NETWORKS FOR LOCAL DEVELOPMENT. PLANNING A LOCAL FESTIVAL (CAL-ITER) OF THE AVELLINO’S CHEESE INDUSTRY

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ABSTRACT
This paper proposes a project – a local festival (Cal-Iter) of the Avellino’s cheese industry – for local development that adopts a systemic approach which goes beyond a traditional place marketing approach.
The approach followed in this contribution starts from a literature review of two different strands of study that have offered insights with regard to place management. Then, the proposed project is developed by means of Network Analysis, which supports the identification, analysis and description of relationships and roles of partners in the network.
The analysis of the status quo found that the implementation of integrated projects require local participation of Cities (Submitting Subjects), Regional and Provincial Authorities (Co-ordinating Subjects), the Government and the EU (Regulating Subjects). Furthermore, the analysis of existing projects redefined the guidelines of Avellino’s local development, by adopting a systemic approach.

The proposed project may be an important factor both to support the “food and wine” tourism and to attract investments for the entire province of Avellino. Moreover, the consolidation of the “place identity” is further enhanced through the integration of “place communication”, according to a systemic perspective (Siano et al., 2008). The study represents a first step in the planning of local networks for the enhancement of local areas. This has dual value: on the one hand, to stimulate tourism demand and on the other, to attract investments capable of generating further demand for goods/services in the area.

**KEY WORDS**  local development | local system, networks | festivals | "wine and food" tourism.

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1. Introduction

Starting from an economic-polical matrix, this paper proposes a project of territorial exploitation. This idea allows the development of synergies based on shared project among different actors. In particular, this study aims to design a network festival (“Cal-Iter”) to promote wine and food made in Calitri, a town in the south of Italy, near Avellino. The increasing attention on the typical Mediterranean food creates a chance of economic growth for the sector and this could happen also in Calitri. Thanks to its morfo-geological and cultural features, Avellino region shows peculiar characteristics of its local products, such as wine, cheese, etc.

This analysis started from the integrated project “Filière Turistica Enogastronomica”. It proposes the creation of a tour called “Le banche del gusto”, which focuses not only on a particular types of milk-cheese production (the fossa cheese of Calitri) but also on the production of well-known ham (Trevico) and wine (Tufo). The project is based on these elements and it is a plan that leans on territorial predisposition, on the presence of appropriate infrastructure, and especially on the interest set by the Government about the development of local economy. Starting from this, the aim of the paper is to present the chance to put into practice an integrated development of these areas, in order to create a cohesive network, characterized by the collaboration and cooperation between public and private sectors of the territory of Avellino. In fact, this could reach the
promotion/communication not only of the product but also of the whole territorial system.

Therefore, the paper has several parts. The first part presents the literature review and the methodology. The second part is an analysis of projects already done on the territory. The third section is complementary to the second, for the reason that it puts into practice the instruments of NT to study territorial relations and to create a first network not designed. In the final part, the paper revised and oriented this network to the development of the territory, thanks to a process of formalisation.

2. Literature Review: from the classical geography to the network theory (NT)

Referring to the economic-managerial and sociological-anthropological literature, it is possible to study an evolution of the concept of territory. The Classical Geography (Geipel et al., 1980; Semple, 1911) shows a nature centred perspective, with a prevalence of the environment on men, because it is able to influence human actions.

The following theory is Functionalism (Christaller, 1972; Lösch, 1938) that refers to space as theoretical place in which there are horizontal relations between concrete places considering the human capability of relating themselves to their territory and make it functional. According to the Systemic approach, the Classical Geography (Ferlaino, 2002) tries to find equilibrium between men and environment.

The first theory that follows this direction is the Landscape Architecture (Brinckerhoff Jackson, 1984) which shows that there is still prevalence, but nowadays, it is in favour of men. Only with the Landscape Ecology (Dramstad et al., 1996), there is a perfect dynamic internal equilibrium between several components present in the environment, which creates an outside dynamic balance. In fact, this theory analyses the territory as a living system. Thus, it results to be associated to a biological system able to long-lastingly maintains its vitality and stability thanks to self-regulation (Golinelli G.M., 2005).

Instead, with the ASV (approach systemic vital) the main object is not the living system but the vital system. Actually, the territory is an integrated system, or better, a localized community in which three primary conditions are satisfied (Golinelli C.M., 2002):

1. the presence of a shared government;
2. the definition of a mission;
3. the creation of a common goal, or better, the creation of a sustainable competitive advantage for the exploitation of local system.
Thus, it is possible to have a new vision of the territory, not as a product, but as a systemic issue with its own personality, with its governance actions, and, with a distinctive identity based on collaboration to achieve a wide and long-lasting advantage (see Table 1).

The competitive advantage and its sustainability are the main topics in Resource Based View (RBV). According to this approach, these two issues are achievable thanks to the presence of specific resources. In order to make sustainable the competitive advantage is necessary that the resources are heterogeneous, not fully movable and almost inimitable (Barney, 1986, 1991; Peteraf, 1993; Moingeon et al., 1998). The imperfect mobility of resources is linked to the fact that they lose value if they are in a context different from that one where they were created and accumulated. The creation and maintenance of the sustainable competitive advantage increase thanks to government’s originality and capacity of combination of resources which leads to synergistic results (dynamic capabilities) (Siano, 2001).

Besides, there is the Embeddedness (Granovetter, 1985), a theory that enhances the impact of structures and social relations in which the economic action is rooted. This field of study refers to the logic of RBV and supports NT tools, focusing the attention not only on resources but also on the role of social networks.

The NT can be useful to create a network based on relationships and bonds to achieve a strategic territorial development arranged sharing horizontally know-how. In this case, there is resource pooling which is opposed to re-

<table>
<thead>
<tr>
<th>Analysis perspective of the territory</th>
<th>Individual</th>
<th>Collective</th>
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<tbody>
<tr>
<td><strong>Wide and long-lasting</strong></td>
<td>Exploration of a driven local development set by a leading private economic operator</td>
<td>Government of the internal and external dynamics for the achievement and exploitation of resources</td>
</tr>
<tr>
<td><strong>Benefits</strong></td>
<td>territory “PRODUCT”</td>
<td>territory “SUBJECT”</td>
</tr>
<tr>
<td><strong>Temporary and limited</strong></td>
<td>Individual choice of place (exploitation perspective of settlement conveniences)</td>
<td>Exploration of short-term development to pursuit political interest, above all electoral interest.</td>
</tr>
<tr>
<td></td>
<td>territory “CONSUMPTION”</td>
<td>territory “SCENARY”</td>
</tr>
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</table>

Source: Golinelli C.M., 2002
source transferring, based on a vertical transfer of knowledge (Schiavone, 2008).

The creation of the network is an evolutionary process of cooperative relations articulated in three phases (Larson, 1992):

1. identification of personal relationships between actors involved and quality evaluation of projects to encourage collaboration, that is not a simple transaction;
2. detection of financial incentives linked to the strengthening of partnerships, with a consequent increase in turnover, and an extension of relations, not only personal;
3. deeper operational integration that leads to the formalization of the network, to the improvement of information transfer and to the increasing of the possibility of new collaborations.

The network’s structure could be directional when there is a prominence that overcomes the others, transferring its know-how, creating an unidirectional relation, or a bidirectional relation when all bonds cooperate and/or collaborate to reach common objectives, creating strategic and tactical flows. Creating many bidirectional and unidirectional relationships (reduction of the distance geodedica) makes the network become stable and solid. Moreover, a bond can have prominence characterized by two peculiar features such as powership (that is, capability of direct and convey the relationships within the network) and prestige (that is, the legitimacy and the recognition of the bond in the network).

Thus, the network is a process of organization of economic activities between a dyad or among a relatively stable group of companies. This interpretation needs inter-organizational models characterized by low formalization.

3. Metodology

After the review of the literature and the analysis of subjects involved in the network, the focus shifts to the cultural background. In particular, the focus is on Avellino cities that could be involved in the network and on their three product categories: wine, cold cuts, and cheeses.

In particular, in Calitri, the production of cheese matured in caves is spread ("caciocavallo" e "caciocavallo podolico", "pecorino", butter “in corteccia” and “burrito”).

The NT tools (Network Theory) highlight relations and features of bonds of the Avellino territory net.

Afterwards, the paper analyses the network thanks to the UCINET software.
Any elaboration of this software is based on an input matrix and, at the same time, UCINET produces for any statistic operations a new matrix that explains the data. The graphics form of the net is elaborated with NetDraw, a software used for the information in UCINET. The aim of this tool is to create a complete graph starting from the matrix data.

4. Findings. The analysis of the passage from a personal network to a collaborative one

The Campania Region gave 40% of the total resources of the Programma Operativo Regionale (POR 2000–2006) (Campania Region), to realize integrated projects. A bottom-up point of view was useful to analyse the projects that required, since during the program phase, the participation of territorial actors. These can play political and social roles and they are responsible for the local development. In fact, the cities in association with economic and social partners played a central role. These subjects play functions of direction, co-ordination and control, also insured at a central level by the Province of Salerno and by the Campania Region.

The analysis of the current projects aims to realize a valorisation system of the territory and its local communities. Actually, after analysing these projects, their actual state and evolution emerge. The results often show the absence of a real application and predominance of a speculative approach due to a political influence.

The case analysed, the milk-cheese industry of Calitri, relates to the hypothesis made in the “Banche del gusto” project. This proposes the realization of a regional “formaggioteca” a place where cheese can be exposed and tested, but also where people can be trained and cheese matured in historical caves promoted.

The “formaggioteca”, promoted by EAPSAIM (Developer and Promoter body of local areas of Southern Italy), develops in conjunction with an inter-regional fair trade (called “Fiera interregionale di Calitri”) located in Calitri. The “Fiera interreggionale di Calitri” displays not only wine and food but also handcraft products. Nowadays, the fair trade has two-hundred displays divided into seven regional pavilions (Molise, Basilicata, Irpinia, Puglia, Campania, Ofanto and Europe). Different associations take part to this annual meeting, one of this is Mesàli an association (“Transumanza Gastronomica of Irpinia”) that, following the EAPSAIM mission, extends the valorisation of local gastronomy to restaurant sector.

All these elements would like to reach one goal: to headlight the presence in Calitri not only of a specific product but also of the cheese maturation...
as a production. These factors can enhance tourism and attract external investments based on products (cheese) and infrastructures (caves for maturation) present on the area. In particular, the caves can promote and improve the cheese maturation service.

4.1 The trade fair network of Calitri

The Network Analysis (NA) showed the creation phases of a formal network useful to analyse the project organization to develop the territory, like the “formaggioteca” and the “Fiera Interregionale di Calitri”. The first step was the creation of a matrix of secondary data set in order to synthesize the status of the territory, to use it as an input for UCINET and then to add future inferences.

The first phase has two steps:
1. the definition of roles and bonds of the existing subjects (capability of endowment);
2. the individualization of logical roles to optimize the existing roles (systemic capability).

The first step to analyse the personal relationships, it was to individualize interactions among actors made not to perform a specific action but, to act upon an institutional action.

Every actor has different relationships with the others and creates strong/weak, direct/indirect, temporary/long-lasting bonds. In figure 1, there are the actors, which take parts of the institutional net.

The second part of this first phase individualizes the relationships among actors in order to reach a common socio-economic goal. They develop interactions of speculative nature. In this perspective, the inter-regional fair
trade of Calitri is a project that aims to the spontaneous creation of a not formalized network. In fact, it starts the consolidation of collaboration and cooperation among the actors.

On the base of such graph, it was possible to verify the subjective components involved in the network and to understand the logical role of the individualized actors (see Figure 2).

To succeed in this purpose, it is necessary to study in a different way the logic levels of governance, as it is underlined in table 2.

<table>
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<tbody>
<tr>
<td><strong>Proposing Player</strong></td>
<td><strong>Entrepreneur</strong></td>
<td><strong>Orchestrator</strong></td>
</tr>
<tr>
<td>He can point out the territorial vocation that could become suitable for a plan of coordinate development.</td>
<td>He can promote changes through incremental or complete actions.</td>
<td>He is seen as the authority because he points out guidelines and manages ideas. He doesn’t have a owner power, he directs but doesn’t makes order and he approves innovative processes.</td>
</tr>
<tr>
<td><strong>Co-ordinator Player</strong></td>
<td><strong>Broker</strong></td>
<td><strong>Sponsor</strong></td>
</tr>
<tr>
<td>He balances the external inputs to coordinate them to a superior actor, who will give guidelines.</td>
<td>He is the broke between offer and demand. He allows the diffusion of the knowledge.</td>
<td>He creates change and funds the innovative ideas. He allows the diffusion of the knowledge.</td>
</tr>
<tr>
<td><strong>Order Player</strong></td>
<td><strong>Investor</strong></td>
<td><strong>Idea Generator</strong></td>
</tr>
<tr>
<td>Starting from a “bottom up” point of view, he chooses one or more contests for the Co-ordinator.</td>
<td>He founds the project that he believes can give innovation to the territory.</td>
<td>He has technique capabilities that are necessary for the realization of the project. He has contact with the market.</td>
</tr>
</tbody>
</table>

Then, the roles of the actors involved in the initiative of the inter-regional fair trade of Calitri were analysed. They correspond to the three considered interpretative roles (Table 3).

To better qualify subjects and relationships involved in the project and then create a benchmark, an initiative of the Avellino territory - “Il Fiano Music Festival” of Aiello del Sabato (another city near Avellino) - was
analysed. The aim is to investigate an event rooted in this city to develop and give value to the territory in different ways.

<table>
<thead>
<tr>
<th>ACTORS</th>
<th>1° Analysis</th>
<th>2° Analysis</th>
<th>3° Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>State</td>
<td>Order Player</td>
<td>Investor</td>
<td>Sponsor</td>
</tr>
<tr>
<td>European community</td>
<td>Order Player</td>
<td>Investor</td>
<td>Sponsor</td>
</tr>
<tr>
<td>Region</td>
<td>Order Player/Co-ordinator Player</td>
<td>Investor</td>
<td></td>
</tr>
<tr>
<td>Common</td>
<td>Co-ordinator Player</td>
<td>Entrepreneur</td>
<td></td>
</tr>
<tr>
<td>EAPSAIM</td>
<td>Co-ordinator Player</td>
<td>Broker-Entrepreneur</td>
<td></td>
</tr>
<tr>
<td>EPT</td>
<td></td>
<td>Broker</td>
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<tr>
<td>ProLoco</td>
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<td>Broker</td>
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<tr>
<td>OP.E.C.A.</td>
<td></td>
<td></td>
<td>Entrepreneur</td>
</tr>
<tr>
<td>Concommercio/Coldiretti/Confartigianato</td>
<td></td>
<td>Idea generator</td>
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<tr>
<td>Mountain Communities</td>
<td></td>
<td>Idea generator</td>
<td></td>
</tr>
<tr>
<td>Other groups</td>
<td></td>
<td>Entrepreneur</td>
<td>Idea generator</td>
</tr>
</tbody>
</table>

The analysis of “Fiano Music Festival” highlights that there is a complex and specialized staff not similar to that one who manage the trade fair of Calitri. The musical event shows a strong orientation to the communication, an issue instead neglected by the EAPSAIM. Actually, during the EAPSAIM, external agencies of communication are usually employed. Moreover, the comparison shows some differences among institutional bonds. In particular, in the Aiello del Sabato, there is a specialized local body, which manages events. Whereas, in Calitri, a no-specialized body perform these activities. It manages the territory in conjunction with the EAPSAIM. The relations between the EAPSAIM and the body are strong and they have a personal and political nature.

Such issue seems to constitute the weak ring of the net of the inter-regional trade fair of Calitri, for the reason that it does not have the same previous competences and experiences showed by the specialized body of Aiello del Sabato.

5. Project description

The third and final phase inserts new bonds and modifies the existing relationship of the Institutional network to optimize and consolidate it.
The design of the network has two moments:

1. strong integration and prospect for long-term relationship;
2. communication to customers, investors and co-makers.

Actually, starting from the communication mix (Siano and Confetto, 2003), it is possible to individualize the suitable media, event and festival, to promote the territory. Hence, the study of the evolution of the concept of territory moves from being perceived as product to act as a complex actor. In particular, there is a development of not exploitative activities in Calitri. In fact, they become creative conducts suitable for maximizing the present relations, seeking long-term competitive and sustainable advantages (see Figure 3).

The festival, “Cal-Iter”, has three fundamental parts linked to several expects of Calitri. The first one is linked to the product, with practical activities of its production. The second one focuses on local products tasting: wine, cold cuts, etc. Then, the last part relates to infrastructure as a physical place used for cheese maturation and/or as a possible investment.

Consequently, not only the product emerges, but also the caves (structures) can attract tourists and private or public investment.

6. Practical Implication

The project needs an integrated communication plan to achieve its aims. Thus, it is possible to refer to the model of the management of place communication (Siano et al., 2008) that relates to the development of intangible assets of the territory (place personality that corresponds to territory vocation and place identity) in order to have a positive effect in terms of place image and reputation. This is achievable only with a system of the territorial offer in which there are both immaterial and material elements, typical of the territory, communicated consistently to all stakeholders.

In particular, concerning the Calitri, it is possible to consider the presence of breeding and infrastructures, as caves, with their typical environmental
features. Moreover, it is likely to refer to cheese production and to the use of caves for a typical maturation. This hard elements, suitably matched with values and cultural elements present on the territory (history, popular traditions, etc.) could be conveyed to all stakeholders through a good management of the different communication flows. Furthermore, the different levels of communication - on line and off line - have to be integrated. By the way, the Cal-Iter Festival is a vehicle that joins the precedent issues (see Figure 4).

Besides, the management and the implementation of the integrated communication have to be performed by a competent body such as a department for event management. This one has to be exclusively employed for the achievement of the communicational purposes.

7. Conclusions and research limitations

The proposed project comes out from several methodologies and techniques linked to the systemic approach. It is oriented to an integrated development of the territory, in a collective and sustainable perspective. The practical implementation of the project is the starting point of the analysis. For this reason, the use of secondary data does not provide an en-deep analysis and allows future research in order to obtain primary data directly from the territory.

In addition, it can be noted how the two main actors, Private and Public sectors, of the project bring several limitations. These drawbacks have to
be considered, studied and then solved because they might hinder the implementation of the project.

The main strength of the proposal, the territorial infrastructure, represents, at the same time, a potential threat. Because of a poor communication, the private actor, i.e. owner of the infrastructures or local firms, could hinder the effective implementation of the project. Therefore, the advantage that the territory could draw is the first topic that should primarily be communicated and perceived as an opportunity. This perception has to partially affect local people too.

The second analysed weakness concerns the Public nature of the project. Actually, the major risk is to suffer from the slow bureaucratic system of local institutions, which would prevent a real and simple realization of the idea.

As a whole, the paper aims to go beyond the merely theoretical implications. Consequently, the actors identified as crucial players of the network, will evaluate the chance of a practical implementation of this project. The hypothesis will have a practical application and, therefore, will be supported by direct surveys. In this way, it could be obtained primary data that will integrate the survey and the results based on the analysis of secondary data.

Moreover, the practical realization could allow the surfacing of several features inherent to the place vocation, which may lead to an increase in value of the entire territory of Irpinia.

Finally, a good management of the event and an integrated communication, consistent to the territory, would bring the festival to become a benchmark for further actions.

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