

*WP T2 – IDENTIFICATION OF BEST PRACTICES
IN THE COLLECTIVE COMMERCIAL VALORISATION
OF ALPINE FOOD INTANGIBLE CULTURAL HERITAGE*

WP leader: Kedge Business School

Output n. O.T2.1
Guidance Paper
on the Successful Valorisation
of the Alpine Food Heritage

Involved partner:
Diego Rinallo
Kedge Business School



This project is co-financed by the European Regional Development Fund
through the Interreg Alpine Space programme.

Coordination, comparative analysis and output writing

Prof. Diego Rinallo, Kedge Business School

Acknowledgements

This Guidance Paper is based on AlpFoodway Work Package T2 activities, which were conducted by project partners Kedge Business School, University of Innsbruck, Munich University of Applied Science, and Regional Development Agency of Norther Primorska under the coordination of Kedge Business School. Other AlpFoodway partners and observers offered important insight that are gratefully acknowledged. Prof. Rinallo wishes to express his gratitude for the help received to Prof. Richard Balling (Bavarian Ministry for Food, Agriculture and Forestry), Prof. Thomas Bausch (Munich University of Applied Science and Free University of Bozen), Dr. Gianluca Cepollaro (Trentino School of Management), Dr. Harriet Deacon (Coventry University), Dr. Špela Ledinek Lozej (Research Centre of the Slovenian Academy of Sciences and Arts), Dr. Valentina Lapicciarella Zingari (Parc Naturel Régional du Massif des Bauges and SIMBDEA), Dr. Agostina Lavagnino (Regione Lombardia), Mr. Cassiano Luminati (Polo Poschiavo), Dr. Renata Meazza (formerly Regione Lombardia), Dr. Giacomo Pettenati (University of Turin and Associazione Dislivelli), Dr. Saša Poljak Istenič (Research Centre of the Slovenian Academy of Sciences and Arts), Dr. Laura Saudin (Regione Autonoma Valle d'Aosta), Dr. Elena Turetti (Comunità Montana della Valle Camonica), Prof. Benedetta Ubertazzi (Università Statale di Milano-Bicocca) and Prof. Charlotte Waelde (Coventry University).

Abstract

This Guidance Paper has the goal of supporting stakeholders at all levels to engage in collective initiatives aimed to turn the Alpine food cultural heritage into marketable offers. Specifically, it provides actional guidelines for food heritage actors, educational institutions and policy makers on how to valorise the Alpine food heritage. The proposed recommendations are based on the main findings from the *AlpFoodway* INTERREG Alpine Space project (2016-19). They represent the main output of the *AlpFoodway* work package (WP) T2, focused on marketing and promotional aspects, which investigated through desk research, field studies, and digital ethnography of social media the commercial valorisation of the Alpine food heritage. They also integrate key insights from the *AlpFoodway* WP T1 (inventorying and legal safeguarding through intellectual property rights) and T3 (pilot actions) and provide a more in-depth description of some of the principles and guidelines laid down in the *AlpFoodway* Charter of the Alpine Food Heritage and Vision Paper on the Alpine Food Heritage that the WP T4 (networking and awareness) has developed based on input from all other WPs. Thanks to data from numerous organisations and communities obtained from different disciplinary bases (marketing, consumer culture theory, anthropology, legal studies, etc.), it was possible to identify best practices, typical competence gaps, and develop guidelines for actors involved in the commercial valorisation of Alpine food heritage. To illustrate how to implement these guidelines in a concrete manner, the document briefly reports several best practices from Alpine regions in France, Italy, Switzerland, Austria, Germany and Slovenia.

Contents

The Importance of Valorising Alpine Food Heritage

How the Guidance Paper was Developed

Managerial Guidelines for Farmers, Food Producers, and their Collective Organisations

1. Set fair prices that respect the dignity of work and the cultural value of heritage products
2. Adopt heritage-sensitive collective marketing approaches
3. Invest time, money and effort to develop marketing skills, particularly in the domain of digital marketing
4. Protect intellectual property rights and integrate legal protection with marketing strategies
5. Innovate in a heritage-resonant manner;
6. Communicate heritage through digital and experiential storytelling
7. Educate the taste of consumers and influencers
8. Cooperate with restaurants, tourism businesses, and distributors to promote local food culture

Educational Guidelines

1. Integrate educational modules related to local heritage know-how into primary and secondary school programmes to guarantee the intergenerational transmission of the Alpine food heritage
2. Diversify school meals with heritage dishes made with products from local suppliers
3. Create vocational and lifelong learning training to help young people and adults learn valuable heritage skills
4. Integrate Alpine food heritage bearers as instructors and testimonials in educational initiatives with hands-on and experiential learning approaches
5. Facilitate knowledge transfer and interaction with practitioners from other Alpine areas
6. Develop heritage producers' complementary skills in the areas of marketing, management, and intellectual property right protection
7. Raise public awareness about food heritage and educate the taste of consumers, including new generations, new inhabitants, and migrants

Policy Guidelines

1. Establish and fund policies that recognize food as an important element of the local/regional/national cultural heritage and identity
2. Create formal and informal mechanisms of coordination between all policies in support of food heritage
3. Simplify administrative requirements and allow flexibility in hygiene rules for small heritage farmers and artisanal food producers to account for their cultural significance
4. Support and fund cultural and scientific institutions' research on Alpine food heritage
5. Help food heritage communities and producers document their traditional knowledge
6. Establish heritage-sensitive geographical indications
7. Support and promote territorial brands
8. Support and promote the development of tourism experiences and attractions, festivals and cultural events, trade fairs and periodic marketplaces that promote and celebrate the Alpine Food Heritage

References

LIST OF BEST PRACTICES, FIELD STUDIES AND PILOT ACTIONS

Managerial Best Practices, Field Studies, and Pilot Actions

- High Mountain Fontina sold at a premium price (Italy)
- AFTALP, the Association of Traditional Cheeses of the Savoyard Alps (France)
- The Valais/Wallis Promotion territorial brand (Switzerland)
- Slow Food Presidia (all Alpine countries)
- Vocational training on storytelling “Valposchiavo Stories” (Switzerland)
- Food and wine experiences in Canton Valais developed based on tourist needs (Switzerland)
- Bresaola L’Originaria (Italy)
- IPR Protection of Mountain Cheese producers in Allgäu (Germany)
- The Three Varieties of PDO Beaufort cheese (France)
- The Revitalisation of Fisser Barley (Austria)
- A Vocational Training to Develop a New Heritage Products in Valposchiavo (Switzerland) and Valle Camonica (Italy)
- A Study Trip to Visit Bread Communities (France, Italy)
- A collaboration between a new baker and older consumers to retrieve the recipe of the traditional cake *Main de Sainte Agate* (France)
- Slow Food’s Narrative Labelling approach
- Planika Dairy’s “From Pasture to Dairy” Museum (Slovenia)
- Route of Savoyard Cheeses (France)
- Gauder Festival (Austria)
- Workshops to Raise Awareness about Alpine Butter (Italy)
- *Loab Vo Uns*: Day of the Bread at the Glentleiten Open-Air Museum (Germany)
- The 100% Valposchiavo Charter (Switzerland)
- Bavaria’s Culinary Heritage on the Plate (Germany)
- LandZunge Association (Germany)
- Norbert Niederkofler and the St. Hubertus Restaurant (Italy)
- Sciatt à Porter (Italy)
- Commercialisation and distribution of the endangered cattle breed Murnau Werdenfelser (Germany)
- Gran Alpin (Switzerland)
- Alpina Vera (Switzerland)
- Cooperation between COOP and Slow Food (Switzerland)
- www.tascapan.com (Italy)

Educational Best Practices, Field Studies, and Pilot Actions

- Food Events Dedicated to the Inter-generational Recipes’ Exchange and Transfer in Canton Valais (Switzerland)
- Knowledge Transfer of Traditional Cuisine and Local Food to Schoolchildren, Restaurants and Mountain Hubs in the Upper Sava Valley (Slovenia)
- Vocational training to connect the taste of butter to its productive landscape in Primiero (Italy)

Policy Best Practices, Field Studies, and Pilot Actions

- Lombardy Region’s Law for the Valorisation of Intangible Cultural Heritage (Italy)
- Research in the local rye heritage leading to its revitalization in Val Gesso through the Rye Eco-Museum (Italy)
- Agrarmarketing Tirol (Austria)
- The 100% Valposchiavo Project (Switzerland)
- Lo Pan Ner: A rye bread Festival Connecting Alpine Communities (Italy, France, Switzerland, Germany, Slovenia)
- Puregio Food Market in Weilheim-Schongau (Germany)

THE IMPORTANCE OF VALORISING ALPINE FOOD HERITAGE

The Alps are one of the greatest mountain ranges in Europe, stretching across Austria, Slovenia, Italy, Switzerland, Liechtenstein, Germany, France, and Monaco. Commonly referred to as Europe's mountain heart, they are characterized by high pyramidal peaks, glacial valleys, ribbon lakes and fast-flowing rivers. These features, together with unique climate and soil conditions that depend on altitude and sun exposure, create extraordinary biodiversity, nurtured through pastoral and agricultural activities of humans who settled here as early as in Palaeolithic times.

Over centuries of living in these peripheral areas, with their challenging weather conditions, scarce agricultural land and dispersed settlements, Alpine communities developed specific livelihood strategies and managed to maintain them through the transmission of knowledge and way of life to succeeding generations. Communities have been producing and consuming locally, migrating seasonally from lower to upper areas and back, practising agriculture in harmony with nature, relying on transhumance and food conservation, sustainably using natural resources, striving for self-subsistence, and carefully using material goods. They have depended on the sharing of goods and services, relied on mutual aid, and developed multifunctional skills. The combination of self-sufficiency with an openness to other cultures and an ability to accommodate innovations from other areas has shaped Alpine landscapes and resulted in the development of an extraordinary food heritage in Alpine areas. Supported by the growth of Alpine cities, hubs of technological and social innovations with a booming tourism and catering industry promoting critical consumption, this heritage contributes to the competitiveness and attractiveness of Alpine territories as sustainable settlements.

Alpine Food Heritage is one of the most important markers of this particular (macro)regional identity. Being community-based, it creates strong links among very diverse people, reproduces common values, and embeds a certain quality of life. It is a mix of region-specific tangible (productive landscapes, outbuildings, crops, dishes, kitchen devices and utensils) and intangible aspects (farming, wine-growing, breeding, hunting, freshwater fishing and beekeeping traditions, cooking and conservation methods, recipes, eating customs, social connotations, family and community relationships, rituals and festivals). The mixture of diverse traditions has resulted in a versatile mixed food culture. Varieties of long-lasting bread, sour vegetables, cheese, smoked or salted meat and long-lasting meat products, Alpine herbs and fruits, and sweet dough delicacies are among the most renowned examples of dishes which, given the specific manners of their production and consumption, preserve Alpine cultural values and characterize the uniqueness of this region.

Alpine food heritage is however at risk of losing its distinctiveness. Urban sprawl, mass tourism, heavy traffic, air and water pollution, intensified farming, and global warming have a negative effect on the quality of life of the inhabitants and threaten traditional ways of living in the Alps. Despite remaining the most densely settled mountains in the world, the Alps currently face depopulation and abandonment of higher-altitude areas, causing a decline in traditional farming lands and occupations as well as a loss of knowledge and skills, traditions, practices, and values shaping Alpine Food Heritage. The safeguarding of Alpine Food Heritage is thus essential to preserve the culture and identity of the inhabitants of the Alps, to re-establish a sustainable way of living that respects the fragile environment, to promote and preserve the

quality of Alpine landscapes, and thereby to ensure sustainable development of the Alpine regions for the benefit of current and future generations.

The commercial valorisation of the Alpine food heritage can contribute to its safeguarding. In its *Operational Directives for the Implementation of the Convention for the Safeguarding of the Intangible Cultural Heritage*, UNESCO recognizes that “[c]ommercial activities that can emerge from certain forms of intangible cultural heritage and trade in cultural goods and services related to intangible cultural heritage can raise awareness about the importance of such heritage and generate income for its practitioners. They can contribute to improving the living standards of the communities that bear and practise the heritage, enhance the local economy, and contribute to social cohesion” (art. 116).

This Guidance Paper, prepared in the context of the Alpine Space INTERREG project AlpFoodway’s Work Package (WP) T2, provides educational, policy and managerial recommendations to educational institutions, policy makers, and food heritage actors on how to valorise Alpine food heritage. These recommendations are based on key findings from previous WP T2 activities (desk research, in-depth studies, and digital ethnography) which were critically assessed and compared from those emerging from other AlpFoodway work packages. Thanks to data from numerous organisations and areas obtained from different disciplinary bases (marketing, consumer culture theory, anthropology, legal studies, etc.), it was possible to identify best practices, typical competence gaps, and develop guidelines for actors involved in the commercial valorisation of Alpine food heritage.

The key notion behind the AlpFoodway project is that of intangible cultural heritage (ICH). According to UNESCO’s *Operational Directives for the Implementation of the Convention for the Safeguarding of the Intangible Cultural Heritage*, cultural heritage goes beyond monuments and material objects to include “traditions or living expressions inherited from our ancestors and passed on to our descendants, such as oral traditions, performing arts, social practices, rituals, festive events, knowledge and practices concerning nature and the universe or the knowledge and skills to produce traditional crafts”. According to the UNESCO’s conceptualisation, commercialisation can be a mixed blessing for the individuals, groups and communities that are heritage bearers, as it can contribute to safeguarding an area’s ICH but it might at the same time have various negative consequences.

In the context of the AlpFoodway project, we adopted a more positive (and perhaps optimistic) view on the relationship between ICH safeguarding and commercialisation.

- First, under-commercialisation can be as serious as a problem than over-commercialisation, as without economic incentives it might be difficult to pass on heritage to the new generations.
- Second, a balance should be achieved between the need to preserve and that of valorise economically cultural heritage. Through a balancing of various interests, commercial valorisation practices can successfully raise awareness about and promote ICH to local inhabitants, tourists, non-local consumers and other relevant stakeholders without distorting or diluting the area's ICH to satisfy consumer or tourist expectations.
- Finally, individuals, groups and organisations should be the ultimate judges on the extent to which the cultural heritage of which they are bearers should be economically exploited and in which ways. Despite incentives to do so, local communities might decide to remove elements of their cultural heritage from the economic sphere or limit

commercialisation elements to a marginal role. Integrated marketing and intellectual property right strategies should be adopted to ensure that the market offerings based on an area's ICH benefit the local community and are not appropriated by non-local third parties.

HOW THIS GUIDANCE PAPER WAS DEVELOPED

This Guidance Paper is based on previous AlpFoodway Work Package (WP) T2 activities, which were conducted by project partners Kedge Business School, University of Innsbruck, Munich University of Applied Science, and Regional Development Agency of Norther Primorska under the coordination of Kedge Business School. These activities, carried out over the 2016-2019 period, were as follows (for more details, see <https://www.alpine-space.eu/projects/alpfoodway/en/activities-and-results/goals-and-activities/commercial-valorisation>).

- *Desk research to map current commercial valorisation practices of Alpine food heritage and design subsequent field studies.* Overall, 114 cases of commercial valorisation practices in six Alpine countries were identified and analysed based on secondary data such as news articles, web sources, and academic research. In this stage, we clarified how Alpine food ICH can be turned into marketable offers (products, services, and experiences/attractions) and identified the most common approaches to do so (i.e., ICH-consistent products; geographical indications, territorial brands, and other individual/collective marketing approaches; experiences; distribution; restaurants and other HO.RE.CA. channels; festivals and cultural events; periodic marketplaces and trade fairs). Key findings from this activity are summarised in the AlpFoodway WP T2 deliverable T2.1.1 *Map of ICH Commercial Valorisation Practices*, available online (https://www.alpine-space.eu/projects/alpfoodway/project-results/wp2_map_ich_commercial_valorisation_practices.pdf).
- *Field studies of relevant cases of success.* In this stage, AlpFoodway WP T2 partners conducted in-depth studies of selected cases in the commercial valorisation of Alpine Food ICH through a common methodology (for further details, see https://www.alpine-space.eu/projects/alpfoodway/project-results/wp2_design_of_field_studies.pdf) based on interviews with key actors, field observation of commercial sites, events, and consumer behaviour, and analysis of promotional texts and internal documents. Field studies reconstructed when possible key internal processes (e.g., the mobilisation of local actors towards collective initiatives) and external dynamics (e.g., the role of non-local market actors) likely to affect the commercial valorisation of local offerings). Field studies constitute the AlpFoodway WP T2 deliverable D.T2.2.1, *Reports on Extended Case Studies*, available online (<https://www.alpine-space.eu/projects/alpfoodway/en/activities-and-results/goals-and-activities/commercial-valorisation>).
- *Digital ethnography of market responses and consumer meanings.* This activity employed an innovative research method, digital ethnography, to analyse content posted on social media and identify consumer responses to and appreciation of Alpine food and its ICH. The objects of our analyses were four products (Fontina cheese, Arnad Lard, Raclette of Valais, and Tyrolean Graukäse), two cultural events (Désarpa and the Festa de lo Pan Ner) and one tourist destination (the Aosta Valley). We focused predominantly on Instagram even though, for one research site (Aosta Valley), we extended our inquiry to TripAdvisor restaurant reviews. The nature of the study was exploratory, as no previous

research had investigated how consumers and other users make sense of ICH on social media. We found that most aspects of Alpine food ICH are invisible on social media, as the spaces, people and practices of production behind finished food products and the dishes prepared with them are often removed from the consumer gaze; that tradition and innovation are often opposed to each other in social media discourse; that cultural events and festivals can showcase an area's cultural heritage; and that restaurants play an important role in enabling tourists and locals to experience an area's food heritage. A report on the study and the recommendations developed based on research findings constitute the AlpFoodway WP T2 deliverable D.T2.3.1, *Digital Ethnography Research Report on Consumer Responses to the Alpine Food Intangible Cultural Heritage* (available online at https://www.alpine-space.eu/projects/alpfoodway/project-results/wp2_d.t2.3.1_digital_ethnography_research_report_final.pdf).

In developing these guidelines, we also integrated insights from activities carried out by the AlpFoodway partners involved in other work packages, including the following.

- *Inventory to identify single elements of the Alpine Intangible Food Heritage.* Partners involved in the AlpFoodway WP T1 carried out field research and produced audio-visual material and documents regarding selected ICH elements (traditional techniques, rituals, oral traditions, etc.). An important characteristic of these research activities is that they were community-based and adopted a bottom-up approach that put heritage individuals, groups, communities and organisations at the centre of the inventorying. Catalogue records are publicly available online at www.intangiblesearch.eu and can be retrieved using the 'AlpFoodway' tag. Most of these records cover commercial valorisation practices, but others regard ICH elements that heritage bearers have not subjected to commercial exploitation. Insights from this fieldwork greatly extended the dataset based on which the guidelines proposed in this document are based and permitted to offer a more nuanced view on the link between ICH safeguarding and commercial valorisation.
- *Analysis on community rights and ICH-based Intellectual Property Rights (IPRs).* This activity, also developed in the context of the AlpFoodway WP T1, explored ethical and legal issues related to traditional knowledge in the context of Alpine food heritage with the goal of developing guidelines to prevent/reduce the risk of illegal exploitation and favour its sustainable commercial valorisation. Results are summarised in the AlpFoodway WP T1 deliverable D.T1.3.1, *Legal study on Community rights and ICH intellectual property management and analysis of ICH international case studies on safeguarding measures to protect community-held traditional knowledge* (available online at https://www.alpine-space.eu/projects/alpfoodway/project-results/wp1_dt131_guidelines_intellectual_property.pdf). Some IPRs, such as geographical indications and collective trademarks, are also very relevant from a commercial valorisation perspective. The guidelines proposed in this document encourage the development and adoption of integrated heritage-sensitive intellectual property and marketing strategies.
- *Pilot cases based on knowledge transfer.* AlpFoodway developed innovative practices in pilot sites in the context of WP T3 activities. A summary of the WP activities and a description of pilot sites is available online at <https://www.alpine-space.eu/projects/alpfoodway/en/activities-and-results/goals-and-activities/pilot-actions>. Pilot actions adopted emerging insights from WP T1 (Alpine food ICH inventorying and safeguarding) and T2 (Alpine food ICH commercial valorisation). Key

insights, some of which contributed to the development of these guidelines, are reported in the AlpFoodway WP T3 deliverable *Pilot Actions Synthesis Report*, available online at https://www.alpine-space.eu/projects/alpfoodway/project-results/wp3_dt3.4.3_pilot_actions_synthesis_report_def.pdf.

Insights from WP T2 have also contributed to the activities and deliverables of the AlpFoodway WP T4 (*Networking and awareness*). The WP has ensured wide participation of Alpine communities, groups and individuals in and awareness of Alpine Food heritage and its use for sustainable development. Some of the educational, policy and managerial guidelines here proposed and explained in detail found their way, in a more succinct form, in two of the WP T4 deliverables.

- *Charter of the Alpine Food Heritage*. The Charter is a participatory and shared document that calls on every citizen, association, company, institution, and authority to assume responsibility in ensuring the safeguarding of the Alpine food heritage. It constitutes a call to action for various target groups, including: farmers and food producers; citizens of the Alps; tourists in the Alps; cultural and educational institutions; scientific institutions; tourism organisations; media, journalists, and influencers; food processing business and retailers; restaurants and chefs; and local, regional, and national authorities. The Charter is shared to the general public through the awareness raising platform <https://www.alpfoodway.eu/>, which also offers the possibility to sign up the Charter and a petition for the nomination of the traditional Alpine food culture for the UNESCO Representative List of the Intangible Cultural Heritage of Humanity. The Charter can also be found at https://www.alpine-space.eu/projects/alpfoodway/project-results/wp4_af_charter_alpinefoodheritage_en.pdf.
- *Vision Paper on the Alpine Food Heritage*. Elaborated based on the insights from WP 1, 2, and 3 and with the collaboration of AlpFoodway Observers, the Vision Paper is a strategic document that shows how Alpine food heritage is a lever for sustainable development in peripheral mountain areas. It contains a vision of the future of the Alps, and it explicitly addresses local, regional, national and EU authorities and policy makers. It proposes 10 strategies to turn, so to speak, the vision in reality. The AlpFoodway vision paper is available at https://www.alpine-space.eu/projects/alpfoodway/project-results/wp4_af_vision_paper.pdf.

The guidelines proposed in this Guidance Paper and in the AlpFoodway Vision Paper were developed having in mind the United Nations' Sustainable Development Goals (UNSDGs) for 2030, which are a blueprint to achieve a better and more sustainable future for all (see <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>). These 17 interconnected goals address the global challenges faced by today's world, including those related to poverty, inequality, climate change, environmental degradation, peace, and justice. Culture is at the heart of various UNSDGs and cultural heritage (both tangible and intangible) is a necessary enabler and powerful driver of sustainable development (ICOMOS, 2016; Culture2030Goal Campaign, 2019).

To make the guidelines more easily understandable and actionable, this Guidance Paper contains several best practices, which were identified, investigated or experimented in pilot areas by AlpFoodway partners in the context of their activities.

The *AlpFoodway Guidance Paper on the Successful Valorisation of the Alpine Food Heritage* was written by Prof. Diego Rinallo, Kedge Business School, who coordinated the AlpFoodway WP T2 activities, compared data across research sites and valorisation practices, and integrated insights from other WPs. They benefit from data gathering and other contributions from WP T2 and other AlpFoodway Partners and Observers. Prof. Richard Balling (Bavarian Ministry for Food, Agriculture and Forestry), Prof. Thomas Bausch (Munich University of Applied Science and Free University of Bozen), Dr. Gianluca Cepollaro (Trentino School of Management), Dr. Harriet Deacon (Coventry University), Dr. Špela Ledinek Lozej (Research Centre of the Slovenian Academy of Sciences and Arts), Dr. Valentina Lapicciarella Zingari (Parc Naturel Régional du Massif des Bauges and SIMBDEA), Dr. Agostina Lavagnino (Regione Lombardia), Mr. Cassiano Luminati (Polo Poschiavo), Dr. Renata Meazza (formerly Regione Lombardia), Dr. Giacomo Pettenati (University of Turin and Associazione Dislivelli), Dr. Saša Poljak Istenič (Research Centre of the Slovenian Academy of Sciences and Arts), Dr. Laura Saudin (Regione Autonoma Valle d'Aosta), Dr. Elena Turetti (Comunità Montana della Valle Camonica), Prof. Benedetta Ubertazzi (Università Statale di Milano-Bicocca) and Prof. Charlotte Waelde (Coventry University) are also gratefully acknowledged for their valuable contributions on how to combine heritage safeguarding and intellectual property protection with marketing expertise.

MANAGERIAL GUIDELINES FOR FARMERS, FOOD PRODUCERS AND THEIR COLLECTIVE ORGANISATIONS

To successfully valorise the Alpine Food Heritage, farmers and food producers should adopt the following strategies.

1. Set fair prices that respect the dignity of their work and the cultural value of their products
2. Adopt heritage-sensitive collective marketing approaches
3. Invest time, money and effort to develop marketing skills, particularly in the domain of digital marketing
4. Protect their intellectual property rights and integrate legal protection with marketing strategies
5. Innovate in a heritage-resonant manner;
6. Communicate heritage through digital and experiential storytelling
7. Educate the taste of consumers and influencers
8. Cooperate with restaurants, tourism businesses, and distributors to promote local food culture

Guideline 1 – Set fair prices that respect the dignity of work and the cultural value of Alpine heritage-consistent products

Farmers, animal breeders and food producers who keep on producing locally specific food with traditional techniques play an important role in the preservation of vital rural landscapes local varieties of seeds, plants, and animal breeds. This important role, however, comes with a cost. Farming, animal breeding and food production in mountain areas is typically more expensive than in lowlands. These higher costs do not necessarily translate in higher price unless the cultural value of these products is communicated to consumers. Difficulties in finding a market for these products can generate heritage-inconsistent innovations in the attempt to reduce costs. These might include the adoption of more industrial/intensive farming and food production processes; the substitution of autochthonous animal breeds and plant species with more productive ones; and the substitution of local produce and ingredients with imported ones. Historically, many Alpine areas have been confronted with the abandonment of agriculture and food production activities and consequent cultural heritage loss, as farmers and food producers, finding it impossible to transfer higher production costs into higher prices, have been driven out of the market. These processes might generate in turn an impoverishment of the area's food heritage, a reduction in biodiversity, threats to the natural and cultural landscape, and the loss of important knowledge and productive know-how.

The cost-reduction trap can generate a vicious circle that needs to be halted. If appropriately promoted, heritage-resonant products can often be sold to retailers and consumers at a premium price that compensates higher production costs and makes them profitable. Depending on volumes produced, ICH-consistent products can also be positioned as luxury products because of their relative rarity and higher costs. Paying fair prices to heritage food producers is therefore important for the continuing survival of these products and the transmission of know-how to younger generations. Price differentials can be justified not only based on functional or symbolic differences, but also on ethical grounds according to a fair trade logic.

Common challenges in the appropriate pricing of heritage-resonant products in the Alpine space include:

- Price setting practices that fail to appropriately valorise the work of small heritage producers and their family members;
- Insufficient awareness of the cultural value of heritage-resonant products, leading to price setting at level similar to, or even lower than, more industrial products;
- Fear that consumers, restaurants, retailers and other distribution outlets will not be willing to pay higher prices for heritage-consistent products;
- Insufficient market knowledge or investments to appropriately differentiate these products and target the right market segments;
- Fear that higher prices would make heritage products less affordable for the local community;
- In most countries, insufficient public support to and recognition of the important positive role of traditional production methods on the preservation of vital landscapes (e.g., high-mountain pastures, terraced fields) and biodiversity.

Heritage farmers and food producers, and their collective organisations, should therefore:

1. Adopt accounting practices that measure and appropriately value the work time of entrepreneurs and family members, so that prices can be set at levels that respect the dignity of their work;
2. Sell products at a large enough premium price compared to their more industrialised counterparts to highlight their cultural value, respect the dignity of the work required to produce them, and compensate their higher production costs;
3. Allocate sufficient time, organisational efforts, and financial investments in the promotion of their products and identification of market segments with higher willingness to pay for heritage products;
4. Improve on their marketing skills, and cooperate with other producers and other organisations in collective marketing initiatives and lobbying to local and national authorities to obtain support;
5. Adopt price discrimination practices so that the products remain affordable to the local community, for example through differentiated packaging and distribution channels.

AlpFoodway Field Study – High Mountain Fontina sold at a premium price (Italy)

Fontina is a traditional fat cheese with semi-cooked paste produced in Aosta Valley (Italy) from raw milk from the Valdostan cow breed. It benefits from a Protected Designation of Origin (PDO). The cheese is a pale yellow colour if produced in winter when the cows are fed hay in lowlands (*Fontina invernale*, or winter Fontina), and becomes a deeper yellow if produced during the summer where cows graze grass at high-mountain pastures (*Fontina d'Alpeggio*, or high-pasture Fontina). The majority of producers confer their cheese to the *Cooperative Milk and Fontina Producers*, founded in 1957 with the goal of collecting, aging, marketing and distributing PDO Fontina. The Cooperative distributes approximately 70% of the total Fontina production (approximately 300,000 wheels per year), mostly to large retailers in Italy. The price that the Cooperative grants to *Fontina d'Alpeggio* producers, which in turn reflects large retailers' willingness to pay for a product that is not necessarily recognised as different from winter Fontina, is hardly sufficient to compensate for its higher production costs and the harder working conditions in high mountain pastures. Lack of economic incentives is one of the reasons that over the years has led some animal breeders to abandon the traditional practice of transhumance to high mountain pastures during the summer, leading to pasture abandon

and degradation. Abandoned pastures quickly revert to bushy areas and, depending on the altitude, to wooded areas, with a consequent loss in landscape diversity and value and in floral biodiversity. To economically valorise *Fontina d'Alpeggio*, ARPAV (the Aosta Valley's Regional Association of High Mountain Pastures) has since 2016 carried out an experimentation to produce Fontina "as they used to do in the 19th century" (see <http://estremadalpeggio.com>). Labelled *Estrema d'Alpeggio* (Extreme from high mountain pastures, hinting at the extreme production conditions), the ARPAV Fontina respects the PDO Fontina product specification but adds more stringent requirements to ensure quality, taste, and respect of traditional cheesemaking practices. These include the use of whole raw milk from cows of Valdostan race coming exclusively from high-altitude pastures (between 2,000 and 2,700 metres above sea level); cows' feeding regime based on pasture grass without any integration; the vegetational analysis of grazing areas; and a narrative label. The latter needs to indicate: the pasture of provenance; the producer, pasture owner, and ARPAV as promoting body; the pasture owner; the description of the products, the pasture, and the grazing areas' vegetational composition; and the total number of wheels produced. The initiative, which has benefitted from funds from the Aosta Region's Rural Development Programme, is still at the experimentation stage. It currently only involves four pastures, each of which with a maximum production of up to 150 wheels per year depending on their size. ARPAV also supports product commercialization through selective distribution, with the goal to increase the sales prices of *Fontina d'Alpeggio* and provide producers with sufficient margins to compensate their work. ARPAV Fontina is sold to consumers at a premium price of €20 per kg, significantly higher respect to *Fontina d'alpeggio* from other producers.

Guideline 2 – Adopt heritage-sensitive collective marketing approaches

No firm is an island. Farmers and food producers need to join forces and adopt collective marketing approaches to the valorisation of Alpine food heritage. In the Alpine space, countless collective organisations already exist that promote heritage products (for example, dairy cooperatives, food producers' or farmers' consortia, commercialisation cooperatives, and the organisations that manage geographical indications and territorial brands). Collective actors of this kind come in different form and size. They can be private or public, or mixed private-public partnerships; for profit or non-for-profit; focused on agriculture, food production, commercialisation and distribution, tourism, and/or culture. Their geographical scope can range from local to national to international, and the commercial valorisation of food heritage can be their main *raison d'être* or just one of many organisational goals. These collective organisations often cooperate together better face common challenges, for example in reaching non-local product or tourist markets.

Cooperation is however not always easy. Typical challenges to the successful collective valorisation of heritage products in the Alpine space are the following.

- Difficulties in collaborations, which might due to geographical dispersion of potential partners, limited opportunities for interaction and reciprocal trust building, inability to see the potential benefits of joining forces.
- Fragmentation of investments and activities, when organisations, authorities and governmental authorities promote an area's food heritage in an uncoordinated manner;
- Insufficient representation of smaller heritage-producers and their interests in the governance of collective actors;

- Difficulties in creating links and engage in common activities with tourism business and tourism promotion organisations;
- Difficulties in cooperation with cultural institutions, which might have preclusions to collaborations with commercial actors.

Heritage farmers and food producers, and their collective organisations, should therefore:

1. Cooperate – formally and informally – to establish collective marketing initiatives.
2. Press local/regional governments to avoid the fragmentation of promotional efforts, for example through the creation of territorial brands or other initiatives that jointly promote agriculture, local products, and tourism. If these initiatives exist, join and support them.
3. Ensure that the governance mechanisms of collective actors are designed in a way to balance the interests of larger and more industrialised producers with those of the typically smaller heritage producers. In particular, when a variety of production methods exists, promotion should highlight differences
4. If the interests of smaller heritage producers cannot be properly represented by existing collective organisations, these producers should join alternative promotional networks or create different ones.

AlpFoodway Field Study – AFTALP, the Association of Traditional Cheeses of the Savoyard Alps (France)

Founded in 1997, AFTALP is a second-level promotional association (see <https://www.fromagesdesavoie.fr/fr/nous-connaitre/qui-sommes-nous.html>) that regroups the trade organizations responsible for the promotion of the eight Savoyard cheeses protected by geographical indications: Abondance PDO, Beaufort PDO, Chevrotin PDO, Emmental de Savoie PGI, Raclette de Savoie PGI, Reblochon PDO, Tome des Bauges PDO, and Tomme de Savoie PGI. Specifically, AFTALP promotes these traditional Savoyard cheeses by valorising the common elements at the base of their quality: the links to the natural and cultural landscape, the indigenous cow and goat breeds, and the traditional cheese-making practices. By fostering the engagement of different local actors and communities, the association encourages a collective and collaborative marketing approach that helps to preserve and safeguard the traditional Savoyard cheese heritage. In addition, thanks to its two main promotional activities – the Route of Savoyard Cheeses and the Festival of Savoyard Cheeses - the association improves the tourist attractiveness of the Department of Savoie and Haute-Savoie and supports local business activities.

AlpFoodway Field Study – The Valais/Wallis Promotion territorial brand (Switzerland)

Valais/Wallis Promotion (<https://www.vwpnet.ch/fr/pages/qui-sommes-nous/valais-wallis-promotion/l-entreprise-de-promotion-du-valais-342>) was created in 2013 with the merger of four initially distinct organisations involved in various types of promotional activities in the Canton of Valais: the Valais Chamber of Commerce and Industry; the Valais Chamber of Agriculture, Valais Tourism, and the Valais Brand Association. The organisation has the goal to carry out promotional activities that generate added value for the Valais economy; develop awareness of the Valais brand and promote a positive image of the canton; create and manage a marketing and information centre for the Valais economy; conceptualize an attractive, cross-sector product and service offer focused on actual market needs; enhance and promote the marketing of the Valais' offer together with their partners; foster the quality of services offered in the Valais through the Valais brand; increase business opportunities for the Valais. Thanks

to the pooling of resources and the exploitation of synergies between tourism and agriculture, Valais/Wallis Promotion valorises the canton's food and wine heritage in various manners. Promoted activities include wine tastings and visits to wine cellars, raclette tastings, baking rye bread, saffron-based activities (visits to saffron museums, educational trails, visits to fields), and visits to chestnut groves. Promoted events include cow fights, shepherd festivals, wine and cheese festivals, vineyard hikes, food festivals and gourmet trails, alpine festivals, events dedicated to specific products (such as apricots, cheese, raclette, chestnuts), and winter/Christmas markets. Valais/Wallis Promotion also manages the Taste of Valais Restaurants network, whose members engage themselves to serve at least three warm meals and two desserts based on local products, as well as 8 local wines and the 'assiette valaisanne' (local speciality based on PDO rye bread and cured meats).

AlpFoodway Best Practice – Slow Food Presidia (all Alpine countries)

Slow Food (SF) is a global movement that has the goal of preventing the disappearance of local food cultures and traditions by promoting food that is good (healthy and tasting good), clean (produced with low environmental impact and animal welfare in mind) and fair (respecting the work of those who produce, process and distribute it). Founded in 1989 in Italy, it soon developed internationally and today relies on an extensive global network of more than 6,000 local chapters (Convivia), 100,000 members and supporters around the world and national organisations in various countries. In 1996, SF created the *Ark of Taste*, an online catalogue of more than 5,000 endangered traditional quality foods from 150 countries (<https://www.fondazione Slow Food.com/en/what-we-do/the-ark-of-taste/>). The Ark points out the existence of such products, draws attention to the risk of their extinction, and encourages action to protect them through consumption, promotion, and producer support. In 1999, SF went one step further to encourage heritage farmers, animal breeders and artisanal food producers to form *Slow Food Presidia* (<https://www.fondazione Slow Food.com/en/what-we-do/slow-food-presidia/>). Interested parties create a collective organisation and establish product specifications in line with SF values. SF works directly with producers and provides them assistance to improve production quality, identify new market outlets, and promote them through the SF network and events. At the end of 2019, there were 586 Presidia involving more than 13,000 producers. One of the first effects of joining a Presidium is that producers are able to sell their products at a higher price thanks to the positive impact on product awareness and image. Slow Food presidia sometimes exist for products which are also safeguarded by geographical indications. Sometimes, the coexistence is peaceful and producers who are part of a PDO/PGI but adopt production protocols that are more consistent with traditional production methods and areas. This is for example the case of the Arnold bakery in Simplon Dorf (<https://www.baekerei-arnold.ch/>), which is a member of the Valais rye bread PDO (<http://www.paindeseiglevalaisan.ch/fr/>) and, at the same time, is recognised as a Slow Food Presidium (<https://www.fondazione Slow Food.com/en/slow-food-presidia/traditional-valais-rye-bread/>). PDO rules permit in fact the addition of up to 10% of wheat flour and beer yeast to the dough, allowing faster and easier preparation, whereas the Arnold bakery only uses pure fine rye, water, salt, and a sourdough starter (named 'the chef') that has been handed down in the Arnold family for at least five generations. In other cases, dissatisfied heritage produced seceded from geographical indications that they felt did not represent their interest to create a Presidium. A noteworthy case, for the level of conflict the secession generated, is that of the Bitto cheese Rebels (Lombardy, Italy). Faced with the extension of the production area and important changes in animal breeding and cheesemaking processes as well as a lack of recognition in the PDO Bitto product specification differentiating heritage Bitto to its more

industrialised counterparts, the Rebels left the Bitto and Casera PDO Consortium to establish a Slow Food Presidium (<https://www.fondazione Slow Food.com/en/slow-food-presidia/heritage-bitto/>). No longer legally allowed to use the term Bitto to refer to their product despite being localised in the Bitto valleys, these producers renamed their product 'Historical Rebel' (<https://www.formaggiobitto.com/it/>). The open and highly mediated conflict has contributed to highlight differences between consortium-certified Bitto and Slow Food-sanctioned heritage Bitto, resulting in much higher sales price for the latter.

Guideline 3 – Invest time, money and effort to develop marketing skills, particularly in the domain of digital marketing

Marketing competencies and investments are necessary to differentiate heritage products from rival offers so that consumers, retailers, and other channels will be willing to pay fair prices that compensate their work. In business strategy, the term 'differentiation' means that products stand out from those of competitors since clients perceive them as being different in ways that are important to them. Heritage producers, particularly if they are of smaller size, find it difficult to adopt heritage-sensitive marketing strategies. Typical challenges and problems are as follows.

- Lack of time. Animal breeders, farmers and artisanal food producers are typically overwhelmed by work and only devote limited, residual time to promotion, market research and other marketing activities.
- Lack of marketing competencies, particularly in the areas of marketing communications, packaging, market research and segmentation, and digital marketing.
- Insufficient funds allocated to marketing investments.
- Delegation of marketing activities to collective actors (such as product consortia, commercialisation cooperatives, local governments). Collective marketing approaches are indeed necessary to successfully valorise food heritage products but should not result in the atrophy of individual marketing activities and skills. Collective promotion benefits all members of a producers' group, but does not allow individual producers to differentiate their own products even in presence of valuable differences in taste, organoleptic characteristics, or other symbolic or functional elements. Collective promotion is therefore best understood as a springboard for individual marketing– not as a substitute for it. It can also help to mitigate the consequences of membership in collective organisations who favour the interests of larger and more industrialised members over those of at the expenses of smaller heritage producers.
- Digital divide problems that prevent access to digital marketing opportunities.
- Perception of marketing techniques as useful for larger enterprises but not for small producers or artisanal food products.
- Ideological preclusions to the adoption of marketing understood as a 'capitalistic' management philosophy and set of techniques aiming to stimulate over-consumption.

Heritage farmers and food producers, and their collective organisations, should therefore:

1. Invest to develop their marketing skills. This can happen through the formal training opportunities offered by higher learning institutions, vocational training organisations, or other relevant actors. Collective actors, in particular, should offer trainings to develop the marketing skills of their members.

2. Allocate sufficient time, funds, and organisational effort to marketing. As a rule of thumb, sizeable returns can only be generated if the investment goes beyond a minimum threshold.
3. Develop their digital skills and online presence. Social media have very little barriers to entry and can be set up at virtual no cost – still, most producers underestimate the investment of time needed to properly animate them. The other advantage is that they can often generate user-generated content and word-of-mouth, particularly if consumers are stimulated to do so. Promotional websites require instead a minimum investment, but do not need to be updated frequently. They however typically require the purchasing of professional services (web hosting, web design, etc.) and a more formal background reflection on goals, target groups, and messages to be communicated. Online presence constitutes a valuable individual marketing investment that producers can employ for their heritage storytelling.
4. Conduct market research to identify the most heritage-sensitive market segments and the product attributes and benefits they seek; develop products and promotions accordingly; and set prices based on willingness-to-pay. Collective actors should play a role in carrying out market research for their members. At the individual level, market research can be carried out by engaging with clients (consumers, retailers, restaurant owners, etc.) during normal sales or service interactions. Social media today offer countless opportunities to learn about consumer tastes and preferences and this is another reason why heritage producers should develop their digital skills. Other informal opportunities to learn about consumer tastes include taking part (as exhibitor or simply as visitor) to periodic markets and trade fairs, which offer valuable opportunities to interact with and observe consumers.
5. Adopt ‘ingredient branding’ strategies. Ingredient branding is a promotional approach, mostly adopted in industrial contexts, where producers of raw materials or intermediate products advertise directly to consumers (e.g., “Intel inside”) so that consumers will perceive end products incorporating these ingredients as of high quality. Farmers and animal breeders should adopt a similar approach when targeting food processors and restaurants and adopt co-marketing initiatives to ensure that these businesses highlight the use of heritage ingredients of local origin and name their producers.

AlpFoodway Best Practice – Vocational training on storytelling “Valposchiavo Stories” (Switzerland)

In 2017, Polo Poschiavo, an Alpine competence centre and vocational training centre, organised an experimental hands-on training (see https://polo-poschiavo.ch/valposchiavo-stories/?fbclid=IwAR2G_ED2D6Ww-wkeQRwKoYg19h0trJxHltjxON-6wlfqTs3fgdMbqBMdYYY) on photographic and video storytelling for the promotion of the commercial, touristic, and cultural activities of the Poschiavo Valley (Canton of the Grisons). Thanks to the participation, ten participants were able to create high quality multimedia and photographic material for the narration of the key aspects of their activities. The workshop included both theoretical and practical moments, with the ultimate goal of transferring participants the skills to tell stories about their activities in an autonomous manner. Instructors were professionals in the fields of communication, photography, videomaking, journalism and social media. The training organized in five modules over the period May-December 2017, included principles of visual storytelling, use of equipment, post-production, and social media marketing (in particular, Facebook, Instagram and Pinterest). Despite the participant

satisfaction, according to Polo Poschiavo some local businesses failed to understand the relevance of this educational initiative for the valorisation of their products or, while interested, could not find the time to attend.

AlpFoodway Field Study: Food and wine experiences in Canton Valais developed based on tourist needs (Switzerland)

Valais/Wallis promotion, the organisation that promotes the Canton of Valais has recently reorganised its activities around four thematic areas (winter sports, biking, families, and food and wine tourism) that respond to specific tourist market needs, which were identified based on market research. In each of these areas, teams of experts in collaboration with relevant stakeholders have been working to develop attractive tourist experiences. For what concerns wine, Valais/Wallis Promotion has worked since 2014 with the Interprofession de la Vigne et du Vin (Inter-professional Association for Vineyards and Wine) and other relevant actors to develop a cantonal wine tourism offer bringing together wine tasting, hospitality, cultural visits and food discovery. Wineries, restaurants, hotels and destination management organisations have developed a series of offers and packages, which can be reserved through the valais.ch web site. A wine tourism charter, signed by 105 operators, guarantees consistent wine experience quality. For what concerns food, the 'Valais cuisine' project has given itself the goal to strengthen collaboration between agriculture and tourism by creating experiences that allow tourists to live local products in an interactive manner following the rhythm of seasons, focusing on apricots in summer, on wine and vineyards in fall, on the Valaisan Raclette cheese PDO in winter, and on asparagus during the spring. Other experiences that are currently promoted include baking rye bread in traditional ovens; visits to chestnut groves; and experiences linked to saffron, include visits to fields, educational trails, and visits to a saffron museum.

Guideline 4 - Protect intellectual property rights and integrate legal protection with marketing strategies

Intellectual property rights (IPRs) are legal rights that provide monopoly powers over intellectual activities that have a tangible expression or output in the industrial, scientific, literary and artistic fields and the right to regulate if and how others may use¹. IPRs include those pertaining to patents, copyright, trademarks, geographical indications, industrial designs, trade secrets, and unfair competition. Intangible Cultural Heritage is grounded on intellectual activities such as ideas, skills, knowledge and know-how. As such, they are products of creative intellectual activity, constitute intellectual property, and can be – so some extent – protected by IPRs. Some IPRs can be used to protect Intangible Cultural Heritage (ICH), traditional knowledge and traditional cultural expressions, whose practice and transmission is grounded on intellectual activity, such as ideas, skills, knowledge and know-how. Thus, IPRs on ICH protect and enhance the value of ICH to the benefit of the communities². More in detail, they

¹ This guideline and the text that follows are heavily based, for the legal part, to the AlpFoodway WP T1 activity *Community Rights and Intangible Cultural Heritage Intellectual Property* (for further details, see (<https://www.alpine-space.eu/projects/alpfoodway/en/activities-and-results/goals-and-activities/safeguarding>) and, in particular, to Deliverable D.T1.3.1, *IPRs Guidelines*, written by Prof. Benedetta Ubertazzi, available at https://www.alpine-space.eu/projects/alpfoodway/project-results/wp1_dt131_guidelines_intellectual_property.pdf.

² Traditional Knowledge (TK) and Traditional Cultural Expressions (TCEs) are the notions that the World Intellectual Property Organisation (WIPO) upholds in connection to ICH-related legal rights.

can be used for defensive protection (to prevent use by third parties or to prevent third parties from gaining IPRs over communities' ICH) or proactively for the positive protection of ICH.

IPRs cannot however fully protect ICH due to the inadequacies of the system in this respect. IPRs require the identification of the author or co-authors of the intellectual work in order to be protected (individualisation), pose a novelty requirement (originality), and are usually limited in time and scope so that once the protection expires the creations fall in the public domain (recentness). Material in the public domain is freely available for use, copy and distribution by others, without charge and without the need for consent. Since cultural manifestations are often expressed in a collective way and are considered by practitioners themselves as belonging to a whole community, a single owner of ICH often cannot be ascertained. Furthermore, the requirement of novelty does not apply to most of the manifestations of ICH that are traditional (based on the transmission of practices and knowledge from generation to generation).

Heritage products are strictly linked to a territory and a production method. IPRs whose functions include certifying the link between a product and its territory as well as a production method include the following.

- Protected Denominations of Origin (PDOs) certify that a product originates from a specific geographical area, that its characteristics are attributed to that particular geographical area and that all of its production steps take place in that area.
- Protected Geographical Indications (PGIs) certify that a product originates from a specific geographical area, its characteristics are attributed to that particular area and that at least one of its production steps takes place in that geographical area.
- Collective trademarks distinguish a product as being produced by members of a certain association of producers through the use of verbal and/or graphic signs, and may also serve to designate the geographical origin of a product. Individual trademarks may also serve the purpose of indicating the place of origin of the traditional product. In those cases, indeed, individual IPRs are owned by collective entities. Yet, the signs registered as individual trademarks must be distinctive and therefore words describing the geographic origin of the relevant product cannot be used. However, geographical names may be used as individual trademarks if they are not merely descriptive of the origin of the product.

IPRs whose functions include certifying the adoption of a traditional production method, rather than any link with a certain territory, include the following.

- Traditional Specialties Guaranteed (TSGs) certify that a product is manufactured using traditional methods of production and recipes. However, it does not certify the existence of any link with a particular geographical area.
- Certification trademarks are used to distinguish products which are certified by the proprietor (a physical or legal person) of the trademark in relation to the material utilised, the mode of manufacture employed, the mode of performing a service employed, the product's quality, accuracy or other characteristics, excluding however its geographical origin.

The legal protection IPRs afford can help producers to protect themselves from unfair competition, which involves deceptive, dishonest or fraudulent behaviour in trade and is prohibited by law. Unfair competition encompasses a variety of doctrines which offer a range

of causes of actions, usually arising from a tortious act. These include, among others, actions against misappropriation of another trader's name, trade dress or trade secrets, misleading or deceptive conduct and the publication of false and defamatory representations. From the trader's perspective, unfair competition law seeks to safeguard the investment that traders put into their businesses including the time, effort and finances spent on developing unique brands and products. Furthermore, the law also seeks to protect the goodwill that traders build with consumers over time through their brand and serves as a deterrent against appropriation by others, particularly competitors. From the consumer's perspective, the law wants to encourage, and allow, consumers to rely on a trader's name and reputation in order to distinguish between competing goods or services.

Alpine heritage farmers, animal breeders and food producers (and the collective organisations representing them) already use IPRs to safeguard their food heritage and protect it from unfair competition. The most used IPRs are geographical indications and collective or certification trademarks³. The successful utilisation of IPRs to valorise Alpine food heritage is however not exempt from problems and challenges.

- The costs and complexity associated with the registration and enforcement of IPRs may discourage traditional holders of ICH from commencing the relevant legal procedures necessary to acquire IPRs.
- Third parties may use trademarks and other IPRs to gain legal rights over communities' ICH, resulting in legal and economic misappropriation.
- PDOs, PGIs, and TSGs require that producers define the product according to agreed-upon specifications. In the case of TSGs, the product recipe needs to be precisely defined. In the case of PDOs and PGIs, product specification can allow for some variation in production methods (for example, a minimum/maximum percentage of a specific ingredient). Since the production methods adopted by individual producers can be diverse, the specification definition process is inherently problematic. Even minor details can be extensively discussed for years until a compromise is reached. Heritage producers in peripheral mountain areas are often few, small scale, and/or distant from political decision-making centres. As a result, the product specifications adopted for PDOs and PGIs can favour the commercial interests of larger producers who adopt more industrialized and non-traditional production processes.
- IPRs can 'freeze' and standardise ICH, leading to a lack of variation and the creation of standardised canonical versions of products, with a subsequent loss of opportunities for creativity and change. The risks of freezing, standardising and losing secret knowledge are particularly acute in the case of TSGs, since registering a PDO or PGI does not require producers to reveal the production methods in detail. In contrast, in the case of TSGs, it is the recipe that needs to be disclosed, rather than the origin of ingredients or the area of production. More in general, product specifications create standards against which compliance can be assessed, and can discourage innovation, hampering creativity among producers.

³ A non-exhaustive list of already existing IPRs used to protect Alpine food heritage, developed by Prof. Benedetta Ubertazzi in the context of AlpFoodway WP T1 activities, is available at https://www.alpine-space.eu/projects/alpfoodway/project-results/wp1_ot12_attachment1.pdf. Best practices reported in these guidelines also frequently highlight the uses of geographical indications (e.g., the Beaufort and Fontina PDOs, or the AFTALP and Slow Food Presidium trademarks).

- Some IPRs can generate decontextualization (the removing of ICH from its usual cultural environment). PDOs require a local connection, but product specifications can greatly extend the production areas (for example, to coincide with an administrative unit such as a province or a canton) resulting in some level of decontextualization. PGIs only require that at least one production step takes place in the geographical area, which may result in higher decontextualization (for example, when raw materials are imported from outside the area). TSGs are even more problematic. Once producers reveal the way in which a product has been 'traditionally' made, TSG is available to anyone who follows the specification, wherever located. Thus, by registering a TSG, producers face the prospect of attracting an unlimited number of competitors from any region and making the production method available to be used everywhere in the world.
- IPRs (and the marketing strategies based on them) can contribute to over-commercialisation of ICH that, in turn, leads to the over-exploitation of natural resources caused by unsustainable volumes of production.
- IPR strategies are often designed and implemented in isolation from marketing strategies. Marketing and legal expertise often focus on the same objects but from different disciplinary base. Relevant terminology may differ accordingly (e.g., brands vs. trademarks). This might result in incoherencies and lack of synergies between IPR and marketing strategies.

Heritage farmers and food producers, and the collective organisations representing them, should therefore:

1. Invest time, funds, and organisational effort to strengthen their capacity to make strategic and effective use of IPRs to safeguard their ICH. Collective organisations, in particular, should offer training to develop IPRs awareness and/or offer facilitated access to legal counsel to their members.
2. Carefully design optimal IPR strategies to protect their ICH based on current and future legal and market considerations (e.g., prospects for international expansion, willingness and availability of resources to enforce IPRs in case of infringements). Currently held IPRs should be critically examined and, if necessary, changes and revisions should be introduced. Legal strategies should support defensive protection to prevent use by third parties or to prevent third parties from gaining IPRs over communities' ICH. As in the case of marketing and promotional activities, legal protection of ICH should not be entirely delegated to collective organisations. From the perspective of individual heritage producers, optimal legal strategies should balance individual and collective IPRs. For example, individual trademarks can be registered to help consumers distinguish between different producers inside a PDO or PGI.
3. Draft IPR specifications and regulations that mitigate risks of decontextualization. As seen above, PDOs, PGIs and TSGs are characterised by varying levels of connection to geographical origin, and even PDOs can greatly broaden production areas from cultural epicentres to broader areas. In other cases, standardisation of production through the GIs specification can force smaller heritage producers to change their production methods or lose the right to legally use the product name. The drafting of specifications that allow for different production methods and to highlight different production areas can reduce these risks.
4. Draft IPR specifications and regulations that respect the dynamic nature of ICH and allow for periodical variations to mitigate the risk of halting innovation and ICH

'freezing'. Since ICH is "constantly recreated by communities and groups", to be kept viable it needs to be flexible enough to allow for continuous creative experimentations of new ways of practicing it. IPRs should therefore carefully envisage procedures for their periodical variation, which should be inclusively drafted and accessible to all concerned parties. In the case of GIs, PDOs, and TSGs, according to the EU Regulation N. 1151/2012 on *Quality Schemes for Agricultural Products and Foodstuffs*, a change to their specification can occur. Yet, if this prompts a major change, then the European Commission shall carry out a new assessment. In the case of trademarks, flexibility in amending the relevant regulations of use is greater. Individual trademarks, even when owned by collective entities, circulate under private licence agreements and can therefore be changed anytime by the licensor, provided that the licensees accept the changes. Owner of collective trademarks can amend its related regulation, provided that the amended version is submitted to the relevant trademark office.

5. Draft inclusive IPR specifications and regulations that establish benefit sharing mechanisms of the income generating activities in favour of all ICH bearers. When drafted without the involvement of all local producers, these specifications and regulations may favour the interests of large producers and generate inequalities. This goes against the needs and interests of local producers and may even exclude some of them who used to make the traditional product from continuing to use the associated traditional name. In addition, benefit sharing mechanisms should include not only producers who belong to the organization owning the IPR, but also those members of the community that might belong to other associations or simply figure as private individuals. Outside of legal obligations, owners of IPRs can 'give back' to the local heritage community through corporate social responsibility activities and investments.
6. Draft IPR specifications and regulations that avoid overexploitation of natural resources and favour biodiversity and the protection of natural and cultural landscapes. IPR specification may favour local varieties of seeds, plant varieties and animal breeds. They may also include limits to volume of products that shall be offered to the public.
7. Develop integrated heritage-sensitive intellectual property and marketing strategies. For new products, registered trademarks are 'empty vessels' that only acquire meaning through marketing communications and consumers' product use. In the case of geographical indications, the product reputation predates legal registration, but market research and marketing investments are necessary to capitalize on it and increase consumer awareness. In case of ICH-related IPR infringements, legal and marketing battles can be usefully combined. Cease and desist letters alone might be ineffective, but might generate quick results when associated to naming and shaming strategies that generate online consumer protests and threats to boycott infringing products and parent companies' brand.

AlpFoodway Best Practice – Bresaola L'Originaria (Italy)

Bresaola is an air-dried, salted beef aged for 2-3 months until it becomes hard and turns dark red. It has been produced in Valtellina since the early Middle Ages. In 1996, the Bresaola produced in the Valtellina and Valchiavenna areas obtained the PGI protection, following which in 1998 a Consortium of Bresaola Safeguarding was created, regrouping the producers following the PGI product specifications, which do not require that the beef used is of local origin. Today, most PGI bresaola is produced using frozen meat coming from European and South American countries, including Brazilian zebu meat (zebu is a cattle breed originating from South Asia, whose meat has reduced fat content that makes it adapt to bresaola

production). Following public outcry on the ‘zebu’ scandals in 2008, Mottolini, a Consortium producer, with the support of Coldiretti (the Italian farmers’ association), started a project aiming to produce bresaola from traditional cattle breeds raised in the Sondrio province. The ‘Bresaola l’Originaria’ project involved various local farmers and suppliers, and received heightened visibility resulting in the successful launch on the market of this product. Both Mottolini and L’Originaria are registered trademarks.

AlpFoodway Field Study – IPR Protection of Mountain Cheese producers in Allgäu (Germany)

The association representing most community members in Allgäu is the Alpwirtschaftlicher Verein im Allgäu e.V. (Mountain Farming Association in the Allgäu Region, <http://www.alpwirtschaft.de/>), which includes herdsmen, members of cooperatives, owners and tenants. It was founded in 1952 and is an active community, which gathers a few times a year for central events, such as the mountain cheese-makers’ course and a mountain cheese award ceremony, where the cheese from up to 53 Alpine pastures is presented. There is a strong communal spirit and very little competition between these mountain cheese makers. The Association registered an EU PDO (Protected Designation of Origin) on the Allgäuer Sennalpkäse cheese in 2016. This PDO was developed in an inclusive way, with active participation of the community. The PDO is used by certain community members in association with a certified organic ‘bio’ label, effectively combining protection and promotion measures framed by an integrated IPRs and marketing strategy.

AlpFoodway Best Practice – The three varieties of PDO Beaufort cheese (France)

Beaufort is a traditional Savoyard cheese whose production declined in the 1945-60s period. The Union of Beaufort Producers (UBP), in cooperation with various research institutions, obtained the PDO protection in 1968. Thanks to this, as well as to the development of mechanical milking and the partial industrialisation of hay making, production of Beaufort greatly increased. In 1975, the *Syndicat de Defense du Beaufort* (Beaufort Protection Syndicate, BPS) was created to manage the PDO and ensure quality control. The Beaufort cheese PDO product specification allows for three varieties of Beaufort based on when and how it is produced: ‘baseline’ Beaufort, produced between November and May in valleys from cows mainly fed with hay (the largest part of the production, 70,100 wheels in 2016); *Beaufort d’Eté* (Summer Beaufort), produced during the summer when the herds are in high mountain pastures (approximately 35 57,000 wheels in 2016); and *Beaufort Chalet d’Alpage* (high mountain pasture hut Beaufort), produced in the summer following traditional methods (the smallest production, less than 10,000 wheels in 2016). Available in different quantities and sold at different prices, these three Beaufort varieties are rooted in the same cheesemaking heritage but their different links to local tradition and terroir are communicated in a transparent manner by the BPS (https://www.fromage-beaufort.com/fr/il4-beaufort,decouvrir_p13-nos-differents-types-de-beaufort.aspx). In other cases of Alpine food products protected by geographical specifications, differences in production methods and areas are not allowed by the product specification or are not so clearly communicated.

Guideline 5 – Innovate in a heritage-resonant manner

Tradition and innovation are not in contraposition. Traditional know how can on the contrary be at the origin of valuable innovations. According to UNESCO’s conceptualisation, ICH does not only represent inherited traditions. It is constantly recreated by communities and groups in

response to their environment, their interaction with nature, and their history. It is at the same time traditional, contemporary and alive, and needs to evolve to respond to environmental changes. This living heritage approach stands in contrast to what some refers to as the 'museification', 'fossilisation' or 'freezing' of ICH, based on the preservation of past traditions without allowing for their evolution. Product and process innovations in response to evolving market needs, technological innovations and changing regulations are therefore compatible with the safeguard of a living food heritage in the Alpine Space. Between the freezing of traditional know-how and its material outputs and radical innovation that make it impossible to recognize traditional roots there is a number of intermediate situations. Ultimately, the communities that are heritage bearers need to decide the limits to acceptable change in traditional products, services and experiences.

Alpine heritage farmers, animal breeders and food producers (but also restaurants, tourism businesses, and cooks) have traditionally shown considerable levels of innovativeness. Products are adapted to changing environmental conditions, climate, and evolving consumer needs. Productive know-how is adapted too to scientific discoveries and technological improvements. Traditional recipes are reinterpreted, and new dishes keep on being created combining local with non-local ingredients and taking inspiration from other cooking styles. Renewed consumer interest in food origin, heritage, biodiversity and the emergence of food activism and alternative commercialisation networks have facilitated the revitalisation of local supply chains and the re-introduction of autochthonous Alpine plant varieties and animal breeds. Tradition can serve as a source of inspiration for innovation, and traditional know-how and competences can be employed to create new product uses, sometimes with the help of consumers, chefs, and restaurants.

Various forms of products rooted in traditional heritage and know-how may coexist in the same areas (sometimes, in the product mix of the same producer). These include the following.

- Survivals are traditional products (animal breeds, plant varieties, food specialities) that, with limited adaptation, have kept being produced 'as they used to do in the past', sometimes in the context of the informal economy or for family consumption. The term hints at the fragile nature of heritage products and know-how. In many mountain areas many products (and the productive *savoir faire* behind them) have long disappeared because of depopulation, changes in material and social conditions, economic factors, and the advent of mass tourism. Survivals are exceptions to this general trend that have resisted these modernization forces long enough for current developments in consumer culture to make them fashionable and economically viable. If severely scrutinized, all survivals would be found to have made concessions to food safety regulations, modernization processes, and today's life conditions and technology. Still, the scale of changes is limited. Survival are often the result of broader mobilization processes linking together internal actors (individuals and families who are heritage bearers, local farmers and associations, museums and cultural institutions, elected officials, restaurants) with external actors (such as the Slow Food movement, agricultural research institutions, seed banks and other biodiversity-supporting organisations, State agencies) in collective safeguarding and sustainable development projects. At the core of these processes is the realization that local heritage that had been socially, culturally and politically devalued and was at risk of disappearing has both cultural and economic value.

- **Retro-innovations.** Local producers may innovate by taking inspiration in an area's past products and production methods and offer goods that are produced 'the way they used to' in a specific period. Sources of knowledge for retro-innovations might include historical research, family archives, or direct transmission from older generations who still remember traditional know-how. Retro-innovations often require the restructuring of local supply chains and the re-introduction of traditional plant varieties and animal breeds, which often requires input from State agencies and agricultural research organisation. As in the case of survivals, retro-innovations typically make concessions, at least to some extent, to food safety regulations, market needs, and technological developments.
- **ICH-resonant innovations.** These products are a manifestation of a living heritage, constantly recreated by communities and groups in response to a changing environment and new market opportunities. They have been continuously produced in the area (in other words, they are not retro-innovations); their production methods have evolved significantly and production has diffused from cultural epicentres to broader geographical areas; and they are accepted by the local community as part of the area's heritage. Since communities vary, innovations considered inconsistent with the local heritage somewhere (for example because it is based on non-local plant varieties/animal breeds or adopts industrialised production methods) might be promptly accepted as traditional elsewhere. Even those innovations that are locally resisted at the time of their introduction can over time be legitimised and eventually perceived as traditional.

Typical challenges related to product development and innovation that heritage farmers, breeders and food producers in the Alpine space face are those that follow.

- Lack of quality time and resources dedicated to the development of new products and innovations. Innovation is notoriously risky. Even in the case of large firms with research and development (R&D) departments, only a minority of new product ideas progress to the prototyping and testing stage. Moreover, the majority of those few new products that are eventually launched in the market fails to obtain the favour of consumers. In the case of heritage producers, who are typically smaller organisations, these problems are exacerbated. Past failure experiences might make these producers pessimist and risk adverse.
- Self-referentiality and excessive attention to local dynamics, which might lead to managerial myopia and disinterest for technological developments and new market trends from elsewhere.
- Resistance to change and to new ideas from non-local proponents. While resistance to change has in many cases been instrumental to the preservation of traditional know-how and products, in other cases the visionary entrepreneurs who try and innovate by reviving traditional products or introducing more sustainable production methods have faced resistance or even scorn. Sometimes, heritage-consistent innovations are brought by new residents whose 'external look' see opportunities for commercial valorisation that locals are not able to see. Local actors (suppliers, distributors, restaurants, municipalities) sometimes resist innovations championed by these entrepreneurs who lack local social connections and knowledge of local culture.
- Lack of and difficult access to complementary know-how. Production-related know-how might require complementary knowledge to be successfully valorised. Such knowledge might be technical, technological, scientific, historical/anthropological or pertain to the

field of marketing (e.g., packaging design, website design, digital skills). Expertise of this kind is sometimes difficult to obtain locally, as it is more typically found in large urban centres.

- Limited market orientation and market research skills, which reduce the capacity to listen to the market and innovate accordingly.
- Limited access to credit and public support for the funding of technical/technological equipment or the renovation of the tangible elements associated to Alpine food heritage (e.g., dry stone walls, historical ovens, mills, buildings).

Heritage farmers and food producers, and the collective organisations representing them, should therefore:

1. Allocate sufficient time, funds, and organisational effort to innovation. Collective organisations, in particular, can facilitate the development of innovation by creating new product development initiatives that bring together local actors along the supply chain and non-local expert with complementary know-how and resources over a given period of time to develop new products stemming from local heritage.
2. Base innovation on market knowledge and best practices. Market research can identify the preferences and willingness to pay for heritage attributes of different market segments. This can in turn assist in the development of an assortment of products with varying levels of heritage content targeting different market segments, to be sold at different prices. Market research can also be carried out by engaging with clients and lead users during sales and service interactions. Producers can thus test ideas and prototypes and obtain feedback to increase the probability of successful new product launches. Ideas for innovation can also be obtained through the gathering and analysis of information about businesses in other Alpine areas that have successfully introduced heritage products. Social media, periodic markets and trade fairs all provide valuable opportunities to learn about the market and stimulate innovation.
3. Participate in or create trans-national food heritage networks and communities of practice. A notable global example include the Slow Food's initiated Terra Madre network of food communities (<http://terramadre.info/en/>) but many others exist with a specific sectorial or geographical focus. Thanks to these networks and communities, producers can exchange good practices in safeguarding and valorisation and learn from each other. This in turn stimulates the cross-fertilisation of knowledge and product and process innovation. Another advantage of these cross-border networks is that they allow producers to escape the trap of self-referential behaviour and develop their social capital. Linguistic barriers can be more easily faced given similarities in experiences, know-how, and practices. Such international networks and communities can also provide social support that help innovating entrepreneurs and businesses to face local resistance to change and scepticism towards their ideas.
4. Document traditional knowledge. ICH is fragile and can be lost or forgotten. Thanks to documentation, it can survive, be passed down to new generations, and valorised not only for promotional storytelling, but also to inspire (retro)innovations. Documentation can take many shapes such as written records and files, video, images and audio. Tangible elements, such as non-perishable products, tools, and equipment can also be considered documentation since they can to some extent allow for the reconstruction of the knowledge required to produce and use them. Documenting traditional knowledge requires skills that are not necessarily available to local communities, producers and their collective organisations. Cooperation with experts and institutions in the

disciplines of history and anthropology might be required. Documentation should be about not only productive know-how, but also consumption practices and rituals.

5. Develop new uses, recipes and dishes based of traditional heritage products and autochthonous plant varieties and animal breeds. Innovations of this kind can come from cooperation with chefs. User-generated innovations by professional and amateur cooks should be given visibility.

AlpFoodway Field Study – The revitalisation of Fisser Barley (Austria)

The old grain variety Fisser Barley (also known as Tiroler Imperial Barley) was bred by Karl Röck, a farmer from the community of Fiss, in the Tyrolian region Oberes Gericht near Landeck in the 1920s. The cultivation of this robust and aromatic slightly malty barley variety expanded rapidly in the region, resulting in such high yields that in the 1930s a part of the harvest was even exported. Samples of the Fisser Barley were stored in gene banks to preserve the genetic material as early as 1947. Between 1951 and 1953, the Fisser Barley was also included in the Austrian list of varieties (*Zuchtbuch für Kulturpflanzen*). After the World War II, the Fisser Barley, even when well suited for the area and therefore not requiring much in terms of fertilizers, pesticides or herbicides, was abandoned in favour of higher yield cultivars. Moreover, grain cultivation lost its importance in favour of the growing tourism sector. Since cereal production in mountains seemed unprofitable, governmental development strategies and programmes also supported a shift towards dairy production, determining a loss in arable land. During the 1960s, the cultivation of the Fisser Barley declined and eventually stopped. In early 2010s, a group of local farmers started a project to revive the cultivation of endogenous barley varieties. They located old seeds from the region and, after a few failed attempts, they got in touch with the gene bank department of the Tyrolean Chamber of Agriculture, with whose support the Fisser Barley could be successfully reintroduced. In 2018, sixty farmers were harvesting around 200 tons of Fisser Barley all over Tyrol. Crucial to this process of expansion was further the involvement of the company Zillertal Bier, a brewery from Zell am Ziller. They purchase the Fisser Barley at a fixed high price from the farmers and developed a beer specialty made exclusively from the rediscovered regional variety. First experiments started in 2013 in the small brewhouse of the company, but high protein content hindered early successes. Today, 60 farmers are contractual partners of the brewery. As a result, the entire production quantity of the Fisser Barley produced in Tyrol, except for small quantities the farmers keep for themselves (up to 10%), is purchased by Zillertal Bier. At the same time, new projects have been launched to further expand the range of products made with Fisser Barley. For instance, a distillery in Prutz purchases the Fisser barley mash from Zillertal Bier to distill whiskey. In addition, projects are spreading which are dedicated to the production of breads, sausages or the culinary refinement of traditional recipes.

AlpFoodway Pilot Action – A Vocational Training to Develop a New Heritage Products in Valposchiavo (Switzerland) and Valle Camonica (Italy)

The aim of the training, which took place in 2019 was to actively involve local farmers and food processors in the ideation and launch of a new product based on local supply chains and traditional know-how rooted in the territories of two Alpine valleys. Participants were pre-selected based on their complementary resources and competences in the targeted supply chains (chestnuts in Valposchiavo and cereals in Valle Camonica). By committing to the training, involved producers agreed to devote sufficient time to innovation– during training hours and back home –and to collaborate with each other to develop new product ideas, test them, and create a product prototype within a timeframe of a few months. The product concept was

developed with the help of non-local experts from the fields of art, design, communication, storytelling, and artisanal food production. The product developed in Valposchiavo was a chestnut sweet which aimed to find a use for a local chestnut variety which remained uncollected from local groves for lack of viable uses. The product developed in Valle Camonica was a rye, corn and wheat bread made with flour from ancient local varieties. Thanks to the training, participants acquired new skills concerning product and process innovation. After the end of the training, they decided to continue the product development autonomously and launch it on the market.

AlpFoodway Pilot Action – A Study Trip to Visit Bread Communities (France, Italy)

The Massif des Bauges Natural Park (<http://www.parcdesbauges.com/>) (Departments of Savoie and Haute-Savoie) organised a study trip thanks to which individuals and organisations involved in traditional bread-baking and the managing of traditional communal ovens from the Park's municipalities could meet the Aosta Valley's members of the same community of practice. The Autonomous Region Aosta Valley has over the year financially supported the renovation of more than 200 traditional ovens in its territory and, since 2015, has organised an annual Rye Bread Festival (<http://www.lopanner.com/vda>) that has further contributed to the creation of a lively regional bread-making community. The study trip which took place during the 2017 edition of the Rye Bread Festival, created a strong connection between the two communities. Already during the bus trip to the Aosta Valley, participants from the Park could interact among themselves and learn the stories of their ovens, the financial and technical difficulties they faced in renovating them, and how they animate them with activities and events. Once arrived, they could see their homologues from the Aosta Valley in action making bread in their traditional ovens and could exchange knowledge about their respective bread making and baking practices, their ovens. On the way back home, these exchanges continued and participants – who predominantly did not know each other as the Park covers a very large area in two different French departments – realised that their life experiences, financial and technical challenges, and bread baking practices were very similar and not unlike those of their new acquaintances from the Aosta Valley. In the months that followed, the vivid memory from the experience motivated Park des Bauges communities to organise their own version of the Rye Bread Festival, which they adapted to their own specificities and need. Named '*Faire au Four*', the initiative has taken place since 2018 (here the programme of the 2019 edition: https://www.lesbauges.com/medias/images/prestations/371559-fete_aux_fours_programme.pdf).

AlpFoodway Pilot Action – A collaboration between a new baker and older consumers to retrieve the recipe of the traditional cake *Main de Sainte Agate* (France)

In the Bauges Massif area, during the month of February, women used to meet for a shared meal in occasion of the celebration of Saint Agatha of Sicily, who is the patron saint of wet nurses. At Saint-Pierre-d'Abigny, a cake was shared during these communal meals, as an auspicious sign for pregnancy and breastfeeding. The 'Hand of Saint Agatha', made with saffron and hand-shaped, was prepared at home and at local bakeries. These women's gathering were progressively abandoned after the Second World War, but the tradition was revived in the 2000s by older members of the community who felt the need to create an intergenerational moment of sharing between women. In the 2010s, Mr. Carmine Di Masullo bought a local bakery, the Grenge des Pains and, as part of the inventory, he obtained the written recipe of the Hand used by a previous owner, the late Mr. Richard. His first attempts to make the Hand were however not met with success. His Hand tasted differently from what the older women in

community remembered. Thanks to the feedback and advice of Mr Richard's grandsons and his clients, Mr Di Masullo was able to improve his recipe until, in 2017, he was finally able to obtain what the locally community now considers the 'original recipe' (see the full story at http://www.intangiblesearch.eu/show_ich_detail.php?db_name=intangible_search&lingua=italiano&idk=ICH-AGO00-0000001635).

Guideline 6 – Promote heritage through digital and experiential storytelling

Storytelling – the telling of stories for promotional reasons – is an effective promotional tool to connect with consumers. Heritage stories can generate an emotional link with a product, reinforce the promotional messages diffused through marketing communications, create a connection to and nostalgia toward the past, offer a reason to believe and buy, and justify a premium price. Heritage storytelling is increasingly used by large enterprises to differentiate their products and be perceived more credible and authentic by consumers in contexts as different as fashion, cars, consumers' electronics, technology, wines and spirits, sport, entertainment, and luxury. Storytelling is also increasingly adopted by museums and other heritage and cultural institutions to engage with their audiences more effectively. Storytelling may come in different forms.

- Mediated heritage storytelling uses textual, visual and audio-visual narrative content that can be diffused through advertising in traditional media, labels and packaging, websites and, increasingly, social media. Digital storytelling, in particular, is a cost-effective way to engage with online publics and followers and permits to engage with the younger generations of 'digital natives'. It also allows for the possibility to use consumer-generated stories and content for promotional reasons.
- Experiential heritage storytelling immerses consumers in engaging real-life experiences and spaces such as production sites and productive landscapes (e.g., fields and orchards, pastures, terraced vineyards, farms, dairies and cheese maturing cellars, wine cellars and distilleries), museums and exhibitions, heritage showcases, festivals and cultural events thanks to which they can learn about heritage products and communities and their history. Experiences also permits consumers to interact with people who are heritage bearers and learn directly from them, and may sometimes allow them to participate in the production process (for example, by picking fruits or vegetables, fishing, baking bread or cooking a traditional recipe). Even normal service and sales interactions at points of sales, as well as periodic markets and trade fairs, can be used in this perspective. Experience can be a promotional strategy to sell more products and services, or a market offer on its own with admission fees.

Larger and more industrialised producers however typically have better marketing skills and more sizeable marketing budgets than heritage producers. This results in storytelling approaches based on romantic clichés that are resonant with consumers, but that often do not represent these producers' current production practices. For example, industrial cheesemakers sometimes show in their advertising cows roaming freely in Alpine pastures despite the fact that their milk comes from intensive farming taking place in lowland areas. Smaller producers, whose material production conditions are more strongly rooted in an area's heritage, find it difficult to compete with more industrialised products which are less expensive, better promoted, and look produced in similar manners. These forms of symbolic appropriation make it more difficult to differentiate heritage products and justify their price.

Alpine heritage food producers and the associations supporting them already engage in both mediated and experiential forms of storytelling. More however could be done. Typical challenges and difficulties in mediated storytelling are the following.

- Mediated storytelling requires the production of high-quality media content (e.g., pictures, audio-visuals). High-quality video footage, in particular, is difficult to make and require extensive post-production to be usable for promotional purposes. More complex content requires professional expertise. Heritage food producers often lack the time and skills to produce high-quality media content with a storytelling logic. They might also be unable to afford the services of professionals in this field – or not see the usefulness of high-quality media content for lack of marketing skills. As a whole, these challenges hinder adoption of mediated storytelling or result in low-quality content.
- Professionals from outside areas might have limited awareness of an area's food heritage. Their involvement might result in promotional messages linked to clichés that might be perceived as inauthentic (fake) by consumers, tourists, and the local population.
- Labels and packaging are often not used for narrative purposes. They only contain minimum legal requirements. The opportunity to inform consumers about how the product was made and its links to local terroir, culture, and traditions, is not taken advantage of.
- Heritage food producers often do not establish websites and social media channels or do not have the skills and time to animate the latter with continuity or react quickly to consumer online interactions.
- Online consumer-generated content is not always positive. For example, online consumer reviews are not always positive, and pictures posted on Instagram do not necessary cast a positive light on products and producers.
- To complicate things, most aspects of Alpine food ICH are invisible on social media, which prominently display 'foodporn', that is, spectacularised food products (cheeses, cured meats, etc.) and the dishes prepared with them. Consumption-related aspects of ICH (such as social consumption practices and rituals and festive events) are more likely to be posted online. The supply chains and productive know-how behind products are instead mostly invisible, since the spaces, practices and people involved in production are removed from the consumer gaze⁴.

Experiential storytelling, too, is challenging in many ways.

- Despite potential consumer interest in learning about the heritage and supply chains behind food products, farmers and producers often have limited understanding of how to stage experiences effectively and engage in live storytelling.
- Experiential access to background production needs to comply with food safety and hygiene regulations and may interrupt or otherwise disrupt production processes. During peak production and service moments, the staff might be too busy to properly welcome and engage with visitors, leading to poor satisfaction, negative words-of-mouth, and negative online reviews.

⁴ See the AlpFoodway Digital Ethnography Research Report on Consumer Response to the Alpine Food Intangible Cultural Heritage available at https://www.alpine-space.eu/projects/alpfoodway/project-results/wp2_d.t2.3.1_digital_ethnography_research_report_final.pdf.

- Supply chains are often fragmented. Their experiential valorisation would require the cooperation of different actors across the supply chain from farming and animal breeding to food processing to restaurants and other consumption sites.
- Not all phases of heritage products' supply chains lend themselves to be spectacularised and made accessible to consumers. This might include production methods that would spoil the image of craftsmanship that some products have in the eyes of consumers or that would clash with contemporary sensitivities (e.g., the initial stages of cured meats production at slaughterhouses). Additionally, some stages of these supply chains might no longer be present in the area. For example, if local farmers no longer produce rye locally and rye flour has to be imported, it is not possible to show rye fields.
- The marketing organisations representing farmer and food producers sometimes reproduce clichés about their area's past tradition in their communications; their promotional use of historical facts is not always accurate, for lack of in-depth knowledge on the subject and access to critical sources. Cooperation with heritage and cultural institutions might be required to create engaging experiences grounded in available scholarship. Cultural institutions however rarely involve economic actors or highlight the link between traditional know-how and the contemporary practices of those individual and businesses who have inherited and renewed it.

Heritage farmers and food producers, and the collective organisations representing them, should therefore:

1. Adopt a narrative approach to labelling, for example the one championed by the Slow Food movement (<https://www.fondazione Slow Food.com/en/what-we-do/what-is-the-narrative-label/>). This will permit to influence consumers at points of sales during their comparison of purchase alternatives and differentiate heritage products from lower-priced alternatives.
2. Upgrade their digital promotion and storytelling skills and investments. They should establish a social media presence to share in a favourable manner the online conversation about their products. When dealing with non-local experts in these fields, they should feed them enough information on the local culture and traditions, and ensure that messages diffused to tourists and non-local clients remain authentic and culturally resonant with locals.
3. Carefully design opportunities for the creation of user-generated content (pictures and videos). Individual farmers and food producers could assess all existing 'touchpoints' (moments of interaction) with consumers in terms of the visual opportunity they offer for 'Instagrammable' moments or create new ones with this logic. To avoid disruption to production or service, these moments can be concentrated in specific times of the day or week or take place during special events or occasions, appropriately communicated in advance to consumers. Investments might be required to facilitate consumers' visual access to production sites that do not disrupt operations (for examples, dairies might provide visual access to cheesemaking areas from windows from higher positions). Normal promotion activities (for example, participations to periodic marketplaces, trade fairs, and festivals) should also be exploited in this perspective. To benefit from user-generated content, heritage producers should also communicate their official social media and preferred hashtags. Failing to do so would turn heritage producers into the objects – rather than the subjects – of the online conversations surrounding them.
4. Identify exploitable opportunities to stage photographable experiences accessible by consumers along the entire supply chain, and create inclusive governance structures

involving the individuals, groups, and organisations with the material resources and skills necessary to create experiences that raise awareness about and promote their cultural heritage. Cooperative efforts of this kind are necessary to ensure that the heritage elements pertaining to the entire supply chains are valorised.

5. Cooperate with cultural and tourism organisations to develop heritage-sensitive attractions and experiences. Actors in the fields of culture, tourism and agriculture/food production are all involved in promoting ICH, but to varying degrees and each with their own specific focus – hence, an opportunity to integrate efforts and exploit synergies emerge. By pooling resources and competencies together, local food heritage can be better promoted, also resulting in a better visibility on social media. Experiences can be created by building or renovating relevant cultural spaces or facilities to serve as showcases; by combining or bundling attraction to create a themed set; developing tour routes, circuits or networks or reviving existing ones; organizing exhibitions or permanent museum exhibits; organising or revitalising festivals and cultural events. From a tourism promotion perspective, these collaborations can improve destination image and attractiveness. From a cultural perspective, cooperation with farmers and food producers can result in engaging experiences that showcase not only an area’s past heritage but also its contemporary manifestations.
6. Balance cultural and commercial needs. Tourists in particular often have romanticised and oversimplified images of an area’s heritage, filled with inaccurate portrayals and clichés. When experiences are designed to adapt to tourist expectations, heritage may be ‘dumbed down’. Heritage-sensitive attractions and experiences should therefore involve relevant stakeholders, ensure that their opinion is sought and taken into account, and create formal partnership when possible; maintain authenticity and avoid over-commercialisation; and balance education and entertainment.

AlpFoodway Best Practice – Slow Food’s Narrative Labelling approach

The narrative label is a project started by Slow Food in 2011 that encourages to go beyond law requirements for labels and also provide precise information on producers, their farms, the plant varieties or animal breeds employed, cultivation techniques, breeding and processing, animal welfare and areas of origin. Information typically reported in labels is to a great extent dictated by law and does not enable consumers to make informed choices. They often tend to obscure, rather than clarify, differences in product quality – including those based on the product’s heritage. Larger-scale producers, thanks to their more sophisticated marketing approaches, often evoke in their advertising campaigns and product packaging evocative images which recall ‘a world of farmers filled with poetry, alleged traditional techniques, and vague references to ancient flavors’ which is often ‘mystifying’ and very far . . . from the actual quality of the advertised products’ (Slow Food, 2014). As a result, consumers are not able to appreciate the differences between industrially produced products and artisanal ones that are ICH-consistent, and no justification of the latter’s higher prices is provided. According to Slow Food, “the quality of a food product is first and foremost a narrative, which begins with the origins of the product (the territory) and includes cultivation techniques, processing, preservation methods and, of course, the organoleptic and nutritional characteristics. Only a narrative can restore a product’s true value” (Slow Food, 2014). Slow Food’s narrative labels are not intended to replace legal labels, but rather complement the information required by the law. For example, in the case of cured meats, narrative labels should include information about the product (main characteristics, including information on its history or relevant facts about its production); territory (where the product is produced and at what altitude; where the

animals are raised or pastured; specific influence of the terroir that impact organoleptic characteristics and taste); animals (number of animals raised on the farm and which breed they belong to; how they were raised, e.g., pasture, semi-free range, or barn, and the dimension of the total space; what they animals are fed, and specifying if they are farm-grown or purchased off-farm and if they are GMO-free; distance from the slaughterhouse); practices that guarantee animal welfare (available space, mutilation, methods and timing of castration, recovery areas, contact with the mother, treatment administered); processing (period of production; processing methods; cuts used and if the meat is ground by machine or cut with a knife; type of casing used, and whether it is natural or synthetic). More information and precise indications for other typologies of heritage food products are available at <https://www.fondazione Slow Food.com/en/what-we-do/what-is-the-narrative-label/>.

AlpFoodway Best Practice – Planika Dairy’s “From Pasture to Dairy” Museum (Slovenia)

Planika Dairy (<https://www.mlekarna-planika.si/muzej-sirarstva-kobarid/>) was established in Kobarid in 1995 by the agricultural cooperative Tolmin with the goal to secure the purchase of milk from local farmers and bring back the production of Tolminc cheese after a former dairy had gone bankrupt. Part of the Dairy’s strategy was to increase awareness of the area’s farming and cheese-making heritage. After a few years dedicated to the renovation of the technological infrastructure, in 2009-10 the Dairy turned an old building used as a truck garage into a museum, with the cooperation of the Tolmin Museum that helped creating an ethnological exhibition titled “From Pasture to Dairy”. The exhibition presents the tradition of mountain pasture farming and cheese production with the help of various milk processing tools, historical pictures, and videos. Guided tours now include product tastings and practical demonstrations of traditional cheese-making procedures. At the museum shops, cheese and other milk products, as well as other local products, can be bought. The museum is open from May to October (admission fee is €1.90-2.70 per person) and is visited by 8-10,000 people annually. It has contributed to diversify the local tourism offer, mostly oriented towards outdoor tourism (the museum is a popular attraction in case of bad weather). The museum has created one full-time job and has played an important role in promoting not only the area’s food-related intangible cultural heritage but also the Planika dairy’s commercial activity. See also the AlpFoodway socio-cultural enquiry interview available at <https://www.youtube.com/watch?v=2iQ9sYM7REE>.

AlpFoodway Field Study – Route of Savoyard Cheeses (France)

The *Route des Fromages de Savoie* (Route of Savoyard Cheeses, <https://www.fromagesdesavoie.fr/fr/sites-a-visiter/route-des-fromages-de-savoie.html>) is a tourist attraction created by AFTALP, the Association of Traditional Savoyard Cheeses. The initiative covers the Departments of Savoie and Haute-Savoie, and comprises 74 member sites (farms, high-mountains pastures, dairy cooperatives, maturing cellars, etc.), all small businesses that voluntarily adhere to the Route and engage themselves to offer a high-quality experience to visitors. AFTALP coordinates the Route, promote it to residents and tourists, and train member sites’ staff. This in turn drives more visitors-clients at these businesses’ sites. For AFTALP, the Route is way to promote experientially Savoyard cheeses and their cultural heritage, in a more immersive and persuasive manner than through advertising on traditional and social media. It valorises the entire cheesemaking supply chain and links production sites, landscapes, people who are cultural heritage bearers and animals in consumers’ perception. Tourists do appreciate Route sites, particularly in the case of families with children. While not likely to motivate tourists to visit the two Savoyard Departments on its own, the Route

contributes to the 'things to do' in these areas (particularly in days of bad weather) and, more in general, to their tourist image. Not only the Association invest to promote the Route, but it also trains member sites (mostly, small organisations) to appropriately welcome visitors and stage high quality consumer experiences. From a cultural policy perspective, the Route promotes the living cultural heritage of Savoyard cheesemaking by putting at the centre not cultural institutions, but the individuals, families, and organisations that are the bearers of such heritage.

AlpFoodway Best Practice – Gauder Festival (Austria)

Dating back to at least the XV century, the Gauder Festival (<https://www.tyrol.com/things-to-do/events/all-events/e-zillertal-gauder-fest-spring-festival>) is the largest spring festival in Tyrol, recognised since 2014 by Austria in its UNESCO's ICH national list. Gauder is the name of the area hosting the festival until WWII; the festival is now held in the city centre of Zell am Ziller. Attracting about 30,000 visitors, this festive event takes place at the beginning of May. Its many activities celebrate the agricultural past of Tyrol and its many 72 traditions. The programme includes a costume parade, a fair of typical products, a livestock market, and a championship of Ranggeln (Tyrolean traditional wrestling). Animal combats (rams and cocks), which were in the past a popular attraction, were discontinued on grounds of animal cruelty. The festival also celebrates Tyrolean beer culture. An important co-organiser and sponsor of the event is Zillertal, a local beer brewery (the oldest family business in Tyrol) whose history is intertwined with that of the Festival. For 500 years, the brewery has produced the Gauder Bock, Austria's stronger beer (7.8% alcohol content), whose preparation starts in September. After 8 months of maturation, the beer is made available at the beginning of the Festival and all the stock is consumed in a few days, making the Festival unmissable for Gauder Bock fans.

Guideline 7 – Educate the taste of consumers and influencers

Like storytelling, taste education is a key mechanism to differentiate ICH-consistent products from more industrialised alternatives and justify price differentials. In this context, taste regards not only the sense of taste in a strict sense, but also other sensorial characteristics (olfactory, but also visual and tactile) that can be given a symbolic connotation from a heritage perspective. In the case of food products, taste is an important determinant of consumer preference. Tastes can be acquired during childhood or acquired in later moments of life. An area's residents know better how heritage products should taste like because of greater familiarity with those products and knowledge on how to use them to prepare typical recipes and dishes. This is however not necessarily the case, particularly in the case of ancient or rare plant varieties and animal breeds or for complex dishes that are seldom prepared at home. Taste education interventions need therefore to also target an area's new generations and new inhabitants. Tourists have even more limited familiarity with an area's food heritage as they have fewer opportunities to taste heritage products and might not aware of differences in production processes respect to the latter's more industrialised versions. In some cases, heritage products even have a strong taste that consumers not used to them might even not like. Reduced familiarity with these products might mean that consumers might lack the competences to store and cook them.

For all these reasons, farmers and food producers (and the collective organisations representing them) should:

1. Educate consumers' taste and find ways to direct attention to relevant sensorial features that might go unnoticed to the untrained mouth, eye, or nose. This might enable consumers to recognize the taste of a cheese produced in high-mountain pastures from raw milk or a juice prepared with an ancient local variety of apple. This can in turn impact preference and willingness to pay for these products. Consumers seek to acquire 'good taste' (and the expertise that goes with it) for a variety of reasons, including personal gratification and social status. Taste education is very well-developed in the case of wine, since being a wine connoisseur is valued in many social circles. Heritage products can benefit from the extension of similar consumer dynamics to other product groups. Taste education extends also to tips on how to best conserve and use/cook heritage products so that their sensorial characteristics are maintained; how to carry out relevant consumption rituals; and appropriate combinations with other products (for example, food and wine pairings or spices and herbs that exalt taste).
2. Exploit synergies between storytelling and taste education. All the storytelling guidelines previously proposed can go hand in hand with taste education. Mediated forms of storytelling can highlight the impact on taste of the local food heritage, both tangible (e.g., productive landscapes, crops, production or cooking devices and utensils) and intangible (production know-how and traditions, cooking and conservation methods, recipes, eating customs, social connotations, family and community relationships, rituals, and festivals). Digital storytelling, in particular, can provide means to educate consumers at length, for example through websites, YouTube videos, etc. Taste education can however be only be fully accomplished through live experiences thanks to which consumers can see, touch, smell and eat heritage food products and dishes. Experiential showcases, events, periodic marketplaces and trade fair participations can all easily incorporate food for food tasting and education. These might be conceived as promotional giveaways or as paid experiences.
3. Train their staff to increase their storytelling and taste education skills. Many heritage firms are small family businesses whose staff only consists of passionate heritage bearers. When these businesses grow, they hire staff that need to be properly trained. All personnel interacting with consumers during sales, service encounters, and promotional events should be knowledgeable about the product heritage and able and willing to explain how it affects taste. This ensures that consumers are become aware of products' cultural value and producers' authenticity.
4. Educate and cooperate with food and wine critics, reviewers, journalists, and social media influencers. These actors are cultural intermediaries and taste makers. They are persuasive sources of information about products since they are perceived by consumers as experts and trustworthy. They can thus play an important role to explain products' cultural value, direct consumer attention to important taste characteristics, and raise awareness about an area's food heritage in selected geographical markets. Some have celebrity status. With the advent of social media, a new generation of food and travel influencers have emerged. Whether their influence is based on traditional or online media, cultural intermediaries should be targets of marketing communications and can be involved in marketing events and campaigns.

AlpFoodway Pilot Action – “Taste of Landscape” Workshops to Raise Awareness about Alpine Butter (Italy)

Starting from the field analysis of a traditional Alpine food (Botìro del Primiero - a butter only produced in summer from mountain pasture milk), Trentino School of Management developed

two taste education workshops targeting students (From the Dish to the landscape) and tourists (The taste of the Landscape) with the goal to raise awareness about the link between food and landscape quality in an experiential and multisensory manner. Participants enjoyed Botiro focusing their attention on one sense after the other. The educational method used in these workshops helped participants learn about the relationship between product, manufacturing processes and techniques, and landscape in a fun and enjoyable way.

AlpFoodway Pilot Action - *Loab Vo Uns*: Day of the Bread at the Glentleiten Open-Air Museum (Germany)

Young generations do not know how to bake bread and are not interested in learning the craft despite a strong Bavarian bread-making tradition and the revival of old baking houses. This weakens the preservation of local know-how and could, in the long-run, diminish local employment opportunities. The Glentleiten Open-Air Museum, master baker Stefan Luidl and the Großweil-Schlehdorf primary school set up *Loab Vo Uns* (Bread for Us) event to celebrate bread culture and pass the knowledge down to young people. This educational heritage format includes a hands-on programme focused on the history of farming and cereal processing; sourdough bread making and baking in a historic wood-fired baking house; traditional songs and dances related to the cereal harvest and threshing; and a communal meal with freshly baked bread and self-made butter. Thanks to this event, the children and their families have become more aware of the Bavarian bread heritage and have learnt to appreciate the difference in taste between industrially produced and artisanal bread.

Guideline 8 - Cooperate with restaurants, tourism businesses, and distributors to promote local food culture

Restaurants, tourism business, and distributors not only represent intermediate customers for heritage farmers, animal breeders, and food producers, but also important touchpoints for end consumers. Cooperation is however not always easy. In the case of restaurants and other tourism businesses (hotels, bars, etc.), typical challenges include the following.

- Due to the decline of Alpine agriculture, local restaurants and chefs often prepare typical dishes with non-local or imported ingredients. This creates a paradox: these restaurants are appreciated by tourists in search of authenticity, but they often source ingredients of non-local origin or propose simplified versions of local recipes, sometimes turning into 'tourist traps'. Customers with limited knowledge of local food culture might not note the difference.
- Haute cuisine chefs tend to favour luxury ingredients (e.g., foie gras, lobsters, oysters) and dishes of non-local origin that are considered a must for their restaurants, even when localised in Alpine destinations.
- Even restaurants willing to source local ingredients from heritage farmers and producers are discouraged by their relatively higher cost and the lack of structured distribution and delivery solutions (direct distribution is prevalent, as these smaller-scale producers are ill-equipped to provide timely delivery). Some products, such as cheeses and cured meats are more easily sourced respect to others (for example fresh meat).
- Another problem consists in the chefs' lack of competence in the preparation of some ingredients or traditional dishes (for example, offal and less noble meat cuts), some of which might not be appreciated by tourists with limited knowledge of their local cultural significance.

To ensure cooperation with restaurants and tourism businesses, heritage farmers and food producers (and the collective organisations representing them) should:

1. Adopt ingredient branding strategies to ensure that consumer notice and value the presence of heritage ingredients of local origin and traditional dishes in restaurant menus and that restaurants communicate ingredient sources and geographical origin and respect of traditional recipes.
2. Design and implement more effective distribution and delivery solutions for local restaurants.
3. Train chefs and restaurant staff so that they are aware of the cultural importance of heritage ingredients and recipes, are able to properly cook them, and respect the rhythm of seasons.
4. Facilitate chefs' adaptation of and inspiration from traditional recipes to new consumer tastes and sensitivities. This might include, for example, lower-fat, vegetarian, gluten-free, haute-cuisine, and variant versions of traditional recipes; novel uses of heritage ingredients and foodstuffs; fusions between ingredients and recipes from different cultural traditions (e.g., pizza or hamburgers with Alpine cheeses). This will permit to satisfy restaurant goers need for variety and facilitate the inclusion of heritage recipes and ingredients in a variety of restaurants catering to different market segments.

AlpFoodway Field Study – The 100% Valposchiavo Charter (Switzerland)

Managed by Valposchiavo Tourism, the local tourist destination organisation, the Charter is an initiative aimed to involve local restaurateurs in the 100% Valposchiavo project, which certifies both products that are produced from entirely local ingredients (100% Valposchiavo certification) or that are locally made also using non-local ingredients, provided that at least 75% of the added value is generated in Valposchiavo (“Fait Sü”, or “Made In” in the local dialect). Adherent restaurants engage to propose at least three 100% Valposchiavo dishes (entirely made with 100% Valposchiavo products), as well as local water and wines. To date, 13 restaurants have signed the Charter (<https://www.valposchiavo.ch/it/vivi/100-valposchiavo/ristoranti>). The adoption of the Charter has modified local sourcing practices of restaurateurs, who have sometimes partnered with local suppliers to develop new products. For example, two restaurants (Albrici and Raselli) have partnered with the Poschiavo Dairy and a local farmer to obtain locally produced mozzarella and tomatoes to be used as 100% Valposchiavo pizza ingredients.

AlpFoodway Best Practice – Bavaria’s Culinary Heritage on the Plate (Germany)

The association (<http://kulinarisches-erbe-bayern.de/>), founded in Munich in 2010, supports traditional farming and food production in order to safeguard Bavarian food culture. Its members work to develop competencies in this area and support the “Agentur für Lebensmittel – Produkte aus Bayern” (Agency for Food – Products from Bavaria) with the maintenance of an online specialty food databank (www.spezialitatenland-bayern.de). Founding members include the Bavarian State Ministry of Nutrition, Agriculture and Forestry; the State Guild of the Bavarian Bakery Trade; the State Guild of the Bavarian Butchery Trade; The Schweisfurth foundation (NGO for fair and sustainable agriculture and food production); the Technical University of Munich (Faculty of Economic Sciences). The project was initiated in 2015. During promotional weeks, the association cooperates with selected restaurants from different districts in Bavaria to serve customers authentic traditional dishes. Each restaurant offers different recipes, which relate to the region and often the family tradition of the chef/owner.

The project and the individual restaurants are promoted over the websites of the association and the member organisations, and through other channels. One of the promotion activities is the production of short high-quality video clips introducing each of the restaurants, the respective chef/owner and the story behind the traditional dishes.

AlpFoodway Field Study – The LandZunge Association (Germany)

LandZunge (<https://www.landzunge.info/startseite/>) is an initiative in the regions Allgäu and Upper Swabia that has since 2001 promoted the offering of traditional dishes with regional ingredients in local restaurants. Landzunge provides restaurants with a supply network of regional producers and certifies with a label those that comply with their standards. The project involves about 80 participating restaurants, a network of certified regional producers, the LandZunge foundation and the Allgäu tourist destination organisation. The Foundation manages an independent control system to ensure product origin and quality and provides restaurant owners with training and mentoring activities. The participating restaurants have to offer at least 5 designated “Landzunge dishes” have to be offered on the menu, of which the main ingredient has to be verifiably sourced from the Allgäu-Schwaben region and locally processed. The menu also has to contain at minimum one beer choice from a regional brewery, one regional mineral water and apple juice from regional orchards. For the premium membership “Landzunge plus”, the meat for all beef and veal dishes has to be sourced from one of the regional brand programmes or directly from regional farmers and the menu has to contain at least two dishes with regional pork and three cheese dishes with cheese from regional dairies. Designated “Landzunge dishes” do not have to be strictly traditional. However, the Landzunge magazine (the main communication tool of the initiative) emphasizes the cultural aspects of food. The magazine recipes, as well as the culinary workshops that Landzunge organises for restaurants have a strong heritage cuisine approach, with a focus on developing modern versions of classical recipes (e.g. cooking beef nose-to-tail, the use of offal).

AlpFoodway Best Practice – Norbert Niederkofler and the St. Hubertus Restaurant (Italy)

Norbert Niederkofler (<https://www.st-hubertus.it/it/norbert-niederkofler.htm>) is a famous Italian chef known for an approach to haute cuisine that valorises local ingredients and links to the local territory and its traditions. Born in South Tyrol, after having worked in New York restaurants for several years, he came back to his homeland to run the kitchens of the Rosa Alpina Hotel in San Cassiano, in the Dolomites mountains, and the more exclusive St. Hubertus restaurant. At a time when all Michelin star hotels would serve French-influenced luxury dishes (foie gras, oysters, etc.) independently from their location, Mr Niederkofler decided to develop a new approach. After a few years of research and the development of a network of farmers and suppliers able to deliver products of suitable quality, the St. Hubertus restaurant changed its menu to only include dishes obtained from locally sourced products. Considered a risky move at the time for a restaurant that was bestowed a first Michelin star in 2000 and a second in 2007, this approach ended up being the main reason behind the awarding of the prestigious third star in 2017. See also the AlpFoodway socio-cultural enquiry interview available at <https://www.youtube.com/watch?v=j6T1-H9y4mA>.

AlpFoodway Field Study – Sciatt à Porter (Italy)

Sciatt à Porter (<http://www.sciattaporter.it/>) is a restaurant in Milan offering typical dishes from Valtellina. Opened in October 2013 as a street food corner, it was soon turned into a restaurant with seats and tables. The owner, Ms Emma Marveggio, comes from Valtellina; she

defines the restaurant as a “metropolitan Valtellina shelter”. The menu includes most of the typical dishes of Valtellina: the sciatt, a round-shaped pancake made with buckwheat flour, with a melted cheese heart; the chisciol, a crunchy low and large pancake made with buckwheat flour, usually cooked with a little butter or oil to become crisp and take a golden colour; the pizzoccheri, a flat ribbon pasta, made with buckwheat flour, and cooked with greens, cubed potatoes, and pieces of Valtellina Casera cheese; the polenta taragna, a dish made exclusively with buckwheat flour and served with cheese or butter. Ingredients are selected from heritage producers from different parts of Valtellina. Since most of these products do not deliver in Milan, Ms. Marveggio had to organise her own logistical system to pick products directly from the producers a few times a week. Recipes, too, were selected from heritage holders in Valtellina, whom Ms. Marvoglio gratefully acknowledges.

The distribution of Alpine food heritage products also faces many challenges and difficulties.

- Most heritage producers adopt direct distribution solutions (e.g., sales at the farm or at production sites) that can be economically viable in case of limited production volumes. Locals can more easily find these producers thanks to their reputation and word-of-mouth mechanisms. Tourists however might not easily identify and find their way to reach these producers' points of sale.
- When local demand is not sufficient to absorb production volumes or growth is required to ensure economic sustainability, indirect distribution through intermediaries is a necessity. Heritage products are however often seasonal, offered in limited quantities, and expensive to produce due to small producers' size, limited availability of local raw materials and ingredients, and artisanal production methods. All these characteristics conflict with the logics of modern distribution that privilege a reduced number of cost-effective suppliers of larger size.
- Access to local distributors can be relatively easier, particularly in the case of independently owned and specialty stores. Retail store chains might however not grant their points of sale the autonomy to include local products in their assortment due to centralised procurement policies. Even independent stores sometimes favour lower-priced alternatives from elsewhere to local but more expensive and difficult to source products that cannot be obtained through habitual suppliers able to ensure frequent and timely deliveries.
- Non-local distribution channels are more difficult to deal with for heritage producers. The food retailing industry is dominated by a few large companies who impose their terms on suppliers. Unlike independent specialty stores, large-scale retail chains primarily use central purchasing offices that put potential suppliers in competition with each other and reduce their profit margins as much as possible. These distribution channels ask their suppliers high production volumes, low price levels, quick deliveries, specific packaging solutions, and the respect of complex food safety/traceability norms and administrative procedures. Small artisanal heritage producers find it difficult, if not impossible, to play by these rules.
- To deal more effectively with large retailers, farmers and food producers in Alpine areas have often created commercialisation cooperatives, consortia and other collaborative solutions. Through the pooling of resources, these collective organisations can also afford the funding of equipment and infrastructures to take also care of parts of the production process and related services that would be difficult or too expensive to manage individually (e.g., packaging, cheese aging, etc.). In some cases, however, collective organisations transfer to their members the pressures they receive from

larger retailers to reduce production costs. This might create an environment that makes it difficult to safeguard and economically valorise artisanal heritage products and favours instead larger producers and more industrialised production methods.

To deal effectively with these challenges, heritage farmers and food producers (and the collective organisations representing them) should:

1. Develop collective multi-product supply chain solutions to facilitate prompt deliveries to local distributors, restaurants, and other local businesses. By creating multi-sectorial partnerships with other producers, it might be possible to sensitise local businesses to the need to 'buy local' and benefit from economies of scale that make timely and frequent deliveries possible.
2. Adopt technical/technological solutions to be more easily found by consumers and tourists and facilitate purchases. These might include vending machines situated outside of points of sales or in centrally located areas, as well as apps or online maps/listings of points of sales where an area's typical products can be purchased. These solutions can be more efficiently implemented through multi-sectorial partnerships.
3. In the case of commercialisation cooperatives and other collaborative distribution solutions, valorise heritage products as the high-end part of the product assortment. This requires educating distributors about the differences respect to more baseline products through storytelling and taste education and pricing of these products in a way that respects their cultural value and more labour-intensive nature of their production methods. Exactly the same characteristics that contrast with the logics of modern distribution can be turned into valuable assets if appropriately communicated. Limited quantities can mean that these products are rare and in short supply and should be bought before they are sold out. Their seasonality can be exploited to create anticipation of and excitement for the moment when they will be put in the market.
4. Select heritage-sensitive intermediaries. Selective distribution is a model in which only a few retail outlets are selected to cover a specific geographical area. This distribution strategy is appropriate for higher quality and more expensive products sold in limited quantities. Current trends in consumer culture, including consumers' preference for short supply chains and local/authentic products, have led some large-scale retailers to include heritage products in their assortments. Some specialty stores explicitly target market segments with refined tastes and higher willingness to spend for high quality products from different areas. Some commercial intermediaries also exist whose market positioning is focused on local heritage products. These include not only traditional 'brick-and-mortar' retailers but also online ones. A selective approach to distribution permits to avoid mass retailers' typical pressures to price reduction that penalises heritage food producers.

AlpFoodway Field Study – Commercialisation and distribution of the endangered cattle breed Murnau Werdenfelser (Germany)

In Upper Bavaria, a network of farmers, butchers, restaurants, NGOs and a specially developed trade company cooperate in the safeguarding and valorisation of the endangered cattle breed Murnau Werdenfelser. The company MuWe Fleischhandels GmbH manages large parts of the value creation chain, from the butchering and packaging, to the distribution and marketing activities for the beef products. It pays the farmers a price premium and manages to achieve higher prices for both beef products and beef dishes in restaurants. This company currently cooperates with 52 Murnau Werdenfelser farmers, who are all based in Bavaria and mostly

inside the cattle's original breeding area, and three regional butcheries. Once the cattle are ready for slaughter, the farmers sell the whole animal to the MuWe Fleischhandels GmbH and drive them individually in small trailers to one of the butcheries, where they are slaughtered. At the main butcher Petermichl in Antdorf the meat is matured, cut, partially processed to sausages, beef ham and burger patties and finally packed. Through direct selling, whole cuts, offal meat, burgers and different butchery products are available. The customer can fill out an order form available on the website www.murnauwerdenfelser.de and pick up his order three days later at the restaurant Der Pschorr in the centre of Munich, which is owned by the same entrepreneur behind MuWe Fleischhandels GmbH. To ensure the utilization of the whole animal "nose to tail", Der Pschorr's menu usually does not offer premium cuts, because the demand for these cuts would outweigh the demand for other parts by far and could not be supplied continuously. Instead various traditional dishes (some of them in modern variations) can be found, that are based on other cuts, as well as specialty offal dishes. In 2018, two other restaurants started offering Murnau Werdenfelser beef as burgers. The production of burger patties is another way (albeit nontraditional) of utilising parts that would otherwise be hard to sell. Burger patties are also available frozen at the 18 cooperating supermarkets in the region of origin and in Munich. These are owner-managed supermarkets, licensed by one of the two supermarket chains EDEKA (5) or REWE (13). Usually, they also offer sausage specialties and different cuts of fresh meat in the supermarkets butcher's shop, which they portion for the customer. In late 2018, a new product line of ready-made beef soup and sauce Bolognese was added under the brand Vom Wirtshaus. The products are made in the restaurant Der Pschorr from MurnauWerdenfelser bones and meat and sold in 104 REWE supermarkets in and around Munich. This can be considered an innovative way of utilizing meat scraps and bones at a large scale.

AlpFoodway Best Practice – Gran Alpin (Switzerland)

Since the liberalisation of the Swiss cereal market, cereal farming in the Grisons has steadily reduced and moved to valley floors. In 1987, the Gran Alpin commercialization cooperative (<https://www.granalpin.ch/>) was established in Tiefencastel to support arable farming in the mountain areas of the Grisons. In 1996, all farmers turned to organic production. Nowadays, approximately 90 farms produce 500 tons of wheat, rye, barley, spelt, naked oat, buckwheat, and malting barley (from 2003, for beer production). Since 2002, most of the production is locally ground as well in a small mill that, if not for Gran Alpin, would have closed. Product range includes cereals, flours, cereal flakes, pasta, and beer. Clients include the retailer Coop (which sells Gran Alpin products under the 'Pro Montagna' label), small specialty and organic stores in the Grisons (products are sold under the Gran Alpin label), bakers (who use Gran Alpin flour to make typical breads, such as the 'Capricorn bread' or the Val Müstair Schaibiettas cookies), restaurants, local breweries and individual consumers. Gran Alpin products are also sold directly by mail or at the Tiefencastel store.

AlpFoodway Field Study – Alpina Vera (Switzerland)

Alpina Vera (<https://www.alpinavera.ch/>) is an intercantonal marketing and sales promotional association, whose membership includes official bodies and associations involved in the promotion of regional/cantonal brands. To be promoted by Alpina Vera, products must be handcrafted and produced with at least 80% of ingredients from the cantons of Uri, Glarus, Ticino and the Grisons and the majority of the added value must be locally produced. At the beginning of 2018, products in Alpina Vera's catalogue were from 153 producers (85 from the Grisons, 50 from Ticino, 8 from Glarus, 10 from Uri). Key activities include marketing and

communication (participation to trade fairs and events; development and distribution of printed promotional material; management of the web site; media relations) and sales promotion (management of the e-commerce platforms, direct sales, organisation of food tastings and collaborations with retailers). Alpina Vera sells directly through e-commerce (www.alpinavera.ch) and a store located in Chur (Grisons), and through a network of 6 commercial intermediaries. Data from 2018 show that Alpina Vera has been able to distribute some of its product assortment to national retailers. In particular, Migros (one of the two most important retailers in Switzerland) distribute some Alpina Vera products under the label *Aus der Region. Für die Region*. A similar cooperation was attempted in 2018 with COOP, the other top Swiss retailer, but has so far failed. According to 2018 data, distribution through national retailers only accounts for 11% of Alpina Vera producers, but it represents 38% of revenues.

AlpFoodway Best Practice – Cooperation between COOP and Slow Food (Switzerland)

Coop is one of Switzerland's largest retail and wholesale company, structured in the form of a cooperative society with approximately 2.5 million members, 85,000 employees, 2,476 points of sale, and CHF 28.3 billion of revenues in 2016. Coop's business principles stress giving preference to environment-friendly and socially responsible products, supporting Swiss agriculture, and favouring products made in Switzerland. Slow Food (SF) has been active in Switzerland since 1993. The first interactions between the two organisations date back to 1999, when Coop sponsored the first edition of the SF fair "Beef" near Zurich. In 2004, the President of SF Switzerland was invited to give a speech at the Annual Coop Members Meeting in Berne, after which, at the end of 2016, the two organisations established a long-term agreement to promote Swiss food culture and sustainable consumption. Through its Sustainability Fund, Coop financially supports SF and the establishment of SF presidia (21 of the 22 Swiss Presidia were established thanks to Coop's financial and marketing support). In addition, Coop includes in its assortment a selection of 50 SF Presidia products (15 from Switzerland, the rest from other countries), including Traditional Valais rye bread, Farina Bona, raw milk Vacherin cheese, Chur salami, and mountain pasture Sbrinz. Given the limited quantities, seasonal unavailability, and lower profit margins of these products, Coop had to adapt its procurement procedures, and according to the retailer little or no returns are made from the sales of Presidia products. The cooperation has not only benefitted Presidia producers, but also boosted the visibility of SF in Switzerland.

AlpFoodway Best Practice -www.tascapan.com (Italy)

Tascapan is an e-commerce initiative initiated in 2014 aiming to promote, commercialise, and distribute high quality traditional food products from the Aosta Valley. The idea behind the platform is to help smaller producers deal with the distribution logistics and associated paperwork. Unlike competing e-commerce sites, www.tascapan.com features a reduced number of selected producers (only 22, but growing): smaller family firms of traditional products that represents the Aosta Valley's cultural heritage. Since May 2015, Tascapan is physically hosted inside Maison Bruil (Introd), an ethnographic museum hosted in a traditional farmer house that features a permanent exhibition on the Aosta Valley cultural food heritage. Tascapan's shop, at the end of the exhibition, provides a way to visitors to 'bring back home' part of such heritage. Tascapan also organises in Maison Bruil food and wine tasting experiences and encounters with producers and is present with its network of suppliers at cultural events and trade shows. Tascapan aims at establishing a partnership approach to its suppliers by granting higher profit margins respect to similar e-commerce platforms. In its

website, it adopts a storytelling approach based on narrating the producers behind the products in a resonant and visually appealing manner.

EDUCATIONAL GUIDELINES

Educational institutions of all types and level can contribute to the safeguard and valorisation of the Alpine food heritage by researching and documenting it before it is lost, raising public awareness about its importance, and developing relevant skills of farmers, animal breeders, food producers, restaurants and retailers, tourism organisations and citizens-consumers. These interventions can also contribute to the sustainable development of Alpine areas and communities by fostering social, cultural and economic innovation and creating new business opportunities and jobs.

Educational institutions should therefore:

1. Integrate educational modules related to local heritage know-how into primary and secondary school programmes to guarantee the intergenerational transmission of the Alpine food heritage

Intergenerational transfer of cultural values embedded in the Alpine Food Heritage positively affects the feelings of belonging and builds a positive attitude towards living in the Alps. Raising awareness about the local food culture at school can also favour social and cultural integration of migrant populations and new inhabitants. The acquired knowledge and skills related to Alpine traditions encourage young people's creativity and boost innovations, providing the basis of employment opportunities in peripheral areas. The younger are also tomorrow's consumers: educational interventions that integrate heritage storytelling and taste education ensure the future prospects of all economic actors involved in heritage supply chains.

2. Diversify school meals with heritage dishes made with products from local suppliers

School canteens can play an important role in educating the taste of younger generations. Sourcing of products from local farmers and food producers and heritage-sensitive menus can be integrated in educational institution's calls for tenders when selecting school caterers. This can also benefit economically local suppliers and contribute to their sustainability.

3. Create vocational and lifelong learning training to help young people and adults learn valuable heritage skills

Vocational and lifelong learning institutions in the areas of agriculture, food production, and catering have privileged modern approaches to nutrition, food safety/hygiene issues, intensive approaches to farming and animal husbandry, cost-reduction, and cooking methods influenced by haute cuisine approaches. As a result, popular (i.e., 'poor people's') cuisine, the 'anachronistic' know-how of traditional producers, and knowledge about local plant variety have often been neglected. It is now time to integrate knowledge and skills for heritage food production, cooking and consumption in food-related vocational and lifelong learning curricula. Targets of these interventions should also include non-local students and workers (migrants, new inhabitants).

4. Integrate Alpine food heritage bearers as instructors and testimonials in educational initiatives with hands-on and experiential learning approaches

Food heritage includes oral traditions, social practices, rituals and festive events, and knowledge and skills to produce traditional crafts. Heritage bearers should be the protagonists of educational initiatives in these fields. Educational institutions might not be easily identity and involve these “atypical” instructors. Yet, heritage transmission cannot take place properly without the involvement of individuals, groups and organisations from local food heritage communities and businesses. This also ensures that heritage bearers benefits – symbolically but also economically – from their traditional knowledge. Educational initiatives of this kinds can be experiential, for example visits to production workshops and farms, and hands-on, favouring the practical transfer of skills from masters to apprentices.

5. Facilitate knowledge transfer and interaction with practitioners from other Alpine areas

Heritage know-how in many areas has been lost or survives in fragmented forms. Practitioners in other areas might have been more successful in safeguarding it or adapting it to current technological developments or market needs. Educational institutions should integrate in their trainings knowledge from other areas that might serve as a benchmark and help develop trans-regional communities of practices that may serve as a supporting network for innovation long after the formal end of educational initiatives. Solutions might include the invitation of experts from the identified areas, experiential visits, and studied tours.

6. Develop heritage producers' complementary skills in the areas of marketing, management, and intellectual property right protection.

Even farmers and food producers who have retained heritage production skills often lack the complementary skills necessary to benefit economically from them. Educational interventions targeting students and organisations in these fields should therefore integrate knowledge in the areas of business administration (particularly accounting and strategy), marketing (particularly, market segmentation, branding and marketing communications, digital marketing and social media, graphic design and packaging; digital storytelling; experiential marketing, trade fairs and event management), and intellectual property rights (individual and collective trademarks, geographical indications, competition laws, legal protection of intangible cultural heritage).

7. Raise public awareness about food heritage and educate the taste of consumers, including new generations, new inhabitants, and migrants.

Popular interest about food heritage and taste education is on the rise. Heritage food storytelling and taste education are possible areas for the development of courses and workshops targeting consumers that can turn in profitable business opportunities for educational institutions and other organisations (e.g., food producers' associations, heritage NGOs, etc.). Targets of these interventions should include also an area's new inhabitants and migrants. The universal nature of food turns these interventions into important instruments for social and cultural inclusion.

AlpFoodway Pilot Action – Food Events Dedicated to the Inter-generational Recipes' Exchange and Transfer (Switzerland)

CREPA, the Regional Center of alpiners populations studies, organized twelve preparation workshop which culminated with three public events for the general population. The objective of workshops and event was to facilitate the transfer of traditional home-made cuisine recipes from older to younger generations and from different municipalities in the Canton of Valais. Recipes exchanged included the Fratze sausage (made with cabbage), Merveilles (Alpine

pastries made by families for specific events such as weddings, baptisms, and carnivals), and different uses of the Raclette cheese, rye bread, dried meat, and local aromatic herbs. Many of the recipes were eventually uploaded to the *La Cuisine 'Maison' du Valais* app and made available to the general public. Involved actors included Pro Senectute (a Swiss Federal Foundation dedicated to the well-being of elderly people); the Youth association of the municipality of La Côte; various local associations and the mayors of the three villages Champsec, Salvan and Orsières; the schoolchildren of the three villages and their grandparents; 4 regional food producers; 2 professional chefs; and Isabelle Raboud-Schüle, head of the Musée Gruérien in Bulle, one of the most well-known specialist of alpine food culture in Switzerland. Overall, 210 participants took parts in the events and workshop. Based on the experience, an academic expert created a transferable guideline for the organization of transgenerational food events.

AlpFoodway Pilot Action – Knowledge Transfer of Traditional Cuisine and Local Food to Schoolchildren, Restaurants and Mountain Hubs in the Upper Sava Valley (Slovenia)

The Development agency for Upper Gorenjska organized an intergenerational educational initiative in the village of Rateče (620 inhabitants), which lies at an elevation of 864m in the Municipality of Kranjska Gora in the Upper Sava Valley situated between Julian Alps and Karavanke mountain ridge, close to the border with Italy and Austria. The village has its own dialect, folk costumes, religious rituals, craft skills and traditional food that are all unique in Slovenia, but maintained only by older inhabitants and some committed families. As regards food heritage, the village is most famous for its Rateče dumplings. In addition to those, other typical local dishes and regional specialities include tarragon potica. In order to preserve the food heritage of Rateče, an in-depth analysis of the village's food heritage was first performed, on the basis of 7 discussion meetings with elderly locals. The findings of these meetings were the basis for a book about Rateče's food heritage and for the intergenerational exchange of culinary skills and knowledge. 10 cookery courses/workshops with three target groups (pre-school children, elementary school pupils and younger housewives) were held where older women taught younger generations how to prepare traditional dishes. To encourage local development, all local restaurants and mountain huts were invited to co-create a common menu with traditional dishes. Being a professional chef, Mr. Jernej Rac was invited to help interpret and transform traditional dishes to be included in an innovative menu called "Rateška južna". Currently, three (out of five) restaurants decided offer this special traditional menu. In addition, a promotional event of menu tasting was organised. Media and stakeholders from the field of tourism, politics, agriculture and heritage preservation were invited to the tasting, and 15 participants responded. The involved actors included the Municipality of Kranjska Gora; Turistično društvo Rateče-Planica, the local tourist association; the kindergarten and primary school of Kranjska Gora; Turizem Kranjska Gora, the official tourist board and all tourism providers of the Upper Sava Valley; Gornjesavski muzej Jesenice, a regional museum; 4 local restaurants; Professional chef Jernej Rac; 25 elderly people, especially local women from Rateče, were involved as bearers of knowledge about food heritage; about 100 inhabitants of Upper Sava Valley. See also the AlpFoodway socio-cultural enquiry interview available at <https://www.youtube.com/watch?v=VFKfyF2Qc-k>.

AlpFoodway Pilot Action – Vocational training to connect the taste of butter to its productive landscape in Primiero (Italy)

From the Dish to the Landscape: Botiro di Primiero di Malga was an educational workshop organised by the Trentino School of Management and tested in 2018 at the ENAIP Vocational

Training Centre in Primiero with a class of 21 students taking the Hotels and Catering Course (Bar and Kitchen Staff). These students learnt about production process of Botìro di Malga, an Alpine butter made in Primiero. The training including classroom interventions (storytelling and taste education about the butter, in comparison with other butters) and experiential visitors to a high-mountain pasture and the dairy involved in the production of Botìro. In a later moment, the students learned about the culinary uses of Botìro and prepared (under the supervision of the vocational training centre's staff) a full menu from appetizer to dessert valorizing the taste of Botìro. The workshop raised awareness of the value of traditional production practices, knowledge and skills for contemporary jobs. More information is available at <https://step.tsm.tn.it/stepjunior-iniziativa/primiero-centro-di-formazione-professionale-enaip-dal-piatto-al-paesaggio>.

POLICY GUIDELINES

Local, regional and national authorities in the Alpine Space can do much to protect the Alpine food heritage and support local farmers, artisan food producers and heritage communities to promote it and create sustainable ways for its use in the local economy. Many of the guidelines and best practices previously reported build on policy interventions of one kind or another. Regions and Nations in the Alpine Space are however very heterogenous in terms of level of decentralization/autonomy, sensitivity to the need of and availability of measures and funding for the safeguarding and valorisation of local food heritage. For example, Aosta Valley is an Italian Autonomous Region whose special statute grant much legislative, administrative and financial power to take into account cultural differences and protect linguistic minorities. This has created a more favourable institutional environment for cultural policies supporting farming and cultural heritage that other Italian Regions with an ordinary statute lack. In Switzerland, farmers have access to direct federal payments for their role in the preservation of the landscape quality that benefit traditional farming and animal breeding practices; farmers in other countries might not have access to similar policies.

Alpine heritage farmers and food producers operate in very different institutional environments, and initiatives that yield results in one area thanks to favourable policies could not be initiated or reach maturity elsewhere under less supporting policy conditions. The guidelines that follow need to be adapted to local, regional and national conditions. They should also take into consideration existing policies and other political, cultural, and economic considerations that might make their adoption more or less feasible.

To valorise the Alpine food heritage, local, regional and national authorities should:

1. *Establish and fund policies that recognize food as an important element of the local/regional/national cultural heritage and identity*

Authorities at the local, regional and national level do not always develop policies to safeguard and valorise intangible cultural heritage (ICH) or appropriately fund these policies. ICH may be implicitly considered in the context of cultural policies focusing of tangible heritage conservation, intellectual property protection, and cultural industries promotion. Even when ICH is considered, food heritage might be marginalised as other forms of intangible cultural heritage are given more priority. Cultural policies should recognize the important cultural value of food and safeguard and valorise food heritage in both its tangible and intangible forms with

appropriate measures and funding. This will permit heritage farmers and artisan food producers to be adequately supported for their cultural role. Without access to funding, they might not be able to make the technical and promotional investments necessary to develop the material infrastructures and skills needed for the implementation of the guidelines previously described.

2. Create formal and informal mechanisms of coordination between all policies in support of food heritage

Food heritage sits – sometimes uneasily – at the nexus of different policies. These include cultural, agricultural, commercial and export promotion, handicraft, educational, social, tourism, economic and sustainable development policies. Lack of coordination among these policies creates the risk of adopting incoherent measures, hinders the exploitation of synergies, and results in the fragmentation of financial resources. Informal and formal cross-sectional mechanisms for the safeguarding and valorisation of the Alpine food heritage policy making and implementation can mitigate these risks and facilitate the pooling of resources resulting in more effective interventions.

3. Simplify administrative requirements and allow flexibility in hygiene rules for small heritage farmers and artisanal food producers to account for their cultural significance

Small heritage farmers and artisanal food producers are often asked to respect the same administrative requirements and hygiene controls done for large businesses and industrial producers. This creates an unfavourable environment for those who have the skills to engage in the production of heritage products and experiences but are ill-equipped to respect these regulations because of their costs and complexity. Hygiene regulations in particular have sometimes made illegal the production of heritage products according to traditional know-how and procedures or resulted in significant changes in their taste and the social practices surrounding them. Some of these regulations are defined at the EU-level, but member states can exert pressures for their amendment and adopt national legislation to exclude some activities from the scope of relevant regulations, exempt them from the application of specific parts of these regulations, or adapt them to accommodate for traditional production methods. Simplification in administrative requirements and hygiene rules will facilitate the development of new food heritage businesses and the development of existing ones, and will reduce their already more expensive production costs, resulting in a greater affordability and market success.

4. Support and fund cultural and scientific institutions' research on Alpine food heritage

Research plays an important role not only for the preservation of food heritage but also for its commercial valorisation. Heritage producers can employ historical and anthropological research in the context of their promotional storytelling activities which increase the perceived authenticity of their products. Research on traditional production and consumption practices can also help the development of new market offers, including retro-innovations and consumer experiences. Research in the fields of agronomy and nutrition can result in a better understanding of how traditional production practices and autochthonous or ancient plant varieties and animal breeds impact food taste, organoleptic features and consumer health and wellbeing. Research can thus strengthen the market positioning of heritage foods, differentiate them based on functional or symbolic benefits, and increase consumers' willingness to pay.

5. Help food heritage communities and producers document their traditional knowledge

Documentation can help heritage communities and producers to safeguard their intangible cultural heritage and traditional knowledge. Documentation can help impede further loss of traditional knowledge, maintain it over time, support benefit sharing between heritage bearers and those who use it, and protect from unwanted use. Documentation can take the forms of digital or physical archives and can be kept private or made accessible to researchers or the general public. Documentation can also form the base for temporary exhibitions, permanent museum exhibits and experiential heritage showcases. Thanks to appropriate policies, producers (individually or collectively through their organisations) and heritage communities should be encouraged to document their food heritage. Community involvement, bottom-up approaches and the obtaining of prior informed consent of relevant parties is necessary when documenting traditional knowledge. It should be highlighted that documentation does not ensure the legal protection of traditional knowledge. As a result of documentation, communities may lose control over their traditional knowledge; documenting it might make it widely available or compromise the secret nature of some elements of it. Documentation of traditional knowledge, especially when it is planned to publicly disseminate it, should take place within the context of an intellectual property strategy. The World Intellectual Property Organization (2017) has developed a toolkit on documenting traditional knowledge that can provide assistance in documentation endeavours.

6. Establish heritage-sensitive geographical indications

Geographical indications (GIs) such as Protected Denominations of Origins (PDOs) and Protected Geographical Indications (PGIs) are intellectual property rights (IPRs) that can act as safeguarding measures to protect traditional knowledge and prevent intangible culture heritage from being misappropriated or misrepresented. Authorities should create favorable conditions and policies for the establishment of geographical indications even in the case of small heritage producers, who might be discouraged by the costs and complexity associated with the relevant legal procedures required to acquire these IPRs. In particular, competent authorities should remain vigilant that the product specifications adopted by PDO-PDI associations do not penalize small heritage producers. In particular, authorities should encourage the drafting of IPR specifications and regulations that: mitigate the risks of decontextualization (for example, avoiding that allowed geographical areas of production are unjustifiably extended and that agreed-upon production methods force heritage producers to change their production methods); respect the dynamic nature of food heritage and allow for periodical variations to mitigate the risk of 'freezing it' and halting innovation; avoid the overexploitation of natural resources and favour biodiversity and the protection of natural and cultural landscapes; are inclusive and establish benefit sharing mechanisms of the income generating activities in favour of all ICH bearers. Ensuring that geographical indications and other ICH-relevant IPRs is an area where cooperation and synergies between agricultural and cultural policies is recommended to balance cultural and commercial needs.

7. Support and promote territorial brands

Territorial brands can support local heritage farmers, animal breeders and food producers in various manner. Local and regional brands certify the local origin of food and other typologies of products. In the case of processed food products, these brands typically require that an important part of their weight consists of ingredients and raw materials of local origin or, correspondently, that an important part of the economic added value is locally generated. Often, they also involve local restaurants, requiring that a certain number of items on their menu is

made with local ingredients. As a result, territorial brands can raise consumer and tourist awareness of and preference for local products, justify their premium price and facilitate their access to distribution and use by local restaurants. They can also have broader macroeconomic effects on local supply chains due to the fact that local businesses, instead of buying cheaper products from outside areas, can prefer local raw materials and semi-finished products even if they are comparatively more expensive. Territorial brands can also stimulate local innovation. Producers of end products and restaurants need local ingredients and semi-finished products to obtain the territorial brand certification, which might not be locally available. Farmers, animal breeders and food processor can thus develop these products with limited risk, knowing that they will be absorbed by the local markets even if less affordable than non-local counterparts. This can sometimes contribute to the revitalisation of abandoned crops and animal breeds. Another possible effect of the intensification of local business-to-business interactions and relationships is the facilitation of supplier-customer collaborations to jointly develop new products, for example to find novel uses to local raw materials. Finally, territorial brands can act as a platform to balance needs and exploit synergies between agricultural, commercial, tourism and handicraft policies. By integrating in the same organisations functions (and related funding) from all these areas, territorial brands can act as an effective mechanism to coordinate these policies and their implementation, and to pool financial resources for more effective interventions. For all these effects to truly benefit heritage farmers and artisanal food producers, territorial brands should define heritage-sensitive product inclusion protocols, for example require that these products are grounded in the local area's food traditions.

8. Support and promote the development of tourism experiences and attractions, festivals and cultural events, trade fairs and periodic marketplaces that promote and celebrate the Alpine Food Heritage

Experiences, attractions and events play an important role in the safeguarding and protection of the Alpine food heritage because they can provide consumers (local residents and tourists alike) a means to access local traditions and culture in an immersive and meaningful manner. They provide opportunities for encounters with heritage bearers such as farmers and animal breeders, artisan food producers and chefs and contribute to the inter-generational transmission of food heritage and its ongoing viability. They permit to put into relation agriculture, food production and tourism to support local supply chains. Authorities should fund and promote the development of these initiatives, some of which are run on voluntary bases and would not otherwise be economically viable. They should also encourage and facilitate access to training in event management and experiential marketing to the involved stakeholders. Attention should be devoted to balance educational and entertainment goals and maintain their authenticity to avoid the risk of creating initiatives 'for tourists only' that are neglected by the local population.

AlpFoodway Best Practice – Lombardy Region's Law for the Valorisation of Intangible Cultural Heritage (Italy)

With its Regional Law n. 27/2008, the Lombardy Region was the first Italian Region to equip itself with a law for the valorisation of its intangible cultural heritage (ICH). Inspired by UNESCO's Convention for the Safeguard of ICH, the law aimed to promote the identification of regional ICH elements; promote knowledge about ICH also through studies and field research; diffuse the use of good practices and scientific methodologies for the gathering, management, inventorying and valorisation of ICH, also with digital means and the world wide web; promote public awareness about ICH also through the organisation of and support to cultural events,

publications, and communication products; promote and organise educational activities and favor inter-generational transmission of ICH; recognize excellences in the creation, conservation, valorisation of or innovation in ICH. Its norms found their way into a more recent law (n. 25 of October 7, 2016 on *Regional policies on cultural matters – Regulatory reorganization*”, articles 2; 13 “Ethno-anthropological heritage and intangible cultural heritage” and 22 “Ethnography and Social History Archive of Lombardy Region”), which permitted the establishment of www.intangiblesearch.eu, a community-based online inventory for spreading the knowledge of ICH that the Lombardy Region has opened to other Alpine regions. After the passing of a regional law to prevent forest fires was passed, the presence of various Intangible Search entries documenting the use of bonfires during traditional Lombard Carnivals and festive events has permitted the adoption of a Regional Council resolution to derogate to such law to safeguard ritual fires. With the inscription in 2019 of transhumance in the UNESCO Representative List of the ICH of Humanity, discussion have started to adopt a similar resolution to facilitate the seasonal droving of livestock from and to Alpine pastures in Lombardy, which is currently hindered by various norms.

AlpFoodway Best Practice – Research in the local rye heritage leading to its revitalization in Val Gesso through the Rye Eco-Museum (Italy)

The Rye Eco-museum (<http://www.ecomuseosegale.it/>), which is part of the Natural Park of Maritime Alps, is a network of organisations, activities and events in Val Gesso. It was created in 1995, when the district of Sant’Anna of Valdieri launched a project focused on the safeguard and valorisation of the rye heritage in the valley; it was later merged into the Park’s activities in 2000. The main objectives of the eco-museum are: to foster the local’s sense of belonging to the valley by raising awareness on the community’s cultural and historical roots; to animate cultural life and support local recovery projects; to develop a closer relationship between the territory and its inhabitants; to study local traditions; to promote and valorise local products. Main activities include research on Alpine culture and territory (thanks to which it was possible to rediscover the rye bear, a traditional mask of the Valdieri Carnival) and educational activities to raise awareness and share competence on local traditions. Two noteworthy projects, centred upon lavender and rye, have stimulated local farmers to revive cultivation of these crops and develop associated products, such as rye bread and lavender oil, and to valorise it through events in cooperation with the Park and destination management organisations. One of the Eco-Museum’s key sites is the Rye Civilization Museum, hosted in a building that used to be a tavern, which contains a permanent exhibition on local rye culture and serves as a meeting place for the Eco-museum’s activities. During the Carnival period, animation activities centred upon the rye bear have been developed; and festivals focusing on lavender and rye now take place in July and August. Various pedagogical experiences, targeting tourists but also the area’s schools, have been developed (e.g., rye bread making, etc.).

AlpFoodway Best Practice – Agrarmarketing Tirol (Austria)

Agrarmarketing Tirol (AMTirol, <http://xn--qualitt-bxa.tirol/>) is a service company that develops and supervises marketing activities in favour of Tyrolian farming products. The association also manages the label “Qualität Tirol – gewachsen und veredelt in Tirol” (Quality of Tyrol – raised and processed in Tyrol”. AMTirol’s main goals are to develop the Quality of Tyrol label, to support the sales of Tyrolean products and to strengthen the image of Tyrolean agriculture. Members are the Office of the Tyrolean Provincial Government, the Tyrolean Chamber of Agriculture, Tirol Advertising GmbH, and the Tyrolean Chamber of Economy. Today, the association represents around 120 products and has a partner network of 1,100

Tyrolean producers, 50 refiners, 133 farmers, and 218 between hotels, restaurants, and stores that offers typical products from Tyrol. Main projects developed by AMTirol include the following. *Bewusst Tirol* (Awareness Tyrol) promotes the use of local food in the hotel and catering industry. Participating companies are awarded with a label for their sourcing of local products. The *Bewusst Tirol Botschafterinnen* (Ambassadors of Awareness Tyrol) project brings together all the companies awarded with the Awareness Tyrol's label, with the aim to improve the flow of information and communication among consumers, AMTirol, trade, and producers. Today the network counts 205 ambassadors who provide feedbacks and information on products on displays, stock, pricing, and sales. The *Almleben* (Alp Life) project focuses on high mountains' farms and pastures, which are a fundamental part of the Tyrolean landscape that contribute to both the tourism attractiveness of the region and the dairy industry. The project aims to support both by encouraging the development of sustainable tourism and by offering experiential showcases. The *Tiroler Schnappsroute* (Tyrolean Schnapps Route) is a tourist itinerary involving 41 distilleries that offer tourists the possibility to experience Tyrolean Schnapps-making traditions as well as product tastings. *Schule am Bauernhof* (School at the Farm) aims to draw attention to small farming productions and attract the interest of young consumers for local foods. The project provides children and young people with educational trails, sensorial experiences, learning activities such as baking, and visits to fields. AMTirol also promotes regional and local cooking competitions, regional events such as farm festivals, alp festivals, and winter and summer markets. It also publishes 8 magazines specialized on cheese, farming, and Tyrolean farming culture.

AlpFoodway Field Study – The 100% Valposchiavo Project (Switzerland)

In Valposchiavo (<https://www.valposchiavo.ch/it/vivi/100-valposchiavo/il-progetto>), two labels certify that the products are 100% locally produced and made entirely from local ingredients or raw materials (*100% Valposchiavo*) or that products are locally produced from raw materials that are not entirely local, provided that at least 75% of the added value is generated in Valposchiavo (*Fait sü in Valposchiavo*). Today, more than 150 products benefit from one of the two labels; 13 restaurants subscribed the 100% Valposchiavo Charter, committing themselves to using local products for the preparation of at least three 100% local dishes every day. The initiative has not only contributed to position the Poschiavo Valley as a tourist destination, but has also restructured local supply chains by providing a local market for food ingredients (e.g. grain, rye, buckwheat, pork) whose production was discontinued in the past but that has now been revived. The territorial brand has also stimulated innovation in the food sector and enhanced the cooperation between producers and service companies. For example, two restaurants have partnered with the Poschiavo Dairy and a local farmer to obtain locally produced mozzarella and tomatoes to be used as 100% Valposchiavo pizza ingredients; the Poschiavo Dairy has also cooperated with a producer of aromatic herbs to develop a new herb-ripened cheese; a breeder, a butcher and a pasta producer have developed a new product (frozen pork ravioli) to find an use to pig offal and less noble meat parts that it would have been otherwise difficult to place on the market.

AlpFoodway Pilot Action – Lo Pan Ner: A rye bread Festival Connecting Alpine Communities (Italy, France, Switzerland, Germany, Slovenia)

The Festival (<https://www.lopanner.com/>) aims to promote the Alpine rye bread baking traditions. It is the first trans-regional event of this nature organised in the Alpine Space. Conceived in 2015 by the Autonomous Region Aosta Valley with the aim of enhancing a ritual in the communities where the communal rye bread making know-how was still alive, it involved

already in its first edition almost all of the Aosta Valley's 63 municipalities that preserved communal ovens. The success of the initiative and the enthusiasm of the 1,000 volunteers who made the Festival possible inspired in the years that followed other Alpine communities to take part in it. In 2019, the Festival took place simultaneously in 10 areas in Italy (Aosta Valley, Brescia, Sondrio, Varese, Valle Ossola), Switzerland (Valposchiavo and Valais), France (Parc des Bauges), Germany (Upper Bavaria), Slovenia (Upper Gorenjska). Actors involved include bread ovens, bakeries, mills, heritage organisations, municipalities, and regional authorities. The Autonomous Region Aosta Valley coordinates the initiative, manages the festival web site, designs a common visual identity for the event, produces and distributes event signage, and provides some participating communities with rye flour for baking. Involved communities provide volunteer work and, within the general framework of the festival, design and implement educational activities for children and adults, tasting experiences, guided tours and conferences, visits to ovens and mills and other forms of experiential storytelling. Community involvement and effort vary based on size, available infrastructures, local enthusiasm, and other circumstances. Local communities adapt the format and timing of the event to reflect their needs. Rye bread, despite local differences, is a common Alpine food heritage and by supporting the Festival, local communities not only celebrate their own traditions, but also become more aware of the common roots and similarities across areas and countries.

AlpFoodway Pilot Action: Puregio Food Market in Weilheim-Schongau (Germany)

The Upper-Bavarian district of Weilheim-Schongau is famous for its cultural landscape between the Bavarian lakes and mountains. While there are many producers of traditional, regional food, they are not very well connected, and the local population and tourists do not know about them. Local economic development authorities created a survey to obtain an overview of the regional food producers and their range of products and services. In an expert workshop, they networked with these producers and tourism organisations, and discussed possible approaches to make the regional food heritage more visible and more easily available to locals and tourists alike. As a result, they established Puregio, a 2-day food market event (see <https://www.pfaffen-winkel.de/natur-erleben/puregio/>). The event combined a workshop on collaborative marketing for regional producers and the region's first heritage food market. It has initiated the establishment of a regional producers' network and attracted 2,500 visitors over the weekend. The developed promotional format has connected regional producers in a joint promotion and enhanced their competitiveness in the market.

REFERENCES

AlpFoodway Inventory of Single Elements of the Alpine Food Heritage

Available online at <http://www.intangiblesearch.eu> (use tags 'AlpFoodway' or 'Alpine Diet')

AlpFoodway Inquiry to Identify Alpine Food Heritage Values

Available online at

https://www.youtube.com/channel/UCwctGbl6DSxE_peLz2wRmMQ/videos

AlpFoodway Analysis on Community Rights and ICH Intellectual Property

Guidelines for Community Rights and ICH Intellectual Property (2019). Available online at

https://www.alpine-space.eu/projects/alpfoodway/project-results/wp1_dt131_guidelines_intellectual_property.pdf.

Selected Tables on Already Existing IPRs on Alpine Food Heritage (2019). Attachment I to Guidelines for Community Rights and ICH Intellectual Property. Available online at

https://www.alpine-space.eu/projects/alpfoodway/project-results/wp1_ot12_attachment1.pdf

Selected IPRs Specifications, regulations and bibliography on Alpine Food Heritage (2019). Attachment II to Guidelines for Community Rights and ICH Intellectual Property. Available online at

https://www.alpine-space.eu/projects/alpfoodway/project-results/wp1_ot12_attachment2.pdf

Legal study on Community rights and ICH intellectual property management and analysis of ICH international case studies on safeguarding measures to protect community-held traditional knowledge (2019). Available online at https://www.alpine-space.eu/projects/alpfoodway/project-results/wp1_dt131_guidelines_intellectual_property.pdf

AlpFoodway Map of ICH Commercial Valorisation Practices Across the Alpine Space

Map of ICH Food Commercial Valorisation Practices Across the Alpine Space (2018). Available online at :

<http://www.alpine-space.eu/projects/alpfoodway/en/project-results/downloads/wp2-marketing>.

AlpFoodway Field Studies of relevant cases of success in the commercial valorisation of the Alpine Food heritage

Reports on field studies (2019). Available online at <https://www.alpine-space.eu/projects/alpfoodway/en/activities-and-results/goals-and-activities/commercial-valorisation>

<https://www.alpine-space.eu/projects/alpfoodway/en/activities-and-results/goals-and-activities/commercial-valorisation>

Digital Ethnography Research Report on Consumer Response to the Alpine Food Intangible Cultural Heritage (2019). Available online at https://www.alpine-space.eu/projects/alpfoodway/project-results/wp2_d.t2.3.1_digital_ethnography_research_report_final.pdf

AlpFoodway Educational, Policy, and Managerial Guidelines (2019). Available online at <https://www.alpine-space.eu/projects/alpfoodway/en/activities-and-results/goals-and-activities/commercial-valorisation>

AlpFoodway Pilot Cases

Contexts, Activities and Results of Pilot Actions (2019). Available online at: <https://www.alpine-space.eu/projects/alpfoodway/en/activities-and-results/goals-and-activities/pilot-actions>

Pilot Actions Synthesis Report (2019). Available online at: https://www.alpine-space.eu/projects/alpfoodway/project-results/wp3_dt3.4.3_pilot_actions_synthesis_report_def.pdf

AlpFoodway Multilevel Networking Promoting the Alpine Food Heritage

AlpFoodway Awareness Raising and Networking Platform
www.alpfoodway.eu

Guidelines for Forming Multilevel Community Networks (2018). Available online at: https://www.alpine-space.eu/projects/alpfoodway/project-results/wp4_guidelines-multilevel-community-networks_def.pdf

Alpine Food Heritage Charter (2018)
https://www.alpine-space.eu/projects/alpfoodway/project-results/wp4_af_charter_alpinefoodheritage_en.pdf

AlpFoodway Capacity Building Ateliers Reports (2019)
Available online at: https://www.alpine-space.eu/projects/alpfoodway/project-results/wp4_af_capacity_building_report.pdf

AlpFoodway Vision Paper (2019)
Available online at: https://www.alpine-space.eu/projects/alpfoodway/project-results/wp4_af_vision_paper.pdf

Culture2030Goal campaign (2019), “Culture in the Implementation of the 2030 Agenda”. Available online, https://www.icomos.org/images/DOCUMENTS/UN_SDG/culture2030goal_low.pdf (accessed 31 October 2019).

ICOMOS (2016), *Cultural Heritage, the UN Sustainable Development Goals, and the New Urban Agenda*. Concept Note. Available online, <http://www.usicomos.org/wp-content/uploads/2016/05/Final-Concept-Note.pdf> (accessed 31 October 2019).

Slow Food (2014), “Slow Food Approach to Food Labelling”. Available online, https://www.fondazione Slow Food.com/wp-content/uploads/2015/04/Etichetta_SF_ENG.pdf (accessed 31 October 2019).

UNWTO (2012), Study on Tourism and Intangible Cultural Heritage. UNWTO, Madrid. Summary available online, <http://ethics.unwto.org/publication/study-tourism-and-intangible-culturalheritage> (accessed 31 October 2019).

World Intellectual Property Organization (WIPO) (2017), Documenting Traditional Knowledge – A Toolkit. WIPO: Geneva. Available online, https://www.wipo.int/edocs/pubdocs/en/wipo_pub_1049.pdf (accessed 31 October 2019).