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# Tourism as a leverage for local economic development: Case of Langhe-Roero and Monferrato

## Case Study Analysis and Policy Recommendations

### Abstract

The five distinct types of vine orchards and the castle of Cavour of Langhe-Roero and Monferrato are recognised by UNESCO as one of the outstanding landscapes formed by the harmonious interactions between man and nature, and are a significant source of tourism revenue in the Piedmont region of Northern Italy. While tourism in the region can be considered a secondary use of the land, a consequence of the high demand for wines produced in this region is an extreme specialization of land use, with vineyards spanning the entire territorial area aside from a few urban settlements and agricultural structures. As a result, the existing landscape is one that is economically valuable, but extremely vulnerable to change. This report aims to identify potential channels to leverage tourism for local economic development and explores potential actions and policy recommendations.

### Theoretical and methodological framework

#### Aim of the report

The report aims to introduce the characteristics of the Langhe-Roero and Monferrato vineyards and explore the relations between the relevant stakeholders. It identifies policies to better leverage tourism to improve the economy of the Langhe-Monferrato-Roero vineyards while simultaneously improving the quality of life of residents of the municipalities.

The policies proposed consider the UNESCO Management Plan of the protected area, primarily enhancing the development of the region as an **Economic Landscape** (that improves upon the local productive heritage,

develops and maintains museums and tourism centres and promotes cultural and tourist resources) and an **Efficient Landscape** (through improved coordination and knowledge sharing between various stakeholders that rely on tourism to promote more comprehensive offerings).

## Literature review

Literature from recent years (Tribe, 2005; Ardahaey, 2011; Dwyer et al., 2004; Riley et al., 2002) has documented the growing interest in the economic impacts of tourism. Industry professionals and governments alike have looked to the burgeoning nature of the industry as a trend to help bolster economies.

Economic theory (Tribe, 2005; Stynes, 1997) outlines that tourism can be leveraged to create multipliers, with an assumption that a significant outcome is increased employment and income, resulting in higher expenditure (Riley et al., 2002). This maximization of the benefits delivered to people increases quality of life for the local area. Studies show that the development of tourism within a community can improve residents' lives from an economic, environmental, cultural and social perspective (Andereck, Valentine, Knopf & Vogt, 2005; Deery, Jago, & Fredline, 2012; Dyer, Aberdeen, & Schuler, 2003; Haralambopoulos & Pizam 1996; Huse, Gustavsen & Almedal, 1998; Parlett, Fletcher & Cooper, 1995; Pratt, 2015; Seetanah, 2011).

Creating economic value from a landscape means finding ways to increase its value by generating benefits and satisfying people's needs, and this relationship between nature and mankind is what creates the uniqueness in many areas across the world. As UNESCO states on its webpage Cultural Landscapes: "combined works of nature and humankind, express a long and intimate relationship between peoples and their natural environment." As a result of the growth of tourism, many countries and regions are moving away from agriculture towards tourism as a route to boost their economy. As a result, the land-use patterns are evolving. (Yang et al, 2021, Li, et al, 2020).

The fundamental idea of creating economic value from a natural resource (landscape) indicates a contribution, alteration or utilization of these natural resources from humankind. In this way, developing a landscape for economic development is an anthropogenic activity, in that it inevitably leads to environmental pollution or produces pollutants that originate from this human activity (van der Heide & Heijman, 2013; Assumma et al., 2019). And although it's generally agreed that landscape has a multi-faceted economic nature that contributes to defining its territorial identity (Assumma et al., 2019, van der Heide & Heijman, 2013) today, one of the biggest negative impacts is sustainability.

The effects of climate change present particular risk to communities and economies that are single-faceted, leaving them without the necessary foundations to adapt. Building resilience in rural communities through a diversification of income and business streams is part of responsible community and economic development (Stanford, 2000). This mindset protects the future of the landscape, culture and society. Rural communities would do well to realize that "isolated resilience measures targeted at individual threats will not eliminate the compound impact that these hazards jointly produce", and that "climate change is characterized by constant permanence" (Gabriel-Campos et al., 2021).

## Methods

This report uses several research methods, the first of which is a literature review. A literature review can broadly be described as a more or less systematic way of collecting and synthesizing previous research

(Baumeister & Leary, 1997; Tranfield, Denyer & Smart, 2003). An effective and well-conducted review as a research method creates a firm foundation for advancing knowledge and facilitating theory development (Webster & Watson, 2002).

The second method used is the case study analysis. The case study approach allows, among other things, to study critical events, interventions, policy developments, and reforms of program-based services in detail and in a real context. Therefore it's appropriate to take this into account when an experimental device is inappropriate to answer the research questions posed, impossible to undertake (Crowe et al., 2011). This report deals with "vineyard landscape of Piedmont: Langhe-Roero and Monferrato" case study which is detailed in this document.

The next method used is an unstructured interview, which Minichiello et al. (1990) define as interviews in which neither the question nor the answer categories are predetermined; instead, they rely on social interaction between the researcher and the informant. In this case there were meetings with the representatives of the local community, including: Aldo Buzio (Ideazione Srl), Claudio Boasso (President of Pro Loco Association of Serralunga d'Alba), Dr. Sergio Moscone (Major of the Serralunga d'Alba Municipality), Enrico Rivella (ISMEA RRN), Enrico Rivetto (Wine producer), and Silvia Soldano (LINKS Foundation).

A SWOT analysis was also used in this paper, which is a process of exploring the internal and external environments of an organization, extracting convenient strategies based on its strengths, weaknesses, opportunities and threats (Sepehr et al., 2011). In addition, stakeholders mapping was used. This approach determines all groups that are interested in the success or failure of the project. The paper identifies 13 stakeholders who play a major role in the case problem. After determining power and influence, every actor was placed on the graphic representation (stakeholder matrix). Finally, recommendations aimed at solving issues were formulated. This report indicates three problems and proposes solutions for one of them.

## Case study analysis

### Case study area

The case study area is the vineyard landscape of Langhe, Roero and Monferrato, in the Piedmont Region, covering five different wine-growing areas with outstanding values, located in the southern part of Piedmont, between the Po River and the Ligurian Apennines. The area covers 10,789 hectares belonging to 29 different municipalities. It comprises six core zones and two buffer zones, including the three provinces of Alessandria, Asti, and Cuneo (Assumma et al., 2022).

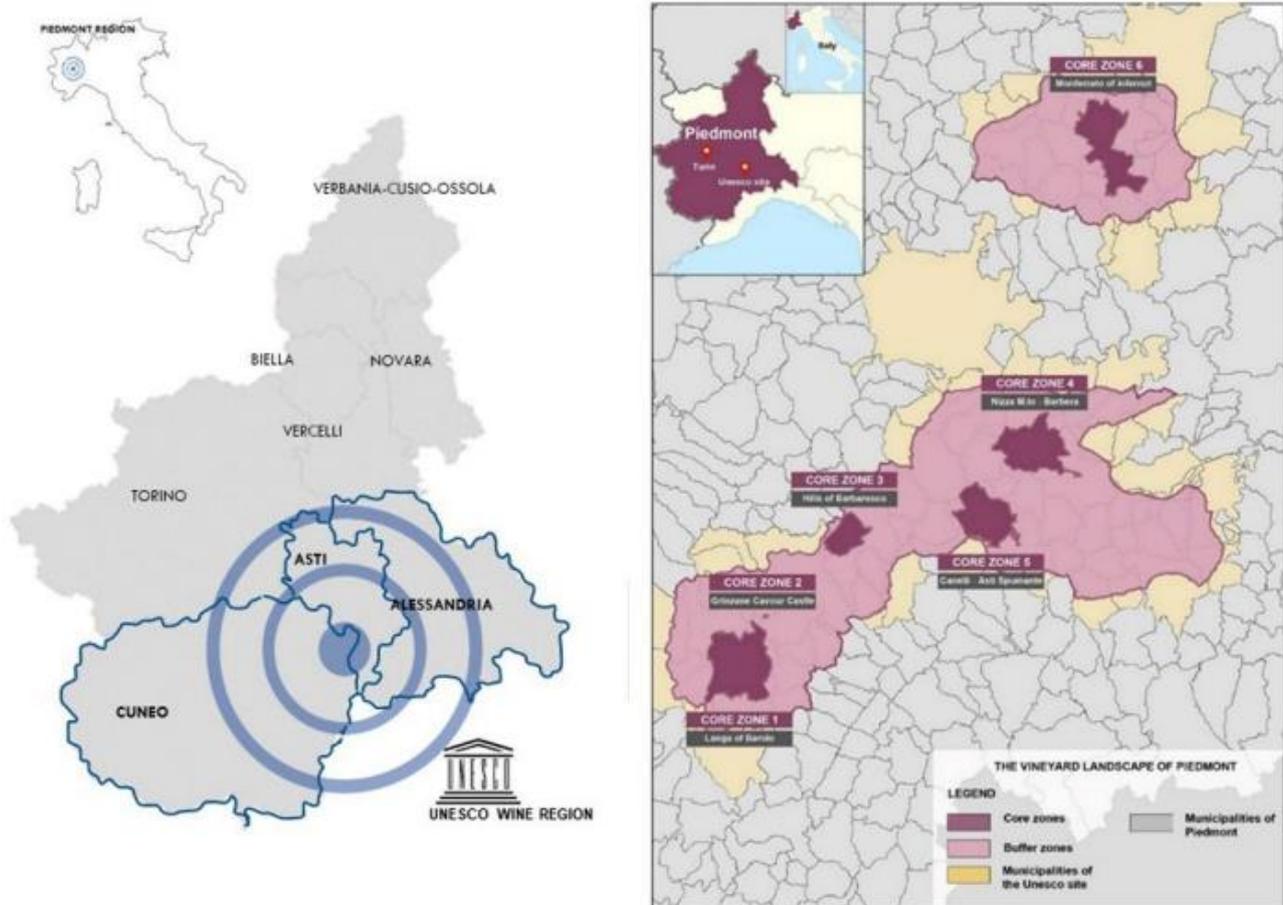


Figure 1: Localisation of the case study area at the national and regional level.

Source: Assumma et al. (2022).

The idea of including the area in the World Heritage List (WHL) was born in 2000 and in 2006 the idea took shape to present a vast area, including the vineyard landscape and settlements. After modifications in its boundaries, the area was nominated a Cultural Landscape in June 2014. The landscape has been shaped by technical and economic processes relating to the winegrowing and winemaking (GAL Langhe e Roero Leader, 2009).

The landscape is fragmented into thousands of private small vineyards, dating back to the Middle Ages and following eras, right up to contemporary times. The built heritage is symbolic of its history and socio-economic structure, among which there are recognizable landmarks such as medieval castles. The area is characterized by cultivated hillsides, following old land divisions with hilltop villages, castles, Romanesque churches, farms, cellars and storehouses for production and commercial distribution of wine. Its integrity has been kept for a long time. The Piedmont vineyard landscape embodies the ideal of a “scenic” rural and vineyard landscape. The gradual rolling hills provide several viewpoints towards the landscape. The strategy of the overall management attempts to balance the conservation of the universal values and the development of long-lasting human activities that contributed to creating the peculiar wine-growing landscapes.

The site reflects two main points among the UNESCO criteria (UNESCO WHC, 2014):

- **Criterion (iii):** The cultural landscapes of the Piedmont vineyards represent an outstanding living testimony to winegrowing and winemaking derived from a long history and progressively adapted up to the present day.
- **Criterion (v):** The vineyards of Langhe-Roero and Monferrato are an example of man's interaction with the natural environment. A long and slow evolution of winegrowing expertise has adapted to land with specific soil and climatic components. The winegrowing landscape also has great aesthetic features, representing an archetype of European vineyards.

The WHL inscription enhanced the visibility of the area, which was economically marginal in the past. The local economy is the main driver of attractiveness for the area: the agricultural sector reflects the relationship between rural landscape and local economic system (UNESCO WHC, 2014). The shaped rural landscape and the UNESCO label has increased the touristic flows and the number of accommodations. At the same time, the quality of the area raises real estate values especially if close to the natural amenities. The main economic poles for firms are Bra and Alba, especially for the food sector.

A recent out-flow migration of local communities towards main cities has meant the fewer populated municipalities located in hilly and inner areas risk becoming "ghost" towns and are physically, socially, and economically isolated (Assumma et al., 2019).

The tourism growth is related to the wine production of the area. A diversified tourism offer related to cultural attractions is currently under development. Junior tourism is getting stronger in the Summer, especially from Northern Europe, where tourists arrive looking for food, wine and outdoor activities. Cycle tourism is expanding and integrating the existing itineraries, paths and tracks. The cultural offer from the Romanesque churches to the Asti museums enriches the tourism opportunities of the area. Network of itineraries lead to discovering smaller towns, viewpoints and minor architectures. The rise in tourism has also contributed to increase the number of cultural and food-related events, which are then integrated to the previous offer.

On one hand, tourism covers a significant economic asset. On the other, increasing pressures are preservation of the cultural, environmental and landscape quality, especially in relation to sustainable mobility. Moreover, the attractiveness of the hamlets in the UNESCO area is unevenly concentrated in some locations, e.g. the municipalities of Barolo and Barbaresco, and the city of Alba. This generates infrastructure congestion issues, uneven distribution of the economic revenues from tourism as well as negative impact of tourism pressures on the territory (Assumma et al., 2019).



Figure 2: Landscape views of the case study.

Source: own elaboration.



Figure 3: Harvesting season.

Source: own elaboration.

## Stakeholder analysis

1. Vineyard owners, farmers, and general agricultural landowners have an extremely high interest in tourism as leverage for local economic development. Although much of their revenue is secured by wine production, the growth of the consumption does not match that of tourism, which offers a greater potential for economic growth. Therefore, tourism is a larger part of their resilience and plan for sustainable economic growth. The vineyard and agricultural land owners have a low amount of power in the decision making process as they individually have little influence over the other stakeholders, but collectively, embody the depth of knowledge and technical expertise behind the most culturally significant aspect of the region: wine making.
2. Similar to the local agricultural land-owners, residents of the area have a high level of interest in the use of tourism to leverage sustainable economic growth. In general residents are likely to welcome any type of economic development as it will increase their quality of life. Local residents don't have much power in decision-making. They are not typically making decisions around the local areas strategies, however they should be consulted. If they're not engaged correctly, they could create community groups that protest decisions, or try to influence decisions, causing informal barriers to change.
3. Employees of vineyards and other businesses have a relatively high interest in the use of tourism to drive economic growth, mainly due to job creation and higher income, creating higher salaries, better education systems, and higher quality of life through job security. For example, in the case of Serralunda D'Alba, 20% of residents are made up of vineyard laborers and are foreign workers, and the large majority of workers are foreign workers (in this case from Macedonia, Bulgaria and Romania), and an assumption could be that they don't have as much emotional connection to the area, many of them settle in the area for the long-term, starting and growing their families. Therefore, they have a medium high interest in the economic development of the local area (they are less likely to be concerned about where the economic growth comes from). They have very limited power when it comes to decision-making. Many of the workforce are not highly skilled and therefore easily replaceable. Although they are part of the vineyards community they don't make decisions in that regard either, so they have even less power. The only power they do have comes through labour laws, unions and other regulations.
4. Tourists and visitors are external stakeholders and as visitors they generally experience the destination for a short period of time. However, they can bring significant financial resources, which are necessary for the local development and promotion of the UNESCO site. Indeed, the UNESCO label is often directly linked with the touristic development (even if fluxes) and must be managed in a sustainable way. Therefore, tourists can indirectly influence the decision-making of other players based on their presence and expenses during their stay. However, their interest in changing territorial assets, or in their contribution to the economic development of the local area, is quite limited.
5. The transport authority controls the offer in the studied area, where the transportation options are very limited and considering the territorial morphology, extremely challenging. New projects might be introduced, even if environmental impacts will need specific evaluations to limit damages. The transport representatives hold power in terms of directing new infrastructure development, as well as interest in having continuing profits from their use. Their interventions can also impact the interest of other actors, in a consequential way. Resources in the transport sector can derive from both insiders but even more from outsiders, as tourists. While structuring new transport assets can

- support tourism flows and activities, interventions are likely to impact on the landscape and environmental characterisation.
6. Several economic development directions are strictly related to the municipalities. The UNESCO area includes distinct municipalities which have separate Municipal Regulatory Plans (PRG by the Italian regulation). Their power is relevant in decision-making as well as in the contact with other actors, which are likely to have interests in municipal decisions. For instance, the zoning practices directly influence the properties of landowners and citizens. Municipalities also have a strong interest in socio-economic development. In particular the financial revenues, visibility, and social cohesion of locals, because the administration will be directly elected by the inhabitants.
  7. UNESCO maintains a database of sites of unique significant cultural and natural heritage historic importance to humanity, which serves as an accreditation of authenticity and quality and attracts tourists from around the world. While UNESCO does not have transformative powers to influence the economic development of a landscape, they can ensure the conservation and preservation of the characteristics of an area through documentation. Their interest in the leverage of tourism for economic development in the area is high. Their influence is high in terms of guidelines for a region to remain on the UNESCO WHL, which in turn, brings great branding opportunities. However, they do not directly make decisions.
  8. Private business owners (meaning hospitality and tourism businesses) profit from tourists visiting the region to experience. Therefore, their interest is extremely high. In fact, the survival and sole essence of their businesses is dependent on tourism as a driver for economic development. However, they do not have significant individual power to introduce changes, as their businesses are dependent on permits issued by the municipal authority. As in the case of Serrelunga D'Alba, many of the private business owners have not yet established partnerships with vineyards, with each other or with neighbouring villages so their power of influence by number is also not exercised to its full potential.
  9. Environmental agency (ARPA) regulates the emissions of waste into the environment and monitors the conservation of ecological biodiversity to ensure good sustainable agricultural and manufacturing practices. They have significant power within their realm of influence, and have the right to shut down any agricultural, industrial, or commercial activities that violate the legal requirements, and are significantly interested in the manufacturing and agricultural activities in the region. Therefore, they should be managed closely.
  10. Associations / NGOs (taking the National Union of Pro Loco D' Italia (UNPLI) as the most relevant example) provide support to the local municipal administration to promote tourism around the country, through means such as advertising campaigns, events and fairs, and competitions. They do not have the same powers as municipalities. But they are highly invested and interested in the topic of tourism as a driver of economic growth. These non-profits are typically highly motivated but severely restricted by access to funding and resources, which are primarily sourced through private donations, grants and funding.
  11. The department of environment and energy provides a regional standard for energy planning in line with the EU cohesion policy and national regulations using dedicated national and regional resources. It defines actions aimed at promoting the production of efficient renewable energy network infrastructures, coordinates the functions of the local authorities regarding heating systems and related controls, regulates building efficiency, and supports local authorities. As owners of the administrative and economic accounting management of incentive measures to be applied from the international to the local level, they have a large role to play in decision making and therefore a strong power of influence when it comes to economic development in the area. Their interest is above the midway point due to the importance of this specific area within the national profile.

12. The regional directorate of agriculture and food is divided into twelve sectors. Every sector is dealing with a different problem related to agricultural and food aspects. Considering the main issue that this paper is dealing with, the most important sector that is impacting our vision is development and control services for agriculture. The sector is responsible for carrying out activities relating to planning and coordination of services for agricultural development, technical assistance, farm consultancy and agricultural demonstration, promotion of services to single and associated farms, agricultural disclosure, and information and training for farmers and agricultural technicians. Agricultural research, experimentation and demonstration, transfer of innovation, programming and coordination of European projects, planning and scheduling of direct and indirect supervisory and control activities in matters falling within the competence of the management, interventions in the field of genetically modified organisms, monitoring the efficiency and effectiveness of the planned controls, sector control and supervision, coordination of the food anti sophistication service. Apart from being responsible for development they also are responsible for sustainable agriculture. That is the main reason why this organization is positioned in a group with stakeholders with high interest and high influence in the matrix of stakeholders
13. The regional directorate on financial resources and heritage can contribute to the development directions of the area from a high level compared to the municipalities. Its contribution consists of a more strategic asset, while European funds are also managed by the regional level. It has a high influence on the economic development of the area as well as direct the decisions of the local administrations (even if mostly indirectly). It can support the programming, evaluation and monitoring of development policies and expenditure at the regional level.

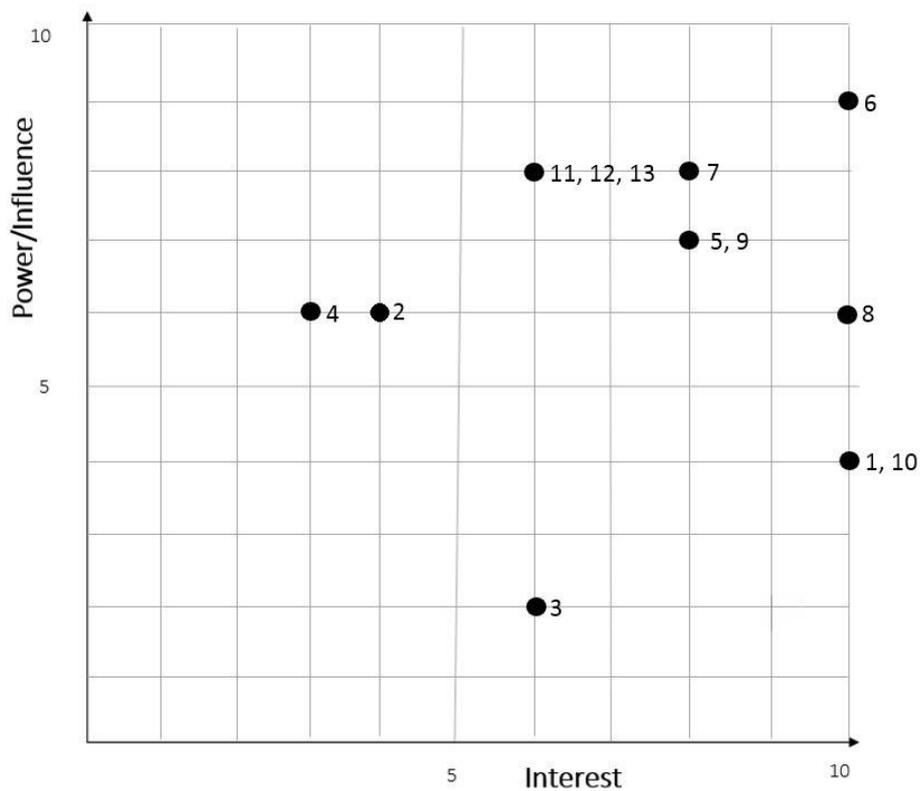


Figure 4: The map of the stakeholders influence and interest.

Source: own elaboration.

Table 1: Stakeholder analysis.

|                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Keep satisfied</p> <ul style="list-style-type: none"> <li>• Tourists and visitors</li> <li>• Residents</li> </ul> | <p>Manage closely</p> <ul style="list-style-type: none"> <li>• The transport authority</li> <li>• Municipalities</li> <li>• UNESCO</li> <li>• Private business owners</li> <li>• Environmental agency (ARPA)</li> <li>• Regional directorate on environment, energy, and territory</li> <li>• Regional directorate of agriculture and food</li> <li>• Regional directorate on financial resources and heritage</li> </ul> |
| <p>Monitor</p>                                                                                                       | <p>Keep informed</p> <ul style="list-style-type: none"> <li>• Vineyard owners and farmers</li> <li>• Associations / NGOs e.g., Proloco</li> <li>• Employees</li> </ul>                                                                                                                                                                                                                                                    |

Source: own elaboration.

## SWOT analysis

**Strengths:** the main element of strengths are based upon the combination of the natural resources and the human knowledge and expertise of use and development of those resources (agriculture). It's these factors that bring about the recognition of the area as a UNESCO Site of Cultural Landscape, creating strong branding of the area. The area's proximity to other locations within the country are also a relevant strength, as well as the ability to develop a workforce of people new to the area who will bring greater cultural diversity and potentially a younger demographic to the area.

**Weaknesses:** Many of the weaknesses derive from the focus on short term economic gains over longer-term, more sustainable approaches. This leads to a rigid system that may not be able to adapt to or absorb changes, and is generally an over-dependence on a singular economy.

**Opportunities:** Using tourism to build economic development presents several opportunities based around new approaches and a fresh mindset. By diversifying the types of tourism products on offer, different types of tourists (sometimes more affluent and with higher expenditures) can be attracted to the area. Also, by thinking more long-term the potential for changing agricultural practices and approaches becomes relevant and possible, creating more economically, socially and environmentally sustainable outcomes and creating a higher resilience.

**Threats:** There are a myriad of threats with the most relevant being focussed around the continuing aging of the population, strict land use zoning that regulates modifications of developing large sites, destruction of natural heritage, and climate change issues that increase economic risks.

Table 2: SWOT analysis.

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Internal                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Strength                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Weaknesses                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <ul style="list-style-type: none"> <li>• Value and integrity of the cultural landscape by UNESCO adds strong branding and international recognition.</li> <li>• Production of unique local foods (wine, truffle, hazelnuts), with potential for economic value.</li> <li>• Proximity to other important tourist locations like Turin and Milan.</li> <li>• Development of a workforce that’s interested in life in the area and can contribute both with labour and to the social community (new generations).</li> </ul> | <ul style="list-style-type: none"> <li>• Abandoned and disused buildings, which create an impact on the landscape, and missed economic opportunities.</li> <li>• Lack of network amongst the actors, leading to low productivity and missed opportunities to drive economic income.</li> <li>• Degradation of soil quality/nutrients and a singular focus on vines creates a risky over-dependence on one economy (wine production).</li> <li>• Over-dependence on short-term tourism (one-day trips), with seasonality issues.</li> <li>• Poor transportation connections, leading to unfeasible access for tourists and development of local communities/settlers.</li> </ul> |
| External                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Opportunities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Threats                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <ul style="list-style-type: none"> <li>• Other types of tourism (not short-term), focusing beyond vineyard visits (more integrated tourism products), could encourage longer stays with more expenditure.</li> <li>• Attracting more affluent international tourists.</li> <li>• Creating synergy between business owners.</li> <li>• Agricultural practices that diversify crop production while simultaneously improving soil fertility, e.g., biodynamic agriculture.</li> </ul>                                       | <ul style="list-style-type: none"> <li>• Aging population could lead to a rapid population decline in the next few years.</li> <li>• Continuing / worsening of the ongoing economic crisis could lead to less tourism and wine sales.</li> <li>• Destruction of natural heritage by soil degradation.</li> <li>• Too strict land use zoning might prevent the community from adequately responding to changing economic scenarios.</li> <li>• Climate change impacting local production, e.g., droughts and hail.</li> </ul>                                                                                                                                                    |

Source: own elaboration.

## Policy recommendations

The policy production implies to identify issues to address through policy study and recommendation. The assumed goal is to consider tourism as leverage for the local economic development. According to the SWOT analysis, three main issues have been identified:

1. Lacking integration of tourism offer among different assets (wine-related, cultural, natural, sport);
2. Abandoned and underused building stock due to de-population and increasing aging;
3. Fragmentation and lack of coordination among local actors, leading to low productivity and missed opportunities to drive economic income.

With regards to issue number 1, the missing integrated products have impacts on the attractiveness of the place and on the enjoyability of the experience. Simultaneously, a disconnected touristic system can limit expenditure from visitors who're not aware of the local complexity and differentiation. To overcome this limitation the general goal is to foster integration and interconnection in the tourist offer, pushing dialogue and opportunities among representative actors. Online and on-site services should be both addressed due to their influence in the tourist holiday.

### Policy recommendation 1

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*Create a unified website for the Langhe-Roero and Monferrato UNESCO area, which includes one section for touristic offer (accommodation, itineraries, visiting sites) and one section dedicated to actors collaboration.*

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**What exactly should be done?** An online web platform should be created with an easily accessible interface. The tool should have one section related to the touristic offer for visitors, which contributes to show the local offer and eventually booking services (i.e., accommodation, bike services, wine tastings). The other website part should allow local actors to show their offer to each other, eventual possibilities for collaboration, available offer. Considering the extension of the UNESCO area, a geolocalized map can identify the location of different activities in the territory to facilitate communication.

**Where should it happen?** The construction of a website should be anticipated by a on-site sensibilisation campaign for local actors in order to include them in the website. The identification of local participating actors (businesses, wine-growers, associations, municipalities etc.) will support the structure of the platform. The following step should be to make tourists aware of the integrated offer displaced on the website by marketing campaigns, eventually supported by the UNESCO label.

**Who should conduct the action?** The action should be led by the Associazione per il Patrimonio dei Paesaggi Vitivinicoli di Langhe-Roero e Monferrato. Its primary objectives are deepening knowledge of the cultural and landscape heritage of the site and the integrated socio-economic development of the territories. The Association represents the main contact point for the several actors involved in the UNESCO territory and is responsible for implementing the strategies and projects of the Candidate Site Management Plan and its Monitoring Plan.

**Which groups of people, business or organizations should benefit?** With the aim of economic development, primarily local businesses should benefit from the integrated offer on the website, which can also support a new visibility of minor activities. Businesses can range from wine-growers and winemakers, products made by local activities, sport providers and accommodation owners around the area.

**What resources will be needed?** Financial and economic resources will be needed to create the website, more likely by a professional communication company with expertise in the tourism sector.

**Where will these resources come from?** Resources can derive from public funding as municipal resources or regional ones if the Piedmont Region logo will be included in the website. At the same time, a limited financial support can be paid by local businesses to be included in the website.

**When should the policy be executed and what's the deadline for completion?** The policy should be executed during the winter and before summer 2023 when the next summer-season tourism will start. It's likely that the realization of the website won't require long time or efforts, but rather the awareness raising of local actors.

## Policy recommendation 2

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*Incentivise collaboration among wine-makers within the designated area, keeping their own specificities.*

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**What exactly should be done?** The wine producers should experiment with their production while staying true to the core procedures adopted over centuries, and providing incentives to share their knowledge and resources.

**Where should it happen?** The agricultural areas and vine-production facilities of Langhe-Roero and Monferrato.

**Who should conduct the action?** Local authorities should ease the technical regulations governing the production of the wine to allow producers more creative freedom, while knowledge collection and sharing institutions disseminate knowledge on advancements and new techniques with farmers, who, if allowed to rotate crops with legumes to regenerate soil fertility, would feel at ease sharing their own personal observations and knowledge, knowing that they would not have to compete with each other.

**Which groups of people, business or organizations should benefit?** The taste and quality of the wine produced would improve, leading to increased demand and profitability, and introducing more variety within the wines produced would attract more gastronomic tourists. Simultaneously, farmers would require less fertilizers and pesticides through modern biodynamic agricultural practices.

**What resources will be needed?** Amendment of local agricultural and land use regulations by the relevant authorities. Infrastructure, equipment, and personnel for the winemaking research centre.

**Where will these resources come from?** Legal requirements can be met by relevant government authorities, and funding for other requirements from the community, UNESCO, crowdfunding, etc.

**When should the policy be executed and what's the deadline for completion?** The legal changes can occur overnight, but there may be some resistance to change from the farmers and winemakers. The research centre should realistically be completed and operational within a five year time frame.

### Policy recommendation 3

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*European cooperation to create a “wine route” between Bordeaux, Piedmont and Tuscany UNESCO areas.*

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**What exactly should be done?** An interconnected wine route from the French Bordeaux region to Italy should be shaped to allow visits to the different sites with an integrated offer package. The discovery and experience in both sites can create a wider knowledge of these landscapes. Partnerships should be created between accommodations in the three regions and transport providers to facilitate tourist displacements.

**Where should it happen?** The dialogue between the three regions could start online, followed by on-site meetings to assess the feasibility of the offer. The availability of routes can be made available in the aforementioned website.

**Who should conduct the action?** The action should be coordinated by the local associations of the three UNESCO areas, with the support of their administrative upper level (i.e., regions in Italy). Wider scale governance actors can identify main directions and framework for the partnerships and, at the same time, have a more direct contact with local actors (i.e., wine producers and municipalities). Indeed, having the whole panel of stakeholders of each UNESCO area in the decision might lead to confusion, communication problems (i.e., language) and ineffectiveness of meeting and decision-making.

**Which groups of people, business or organizations should benefit?** The whole area should benefit from this partnership for two main reasons: exploit the benefits of exchanges, which can go from sharing new marketing to cultivation practices; build a further integrated touristic offer among different regions and with even a more international-oriented visitor base. Indeed, both Bordeaux and Tuscany are internationally well-known and affirmed by tourists, while the Langhe-Roero and Monferrato are still not so recognised in the world.

**What resources will be needed?** The partnership will require expert networking knowledge and contacts to start and foster the programme between the different regions. The main representative actors need to have a coordinating power among local actors in order to assimilate the proposal and to let players understand the potentials of collaborating. Further human resources will require dialogue with transport providers to facilitate the travels for visitors in the areas. Financial resources will need to support the marketing campaign.

**Where will these resources come from?** Resources should derive from local actors and funds, mainly from tourism associations of the different areas. The revenues from visitors to the necessary transport providers partners can lead mean that transport companies can finance the project. Regional funds also related to European financial contributions can be spent in similar projects, considering the proposed transnational asset.

**When should the policy be executed and what's the deadline for completion?** The policy may require a longer time of execution, due to the coordination and alignment of different actors from at least two states.

The deadline is suggested to be by the end of 2023, but marketing campaigns could be beneficial already from summer 2023 when peak tourism is registered in these areas, especially from foreign countries.

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