



**PADIMA**

**Policies Against Depopulation In Mountain Areas**

**PADIMA**

**Workpackage 2**  
**Territorial marketing**

**Final report and policy recommendations**

Project cofinanced by:



The opinions expressed here are those of the authors and do not necessarily reflect the positions of EU programmes.

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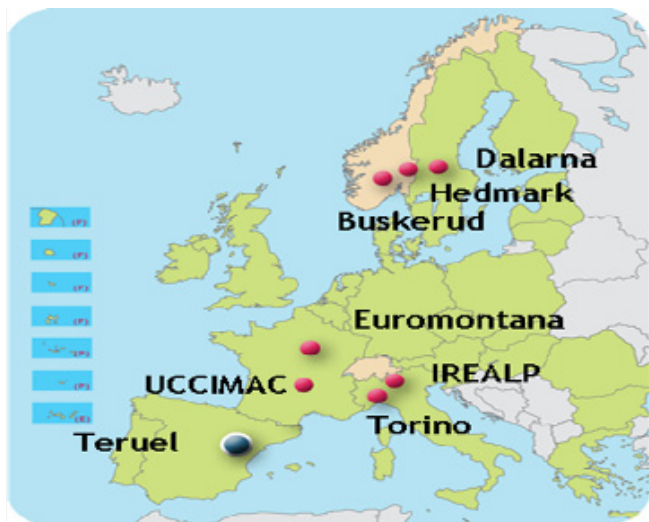
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## I INTRODUCTION

PADIMA is an innovative INTERREG IVC project looking at the opportunities of developing the human capital in mountain areas, with the aim of exchanging good practices in fighting depopulation in mountain areas.



Map: Padima partners distribution in Europe.

8 partners from 5 European countries are engaged in a 3-year collaboration that will produce policy guidelines on successful methods to attract new inhabitants to mountain areas.

The regions studied during this project include mountain communities and municipalities from: Teruel province (Spain), Lombardy region and province of Torino (Italy), Hedmark and Buskerud counties (Norway), Dalarna region (Sweden) and Massif Central (France).

Euromontana, the European association for mountain areas, is in charge of operational coordination and communication of the project results.

As a starting point, these partners considered that in order to be able to satisfy inhabitants' needs and to attract new population, mountain regions need to be able to provide people with good living conditions. Many people appreciate to find diverse employment opportunities, to be offered public services, education and training facilities of good quality. Regions must also be able to communicate about themselves in order to be known by people who could be interested in moving there.

Thus, the partnership has identified 3 key themes constituting key components of policies against depopulation in mountain areas: **education and training, territorial marketing, economic diversification**. On these themes it will be focused successively.

This report delivers the results of the work achieved in work package 2 on territorial marketing and aims at identifying and exchanging practices that have shown positive results through attracting and welcoming new inhabitants and improve the image of mountains as welcoming and attractive places to live and work. Partners started with a selection of territories for their research:

Selected territories				
Partner	Selected territory	Population	Inhab/km <sup>2</sup>	
Teruel - Spain	The whole province of Teruel	145.277	9,9	
Turin- Italy	Valle Susa e Sangone, Val Chiusella e Dora Baltea Canavesana	138.179	83,2	
Buskerud - Norway	Numedal, Middle County of Buskerud and Hallingdal	32.191	3	
Hedmark- Norway	Trysil, Engerdal, Åmot, Stor-Elvdal, Tynset, Alvdal, Rendalen, Folldal, Tolga, Os	30.463	1,7	
Dalarna- Sweden	The whole county of Dalarna	277.047	9,8	
UCCIMAC /Massif Central - France	6 adm. "regions": Auvergne, Bourgogne, Languedoc-Roussillon, Limousin, Midi-Pyrénées, Rhone- Alpes	3.850.000	46	
ERSAF/Lombardia -Italy	Valle Brembana	43.629	68	

Policies against depopulation in mountain areas

## II METHODOLOGY

Work package 2 has been carried out in several phases:

- 1. a) Descriptions** of selected territories based on qualitative and quantitative data regarding: population in relation to gender and age, immigration, population development from 1950-2009, employment/unemployment, tourist traffic, the voluntary sector, moving in/out motives and symbols.
- b) SWOT-analysis** regarding the perceived attractiveness of selected territories in order to assess assets and constraints for development in respective regions. A SWOT-analysis has four different elements:
  1. Strengths – EXAMPLE: Beautiful surroundings
  2. Weaknesses – EXAMPLE: Age structure
  3. Opportunities – EXAMPLE: Immigration
  4. Threats – EXAMPLE: Depopulation
- c) Analysis** of these findings and writing of first **policy recommendations**. This part was developed by Professor Peter de Sousa from Hedmark University College as an external expert and will be presented in the next chapter.

**2. a) Identification and collection of good practices** from the selected territories. A good practice in the Padima-context is an initiative, action, project or policy that: improves the attractiveness of mountain areas for native people and new inhabitants, promotes mountain areas as good places to work and live, facilitate settlements in mountain areas with special attention to education, employment and human resources. A good practice also has to respond to local or regional needs; it should be possible to be transferred to another region, it should have a positive impact on other policy areas and attract new inhabitants or increase the territorial capital.

The practices that have given best results in the different regions are gathered in a booklet and divided into four chapters: 1) *Territorial marketing*, 2) *Creation and promotion of job opportunities*, 3) *Integration of new inhabitants*, 4) *Promotion of cultural and environmental assets of a region as tools to strengthen the pride of its inhabitants and to attract new inhabitants*.

b) Interviews of informants and privileged witnesses of the selected good practices to get information about what initiatives have given best results in the different regions. A summary of the good practice collection is presented in the last chapter of this report and the booklet can be downloaded on [www.padima.org](http://www.padima.org).

### 3. Public Seminar about territorial marketing

*The collection of quantitative data and good practices was presented in Trysil, Norway the 24th of May 2011.*

*During a public seminar, PADIMA partners, the external expert Peter de Sousa from the University College of Hedmark and some 50 mountain stakeholders debated on the interest of the collected data and the transferability of good practices.*



During the seminar, each partner presented one best practice from his/her research area:

**1. "Light in windows",** large project encouraging the transfer of unoccupied farms, Buskerud, Norway



**2. Creation of a strong regional brand,** Dalarna, Sweden (Lotta Magnusson, Regional Tourism)



**3. HABITATE,** joint strategy to attract, support and integrate exogenous population, Teruel, Spain (Laura Gascon Herrero, Lead Partner Teruel)



An interested audience with the seminar moderator in the front (Kjell Vaagen, wp 2 leader, Hedmark)

**4. Regional agency for mountain settlements,** Torino, Italy

**5. Albergo Diffuso di Ornica,** increasing touristic presences in remote villages, ERSAF, Lombardy, Italy

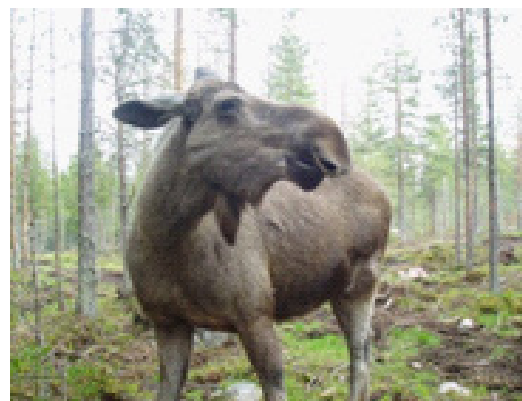
**6. Move to the mountain region,** marketing campaigns, Hedmark, Norway

**7. Welcome policy in Limousin Area,** communication, installation, integration campaigns – Region of Limousin, Central Massif, (UCCIMAC), France.

The seminar was finished with a round table discussion among politicians and officials about transferring and implementing the good practices.

A detailed seminar report can be downloaded on [www.padima.org](http://www.padima.org).

**b) Study visit** in the mountainous border region of Hedmark and Dalarna were organised on 25th of May 2011 to get an idea of the living conditions of people in this remote and sparsely populated area. We met people representing the winter destinations Idre and Trysil and Engerdal in Dalarna and Hedmark (territorial marketing, image and branding), we met people from Elgå (multi-service shop, multicultural school), Drevsjö (the asylum center), Fulufjället National Park Centre, the Elk farm in Mörkret and we got a presentation of the Interreg IVA-project: "Around Fulufjället in Ljördalen".



The Moose Adventure Park, Fulufjället



Roland Sjöholm, project leader of "Around Fulufjället in Ljördalen"



The Lake Femunden, the largest mountain lake in Norway



The multi service shop in Elgå. The mayor of Engerdal Reidar Åsgård and some local representatives

## Phases that are left to do:

**4. Interregional training session** about regional branding, Dalarna, spring 2012 in order to exchange best practices. Dalarna and Hedmark will be responsible for the organization and the other partners will participate. The training session will be organized on 22-24th May 2012. More information on [www.padima.org](http://www.padima.org).

**5. Utilization of the WP2 results and policy recommendations in relation of the other themes** in work package 1 (education and training) and work package 3 (diversified economy), with an Integrated approach will be realised during 2012.

## III ANALYSIS

### Territorial marketing in mountain regions: background surveys, SWOTs and their implications

#### Methodological preconditions for the analysis of surveys and SWOTs

Variety and similarity are the basic dimensions defining the analytical scope in a comparative exercise evaluating the SWOT approaches of the 7 regions highlighted in this report. The material is quite encompassing. The issue here is to what degree and with what consequences.

The advantages of such an approach are shown in how, while knowing of the differences, an understanding of how Good Practice and even Best Practice can and should be adapted to the uniqueness of each and every region and how the approaches of size and analytical adaptation increases our understanding of what it is all about. The disadvantages lie in the fact that, sometimes, the background differences are too large and therefore solutions or comparisons on a common basis are hard to find.

It is easy to note that there are **substantial differences** as to geographic, demographic variables, employment structures, the voluntary sector, tourism activity and migration patterns between the regions. There are also differences as to the levels of detail and orientation in the background descriptions and SWOTs studied and elaborated.

So, what we are looking for is **situations where recognized positive experiences in approaching the challenges that the regions face could be generalized and transferred in order to achieve a similar kind of outcome elsewhere**. We are looking for positive structural background factors, positive processes and the unique activities and experiences, enhancing the positive and fighting the negative. At the same time knowing that it is extremely seldom that there is one size that fits all.

The SWOT methodology enters into this equation by identifying

**Strengths** – Characteristics of the identified regions which can be seen as basic positive starting-points for any discussion on future development. As, in reality, they include a lot of different things; from hard facts via interpretations to sentiments.

**Weaknesses** – Summarized in an important negative picture – a diagnosis. More than just stating facts, it also indicates an experience, image and self-image. That, in itself, contributes to the ongoing processes, negatively defined and described and, ultimately on the structures. This destructive force is elaborated as a specific policy issue recognized in the analysis, but not always integrated in active policy implementation.

**Opportunities** – A combination of the positive interpretation of defined weaknesses and situations where structural change, combined with time and other resources, could make a positive difference.

**Threats** – these are, most often, exogenous factors – present and future. In an analytical dimension, these aspects cannot be changed; they force direction and structure (sometimes described as constraints on the realization of opportunities).

### **The negative picture? Summarizing the weaknesses!**

A substantial part of the on-going investigation is signified by its focus on 'Depopulation of mountain areas' and seeking policies explicitly addressed to handle this phenomenon. In approaching this, it has been necessary to summarize a prevailing picture, with depopulation in its focus, i.e., the preconditions and consequences of the general demographic process. We could summarize this reality and image (because it is both) via the following list:

- Remoteness
- Sparse population: the sparsity in itself distinguishing important thresholds for factors like, the labor market, service levels etc...
- Changing age profiles developing towards a gentrification.
- Low income levels (in nominal and relative terms).
- Low level of actually provided or accessible public services.
- Low accessibility to public research and information.
- Traditional branch structure with extensive land exploitation as its basis.
- Localities often defined by one-sided branch structures and by the dominance of a sector or enterprise, more or less monopolising the local economy. This reliance indicates vulnerability.
- Dependence upon the public sector as a major actor on the labor market.
- Policy issues and instruments being outside the hands of the local population, with potential detrimental impact towards positive development or efforts to uphold status quo.

The **interactive complexity of the issues mentioned is one of the major obstacles for a clear-cut policy development** in this field. It should be noted, and will be, further on in this report that the negative picture outlined here, under specified circumstances, also carries a number of positive potentials.

There is one further and possibly crucial point to be made: The **general and known picture could be flawed due to theoretical and methodological misinterpretation of stated facts** and, furthermore, the biased nature of some of the variables chose in creating it. Even more, a possible, self-imposed censorship in understanding new tendencies, activities etc. and their role in the overall picture could distort the picture.

**This leads us to a more generalized statement already at this** stage of the report. The presence of a negative image of peripheral, sparsely populated areas is spontaneously created and recreated in the mindset of the inhabitants and with the potential migrant or tourist. This indicates a need to include, in any image-building, branding and marketing plan, not only the positive, advantageous picture of the place, area or destination, but also to confront and handle the ingrained, negative one.

### **Administrative structure/s, areas and geography**

Approaching the issue of administration and geography, the surveys do not disclose any secrets when a wide range of administrative solutions are briefly described and also geographical variability.

In regard to administrative solutions, the outline indicates a much more intricate reality of centre-peripheral, decision-making, budget control outside of the superficial organizational tables. Evaluating different realities, in this aspect, is not the concern of this report. It is however an important ingredient in the necessary discussion on the implementation of policy changes or the construction and identification of the 'window of possible potential' not only the 'prison of restrictions and regulations'. An example frequently mentioned is the possibility and sometimes far-reaching advantage of alliance-building between administrative entities.

In regard to geographical extent and variability, it could also be presented in a Janus-like symbolism. In

regard to area, size is a rough indicator of contents, where large areas include more. In the material, this is exemplified by the logical presence of quite a large structure and hierarchy of regional centers and settlements, and a wider presence of different economic branches and activities. This also includes a wide differentiation of settlements and localities. Variables like economic and social standards, labour market status and economic activities will show a wider differentiation. What could also be indicated is that this variation is, rightly exploited, a resource base in its own right focusing on complementarity as a special quality. It does lead us back to the benefits of functional and geographical alliances.

Also present in this geographical prism are different reflections in regard to the main issues in this report, within the same region. A marginal and central issue is present. The question “how large is the share of the specific mountain area in the region?” forms the basis for a mountain-profiled policy orientation. The distinction between a mountain area and a mountain region (adm) and the mountaineous territory of for example the Massif Central is valid as well. Migratory push and pull effects are distinguished by their aggregate presentation; tourism by (differentiated) profiles etc. having a direct and indirect impact on general image-building and branding. The complexity of variation also appears as defining substantial differences on different geographical variables discerned and where the idea of image and therefore presentability is complicated.

Stating the analytical **problem of comparability**, in this context, is self-evident.

### **Population: structure and change**

There are clear similarities in general structural and processual patterns between the regions, but on different absolute levels which makes the nature of the problem and any eventual solution quite different. In the material there is also a discernable North-South divide.

The general tendency of **urbanization** as such includes much interesting and important details. Apart from the migratory tendencies towards the national capital and any mayor cities to note, there are also important aspects touched upon in the material referring to the intraregional processes, where the urban and settlement systems benefit, in general, on behalf of the more remote and sparsely populated areas. There is a need, in the future, to focus in more detail on these perspectives described as internal polarization in the ESPON Territorial diversity report (include ref]. ESPON. (2010). *New evidence on smart, sustainable and inclusive territories*.

National choices and policies through general policies and policies with a primary aim of handling issues in other parts of society, can have substantial repercussions into the migratory patterns of mountain regions. It would be reasonable to elaborate some kind of consequential analysis, in order to, at least be aware of the impercussions on specific instruments and actions taken. The inclusion of a specific article in the Lisbon treaty about territorial cohesion and the general request made to the European and national authorities to conduct territorial impact assessment of all policies goes in that direction.

There are a number of factors behind the consequence of an **aging population**. Out-migration among the younger age cohorts is one. The basic relation between nativity and mortality is another. The reduction in fertile cohorts reinforces the ongoing general process. In an impact discussion, an aging population is, in most cases, described as a disadvantage. When someone exits the labor market and the business community, this has an expected impact on social and health budgets. But the ‘older’ generation also stands for continuity, experience, competence that all are important ingredients of social distinction and importance and exploitable traits for a future development process.

**Migration**, as a social phenomenon, is discussed elsewhere in more detail. This report is in itself an effort to come to terms with the issues at stake. It is important to emphasize, as has been mentioned in the studied material, that we have to go behind the sums and look at the disaggregated flows: in and out, age composition, male and female, reasons to go and reasons to return or to come at all. The long-term demographic



change reduces the actual number of people with roots in the communities. This in turn has a proven impact on the rate of return for future cohorts – the links with the ‘communities’ are increasingly severed.

The analytical highlights of **gender perspectives** are seldom explicitly mentioned. The implications in migratory patterns are referred to in the surveys, as well as the structure of the labor market as to opportunities and culture. Entrepreneurial activities and tendencies are evoked just in general terms, supplies of public and private service levels and factors similarly. Resting on a background of a different cultural attitude among girls and boys, this fact should be highlighted. The general lack of any achievement and ambition (apart from scooters, cars, hunting and fishing) are also push factors for girls looking for something more fulfilling than ‘merely’ being a ‘housewife’ in a redneck culture.

When looking at **population density**, as an indicator, its drawback is that it does not say anything about the settlement structure apart from the fact that it is or is not sparse and less sparse in relation to a comparative area somewhere else. It does, on the one hand, indicate a number of relational problems in a discussion of the ‘market’ for public service, public transport, labor market etc. Costs and manpower needed in order to uphold a certain service level is a case in point. It also indicates an accessibility problem. On the other hand it also indicates space, room and other similar values. Indirectly all demographic variables in process are interacting and provide a basis for societal provisions of service levels and service consumption. Density in general and related to specific communities and settlements sets a pattern with long-term implications as to the future demographic picture, whenever the processes are spontaneous or regulated (noted is the fact that regulation will far from guarantee outcome).

### **Labor market: volume, marketing and quality**

Summarizing the experiences and statistics of the surveys, the labour markets show quite a diversified picture in certain variables, while at the same time include reflections on the same kinds of basic structure.

Let us turn to the latter first. **Sparse population creates a fundamental matching problem of supply and demand.** The labour supply side is characterized by its sparsity (relative), its education and skill profiles based on traditional background of non-educational and definitely non-academic culture. The demand side is diversified with economic preconditions reducing branches that have a traditional orientation like agriculture and forestry in both relative and absolute terms. Increased activities in existing and/or new entrepreneurial activity are going up the competence ladder and this reduces the possibility of finding the competence needed for expansion or establishment locally. This has been addressed at length in the first work package of PADIMA and good practices have been provided [inc ref to WP1 guide]. Apart from matching as to competence, experience and education there is a systematic lack of job opportunities.

The present changes in peripheral areas as to modernization and reorientation of economic activities and a policy orientation towards extending the range of the labour market into complementary (from agro-forestry) economic activities to multitasking, experience and cultural economy etc., should be further and duly investigated. PADIMA partners will invest in that domain in the framework of the third theme worked out in PADIMA i.e. economic diversification.

Efficient and cost-effective transport can widen the geographical potential for commuting and therefore the matchmaking is potentially increasing. The transport system has, however, to be reliable, efficient and affordable, otherwise it is more a matter of stimulating the out-migration process.

One of the constituent parts of the migrant population that could redefine the general picture, i.e., foreign migrants is a complex issue, which we will return to.

The special dimensions of seasonal labour, characteristic for the mountain areas in terms of alpine and tourism-related activities have an important impact on aspects of the labour market, but also with implications as to policy issues relevant for employee categories in those branches.

However, in the material, there are some findings that actually paint a distinct alternative picture: defining pockets of high employment in the Northern partner regions among especially, but not exclusively female labour, or high participation rates combined with a high activity rate and furthermore this taking place in the traditional agricultural (animal husbandry) sector.

### **Migration: patterns, origin and migratory motives**

In comparing migratory flows and patterns between the partner regions it is evident that size matters quite substantially – volumes are so different. This is complemented and complicated by quite a fragmented picture and nature of information. What is also evident from the material, with direct implications, as to policy issues, is the combination of complex ambitions and objectives (migrant) to a range of intensively interactive ‘benefits and products’ necessary: work, living conditions, security, schools and quality of education, service levels and qualities (in their multitudinal possibilities), arts and culture, access to property, infrastructure etc.

General observations in the surveys disclose quite substantial messages. The first one is related to motives for migrating where **both out- and in-migration shows clear gender-based differences**. Outmigration describes a picture of girls/women moving out for education and away from a ‘redneck culture’. While the boys remain behind focusing on cars, hunting, fishing and some crates of beer preferably in the weekends. In regard to in-migration point one for the men/boys is work and earning and for the women quality of life and security and a good environment for family/children.

**Although much of the public attention as to migration and tourism is taken by the foreigner, the bulk of migrating is short distance** (interregional and inter-local) An interesting complementary study could be to investigate on how much marketing etc investment is focused on long distance – foreign marketing profiles and relate that to the statistical categories mentioned above.

Taking a wider scope in looking at the in-migrants the patterns of origin are quite different between the partner regions. The reason is natural. It has to do with cultural and language domains. It has to do with traditional flows – path dependency. It has to do with cultures and social circumstances in what they are leaving. It has to do with the formal and informal hospitality – or lack of it, in the recipient country. It has partly also to do with processes taking place in the point of origin. It can even end up with positive changes including a return to their place of origin.

Focusing on the in-migrant, it is also discernable in the material that it seems that **each migrant category has its own rationale** ( e.g. here are Dutch migrants, Germans, students, families, moving home, roots, seasonal labor, refugees, social structures).

Another point, worth mentioning, is that the **bulk of in-migrants ending up geographically in regional centers**. The rest are counted in families or individuals or groups (like the Dutch) with **very specific ambitions or push factors from severely congested cities and overexploited natural gardens**. The impact, in terms of internal geography is only fragmentarily described and a study in this direction should be valuable.

### **Tourism: perspectives, patterns, origins and destinations**

Entering into the strategically crucial field of tourism, it extends to different facets in our analysis: Tourism, as an economic branch and its contribution in terms of gross societal income. The individual impact for providing the extra income that makes living in a mountain region possible. Furthermore, a focus and potential of a temporary visitor who could become a future migrant.

This branch, business opportunity and visitor introduce many, and therefore complicating aspects and consequences. At the same time, in regard to the partner regions, general statistics mark the importance of

it. What is emphasized is, however, the income not the cost side, either short- or long-term. An important example of this is the consumption of local public services, defined by seasonal variations in tourism flows.

The tourist could be differentiated by a number of different variables: origin, social and marital status, type of experience sought etc. The branch, business opportunity has to profile itself in regard to the potentials of different combinations matched with what is actually in place, what can be provided and how to picture that. A special analytical complexity is where different activities and profiles compete and conflict.

Origin indicates what kind of image to project towards the temporary, returning and migrating guests. The main variable that holds, long-term, of all, is **proximity and nationality**. In Norway, there are primarily Norwegian tourists etc. Foreign tourists top-up the income but are relatively smaller as a category. Second homes are special case especially in the Northern regions.

The material described in the SWOT analysis indicates one discussion of interesting implications for the overall approach of marketing and branding and that is that touristic destinations are usually not defined on a regional level. It is doubtful if the region can be anything more than very general image for it all? A position on the touristic map and specific geographical features where uniqueness of the destination is a case-in-point.

### **The voluntary sector**

All the background surveys are describing (although with different designations) thriving communities of voluntary associations and activities. Their importance for the local level is clearly defined. Noted is also the fact that the voluntary sectors are present and approaching all parts of life. Survey responses include a wish to utilize this force for purposes of local image-building, being part of the local identity and as a tool to improve aspects of migratory patterns, where the 'human touch' in the form of hospitality, practicality.

The benefits of the voluntary sector for the in-migratory process are quite evident. **Making settlement easier improves the image of the community and could increase the inflow.** Not so evident but present in the background is a basis for future return migration. The logic is evident as receiving the in-migrants requires a lot of local positive attitudes, creating a basis for home-coming, returning.

The backside of the volunteering and 'active' organizations is that those (people) who are active tend to be so very (too) much. Examples of a burn-out phenomenon are common in these situations.

The informational fragments outlined in the survey and SWOT material indicates the need for a more general support in organizational, administrative etc., reducing the workload for the local enthusiast.

The picture is quite hazy today. Definitions vary. There is a lack of statistics. In order to investigate the potentials and possible bottlenecks further, a much more systematized approach has to be developed for the analysis to become substantiated and a tool for down-to-earth policy-making. Then a more systematic integration into the framework of a general policy approach to migration and non-migration.

### **Brands, images etc.**

It is evident, by the way, that the partner regions approach the issue of image-making, identity formation, symbols, branding and marketing, that a lot of attention has been and is focused on matters relevant in these field, which is at the core of the work of PADIMA on territorial marketing. It is also clear that the actors accept the complexities of the issues at stake.

A common basis is found in the recognition that **an investigatory emphasis is and will continue to be focused on what is already in place.** Existing advantages in general terms, where the nature and natural beauty, cultural landscape and historical heritage possibly linked to special production lines, especially in

the field of food and beverages are emphasized. In contrast stands the slopes of alpine adventure, youth, jet set and modernity. In rough terms, each one carries its specific identity and therefore customer/tourist orientation.

What is also evident from the material presented by the partners is the **presence of a possible hierarchy of images and symbols**. Sometimes this appears as one and the same. Apart from the Dala-horse there are **references to a search for, or a regretted lack of, an overreaching symbol**. Still, the long-term perspective is understood, when promoting the idea. Symbols or brands of products, product groups and production lines are quite frequently referred to. A presence of national symbols utilized on local and regional levels is exemplified.

Identifying images, symbols and brands and turning them into a construct of marketing, meeting the profiled tourist or migrating groups, stands continuously in the pipeline and is part and parcel of the present project. The idea of a hierarchy and differentiation structure of marketing is evident. **The importance of inter-municipal or intraregional agreements and actions is noted by several of the partner regions and experience in that field enforces the priority**. Image/brands with the same general structure, but defined towards the potentially migrating family – quality-of-life, work, hospitality and the businessperson – resources, labor, capital, market.

### **StrengthWOT: the positive picture**

Starting out early in this report with pointing to the negative image and profile that defines peripheral (in this case) mountain regions, it is now time to systematize the Strengths and Opportunities that stand in the nexus of a positive development. A general batch of positive **preconditions that could be highlighted and mobilized into a future development process starts out with the geography** as such. The space and extent of territory encompasses a number of physical and sensory aspects of central importance: nature and landscape, and especially the mountains. The combination of a sparse population and remoteness indicates a number of positive traits for people seeking an alternative type of quality of life.

The role of the mountains in themselves in terms of scenic beauty, of areas for different types of recreation etc., is highlighted. Part of the solution lies in decreasing the remoteness in order to increase the touristic potential. It is a combination of physical, economical, temporal and experienced distances all contribute; that is the issue. Knowledge, rumors, reputation, tourism, migration: It is interesting to see that the **STRENGTH factors that are listed are the substance of the destinations as such in all their variety and appearance in specific regions**.

**Population as a resource is a valid aspect** although the tendencies already referred to. Although the demographic profile indicate some disadvantages, it is, however important to identify the characteristics of the population, the potential and alternative futures encompassed in changing migratory patterns, of which we can possibly see some signs of today. The age profile has its evident advantages as it indirectly describes experience, competence, skills, tradition etc. To transfer, convey these to a new generation is one of the most important challenges that stand in front of the mountain regions in the coming decade.

The migration, for educational purposes, seems like an exodus today, especially when it comes to young women. But the **key lies in providing reasons to return with the received extended education and worldly competence or providing quality guaranteed educational opportunities in place and relevant job opportunities**. Focusing on business and entrepreneurship could be directed towards multitasking, part-time solutions, improved services etc. In other words, the population can be considered as a resource complemented by the benefit of returnees and newcomers. The crucial question/s is *“what did they leave and what are they returning to?”* Service levels, hospitality are fundamental aspects of the quality-of-life, not only security.

Mismatching is deemed as a basic problem of the labour market in sparsely populated areas. Focusing on

building further where local labour is provided and finding further incentives for re-education, training, where and when the local entrepreneurs find themselves wanting and external interests (read investors) are deficiencies taken for granted and further efforts not always considered worth following-up. Bringing existing facilities to new technological levels, new products and cultivating established brands and brand names with care can help as well as all other strategies proposed in the framework of PADIMA work on education and training. Flexibility in these areas, when asked for, should be provided. Support with pooled competence when business services could not, by economic reasons, be provided in-house. Accountants, lawyers, ... Identification of where, in principle, the specific preconditions of localization in terms of what is mentioned above, could result in comparably good productivity figures, through accessible although smaller markets... Complementary activities described and defined as serious and well worth support, and not denigrated as housewife hobbies.

One of the most unexploited resources found in any region is the voluntary sector. Investigating its ambitions, potentials and providing training, help and guidance could make this a, maybe not formidable, but still important part of the long-term development perspective.

Some of these potentials await their birth or a reduction of the threshold. A catalytic effect is and will be technical and physical improvements in communication and transport.

Then we have an important, although sometimes forgotten aspect, i.e., the mobilization effects of identity and belonging, a complementary and hard to find dimension of the whole of the place in time.

Last but not least an efficient institutional structure organized and improved networks and collection and refinement of already existing knowledge.

### **SWOpportunitiesT: The positive picture**

A weakness turns into an opportunity where administrative and natural variety is used as commendable traits and, while not overextending resources, those that are actually available are exploited for good purposes. Sparsely populated mountainous areas defined as resources are described in terms of their potential values for an inhabitant, visitor, migrant, business, entrepreneur, family.

Any extent of a territory turns into stimulating competitive and complementary activities where the restaurant owner, bed- and breakfast host and souvenir producer/seller link up with each other and **provide a destination**. Whatever the landscape carries in terms of scenic or cultural values are catalytic in providing the visitor with an experience. Remembered and communicated to potential visitors for the future.

Any extent of territory includes resource variety (all aspects of resources) and therefore differences in business opportunities. They can range all the way from known to unknown, economically feasible to inestimable, but all need further investigation and exploration. Systematic mapping of the present state-of-the-art could be recommended.

Certain special obstacles will turn into opportunities and advantages when approached and solved. The activities of the local municipalities in the local property and rental markets are a case in point as is possibilities on the housing and credit (venture) markets. These problems/potentials are catalytic in their impact.

This is also the case when it comes to the further development and improvement of the local/regional physical infrastructure in roads, railways, airfields etc., as well as public and private transport solutions. All focused on improving accessibility.

Volume and quality of the private and public service sector is part of the picture of quality of life. Opportunities for competence development and/or educational program provided locally as well. Some of the changes and improvements have necessary thresholds for their proper and cost-efficient handling. Therefore

the need for developed cooperation among and between different administrative levels, defining collective objectives and instruments for these purposes is crucial for their successful implementation.

Achievements in different arenas could have a contagious effect and prominent, well known, individuals acting as ambassadors, based on a real local and regional identity, will make wonders as to promoting a feeling of belonging and wishing to belong, although, in the nexus, will always stand employment and quality of life – and the image of qualitative aspects of this. Greeting the guests, whoever they are is creating a silver lining to whatever we are trying to prove or create. The voluntary sector could become, in all its facets, an important actor in this process.

## **IV SUMMARY OF THE GOOD PRACTICE COLLECTION**

During the territorial marketing work package, PADIMA partners have gathered 28 good practices i.e. initiatives that have given positive results in their region. The complete collection of good practices is assembled in a separate booklet available on-line (on [www.padima.org](http://www.padima.org)).

Out of this collection PADIMA partners have selected some good practices (GPs) that are of most interest for their areas and that they think would be useful to transfer to their areas. Here we will give a brief summary of the GPs selected. For further information about these initiatives, please see the booklet.

### **Chapter 1 Territorial marketing and advertising**

#### ***Campaigns***

##### ***1) Light in windows (Buskerud)***

An increasing number of farms in rural areas are left unoccupied. At the same time there is a demand for houses situated at smaller farms, from people living in more urban regions. There is also a trend that the older generation can't see that the younger generation or immigrants can be interested in living on the farms. The unoccupied farms can be a way to get more inhabitants to rural areas if the owners see that it is possible to sell, rent out or hand the farm over to the next generation.

*Interesting to be transferred to Teruel, ERSAF and Hedmark*

##### ***2) Like to live in Krødsherad (Buskerud)***

Migration and recruitment are priorities of the Municipality of Krødsherad. Some years ago the trend was a declining population and the average age was rising. The local authorities decided to try to turn this trend by starting the program "Bolyt" "Like to live in Krødsherad". Krødsherad is located in Buskerud County at the foot of Norefjell by the Krøder-fjorden. It is a short distance to the nearest towns Hønefoss, Drammen and Kongsberg -and only 1.5 hours' drive to both Oslo and Gardermoen.

Activities: -Several meetings with organizations, enterprises and open meetings with the inhabitants to identify the tasks that were to be the focused in the program. -upgrade of the municipality's website, use of images, updated facts illumination, etc.

##### ***3) Contact 1 (Dalarna)***

"The image of Dalarna" project started in 2003 in order to find out the opinion of Dalarna of people living outside Dalarna and to start creating a regional branding platform for Dalarna.

The "Contact 1" was the first concrete activity with a migration perspective and the embryo to the Move to Dalarna project that was launched during 2007. The objective was to:

- 1) make people in Dalarna aware of the fact that we have to attract more people to our region,
- 2)gather politicians and decision makers in a common effort to call people outside our county and make them

interested in moving to Dalarna,  
3) create a register of people that want to move to Dalarna

#### **4) Move to the mountain region (Hedmark)**

The practice deals with how to attract specific immigrants and target groups: Immigrants which the Fjellregion needs and immigrants that find the Fjellregion attractive and make different campaigns to the different target groups:

- a) First class-campaign: Families with small children in the age before the oldest children start at the school
- b) Do you miss anyone? Telephone calls and postcards in 2 rounds where 600 and 300 persons with roots in the region were contacted.
- c) Hunting for heroes: Establish your company in the Fjellregion, focus on potential entrepreneurs

*Interesting to be transferred to ERSAF*

#### **5) The Netherlands project (Hedmark)**

About recruiting people from the Netherlands to Åmot municipality, but the project involved also the Board of Sør-Østerdal and the municipalities of Trysil and Stor-Elvdal. The objective was immigration of 49 people from the Netherlands and that was a part of the agreement with the company Placement AS. The contract with Placement AS is still valid, because the objective isn't reached yet. The municipality of Åmot has finished the project, but is still welcoming immigrants, disseminating information and shows the different parts of the municipality.

#### **6) Teruel so Close (Teruel)**

'Teruel, so close' was a campaign of territorial marketing developed by the Provincial Government of Teruel, coinciding with the World Expo of Zaragoza 2008 and the America's Cup of Valencia 2008, organized respectively in the cities of Zaragoza and Valencia.

The proximity of Teruel to these two cities was taken as an advantage. The objective of the campaign was to promote the region as a territory capable of receiving investments in different activity sectors: tourism, agribusiness, renewable energies and environment, etc. The main body of the project was based on the promotional material's design and the holding of presentations and work meetings with businessmen from Zaragoza and Valencia, in which more than 100 businessmen took part.

#### **7) Auvergne changes your life, advertising web campaigns (UCCIMAC)**

The Auvergne region has taken a different approach for communicating its values and assets. Instead of the traditional message : "Come to our region, it's fantastic", it has started to talk the language of its main target : urban dwellers and their poor living conditions.

With the 1st campaign "les Urbanophiles" (city inhabitants) dwellers are depicted in their daily urban life with an awful urban environment. The short videos are showing noise, pollution, transportation problem, and poor business conditions to attract prospects to the better quality of living and doing business in Auvergne.

The 2nd campaign (L'Auvergne changes your life) manage to create a new follow up to the first saga with new videos. Eventually the urban main actor of the first saga has decided to come and live in Auvergne with his pregnant wife. However he is still fighting with his former urban habits and has trouble to adapt to larger houses, more natural environment, and friendlier people! Of course humor is central to the understanding and success of the campaign.

*Interesting to be transferred to Dalarna*

## **Branding strategies**

### **8) The regional brand of Dalarna (Dalarna)**

An initiative to meet the demographic challenges (aging population) and attract people and investments through regional branding management. The objective is to strengthen the image of Dalarna and create a regional brand based on the core values and assets of Dalarna. Once the Region Dalarna was installed as a new organization in 2003, the regional brand was communicated through several actions in a long-term process. In 2011 the regional brand was manifested by a new logo:



*Interesting to be transferred to ERSAF and Hedmark*

### **9) Destination Trysil (Hedmark)**

Destination Trysil was established in 2006, replacing Trysil Ferie og Fritid. It is a locally based member organization with the task to promote the tourism industry in Trysil in order to get more tourists (families and conferences) to Trysil during all seasons

4 themes/issues tackled:

1. Common superstructure for the tourism industry in Trysil
2. Improved possibilities for common marketing of the destination
3. Clear job-sharing between the greatest company Skistar and the destination company
4. Practicing hostmanship

### **10) The world of wilderness (Hedmark)**

Hedmark as a tourist county is diversified and complex, and earlier the destination company tried to communicate to the market that Hedmark has got everything. The theme tackled by the practice is: 1) How to communicate Hedmark on the basis of a common strategy, 2) How to build a brand. The objective was to: make Hedmark as the World of Wilderness known, develop a branding strategy for Hedmark for Norwegian and International tourists as is trustworthy and develop focus and gathering about a common symbol.

### **11) Valle Brembana Brand (ERSAF)**

The issue tackled by the practice is the problems in promoting outside the research area the products made in Valle Brembana that are high quality, but not well known outside. There are 48 companies associated, operating in various economic sectors (agriculture, tourism, industry). There is a strong synergy with the touristic promotion activities, because the local product represents one of the plus of the local tourist offer.

*Interesting to be transferred to Teruel*



## Chapter 2 Creation and promotion of job opportunities

### *Recruitment agencies*

#### **12) The Recruitment Consultancy (Dalarna)**

It is difficult to get people to move to Dalarna if only one in the family gets a job there. Distance work is not sustainable in the long run and the companies risk losing important skills due to short positions. This initiative aims to facilitate recruitment by offering one's partner not having a job or not living in the region, job possibilities and support so that the whole family can settle in Dalarna.

*Interesting to be transferred to Buskerud*

#### **13) Regional Agency for mountain settlements (Torino)**

The Regional Agency for mountain settlements was founded in 2005 by Piedmont Region in order to: sustain the creation of new enterprises, attract resources towards marginal geographic areas and add the number of enterprises that operate in mountain context. The Regional Agency supplies two main types of services:

- a) **Basic services** that regard the support to the settle of new enterprises and the assistance to their localization
- b) **Specific services** by the local offices. In the local offices there is a qualified operator that offers his support to the enterprise creation, his know-how to the management of the initiative.

*Interesting to be transferred to Teruel and Hedmark*

#### **14) AMMAC , Welcoming, mobility in Massif Central (UCCIMAC)**

Welcoming new collaborators of a company and their immediate family.

The objective is to :

- Reinforce the attractiveness of the job offers on the mountainous areas of the Massif Central
- Welcome and fix the new employees
- Facilitate the installation and the integration of the partner and the family
- Sensitize the partner with the creation or takeover of SME

They offer assistance about: Accommodation, Schooling/child care centers, Culture, leisure, Partner's employment and organization of convivial demonstrations.

#### **15) TREIMAC, Transmission/take over in Massif Central (UCCIMAC)**

Creation of a specific department for transmission / takeover at UCCIMAC (Union of the Chambers of commerce and industry of the Massif Central)

- Detection of SME concerned, sensitizing for the transmission / takeover
- Operation in network with local operators (19 Chambers of commerce and industry and from the Massif Central)
- Accompaniment of assignors (diagnosis / evaluation)
- Research-formation-orientation of the business acquirers

## ***Creation and advertising***

### ***16) The smallest chain of hotels in the world (Buskerud)***

In Rollag in Numedal there was a need for finding new ways of extra income on the farms, due to that most parts of the uncultivated land was made protected area from the national government in 2002. Traditionally the farmers have used the uncultivated land for extra income like forestry, hunting -and in the recent years selling land for cottages, or building cottages for rent. This was no longer possible after the protection of the area. Combined with a need for more activities in the community this started a process looking for new opportunities. The area has an interesting cultural landscape, several houses from the middle ages, and active farms with diverse productions, both meat and milk. The production on the local farms also implies that they have different animals. Most farms in the area have old storehouses, several very old. These are often no longer in use. In the old times this houses also were used for housing visitors.

The group of farmers, regional and local authorities in Rollag aims to:  
create more activity in the community , -maintain service and good living environments, -organize the storehouses as an attractive accommodation, in “The world’s smallest hotel chain”

### ***17) Albergo Diffuso di Ornica, a hotel with rooms shared in the homes of the downtown (IREALP)***

Ornica is a mountain municipality (900 mt.) with serious problem of depopulation. The summer touristic demand is decreasing. The goal of the Cooperative Company and the Municipality is to improve the offer, with a decentralized hotel with rooms located in the various houses of the village, but managed in a coordinated way. The practice allowed improving tourist offer of the village, increasing job opportunities and reducing depopulation.

*Interesting to be transferred to Dalarna and Hedmark*

### ***18) MotorLand Aragon (Teruel)***

MotorLand Aragon was officially inaugurated in September 2010 with the ambition of becoming a leader in the international motor world. Its 350 hectares (approximately 865 acres), comprising a sports area consisting of race circuits, go-cart, supermotard, autocross and motocross circuits, allow virtually any international sports event to be organized there. The complex also counts on its more than 20 hectares (that’s over 49 acres) of Technological Park assigned for receiving companies associated with motor I+D+i. (“Investigation, Development and Innovation”) In the near future a leisure and culture area with more than 300,000 m<sup>2</sup>, designated to commercial and hotel use, business centres and a leisure park for the motor world, will be created. MotorLand hopes to boost the economy of the Autonomous Community overall, thanks to the organization of mass events, improving infrastructures and attracting investments in the motor world.

## **Chapter 3 Integration of new inhabitants**

### ***19) Placement – immigration programme (Buskerud)***

Migration and recruitment are priorities in the Strategic Plan for Hallingdal. Hallingdal has a stable population, until the year 2020 it is expected a slight growth. But there will be fewer younger and more and more mature. Hallingdal is struggling to provide enough manpower and expertise to municipalities and businesses, and the need for a new settlement is large in parts of the region. The goals of the municipalities and Enterprises of the Hallingdal region are to facilitate immigration and permanent settlement by providing manpower and entrepreneurs to Hallingdal from the Netherlands, Belgium and Germany, to contribute to support the region with qualified labor and to increase in the population.

*Interesting to be transferred to Torino*

## **20) The Dala Strategy (Dalarna)**

In 2006, Region Dalarna Executive Board approved the implementation of the Dala strategy. The Dala strategy was formulated to manage, coordinate and streamline the development in Dalarna on the basis of our challenges. 'Welcome the migrant and use the strong brand' is one of the choices we made to meet the challenges generated by the demographic issues and the globalization effects in Dalarna. The objective is to enable actions that may contribute to fulfilling the vision and goal images expressed in the document. 300.000 inhabitants are needed to get enough tax revenue for Dalarna. This means that we need about 23.000 new migrants according to the latest population figures.

## **21) Welcome and relocation service (Dalarna)**

People that want to move to Dalarna need information and contacts. The objective of this initiative is to give a personal touch to all people (national and foreigners) interested in moving to Dalarna, maintain a registry with people that want to move to Dalarna, keep the contacts warm and serve people with actual information and contacts with recruitment companies/potential employers.

## **22) Immigrant Hosts (Hedmark)**

This practice is a part of the "Move to"-campaigns and consists of hostmanship. In 1989 there was carried out a campaign called "out of the crowding", but the municipalities were unprepared to take care of the request. Owing to the experiences from this early campaign the municipalities decided to do their homework and educated people in the municipalities after a travel industry method where the municipality is a destination and you are the host. The function is to be an immigration host.

*Interesting to be transferred to Buskerud*

## **23) Habitate (Teruel)**

HABITATE is a network of public and private bodies that work together to develop joint strategies to attract, support and settle more of the exogenous population of the rural area in the region of Teruel. The main objective is to attract new settlers to the region of Teruel, who contribute to the demographic recovery of the region that is seriously affected by a population shortage and more relevantly, by a high aging population.

*Interesting to be transferred to Hedmark*

## **24) Welcome policy in the Limousin area (UCCIMAC)**

The welcome policy:

1) mark out the course of installation of people:

- To attract and bring: via tools of prospection and communication "Installation fair", "Projects in campaign (PEC)", "Op' in Limousin", "DemainChannel", "Village Spirit", "Installation Campagne.fr"

- To facilitate the installation of the new inhabitants: via tools and devices of accompaniment and follow-up: "to build its project in Limousin", "know-how and discovered", "Rendez-vous en Limousin" "Transitory housing", "Objectif creation", DIVA

- To facilitate integration: helps for installation in Limousin; Post-creation following, accompaniment by local poles of reception.

2) play complementarities with other structures of accompaniment of project carriers.

*Interesting to be transferred to Hedmark*

## **Chapter 4 Promotion of cultural and environmental assets of a region as tools to strengthen the pride of its inhabitants and to attract new inhabitants**

### **25) The Valley of Artists (Buskerud)**

The region in the middle of Buskerud County – “mid-county” consists of three municipalities. Modum, Krøds-herad and Sigdal. At the end of the 1990s, these municipalities had little or no organized cooperation. The project “The valley of the artists” started at the end of 1990. Partly as a result of that the region needed a common identity and profile, and partly as a result of Buskerud County Council wanted to highlight the cultural offerings in the county. The project and the profile were based on the fact that the region historically is an area that several well-known Norwegian artists visited, and some of them also settled. The objective was to establish a common profile for the region, to develop new products and services within this profile, to become more attractive as a destination and place of residence, to establish a Regional Council and to establish joint promotional and information materials for the region

*Interesting to be transferred to Massif Central*

### **26) Green Valley (Buskerud)**

Numedalslågen is one of Norway’s longest rivers. There are a number of hydroelectric plants located in the higher range of Numedalslågen. Numedalslågen is known for being a good location for salmon fishing. The essential idea was that Water is a vital resource that provides the basis for life and wellbeing. The rivers runs through the municipalities Larvik and Lardal in Vestfold county and Kongsberg, Flesberg, Rollag and Nore og Uvdal in Buskerud County. These municipalities cooperate in the administration and use of resources connected to the river in various projects under the “Grønn Dal” (‘Green Valley’) umbrella.

The most central points in the cooperation are to encourage a “Green Valley-process” that emphasizes sustainable development, with particular focus on the business sector throughout the valley. Economic, social and ecological considerations must be maintained and be in balance.

*Interesting to be transferred to Massif Central*

### **27) The Santa Maria Foundation of Albarracin (Teruel)**

Project of comprehensive management of the cultural heritage, by applying architectural and building restoration initiatives, and of cultural promotion (seminars, exhibitions, concerts, conferences and meetings). The objective is turning the historical city of Albarracin into a cultural enclave of first class, in tune with the singularity of the excellent architectural and cultural heritage. Improving the heritage and putting it into value in a sustainable way, generating wealth and sociocultural dynamism in the territory by preserving the patrimonial resource.

### **28) The Rural Villages Project (Torino)**

Rural Villages Project regards rural areas with problem of development, depopulation, especially in low density mountain context. The general focus is the development and renewal of mountain villages. The villages selected in the project can be considered as element of the local cultural heritage (for example architectural renewal ) and symbols of local tradition.

The sub-objective of the Project is : a) to favor the permanence of local inhabitants  
b) to promote the repopulation of these mountain territories.

## V. KEY FINDINGS FROM THE PADIMA TERRITORIAL MARKETING SURVEYS AND GOOD PRACTICE EXCHANGES:

### - Strategy to foster the positive image creation for mountain areas

The work undertaken by the partnership conducts to some conclusions that can be synthesized as follows:

- **A balanced picture must be built:** there is a tension between a traditional image of mountain areas and a more up to date, modern image of these areas. Both have good and bad sides. Territorial marketing must seek to promote the positive sides, while being honest about the negative sides as well- maybe communicating on the hidden potential related to these negative trends: ageing for example is both a weakness and an opportunity for creating new jobs. Thus the weaknesses are looked at in a challenging way and transformed in opportunities. The good practice “The Santa Maria Foundation Albarracin” from Teruel, Spain is in this case illustrative as a project of comprehensive management of the cultural heritage. The approach is global by using architectural and building restoration initiatives and the ICT tools to promote the diverse initiatives on site widely. For more information, please refer to our good practice collection, initiative 27 page 92.

- **Communication and visibility:** respondents to surveys and participants at the territorial marketing seminar stressed the necessity to communicate more, using all sorts of media and new stories. The under-exploited potential of social media has been discussed a lot as well as the permanence of people who are not connected to them and need to be addressed in more traditional ways. The challenge is to get the right story, to the right target group with the right communication tool, be it phone, post, network, email or others.

- **Regional pride and identity is important:** successful marketing relies on local inhabitants being the first ambassadors of their region towards tourists and new inhabitants: it is important that people living in mountain areas have a strong sense of identity and are proud of their area to promote it well to others. “Inhabitants are the best ambassadors of one region”, was stressed by professor de Souza. Several good practices have been collected by the partnership in this respect ie. Move to the mountain region, Hedmark, Norway: an initiative developed within 2001-2011 that consisted in several steps:

- Contact campaigns i.e. by phone and postcards where people living in the mountain region contacted their family or friends with roots in the region but living elsewhere. The people calling proposed them to come back, insisting on the good parts of living there. Some of the people called have moved. Many of them are discussing to move. It feels good to hear that someone miss you!
- Hunting for heroes: focused on potential entrepreneurs. Local entrepreneurs were promoted and invited to talk to others about their positive experiences in business.
- Immigrant Hosts: As a part of the “Move to the Mountain Region”-project the project focuses on the necessity to have, in every municipality, an immigrant host who can meet the immigrant in a professional way.

- **Customer approach:** territorial marketing is not only about knowing who we are and what our assets are but also knowing what the “business environment” is (what is the situation in the neighbouring regions) and what the “customers” (potential migrants) are looking for. Partners have presented interesting prospect, survey and detection tools. Several good practices stress as well the importance of targeting a clear and well defined category of people, ie. Auvergne changes your life, web campaigns designated to young people and families with one or two kids.

- **Long-term commitment:** participants agreed that a long time is needed to “build” a territorial reputation.

Territorial marketing is an investment which might not deliver results immediately but, thanks to changes over time, could bring positive impacts in the long run. To allow this, initiatives must be sustained and not be organised only as short term projects. The most illustrative in this respect is the region's Dalarna regional branding strategy, developed during the last 8 years and an on-going process.

*The Dalarna regional brand was created and communicated through several actions:*

- 1) *"The image of Dalarna" project was conducted in 2003 in order to find out the opinion of Dalarna from people outside the region and to start creating a regional branding platform for Dalarna.*
- 2) *"Contact 1", the call event, was the first concrete activity with a migration perspective and the embryo to a third project:*
- 3) *"The Move to Dalarna" project that was launched 2007. This is strongly connected to the regional branding work. 2007 also marked the realization of*
- 4) *"Contact 2", the chat event*
- 5) *In 2009 "Contact 3", the call event directed to young people was conducted.*
- 6) *the "Significance of Icons" (image development)*
- 7) *"Words about a place (project stressing on a need for new stories and a renewal of words describing Dalarna)*
- 8) *Identifying communicative keys specific for Dalarna: Proud, Progressive and Real*
- 9) *"Contact 4", "Meet Dalarna", an event for those returning from other parts of the country to their "home", Dalarna, is planned for next autumn, in September 2011.*
- 10) *Visual identity: a logo that signals "Dalarna" will help to communicate. There is also an image bank, words/text, stories and presentations.*

- **The gender issue exists:** the provinces of Hedmark, Dalarna and Teruel highlight the fact that young women leave the mountain regions as they cannot see an attractive future there. The labor market is mainly designed for men and there is an old-fashioned gender structure that makes women rather to move in larger cities. What has been highlighted by people on-field is that if one wants to attract more women to mountain regions structural changes must be made in the first place so that women can support themselves and focus on entrepreneurship. Then it's easier to make some changes in the "gender contracts". No women today means no babies tomorrow, no services and no future for these areas and this is not how the partnership sees the future for their mountain areas.

In Buskerud Norway, an initiative called WomenInnovation aiming at the integration of women in the labor market has been presented as a good practice (in WP3). Wominnovation aims to give female entrepreneurs inspiration, motivation, the knowhow and the competence to make a dream reality. [www.wominnovation.org](http://www.wominnovation.org) is a place where female entrepreneurs can meet and where they are helped to put their idea into practice. Through success stories, news, activities and courses across the country the portal aims to inspire and be beneficial. WomenInnovation demonstrates the opportunities for women to create their own workplace through:

1. Competence and skills development
2. Business and commercial network

### 3. Inspiration to start their own business or company.

- **Collective action**, networking, partnership and multi-level governance: all good practices collected within PADIMA include a strong partnership dimension and require the involvement of the various levels of governance (from national to local, and using in relation with EU policies implemented by these authorities).

- **The voluntary sector** – an opportunity to use with... moderation! The voluntary sector is extremely important for the development of mountain and rural areas in general. This unpaid work done by enthusiastic people offers a variety of culture, sports and other events that engage people and make our mountain areas even more alive. These people represent a potential for an efficient positive territorial marketing and they need to be encouraged and supported! However, the backside of the volunteering and “active” organisations is that those people who are active tend to be too much and the burn-out phenomenon are common in these situations. Also, the equilibrium between volunteering and paid work should be kept in order not to impose the unpaid work and thus fragilise the social structures in mountain areas.

- **Forward thinking**: mountains are often presented as lagging or handicapped regions. The collection of good practices and the discussions during the Trysil seminar demonstrated, once more, that mountain areas are rather ahead in thinking. They have understood that, besides the centralisation and urbanisation movement, there is also a counter-urbanisation movement that can be taken advantage of, when EU debates seem to concentrate a lot on urban dimension. Anticipation has been promoted as a key element of strategy building: positive as negative trends need to be properly analysed and adaptation must be integrated in planning. The initiative developed by the province of Teruel “Teruel so close” illustrates the inventiveness of the province of Teruel.

- **Attracting different categories of people**: As most of our regions are characterized by ageing population it is very easy to draw the conclusion that we must concentrate our resources of attracting young families with children, preferably self-employed. But, we must also remember that there may exist other categories... Elderly people of today are healthier and live a quite active life after their retiring than before: they are certainly good consumers of goods and services and keen to involve in voluntary sector. We often talk about this category as a burden instead of as an asset. Maybe this group is easier to attract as they search for a higher quality of life as they got more leisure time. But it is important that we remain open-minded concerning the categories of people we want to target!

- **Funding**: the problem of resources has been raised, with three dimensions: internal funding (having enough resources to finance authorities staff and initiatives at municipality level), external funding (attracting co-financing from national and EU levels) and an extraordinary resource which is the voluntary sector and which plays a major role in many initiatives.

- **Cooperation versus competition**: all partners agreed on the importance of cooperation as a source of ideas to be used for strategy building. The question of competition between mountain regions and between mountain regions and big urban centres for the attraction or retention of population has also been raised. The discussions in the Trysil seminar highlighted the multiplying effect of simultaneous communication by different mountain regions of the positive alternative way of life they can provide. The lack of focus on potential and development of remote rural and mountain areas has been highlighted at present at European level. The tendency to believe that growth will only be achieved in metropolitan areas and furthermore reflected around cities is to be proven. The challenge is therefore to promote all these alternative territories together, to shift the common thinking to more open-minded and balanced territorial approach.

## **VI.WHAT RECOMMENDATION TO POLICY MAKERS TO TRANSFER THESE FINDINGS IN EFFECTIVE POLICIES?**

In the realisation of these recommendations to policy makers we have started from the main finding of our work on territorial marketing which is the fact that mountain areas do suffer from a spontaneous negative image which makes these territories less attractive to some categories of people. The presence of a negative image of peripheral, sparsely populated areas is spontaneously created and recreated in the minds of some inhabitants and of some “outsiders” or tourist. To fight this stereotype one needs to include, in any image-building, branding or marketing plan, not only the positive, advantageous picture of the place, area or destination, but also to confront and handle the ingrained, negative one.

In order to be successfully in realizing the territorial branding, image buildings and/or marketing plans, we have identified some key aspects to be taken into account:

### **Governance:**

- Integrated place-bound strategies must be realised. Making analysis, planning and implementation in different projects, structures and processes more interdependent with general strategic concerns and sectorial consideration in a holistic perspective based on a prioritized link with the place, area, community or destination. When focussing on, for instance, migration and tourism, care should be taken to relate this to an advanced degree with the unique and special characteristics of the place in question.
- Work in network: Territorial marketing demands alliances. Both intermunicipal/inter-area and intersectoral. Territorial marketing often demands multi-level governance approaches. The need for network building, alliances between administrative entities on specific administrative levels is an important priority. Finding functions, for example in cultural programs and coordination, where there are clear benefits of cooperation between different administrative entities.

### **Cooperation:**

- Strategies of complementing incomplete networks can be one way of optimizing the use of scarce resources especially in sparsely populated areas. With a network approach it is possible to identify crucial functions of multipurpose benefits for business, quality-of-life etc. For instance, in the voluntary sector, one of the ways to promote the volume and efficiency of that is to create a support program that makes the voluntary work in itself easier. That could be accountancy work, information network building etc.

### **Content needs to be created in a strategically way:**

- Comprehensiveness is needed in the approaches taken. Comprehensiveness indicates a holistic, strategic perspective in this approach to image and brand building. It needs to include the different actors and the different steps of the image creation and communications. And then one needs to accept also its long-term perspective. An approach like this needs substantiated analysis and a planned, regulated implementation.
- Integrate gender perspectives to a much higher and larger degree in analysis, policy development and implementation. For example, the specifics of the labour market situation both on the supply and demand side, or disaggregating dimensions of migration and tourism with much more detail in regard to gender issues.
- Invite academia at an early stage. An analysis and evaluation of project results will benefit from the inclusion of the academic/consultant being part of outlining the project in more detail, following the



development and gathering the results.

- Regular, systematic evaluation and monitoring of the projects – is important. A systematic approach for evaluating project development, impact and dissemination of experiences and lessons need to be taken care of. It must be developed in a very effective way, taking into account the specificities of each project.

### Our next publications:

- Territorial Marketing newsletter: December 2011
- Economic diversification Newsletter: early 2012
- Economic diversification recommendations guides: early 2012
- 1 recommendations guide for an integrated approach to depopulation mid-2012

### Our next events

**22-24 May 2012, Tällberg, Sweden:** Training session about regional branding.

**June 2012:** Final conference of the project in Brussels

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