constitution of an operational and well-financed fruit cooperative by all producers and the inclusion of Valsot in the Biosphere, with the Reflection Group - now institutionalized - playing a role in the governance of the Biosphere. The risk linked to the possible negative



impact of drought and heat need to be mitigated by searching for drought resistant plant varieties and new water-saving irrigation systems. To enact these changes, the Reflection group needs to be constituted already in 2021, involving as many farmers, producers, and local actors/stakeholders as possible, to listen to their aspirations and ideas, and reach a consensus on priorities and initiatives to be carried out, including those pertaining to the development of a climate-resilient orchard value chain. The challenge to overcome in this stage will be that despite best efforts to include all, those who will respond to the call could be few - resulting in more limited impact and success.

Based on these insights, local actors - under the coordination of Bun Tschlin, are working to establish the Reflection Group with an as wide participation and possible; have considered various technical/logistical solutions to ensure wider distribution of local products in Valsot; and are now working to define methodologies to develop the value propositions, business models, promotional logics and distribution channels for new products - including some that, distributed in large urban markets in Switzerland, could contribute to raise awareness of Valsot as tourist destination for nature, beer and wine tourism.

#### 5.4. Pitztal (AT)

The Pitztal is an Alpine valley, 40 km long, with an altitude ranging from 880 to 3,700 metres above sea level. It is located in Tyrol, Austria, in the district of Imst. It comprises 4 municipalities with a total population of 7,570 inhabitants: Arzl im Pitztal (880 m. a.s.l., 3,157 inhabitants), Wenns (962 m. a.s.l., 2,035 inhabitants), Jerzens (1,107 m. a.s.l., 984 inhabitants), and St. Leonhard im Pitztal (1,366 m. a.s.l., 1,394 inhabitants). The valley extends over 312.82 sq. km. The vast majority of the surface (223.44 sq. km) is occupied by the municipality of St. Leonhard im Pitztal. In 2018, the four municipalities created the Pitztal Regional Association. In Tyrolean law, regional associations are responsible for inter-municipal planning and cooperation. The four municipalities, the Pitztal Tourism Association, and the agriculture and restaurant/hotels sectors are all represented in the Association's governance. Since 2003, the valley's territory has been part of the Kaunergrat Nature Park.

With around 227,000 arrivals and 1,030,000 overnight stays, tourism is the most important sector in the valley. Guests come from Germany (63%), Switzerland (9%), Benelux (10%), Austria (only 4%), and central Europe, France, and Italy. Its image is strongly linked to winter (ski) tourism thanks to the beauty of its glacier. The winter season is very extended (up to 7-8 months depending on the weather conditions). Summer tourists are attracted by the mountain hiking and trailblazing activities, and the region is considered particularly natural and 'wild'. Thanks to its altitude range, in the Pitztal valley it is possible to grow a wide variety of products. At the entrance of the valley is the municipality of Arzl im Pitztal, where old varieties of maize and potatoes are grown. Next is Wenns, which has the highest number of farms and livestock in the Valley. Jerzens lies on the opposite side of the valley; there, the number of farms has decreased considerably in recent years, and some of the land has been taken over by farmers from Wenns. At the head of the valley lies St. Leonhard im Pitztal, whose steep areas are taken over by sheep breeders. The Taschach Alm is the only alpine dairy in the valley and is only in operation during the summer months. The local slaughterhouse, which has been in operation for more than 20 years, processed 80 tonnes of meat in 2019. In the valley, there are approximately 59 restaurants and inns. Local specialties include Kaiserschmarrn (a sugary pancake with raisins), Tyrolean Gröstl (a bacon, onion and potato fry-up), dumplings and soups.

At the moment, the Pitztal Valley lacks a territorial brand. The Pitztal Regional Association is however in the early stages of developing a marketing platform for local products. So far, a logo has been created, and quality specifications for products are being developed. Meat is a strategic product category: ideas that are being discussed include the adoption of a 'nose to tail' approach, the development of the game meat market, and the creation of a 100% Pitztal burger sold locally. Current challenges include the financing of a new slaughterhouse with modern technology and the capacity to process larger volumes; improving cooperation between agriculture and tourism; and securing competent staff.



The Pitztal is mainly known as a tourist destination in Germany and Switzerland. It has the image of a glacier and ski region, very natural and “wild” in the tourists’ perceptions. In September 2019, pictures of bulldozers on the Pitztal glacier circulated in the Austrian and international media, as WWF Austria contested the project of connecting the ski resorts of Pitztal and Ötztal Glacier/Sölden. Summer tourists are attracted by mountain hiking and trailblazing activities. Food and wine experiences play an important role with guests from Benelux and Switzerland, who appreciate local specialities. Generally speaking, however, the area is not particularly well-known for its cuisine, but this might change in the future. The Pitztal Regional Association is working on this aspect, focusing on the hunting tradition in the area and the attractiveness of game-based specialities. From a strategic point of view, extensive work has been carried out to develop tourism products for each target market. Tourism is mainly promoted by the tourism association and the two mountain railways Gletscherbahn and Hochzeiger.

Local stakeholders participated in the 100% Local project with the goal of professionalizing the regional meat value chain and stimulating meat supply and demand. A tentative short term goal is to market 80% of the local annual meat production through a regional online platform connecting local producers to restaurants and other clients. Another important but longer-term goal is the diversification of the local product base through the development of the production of vegetables, herbs and infusions, honey, dairy products, schnapps, products made with stone pine wood, cosmetics, and body care products. The 100% Local Model project’s workshops were also considered a good context for a shared discussion on whether Pitztal should in the future turn into an organic, pesticide-free valley.

Actors involved in the discussion were the Pitztal Regional Association, which brought its project of developing a functioning online marketing platform in the Valley, the Pitztal Tourism Association, the four municipalities, and local innkeepers, farmers, and producers. Megatrend analysis highlighted that climate change could lead to a shortening of the winter season - although not in the next few years, given the altitude of the ski area. Climate change could also lead, on the positive, to an increase in agricultural production, especially in the lower part of the valley. Urbanization and demographic changes could however lead to a reduction in the number of farmers and farmland. Based on these initial insights, the 3 Horizon Framework activities highlighted various **concerns** that could threaten the valley’s sustainable development. Tourists increasingly expect the use of local products at restaurants, so the current gastronomic offer does not meet their needs. Meat and other products are currently sold to large retailers outside the valley instead of being marketed and sold locally. Since Pitztal is a commuter valley, the local population is not necessarily interested in short circuits and supply chains. The agricultural land is getting smaller and smaller as the new generation no longer find the farmer profession attractive. Finally, the current emphasis on winter tourism means that there is not an overall regional strategy for the summer season. The **vision** for 2040 and beyond articulated by the local actors was one of Pitztal as a sustainable tourist region, with a diverse offer resulting from the cooperation of agriculture, tourism, trade and citizens. In this vision, the Pitztal Regional Association is a central actor coordinating territorial development through various intersectoral committees that meet regularly to develop new products and services. The operational work is taken over by a coordinating body, whose financing is guaranteed by self-generated funds. Finally, by 2040, agriculture in Pitztal will have developed in a sustainable direction. To achieve this vision, **innovations** that need to be implemented in the next 3-5 years include the development of an online platform for the sale, marketing, and the coordination of the logistics of local products; the creation of a new, modern slaughterhouse, financed by the municipalities (who are ready to commit €600,000) and the government of Tyrol; and organizational changes in the Pitztal Regional Association so that it can effectively facilitate coordination between tourism and the farmers/producers in the different local supply chains.

After further reflection, the subsequent backcasting workshop was based on the vision that in 2032 Pitztal will be a sustainable tourist region with a diverse offer, made possible by the cooperation between agriculture, tourism, commerce and local citizens; the Pitztal Regional Association’s intersectoral committees will be in function; the self-financing coordinating body will be located in the Service Centre of the Agricultural Centre in Imst; the meat value chain will be fully localized, with products distributed in the valley and appreciated by





tourists and local consumers; the alpine dairy's production will be expanded; and other products will be developed and marketed together, including those based on maize, other mountain cereals and stone pine. For this to happen, by 2028 the agricultural centre in Imst should expand its activities (now, it is only focused on cattle breeding) and staffed up, to be able to help the Regional Association with the development and distribution of local products. By 2024, a local market for game meat should be developed; the Alpine dairy should be fully operational; and, among other examples of local producers using local raw materials, the local brewery should use local cereals to make beer. The backcasting exercise thus helped to clarify that in 2021 the Pitztal Regional Association should establish a committee tasked with discussing the organization of the local dairy (localization, management), and anticipated the difficulties in finding a competent manager willing to take it over and put it in operation. It was also clear that if the Regional Association is to coordinate the development of the whole Pitztal through its committees, it is important to improve local stakeholders' willingness to cooperate and create a broader consensus for the project also at the political level, so that changes in elected officials or staff at local organizations does not hinder its pursuing. It is also necessary that work to build the new slaughterhouse and to transform the agricultural centre in Imst is put in motion as soon as possible.

Thanks to the insights obtained through the future envision and backcasting activities, local actors under the coordination of the regional association are now working on various fronts, including the digitalization of the distribution channels for local products. The first decisive step is the creation of a mono-vendor e-commerce platform to list all the offers available in the area, thanks to which the community will have a first concrete result that will facilitate further local collaborations.

## 5.5 OberVinschgau (IT)

The OberVinschgau (also known as Vinschger Oberland or Vinschgauer Oberland; in Italian, *Alta Val Venosta*) in South Tyrol is located in the border region of Italy, Austria and Switzerland, at the source of the Etsch river. The region has a surface of approximately 721 sq. km at an altitude from 900 to 1,500 metres above sea level. Its German-speaking population is of around 19,800 inhabitants, distributed in the municipalities of Curon Venosta/Graun; Glorenz/Glurns; Lasa/Laas; Malles Venosta/Mals; Prato allo Stelvio/Pard am Stilfserjoch; Sluderno/Schluderns; Stelvio/Stilfs; Tubre/Taufers im Münstertal. The OberVinschgau is part of the Autonomous Province of Bolzano. In 2016, local citizens and entrepreneurs founded a non-profit cooperative, the OberVinschgau Citizens' Cooperative (*die Bürger Genossenschaft Obervinschgau*, from now on the Citizens' Cooperative) with the goal of fostering the ecological, social and economic sustainable development of the area by promoting networking, supporting initiatives, offering advice and implementing own ideas and services coherent with its institutional goals.

In the OberVinschgau there are approximately 1,000 farms, 800 of which have cattle (2010 data). Some offer holidays or restoration/bar services at the farm. The number of certified organic farms (producing organic cheese, vegetables, fruit and bread) is rather low but the livestock farms are usually rather small and their extensive production methods are not far away from organic farming. In the past, due to its favorable climate conditions, the Vinschgau region was known as the granary of Tyrol. Its high-quality grains, which grew up to 1,700 metres of elevation, were appreciated even outside of Austria, finding their way to the Vatican and the British royal family. During the 20th century, price competition in the international grain market led to a fall in the region's grain production, with cultivated land decreasing from a peak of 4,200 hectares to just 50 hectares today. Milk and dairy production have been prevalent ever since, contributing to maintaining the pasture landscape of the area. Apple growing, due to its higher profitability, has increased remarkably due to purchases of land from apple growers from the lower Vinschgau valley and the reconversion of local farmers and breeders. Growing apples and other fruits relies heavily on pesticides, which often drift away downwind outside of intended areas. At a referendum in September 2014, a large majority of the residents of the municipality of Malles/Mals (75%) voted for a ban of chemical-synthetic pesticides in their community; the 2016 municipal regulation was however appealed by some farmers, starting a legal battle which has not been settled yet.





With its numerous medieval castles, OberVinschgau is a fairly developed cultural tourism destination. Guests come mostly from Germany, Italy, the Netherlands and Great Britain. The area is well-known for its mountains, meadows and pastures, and the local food culture, based on speck and cheese. The area attracts tourists for family and sporting holidays throughout the year, thanks to its skiing/Nording skiing facilities in the winter and the extended hiking, trekking, biking and Nordic walking in the summer. Periodic markets with local products are also a favorite activity for both tourists and locals. Local stakeholders would like to further develop the attractiveness of the area for tourists interested in its cultural heritage.

Currently, no territorial brand has been established covering the area, although some projects have been carried out to explore the possibility of developing typical products made from 100% local ingredients, such as the Vinschger Schneemilch (a local sweet dish). Some local producers are linked to quality schemes and certification marks, such as the Protected Geographical Indication Südtiroler Speck/Speck Alto Adige; Red Rooster (a trademark created in 1998 by the Farmers' Union of South Tyrol for farms offering farm holidays, farm inns and bars, quality farm food products); and the certification schemes of the Stelvio National Park and the Biosfera Val Müstair.

Actors involved in the 100% Local project included the OberVinschgau Citizens' Cooperative; *Ferienregion Ortlergebiet*, the Tourism Association of the Holiday Region Ortler; IDM Südtirol, the development and marketing agency of the province of Bolzano; Bio Dorf Sennerei, the organic dairy in Prad am Stilfserjoch; and local hotels/restaurants and food producers. Reflection on the impact of megatrends made these actors conclude that the *acceleration of technological change and hyper-connectivity* can have a strong positive impact on the success of 100% Local supply chains, by simplifying and improving product marketing, promotion, and logistics, and facilitating distribution in metropolitan areas. Specifically, fast and direct exchange between consumers and producers can facilitate the estimation of production volumes to adapt to fluctuating demands; complex delivery modalities will be developed thanks to smart mobility solutions that take into consideration individual delivery preferences; and online trade can however result in increasing package waste. *Growing consumerism* can also positively impact local supply chains, since consumers and tourists are increasingly looking for authentic experiences and products. Tourists' preference for locally produced products can lead to increased demand by hotels and restaurants. The involved actors however estimated that local products will probably remain a niche market segment - albeit an easily targetable one. *Climate change and environmental degradation* can impact negatively attempts to re-territorialize supply chains, since potential water scarcity will force adaptation of agricultural and production techniques and affect the product portfolio; environmental degradation will reduce arable land; and the resulting threats to the valley's cultural landscapes can result in a reduction of its attractiveness as a tourist destination and a place to live. *Continuous urbanization* was judged as a highly relevant megatrend, whose impact was however assessed differently. According to some, this megatrend might aggravate the separation between mountain regions and conurbations: demand for regional products in metropolitan areas might still be difficult to satisfy for logistical problems, whereas despite consumer interest, market size in mountain areas might be insufficient to produce economically local products. According to others, rural areas might instead become increasingly attractive for city dwellers because of urbanization, for example for holidays or relocation; to exploit the resulting opportunities, mountain areas need to have good accessibility and digital connectivity as well as an authentic guest culture.

Thanks to the 3 Horizons Framework, various **concerns** were identified. Different views were expressed regarding the possible decline of mountain agriculture, the future prospects of organic/non-organic farming, the long-term impacts of intensive agriculture on the Valley's landscape, and the possibility that the apple monoculture might result in a lack of diversity in product assortment that could undermine the success of implementing a 100% Local Model. Also due to the coronavirus crisis, decline in global tourism in the next few years could lead to greater reliance on local visitors; an increase of tourism in general could however generate more traffic, congestion, and air pollution. Other concerns regarded the local gastronomic offer, which does not currently meet the needs of



tourists and locals, who increasingly want local products when eating at restaurants. Still, local products are more expensive, compete with cheaper non-local alternatives, and require larger spending power. Since agricultural land is limited and in demand, and mass markets are under enormous price pressure, local products need to focus on niche markets. As a matter of fact, local hotels and restaurants already use locally made products (for example, homemade jam at breakfast), but these products are ‘taken for granted’, as restaurateurs are not aware of their added value and do not point them out to clients enough. A regional brand with a recognizable logo could help in this respect. In the field of tourism, for the 100% Local miModel to work more cooperation is needed. The **vision** for 2040 coalesced around a few related themes. Local actors envisioned a future where regional organic production had reached 90% of the total; local governments and political actors had supported (also financially) the establishment of high-added value agri-food chains; entrepreneurs were helped improve their know-how and innovators were socially appreciated; restaurateurs as well as school’s canteens used regional products; tourism was better linked to farming and food production; local products were also appreciated and distributed outside of the region; and local consumers were sensitized to the importance of buying local, also thanks to incentives such as a local currency. To achieve such vision, various **innovations** were regarded as crucial. These included the diversification of the range of local products (food, but also crafts); the establishment of an online market platform to raise awareness of and promote the regional products and services that are already available; the building up of an efficient distribution network, able to supply not only local consumers, restaurants and retailers, but reach out outside the valley (possibly to wholesalers); a change in municipal policies to prevent the settlement of discounter chains as well as to encourage local kindergartens and schools to use local products in their canteens (and finance the related additional expenses) as well as to create educational projects to raise awareness about local food traditions; the creation of new festivals and cultural events targeting both locals and tourists; the establishment of a free counselling service for local businesses interested in taking part in the 100% Local project and opportunities to learn from farmers, restaurateurs and hotels who are already engaged in the process, as well as cooperation with technical and vocational schools to improve on the available know-how.

Based on this initial understanding, the subsequent backcasting workshop was based on the vision that by 2032, the 2021 founded intersectoral coordination organization 100% OberVinschgau, federating farmers and producers, restaurants, trade, political and cultural actors, will: launch an exchange platform serving as an online catalog for the local offer and informing customers (including distributors and restaurants) about products and their preparation; enable the development of new 100% local products; be a focus for branding activities open to all products sharing the same philosophy and related communication/promotion activities; build an operational arm to take care of related logistical activities, also by centralizing orders and establishing a logistical center; coordinate and cooperate with already existing individual and collective brands; and facilitate the organisation of events for locals and tourists. More specifically, it was envisioned that by 2032 already 5 new products and 2 annual events for tourists and locals will be launched and the online logistics and sales platform 100% OberVinschgau will be fully operational. Favorable conditions in 2028 included a political recognition that the 100% OberVinschgau brand is an effective promotional tool for agri-food products and restaurants as well as the development of 2-3 products, which - to prevent reduced consumer interest and purchases - would require successful promotion through engaging events. For this to happen, in 2024 an experimental, smaller-scale logistical platform should be operational both in terms of online software solutions and related supplier networks and logistical systems. A difficulty in this sense could be represented by the yet-to-be-determined investments, which could possibly be too high to be privately funded, and would require public financial support. Another facilitating condition in 2024 would be a broader acceptance of the 100% Local concept by farmers and restaurants, which however could be hindered by the perception that locally made products are too expensive and not affordable. To overcome such an obstacle, an internal communication campaign should be planned, highlighting how local products can generate an added value for restaurants. Finally, by 2024 the discussion regarding whether organic production methods should be a prerequisite for inclusion in the territorial brand should be settled. In this sense, it is anticipated that the process will be very difficult, as local stakeholders have opposed views on the subject. A decision to go fully organic would result in the exclusion of many producers, which would in turn limit the ‘critical mass’ of the territorial brand. To start



the process, in 2021 the OberVinschgau Citizens' Cooperative should take the initiative for the realization of an online product catalogue, invite other stakeholders to work together to create the exchange platform, and secure funding from the government of the Autonomous Province of South Tyrol and, possibly, the EU. Obstacles to be overcome include the difficulty to estimate cost of designing and implementing these initiatives. Moreover, since intensive/non-organic farming is still strongly supported, initiatives such as the 100% OberVinschgau project could find it difficult to secure political legitimization.

Thanks to the insights generated through future envisioning and backcasting activities, the OberVinschgau Citizens' Cooperative and other actors are now working to create an online marketplace for local products and ensure the distribution logistics, including to outlets outside the area (for example, in Bolzano). The first decisive step will be the creation of a single-vendor e-commerce platform through which the Cooperative will showcase available local products. This will constitute a first concrete example demonstrating the feasibility of the approach, stimulating others to join the initiative, and helping define technical requirements and costs for a complete platform.

## 6. Lessons learnt, recommendations and conclusions

We conclude this report by highlighting lessons learnt in terms of common problems and possible solutions and providing recommendations to communities desiring to implement in their areas the 100% Local model as well to the policy makers who want to support them.

1. The 100% Model is generalizable enough to be applied to a plurality of situations and local conditions. The communities we accompanied in the context of the 100% Local project are very heterogeneous in terms of points of departure, dimensions, resource and competence availability, existing cooperation among local actors, political support, and longer-term goals. Actors in different stages of the agri-food value chains (i.e., farmers and breeders, food processors, restaurants and distributors) as well as from related sectors (tourism, culture, education, environmental safeguarding) might have different perspectives and possibly conflictual priorities on how to mediate between different goals, for example economic vs. environmental sustainability vs social cohesion. Despite such differences, in our pilot communities, the idea of creating 100% Local products and supply chains has proven an appealing one for many of the actors involved, stimulating an energizing vision that can help overcome difficulties and generate enthusiasm and willingness to cooperate. Communities need however to decide how to apply the model in the manner most suited to their specific needs. We recommend that local stakeholders engage in extensive preparatory work - integrating quantitative data and qualitative perceptions - and inclusive local participation to decide how to apply the 100% Model to their communities.

2. The establishment of local supply chains can be facilitated and accelerated by an 'institutional home' and strong (but participative) leadership. In some of our pilot areas, the process was at the beginning, whereas in others it was more structured and institutionalized. We observed that challenges and obstacles in the early stages - when initiators of the process need to create consensus and involve other actors - can differ remarkably from those when a Territorial Brand Managing Organization (TBMO) already exists. The initiators of the process can be individual farmers or entrepreneurs, farmers' or restaurateurs' or traders' associations, municipalities or regional governments, natural parks, tourism promotion organizations, private associations or cultural institutions. Whoever the initiator is, we recommend inclusive governance mechanisms and, when possible, the creation of separate organizational structures managed with the inputs of representatives from the different sectors involved. Staffing and financing these organization structures can be a challenge. Public resources from local or higher levels of government need to be secured. Funded projects (such as those from the Interreg Alpine Space programme, Rural Development Plans) are normally designed to finance the start-up phase of these initiatives - not their regular operations. Financing from this project can also be used to fund feasibility studies, knowing that to be sustainable, territorial development projects inspired by the 100% Local Model need to be guaranteed by a social business model - one that integrates social cohesion and economic considerations.



3. The geographical boundaries of the territorial cooperation area need to be established taking into consideration the long-term sustainability of the initiative. Existing administrative boundaries, which are the result of country-specific processes of decentralization of authority to territorial sub-units, can pose constraints in this respect. Often, administrative units are too small to ensure a critical mass of products or producers, or too large - covering areas without a shared identity, making collaboration difficult. In some of our pilot areas, inter-municipal organizations such as natural parks or citizens' cooperatives provided an institutional home for collaborations that would have otherwise been difficult. If this is true for cooperation inside the same country, cross-border collaboration poses additional challenges. Despite being located in different countries, the 100% Local Model study areas were selected to be close to each other, and we envisaged the possibility of cross-border collaborations. During the project, we realized that some of the older and more established territorial brands from one country (say, Slovenia or Switzerland) were already considered an inspiration in neighboring cross-border areas. The project itself participated in this process of sharing of experiences and mutual learning across national boundaries. We had also anticipated that it would have been possible for some of the areas to work jointly to complement each other's territorial offers (for example, by supplying ingredients that are not locally available), but in most cases this did not appear a priority. Moreover, some of the initiatives were at an early stage of development and it was not advisable to complicate things further by inviting external actors at the discussion tables. An exception is constituted by the possible future collaboration between the Triglav National Park (Slovenia) and the Regional Nature Park of the Julian Prealps thanks to the initiative of joint recognition of the two Parks as a transboundary UNESCO Man and Biosphere Reserve in 2023-24. With this new supranational entity, the establishment of cross-border supply chains or territorial brands will be facilitated. Another mechanism to facilitate cooperation across borders is the definition of product specifications that accept the ingredients that are not locally available be procured in neighboring foreign regions, provided that this makes sense environmentally and economically.

4. Geographical boundaries are also important for both economic and environmental considerations. Who are the key target markets for 100% local products? Local clients (from the area), tourists and second-home owners (non-local who visit the area and inject fresh money into the local economic system, but only seasonally), or non-locals who buy these products where they live through external distribution channels? How vast is the area, and how far raw materials and ingredients need to travel to be processed? When designing and implementing a 100% Model, local stakeholders need to match production volumes to demand needs, define the sustainable scale of operations, and consider the environmental impacts of chosen solutions.

5. The 100% Local Model is best understood as an ongoing process (see again Figure 1). One lesson learnt from applying it to the study areas is that local actors often 'bite more than they can chew' as speaking of territorialized supply chains risks opening a Pandora's box of multiple ideas and projects that, given limits in available resources, it is not possible to pursue all at the same time. The territorial development canvas developed in the context of the 100% Local project can assist local communities in carrying out a broader and inclusive participation process thanks to which a shared view of the future that will be collectively enacted can emerge and clear priorities, after phases of brainstorming, can be agreed upon. Periodically, after some of the planned initiatives are implemented and their results evaluated, priorities can be redefined and new ideas and initiatives can be planned. Moreover, successful experimental initiatives, despite being limited in scope and ambition, can permit learning by doing, generate local visibility, attract new farmers/producers and partners, and help finance subsequent and larger-scale stages in implementing the 100% Local Model.

6. The implementation of a 100% Local model in any area starts with an analysis of the current situation (see again Figure 1). Difficulties in this stage regard lack of suitable information or the fragmentation of relevant knowledge across numerous actors that do not have the habit of sharing information. The territorial development canvas (see par. 3.1) provides a series of guiding questions that, to be properly answered, would require extensive work. We recommend that sufficient work is devoted to this stage, and that pertinent quantitative and qualitative insight is generated and circulated through participative processes. In this manner, local actors can learn from each other and better understand each others' vantage points and priorities as well





as interactions between their respective activities. The establishment of local supply chains, the launching of new products, and territorial branding processes require complex skills (e.g., market research, agronomic know-how, environmental safeguarding issues, etc.) that are not always locally available, and which need to be integrated in the process. The more in-depth and inclusive the analysis of the situation is, the better the resulting decision making will be.

7. The second step in the application of the 100% Local model consists in a participative future envisioning with stakeholder and collective decision making. The integration of future anticipation methods to empower local actors' imagination and enhance their ability to prepare for the future is an innovative feature of the 100% Model. Experiences with our study areas support the view that methods such as megatrend analysis (par. 3.2.1) or the 3 Horizon Framework (par. 3.2.2) can help local actors not only to systematically reflect on the possible territorial impacts of, say, climate change or technological innovation but also amplify current signals of crisis, develop a shared vision of a desirable future, and put in place territorial development strategies that are 'futures-proof'. By applying these methodologies, local actors can switch from a typical emphasis on shorter-term considerations to a long-term time horizon that can facilitate collective intelligence and creativity and generate much-needed enthusiasm. We strongly recommend the use of these methods to all communities that intend to implement the 100% Local model. We also recommend to involve all relevant stakeholders to participate into the future envisioning process in an inclusive manner; ensure that all participants to the envisioning process express themselves, avoiding the risk that a few actors dominate the conversations; and to be considerate of the possible power dynamics among participating actors and, should it be necessary, consider separate discussion groups for specific groups of actors so that they can more freely express themselves. Facilitators who are external to the community can also help to obtain the most from these participatory processes.

8. The third step in the application of the 100% Local model consists in the definition of an action plan, and in the implementation of initiatives and monitoring of results (see par. 3.3). We adopted a future literacy methodology called backcasting (see <https://eventi.fmach.it/alpiobs/Work-packages-Reports/WP4>) that enabled participants, starting from a shared vision for a desirable future (in our case, in 2030+), to reflect backwards and identify the most strategic steps or crucial activities that need to be put in place at specific moment in time to achieve the vision. This permitted to identify possible obstacles as well as 'solutions' or actions to cope with/prevent them or mitigate their impacts. In our experience, this methodology provides great concreteness and precision to the insights generated thanks to the 3H Framework. We recommend that participating actors take advantage of this methodology to better define priorities in the actions to be implemented, the division of labor among participating partners, the required resources (human, financial, social and political legitimacy, etc.), and how to obtain them. Particularly in the case of areas at early stages of developing 100% Local supply chains and products, a priority will be the creation of a critical mass of local actors (farmers, producers, restaurants, etc.). We strongly recommend not considering them as 'clients' of territorial brands, but rather as stakeholders whose support is fundamental and whose voices need to be integrated in the governance of any territorial development process. We also recommend creating new organizational structures if those that are the current institutional home of the project are not suited for this purpose. This step is also essential to understand whether the area has sufficient critical mass to make the planned initiatives feasible and sustainable. In other cases, its scope can be so large that full stakeholder participation might prove unfeasible. In these cases, distinct, loosely cooperating organizations can be designed, each with its own focus and governance.

9. Typical problems in the implementation of agreed-upon initiatives include the lack of available knowledge and competent staff in various areas, including the following:

- Technical knowledge related to farming and breeding (e.g., cultivating specific plant varieties and other agronomic know-how), food or craft production (e.g., respecting hygiene regulation and food safety measures, making food healthier, more efficient or environmentally sustainable production techniques, product design, healthy food), or catering (e.g., cooking with new ingredients, creating new recipes,





serving food in a modern and more attractive manner). Obtaining such knowledge requires cooperation with scientific institutions, professional schools, and possibly chefs, as well as other communities which might have faced similar problems in the past and developed appropriate solutions.

- Cultural heritage knowledge, which can help to document and safeguard traditional recipes, productive know how and consumption rituals before they are lost and transmit them to new generations, as well as create and promote products, services, experiences, and festivals and cultural events rooted in an area's shared past and identity, resulting in offers increasingly appreciated by locals and tourists alike. Collaboration with cultural institutions (museums, universities, etc.) can help obtain relevant historical or ethnographic knowledge.
- Technological knowledge of different typologies, in particular in the fields of digitalisation, circular economy, renewable energies, agri-food innovation. Available platforms and networks for innovation include the Enterprise Europe Network (<https://een.ec.europa.eu/>) and the European Institute of innovation and technology (<https://eit.europa.eu/>). Numerous innovation centres (universities, incubators, research centers) exist in the Alpine Space, usually in urban areas. We also suggest interacting with startups (young firms not entirely structured). Innovative firms and organizations active in technology transfer are constantly looking for areas that can host pilot projects and field trials. It is also useful to bear in mind that in some cases, the innovation required is 'new for the area' but not new in absolute terms and cost-effective consolidated technological solutions might be easy to find (e.g., online e-commerce platforms, QR-code reading apps, etc.).
- Marketing skills, in the areas of market analysis, estimation of market size (local consumers, tourists, external markets), new product development and design, branding, promotion (advertising, social media marketing, special events), market segmentation and targeting, and distribution. Since mountain agriculture and food production is relatively more expensive than in the plains, marketing communications and promotions are required to differentiate 100% local products from cheaper alternatives and stimulate the willingness to pay of consumers as well as intermediate clients, such as distributors and restaurants. Obtaining such skills require the establishment of vocational training in these areas, collaboration with schools localized in urban areas, as well as seeking consulting from advertising or digital marketing agencies and market research companies. The study also highlighted the dearth of research on established territorial brands' awareness and image, which is a gap that should be addressed.
- Participative processes and mobilization of local actors. Territorial development processes built on the 100% model require the establishment of a critical mass of cooperating local producers and products. As a result, extensive 'internal' marketing is required before external marketing can take place. Top down approaches without extensive bottom up participation is unlikely to generate results. Facilitating participative territorial development processes is not easy, as requires network and capacity building interventions over prolonged periods. This kind of expertise might not be locally available, and might require reaching out to urban areas and specialized providers (consultancies, universities, etc.). Funding at different levels (EU, Alpine Space Programme, national, regional) might be available for this purpose. By taking part in a territorial branding initiative and providing visibility with their activity to the common initiatives, participating actors contribute to the brand awareness and image of the collective brand they are part of, often pay membership fees, and give up some of their autonomy in the pursuit of collective strategies. Participation into a collective brand is sometimes motivated by local pride, solidarity with other members, or social pressures, but to achieve high levels of local participation it is advisable to consider the relationship between territorial brand and individual participant as an instrumental one. Territorial brands thus need to create value for participants in terms of creation of a favorable brand awareness and image, better access to distribution, higher sales, know-how transfer, better design, etc.

The times are ripe for the rethinking of food production. The Covid-19 pandemic has highlighted the limits and vulnerability of globalized food chains based on intensive farming practices. The climate emergency, particularly



in mountainous areas, requires local actors to think of the resilience of local food systems and development models. Public policies, also at the EU level, are facilitating the establishment of resilient and short supply chains and better cross-sectoral and cross-regional collaboration in the Alpine Space. We believe that the 100% Local model, with its future-proofing tools, can help to face these challenges.

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## Appendix 1: The 100% Valposchiavo territorial brand: Case study and lessons learned<sup>10</sup>

Valposchiavo is an Italian-speaking valley (269.3 sq. Km, 4,700 inhabitants) in the Southern part of the Swiss Canton of Graubünden. The Valley is traversed by the Rhaetian Railway, which in 2008 was recognized, together with its surrounding landscape, as UNESCO World Heritage. Already in the 1990s, 60% of the valley's agricultural surface was certified organic, due to a sizable production of organic herbs and milk. At the time, limited cooperation existed between agriculture, food transformation and tourism, and several traditional crops were no longer cultivated. The tourism board had already identified in the local agricultural and food traditions an asset for the Valley's territorial development, but the first collaboration attempts had proven ephemeral and ineffective.

During the 2000s, the local Museum acquired Casa Tomé, a 14<sup>th</sup> century farmhouse that was turned into an experiential showcase of the area's rye and buckwheat heritage that included educational visits into nearby fields. The resulting interest for local crops facilitated the development in 2015 of a local territorial brand, piloted by the tourism management organization, *Valposchiavo Turismo*, in cooperation with local farmer, craftsmen and trader associations and politically backed by the Valposchiavo Region. Today, more than 150 products are certified 100% locally produced and entirely made from local ingredients (100% Valposchiavo label) or mostly made with local products with at least 75% of their added value locally generated (*Fait sū* in Valposchiavo). Additionally, 13 restaurants subscribed to the 100% Valposchiavo Charter, committing themselves to using local products for the preparation of at least three 100% local dishes every day. The initiative has contributed to increase local organic production, position Valposchiavo as an enogastronomic tourist destination, and create a local market for food ingredients whose production was previously discontinued. The 100% Valposchiavo territorial brand has also stimulated innovation and cooperation between farmers and producers. For example, two restaurants partnered with the Poschiavo Dairy and a local farmer to obtain locally produced mozzarella and tomatoes to be used as 100% Valposchiavo pizza ingredients; the Poschiavo Dairy also cooperated with a producer of aromatic herbs to develop a new herb-ripened cheese; a breeder, a butcher and a pasta producer developed a new product (frozen pork ravioli) to find an use to pig offal and less noble meat parts that it would have been otherwise difficult to sell.

A new element of the territorial development strategy fell into place at the end of 2017, when 14 local farmers and food producers together with Valposchiavo Turismo constituted the association "100% (Bio) Valposchiavo". The idea of turning all the local agriculture organic had circulated in Valposchiavo since the 1990s and during the years more than 90% of the local agricultural production had turned organic. In 2012, the Valposchiavo Region and the Agricultural Fund Operating Group developed a preliminary Regional Development Project, which was submitted in 2015 to the Swiss Confederation that approved it in 2019. The project aims to create the conditions for the valorisation of local agrifood products and will finance: infrastructural projects stopping the flow of raw materials leaving the valley due to the lack of processing facilities onsite and filling the gaps in the added value chain of agricultural products; actions to support the few farms not yet converted to organic production and professional support to farmers in general; collective marketing and promotional measures for local products. The project implementation will take place in 2020-25. Total project investments are estimated at 15.92 million CHF; the contribution from the Canton and Confederation is of 7.73 million CHF, while the remaining 8.19 million CHF will be borne by the participating firms.

Another ongoing project, "Valposchiavo Smart Valley Bio", will contribute to the valley's territorial development by safeguarding and valorizing its landscape, seen as a manifestation of the Valley's cultural heritage. Changes in culture, economy, society, and climate can threaten local identity, memory, values, and landscape,

<sup>10</sup> This case study, authored by Diego Rinallo (Kedge Business School) and Cassiano Luminati (Polo Poschiavo), is based on a book chapter forthcoming in *Mountain Farming Systems: Seeds for the Future*, Mountain Partnership, 2021.



particularly when territorial development initiatives are not sensitive to these aspects. To mitigate these risks, the project will co-develop an interactive and updatable hyper-map of the community's and territory's values. The map will be based on a participatory process that will identify territorial values and where they manifest in the landscape, and permit visualization of ongoing territorial conflicts and the balancing of cultural, economic and ecological interests. The project will also train landscape mediators able to communicate the values and beauty of the landscape and create new tourist experiences; develop school projects to pass on territorial knowledge and related values to future generations; support territorial marketing initiatives based on cross-sectorial synergies, for example between farming and tourism; align current initiatives to long-term future-proof strategies (2030-2040) to create the bases of a Smart Valley Bio certification. The project is coordinated by the Polo Poschiavo, a center of competence for continuing education and the support to territorial development projects, with the participation of numerous local public and private stakeholders in the field of agriculture, education, culture, tourism, and commerce. Its outcome will create the basis for the development of an Alpine Globally Important Agricultural Heritage System (GIAHS).

The Valposchiavo case shows that sustainable territorial development processes take place over long periods of time through the deployment of initiatives that should build on each other. Territorial brands that contribute to the restructuring of local agrifood supply chains can accelerate the process. "Smart land" approaches to sustainable territorial development should: adopt participative governance systems, involving local stakeholder and communities (including new generations); be based on cross-sectorial initiatives, involving agriculture, food processing, crafts, restaurants, traders, tourism, culture, education; be futures-proof, considering how megatrends might affect ongoing initiatives and preparing for future challenges, and heritage-sensitive, ensuring that the local cultural heritage is safeguarded and transmitted to the new generations and important traditional crops, productive know-how and consumption rituals are not forgotten; develop local competences through continuing education.

Key challenges faced include difficulties in federating actors towards a common vision of the future; overcoming the skepticism of risk-averse community members; finding the funding and appropriate 'institutional home' for projects and initiatives to give them stability; and creating a critical mass of initiatives that generate a self-sustaining virtuous circle.



## Appendix 2: Megatrends affecting agri-food supply chains in the Alpine Region

Megatrend	Description	Operationalization
<b>Accelerating technological change</b>	Advancements in genetics, nanotechnology, robotics and artificial intelligence, photonics, quantum and other emerging technologies and the synergies among them are accelerating. They are changing the nature and speed of new scientific discoveries and are challenging our understanding of what is possible. Hyper connectivity, the IoT, augmented reality and collective intelligence systems, combined with falling costs of implementation of new technologies are transforming entire systems of production, management, and governance.	In the Alpine macro region, these developments will be analogous to those of other regions of the world, being intrinsically global processes, with important synergistic effects on other megatrends (e.g. nature of work, demography). The local impact will depend on the degree of openness to innovation and the skills distributed in the local community (able or not to benefit from it).
<b>Climate Change and environmental degradation</b>	Even if all emissions from human activities would suddenly stop, the climate would continue to change. However, continued unabated anthropogenic pollution and greenhouse gas emissions will further increase global warming, ocean acidification, desertification and changing climate patterns. Aggravated by pollution, overexploitation of natural resources and environmental degradation, these will lead to severe, pervasive and irreversible changes for people, assets, economies and ecosystems around the world.	In the Alps, an increase in the frequency of exceptional events (e.g. flash floods, droughts, windstorms) and changes in seasonal regimes, will cause significant changes in natural resource availability (e.g. water and soil quality) and in ecosystems, with direct impacts on local productivity.
<b>Continuing urbanisation</b>	Over half of the world's population lives in cities. By 2030, the urban population is expected to reach around 5 billion and 6.5 billion by 2050. Nine out of ten mega-cities will be in the developing world, which will present 90% to 95% of the urban expansion in the coming decades. Much of the urban population growth is expected to take place in Asia, Africa and Latin America. Cities are increasingly functioning as autonomous entities, setting social and economic standards. Urban identity will grow in importance compared to national identity.	Even in the Alps, the population will be increasingly urban and probably more concentrated in the main valleys (the highest municipalities have been depopulating for several decades), with numerous consequences, for example on the quality of daily life, on energy consumption peaks, on emissions of pollutants. This is likely to cause increasing pressure on agricultural areas and conflicts over land use.
<b>Growing consumerism</b>	By 2030, the global middle class is expected to reach 5.3 billion people. This means an additional more than 2 billion people with increased purchasing power than today. Most of this growth will be in Asia. By 2030, China and India together will represent 66% of the global middle-class population and 59% of middle-class consumption. While the expanding middle-class could be a driver for economic development, changes in consumer behaviour and consumption patterns are expected to increase demand for food, water and energy by approximately 35%, 40% and 50% respectively by 2030.	In the Alpine regions, the increase in consumption is plausible that it continues despite the recent pandemic. All this will lead to an increase in demand for natural resources (despite local demographic decrease), therefore an increase in pressure on ecosystems and natural resources.
<b>Increasing demographic imbalances</b>	By 2030, the world's population is estimated to reach 8.5 billion, while getting older and increasingly urban. Change will be uneven across regions, with rapid population growth in many still-developing economies, while stalled – or even shrinking – population numbers are expected in many developed countries.	The Alpine regions have the oldest communities in the world (with Italy and Germany in the first two places of this ranking), here the aging of the population will probably cause strong imbalances especially between urban centres and peripheral areas, with potential loss of traditional knowledge and practices.

Source: Our elaborations based on European Commission Megatrend Hub resources, available at [https://knowledge4policy.ec.europa.eu/foresight/tool/megatrends-hub\\_en](https://knowledge4policy.ec.europa.eu/foresight/tool/megatrends-hub_en)