



CCC Cultural Capital Counts

Cultural Resources Strategy for Sustainable Regional Development

The CCC Method

www.culturalcapitalcounts.eu



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Overview

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This book is intended as an information resource and guide for anyone who is involved in the preservation, revitalization or development of localities or regions, from elected officials, to business owners and entrepreneurs, to local artists, craftspeople and even concerned citizens. The era of globalization has brought new challenges for rural areas in particular. Competition from imported goods or large chain retailers, the decline of industry in many areas caused by widespread international outsourcing of manufacturing activities, and gradual depopulation due to ongoing urbanization are just a few of the threats facing rural areas in contemporary times. To guarantee the long-term survival and prosperity of their regions, local and regional authorities, regional development agencies, and other concerned parties need innovative economic strategies designed to meet these challenges. This book offers one such strategy that can be flexibly adapted and imple-

mented to address the specific conditions and challenges of any locality or region.

The book is divided into six sections. Chapter 1 provides a basic introduction to the origin, motivation and goals of the CCC project, and Chapter 2 then goes on to describe the current trends in regional development and how the CCC approach can help move this field forward. Chapter 3 then offers a step-by-step guide to the innovative approach for individual development projects, which is followed in chapter 4 by an explanation of how these individual projects can eventually be linked together to create a diverse, thriving, sustainable, heritage-based regional economy. Finally, chapter 5 describes some initial projects undertaken using the CCC method, in order to share some valuable lessons and recommendations, while chapter 6 provides a glossary of important terms and bibliographies for each chapter.

The CCC method in brief

The strategy presented here is based upon the long-term, sustainable exploitation or, as it is called here, valorisation of the cultural resources of a particular area. In this context, two important distinctions must be made. First, although the strategy may include the kinds of material resources traditionally evoked by this term (e.g. monuments, castles), the focus here is on “intangible cultural heritage”, a term which encompasses cultural traditions, practices, crafts, arts, and the many other aspects that make “culture” a lived and performed construct. This concept leads to the second important distinction. For most people, the mention of commercialisation in connection with the aforementioned elements of intangible cultural heritage immediately calls to mind tourism. While the methods presented here may include the development of culture-based offerings for visitors, the approach goes much farther. Rather than the simple packaging of culture for tourist consumption, the goal is to foster a vital symbiosis between heritage and economy. The cultural heritage provides the raw material for the essential economic activities. Jobs are created, entrepreneurs and small businesses are encouraged and supported, and new products, services and other economic opportunities emerge. In turn, the resulting gains, both the financial profits and the human pride and motivation created by these new opportunities, feed back into the preservation and cultivation of the cultural heritage itself. Thus, using the 5-step CCC method, a locality or region can develop a vital, sustainable economy with an improved standard of living for the inhabitants.

The first step in the process is to identify the elements of intangible cultural heritage (ICH) that are present in the particular region. ICH can be present in the knowledge, talents and expertise of the people, or the artworks, social practices or social networks of the community, to name just a few possible sources. Due to the wide variety of potential sources of ICH, a broad range of tools are needed to uncover this wealth of resources. Chapter 3.1 describes several research techniques, ranging from multiple types of interviews and observation methods to suggested sources

for literature searches. It provides many valuable guidelines (e.g. how to identify suitable interview targets, how to conduct interviews), which will help developers build a catalogue of potential ICH elements for valorisation. The section then goes on to provide an effective method for evaluating the valorisation potential of the individual ICH elements, as well as some key criteria to be used during this evaluation. Thus, step 1 ends with a ranked list of potential ICH elements.

While this list provides the raw material for a region’s development efforts, the list alone is not sufficient for guiding long-term development. Therefore, the next step is to devise a long-term vision, a vivid picture of the region’s desired future. Chapter 3.2 lists the vital elements that this vision must contain (e.g. sustainability, authenticity, improved economic conditions, a powerful and appealing regional identity) and also provides some key guidelines for the development of this essential vision (e.g. process orientation instead of result orientation, maximising participation, building awareness). It then outlines a step-by-step process for creating the vision, which includes specific recommendations for each step. This process yields a clear vision of the future. By helping to ensure that the many projects and the parties involved with the projects are working towards a shared goal, the vision promotes cooperation and synergy throughout the long-term valorisation process.

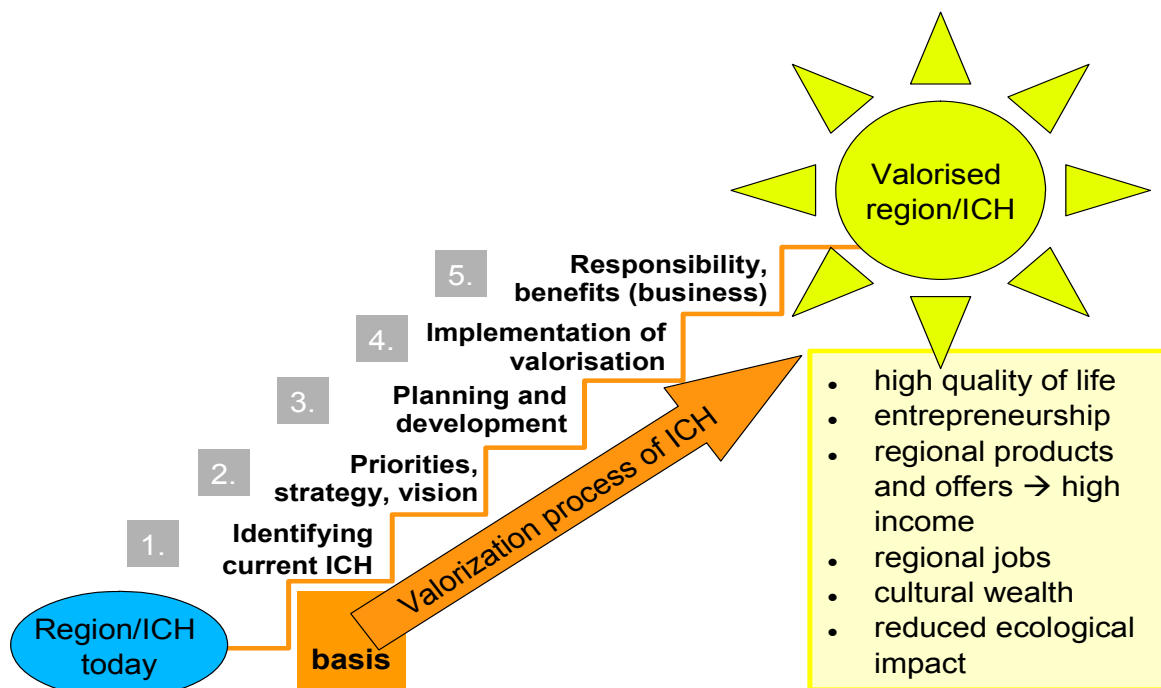
Armed with this vision, developers can then proceed to step 3, which involves formulating a more specific plan for guiding the community to its desired future. To this end, Chapter 3.3 outlines a bottom-up approach that developers can use to mobilise the energies of the relevant local agents (e.g. politicians, business leaders and entrepreneurs, ICH practitioners) and formulate a specific plan. Here again, recommendations are offered regarding how to identify and recruit key agents, select appropriate projects for the initial development phase, and create a suitable management plan for the first three years. This plan will include concrete objectives and a detailed description of how to achieve them, including which steps will

be taken by which people at which times, as well as the resources required.

The fourth step of the valorisation involves the implementation of the initial planned activities. Chapter 3.4 offers practical guidelines and tools for developing effective communication strategies, raising local awareness of ICH via transparent planning, managing knowledge gained in the course of the planning and implementation phases, and fostering effective networks of ICH agents. In addition, this section discusses the importance of continuously monitoring the performance of development activities using checklists with specific criteria, as well as the need to use this information to continually optimise and expand the long-term development plans and visions.

The fifth and final step of the valorisation process involves the transfer of responsibility from the development agent to the individuals involved in the management of the various ICH-based eco-

nommic activities. Chapter 3.5 discusses the principles of effective change management, as well as the practical implementation of such a transfer of responsibility within the context of a regional development effort. It offers concrete suggestions on how to set up coaching or training sessions (including the specific topics and goals for such sessions) to prepare individual ICH practitioners to assume responsibility for their newly created endeavours and to foster the development of a nurturing, sustainable economic environment for the nascent ICH-based enterprises. The section concludes with a useful checklist that developers can utilise to confirm that the tasks of this step have been successfully completed. One final important aspect discussed in this section is the need to provide feedback for future projects that are still in earlier stages of the valorisation process. Such information sharing can ensure that future projects will benefit from the lessons learned in the course of the initial projects, thereby contributing to the development of a vital, diverse and sustainable local economy.



The Valorisation Process of ICH in five steps is the core of CCC methodology (Fend, Krotscheck)

Contents

1. Introduction

- 1.1 Intangible Cultural Heritage – The Backbone of a Community
- 1.2 How to use this handbook
- 1.3 Target audience for this handbook
- 1.4 Basic philosophy and goals of the “Cultural Capital Counts” project
 - 1.4.1 The CCC Method as an effective approach for regional sustainable growth
 - 1.4.2 The five steps of valorisation
- 1.5 Institutional framework
- 1.6 The CCC project implementation
 - 1.6.1 Partnership and structure of the CCC project
 - 1.6.2 Important work packages of CCC project
 - 1.6.3 Future prospects of CCC and acknowledgements

2. Trendsetting in Sustainable Regional Development Processes

- 2.1 Sustainable development based on cultural heritage
 - 2.1.1 What is sustainable development?
 - 2.1.2 Intangible Cultural Heritage and sustainable development
 - 2.1.3 Cultural Tourism as Panacea?
 - 2.1.4 CCC innovation: Valorising heritage beyond tourism
- 2.2 Development potentials of cultural resources
 - 2.2.1 The conventional way to valorise cultural resources: Culture and creative industries
 - 2.2.2 The innovative way to valorise cultural resources: The CCC strategy for the valorisation of intangible cultural resources
 - 2.2.3 A European trend: Regional consumption on the rise

3. Strategy, Approach and Action Plan

- 3.1 Identifying ICH
 - 3.1.1 Inventory of ICH: Classifying each ICH in different dimensions
 - 3.1.2 Methods for identifying ICH
 - 3.1.3 Determining the valorisation potential of identified ICH elements and selecting the strongest candidates for further effort
- 3.2 Priorities, strategic approach and development of visions
 - 3.2.1 Goals of the valorisation of ICH
 - 3.2.2 Visions and their impact
 - 3.2.3 How to develop visions & perspectives
- 3.3 Process planning: How to reach the vision
 - 3.3.1 Approach and key agents
 - 3.3.2 Basic planning of the first three years
 - 3.3.3 Roles and support
- 3.4 Practical implementation of valorisation
 - 3.4.1 Components / basic steps of practical implementation
 - 3.4.2 Communication strategies for implementation
 - 3.4.3 Transparency and raising awareness of ICH
 - 3.4.4 Knowledge management for ICH
 - 3.4.5 ICH network topology
 - 3.4.6 Expanding the ICH action plan

- 3.5 Development and implementations to establish a sustainable change management process in the ICH areas of activity
 - 3.5.1 Expected results from the sustainable change management process
 - 3.5.2 Preconditions for an effective management transfer process
 - 3.5.3 Concrete implementation of the management transfer process
 - 3.5.4 Toolbox

- 4. Long-term comprehensive vision – regionally safeguarded and managed sustainability based on Intangible Cultural Heritage**
 - 4.1 Potential of ICH as a source of sustainable regional development
 - 4.1.1 Traditional approach to regional development
 - 4.1.2 The new approach to a sustainable economy
 - 4.1.3 The holistic approach for regionally safeguarded and managed sustainability
 - 4.2 Long-term comprehensive vision for a regionally guaranteed, safeguarded and managed sustainability
 - 4.3 Building a “core team” to safeguard the long-term processes
 - 4.4 Creating the regional vision
 - 4.5 Valorisation of ICH at the regional level
 - 4.6 Initiate processes
 - 4.7 Building the regional brand
 - 4.8 Culture of cooperation, trust and individual responsibility

- 5. Best practice examples and case studies from the CCC project**
 - 5.1 Holistic Health initiative in Steirisches Vulkanland
 - 5.2 Craftsmanship in Kulturpark Eisenstraße
 - 5.3 Fostering local excellences and synergies between tradition and innovation in Verona
 - 5.4 The role of development agencies and cultural association for a regional development based on cultural resources in Piemonte
 - 5.5 Network of craftspeople of the Heart of Slovenia
 - 5.6 Pilot Project “GOUF”, a creative and tasty courtyard
 - 5.7 Crafts incubation centre in the Vasi Hegyhát region
 - 5.8 Case Study of Carpathian Food in Krosno
 - 5.9 Progress of farmers’ market products in the region east of the river Elbe within the context of ICH valorisation
 - 5.9.1 Development potentials – Vision definition
 - 5.9.2 Investigating the conditions for development
 - 5.9.3 Meeting the prerequisites – Tasks
 - 5.9.4 Concrete procedure for implementation
 - 5.9.5 Future potential for further development

- 6. Glossary and literature**
 - 6.1 Glossary of terms
 - 6.2 Literature

1. Introduction

1.1 Intangible Cultural Heritage - The Backbone of a Community

Authors: Marie-Theres Albert, Marlen Meißner

'Intangible cultural heritage', which is closely related to more widely known terms such as 'tradition', 'custom' or 'rite', is part of the everyday lives of people all over the world. These days, more and more nations are recognizing the important role that non-material heritage plays in sustainable development. However, intangible cultural heritage was not very widely known until UNESCO adopted the Convention for the Safeguarding of the Intangible Cultural Heritage in 2003.

UNESCO is very often associated with the Convention Concerning the Protection of the World Cultural and Natural Heritage (also called the World Heritage Convention). Adopted in 1972, it targets the protection of buildings, monuments and natural sites that possess an "outstanding universal value from the point of view of history, art, science" or from an "aesthetic, ethnological or anthropological point of view" (UNESCO, 2014). The agreements soon became one of the most successful and popular international agreements, with hundreds of sites being added to the register. However, as international recognition of the World Heritage Convention grew, it soon became clear that there are other forms of heritage that did not fit into the Convention's categories.

Before the 1980s, international efforts towards preserving cultural heritage tended to focus almost exclusively on outstanding achievements of human creativity that were somehow above 'ordinary' daily life. This implied a material and rather static concept of heritage (Albert, 2006) and essentially excluded forms of heritage that are 'lived' by people day in and day out. In 1982, this viewpoint changed drastically when the World Conference in Cultural Policies (MONDIACULT), held in Mexico City, established a much broader definition of culture:

„Culture ... is ... the whole complex of distinctive spiritual, material, intellectual and emotional features that characterize a society or social group. It includes not only arts and letters,

but also modes of life, the fundamental rights of the human being, value systems, traditions and beliefs.“ (UNESCO, 1982)

In this sense, culture is a 'whole way of life' and forms the basis on which heritage is created. Heritage connects the culture of the past with the present by constantly creating something new (Kirshenblatt-Gimblett, 2004). Heritage is inherited culture. The Mexico Declaration initiated a process of rethinking that led to the insight that heritage consists of both tangible and intangible elements, and that these two aspects are intimately intertwined (Albert, 2006). However, it took another two decades and additional UNESCO recommendations, programmes and initiatives before this all-embracing concept of culture and heritage was finally codified in a tool for international policy-making. In 2003, UNESCO adopted the Convention for the Safeguarding of the Intangible Cultural Heritage. It defines intangible cultural heritage as cultural "practices, representations, expressions, knowledge and skills", such as "oral traditions, performing arts, social practices, knowledge and practices concerning nature and the universe and traditional craftsmanship" (UNESCO, 2003). In essence, intangible cultural heritage is the manifestation of the creativity, inspiration and inventive talents of groups, communities or individuals UNESCO (2009). By inscribing different forms of intangible heritage into three lists (Representative List, Urgent Safeguarding List and List of Good Practice Examples), UNESCO has sought to draw international attention to the manifold lived traditions around the world, thereby encouraging intercultural dialogue, cultural diversity and mutual respect. The Convention acknowledges that intangible cultural heritage has the potential to form identities and helps to counteract the homogenising tendencies of globalisation.

"Global communication and information systems have not only affected the development of industry, including flows of goods and fi-

nance, they have also had a direct and indirect impact on the cultures of the world and cultural identities." (Albert, 2007)

Intangible Cultural Heritage is a prerequisite for the cohesion of societies (Harrison, 2010). The permanent production and reproduction of cultural practices establishes a sense of belonging to a group of people or a place and forms the collective memory. Cultural activities such as festivals or rituals affirm the relationships within a community and help the people to maintain connections with each other and with their environment.

Beyond pointing out the importance of intangible cultural heritage as a "mainspring of cultural diversity", the 2003 Convention was also groundbreaking in its explicit statement about the economic potential of cultural heritage, calling it "a guarantee of sustainable development" (UNESCO, 2003). When linking cultural practices to economic development, the first image that springs to mind is likely typical "cultural tourism" businesses. However, the Convention was quick to point out the potential damaging effects of this external focus on the heritage itself and argue instead for a focus on "enhancing the functions of intangible cultural heritage within society and promoting the mainstreaming in economic policy planning." Cultural Capital Counts offers practical advice for achieving these goals. It provides an innovative method for preserving (or even reviving) elements of intangible cultural heritage by first raising awareness of the importance of a region's unique heritage and its economic and social significance and then developing ways to embed elements of this heritage in the local economy.

This 'valorisation' process activates the development potentials of cultural resources and inspires the creation of innovative products or economic branches sectors specific for to a certain region. Beyond the economic benefits (e.g. job creation, encouraging regional self-sufficiency to guard against fluctuations in the global economy), this approach brings many environmental benefits (e.g. encouraging

the sustainable use of locally available raw materials and ecologically responsible production methods) and socio-cultural benefits (e.g. binding the community together through a shared sense of pride in their heritage).

Thus, the CCC method encourages the development of a symbiosis between the people and their own heritage. As their appreciation of the real benefits of their heritage grows, so too does their interest in preserving and celebrating that very heritage. Toshiyuki Kono, a member of the expert group who drafted the 2003 Convention, asserts that intangible heritage can only contribute to development "as long as there is an interest in that heritage" (2007). As a heritage expert, he knows that intangible cultural heritage depends exclusively on the people. As soon as the interest in a tradition is lost, it will cease to exist. Thus, Cultural Capital Counts contributes both to the safeguarding of intangible cultural heritage and to the stimulation of a sustainable regional development by awakening interest of the people for their traditions and promoting a truly lived heritage. The 'Cultural Resources Strategy for Sustainable Regional Development' provides easy-to-apply guidance on how to discover regional intangible heritage and how to raise the awareness of the local population for it. Subsequently, it gives recommendations on how to develop regional services and products based on the discovered heritage in order to foster a sustainable regional development. Thereby, it takes into account the key concept that heritage valorisation initiatives have to emanate from the people themselves, rather than being imposed from above, if they are to have a positive social impact. It is the task of regional authorities and development agencies to inspire the local population to come up with heritage-based innovations and to provide the political framework for these ideas to be implemented. This handbook was designed to support them with their efforts to stimulate a sustainable regional development based on intangible cultural heritage.

1.2 How to use this handbook

The 'Cultural Resources Strategy for Sustainable Regional Development' is a handbook in a double sense.

First, it provides step-by-step instructions on how to valorise intangible cultural resources with the help of the 'CCC Strategy' (chapter 3). Background information about current trends in consumption and sustainable development and the potentials of cultural resources (chapter 2) highlight the significance of the strategy. The practicability of the 'CCC strategy' is further illustrated using best-practice examples of the CCC-partners, which show regional success stories of heritage valorisation.

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Secondly, the handbook serves as a reference book for key terms in intangible cultural heritage valorisation and regional development. The glossary defines and explicates concepts such as sustainability, intangible cultural heritage and community involvement (chapter 6).

1.3 Target audience for this handbook

The 'Cultural Resources Strategy for Sustainable Regional Development' supplies **local and regional authorities** (mayors, politicians, district councils etc.) and **regional development agencies** with a forward-looking strategy for increasing the competitiveness of their region and its general quality of life. It offers tools and methods to foster entrepreneurship and employment, which in the long run attenuates rural depopulation. Moreover, it provides **small and medium enterprises** and **entrepreneurs** with inspiration concerning the development of new products and services that can contribute to their regional anchorage and establishment. The handbook builds capacities with regard to regional innovation, as it contains tools for training and demonstration material that illustrates sustainable approaches to regional development.

One additional audience that this handbook targets consists of people actively 'living' or 'producing' regional heritage as culturally engaged persons, such as members of **choirs, folklore societies, dance groups, carnival clubs** and other **cultural associations**. People who are interested in maintaining and promoting their local cultural heritage can profit from the handbook insofar as it gives them examples of how they can utilise their respective cultural expression for the benefit of their native region. One final key target group of the 'Cultural Resources Strategy for Sustainable Regional Development' consists of **teachers** and other persons working in the **education sector**. Educators are encouraged to integrate the strategy into their teaching materials, since education is the key for a sustainable regional development.

1.4 Basic philosophy and goals of the "Cultural Capital Counts" project

Authors: Christian Krotscheck, Michael Fend

European regions face a profound change in the framework conditions of their development. In a world of globalisation and high mobility, they have to compete with other regions around the world in terms of location factors, preconditions for production and attractiveness as a residence.

While many of these attractiveness factors (e.g. infrastructure or prices) are temporary and exchangeable, attractiveness based on regional culture and cultural identity is more stable and can neither be copied nor exchanged.

Furthermore, rural regions, in particular, possess an enormous intangible wealth that is widely underestimated today. Most studies of economic potential focus on "classical" knowledge and competences associated with universities and research institutions, which are typically located in urban areas. Thus, education studies normally focus on formal education in schools and universities and measure the knowledge connected to specific subjects in schools or scientific disciplines. Such studies often neglect or simply fail to recognize the more practical knowledge and competences found in rural areas.

These less academic competences, which are difficult to measure using conventional methods, are passed on from parents or grandparents, gained through watching them and testing or tasting, or gathered through life experience and common sense. Examples include understanding the signs of nature for successful agriculture and forestry, having a talent for repairing machines and furniture at home, knowing herbs to help sick children, cooking various dishes with local recipes, constructing furniture from wood, or even telling fascinating stories all night long. Although the bearers of such competences and talents often consider them "ordinary", we refer to them as an intangible cultural heritage, and it is these competences that make a region unique and therefore attractive for residents, visitors and enterprises.

To exploit this enormous cultural wealth for the benefit of a region, the "Cultural Capital Counts" (CCC) projects develops methods to identify, valorise and capitalise on a region's cultural re-

sources, with a particular emphasis on intangible cultural resources, such as:

- traditions, mentality,
- peoples' potentials, skills, capabilities,
- practical know-how, expertise & knowledge,
- cultural performances, artwork, creativity,
- culture of living, inherent values and active social networks

The goals are to strengthen the regional identity, enhance the quality of life and increase the attractiveness and competitiveness of participating regions. Thus, the project links the cultural heritage to processes within the regional economy - beyond tourism - and builds capacities for an innovative capitalisation of cultural resources, which foster entrepreneurship, investment and innovation, and thereby support the development of enterprises and job opportunities. The specific competences of the people in a region provide the basis for unique new products and services, which ultimately leads to the development of a clear unique selling proposition (USP) and a strengthened identity for the region, thereby increasing its attractiveness for visitors and investors, as well as for the residents themselves.

> To sum up, the valorisation of ICH positively effects: regional identity, people's self-esteem, individual responsibility, quality of life, attractiveness of the region, unique features and offers, entrepreneurship, innovation, regional competitiveness, appreciation of nature, ecological relief and cultural development.

1.4.1 The CCC Method as an effective approach for regional sustainable growth

In recent decades, technological innovation and new economic possibilities have helped generate great material wealth in Europe. Most inhabitants achieved a very high living standard, and nearly all problems were solved. In a 1972 symposium about the future of the global economy that took place in St. Gallen (Switzerland), a group of researchers lead by Dennis L. Meadows held a lecture entitled "The Limits to

Growth". Forty years later, many studies have proven that the material limits of growth have already been exceeded. A worldwide overexploitation has exceeded the ecological carrying capacity. Contamination, depletion and soil degradation have strongly affected the natural resource base: material resources (both quantities and qualities) are shrinking. (Fig. 1.1 - next side)

For this reason, the focus of development must shift from physical and material growth to the growth of the intangible capital. The Europe 2020 strategy emphasizes smart, sustainable, and inclusive methods, which essentially entail concepts for dematerialisation or refinement (Fig. 1.2).

dividual responsibility and harmony). Both immaterial and material values contribute to the regional wealth, and it is also important to recognize that there are no limits of growth for the intangible assets of society. The cultural immaterial wealth is unlimited and offers “endless” opportunities.

The CCC Method is a strategy for truly endogenous regional development based on the regions intangible heritage. In five steps (see Fig. 1.3 and Chapter 3), this toolbox provides guidance to regional and local politicians, regional developers and other local stakeholders who want to build the future of their region based on its most valuable resource: their people’s practical know-how, skills, competences and social networks. The development of cultural capital leads to a flourishing society through civilization (i.e. by fostering social cohesion, in-

The CCC concept expands economic theory with a practical approach for gaining sustainable economic dynamics from cultural wealth and a view to regional natural resources. With CCC, the sustainable growth of the economy results from ecological viability, social cohesion and cultural development. The starting point for this strategy is the valorisation of immaterial cultural potentials. The strategy gives regions with fewer material resources a new perspective by identifying and fostering their specific advantages.

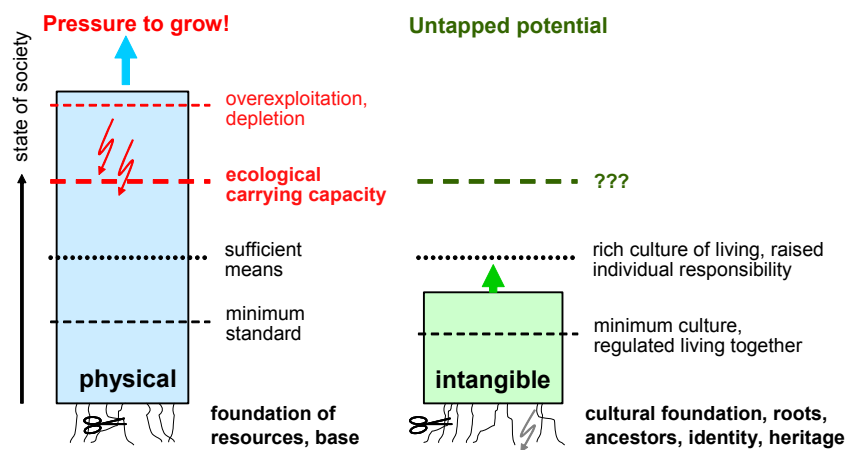


Fig. 1.1: Traditional concept of growth in economy (Krotscheck)

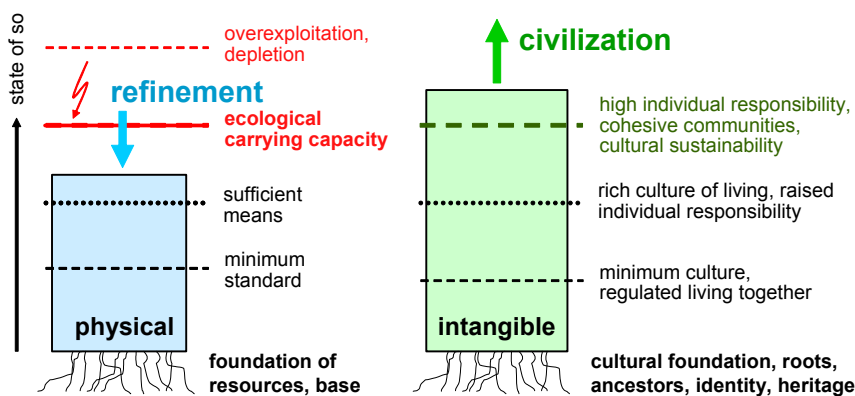


Fig. 1.2: The CCC method raises the intangible cultural wealth through civilizing process, which starts with the identifying of ICH and enables sustainable growth (Krotscheck)

1.4.2 The five steps of valorisation

The five steps to unleash the power of a region's intangible heritage (described in detail in Chapter 3) are: (Fig. 1.3)

1. **Identifying the intangible cultural heritage:** When considering intangible heritage, most people think first about a region's outstanding specialities or attractions, but there is much more! Intangible heritage is often hidden in plain view. This is an expression that means it is right in front of your face, but you somehow don't see it. It is necessary to review a region's intangible cultural heritage from several perspectives in order to identify the cultural resources. ICH elements may appear in the following forms: talents, skills, expertise and knowledge, mentality, social practices, artworks and active social networks.
2. **Vision, perspective development:** Based on the strengths of our cultural heritage, we have to develop a strong picture of a positive, desirable future. Where do we want to be in 15 or 20 years? What should our region look like? In the context of ICH valorisation, sustainability is always an important
3. **Planning the development process:** After defining the direction (vision), we have to consider the journey: How can we get there? Which measures have to be implemented? We have to begin the preparation with a basic management and organization plan, which will be expanded during the activity. The first steps have to be creative in order to define possible ways to proceed. We have to make sure that the existing structures, key personnel, conditions, resources and the regional brand are utilized. The management plan follows a multidisciplinary approach and contains options, most promising opportunities, relevant actions, key stakeholders, strategic partners and rough cost estimations.

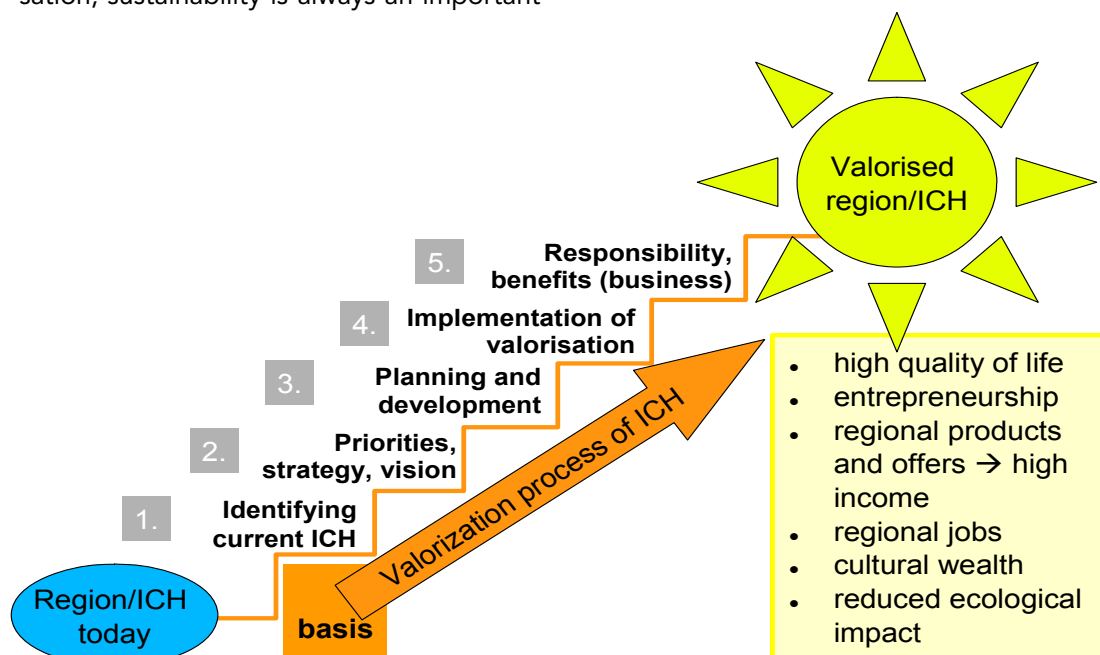


Fig. 1.3: The Valorisation Process of ICH in five steps is the core of CCC methodology (Fend, Krotscheck)

4. Raising awareness: The concrete implementation should always start with awareness-raising. The ability to communicate is essential for success of an ICH project. First of all, we have to start with internal PR and marketing within the region. A widespread intra-regional marketing will intensify the emotional connection between the people and the project. We tell the people about their rich intangible heritage, and about the wonderful perspective and opportunities.
5. Inspiration and networking: If we want to create a supportive working environment within the project, continuity, stability and security are basic elements. A genuine regional spirit and cooperative culture are vital for the implementation of the project. In order to be successful, many actors must be inspired and motivated by the development of the valorisation process. They must gain satisfaction by working on the visions. The processes gain dynamics via thematic workshops, discussions, presentations, mentoring and other tools to trigger and build networks and economic opportunities. In this step, the responsibility for further development of ICH and its economic opportunities is transferred to the network (i.e. the individuals themselves). This involves a step-by-step process of handing over responsibility. Without this phase, sustainability cannot be achieved.

After step 5, the process can be restarted with a new focus in order to valorise another aspect of the intangible cultural wealth, thereby enabling even more synergies. The multiple valorised branches of intangible heritage do not

constrain each other, but rather offer mutual support in the region, which increases the effectiveness of the methodology, as well as the economic and social benefits (see Chapter 4). Little by little, the CCC ethic spreads throughout the different sectors of the region's society, economy and living environment, which gradually brings an increased standard of living and sustainability within reach for all inhabitants.

The capitalization of a cultural resource through valorisation describes the process of activating development potentials based on the economic value of a cultural entity. By embedding cultural resources into the regional economy the quality of life and economic competitiveness are enhanced, and the regional identity is strengthened. The capitalization of cultural resources fosters entrepreneurship, investment and innovation and ideally inspires the development of innovative products or economic sectors specific to a certain region.

In line with the Europe 2020 strategy, CCC creates business opportunities and local jobs on a solid foundation. The valorisation builds awareness, educates the population, and develops and secures regional competence. The conscious experience of cultural wealth raises people's creativity and inspiration, which leads to increased innovation and motivation. The combination of cultural creativity and authentic regional resources activates innovation potentials and contributes to the development of a more dematerialised, sustainable economy. The overall ability of the region to develop is improved, and the viability of the region is strengthened. The CCC method is a powerful solution to truly sustainable development.

1.5 Institutional framework

Cultural Capital Counts is implemented through the CENTRAL EUROPE programme of the European Union. The programme encourages cooperation among the countries of central Europe in order to improve innovation, accessibility and the environment and to enhance the competitiveness and attractiveness of their

cities and regions. CENTRAL EUROPE provides funding to transnational collaborative projects involving public and private organisations from Austria, the Czech Republic, Germany, Hungary, Italy, Poland, the Slovak Republic, Slovenia and Ukraine (www.central2013.eu).

In addition, Cultural Capital Counts is co-fi-

nanced by the European Regional Development Fund (ERDF) of the European Union with 1.79 million €. The ERDF provides assistance for cross-border, transnational and interregional cooperation, the economic and social regeneration of cities and urban neighbourhoods in crisis, and innovative measures and technical assistance measures under the General Regulation. The goal of the ERDF is to contribute to a harmonious, balanced and sustainable economic development, a high degree of competitiveness, high levels of employment, environmental protection, and gender equality (further information: <http://europa.eu>).

In total, Cultural Capital Counts unites ten project partners from all over Europe. The Association for the Advancement of Steirisches Vulkan-

land (Austria) is the lead partner of the project, and the other partners are: Culture park Iron Road-Oetscherland (Austria), Verona Innovazione - Special Agency of the Chamber of Commerce of Verona (Italy), LaMoRo development agency (Italy), Development Centre Litija (Slovenija), Local Tourist Organisation Bovec (Slovenija), Winehill Sheperd Association (Hungary), Sub-Carpathian Chamber of Commerce (Poland), b&s consulting and training for the rural area GmbH (Germany) and the Brandenburg University of Technology Cottbus-Senftenberg (Germany).

Most of the partners receive additional financing by national or regional institutions. Moreover, some partners cooperate across project borders with associated partners.

Project Partner	Associated Partners	Co-Financed by
PP1 (Lead Partner): Association for the Advancement of Steirisches Vulkanland (Austria)	Austrian Commission for UNESCO, National Agency for Intangible Cultural Heritage, Wien	Amt der Steiermärkischen Landesregierung, Abteilung 7 – Landes- und Gemeindeentwicklung
PP2: Kulturpark Eisenstraße-Oetscherland, Austria	-	Amt der Niederösterreichischen Landesregierung Abt. Raumordnung und Regionalpolitik, St. Pölten
PP3: Verona Innovation - Special Agency of the Chamber of Commerce, Italy	-	National co-funding MISE
PP4: LaMoRo development agency, Piemont, Italy	-	Italian Ministry of Economy and Finances through the National Revolving Fund
PP5: Development centre of the Heart of Slovenia, Litija, Slovenia	-	-
PP6: Local Tourist Organisation Bovec, Slovenia	-	-
PP7: Hegypásztor Kör, Oszkó, Hungary	-	Nemzeti Fejlesztési Ügynekség Nemzetközi Együttműködési Programok Irányító Hatósága
PP8: Sub-Carpathian Chamber of Commerce, Krosno, Poland	-	-
PP9: b&s consulting and training for the rural area GmbH, Ostelbien, Germany	Verein zur Bewahrung und Förderung des ländlichen Raumes Ostelbien e. V.	Verein zur Bewahrung und Förderung des ländlichen Raumes Ostelbien e. V.
PP10: Chair Intercultural Studies/ UNESCO Chair in Heritage Studies of the Brandenburg University of Technology Cottbus-Senftenberg	Foundation Fürst-Pückler-Museum Park and Castle Branitz, Cottbus	Investitions- und Landesbank Brandenburg (ILB)
	Stadtmarketing- und Tourismusverband Cottbus e.V	

1.6 The CCC project implementation project

Authors: Christian Krotscheck, Michael Fend

1.6.1 Partnership and structure of the CCC project

Cultural Capital Counts is a three-year (2011 to 2014) project that aims to valorise the intangible cultural heritage for a sustainable development and to improve the quality of life in European regions. The partnership consists of various complementary regions from six countries, which are already focusing on their cultural heritage in their regional development. They have a great potential for a further capitalisation of their cultural heritage and the ability to implement the strategy into their regional policies. The project is being implemented under the patronage of the Austrian commission for UNESCO, which accompanies the project as an associated partner with its significant expertise on cultural heritage.

The overall project goal is to capitalize cultural resources by focussing on intangible resources (e.g. peoples' skills, knowledge and talents) in order to make cities and regions more competitive. This strategy offers European regions a completely new perspective for a truly endogenous development! For three years, the regions have worked together to utilize their cultural heritage for a positive future development. We are convinced that the knowledge of the people, their experience and their social interactions are the most valuable resources for regional development.

We live in an area of the world where people have more material wealth than ever before.

Nevertheless, the majority is more dissatisfied than ever. With the CCC project, we want to draw attention not to material wealth, but rather to the people and their culture. We want to make them aware of what they can be proud of – of their origins and the special traditions, skills and knowledge that make their regions unique.

Today, we are convinced that focussing on the individual uniqueness of our regions will make them more attractive to citizens, visitors and entrepreneurs. Most of the people living in the different regions participating in the projects are unaware of the intangible cultural heritage of the regions in which they live. CCC wants to make them aware of the uniqueness of their region and to strengthen their relation to the region, landscape and culture.

By developing a strategy based on intangible cultural resources, we will enable a sustainable regional development in order to increase the region's attractiveness for enterprises and the competitiveness of the regions. Finally, companies will also focus on the intangible cultural heritage of their regions because it helps them to develop their unique selling proposition (USP), innovation potentials and self-esteem. The focus on intangible cultural heritage inspires the development of new products, services and production methods based on regional resources.

1.6.2 Important work packages of CCC project

Step 1: Identifying the intangible cultural heritage

Since the issue of intangible cultural heritage (ICH) is quite new, and most regions are unaware of their ICH, our first step was to identify the ICH. To this end, we interviewed people with a profound knowledge of the regions. Furthermore, mutual "expert's visits" were used to bring in an external perspective and help discover "the obvious" factors that local people often fail to recognize. The results from the in-

terviews and the expert's visits are summarized in brochures, which show the regional intangible cultural heritage of the regions (see <http://www.culturalcapitalcounts.eu> for downloads and description) and help raise awareness of this ICH. Furthermore, a transnational fair was organised, where people had the opportunity to see, touch and participate in the traditional crafts, skills, etc of their regions. Finally, a

manual on the methods used and the lessons learned during the research was printed, which included selected examples. This manual helps

other regions conduct further research to identify their own intangible cultural heritage.

Step 2: Development of common methods and tools to capitalise on cultural resources

This step started with research into existing approaches, methods and tools for the capitalising cultural resources. The results of this research, as well as the specific expertise of the partners in these fields, were discussed in a transnational workshop in order to develop new methods and tools for ICH capitalisation. These methods and tools were described in a manual, which is the first handbook on ICH

capitalisation. The manual provides politicians, entrepreneurs and other stakeholders with methods and tools to capitalise local cultural resources, thereby contributing to an increased attractiveness and competitiveness for the regions. Additionally, training material was prepared to build the capacities for implementing the methods and tools.

Step 3: Implementation and testing of the new methods and tools in the participating regions

First, a monitoring system was established to evaluate the implementation of the methods and tools. This system could also be transferred to other regions outside of the project. Workshops were held with politicians and regional stakeholders, and pilot trainings were offered to entrepreneurs and leaders of cultural associations, where the participants learned how to apply the methods and tools in their work in order to achieve better results regarding the development of enterprises, municipalities and regions. The pilot trainings and workshops helped identify the particularly promising as-

pects of ICH, as well as their proponents. Some key individual or organizations were invited to further develop their ideas in pilot actions. Finally, a transnational workshop compared and summarized the experiences and lessons learned, as well as best practice examples. An evaluation report analysed the activities and the findings of the transnational workshop. This report is the foundation for the strategy for sustainable regional development based on intangible cultural resources, with the goal of increasing the competitiveness of Central European regions.

Step 4: Development of a cultural resources strategy for sustainable regional development

This project step summarizes the knowledge gained in the earlier activities and results in a cultural resources strategy for sustainable regional development, which is implemented in regional policies and decision-making processes in the participating regions. The strategy, which includes the revised methods and tools, as well as best practice examples, is now available in the book you are reading now.

Finally, regional policy workshops were held in the participating regions with the local may-

ors and regional stakeholders in order to implement the strategy on a regional level. The implementation of the strategy fosters a development based on intangible cultural resources, which will increase the competitiveness of the participating regions. The implementation of the strategy strengthens the regional identity, valorises the intangible cultural resources (and therefore contributes to their preservation), and promotes a sustainable and comprehensive social and economic development.

1.6.3 Future prospects of CCC and acknowledgements

The project and its applicable expertise will contribute to a more sustainable, comprehensive, culture-based socio-economic development of Central Europe. Since the intangible cultural resources are frequently not obvious, it is essential to combine the regional knowledge with an external point of view and involve experts from different cultural backgrounds in order to identify regionally characteristic cultural resources and gain a deep understanding of the issues.

Furthermore, the different approaches and existing CCC tools and methods for the capitalisation of cultural resources can be combined, tested and evaluated for defined regional settings. It is a transnationally developed, innovative, powerful and transferable methodology that can be applied to various framework conditions.

1. The identification, promotion and capitalization of intangible cultural resources will increase the awareness of cultural wealth in the regions, thereby strengthening the regional identity and the citizens' self-esteem. This will improve their quality of life and the attractiveness of the regions for inhabitants, investors and visitors.

2. The tools for entrepreneurs or business leaders, adequate training materials, and the examples provided by many pilot actions link the cultural heritage directly to processes of the local economy. This adds a regional cultural perspective to their work and inspires the development of new products, services and production methods based on the cultural resources. It also helps companies and individuals sharpen their USPs, thereby contributing to a significant enhancement of the regions' competitiveness. Overall, CCC will add value to the GDP of the region.

3. The methodology for utilizing intangible cultural resources and building capacity for the implementation of the methodology on the level of local politicians and other regional stakeholders enable them to initiate and manage sustainable regional development. This will increase the regions' attractiveness and, most importantly, help create an attractive business environment based on local resources.

Acknowledgements

We greatly thank the Central Europe Programme for supporting the CCC project, which is an important issue in our region and for our work.

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2. Trendsetting in Sustainable Regional Development Processes

Authors: Marie-Theres Albert, Marlen Meißner

Questions that are answered in this chapter:

What is sustainability and sustainable development?

How can intangible cultural heritage help to activate a sustainable regional development?

Why is regional intangible heritage an important resource for the future economy?

This chapter begins with some background knowledge that is necessary to understand the 'Cultural Resources Strategy for Sustainable Regional Development' and then goes on to delve deeper into the core strategy of the valorisation process that was mentioned in chapter 1.

2.1 Sustainable development based on cultural heritage

2.1.1 What is sustainable development?

*"We do not inherit the earth from our ancestors, we borrow it from our children."
Native American Proverb*

This ancient Native American saying captures the essence of what the Brundtland Commission of the United Nations described as sustainability in 1987. The Commission's report, entitled "Our Common Future", contains the most popular definition of sustainable development. According to the report, sustainable development is a "development which meets the needs of the present without compromising the ability of future generations to meet their own needs" (United Nations, 1987). This implies satisfying human needs and aspirations (e.g. food, clothing, shelter and jobs) by adhering to "consumption standards that are within the boundaries of the "ecological" possible" (ibid.).

The concept of sustainability can be made easily understandable by relating it to the situation Robinson Crusoe found himself in after he was stranded on a remote island. When he discovered that the dumping of an apparently rotten bag of corn resulted in the growth of barley, he immediately understood the concept of sustainable economic activity. In order to ensure his future food supply, he decided to sow the corn again, which involved careful planning and

the consideration of the environment's properties. Crusoe rejected activities that seemed very attractive in the short run (e.g. eating the corn to be satisfied for one day) to ensure a regular food supply for the future, which saved his life in the long run. Just like in Daniel Defoe's adventure novel, mankind has to attune its everyday habits to the natural limitations of the environment in order to ensure future survival.

The term sustainability was originally coined in the 18th century by a German forest official who worked according to the principle, "Log only as many trees as can grow back!" (Gardizi, 2009). The main idea behind this ethos was to recognize that anything mankind takes from nature is borrowed on credit. Recognizing that economic development and technological progress are frequently accompanied by pollution and the exploitation or wasting of natural resources, representatives from developed and developing countries adopted the Stockholm Declaration in 1972. Therein, they promised to cooperate in saving the environment and acknowledged that environmental protection is also a question of poverty reduction (ibid.). This was the first UN world conference on the evolution of theories of sustainability and the beginning of an international environmental policy.

However, the Stockholm Declaration had a very limited effect, and the problems identified continued to grow as natural resources were increasingly exploited. Subsequently, the Brundtland Report of 1987 confirmed that a concept of sustainable development should not focus exclusively on natural resource conservation, but rather must also consider societal and economic factors. Consequently, a three-pillar model of sustainability was devised, which highlights the close connection between economic, social and ecological sustainability. The report provided early strategies for not only preserving the environment for future generations, but also for reducing unemployment, revitalising local markets, promoting gender equality, fostering social well-being, providing equal access to education and more. Hence, the Brundtland Report helped popularise the definition of sustainability that is most often used today (Drexhage & Murphy, 2010) and also provided the context in which 'Cultural Capital Counts' was developed.

In 1992, it became clear that in order to implement the concept of sustainable development effectively, it had to be interlinked with national policies. To this end, the international community established a global partnership for sustainable development at the UN Conference on Environment and Development in Rio de Janeiro. Ten years later, the progress of all states in terms of sustainability was surveyed, and new goals for the next decade were agreed upon at the Rio+10 Summit in Johannesburg. For the first time, the connection between education and sustainable development was acknowledged, and 2005-2014 was declared the decade of Education for Sustainable Development (Gardizi, 2009). In 2010, UNESCO, the United Cities and Local Governments network and others recognized that the prevailing concept of sustainability based on three dimensions was no longer suitable for representing the complexity of modern society. Based on the work of the Australian researcher Jon Hawkes

(Hawkes, 2001), they developed a Policy Statement on Culture as the Fourth Pillar of Sustainable Development to promote the inclusion of culture as a fourth dimension in the concept of sustainable development (UCLG, 2010).

In 2012, the United Nations Conference on Sustainability agreed on the elaboration of a set of internationally applicable Sustainable Development Goals. These goals will be released in 2015, in order to provide the nations of the world with guidance on how to implement the goal of sustainability within their development policies. Meanwhile, a conference on the importance of culture for a worldwide sustainable development was organised by UNESCO in Hangzhou, China in 2013. The participants elaborated on the development potentials of cultural heritage and stated:

"(...) in the face of mounting challenges such as population growth, urbanization, environmental degradation, disasters, climate change, increasing inequalities and persisting poverty, there is an urgent need for new approaches, to be defined and measured in a way which accounts for the broader picture of human progress and which emphasize harmony among peoples and between humans and nature, equity, dignity, well-being and sustainability."
(UNESCO 2013)

'Cultural Capital Counts' took this demand to heart and has developed a "new approach" to "human progress" by demonstrating that the valorisation of intangible heritage can trigger a sustainable development and give rise to peaceful cooperation among the locals, respect for natural surroundings and an improvement in the quality of life. The CCC "Resources Strategy for Sustainable Regional Development" shows how civil society, including regional developers, local politicians, entrepreneurs and interested individuals, can contribute to a sustainable development by valorising their intangible cultural heritage.

2.1.2 Intangible Cultural Heritage and sustainable development

UNESCO (2003) states that intangible cultural heritage is a “mainspring of cultural diversity and a guarantee of sustainable development”. Numerous researchers (Blake (2002), Moreno, Santagata and Tabassum (2005), Kono (2007)) have confirmed that ITC is the basis for economic development. The material output of intangible heritage, in particular, can provide a foundation for economic development (Kono 2007). The United Cities and Local Governments (UCLG), which is an umbrella organisation for cities, local governments and municipal associations throughout the world, promotes

the relationship between cultural heritage and sustainability “through dual means”. On the one hand, cultural heritage contributes to development as a part of the industry (e.g. crafts, tourism, cultural industries), and on the other hand, political recognition of the importance of cultural heritage in all parts of public life (e.g. education, economy, science) fosters sustainable development. Accepting these premises, the question becomes how exactly cultural heritage can contribute to the adoption of new technologies, material prosperity and a general improvement of living conditions.

2.1.3 Cultural Tourism as Panacea?

Mentioning the terms “culture” and “economy” together typically calls to mind “tourism”. Indeed, cultural tourism is an important factor for economic development in many countries and tends to be perceived as an universal remedy for structural weaknesses in European regions. In fact, 37% of global tourism has a cultural motivation (ICOMOS 2011, p. 857), and according to the European Commission, tourism generates 12 to 14 million jobs, while its revenues account for more than 5% of the European GDP (European Commission Online Database ,Eurostat’, 2013).

However, tourism can also have negative effects on the environment, social well-being and regional identity, and it is subject to seasonal and economic fluctuations. Nowadays, many historic town centres are more invaded than visited by tourists. This leads to an increase in prices, and the locals are often forced to move out of their homes because life becomes too expensive. As a consequence, the town centres lose their vital functions (Venice, Italy is a prime example of this), which in the long run diminishes their attractiveness as destinations (Viñals and Morant, 2012, p. 42). The Galápagos Islands represent a relevant case study here. Between 1978 and 2007, the number of aircraft landings increased from almost none to 2,500, while the number of visitors rose from 9,000 to

150,000. This led to a breakdown of the natural evolutionary progress due to air and water pollution, as well as the import of foreign vascular plants by tourists from around the world (von Droste, 2012, p. 13). Malta, where tourism is directly responsible for 25% of GDP and indirectly responsible for an additional 40%, also shows the effect of a dependence on tourism (UNEP). Since Malta does not possess many export products, its entire economy is vulnerable to shifts in international demand. The same holds true for 10% of all Alpine municipalities, which are ‘mono-structured’ to such an extent that their economies rely almost exclusively on tourism (Althof 2001, p.150). Such a high degree of dependency on tourism exposes these regions to the highly unstable demand typical of the tourism sector and also affects policy making. The German resort town of Althof fell victim to this problem when reforms to the way the German healthcare system covered visits to spa and bathing resorts resulted in guests for sanatoria and health clinics (Ibid., p.171). In order to foster a consistent and stable regional development and to reduce the impact of external factors such as those described above, Cultural Capital Counts focuses on the valorisation of intangible heritage beyond tourism.

2.1.4 CCC innovation: Valorising heritage beyond tourism

Establishing an economic approach that pays less attention to tourism and concentrates instead on development towards self-sufficiency helps reduce external dependency. The CCC strategy aims to develop products and services based on the regional culture produced by local inhabitants and for local inhabitants and selected export markets, not for visitors from abroad or to appeal to passing trends. On the other hand, completely excluding touristic development in regional planning would be regressive, since such activities can also provide financial resources for regional development. Hence, CCC does not work against tourism, but rather is designed to promote an identity-affirming, participatory and sustainable regional development based on regional products and services.

In order to determine the “raw material” from which the products and services could be derived, the project partners aligned themselves to the Convention for the Safeguarding of the Intangible Heritage (UNESCO, 2003). The Convention promotes the protection of cultural expressions resulting from human knowledge that has been transmitted from generation to generation, which are considered to be ‘living’ heritage (see glossary for a complete definition). By calling for the safeguarding of intangible culture, the 2003 Convention complements the World Heritage Convention (UNESCO, 1972), which sought to protect tangible cultural assets, such as monuments, buildings and sites. The Convention for the Safeguarding of the Intangible Heritage subdivides intangible heritage into five main categories: oral traditions and expressions, including language as a vehicle of the intangible cultural heritage; performing arts; social practices, rituals and festive events; knowledge and practices concerning nature and the universe; and traditional craftsmanship.

The following examples show how each category of the 2003 Convention can lead to innovative products that contribute to a sustainable development (UNESCOCAT 2012):

Oral traditions (e.g. sayings, riddles, legends) can provide the raw material from which prod-

ucts and services can be developed (e.g. books, theatre productions, nature trails, storytelling services). These products and services increase the general knowledge about the local area and the natural environment, which may result in the desire to protect it. Oral traditions can also give the local population a sense of belonging and contribute to the consolidation of a collective identity.

Performing arts that are typical for a certain region (e.g. dance, music, song, theatre) represent activities that can be attractive to all age groups. Such traditions establish a “leisure time culture” and lead to dialogue and debate. Popular songs can transmit knowledge about agricultural practices and the environment, which increases the collective awareness of the need to safeguard it. Performing arts activities can promote intergenerational dialogue, which improves social cohesion among the inhabitants of a certain region.

Social practices, rituals and festive events have the potential to stimulate the entire service sector of a region. Regional fairs help to introduce local products and services to a wider audience, which promotes the local tradition while simultaneously strengthening the regional market. The economic profit flows directly into the region, since local trade eliminates the need for extensive transport and intermediaries. Rituals and events reflect the collective knowledge of a region and provide space for debate and dialogue, which fosters the solidarity within a society. Furthermore, social practices require the active participation of the local community, which fosters the understanding of democratic processes and mutual understanding.

Knowledge and practices concerning nature and the universe can help preserve biodiversity, regulate sustainable water supplies, maintain forests and soils as carbon sinks, and establish other environmental services. The sectors of regional agriculture or environmental protection services can provide job opportunities for younger generations and slow the depopulation process in remote areas.

The production and selling of traditional medicine also transports knowledge about local plants, consumption and health. In the context of contemporary trends such as “urban gardening”, traditional knowledge can also improve the dialogue between rural and urban spheres. Knowledge related to food can contribute to a high-quality gastronomic sector, from which local suppliers (e.g. agricultural and livestock producers, huntsmen) can profit.

Traditional craft techniques produce traditional local products that can be sold in regional and selected export markets, fairs and stores. This provides the opportunity to start

local enterprises and earn a living from them. The opportunity to be one’s own boss and to live and work in the same place can increase feelings of individual freedom and a sense of achievement. The transfer of artisanal skills also provides a bridge between generations and teaches children and young people fundamental skills in coordination, manual dexterity and common sense. Finally, traditional crafts make use of local raw materials and involve small-scale production, which implies that the resources will not be overexploited and that enterprises involved in the extraction of the raw materials will also derive economic benefits.

2.2 Development potentials of cultural resources

2.2.1 The conventional way to valorise cultural resources: Culture and creative industries

One successful way to derive profit from cultural resources is found in the culture and creative industries sector. Studies and reports on economic development typically divide the culture and creative industries into three main sectors: the cultural industry in the narrow sense (literature, music and art markets), the culture and media industry in the wider sense (architects, designers), and relevant sub-sectors, such as handicraft enterprises, the building industry or monument preservation (Wiesand 2006, p.12). In the European Union, 6.3 million people are employed in this sector (BMW i 2012). To provide some specific examples, a study from 2011 found that the culture and creative industries in the narrow sense generate 3.4% of the total revenue of the city of Dresden, Germany (Prognos AG 2011, p.11), and in the area of Graz,

Austria, jobs in the culture sector produce 14% of the overall gross value (WKStmk 2006, p.81). In Italy, the sector of culture and creative industries was estimated to generate 9% of the GDP, representing 2.5 million jobs (Santagata 2009, p. 14). In the region of Piedmont, jobs based on culture account for 14.5% of the regional added value and employ 17.2% of the overall workforce (OCP 2013, p. 121). Other studies have estimated that the proportion of people working in the different sectors of the culture and creative industries in the wider sense account for 30% of all employees (Florida 2002, p. xxi). In short, the importance of culture as an economic factor has been proven, and more and more cities, regions and rural districts are incorporating cultural politics into their regional development plans.

2.2.2 The innovative way to valorise cultural resources: The CCC strategy for the valorisation of intangible cultural resources

The main innovation of CCC is that any economic sector can profit from the regional culture. Not only the culture and creative industries, but also the gastronomic sector, skilled crafts and trades, environmental engineering, the pharmaceutical industry and many more could derive innovations and prosperity from the regional culture. By valorising local intangible heritage, new enterprises and start-ups apart from the 'traditional' culture and creative industries sectors can be developed. For example, forestry companies could take traditional knowledge about the regional nature as a basis for developing services in environmental protection or recultivation. Historic knowledge and skills concerning the characteristics of ecosystems could help to regulate water basins and the maintenance of forests as carbon sinks (UNESCOCAT 2012). Chefs could use traditional recipes to create a distinctive regional culinary culture. For example, the international "Slow Food" movement, which originated in Italy, promotes conscious, healthy nutrition based on regional food as a counter-movement to the globalised fast food market (for more information visit: www.slowfood.com). Traditional house construction methods using regional resources (e.g. wood or adobe) could inspire sustainable design and architecture by eliminating long transportation routes and intermediaries. Traditional knitting or sewing techniques, costumes and patterns could inspire young designers to create up-to-date fashions. For example, a group of Berlin art students used traditional Sorbian costumes as models in order to design up-to-date fashions which even made it to the internationally renowned Berlin Fashion Week (see www.sorbischmodern.de). There are no limitations to new product and service ideas based on intangible cultural heritage. Apart from economic revenues, products and services based on local heritage have many other positive 'side effects'. The Canadian Institute for Advanced Research discovered

that personal well-being in industrialised countries does not depend on the average household income. Instead, general life satisfaction depends largely on the peoples' sense of belonging to a community or to a place (Helliwell & Barrington-Leigh, 2010, p. 743). The study highlights "the great importance of the quality of social identities and social capital as supports for better lives" (Ibid., p.745). The 'Pacific Identity and Wellbeing Scale' even measures the wellbeing of individuals exclusively according to 5 different dimensions of belonging, including "Pacific Connectedness and Belonging", "Group Membership" or "Perceived Familial Wellbeing" (Manuela 2013, p.5). Intangible heritage has the ability to establish a sense of belonging to a community or place and forms the collective memory (Harrison & Rose, 2010). It provides people with a sense of identity (UNESCO, 2003), and cultural activities such as festivals or rituals affirm the relationships within a community and help people to maintain connections between themselves and other places (Harrison, 2010). Therefore, the valorisation of intangible heritage can contribute to the personal well-being of the local inhabitants by encouraging them to live and recreate their regional heritage. Hence, the CCC-strategy helps regions and communities in two ways: it raises their inhabitants' subjective well-being, which increases the quality of life in the whole region; and it enhances the regional economy, which may result in the creation of new jobs and a gain in prosperity.

The valorisation of intangible heritage provides an ideal basis for the activation of a sustainable regional development process. But how can it be assured that there is a market for these ICH-based products and services? Due to the trend towards regional consumption, many potential consumers will accept the higher prices sometimes associated with more individualised production methods and the use of regional raw materials.

2.2.3 A European trend: Regional consumption on the rise

The demand for global products, trades and labels (e.g. McDonalds®, Apple®, H&M®) does not appear to be diminishing, and many urban centres world-wide are gradually conforming to a global appearance. However, a slow but steady change in consumer behaviour has been observed throughout Europe in recent years. This change is related to what people buy, why they decide to buy it and what retailers choose to sell in order to meet the growing demand. Even studies conducted by leading global companies (e.g. Adidas, KPMG, Henkel) have observed that on a global scale “consumers are increasingly concerned about environmental, social and economic issues, and increasingly willing to act on those concerns” (WBCSD 2008, p.6). This trend also holds true for Europe, since both environmental and social considerations influence the buying decision of European customers. In one study, more than half of Europeans (55%) expressed their intention to align their purchase behaviour with criteria of sustainability and their willingness to spend more money to do so (CommerzFinanz GmbH 2013, p.1). European consumers are also showing more and more interest in region-

al products. According to the European Consumer Barometer, 89% of Europeans want to pay greater attention to products’ local origin in the future, and 79% already do this regularly in order to reduce environmental impact and to contribute to the economic development of their home region (CommerzFinanz GmbH 2013, p.1). Two German studies conducted from 2007/2009 until 2013 showed that people are increasingly choosing to buy things that have been produced in their home region (Institut für Demoskopie Allensbach, 2013) in an ethically correct way (e.g. organic, regional and fair production conditions) (Otto Group, 2013). (Fig. 2.1)

The CCC method focuses on the creation of new products and services that are perfectly aligned with the current and future tendencies in European consumer behaviour identified in these surveys. The method fosters development of regional and seasonal products, direct purchase at local retailers, transparency and environmental responsibility. In short, it promotes sustainability. (Fig. 2.2 - next side)

Number of people (in millions) in Germany who prefer regional products from their homeland

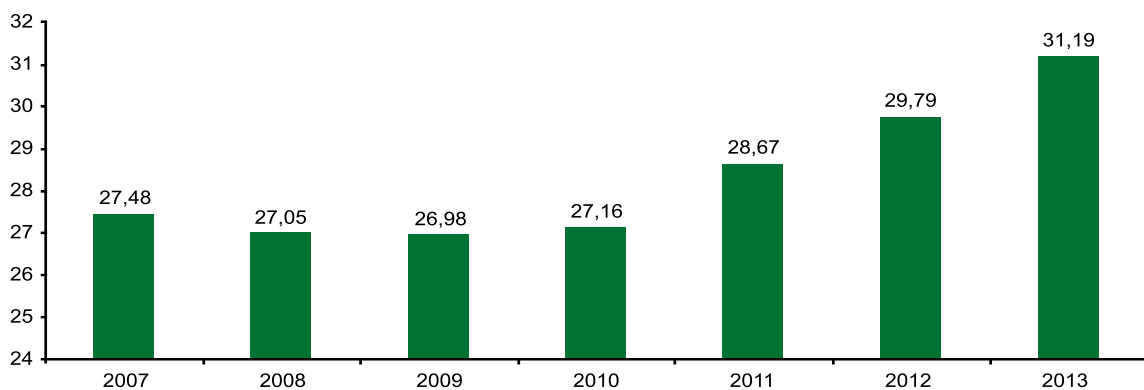


Fig. 2.1 Results of a German survey on consumer preference for regional products (between 2007 and 2013); Source: Institut für Demoskopie Allensbach, 2013

The German Ministry of Consumer Protection, Food and Agriculture has identified an additional trend. A representative, computer-aided telephone survey of 1,002 Germans revealed that 23% of interviewees between the ages of 15 and 30 regularly buy organic products due to their regional origin and have a desire to support regional producers (BMELV 2013). The same trend has been observed in Italy, where both the production and the consumption of organic products are growing consistently, as well as the rate of direct purchase from producers (SINAB 2013). One survey of people in Switzerland, Austria and Germany even concluded that the regional origin of a product is more important to the consumers than an organic production method, and that 62% of the interviewees would like to consume more regional products (Kearney, 2013). The fact that younger generations, in particular, are incorporating considerations of sustainability into their purchasing decisions can guarantee the future success of the CCC method. As they grow older, these generations will become accustomed to a certain nutritional standard, teach this standard to their children, and thereby consolidate sustainable consumption patterns in Europe. This trend will ensure increasing sales and revenues to producers and retailers, provided that the products and services they offer meet the high expectations of the customers, including environmental, social and economic sustainability.

The messages of this chapter:

- ◆ The concept of sustainability, which originated in 18th-century forestry as a means for securing renewable resources, is still relevant for contemporary society.
- ◆ Sustainable development meets the needs of the present without compromising the ability of future generations to meet their own needs. It seeks to promote the satisfaction of human needs and aspirations (e.g. food, clothing, shelter, work) by adhering to consumption standards that are within the boundaries of the ecologically possible.
- ◆ Intangible cultural resources have the potential to foster sustainable economic development in sectors such as gastronomy, crafts and trades, environmental engineering, the pharmaceutical industry and many more.
- ◆ The consumption of regional products and services is a significant trend in Europe.
- ◆ European consumers are showing increasing concern for environmental, social and economic issues and a corresponding increase in their willingness to act on this concern.

How often do you consume "ethically responsibly" manufactured products (e.g. organic farming, regional, fair trade, climate neutral, zero-emission)?

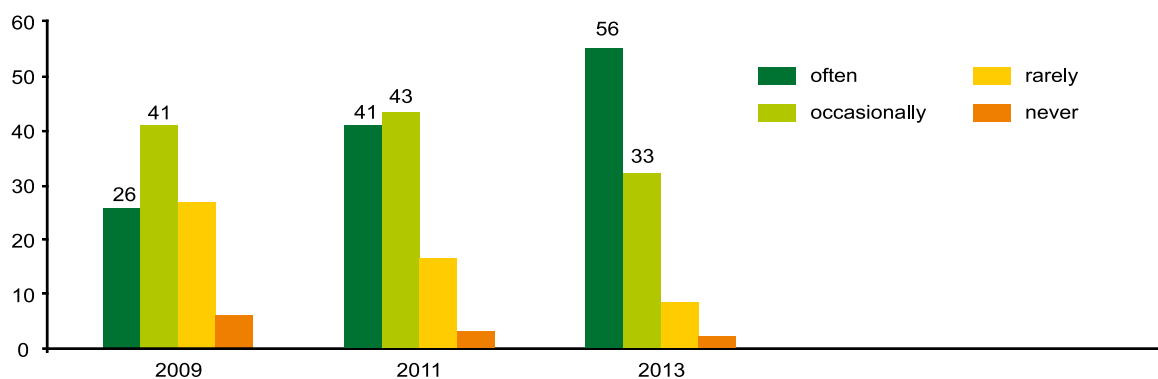


Fig. 2.2 Consumption of products manufactured in an ethically responsible manner (e.g., organic farming, regional, fair trade, climate neutral, zero-emission) in Germany from 2009 to 2013; Source: Otto Group, 2013

3. Strategy, Approach and Action Plan

This chapter describes a step-by-step approach to the valorisation of ICH, with each

sub-chapter discussing one step of the CCC method in detail.

3.1 Identifying ICH

Authors: Anna Brzezinska, Szymon Skublicki

Questions that are answered in this sub-section

- ◆ What methods and tools can be used to identify ICH?
- ◆ What are the advantages and disadvantages of these methods and tools?
- ◆ Who should be involved in the process of identifying ICH?
- ◆ What profits can a region potentially derive from the identification of intangible culture resources?
- ◆ How can the potential of identified intangible culture resources be defined in the context of their valorization?

Chapter 3.1 describes the methods and tools of identification of intangible culture resources.

3.1.1 Inventory of ICH: Classifying each ICH in different dimensions

This sub-section describes the cataloguing of ICH, which can provide the basis for numerous benefits for the region, such as:

- ◆ Social integration (i.e. strengthening ties). Encouraging a local community to identify with its heritage allows its members to gain a sense of identity and answer questions about who they are.
- ◆ Building a society. Establishing cooperation among local governments, NGOs, volunteers, residents etc. creates new opportunities for introducing changes and results in an increased sense of responsibility for local events.
- ◆ Forming a network of contacts. Intangible cultural heritage can be the basis for building a network of contacts, which may be useful in new undertakings (e.g. partners can promote each other or carry out joint projects financed from external sources).
- ◆ Creating new job positions. Cultural heritage can contribute to the development of the economy in the region. The development of various industries may cause an increase in the number of new jobs in the region.
- ◆ Increasing the attractiveness of the region in terms of tourism and new investments. Unique cultural values may encourage businesspeople to invest in the region and may stimulate entrepreneurship in the area.
- ◆ Fostering sustainable socio-economic development. The cultural richness of a region can affect the development of the related infrastructure (schools, parks, swimming pools, museums, cultural parks, cinemas), which in turn is important for many people when choosing where they want to live or work.

Although not every region is fortunate enough to have a wide variety of “marketable” elements of intangible culture, every region has its own heritage. The important point is that the existing intangible cultural heritage can be revitalised. Another important issue is that the identified intangible cultural heritage will bring tangible profits, such as

- ◆ increasing the wealth of the region,
- ◆ decreasing the number of unemployed people,
- ◆ increasing personal wealth, and

- ◆ raising awareness of ICH.

In addition to measurable economic indicators, valorisation will stimulate cultural development in the region.

Key actors for the identification of ICH in the region

- ◆ academic and cultural institutions
- ◆ NGOs
- ◆ private researchers
- ◆ regionalists
- ◆ regional and local politicians

3.1.2 Methods for identifying ICH

Intangible culture, which is manifested in works of the human mind, is fragile and elusive. First, the intangible heritage of a region can be so obvious and commonplace that the inhabitants do not recognize it as something special. Second, the regional intangible heritage may be enacted exclusively by a single group of a society (e.g. the older generation). For these reasons, there is no single “golden rule” for identifying intangible cultural heritage. The

approaches for identifying cultural expressions must be as diverse as the cultural expressions themselves. For example, research on areas as diverse as the history of Gothic culture, old legends and rites of bandits, traditional Easter celebrations, or dying professions will require completely different methods. However, the main purpose of these different research tools is to provide an overview of the intangible heritage of a region.

Interviews

Based on experience gained during the project, we recommend using interviews to identify ICH. People are the most readily available source of information in a community. We can gather significant data during interviews with individuals. There are various definitions of the term interview, but basically an interview is a conversation between two people (the inter-

viewer and the interviewee) where questions are asked by the interviewer to obtain data and opinions of the interviewee. These interviews should provide information about what the inhabitants of the region perceive as their heritage, which elements of heritage exist, and how these elements are characterized.

Sampling techniques

The experience of the project partners demonstrated that optimal results can be achieved by conducting at least seven interviews with people from the region. The first challenge with in-

terviews is finding suitable people to interview. In general, one can distinguish between three methods:

◆ Snowball sampling is a non-probability sampling technique that can be used if it proves difficult to locate suitable subjects for interviews about regional ICH. This method helps identify additional interview subjects by asking one person familiar with the topic if he/she knows other people who would be suitable interview subjects for the topic. These additional interview subjects are in turn asked if they know other potential interviewees, and so forth. Thus, the number of possible interview subjects grows like a snowball rolling down a hill (c.f. sociology.about.com).

◆ Stratified sampling is a probability sampling technique in which the researcher divides the entire target community into different sub-

groups, or strata, and then randomly selects final subjects from these groups proportionally. This type of sampling is used when the researcher wants to highlight specific subgroups within the community.

◆ Non-probability sampling is a sampling technique where the samples are gathered in a process that does not give all the individuals in the community equal chances of being selected. Subjects in a non-probability sample are usually selected on the basis of their accessibility or by the purposive personal judgment of the researcher. This entails that the sample may or may not represent the entire population accurately (see explorable.com).

Personal interviews

The first type of interview is a personal interview. Such interviews can be divided into two types:

◆ An unstructured interview is an interview in which questions are not prearranged. This allows for spontaneity and for questions to develop during the course of the interview. As a qualitative research method, unstructured interviews prioritize the validity and depth of the interviewees' responses. However, with non-structured interviews, the researcher sacrifices reliability, and it is more difficult to identify patterns between interviewees' responses.

◆ A structured interview (also known as a standardized interview or a researcher-administered survey), on the other hand, is a quantitative research method commonly employed in survey research. The aim of this approach is to ensure that each interview is presented with exactly the same questions in the same order (see www.pentor.pl). This ensures that answers can be reliably aggregated and that comparisons can be made with confidence between sample subgroups or between different survey periods.

Either type of interview can be expanded in scope to provide more in-depth information.

Personal interviews offer significant benefits, such as:

◆ It is easier to get beyond stereotypes in direct conversation.

◆ Understanding and involvement increase in private conversation.

◆ Contact with people from other social backgrounds yields knowledge about not only other people and their habits, but also about the researcher's own religious and cultural heritage.

Nevertheless, there are some important facts we need to consider when we conduct an interview. When we talk to a person, we always deal with a subjective point of view. Stories from different people may not be identical, and sometimes they are even contradictory. However, this is not necessarily a disadvantage. It can be a fascinating experience to compare such stories and try to draw conclusions based on the similarities and differences.

In all cases, it is important to verify all information with a different source (e.g. a conversation with another witness of a certain event).

Focus group interviews (FGI)

In this type of interview, a trained moderator talks to a group of respondents in order to discover their ideas, emotions and attitudes towards a certain topic. The interview is conducted according to a script, which defines the objectives of every stage of the study (i.e. what information you want to obtain in each stage). In some cases, the script contains the exact questions that will be asked. The discussion is usually recorded on an audio tape and or a video.

The first step in this method is to prepare a script that contains the main points that should be mentioned during the interview. Next, an appropriate research group must be selected.

This usually consists of 7-12 people who are somehow associated with the topic and share similar life experiences (connected to their lifestyle or interests). However, they normally come from different socio-demographic backgrounds, which provides different perspectives on the issue. In a session that lasts from 1 to 2 hours, the participants are then encouraged to express their opinions on the various topics in the script. The moderator tries to engage all the participants in the conversation and ensures that all points from the script are covered. One important advantage of such discussion groups is group dynamics and the opportunity for interaction. The contact that participants have with one another stimulates creativity, facilitates the expression of emotions and may help lead from standard topics to issues that may be more difficult to express.

Participant observation

This method can be applied to gain information that not only deepens our personal understanding of a subject matter, but also enriches our overall knowledge about culture. Participant observation is a method of data collection used in field studies. In this method, researchers become members of a community they want to explore. They can then look at things from the perspective of the group and learn their customs, habits and language (Frankfort-Nachmias, 2001). One should always bear in mind that when we witness old customs, obtain skills associated with traditional crafts or participate in religious ceremonies, we can sometimes experience something that is dying out, which we may be able to record, describe, cultivate and pass on to other people. We distinguish between two basic types of observation:

◆ Participant observation occurs when researchers are members of a community they observe.

◆ Non-participant observation, which is considered less effective, occurs when the researcher is not involved in the situation being observed (see www.kostera.pl).

Participant observation can be further sub-divided into three types:

1. Overt - respondents know the identity of the researcher.
2. Covert - the researcher participates fully without revealing his/her identity the symbols, their meanings and motives.
3. Semi-covert - some of the respondents know the identity of the researcher.

This background information will provide a deeper understanding and appreciation of the actions and events. It is also necessary

For observation, proper preparation is essential. Every researcher needs to understand the meaning of the observed behavior. For example, if one wants to study an Orthodox Liturgy, it is necessary to know to conduct literature research and gather initial data each time we plan an observation. Beyond obtaining the necessary background information, one must be technically prepared as well. Researchers can take

notes or record their observations by means of different methods (photography, video, audio), which will obviously involve the necessary technology (e.g. notebooks, digital cameras, voice recorders). Finally, since it is impossible for one person to be in several places at the same time, multiple people should observe the same event. Each person can spot something different and notice some interesting details.

Archives and other source texts

As mentioned above, intangible culture is fragile. It hardly leaves any material evidence. However, there are certain texts that may contain traces of intangible culture, including hand-written songbooks of our ancestors, old photographs depicting various ceremonies,

diaries, letters, or written accounts of various events. Since these valuable materials cannot be found in official archives or libraries, it is best to ask interviewees, the witnesses of history, for them. Moreover, valuable materials can be found in museums.

Cultural associations and social networks

Collaboration with registered and unregistered associations is crucial for collecting information on Intangible Cultural Heritage. It may also be beneficial to encourage or launch local activity,

or to establish social networks in order to interrogate friends and acquaintances or participate in local cultural events.

Myths, legends, fairy tales

Myths, legends, and fairy tales are folk stories of oral tradition passed throughout generations, which are sometimes preserved in written form. Such stories often describe historical facts or legendary figures, places or events. They bear many features of fantasy, but often

relate to real facts, objects, places or people from the past. Such tales, which often derive from the origin of the local community, describe the major settlements, national heroes, traditions or rituals of a particular community.

Expert visits

Expert visits are another method for discovering ICH that can bring additional information if interviews prove to be insufficient. Experts are individuals from other regions who are professionally engaged in the topic (e.g. in the context of research units or universities). Although they may not know the specifics of a particular area, they facilitate the examination of individual elements of intangible culture heritage by the local inhabitants themselves. Experts can arrive at a place where they could find examples of intangible cultural re-

sources and where they have an opportunity to observe people involved in them; they may also take part in certain activities themselves. Such visits have to be prepared in consultation with inhabitants of the region or country who know their region and its heritage well. This tool is extremely effective. It enables the exploration of the heritage of a different region or country and the identification of differences between what is "foreign or strange" and what is "ours". These conclusions can then be presented to the community.

Advantages and disadvantages of the main methods

Each method for identifying intangible culture resources presented above has its advantages and disadvantages, which are summarised in the following table.

Method	Advantages	Disadvantages
Personal interview	<ul style="list-style-type: none"> • interviewer can adapt questions according to particular situation • data can be consistent without making the interviewee feel pressured • full cooperation • faced with open questions, interviewee will expand on answers 	<ul style="list-style-type: none"> • time consuming • respondents may feel uneasy answering personal questions face-to-face with the interviewer
Personal interview	<ul style="list-style-type: none"> • natural and unrestricted; can reveal more about the participant 	<ul style="list-style-type: none"> • not standardized, so cannot be replicated
Unstructured interview	<ul style="list-style-type: none"> • interviewee may give an answer the research had not even thought about, which could lead the experiment in a new direction • interviewees may feel more comfortable talking about their true feelings, as there is a relaxed atmosphere • provides highly detailed and valid data • extremely flexible • cost effective 	<ul style="list-style-type: none"> • problems connected with reliability and generalizing • difficult to quantify and analyze results
Personal interview - Structured interview	<ul style="list-style-type: none"> • provides insight into descriptive knowledge used • study of one concept can lead to the definition of other unknown but related concepts • maintains focus on a given issue • provides detailed information on the issue • provides structural relationships between concepts 	<ul style="list-style-type: none"> • concepts unrelated to the interview's focus may not be identified • interviewers must be secure in their understanding of the important issues to direct the interview • provides only weak knowledge about the topic
Focus groups	<ul style="list-style-type: none"> • more varied perspectives because there is a group of people • detailed information • the face-to-face involvement of a qualified moderator means that everyone is involved and the conversation stays on track • the people in the group may get each other thinking, which may result in a much more in-depth discussion • good for obtaining rich data in participants' own words and developing deeper insight • people are able to build on others' responses and come up with ideas they might not have thought of in a one-on-one-interview 	<ul style="list-style-type: none"> • more expensive • results could be biased because the people in the group may just agree with other people instead of giving their own opinion • not a suitable method for gathering quantitative data
Participant observation	<ul style="list-style-type: none"> • detailed, in-depth knowledge of the situation can be gained • allows for insight into contexts, relationships, behavior • can provide information previously unknown to researchers that is crucial for project design, data collection, and interpretation of other data • yields qualitative data 	<ul style="list-style-type: none"> • difficult to record data; hard to write down everything that is important while you are in the act of participating and observing; documentation relies on the memory, personal discipline, and diligence of the researcher • difficult to be objective; requires conscious effort at objectivity because the method is inherently subjective • difficult to replicate • time-consuming
Archives and other source texts	<ul style="list-style-type: none"> • produces quantitative data • replicable • cost effective 	<ul style="list-style-type: none"> • subjectivity of analysis • time-consuming • meaning and context may be overlooked

Tab. 3.1 Overview of the advantages and disadvantages of the methods

Who should be involved in the process of identifying ICH?

As the research on the ICH is not extremely difficult, anybody can participate in this phase. Experience has shown that some people are more likely to provide valuable information, such as teachers, historians, etc. Therefore, the people involved in ICH identification ought to have solid knowledge of intangible cultural heritage. People who are specially qualified for the interviews should be well oriented in the subject of the intangible cultural heritage. Other important skills include:

- The ability to correct documentation (e.g. for expert visits)
- The ability to ask the right questions and customize a call to the interviewee (e.g. a conversation with a seamstress will be lead in a different way than a conversation with a person engaged in manual glass forming)
- analytical skills (e.g. the ability to review archives)

Data synthesis

One important aspect is the synthesis of the collected data. It often happens that the data collected must be subjected to addi-

tional tests in order to verify their authenticity. It can be useful to classify identified ICH into UNESCO categories.

3.1.3 Determining the valorisation potential of identified ICH elements and selecting the strongest candidates for further effort

The initial step of identifying the non-material cultural assets leads to a second step of ranking these aspects in terms of their suitability for further exploration in the valorization process. A SWOT analysis is one method that gives important information about the great potential of a specific element of the intangible cultural heritage. In various conversations and discus-

sions with the regional population, the regional developers can get a good picture of what is important and powerful to the people and what is not. A SWOT analysis is a situation analysis based on the internal strengths and weaknesses as well as the external opportunities and threats. In general, it is done in the form of a grid similar to the following one.

Strengths	Weaknesses
Opportunities	Threats

Tab. 3.2 Scheme of the SWOT-Analyses

The SWOT analysis can be used to detect specific promising “aspects”, which in turn helps identify the most promising ICH element in the catalog. Such promising aspects can include:

- ◆ Existing interest in an ICH: The first small valorisation initiatives for a certain ICH have already been started by some actors and have been well-accepted by the public. The “actors” of this ICH exhibit significant passion for the topic and want to launch further initiatives or improve the existing ones.

- ◆ Positive image of the ICH: The majority of the people have no negative thoughts in their minds when somebody speaks about the ICH.

- ◆ Identification potential: This aspect goes hand-in-hand with the aspect of authenticity. An ICH that can strengthen the identification of the population with the region offers good potential for successful valorisation.

- ◆ Livingness of the ICH: An ICH that is known only from books and stories and is no longer “lived” can only be valorised with difficulty (if it can be valorised at all). The more people practise the ICH, the easier it is to valorise it.

- ◆ Capitalisation potential: Not every ICH is easily valorised and capitalised. While this may be quite easy for an ICH in the crafts domain, it will likely be much more difficult for an ICH in the language domain.

- ◆ Expected positive valorisation results and holistic approach (i.e. cultural, social, ecological and economic potential): The expected positive results of the valorisation process and the creation of economic regional income can influence the selection of a certain element of ICH.

- ◆ Positive cultural environment: Recent years have seen a revival of interest in down to earth values. Many people are on a quest for their roots and their ancestors’ traditions and ways of living. Therefore, ICH is also becoming more and more interesting.

The more of the abovementioned aspects are true for a certain element of ICH, the more promising it is as a candidate for the valorisation process. In general, it will be necessary to set priorities, which means focusing on the most promising elements of ICH. It is also important to mention that regions should not attempt to valorise all of the identified ICH elements at the same time. This leads to confusion and an unmanageable workload. The main purpose of choosing certain ICH elements as pilot projects was their potential for developing many aspects of the region (e.g. integration of local community, benefits, sustainable development). Moreover, the selected ICHS were the most strongly connected with our region.

What we have learned from this sub-section

- ◆ the potential benefits a region can derive from identifying its intangible culture resources

- ◆ how to prepare for identification of immaterial culture resources

- ◆ what tools and methods should be used in the identification process

 - which methods are the most suitable

 - how to decide which of the identified intangible culture resources should be further analyzed in the context of their valorization

3.2 Priorities, strategic approach and development of visions

Authors: Barbara Reisenbichler, Toni Kofler

Which questions will be answered in this chapter?

- ◆ What are the goals of ICH valorisation?
- ◆ What is a vision and why is it useful?
- ◆ How can a vision be developed?

Chapter 3.1 (step 1 of the strategy) yielded a regional inventory of the ICH, which includes a series of valuable traditions, knowledge, capabilities or crafts that are special for the region, still alive and ideally have the potential to be capitalised within the next steps. In addition, step 1 identified a particular element of ICH to be further valorised in a pilot project.

Step 2 involves the creation of a powerful vision of the future that can attract the people more than a simple goal. This vision helps regional development agencies and ICH agents move consistently towards the desired positive picture of the future and to tackle all the activities launched to achieve this vision.

3.2.1 Goals of the valorisation of ICH

Regional actors can have various goals when valorising a promising element of ICH:

- ◆ **Regional identity.** Valorising regional ICH, which is strongly connected with the history of the region and its characteristics, helps local communities define the identity or "soul" of the region.

- ◆ **Regional identification.** A successfully valorised ICH can help the people identify themselves more strongly with their region and its heritage, history and special values.

- ◆ **Unique selling proposition (USP).** The valorised regional ICH makes regions unique. Whereas the architecture of buildings and even of landscapes can be copied, traditions, knowledge, skills and know-how of the people cannot be transferred to other regions. This is what makes them unique compared to other regions and therefore makes them USPs.

- ◆ **Positive economic development and creation of income.** Valorised ICH can be used to create new products and new services. Therefore, it acts as a motor for economic development and can create both income and new

jobs. People get the opportunity to earn money by practising ICH.

- ◆ **Positive cultural development.** Valorised ICH also boosts cultural development because there are generally many different initiatives around the ICH (e.g. festivities, presentations to people from outside, courses, weekly gatherings of the ICH agents).

- ◆ **Authenticity.** A valorised ICH that is deeply rooted in the region reflects the region as it is without any artificial help. The region does not try to be a copy another region, but rather represents itself naturally and originally.

- ◆ **Sustainability.** By referring to their ICH and its strengths and opportunities, regions can develop sustainably, based on their special USPs.

- ◆ **Regional well-being.** Positive economic and cultural development, authenticity and sustainability foster a regional well-being. This means regional income, satisfied and proud people who enjoy living in their region, and even the attraction of new residents. If the region does well, the people also do well.

◆ **Applied talents, autonomy, meaningful work and improved self-esteem.** People working in the field of ICH make use of their specific talents, which makes them more efficient compared to others that just do their job. They have greater autonomy, readily identify themselves with their occupations, and consider their work meaningful. Since they love what they are doing, their professional and private lives are well-balanced and joyful. The region can profit from this as well. Due to the high rate of applied talents, the whole region is marked by high quality products that can be sold at a better price than mass-produced items. This leads to a better self-esteem for the individuals, as well as increased pride in the region.

◆ **Valuable living space.** People whose link to their surroundings goes beyond their work or residence and extends into the intangible (e.g. the traditions of their ancestors, the knowledge transmitted from their parents and grandparents, active participation in local groups) are generally more intensely connected to their living space than others. (Fig. 3.1)

◆ **Inspired residents and entrepreneurs.** Based on the good examples of valorised and capitalised ICH elements, additional initiatives for valorising and capitalising ICH will follow (i.e. the snowball effect). In the best case, initiatives become "sure-fire successes".

◆ **Networking.** Since the different initiatives share the common goal of valorising and capitalising ICH, the actors get to know each other. They recognize that others are facing the same challenges and profit by exchanging their responses to the common challenges.

◆ **Awareness raising.** By valorising and capitalising ICH, people become aware of the special ICH that helps making their region unique and thereby develop pride in their region.

Experience in the project has shown that the aspects "networking", "creating income" and "awareness raising of the regional population about ICH and its opportunities" are of high importance when valorising and capitalising ICH.

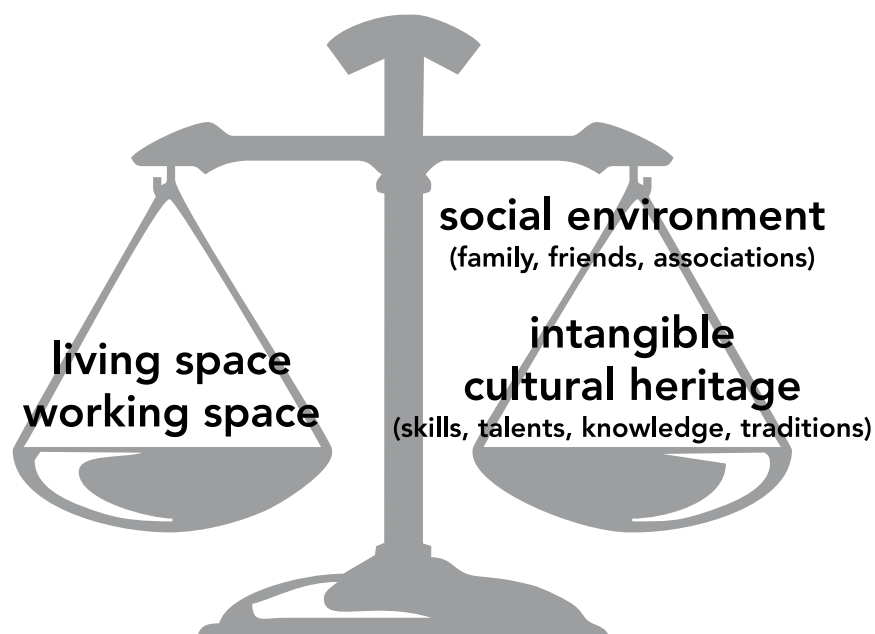


Fig. 3.1: A region is more attractive if both sides of the scales are in balance

3.2.2 Visions and their impact

A vision is a clear and understandable picture of a positive, desirable and living future. Although it is imaginative, unlike a dream, it is also very strong, powerful and realistic. It shows where a region, company or person wants to go and how life will be like when they arrived there.

Sometimes it is referred to as dream with a target date. Although goals and mission statements are also directed towards the future, they are not the same as a vision. The following table clarifies the differences: (Tab. 3.3)

	Goal	Mission statement	Vision
Starting point	current state	wishes	inspiration
Approach	problem-oriented	sectoral, thematic	solution-oriented
Form of expression	numbers, action plans	guiding principles, development plans	pictures, values, emotions, numbers
Time horizon	3 years	5 years	10 – 20 years
Aim	solving a problem	facing future challenges	shaping the future
Type of modification	management	advancement	profound change

Tab 3.3: Comparison of characteristics of goals, mission statements and visions (cf. Krotscheck at al., 2007, p. 43)

Why a vision is necessary

A vision provides positioning and orientation: "Who does not know where he's going, must not be surprised when he arrives somewhere else". With a strong vision, all the activities undertaken and projects launched serve the same purpose. One activity is based on another, and they are consistently directed towards the big picture of the future. In addition, a vision focuses the attention on the resources that a region possesses. When a vision for a certain ICH is at the centre of attention, more ideas are created for utilising the relevant ICH. This also leads to an enhanced

awareness, an increased output, and a better level of penetration in the population. Continuity is made possible.

Unlike a goal, a vision is situated far in the future, which brings the advantage that people do not focus on every possible danger they may face. With a vision directed far in the future, obstacles that may arise seem small compared to the vision. Therefore, there is less risk that people will give up, since there is much time available to develop capabilities and strategies in order to overcome the obstacles. (Fig. 3.2)

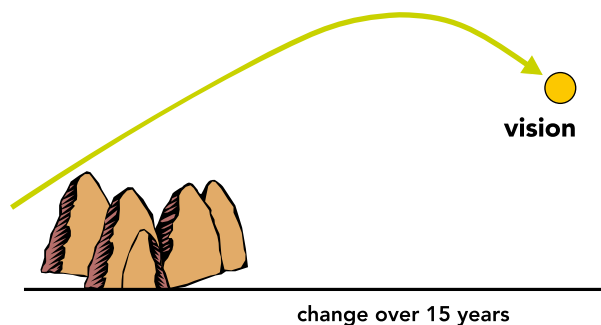


Fig. 3.2: Obstacles seem very small compared to the vision

Visions tap into the large potential that is available in the people: knowledge, experiences and ideas are used to work with the ICH. Visions make people specialists in their field of work that profit from their special know-how. In addition, individuals work autonomously and have the opportunity to go their own way. They have the feeling that their work is meaningful because they create something, rather than simply doing what their boss tells them to do. This increases motivation and makes the borders between work and leisure more fluid. Pressure from a boss is not necessary because they are motivated by the vision of a

common future. The vision acts as a kind of magnetic pole or a common point of reference (Senge, Kleiner, Smith, Roberts, Ross, 1996, p. 354). In fact, even the process of developing the vision is very valuable for the people, as they derive satisfaction from participating in a lively, creative process that directly influences both their individual and shared futures. They work together with others towards a common understanding of what is important for the region and why it is important. Therefore, not only a vision for the region is developed, but often also a vision for the individuals.

What a vision does not do

A vision is not a fixed path into the future. It indicates the direction, but leaves plenty of space for individual initiative and detours. Therefore, each individual can use his/her own competences to develop freely. (Fig. 3.3)

Because the vision does not prescribe a fixed way, it must be succeeded by an action plan with short, medium and long-term goals based on the vision, including actions that must be taken in order to proceed step-by-step to the vision.

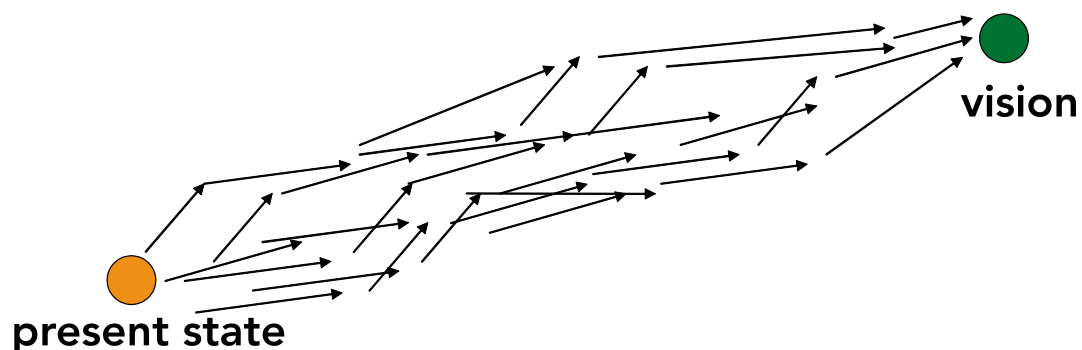


Fig. 3.3: A vision indicates the direction, but also leaves room for individual initiative and detours

Characteristics of a good vision-development process and a good vision

A good vision development process and a good vision are marked by the following characteristics:

◆ **Participative approach – Involvement of the ICH representatives and the population.** As mentioned above, a vision will only be important for the population of a region if they are involved, both in a practical and an emotional sense. At the beginning, the desirable character of the future vision can only be determined by referring to the population. In addition, once a first draft of the common regional vision has been created, it must be presented to the population in order to be reviewed and improved. Ideally, people from outside the region are also asked for their feedback.

◆ **Process orientation instead of result-only orientation.** In a successful vision development, the process is at least as important as the result. The people work intensively on a common view of their future. The process of defining this common or similar view of the future is more important than the words in which this future is described, because the people must gradually articulate their views.

◆ **Current situation as basis.** The starting point of a good vision-development process is the analysis of the current situation of the region in its cultural, economic and environmental dimensions.

◆ **Creative process.** A good vision-development process allows space for creativity. As mentioned before, a vision is marked by imagination and therefore also creativity. Creative surroundings and the use of creativity methods can facilitate the process. Significant imagination is needed to invent the future.

◆ **Intensive and comprehensive process.** Participants in the vision-development process examine the vision from different perspectives

and work on it intensively. They have to take time to stretch their imaginations into new dimensions.

◆ **Sustainability.** As a good vision is valid for 10 years or more, the process should also focus on the three dimensions of sustainability: environmental, economic and social sustainability.

◆ **Authenticity.** The vision is based on the character of the region and is a logical follow-up of the history. Therefore, the historical background and the development within the history must also be taken into consideration for the regional vision-development process. Only if we know the roots can we find our way into the future.

◆ **Openness and tolerance.** A good regional vision-development process does not exclude other visions that exist independently from the common vision of a region (eg. company visions). Ideally, the regional vision acts as a kind of umbrella under which individual visions are integrated. Thus, the regional vision can act as a larger context for other visions.

◆ **Colourfulness and wording:** A good vision needs colours and details in order to come to life. On the other hand, there must not be too many details. The ICH representatives and the population also need the opportunity to “decorate” and “interpret” the vision according to their own needs and interests.

The most important characteristic of a regional vision is that it is not only the vision of the regional development agency, but rather the shared vision of individual people. These people “live” and represent the ICH and become agents and “innovators” of the vision over the years. The vision helps them to orient themselves.

3.2.3 How to develop visions & perspectives

Designing a regional vision-development process

Every region that wishes to develop a vision must design the process before initiating it. The following questions will have to be answered:

◆ **Which kind of vision should be developed?**

Should the focus be on a common regional vision or rather on a vision for a single person/company/group? It seems clear that a common regional vision is much stronger because it is the vision of many different people. When many people share the same vision, the region can commence its common development into the future. With many people in the same situation and sharing the same vision, a region becomes much stronger.

On the other hand, a very personal vision will have even more impact on a person than a common regional one. For example, craftsmen could have the vision of doing "useful" work, which means that they can create something. If this personal vision is not contradictory to the regional vision but rather part of it, the region will become even stronger. The people can find their own identities, and the region can also profit from this.

Therefore, it is important to consider this aspect and to decide whether some space should also be provided for the development of personal visions in the regional vision development process. If many personal visions are similar, this can strengthen a regional vision.

◆ **Who will take part in creating the vision?**

For regional development, it is crucial to develop a vision that is shared by as many people as possible. The vision will not work if it is developed by a single person and then announced to the others. On the contrary, it is necessary to involve the population at an early stage and develop the vision together.

Therefore, a so-called focus group (or steering committee) has to be established, which is responsible for the process of the vision development. Its tasks are to initiate, monitor and fos-

ter the vision development process. This group should consist of three to five people who cover different areas (e.g. politics, strategy, economy, culture, intangible cultural heritage, media, public relations). They should be very familiar with the region and its actors. The committee designs and navigates the process. They coordinate the different phases and are responsible for the progress of the process.

As mentioned above, it is very important to include the population that is meant to internalize the vision, especially the representatives of ICH (e.g. entrepreneurs), who should work and live based on this vision. Political representatives are another very important group to be considered. They have a good knowledge of what is going on and are in contact with lots of people. If they support the process, they can convince more people to take part in the vision-development process. Once the vision has been developed, they can also easily disseminate it. In addition, it is politicians who can ensure that visions become part of local or regional development plans and thereby become anchored deeply in development strategies (e.g. for a municipality or a regional government). In general, it can be stated that the more different groups of people are involved, the more productive the input for the vision development process will be.

◆ **How much time should be taken to develop a vision?**

Developing a common regional vision takes time. A broadly based process that includes interactions between the focus group and the regional population will last at least a few months and can take up to several years. However, this is not a waste of time! On the contrary, a vision embraces the next 10 or 20 years and is therefore of utmost importance.

It is the principle of all the future plans and activities. Therefore, a region can even save time and energy in the long run if it knows where it is going and how it should get there.

Furthermore, it must be clear that major steps take their time. For example, if people are planning the house in which they will live for the rest of their lives, they will not do that within a few days. They know that the more they plan and examine the details, the easier it will even-

tually be to construct the house. For example, they must consider the placement of the electric appliances before they begin building the house because they must decide where to put the outlets. The more they think about these things before, the more they can proceed in a targeted manner, and the fewer compromise they will have to make in the long run. Chapter 4.2 describes the process for developing a regional vision.

The steps of a vision-development process (Fig. 3.4)

1. Creating a focus group (steering committee) and planning the process. As mentioned above, the focus group has to plan the further process. How will the development process proceed? Who will participate, to which extent, and at what time? How much time will be taken for the vision-development process? Which kind of vision will be developed? Who should adopt the vision? For planning the process, it might be helpful to look for best-practice examples, which means contacting regions that have already established a vision-development process in order to profit from their experiences.

2. Analysis of the current situation. If it has not already been done, a SWOT analysis (see Chapter 3.1) can provide important information about the great potential of the element of intangible cultural heritage selected.

Through conversations with the regional population, the focus group can get a good picture of what is important for the people and what is not. Another possibility is to conduct in-depth interviews (see Chapter 3.1) with regional pioneers, who generally have a good feeling for trends and can play a major role in the future development of the region. These so-called "Future Workshops" (see below) or "Future Dialogues" also offer a good opportunity to involve the public in the creation of their own future. Although you don't write the vision there, the ideas of the population reflect perfectly by which aspects of an ICH they are affected. Of course, broader studies can also be launched. The aim is to get a good overview of the cultural, economic and ecological perspectives of the ICH.

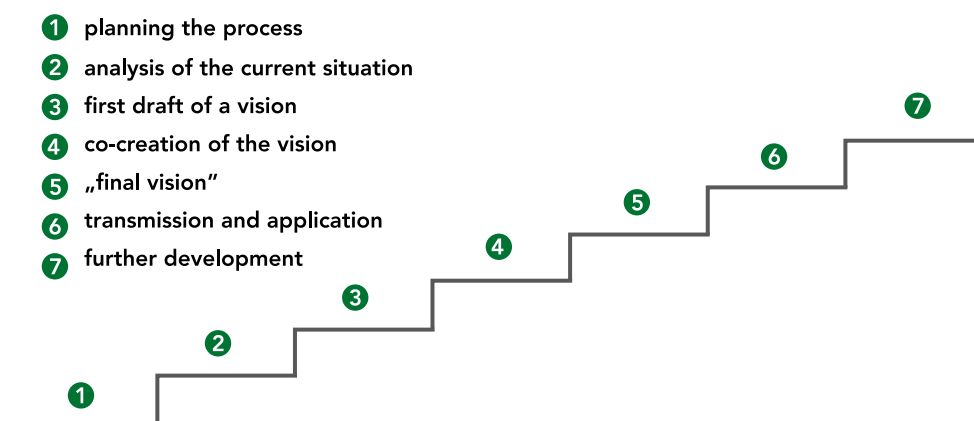


Fig. 3.4: The different steps of a vision-development process

3. Initial draft of a vision. After this analysis, the focus group (perhaps in collaboration with some of the ICH representatives) prepares a draft of the vision. This draft, which is usually written by one person and then discussed and revised in the focus group, consists partly of assumptions and is not yet considered a real vision, but rather a mission statement. Nevertheless, this draft is a major part of the vision-development process because it is presented to the ICH representatives and the rest of the population.

4. Co-creation of the vision via discussions, feedback, reviews and adaptations of the draft: Intensive discussions about this draft start, and a process evolves whereby both the focus group and the population are engaged in working on the vision. In discussions, personal interviews, written feedback and diverse meetings, the focus group can see how the people react to the proposed vision (i.e. whether or not they are enthusias-

tic) and which aspects seem to be especially important. Based on this, the vision can be "tuned" and developed further. It will be adapted and reviewed several times until it reaches the "final" version. (Fig. 3.5)

This ensures that the ICH representatives and the population share the final vision and are supportive of it, and it also provides important information about whether the right topics and concerns have been chosen for the vision.

A vision will never be 100% finalised, as it will constantly evolve. However, if the regional population can define mostly the same aspects as their strengths, if enthusiasm arises, and if initiatives targeted towards the chosen element of ICH emerge, the vision-development process can be considered a success. (Fig. 3.6)

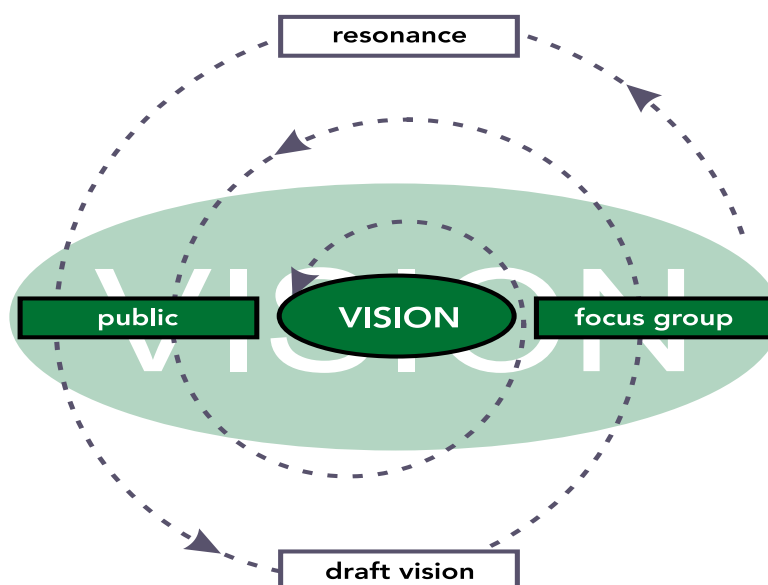


Fig. 3.5: A process evolves whereby both the focus group (steering committee) and the population are engaged in working on the vision

5. Transmission and implementation of the vision. The transmission and implementation of the vision are strongly connected to its development. As the ICH representatives and the population are part of the vision-development process, they are normally already on-board with the vision and can transmit their enthusiasm to others and launch initiatives designed to achieve the vision.

It is important that the agents (especially political representatives and ICH bearers of the region) talk constantly about the vision, in order to spread the message further. In addition, cooperation with the media can be a very important tool. For example, the media can report about positive ICH initiatives that show perspectives to other people, who might in turn start their own ICH initiatives. In any case, it is very important to repeat the message of the vision constantly. This helps to increase its importance and contributes to the development of a positive initial atmosphere and a spirit of optimism.

6. Further development of the vision over the years. As mentioned above, a vision is never really finished because it is constantly

changing. Therefore, the focus group should not stop working, but rather must remain in contact with the ICH agents and the population, in order to further advance and sharpen the vision over the years.

Useful methods for developing a vision (selection)

This chapter describes some useful methods and tools for the vision-development process:

- ◆ SWOT-analysis (see Chapter 3.1, step 1)
- ◆ In-depth interviews
- ◆ Future workshops: Future workshops are public meetings concerning a broad topic. The participants are invited to bring in their ideas, which are then normally developed into projects within the workshop. The discussion, which can make an important contribution for the analysis of the current situation (i.e. determining what the people are concerned with at the moment), is the first step towards a common vision. The more the ideas are discussed, the more courageous people get in their ideas, which is important for the development of the vision.

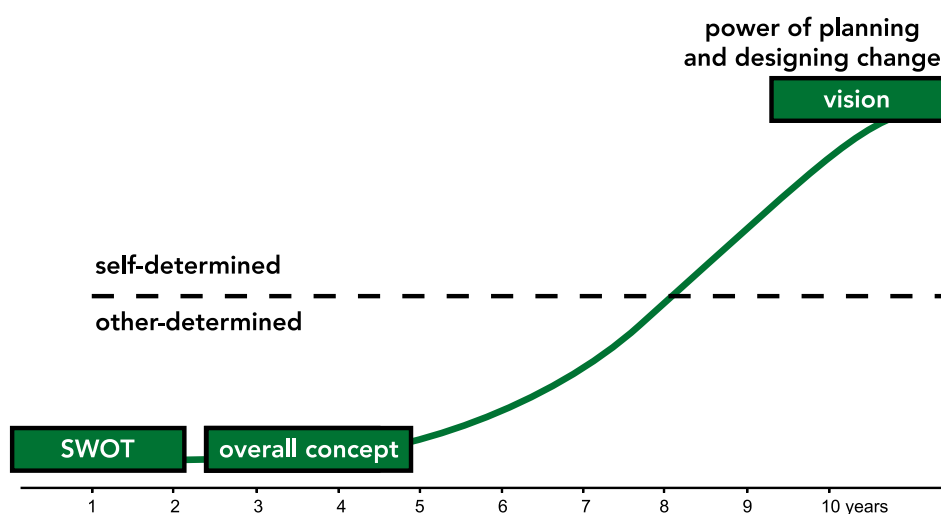


Fig. 3.6: If enthusiasm arises, and if initiatives targeted towards the chosen element of ICH emerge, the vision-development process can be considered a success

◆ What do we want to create (Senge, Kleiner, Smith, Roberts, Ross, 1996, p. 391ff?) In the first step, called "Vision of the Future", this method uses questions to encourage the participants to describe the company (or, in the current case, the region) as if the vision were already a reality. The second step, "Current Reality", asks the participants to describe the company (or the region) as it looks today.

◆ Backwards into a vision (Senge, Kleiner, Smith, Roberts, Ross, 1996, p. 394f.): This method consists of the following questions: 1. Have you ever been part of a really excellent team that has achieved outstanding results? 2. What did you consider special about this team? 3. What can we do as a team to create exactly these emotions again? 4. What would we commit ourselves to? Ideally, the group commits itself to one or more initiatives. At this point, common priorities are set, and a new way of thinking is developed without using the word "vision".

◆ The "destiny factor" (Senge, Kleiner, Smith, Roberts, Ross, 1996, p. 395ff.): This method starts from the assumption that the past is the key to the future. It is easier to create the future when we know where we come from. By using the visions of the past, the current vision-development process can be enriched. In the first step, the original vision and purpose of the regional development agency are defined. In the second step, participants reflect on any changes to this purpose, as well as the most important milestones in history. Based on these insights, the participants consider the current purpose of the regional development agency, the current goals and the ongoing vision-development process.

What we have learned from this sub-section

◆ A vision is a clear and understandable picture of a desirable future. It shows where a region, company or person wants to go and what they will be like when they have arrived there.

◆ A vision enables continuity. All the activities undertaken and the projects launched are related to the vision. They are directed towards the big picture of the future.

◆ Creating a vision takes time, at least a few months up to several years. However, in the long run, time and energy can be saved because a region knows where it is going and what the future will look like.

◆ A vision has to be co-created by a so-called focus group (which keeps the process running) and the population (which provides feedback about different drafts of the vision). Thus, it is constantly reworked and developed further.

The results of step 2 are:

◆ Goals have been defined that should be achieved by valorising the chosen ICH.

◆ A vision has been developed in a constant interaction between a focus group (steering

committee), the ICH representatives and the population. Therefore, it is shared by a large portion of the regional population.

3.3 Process planning: How to reach the vision

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Which questions will be answered in this chapter?

With steps 1 and 2 completed, the regional developer now knows where and what the region wants to be in 15 or 20 years. The next issue is how this vision can be achieved. To this end, the regional developer has to focus again on the present and start with the process planning for the first

three to five years. The initial steps can be truly creative, but realistic hypothesis can only be made on the basis of the status analysis of the regional situation. The regional developer must identify the most promising opportunities in the region and identify the appropriate measures to start with.

3.3.1 Approach and key gents

Local development based on endogenous resources (i.e. the capabilities of local inhabitants and institutions, as well as the specific resources and features of the territory) is a rather recent orientation. In Italy, for instance, the traditional method for planning policies and initiatives was the so-called "top-down" approach. In this approach, an external agent, normally central governmental authorities or agencies, provided the planning input in a neutral way, and the input was therefore the same for every region or area in the country. Such a method involved almost no participation

of local agents and a rather sectorised package of interventions. One particular territory was chosen to increase production of a certain item, whereas another territory had to focus on the production of other goods.

In contrast, the "bottom-up" approach focuses strongly on the local context and its specific needs. Actions or programmes arise from the collection of local demands, and the process incorporates the local population. The table below summarises the differences between these two approaches (INEA, 2006):

Development approach	Top-down	Bottom-up
Modalities	<ul style="list-style-type: none"> ◆ Exogenous: based on resources that come from outside the region ◆ Centralised management: decisions are made by national or federal authorities ◆ Neutrality of the territory: regions are considered equal. ◆ Sector-based interventions: action is taken towards a particular sector. 	<ul style="list-style-type: none"> ◆ Endogenous: based on resources that are present in the region itself ◆ Decentralised management: decisions are made by local assemblies or governments. ◆ Local needs: actions are taken in order to meet local needs. ◆ Centrality of the territory: diversity among regions is valorised. ◆ Integrated interventions and vision: actions are taken under consideration of the entire regional environment.
Effects	<p>Homogenization: each region tends to be similar to others. Disruption of identity: regions lose their identity. Sector-based growth: growth is involved only specific, selected sectors.</p>	<p>Differentiation: regions preserve their variety and their specific features. Strengthened identity: regional identity is strengthened. Diversification: the region develops on the basis of its own features and needs.</p>

Tab 3.4: Differences between the top-down and bottom-up approaches

The CCC method extends the bottom-up approach. As already demonstrated in previous chapters of this handbook, the core richness of our regions lies in their people, who carry the culture, traditions, crafts and skills. In order to reach the vision, the regional developer has to involve and create living networks within the community and among the stakeholders and bearers of the regional intangible cultural richness.

From this point of view, it is easy to answer the initial question: any planning of regional or local development that aims to reach the vision must start within the community and be led by the community itself. The following sections discuss the present understanding of the word "community" by describing which agents should be involved and how the regional developer can involve them.

Identifying key agents: ICH bearers, public institutions and the private sector

Within the CCC project, the word "community" describes a group that shares a common intangible cultural heritage (ICH) and lives within it. For example, it could be the population of an entire region that recognises itself in the region's oral traditions, or it could be the population of a smaller area that shares a particular knowledge about nature. In order to start an effective development planning within such a rather large group, the regional developer must identify the key target groups. Each community contains three main target groups:

- ◆ ICH bearers
- ◆ public institutions
- ◆ the private sector

An ICH bearer is a person who actively practices, produces, and documents regional ICH. His or her interest is to keep the heritage alive and pass it on to younger generations. One example of an ICH bearer is a plaster craftsman who produces roof tiles just as they were produced centuries ago by the inhabitants of Magliano Alfieri, a small village located in the Piedmont Region. Using almost the same raw materials and tools,

he produces pieces of design for houses and keeps a tradition alive that could be lost over the years.

Public institutions represent the public interest in planning and implementing short or long-term policies. Both executive (i.e. agencies) and legislative (i.e. elected bodies) bodies have the capacity to mobilise resources and funds to valorise intangible cultural heritage.

The private sector, including enterprises and associations, represents specific interests and provides goods and services in their specific domains. Enterprises (i.e. profit oriented) and associations (i.e. non-profit) keep ICH alive by creating new products and services based on it. In this context, the role of associations is crucial. For example, the statute of the "Amici del Castello di Magliano Alfieri" ("Friends of the Castle in Magliano Alfieri") established its task of protecting and preserving the cultural heritage of the village of Magliano Alfieri. Thus, the association has promoted the creation of a documentation centre that collects audio and video material reproducing oral legends and myths, as well as traditional poems and songs.

Getting key agents involved

Once key actors have been identified, they must be involved in the planning process. This might appear easy, but sometimes it is not easy at all to reach the right person, particularly in larger organisations or institutions. Involving

key actors is not only a matter of working with them, but also of winning their trust in order to establish a fruitful dialogue that can lead to a shared vision.

With regard to public sectors, it must be kept in mind that political actors (politicians and officers) can change over time. This means that the commitment of public bodies must also be ensured through official acts. Nonetheless, personal contacts with mayors and competent officers can ensure rich and fruitful direct exchanges.

Thus, the regional developer has the tasks of starting a dialogue by means of workshops and meetings, and then building the team by creating a dialogue-friendly environment. Starting the discussion with the features shared by the key agents (i.e. the common heritage) will help to lay

the foundations for a constructive and deep dialogue.

Awareness-raising activities are crucial in this initial phase, and the regional developer can choose many paths, such as:

- ◆ organising events and fairs
- ◆ distributing leaflets and cards
- ◆ creating brochures
- ◆ organising competitions
- ◆ creating videos, multimedia materials, or other shows

The role of civil society

The term civil society captures the local population not directly involved in the three groups described above. Civil society's role is highly important, and its support is essential throughout the process of regional development. Without civil society, ICH bearers go from being "Living Human Treasures" to museum pieces. Living Human Treasures are persons who possess a high degree of the knowledge and skills required for performing or re-creating specific elements of the intangible cultural heritage (UNESCO, 2012). If dialogue between the two groups stops, or if one group is no longer able to recognise itself in the other, ICH cannot be transmitted or further developed.

For public institutions, and especially for elected ones (e.g. regional assemblies, governments, or municipal councils), civil society is the source of

legitimacy. The public sector's main task is to fulfil the needs of the local population. If it fails to do this, it risks losing its power. Thus, for public institutions, it can be of the utmost importance to gain the trust of society and to reach a better quality of life through the valorisation of ICH.

Civil society represents consumers on the one hand (i.e. the source of income for businesses), and the pool from which associations draw and synthesise interests on the other hand. Moreover, gaining the interest and raising the awareness of civil society about the importance of valorising the intangible cultural heritage will also have cascade effects on the future of our regions, since appreciation for one's region will be more easily passed on to younger generations if there is a widespread feeling of attachment.

3.3.2 Planning of the first three years

Planning a strategy requires some organisational work that must be carried out in advance. The process preparation must begin with a basic management and organization plan, which will be further expanded, constantly reviewed and possibly modified during the process. The first steps must be creative, in order to define the possible ways to proceed, correct cost es-

timations, and plan the process appropriately. Before the project commences, we must ensure that existing structures, conditions and resources are used as much as possible and that the process is integrated into the regional brand. All long-term processes must be based on the existing structures (CCC, 2012).

Selection of activities and initiatives

The first task to be accomplished is the selection of activities and initiatives based on intangible cultural heritage that the region intends to valorise. The selection process has to be carried out following the bottom-up approach, in order to ensure that these activities and initiatives are interesting, heart-felt and sustainable. Sustainability that stems from authenticity is ensured when the integration of ICH in the economic development of the region looks at the younger generations from the cultural, environmental and social points of view (Albert, 2012). However, there are some other important aspects that must be kept in mind during the selection of the ICH to be valorised. As shown in Chapter 3.1, these are:

- ◆ Already existing interest in an ICH
- ◆ Positive image of the ICH
- ◆ Identification potential
- ◆ Liveliness of the ICH
- ◆ Capitalisation potential
- ◆ Expected positive valorisation results
- ◆ Positive circumstances

Regional developers can use their knowledge of the region as a basis for this selection process. In the Italian Piedmont Region, for example, the experience of the Book Village in Frassineto Po was chosen for valorisation because of its liveliness, its positive image and its capitalisation potential. The village of Frassineto Po is located in the southwest part of the region, and an initial group of artisan publishing industries first started to grow and flourish in the 19th century. Based on this heritage, the municipality and some associations set up the Book Village, a place where books never die. The Book Village is a year-round initiative that organizes readings with authors, festivals, theatre performances, exhibitions and competitions. Public awareness has grown over the years, along with the number of people directly involved in the initiative or participating as visitors. (Fig. 3.7)

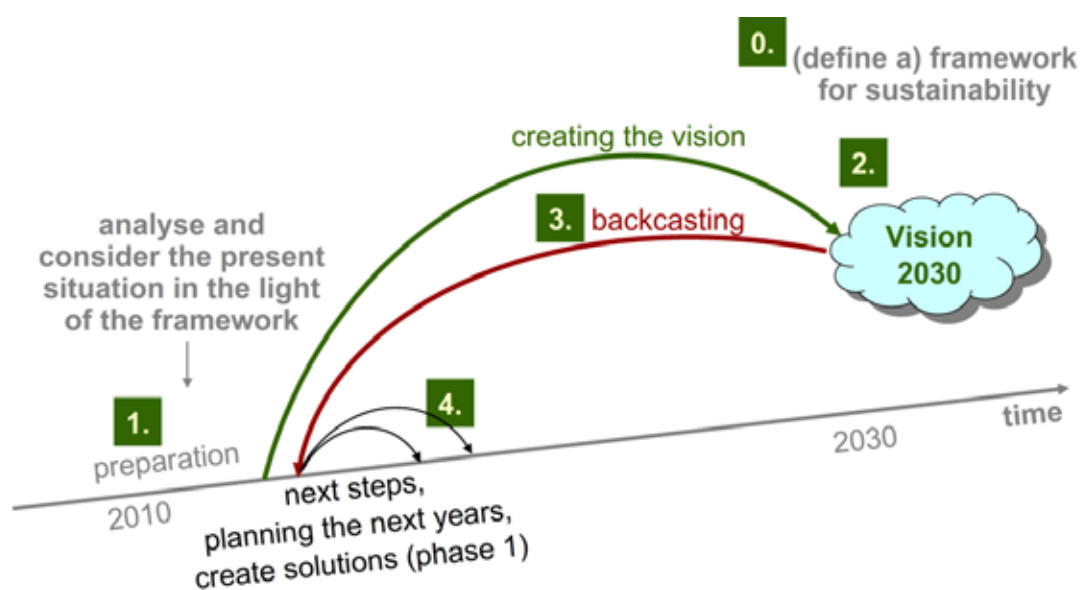


Fig. 3.7: Visioning and backcasting as tools for sustainable regional development (Krotscheck)

Design and approval of the management plan for valorisation

Starting from the vision, it is necessary to define a management plan for valorisation. As stated in step 2, the vision has a long-term horizon and is defined by pictures, values, emotions and important numbers. The aim of the management plan is to define the initial goals that can be achieved within the first three years and to work with pilot projects that can be communicated and replicated on a wider scale. This is done using the so-called “Backcasting” method. The backcasting method is a strategic planning method that challenges a group of stakeholders to imagine ideal future scenarios (step 2) and then work backwards as a group to figure out what is needed to get to the ideal states starting from the present state (step 3). In our case, the vision represents the ideal future. Stakeholders have to identify the activities that will help achieve the goals of the vision as much as possible, while taking into account the feasibility of the activities and the necessity to reach results that can be used to carry on the process of valorisation.

The management plan is a first concrete output which defines the activities, roles and resources needed to start the valorisation process. It should be defined via a collective approach that involves the different key agents, which could include regional developers, local institutions, associations or private agents devoted to regional development. An inclusive approach promotes the commitment of different agents and offers the possibility of a shared strategy that valorises the different competences and roles.

During preliminary meetings, it is necessary to share the vision, select the ICH and appoint people to work on the valorisation process (CCC, 2012). The appointed team should consist of a core team of more than 5 people and one project manager with coordination skills. Along with organizational competences, the team should possess a profound knowledge of the local territory and its inhabitants. From the beginning, they have to build strong relationships with municipalities, associations, ICH bearers and related private agents. These agents should be taken into consideration when the management plan is defined.

Elements that should be included into a management plan

An outline of the project’s **objectives and goals**: These goals are based on the previous identification process, which selected the ICH to be valorised. An intervention hierarchy based on the available resources and the strategy agreed upon with the local agents should

be created, which should also consider the aforementioned factors (i.e. authenticity, sustainability and positive associations with ICH). Furthermore, goals and objectives should be “SMART” (Wikipedia, 2013).

Specific – target a specific area for improvement.

Measurable – quantify or at least suggest an indicator of progress.

Attainable – determine how the goal can be accomplished.

Realistic – state what results can realistically be achieved, given the available resources.

Time-related – specify when the result(s) can be achieved.

A **list of actions** required to achieve objectives: Based on the objectives identified, the project management team must define the various activities. These actions can be subdivided into smaller tasks and then assigned to the different agents involved. In the management plan, each activity should be described briefly, including the inputs (resources, financial, equipment), actions, the responsible individuals, the time schedule and the outputs. This description can

be used to split the process into individual tasks and then maintain an overview of the outputs, roles, time commitments, etc. This can then be elaborated into a GANTT chart, as illustrated in the following example. A GANTT chart is a type of bar chart, developed by Henry Gantt in the 1910s, that illustrates a project schedule. Gantt charts illustrate the start and finish dates of the terminal elements and summary elements of a project. (Tab. 3.5)

Description of the activity	Responsible party	Duration	Jan 13	Feb 13	Mar 13	Apr 13	May 13	...
Activity 1	xx	01/01/13 – 15/02/13						
Activity 2	xx	01/03/13 – 01/05/13						
Form of expression	numbers, action plans							

Tab. 3.5: Example of a GANTT chart

In terms of **goal content** and individual activities, the UNESCO convention states that the major steps of the valorisation process that

should be integrated in the management plan are: (Tab. 3.6)

OBJECTIVES	ACTIVITIES
Identification	Acknowledgement, classification
Acquisition	Recording
Conservation and protection	Preservation
Transmission (i.e. passing on)	Learning, teaching, experimenting
Capitalisation of ICH	Valorisation, business development

Tab 3.6: Major steps of the valorisation process (based on Lupo, 2007)

These activities can guide the creation of the management plan and the definition of the individual activities. These activities will vary, depending on the ICH to be valorised. However the active involvement of all agents is crucial to guarantee the success and sustainability of the project.

The creation of the management plan should take only a couple of months. After that, the project management team should start with the implementation and the first activities of valorisation, beginning with the identification phase as described in table 3.6. Each finalized step should be evaluated, and its output and results should be communicated to the dif-

ferent agents (see section 3.3.3, "Roles and support"). Through ongoing monitoring and periodic meetings, the project can be aligned to the management plan, possible constraints can be managed, and necessary adaptations can be evaluated. Communication is a crucial factor for maintaining the commitment of the different agents and informing the wider public about the ICH valorisation process.

Activities should promote concrete cases of valorisation and their steps (i.e. Identification, Acquisition, Conservation, Transmission and Capitalization), so that they can be spread as examples and promote additional projects based on previous experience.

Budget and deadlines

In defining the individual activities, it is necessary to estimate the cost of their implementation, as well as any potential revenues. The sum of the assessed costs and revenues will give an idea of the budget needed for the realization.

Furthermore, possible funding opportunities should be identified as well. This could consist of local funding made available by public actors or private sponsorships. The possibility of a private-public partnership should also be consid-

ered. For example, sustaining cultural initiatives can offer fiscal advantages (Associazione Civita, 2012). The financial resources that could be used in implementing a project include:

- ◆ direct funding
- ◆ co-financing
- ◆ support programs
- ◆ voluntary involvement
- ◆ information and lobbying

Available resources and constraints

When creating the management plan, it is necessary to identify the risks that could be encountered during the project implementation. Documenting these risks offers the opportunity to anticipate possible events and responses to the risks.

The nature of risks can vary. We can distinguish between risks related to the external context

(e.g. lack of commitment from the stakeholders such as politicians or ICH bearers) and risk factors that are intrinsic to the management plan and to the activities carried out within the valorisation process.

The strategies for dealing with risk are avoidance, transferral, mitigation and acceptance.

3.3.3 Roles and support

As mentioned above, during the design phase of the management plan, the identification and involvement of key agents play a crucial role in guaranteeing the success of the valorisation process. To this end, the following steps are necessary:

- ◆ Identification and involvement of **decision makers and economic agents** in defining the management plan and throughout the whole process. These interested representatives could also be called a steering committee or focus group. Their jobs are to identify the ICH to be valorised, appoint the management team for the process, and monitor and guide the project implementation. They are also responsible for the overall organizational and legal aspects. Their long-term planning must be independent from election cycles.

- ◆ The **project management team** is responsible for concrete activities. Consisting of a project manager and his/her team (5-6 people), they manage the activities and conduct the project, while keeping all the stakeholders informed and involving other agents (ICH bearers, volunteers etc.).

- ◆ Other **stakeholders** include ICH bearers, volunteers, partner networks, schools and institutions that can contribute to the valorisation process. Although they may only be involved in single activities, their role is crucial for amplifying the results. The **media** represent another important group in this context. They are essential for disseminating information about the project and its results throughout the territory, with the aim of obtaining support.

Non-material help and voluntary service

Social capital and volunteerism represent an important aspect. In order to motivate volunteers, people must positively identify with the values of the project. Without the feeling of positively contributing to the regional development, they will not commit themselves to the project. If activities are to be based on voluntary service, tests should be run promptly to determine if potential volunteers can see a positive meaning and if they want to be part of

the process. To this end, the communication of objectives and goals is crucial, as well as the coherence of the activities carried out. Goals and activities must be consistent, and their communication to potential volunteers is crucial.

Another aspect that can be considered is involving associations that are based on voluntary service from the beginning. The main steps can be summarized as follows:

- ◆ Define the target group you want to involve.
- ◆ Contact them and provide information about the project, including its goals and activities.
- ◆ Recruit volunteers, assess their skills and, if necessary, train them for the activities.
- ◆ Involve them in the activities.
- ◆ Communicate results and thank them for their participation.

Political support and lobbying

Political support can be obtained as long as the objectives are aligned with those of politicians. Politicians should be involved during the planning phase and be kept informed about the project's progress. Sharing the results that can be achieved, as well as showing politicians the possible benefits to be derived, can enforce their commitment and lead to further opportunities.

When involving politicians, it is necessary to address all parties, to prevent the valorisation process from being identified with only one political orientation. This avoids the risk of the project only receiving support when a specific political orientation is dominant. It is therefore necessary to work on a long-term commitment from all agents (CCC, 2012).

What we have learned from this sub-section

- ◆ Involve key agents by starting a fruitful discussion and creating strong personal contacts.
- ◆ Plan awareness-raising activities targeted towards the key agents involved.
- ◆ Start to define the management plan by using the backcasting method. Establish goals that are "SMART" and define activities (including what, who, when, with which resources and outputs).
- ◆ Define budgets and deadlines, evaluate funding opportunities, and define the GANTT chart.
- ◆ Identify roles and support from decision makers, project management team and other stakeholders.
- ◆ If needed, get voluntary help and political support; focus on their commitment through efficient communication.

3.4 Practical implementation of valorisation

Authors: Peter Mißbach, Dieter Heider, Vera Fischer, Barbara Graeben, Holger Reinboth

This chapter describes the approach and the practical steps for implementing ICH valorisation. Within the context of the Cultural Capital Counts project, several European partner regions from six countries tested the valorisation of ICH using practical examples.

This chapter provides information and makes recommendations for the valorisation of existing ICH, which are complemented by practical tools and checklists for the individual measures described.

3.4.1 Components / basic steps of practical implementation

A variety of coordinated and complementary procedures are required to ensure ICH preservation and valorisation in a region. In addition to the systematic identification of existing ICH in the region, particular actions are required to ensure sustainable safeguarding and dissemination. Many traditions have already been forgotten or are no longer part of the population's direct awareness. The following chart illustrates the essential components necessary to safeguard the intangible cultural heritage in a region. (Fig. 3.8)

A structured approach built upon the identification of ICH existing in the region and its allocation to the five areas defined by UNESCO is an important part of the practical implementation of valorisation. Based on the survey, the following question is answered: "What is the current situation?" ICH identification should be based on the classic SWOT analysis and the procedure described in Section 3.1. Concrete basic principles for further development guidelines may be derived from this.

(Tab. 3.7 - next side)

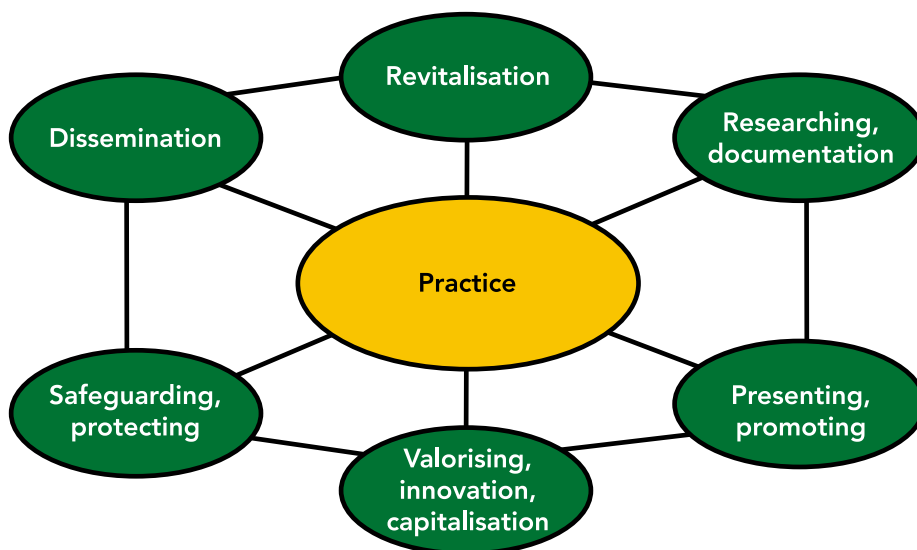


Fig. 3.8: Steps for preserving intangible cultural heritage

The development guidelines must be attuned to the local social and economic framework conditions in the region. This includes the definition of a vision (see Section 3.2), which answers the question: "Where do we want to be in the future?" Specific actions are then defined in an operational catalogue, which includes a detailed plan of action. Direct operational requirements for implementation can

then be derived from this. The valorisation of ICH should result in integrated approaches to solutions.

Measures, responsibilities, resources, methods, times and planned results should be clearly assigned in the operational catalogue, which ensures that a suitable level of responsibility for the implementation will be defined.

Strengths	Weaknesses
Reputation / value of regional products Local availability	Seasonal availability only Hard to market
DEVELOP	IMPROVE
Communicate regionally / nationally Integration into tourism	Improve marketing strategy Seasonal segmentation
Opportunities	Risks
Gradual expansion of product range Creating regional identity	Coordination effort in light of the diversity of individual producers Competitors from neighbouring regions
USE	PREVENTION
Develop new products Expand product range	Optimise network Gain partners

Tab. 3.7: Recognition of development trends based on a SWOT analysis, using the example of farmers' market products

3.4.2 Communication strategies for implementation

Determining the communication and information needs is an essential step in valorising intangible cultural heritage. Therefore, each region should develop and implement a communication strategy with a specific communication plan, which can then be implemented using a variety of measures.

Communication is particularly important because it increases the level of awareness of ICH in the region and motivates the population to re-evaluate their cultural heritage. Communication strategies relevant to specific elements of ICH should include the following points:

- ◆ **Goals:** The key to the success of communication strategies. Determine the reason for communicating.
- ◆ **Target groups:** Identify the target groups, prioritise, anticipate usage, develop a clear profile.
- ◆ **Messages and information:** Consider wording, formulation of core messages, purpose, values, and emotions.
- ◆ **Methods and activities:** Identify the most suitable tools and activities for the situation.
- ◆ **Resource matrix and Budget planning,**
- ◆ **Scheduling,**
- ◆ **Evaluation** (Communication audit, process, result, impact)

Workshops and “future workshops” (see 3.2), which will also be used to disseminate messages in the region, will be part of the process of ICH valorisation. They have the following objectives:

- ◆ Providing food for thought
- ◆ Increasing ICH awareness
- ◆ Developing abilities, skills and competences
- ◆ Raising awareness of the potential of intangible cultural heritage
- ◆ Animating the participants to develop their

own approaches and concepts for enhancing cultural heritage

When working with stakeholders within the framework of the workshops and “future workshops”, the most important rules for moderation are:

- ◆ Manage tasks - procedure, schedule and documentation of results
- ◆ Define the scope and rules
- ◆ Define communication rules
- ◆ Integrate feel-good factors, balance tasks
- ◆ Continuous information

The following are particularly suitable communication measures for the valorisation of ICH:

- ◆ Press releases / conferences
- ◆ Flyers
- ◆ Brochures – In the CCC project, each region produced a comprehensive brochure with a description of its ICH.
- ◆ Dedicated internet presence
- ◆ Databases to capture and describe regional ICH (published on the CCC project website)
- ◆ Periodic newsletter
- ◆ Information events
- ◆ Regional workshops with private and public stakeholders
- ◆ Short films and videos
- ◆ Handbooks and manuals

Within the CCC project framework, the communication measures listed above were implemented by all the project partners in their respective regions.

3.4.3 Transparency and raising awareness of ICH

Transparent structuring of the implementation ensures that the local population becomes aware of ICH that exists in the region. Since many components of ICH are on the verge of being forgotten, it is important to raise awareness to anchor these endangered components firmly in the collective consciousness.

An effective ICH communication management must be developed as part of the implementation of the planned communication strategy (see 3.4.2). It is recommended to include both citizens who are active and committed to maintaining traditions and those who are needed for the revitalisation and cultivation of traditions (e.g. town chroniclers).

It is equally important to include stakeholders in government, business and the public administration. This will assist in integrating all areas of social life in the awareness-raising programme. The corporate identity (CI) in the region should be strengthened in order to create a team spirit. However, the scope of these activities is strongly dependent on the existence of a CI in the region or at least some semblance thereof. Concrete measures and actions (e.g. festivals, fairs, sports events, public readings, craft shows, themed events) should raise public awareness and arouse interest. This process should be accompanied by active public relations and the development of attractive materials.

Where possible and where appropriate opportunities are available, the establishment of a regional brand and corresponding strategies for the marketing and distribution of local products will assist in the awareness-raising programme. The organization of participatory processes is an essential component for ensuring the transparency of ICH valorisation. In this respect, it is recommended that standards or quality criteria be introduced for the inclusion of citizens in the region.

This procedure, which has already been implemented in certain processes of political decision-making, allows not only the bearers of ICH to participate in its implementation, but also participation by the carriers, multipliers and decision-makers in politics and administration. This gives rise to the possibility of active participation and the balancing of the various positions of interests and values, which ultimately leads to local acceptance of the ICH implementation and the broadening of its range. Thus, a win-win situation is created, from which all those involved benefit.

Specific requirements and quality criteria need to be defined for the participation processes. A willingness and ability to engage in dialogue with all relevant parties should be a basic requirement. When defining the framework and clear goals, enough leeway should exist so as not to exclude the exploration of any existing options. All those involved must have the same rights and obligations (the same „eye level“) and must be willing to learn.

Commitment and reliability, transparent information and traceable decision-making and execution constitute an important basis for the implementation of ICH programmes. The integration of material and process competencies ensures the participation of all relevant stakeholders.

The ICH implementation must ultimately be integrated into the local environment of existing interests. Participation processes may be structured to include:

- ◆ Surveys
- ◆ Stakeholder and/or public meetings
- ◆ Forums
- ◆ Round tables
- ◆ Open spaces
- ◆ Perspective and “future workshops“

3.4.4 Knowledge management for ICH

In order to implement ICH valorisation, the region must have or develop active knowledge management. This is an essential success factor. The figure below illustrates the main components of this process. (Fig. 3.9)

The ICH is **identified** using the methods described in the previous chapters (e.g. interviews, document studies). ICH **processing** is ensured through suitable communication measures, such as publishing of brochures and summaries in internet databases (see also section 3.4.2).

Regional stakeholders secure the use by cooperating with local regional development institutions and involving additional local (private) organisations (e.g. clubs, work groups, community associations). Modules and core processes for the development of ICH knowledge management include (Probst, Raub, Romhardt, 2006).

- ◆ Knowledge objectives
- ◆ Knowledge identification
- ◆ Knowledge acquisition
- ◆ Knowledge development
- ◆ Knowledge distribution
- ◆ Knowledge use
- ◆ Knowledge preservation
- ◆ Knowledge assessment

The extent to which the individual components of knowledge management are used will always depend on the specific situation in the region.

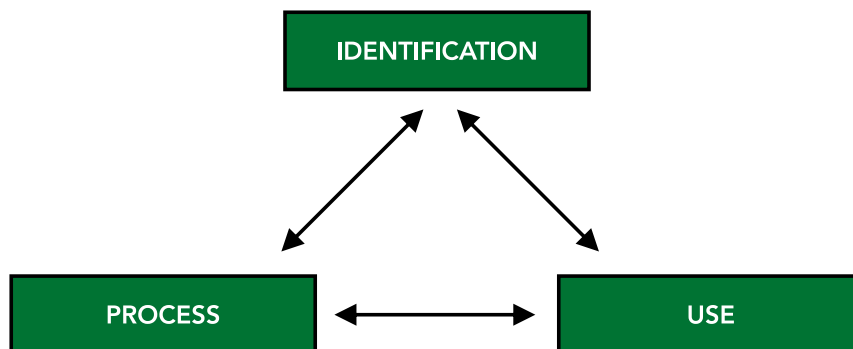


Fig. 3.9: The main components of knowledge management

3.4.5 ICH network topology

Network building is essential for ICH implementation, as networks can promote collaboration between different agents. Existing local regional development organisations are often already organised in a regional network, which should definitely be utilised for valorisation.

Organising collective action in the region and fostering social and professional networks involve the following tasks:

- ◆ Creation of optimal cooperative relationships to benefit all participants
- ◆ Communicating and developing common interests
- ◆ Developing tasks and deriving action requirements
- ◆ Jointly identifying and evaluating problems
- ◆ Creating space for new solutions and creative options
- ◆ Identifying risks and opportunities

To perform these functions, the network must possess the following basic ICH requirements:

- ◆ Social skills (communication, engendering trust, neutrality, goal-orientation, integration ability)
- ◆ Methodological skills (moderating, reflecting, structuring, negotiating, presenting, conflict resolution)
- ◆ Organisational skills (project management, self-organisation)

- ◆ Professional expertise (counselling, knowledge of regional structures)

The network should draw on the resources of key agents, as shown below. (Fig. 3.10)

The honorary post opens up good opportunities for dissemination. Sponsorship exploits additional financial capacities in the region. The mix of regional resources to be exploited is important in this context. The process should be controlled by a core team of important agents. As part of basic network creation, it is advantageous to review the following elements with respect to both existing and developing networks:

- ◆ Networking goals
- ◆ Network use
- ◆ Network type
- ◆ Network profile
- ◆ Network resources
- ◆ Network organisation
- ◆ Partner networks
- ◆ Network moderation
- ◆ Network rules

Building networks requires broad participation. Networks generate ideas, foster trust and lead to further collaboration.

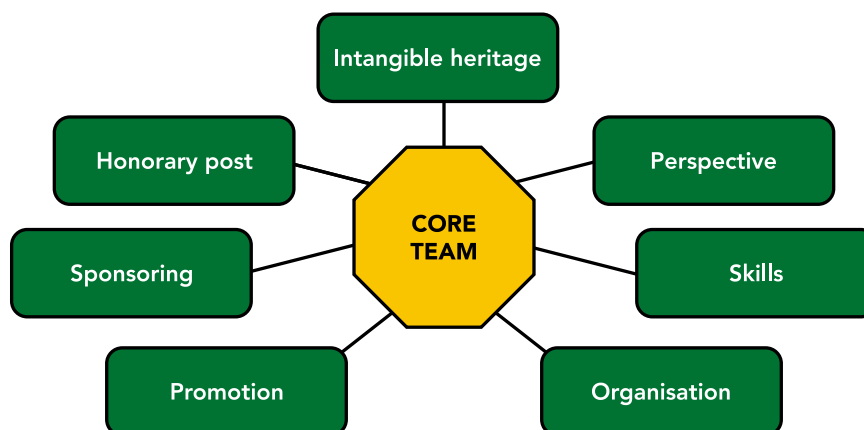


Fig. 3.10: Network resources of important stakeholders

3.4.6 Expanding the ICH action plan

As the process advances, reviews and adjustments must be made based on the existing plan of action (measures) for the development, maintenance and reproduction of the relevant

ICH. Apart from checking the required valorisation resources and structures, the following points, in particular, should be monitored.

Checklist for further development of the action plan

- ◆ Dimensions of external perceptions and development of project itself
- ◆ Increase aspects of use for those involved
- ◆ Horizontal objectives (synergies, complementarity)
- ◆ Principles for sustainable ICH development
- ◆ Additional valorisation potentials
- ◆ Stakeholder participation
- ◆ Public participation
- ◆ Civic involvement
- ◆ Economic components
- ◆ Flexibility of future vision
- ◆ Additional opportunities for cooperation
- ◆ Interface management
- ◆ Time frame
- ◆ Risk analysis
- ◆ Taking the initiative
- ◆ Providing a clear direction
- ◆ Guiding the implementation
- ◆ Committed leadership
- ◆ Consistent cascading
- ◆ Ongoing communication
- ◆ Addressing concerns
- ◆ Integration of ICH into everyday life of inhabitant
- ◆ Securing and developing what has been achieved
- ◆ Combining feedback and learning
- ◆ Turning progress into success
- ◆ Communicating benefits to all stakeholders

This verification process is designed to flesh out the valorisation plan. The practical implementation requires the active and committed action of all parties involved, which includes the following maxims for practical implementation of the ICH strategy (ILTIS, 4managers):

The ICH should be a vehicle for sustainable regional development. Presentation of ICH in a matrix form is optimal for the representation of the scale and added value of valorisation to the region, as such a matrix can be presented to ICH "transporters" to explain the significance of ICH to those who are not yet involved and to convince them of the value of the valorisation process. The matrix also illustrates the added value to the region. (Tab. 3.8)

Categories for ICH valorisation

Added value for the region	Socio-cultural dimension	Ecological impact	Economic impact
CURRENT STATE			
OBJECTIVE			
ACTION			

Tab. 3.8: Categories of ICH valorisation

The economic dimension may involve the direct development of value-added chains based on the intangible cultural heritage. (Fig. 3.11)

Although not all elements of ICH have a broad economic dimension, they may nevertheless make a major contribution to improving the regional quality of life. ICH elements that contain economic potential may also promote unique regional features.

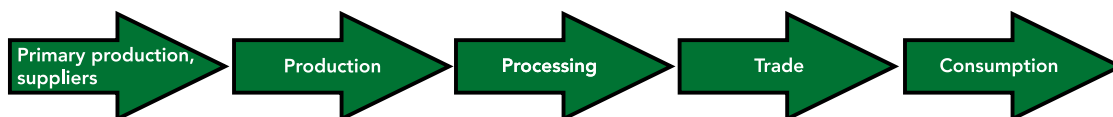


Fig. 3.11: Principle of a regional value-added chain

Monitoring outcomes and sustainability development

As part of the ICH valorisation, monitoring outcomes serves two primary functions:

- I. controlling (i.e. correcting)
- II. direct measuring of the progress towards set objectives

An instrument applied for the valorisation of intangible cultural heritage should be gauged using specific measurement criteria (indicators) that correspond to the SMART principle (specific, measurable, attainable, relevant, time-bound). The relevant agents should identify specific indicators for the monitoring of outcomes. The following checklist may be helpful in this respect:

Checklist indicators

Level	Description	Example of Farmers' Market Products
Input	Financial, material and human resources deployed	Financial resources deployed Working hours Staff
Output	Products and services created	Number of products and services New products and services
Outcome	Created use	Sales increase Added value
Impact	Medium and long-term results created; cultural added value or utility	Customer satisfaction Demand index Strengthening the regional identity through regional products or activities

Tab. 3.9: Checklist of indicators

Essential success factors for the process may be identified by examining the following points (Federal Administration Office REGIONEN AKTIV, 2008):

- ◆ Common vision
- ◆ Clear objective
- ◆ Benefits to involved parties
- ◆ Success orientation
- ◆ Commitment and support
- ◆ Learning ability and flexibility
- ◆ Trust
- ◆ Resource management
- ◆ Public participation
- ◆ Internal and external communication

Ongoing testing and further development or evaluation of the relevant elements of ICH will foster the activities. In practice, it is important here to ensure that the ICH neither alienates inhabitants nor is artificially revived through presentation and performance beyond its actual context.

The valorisation process is built around „living traditions emerging as new creations to be shared and passed on from generation to generation“ (UNESCO, 2012). In this context, the term “transfer” does not imply an artificial transfer and propagation processes, but should rather involve a learning process that addresses the following questions:

1. What was particularly successful in the ICH valorisation?
2. How was this achieved?
3. What can we learn from this?
4. What benefits have been derived?
5. How can we support others?

Beyond the narrow local focus, the lived intangible cultural heritage also promotes practical interaction with elements of cultural diversity from other regions. (Fig. 3.12)

The checklist for sustainability contains issues that need to be considered in order to ensure the sustainability of ICH valorisation, such as:

- ◆ Common identity and consciousness
- ◆ Creation and further development of required structures for the longer term
- ◆ Creating commonalities (products, content)
- ◆ Involving all relevant stakeholders
- ◆ Sustainable resources
- ◆ Localisation
- ◆ Flexibility in response to changing conditions (i.e. adaptability)
- ◆ Ongoing reflection on the results

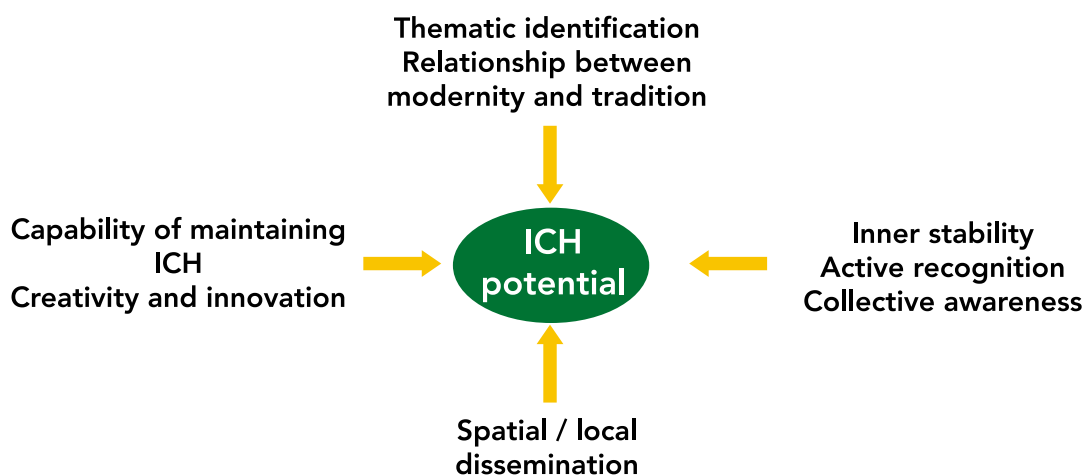


Fig. 3.12: ICH „transfer“ potentials

What we have learned from this sub-section.

- ◆ ICH valorisation can be successfully implemented in a region through the application of practical steps.
- ◆ The valorisation process should be broad-based and should involve all relevant stakeholders (including the public). A communication strategy, networks and knowledge management can be of assistance.
- ◆ Ongoing development and stimulation are required for valorisation, and visions must be continuously refined. Regular evaluations provide a learning aid.
- ◆ The process of valorisation must be transparent and must feature ongoing communication.

What are the results for the region?

- ◆ ICH has been valorised.
- ◆ Popular awareness has increased.
- ◆ Networks have been created.
- ◆ Knowledge management has been developed.
- ◆ Unique regional features may have emerged.

3.5 Development and implementations to establish a sustainable change management process in the ICH areas of activity

Author: Ferenc Laki

Which questions are answered in this sub-section?

- ◆ Why is change management needed?
- ◆ What are the preconditions for change management?
- ◆ What exactly are the responsibilities of the development agent, public and private agents?
- ◆ How can continuity be established in ICH valorisation?

As the process of capitalising the selected ICH has now reached another step, the role of the development agent is now coming to an end, and the ICH element must now be able to stand on its own two feet. Thus, the main goal of the next step is to prepare the private and public agents in the region to assume responsibility for the capitalised ICH. The management of the process must change, and the development agent can act as a catalyst for this change by using the tools of networking and inspiration, such as by coaching and organising

workshops for private and public agents. There are two groups involved in the valorising of ICH. On the one hand, public agents are responsible for safeguarding the cultural values that emerge from their community by maintaining its authenticity and ensuring broad public awareness and acceptance. The private sector, on the other hand, aims to generate profit by capitalising the ICH. Through capitalisation, the ICH becomes part of the regional economy and is adapted to the needs of the present day. Clearly, the objectives of these two interests can diverge or even come into conflict. However, by recognising the common goal, namely to capitalise the ICH without losing its originality, the two groups can complement each other and ensure the survival of the indigenous culture in contemporary society. The key to success is the proper coordination of non-profit and profit-oriented aims.

Once the previous capitalisation steps have been completed and all necessary conditions are present, a 'transition phase' begins for the capitalised ICH. As the ICH enters the market, the development agent and the new management monitor the performance of the new products or services closely. The capitalised ICH is integrated into the regional economy, but it can only survive in the real market if it meets

certain conditions. First, there has to be a real and effective demand for the product or the service, and second, the producer or service provider must be able to deliver the demanded quality and quantity at a price that is competitive in the market. To this end, this subchapter has a strong focus on economics. The goal of this development phase is to ensure the long-term sustainability of the cultural resource.

3.5.1 Expected results from the sustainable change management process

The primarily goal of this phase of the capitalising process is to ensure that the new management is able to assume the leading role. The public and private sectors must be actively involved into the process if the capitalised ICH is to become a stable part of the regional economy.

The aim of the whole capitalisation process is to preserve the authentic values of an element of intangible cultural heritage element in order to eventually integrate it into the regional economy. In order to ensure the sustainability of this process, the ICH-based product or service will be adapted to the ever-changing market demands. Sustainability is ensured by appropriate financial resources, well-balanced new management organisation and an ongoing innovation process. The roles and tasks will be equally distributed among private and public sector members, who must be dedicated, motivated and ready to learn and innovate.

To ensure the survival of the capitalised ICH under real market conditions, it must have a stable business plan and long-term financial resources. In the first phase, grants, project funds, micro-credits or even state aid will provide the necessary stability. In order to secure stable resources, the powers contained within the community are used.

Volunteering provides a good opportunity for locals to enter the process, as do sponsoring and donating. Such processes embed the capitalised cultural heritage element deeply in the regional community. The existence of endowment funds may provide an additional resource for ensuring financial sustainability.

The ICH-based enterprise will be able to generate its own income. Once it is introduced to the market, it becomes part of the regional economy and must sell its products and services. At this stage, the transition period has been completed successfully, and the real-world testing under careful control of the new management is concluded.

However, the 'market-ready' products or services are not simply 'left alone'. The management will also be able to react to changes in demand, energy supply or material and energy prices. Innovation potential is secured, which means a constant readiness to develop the product or service or to alter the business or marketing plan.

The new management will receive feedback from the performance of the capitalised ICH in the form of measurable outputs, similar to revenues and expenses. The management will check whether the general aims of the capitalisation process have been achieved. The new management members remain in close contact with the development agent, which is also very important for subsequent capitalisation processes in the region.

All these results will be reached by coaching and mentoring activities conducted by the development agent. These activities prepare the public and the private agents for the implementation of the sustainable change management. (Fig. 3.13 - next side)

3.5.2 Preconditions for an effective management transfer process

Successful completion of 'transition phase'

One basic requirement for the management transfer is that the capitalised ICH must become 'mature'. This maturity has to be tested and verified during the 'transition period'. When the ICH is able to survive under real

market conditions, and the transition of the authentic cultural content has been secured, management of the ICH can be transferred. The transition period will last for at least 1 year and must yield in positive ICH performance.

Organisation of new management

The establishment of new management requires active and cooperative participation by key agents who come from different fields of activity and are strongly connected to the ICH. Both the public and the private sectors must be represented, and clear roles must be assigned that correspond to both the profit-oriented and non-profit aspects. The distribution of responsibilities must be made clear to all parties involved by a clear, formal statement of who is

expected to do what, and when they are expected to do it.

The key agents themselves must possess the knowledge, experience and time required for the new management responsibilities. Furthermore, they must be fully committed to the task. The cooperation must achieve a level when all members of the new management know exactly what to do once the development withdraws.

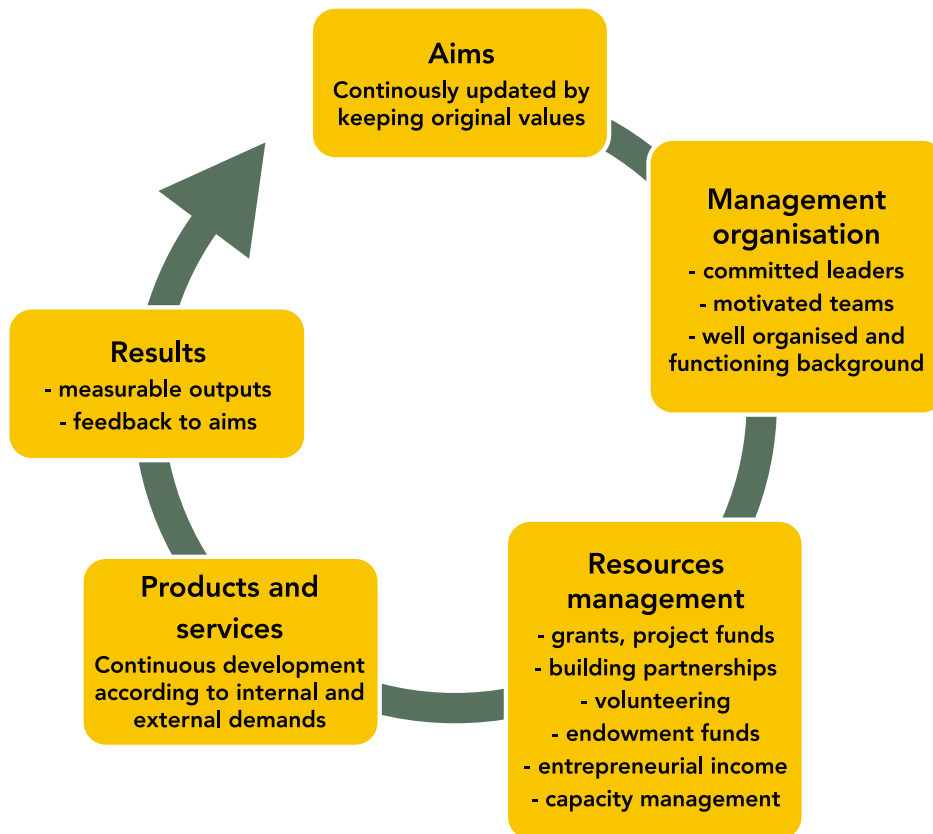


Fig. 3.13: Sustainable management circle for capitalised ICH (Kovács, 1999)

Capacity mapping

Both the private and public entities must contain management ability and professionalism. Before handing over responsibility, it is important to conduct a 'human capacity mapping' of the future managers, which should determine

if they possess the knowledge, experience and commitment needed to carry out this activity, and furthermore, if they will have the time to manage future activities. The mapping process has to be deliberately planned and executed.

Regional embeddedness

The capitalised cultural resource must be deeply integrated into the local or regional community, and the new management must cultivate vital, close contacts to it.

The capitalised ICH is a value that belongs to the community, and it must be well-known and widely accepted. The implementation of the 'CCC' method is a community-based development. Therefore, it is important that the ICH is deeply embedded in the local community via strong contacts to the local inhabitants. This

aspect must also be verified as a precondition for a 'mature' ICH. This embeddedness ensures the social base and supporting background for the long-term viability of the ICH. To this end, educational materials must transmit the richness of the regional cultural heritage to the younger generations. For example, local schoolchildren should be given the opportunity to participate regularly in handicraft courses, open-air schools and summer camps that focus on regional ICH.

Financial stability

The financial stability of a capitalised ICH that is emerging from the 'transition phase' is crucial. The financial balance must be verified at this stage, and revenues and expenses must be mapped. This process should address the following questions:

- ◆ Is the financial situation of the capitalised ICH sustainable?
- ◆ Where are revenues and expenses generated? (i.e. for a single agent, such as the ICH-based entrepreneur, or for different agents?)
- ◆ Will the prices of raw materials and energy remain stable in the foreseeable future?

Economic awareness

Economic awareness is essential for the financial stability of the capitalised ICH. A well-founded business plan must be on hand during the 'transition phase'. The business plan should define concrete financial steps for realising the vision of the future. A 'transition phase' will be needed to test the 'viability' of the ICH for the regional economy. To this end,

at least 1 business year must be completed successfully before the development agent can hand over responsibility (assuming that other requirements have also been met). The capitalised ICH and the new management must prove their capabilities by successfully completing the 'transition phase'.

Innovation potential

The new management must demonstrate its innovation potential. Even during the transition phase, key agents must display a willingness and ability to generate new ideas and adapt to changing circumstances. Over time, the capitalised ICH will face many challenges: new market trends might arise, raw materials could become more expensive or even run out, energy prices might be increased, and new target groups could emerge. The new management must be able to meet these challenges and make important decisions autonomously.

The cooperative balance of at least three main innovative types is needed to provide flexibility and adaptability. Firstly, the so-called 'change agent', who should bring 'big ideas', most of-

ten comes from the private sector. However, the normal temptation of the change agent to "change for change's sake" must be balanced by the second individual, the 'consolidator'. The consolidator seeks to preserve the authenticity of the ICH by questioning the value and necessity of new ideas. Finally, a successful innovation-based change requires a 'catalyst', who should secure the long-term energy by motivating individuals and establishing contacts with the local community.

Besides their personal competences, all key actors must also possess up-to-date knowledge about marketing, market trends, and the changing accessibility and price of raw materials and energy.

Feedback to previous 'CCC' steps

It is also important to ensure that the capitalised ICH remains in constant connection with the previous steps of 'CCC' methodology: awareness raising, inspiration and network-

ing. Essentially, the strong connection with the community must be maintained by providing feedback to these steps.

Transition phase: an open process

The development agent must pave the way for the management handover by implementing the 'transition phase', whereby he/she takes measures to ensure a smooth transfer of responsibility, as well as future sustainability. It is important to point out that this must be an open process that allows new agents to enter and perhaps make thematic changes.

Concerning regional development, reliable data on the number of jobs based on the ICH must be made available. Concerning safeguarding heritage, it is crucial to determine if the cultural element remains 'alive' and authentic. Concerning the relationship with the community, it is important to know how well the process of passing the tradition over is going from one generation to the next.

In summary, when all conditions are met, a transition phase of approximately 1 year starts. During this phase, a stable financial process has to be implemented with dedicated agents who possess sufficient resources (time, ideas, personal contributions and influence) to ensure the sustainability of the capitalised ICH. If it goes well, the ICH can stand on its own two feet. The successful completion of the transition phase is a precondition for transferring management of the ICH.

3.5.3 Concrete implementation of the management transfer process

Step 4 above yielded motivated actors in the public and private sectors. The role of the development agent step 5 is to channel their commitment and ideas by helping them integrate ICH contents into their public policies and business activities. (Fig. 3.14)

Stability and security are basic elements for establishing a supportive working environment and achieving continuity. A genuine regional spirit and cooperative culture are vital for the implementation of the process. In order to be successful, many actors must be inspired and motivated during the valorisation process. The processes gain dynamics in thematic workshops, discussions, presentations, mentoring and by using other tools to build networks and

business. At this stage, the responsibility for further developing the ICH and its economic opportunities is transferred to the individuals who make up the network. The handover of responsibility is a step-by-step process.

In this stage of valorisation, the role of the development agent is reduced to the coaching of the relevant agents. The goal is not to control these individuals, but rather to educate, motivate, inspire and connect them, thereby helping them achieve a deeper knowledge of the ICH and develop its unique characteristics. The development agent should hold separate coaching sessions for public and private actors, since the two groups tend to have different goals and interests.

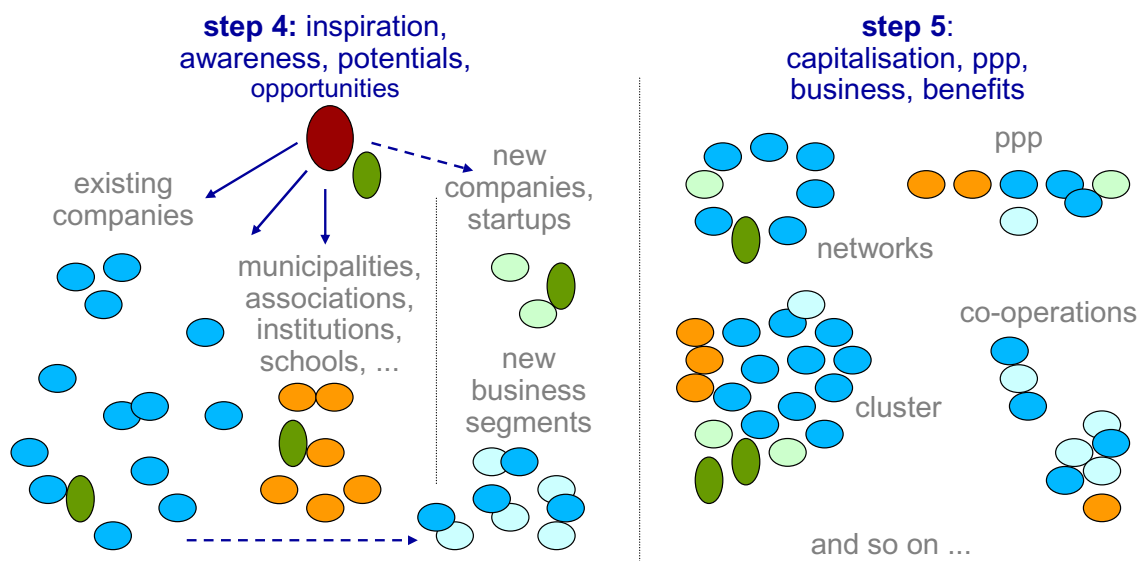


Fig. 3.14: Steps 4 and 5 in the valorisation process (Fend, Krotscheck)
ppp ... public private partnership

Coordination and integration of non-profit and profit-oriented aims

The private and the public sectors have different interests that must be harmonised to ensure a smooth continuity. In the early phases of the product or service lifetime, special consideration must be given to safeguarding the authentic cultural values of the ICH. This task is performed mainly by the public sector, while the sustainable integration of the ICH into the economy is the task of the private sector.

Knowledge of traditional means of production, basic materials or packaging cannot be changed just to gain short-term profit. On the contrary, these features are exactly what will provide uniqueness and a market advantage to ICH-based products or services in the long run. There is a basic difference between the interests of the private and public spheres. Generally speaking, municipalities and entrepreneurs of the region must be targeted by raising the

awareness of the intangible cultural heritage of the region. It is important to highlight the cultural values that locals often 'take for granted', as well as the best practices for capitalising ICHs. Municipalities can create favourable conditions for ICH-based entrepreneurs by:

- ◆ establishing the minimum basic infrastructure in a region
- ◆ offering favourable tax regulations for small-scale entrepreneurs
- ◆ renting municipality-owned buildings or agricultural lands at a reduced price or even for free
- ◆ establishing an 'incubation centre' for ICH-based entrepreneurs (*Tab. 3.10*)

	Public body	Private actor
tasks	raising awareness, building values, integrating visions into regional brands, safeguarding	production, supply, pricing, marketing, product innovation, product branding
roles	providing support by policy making, safeguarding local ICH, providing favourable conditions for ICH-based entrepreneurs, securing regional embeddedness of ICH	starting and operating ICH-based businesses, ensuring the survival of ICH under real market conditions, networking, building clusters,
tools	policy making, coaching and mentoring, thematic workshops, fairs, funding, innovation awards, excursions, trainings, study trips, education: to reach younger generations	trainings, coaching, mentoring, Innovation, development of sustainable business plan, effective marketing, development of unique selling proposals

Tab. 3.10: Division of tasks, roles and tools among the public and private actors

Topics for coaching public agents

Although this valorisation step has a strong economic focus, the public sector must also be actively involved in order to ensure continuity and safeguard the authenticity of the relevant ICH.

Safeguarding ICH: The public sector must represent the local or regional community's interests and preserve the cultural values of the community for future generations. This function is a key topic for workshops with public agents.

Raising awareness: Raising awareness requires consistent communication strategies related to the capitalised ICH (see sub-section 3.4 for a more detailed description of the relevant activities).

Building visions: Public agents must define community-based and value-based visions (see sub-section 3.2 for more information).

Regional branding: Building regional brands requires a broad cooperation and consent among all participants and usually involves a long process. For example, a relevant workshop could draw attention to the needs of ICH-related private agents in terms of how they can use the regional brand for their products. The branding process is detailed in chapter 4.

Favourable economic environment: One crucial competence for the public sector is the ability to provide favourable conditions for ICH-based entrepreneurs. This involves fostering an image, positioning, accepted values and a suitable climate for innovation, inspiration and cooperation.

Motivating younger generations to get involved: A strong relationship must be fostered between the ICH and the local or regional community, particularly the younger generations. To this end, it is helpful to include the cultural values of the region in relevant educational

materials. It is important that children begin learning about their own cultural heritage at an early age. Teaching children about the region's ICH will increase their long-term commitment to safeguarding it.

Study trips taken within the region to discover cultural heritage, handicraft courses held in open-air schools, and summer camps with a cultural focus will all deepen children's practical knowledge. They learn the 'joy of creation' in handicraft courses not only for hobby purposes, but also for spreading artisan knowledge in the region.

In addition to crafts, regional culinary arts must also be promoted among youngsters (e.g. cooking events can spark their interest). Regional school kitchens can play an important role in this area by serving traditional local meals made from locally produced foods. This brings an added economic advantage of stimulating consumption of products from local producers.

'Handing over' the capitalised, 'mature' ICH to the community: For the community in particular, it is important that the transfer of responsibility takes place in a transparent, public manner. The symbolic transfer of the capitalised ICH to the new management (and thereby to the community) can provide the ideal concluding moment. In the case of new products, one good option is to place the prototype in a local museum. Such actions, along with communication to keep the community informed about any developments related to the ICH, embed the capitalised ICH in both the communal identity and the regional economy.

To sum up, the workshop topics for public actors are:

- ◆ Safeguarding ICH
- ◆ Raising awareness
- ◆ Community and value-based based visions
- ◆ Regional brands
- ◆ Favourable conditions for ICH-based entrepreneurs

Topics for coaching private agents

In the private sector, it is possible that only a single company or a limited number of entrepreneurs will be involved in the initial stages. The goal of workshops for these parties is to set a positive precedent that others would follow. If subsequent agents follow the positive example, they benefit from previously gained knowledge about how to organise themselves (e.g. networking, forming clusters). Development agents cannot form a cluster alone, but they can educate, inspire and connect the right agents.

A) Networking

The main task of this step of valorisation is to motivate the agents to form networks. Like-minded entrepreneurs (i.e. those who share similar interests) can achieve more by pooling their resources. The most effective way to promote networking is to build clusters, which are founded upon familiarity between the entrepreneurs or companies and the fact that they are all dealing with the same kind of capitalised ICH (e.g. local products). The human factor of a cluster is the trust among the members that stems from a recognition that they share common interests and goals.

During coaching, it is important to point out that potential members of a cluster share mutual interests and are not necessarily competitors. Clusters provide a framework for competitiveness that cannot be achieved individually. The existence of clusters is always planned for long-term.

The cluster members should define common methods and tools for reaching the final goal

- ◆ Coordination and integration of non-profit and profit-oriented aims
- ◆ Involving the younger generations
- ◆ Other tools for networking: fairs, thematic events, innovation awards, excursions, study trips, etc.

and the framework of their cooperation. Clusters are professional networks that develop organically by flexibly adapting themselves to external changes. Cluster building is based on a 'cooperation agreement' that defines the following elements:

- ◆ the aim of cooperation
- ◆ the scope of cooperation (i.e. which fields will be covered by the cooperation)
- ◆ how and by what means the cluster members will achieve the agreed upon aims
- ◆ rights and obligations of the cluster members

Actions for fostering the development of clusters:

- ◆ personal visits to producers
- ◆ organising motivational workshops
- ◆ conducting demand survey among local producers to identify the tasks that cannot be solved alone and what they expect from the cluster
- ◆ investigating product quality, quantity, production capacity, number of employees, and possible development directions (visions)
- ◆ make people aware of the advantages of clusters:

- ◆ providing quality management,
- ◆ the product or service could be integrated into a regional brand,
- ◆ to get an integrative design, to have assistance in product and packaging development,
- ◆ to take part in trainings, workshops, receiving up-to-date information,

- ◆ to participate in fairs and markets, to be part of common marketing,
- ◆ to have access to merchandising channels (e.g. farm market, web shop),
- ◆ to have innovation possibilities, ideas
- ◆ to initiate project applications, project generations,
- ◆ to participate in study visits,
- ◆ to have assistance in development organisation

An ICH-based cluster also provides an important benefit for the local community and the public sector by guaranteeing the continued existence of capitalised ICH.

B) Integrating cultural resources into economic development

Market entry

This is the main, decisive step in the maturation process of the capitalised ICH. It is based upon designing a business plan and a marketing plan. The strategy of market penetration for ICH-based products and services consists of the following elements:

- ◆ Define the goals of market entry
- ◆ Analyse the existing state of the product or service (SWOT, PEST, STEEP, etc.)
- ◆ Formulate a budget and conduct a feasibility study: prepare different case scenarios to explore alternative possibilities for production, delivery costs and market opportunities.
- ◆ Using the "8 Ps" of marketing to define what, where, whom, by whom, how and for how much to produce or to deliver:

1. Product: Determine the exact product or service mix that can best satisfy the consumers' needs in terms of both quality and variety.

2. Price: Determine the price that buyers will be willing to pay, which should generate profit and make the product or service competitive at the same time. Pricing aspects include:

- ◆ Pricing aims: What do we want to achieve by this price? Should it pay off immediately? Should it bring profit in the long-term? Should the profit be reinvested in the business?
- ◆ Costs must be taken into consideration, especially production costs (e.g. labour costs), supply costs, marketing and sales costs, etc.
- ◆ Demand: Is there a real, effective demand for the product / service within the community?
- ◆ Market competitiveness: Are we alone in the market, or do we have many competitors? What costs are the competitors dealing with? What products or services can they offer, and at what price?
- ◆ Legal regulations: What is eligible for customers and what is not? It is important to pay attention to VAT regulations and to monitor changes in fuel prices and other factors.
- ◆ What effect do the competitors' products and their prices have on our product?

3. Place: This involves determining the proper sales channels and practices (i.e. marketing and sales). Thus, it describes how a product or service gets from the producer to the consumer.

4. Promotion: The goal is to draw the potential consumers' attention to the product or service and to the ICH (or even the region itself). This stage entails making decisions about advertisement and PR (public relations) activities. Although advertisement is costly, it is necessary for ICH-based products and services. Since consumers have to be well-informed in order to make the right decision, ICH-based entrepreneurs need measures to build awareness of their products and services and to compete with the competitors.

Advertising delivers information, influences the consumers, and protects the product or service from the competitors. PR activity is an indirect way of promotion. ICH-based entrepreneurs should strive to foster an atmosphere of trust and understanding for their organisations, products or services, as well as the ICH itself. This depends on strong media connections, self-organised exhibitions, competitions, voluntary and civil activities and networking.

5. Personal factors: Marketing employees and collaborators must be selected carefully. Since marketing activity is capital-intensive, qualified marketing personnel are needed. They must be very creative and must possess strong capabilities and excellent communication skills.

6. Psychological factors: Since the ambience, atmosphere and surroundings in which sales take place are also important one must pay attention to the conditions at the point of sale or where a service is provided.

7. Process: Marketing personnel need a process to follow, which must be strategic and

proactive. It is recommended to create and follow a marketing plan and a marketing budget, which should provide the basis for periodic reports from the marketing personnel.

8. Packaging & Presentation: The unique, tasteful, authentic and innovative packaging and presentation of ICH-based products and services can provide an advantage over the competitors. It can enhance likelihood of experiencing success in the market. It is always worth paying attention to the appearance of products and the way services are presented.

Transition phase

The length of the transition phase must be defined carefully. In this phase, sufficient experience must be gathered in terms of the ICH's performance (e.g. financial data, market research, market experiences, promotion and qualification). At the beginning of this phase, a product or service prototype must be ready. For testing purposes, it has to be represented at relevant markets and fairs. It is also useful to build a brand or to become part of a regional or local product brand. This can guarantee quality and foster an emotional identification within the region.

Upon the completion of at least one financial year, test data can be used to decide whether the

ICH should be transferred to the local agents or returned to a previous level. The transition phase also entails organisational development. The most suitable organisational form must be identified. Depending on the diverse characteristics of ICH and the region, possible forms include:

- ◆ small-scale entrepreneur based on ICH
 - ◆ market-scale company
 - ◆ profit-oriented organisation founded by non-profit initiatives
 - ◆ community-based enterprise development
- It is also possible that suitable economic agents may already exist within the region or community.

Brand building – product brand

Branding is a useful tool for introducing new products, and it can also guarantee quality and authenticity. It provides advantages for both the producer and the buyer. It generates a unique image for products and services based on regional cultural elements. The brand (e.g. packaging, style and design) indicates quality. The following aspects must be taken into consideration for brand building:

- ◆ It should attract attention (i.e. be suggestive).
- ◆ It should make the product or service distinctive from others.

- ◆ It should be possible to register and protect the brand without infringing on the legal interests of other parties.
- ◆ It should transmit the message (i.e. show the advantages it can provide for the consumer)
- ◆ It should be adaptable to new products.
- ◆ It should fulfil the desires of the target market.
- ◆ It should be easy to remember and appropriate.

Brand building requires a significant investment of time and resources. Brands are created in the mind of the future customers. They create an emotional connection between the region's people and its products and services. Brand

positioning is about finding an unoccupied market niche and filling it with emotional content. The brand has to 'stick' in the consumer's mind. It should create a positive image about the product or service, or in a broader sense about the regional culture and values. The brand fosters an attachment to the region. It must be built on two pillars:

- ◆ A sense of place: The brand must have deep roots in the regional culture, and it must be clearly understandable to the local environment. It must be able to transmit an emotion.
- ◆ Storytelling: The brand also transmits personal stories that tell of the emotional identification with the region, its culture and the activities of the local people.

There are two basic phases of branding. Phase 1, internal branding, involves the definition of:

- ◆ shared values
- ◆ 'unique selling propositions'
- ◆ quality standards
- ◆ conditions for participation
- ◆ roles and responsibilities

Phase 2, external branding, is consumer-oriented and involves the development of a promising trademark or slogan that appeals to the consumer.

At a higher level, regional brands can also be built, which includes several product brands (as well as other elements). Chapter 4 describes this process in greater detail.

C) Strengthening the innovation potential

ICH-based entrepreneurs must also demonstrate innovation potential during the transition phase. Are they capable of innovating? Can they maintain the competitiveness of the capitalised ICH? Are they flexible enough? Mapping the following innovation potentials is a useful way for evaluating the potential of ICH-based entrepreneurs:

- ◆ Motivation to change (the motivation component). The person's drive to seek and adopt change can be measured.

- ◆ Challenging behaviour (the social component). An individual's ability to interact and the likelihood that he/she will challenge the thinking of others in order to solve problems at work can be assessed.

- ◆ Adaptation (the problem-solving component). An individual's tendency to either stick by tried-and-tested methods or explore revolutionary perspectives when tackling issues and solving problems can be determined.

- ◆ Consistency of work styles (the action component). An individual's ability to work flexibly, accommodate a range of working styles, and deal with incomplete instructions can be evaluated.

Since innovation is a product of both intellect and emotions, up-to-date knowledge, commitment to adaptation and flexibility are necessary. By participating regularly in training courses and workshops in marketing and innovation, members of the new management can ensure that they receive the latest information. To safeguard innovation potential, the following actions must be taken:

- ◆ Focus on the special characteristics of the product or service (i.e. the regional features, uniqueness, and authenticity that make it exceptional).

- ◆ Take into account the role of design, brand, packaging and image when planning and developing the product or service concept. These are the appealing characteristics that tempt consumers to buy the product or service.

- ◆ Identify and communicate the aspects of the product or service that make it superior or exceptional, as well as the advantages it offers the buyer.

- ◆ Select the target segment carefully. Consider what type of consumer is likely to desire the product or service.

- ◆ Determine the ability of the organization to react quickly to changes in the market or in consumer behaviour.

Overall, innovativeness is based not only on introducing innovative products or services, but also on flexibility, open-mindedness and renewability.

D) Minimising ecological impact

Every product and service affects its environment. A sustainable, liveable future for the region requires that this impact be minimised. To reduce the ecological impact of ICH-based products and services, the following aspects must be taken into consideration:

- ◆ the use of locally available basic materials
- ◆ rationing energy consumption and using renewable energy
- ◆ using the local labour force
- ◆ local or regional merchandising (depending on the existence of local demand, see points F and G below)
- ◆ choosing small-scale traditional means of production
- ◆ minimising emissions and waste (e.g. zero waste and zero emission concepts)

Since local products travel a shorter distance to the end consumer, they require less energy for production and delivery.

E) Fundraising, resources, helping to find grants for the small-scale entrepreneurs involved, endowment funds

Financial resources are necessary even during the transition phase. All types of production, including even small-scale household-based producers, need a stable financial foundation. For example, it may be possible to rent the necessary equipment for prototype production, but regular production will require tools and machines that are available over the longer term. If it has not already been done, the transition period is a suitable time for applying for national or EU grants, which sometimes cover:

- ◆ organisation, enterprise development
- ◆ training for starting SMEs in product or service development, marketing
- ◆ support for starting SMEs to acquire a necessary legal and financial knowledge or management skills,
- ◆ knowledge transfer, study visits to investigate best practices
- ◆ compensation for the costs incurred by small-scale start-up entrepreneurs (especially in agriculture and food production)

- ◆ establishment of subsidiary branches
- ◆ acquisition of equipment

If the product or service is ready for the market, additional financial options are available, such as:

- ◆ micro-credits for starting SMEs
- ◆ start-up credits for young entrepreneurs.

In the case of launching a capital-intensive product or service, it is useful to involve external capital resources. Risk capital can rely either on state aid or private risk capital funds. In the case of start-up enterprises, normal loans with regular market interest rates would be unhelpful, as the payback risk is very high in the starting period.

Sponsorships, donations and endowment funds are fundraising methods that are suitable for community-based processes. This kind of development is always a bottom-up process that the community supports or, in an ideal case, even initiates. The reasons why companies should donate to ICH-based capitalisation processes include:

- ◆ to 'invest' in the community where they plan to earn profit
- ◆ to increase their presence in the region or community.
- ◆ to enhance their image as responsible corporations
- ◆ to realise tax benefits from such deductible donations

Private persons who sponsor or donate to new businesses also receive services in exchange, such as:

- ◆ discounts on services and products
- ◆ recognition on leaflets, posters, publications, etc. as donors or sponsors

If the new management is operated on a non-profit basis, endowment funds can provide real financial sustainability in the long term. An endowment fund is a financial asset (i.e. a larger sum of money that is deposited in an interest-bearing bank account). Endowments can also be funded by donations. The principal sum remains in the investment, and only the annual

interests used to finance the project aims. Such permanent savings accounts can ease the financial burden during tough times and help the organization flourish until more prosperous times return. Endowment funds provide a steady, predictable source of income for a longer time. The advantages of giving donations to endowment funds are:

- ◆ The donor gets a positive feeling of being part of a 'good thing' (make it emotional) – e.g., safeguarding cultural heritage.
- ◆ All donations for public benefit are tax deductible (make it reasonable).
- ◆ The donor should receive a personalised gift from ICH-based products (make it personal).

F) Drawing the attention of possible consumers to regional products

In order to create markets for locally and regionally produced products and services based on ICH, it is important to raise consumer awareness. Ideally, this begins with local children's education. It is a slow process with long-term effects. Knowledge of local and regional cultural values needs to be integrated into educational plans and materials of kindergartens and schools in the region. To this end, a continuous contact must be maintained with schools and kindergartens in the region. Special school classes, study trips, open air school programmes and summer camps with a focus on authentic culture spark interest in the regional heritage and its preservation makes it easier to integrate authentic cultural elements into everyday life.

Special courses can be used to focus the attention of the local people on handicrafts, folk art, culinary arts, built environment and traditions, as well as their possible uses in modern life. The older generations can be reached by specialised products and service campaigns, product presentations, or tastings at fairs, where they ideally have the opportunity to see the method of production and possibly even learn about the personal story of the producer. For example, the introduction of a 'regional card' can provide the holder with discounts and other advantages.

It is important to make it clear that those who buy local products or services contribute to the development of their own region and reduce their own ecological footprint. Every cent spent locally generates further income within the region. This commitment and emotional identification can be channeled later into regional brand building (see chapter 4). The final message can be delivered by using tags that contain the brand logo and the movement's aims, as well as transmitting the sense and atmosphere of the region.

Since the acceptance of the capitalised cultural element can only be increased if the local population comes into regular contact with that element, a well-targeted marketing and merchandising effort is essential (e.g. establishing a presence on the regional website, local newspaper, or cultural programme offers, or having a local products "corner" in the local restaurant).

G) Build respect for local knowledge, products and services. Show the special nature of local products

Emphasising the uniqueness of ICH-based products and services is another crucial aspect of brand building. Local awareness can be raised by holding presentations about cultural heritage or tastings for local culinary products, for example.

The brand building activities of the new management of the capitalised ICH will lead to an increasing acceptance of the local knowledge, products and services. Brand messages based on respect for regional cultural heritage must be targeted towards the community. It is useful to organise training sessions in which ICH-based entrepreneurs can learn how to sell themselves as local producers who offer unique selling propositions. Producers should be able to show visitors their own workshops how the product is produced and relate the personal story behind the product or service. Moreover, it is crucial that ICH-based entrepreneurs in the region recommend or even promote each other (e.g. the local cuisine is based on local agriculture and food production, and the local restaurant is able to suggest other services or products related to the region's cultural heritage).

To sum up, the **coaching or workshop topics for private agents** are:

- ◆ Networking, building clusters
- ◆ Integrating cultural resources into economic development: market entry, transition phase, brand building
- ◆ Strengthening innovation potential
- ◆ Minimising ecological impact

◆ Fundraising, resources, helping to find grants for small-scale entrepreneurs, endowment funds.

- ◆ Focusing the attention of possible consumers on regional products
- ◆ Building a culture of respect for local knowledge, products and services. Show the special characteristics of local products.

3.5.4 Toolbox

Before finalising this step of the ICH valorisation process, it is necessary to confirm that all of the requirements for the relevant change

have been met . This can be done by completing the following checklist:

Organisational procedure, general competence mapping:

- ◆ Do the key agents within the private and public spheres have the necessary competences? If not, will they develop them during the transition phase?
- ◆ Have the tasks, roles and tools been properly described and allocated among the private and public agents?

Coaching, mentoring for both sectors:

- ◆ Have workshops or coaching sessions been organised and successfully implemented for public bodies and private organizations?
- ◆ Did they cover the necessary topics?

Innovation potential:

- ◆ Is the potential to generate new ideas and develop them flexibly present?
- ◆ Are the key innovation individuals present (change agent, consolidator and catalyst)?
- ◆ Have workshops and trainings been organised in innovation and marketing? Will they continue in the future?

Product development and marketing:

- ◆ Is there a market-suitable prototype of the product or service?
- ◆ Is there an effective demand for the product or service? Is there a market? Is there a real access to the market? Is the market stable?
- ◆ Is there a well-founded business plan for the product or the service? Does it provide concrete steps to reach the vision?

Mapping of revenues and expenses:

- ◆ How stable are they? Can they also be counted on in the foreseeable future?
- ◆ Where do revenues and expenses occur (e.g. for the same agent, such as the ICH-based entrepreneur, or for different agents)? Does it generate real revenues?
- ◆ Is the financial situation of the capitalised ICH sustainable?

Safeguarding cultural heritage:

- ◆ Is the ICH safe from potential degradation caused by real market expectations or profit-oriented aims?
- ◆ Which things have changed by the new situation?
- ◆ Can the cooperation between the public and private sectors guarantee that the ICH will not be distorted? Does it have a positive effect on safeguarding heritage?

Regional embeddedness:

- ◆ Is there a real connection between the community and the cultural heritage element?
- ◆ Are the younger generations involved in the process?
- ◆ Are the applied methods useful to enhance their commitment and interest in cultural heritage?

Regional development:

- ◆ Does the capitalized ICH create new jobs in the region?

What we have learned from this sub-section

- ◆ The transfer of management responsibilities is necessary because the capitalised ICH is ready to enter the local economy.
- ◆ The preconditions for implementing this step are the successful completion of a 'transition phase' for the capitalised ICH and the proper distribution of tasks and roles to private and public agents.
- ◆ The main output of this step of valorisation is that the capitalised ICH is able to survive in the market. There are motivated private and public agents who are ready to take over the new management.
- ◆ The main activity of the development agent in this stage of valorisation is the organisation of separate coaching or training sessions for public and private agents based on their specific tasks and roles.

4. Long-term comprehensive vision – regionally safeguarded and managed sustainability based on Intangible Cultural Heritage

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These are some of the questions that will be answered in this chapter:

- ◆ **How can ICH** serve as a basis for regional development?
- ◆ **What is a long-term comprehensive vision?**
- ◆ How does the **regional vision** play a very important role in the regional development process?
- ◆ Why it is important to think in terms of **strategic directions** rather than just individual single products?
- ◆ **Why does a region need to develop more than one single ICH theme?**
- ◆ Why is it important to **think in terms of process** and not in terms of individual projects?
- ◆ Why is it important to put all themes **under one umbrella** as a symbol for the “new” region?
- ◆ Why does the region need a **“core team”** to safeguard the long-term processes?
- ◆ **Why is a “culture of cooperation” and the building of trust of utmost importance?**
- ◆ **Why are we all responsible for the future of our regions?**

The previous chapters presented the basic methodology of CCC and the five steps of unlocking the capitalisation potential of the regional ICH. At this stage, the role of the development agent (e.g. regional development

agency, regional administration, municipality, local action group, civil society initiative, consultant) changes. Once the responsibility has been transferred to the “active group”, the ICH “grows up” and stands on its own feet. The following chapter discusses the transition from a focus on individual elements of ICH to a comprehensive view of the entire region using a holistic approach. It describes how the capitalisation of several ICHs can establish a new, broader identity, power, sense of self-worth and wealth in the region, thereby ensuring the essence of sustainable regional development (SRD): high regional quality of living and wealth as the result of demography, creation of regional added value and an enriched culture of living. The future is the product of the people’s daily thinking, feeling and actions. It is in the hands of the people of the region!

The chapter describes how to develop a long-term comprehensive vision by planning regional development based on ICH. For a strong regional vision, thinking and working in terms of individual projects is not sufficient. The regional developing agent needs to adopt process thinking and a holistic approach to move to the level of the entire region and to keep “big picture” in mind (e.g. by constantly repeating the five steps described in the former chapters, identifying different projects and target groups to build the culture of cooperation).

4.1 Potential of ICH as a source of sustainable regional development

4.1.1 Traditional approach to regional development

The traditional theory of economic and regional development focuses on the capitalisation of "direct values". These tangible values can be used for production, supply and services or can be traded in the economy (Fig. 4.1). The "Total Regional Value" consists of direct-use value (e.g. income, products and offers), indirect-use value (e.g. education, governance, aesthetic factors), and "non-use values" as option value (e.g., geological resources, biodiversity), existence value and other non-use values.

In the area of "direct use value", the results of development can be easily measured in terms of revenues. However, as values move towards "non-use values" (Fig. 4.1), it becomes more difficult to measure the results or benefits of development. Since it is difficult to manage what cannot be measured, the attractiveness of investment in the intangible side of development decreases. Even if all concepts of sustainability include "option values" and "non-use values",

the investment in intangible values is low. The present political and economic framework fails to integrate the social, ecological and economic dimensions of development equally, which is reflected in the traditional strategies. In most strategic decisions, business objectives dominate over ecological or human needs. However, business is not an independent system; it requires resources and people (Fig. 4.2 - next side):

- ◆ Most resources originate in nature (minerals, fossil fuels, water supply, agriculture, forestry or fishery, sun radiation).
- ◆ People invest their talents, creativity (innovation) and skills in their profession (i.e. they start to work in the economy between the ages of 16 and 25 after being parented and educated in families and schools).
- ◆ Every business process builds on knowledge as immaterial heritage (e.g. existing concepts, machinery, databases, methods, competences, products).

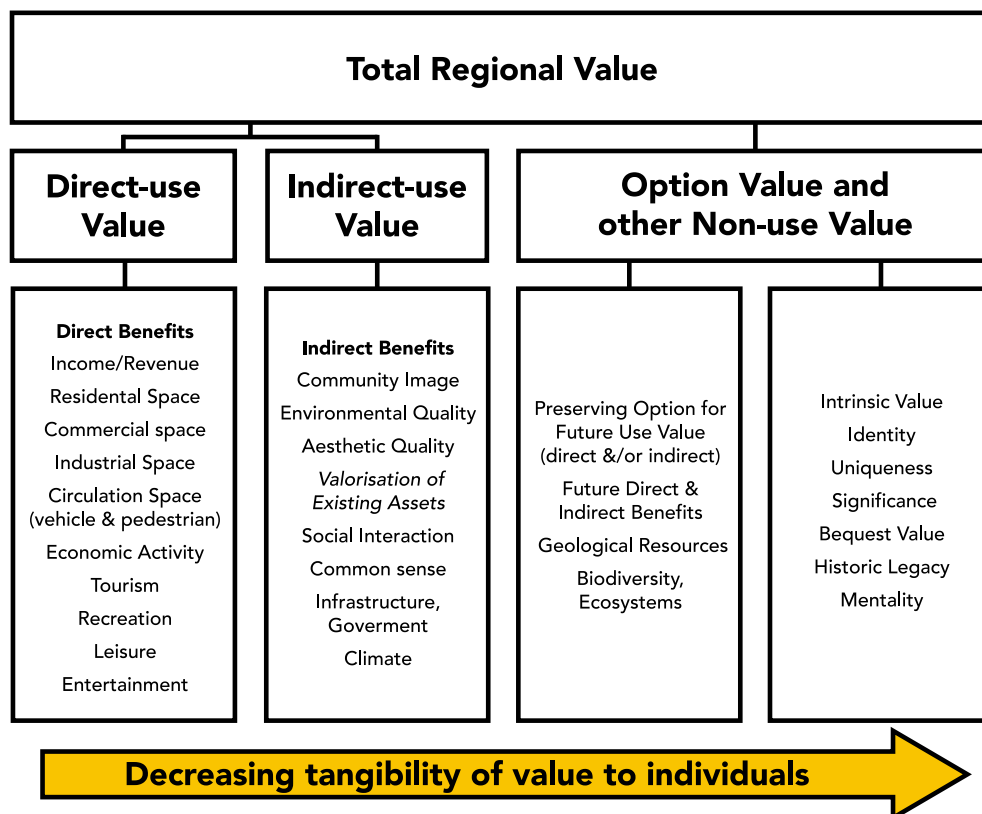


Fig. 4.1: Categories of economic values attributed to cultural assets (based on Zouain, 2011)

◆ Businesses are embedded in public infrastructure and services and make use of these elements.

Dealing sustainably and carefully with nature is a question of culture in a broader sense and thus related to immaterial heritage, which defines people's attitudes towards their resources, skills for handling them, etc. The family culture, the spirit of entrepreneurship, the inherited methods and values, or the acquired language, creativity and skills – as just some

examples – are definitely a part of immaterial cultural heritage and of non-business processes in societies.

The core idea of the CCC philosophy is to broaden the foundation of cultural wealth to provide a wider, more innovative basis for the local economy (Fig. 4.2). The CCC economic development approach mobilises regional culture and natural resources for more effective and sustainable processes of development.

4.1.2 The new approach to a sustainable economy

In the past centuries, economic development has largely been achieved at the cost of environmental degradation and poverty through economic imperialism. Even 20 years after the UN Conference in Rio that defined sustainable development as an overarching principle, the environmental and social situation in nearly all critical areas is still getting worse, including such factors as overfishing, tropical deforestation, increasing greenhouse gas emissions, cli-

mate change, soil degradation, poverty, state of health, underfunded education, hunger and malnutrition, drinking water shortage and gender inequality. Even in industrialised countries, traditional economic development is not sustainable due to lost heritage, skills, culture (also the culture of individual responsibility) and natural capital. Shrinking cultural capital reduces the opportunities of the economy in the long run (Fig. 4.3).

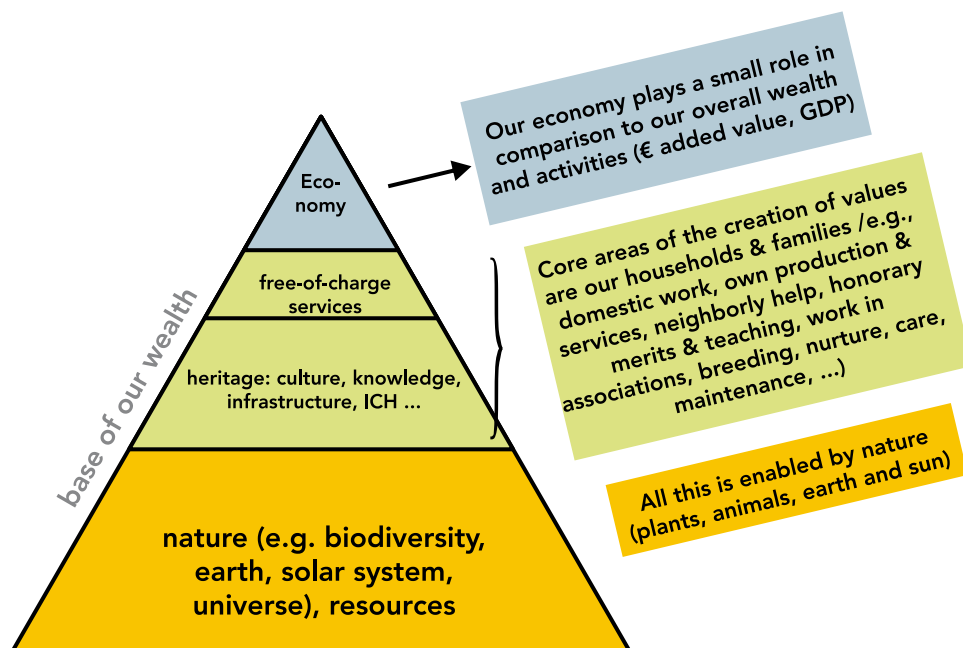


Fig. 4.2: Contribution of nature, heritage, free-of-charge services and the economy to the overall regional wealth, wellbeing and quality of life (Krotscheck)

The most critical losses for society in this scenario are:

- ◆ common sense and individual initiative (individual responsibility)
- ◆ culture of living
- ◆ attitude to nature and connection to earth as livelihood (e.g. depletion, degradation of soils, variety of species, exploitation of mineral resources, pollution)
- ◆ attitude to society and community (less volunteer work)
- ◆ identity and trust as base of cooperation and sustainability

The goal of the European Union is to overcome the global economic crisis by creating a more competitive economy with higher employment. The Europe 2020 strategy is about delivering growth that is:

- ◆ Smart, through more effective investments in education, research and innovation;
- ◆ Sustainable, thanks to a decisive move towards a more ecologically responsible economy; and
- ◆ Inclusive, with a strong emphasis on job creation and poverty reduction.

The strategy is focused on five ambitious goals in the areas of employment, innovation, education, poverty reduction and climate & energy.

The CCC philosophy provides a practical approach to achieve these EU objectives simultaneously by creating sustainable economic dynamics based on cultural capital and a focus on the natural resources of the region.

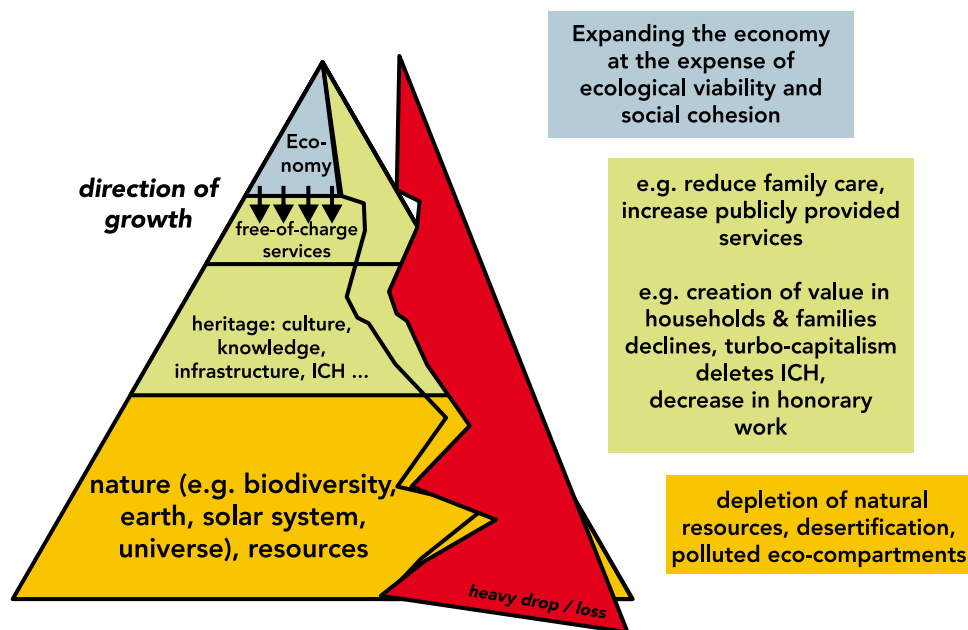


Fig. 4.3: Economic development at the expense of social cohesion and ecological viability (Krotscheck)

4.1.3 The holistic approach for regionally safeguarded and managed sustainability

The CCC philosophy is based on a holistic approach to regional development using 3 pillars of sustainability – socio-cultural, environmental and economic. The aim is to create projects that work both with and within a clean environment and promote the formation of strong identities and integrated healthy communities in every sense. Development that takes the local culture and existing communities and regions as its starting point can enhance the unique aspects of a location. Using local traditions, beliefs and resources reinforces the cultural heritage of regions, thereby making them thriving cultural hubs. Communities feature social values shared by the inhabitants that connect them to their culture and history. They also teach these values and disseminate them, which attracts tourists and visitors who are interested in understanding local culture. The purchasing power of people supports local businesses, which in turn supports the community by building a strong economic foundation. These communities become economically sustainable and create an even more vibrant community. The interactive connection between people and environment creates environmen-

tally healthy living that again emphasizes the regional culture. Social, environmental, cultural, and economic factors positively reinforce each other to increase the quality of life of an area and to enhance growth.

The holistic approach in this project involves uniting the disparate aspects of a region (social, heritage; political, economic, environmental) to create a comprehensive vision of an integrated whole, as opposed to a collection of individual parts. This approach embraces the fundamental belief that systems function as complex wholes, and their operation therefore cannot be fully understood solely in terms of their component parts.

With the CCC Strategy, sustainable economic growth is based on ecological viability, social cohesion and cultural development (Fig. 4.4). The starting point is the valorisation of immaterial cultural potentials. Thus, the CCC strategy augments economic theory with a practical approach for gaining sustainable economic dynamics from cultural wealth with a focus on regional natural resources.

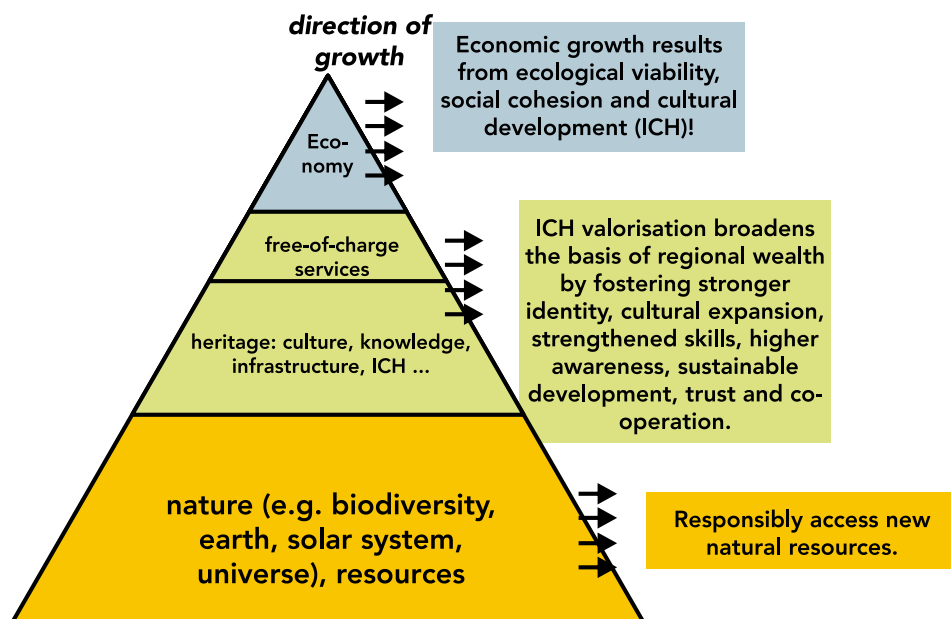


Fig. 4.4: CCC development enables sustainable growth by broadening the cultural and natural base (Krotscheck)

Finally, this strategy for a sustainable, culture-based, comprehensive social and economic development can change the basic approach of regional development. Instead of bringing in external experts and investors (i.e. from other regions), local inhabitants are empowered to exploit responsibly their regional resources and capitalise their own regionally specific knowledge. Such a **bottom-up development**, which is based on the specific knowledge and competences of the local inhabitants, is truly endogenous regional development. Since this integrated cultural, economic and social development is based on local resources and personal relations, it is sustainable in the long run. Additionally, this culture-based regional development takes into account the different contexts of cities and regions. It does not pressure

rural regions to follow the development strategies of urban areas, which feature completely different social and economic conditions, but rather capitalises the specific resources and strengths of regions. Thus, **the CCC strategy gives less-favoured regions respectively regions with fewer easily recognizable resources a new perspective by identifying and promoting their specific advantages.** Ultimately, this will lead to a mosaic of unique regions and cities, each developing their full potential. The CCC strategy replaces the traditional „one-size-fits-all“ approach, which is normally skewed towards areas with obvious economically exploitable resources, with a flexible, customisable approach that can be used to identify and promote the specific resources and advantages of any region.

4.2 Long-term comprehensive vision for a regionally guaranteed, safeguarded and managed sustainability

For individual projects, fostering a long-term, comprehensive vision means defining ideas as projections of future states that a region wants to achieve by using the knowledge and techniques discussed in chapter 3. At this stage, however, developers need to shift the focus from individual aspects of ICH to the comprehensive regional view. They need to incorporate all aspects of regional development (i.e. social, economic and environmental) and expand the time horizon to a period of approximately 20 years.

This vision results from the planning process of developers, which is regionally supported, comprehensive, and collaborative. It prescribes the synergetic development of all three pillars of sustainable development (i.e. economic, socio-cultural, environmental) under one umbrella to create a strong regional identity. The goal of the CCC planning process is that developers, working with a core team, must define an overarching strategy and a strong vision of interconnected issues based on the ICH potential within a wider region.

The long-term vision provides the main focus of regional development. It is generated through communication between the development team and other stakeholders and is embodied in a regional brand that is communicated to the public. The vision helps municipalities, regional development agencies and other ICH actors to move continuously towards the desired positive image of the future and to implement all the activities launched in accordance with this vision.

The long-term comprehensive vision in CCC strategy is developed through the process of regional development planning based on ICH. In order to discover and capitalise the unique heritage, the following steps are necessary:

1. Build a core team with good leadership to guide and maintain the process over the years
2. Create a strong, long-term vision (a realistic, positive image) that people will trust and follow
3. Plan a process for enabling the synergetic development of all three pillars of sustainable development

The practical implementation of the CCC Method in the region starts with leadership by mayors, regional development agents and other active citizens. The leadership and vision help the development agent transfer from focusing on individual projects to fostering a supportive environment on the regional level. This enables

the implementation of successive steps for the future capitalisation and enduring sustainability. Only by a sustainable, long-term process can the region reach the desired vision. Such a process for achieving the primary regional goals must be developed and maintained.

4.3 Building a “core team” to safeguard the long-term processes

Teamwork is of strategic importance. A working group that loses sight of the teamwork during the development process presents a significant risk. A set of individuals does not become a team by chance. A working group needs a process to develop into a living, designing entity in the region, like a well-oiled generator. The following paragraphs summarise the relevant findings of psychologists in recent decades:

a. Give priority to social skills

To build a winning regional team, is it enough to just put the smartest people in a room together? Not necessarily. According to research conducted by Woolley et al. (2010) on a group of high-performance workers, a strong component of social sensitivity is required. The overall intelligence of the working group „... is not strongly correlated with the average or maximum individual intelligence of group members, but is correlated with the average social sensitivity of group members.”

In other words, social skills are just as important as intelligence. You need people who are well integrated into society, who know how to listen to others, who can share the criticism in a constructive way, and who have an open mind. A core team must have strong social skills.

b. The importance of women and men in a working group

The Woolley studies demonstrated that mixed-gender teams are far more successful than teams composed exclusively of either men or women. Hoogendoorn et al. (2011) have also verified that mixed-gender corporate management teams achieve better results than a working group of men only or women only.

c. Building trust

Building an environment where colleagues trust each other makes it easier for a team to meet challenges. It has been demonstrated that a team in which individuals trust each other works best, especially when they have to negotiate with other groups (Naquin & Kurtzberg, 2009). The problem lies in assessing the reliability of the working group. Despite what the song says, one bad apple can indeed spoil the whole bunch!

d. Use humour in a working group

If some members of the working group do not trust the others, the element of humour may be lacking. When group dynamics are strong, people begin to joke with each other and also tend to talk to each other outside of work. Humour makes a working group cohesive and helps to increase the pleasure of working with colleagues. Humour also reduces stress, increases creativity, fosters communication and unifies the team. Finally, humour can enhance both performance and the effectiveness of leadership. Of course, the humour must be handled properly. Otherwise, meetings may not be successful.

e. Recipe for an outstanding group: a pinch of extroverts and a pinch of introverts

The usual thinking is that team players are preferable. They fit better, are more sociable and generally convey the impression that they can do well in every situation. Introverts, in contrast, are certainly not big talkers and are often not noticed initially. However, after some time working together, the working group tends to appreciate them more. In fact, generally speaking, as the working group evolves, extroverts

tend to disappoint, while introverts tend to exceed. Again, a mixture works out best.

f. Purpose, objectives and meaning

Identifying a common goal is one of the primary obstacles when forming a working group. One common mistake is assigning work without explaining the purpose of the work. Defining and sharing the vision helps to involve all players in the team and leads to a shared achievement of effective solutions. Individual goals must be brought in line with the group vision.

In order for people to work effectively in groups, they must know the background of the vision (i.e. the component parts of the overall vision) so they can make it their own. Psychologists argue that „stories“ create mental models. Individuals must form these mental models of the external world in order to figure out how to act. When the individual mental models of the group members are better aligned and captured in a collective manner, members perform better. People who share the same history are more likely to know what to do automatically, almost without thinking about it. Psychologists call this “implicit coordination”, and it is the result of intensive, sustained work on group processes.

g. Communication must be concise and clear - useful information

One of the most common reasons for group’s failure is that the communication between the members was not effective and created misunderstandings. In complex environments, information often comes from many different sources. Nowadays, people are inundated with information and often in danger of drowning in emails or company newsletters, thereby perhaps missing the most important news. The goal is to communicate succinctly in order to distribute information to those who need it to perform their jobs. To do this effectively, use a few rules:

- ◆ Put yourself in the shoes of the recipient of the information.
- ◆ Use two-way communication to verify if the message is understood and to clarify it.
- ◆ Avoid unnecessary technical jargon.

- ◆ Make messages easily comprehensible.
- ◆ Use common words.
- ◆ Write clearly.
- ◆ Clarity roles. The members of a team must know their roles in processes and projects. This is particularly important when situations get more complicated.

h. Leadership in the development agent, working group, team

The best leaders are constantly trying to implement the measures described above to improve their working groups. Encourage concise communication, spread the story of the group, use humour, and know how to build trust among people (Latorre, 2013). Hogan & Kaiser (2005) describe the main points for how to become a good team-leader. There are six factors that psychologists consider important for good team leadership:

- ◆ Decisiveness and intuitiveness: Becoming a good leader means making concrete decisions. In moments of both uncertainty and certainty, good leaders are determined and take responsibility.
- ◆ Strategic competence: Leaders know how to be a resource for their groups. Leadership competence often involves the ability to influence others by showing them the big picture and explaining the strategies.
- ◆ Integrity: Becoming a good team leader means earning the trust of members, communicating with them and engaging them in a shared vision. Moral integrity is important to gain consensus and to develop objectivity (i.e. freedom from improper influence).
- ◆ Vision: Projecting and maintaining a vision is of vital importance. This provides team members a common purpose and motivation to persevere. Without a shared vision, the members are lost.
- ◆ Modesty: The most effective leaders are self-confident but usually also humble. They are people who seek a continuous dialogue with their employees, networks and clients.
- ◆ Insistence: This does not mean inflexibility, but rather a persistence in pushing toward the visions. Leaders know how to have a healthy obstinacy in pursuing their goals.

The role of the development agent is to lead the development of a shared vision in which each participant becomes an involved and valued stakeholder. A team leader builds trust among different actors, thereby generating positive expectations. It is important to make a constructive contribution to the various networks and to involve the local community in order to expand the existing collective vision, which is usually focus on the short term, into a shared vision of long-term development. A leader must also be able to manage multilevel governance under given external conditions that are beyond the control of the local community (region, state, European Union). The leadership must be able to manage the project, finances and investments within a regional development perspective. It should promote discussions among different actors (e.g. politicians, entrepreneurs, other interested parties) regarding how to respond more effectively to shared challenges. Success depends on the ability to cooperate in decision-making processes, which are often complex and tiring.

A core team for leading SRD must consist of individuals with open minds, decisiveness, extensive expertise and enthusiasm, as well as charisma, a positive attitude, and the ability to activate people at a local level. The process of creating and fostering a strong vision of regional development is built upon a foundation of the team's social commitment independent of political changes.

Only a strong team and leadership will have a good chance of creating an effective vision-development process by working with politicians, institutions and local inhabitants. By leading processes and projects in the region, the development team becomes more and more skilled and effective. It is important to integrate excellent workers in the team over the years and to build trust among them with a strong connection to the regional vision and values. The commitment to the values and initiatives safeguards the vision through the years. This capacity is then utilized over the years to facilitate the process, create stable (political/social) networks and improve the benefit cost ratio.

4.4 Creating the regional vision

Chapter 3.2 described how to create a vision for valorising a single ICH. While this is a straightforward and well-developed method, the regional vision is broader. Its purpose is to help the development agent keep the region on track and to make it truly sustainable (culturally, ecologically, economically) in the long term. At the regional level, the vision has to be based on the entirety of the natural and cultural resources of the region. To create a strong vision, the development agent needs to guide the process such that the vision:

- ◆ is developed in a participatory process with wide stakeholder involvement;
- ◆ is rooted in the physical and socio-economic reality of the region;
- ◆ takes advantage of the opportunities and potentials, including the different ICH;
- ◆ provides inspiration based on emotional, cultural and symbolic "anchors";

◆ enables the setting of long-term and short-term objectives, as well as the definition of areas of responsibility.

a. The participatory process

Chapter 3.2 described the methodology of participatory development of a vision using the example of developing a vision for valorising a single element of ICH. The same methodology applies to the regional vision. The only difference is that the stakeholder involvement needs to be even wider. The participatory process should take advantage of all available knowledge about the situation in the region, including studies, experience from past initiatives and personal and institutional memory. This is a precondition for the development of a strong and deep-rooted vision, as depicted in figure 4.5.

b. Vision rooted in the reality of the region

Different methods can be used to incorporate the real situation into the participatory process. The development agent may develop a situation analysis that is presented to and discussed with the stakeholders. Another option is to conduct a participatory SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis to generate a common picture of the reality developed by the group for the group. The reality of a region encompasses many "layers", such as climate, infrastructure, companies and machinery, natural resources, culture, traditions, skills, emotions and ICH. These layers are often hidden under the surface of statistical data and university knowledge (Fig. 4.5).

However, a vision must be rooted especially in these deeper layers in order to gain stability and success because people need to be deeply moved by the vision. A vision will only be successful if the culture, emotion and symbols (e.g. Mozart for Salzburg or the Riegersburg Castle for Vulkanland) are sufficiently incorporated. Thus, a vision anchored in the soul of the region will have long-term success.

c. Identify and link the different elements of ICH and other potentials of the region

The development potentials of the region can be identified as described in step 1 of Chapter 3 and by looking at the opportunities identified in the SWOT analysis. At the regional level, it is important to look for the overarching potentials that connect the different visions for the valorisation of ICH, as described in Chapter 3. The different ICH visions should be brought to the regional vision process either by the development agent (e.g. through presentations, publications, exhibition of posters) or by the carriers of the ICH themselves. It is vital that stakeholders involved in setting visions for individual ICH elements are also involved in the development of the regional vision. This helps develop the regional vision as more than just a sum of individual ICH elements and at the same time build a broad constituency for the regional vision itself.

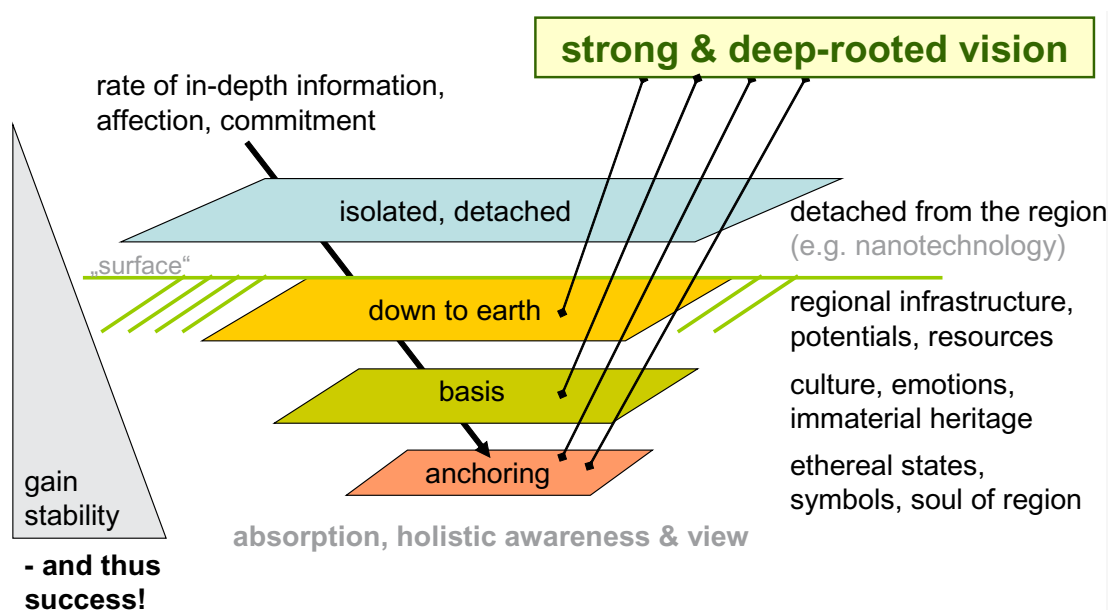


Fig. 4.5: A vision must go beyond the surface – it has to touch emotions, inherent culture and symbols (Krotscheck)

d. Setting the vision

A vision is inherently a creative image. To create a strong collective vision, you need a strong message with high positive “emotional tension”. It must stimulate discussion within the community. One must have the courage to open up “new” worlds, new insights and new views and surprising interpretations of strengths and opportunities. It is like reaching for the stars: provocative and challenging, brave but modest. It is a long-term commitment to take responsibility for shaping the future.

The vision must present the “big picture”, which may include some or all of the following elements of sustainability:

Socio-cultural: culture of living, high-quality cultural heritage and practices, harmony, cordial communities, (resilient) positive values, source of meaning, creativity, social cohesion and trust, sustainable lifestyle, equity, diversity, quality of life

Ecology: appreciation for living space and natural resources, wise utilisation of nature, plants and habitats (within the carrying capacity); soil, air and water protection; organic agriculture and forestry; minimising ecological footprint; harmonious building culture; landscape quality

Regional Economy: added-value chains and networks of regional resources, in particular human capital, renewable (and regional) energy for heating, electricity and mobility; supply of regional markets; responsible culture of exchanging goods and services; cooperation; youth education; ethical values (resources, production, employees, business partner, emissions and supply); minimise ecological footprint in processing and distribution (e.g., zero emissions)

A comprehensive vision does not have to be developed in a single effort. It may be more realistic to develop it in several phases, with

every phase taking a step deeper into the core of the region. Here is an example of how the vision could be developed in four **phases**:

1. Focus on supply: 10 years working for “the self-reliant region” or “a region-in-motion” vision
2. Focus on empowerment: another 10 years developing the “self-determining region” or the “the alliance uniqueness” vision
3. Focus on culture: focus on “the innovative and liveable region” or “the region of quality-of-life” vision
4. Finally, 10 or 20 years focusing on “the truly sustainable region” vision

For a region just taking the initial steps in sustainable regional development, the “region-in-motion” vision could be the first phase of using the CCC Strategy. It does not matter how many phases it takes; the important thing is to start.

e. Focus on the results and actions

Chapter 3.2 showed that the regional vision plays a key part in the regional development process. It provides guidance and keeps the development process on track. Without having a goal, attention and activities wander from one impulse to the next in the mass of options, projects and possible directions. Flooded by various external influences, the parties react instead of acting according to a plan, which results in development that can be manipulated from outside. Without a clear vision that includes priorities and goals, it is very difficult to concentrate on the long-term perspective. With no shared vision, developers, local organizations, companies, and stakeholders end up in different positions and different directions, as random projects are funded and implemented (*Fig. 4.6*).

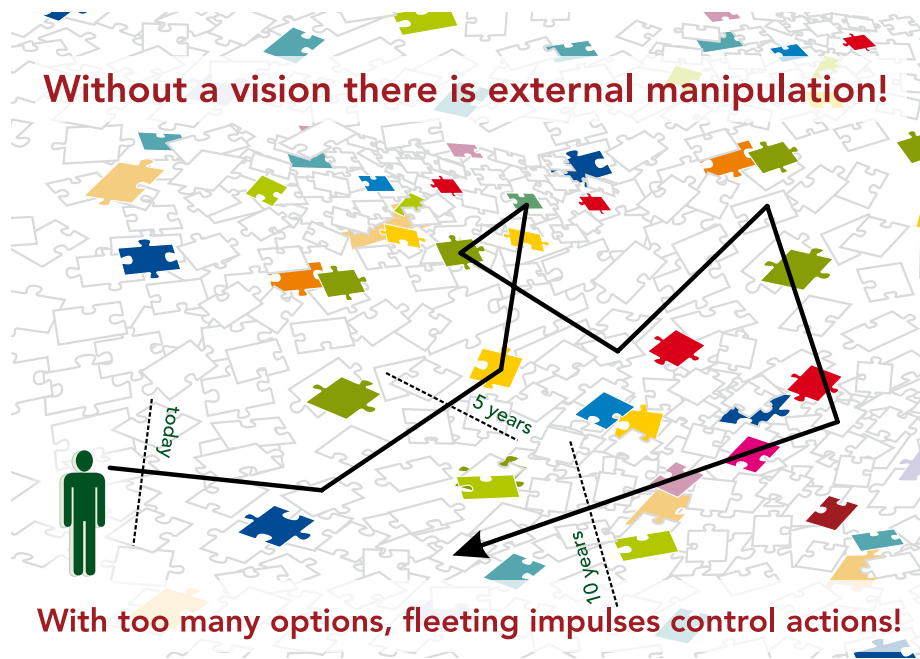


Fig. 4.6: Without a clear vision, confusion rises, and daily stimuli control the development (Krotscheck, Ober, Schmidt)

Without a plan, excessive options and stimuli diffuse energy and attention, and confusion reigns. Fleeting impulses control development, and long-term, strategic efforts become im-

possible. In this situation, external forces creep in to assume control, and the long-term objectives are obscured.

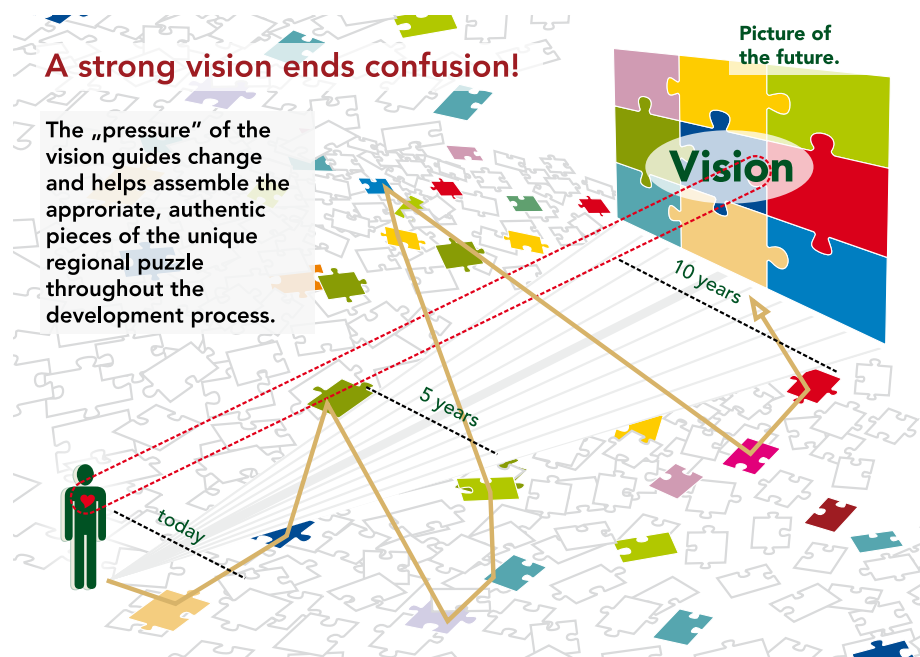


Fig. 4.7: With a vision in the hearts and minds of the local inhabitants, they will assemble the pieces of the vision-puzzle over the years (Krotscheck, Ober, Schmidt)

A regional vision helps the local inhabitants find the pieces of the puzzle along the way. These pieces are selected and placed to form the final picture of the vision. A strong vision prevents confusion; it inspires and activates. It

is an intrinsic tool of leadership. With a strong vision, the region can move from the traditional “problem-based” to “objective-based” management, as shown in figures 4.8 and 4.9.

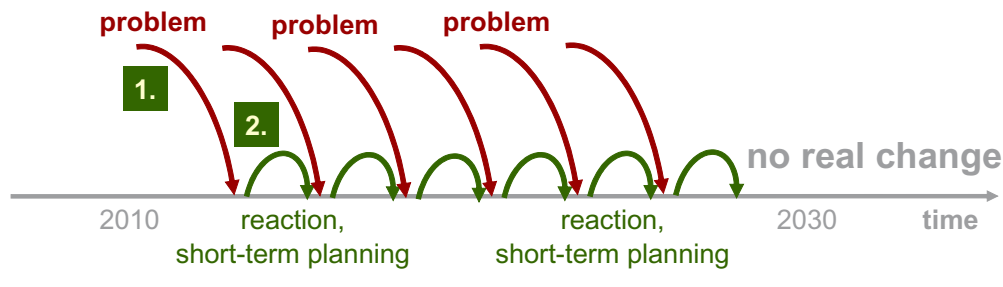


Fig. 4.8: Development with no overarching vision (Krotscheck)

In many regions, development follows the impact chain: solving a problem > reaction (instead of action) > a region as “graveyard” of insular reaction-projects (after 15 years); a piecemeal approach with little effect on the whole region (Fig. 4.9).

which actions are unnecessary or even counter-productive for our vision of development. With each successful implementation, the cycle of planning starts again, and the regional vision becomes more and more powerful. It becomes a never-ending story, with the final goal being the independent and sustainable region. For the long-term sustainable development, every region has to repeat the five-step methodology described in detail in Chapter 3 on a regular basis. This leads different ICH groups to discover, envision, plan, raise awareness, generate inspiration and form effective networks over and over again.

The short-term and medium-term objectives and actions in the “objective-based” planning and management are derived from the long-term vision by asking the questions “What next step brings us closer to the vision?” or “What do we need to do today to reach the vision in ten or twenty years?”. The vision also helps decide

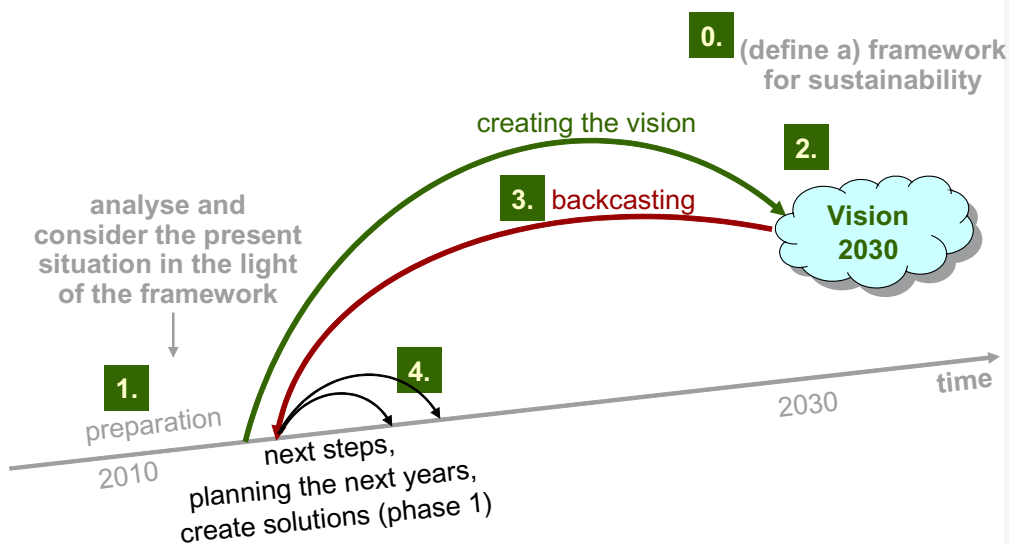


Fig. 4.9: Development guided by a strong vision (Krotscheck)

4.5 Valorisation of ICH at the regional level

Every region has a wealth of unique elements of intangible cultural heritage, which can create countless opportunities in different sectors of economy, such as:

- ◆ local food & beverages
- ◆ crafts and skills
- ◆ energy
- ◆ culture and living
- ◆ traditional events
- ◆ landscape and natural resources
- ◆ health and care
- ◆ agricultural resources and forestry

The different ICH elements that span sectors should become strategic priorities for regional development, depending on the strengths of the region. In fact, **every region needs to develop more than one element of ICH to become sustainable**. For example, the agricultural sector covers areas including specialty wood, growing vegetables, traditional country cuisine, cultivation of herbs, pickles, landscape management, slurry utilisation, soil fertility,

and water management. Valorisation of ICH is possible, and often even necessary, in each of these areas. This diversification makes local agriculture more sustainable over the years.

After agriculture, developers can start valorization of ICH in the field of cultural festivals and events, followed by local food and beverage companies. In every sector, the CCC Method can be applied, as described in Chapter 3. Each sector focus will valorise another aspect of the intangible cultural wealth, thereby enabling even more synergies in the region. Rather than constraining each other, the different valorised elements of intangible heritage support each other in the region, thereby increasing the effectiveness of the methodology, as well as the economic and social benefits. Gradually, the CCC ethos of valorisation spreads throughout different sectors of the regional culture, environment and economy, which helps bring values and sustainability within reach of the majority (Fig. 4.11 - next side).

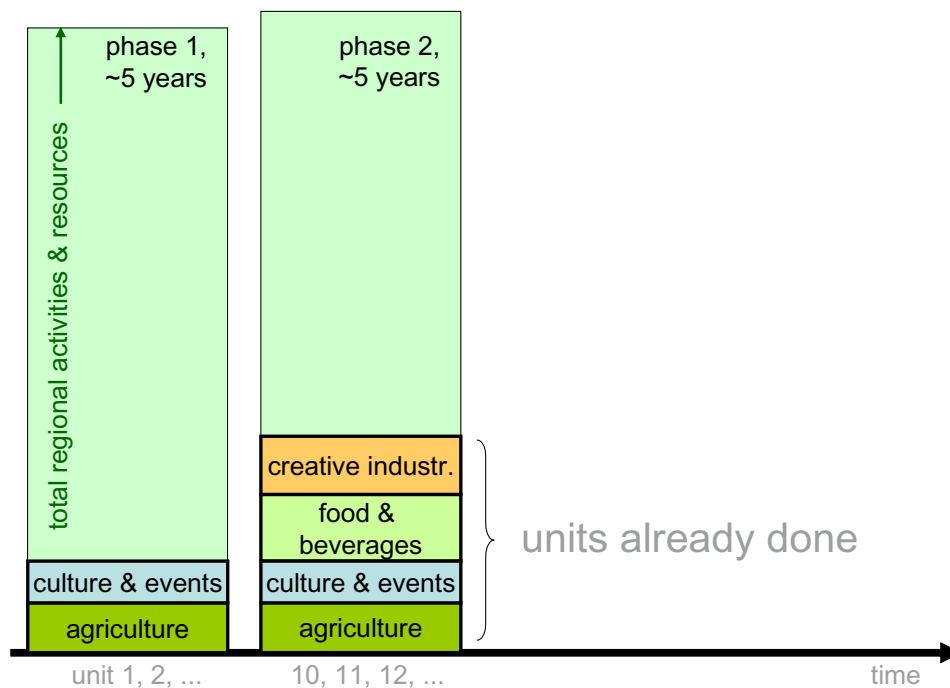


Fig. 4.10: Scheme: Units for unit different ICH potentials are valorized in a region (Krotscheck)

The majority of people and companies must get involved so that the inhabitants will take notice of the SRD and begin to become actors, actively implementing the vision in their personal environment. This is the point at which a region can begin to discuss true sustainability with the broad public, thereby developing this new vision in the framework of a new process. The innovation potentials combined with existing authentic potentials build a more dematerialized sustainable economy through cultural

creativity. The overall ability of the region to manage its development will be strengthened. In line with the Europe 2020 strategy, this will create business opportunities and local jobs on a solid foundation. The region gains character and independence. The regional brand (see below) is fostered and empowered over years of development.

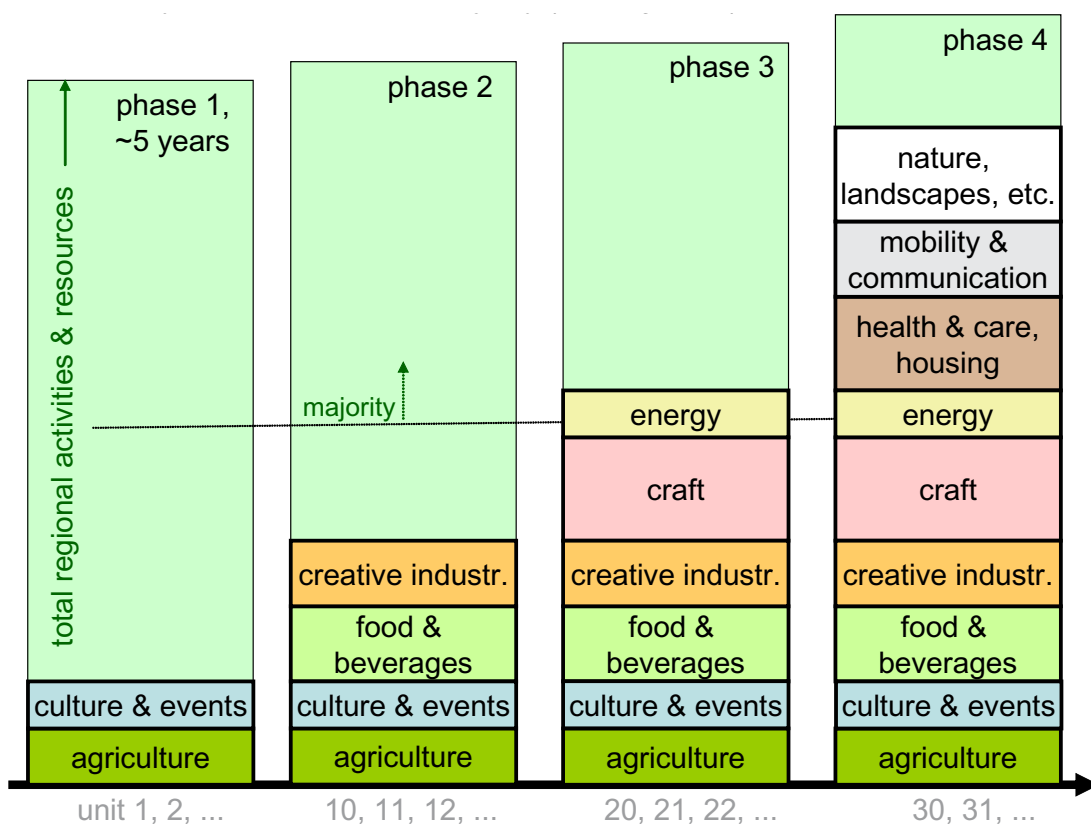


Fig. 4.11: Step by step, the valorisation process of ICH covers more and more sectors of the regional culture, environment and economy (Krotscheck)

4.6 Initiate processes

Typical projects managed by regions have a maximum duration of three years. A valorisation process of a sector based on ICH needs at least seven years, as experienced in Vulkanland. Moreover, the penetration of regional thematic issues and positioning takes even more time. The implementation of a long-term vision may take 15 years and must spread to hundreds of companies and thousands of people. This means that building awareness, self-esteem and readiness to act needs to be a spatially inclusive and comprehensive **long-term process** (Fig. 4.12).

As shown in Fig. 4.10, the development agent guides the **process level**. This is where the implementation of the regional vision, strategies, studies, values, building awareness, competitions, education, mentoring the project manager, participation, inspiration, terminology, the KMS, branding, regional PR, know-how transfer, co-operation, and work on synergies are situated. The strategic process level is the most important segment for keeping implementation alive and for achieving a high penetration (issues and parts of the vision are known by nearly every inhabitant), which in turn creates readiness to act at the individual level.

This is the situation in which different **non-funded** companies and people realize projects in line with the vision **on their own**. If there is not much money available for projects, try to keep at least the process alive on a low flame. The result of the implementation process is a cultural change in the region as a whole (this gives rise to “newly created” immaterial wealth). The valorisation brings benefits for the majority and strengthens the image of the region.

It is not enough to reach a minority of the local population. For a real effect, it is necessary to motivate the majority. Many actors have to be inspired by the development and valorisation process. The processes gains dynamic energy through thematic workshops, discussions, presentations, mentoring and other tools for triggering and building networks and business activities. It is very important that people take responsibility for their own development.

All the individual **projects** or **pilot actions** in the region funded by public grants have to be in-line with the process. The participants at the project level come from businesses, farms, municipalities, households or institutions. Those who are engaged gain and develop their own affiliation for the region. The projects make the process more visible and show good practices.

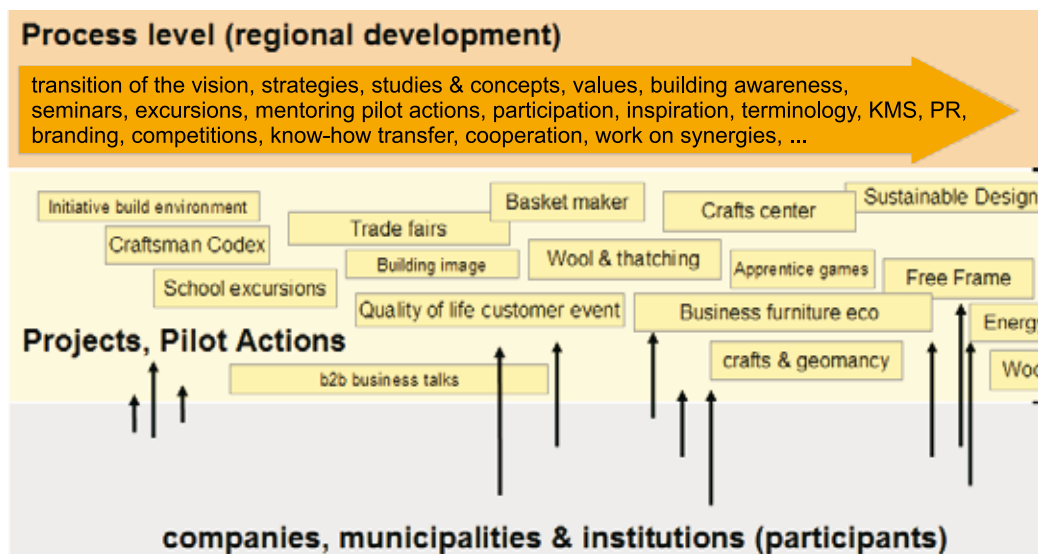


Fig. 4.12: How the process level and projects help to realize a regional vision over the years (Krotscheck)

In some cases, they even become a symbol of the new and of the possibilities in the region.

The specific competences of people in a region serve as a basis for new, unique products and services, which eventually lead to the development of a clear USP (unique selling proposition) of the region and to a strengthened identity, thereby making it attractive for residents, visitors and investors alike. In a regional process, the ICH expands. It moves to the next level, deepens the know-how, and builds competence, courage and character. New tasks become the centre of the processes, such as developing the capacity to valorise new ICHs, work on synergies, and to create broader visions and new perspectives. In the frame of life-long learning, development agents must invent new concepts and tools, expand their networks, and develop new ICHs.

The goals of process thinking are to strengthen the regional identity, enhance the quality of life and increase the attractiveness and com-

petitiveness of the region as a whole. It has an important impact on the regional economy and builds capacities for an innovative capitalization of cultural resources. It fosters entrepreneurship, investment and innovation, thereby supporting the development of enterprises and the creation of job opportunities.

Valorisation of ICH eventually becomes a well-known approach in the region, and people integrate it into their daily lives. With more and more success stories, the circle becomes more dynamic, and the regional vision becomes more and more powerful. It becomes a never-ending story with the ultimate goal of an independent and sustainable region. In order **to achieve a long-term sustainable development, the region must continuously repeat the CCC Method and lead different groups of ICH bearers through discovering, visioning, planning, raising awareness and making inspirations and networking.**

4.7 Building the regional brand

Just as each product and service must produce a name and brand to be recognised, every region eventually needs a regional brand to be complete and to have an identification reference. Imagine a region with 15 projects per year over a period of 15 years, with each project having a different name and topic. In such a case, the public would be confronted by 225 different titles, which in the end would mean that none of the 225 would be recognized by more than 2% of all inhabitants. This gives rise to a confusing picture among the population of what has been done or not done in the region over a particular period of time.

To prevent this, a regional brand must be developed as an umbrella and symbol for all (new, ICH, innovative, unique) initiatives in the region. The power of the regional **brand grows with new themes** (i.e. valorised elements of ICH that create a wide and future-oriented picture of the region). The brand has to be constantly connected to local people and their talents, as well as the landscape. It should be built with the people upon the values of the region. Every new project

guided by the regional developers should be positioned under the same brand. Thus, in the long run, the brand emerges as the sum of all ICH elements, shared regional values and visions, projects and initiatives, priorities, terminology, culture of living, authentic products. It contains all regional initiatives of valorisation and development. As most people will not read visions or concepts, the regional brand must transmit the fundamental aspects of the vision. It is a vehicle for creating emotional ties to the regional development process and the region itself.

Chapter 3.5 described how to build the product brand for a single ICH or a single product based on ICH (e.g. pilot actions). At this stage, developers need to move on to thinking about the whole region. The main point of a regional brand is that it presents the whole region and unites different aspects (e.g. individual products and services, identities and target groups, projects and initiatives) under a single umbrella brand. In some regions, product or cluster brands can also be successfully linked to the regional brand (also using the same design elements).

The main difference between a product and a regional brand

Products are all around us, millions of offers, they can be offered in a material form or as a service. Products and brands are not necessarily correlated to the area of production. A tourist area may also be treated as a product which connects the tourist offer to the market and consumers. A product can be an activity, a place or an attraction. It can also be connected to a certain tourist offer of a certain sector. It is intended to facilitate the distinction of a certain tourist attraction within the competitive environment of tourism.

On the other hand, a regional brand has a much wider meaning. It has greater complexity in terms of the actors involved. It connects multiple locations, multiple sites, multiple operators and companies on the social, cultural and private levels in order to foster a common story, which will act as a communication link for the selected regional messages to different audiences. This kind of brand connects the local community, gastronomy, sports, tourism, and business on all levels to each other and to a unique geographic area.

There could be an **existing regional brand** that was created for tourist purposes. With the wider aspect of the regional development (which goes beyond the tourist meaning), the region has to define this existing brand more broadly and position it in relation to the different aspects of ICH that create the long-term vision of the region. It must represent the region as a whole. The second possibility is to start from the beginning and create a new regional brand, which must include symbols for the growing regional identity.

The regional brand has to be owned by a **public association or public body** so that conflicts of interests can be avoided. At the beginning, it has to be freely accessible to stakeholders who are part of the movement. Building a regional brand is a long-term process that requires significant but is of utmost importance as an instrument for communication and awareness building. It helps the region be recognised in the wider sense, and it helps people and enterprises identify with the region and orient themselves within it.

The regional brand provides a symbol for the "new" region. Similarly, a strong existing regional identity adds value and energy to the brand. Do not "push" the regional brand from the beginning; it needs time to develop, which is a long-term process. From the beginning, invest in internal communication and inner-regional marketing. The people need to become proud of the brand and accept it as a symbol of their living space.

"Steirisches Vulkanland" represents a good example of a regional brand. It was developed as a regional brand from the beginning, since the existing touristic brand was not interested in cooperation. Through a strong political decision (55 municipalities) and many efforts, the new regional brand was created in 2001. The Steirisches Vulkanland brand was introduced as a brand that includes various regional strengths (processes) and projects. The regional developments were mindful of the big picture and focused on the comprehensive regional vision in order to create a strong identity by using all projects and measures to reach a unique, shared future (Fig. 4.13 - next side).

As it developed and grew stronger, the brand became a recognizable symbol of the region. It collected all regional products, crafts, projects, and initiatives under the same umbrella and reflected a common identity. Over the years, the regional brand became widely known, and the local people and different organizations now feel committed to it. After gaining substance through built and immaterial capital, the regional brand is now very well-known outside the regional borders as well.

A regional brand becomes visible when it reflects all of the regional values of the long-term vision, projects, priorities, knowledge and culture and authentic products. In return, the brand raises awareness of the individual initiatives. It contains all regional initiatives of valorisation and development to raise the self-esteem of the people from the region.

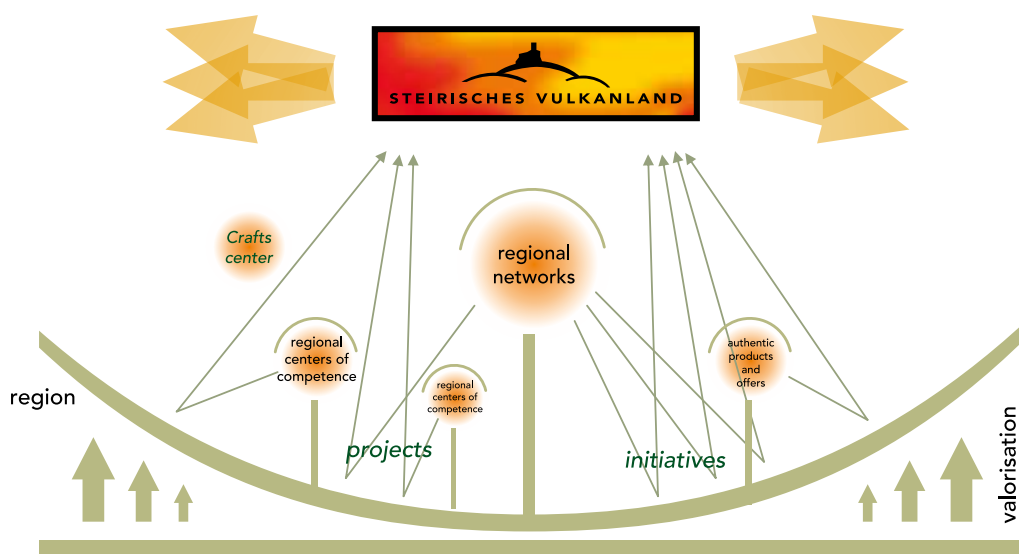


Fig. 4.13: How initiatives and projects under the shared umbrella of valorisation produce the "light house effect" of the regional brand (Schmidt, Krotscheck)

4.8 Culture of cooperation, trust and individual responsibility

These days, people are very self-focused and are not used to cooperation or sharing thoughts and ideas about the future. Many municipalities also work in this way (i.e. parochial politics). However, for the new sustainable development, a culture of cooperation is essential. People have to trust each other, work together, share ideas and measures and find common solutions for shared challenges.

Companies, institutions, households, individuals etc. should take part in actions because they **trust** themselves, their colleagues and the development team. Trust as a resource is of utmost importance. If more and more people and companies take part in the processes, the power increases. People will take part in it if they trust the leading person, the community and the regional initiative (i.e. the development agent). Believing in themselves and acting for themselves are the crucial points:

- ◆ If they do not care about their future, someone else will.
- ◆ If they do not take care of their cultural wealth, it will be lost.
- ◆ If they buy global products, another region somewhere else will gain economic power. If they do not further innovation, another region or company will gain new market share.

◆ If they do not cooperate and grow strong in their values and visions, they will stay weak and act as a plaything for the global player.

◆ If they are not able to solve problems, they will be stuck with them.

Who do the inhabitants think can bring solutions and innovation to the region? What solutions do they want? Is it possible to influence the future? Can the region play the main role in shaping the future, or is it an "undefined global power"?

The crucial question of belief in own powers and wealth: believe in top down at the start of the process (left side of Fig. 4.14). Over the years, the inhabitants must learn that the regional wealth depends on their own thinking and habits (Fig. 4.14). This understanding grows during the processes of valorisation because it depends strongly on the common view of regional wealth (including immaterial values and culture) and future possibilities (represented through visions).

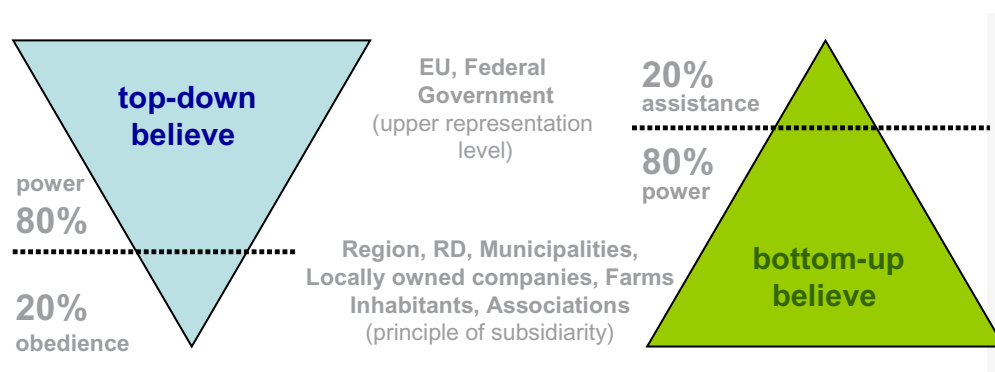


Fig. 4.14: Different beliefs about power in development (Krotscheck)

Individual responsibility for the future of a region

It is very important for the regional developers to let individuals take responsibility for their own future. In the process of developing ideas, self-worth, self-esteem and self-confidence are enhanced. Through trust and cooperation, the individuals are encouraged and start to take proper responsibility. Individual responsibility builds on a strong belief in one's own potential and talents. Here are some arguments for the high responsibility of all inhabitants of a region for sustainable future development:

1. Every region is **full of opportunities**. Ludwig Wittgenstein states "the borders of your language and thinking are the borders of your world". If something is not in our mind, or if we do not have an expression for it, or do not care about it, it does not exist. Thinking, talking, seeing, discovering opportunities, innovating ... each person is able to detect regional resources and think of their utilization.
2. **Daily actions** are important because they define tomorrow. The result of your thinking, feeling and action is your future. Mahatma Gandhi captured the essence of the new policy of valorisation when he stated, "be the change that you wish to see in the world."

3. Planning, defining, making, doing, exchanging - if the inhabitants do not do it, who else will? A region can change everything because it has time, resources and purchasing power (Fig. 4.15).

The most important issues for a region are financial and time resources. A look at the Steirisches Vulkanland region shows that locally owned companies and farms have the biggest budget, followed by households and the state levels (federal, EU). The blue bar in Fig. 4.15 shows the budget in terms of how much money those different „groups“ spend per year. If we calculate the free-time resources of the inhabitants at 15€ per working hour, we recognize huge potential of free-time earnings in households and retired people. We calculated the purple bar in Fig. 4.15 by taking the amount of free-time people have (time when they are not at work or „eating, sleeping, or resting“) and multiplying that by 15€ per hour. If we assume the regional development process works with companies, municipalities and inhabitants, the ratio of influence is 87 for municipalities and private sector to 13 for EU, Federal Government and District. This shows that this region is 87% capable of acting by itself and thus self-responsible for forming its own future.

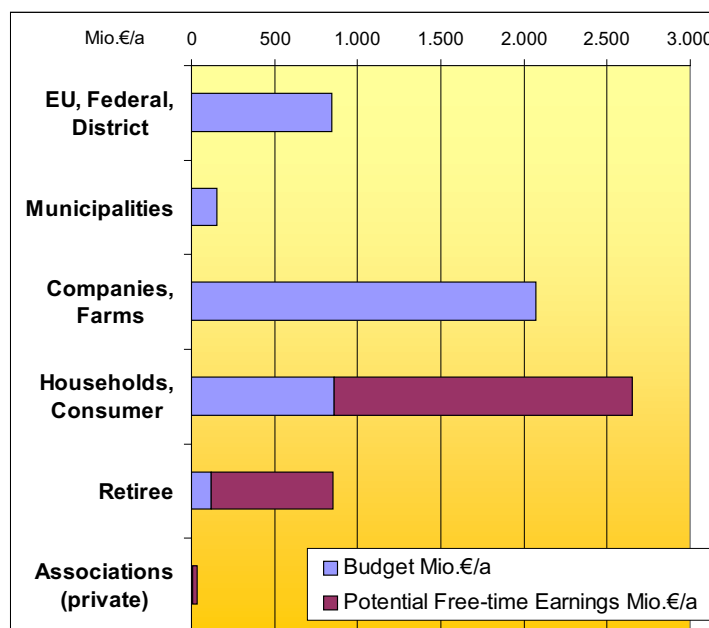


Fig. 4.15: Budget and potential free-time earnings of different areas (database Steirisches Vulkanland with 104,000 inhabitants, Krotscheck)

Another example is the time budget of employees. They spend about 1,800 hours per year at work, another 3,300 hours for eating, sleeping and resting, and 3,660 hours are at their disposal. Studies have shown 80% gains in efficiency and effectiveness in the workplace via motivation through a sense of purpose, pleasure (fulfillment), climate (team, community) and challenge (all things that can be achieved via ICH valorization). This results in a 3.7-fold achievement of potential in spare-time activity, outside jobs, economy and the public sector.

4. Buying, producing, selling and investing are the indicators to see what is traded and where an economy lives and gains power. There is a "spending responsibility" because the sum of all economic decisions defines the regional value (properties, land and building, private and public infrastructure, machinery and equip-

ment). If emigration increases, the shrinking demand decreases prices until many properties become unsellable. This is the final logical consequence of not spending regionally.

5. The more people work together in the same direction (regional vision), the easier it is to reach the goal.

People must learn to pay attention to immaterial wealth and apply the CCC Method in their lives, families and businesses. In the long run, an effective valorisation process creates a "new" heritage (see fig. 4.16). Either ICH is "renewed", or a **new cultural entity is created that is worth passing on to future generations**. One popular saying captures the essence of the CCC Model: "Tradition is not worshipping the ash, but building and maintaining the fire" (Fig. 4.16).

What have we learned from this chapter

- ◆ Intangible cultural resources have the potential to foster economic development in sectors such as gastronomy, crafts and trades, environmental engineering, the pharmaceutical industry and many more.
- ◆ The importance of creating a core team for regional leadership and development
- ◆ How to create a strong, long-term vision on the regional level
- ◆ How to manage processes in strategic development in the region
- ◆ The meaning and advantage of a regional brand
- ◆ The culture of cooperation depends on trust and a broad involvement.
- ◆ The meaning of individual responsibility and its power



Fig. 4.16: Through the CCC Method, new energy (i.e. fuel) is added to the ICH (i.e. fire) by innovation and valorisation (Krotscheck)

5. Best practice examples and case studies from the CCC project

This chapter describes nine case studies conducted by the CCC project partners all over Europe. Their thematic issues range from local cuisine and crafts to traditional games and

holistic health. These examples offer valuable lessons that can be applied to help identify and develop the most promising ICH elements in your particular region.

5.1 Holistic Health initiative in Steirisches Vulkanland

Authors: Christian Krotscheck, Michael Fend

Since 2002, the Steirisches Vulkanland has been undergoing regional development via long-term valorisation processes. The main areas – craftsmanship, gastronomy and vitality – have been divided into sub-categories by subject. For example, the ‘vitality’ line now includes the fields of lifestyle culture, tourism (remnants of the volcanoes, geomancy), culture, health and education (Vulkanland Academy, parent-child training, Agenda 21).

Step 1: Raising awareness about immaterial cultural heritage

The topic of ‘health’ is only indirectly encountered in many projects in the Vulkanland region, for example, in the permaculture centres, in high-quality GM-free organic cuisine, in the Slow Food festival culture, in being child and youth-friendly, in renewable energy sources and building ecology, in the subject of hiking and cycling through the countryside, in the ‘Healthy Communities’ initiative and in the regional books about folk medicine (Schleich, 2001) and geomancy (Krotscheck, Frohmann, 2007).

Since the quality of life of Vulkanland residents is closely connected to personal health, and since quality of life is a leading indicator for regional development, potential ways for stimulating development in this field have been under consideration since 2007. The Joanneum University of Applied Sciences organised a pilot project in the field of health management for the target group of people over 50 years of age in the Bad Gleichenberg area. In 2010, an internal study was carried out on knowledge management within the subject areas of the nascent field of

holistic health offerings (i.e. treatments beyond the familiar offers of doctors, medical centres, spas and health food stores).

In contrast to the Traditional Chinese Medicine (TCM) trend, TEM (Traditional European Medicine) was classified under the term ‘Valorisation of Natural Healing’. This began with small press conferences from various areas to raise awareness through the media. TEM was the predominant method in the 19th century, but was overshadowed by technological and pharmacological medicine as part of the general scientific advances. In 2010, the natural healing renaissance, in combination with modern holistic knowledge, became an important topic in the Vulkanland region within the core competence of vitality, including the following elements:

- ◆ Natural remedies (including healing water), natural cosmetics, natural body care products and folk medicine
- ◆ Exercise, balance and sport
- ◆ Physical and energetic applications, music and art
- ◆ Quality of life, support and holistic prevention
- ◆ Nutrition, geomantic potential and ecology

The Vulkanland region contains a wealth of knowledge and methods, particularly in the fields of natural remedies, folk medicine, prevention, art and nutrition. These valuable immaterial assets have a high potential for maintaining and improving the health of the population. Good health contributes to regional prosperity in three ways: firstly, healthy

people are able to perform better; secondly, the market for holistic healthcare will grow by about 800 jobs in the next 20 years (a market volume of around €45M), and thirdly, the quality of life and personal satisfaction increase as a result.

An even greater market volume is foreseeable because each year €350M is spent in the Vulkanland region on medication alone, and €650M on hospital visits. If an image can be established in the field of natural remedies and natural cosmetics and we are able to become a regional 'exporter' (serving the urban market), this could lead to the creation of over 2,500 jobs in this segment in the Vulkanland region. Another aspect which is especially important for rural areas is the fact that these segments are very well-suited for self-employment (e.g. sole proprietorships) by qualified women, who have traditionally made up around 70% of the workforce here.

Step 2a: Strategic approach

Steirisches Vulkanland's overarching vision is to achieve sustainability for the future. Holistic health is of central importance in the 'human dimension' of sustainability in particular, as health is obviously extremely precious to all people. The view of 'health' has been greatly broadened in recent years. It covers both material aspects (from nutrition and exercise

to personal lifestyle) and subtler aspects (from cultural exchange and personal responsibility to mental and spiritual nourishment). People are taking an increasing interest in the connection between health, mental and spiritual harmony, living environment, personal vitality, creativity and quality of life.

Moreover, it is evident that the government's after-care health system is slipping into a financial crisis (even today, it consumes a third of the federal budget). A sustainable healthcare system will not work without prevention and holistic offerings in the broadest sense, and more and more people are turning away from one-sided approaches. For this reason, there is a current window of opportunity to position holistic offerings and active prevention and to make these aspects visible. The goal of the initiative is to raise public awareness about holistic healthcare and to promote cooperation between prevention, natural remedies and medicine – for the good of the people. At the same time, this will result in a regionalisation of the healthcare system, which will bring added-value back to the region. Instead of expensive analysis and pharmaceutical therapy, personal expenditures will shift towards education (prevention, health maintenance), folk medicine and home remedies from the region, as well as physical therapy (Fig. 5.1).



Fig. 5.1: Most important issues to promote vitality and health in the region

We view individual health in the context of a harmonious cooperation between the mind, body and soul. As humans, we are extremely multi-faceted beings who continue to develop. The most important thing is to take personal

responsibility for maintaining health, which is why we make prevention a top priority as an element of self-education. Ultimately, prevention is clearly preferable to curing.

Common ground between holistic healthcare providers and regional development

Faced with people's experiences of suffering (e.g. pain, illness, depression, loss, fear), holistic healthcare providers help their fellow human beings (physically, mentally and spiritually). They are dedicated to sharing knowledge about a healthy lifestyle with other people (adapted to their particular unique situations) and reflect more on people's lives and how they interact with each other (relationship culture). They place a particular emphasis on the resulting attitude towards transition and/or change in life and towards the purpose of human life in general as important factors for the development of society as a whole. Regional development also attempts to activate this. Health providers continue to consciously develop themselves, as life-long learning is a need that comes from one's inner attitude. They motivate clients (and their own circle of acquaint-

ances) on a daily basis to encourage greater awareness, mindfulness and higher values (e.g. peace, goodness, love, wisdom). In addition, beyond dedication to oneself and other individuals, they know that it is also important to make a contribution to collective change in consciousness and cultivation. As in regional development, they also instil consciousness, awareness, higher values and holism (meaning awareness of the harmonious working of body, mind and spirit) in people.

Long-term collaboration between holistic healthcare providers and regional development bodies will help to bring forth many synergies. Steirisches Vulkanland wants to become a **'healthy region' full of vitality**: this can be accomplished with residents who actively work on their overall health with increasing responsibility.



Fig. 5.2: Participants in the valorisation process

Step 2b: Vision development

As part of the LEADER project 'Vitality', a study was conducted in autumn 2011 that investigated relevant enterprises and people engaged in health. Regional newspapers, events, community web information about commercial enterprises and the chamber of commerce server for industry information were scoured. This yielded contact addresses and areas of specialisation for 180 people. As a first step towards building trust, two workshops were organised with a total of 90 participants, in which a common initiative entitled 'Forum for Vitality and Health' was presented and discussed (Fig. 5.2).

Active forum members then introduced themselves as part of the collaborative '2012 Happiness Weeks' (Vitality and Health, 2012). Introductory offers and information were provided at open house days and in seminars attended by around 2,500 visitors. The Forum for Vitality and Health distributed a catalogue throughout the region with a circulation of 9,000, which was positively received. The number of interested people grew steadily, as did the number of providers, such that we have now collected 350 contacts.

The CCC seminar on vision development was held in autumn 2012, with twelve participants. The seminar met three times. Starting from the idea of aspiration, a view of career prospects was first developed, which was then refined to personal visions via work in small groups (cf. CCC, WP4, Pilot Training). In spring 2013, a group of new forum members then created a forum vision out of their personal vision. This was refined through two feedback loops and was then presented to the entire network in September, before being refined once again. This vision contains shared values, which can be regarded as a sort of 'codex' of holistic health providers, as well as a series of concepts about what cooperative work could be like in the future. The vision, which will be revised roughly every 3 years, describes the fields of cooperation, diversity, trust, the common good, places of empathy, practice sharing, quality of service, promotion and mutual information exchange, maturity, harmony, nature and the purpose of life (Fig. 5.3).

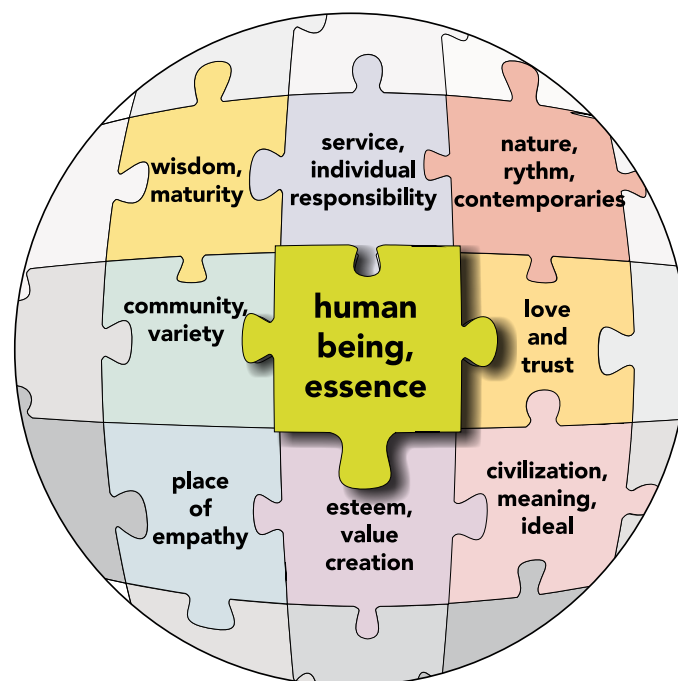


Fig. 5.3: The elements of the Vision Forum Vitality and Health 2025

The Vision Forum Vitality and Health 2025 is an image of the desired future which was composed in a collaboration of all participants. The methods for fleshing out the scope and nuances of this creation are as varied as they are wide-ranging. In accordance with the uniqueness of the undertaking, everyone will do his or her best to make a contribution to this work of art.

The vision contains elements for which examples already exist, as well as areas which will be the result of long work. The values are strong, with many clear and challenging images showing what is to be achieved in 12 years. These challenges form the impetus which is to provide the strength for further development. Over the coming years, trust in the industry (among companies) and regional development must be strengthened accordingly.

Step 3: Process planning for the next three years

Over 400 people are active in the natural healing field in the Vulkanland region. This target group includes, for example, massage specialists, osteopaths, physical therapists, nutritionists, homoeopaths, Bach flower therapists, life-quality coaches, holistic prevention trainers, and producers of home remedies, natural cosmetics and natural medicines, as well as instructors of exercise, folk medicine, music, voice and art. The following activities are to be undertaken during the first three years of the valorisation process:

- ◆ Reaching a large number of stakeholders (through mail, workshops, contacts) and encouraging their appreciation of shared goals; creating, discussing and planning cooperative initiatives; publicising the common vision
- ◆ Increasing internal networking, getting to know each other's talents and establishing mutual trust; offering contact and exchange – for synergies, practice sharing, innovation, research, etc.
- ◆ Boosting the image of the 'industry'; offering a reputable information platform (e.g. via contact persons, hotlines or an online platform); development of a brand for forum members in conjunction with the 'Steirisches Vulkanland'

regional brand

- ◆ Jointly promoting and publicising the offerings and thereby enlarging the market; reducing the amount of each member's advertising expenditure and helping with the development of new offer packages

- ◆ Inspiring the Vulkanland community to integrate the topic of health (as the balance of material and immaterial development) into their daily lives

In order to improve the market and sales, initiative groups could also improve connections with the following 'brokerage points': pharmacies, hot springs, spa and health centres, cosmetic and fitness studios, trade and manufacture of healing aids (e.g. opticians, medical stores, hearing aids, orthopaedists), indoor swimming pools with saunas, lodgings that offer a spa/wellness area, and receptive doctors. Health is a topic that reaches into all of the Vulkanland region's core competencies (e.g. gastronomy, craftsmanship, remnants of the volcanoes, lifestyle culture, family education). In the years ahead, health will act as a catalyst for innovation here. Examples include the Gross carpentry shop's solid wood bed that redirects earth radiation and the „Holler Vulkan“ health drink.

During the first three years of the valorisation process, the stakeholders will volunteer for many initiatives and collaborations. Regional management will be in charge of the overarching process. They will also try to support the initiative groups through two to three-year projects (with a core budget of around €100,000 per year) and keep the subject active for the long term. In turn, individuals in the political sector of the region and/or its municipalities can be informed and supported in this way, which will help drive the awareness-raising process.

Step 4: Long-term valorisation

The farther-reaching valorisation of the topic area can only be presented here as a prognosis based on our process experiences (see e.g. Krotscheck et al., 2007; Eigner et al. 2009). Together with the stakeholders, awareness-raising and positioning of the topic will be maintained for at least 10 years on the part of regional

development – step by step towards the vision. On average, the goal is a public presence of more than 15 regional media reports per year. In addition, information will be offered on the Internet, in mailings and in household brochures. News and information releases will maintain interest and draw the population deeper and deeper into the subject of holistic health. Participation in innovation competition will be encouraged to the same extent as scientific investigation of areas of interest and/or the allocation of studies (collaborations with academic institutions, particularly the Bad Gleichenberg College for Health Management in Tourism). In this way, the image will grow continuously.

The development of overarching packages and health products will be promoted in action groups. Regular meetings will deal with important individual topics, help coordinate internal work and assist in building trust and promoting exchange among the members. Practical training will be organised in the network, and internal knowledge management will make the shared work easier. The development and implementation of kindergarten and school projects will familiarise children with health as an important topic from an early age. Collaboration with the tourism industry has also already helped create new programs in which health is enjoyably learned while on holiday. The 'industry' has therefore established itself already to some extent.

'Environment and Health' will be the next mega-trend. The Russian economist Nefiodow marked this as the sixth Kondratiev cycle (Nefiodow, 2006), which is currently introducing the next economic wave (Schumpeter, 1961) for a period of 40 - 60 years. Nefiodow regards the health market as the growth engine of the 21st century – especially 'psychosocial health' (as the antithesis of mental, social and spiritual disorders and diseases), which he interprets as holistic health. At the same time, trends that favour regionalism and authenticity are forming a counterpoint to the pull of globalisation. Conditions are therefore ideal for the holistic, regional health sector.

Step 5: Enabling continual advancement

Participation in the forum will become broader and broader through various activities and projects, so that after about 10 to 15 years a broad base of stakeholders will found the 'Association of Natural Healing Promoters' or the 'Holistic Health Cluster'. The image boost that can be expected for the topic (and the region) will propel the endogenous founding and/or establishment of new enterprises (cf. the example of South Tyrol: Irsara, 2009). The creation of jobs in the healthcare field is associated with this. Concrete benefits for the members will arise through further cooperative projects and campaigns.

The establishment of a self-sufficient, cooperative unit will result in the stakeholders taking responsibility for the further development process. The health network will collectively address tasks which make little sense at the individual company level, including:

- ◆ Organising shared education and advanced training; organising seminars and internal meetings; operating the network web portal and internal knowledge management; relationship management with relevant associations and schools
- ◆ Conducting studies about the effectiveness of methods and products (effects that can be proven to promote health), cooperation with the scientific community (universities and technical colleges), promotion of research collaborations, mediation by experts and 'translation' of technical knowledge into practical content and/or an understandable form, worldwide information scouting (sourcing of existing studies and research results)
- ◆ Holistic product development and commercial collaborations, innovation consultation and checking, transfer of methods and/or technologies; professionalization of products and services
- ◆ Image development, awareness-raising and market development
- ◆ Encouragement of cooperative marketing, help with distribution and marketing, promotion of shared marketing and merchandising items and/or incentives

- ◆ Conducting market studies and extra-regional activities, market research on customer expectations and success factors, international collaborations and experience exchange, know-how transfer
- ◆ Promotion of inter-sector networking for greater added value in manual crafts, gourmet gastronomy and tourism
- ◆ Supporting members in unusual situations
- ◆ Project development, fundraising and submissions; help with grant applications and financing strategies; sponsor contacts
- ◆ Lobbying for image, funding and legal circumstances (e.g. recognition, approval, health insurance reimbursement)

With this strong, shared structure, and by means of these varied services, valorisation of the natural healing field is sure to succeed. After 15 years, the topic will be deeply and sustainably rooted in the region. The use of healing powers remains a valuable topic, which contributes to added value locally and is handed down from generation to generation. In this way, holistic health provides a benefit for people and for the regional economy's ability to perform, while strengthening our relationship with our own living environment.

5.2 Craftsmanship in Kulturpark Eisenstraße

Author: Barbara Reisenbichler, Toni Kofler

Since 1990, regional development has been taking place in the Kulturpark Eisenstraße (Culture Park Iron trail) region. The association of the same name was established in order to preserve the cultural heritage of the region, which consists primarily of the traditional forging industry and its remaining buildings. In the first years, the focus was put on preserving of old forges from decay. However, not only the buildings were preserved, but also the art of forging itself, which had been nearly forgotten for many decades. The aim of the association was to preserve the cultural heritage on which the region's wealth is based.

Today, Kulturpark Eisenstraße comprises 25 municipalities with approximately 67,000 inhabitants in the south-western part of Lower Austria. Its work is based on three pillars:

- ◆ preserving and developing the historical and current cultural heritage of the region
- ◆ developing tourism together with the Mostviertel tourism association
- ◆ pushing regional development through different initiatives with the help of programmes co-financed by the EU (e.g. Central Europe, Leader)

The association supports the implementation of regional development projects in the following domains:

- ◆ culinary delights
- ◆ tourism
- ◆ energy self-sufficiency
- ◆ teaching and learning
- ◆ history and future (including culture and intangible cultural heritage)

Since 1990, several projects have been developed and carried out. One of the most important ones was the oral history project "Dokumentation Eisenstraße". With this project, the association was a finalist for the EDEN award in 2008. The focus was on the "documentation" of the "spirit" of the region. Knowledge about the region was collected and published in the online "Schatzsuche Eisenstraße" database (www.eisenstrasse.info/schatzsuche), which resulted in more than 100,000 data records. The so-called "Hörsessel" – special "chairs" that were installed in public spaces – offer stories and experiences told by older people. In addition, documentation centres called "DokuZ" were developed, which provide information about the region and its cultural resources for every interested person.

Now, Kulturpark Eisenstraße tries to refer back to old traditions when supporting the development of different products such as (traditional) costumes or regional bus stops, which have been designed following the traditional chimneys of the forges. With the project "Cultural Capital Counts" (CCC), which started in 2011, the region is once again focusing on its "spirit" by concentrating on its skills, traditions, knowledge and know-how, especially in the domain of crafts. The project is an important further step in the advancement of the association's regional development activities. It is also a milestone in a long-term, process-oriented development towards innovation based on tradition. In this section, we describe our experiences from CCC concerning the valorisation of intangible cultural heritage in general, with a special focus on crafts and the planned network of craftspeople within the region (Fig. 5.4).

Step 1: Raising awareness of the intangible cultural heritage

Without a doubt, forging is the most popular craft in the region. It has been continuously

developed for the last 20 years and is therefore already very well valorised. When visiting festivals such as "Ferraculum" or "Schmiedeweihnacht", the people can experience the magic of forging. Forging courses offer the opportunity for anyone to learn forging. The theme trail "forging mile" provides insight into the lives of smiths and other people of former times. The forging academy addresses young girls and boys and motivates them to begin learning forging in their childhoods. The membership of the municipality Ybbsitz in the "Ring of European Cities of Iron Works" enables contacts to smiths and other people dealing with forging all over Europe. Thanks to all these initiatives, "Forging in Ybbsitz" was included in the inventory of the Austrian Intangible Cultural Heritage in 2010.

However, there is also a wide variety of other special crafts that can be found in Kulturpark Eisenstraße, which have a significant potential for valorisation. The CCC project played a significant role in discovering these crafts. Research conducted into the intangible cultural heritage of the region uncovered crafts



Fig. 5.4: Kulturpark Eisenstraße was established in 1990 in order to preserve the cultural heritage of the region, which consists of the traditional forging industry and its remaining buildings

currently considered “exotic”, such as book-binding, tailoring leather trousers, cooping, making sgraffito facades, charcoal burning or producing whetstones.

Since there was not enough space to mention all of them in the “Living traditions, regional knowledge and talents” brochure, which dealt with the intangible cultural heritage of Kulturpark Eisenstraße, a series of **newspaper articles** was started, which presented selected special crafts to the public over a 3-month period. The response was very positive. The people became aware of the wide diversity of crafts in our region, and the craftspeople themselves enjoyed the attention given to their skills. Other media also became interested in the intangible cultural heritage and the craftsmanship of Kulturpark Eisenstraße and presented it in several articles and TV programs.

In addition, **excursions** were organised that showed the rich craftsmanship of the region. On the one hand, they took place within the region in order to promote the regional crafts to multipliers who would promote them further to other people. On the other hand, they took place in other regions with a focus on crafts, in order to get to know best-practice examples

concerning the valorisation of intangible cultural heritage with a focus on crafts (Fig. 5.5).

Crafts and intangible cultural heritage in general have also been present at different **festivals** within the region (5-Elemente-Fest, Zweiklang). In this way, a broad public has been made aware of the regional wealth in crafts. The people could not only see the final products, but also the ways in which they are produced. This increased the appreciation for the different kinds of craftsmanship.

Tourism also became interested in crafts in Kulturpark Eisenstraße. Together with Mostviertel tourism and the “Kreativreisen” (**Creative Tourism**) initiative, different craftspeople and providers of other creative offers began cooperating and promoting special offers to guests looking for active and creative holidays.

Step 2a: General conditions and strategic approach

We are living in a consumer society. For a little money, we can buy anything that we want. In our throwaway society, there seems to be no need for repairing things that do not work. We just throw them away and buy new things.



Fig. 5.5: Excursions within the region displayed the rich craftsmanship

Nevertheless, there is also a desire to have high-quality products “for a whole lifetime”.

We are also living in the age of globalisation. We have access to products and traditions from all over the world. Some young people are better informed about the traditions of other countries than their own. However, this can also give rise to a desire to explore one’s own history and past, in order to understand where we come from. People want to do things themselves again. They want to create things with their hands, or at least know where the things they buy come from. Courses such as “How to make your own Christmas wreath” are very popular at the moment.

In addition, we are living in times of economic uncertainty. Many companies have difficulty selling their products or services, which leads to a higher rate of unemployment. Therefore, some people are looking for a second area of activity. A focus on intangible cultural heritage, especially on crafts, can be a good reaction to these current trends. They offer a great potential for valorisation, because:

- ◆ Handicraft products are generally durable, high-quality products.
- ◆ There is a great deal of interest in crafts at the moment. People like to (manually) produce things of their own.
- ◆ Crafts can create income and jobs. They are a qualified domain for a second area of activity. For example, people can start with crafts as a hobby and perhaps then make a job out of it after some years.
- ◆ Since craftspeople are frequently one-person businesses, their workplaces are often at

home. Since they enjoy flexible working hours, their professional and private lives can be combined quite well.

- ◆ Working at home also contributes to sustainability. There are no long commutes, and a family might only need one car instead of two.
- ◆ The planned “Craftsmanship in Kulturpark Eisenstraße” network will also promote cooperation and networking among craftspeople.
- ◆ Old knowledge about crafts is passed on to the next generations. This ensures a mutual understanding among the generations. Moreover, the intangible cultural heritage can endure.

One of the main aims of the “Kulturpark Eisenstraße” association is to make people proud of their roots and their region. They should be aware of their regional wealth and enjoy living here. Even though the region offers quite good possibilities for living and working, many young people move to bigger towns that have a wider pool of working and leisure activities or that offer better possibilities to combine their professional and private lives.

Making craftsmanship popular by raising the awareness for our intangible cultural heritage and by creating a network of craftspeople in the region can be an important factor for acknowledging our intangible regional wealth. Furthermore, it offers opportunities for the personal development of individuals that have to look for new job opportunities because of the economic crisis. In the long run, a focus on craftsmanship and intangible cultural heritage in general can help us to come closer to our vision of making Kulturpark Eisenstraße an even better place to live.



Fig. 5.6: Crafts offer a great potential for valorisation; they can create income and jobs

Step 2b: Vision development

In several workshops organised in the frame of the CCC project, representatives from both the public and private sectors (representatives of municipal councils and craftspeople) were gathered to consider the opportunities offered by our regional intangible cultural heritage. The participants agreed that the intangible cultural heritage of Kulturpark Eisenstraße

- ◆ represents the diversity of the region,
- ◆ is more important than financial prosperity,
- ◆ is characterised by handicraft skills, and
- ◆ has to be made more clearly visible.

A great trust in the quality of regional traditions and skills was expressed. A strong need for networking, cooperation and an exchange of knowledge and resources among the craftspeople and representatives of intangible cultural heritage was discovered. Also, a strong urban interest in intangible cultural heritage was found. Whereas the people living in larger towns and cities are looking for intangible cultural heritage, this treasure is omnipresent in the Kulturpark Eisenstraße region. With the right strategies, the "rural culture", and especially intangible cultural heritage, can be valorised.

When brainstorming ideas for valorising our intangible cultural heritage, many ideas from the crafts field emerged. In this way, the participants got a picture of which focus will shape the future work in Kulturpark Eisenstraße. Along with the

general interest in crafts and intangible cultural heritage in general that has been seen within the last 2 years (e.g. a range of courses concerning crafts offered by different adult education institutions, events and fairs with a focus on crafts, training programmes for craftspeople organised by the chamber of commerce in cooperation with a regional management organisation), this is a strong sign that crafts truly have a high potential for further valorisation. This interest could also be seen in the project "Re-discovering the old". In this project, a wide variety of project ideas dealt with crafts, including the idea of organising an annual crafts festival to demonstrate the many crafts in Kulturpark Eisenstraße, which will be held for the first time in 2014.

Based on this, a strong vision was created, which stated that the people living in Kulturpark Eisenstraße want to be a great example for the following generations. The intangible cultural heritage, and especially crafts, are the soil for a fulfilled life.

In summary, it can be stated that one of the core benefits of the workshops was an raising of the awareness of the wealth of crafts and intangible cultural heritage in general, as well as the networking of the participants and the motivation to start new initiatives. In addition, they were an important step towards anchoring the intangible cultural heritage, especially crafts, in the regional development strategy. This means that 25 municipalities will focus on this topic in terms of shared activities within the next seven to ten years (Fig. 5.7).



Fig. 5.7: The CCC workshops uncovered a strong need for networking, cooperation and an exchange of knowledge and resources among the craftspeople and representatives of intangible cultural heritage

Step 3: Process planning for the next four years

After creating the vision, all the ideas and values concerning crafts that emerged within the workshops were integrated into a common development strategy/action plan dealing with the valorisation of crafts in Kulturpark Eisenstraße.

This strategy/action plan was presented to the representatives of the private and public sector (craftspeople and representatives of the municipalities) and discussed several times, in order to produce a widely accepted strategy/action plan. The main focus of this strategy/action plan is to establish a network of craftspeople that profit from each other by cooperating closely. Thus, the region shall develop into a well-known crafts region that also acts as a model of successful regional development for other regions.

Particular attention is given to innovation. Innovation is the result of incentive measures for one of the factors of production, namely "land", "labour", "capital", "public services/law" and "knowledge". It can also emerge from new combinations of the factors of production. The crafts development strategy comprises 4 fields of intervention:

- a. further development of know-how
- b. transfer of know-how and information
- c. networking and clustering
- d. identity and communication

Within these fields of intervention, the following activities are foreseen:

a. Further development of know-how

This means not only **further training** in specific areas of expertise, but especially knowledge concerning the valorisation of products.

b. Transfer of know-how and information

Two "**talent fairs**" are foreseen. On the one hand, their goal is to foster networking among the different craftspeople, which should result in different collaborative activities. On the other hand, their goal is to link the talents of the region Kulturpark Eisenstraße with talents from outside, such as designers.

c. Networking and clustering

This field includes the development of an **internal database** that contains all craftspeople of the region, be they professionals or amateurs. They will be identified by consulting the municipalities, the chambers of commerce, regional newspapers, craftspeople that are present at different events, etc. Based on this database, an **online-platform** will be developed to present the craftspeople, their skills and their products to potential customers, as well as to other craftspeople looking for specialists. Another activity is the creation of a **co-working space** with a focus on crafts. This would enable craftspeople to use resources effectively (e.g. to share machines) and provide shared office or sales areas.

d. Identity and communication

A **shared brand** for handicraft products from the region Kulturpark Eisenstraße will be developed. It will characterise innovative quality products produced within the region and strengthen the self-confidence of the participating craftspeople. A **biennial crafts festival** will help the craftspeople display and sell their products to customers. In the context of this festival, an **innovation prize** will be awarded to craftspeople who combine tradition with innovation.

The strategy/action plan will act as a guideline for future crafts-related activities. Of course, there can be changes when implementing the planned activities. For the implementation, a series of smaller projects will be necessary, in order to support the initiatives of the craftspeople. The Kulturpark Eisenstraße association will assist in the activities of the craftspeople with its expertise and will also try to set up a core funding via a co-financed project. The most important factor, however, is a well-functioning network of craftspeople because this ensures sustainability and can also help develop a range of awareness-raising activities for preserving knowledge of traditional crafts (*Fig. 5.8 - next side*).

Steps 4 and 5: Long-term valorisation and enabling continual advancement

With the CCC project, the Kulturpark Eisenstraße association and its 25 member municipalities have identified intangible cultural heritage, and especially crafts, as one of the main points of interest for work in the coming years. They make our region truly special and are an authentic part of our lives that has developed throughout the course of history.

Therefore, crafts and intangible cultural heritage in general provide the logical basis for regional development processes and will be included in the regional development strategy for the next seven to ten years. This will ensure a long-term valorisation of the intangible cultural heritage in general, and especially of crafts. It will also help move from project-oriented work towards a long-term process, which is a very important step towards the common vision.

Kulturpark Eisenstraße will continue raising awareness of the topic (especially by media coverage or by including the topic in the organisation of different events) and looking for synergies with the different activities going on in the region. Intangible cultural heritage and crafts will be included in the daily work of the association, which will continue accompanying the group of craftspeople in their meetings, helping them to coordinate their networking activities.

The network will grow continually and develop further activities. Its members will work together more closely and continually exchange views. This communication, along with shared campaigns, will ensure that members can profit concretely from the network. The image of intangible cultural heritage, and crafts in particular, will grow. This will create a breeding ground for new ideas and initiatives. The population will appreciate the quality of handicraft products that originate from Kulturpark Eisenstraße and will also appreciate the special work of the regional craftspeople. Traditional craft skills will be passed on from generation to generation, and they will provide the basis for regional added value.



Fig. 5.8: A well-functioning network of craftspeople ensures sustainability and can help develop a range of awareness-raising activities for preserving knowledge of traditional crafts

5.3 Fostering local excellences and synergies between tradition and innovation in Verona

Authors: Elisabeth Graf, Roberto Sandrini

Since 2001, Verona Innovazione (VerInn) has had an office dedicated to promoting local entrepreneurs. Supporting the creation of new enterprises to valorise local resources and skills is part of VerInn's mission. With the CCC project, the services offered acquired a new dimension, fostering local excellences and synergies between tradition and innovation. Based on the experience of the CCC project, VerInn is now initiating several other projects and initiatives to continue the process of valorisation.

Step 1: Discovering the entrepreneurial dimension

Connecting the entrepreneurial dimension with the ICH classified by UNESCO has been an enlightening experience. The Chamber of Commerce and its statistics offices create quantitative reports that analyse local companies. However, there is no report available that highlights the connection between traditions and the economic value created by the companies valorising the ICH. The identification of the ICH during the CCC project revealed how the oldest practices have been transferred into local excellences, such as wine and food production, marble extraction and workmanship. Starting from small enterprises, they have become large industries, although SMEs still prevail.

VerInn is also trying to build on the high entrepreneurial spirit that characterizes the region. With a local population of 925,290 (ISTAT 2012) and 98,215 registered companies (Economic Report 2013), Verona has a high density of entrepreneurs. One out of 10 people is an entrepreneur, and VerInn's Start-up desk (Servizio Nuova Impresa) provides consultancy services to around 1,000 aspiring entrepreneurs (963 in 2013). This entrepreneurial attitude is a valuable resource for the region and fosters the creation of new products and services. In light of the ongoing economic crisis, the European Union and the Veneto Region want to foster this entrepreneurial spirit in order to tackle problems such as

competitiveness and job creation. For this reason, several initiatives aim to provide support to future entrepreneurs, and the Veneto Region has recently begun to emphasise the importance of valorising local resources and skills. This orientation is expressed in the granting of extra points for those entrepreneurial ideas that take in to account local traditions and participate in calls for proposals and other initiatives funded by the Veneto Region.

The process of valorisation within the services of VerInn started with the interviews conducted in Workpackage 3 by the CCC project. The most important ICH factors were identified by creating macro categories. The most representative sectors for the region were Agricultural Produce, Craftsmanship, Culture, Wine and Food, Popular Festivals and Events. This analysis gave us the opportunity to discover how typical arts and crafts traditions have developed into enterprises, goods and products that are well-known all over the world. There are many "cultural" professions that form a fundamental part of this creative system and knowledge society, which can also guide Verona through the difficulties currently facing the economy. For this reason, providing major support to enterprises and people who hold this knowledge has become a priority.

Step 2: Vision and perspective: How to valorise the ICH through companies

In general, Verona Innovazione provides several services that indirectly support companies in their valorisation process by focusing on efficient communication strategies and working with sectors that are strongly related to the local territory. Since the approval of the CCC project, the focus on ICH has increased. By identifying the three major areas of intervention (i.e. Agro-Foods, Culture and Craftsmanship), VerInn wanted to promote the program and test the efficacy of the methodology developed by the CCC partners.

Pilot trainings and actions represented a first opportunity to test an innovative and interactive training method and to assist aspiring entrepreneurs and companies over a longer period of time through an extensive coaching. The results of the activities will be transformed into an interactive web app for the aspiring entrepreneur, with a particular focus on local ICH, which will guarantee the long-term sustainability of the activity. A guide for policy makers and stakeholders will be created to facilitate the replication of the training carried out in the pilot action.

The overall aim is to build a network of local actors to spread the results and create initiatives that can continue with the valorisation process, even after the project comes to an end.

Step 3: Planning the process

The methodology was applied to support future or existing enterprises in their valorisation process. Starting from the training, the pilot action was designed as follows: (Fig. 5.9)

When organizing the training courses, in order to involve a high number of companies and aspiring entrepreneurs, we promoted the activities online, with a newsletter, press releases and by spreading the message to our network of local operators. Although numerous aspiring entrepreneurs participated, only a few companies attended the course.

The training course was highly interactive and hands on. After an initial introduction to ICH and its value for the territory, participants had to present their idea. With feedback from the others, they had to find strategies for making it more valuable for the local setting and its inhabitants. In a second session, they worked on their business models and on elevator speeches to present their ideas. Examples for every sector were provided, and testimonials were solicited. By presenting one concrete experience, participants could ask several questions and deepen their knowledge of the constraints and milestones all entrepreneurs face in their adventures (Fig. 5.10).

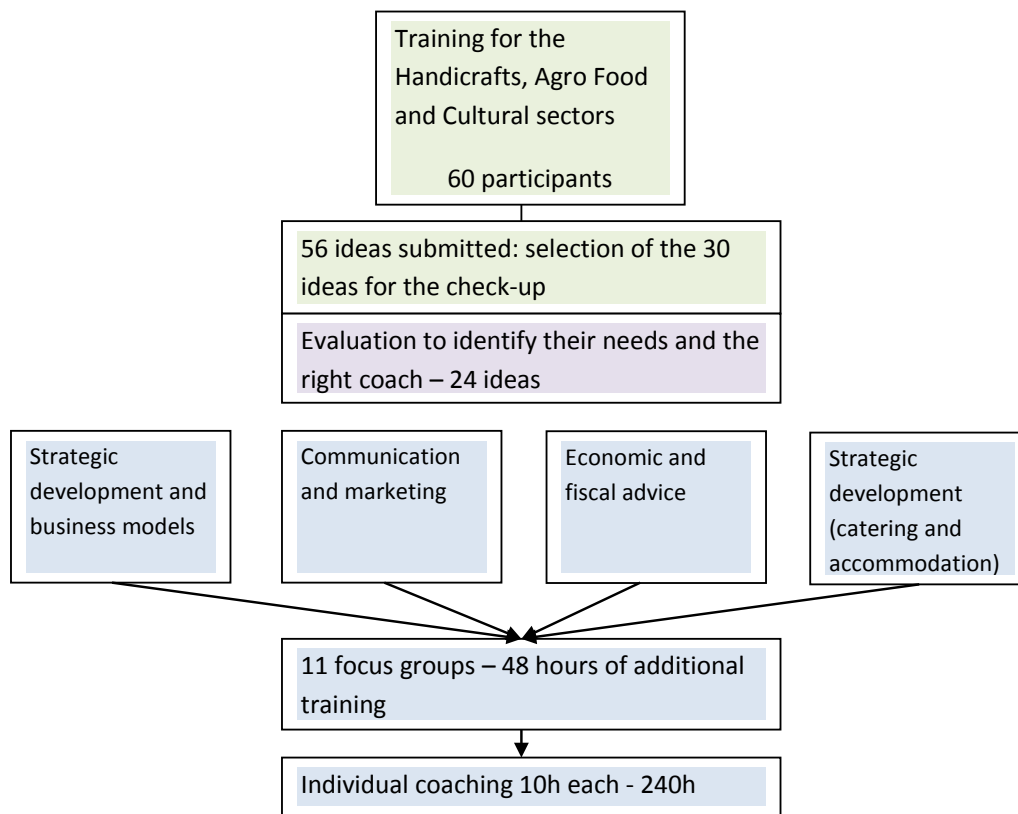


Fig. 5.9: Schedule from pilot trainings to the pilot actions in the CCC project



Fig. 5.10: Training course with entrepreneurs at VerInn

After the trainings, the ideas were evaluated using a questionnaire filled out by every participant. In total, 30 ideas were selected for the evaluation using parameters such as previous experience, coherence and sustainability of the idea. The evaluation was coordinated by an expert, who made a qualitative assessment of the idea and identified the major needs of the aspiring entrepreneurs. The aim was to select the best 24 ideas, which were then admitted for the coaching. Eleven focus groups were held to create a network and a common understanding of major business topics among the participants. Topics

such as communication, legal and fiscal frameworks, territorial networks and how to create cultural offers were proposed. A high level of participation confirmed the importance of tailoring the informative sessions to the participants' needs. Another positive side effect was that cohesion was fostered within the group. In the coaching session, participants could ask questions and solve problems related to their ideas together with the experts. Concrete advice was given, and the coaches were invited to submit a detailed evaluation and to share the tools used during the sessions.



Fig. 5.11: Coaching session with experts

In an interactive webapp, the results will be made available for all aspiring entrepreneurs, together with a methodological guide for public stakeholders and policy makers. During this pilot action, we already achieved initial results. Some of the participants opened their "shops" or exhibitions and conducted testing activities. The final questionnaires, which were highly positive, testified to real improvements in their ideas. An informal group on facebook was created that continues to promote events, and participants have remained in contact even after the end of the coaching.

Step 4: Awareness raising – long-term valorisation

The initial results of these activities have already been documented, and the real impact will also be measured by the monitoring system. With the launch of the interactive webapp in February 2014, the results will be presented to a wider public. Since 2001, VerInn has been a reference for aspiring entrepreneurs, highlighting the local ICH. Presenting best practices and innovative enterprises in small events or publications has proven to be an effective method of awareness raising. Daily contact with new start-ups or people who simply have an idea gives VerInn the chance to support them and indirectly help them to be more successful in their endeavours.

On a second level, informing our board of directors and the decision-makers in the Chamber of Commerce about the results should give us the necessary support and resources to sustain these activities in the coming years.

Step 5: Networking and Inspiration

The pilot action itself proposed VerInn as a hub of a wider network of public and private actors working in the field of entrepreneurship. This allowed us to involve them in new project proposals that will continue with the valorisation process.

◆ **Dieta Mediterranea:** In view of Expo 2015, the national System of the Chambers of Commerce proposed a project aimed at the valorisation of local dishes and produce. VerInn joined the regional partnership and is now waiting for the approval of the project.

◆ **Fondazione Telecom –** A call for proposals aiming at valorising intangible knowledge related to handicrafts was issued. Together with other local actors, VerInn proposed a project that further develops the traditional letterpress by involving new technologies and marginalized individuals. Out of more than 300 project proposals, the project was selected for final evaluation. Results will be available by the end of 2013.

◆ **Wood2good,** a project that was recently approved in the Progress Programme, will enhance our capacity to work with the wood and furniture district and to valorise the skills of the workers and entrepreneurs.

These are only initial projects that aim to continue the work started with the CCC project. The pilot action of the CCC involves public actors and aims to develop a network and to work on future project proposals capitalizing the activities of the CCC. For this reason, initial workshops have been organized to involve local stakeholders and public actors in new project proposals based upon the needs of the region. Other networks and projects are being negotiated, and results will be available in 2014.

5.4 The role of development agencies and cultural association for a regional development based on cultural resources in Piedmont

Author: Roberta Davisod

Lamoro Development Agency was founded in 1995 as a consortium of public and private bodies, thanks to the initiative of 70 public authorities based in the rural areas of south Piedmont (Italy). It was founded by Municipalities, Chambers of Commerce and Associations located in the hilly areas of Langhe, Monferrato and Roero.

The aim was to create a new economy based on the exploitation of local resources, valorisation of territorial identity and human capital development. There was a strong need to halt depopulation of rural areas and to combat the unemployment brought on by the economic crisis by creating a favourable environment for attracting new investment. Therefore, Lamoro was founded in order to foster regional sustainable development by implementing innovative policies that bring together the public and private sectors. The agency is in charge of improving the development opportunities for a vast rural area in Italy by formulating sustainable development strate-

gies. For 14 years, Lamoro has been supporting local and municipal actors and their associations in enhancing their quality standard, with a special focus on capacity building. Lamoro's mission is to increase levels of socio-economic development by implementing development strategies. Over the years, this consortium has worked to stimulate growth in the region by implementing development strategies in a variety of fields, from cultural activities to environmental protection.

Lamoro assists and supports associated authorities belonging to its network in the implementation, planning and management of diverse projects addressing issues such as local and rural development, energy, capacity building, labour policies, and cultural heritage.

Although Lamoro acts in the public interest for the region represented, it maintains management independence and operative authority in the definition of its strategies and activities development plan.

Best Practise: Book Village, Landscape Museum, Literary Park

In the framework of the CCC project, Lamoro promoted three main activities closely linked to the local cultural heritage: a Book Village, a Literary Park and a Landscape Museum. All three projects are intended as durable tools for raising awareness of the region's unique character. Therefore, they provide a good example of long-term Intangible Cultural Heritage valorisation.

A large number of agents and stakeholders are involved in these three projects, from the Municipalities, which are politically involved, to the private sector, which brings the local economic sustainability needed to keep ICH alive for future generations.

The projects are managed by the municipalities with the active contribution of voluntary associations and are based on a bottom-up approach, which proceeds from the actual needs of the territory and the resources that are available. The Book Village, set in Frassineto Po, is an activity

aimed to promote and valorise the heritage related to the publishing sector. Its always busy schedule features readings by authors, literary festivals, theatre performances, art exhibitions, photography, and so on.

The Literary Park of Langhe, Monferrato and Roero (www.parcoletterario.it) offers local inhabitants and tourists a "reading" of the landscape and cultural identity of the territories that were home to some major Italian writers (Vittorio Alfieri, Beppe Fenoglio, and Cesare Pavese, to name just a few). In other words, it offers visitors, be they enthusiastic readers or not, a key to interpret the landscape, literary identity and local culture. The Literary Park involves a wide variety for cultural activities: narrated visits, theatre, writing competitions for schools of all kinds and grades, organization of summer schools for students and fans of the subject (Fig. 5.12 - next side).

Magliano Alfieri is a natural belvedere in the Tanaro valley in the hilly area of the Langa. The strong desire to protect and promote the local cultural heritage is evident from the establishment of the "Theatre of Landscape" museum. This natural museum consists of an interactive path that shows visitors the beauty of the river and hilly landscape and makes them feel involved in it. Indeed, they can travel through both space and time (e.g. sailing the Tanaro river in the scenery of 1900) or explore what will happen to the region as a consequence of the current choices being made in the fields of economics, production and construction. In order to highlight the recent significant changes in the region, the project is divided into five thematic areas: memory, hills, river, stone, and knowledge. This cultural initiative,

which is housed in the historical Alfieri family Castle, consists of three separate but related centres: the internal path in the castle, the outer course in the surrounding countryside, and the documentation centre, which is located in one of the castle towers. The documentation centre houses an immense library of aural and visual heritage. The museum also interacts with the external environment, and visitors can walk outer country paths that originate at the castle to fully enjoy the beauty of the environment. The main goals of this project are the promotion of the Alfieri family Castle, the strengthening of the tourism and cultural offerings, building appreciation of the local cultural heritage, and the public sensitization towards the landscape and nature.

The agents involved in the process

1. Municipalities: One must always remember that political agents can change over time. For this reason, the commitment of municipalities must be ensured through official acts. Nonetheless, personal contacts with mayors and competent officials ensure rich direct exchanges. Therefore, it is necessary to maintain both formal and informal contacts with mayors and municipalities, in order to guarantee a good relationship over the course of time.

2. Associations/networks of municipalities at regional/national level: Through these networks and associations, projects that have already been successful on a local level can be implemented and promoted in wider areas.

3. Organisations of the civil society: This group, which includes cultural associations and non-profit entities, possesses the knowledge, competences and motivation to keep ICH alive.



Fig. 5.12: The authors represented in the Literary Park

4. Local inhabitants: The involvement of the local population is crucial in ensuring the long-lasting effects of the initiatives. In fact, a project cannot be fully implemented if the inhabitants in the area do not completely understand and support it. Therefore, their sensitization is essential for the success of the initiatives planned.

5. Private sector: As stakeholders in the projects, entrepreneurs not only have an economic interest, but they are also part of the local environment. Indeed, they represent one of the most dynamic sectors of the local society, and they are more likely to actively contribute to the project and get involved in its implementation. Furthermore, direct exchanges with such individuals, even at an unofficial level, may lead to new ideas.

The Cultural Association “Amici del Castello di Magliano Alfieri”

The cultural association “Amici del Castello Alfieri” (“Friends of the Alfieri Castle”) was officially founded on 26 October 1991. This initiative has been promoted by the highest representatives of the local associations that were already active in the Magliano region, the vicars of the two parish churches, and several representatives of the cultural administration that owns the majestic building. Drawing on several sources of funding, the As-

sociation, which has a regular statute, undertakes the protection, preservation and promotion of the Alfieri Castle, in order to revive it and make it into a symbol of the social situation of Magliano. In fact, the castle, which has now been restored, has been involved in several diverse cultural and artistic initiatives designed to foster local growth while simultaneously spreading knowledge of Magliano Alfieri beyond the local borders.



Fig. 5.13: Local inhabitants participating in a cultural event mixing oral and culinary traditions in Monastero Bormida

First, the Association had to undertake the quick preparation of the Museum of Arts and Traditions by creating an effective management tasked with establishing a centre for the study of the regional ethnographic and the historical archaeological heritage, which could help attract additional research linked to the Museum (Fig. 5.14).

However, the efforts of the Association have not been dedicated exclusively to the Castle. On the contrary, it has also addressed other buildings that are relevant from an artistic or historical perspective (e.g. country chapels, votive shafts, palaces, farmhouses). The point is that the Alfieri Castle should not become an isolated point of cultural interest in the middle of an abandoned land, but rather it should be the flagship for a region that can maintain its architectonic heritage. Thus, the Association has multiple missions. In order to carry out these missions, an executive

committee has been created under the lead of the president. It is divided into three different sectors: one for the restoration of the castle, one for the museum and one for the promotion of cultural and touristic activities. Of course, the executive committee must ultimately serve as simply the leadership of a widespread movement to promote interest in the Alfieri Castle, an interest which must also extend beyond the regional borders, since the building has a significant historical and cultural relevance.

Over the years, several young people from Magliano have joined the Association, demonstrating their commitment to the goals of documenting and safeguarding the architectonic, artistic, historical-archaeological and landscape heritage of the Magliano area. Furthermore, the archive material has been the subject of research by university students and other researchers interested in the diverse aspects of country culture.



Fig. 5.14: The main entrance of the Alfieri Castle

The activities of CCC Project in Magliano

Training

Training activities took place at the Alfieri Castle on April 16th, April 23rd, and May 9th of 2013. The attendance was 21 on the first day, 14 on the second, and 23 on the third.

Each of the three training sessions focused on a different theme:

- April 16th: The first part of the session was dedicated to the presentation of the objectives of the CCC Project. In the second part, the CCC Manual for the Identification of ICH (WP3) was presented, and the third part was dedicated to the methods and tools for valorising ICH.

- April 23rd: The second training session was focused on a case study: the Royal Residence of Rivoli, which hosts the Museum of Contemporary Art of Torino. The two castles (Rivoli and Magliano) share some historical ties. The Alfieri family was very close to the Savoy family, and the construction of the Castle in Magliano imitates some elements present in the royal residences of Rivoli and Torino. Therefore, the history of the castle in Rivoli is a useful source for possible ideas for additional development of the castle in Magliano. For example, the creation of a Contemporary Art Museum in an historic building proved to be the right choice. Although, Torino Museums of Art prove a good possible role model, it is not applicable if the transport facilities and infrastructure are lacking.

- May, 9th: The third training session was devoted to a case history of the fortress in Verrua Savoia, with a special focus on the role of cultural associations. The fortress in Verrua Savoia is a good example on how the involvement of local associations can foster regional development on cultural bases. The fortress in Verrua has a military history. The first signs date back to year 1000, and it is particularly known for its role during the French siege at the beginning of the 18th Century. In 2008, a foundation was created to ensure the restoration and rehabilitation of the fortress and to use cultural initiatives to disseminate information about the history of the fortress. The rehabilitation of the fortress was important for the area not only because it boosted tourism, but also because the rehabilitation itself created local economic op-

portunities (e.g. refurbishing, carpenters work, woodworking).

These sessions trained the volunteers for the management of the Landscape Museum, while raising their awareness of theme of immaterial culture. The immaterial heritage of a territory is probably the key to its success. While the material culture is clearly visible and measurable, the intangible one is subjective and unmeasurable. Therefore, it is extremely important to raise awareness of immaterial culture as much as possible, in order to make the region a unique flagship for the area.

Workshop

The workshop took place at the Alfieri Castle on 9 May 2013, with 23 people in attendance. The workshop participants included several local agents, such as the mayor of Magliano Alfieri, mayors of the neighbouring towns and cities, the cultural association "Amici del Castello Alfieri" itself and diverse other entities (e.g. the Parco Po Authority). The participants discussed the possibilities for local development through the valorisation and capitalisation of cultural resources.

One of the main outputs of the discussion was that ICH is of the outmost importance when decision makers are devising long-term development strategy. Therefore, the correct strategy requires both creativity and networking. In addition, networking is essential, especially in local cases, where the agents (municipalities, enterprises) are often too small to act alone. Culture has to be the first development engine for small towns as well. In this context, many efforts have been made in the Piedmont region to promote wine promotion, although wine is not the only asset.

Moreover, it was concluded that good ideas must circulate, so initiatives such as the CCC project should happen more often. Although there are several interesting initiatives in the field of culture and traditions in the region, they must be better structured and more comprehensive. In this area, cultural associations play a crucial role in the development and creation of cultural realities.

In fact, much has been already done in the region for the valorisation of typical products and traditions, and one very important aspect is to further expand the promotion of comprehensive initiatives for the development of rural areas. On the other hand, it is also necessary to avoid duplication. If something is already in

place and working, it makes no sense to replicate it. Each area should find its specialisation. Finally, it was concluded that rural areas have to build on their own unique cultural resources in order to properly guide their own development.

CCC steps in Magliano Alfieri

Step 1: Discovering ICH

The first step consisted in conducting interviews to gain knowledge about the local culture and traditions. Respondents were selected based on their knowledge of specific features of the local ICH. The selected interviewees were historians, archivists, academics, entrepreneurs, civil servants, and members of cultural associations. To expand the knowledge gained from these interviews, additional research was then conducted by reading through the archives, some of which were available in the three municipalities (Fig. 5.15).

Lastly, in order to build a general picture of the region and its cultural heritage, experience and knowledge gained from the Literary Park and other previous activities of Lamoro were essential.

Step 2: Vision and perspective

After the workshop, the general vision was drawn up. ICH is essential for the development of long-term strategy. In order to devise an effective plan of action, it is necessary to pay attention to both creativity and networking among the different agents and stakeholders, especially as far as the local environment is concerned. Connections that are formed between the subjects can foster the circulation of ideas, which allows every single entity to contribute suggestions. To facilitate the dissemination of ideas, it is very important to organize frequent workshops and conventions where the various agents can meet and share ideas.

Furthermore, particularly for rural areas, it is necessary to base the development on the region's unique cultural characteristics, in order



Fig. 5.15: Historical events as part of local traditions

to guarantee the long-term success of the development efforts. In fact, copying other areas' strategies can be risky if they do not perfectly fit the local environment. Of course, it can be useful to take other experiences as an example of good practices, but ultimately each region must plan the strategy which is best suited to the local conditions and provides the maximum possible added value for the region.

Step 3: Planning the process

Together with the municipality and the "Amici del Castello Alfieri" Association, a process was initiated that eventually led to the signing of a protocol with the Rivoli Castle for the exchange of experiences and initiatives, with the aim of integrating itineraries about the immaterial culture in the widest possible museum networks. In order to plan the process effectively, it was first necessary to analyse the current situation and define the scope for process planning. At the same time, the development strategy was formulated with the cooperation of key agents. Thus, the existing heritage, with its potentials and resources, was identified and fully appreciated. The preparation began by seeking to answer the following questions:

- ◆ What do we already have?
- ◆ What do we want to have in the future?

◆ Who will do what to achieve our goals?

Answering these questions was not an easy task, but the discussion and growing trust among the stakeholders involved led to the signing of the cooperation protocol, which in the future will lead to joint initiatives and perhaps more signatories.

Step 4: Awareness raising and inspiration

Defining an effective communication strategy is always a crucial task for each project. This is particularly true when the project directly concerns the local population, as is the case with the CCC Project. In the case of Lamoro, activities to raise awareness started from the first steps of the project and built on the previous activities. This was very important in order to provide a sense of continuation and to avoid the sense of duplication of activities.

The first message, which was transmitted via the CCC project website, was to raise awareness of the richness of local ICH. The next step was to draw attention to the fact that ICH can serve as the foundation for building significant opportunities that go well beyond tourism. In parallel, projects results were disseminated via the project newsletters and other communication tools (e.g. uploading news on Lamoro Website, placing news items in other newsletters, conferences, press conferences).



Fig. 5.16: The main Library in Turin, showing the message "Culture=Capital"

Our experience shows that, in order to keep up the stakeholders interested in the relevant issues and the CCC experience, various events must be planned, such as periodic meetings or cultural soirées. In the organization, it is par-

ticularly important to gain the support of the municipality, which must make the safeguarding of immaterial heritage one of its development priorities.

5.5 Network of craftspeople of the Heart of Slovenia

Author: Mija Bokal

In modern European societies, **craftsmanship is an important element of identity**. Experts have shown that it is not only about preserving traditional activities, but also about building important opportunities for economic development. Progressive regions already consider this field very important. They use various measures to promote such economic activity and thus contribute to the development of modern craftsmanship. Craftsmanship always stems from the talents of the local inhabitants. These skills represent an intangible cultural heritage that every region possesses, upon which it can build its identity.

In the region known as the "Heart of Slovenia", which comprises 16 municipalities east of Ljubljana, the capital city of Slovenia, a **systematic regional development** has been underway since 2006. The development is based on potentials which arise from the natural resources of the area and its inhabitants. It takes into account their self-esteem and identity, wisdom and experience, innovativeness and interconnecting, as well as personal and structural capital. The period leading up to 2020 will see the establishment of a new model of social welfare in the Heart of Slovenia, which will be based on three brand pillars: **environment** (encompassing food self-sufficiency, water and energy, integral development of people's competences and active socialising), **entrepreneurship** and **tourism**. The ultimate goal is to improve the quality of life for all the people who live and work within the Heart of Slovenia. Discussions with people in the Heart of Slovenia designed to investigate environmental potentials for the period of 2014-2020 **six process priorities** upon which we must focus:

- ◆ Build (or "strengthen and expand", if it already exists) a network of craftspeople in the Heart of Slovenia

- ◆ Foster a supportive environment for entrepreneurship
- ◆ Build (or "strengthen and expand", if it already exists) an intergenerational support network for the elderly
- ◆ Establish an energy office for the Heart of Slovenia
- ◆ Promote the Heart of Slovenia as a tourist destination
- ◆ Improve the system of local food self-sufficiency

The network of craftspeople in the Heart of Slovenia promotes entrepreneurial activity in the countryside with an emphasis on local self-sufficiency. It is created in such a way that it connects traditional craft knowledge and fosters its broader promotion, marketing, proper evaluation, and knowledge transfer to younger generations. Such an entrepreneurial approach to the project can be broadly applied and consequently influences the development of other fields of people's lives.

Step 1: Raising awareness of immaterial cultural heritage

Although there are some handicraft centres in Slovenia, no such centre has been established in the Heart of Slovenia, even though craftsmanship presents a **unique opportunity individual development, the preservation of tradition, and the creation of new entrepreneurial opportunities**. The Development Centre of the Heart of Slovenia took the initiative for establishing a network that would connect craftspeople and different organisations from the field of craftsmanship in the region. Approximately 150 people responded to the initiative and expressed a desire to network and improve their handicraft knowledge.

Although most respondents are hobby craftspeople, **one group of approximately 80 craftspeople has already developed a quality emblem (Craftsmanship, Art & Craft Slovenia)**, and many of them have already been quite successful. However, they are not interconnected, and their knowledge is not transferred systematically, which is why the Slovenian tradition is disappearing. The craftspeople only use their own ideas and take action on their own, which is why we believe the establishment of a network of craftspeople offers important development potential.

The Cultural Capital Counts project encouraged us to take a closer look at immaterial cultural potentials in our area, which ultimately uncovered a nearly unlimited wealth of handicraft resources. We found people living among us who can weave baskets, felt wool, sew, embroider, crochet, construct outstanding musical instruments, and make excellent handicraft products from ceramic, wood, metal and other materials, as well as people creating premium local culinary and herbal products based on a philosophy of living in harmony with nature.

In our booklet **"Our Cultural Wealth"**, we presented many examples of the treasury of immaterial cultural heritage. By implementing many

workshops and meetings, we discovered that people and societies who work in this area wish to interconnect and explore their potentials. In the current times of economic crisis, when many among the elderly and young are unemployed, traditional knowledge and skills offer significant opportunity, of which the younger generation is particularly aware.

Craftsmanship is indirectly connected with many small projects that are already being implemented in the Heart of Slovenia, such as craft workshops that are held in schools and societies, informal socialising of different interest groups, farms with supplementary activities, tourism programmes that involve content related to traditional professions, and inventories of cultural heritage that have been conducted in the past, as well as endeavours for better local self-sufficiency and the evaluation of heritage.

By promoting all these activities, we **contribute to a better quality of life**, which is the basic principle of the Heart of Slovenia. The initiative to promote a systematic approach to the development of this field is feasible and can be carried out with the help of numerous stakeholders (Fig. 5.17).



Fig. 5.17: Within the CCC project, the craftspeople from the Heart of Slovenia had the opportunity to get acquainted with the best Slovenian handicrafts centre in Veržej

Step 2a: Strategic approach

The Heart of Slovenia is striving to become a **place of opportunities for people who live and work here**. By acknowledging their craftsmanship skills, which are closely intertwined with both entrepreneurship in a broader sense and a strategic approach, we can realise this vision. Implementing the process of developing this field will help achieve the following **sustainable multiplicative effects on the region**:

◆ **Build a network and increase employment opportunities** by following the principle of social entrepreneurship

◆ **Develop a business model** which contains a systemic approach to connecting stakeholders and creating solutions that foster sustainable action and development, which can then be transferred to other sectors

◆ **Guarantee the intergenerational transfer of cultural heritage** by involving different age groups and different segments in both the creation and consumption of goods and experiences that combine traditional and modern approaches

◆ **Develop an interdisciplinary approach** by involving experts from various fields, as well as from the academic, scientific, entrepreneurial, education and policy-making spheres

Developing our own model can ultimately influ-

ence development policy at the national level. In Slovenia, people do not fully understand or appreciate the importance of craftsmanship for the country's economy. By following the "**bottom-up**" approach, we are striving to improve different development initiatives originating in the local community and creative centres (**community-led local development**), thereby strengthening the Heart of Slovenia brand by adding new, high-quality partners.

The economic crisis offers a significant **opportunity for the development of individuals**, as the lack of jobs encourages many people to pursue independent, entrepreneurial endeavors, and their own knowledge and skills are the ideal source for such opportunities. The promotion of craftsmanship, idea exchange and intergenerational knowledge transfer have long-term positive effects. However despite the important influence on people's lives, well-being and social inclusion, many modern countries neglect this area. Moreover, networking in this field can contribute to a better product quality, as there is a simultaneous knowledge and experience transfer among the people.

Craftsmanship will be one of the important priorities of the **Heart of Slovenia LEADER area** in the next programme period, as we believe that promoting development of this area will help



Fig. 5.18: The handicraft expert Janez Bogataj, PhD participated in one of the training courses

foster new job creation, healthy rural cores, a sense of personal responsibility for one's own development, and other opportunities in the region.

Step 2b: Vision development

In 2012 and 2013, numerous activities were carried out in the context of implementing the Cultural Capital Counts project in order to create a vision for craftsmanship in the Heart of Slovenia. At the end of 2012, we **organised several workshops** in different places within the region, in which **approximately 50 people** participated (i.e. representatives of local communities, societies, other organisations and individuals). The aim of these workshops was to evaluate immaterial cultural resources. Craftsmanship was mentioned repeatedly as the primary activity that needs to be more systematically developed in the future. In June of 2013, we held a **training course** for craftspeople in three parts, which were attended by approximately **60 people**. We focused primarily on potentials stemming from the environment and the people. Perhaps a small group of people would be better suited for developing the visions of individuals properly. On the other hand, such a large response shows craftsmanship offers an outstanding potential for the region. Part of the training course was dedicated

to good practice examples (e.g. we visited the most successful craft centre in Slovenia, which is located in the neighbouring region). At the same time, our craftspeople met other craftspeople who are already successfully marketing their craft knowledge. We concluded that the primary benefits of the training course were networking and identifying people's potential (Fig. 5.18).

In the autumn of 2013, we were intensively preparing an **action plan for the pilot action "Network of Craftspeople of the Heart of Slovenia"** together with external experts from the field of ethnology, regional development and communications. A workshop was organised for societies and individual craftspeople, where we identified the main areas that we would strive to develop further. A workshop was also held for local coordinators from individual municipalities that support the project and joint activities, in which we also defined the main tasks and aims (Fig. 5.19).

With a vision, concrete goals and defined tasks, we are now starting the journey to the Network of Craftspeople of the Heart of Slovenia. By 2020, it will become a **model of the most successful network of craftspeople, societies and craft centres in Slovenia**.



Fig. 5.19: The craftspeople had a chance to be actively involved in the future planning of the Network of Craftspeople of the Heart of Slovenia

Step 3: Process planning for the next seven years

From the different forms of regional craft centres that are possible, the non-centralised **network activity** in the sense of **connecting small-scale craft workshops or centres** in different municipalities seems to be the most suitable form for the Heart of Slovenia. This form has the following advantages: it is well suited to the geographical and cultural diversity of the area; it is well adjusted to the activities that are already being implemented in the region; and it is particularly sustainable. The area contains a wide variety of handicrafts, and individual local identities are very distinctive. Implementing the programme, will require network partners (i.e. individual craftspeople and organisations), who would implement different training courses at proposed micro-locations in different municipalities.

We will develop the network of craftspeople of the Heart of Slovenia **in three fields**:

◆ **Connect the existing initiatives within societies which connect craftspeople at the local level**

In most municipalities in the Heart of Slovenia, people who are interested in traditional crafts join societies. These societies conduct workshops, meetings and event programmes,

where they promote the preservation and transfer of craft knowledge to younger generations. We will strive to connect and guide the aforementioned initiatives to achieve improved quality and recognition.

◆ **Develop craft workshops held in craftspeople's shops**

When investigating the interest in the field, we discovered that there are quite a number of craftspeople in the Heart of Slovenia area who are interested in occasionally opening their craft workshops for the broader public. Such workshops could improve the current tourism and educational offering within the Heart of Slovenia.

◆ **Selling handicraft products**

Visitors will be able to buy handicraft products at certain points in different municipalities, which will be part of the craft network. The best way would be to select locations that are open most of the time (e.g. higher quality inns, tourist farms, TICs) and furnish them with a showcase for local handicrafts, as well as products from the broader vicinity. There is also the possibility of selling products online or preparing a catalogue of handicraft products that can be promoted on the Heart of Slovenia website. One of the possibilities is to open a Heart of Slovenia shop (or shops) in Ljubljana or on any other well-visited location in Slovenia that would sell our local handicrafts and food products (Fig. 5.20).



Fig. 5.20: Willow basket making is the most widespread handicraft in the Heart of Slovenia

The main **activities and tasks** of the Network of Craftspeople of the Heart of Slovenia are:

- ◆ Keeping a record of craft knowledge in the area
- ◆ Connecting craftspeople and promoting their creativity
- ◆ Cooperating with kindergartens and schools in the area
- ◆ Implementing craft workshops and trainings
- ◆ Joint promotion and marketing of craftwork
- ◆ Organising regional exhibitions and presentations; participating in local, regional and international events
- ◆ Encouraging and supporting craftspeople in acquiring regional/national certificates
- ◆ Creating an integrated image of craftwork and individual craft centres (a place where people can learn certain craft activities)
- ◆ Including craft centres and content in tourism programmes at the regional and national levels
- ◆ Coordinating other regional craft centres and initiatives at the national level
- ◆ Informing the public about the importance of preserving craft knowledge

We estimate that we would need approximately 100,000 EUR yearly for the implementation of the network of craftspeople, which would ensure the coordination of all partners, the implementation of programmes in local environments, and the conducting of the joint promotional activities that are necessary for network development. We expect

to receive financing from different European programmes, as well as from the municipalities of the Development Partnership of the Centre of Slovenia. A large part of the programme will continue to be carried out independently, and the Development Centre of the Heart of Slovenia will manage it at the regional level (Fig. 5.21).

Step 4: Long-term valorisation

When defining the vision and the main tasks of the CCC pilot action "Network of Craftspeople of the Heart of Slovenia", we were mindful of the long-term implementation. We believe that craftsmanship represents one of the key opportunities for the development of the Heart of Slovenia area, especially from the perspectives of entrepreneurship, intergenerational knowledge transfer and networking within different societies. In the current time of economic crisis, people are searching for their roots and considering their abilities and how to benefit from them.

In the development programme of the Heart of Slovenia 2014-2020, we have identified craftsmanship as one of the key development priorities in the next programme period, which will comprise at least the next 7 years. By following this method of development planning, we are moving from individual project activities to long-term processes. By increasing the number of activities and including a broad network of partners, we will try to achieve the vision gradually.



Fig. 5.21: The main activity of the Network of Craftspeople of the Heart of Slovenia will be to promote business activities and high-quality products

5.6 Pilot Project “GOUF”, a courtyard venue for creative performances and culinary delights

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The first steps for investigating the intangible cultural heritage in the region of Bovec were taken in tourism as part of the EDEN Project (European Destinations of Excellence – Discovering our hidden treasures), which was first launched in the year 2008. Intangible cultural heritage was also one of the priorities of the European Commission in 2008, which provided an interesting starting point. In order to find new paths of common development in the region, the Local Tourism Organization Bovec (LTO Bovec) decided to include the heritage of the Soča Front in World War I in the Tales of Soča Project.

In the year 2012, the second, larger project in the field, the CCC Project, began. We started the CCC Project systematically by researching and registering intangible cultural heritage, with the aim of obtaining a thorough knowledge of the region's identity, which was partially lost due to political changes in the decades following World War II. In our opinion, values, knowledge and skills of the region also serve as a basis for further economic development. Therefore, we carefully planned a capitalisation of these intangible resources.

The main objectives of the research were to identify the key elements of living cultural heritage, to raise awareness of the carriers and connect them, and to encourage innovative ideas related to intangible cultural heritage, thereby creating added value for the Bovec region based on its local products and services. In order to achieve our objectives, the five-step method of the CCC Project was adopted.

Step 1: Raising awareness of intangible cultural heritage

To explore the sense of identity of inhabitants of the Bovec region, a systematic approach was adopted, whereby we also focused on significant historical events (e.g. important milestones that played a vital role in forming the region's spirit, its cultural landscape and the character of those who live there today).

The Bovec region lies in the north-western part

of Slovenia, at the crossroads of three major European areas – Slavic, Germanic and Romance. The Soca River springs from the Julian Alps, and together with its tributaries, it contributes to typical alpine scenery – deep valleys surrounded by mountains that are more than 2,000 meters high.

The Bovec region is distinctive in terms of climate, environment, history and language, and all of these elements are reflected in the character of its people. Small cattle herding and cheese-making culture have left an indelible mark on the local landscape and culture, and other knowledge and know-how developed by the inhabitants in response to their environment is both precious and important.

After World War II, the regional economy changed, in particular with an increase in non-agricultural activities and a decrease in small cattle herding. The region, which had always depended on travel and intercultural exchange between Slavic, Germanic and Romance cultures, was also hampered by new, closed borders with Austria and Italy. This period featured a kind of 'half-agrarian' lifestyle, in which local farmers often spent their mornings in factories. Although this helped Bovec and its people survive the given circumstances, in combination with the new political regime, it also essentially severed almost all ties with the past and tradition.

In the past 20 years, the growth of tourism has contributed to the recognition of the importance of cultural heritage. Despite the lack of an overarching development strategy, this can be considered as the beginning of creating new stories that re-connect with the past. Traditional crafts and skills are gaining in importance among the younger generations, and caterers and cooks have started to study traditional recipes and add local dishes to their menus. Moreover, tour guiding services based on traditional knowledge about the environment have evolved considerably in the past few years, although this field will require additional measures to ensure the quality of services.

Research and raising awareness of the importance of the intangible cultural heritage of the Bovec region

A deeper understanding of the environment, historical background and current state of affairs in the region was of crucial importance for our work. Therefore, we started the project with research that helped us identify the most important domains of cultural heritage present in this region.

The project group conducted more than 40 interviews with heritage bearers, as well as external and local experts. A large part of the knowledge we accumulated was derived from previous research work, other publicly available sources and private archives. The research and information gathering created a rich archive, which will serve as a foundation for future research in the field.

In the first phase, we identified the key areas of intangible heritage still present in the area. Small cattle husbandry, the so-called "mera"

and "kompanija", traditional cheese-making culture, beekeeping, hunting, fishing and guiding represent **special practices related to nature**. Woodcraft, collecting iron from the war, and the heritage of the Raibl miners highlight traditional **craftsmanship, knowledge and skills**. The dishes „Čompe an skuta“, dried meat, lamb and the dessert "krafi" are an integral part of the **local cuisine**, and finally, the local dialect, house names, important traditional events and storytelling were also identified as important features of the local **cultural heritage** (Fig. 5.21).



Fig. 5.21: Exhibition and discussion of ICH in Bovec

Based on the material collected and the research outcomes, we prepared the brochure "The Bovec region – our cultural wealth", an exhibition of the local cultural heritage, and a short play that dramatised the passing of knowledge from one generation to another. The underlying purposes of all these activities was to raise awareness of the importance of cultural heritage and to foster public debate about the intangible values in the region. Connecting the local population with its own cultural wealth has played a significant role in the further development of the project. Obviously, the exhibition and brochure would not have been complete without the input of various renowned Slovenian experts in the fields of ethnology, geography and architecture, as well as individuals who possess a vast knowledge of the local environment (Fig. 5.22).

The brochure is also important because it sums up a part of the knowledge about this topic disseminated to date into a meaningful whole. By focusing primarily on descriptions of the living and visible domains of intangible cultural heritage in this region, it offers a solid foundation for research into the more subtle and abstract characteristics of this region.

These activities represent the start of a project with a sustainable vision, which strives to reduce the environmental impact, improve the quality of life, increase regional income, promote entrepreneurship and improve the ability of the region to face future challenges.

The collected material represented one of the foundations for the second phase of the project – capitalising the intangible cultural heritage to improve the economic situation and quality of life in the region.

Step 2: Strategic approach and vision development

Workshops and trainings

In the second phase, we organised workshops on cultural heritage as an opportunity for the development of the private sector and new business ideas. First, we carried out meetings at five locations in Bovec, Trenta and Log pod Mangrtom, to which we invited representatives of the private sector, individuals dealing with traditional crafts, representatives from associations, entrepreneurs and potential entrepreneurs, as well as other individuals who are interested in the capitalisation of cultural heritage,



Fig. 5.22: Individuals possess a vast knowledge of the local environment. Presentation of the "Our Cultural Wealth" brochure and staging of ICH - Performing Arts in Bovec

local knowledge and characteristics of the area. The workshops were held between April and August 2013 and were mainly dedicated to local cuisine, herbalism, self-sufficiency, craftsmanship and tour guiding (Fig. 5.23).

Initial meetings were dedicated to the question of identity. The participants were asked to think about what makes them feel proud about their region and to try to describe their image of a perfect day in Bovec. This early phase was also marked by brainstorming and discussing ideas for projects about storytelling, self-sufficiency, Waldorf education, tour guiding services, etc. Together with the agency Spirit Slovenia, the University of Primorska (Faculty of Tourism Studies) and the Laboratory of tourism potentials (T-Lab), we also presented some examples of good practice. The participants were very impressed by the "Taste the heritage" project of the Museum of the town Rogatec, as well as by the "Innovation and diversity" project conducted by the Kompas Novo Mesto agency for the conservation of vineyard cottages.

These „strategic“ workshops with external trainers were carried out in two stages. The first stage consisted of a set of eight workshops, while the second set comprised six meetings. The participants' strong interest in the legal and formal aspects of starting up a business, the basics of business entities, and networking opportunities, led us to focus mainly on these particular topics. At the same time, the Regional Development Centre (PRC Tolmin) organised a course for local tour guides and a workshop on herbalism, which provided a nice supplement to the content of our workshops.

Local stakeholders will utilise the results of the workshops and the CCC project when develop-

ing their business ideas in the future. Participants will continue to implement the measures developed during the pilot training, either within their own businesses, in new business entities, or in agencies active in regional development.

The workshops also served to verify the tools developed in the framework of the CCC project. Two ideas (one from the public sector and one from the private sector) were selected as pilot projects for the verification. A group of participants came to the conclusion that the region lacks cooperation and integration among local heritage bearers, small businesses, residents, young people and visitors. Based on this finding, they developed a business idea, the "GOUF" project, which was chosen as the pilot project for the private sector.

Vision and perspective development with the GOUF project group

The next stage of the workshops was dedicated to the realisation of the ideas. Together with the trainers Nara Petrovič and Aleš Štampihar, the participants identified the internal and external stakeholders of the project, segmented customers, prepared price ranges for different customer segments, conducted a SWOT analysis and created an empathy map.

The story of "GOUF" was created. "GOUF" is a local expression for a (usually arched) courtyard, which is normally at least partly closed off by the walls of the house. The idea of the project, dubbed "GOUF under ganjk, a tasty and creative courtyard", is to create a meeting point for the locals and visitors, a place where people can come together to share thoughts and ideas. Another important part of GOUF is the organisation and management of tour guiding services (Fig. 5.24 - next side).



Fig. 5.23: Capitalisation of cultural heritage at the workshops – exploring identity



Fig. 5.24: Participants at the creation of "GOUF" – developing the vision

One of the first tasks facing the newly founded group was to find a suitable place for the realisation of their idea. The desolate courtyard of the Stergulčeva hiša house in the centre of Bovec seemed like the perfect choice. The yard is suitable for public events such as concerts, lectures or workshops and also has a small bar attached to it inside the Stergulčeva hiša house. Moreover, the house also contains a museum about local cultural heritage and two conference rooms.

In the next step, specific tasks (e.g. project management, administrative work, finance and bookkeeping, marketing, renovation work, programme management) were allocated among the members of the group (Fig. 5.25).

Renovating the courtyard

Significant effort was needed to give the chosen courtyard a new and inviting image. First, the group had to obtain all the necessary documents and the consent of the Bovec Municipality. They then defined a working schedule, determined the spatial arrangements, gathered building material and prepared everything else necessary to start the work. In the first week

of July 2013, the renovation work was carried out with the help of 96 volunteers. The courtyard got a new and attractive look, and Bovec gained an interesting new venue.

The vision of the GOUF project:

„GOUF will become a meeting point for creative ideas based on the natural and cultural heritage of the Bovec region. The GOUF group will become the leading provider of tour guiding programmes and creative workshops, as well as culinary, cultural and art events in the Bovec region. GOUF will become a place for exchanging and sharing ideas, knowledge, local products and services.“

The mission of GOUF is to integrate the members of the local community and visitors to the area, to preserve natural and cultural heritage, to promote sustainable development, and to raise awareness of the importance of the preservation of cultural heritage. The strategic objective of GOUF is: „The sustainable preservation of cultural and natural heritage and the creative presentation of the cultural wealth to locals and visitors.“



Fig. 5.25: The renovation of the courtyard with the help of 96 volunteers – building a space

Step 3: Process planning for the first year and the next 5 years

Building on the first two stages of the project, the group initiated the third stage (see Figure 1.3), which involved the planning of specific activities. The date for the trial operation was set in the autumn of 2013.

In July and August, the members attended a workshop on herbalism. The project GOUF was also ranked among the 12 winners (out of 70 applicants) of the tender issued by the Laboratory of tourism potentials (T-Lab) and was therefore entitled to free consulting. Three programmes for guiding services and a workshop for children on intangible heritage are in development. The group also produced a new ordinance for regulating tour guiding services, which has been adopted by the Bovec Municipality. The three main activities of the group in the starting phase are:

- ◆ Establishing a centre for tour guiding: Local tour guides were invited to create their own programmes or packages, which were then jointly examined and finished by the start of the "Tour guiding day" in the autumn of 2013.

- ◆ Creating the event programme to be carried out in the current year
- ◆ Marketing activities

The plan for 2014 and the first few years:

In the winter, the project team will evaluate the implemented activities and prepare a final action plan for 2014. It will cover the following areas (Fig. 5.26):

- ◆ operation of GOUF and the attached bar
- ◆ establishment of a centre for tour guiding services and programmes
- ◆ organisation of workshops for children for the next summer season in collaboration with regional institutions, schools and kindergarten
- ◆ organisation of events in collaboration with other stakeholders and the municipality
- ◆ other activities necessary for the operation and development of GOUF, such as connecting with local heritage bearers, creating new job opportunities, and raising awareness of the importance of cultural heritage

	PROJECT
Main objective	Sustainable preservation of cultural and natural heritage and creative presentation of the cultural wealth to locals and visitors
Specific objectives	<ul style="list-style-type: none"> ◆ new job opportunities ◆ well-organised guiding service ◆ carefully developed alternative, niche services
Results	<ul style="list-style-type: none"> ◆ five new job opportunities in the next 5 years (seasonal work) ◆ 1–2 job opportunities in the year 2014 (seasonal)
Activities	<ul style="list-style-type: none"> ◆ establishment of GOUF and the attached bar, as well as the establishment of a tour guiding centre, ◆ workshops and other events



Fig. 5.26: Presentation of the GOUF group and the project perspectives

Step 4: Implementation: the presentation of GOUF and the "Tour guiding day"

Together with the LTO Bovec, the Bovec Municipality, CCC project and the Regional Development Centre Tolmin, the group organised its first event, "Tour guiding day with GOUF". The event, which took place in the premises of the Stergulčeva hiša house and in the renovated courtyard, was launched by the award ceremony in honour of the first generation of local tour guides in the Bovec region. The event continued with the presentation of the GOUF group and the first guided tour through the museum in the Stergulčeva hiša. The visit to the museum was followed by an interesting lecture entitled "Planning of experiences and management of sustainable tourist destinations". The evening ended in the GOUF courtyard with snacks prepared during the PRC Tolmin workshop on herbalism, in cooperation with the chef Tomaž Sovdat (Fig. 5.27).

In November and December, the group already started to carry out workshops in the museum inside the Stergulčeva hiša. Together with the local Folklore Association and the vocal group Buske čeče, they designed and conducted workshops to help familiarise children with the museum collection. Every Monday, children can also come and listen to traditional stories in the local dialect. On 21 December 2013, illus-

trations of a folktale called "Pirta, farca, fidinja" were presented to the public. The visitors were once again able to enjoy local specialties in the magical atmosphere of the GOUF courtyard (Fig. 5.28).

Step 5: Long-term valorisation

Workshops and meetings with the private and public sector have revealed a serious need and desire for a stronger integration among the members of the local community. This is why we chose GOUF as the pilot project for the private sector and made the integration of the local community and its stakeholders our main objective.

The second pilot project meant for the public sector was chosen in collaboration with local schools and the kindergarten. Its main goal is to bring cultural heritage closer to the younger generation. Throughout their 11 years of primary education, children will be offered various programmes on different topics connected to cultural heritage, which will also be complemented by the programmes designed in the frame of GOUF.

To conclude, we can say that the CCC project represented the first essential step in evaluating intangible cultural heritage in the region. Moreover, the activities of the project represent another stage in the development towards



Fig. 5.27: Culinary experiences during the illustrations exhibition of GOUF

an overarching regional development strategy and a more stable future.

This vision is the result of a planning process by developers who are regionally supported and possess comprehensive know-how of all aspects of the region. The vision calls for the synergetic development of all three pillars of sustainable development – economic development, socio-cultural development and envi-

ronmental protection – under one umbrella to create a strong regional identity.

Activities carried out within the frame of the GOUF project have a strong potential for further development. The LTO Bovec will continue to support these and other entrepreneurial initiatives in the region and thereby continue to strive towards a common goal in the 2014 – 2020 programme period.



Fig. 5.28: Tour guiding day and opening of the GOUF courtyard

5.7 Crafts incubation centre in the Vasi Hegyhát region

Author: Ferenc Laki

The 'Vasi Hegyhát' micro-region lies in the western part of Hungary and consists of 23 municipalities, most of which are small villages. It is characterised by a hilly landscape covered by large forests and agricultural fields. In compar-

ison to the national average, it is considered economically underdeveloped, but it is rich in traditional cultural resources. The centre of this rural micro-region is the small town of Vasvár(- Fig. 5.29).



Fig. 5.29: Vasi Hegyhát

A mapping of the intangible cultural heritage elements in the micro-region identified numerous craftspeople and traditional small-scale producers. Although some are active full-time in their own undertakings, and some pursue their crafts only as a hobby, both groups have access to local and regional markets.

There are craftspeople using traditional techniques in the micro-region, such as wood-carvers, basket weavers, embroiderers, lace and crochet workers, gobelin makers, cutlers, cabinet makers, spinners, leather-goods manufacturers, and potters. Furthermore, several local products are made in the micro-region, including jams, syrups, dried fruits, pickles, and various herbal products. All of these are market-ripe, unique, high-quality products.

It soon became clear that the development of the regional economy could be boosted by a conscious and harmonised cooperation between the relevant strategic partners. At the same time, there is a basic need in the local communities for the enhancement of public spaces in the area.

Based on these findings, the idea of combining efforts arose among local craftspeople and small-scale producers, which led to the establishing of the Crafts Incubation Centre in Oszkó. As a source of community support for the safeguarding and transmitting of re-

gional cultural heritage, the Centre will organize events such as open workshops, camps, courses, exhibitions and competitions. The Incubation Centre will foster the development of a regionally rooted economy, as well. It will create new jobs in the micro-region by developing and producing authentic crafts products based on the demand for unique, high-quality products. Furthermore, the Incubation Centre will strengthen the local and regional identity of the inhabitants. Indirectly, it will also combat depopulation, since it will strengthen connections to the area and reduce migration to metropolitan areas.

All these efforts will help accomplish the micro-region's primary long-term vision: to improve the quality of life in the 'Vasi Hegyhát' and to make it an attractive place to lead a value-oriented life.

Step 1: Raising awareness of intangible cultural heritage

The idea of establishing the Craft Incubation Centre came from the main agents in the field of rural development in the 'Vasi Hegyhát'. Besides 'Cultural Capital Counts', there have been other related projects and activities in the field of safeguarding and valorising cultural heritage elements in the region, which have also provided opportunities to raise awareness



Fig. 5.30: Craftsman from the region

of intangible cultural heritage.

The Academy of Crafts 1 & 2 projects placed the main emphasis on the following activities:

- ◆ discovering, identifying and safeguarding ICH
- ◆ mapping disappearing crafts
- ◆ creating an ICH inventory,
- ◆ providing assistance to handicraft producers for marketing and product development
- ◆ raising awareness of regional ICH
- ◆ developing sustainable tourism packages with an ICH focus

Furthermore, specific events are held each year by Hegypásztor Kör in Oszkó, which seek to safeguard ICH and raise awareness. These events include a thematic camp for young architects, an ethnographic camp for youngsters, and regular courses of the open air school for schoolchildren.

One effective forum for raising awareness is the Pannon Local Products Cluster, which brings craftspeople and local producers together in Vas and Zala County. Specific newsletters and thematic workshops were useful tools for reaching and motivating the members. The cluster became the managing organisation for the further process of establishing the Crafts Incubation Centre (Fig. 5.30).

Based on all these experiences, it was possible to launch a carefully targeted awareness-raising campaign in the micro-region. Initially, a survey was conducted among nearly 120 craftspeople and local producers in the region. The answers provided, as well as additional personal, yielded a comprehensive picture of the following issues:

- ◆ the craftspeople's and local producers' particular knowledge of individual ICH elements
- ◆ their current and desired levels of skills and knowledge
- ◆ their current and desired work equipment
- ◆ their vision on long-term goals
- ◆ the possible and necessary types of cooperation among craftspeople and local producers in the region

Furthermore, preparing and distributing the brochure 'Our Cultural Wealth' was a very effective tool for raising awareness. It is a colourful presentation of the micro-region's intangible cultural heritage elements. Copies were distributed to all communities, as well as several other key agents in the micro-region.

Within the framework of the CCC project, three workshops were held for the key agents of the region's public sector. The main focus of the meetings was raising awareness, and each workshop had a different thematic focus:

- ◆ Identification of ICH
- ◆ Culture and heritage
- ◆ Capitalisation of ICH

A total of 69 people from the region participated in the workshops.

After completing the awareness-raising phase, two things became clear: first, there are public sphere agents who are interested in the capitalisation of the region's ICH; and second, there are numerous craftspeople and local producers active in the micro-region who possess essential knowledge and skills. Both target groups have shown interest in joining forces for the establishment of the Crafts Incubation Centre in Oszkó.



Fig. 5.31: Handicraft products from the Vasi Hegyhát micro-region

Step 2a: Strategic approach

The 'Vasi Hegyhát' and the neighbouring 'Göcsej' micro-region in Zala County constitute the 'Göcsej-Hegyhát LEADER Association'. The **Rural Development Strategy** of the Association aims to develop an area where:

- ◆ environmentally conscious and cooperative partners are active,
 - ◆ the region's communities meet local challenges together;
 - ◆ local inhabitants and families want to stay in the region and shape their own futures;
 - ◆ the amount of local products and services consumed regionally will be increased;
 - ◆ regionally rooted undertakings will grow stronger and be able to provide local employment;
 - ◆ self-sufficient and self-sustaining local communities based on existing values will evolve.
- The development plan of the Crafts Incubation Centre will be created using a **bottom-up approach** as a **community-led development** activity. Therefore, the following **strategic aspects** have to be taken into consideration during the process:

Environmental aspects:

- ◆ Nature-conserving rural development
- ◆ Ecological rural development
- ◆ Preventing and minimizing pollution
- ◆ Minimizing negative spill-over effects
- ◆ Dematerialisation, recycling
- ◆ Sustainable utilisation of dwindling resources
- ◆ Value-preserving farming
- ◆ Sectoral integration

Economic aspects:

- ◆ Prospering rural economy
- ◆ Integrated product policy
- ◆ Decentralised rural development
- ◆ The 'produce locally – consume locally' principle
- ◆ The 'work locally' principle
- ◆ Quality products with respect to USP (Unique Selling Proposal)
- ◆ Innovation
- ◆ Diverse offer of local products
- ◆ Economic cooperation within the area

Social aspects:

- ◆ Local eco-social concern and corporate social responsibility
- ◆ Social cohesion, social equity, solidarity
- ◆ Knowledge-based rural development
- ◆ Justice and equal opportunities between generations
- ◆ Civic participation

Furthermore, there are some **specific and unique resources** that characterise the micro-region:

Natural resources:

- ◆ Indigenous fruits
- ◆ Thatch as the 'gold of the Vasi Hegyhát'
- ◆ Wood

Community resources:

- ◆ Craftsmanship
- ◆ Traditional agriculture
- ◆ Self-sustaining and self-organising communities
- ◆ Traditional vineyard communities and culture
- ◆ Strong civic activity



Fig. 5.32: Traditional harvest festival in the Vasi Hegyhát micro-region

By launching the Incubation Centre in accordance with the strategic goals and aspects outlined above, the following concrete results should be achieved:

- ◆ safeguarding ICH, with a special focus on disappearing crafts skills
- ◆ providing essential conditions for learning or enhancing crafts skills
- ◆ providing essential equipment for craft start-ups
- ◆ creating jobs in the region
- ◆ strengthening the regional economy
- ◆ strengthening the local and regional identity
- ◆ strengthening the sense of belonging, especially for young people
- ◆ reducing or even eliminating youth emigration
- ◆ increasing the quality of life in the micro-region

Step 2b: Vision development

As a first step for creating a vision, several workshops and pilot trainings were organised in the micro-region in 2013. As mentioned before, the workshops mainly addressed key agents from

the public sector and were designed to raise awareness. These meetings brought up good ideas and provided food for thought regarding possibilities for cooperation in the context of ICH capitalisation in the micro-region.

Subsequently, three pilot trainings were organised. They mainly targeted interested agents from the private sector (i.e. the ICH value bearers), namely craftspeople, local producers and representatives of cultural associations. Some of them deal with capitalised cultural resources only in their free time as a hobby, while others are full-time entrepreneurs. Therefore, the pilot trainings were held for three different target groups based on the main ICH elements of the micro-region:

- ◆ young aspiring entrepreneurs in the field of craftsmanship and local products
- ◆ already active craftspeople and local producers
- ◆ young architecture students interested in traditional architecture

A total of 34 people participated in the pilot trainings (Fig. 5.33).



Fig. 5.33: Pilot training in the Vasi Hegyhát micro-region

The main objective of these trainings was to build capacity (i.e. skills, abilities and competences) in order to empower participants to act independently and responsibly. The participants learned about self-esteem, personality development and entrepreneurial skills, as well as specific knowledge related their own professional fields. The final sections of each training were about motivating the participants to find common solutions to the challenges identified. It soon became clear that there is a pressing need for:

- ◆ a space for workshops to teach and learn crafts
- ◆ a space to produce, design and develop ICH-based products (e.g. handicrafts workshops; kitchen for producing local food products such as jams, cakes, sweets)
- ◆ a local product shop to sell unique, high-quality, ICH-based products

The next step in the process was to organise **pilot actions** to discuss the ideas in detail and eventually put them into practice. To this end, interested agents were selected from the workshops and trainings. The pilot actions had two main tasks:

1. To develop a vision (i.e. a long-term goal) of the final result of the process
2. To define the concrete steps for achieving the vision and to determine 'who does what and when'

Three pilot actions were selected for the private agents, and three for the public agents. In accordance with the participative approach, a selected group of the interested value-bearers took part in the private agents' pilot action. They summarised the ideas and needs derived from the pilot trainings and defined the vision to establish the Craft Incubation Centre in Oszkó. The final result was an implementation plan for establishing the centre.

A small, selected group of public sector representatives took part in the public pilot actions and discussed the possible ways of supporting the idea of establishing the craft centre on three different levels of public administration:

1. Municipality level (village of Oszkó)
2. Micro-region level (Vasi Hegyhát)
3. Regional level (Western Transdanubia)

The final result was an implementation plan for establishing the centre. The main contribution made by the municipality was to offer the village's school building for the purpose of the Crafts Centre. The building has been standing empty for years, and it is also in the municipality's interest to find a purpose that serves the community.

Step 3: Process planning for the first year

At the time of writing, we can only provide a short-term plan. The first year of the realisation period has been planned thoroughly. The upcoming process is broadly described in step 4 below. The following table contains detailed data for the implementation plan (i.e. who does what and when).

Implementation activity	Time frame	Responsible agent
Development of project idea	Starting point	Local value-bearer community
Starting workshops with local craftspeople, local producers, Pannon Local Product Cluster, and relevant agents of the public sphere of the region (mayors, development agencies, LEADER AGs, Commission for Handicrafts Chamber of Commerce (Commission for Handicrafts)) Defining the framework and content of cooperation, common goals and priorities and the place of investment The former school building will be placed at the disposal of the local community. In exchange for renovating the premises, the building can be used for free. The company 'Pannon Local Product Cluster Ltd.', which is responsible for uniting the craftspeople, farmers and local producers, will be charged with managing the investment. This mandate is necessary because of the current legal environment.	First month of the first year	Local value-bearer community
Conclusion of a contract between the local community and Pannon Local Product Cluster Ltd. It is a shared goal to bring local products to market and to enhance the regional economy by capitalising regional ICH elements. The contracting parties will act on behalf of the local community and without any compensation. The eventual profit to be made during operation will be divided according to the contribution given.	First half of the first year	Local value-bearer community, Pannon Local Product Cluster Ltd.
Selecting the architect's office	First half of the first year	Local value-bearer community
Elaborating the plans, calculating the architect's cost estimate for renovation and inner alterations	First half of the first year	Pannon Local Product Cluster Ltd.
Call for proposals about the purchase of the equipment	First half of the first year	Pannon Local Product Cluster Ltd.
Submission of tender to LEADER AG	First half of the first year	Pannon Local Product Cluster Ltd.
Preparing a business plan Preparing a comprehensive summary of all activities to be carried out by the Crafts Incubation Centre, including its structure and financing Defining the undertaking's goal and long-term vision and how they will be implemented: by what means and from what resources Planning, implementing, controlling and evaluating marketing activities Defining the services the Centre will offer, the type of products that will be produced there, and the technology in the operational plan An important part of the business plan is the organisational structure. The financial plan shows the undertaking's financial position because it is crucial to see the available financial resources, the planned revenues and expenses for the near and distant future.	First half of the first year	Local value-bearer community

Market research, market positioning: conducting a survey among the entrepreneurs and inhabitants of the 'Vasi Hegyhát micro-region' Based on market positioning, added values can be defined, and it can be determined which products would be ripe for which markets and at what price.	First half of the first year	Local value-bearer community
Image creating: The image should be harmonised with the characteristics of 'Vasi Hegyhát' and refer to the traditional products produced by local community members.	First half of the first year	Local value-bearer community
PR activities: selecting the PR expert In this phase, it is crucial to involve the local / regional inhabitants, by means of local / regional media. It is important to inform all relevant agents of the public sphere as well and keep them updated. Therefore, the following steps are crucial: - Create a sustainable website for the Centre - Press conferences, PR articles - Indirect marketing (press, radio, TV, posters, etc.) - Direct marketing (newsletter, e-mail, etc.) - Organise promotional events where the public can get first-hand information about the Centre's handicrafts activities, programmes and plans	First and second half of the first year	Local value-bearer community
Evaluation of the project proposal. The realisation of the project is possible at 100% share of support.	First half of the first year	Pannon Local Product Cluster Ltd.
Consultation with the administrative departments. On-site inspection by administrative departments They will review the plans, interior design and structure and will prepare a minimum equipment list necessary for the operation.	First half of the first year	Local value-bearer community
Consulting the contractors (specialised technologies, electricity and construction, etc.)	First half of the first year	Pannon Local Product Cluster Ltd.
Consultation with the retailers of necessary equipment units about structuring the handicrafts workshops	First half of the first year	Pannon Local Product Cluster Ltd.
Consultation and on-site inspection together with experts for	First half of the first	Pannon Local Product Cluster
building the local products design studio	year	Ltd.
Integrating the input provided by each crafts representative into the plans; eventual modification and finalisations of the plans	First half of the first year	Pannon Local Product Cluster Ltd.
Construction work	Second half of the first year	Pannon Local Product Cluster Ltd.
New call for proposals about the purchase of equipment: It will be necessary because the type and purpose of some equipment elements may change after consulting the administrative departments.	Second half of the first year	Pannon Local Product Cluster Ltd.
Purchase of the equipment	Second half of the first year	Pannon Local Product Cluster Ltd.

Launching an intense marketing campaign Sales process management Contracting a voluntary marketing expert	Second half of the first year	Local value-bearer community
Submitting requests for operating license to the administrative departments	Second half of the first year	Pannon Local Product Cluster Ltd.
Managing the approval procedure	Second half of the first year	Pannon Local Product Cluster Ltd.
Compiling and submitting the payment application to the programme's intermediate body; Preparing the progress report	Second half of the first year	Local value-bearer community, Pannon Local Product Cluster Ltd.
Start of operation of the Crafts Incubation Centre	Last month of the first year	Local value-bearer community, Pannon Local Product Cluster Ltd.

Tab. 5.1: Implementation plan for the Craft Incubation Centre

Step 4: Long-term valorisation

At the current stage of implementing the Craft Incubation Centre's realisation plan, only a forecast can be made for the long term. It is important to provide the Centre financial sustainability, to maintain the embeddedness in the local and regional economy and community, to continue to raise awareness in the region, and to safeguard intangible cultural heritage for future generations.

To emphasise the most important features, the Crafts Incubation Centre must be able to

- ◆ provide a continuous production of authentic, high-quality handicrafts products based on traditional raw materials and local food products based on traditional recipes made from locally available ingredients
- ◆ operate 'open workshops': teaching traditional handicraft techniques to young and old; cooking courses based on traditional recipes; courses for people with special dietary needs about self-made foods from locally available ingredients (gluten-free diet, diabetes, etc.)
- ◆ organise health-conscious courses, camps
- ◆ organise residential courses about traditional handicrafts and cooking
- ◆ provide a 'community kitchen' where the farmers and producers can bring in their own ingredients and prepare their own products (as well as a similar community workshop for craftspeople)
- ◆ training for farmers, craftspeople and local producers on legal regulations, craft skills, entrepreneurial education, etc.
- ◆ carry out a well-organised marketing activity throughout the year
- ◆ provide a common / joint market appearance for craftspeople, farmers, local producers
- ◆ retail of handicraft and local food products
- ◆ provide near-natural and value-oriented tourism programme packages about 'life quality in rural areas' (crafts, traditional architecture, etc.),
- ◆ operate its own website, web-shop, mobile application and catalogue
- ◆ be creative: develop new handicraft and food products adapted to recent needs by combining existing elements and creating synergies
- ◆ to maintain the competitive advantage of offering unique, authentic, high-quality products made from local / regional raw materials by local / regional people for the local / regional community

5.8 Carpathian Cuisine and Bigos & Kulig in Sub-Carpathian region

Author: Anna Brzezińska, Szymon Skublicki

The Sub-Carpathian Chamber of Commerce in Krosno is an independent, non-governmental organization that was created in 1994. The main goal of the Chamber is regional development based on business development and innovation, as well as the protection of cultural heritage, both tangible and intangible. According to the organisation's statute, the basic tasks of the Chamber include representing the interests of the associated firms and other economic entities, organizing help for solving their economic problems and supporting enterprises in the region.

The cultural institutions play an important role in the region. They organise important cultural events and motivate artists to participate in undertakings meant to preserve the cultural heritage, as well as inspiring them to create new trends. The wide variety of programs offered by different institutions encompasses many different tastes and supports artists in actively creating the cultural image of the province. For centuries, the lands of the Podkarpackie province have been part of a national, cultural and religious borderland. This situation generated a cultural symbiosis based on the coexistence of many different minorities, ethnic and ethnographic groups.

In the framework of the CCC project, the Sub-Carpathian Chamber of Commerce in Krosno promoted two main activities closely linked to the local cultural heritage, Bigos & Kulig and Carpathian Cuisine, which represent good examples of long-term Intangible Cultural Heritage valorisation.

Institutions involved

Within the project, a cooperative relationship was established between a number of institutions and individuals who are actively involved in the development and promotion of intangible cultural heritage, including public bodies, companies, associations, and active residents of the region.

ICH - Bigos (Hunter's Stew) and Kulig (Sleigh Rides)

The Local Government of Wojaszówka Commune is a local self-governance institution whose representatives actively participated in the project and helped involve members of organizational units in the works.

The centre of culture and recreation in Wojaszówka is a local cultural institution that is primarily concerned with popularising culture.

The Rural Housewives Association actively participates in the socio-cultural life of Wojaszówka Commune by organising numerous celebrations and meetings.

The Kamieniec Association has several goals, including organising various activities aimed at the reconstruction and revitalisation of historic buildings, as well as the conservation of material and non-material heritage.

ICH – Carpathian Cuisine

Fear Chamber of Gabriel Roman. As its name suggests, this company offers the opportunity to undergo tortures based on the old noble tradition. It is also a culinary centre that serves dishes prepared with traditional Carpathian recipes.

FHUP Castle Museum Kamieniec (Andrzej Kolder). The museum and its included cafe will serve as the venue for such events as the Festival of Carpathian Cuisine. This institution has extensive experience and has often hosted such events. Feasts featuring traditional Carpathian Cuisine are a perfect addition to the variety of events organised in the castle.

Rural Housewives Association in Kopytowa. The association plays a key role in the entire project. It has received numerous awards at festivals and on other occasions. Their most recent contribution to the „Carpathian Easter” festival held by Chorkówka Commune once again received the first prize. The final event of the „Carpathian Easter” was organized in Kopytowa Community Centre on March 23, 2013. Rural Housewives Association in Kopytowa has consistently maintained its position as a market leader in providing traditional Carpathian meals.

PROJECT ACTIVITIES

Promotion

There has been a wide range of activities aimed at raising awareness of intangible cultural heritage within this project. We have published three articles in the local press and held a press conference, as well as maintaining a website with regularly updated information.

Workshops and Pilot Trainings

The Sub-Carpathian Chamber of Commerce organized 3 workshops and 3 pilot trainings on capitalizing cultural resources. The first goal of the workshops was to raise awareness among decision makers of the enormous potential of the intangible cultural heritage, as well as potential ideas for capitalising it. This should prepare the decision makers for the later implementation of the strategy.

The goal of the pilot trainings was to raise awareness among enterprises and associations of the enormous potential of intangible cultural heritage, as well as to build competence and inspiration for the development of products and services based on intangible cultural resources.

Finally, these workshops and pilot trainings helped identify interested politicians / stakeholders or entrepreneurs / cultural associations and then further develop their ideas in a pilot action during coaching sessions (Fig. 5.34).

Coaching

Another step was to prepare two action plans: a business plan and a development plan. During coaching sessions, representatives of the institutions involved and experts from the Carpathian Chamber of Commerce worked together to develop joint concepts for actions and tasks (Fig. 5.35 - next side).

Step 1: Identifying ICH – Bigos and Kulig

To a large extent, the culture of the region has been shaped by aristocratic tradition. This is not surprising because prior to the Partitions of Poland, nobility was not only a leading class in our country but also a very large one, accounting for roughly 10% of the population.

Hunting was a favourite pastime of the nobility and eventually the gentry. Some research has linked this attachment to hunting with medieval times, when knights took part in battles regularly. Even in peaceful years, knights had to train extensively to maintain their weaponry skills. Although it is difficult to say if this link is really valid, it cannot be denied that hunting was one of the beloved pleasures of the nobility and gentry.

However, hunting did not merely focus on killing animals. Quite the opposite – this custom had been evolving for many centuries and was connected with different ceremonies which were eagerly enacted by successive generations. The gentry would start hunting with a song.



Fig. 5.34: Training in Krosno

The order in which men went hunting was very important. Seniors and men of high rank set out first, always at dawn. They would return after dusk, or if hunting lasted longer, they would put up shelters in the forest, where they spent the night. Such lodging was not a big problem, as it was usually preceded with a splendid feast.

In our modern world, which is environmentally friendly and full of conservationists, shooting animals is nearly an extinct tradition, which few people understand. However, in the past, hunting was primarily an excuse for an unusual ritual – a feast in the bosom of nature. And if we look at it from this perspective, we can easily see a great potential in this heritage. After all, Bigos cooked over an open fire in a cauldron can be an attraction at various events, from a bicycle trip to a ski expedition.

In winter, it would be better to add another element of tradition dating back to the days of nobility. The Kulig was a sleigh ride party organized among the Polish aristocracy. A cavalcade of horse-pulled sleighs and sledges, often beautifully decorated (horses were decorated, too) went from one manor house to another. The Kulig was usually accompanied by loud singing, hooting and burning torches in the evening. Similar to hunting, it also finished with a feast, which was held in one of the manor houses (winters were too cold for an outdoor party). There, the guests were entertained with hearty meals followed by dances. Participants of a sleigh ride dressed in thick coats and warmed themselves by drinking some alcoholic beverages and eating tasty foods. With certain modifications, the combination of

these two traditional activities can become an extremely attractive element of various tourist offerings. It has been observed that the rather extravagant traditions and pastimes of Polish nobility are a magnet for tourists. It is important, however, to present these customs in their most original forms, with the original Polish spirit expressed by cooking together, organizing a sleigh ride and singing together. And one more thing is very important – the abundance. It is very Polish to put aside concerns about weight gain on such special occasions (Fig. 5.36)!

Step 2: Vision and perspective

As a result of the meetings with municipal authorities and a careful analysis of the current situation, the following priorities were identified for the development of Wojaszówka Commune in the context of existing intangible cultural resources:

Priority I: Raising awareness about identified intangible cultural heritage in the area of KULIG & BIGOS

Meetings should be held with commune inhabitants, leaders, social entrepreneurs, representatives of cultural institutions and local authorities to develop a common vision for the development of identified intangible cultural heritage in the area of KULIG and BIGOS. Possible directions for improvement and organisation of events related to this resource should be outlined. Workshops should include an inventory of all human, infrastructure and technical resources necessary for the implementation of planned activities.



Fig. 5.35: Workshop in Kopytowa

Priority II: Create a model of local cooperation in terms of the development of intangible cultural resources in the area of KULIG & BIGOS

It is essential to develop a model of mutual cooperation, which must include the division of tasks and obligations necessary for the implementation of planned activities. There are many institutions, associations and entrepreneurs in the commune who could work together and offer services based on the resource. It seems likely that the sense of unity and shared responsibility will have a positive impact on the project.

Priority III: Development of infrastructure for the implementation of the project within cultural resource: BIGOS & KULIG

When the vision of development and the network of involved institutions have been developed, it is crucial to prepare the necessary infrastructure and plan the purchase of basic equipment. The knowledge of how to raise EU funding may prove useful. The support of the local government, whose representatives often know how to locate and apply for funding, may be vital.

Step 3: Planning the process

During the meetings, particular activities connected with the development of intangible heritage were defined.

„The school of young history researchers. How to make money on tradition.“

A series of workshops and trainings for children and teenagers from the area will be held, which

will be aimed at teaching about intangible cultural resources. The workshops will introduce children in a practical way to tradition and show them how to use traditional resources for new projects and activities. Hopefully, this will encourage children to deepen their knowledge in this field and use it to make their own money in the future.

“The festival of KULIG &BIGOS”

This will be a recurring event combined with feasting that could take place in January or February (depending on weather conditions), where traditions associated with sleigh rides organised according to old, noble traditions will be presented and preserved. An additional attraction of the festival could be staging A. Fredro’s plays. This kind of event could attract not only local people, but also visitors. A well-planned promotional campaign, beautiful landscape, and numerous resources of material culture combined with the tradition of non-material culture offer an ideal basis for an amazing attraction in the whole province.

„Good because traditional“

This network will unite local artists, craftsmen, food producers (prepared with traditional recipes), who will offer their products under a common brand name and therefore promote the project together. Products could be sold in the vicinity of monuments or tourist attractions. Taking advantage of the current interest in a more traditional, healthy lifestyle is an ideal way to promote the region and and create income opportunities for the people.



Fig. 5.36: Kulig in Sub-Carpathian Region (Sosnowy Dwór)

Step 1: Identifying ICH - Carpathian Cuisine

Carpathian catering managers serve hungry tourists with both the dishes of the Carpathian Rusyns (Lemkos, Boykos, Ukrainians, Ruthenians) and typically

Polish ones, such as Bigos or sour rye soup with potatoes. They also serve Jewish bean soup or the Bavarian knuckle, as well as the ubiquitous steak tartare (Fig. 5.37).

However, it would be a mistake to claim that such cuisine is merely a contemporary, post-modern collage of cultures, enriched with pizza, hot dogs and tortillas. This variety is actually an authentic Carpathian tradition. Many nations and ethnic groups have lived together here for centuries. Carpathian cuisine is a combination of different traditions that emerged over decades and centuries from mutual interaction, inspiration and the blending of flavours.

The authenticity of the heritage is a value that must not be underestimated. Reviving or preserving the most traditional recipes and oldest formulas offers a bright future. These culinary traditions are an invaluable element of cultural heritage, which has been shaped by the diversity and history, and not by marketing.

It is particularly noteworthy that traditional cooking has gained many new students, who are looking for old recipes. These recipes promote the traditional diet as not only attractive and tasty, but above all healthy. This diet is completely different from the „Carpathian dishes” presented at lavishly laid tables in various locations across contemporary Europe. Therefore, it is necessary to cultivate and develop the heritage of the culinary traditions of the region (Fig. 5.38).



Fig. 5.37: Kulig in Sub-Carpathian Region (Dwór Wola Sękowa)



Fig. 5.38: Carpathian Cuisine (GOK Chorkówka)

Step 2: Vision and perspective - Carpathian Cuisine

As a result of the meetings with representatives of the institutions involved and careful analysis of the current situation, the following priorities for the development of projects promoting Carpathian cuisine as an intangible cultural resource were identified.

Priority I: Raising awareness about identified intangible cultural heritage in the area of Carpathian cuisine

Meetings were held with leaders, social entrepreneurs, representatives of cultural institutions and local authorities to develop a common vision for the development of identified intangible cultural heritage in the area of Carpathian cuisine. Possible directions for improvement and organisation of events related to this resource were outlined. Workshops should include an inventory of all human, infrastructure and technical resources necessary for the implementation of planned activities.

Priority II: Festivals of Carpathian Cuisine

It is essential to develop a model of recurring festivals of Carpathian Cuisine, which will make it possible to reach a larger group of people and create an opportunity for selling products. Individuals engaged in these activities will benefit and therefore encourage other entrepreneurs to participate, which will have a positive influence on the overall mission.

Priority III: A network under a common Carpathian Cuisine brand name

When a development vision is ready, it will be important to create a network of businesses that offer Carpathian Cuisine. A certification scheme with certain rules is vital here.

Partners want to ensure the involvement of different public bodies in the districts of Krosno, Sanok, Lesko, Bieszczady i Brzozów. Recently, an idea has arisen to start a „Carpathian Food“ cultural portal, where people could buy products online. Therefore, we want to appeal to the communities of the aforementioned districts to contribute to the costs of such a website. We are planning to sell products online and charge a commission of about 5% to 7% of sales, in order to gain funds for marketing and development.

Step 3: Planning the process

During the meetings, we identified particular activities connected with the development of intangible heritage.

“The festival of Carpathian Cuisine”

This will be a recurring event that will take place in Kamieniec Castle once a quarter. An additional attraction of the festival could be staging A. Fredro’s plays. This kind of event could attract visitors from across the region. A well-planned promotional campaign, beautiful landscape, and numerous resources of material culture combined with the tradition of non-material culture offer an ideal basis for an amazing attraction in the whole province.

„Good because traditional“

This network will unite local food producers, who will offer their products under a common brand name and therefore promote the project together. Products could be sold in the vicinity of monuments or tourist attractions. Taking advantage of the current interest in a more traditional, healthy lifestyle is an ideal way to promote the region and create income opportunities for the people.



Fig. 5.37: Kulig in Sub-Carpathian Region

Step 4 & 5: Awareness raising and long-term valorisation

Tasks undertaken in this project (promotion, training, workshops and coaching sessions) involved representatives of various communities in an important cooperative process. We have also planned certain activities, which in the long term will lead to tangible results.

Of course, this process will take time, and its effects will only be evident in a few years. It is essential in the coming years to raise the necessary funding for the implementation of the activities within the project. Apart from private funds, it is also possible to obtain financing from a variety of sources, both national and European. Complete information on this sub-

ject may be obtained by visiting the websites of institutions that handle applications for such funding (e.g. Provincial Labour Offices, Marshal Offices, the Ministry of Culture and National Heritage, the Agency for Restructuring and Modernisation of Agriculture). These institutions often offer information on deadlines for grant competitions, the range of activities that can be subsidized and limits of available funding. The Sub-Carpathian Region also contains a number of Regional Centres of European Social Funding, where it is possible to obtain the assistance of an advisor (in writing a project proposal) and a coach, who will help create a local partnership and support its operation.

5.9 Progress of farmers' market products in the region east of the river Elbe within the context of ICH valorisation

Authors: Peter Mißbach, Dieter Heider, Vera Fischer, Barbara Graeben, Holger Reinboth

In earlier times, farmers' markets were main centres for the marketing of products from the region. However, with the advent of mass food production, they have become less and less relevant. However, with the recent renewal of interest in ecological, sustainable, traditional production methods and products produced or grown locally and naturally, the farmers' markets have experienced unprecedented growth in recent decades.

One old and recently revived tradition is the East Elbian farmers' market located in the Pülswerda Castle courtyard, which has been taking place for the past 14 years. Initially launched

in 2000 by local producers. The rabbit breeder Bodo Schmidt and other partners laid the foundation, and since 2003 it has been organised by the Verein zur Bewahrung und Förderung des ländlichen Raumes Ostelbien im Landkreis Nordsachsen e.V. ["Association for the preservation and promotion of the rural area east of the Elbe in the district of North Saxony]. The event now takes place several times a year (five times in 2013), with an average of 1,300 guests visiting the market each day.

Approximately 30 local producers and other suppliers from East Elbia, Saxony, and the neighbouring Brandenburg and Saxony-Anhalt



Fig. 5.40: Selection of products from the East Elbian farmers' market

regions offer attractive, fresh products. Püls-
werda, however, is not only a farmers' market.
It is also an opportunity for the many visitors
and prominent guests arriving from near and
far to brush up on their culture, socialising and
information. Demonstrations of traditional
craftsmanship are also part of the market.

Typical products on offer include:

- ◆ Meat and sausage specialties (e.g. pork,
beef, mutton, rabbit, buffalo, horse and veni-
son)
- ◆ Milk & cheese products
- ◆ Fruit & vegetables

- ◆ Jellies & jams
- ◆ Honey & beeswax products
- ◆ Herbs & spices
- ◆ Juices & liqueurs
- ◆ Fish
- ◆ Pumpkin products
- ◆ Baked goods
- ◆ Gardening products
- ◆ Snacks and beverages
- ◆ Artisanal products for the home, yard and
garden

Most products are sourced locally and based
partly on traditional recipes and methods of
production.

5.9.1 Development potentials – Vision definition

There were various possibilities for valorising
this intangible cultural heritage, as the farmers'
market products include a focus on „tradition-
al craft techniques“. However, one deciding
factor was the ambitious definition of the de-
velopment approach, which aimed not only to
develop individual products, create new ones,
or revive old ones, but rather:

**to achieve sustainability by connecting re-
gional product development to a balanced
cooperation between East Elbian providers
and local producers.**

This approach was part of the vision of estab-
lishing regional East Elbian products under the
name:

**“East Elbian Leckerschmecker [gourmets]” –
East Elbian snack box**

The sections below describe the following use-
ful tools for valorising intangible cultural herit-
age:

1. Approaches to regional brand development
2. New cooperations and mandatory collabora-
tion of regional role players

5.9.2 Investigating the conditions for development

After the vision was defined the regional starting conditions were analysed. That is, the existing approaches were examined in detail with respect to their development and expansion potential. As examples, three of these approaches are described in more detail below.

A)

The first example involves the Zwethau family Andrea and Jörg Schmidt, who have dedicated themselves to creating a range of products and recipes based on the pumpkin, which was once common in the region..

They founded the Zwethau "Kürbisdomizil & Kreativschmiede [Pumpkin palace & creative smithy]" in February 2006. Knowledge of the cultivation and processing of the pumpkin has been passed down orally and in writing. Small artworks are carved into the fruit to make the product as attractive to the eye as it is to the palate. The Schmidt family also offers instructions on how to carve and paint the pumpkins (Fig. 5.41).

The uniqueness of the „pumpkin“ product lies in the many varieties and their many creative uses (e.g. sausages, cake, champagne). The Zwethauer "Pumpkin palace & creative smithy" also actively fosters tradition through annual festivals. Pumpkin plants are sold at the Court festival on the 1st of May, with hundreds of vis-

itors flocking to this Pumpkin Festival in September and the pumpkin sale on the weekend before Halloween. A small farm shop has been offering all sorts of pumpkin-related products since May 2013. Traditions are revived, distributed and continued through the exchange of information and experiences between producer, market visitors and young people.

The resulting added value lies not only in the continuation of traditional ways of production and culture, but also in increasing the image of the region as a desirable place to live with a unique identity that is visible for residents and guests alike. Added value is always created where the valorisation of cultural heritage creates direct and indirect benefits and where socio-cultural conditions can be developed or improved for the local population.

B)

Another typical example of a traditional regional product is the East Elbian honey. Consumed or utilised by people in many different ways for thousands of years, this tradition is now experiencing something of a "renaissance" due to a new consciousness of the past that is taking hold in the region (Fig. 5.42).



Fig. 5.41: Zwethau "Pumpkin palace & creative smithy"

In East Elbia, the Arzberg beekeepers Iris and Jörg Grabein have dedicated themselves to this tradition. This small company was founded in 2001 in Saxony (now a certified organic operation) and sells its products via direct marketing. Iris Grabein was born into the beekeeping tradition. Her great-grandfather founded the first Triestewitzer Beekeepers Association in 1902. The family business has approximately 250 bee colonies and nurtures the tradition of cultivating orchards for the extraction of juice from traditional apple varieties. Their range of honey products ranges from wax to cosmetics to fine beeswax candles. The "Arzberger Bärenfang" (a honey-flavoured liqueur) is another speciality, which is manufactured according to a traditional East Prussian recipe.

C)

Brewing beer has been a tradition for centuries in many regions, including East Elbia! The East Elbian „beer tradition“ is especially characterized by the beer brewed in nearby Torgau, which has almost 800 years of brewing tradition. In fact, brewing was first mentioned in the 12th century Torgau town bylaws.

There were 285 brewery masters with beer brewing rights. Four million litres of beer were brewed here annually in the 16th century. History has it that the Torgau beer was of excellent quality and a sought-after export product.

Even the reformer Martin Luther was partial to Torgau beer, which is confirmed in his letters and toasts: "Cerevisiana torgana quam libenter velle esse vinum." ("Torgau beer is much better than wine") (Fig. 5.43 - next side).

The brewing and export of beer was an important economic factor in the region. Not only the brewers profited from this, but also local farmers, coopers and other professionals. Nowadays, the custom is upheld by local tradition-minded restaurateurs, who maintain and support the production of beer in the region. The "Alte Elbehof" in Werdau is an East Elbian pioneer in this respect. A number of delicious beers are brewed there on a small scale. The guesthouse in Werdau, maintained and run by the Hepe family with great personal and commercial commitment, has a long (family) tradition to look back on. This guesthouse has already been in the hands of the family for four generations (since 1911). Guests are keen to enjoy the regional products in this extensively renovated and lovingly and imaginatively decorated guesthouse, which also features a large beer garden under hundred-year-old lime and chestnut trees. The home-brewed beer is enticingly supplemented by home-baked bread and fresh smoked fish, and the guesthouse's reputation has already spread beyond regional borders.



Fig. 5.42: Bee cart in East Elbia and the label of "Arzberger Bärenfang"

5.9.3 Meeting the prerequisites – Tasks

Before proceeding, it was necessary to ensure that the basic prerequisites for the implemen-

tation of the ICH (to develop cooperation and enhance regional products) were in place:

East Elbia has:	East Elbia needs:
<ul style="list-style-type: none"> ◆ High-quality local products ◆ Quality and variety ◆ Dedicated champions ◆ Ideas worth imitating ◆ A regional logo 	<ul style="list-style-type: none"> ◆ Willingness to cooperate ◆ Support by a “pioneer” ◆ A marketing strategy ◆ Markets ◆ Cost-effectiveness

It became clear that successful implementation depended on answering three basic questions:

- ◆ Where do we stand? What is available?
- ◆ Where do we want to go?
- ◆ What must we do to achieve that?

Together, the regional agents overcame the following challenges:

- ◆ Identifying and clarifying the legal parameters
- ◆ Resolving institutional, financial and personal prerequisites
- ◆ Enhancement of the local approach to implementation
- ◆ Organisation of events for distribution
- ◆ Obtaining the support of local commerce
- ◆ Public relations, involving the local media
- ◆ Creation of a network

The relevant parties concluded mutually binding cooperation agreements in the form of contracts that define the tasks, responsibilities, financial and manpower contributions of each role player, as well as the joint approach (work and action plan) and actions for attracting additional local „supporters“ (keeping the network open). For the sake of local effectiveness, it was important to be concrete and practical in the description of tasks and also to remain strictly regional. Any ambitions for extending beyond the region can only be considered after the successful completion of the implementation stage.



Fig. 5.43: Hotel and brewery “Alter Elbehof” in the Torgau/ Werdau district

5.9.4 Concrete procedure for implementation

Preparatory workshops and training sessions were held in the next phase, which focussed on:

- ◆ Providing food for thought
- ◆ Increasing awareness of the topic
- ◆ Developing know-how, skills and competence
- ◆ Sensitisation to the potential of cultural heritage
- ◆ Encouraging the participants to develop their own approaches and concepts for developing cultural heritage.

The planned establishment of a regional brand and a specific marketing strategy for the distribution of regional products was a useful sensitising argument which was feasible in this case, due to existing conditions. The organisation of participatory processes was an essential component for creating transparency in the ICH valorisation. The implementation of standards or quality criteria for the involvement of citizens of the region proved to be useful.

This procedure, which is already exercised in

certain processes of political decision-making, allows not only the bearers of ICH to participate in the implementation, but also the carriers, multipliers and decision-makers in politics and administration. Active participation is thus enabled, and it becomes possible to balance the various interests and value systems. This ultimately leads to the ICH implementation gaining acceptance and exposure, thereby creating a win-win situation for all parties involved. The “East Elbian snack box” was created in this way (Fig. 5.44).

The East Elbian snack box is considered a sumptuous regional souvenir and also a regional advertising asset, since it is also a source of information about this region east of the Elbe. With the support of the Direktvermarktung in Sachsen e.V. [Direct Marketing in Saxony] association, the Restaurateur-Meets-Direct-Marketer initiative was also launched in East Elbia. By establishing a value-added chain, the valorisation of the ICH thus had a direct economic impact.



Fig. 5.44: The “East Elbian snack box” product basket with local products

Thus, East Elbia has developed a new brand within the framework of the „East Elbian Leckerschmecker [gourmets]“ initiative, which is based on a contiguous regional value-added chain and represents a good example of the valorisation of intangible cultural heritage. Two of the largest dining establishments in the region offer visitors and locals special culinary delights. They have teamed up with local direct marketers to form a network for this purpose. The restaurant menus now also carry tasty regional products. Joint advertising of this initiative is the basis for a common marketing strategy (Fig. 5.45).

The basis for this initiative is the cooperation agreement between restaurant owners and direct marketers, which includes specific agreements on:

- ◆ Strengthening the direct marketers in East Elbia by linking into regional initiatives and promotional activities
 - ◆ Developing regional connectivity between direct marketers and restaurateurs
- This network is actively supported by the East Elbian Association.



Fig. 5.45: Network foundation of the East Elbian Leckerschmecker initiative

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⑤



Fig. 5.46: Initiative of the East Elbian Leckerschmecker network founders

5.9.5 Future potential for further development

Potential areas for further development include expansion of the product range, extension to other partners, and strengthening the competitive edge of companies involved in the project. Opportunities arise mainly from:

- ◆ the ability of the end-user to trace product origins
- ◆ the acquisition of new customer groups and building customer loyalty
- ◆ developing the creativity of chefs, especially regarding traditional regional ingredients
- ◆ joint marketing in the region
- ◆ protecting the environment through short

routes and sustainable and ecological production and processing

The parties involved anticipate special development opportunities based on influences on the eating habits of locals and visitors to the region, and also the establishment and enhancement of a fine culinary ambience east of the Elbe. Promoting a healthy diet in regional schools and nurseries might also be an option to consider. These and other activities will develop the East Elbian region into a feel-good refuge for its residents and their guests:

Sustainable East Elbia: feel-good refuge

East Elbia & Local Pride

- Diversity of historical sites of culture and heritage
- Natural idyll of the River Elbe floodplains
- Richness of intangible cultural heritage
- Connectedness to the beloved native region

FAZIT

Sustainable feel-good factors - the wealth of being!

Conclusion: Moving forward, these potentials can be sustainably developed and safeguarded through the active support of the East Elbian

Association as the caretaker of regional development.

6. Glossary and literature

6.1 Glossary of terms

Convention for the Safeguarding of the Intangible Cultural Heritage

The Convention adopted by the General Conference of UNESCO in 2003 is the first international treaty to provide a legal, administrative and financial framework to safeguard this heritage. A convention is an agreement under international law entered into by countries that establishes rights and obligations between each party and every other party. The 2003 Convention aims at safeguarding intangible cultural heritage that is in step with international agreements on human rights and that meets requirements of mutual respect among communities and of sustainable development.

Among other things, it also asks each country to identify and define such heritage with the participation of communities, groups and relevant non-governmental organizations. The Committee makes decisions about which intangible heritage should be inscribed on the lists of the Convention, about providing international financial assistance or disseminating good safeguarding practices.

Further Information: UNESCO: Convention for the Safeguarding of the Intangible Cultural Heritage. UNESCO, Paris 2003.

Cultural Resource

A cultural resource is a material or non-material entity transmitting elements from the past into the present. It can be a building or an archaeological object, but also a pattern of human behaviour and thought as reflected in traditions, customs and rites. Cultural resources represent historic, pre-historic, or contemporary ways of living or human activities. For CCC, cultural resources appear in the form of intangible cultural heritage and are the basic element for the CCC strategy and its essential valorisation process because they bear a direct or indirect economic value. Once a cultural resource has been extinguished, it is almost impossible to return it to its original state. The protection and safeguarding

of cultural resources can best be achieved if decision-making lies in the hands of those affected by the decision (c.f. 'participation').

Further Information:

Albert, Marie-Theres (ed.) (et al.): Community Development Through World Heritage, UNESCO, Paris 2012.

Debano, L. F.; Neary, D.G.; Folliot, P.F.: Fire's effects on ecosystems. John Wiley and Sons, Inc., New York 1998.

New York Archeological Council Standards Committee (ed.): Cultural Resources Standards Handbook, New York 2000.

Focus Group

In CCC, a focus group is defined as a team consisting of three to five people who are responsible for the vision development process. The group plans the process, analyses the current situation, discusses reviews and adapts the vision, until the final vision necessary for the CCC strategy can be put into practice.

Further Information: Cultural Resources Strategy for Sustainable Regional Development, "Priorities, Strategic Approach and Development of Visions" (chapter 3.2).

Holistic approach

Holism (from ὅλος holos, is a generic term for a Greek word meaning all, whole, entire, total) is the idea that natural systems (physical, biological, chemical, social, economic, mental, linguistic, etc.) and their properties should be viewed as wholes, not as collections of parts. This often

includes the view that systems function as wholes and that their functioning cannot be fully understood solely in terms of their component parts.

Source: Wikipedia <http://en.wikipedia.org/wiki/Holism>

Intangible Cultural Heritage

Intangible Cultural Heritage (ICH) is a term which became known worldwide in the light of the adoption of the Convention for the Safeguarding of the Intangible Cultural Heritage by UNESCO in 2003. It describes practices, representations, expressions, knowledge and skills that groups, communities or individuals recognise as their heritage. In addition, the concept includes the instruments, objects, artefacts and cultural spaces resulting from the cultural practices mentioned above. In order to count as intangible cultural heritage as defined by UNESCO, the tradition has to be consistent with human rights and support mutual respect as well as sustainable development. The Convention defines five categories of intangible cultural heritage to facilitate its identification.

(a) oral traditions and expressions, including language as a vehicle of the intangible cultural herit-

age

(b) performing arts

(c) social practices, rituals and festive events

(d) knowledge and practices concerning nature and the universe

(e) traditional craftsmanship.

Intangible Cultural Heritage describes abilities, talents and skills that have been handed down from one generation to another and which are typical for a certain region. By definition, ICH has to be a living heritage which adapts to spirit of the time as the people do.

Further Information:

UNESCO: *Convention for the Safeguarding of the Intangible Cultural Heritage*. UNESCO, Paris 2003.

UNESCO: *What is Intangible Cultural Heritage?*, [Online] Available at: <http://www.unesco.org/culture/ich/doc/src/01851-EN.pdf>

Participation

Public Participation is one of the main principles within sustainable regional development processes. In order to trigger a sustainable development, local communities have to be involved in decision-making processes because they are the ones who have to live with the consequences of political, economic or social decisions. Participation is a very important factor in regional development because it contributes to an overall economic regeneration and to a political stabilization. The CCC strategy is also a participatory approach to regional development because it includes the people actively living the intangible cultural heritage in their

community. These so-called 'heritage bearers' are involved in the valorisation process and have the right to stop a political or economic development which is against their interest.

Further Information:

Albert, Marie-Theres (ed.) (et al.): *Training Strategies for World Heritage Management*. German Commission for UNESCO, Berlin 2007. *International Association for Public Participation* (ed.): *Core Values of Public Participation*. Thornton 2007. [Online] Available at: <http://www.iap2.org/displaycommon.cfm?an=4>

Sustainability

In order to reduce or counteract the negative effects of technical progress and economic development, the concept of sustainability was developed in the 1980s. In its original meaning (stemming from forestry), sustainability means a principle according to which one should not log more trees than can grow back. This principle was transferred to ecology meaning that society should not consume resources that exceed the limits of possible regeneration. Today, the most popular definition of sustainability describes a "development which meets the needs of the present without compromising the ability of future generations to meet their own needs" (United Nations, 1987). UNESCO considers cultural heritage to be the "mainspring" of a sustainable development - an insight which is the underlying

principle of CCC and the Cultural Resources Strategy for Sustainable Development.

Further Information:

Cultural Resources Strategy for Sustainable Regional Development, "What is Sustainable Development?" (chapter 2.1).

UNESCO (2013). *Culture: Key to Sustainable Development. The Hangzhou Declaration*. [Online] Available at: <http://www.unesco.org/new/fileadmin/MULTIMEDIA/HQ/CLT/images/FinalHangzhouDeclaration20130517.pdf>.

United Nations World Commission on Environment and Development (1987). *Our Common Future (Brundtland Report)*. Oxford: Oxford University Press.

SWOT-Analysis

The SWOT-Analysis is an analysis of the current situation of a product, service or company based on the examination of internal strengths and weaknesses and external opportunities and threats. To conduct a SWOT-analysis no extensive training or special skills are needed, and so it is a reasonable and easy-to-apply method for the development of a business or marketing plan. Within the CCC Strategy, a SWOT analysis is conducted in order to determine the economic potential of a cultural

resource. Thereby, an intangible cultural heritage most suitable for valorisation can be selected.

Further Information:

Cultural Resources Strategy for Sustainable Regional Development, "ICH potential for Valorisation and strategic Selection" (chapter 3.1).

Ferrell, O.C. & Hartline, M.: *Marketing Strategy, Text and Cases*. Cengage Learning; 6th edition, Mason 2012.

Unique Selling Proposition (USP)

The term "Unique Selling Proposition" originally referred to the unique attributes of a certain product or service which motivates customers to purchase it. The USP is the special characteristic which differentiates a product or service from its competitors, which can arise from the product's quality, price, technical capabilities, etc. Because every regional intangible heritage is unique and cannot be copied or imitated, the CCC strategy provides advice on how to create a regional USP through the valorisation of cultural resources. Besides attracting visitors, the USP of the region enhances the quality of life for the population. In addition, the USP of a product can also be found in its re-

gional origin or its reference to regional cultural traditions. In this way, the CCC strategy provides methods to offer incentives to visit or stay in the region and to buy regional products, which fosters a sustainable regional development.

Further Information:

Cultural Resources Strategy for Sustainable Regional Development, "Goals of the Valorisation of ICH" (chapter 3.2).

Klenovec, Christine: *Unique Selling Proposition (USP) of Nature Parks in Austria and Germany – Status Quo and Creating a Guideline*. University of Klagenfurt, Klagenfurt 2008.

UNESCO

The United Nations Educational, Scientific and Cultural Organization is an international organisation promoting education, science, culture, communication and information processes all around the world. Founded in the aftermath of World War II in 1947, UNESCO saw its most urgent mission in the building of peace by supporting international understanding and solidarity. Nowadays, it advocates democratic education based on human rights and international cooperation in environmental sciences. It also promotes worldwide freedom of press and democratic access to information and administers the cultural heritage of the world. It has adopted several conventions aiming at the safeguarding and protection of tangible and intangible cultural heritage and natural heritage of mankind. The UNESCO Convention for the Safeguarding of the Intangible Cultural Heritage (2003) forms the basis of CCC's project idea providing a five-category definition of intangible heritage (c.f. 'intangible heritage'). In the

context of its educational mission, UNESCO operates university chairs all around the world within the UNITWIN network. The UNESCO Chair in Heritage Studies at Brandenburg Technical University (BTU), under the direction of Prof. Dr. phil. Marie-Theres Albert, runs an international Master's programme called Heritage Studies. The International Graduate School: Heritage Studies provided academic supervision for Cultural Capital Counts.

Further Information:

Albert, Marie-Theres (ed.) (et al.): Constructing World Heritage, IKO, Frankfurt am Main 2006.

UNESCO: Introducing UNESCO: What We Are. [Online] Available at: <http://www.unesco.org/new/en/unesco/about-us/who-we-are/introducing-unesco/>

UNESCO: The Organization's History. [Online] Available at: <http://www.unesco.org/new/en/unesco/about-us/who-we-are/history/>

Valorisation

There is no universally recognised definition of the term 'valorisation'. Generally, the term is used in different fields, such as business administration, forestry, ecology, geology, biology, chemistry or computer sciences. The term stems from the Latin word 'valor', which means 'value' or 'content'. In current language, 'valorisation' is used in the sense of 'assigning a value to something', 'making something valuable' or 'making something useable for economic purposes'. The earliest usage of the term can be found in Karl Marx's *Capital*, in which he described the conversion of a commodity into money. The valorisation of a cultural resource is the process of activating development potentials based on the values of a cultural entity. By embedding cultural resources in the regional economy, quality of life and economic competitiveness are enhanced, and the

regional identity is strengthened. The valorisation of intangible cultural heritage can foster entrepreneurship, investment and innovation and ideally inspires the development of innovative products or economic sectors specific for a certain region.

Further Information:

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Vision

In connection with project development or management, a vision is a strategic goal. It is not a strict target setting, but rather describes an imaginary picture of a positive, desirable future of a project or an enterprise independent of concrete time frames or other restrictions. A clear vision provides projects or enterprises with orientation and points of reference by defining their core values, purposes and ideology. These main characteristics of the vision will remain at the heart of an enterprise, no matter how often its business strategies or practices are adapted to the changing economic climate. In CCC, the building of a vision helps regional developers (or others) to focus their efforts on reaching a desired future by

making use of the potentials of knowledge, experiences and ideas related to intangible cultural heritage.

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