# Utilizing Regional Product Labeling in Rural Development Strategies: A Case Study in the Karsticum Region of Slovakia


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## 1. Introduction.

Too often rural areas are characterized by an intrinsic fragility in terms of economic, social and environmental terms. They often face challenges due to the overexploitation of resources, intensification of agricultural production systems, and the abandonment and jeopardization of resources. However, rural areas are vital for EU's economic and social needs. They are the most important providers of food, contain the largest share of water resources, contribute to maintain biodiversity, provide public goods, and contribute to the preservation of cultural identity. The challenges that rural areas face are related to population dynamics, infrastructure, competitive advantages, quality of the environment, and social dynamics. The strategies identified by the European Union in order to sustain and promote rural development are various and they can be summarized as follows:

- Flexibility: based on the principles of subsidiarity and partnership
- Strategic approach: based on three steps (Lisbon and Göteborg strategies, national strategies, monitoring and evaluation)
- Thematic approach: 3 axes and the horizontal complementary "Leader" approach
- Integrated approach: all measures contribute to several objectives

Considering Slovakia, the strategies enforced to promote rural development are included in the National Rural Development Strategic Plan (RDP). One of the main objectives within the RDP (2007-2013) is to reduce regional disparities of rural areas. The expected national outcome of the rural development policy founded by the Common Agricultural Policy (CAP) is:

- Slow the declining rate of the rural population
- Enhance the ability of rural inhabitants to plan and implement local development projects
- Establish active citizenship in rural communities
- Increase the quality of life in rural areas (including economic diversification and a decrease in rural poverty and social exclusion)

The budget allocated in order to reach these objectives is 580.93 million €, and comes from national, regional, EAFRD and private funding. Within axis 3, National public funding represents approximately 17.90 percent of the axis Rural Development Program funding; EAFRD represents 52.65 percent, and private funds represent 29.45 percent. Within axis 4, national funding represents approximately 16.34 percent of the axis funding; EAFRD 62.24 percent; and private funds 21.42 percent. The total contribution to Axis 3 (Improving the quality of life in rural areas and helping the diversification of the rural economy) in the Slovak Republic is about 13.6 percent of the total national budget coming from CAP funding. This amount is above the minimum requirement of 10 percent for rural development measures even without taking into account the contribution for the Liaison Entre Actions de Développement de l'Économie Rurale (LEADER) approach (Axis 4: 3.0 percent). In English, this translates into links between the rural economy and development actions. This program was developed to help foster development opportunities in rural areas of the EU.

The measures selected by the Slovak Rural Development Plan are shown in Table 1, and the allocation of the budget among the measures for the axes 3 and 4 are shown respectively in Figure 1 and Figure 2.

*Table 1 – Measures selected by the RDP (in yellow).*

| | | | |
|---|---|---|---|
| Axis 3 - Quality of life in rural areas and diversification of the rural economy | *Diversify the rural economy* | 311 | Diversification into non-agricultural activities |
| | | 312 | Support for business creation and development |
| | | 313 | Encouragement of tourism activities |
| | *Improve the quality of life in rural areas* | 321 | Basic services for the economy and rural population |
| | | 322 | Village renewal and development |
| | | 323 | Conservation and upgrading of the rural heritage |
| | | 331 | Training and information |
| | | 341 | Skills-acquisition and animation measure with a view to preparing and implementing a local development strategy |
| Axis 4 - Leader | *Implementing local development strategies* | 411 | Competitiveness |
| | | 412 | Environment/land management |
| | | 413 | Quality of life/diversification |
| | | 421 | Implementing cooperation projects |
| | | 431 | Running the local action group, skills acquisition, animation |

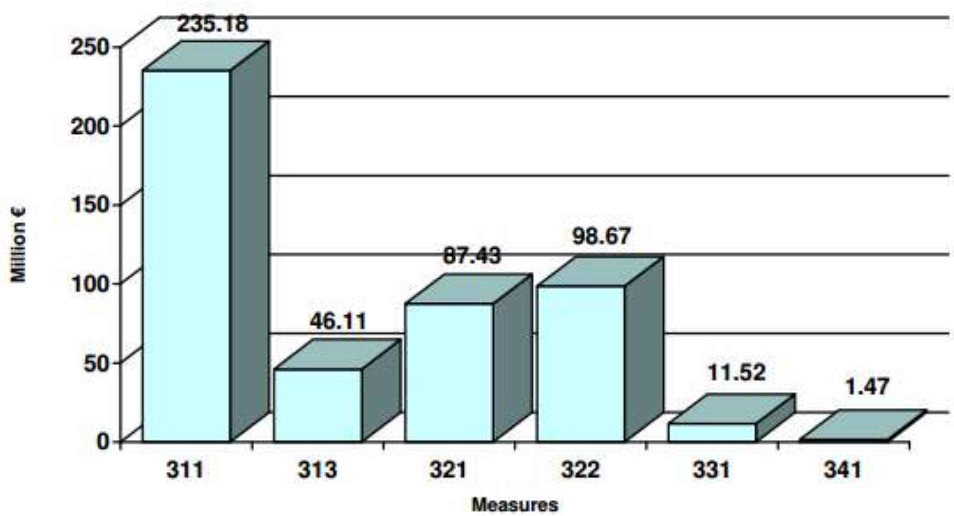


*Figure 1 – Budget allocation: axis 3.*

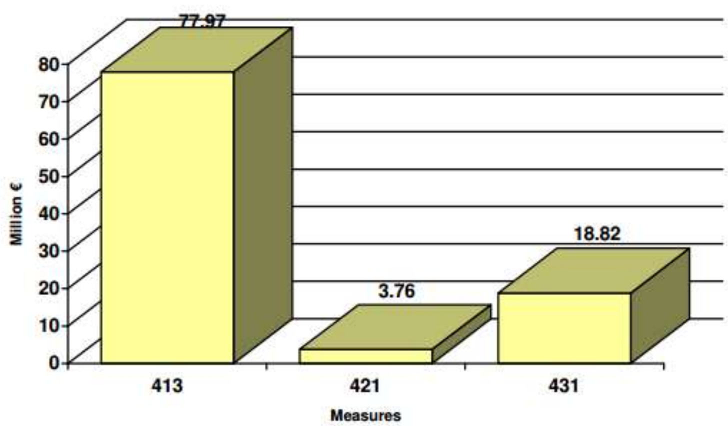


*Figure 2 – Budget allocation: axis 4.*

## 2. Objectives.

The main purpose of the case study is to assess the feasibility of utilizing regional products to diversify the rural economy and contribute to sustainable, integrated and endogenous rural development in the rural areas of Slovakia. The case study was outlined and prepared to meet the following objectives:

1. Screen and assess resources of Slovak rural areas and how they can be utilized in development of regional products and in the broader sense, the socio-economic development.
2. Learn how regional products can be developed and implemented.
3. Discuss what are important leadership, management and marketing requirements in successful regional product development.
4. Assist rural communities in the development of regional products.
5. Draw conclusions and recommendations for local, regional and national level for successful development and implementation of regional products in the Slovak context.

In effort to accomplish these objectives, the team spent ten days conducting field research in the Karsticum Region. While working in the assigned region the team mapped resources, interviewed local producers, conducted a workshop for criteria development, and observed potential opportunities for regional branding.

## 3. Regional description.

Quantitative information was collected to provide an exhaustive description of the region. However, it must be noted that only some segments of the data were available at the district level. The Slovak Republic is divided in eight self-governing regions, also known as autonomous regions. The District of Rožnava is located inside the Kosice Region (Figure 3).


*Figure 3 – Slovak Republic and Rožnava District (Source: https://upload.wikimedia.org/wikipedia/commons/f/ff/Slovakia_kosice_roznava.png)*

The Rožnava district has a total area of 1,173 $km^2$ and a population is 63,304 inhabitants (2011). The population density is 54 inhabitants per square kilometer. There are 62 municipalities; two of them are large enough to be classified as a town while the others are villages. According to the 2011 Census, 13 percent of the male population and 20 percent of the female population of Rožnava are more than 60 years old.

### *3.1. Economy.*

The main sources of employment in the Rožnava District are industry, trade, and public administration (Figure 4). Agriculture and Fishing represent eight percent of the total employment; this percentage has been stable during the period spanning 2000-2008. During this period, construction, financial intermediation, and public administration saw the most growth.

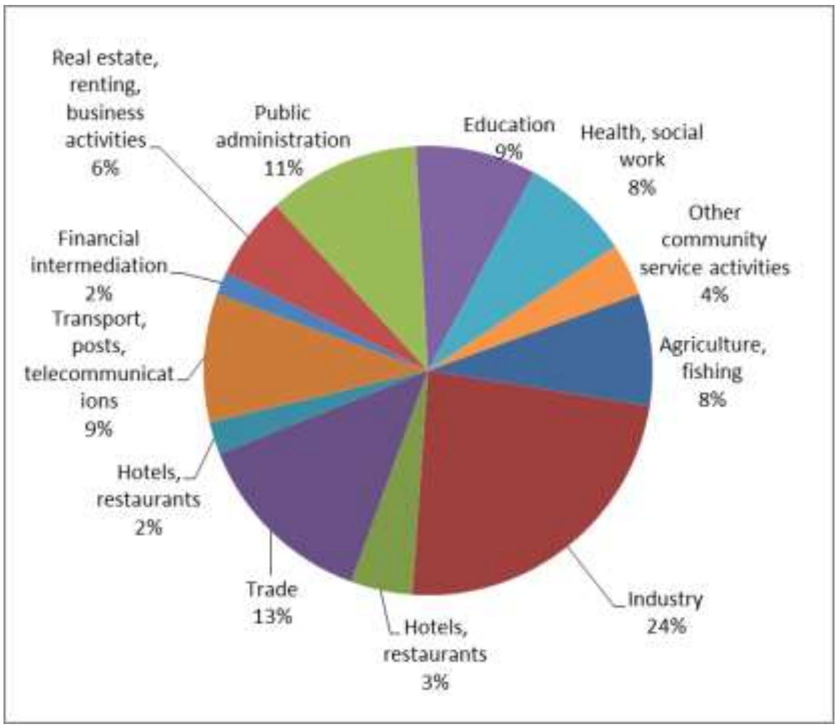


*Figure 4 – Employment by sector in Rožnava (2008). Source: Regional Statistics Database (http://px-web.statistics.sk/PXWebSlovak/index_en.htm).*

In 2011, residents that were included in the economically active population – between 15 and 65 years old – accounted for 70 percent of the Rožnava population (Figure 5). The registered unemployment rate was 29 percent among men and women in 2012; double that of the national rate reported in the first quarter of 2013 which was 14.5 percent. From 2001 to 2012, Rožnava had an out-migration rate of 7.2 percent and in in-migration rate of 7.6 percent. While this small difference shows a balance between in- and out-migration, more detailed information about the characteristics of the migrants is needed to make a proper analysis of the impact on the region.

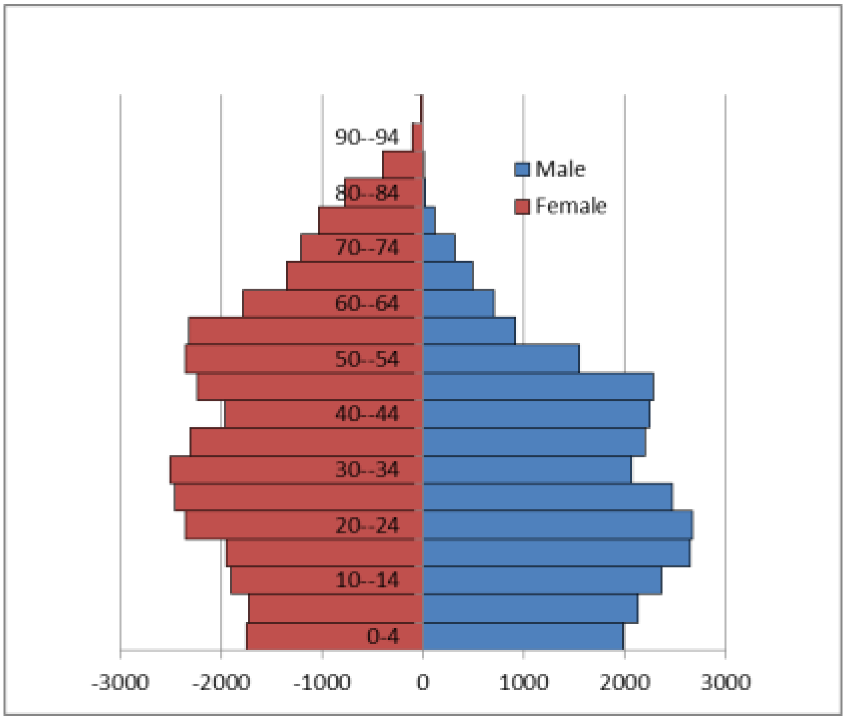


*Figure 5 – Population in Rožnava (2011) - Source: http://portal.statistics.sk/files/kolko_nas_je_eng.pdf*

A more detailed investigation of agriculture and tourism sectors was conducted through the use of quantitative and qualitative data in an effort to meet the main objective of the case study: to analyze the feasibility of regional products and services as a means to diversify the economic activities of rural areas in Rožnava District.

### *3.2. Agriculture in the Karsticum region.*

The Karsticum area of Slovakia offers many opportunities for agriculture and tourism. Despite these opportunities, the region's resources are not efficiently utilized for the improvement of these sectors.

Grain production decreased 10 percent from 2002 to 2012 (13,000 tons), while animal production remained constant for hens, decreased for pigs, and increased 12.8 and 19.7 percent for cattle and sheep, respectively (Table 2).

*Table 2 – Animal stock per 100 ha of agricultural land in Rožnava (2000-2012). Source: Source: Regional Statistics Database (http://px-web.statistics.sk/PXWebSlovak/index_en.htm).*

| Per 100 ha of agricultural land | 2000 | 2012 | 2012/2002*100 |
|---|---|---|---|
| Cattle | 23.4 | 26.4 | 112.8 |
| Sheep | 36 | 43.1 | 119.7 |
| Pigs | 53.5 | 18.9 | 35.3 |
| Hens | 281.9 | 282.9 | 100.4 |

### *3.3. Tourism in the Karsticum region.*

In the past ten years, the number of visitors in accommodation facilities has increased 20 percent at the national level (Table 3). However, the number of visitors utilizing accommodation facilities in the Rožnava district has decreased in the same time period. Perversely, the number of facilities and the number of beds in the facilities has increased. This indicates the need for the district to have a more aggressive campaign that attracts tourism.

*Table 3 - Tourism in Rožnava and Slovak Republic (2001 and 2012). Source: Regional Statistics Database (http://px-web.statistics.sk/PXWebSlovak/index_en.htm)*

| | Rožnava | | | Slovak Republic | | |
|---|---|---|---|---|---|---|
| | 2001 | 2012 | 2012/2001 *100 | 2001 | 2012 | 2012/2001 *100 |
| Number of overnight stays by visitors in accommodation of facilities | 62,189 | 39804 | 64.0 | 11,319,092 | 10,908,200 | 96.4 |
| Number of accommodation facilities | 41 | 73 | 178.0 | 2275 | 3643 | 160.1 |
| Number of visitors in accommodation facilities | 20,869 | 19,092 | 91.5 | 3,160,748 | 3,774,062 | 119.4 |
| Number of beds in accommodation of facilities | 1,485 | 1,922 | 129.4 | 171,828 | 201,398 | 117.2 |

The potential for rural tourism as a means to diversify the rural economies of the country is addressed in the Rural Development Program of the Slovak Republic 2007 – 2013 (2010: 166):

"*The SWOT analysis of social status of Slovakia points out among the strengths the significant leisure and tourism potentials of rural countryside, availability of cultural and historic sites, availability of professional and special interest associations and availability of unattached workforce. Among the weaknesses, the SWOT analysis points out the lack of job opportunities in rural areas, migration of population (particularly of young adults) from rural areas to industrial agglomerations and idle material resources in ownership of private persons in terms of rural tourism development. The opportunities indicated comprise the promotion of rural tourism and agri-tourism and job creation. The threats comprise low investment potentials, high percentage of rural population in post-productive age and low workforce mobility*".

One of the main strategies to boost rural tourism and regional development is through the LEADER Program. There are 29 Local Action Groups (LAG) in Slovakia, including LAG Karst.

### *3.4. Local Action Group Karst.*

The Karst LAG was established in 2006, but officially recognized in 2010. The LAG covers 11,734 inhabitants, 19 villages, and no towns based on the OECD classification. It covers an area of 354.41 $km^2$ and has a population density of 33.11 inhabitants per $km^2$. The LAG has 59 members including villages, civic associations, local businesses, and physical persons. Since its official recognition there have been 19 calls of proposals based on 7 different measures included in the 3rd and 4th axis of the CAP (Table 4).

*Table 4 – Budget and allocation among the different measures.*

| Axis | Measure number | Measure description | budget allocation | |
|---|---|---|---|---|
| 3 | 3.1 | Diversification into non-agricultural activities | € | 210,000.00 |
| 3 | 3.2 | Encouragement of rural tourism | € | 466,000.00 |
| 3 | 3.3 | Education and Informtion | € | 250,000.00 |
| 3 | 3.4.1 | Basic services for the rural population | € | 500,000.00 |
| 3 | 3.4.2 | Renewal and development of villages | € | 590,000.00 |
| 4 | 4.2 | Implementation of cooperation projects | € | 80,000.00 |
| 4 | 4.3 | Running the Local Action Group | 20% of the financed projects | |

The total budget of the LAG is about € 2,041,000, distributed 50 percent for public projects and 50 percent for the private sector. From 2010 to mid-2013, only half of the budget has been spent due to the limited time to develop the appropriate strategies, changing guidelines for accepting proposals (14 times in a period of 4 years), and the scarce level of involvement and participation of local potential beneficiaries. Before the conclusion of the 2007-2013 CAP there will be a final call for proposals (31st of August) in an effort to allocate the remaining half of the resources the LAG has from CAP.

The team visited several entrepreneurs and producers from Silica, Silicka Jablonica, Hrušov, Jablonov nad Turňou, and Hrhov municipalities (all included in the Rožnava District that is part of the Kosice Self-governing Region). Interviews were conducted to gain knowledge about economic activities, perceptions about regional branding, and visions for future development of the region.

Utilizing the knowledge of the LAG Karst manager, the team spent several days mapping the resources of the region. While it is impossible to identify all the resources in such a short period, an attempt was made to identify some of the most significant resources for potential growth.

## 4. Resources.

Resources can be generally defined as factors required for the accomplishment of activities and tasks. For the sake of this study, four types of resources were identified and defined: natural resources, material resources, social and human resources, and economic resources. The availability of resources varies across location and determines the characteristics of different regions. Natural resources can be defined as renewable and non-renewable assets provided by the environment; they can be preserved or used as a base for other resources. They are locally specific and they determine and sustain life. Material resources are temporary physical assets made by people from raw materials to serve the needs of individuals and society; they require inputs for creation and maintenance. Social and human resources are intangible, transferable and changeable assets created and developed through individual and group experiences used to serve people's needs. Economic resources can be defined as tangible and intangible assets dependent on other resources; they are used to produce and trade value to serve people's needs.

Upon examining the Karst Region, it was identified to have great potential to develop rural tourism activities. Additional information outside of the team's observation is included in the description of natural resources in order to emphasize that potential. In the case of material, social and economic resources, quantitative data is presented and observed details are noted. Appendix A includes a list of all the resources identified by the team.

### 4.1. Natural resources.

Natural resources include flora, fauna, minerals, water, air, soil, climate, and landscapes. Geographically the region is characterized for being part of the Carpathian Mountains (Sub-region: Inner Western Carpathians; Area: Slovak Ore Mountains). The general climate for the Rožnava district is Humid-Continental (Köppen classification: Dfb), characterized by having:

- an average temperature above 10 °C in their warmest months, and a coldest month average below −3 °C;
- significant precipitations in all seasons (no precipitation pattern);
- the warmest month averaging below 22 °C, but with at least 4 months averaging above 10 °C.

Average monthly data for temperature, precipitations, and wind speed is shown in Figure 6.

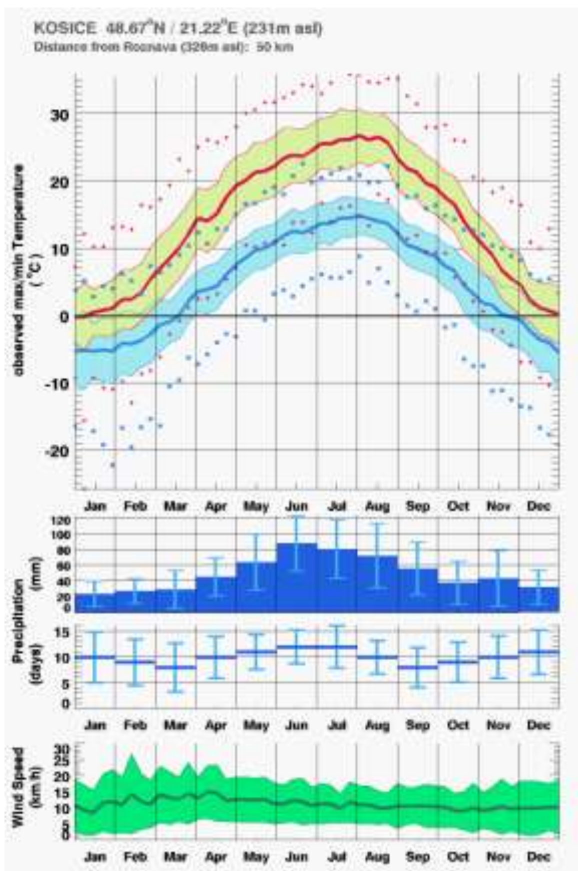


*Figure 6 - Temperature, precipitation and wind speed in Košice. Source: www.meteoblue.com.*

The region is part of the Slovakian Karst, which consists of a complex combination of karst plains and plateaus. The area is composed of several layers of limestone and dolomite as well as impermeable layers of sandstone, limestone, and slate. Plateaus in the area are characterized for having many karst formations, such as pits, conical hills, blind and half-blind valleys, and dales. The biggest cave is the 5,140 meter long Domica cave, which was inducted as a UNESCO World Heritage site in 1995 (Figure 7).

*Figure 7 – Domica cave. (Ph. Mattia Mancini)*

Due to its geological characteristics, the region has been recognized for its mining since the Middle Ages; the most important minerals being iron and iron ore, tuff, calcium, gold, and silver. The size of water bodies is limited by the geography of the region. Underground waters and surface water bodies are typically small in size but are still an attractive feature for the region. All water bodies are subjected to seasonal fluctuation in the water content.

The altitude of the region varies from about 200 m AMSL to about 700 m AMSL. The most prominent and unique feature of the region is a 25 km long valley, West-East oriented and surrounded by hills on the western, northern, and southern sides. This creates a microclimate particularly suitable for growing fruit trees and grapes. Soils are characterized by alkaline ph, high content of clay, high presence of stones, and hilly terrain reducing the suitability for extensive forms of agriculture. Local flora of the region includes fruit trees (mostly apples, apricots, plums, peaches, pears, cherries, walnuts, hazelnuts, and grapes), other trees (*Robiniapseudoacacia*, different species of *Sambucus*, different species of *Quercus,* and *Tilia*), and more than 160 species of medical herbs and berries (strawberries, raspberries, blackberries, blackcurrant, redcurrant, and dog-rose). Small-scale agriculture plants present in the region are mostly tomatoes, onions, rhubarb, and other vegetables grown for family consumption. Crops grown extensively and at a larger scale are mostly wheat, oats, corn, barley, and hay. Grasslands are distinctive of the upper part of the hills, especially in the western part of the region.

A large portion of the region is protected as part of the Natura 2000 network (Birds Directive Site SPA Slovenský Kras; Habitat Directive Site SCIPod Strážnymhrebeňom, Domickéškrapy, Hornývrch, Kečovskéškrapy, Brzotínskeskaly, Dolnývrch, Fabiánka, and Plešivskáplanina). A map of Natura 2000 sites can be seen in Figure 8.

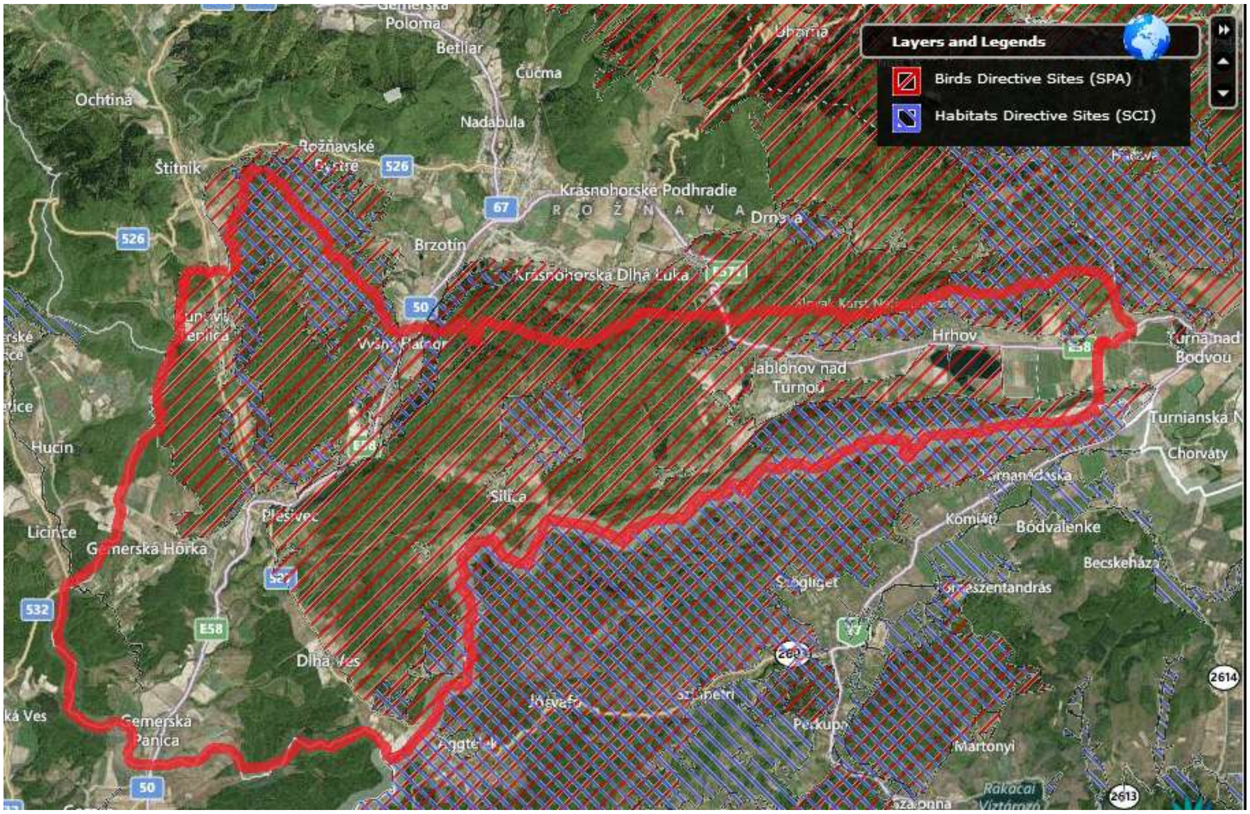


*Figure 8 – LAG and Natura 2000 areas. Source: http://natura2000.eea.europa.eu/#, modified.*

Nine types of habitats are present in the region: 1) dry grassland, Steppes; 2) humid grassland, Mesophile grassland; 3) broad-leaved deciduous woodland; 4) mixed woodland; 5) inland rocks, screes, sands, permanent Snow and ice; 6) other land (including towns, villages, roads, waste sites, mines, industrial sites); 7) bogs, marshes, water fringed vegetation, fens; 8) other arable land; and 9) Inland water bodies (lakes, ponds, rivers, and streams). The most recurring habitat is broad-leaved deciduous woodland. The list of protected vegetal and animal species (Annex I of Council directive 79/409/EEC and Annex II of Council directive 92/43/EEC) within the Natura 2000 areas is shown in Table 5.

*Table 5 – Protected flora and fauna in the Natura 2000/LAG area. Source: http://natura2000.eea.europa.eu.*

| BIRDS | MAMMALS | AMPHIBIANS AND REPTILES | INVERTEBRATES | PLANTS |
|---|---|---|---|---|
| Acrocephalus melanopogon | Barbastella barbastellus | Bombina variegata | Callimorpha quadripunctaria | Adenophora lilifolia |
| Alcedo atthis | Canis lupus | -- | Carabus variolosus | Cypripedium calceolus |
| Aquila chrysaetos | Lynx lynx | -- | Duvalius hungaricus | Dracocephalum austriacum |
| Aquila heliaca | Miniopterus schreibersi | -- | Leptidea morsei | Echium russicum |
| Aquila pomarina | Myotis bechsteini | -- | Lucanus cervus | Ferula sadleriana |
| Bonasa bonasia | Myotis blythii | -- | Rosalia alpina | Iris aphylla ssp. hungarica |
| Bubo bubo | Myotis dasycneme | -- | Sadleriana pannonica | Onosma tornensis |
| Caprimulgus europaeus | Myotis emarginatus | -- | Stenobothrus eurasius | Pulsatilla grandis |
| Ciconia nigra | Myotis myotis | -- | -- | Pulsatilla patens |
| Circaetus gallicus | Rhinolophus euryale | -- | -- | Pulsatilla subslavica |
| Crex crex | Rhinolophus ferrumequinum | -- | -- | Thlaspi jankae |
| Dendrocopos leucotos | Rhinolophus hipposideros | -- | -- | -- |
| Dendrocopos medius | Spermophilus citellus | -- | -- | -- |
| Dryocopus martius | -- | -- | -- | -- |
| Falco cherrug | -- | -- | -- | -- |
| Falco peregrinus | -- | -- | -- | -- |
| Ficedula albicollis | -- | -- | -- | -- |
| Ficedula parva | -- | -- | -- | -- |
| Glaucidium passerinum | -- | -- | -- | -- |
| Lanius collurio | -- | -- | -- | -- |
| Lullula arborea | -- | -- | -- | -- |
| Pernis apivorus | -- | -- | -- | -- |
| Picus canus | -- | -- | -- | -- |
| Strix uralensis | -- | -- | -- | -- |
| Sylvia nisoria | -- | -- | -- | -- |

## *4.2. Material resources.*

Based on the team's observations, there appears to be suitable housing facilities in comparison to the population size of each municipality. However, there is no information about the conditions of these houses to evaluate if they are habitable or not.

Sport facilities are not present in Hrušov and Silická Jablonica; however, other municipalities provide some sports infrastructure. This is important in order to develop products and services related to open-air tourism activities. Based on observations and data collection, modern cultural facilities are scarce. There are no cinemas, video or DVD rental places in the municipalities visited. While this may seem as a negative characteristic, it may in fact be positive considering that the profile of the region is more related to rural activities and products.

All the municipalities have public water-supply system and gas distribution network. However, only Jablonov nad Turňou and Rožnava have public sewage. Other services such as food stuff and catering facilities are available in all the municipalities. According to the obtained statistics, accommodation facilities like hotels, guest houses, or camping sites are scarce in the five municipalities visited. However, the team identified a large amount of different kinds of accommodation facilities in the area. The inconsistencies could be explained by the outdated statistics or due to the fact that some of the facilities are newly constructed and not yet legally inscribed (Table 6).

*Table 6 – Indicator for material resources in the region. Source:http://px-web.statistics.sk/PXWebSlovak/index_en.htm*

| Indicators | Jablonov nad Turňou | Hrušov | Silica | Hrhov | Silická Jablonica | Rožňava |
|---|---|---|---|---|---|---|
| **Buidings (2011)** | | | | | | |
| Houses total | 281 | 132 | 238 | 391 | 140 | 2 117 |
| **Sports (2011)** | | | | | | |
| Swimming pool artifical or natural | no | no | no | no | no | yes |
| Gymnasium | yes | no | no | yes | no | yes |
| Football playground | yes | no | yes | yes | no | yes |
| **Culture (2011)** | | | | | | |
| Public library | no | yes | no | yes | yes | yes |
| Video and DVD rental store | no | no | no | no | no | no |
| Permanent cinema | no | no | no | no | no | no |
| **Public services (2011)** | | | | | | |
| Public water-supply system | yes | yes | yes | yes | yes | yes |
| Public sewage system | yes | no | no | no | no | yes |
| Gas distribution network | yes | yes | yes | yes | yes | yes |
| The nearest railroad station personal transport | in the municipality | Jablonov n/Tur. | Slavec | in the municipality | Jablonov n/Tur. | in the municipality |
| The nearest railroad station personal transport - distance in kilometers | 0 | 7 | 9 | 0 | 9 | 0 |
| **Selected services (2011)** | | | | | | |
| Food stuff shop | yes | yes | yes | yes | yes | yes |
| Food catering facility | yes | yes | yes | yes | no | yes |
| Non-foodstuff shop | yes | no | no | yes | no | yes |
| Petrol station | yes | no | no | no | no | yes |
| Car Repair shop | no | no | no | no | no | yes |
| Shop of motor vehicle parts and accessories | no | no | no | no | no | yes |
| Hotel | no | no | no | no | no | yes |
| Guest house | no | no | no | no | no | yes |
| Guest hostel | no | no | no | no | no | yes |
| Chalet camp | no | no | no | no | no | no |
| Camping site | no | no | no | no | no | no |
| Other collective accommodation facilities | no | no | no | no | no | yes |

### *4.3. Social resources.*

As previously stated, the Silica, Silicka Jablonica, Hrušov, Jablonov nad Turňou and Hrhov municipalities were visited. In the following tables, information of the Rožnava municipality (city center of the Rožnava District) is included to have a broader perspective of the district because many of the social resources are only available in Rožnava municipality. The average percentage of the population of working age is between 59 and 64 percent. The nationality of people differs between the municipalities visited and surrounding areas but the Hungarian nationality typically accounts for more than 86 percent of the total population in all municipalities except for Rožnava. Roman Catholic religion is predominant (41 percent of the population) in the Rožnava municipality; the other municipalities couldn't be assessed because of data inconsistency. Health services (outpatient facilities of general practitioner and outpatient facilities of physician for children and adolescents) are only present in Jablonov nad Turňou and not in the other four municipalities visited. As expected, health services are more present in Rožnava (Table 7).

*Table 7 – Demographics and health services in the Rožnava district. Source: http://px-web.statistics.sk/PXWebSlovak/index_en.htm*

| Indicators | Jablonov nad Turňou | Hrušov | Silica | Hrhov | Silická Jablonica | Rožňava |
|---|---|---|---|---|---|---|
| **Demographics (2011)** | | | | | | |
| Total population | 809 | 341 | 566 | 1138 | 201 | 19651 |
| Population - males | 381 | 167 | 284 | 573 | 97 | 9342 |
| Population - females | 428 | 174 | 282 | 565 | 104 | 10309 |
| Population in pre-productive age - total (0 - 14) | 95 | 44 | 94 | 140 | 13 | 2958 |
| Population in productive age - females (15 - 54) | 232 | 96 | 138 | 310 | 50 | 5989 |
| Population in productive age - males (15 - 59) | 263 | 121 | 196 | 397 | 70 | 6581 |
| Population in post-productive age-total (55+F, 60+M) | 219 | 80 | 138 | 291 | 68 | 4123 |
| **Population by nationality (2001)** | | | | | | |
| Slovak % | 12,56 | 10,58 | 5,51 | 9,11 | 2,36 | 69,27 |
| Hungary % | 86,74 | 88,58 | 88,98 | 90,07 | 97,24 | 26,80 |
| Gipsy % | 0,00 | 0,28 | 4,84 | 0,16 | 0,00 | 1,59 |
| Ruthen. % | 0,00 | 0,00 | 0,00 | 0,00 | 0,00 | 0,03 |
| Ukrain % | 0,12 | 0,28 | 0,50 | 0,00 | 0,39 | 0,13 |
| Czech % | 0,12 | 0,00 | 0,00 | 0,41 | 0,00 | 0,69 |
| Morav. % | 0,00 | 0,00 | 0,00 | 0,00 | 0,00 | 0,02 |
| Siles. % | 0,00 | 0,00 | 0,00 | 0,00 | 0,00 | 0,00 |
| German % | 0,00 | 0,00 | 0,00 | 0,08 | 0,00 | 0,06 |
| Polish % | 0,12 | 0,00 | 0,00 | 0,00 | 0,00 | 0,06 |
| **Health service (2010)** | | | | | | |
| Pharmacies | no | no | no | no | no | yes |
| Outpatient facilities of general practitioner | yes | no | no | no | no | yes |
| Outpatient facilities of physician for children and adolescents | yes | no | no | no | no | yes |

## *4.4. Economic resources.*

In order to map economic resources the following categories have been taken into account: 1) Financial resources and access to credit; 2) types of markets for products; 3) structure of the markets; 4) type of consumers; 5) access to information; 6) business environment; 7) legislation for business development.

Access to credit appears to be difficult due to the distance to the credit centers (Table 8), recent change in currency, time lag and high interest rates.

*Table 8 – Financial activities in the Rožnava region. Source: http://px-web.statistics.sk/PXWebSlovak/index_en.htm*

| Indicators (2011) | Jablonov nad Turňou | Hrušov | Silica | Hrhov | Silická Jablonica | Rožňava |
|---|---|---|---|---|---|---|
| Commercial insurance company | no | no | no | no | no | yes |
| Commercial bank | no | no | no | no | no | yes |
| Cashomat | no | no | no | no | no | yes |

Informal markets within the local community (single villages and neighboring villages) appear to be the main economic structure where local products are sold. In these types of markets there is little regulation and little control from authorities. The quantities of products sold are very low which allows sellers to avoid taxation. There are currently no weekly markets in the villages that are part of the Karsticum region, although one is currently being constructed in Jablonov nad Turňou. The nearest periodic farmers' market is located in Rožnava. Very few businesses that were interviewed sell their products outside of the region. Outside sales mostly remain in Slovakia and in one case in Czech Republic. The only case of an export-oriented market that was encountered was the output of one cooperative in Silica (wool to Italy, semi-transformed milk and raw milk to Tami Industries). Other important markets for regional producers are local events and fairs.

The business environment lags in development, potentially due to demographic reasons (mostly age of population), difficulties in accessing credit, limited market opportunities (even though the potential for development is very high), general risk aversion, and minimal existing industry (mostly mining industry and energy industry) with consequent very little spin-off activities. The entrepreneurial attitude varies across people. The main obstacle is complying with the hygienic standard and fiscal legislation. Funding for business development is limited. The policy does not cater to regional needs and differences, but instead is the same nationwide. There are no measures promoting business creation and development within the CAP framework that have been promoted at the national level (measure 3.1.2 of the CAP is not in place).

Access to information represents another weakness in the region: the awareness of opportunities is low, especially for small businesses or potential new businesses. The role of the LAG can be decisive in collecting and sharing this information.

Promotional information related to existing businesses, opportunities and activities within the region is fairly well organized with websites and flyers, but customers are mostly targeted locally. This results in the exclusion of outside markets. One example is the lack of information in English and subsequent lack of access to western markets. Even though infrastructure is well developed, road signals and information tables are scarce.

## 5. Criteria.

An additional task was to conduct a workshop in an effort to outline possible criteria for regional branding. To investigate these criteria, a focus group was held at the Granarium in Jablonov nad Turňou on August 6, 2013. There were a total of 26 attendees at the focus group, including the students and facilitator. Of these attendees, there were a total of 15 surveys completed. The survey asked for basic demographic information – age, village, and LAG membership – as well as a weighted system to evaluate which attributes for regional branding were most important to participants at the individual level.

### *5.1. Methodology.*

To reach the final goal of developing the criteria, the team began the workshop with a brief presentation that consisted of an introduction of the students and facilitator, a photo slideshow of regional resources as witnessed by the team, a brief presentation of the benefits of regional branding in the Karsticum region from Silvia Pápaiova (LAG Karst manager), and an example of a successful regional brand from the West Cork region of southern Ireland. After this presentation an interactive portion was included to increase participation from producers in the region. The audience was asked what they considered a regional product from their region. The first example provided by an attendee was a local accommodation. Participants were then split into three small groups of about 5-7 people and asked what attributes they thought were important to brand this accommodation a 'regional product'. The results were collected and clustered through the use of a word association game in which similar results from each group were clustered to establish attributes. This process was repeated two additional times, once for a food or beverage, and again for a local craft. Although it was the intent of the group to cover local industry, there was not a sufficient amount of time.

After three rounds of the word association game, the clusters were revisited. The results can be seen in Table 9. Participants were then asked to weigh the results of the game on an individual level by dividing 100 points across the topics, giving the most points to the attribute they found most important and the least points to the attribute they found least important.

*Table 9 - Focus-group-produced criteria for regional products.*

| Crafts | Food & Drink | Tourism |
|---|---|---|
| Tradition | Local Origin | Hygiene |
| Safety | Traditional production | Quality |
| Functionality | Hygiene | Local knowledge and culture |
| Local sources | Quality | Rural character of accommodation |
| Quality | Environmental aspects | Additional local service |
| Responsibility | | Originality and rural character |

### *5.2. Results.*

The majority of the survey respondents – nearly half – were found to be living in Jablonov nad Turňou (Table 10); this was expected considering that the meeting was held in this village. Figure 9 shows that more than half of the survey respondents were between the ages of 45 and 54, with a nearly equal distribution in all other age groups. All but two of the respondents were members of the Local Action Group Karst.

*Table 10 – Respondents (current villages).*

| Village | Number |
|---|---|
| Hrušov | 3 |
| Jablonov nad Turňou | 7 |
| Moldana | 2 |
| Plesivic | 1 |
| Rožnava | 1 |
| Not Responding | 1 |
| Grand Total | 15 |

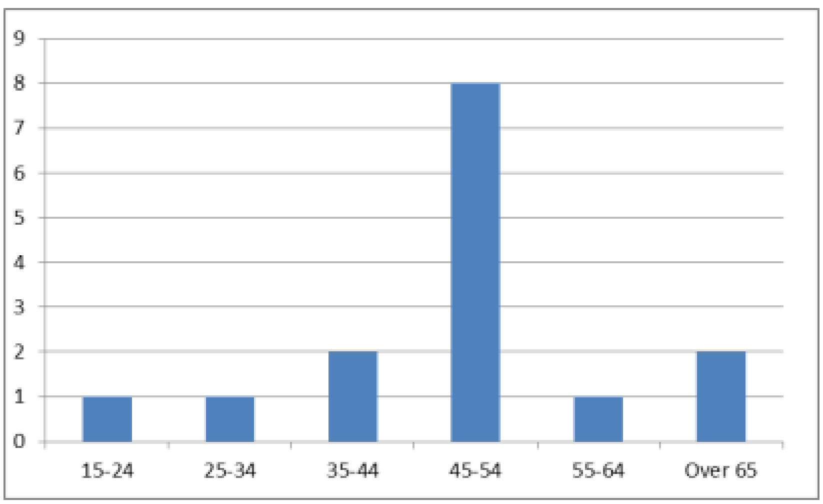


*Figure 9 – Demographics of the respondents.*

Participants were asked to distribute 100 points across all criteria to show how important each criteria was to them individually. The results for craft are presented in Table 11 and Figure ***10***. Quality was considered to be the most important, at nearly 30 percent, with tradition (24.67 percent) and the use of local sources (20.33 percent) being the second and third most important attributes to the respondents.

*Table 11 – Survey weights for crafts.*

| Craft | |
|---|---|
| Tradition | 24.67% |
| Safety | 5.33% |
| Functionality | 7.00% |
| Local sources | 20.33% |
| Quality | 29.67% |
| Responsibility | 13.00% |

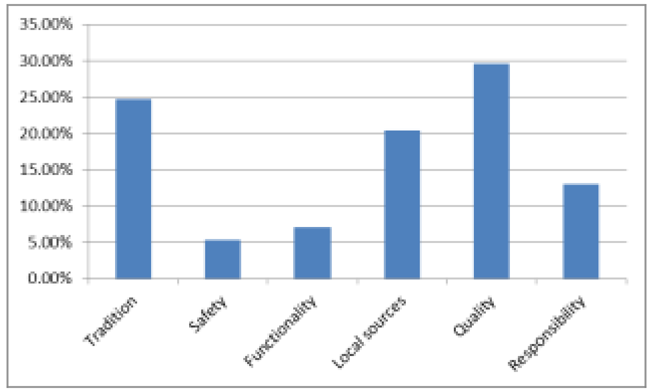


*Figure 10 – Distribution of weights by attribute for crafts.*

Respondents were again asked to distribute 100 points across all criteria for regional branding of food and drink. The results are shown in Table 12 and Figure ***11***. Again, quality is considered as the most important attribute for to the respondents at 25.80 percent. Similarly to crafts, the respondents also find local origin (23.87 percent) and traditional production (22.53 percent) to be the next most important attributes behind quality. The distribution of points for food and drink is much more even than it was for crafts.

*Table 12 – Survey weights for food and drinks.*

| Food & Drink | |
|---|---|
| Local Origin | 23.87% |
| Traditional production | 22.53% |
| Hygiene | 16.57% |
| Quality | 25.80% |
| Environmental aspects | 11.17% |

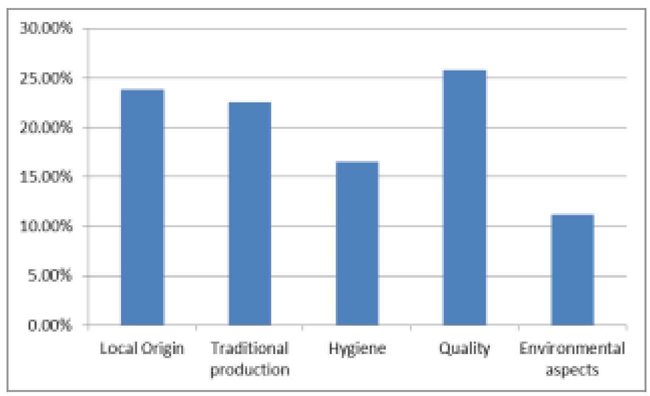


*Figure 11 - Distribution of weights by attribute for food & drinks.*

The final regional product that the respondents weighted was tourism. Results of the outcome can be seen in Table 13 and Figure ***12***. While discussing tourism, there was a strong focus on accommodations more than any other type of tourism. Once again, the most important attribute to the respondents was quality at 22 percent. Second and third were hygiene and the offering of additional local goods and services at 19.33 percent and 18.33 percent, respectively. Tourism has the most even distribution of all three regional products.

*Table 13 – Survey weights for tourism.*

| Tourism | |
|---|---|
| Hygiene | 19.33% |
| Quality | 22.00% |
| Local knowledge and culture | 12.67% |
| Rural character | 14.67% |
| Additional local service | 18.33% |
| Originality | 13.00% |

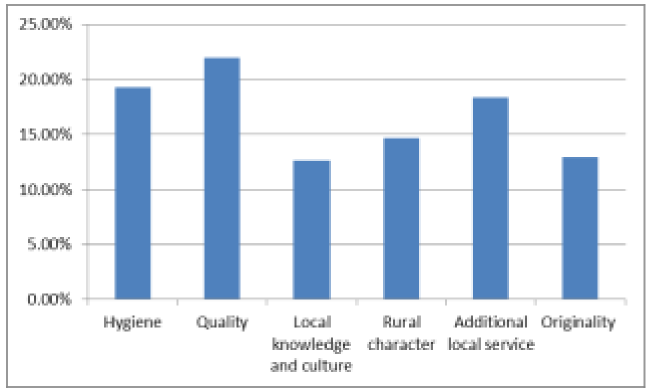


*Figure 12 - Distribution of weights by attribute for tourism.*

Criteria for regional branding was discussed and preliminarily set prior to travelling to Jablonov nad Turňou. There are some significant differences in the preliminary criteria and the focus-group criteria as seen in Table 14. The criteria listed in the table were created before entering Jablonov nad Turňou. If the focus group established the same criteria then 'yes' was entered in the table. Conversely, criteria that were not established by the focus group were left as a blank in the table. Two initial criteria that were not discussed in the focus group were the availability of products for export and existing contracts. These criteria no longer seem relevant for the region and were the result of developing criteria before understanding the business climate of the region. The focus group also did not have historical significance as a criterion, although they may consider this to be included in the use of traditional technologies.

*Table 14 - Preliminary criteria compared with focus-group criteria.*

| Criteria | Tourism | Crafts | Food & Drinks | Local Industries |
|---|---|---|---|---|
| Eco Profile: | | | yes | n/a |
| Local Origin | yes | Yes | yes | n/a |
| Local Contracts / employees | yes | | | n/a |
| % of traditional Technology | | Yes | yes | n/a |
| Historical Significance | | | | n/a |
| Available for Export | | | | n/a |
| Existing Contract | | | | n/a |
| Sustainability (Social) | yes | | | n/a |
| Source of pride | | | | n/a |

Note: Local industries were not discussed at the focus group, criteria listed is preliminary

One of the most significant differences in the preliminary and focus-group criteria is the absence of pride as a regional criterion. Additionally, the focus-group considered quality to be the most important attribute for all three product types that were discussed while quality was never considered in the preliminary criteria. There is potentially an overlap in these two ideas that that was 'lost in translation.'

Part of the complication is that quality is a subjective word with individual interpretations. The mindset of the initial criteria was that quality was the summation of all other criteria. In the end, there is a sufficient amount of overlap in the criteria. The progress made in two and one half hours was very encouraging towards the establishment of the local criteria. Additional future efforts need to be focused on the understanding of quality as it is likely to differ across all three products.

# 6. Products

In order to properly understand the full potential of the Karsticum region, it was necessary to identify and document the regional products, services, facilities and attractions. These have been classified into four categories: Local Industry, Tourism, Crafts, and Food and Beverage. Food and Beverage encompasses all products with nutritional value that can be consumed. Tourism encompasses all activities, services, and infrastructure that facilitate the travel of people for recreation, leisure, or business purpose. Relevant tourism for regional products include domestic and inbound tourism; the first being when residents of the given country travel within the country and the second, when non-residents travel in the given country (Slovakia). A third type of tourism, outbound tourism – in which residents travel to other countries is not relevant to this category. The products under Craft meet the requirement of being an occupation or trade requiring manual dexterity or artistic skill. Lastly, Local Industry can take on different definitions depending on the scenario. For the purpose of this case study Local Industry is defined as systematic labor for the creation of value, which also must employ large personnel, and require large capital investment.

Categories containing a diverse assortment of products were further subdivided into groups that shared characteristics either in material inputs, processing, market opportunities, or in the use-phase of the finished good. Food and Beverage contains the subcategories of Animal Protein, Bee Products, Dairy, Food/Local Gastronomy, Harvest, Spirits, and Wine. Tourism is composed of Accommodations and Facilities, Sites and Attractions, Interactive Opportunities, and Outdoor Recreation. Craft does not contain subcategories, but includes products such as woodcarving and etching, glass etching, leather and metal work, and basket weaving. Local Industry was the least developed category in the region. Currently, the only potential recognized for a regional product is the growth of the cheese industry through the cooperative's organizational body. There is a cement industry in the region; however cement is not a product that can readily be labeled or marketed as regional. Once the products were appropriately organized according to the previously mentioned categories and subcategories, a SWOT analysis was conducted.

## *6.1. Definition of SWOT analysis.*

A SWOT analysis can be carried out for a product, place/area, industry, organizational body, or person. SWOT is an acronym for Strength, Weakness, Opportunity, and Threat. By definition, strengths (S) and weaknesses (W) are internal factors that one has a measurable control over. Opportunities (O) and threats (T) are external factors over which there is essentially no control. The origin of the SWOT analysis is largely debated in the academic world. The most widely cited author of the SWOT analysis is Albert Humphrey. Literature states that he presented this technique during a convention held at the Stanford Research Institute, in the 1960s and 1970s, using data from the Fortune 500 companies (Friesner, 2013). This technique of analysis is the foundation for understanding the interconnected relationship between the internal potential and limitations, and the probable opportunities and threats presented from the external environment. This exercise helps predict the opposition and changes in trends, enabling the development of effective decision-making and a flexible strategy.

### *6.2. Utilizing the SWOT analysis.*

A SWOT analysis can be carried out at any or all stages of an effort. The current analysis addresses the developmental stages of the products and services in the Karsticum region. It is strongly suggested that similar breakdowns be made as the efforts mature. As detailed by "The Community Tool Box", developed by the Work Group for Community Health and Development at The University of Kansas, a SWOT may be used for, but not limited to:

I. Explore possibilities for new efforts or solutions to problems.
II. Make decisions about the best path for your initiative. Identifying opportunities for success in context of threats to success can clarify directions and choices.
III. Determine where change is possible. If at a juncture or turning point, an inventory of strengths and weaknesses can reveal priorities as well as possibilities.
IV. Adjust and refine plans mid-course. A new opportunity might open wider avenues, while a new threat could close a path that once existed.
V. A tool for gathering and communicating information about an effort or an initiative.

### *6.3. Elements of a SWOT.*

First, the format for gathering and presenting the information must be decided. In this case an Excel Table (Table 15) was developed with the following headings:

*Table 15 – Example of a SWOT table.*

| Category | Sub Category | Product | Status | Strength | Weakness | Opportunity | Threat | Additional Information |
|---|---|---|---|---|---|---|---|---|

Under Categories and Subcategories the information follows the titles and definitions that have been previously provided. Status refers to the product, classifying a product as 'Existing' indicates the product is being produced at a satisfactory level according to the producer; 'Expansion' specifies the product's production has the potential to grow in the near future; and 'Potential' indicates the product is non-existent, but the inputs and opportunities exist. Examples of strengths and weaknesses may include but are not limited to internal factors such as: human resources (staff, volunteers, board members, target population); physical resources (location, building, equipment, etc.); financial aspects (grants, funding agencies, other sources of income); activities and processes (programs and systems employed); and Past experiences (reputation in the community and building blocks for learning and success). Examples of opportunities and threats, may contain but are not restricted to: future trends (in area of interest or the culture); external economic factors (local, national, or international); funding sources (foundations, donors, legislatures); demographics (changes in the age, race, gender, culture of the consumer or in the area); the physical environment (town growth, bus route expansion or contraction); legislation (New federal requirements facilitating or restricting effort of interest); and local, national or international events (CTB, 2013). Additional information includes details specific to the products, services, and places that were observed.

### 6.4. Karsticum SWOT.

The time spent in the Karsticum region allowed for the identification of 42 products. The following table shows the products and their characteristics (Table 16).

*Table 16 – Type of products in the Karsticum region.*

| Category | Existing | Expansion | Potential | Total |
|---|---|---|---|---|
| Food and Beverage | 14 | 0 | 8 | 22 |
| Tourism | 5 | 6 | 2 | 13 |
| Craft | 5 | 0 | 0 | 5 |
| Local Industry | 1 | 0 | 1 | 2 |
| **Total** | 25 | 6 | 11 | 42 |

It is worthy to note that the SWOT analysis is as extensive as time allowed. The detailed Karsticum SWOT analysis can be best viewed as a table, found as APENDIX B-G. It should be highlighted that more time and work is needed for the SWOT to be all inclusive. The current status provides a sound foundation from which deeper analysis may be conducted.

## 7. Product recommendations.

In order to ensure longevity of a regional brand, it must be characterized by quality products that can be recognized outside the Karst region. Therefore, the team attempted to create strategies based on the results of our analysis. All products, both existing and potential, were included in this analysis. We covered all the identified products: existing, developing or potentials.

### 7.1. SWOT analysis and TOWS matrix.

Through the SWOT analysis we were able to define strategies for a sound development of products to be marketed under the developing regional brand. A Threats Opportunities Weakness and Strengths (TOWS) matrix is an extension to the SWOT analysis. Building the TOWS matrix for this project helped to visualize a path toward rural development in the Karst region.

A TOWS matrix (Table 17) consists of dividing the external and internal factors related to or affecting a product. If there is an interaction between an external and an internal factor, a strategy can or has to be built. If an opportunity interacts with a strength, an attack strategy can be defined (this is often a short-term strategy). If a threat is identified, a related strength can help to maintain the product. Additionally, an opportunity can influence any weakness that might have been identified for the product. In those two cases the strategies are generally mid-term. The last combination is an interaction between a threat and a weakness. This suggests that the product is endangered. Here, if a strategy is possible to save it, a long-term action is often required.

*Table 17 – Theory of the TOWS analysis.*

| | Strength | Weakness |
|---|---|---|
| Opportunity | **Strategy 1: Short Term Attack** | **Strategy 2: Mid-term Strengthening** |
| Threat | **Strategy 3: Mid Term Cope** | **Strategy 4: Long Term Healing** |

What is provided here is a general idea of a strategy. If one desires to develop it, it has to be further programmed, financed, monitored and evaluated.

This analysis has been conducted for each of the 42 products identified and can be found in the Appendix H. The 2 products classified in Local Industry (cement Holcim and wood for coal) as well as products issued from distillery and beef proteins have not been provided with any strategy since we had no real knowledge about it or contact with the companies involved. Additionally, the mead producer interviewed had already reached a good equilibrium with this product and therefore no particular recommendation was made for this product. Recommendations have been established for each type of product and no differentiation was made for similar products from different producers. Moreover, the base of the recommendations and strategies were on the sites visited and information gathered in a short period of time. Therefore, some producers may find recommendations that are already being applied.

## *7.2. An Example: Accommodation SWOT and TOWS Matrix.*

One product that showed a strong potential for growth under the Karsticum regional label was accommodations. Below you can find a TOWS matrix used to define the strategies related to that product in the current context (Table 18).

*Table 18 – TOWS matrix for accommodations.*

| ACCOMMODATION | | Strengths | | Weaknesses | |
|---|---|---|---|---|---|
| | | Cheap | Knowledgeable owner about their region | Flooding of the market | Poorly indicated |
| Opportunity | Lot of possibilities to develop marketing | | **S1: Take the lead of a common advertising campaign** | **S2: Focus the investments on advertising and all-included services over expansion** | |
| Threat | Decrease of the number of tourist in the region | **S4: Check the opportunity to join website of online booking** | | | **S3: Make use of road signs to indicate to tourist that they have an opportunity to find a room.** |

Here the strategies are linked and could be organized in a common scheme. Within the matrix, numbers were used to map an implementation path. For accommodations, the team recommends designating a leader (or group) to handle advertisement for all regional accommodations. After designating leadership, the region should focus funding on improving services and infrastructure such as signage and online booking.

This is only one example of the possibilities and strategies accommodations can use to improve tourism according to our observations. More analysis for other products can be found in Appendix H.

## 8. Conclusions and recommendations.

### *8.1. LAG and its roles.*

Even though it was initially established under the LEADER approach, the LAG has assumed a wider role of leading and addressing possible development strategies, therefore becoming collector of other sources of funding among which the INTERREG IVC project represents a significant part in relation to the implementation of the regional branding.

### *8.2. Factors limiting the development process of Karsticum.*

There are many factors that reduce the capabilities of the Karsticum region of development: bureaucracy, hygiene requirements, fiscal legislation, access to credit, and land tenure are some major factors. Some of them are also common across other national areas while others are specific of the region analyzed.

In the Karsticum region, there is a well-developed informal market between local producers and local consumers. There is a high level of social acceptance for this market style, even though production/processing does not meet the legal requirements and/or does not have the necessary certifications according to hygiene legislation. Moreover, even in cases of undersupply, most of the producers are not willing to increase their production. This is largely due to the taxation system that exonerates small producers from bookkeeping if overall yearly sales are lower than € 2,400. This situation proves to be a disincentive to apply for European funding and increased involvement in the LAG. The disincentive is augmented by the cofounding rule that applies for all the measures involving private businesses. The LAG can play a key role in changing the business attitude, especially by emphasizing existing successful models.

At the national level the four key issues appear to be the following:

- Lack of proactivity in tailoring actions within the European framework according to the specific regional needs;
- Delays in implementing the operative guidelines to apply for the European funds;
- Delays in evaluating proposals of projects (form the 70 days indicated by the law up to 1.5 years);
- Delays in payments from the paying agency.

The main consequence is that many of the beneficiaries are forced to request for financing from banks to realize the projects already approved for receiving support from the CAP. Access to credit represents another key issue due to distance to the credit centers, recent change in currency, time lag and high interest rates.

Structurally, land tenure reduces the possibility for businesses to access land due to the fact that nationally about 20 percent of land has unknown owners and owners (especially in case of marginal land) are unwilling to sell or rent their land even if the land is not being used for production. Changes in land tenure are needed and are already being addressed at the national level. Land consolidation efforts need to continue, even though it is likely that it is going to be a long lasting process.

### *8.3. Orientation guidelines and suggestions for increasing regional development.*

Even though they were initially established in the LEADER framework, the LAGs have the potential to be collectors and distributors of funding coming from private, national and European sources. Networks between LAGs can result in easing the exchange of information, sharing projects, and developing common frameworks of action which are especially important in terms of regional branding with a common structure within and outside Slovakia. A check and balance system inside the LAGs could further help increase the effectiveness and efficacy in the LAG actions.

In terms of a bottom-up approach, there appears to be a lack of regional political involvement coming from the self-governing regions. Having development strategies tailored on the needs and implemented by the self-governing regions themselves could target goals more effectively than in the case the current policies that are enforced at the national level. Moreover, having paying agencies at the regional level could further reduce the inefficiencies in financing development projects.

No initiative has been taken from the national level for the measure 3.1.2 of the CAP (support for business creation and development). Although it might be appropriate based on the characteristics of some of the self-governing regions, the synergy between the measure 3.1.2 and some sort of national or regional fiscal policies supporting developing businesses could have probably helped increase the business attractiveness of the Karsticum region.

Business attractiveness of the region and regional branding are tightly related: regional branding in regions with low business attractiveness could have an overall negative impact due to the difficulties for potential beneficiaries of the brands to exit the informal markets and enter the formal ones. National and local policies that target business creation and development need to be enforced in order to make all other regional development policies effective.

## 9. References and appendices

References

Friesner, Tim. "History of SWOT Analysis." *History of SWOT Analysis*. Marketing Teacher, n.d. Web. 15 Aug. 2013.

"The Community Tool Box." *Community Toolbox*. N.p., n.d. Web. 15 Aug. 2013.

APENDIX A: Resources

| Environmental Resources | |
|---|---|
| **Category** | **Elements** |
| Flora | Robinia pseudoacacia (poles) |
| Flora | Flowers for pollination |
| Flora | Fruit trees: apple, plum, peach, cherry, apricot, pear |
| Flora | Fuits: Grapes, berries, apricots, plums |
| Flora | Unproductive orchards |
| Flora | Rhubarb |
| Flora | Tomatoes |
| Flora | Mint |
| Flora | Walnuts |
| Flora | Commodities: Wheat, hay, corn, oat |
| Flora | Sambucus |
| Flora | Herbs |
| Fauna | Bees |
| Fauna | Sheep |
| Fauna | Dairy cows |
| Fauna | Deer |
| Fauna | Wild boars |
| Minerals | Tuff |
| Minerals | Calcium |
| Minerals | Iron |
| Minerals | Iron ore |
| Water | Geothermal water springs |
| Water | Protected watersheds |
| Water | Rivers |
| Water | Artificial lakes |
| Air | Air in caves |
| Sunlight | |
| Soil | Rocks |
| Soil | Calcium |
| Soil | High clay content |
| Wind | |
| Climate | Humid continental climate (Köppen: Dfb) |
| Landscape | East-West valley |
| Landscape | Caves |
| Landscape | Woodland |
| Landscape | Hills |


| Environmental Resources | |
|---|---|
| **Category** | **Elements** |
| Minerals | Iron |
| Minerals | Iron ore |
| Water | Geothermal water springs |
| Water | Protected watersheds |
| Water | Rivers |
| Water | Artificial lakes |
| Air | Air in caves |
| Sunlight | |
| Soil | Rocks |
| Soil | Calcium |
| Soil | High clay content |
| Wind | |
| Climate | Humid continental climate (Köppen: Dfb) |
| Landscape | East-West valley |
| Landscape | Caves |
| Landscape | Woodland |
| Landscape | Hills |

| Social/Human Resources | |
|---|---|
| **Categories** | **Elements** |
| People | See the main document |
| Education and skills | Primary schools |
| Education and skills | Secondary schools (mainly in Rožnava) |
| Education and skills | Conferences in universities |
| Education and skills | Willingness to attend to training activities |
| Knowledge | Knowledge transfer from generation to generation |
| Knowledge | People are close to nature and used to handle the environment |
| Knowledge | Regional cuisine |
| Knowledge | Cooperation |
| Knowledge | Outdoor activities |
| Knowledge | Handcraft |
| Knowledge | Horticulture |
| Knowledge | Viticulture |
| Health | Lack of doctors |
| Networks | Cooperation between neighbors |
| Networks | Producers organizations (for craft and honey production but not for wine) |
| Networks | Almas centrum |
| Networks | LAG |
| Institutions | Cooperatives |
| Institutions | Churches |
| Institutions | Mayor |
| Institutions | LAG |
| Languages | English (mainly young local people) |
| Languages | Slovak |
| Languages | Hungarian |
| Languages | Czech |
| Languages | German |

| Social/Human Resources | |
|---|---|
| **Categories** | **Elements** |
| Regulation | HACCP |
| Culture/Traditions/Heritage | Transgenerational transmission |
| Culture/Traditions/Heritage | Festivals |
| Culture/Traditions/Heritage | Cuisine traditions |
| Culture/Traditions/Heritage | Architecture (from communist period and new buildings) |
| Culture/Traditions/Heritage | Religion (catholic, evangelical, reformist) |
| Values | Faith |
| Values | Family |
| Values | Pride |
| Values | Resiliency |
| Values | Hospitality |
| Partnership | Cross-border cooperation |
| Partnership | Partnership with LAG Hungary |
| Leadership | LAG leader (Sylvia) |

| Economic Resources | |
|---|---|
| **Categories** | **Elements** |
| Financial/access to credit | See the main document |
| Savings | See the main document |
| Market (location) | Regional markets |
| Market (location) | Rožnava |
| Market (location) | EU |
| Value/process | Little added value |
| Value/process | Short chain |
| Consumers/Customers | Closed markets |
| Consumers/Customers | Local population |
| Consumers/Customers | Tourists |
| Consumers/Customers | Participants to festivals |
| Consumers/Customers | Manufacturers |
| Consumers/Customers | Industries |
| Information | Flyers |
| Information | Internet-online videos |
| Information | Word of mouth |
| Information | Need of understanding policies to take advantage from them |
| Business Environment | Not many industries |
| Business Environment | Entrepreneurial attitude |
| Business Environment | Paths to certification |
| Legislation for Business Development | EU funds for regional development |
| Legislation for Business Development | Regional funding |
| Legislation for Business Development | Land tenure (See the main document) |

APENDIX B: SWOT analysis for crafts

| Num. | Category | Subcategory | Product | Status | Strength | Weakness | Opportunity | Threat | Additional Information |
|---|---|---|---|---|---|---|---|---|---|
| 1 | Craft | Craft | Bells | Existing | Decorative, hand crafted, collectable item. | Regionality is weak. | He could use the skills to produce other items. | | |
| 2 | Craft | Craft | Weaving | Existing | Historical significance, tied to regional history, people, materials, skills. He is part of a craftsman's work shop. Quality. Multi-use. Brings connection with nature, design, skills, and material are regionally specific. | | Work with other locals to promote his product. | Product durability limits purchases. | The skills remain in the older generation, little interest from younger generations. "If a nationality has its own traditions and culture, that nationality has a future" |
| 3 | Craft | Craft | Leather work | Existing | Full use of all material co-products from livestock production. Infinite amount of products can be designed and made from leather. | Leather work is not regionally specific. | Create design and skill that is unique to the region so to strengthen competition against other leather products. | Leather supply may be seasonal and not massive. | |
| 4 | Craft | Craft | Glass etching | Existing | Self employment, personalization, mobile, versatile, on demand or mass produced. | Not regionally unique, images are from the internet, no traditional method. Market access. | He could specialize his skill, differentiate his products. | Saturated market | Wine bottles with special engravings. |
| 5 | Craft | Craft | Wood Carving/Etching | Existing | Self employment, personalization, mobile, versatile, on demand or mass produced, regional wood. | Not regionally unique, images are from the internet, no traditional method. Market access. | He could specialize his skill, differentiate his products. | Saturated market | Products include: Boxes for wine, tools for the kitchen, boxes, cutting board, key/clothing/other hanger/ shot carrier, interactive child games. Producer 2 - shepherd stick. |

APENDIX C: SWOT Analysis for food and beverage

| Num. | Category | Subcategory | Product | Status | Strength | Weakness | Opportunity | Threat | Additional Information |
|---|---|---|---|---|---|---|---|---|---|
| 6 | Food and Beverage | Animal Protein | Sheep (meat, wool) | Potential | Cigaja uniqueness | export wool to Italy | | | |
| 7 | Food and Beverage | Animal Protein | Beef Cattle (Sell calves, meat, hide) | Potential | | Natural Protected Area, Watershed | | | 240 Cattle, 180 Dairy cows |
| 8 | Food and Beverage | Bee product | Honey | Existing | Honey association; no local competition; send via post | Young are not interested | Room for market growth, engage other local producers (i.e. nuts) | Buyer power (negative prior experience); insects (Varoa, Yacopso) | Producer I: 5-6 types of honey dependent on season. 170 Colonies, working 27 years. Portable pollinating service, exchanges pollinating service for land to rest on. Sells at local markets, events, and special orders. |
| 9 | Food and Beverage | Bee product | Pollen | Existing | Healthy, natural, easily packaged and stored. | lack of market | Opportunity to sell to families, hospitals, and natural food stores | | |
| 10 | Food and Beverage | Bee product | Nuts & Honey | Existing | Added value | some nuts are not local | | Nut supply | |
| 11 | Food and Beverage | Bee product | Mead | Existing | Added value | small market | | | |
| 12 | Food and Beverage | Bee product | Wax | Potential | More efficient use of resources. | small market | Other products (candles) increase income, use of by-products. Lip balm. | market to sell | |
| 13 | Food and Beverage | Bee product | Propolis | Potential | Multiple uses with high value (medicinal, natural medicine). | Information gap (in relation to processing, hygiene, and buyers) | Material is available and not being used | | |
| 14 | Food and Beverage | Dairy Product | Cheese (sheep) | Existing | Specialty product, obtain higher prices. | Not special enough, they could be adding herbs and falvours. | Could be sold as export. Especially cheese from Cigaja | Competition from other well known brands | Soft Sheep Cheese (Bryndza), and normal cheese |
| 15 | Food and Beverage | Dairy Product | Milk (Cow) | Existing | Weekly tested | Lack of technology, skills and market access. Contract places price ceiling, they can pay less but not more ( contract is yearly 4,400 kg) | Add value to current product, Produce "Bioproducts", product for export to higher consuming levels. | Focus on export and reduce availability to local markets/consumers | Danish milking technology. Raw material for other cheeses (4,000 kg/yr. not a year long industry). 180 Dairy Cows. |
| 16 | Food and Beverage | Dairy Product | Cheese (Cow) | Potential | They could add value by adding processing stages to a product they are selling as a raw material. | Invest time and processing equipment. | Investing in supply chain stages and selling added value product. | Compete with goat and sheep cheese. | |
| 17 | Food and Beverage | Dairy Product | Cheese (Goat) | Potential | High value product that could be sold for high price | They would have to expand facilities and invest in necessary equipment. | New product | | Only used as lawn mowers (60 heads) |
| 18 | Food and Beverage | Dairy Product | Milk (Goat) | Potential | High value product that could be sold for high price | They would have to expand facilities and invest in necessary equipment. | New product | | Only used as lawn mowers (60 heads) |
| 19 | Food and Beverage | Dairy Product | Whey | Potential | High value by product, protein source, exists but is not utilized. | Additional time/process/storage . | It is an additive in many processed foods, including breads, crackers, and commercial pastry, and in animal feed. | | Whey is a co-product of cheese production. It is one of the components that separates from milk after curdling, when rennet or an edible acidic substance is added. |

APENDIX D: SWOT Analysis for food and beverage (Cont.)

| Num. | Category | Subcategory | Product | Status | Strength | Weakness | Opportunity | Threat | Additional Information |
|---|---|---|---|---|---|---|---|---|---|
| 20 | Food and Beverage | Food/Local Gastronomy | Jam | Existing | no expiration date, does not monopolize time, employs women, benefit from seasonal changes | that it is a common practice (high competition) | specialty jams with other food ingredients | | |
| 21 | Food and Beverage | Food/Local Gastronomy | Silica Platty | Existing | Unique to the village, low input costs | Must be eaten soon after preparation. | Opportunity to sell other products along with the Silica platty (i.e. coffee, beer) | Opportunity cost may be greater than financial benefit from sale | Need to have a place to eat them other than her kitchen (a table in her yard could be a low and easy initial investment). |
| 22 | Food and Beverage | Food/Local Gastronomy | Local Gastronomy | Existing | High protein, high carbohydrates, great diversity of presentations for common ingredients: pork, potatoes, cabbage. | low supply of vegetarian dishes, as wells gluten free, or lactose free. | Interactive festivals for consumers - participating in harvesting, butchering, processing, curing, eating. | Gastronomy is shared in other regions. | |
| 23 | Food and Beverage | Food/Local Gastronomy | Noodles | Existing | Regional and traditional tools and materials used in its production. Employs women, extended shelf life. | Time intensive, high competition with similar products. | They can be specially ordered (regional events such as weddings) | Traditional, labor intensive products are less attractive to younger generations. This threatens its supply. | |
| 24 | Food and Beverage | Harvest | Herbs | Existing | They are naturally found everywhere. | The supply/market is not formalized. | | Too many suppliers | |
| 25 | Food and Beverage | Harvest | Fruits | Existing | Trees are well established | Land tenure issue, not wanting to sell orchard, not investing in production/harvest for export. Little to no management. | Create a national industry, provide input to local juicers, self-sufficient fruit. Potential secondary uses - canning, dehydration. | High investment cost, competing markets with developed industries and supply chains, large retailers have contracts/purchase from other countries, not well developed supply chains. | |
| 26 | Food and Beverage | Local Industry | Wood for coal | Existing | It is here | It is exhaustible, and has a slow cycle. | Potential foreign/national/state sustainable logging/forestry investment. | Competition between large international corporation and local use/demand of wood. | N/A |
| 27 | Food and Beverage | Local Industry | Cement Holcim | Existing | Job provision | Little to no reinvestment into the area, relatively short term business. | | Threat to tourism because of harm to scenery. Not sustainable, once resource is exhausted unemployment will rise again. | N/A |

APENDIX E: SWOT Analysis for food and beverage (Cont.)

| Num. | Category | Subcategory | Product | Status | Strength | Weakness | Opportunity | Threat | Additional Information |
|---|---|---|---|---|---|---|---|---|---|
| 28 | Food and Beverage | Spirit and Wine | Wine | Existing | South facing slopes | Small scale, does not meet hygiene standards, renting the fields | Taking part of subsides for environmentally friendly production | Competitive brands as well as grapes (Italy, France, etc.). Land tenure, capital for investment, access to credit. | 70% is (regional purchases, Czech purchases, Tokay Region) 30% converted into regional red wine. He purchases grapes and makes white wine. Facility can hold events, and potential lodging facilities. He is renting the fields, misinformation of potential funding and subsides from EU. The liquidation of the vineyards happened in 1984-1985. |
| 29 | Food and Beverage | Spirit and Wine | Distillery | Existing | Utilize local fruits, link to larger tourism packages, adequate attraction for all seasons, combine with event. | Hygiene, | Export, connect with harvesting festivals | Several local producers, high competition. | |

APENDIX F: SWOT Analysis for tourism

| Num. | Category | Subcategory | Product | Status | Strength | Weakness | Opportunity | Threat | Additional Information |
|---|---|---|---|---|---|---|---|---|---|
| 30 | Tourism | Accommodation | Accommodati on | Existing | Nice, cheap, they have information. | Flooding of the market. Hard to find, poorly marketed. National tourism. | Better marketing could increase consumption. | Who is the consumer? | |
| 31 | Tourism | Historical | Historical Tours | Expansio n | Bring historical pride and education | Poorly marked, lacking in information. Need proper trashcans. | School visits from the region, and Hungary. Include other languages (Slovak, English, German, etc). Also a bike/hiking/driving trails between sites, strategically place food and accommodations. | Requires investment (National or State). | Polish village, castle, churches, local history |
| 32 | Tourism | Historical | Historical Movies | Expansio n | Material has been obtained. Captures important historical local figures, views, beliefs, traditions, mentalities, values, etc. | Material is not in viewing capacity, needs refining/editing/etc. | Include in museum, oral/visual history for schools. | One time viewing, low return on consumption. | |
| 33 | Tourism | Interactive Opportunities | Craft classes | Existing | Continues tradition, skills, keeps kids active and provides marketable skills. Source of traditional pride. | Limited interest, human resources, reliant on third parties for his material inputs. | Maintain skills, tradition alive. | Mass produced baskets. | |
| 34 | Tourism | Interactive Opportunities | Festivals | Expansio n | The products and activates unique to the region already exist. Pooled resources will share the risk among the local producers/service providers. Enforces the sense of community, brings together generations, villages, and producers to one common place. | Seasonal not steady income. | Regions name will receive attention. Provides pride to the region. Provides date and time for the aggregation of selling and purchasing opportunities. Consumers will be able to plan in advance. | | Interactive harvesting, butchering/processin g of regional culinary and craft products. |
| 35 | Tourism | Outdoor Recreation | Biking | Potential | Low maintenance cost | High up front cost | New market that has not been tapped | Detrimental consequences to forest terrain | |
| 36 | Tourism | Outdoor Recreation | Hiking | Expansio n | | | | | |
| 37 | Tourism | Outdoor Recreation | Climbing | Expansio n | Attracts a whole other group of tourists. Beginners course. | More routes are needed, monopoly and too high of a price. They only have beginners course. Training is off site. | Bring more experts to the region, open bouldering routes | Rock deterioration, national regulations. Seasonal. | Plum S.R.O. (limited liability company) |

APENDIX G: SWOT Analysis for tourism (Cont.)

| Num. | Category | Subcategory | Product | Status | Strength | Weakness | Opportunity | Threat | Additional Information |
|---|---|---|---|---|---|---|---|---|---|
| 38 | Tourism | Sites and Attractions | Vineyard | Existing | | | | | |
| 39 | Tourism | Sites and Attractions | Caving | Existing | Unique, site specific, multiple places. Brings money to the region. Nationally funded. | Subjected to the environment. | More to discover about the caves, and its wildlife. Increase networking between cave sights. Camping opportunities, extended spelunking tours (with experts). Bring experts into the region. Teach locals to be experts. | Irresponsible keeping/maintenance of the cave. | |
| 40 | Tourism | Sites and Attractions | Farmer Markets | Potential | Enforces the sense of community, brings together generations, villages, and producers to one common place. | Location, fee for participation, etc. | Develop local consumers of local products, familiarize with regional opportunities, encourage entrepreneurship. | Slow beginning may discourage speculating producers. | |
| 41 | Tourism | Sites and Attractions | Craft/Handmade house/Biohousing | Expansion | Classes. All hand makers are joined and concentrated, gives them viewing assistance, helps them sell, there is a website in English | Time and availability to collect material. | Include facility in tours. | | Ceramics, wood, basket weaving existent since 2004. Collect material |

APENDIX H: TOWS Matrices

| **SHEEP PRODUCTION (wool, meat)** | | Strength |
|---|---|---|
| | | Cigája  bread uniqueness |
| Threat | Pork competition | **Advertise the uniqueness of the Cigája so it raises pride in the region and may foster the consumption.** |

| **POLLEN** | | Strengths | |
|---|---|---|---|
| | | Healthy | Easily packaged and stored |
| Opportunity | Possibility to sell to pharmacies, hospitals, and natural food stores | **Asset the potential for creating a business of traditional "medicines" in cooperation with herbs harvesters since the supply is high and it would give more visibility to increase the demand.** | |

| **HONEY** | | Strength |
|---|---|---|
| | | no local competition |
| Opportunity | Room for market growth | **Realize a market study to see how the producers can benefit most from it** |

| NUTS AND HONEY | | Strength |
|---|---|---|
| | | Increases the added-value of the honey processing |
| Threat | Purchased input: insecure supply | **Limit the production when nuts are cheap: it makes the final product seasonal: it would be a special edition, more expansive** |

| WAX | | Strength |
|---|---|---|
| | | More efficient use of resources. |
| Threat | Little demand | **Realize a cost benefit analysis of the wax-based products at the individual level, as well as the honey producers association level** |

| PROPOLIS | | Strength |
|---|---|---|
| | | Multiple uses with high value (medicinal, natural medicine). |
| Threat | Information gap (in relation to processing, hygiene, and buyers) | **Maybe not the main focus now but can be advertised and sold in case the pollen/medicinal herbs would work.** |

| **COW CHEESE** | | Weakness |
|---|---|---|
| | | Time consuming and equipment costly |
| Opportunity | Transferability of skills from the sheep milk processing | **Increase the number of people dedicated to milk processing so you can manage in parallel sheep and cow production to save time** |

| **COW MILK** | | Strength |
|---|---|---|
| | | Organic production, although it is not certified |
| Threats | Lack of market access | **Assess the margin of certifying the production as organic regarding the new opportunities it would provide** |
| | The buyer does not reward high quality but penalizes lower quality | |

| **WHEY** | | Strength |
|---|---|---|
| | | High value by-product for its protein content |
| Opportunity | Additive in many processed foods (breads, crackers, commercial pastry...), and in animal feed. | **Establish a business plan for this by product but avoid its complete loss** |

<table>
<tr><th colspan="2" rowspan="2">JAM</th><th colspan="2">Strengths</th><th>Weakness</th></tr>
<tr><th>Long shelf life</th><th>Benefit from seasonal changes</th><th>common practice (high competition)</th></tr>
<tr><td rowspan="2">Opportunity</td><td>specialty jams with other food ingredients</td><td></td><td></td><td>Specialization of production and cooperation</td></tr>
<tr><td>Cheese production complementary</td><td>Partnership to sell jam with cheese in the cheese distribution points</td><td></td><td></td></tr>
<tr><td>Threat</td><td>Weather</td><td></td><td>Maintain diversity in the orchard and be aware of the more adapted fruit species</td><td></td></tr>
</table>

<table>
<tr><th colspan="2" rowspan="2">SILICA PLATJE</th><th colspan="2">Strengths</th><th colspan="2">Weaknesses</th></tr>
<tr><th>Complete uniqueness</th><th>Low input cost</th><th>No signage, formal venue, separate kitchen</th><th>No conservation: has to be consumed immediately</th></tr>
<tr><td>Opportunity</td><td>A bar in the village offer beers, which can come as a complement for the dish</td><td></td><td></td><td colspan="2">A partnership with the bar would solve the problem of signage and kitchen and the clients would consume it there</td></tr>
<tr><td>Threat</td><td>Opportunity cost may be greater than financial benefit from sale</td><td>A better branding would make it more rewarding through the pride and price that would be obtained</td><td>Can be offered at some very specific moments of the year so it is more convenient and less time consuming to prepare it</td><td colspan="2"></td></tr>
</table>

| **LOCAL GASTRONOMY** | | Strength | Weaknesses | |
|---|---|---|---|---|
| | | Great diversity of presentations for common ingredients (pork, potatoes, cabbage): lower input cost and affordable for most people | Low supply of vegetarian dishes, as wells gluten free, or lactose free | Extremely rich in calories |
| Opportunity | Interactive festivals for consumers - participating in harvesting, butchering, processing, and eating. | **A specific technique can be taught during the festivals and at the end of the session, people can buy the whole dishes related to that technique so it does not take too much time and encourage the sales of the food products** | | |
| Threat | Gastronomy is shared in other regions. | | **Reinvent recipes from the traditional ones. It can be the topic of a regional contest: modernize one recipe with constraint A and/or B.** | |

| **WINE** | | Weakness | |
|---|---|---|---|
| | | Small scale | Some producers are not able to meet the hygiene standards |
| Opportunity | Possibility to receive EU funds for eco-friendly productions | | **Invest to meet the hygiene standards so you can enter the formal market and have a return on investment through the EU funds** |
| Threat | Insecure land tenure | **Encourage governmental action to stimulate land consolidation and land market** | |

| HERBS | | Strength | Weakness |
|---|---|---|---|
| | | They are naturally found everywhere | The supply/market is not formalized |
| Threat | There are too many suppliers | **Asset the potential for creating a business of traditional "medicines" since the supply is high and it would give more visibility to increase the demand.** | |

| FRUITS | | Weakness |
|---|---|---|
| | | Little to no management |
| Threat | Land tenure issue: the owners don't sell nor use their orchards while some would buy them to produce on it | **Encourage governmental action to stimulate land consolidation and land market** |

| WEAVING | | Strength | Weakness |
|---|---|---|---|
| | | Tied to regional history, people, materials, skills | Skill remains with the older generation: young people are not really involved |
| Opportunity | Work with other locals to promote his product | | **As an association more workshop and classes can be organized to teach young people** |
| Threat | Product durability limits purchases | **Develop new models to represent the diversity of the model** | |

| LEATHER WORK | | Weakness |
|---|---|---|
| | | Leather work is not regionally specific. |
| Opportunity | Decorative elements can represent region specific elements | **Create designs and skills that are unique to the region so to strengthen competitiveness against other leather products.** |

| WOOD CARVING AND GLASS ETCHING | | Weakness |
|---|---|---|
| | | Not regionally unique, images are from the internet, no traditional method. |
| Opportunity | Decorative elements can represent region specific elements | **Create skills and focus on design that are unique to the region to comply more with the idea of regional product** |

| CAVING | | Strengths | | | Weakness |
|---|---|---|---|---|---|
| | | Region specific | Multiple places | Nationally funded | Subjected to the environment |
| Opportunity | More to discover about the caves, and its wildlife | | **Set up extended spelunking tours (with experts) and increase networking between cave sights** | **Bring experts to the region** | **Develop specific attractions to explain the functioning of a cave** |
| Threat | Irresponsible keeping/maintenance of the cave | **Teach locals to be experts** | | | |

| CRAFTS LESSONS | | Strengths | | Weakness |
|---|---|---|---|---|
| | | Continues tradition, skills, keeps kids active and provides marketable skills. | Source of traditional pride. | Limited human resources |
| Opportunity | Maintain skills and tradition alive | | | **Employ a snow ball effect asking the more advanced to teach the beginners so they are proud and encouraged to continue** |
| Threat | Mass produced baskets | **Inform about the quality and uniqueness of the techniques learned** | | |

| FESTIVALS | | Strength | Weakness |
|---|---|---|---|
| | | The products and activities unique to the region already exist | Seasonal, not steady income |
| Opportunity | Region name will receive attention | **Keep the most original products in front so it strikes the visitors** | |
| | Provides date and time for the aggregation of purchasing opportunities: consumers are able to plan in advance | | **Offer the consumer to buy sending orders by the post so they keep purchasing all over the year** |

| HISTORICAL TOURS | | Strength | Weakness |
|---|---|---|---|
| | | Bring historical pride and education | Explanations provided in few languages |
| Opportunity | School visits from the region, and Hungary | **Build more signage and tables dedicated to children** | |
| | Existing bike/hiking/driving trails between sites | | **Start a small guiding business that would include tours in English, Hungarian, Czech, German and Slovak** |

| HISTORICAL MOVIES | | Strength | Weakness |
|---|---|---|---|
| | | Captures important historical local figures, views, beliefs, traditions, mentalities, values, etc. | Needs refining/editing, etc. |
| Opportunity | Included in museum, oral/visual history for schools | | **Offer school projects to make those movies so the whole preparation is made in class** |
| Threat | One time viewing | **Build some activities around the content of the movies: competition of recipes modernization, illustration of what remains in the daily life of the movie** | |

| CLIMBING | | Strength | Weakness |
|---|---|---|---|
| | | Attracts a specific group of tourists | Few routes are available. Training is off site. |
| Opportunity | More routes can be opened | **Secure new routes for advanced climbers** | |
| Threat | Rock deterioration | | **Open new routes to split the pressure on the spot** |

| HAND MADE/BIO HOUSING | | Strengths | |
|---|---|---|---|
| | | Enable to give classes | All hand makers are joined and concentrated. |
| Opportunity | Include facility in tours | **Foster cooperation to reach sustainable and transmitted activity by sharing the time dedicated to visitors** | |

| FARMERS MARKETS | | Strength | Weakness |
|---|---|---|---|
| | | Enforces the sense of community, brings together generations, villages, and producers to one common place. | Location, fee for participation, etc. |
| Opportunity | Develop local consumers of local products | | **Provide a study or informally convince the potential participants of the return on investment** |
| Threat | Slow beginning may discourage speculating producers | **Offer to build thematic stands, by village for instance so people are encouraged to come by their neighbors** | |

| BIKING TRAILS | | Strength | Weakness |
|---|---|---|---|
| | | Low maintenance cost | High up front cost |
| Opportunity | New market that has not been tapped | **Make sure that all the existing trails are in the best condition to encourage the growth** | |
| Threat | Detrimental consequences to forest terrain | | **Focus on existing and already numerous trails to make them environmentally friendly and valuable to the tourist** |

| ACCOMODATIONS | | Strengths | | Weakness |
| --- | --- | --- | --- | --- |
| | | Cheap | Knowledgeable owner about their region | Over-saturated market |
| Opportunity | Lot of possibilities to develop marketing | | **Take the lead of a common advertising campaign** | **Focus the investments on advertising and all-included services over expansion** |
| Threat | Decrease of the number of tourist in the region | **Check the opportunity to join website of online booking** | | |

| BELLS | | Strengths | |
| --- | --- | --- | --- |
| | | Decorative | High Value |
| Threat | Limited market | **Promote it as a key element of the ceremonies of traditional event to sell it as an authentic gift to bring home.** | |