

AlpTextyles

BUSINESS, MANAGEMENT AND GOVERNANCE PLAN

Malonno (BS), Italy

INTERTWINING CULTURES



A replicable sustainability model

Objective: to find a form of economic sustainability for the management of Bergamasque wool.

We have constructed a model that recognises wool as a **common good** due to its ecological, cultural and territorial characteristics.

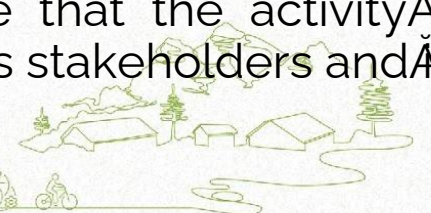
As such, it belongs neither fully to the market nor to the state, but lives in the intersection of landscape, local knowledge, collective practices and ecological values.





Theoretical framework

- **lean start-up approach:** involves starting small with a few essential and verifiable elements in order to validate the most critical and risky assumptions before making complex or irreversible economic choices.
- **Integral sustainability:** involves paying attention to people, territory, communities, non-human and more-than-human agents.
- **Impact:** the sustainable change that the activity helps to generate in relation to its stakeholders and its landscape.



BUSINESS PLAN

01



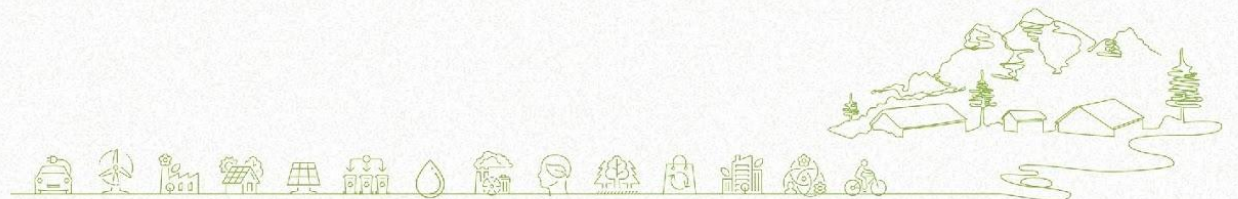
INDEX

Executive summary.....	2
1. Approccio metodologico (step di processo).....	4
2. Cosa: materia prima > lana (scheda tecnica lana bergamasca).....	7
3. SWOT Analysis.....	7
3.1 HP.1 : FILIERA DEL SEMILAVORATO.....	8
3.1.1.Punti di forza (Strengths).....	8
3.1.2 Punti di debolezza (Weaknesses).....	8
3.1.3 Opportunità (Opportunities).....	9
3.1.4 Minacce (Threats).....	9
3.2 HP.2: NEGOZIO.....	9
3.2.2 Punti di forza (Strengths).....	10
3.2.3 Debolezze (Weaknesses).....	10
3.2.3 Opportunità (Opportunities).....	10
3.2.4 Minacce (Threats).....	10
3.3 Interpretazione.....	11
4. Cosa: prodotto (cosa vendo) > filiera del semilavorato.....	12
5. Impatto (alcune riflessioni di comunicazione e raggiungimento dei pubblici).....	12
6. Analisi di mercato.....	14
7. Modello organizzativo e di governance.....	14
8. Piano economico-finanziario.....	15
8.1 Considerazioni dai tre scenari.....	16
9. Analisi dei rischi.....	17
10. Elementi di attenzione e considerazioni finali.....	18

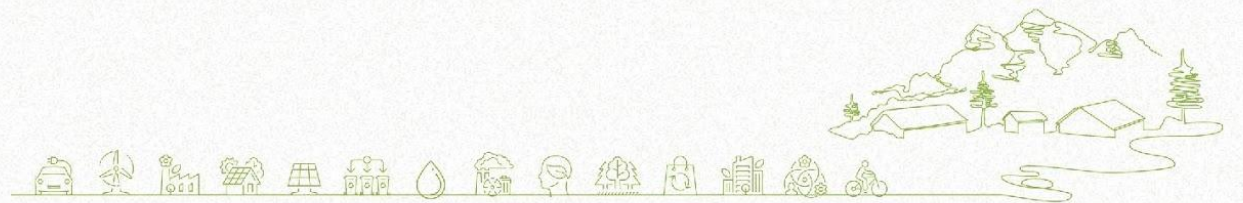


Main elements of the document

- **Market analysis:** we went beyond desk-based analysis and contacted potential future customers directly to initiate relationships and test key hypotheses.
- **Three economic scenarios** were set up:
- We proposed a **non-extractive business model** with strong territorial value that sees wool as an asset at the intersection of the public good and the market.
- A distributed governance model: with the above premises, the management model must extend to the territory. This guarantees widespread interest, extended protection and territorial benefit.
- **There is still a lack of an economic entity that can manage the chain in an entrepreneurial way.**



MARKET ANALYSIS 02



Market analysis

We analysed the potential market outlets for Bergamo wool's semi-finished product, identifying the following customer segments that could be targeted:

Clothing and socks.
Carpets and blankets.
Mattresses and upholstery.
Soundproof panels.
Fabrics and yarns.
Agricultural use.

We identified the most interesting companies and organisations in each segment, forming relationships with them in order to test our hypotheses.



Market analysis, learnings

1. There is widespread interest in local wool, but strong technical and supply chain constraints.

Many of those interviewed expressed an interest in Bergamasque wool, but set clear conditions: they must be familiar with its technical characteristics (micronage, resistance and elasticity); it must be supplied washed and processed; and it must be supplied either spun or in ready-made staple.

2. Bergamasque wool is considered suitable for some applications, such as upholstery, furniture and carpets, but less so for others, such as fashion and fine knitwear.

Its characteristics (thickness and roughness) make it unsuitable for garments in direct contact with the skin, but it is interesting for outdoor products, textile design, furniture, rustic carpets and green building projects.

3. Existing micro-farms are viable when there is a territorial infrastructure in place, such as associative networks and cooperatives.

Economic sustainability derives from the presence of active local networks that deal with collection, promotion, and relations with shepherds. Without this intermediate level, the end user cannot manage operational complexities such as logistics, sorting and uneven volumes.



Market analysis, learnings

4. The issue of raw material homogeneity is critical for the industry.

Companies such as Radici Carpet and CC-Tapis highlight the challenges associated with using local wool when consistency of supply and uniform physical characteristics cannot be ensured.

5. Although the economic value of rustic wool is low, its systemic value is high.

Many interviewees reiterate that the real value of wool lies in the ecosystem services it provides, such as land management, biodiversity and landscape maintenance, rather than in its market price. Support from regional institutions is required to address this issue, including through advocacy tools and public narratives.

6. Strong competition from standard Australian wool

Australian wool is sold on the market at €4/kg in standardised batches, ready for industrial processes.



Market analysis, learnings

7. There are already examples of the experimental use of Bergamasque wool.

Some stakeholders (e.g. CC-Tapis and La Lana Lunatica) have used it for small-scale production or prototyping. However, these remain niche markets that work well when linked to strong storytelling or cultural contexts, such as exhibitions, design and sustainability.

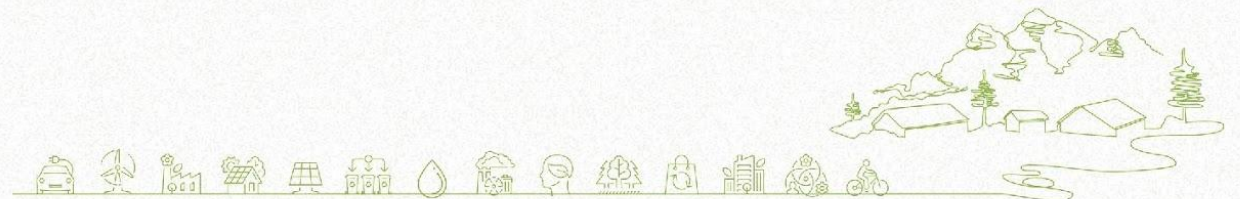
8. Scale remains a challenge.

Small craft enterprises such as Marco Guazzini, La Lana Lunatica and Lanificio Leo are interested, but their consumption is limited. To build a regenerative enterprise, it is necessary to diversify uses and activate medium-scale supply chains.

9. Lack of washing and processing infrastructure



ECONOMIC SCENARIOS



Economic scenarios

Regardless of the chosen configuration, all scenarios share some basic operating conditions:

- A **shepherd's fee** of €0.30/kg introduces a system of fair recognition for the raw material, which is often not valued in the current market.
- Wool is washed in **Austria**, including transport, which is currently a more accessible solution for Valcamonica, since are already established a strong relationships.
- A cost of **€15,000 for a part-time human resource** dedicated to managing logistics and commercial relations.
- **Sorting is valued at €3/kg**, taking into account an average productivity of 5 kg/hour. This equates to a remuneration of about €15/hour, which is consistent with the contract for social cooperative work placement.



Economic scenarios

In **Scenario 1**, both yarn and staple are assumed to be sold, with the current sorting efficiency maintained. This results in significant dispersion of the raw material. The analysis shows that this configuration results in an economic loss during the first three years, achieving only a slight profit in the fourth and fifth years. Consequently, the business fails to cover its fixed costs until the middle of the period.

Scenario 2 assumes a significant reduction in waste through improved sorting at the shearing stage. This optimisation reduces dispersion to 40%, thereby improving overall profitability. Losses in the first few years are smaller than in Scenario 1, with a profit of €1,827.50 recorded as early as the fourth year. This demonstrates that processing efficiency is key to the economic sustainability of the chain.



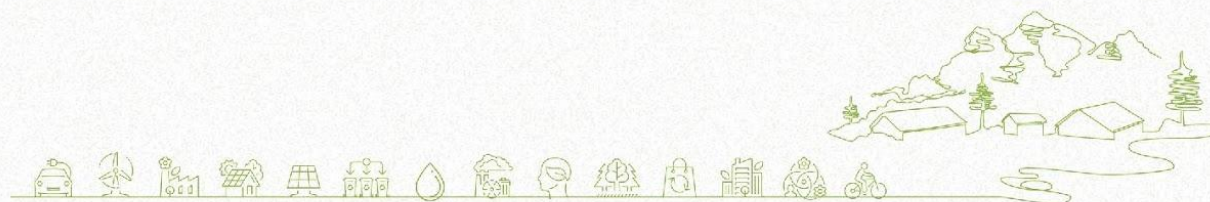
Economic scenarios

In **Scenario 3**, the focus is on optimising the sorting process by pre-empting the exclusive sale of yarn and completely avoiding staple, which is an economically neutral product that only covers living costs without generating margins. By focusing on a higher-value product, Scenario 3 generates a profit of €650 in the first year, proving more effective than the other two models. However, this approach necessitates more intensive market development and targeted commercial relationships, given that the yarn requires more structured sales channels.

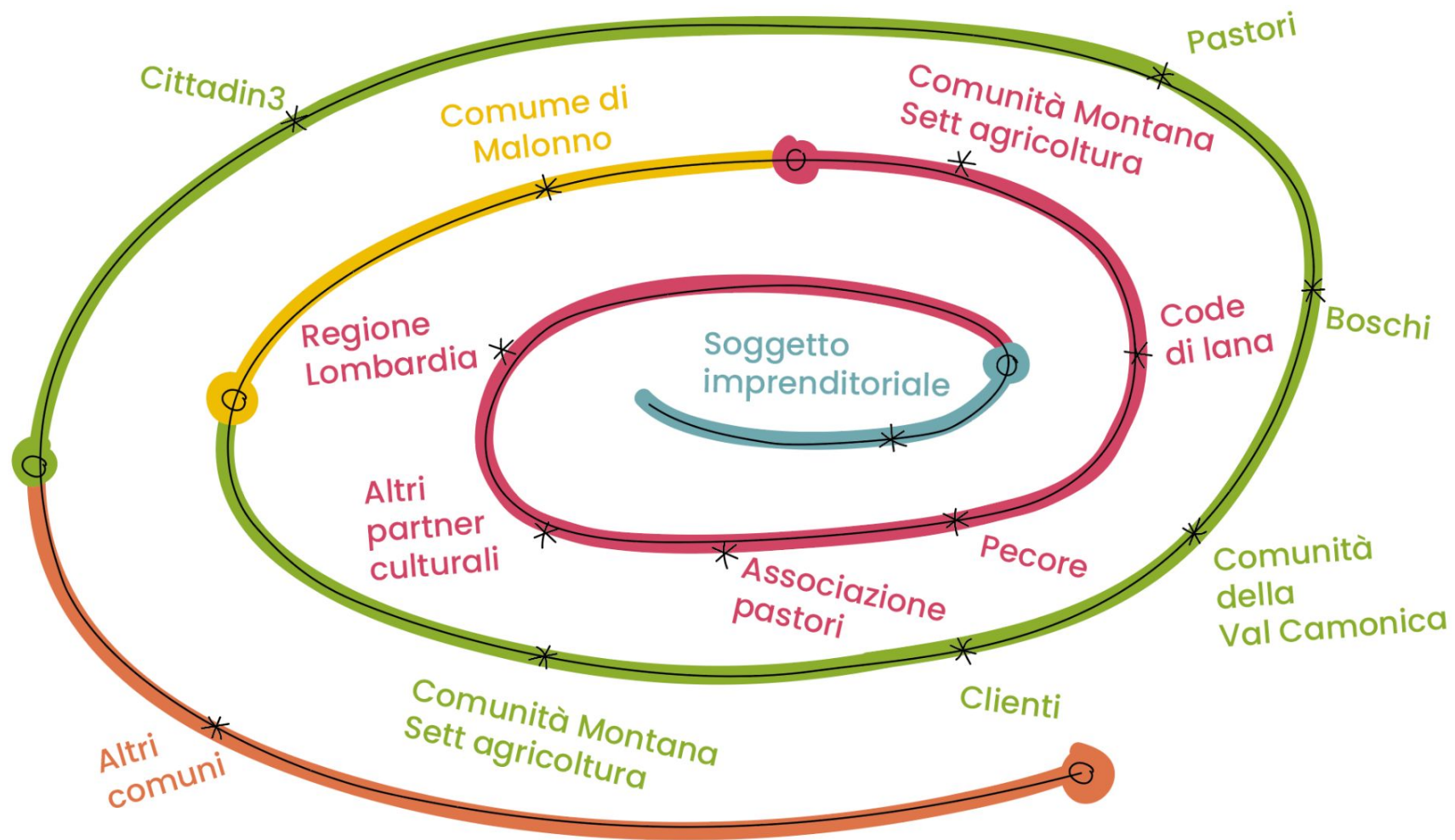
This scenario demands the most from relationships, but also offers the highest return potential.



GOVERNANCE MODEL 04



STAKEHOLDERS MAP



INFORMARE

CONSULTARE

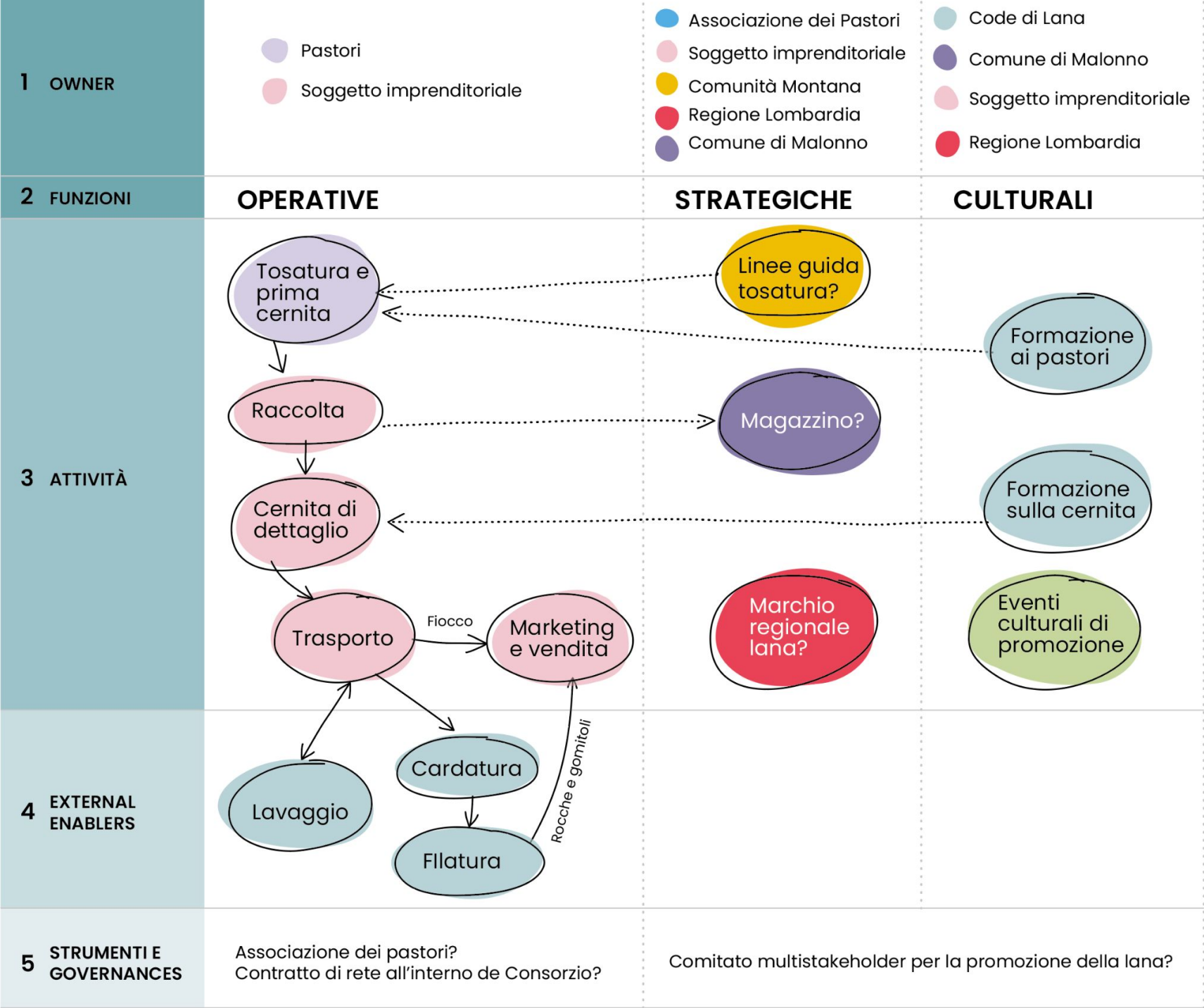
COPROGETTARE

COPRODURRE

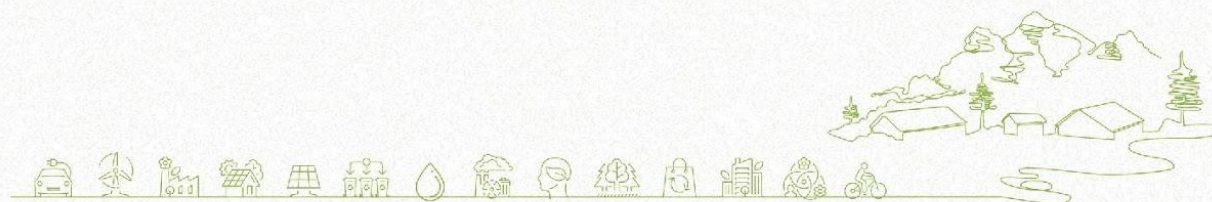
GESTIRE



GOVERNANCE MODEL



NEXT STEPS 04



Towards a Table for Territorial Governance

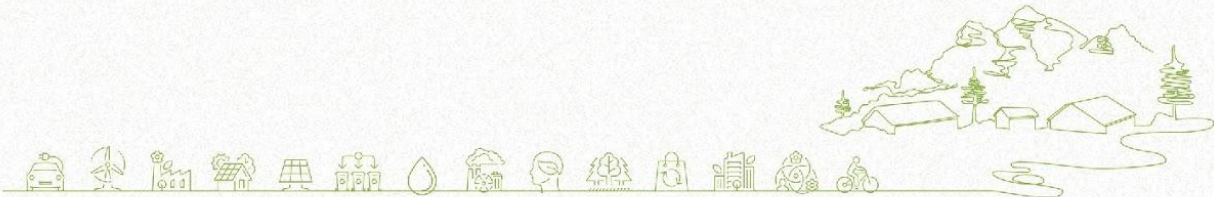
Governance cannot be imposed from above; it must be co-constructed through facilitated dialogue and deliberation, enabling the will, possibilities and aspirations of all involved to emerge.

Only in this way can a model be generated that activates economies of purpose and enhances the territory as an interconnected ecological and relational system, rather than reproducing extractive or unequal dynamics.

We propose concluding the project with a meeting at which **governance will be designed by facilitating dialogue among all participants, equipping them with the right tools**. This will ensure that the final model reflects the will, possibilities and interests of each individual..



DELIVERABLE 05



DELIVERABLE

1. **BUSINESS PLAN AND DETAILED FINANCIAL ECONOMIC PLAN (3-5 YEARS) > ✓**
2. **ORGANISATIONAL AND GOVERNANCE MODEL AND ITS ACTIVATION > ✓**
3. **DEFINITION OF MANAGEMENT PROFILE - PREPARATION AND LAUNCH OF THE CALL FOR SELECTION OF NEW RESOURCES - GUIDELINES FOR FUTURE ADOPTION OF THE ORGANISATIONAL MODEL > transformed in the work with Il Solco and il Cardo**
- 4.





AlpTextyles is an Interreg Alpine Space project that gathers the heritage of Alpine textile ecosystems to develop collaborative business and cultural solutions toward a circular and sustainable textile industry.

SUPPORTED BY THE EUROPEAN UNION THROUGH THE INTERREG ALPINE SPACE PROGRAMME