

Workshop

27 September 2017

Immenstadt, Germany

“Business models for the sustainable use of natural resources in the Alpine region”

Workshop for the preparation of the Action Programme for a Green Economy in the Alpine region

WORKSHOP DOCUMENTATION



List of Content

Keynotes.....	3
Working groups.....	5
Working group "Bavarian Organic Model Regions".....	5
The practice	5
Discussion.....	8
Working group "Vorarlbergholz"	9
The practice	9
Discussion.....	10
Working group "Bicycle city Sonthofen".....	12
The practice	12
Discussion.....	13
Results	15
Annex.....	16
Agenda.....	16
List of participants.....	17

On 27 September 2017 the workshop "Business models for the sustainable use of natural resources in the Alpine region" was held in Immenstadt (Allgäu), Germany. The workshop was organised in cooperation with the Bavarian Organic Model Regions. It brought together about 30 participants from German, Austrian and Swiss Alpine regions who represented local and regional administrations focusing on different aspects of sustainable use of natural resources in their regions as well as farmers and participants representing natural protection institutions.

Keynotes

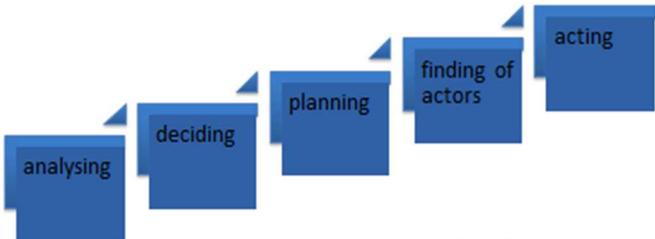
Two keynote speeches set the frame for the discussions. The first keynote on the "Promotion of entrepreneurship in support of a Green Economy" was given by Mr. Norbert Bäuml. Mr. Thomas Winter gave the second keynote on "Starting points and ideas for future-oriented and durable business models in a Green Economy".



Figure 1: Norbert Bäuml giving his keynote.

Mr. Norbert Bäuml from the Bavarian Rural Development Administration highlighted critical factors for promoting entrepreneurial people in support of a Green Economy. Among them are the identification of people who are willing to take new pathways, entrepreneurial people in administration, supportive leaders and the importance to start with the people rather than with analysis and planning.

Conventional decision process



according to Faschingbauer 2010

Figure 2: From Mr. Bäuml's presentation on the traditional development process of projects.

Example: Strengthening of small cycles



Figure 3: From Mr. Bäuml's presentation - different entrepreneurial people (left) and strengthening of small circular flows (right).

With selected local and small-scale examples, he illustrated how small initiatives can grow and can play a crucial role for further development of a greening of the economy. These illustrations, furthermore, showed that entrepreneurial people may have very different characteristics.



The second keynote speech was given by Mr. Thomas Winter, founder and manager of the Swiss foundation "Economy and Ecology" (Stiftung Wirtschaft und Ökologie (SWO)). In his presentation Mr. Winter highlighted the links between natural resources and economic activity. He showed how the relations between harvests and yields as well as between emissions and assimilation ability, need to change to achieve a sustainable economy, respectively, a Green Economy. By critically reflecting the impacts of 'green' policies (e.g. strengthening of e-mobility), he highlighted that they often affect only one dimension of sustainability positively (e.g. reduction of CO₂) rather than other dimensions relevant for a Green Economy (e.g. social aspects, land fragmentation).

Figure 4: Mr. Winter giving his keynote.

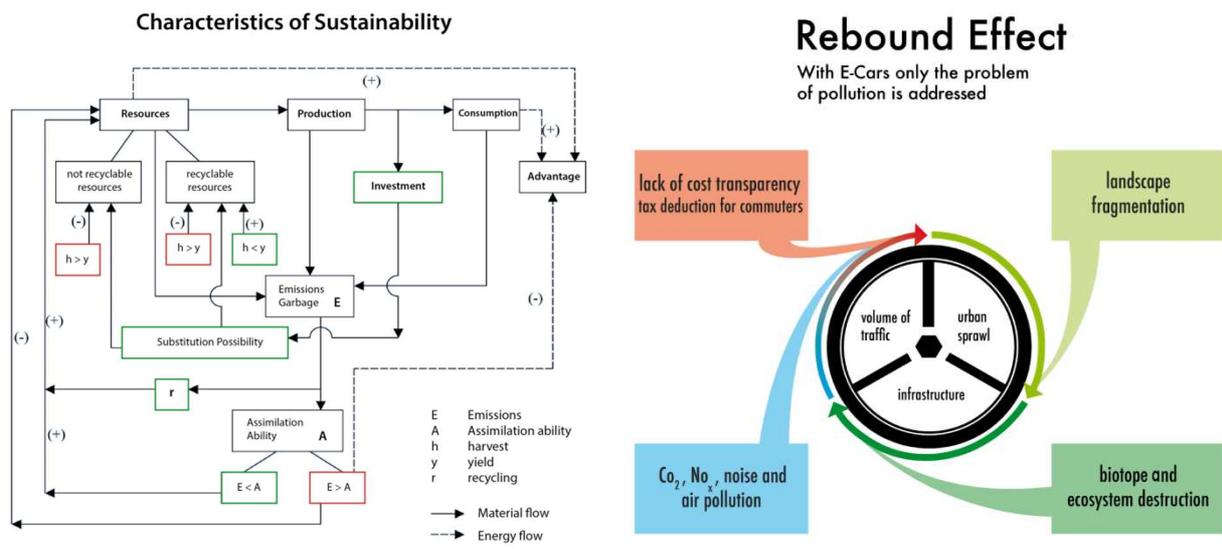


Figure 5: From Mr. Winter's presentation - Characteristics of sustainability (left) and dimensions relevant for a sustainable economy (right).

With respect to the generation of economically suitable working areas, Mr. Winter highlighted the main fields, in which the SWO foundation is working. These areas include several tasks, such as the enhancing of social, cultural and natural resources as well as the transfer of good practices to new regions.

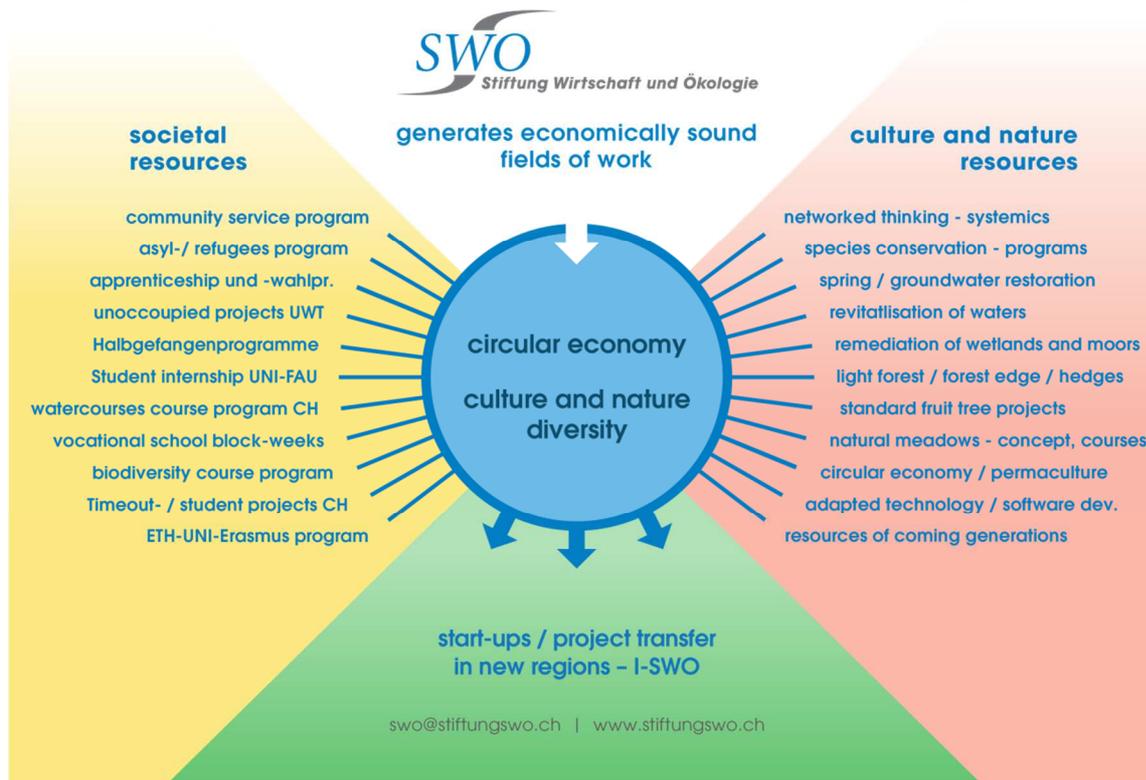


Figure 6: From Mr. Winter's presentation - Economically useful working areas.

Working groups

Three parallel working groups were at the centre of the workshop. These working groups discussed different approaches in supporting a Green Economy in the Alps. The starting points for discussion were

- the **Bavarian Organic Model Regions** - a programme supporting organic rural regional development and its actual local implementation;
- **Vorarlbergholz** and the **CaSCo Project** - how to develop sustainable value-added chains in regional wood production;
- **Bicycle city Sonthofen** - a city initiative for restructuring local transport and reorienting tourism towards a more sustainable use of natural resources.

Working group "Bavarian Organic Model Regions"

The practice - the model regions' programme

Organic model regions are one building block of the BioRegio 2020 programme, which has been initiated by the Bavarian State Ministry of Food, Agriculture and Forestry in 2013. This programme is a central element of the corresponding initiative by the Bavarian state government. The agricultural ministry expects to obtain answers on urgent questions through the implementation of organic model regions: How can local production increasingly meet the growing demand for ecologically produced food? How can consumers obtain a better awareness for regional circular flows and products produced locally? How may organic agriculture become more attractive for Bavarian farmers in a community of municipalities? What are the perspectives organic agriculture can offer to farmers?

For answering these questions, the organic model regions implement a broad variety of projects, ranging from production and processing, marketing and community catering to education. Some of the regions are already forerunners in organic farming and want to become even more successful. Other regions have a less pronounced organic farming profile. They want to make a significant step forward.

Organic model regions, however, do not only focus on increasing the acreage for organic farming but look into the connection between regional origin and organic production. In the organic model regions endogenous potentials shall be opened up, existing structures shall be stimulated together with committed players and new structures shall be developed. Each region has active 'entrepreneurial people' who want to promote their regions and bring organic farming forward. The organic model regions offer support to these people and accompany them when taking the next steps. Long-term effective rural development, including the support for regional organic value-added chains, needs to build on people rather than on strategies and plans only.

For further developing an organic model region it is thus necessary to build a regional process of "learning from each other" and "jointly shaping and designing". Whoever has a good idea and wants to implement the idea obtains the support necessary to do so.

Accompanying and inspiring these people, setting this process into motion and stabilising it is the core task of the project managers in the model regions. The regions' entrepreneurial potential shall be tapped to mobilise communal, independent and forward-looking action. The "Meat Quality Strategy 'Miesbach Pasture Beef'" is one example for the actual implementation of developing an integrated value-added chain based on regional organic food production.

Entrepreneurial people:

Entrepreneurial people can be found in economic enterprises as well as in administration, politics and associations. They dispose of crucial resources that are important for successfully shaping regional development processes. These are people who passionately contribute to their issue and, thereby, create change in their region. They are active organisers developing, thinking through and implementing their own ideas. These people do not only promote their own project through their action but positively shape their environment and impact on the image of a region.

FURTHER PROJECT INFORMATION

Bavarian Rural Development Administration
Katharina Niemeyer
Katharina.niemeyer@bza.bayern.de
www.oekomodellregionen.bayern

The practice - a project example: The Meat Quality Strategy "Miesbach Pasture Beef"

In collaboration with all relevant players, a meat strategy for organic pasture beef from the Miesbach county is under development that considers the whole value-added chain.

Nucleus is the transition of an organic dairy farm into organic suckler cow husbandry and the financing of a new cow barn through a civic funding model. What is special about this project is the development of consumer-adjusted meat packages. Apart from classical roast cuts, bratwurst and burger patties South American cutting is used to increase the

share of short-roasted. The meat cuts are obtained through a specific Argentinian cutting technique that allows a higher yield of grillable pieces. Other farmers as well as butchers and restaurant owners are interested in this concept. Together with these players the quality strategy shall be further developed step-by-step.

Project specifics:

- Slow development with active players interested in contributing their share;
- Development of the offer from the perspective of the consumer. Integration of consumer needs and farmers' needs as well as quality requests throughout the value-added chain;
- Consideration of the whole meat value-added chain; from production depending on the breed, feeding, husbandry and final feed to on-farm slaughtering of cattle via gunshots as well as processing, sufficient maturing, cutting methods and burger patties to means of direct marketing (e.g. advance sales and profit participation certificates), restaurant owners and butchers;
- Use of old slaughterhouses (satellite maturing);
- Development of offline / online marketing;
- Storytelling.

Outputs achieved so far:

- Successful citizen-based funding of the initiating farmer's barn reconstruction;
- Involvement of a butcher convinced of the outstanding meat quality;
- Significant interest of other farmers to move to organic suckler cow husbandry (two farms agreed already); it is a perspective for conventional dairy husbandry and part-time farms;
- Considerable interest by restaurant owners to integrate the product in their menu (strong link between tourism sector and local farming and use as locational factor);
- Approval of on-farm gunshot slaughtering / slaughter box to appropriately consider animal welfare;
- The county perceives and uses "organic" as locational advantage.

Lesson learned so far:

The project may only develop successfully and sustainably if the players contribute and take those steps that they are able to take commonly at a certain moment.

- It is important to take the players absolutely seriously and to look for solutions commonly and take the next steps (supportive leading role).
- Joy to experiment - when starting off for common new paths one may sometimes get to a dead end. It is better to identify mistakes early and take adjusting measures rather than to "kick off" too early. Remain open for surprising developments.

In the long-term a premium organic meat label shall be established that is marketed regionally. Depending on the players that contribute during the further implementation of the project, priorities may change. It is important that all steps of the value-added chain get a fair share of the product price.

FURTHER PROJECT INFORMATION

**Project management organic model region
Miesbacher Oberland:
Marika Kinshofer
Marika.Kinshofer@smg-mb.de**

Discussion

The discussion concluded that entrepreneurial projects need to be oriented towards the need and motivation of the players involved, rather than along theoretical concepts. Collaboration leads to solutions based on the means available to the players. This may also include taking detours and abandoning previous approaches and ideas. Four principal elements were identified that are crucial for a project's success:

The project needs an **accompanying /networking person** who brings together the players of the value added chain. In order to be successful, this person needs direct contacts to all relevant players. The networking person may be assigned differently but needs to be neutral and pragmatic and may be financed from different sources including enterprises, cooperatives or associations. Sustainable financial viability supports the individual engagement.



Figure 7: Ms Niemeyer presenting working group results to the panel.

Processes are crucial since they may be long-lasting and require the networking person to keep the process going. A process may grow organically by starting with a relatively small number of players. Mayors have an important role as a positive example and through their possibilities of providing support to projects in the municipality.

Exchange of knowledge and experience between practitioners and between regions is important. New ideas may also be created through exchange in explorative workshops.

At more **general level**, marketing of agricultural products requires experts with a perspective towards consumers and a professional approach towards information and publicity support to increase acceptance of new approaches in the region.

Projects with a similar focus to that of the organic model regions may be interesting for regions with a high purchasing power of the local population and/or of tourists. Such projects may also attract tourism activities.

Working group "Vorarlbergholz"

The practice

Objectives of the project:

- Strengthening of the regional value-added chain wood;
- Avoid out-migration of know-how and value-added creation.

Project partners:

- Firms from different sectors: forestry, sawyer, wood traders, wood processors, wood workers
- Lobby groups, regional development Vorarlberg, Land Vorarlberg, EU

Needs for action:

Dramatic changes in the field of imports and exports

- Logging and wood cutting are relatively stable (360 to 400 thousand cubic metres);
- Export of logs and sawn timber increases;
- Use of wood increases slightly in building (turnover and amount);
- Purchase of wood products from other areas is increasing strongly;
- Critical increase of distance to purchasing markets.

Changing labour market

- Employment was decreasing in 2000-2011, slight increase since 2011;
- Number of apprentices is decreasing.

Alarming signs of decreasing value-added in the country

- Increasing share of sawn timber export and import;
- Increasing share of solid structural timber (KVH), laminated timber (BS), cross-laminated timber (BSP);
- More than 60% of wood used for timber houses built in Vorarlberg is provided from other regions;
- CO₂ balance deteriorates dramatically due to increasing transports;
- Value-added potential of Euro 30 to 40 million per annum is not used.



Figure 8: Needs and challenges for the regional value added chain wood.

Project activities:

- Vorarlbergholz unites and links approximately 30 members of the overall value-added chain wood in Vorarlberg;
- Vorarlbergholz provides a guarantee on the wood's origin by using internet based platform systems including a visualisation of the supply chain, controls with isotope method (database collection, although with gaps);
- Collection of needs together with selected leading businesses;
- Testing of possible solutions and feasibility (especially wooden casks);
- Initiating planning processes and accompanying new cooperation.

Possible solutions:

- Vorarlbergholz makes general marketing efforts with limited budget, identification together with the member companies and application through member company is important (this was not sufficient, use of market advantages with target groups);
- Increase the ability to supply regional wood products through marketing efforts;
- Consider storage across enterprises (**vision of wooden casks**) for enhancing preconditions for prefabrication of semi-finished products;
- Developing new financing models to guarantee the use of regional wood;
- Targeted use and further development of market niches;
- Strengthening and linking of existing firms by means of this sales strategy.

FURTHER PROJECT INFORMATION

www.alpine-space.eu/casco
www.vorarlbergholz.at

Discussion

Vorarlbergholz is facing a number of challenges that are tackled individually by means of different approaches:

By convincing public buyers to include the regional aspect as criteria in procurement procedures could be an additional aspect of **green procurement**. Although EU rules do not allow for a corresponding labelling in procurement documents, it is feasible to define e.g. maximum transport distances for reducing CO₂. Certificates of origin, as they are established in Vorarlberg and Oberallgäu, are an important instrument for EMS (energy management system) certifications. The Oberallgäu elaborates texts for procurements that shall help public buyers to include a regional assessment criterion.

A lack of sufficiently available regional wood in Vorarlberg has initiated a discussion on building a **wood maturation storage**, which in turn leads to a financing challenge. This requires new approaches to loans through financial instruments or the involvement of common welfare banks or other enterprises interested in the storage.

For **successful marketing** of regional wood to the clients, sustainability and regional origin are not sufficient. Additional beneficial quality criteria are necessary, such as a storytelling approaching emotional and health aspects of wood.

Branding and awareness raising are crucial to strengthen the demand potential for regional wood. In Oberallgäu this is tackled e.g. by directly approaching target groups such as mayors and architects. A clear differentiation is necessary if other associations are existing in the sector that may not be based on regional wood.



Figure 9: "Vorarlbergholz" group discussion.

Problem awareness is still lacking in the wood sector. Members of the Vorarlbergholz initiative are not very active in the marketing of the Vorarlbergholz label. By means of developing a common positive vision, engagement shall be enhanced. This requires a visible added value for each participating firm. Despite the geographical neighbourhood there is little contact between the wood sector of Oberallgäu and Vorarlberg, which implies that the sector has not got a **common voice** in policy and administration.

Financing of project activities of the association gets increasingly difficult. Interreg projects are an important financial source, sometimes also membership fees or other public programmes (LEADER). However, applications, handling and payment conditions of these funding sources tend to get more complex, complicated and unfavourable.

Discussions showed that the problems are very similar in the border areas of Austria and Bavaria. However, structures of regional firms, funding opportunities, legal framework conditions, administrative structures etc. differ strongly, which hampers a direct transfer of good solutions from one region to another one.

Nevertheless, there are some measures that may be beneficial for the whole Alpine region:

Awareness raising can be supported by **flagship projects** since positive examples are important. For instance, wooden houses from the region could participate in **Alpine wide architecture competitions** by highlighting the role of 'regional building materials'. In addition, curricula should be adjusted to ensure that future engineers and architects learn better about wood as a regional building material.

Helping **supportive leaders and multipliers** to support better regional ties. It is important to better identify individuals that are already active, whether in administration, politics, building sector, tertiary education or private firms. **Direct marketing** needs to be used better.

Existing '**green labels**' may require **adjustments** and a critical review to ensure the use of regional materials. This asks e.g. for considering the regional origin as procurement criterion as outlined above.

Higher **flexibility of funding programmes** can be beneficial, e.g. by indicating target corridors rather than fixed targets.

Cross-regional and/or cross-border cooperation of the wood sector could strengthen the political weight of the sector.

Working group "Bicycle city Sonthofen"

The practice

Sonthofen is becoming a **Bicycle City**. On 1st May 2017 Sonthofen has become the 50th member of the Association 'Cycling friendly municipalities Bavaria' (AGFK Bayern).

The city council considers the development of a 'Bicycle City' project as a unique opportunity to position the city as being future oriented and sustainable. The city can develop a sustainable position in terms of **inner-city development** and **tourism reorientation**. The 'pro Bicycle City' **decision of the city council** was taken on 29 December 2016.

Until mid-January the city conducted 15 workshops where it collected more than 250 ideas for enhancing the Bicycle City Sonthofen. These ideas range from a **bicycle traffic strategy** to a 'Radlerbreze' (pretzel formed as a bike rider). 'Radlerbreze' were given to more than 1,000 bike riders during the 'BR Radltour' (bike tour of the Bayerischer Rundfunk) by the final destination Sonthofen.

During the **visits of the AGFK** in March 2017, some aspects raised particularly positive responses, for instance:

- The network 'fahrRAD' tackles the bicycle topic in a broad way (firms, citizens, hosts, service providers);
- Many areas for bike riders at intersections giving them priority ahead of motor vehicles, open oneway roads and dead ends, access for bikes in pedestrian areas;
- Sonthofen specific bicycle holders in the pedestrian area;
- Bike rental station 'Radlbahnhof' next to the tourism information;
- Tool station in the pedestrian area next to the Allgäu cycle round.

On 3rd April 2017, during a **special meeting** the Sonthofen city council decided to increase the share of bike riders in total city traffic by 5 % from currently 18 % to 23 % over the next five years. For realising this objective a **bicycle traffic strategy** was commissioned. The strategy will focus on inner city and tourism development and will be based on a strong participation of local actors.

Even now some individual measures suggested by the AGFK are under implementation in the city. New **bike storage facilities** and **eBike stations** are under development in the city centre as well as next to the Allgäu bike round and other locations with a high quality of stay such as cafés. Sonthofen city provides a subsidy for the development of commercial eBike stations. Other current measures include the renewal and upgrade of **bike lane markings** and bike rider priority areas. Furthermore, **traffic routing** for visitors within and through the city is improved continuously.

Apart from the mentioned infrastructure and traffic measures other projects are implemented in relation to **public relations** and **citizen participation**. The network 'fahrRAD' is active with a broad actor involvement. In the city hall it holds monthly

meetings for discussing ongoing and future measures. For example, schools have submitted draft posters for improving the Shared Space of pedestrians and bike riders in the **pedestrian area**. The **city magazine** reports periodically about ongoing bicycle projects. An internet webpage was implemented dealing with the bicycle city and a new **racing bike map** Sonthofen-Hindelang has been published.

In addition, the city of Sonthofen collaborates intensively with all relevant actors on developing a premium MTB-route along the Allgäu and Tirol. For new, young and learning bikers a **biking park** is available in the city. In July, a new event series '**Forum Radstadt**' (bicycle city forum) started successfully with an event dealing with MTB-tourism in Alpine regions. However, Sonthofen does not only bike in theory but shows its vivid biking enthusiasm at small and big **cycling events** such as the Deutschlandtour, Trans Germany, Sonthofen cycling days or this year's **Tour Transalp** and the **BR Radltour**.

FURTHER PROJECT INFORMATION

Dr. Johannes Buhl
johannes.buhl@sonthofen.de
www.sonthofen.de

Discussion

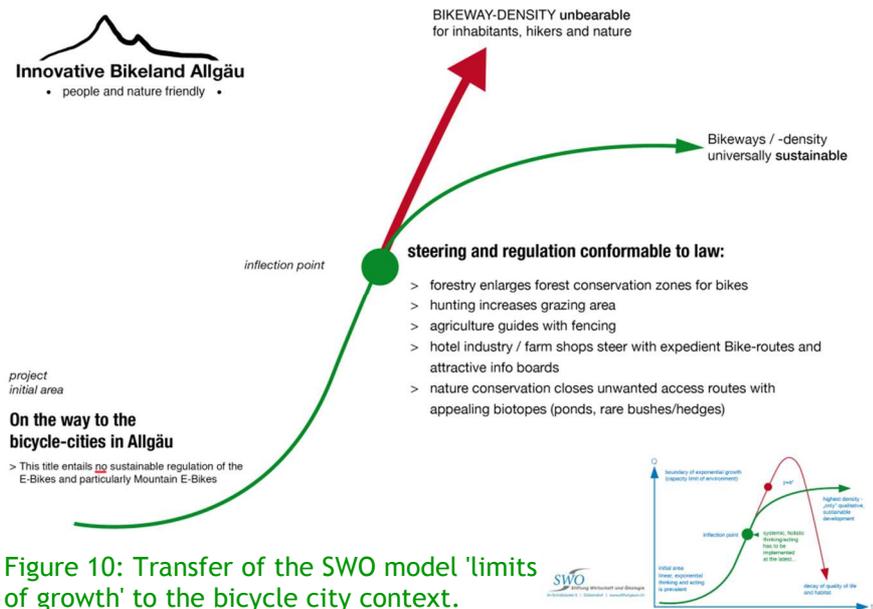
The political decision for developing a bicycle city has made this focus to the primary sustainability topic for the next years that builds on previous activities of other sectors to enhance sustainability at local level. For small municipalities such an approach can only be tackled as cross-sectoral topic that includes all relevant sector policies. The approach combines push- and pull-factors and activities to realise the strategy's objective and creates new challenges and ideas for possible solutions:

The labelling as 'bicycle city' serves as **marketing measure** that helps municipalities to stand out from other neighbouring municipalities. However, for enlarging bicycle use more municipalities need to apply comparable concepts. Partially, even establishing the label in one city requires collaboration on the topic with neighbouring municipalities to establish bicycle routes etc. Thus, the challenge is to **highlight the benefits** of the measure **for the own city and its citizens** while collaborating with neighbouring municipalities.

Local **public transport** is under the responsibility of different actors (e.g. districts rather than municipalities) and collaboration on better carriage conditions for bicycles is difficult. If other measures promise to be more effective in the short term, such challenges are not necessarily tackled.

It may be doubted that bicycle tourism may actually **replace winter tourism**, due to the unfavourable road conditions during the winter season. More intensive use of bicycles during winter may require **additional transport models** such as car sharing and better local public transport offers to replace individual car traffic in winter, at least partially.

Promotion of the bicycle city also implies a more intensive use of e-bikes and mountain bikes that influence general traffic behaviour. For instance, agricultural pathways and pathways in protected landscapes tend to be overused. In addition, new paths are established that



are not approved and cross pastures. In consequence, affected land owners who are responsible for path maintenance as well as environmental protection associations are concerned. New **land use conflicts** occur that require new action by farmers and other affected stakeholders - for instance, to set-up new bicycle suitable gates between pasture areas. Achieving a new consensus of different land users requires additional actions, such as

- Purposeful selection of bicycle routes and bottom-up development of a biking route network;
- Extension of protected areas only to be used by agriculture and forestry but excluded from other uses;
- Improved rural area management through flexible routing systems (similar to that of ski runs) offering attractive alternatives that counteract prohibited land use;
- New solutions for liability in case of accidents on agricultural pathways;
- New financing solutions for additional investment needs (e.g. pasture gates);
- Acknowledging problems pro-actively and collaboration including landowners.

There are several access points that may be used to enhance the use of bicycles through the engagement of municipalities:

A **critical mass** of participating municipalities can create additional impetus for other neighbouring municipalities to participate as well. Critical masses can also be created in terms of extended protection areas, which make them more attractive for visitors (positive steering rather than bans).

Platforms for exchange can support finding partners to enhance the different experiences (similar to the use of the AGFK – Association of cycling friendly municipalities in Bavaria by Sonthofen). They can be financed through membership fees. For this purpose, even the utilisation of existing working groups dealing with transport of the Alpine Convention, or of the EUSALP (Action Group 4 - To promote inter-modality and interoperability in passenger and freight transport) could be extended by a local transport focus.

Participation concepts need to be communicated more widely to make better use of them.

For increasing energy efficiency, **training tools** are existing. After the training, the advisers support municipalities in developing approaches for enhancing energy efficiency in municipalities by adjusting the different feasible measures to local conditions. Their experience could be worthwhile to transfer to enhance learning of municipalities in relation to local transport in support of using bicycles rather than motorised individual transport.

Interreg projects need a better **capitalisation**. For establishing durable structures and using the project results sustainably, the **legal form** of cooperation is often decisive. For instance, cooperatives are suitable for ensuring refinancing since income of the project is reinvested; foundations focus more strongly on long-lasting political objectives. This often requires an entrepreneurial individual who is able and willing to push the project also beyond the original project duration.

Results

Active discussions did not only confirm the findings highlighted in the keynote speeches but showed, furthermore, that there are many similarities between economic activities across sectors aiming at a more sustainable use of natural resources. They require local step-by-step initiatives of entrepreneurial people and support from public authorities and policy makers are crucial. Obtaining support from the local population requires a clear communication of individual benefits of related measures.

Selected examples as starting points for the discussion, illustrated the difficulty in anticipating all necessary sub-steps in the realisation of sustainable projects. Implementation raises new conflicts, often linked to multiple land-use that need to be solved through intensive dialogues between relevant stakeholders, including affected citizens, land owners, local firms as well as local associations and administrations.

The workshop concluded with a collection of ideas for further spreading the use of good practices in support of a Green Economy in the Alps. The proposed measures range from awareness raising and better communication approaches for crucial success factors to better targeted networking between public administrations and the use of existing platforms and networks for local and regional activities.



Figure 11: Workshop plenary session.

ANNEX

Agenda
List of participants

CONTACT

Dr Sabine Zillmer
Spatial Foresight
www.spatialforesight.eu

AGENDA

- 10:00 Opening with greetings
Sarah Diem (Organic Model Region Oberallgäu) & Richard Landgraf (UBA)
- 10:10 Background and objectives of the workshop
Dr Sabine Zillmer
- 10:20 Short introduction of the participants
- 10:40 Keynote I - Promotion of entrepreneurship in support of a Green Economy -
Norbert Bäuml, Bavarian Rural Development Administration (DE)
- Keynote II - Starting points and ideas for future-oriented and durable
business models in a Green Economy
Thomas Winter, Foundation Economy and Ecology FE&E (CH)
- 11:25 Introduction to group work

The concept of the Eco-Model Regions and their practical implementation at the example of the Miesbacher Land
Katharina Niemeyer, Bavarian Rural Development Administration; Marika Kinshofer, Eco-Model Region Miesbacher Land (DE)

Biking city Sonthofen
Dr Johannes Buhl, City of Sonthofen (DE)

Sustainable value-added chains of regional wood production - Vorarlbergholz and the transnational cooperation project 'Carbon Smart Communities' (CaSCo)
Thomas Ölz, Chamber of Agriculture Vorarlberg; Martin Staudinger, telesis GmbH (AT)

- 11:35 1st session - Good practice examples, their success factors and challenges
- 12:30 Lunch
- 13:30 2nd session - Ideas for expanding successful experiences in the Alps
- 14:25 3rd session - Suggestions for future actions
- 15:15 Coffee break
- 15:30 Joint discussion and synthesis of the results of group work in the plenary
- 16:15 Outlook
Dr Sabine Zillmer (Spatial Foresight)
- 16:30 End

List of participants

Name	Institution
Christine Bajohr	KugelSüdhangHof
Norbert Bäuml	Bayerische Verwaltung für Ländliche Entwicklung
Anne Bogdanski	Biosphärenregion Berchtesgadener Land
Maike Breitfeld	Holzforum Allgäu
Dr Johannes Buhl	Stadt Sonthofen
Augusto Clerici	Marktgemeinde Nenzing
Melanie Darger	Öko-Modellregion Miesbacher Oberland
Sarah Diem	Öko-Modellregion Oberallgäu
Christine Eben	CIPRA Deutschland
Dr Bettina Hedden-Dunkhorst	Bundesamt für Naturschutz (BfN)
Dr Michael Honisch	AELF, Fachzentrum Alpwirtschaft
Marika Kinshofer	Öko-Modellregion Miesbacher Oberland
Yann Kohler	ALPARC
Richard Landgraf	Umweltbundesamt
Katrin Moegele	Bayerische Forschungsallianz (BayFOR) GmbH
Manuela Müller-Gaßner	Gemeinde Weitnau
Katharina Niemeyer	Bayerische Verwaltung für Ländliche Entwicklung
Thomas Ölz	Landwirtschaftskammer Vorarlberg
Dorothea Palenberg	blue! advancing european projects
Aureliano Piva	Permanent Secretariat of the Alpine Convention
Dr Guido Plassmann	ALPARC
Alexander Schmid	Standortmarketing-Gesellschaft Landkreis Miesbach mbH
DI Martin Staudinger	Telesis
Florentien Waldmann	Allgäu GmbH
Nathalie Wergles	Spatial Foresight
Thomas Winter	Stiftung Wirtschaft und Ökologie (SWO)
Hugo Wirthensohn	Holzforum Allgäu e.V.
Sabine Zillmer	Spatial Foresight