

Abstracts in English

I.

The landscape as a competitive and innovative factor of the territories

Branding and the sense of place as factors in regional competitive capacity: the contribution of the landscape

Jordi de San Eugenio

Images of places are subjected to a new (first-order) production process dictated by post-modernist logic, whereby the brand and its ability to represent territorial identities are key in a renewed process of competition between geographical areas. The territorial brand, therefore, is concerned with projecting the uniqueness of places in order to compete in a new services market that goes beyond tourism and which emphasises the a priori consumption of spaces through images over in situ consumption in physical spaces. Therefore, the projection of consumable place images by means of territorial brand management is one of the realities of the geographies, both tangible and intangible, which are characteristic of the post-modern era. Accordingly, the mutation of space (with no specific symbolism) to place (imbued with specific values and/or attributes and, therefore, meanings) follows the logic of incentives for raising capital.

In the context of contemporaneity, societies seem to reinvent their own places and landscapes, largely due to the tension between the global and the local, whereby places undergo physical and conceptual changes which are very much aligned with the precepts established by post-modernity. This means that the “sense of place”, the *genius loci*, which was the name given to this same sense of belonging in the past, has different connotations and in fact, in many cases implies the induced fabrication of that same “spirit of place”. In this sense, territorial brands are a good example of the creation of new places based on the specific allocation of

values and/or characteristic attributes of the new logic of communications and marketing operating in present-day societies. We can therefore observe the need of a society to promote its places in the presence of the ‘spaces without places’ which seem to have come into existence for the benefit of the space of flows typical of the digital age.

As a result of these new, existential needs to “be different”, the landscape seems to play a decisive role in representing and conveying the uniqueness of places and, therefore, in differentiating them in light of the homogenising logic of globalisation. Therefore, we can posit that the landscape is subject to perceptions and subjective experiences, but is, nevertheless, a social product and the cultural projection of a society in a specific space, not only in a material sense, but also with respect to its spiritual, ideological and symbolic dimensions. In this sense, what we wish to discover is under what circumstances this symbolic consumption of landscape is generated by a city that is particularly accustomed to visual culture and images.

Similarly, consumption has an undeniably spatial nature which requires a geographic context that fosters it. Thus, the geographies of consumption have been studied by various authors, although in this study, we are specifically interested in exploring the role of landscape in “consumable geographies”. This leads us to define two principal types of studies concerning the dual relationship established between consumption and place. Firstly, we should emphasise consumption which occurs in the spatial environment; that is, consumption which occurs in the space, also termed *literal consumption* by Urry. This is related to the consumption of goods and/or services in a specific geographical area. This concept has been studied extensively in the context of current commercial branding by Pike who has affirmed that there is a clear relationship between the brand’s processes and the spaces they occupy.

Secondly, according to Urry, there is the *consumption of spaces and/or places*, or *symbolic consumption*. *Geographical marketing* has also been addressed extensively in the literature, particularly in the field of human geography. At this stage, reference may be made to the process of buying and selling geographies, and therefore the processes involved in the direct consumption of geographical spaces, which are closely linked to renewed strategies for the promotion and/or marketing of landscapes as well as their capacity for generating projections and stimulating the collective imagination with regards to the region, understood, in all cases, as key factors of regional competitive capacity.

In the context of the consumption of places, Tijana Rakic and Donna Chambers suggest the emergence of a new trend called *place embodiment*, which involves rethinking the way in which people live, consume and are ultimately imbued by their geographical spaces, placing greater emphasis on the

social construction processes of places based on sensory (sight, sound, touch, taste and smell), affective (emotional) and cognitive (mental) aspects.

Thus, in the world of *place branding*, the landscape is an essential element with which to work with the symbolic and identity aspects present in the territory; consequently, it has become a key element in the promotion of territories and cities, and not only in the context of tourism promotion strategies, but also, and especially, in the processes involved in the creation and projection of territorial identities.

The incursion of marketing and/or branding into the sphere of activity around places has often been conceived as a mere perpetuation of common stereotypes linked to romanticism and, even more, to a nefarious simplification of geographical complexity. However, some studies point to the value that the implementation of place branding strategies has for conservation and environmental awareness as well as for local development.

Similarly, in the present-day *consumption of landscape*, the novelty lies not in the well-known use of its visual resources for the promotion of places, but in the carefully orchestrated construction of views, angles, depictions, narratives and personal interpretations of the geographical space which, somehow, manage to hijack the spontaneous gaze, directing it towards a specific place. All of this is entirely premeditated. In this respect, place branding, which has a definitive argument for the projection of inspirational places in the visual landscape, imposes a new culture of gazing towards places and landscape, based on an eminently visual narrative from which a place can be made into an object of desire, not only for the purposes of promoting tourism, but with the intention of bolstering the economic revitalisation of the territory.

Thus, the landscape generates a new market economy, fully positioned in what some theorists have called the *economy of the image*, or the *economy of symbolism*; this emerges as a visual landscape loaded with descriptive intentionality which has the aim of achieving, firstly, positioning and, secondly, the probability of investment in a particular geographical space.

The collaborative economy and landscape

Cristóbal Gracia

The collaborative economy is provoking profound societal changes. Understanding how collaborative platforms work and what impacts they are causing in other sectors can be useful in assessing the extent to which these types of practises and models could also transform the landscape sector.

The concept of a collaborative economy is relatively new and is constantly being redefined. OuiShare (an open community connecting people from around the world who are interested in the collaborative economy) fosters a broad and inclusive framework that encompasses the following sectors: collaborative consumption, participatory finance, distributed generation, open knowledge, new models of governance and new practices and mechanisms for making transactions beyond the use of ordinary currency. These sectors share a common denominator: the use of technology to give rise to communities of trust which are becoming viable alternatives to conventional ways of consuming, producing, creating and ultimately, living and working.

Collaborative consumption

Rachel Botsman is the author renowned for giving rise to the theory of collaborative consumption with her book *What's Mine is Yours*. In this book, Botsman defines collaborative consumption as a reformulation of the conventional forms of sharing, exchanging, loaning, renting and giving by means of modern technology. Its implementation has four principal consequences. The first of these is the reactivation of idle resources, as collaborative consumption produces a massive activation of underused resources by giving them visibility and usage across these platforms. Secondly, there is a crossover from possession to access; with these initiatives, people can access products and services without owning them; we rent a house, we use a vehicle or we borrow an object directly from others. Another consequence is that trust is generated between strangers, as companies are able to provide information and other factors that are necessary to break down the barriers of mistrust. And finally, the collaborative economy is linked to the empowerment of the people. The two basic roles that people have traditionally played in society (working and consuming) are now being augmented with such roles as providing services, renting their assets and sharing their skills to generate extra income, among others.

Tourist accommodation between private parties.

The arrangement of tourist accommodation between individuals through digital platforms has grown exponentially in recent years, primarily due to the success of Airbnb, the flagship of collaborative consumption. This service basically enables any traveller to find and book accommodation in a private home in a very simple, safe and convenient manner. Apart from the urban debate, the most important development arising out of the growth of Airbnb is that of its economic impact. According to figures provided by the company, travellers staying in Airbnb apartments spent 740 million euros in Barcelona during 2015. This economic component is one of the company's key success factors, enabling thousands of people in the city to generate extra

income in a situation in which finding income by means of more conventional pathways of employment is rather complicated.

Inter-urban mobility between private parties

Another practise that is becoming more widespread as a result of digitisation is ride-sharing, whereby individuals share a car when travelling from one city to another. Blablacar is the ride-sharing platform experiencing the strongest growth on a global scale, because it allows any traveller to find and book a shared trip with other unknown travellers in a very simple, safe and convenient manner. According to data provided by Blablacar, the platform has over 30 million users, and the service has a presence in 22 countries.

Buying and selling among private parties with mobile applications

The Wallapop application allows any user to search for an article within a geographical area and buy directly from an individual. The application's ease of use and the convenience of finding all sorts of objects at a good price are causing people from all walks of life to join in using the application.

Realities and challenges of the collaborative economy

The collaborative economy is a growing sector. A PWC study shows that the projection for global revenues in this sector is expected to shift from current revenues of approximately 15 billion to about 335 billion by 2025.

According to analyst and expert Jeremiah Owyang, the collaborative economy is not a fad but a movement that will persist and have a profound impact on society, because there are long-term social, economic and technological factors facilitating the rapid penetration and habituation of collaborative practises.

According to a study by the Spanish Organization of Consumers and Users (OCU), more than 70% of survey respondents had, at some time, participated in a collaborative consumption activity involving private individuals with the primary motivations for approaching such practises being for economic reasons (saving or making money) or for practical reasons (scheduling flexibility, ease of use, or variety).

These practices are not without their diverse challenges and, no doubt, will require a regulatory framework that allows them to develop naturally while respecting their co-existence with other conventional initiatives. We find ourselves faced with a scenario involving sophisticated analysis and evaluation whereby the role of local authorities will be essential in developing regulation that is open to the benefits that such initiatives provide.

In the years ahead, we will be able to perform a more in-depth assessment of the degree to which the changes induced by this type of economy are impacting society.

Landscape as an active for development

Active preservation of the landscape for the DOC (denominació d'origen qualificada) in Catalonia's Priorat Region

Óscar Borràs

The Priorat DOC, an official standard of excellence awarded to the wines of the region, refers to a small and specifically defined area, with a series of natural features that gives the region unique and unrivalled characteristics. The combination of tradition and innovation, based on physical and cultural components, have put the Priorat on the map with its gold standard wines, produced using methods of excellence. To uphold and improve this standing, the DOC's Regulatory Council thought it opportune to launch a pioneering initiative that seeks to preserve the landscape and protect the essential values that give the region its identity. Due to this initiative, a trend has been observed in recent years of restoring vineyards to traditional terraces. At the same time, different studies have been performed to collate knowledge that will enable better-informed decisions to be made about the future of the landscape. This will help position Priorat DOC at the forefront of the market for its quality viticulture and focus on the relationship with the region and landscape.

Priorat wines are considered among the best in the world for the allegiance of wine producers to the region's harsh environment, for the ability of grape varieties to adapt to the soil conditions, and for the use of a wine production system defined by excellence. Therefore, commitment to preserving the landscape is considered a safe bet for the future.

Caring for the landscape: A local development tool

Montserrat Barniol

The Catalan Land Stewardship Network (Xarxa de Custòdia del Territori) was founded in 2003 with the main objective of providing a new methodology for operating in the territory, through what is defined as a land stewardship agreement. This agreement is designed to improve the landscape and protect natural areas, culture, and biodiversity. The areas in which the land stewardship operates are varied, as regards landscape typology as well as the dimensions, location and interest the territory in question may have.

Land stewardship agreements are created for areas such as rivers, agricultural land, forests and marine areas. Their objective is to improve the role of the landscape and the environmental quality of the area, publicise the area and satisfy the requirements of the parties involved.

Some land stewardship agreements have resulted in ecotourism proposals, accessible to the

general public (for further information please visit arrelia.cat).

The Lluçanès (Barcelona) region is noteworthy for two projects that seek to improve the landscape, developed by regional organisations: Boscos de Pastura (forest improvement programme) and Lluçanès Productes Agroalimentaris (eco-friendly food production).

Towards global port city landscapes

Ludovica Marinaro

Fifteen years after the approval and ratification of the European Landscape Convention by 38 member states of the EU, landscape is still not given proper consideration in the economic development of territory. Faced with such an important issue as port planning in Mediterranean cities, it is a serious mistake to devise it as a cover-up operation for ports in the territory by following a trend that takes its inspiration in feelings of guilt. These feelings are a prerogative of the Christian religion that can be seen in concepts like mitigation, impact and compensation, the supposed theoretical framework of current proceedings in matters of territory.

On the contrary, nowadays, to comprehend the positioning of ports within the landscape sustainable co-existence strategies are required. These strategies must address productivity as well as landscape resources management, including territorial, economic, cultural, and human resources to guarantee a balance between the sustainable development of economic activity and the rest of the system. Therefore, abandoning old fashioned compartmentalisations, typical of zoning in town planning, is imperative. Instead, it is time to envisage a new way of relating to the area, which restores the importance of the variable of time and stimulates the synergy of uses within the new vision of a global Mediterranean port city.

The landscape considered as an energy assistant

Aleksandar Ivančić

This article starts from a brief summary of the historic tensions between activities related to energy use and the landscape being used as the stage. It then proposes three ways which offer some friendlier and more socially acceptable landscape-energy interactions. These three proposals may be defined in the following way: New business models featured largely by the local population under cooperative formulas, productive models which are based on the circular economy, and activities which raise restorative labour on the landscape.

With the change of the productive models, alongside the possibilities which open up the emerging energy transition, the historic antagonism between the use of energy resources and the perception of the landscape may be overcome. It opens up room for discussion between energy uses, which

are the epitome of the productive function of landscape, on the one hand, and the own social value of landscape, on the other hand. In this manner the landscape is presented as a great asset on the stage of energy transition.

II.

Financial instruments for the improvement and management of the landscape

To donate money, without spending money

Geert Gielen

Landscape management requires funding that often comes from public sources, though it can also come from public-private partnership, or solely from private funding. This is the case of Flevoland Land Management Foundation (Landschapsbeheer Flevoland), which aims to obtain private funding for regional landscape management and improvement. The investment programmes promoted by the Foundation include the Flevoland Regional Fund (Streekfonds Flevoland), which, together with funding from the National Postcode Lottery, are good examples of the landscape-funding relationship in the Netherlands.

The Flevoland Landscape Management Foundation

The Landschapsbeheer Flevoland Foundation is a non-profit organisation that has been operating since the 1990s, devoted to landscape management of natural and rural landscape in the Flevoland region of the Netherlands. The Foundation contributes to the conservation, management and development of all types of natural areas, including those located in urban areas. It has the relevant expertise and knowledge to achieve this and, more importantly, it works in association with 1500 volunteers who represent a significant driving force for landscape conservation in Flevoland.

The Foundation does not own any land itself. Rather, it works in collaboration with farmers, private land owners, companies, foundations, regional and municipal authorities, and other organisations that promote the conservation of green areas, and it also involves local volunteers. The Foundation rolls out ideas and develops projects that are aligned with current legal regulations, or are instrumental in the design of new public policy, with the aforementioned partners. It is also involved in the implementation of these projects throughout the region.

The Flevoland Regional Fund

The Flevoland Regional Fund (www.streekfondsflevoland.nl) provides funding for small-scale sustainable projects. It is a joint initiative by the pro-nature association Het Flevo-landschap, the Landschapsbeheer Flevoland Foundation and three Flevoland branches of the Rabobank.

Private organisations focused on nature conservation are continuously searching for new funding sources for the conservation of natural areas, landscape and cultural heritage in Flevoland. At the same time, companies are always on the lookout for new ways of taking an active social role to promote sustainability and nature, prioritising local and specific initiatives. The Flevoland Regional Fund responds to both of these needs, while striving to ensure conservation and development of nature, landscape and cultural history characteristic of the Flevoland province.

Flevoland projects that want to obtain funding from the Regional Fund must fulfil a series of conditions, based on the basic premise that they help strengthen fundamental qualities of the region. Projects can apply for funding of up to 100% of the costs, but funding submissions must be made before the start of the project.

Rabobank, the cornerstone of the Flevoland Regional Fund. As noted previously, three local branches of the Rabobank bank are part of the Flevoland Regional Fund. They have become a key driver of the Regional Fund as a result of the Rabo StreekRekening savings system, the Fund's main financial contributor.

The savings system works as follows: authorities, companies and regional organisations open a regional account with a sum of money they can freely access, on which the bank pays them interest at the market rate. Up to this point we would be describing a standard savings account, but the difference of this savings system is that, in addition to the market interest paid to the account holders, Rabobank pays a supplement directly to the Regional Fund. This supplement is equivalent to 5% of the total amount of interest paid on all the accounts. Through this system, account holders of regional Rabo accounts are effectively donating money without spending money.

Dutch Postcode Lottery

Besides Rabo StreekRekening, another example of landscape management funding in the Netherlands is the Dutch Postcode Lottery (Nationale Postcode Loterij). This initiative provides sponsorship for 92 organisations working on behalf of social care and the environment. The organisations, known as permanent beneficiaries, receive an annual contribution from the Lottery over a five-year period. At the same time, innovative or large-scale projects within industries that are sponsored by the National Postcode Lottery can apply for one-off donations, and current beneficiaries can also apply for extraordinary project funding. Lastly, permanent beneficiaries who receive one million euros or more on an annual basis from the Postcode Lottery contribute 10% of this sum to what is known as the Dream Fund, used to fund large projects based on particular areas of initiative: development and human rights; nature and the environment; and social cohesion in the Netherlands.

Landscape partnerships in the UK

Jim Dixon

This article focuses on the Heritage Lottery Fund (HLF) and the projects based on landscape partnerships. HLF is the organisation which pools some of the money acquired from the National Lottery and uses it to finance projects specifically related to the conservation and management of British heritage. After having allocated shares to the state, the draw winners and the companies managing the lottery, the remainder is divided between several non-profit organisations, including heritage organisations.

For the HLF the word *heritage* has a rather extensive meaning. It can mean places declared as World Heritage of Humanity, Natura 2000, large listed buildings, famous museums and art galleries, national attractions, and many more. It also includes the people's heritage: their collective memories, past and present experiences, collective experiences, etc.

The HLF has an annual budget of almost €600m. Since its creation in 1994 it has invested around €9,500m into 38,449 projects. One fifth of that total investment, which is to say €2,000m, was put into 3,159 projects relating to nature, the landscape and the environment.

Landscape partnerships

Since the beginnings of the HLF it was decided that it would finance landscape projects, always giving support to partnership initiatives striving for the conservation of unique landscapes. In 2004 the organisation decided to group together all of these practices under a single landscape partnership programme which up to now has received €252m.

The UK is divided into territorial divisions based on the landscape characters of each area, defined according to the habitats found there and their respective functions. An example of an area with a distinct landscape where the HLF operates is the Suffolk Coast and Heaths. It is an area on the east coast of England where the HLF has financed an interpretation centre.

The UK is currently experiencing a desire for nature to regain prominence in the landscape. This is why the government has made a commitment based on the Lawton Report (2010) which takes its name from the academic leading it, Sir John Lawton. In his report, Lawton advocates nature gaining territory in order to strengthen the network of natural spaces and thus tackle climate change and other threats.

Landscape partnerships can be found throughout the UK and cover approximately 8% of the land. The HLF has financed projects with a very broad and diverse scope. Every year they allocate a total of €36m to these projects, which take between €140,000-€4.28m each. They generally finance 8-12 projects per year in 20-200 km² areas. To obtain financing, the projects must focus on a defined landscape character and must be developed in partnerships.

The projects financed by the HLF must look for nine outcomes relating to heritage, people and territory. With regards to heritage, they must give rise to improvements in the management of the heritage involved, its state of conservation, and its identification and documentation. As for the three objectives relating to people, the projects must develop the capacities of the population, promote learning about the heritage and increase the number of volunteers. Finally, the three objectives related to the territory must improve the quality of the landscape, both for its inhabitants as well as those using the area for work or tourism. They must reduce the impact on the landscape and get more people involved in protecting the landscape and heritage.

With regards to who makes up the partnerships, they are usually local authorities, environmental associations, organisations that protect heritage, local business groups, among other agents. The different members that form the partnerships share the workload, although there is always one in charge of the financial side.

A key feature of these landscape partnerships is good project management. In general, the projects are developed over a 3-5-year period. The HLF works with people and places which, despite having coherence in terms of the landscape, do not have a strong identity, therefore it strives to help them develop one. There is continuous assessment throughout project life cycles. Given that the HLF measures and records everything that it does, it requires data and information from each project it financially supports.

The importance of HLF's work lies in the possibility to work with the different agents involved with the landscape, such as farmers and landowners. HLF's mission is centred around providing them support so that they can continue being the best guarantors of the landscape. The knowledge that they have inherited from past generations is the same that will help them manage the landscape. The transmission of this wisdom is essential to raise awareness of the landscape, as this field seriously lacks public recognition. Thus, one of HLF's strengths is that it succeeds in engaging people from diverse backgrounds.

It can be said that in the UK we have a rather artificial landscape, but it is also very significant from a cultural perspective. Our landscape has features from the ice age, when man hunted mammoths and lived in caves. There are also features dating back to the Saxons, the Romans, the Middle Ages and more recent periods from history. These historical elements of our landscape have great value, but we must also consider ways of enriching the landscape with nature by creating more wild areas. Compared to many other European countries, we have lost a large part of our wildlife and natural areas. We see this as a great challenge for us and we should strive to be more ambitious when increasing the presence of nature in our landscapes. The projects which HLF finances are a fascinating tool which will help achieve some of these objectives.

The role of the foundations

Fondazione Benetton Studi Ricerche

Marco Tamaro

There are clear tensions underlying the relation between the landscape, the economy and the business world. In Italy, we can observe the extent to which the innate features of the landscape suffered serious alterations in the wake of the changing socio-economic context of the intense economic growth period produced after the Second World War, up to the point of losing their original features. Such processes present us with significant analogies in the context of continental Europe. At a time when value is ascribed to local development opportunities linked to landscape resources, understood as a competitive factor, it is vital to reconnect the strands of recently finalised processes and to decode the signs that remain on the battleground, in order to avoid following paths that would be hazardous for the future of our lands.

Development and landscape: a retrospective look

Between 1946 and 1981, Italy saw the construction of approximately half the total number of buildings

erected during a period that began in ancient times and lasted until the end of the second millennium after Christ. This represents an unprecedented acceleration of urban expansion which has affected urban centres, productive areas and infrastructures, invading the territory in a chaotic and diffuse way. Urban planning has been carried out in an instrumental way, subordinated to speculative interests to such an extent that it has ended up losing its function of contemplating the city according to the needs of its current and future inhabitants. This phenomenon of urban sprawl, which is so typical of this period, characterises large areas of Europe and plays a significant role in the changes seen in the distinctive features of the territories involved in this process. The occupation of the territory accelerates exponentially at the expense of the best agricultural lands and with serious environmental consequences.

Landscapes in transformation

The European Landscape Convention sets out to define the characteristic traits of any landscape: its spatial limits, the interaction between natural and anthropic factors, as well as perceptive and chronological factors. The passage of time is of key importance when trying to decipher the inherent dynamism of landscapes, which evolve alongside the cultural contexts that invest them with different perceptive attitudes. Processes of change gradually settle, creating with them new landscapes alongside the specific actions of human beings, which have grown in intensity since the era in which agriculture first began –eight thousand years ago– up to the present day.

Returning to the period analysed in the previous point –that of the great economic development of the second half of the last century– the intensity of the processes witnessed has jeopardised the resilience of natural and anthropic systems precisely because everything has occurred too quickly, without the time needed to establish appropriate adjustment processes and altering the identity of Italian landscapes in an unsustainable way. Such a large-scale process leaves no room for the preservation of what Carmen Añón calls the authenticity of the landscape.

Development and landscape: current orientations

Now that the damage has been done, the landscape is under the spotlight once again, in an attempt to identify new viable ways of economic growth that are sustainable, ecologically compatible and resilient. All too often, policies for promoting and valuing the landscape and cultural assets are only targeted at the business world, which promotes clearly unsustainable models which are advertised propitiously with the support of numerous influential forms of media. If we look at the tourist industry,

most marketing models are not remotely interested in the real nature of the places visited or in what would be an acceptable number of visitors, with the result being that the identity of the places is altered. The race towards the creation of a territorial brand appears to steam ahead at an unstoppable pace. It seems that anything goes if it manages to attract investors, tourists and economic resources; even the UNESCO brand is at risk of inflation. In a battle characterised by the severe disparity of available resources, those on the other side of the barricade attempt to oppose this process, making huge efforts to find alternatives to such transformations, while seeking to protect the landscape at all times.

A foundation dedicated to landscape

The Fondazione Benetton Studi Ricerche was founded in the 1980s. From the very outset, this foundation was characterised by its innovative work in the landscape sector and by its active participation in the cultural process that would lead to the drafting of the European Landscape Convention. From the outset, the foundation's independence from the industrial sector to which its founders belonged was guaranteed, thus ensuring that its actions could be carried out with a liberty that is quite uncommon.

Among the different initiatives it drives forward, it is worth highlighting the International Carlo Scarpa Prize for Gardens, an annual event that spotlights a particular place and "aims to promote and raise awareness of the culture of landscape governance and the care of places."

The foundation also carries out important work with schools, based on the conviction that students should be provided with the training needed to ensure the construction of a collective conscience attentive to and fully engaged in the transformations of the places where they live.

Over time, the nature of the Benetton Foundation has led to it becoming a meeting point for free reflection and debate, for constant dialogue with the public authorities responsible for managing cultural and landscape assets, and with universities and the business world.

Landscape, economics and business world for a sustainable economy of cultural and landscape assets

One of the main points of attraction between the landscape and the world of economics is the reappraisal of the landscape used for tourism purposes, which includes a race to attain the most effective brand and competition for *green landscapes*. Tourism, understood in its cultural sense, is a bidirectional process in which visitors interact in different ways with the community that hosts them and vice versa. Nevertheless, caution needs to be taken in view of its potential negative effects.

Firstly, in order to attain sustainability in the relation between landscape, economy and busi-

ness world, attention needs to be paid to Article 9 of the Italian Constitution itself, which declares that the Republic must protect its landscape, as well as the historical and artistic heritage of the nation. In Italy, at least, this statement ought to constitute the guiding light of any policies aimed at protecting and reappraising the landscape.

The consequences of climatic change, which can also be observed in cities, represent another key focus of attention. All interventions within the territory must correspond to the need to increase the resilience of environmental systems in all spheres.

The third key element in determining the sustainable relation between the economy and the landscape is the identity of places, which must provide the inspiration for the uses and transformations of such landscapes. Solutions cannot be standardised as they need to be designed in view of the specific territory or landscape in question.

The way and frequency in which landscapes are modified does not allow for easy solutions or for interventions with immediate effects and high levels of performance, unless we want to continue with the same processes that have led to the gradual impoverishment of our natural and cultural heritage.

Sorigué Foundation

Ana Vallés

The title of this book, *Landscape, Economics and Business*, is closely linked to the way in which the company and the Sorigué Foundation understand their relation with the environment, and with their philosophy of return, from the company to the foundation: two organisations that have always been united. In its sixty years as a company, Sorigué has found that the best guarantee for the future lies in a strong commitment to return. The company's track record shows that the basis for achieving substantial goals lies in sustainable growth. The relation between company and return has been demonstrated through the first social actions at a local level, up to the creation of a new project over recent years that defines and identifies Sorigué: PLANTA.

PLANTA is an innovative initiative from the Sorigué business group and its foundation for the conservation of the environment, the promotion and development of the territory, business growth, and social return. The project brings together art, architecture, knowledge, business and landscape. The PLANTA setting represents both the origin and the goal of this project, since it symbolises our beginnings as a company, personifies our values, and projects our future vision through return.

When the project was first created, some of the key objectives of PLANTA were: to provide a home for the foundation's collection; to drive forward innovation projects; to foster artistic, architectural and business creativity; to attract talent, and to

establish synergies between Sorigué professionals and external experts, as well as establishing a centre for the development of knowledge. Today, all these ideas have been turned into reality.



Entrepreneurship based on the landscape

Protecting the landscape through circular economy

Miquel Vidal

Waste tends to end up on landfill sites regulated by European directives that are unaccompanied by punitive or preventative measures aimed at eradicating the unpunished and continued systematic dumping of waste. What is clear is that there is no better way of managing waste than preventing its generation in the first place. It is therefore vital to avoid the dumping of anything that can be recycled or reused, thereby minimising the impact on existing landfills. At this moment in time, the most decisive commitment to an optimal management of resources and waste is linked to the concept of circular economy. The aim of this school of thought is to provide a response to aspirations concerning sustainable growth, in the context of the increasing pressure generated by production and consumption on the environment at a world-wide level. Circular economy is based on productive systems that include the use of renewable energies and the promotion of efficient business models in the use of resources. In a geographical context in which the waste generated and recycled is still a far cry from the recommendations of the European Union, an extraordinary effort needs to be made to implement the kind of behaviour advocated by circular economy, which would bring us closer to reducing waste and improving its reuse, thereby minimising its negative impact on the landscape.

The European Union is currently discussing a pack of circular economy measures that aim to increase recycling targets from fifty to seventy percent by the year 2030, across the entire territory of its

member states. Only around 40% of domestic waste is recycled in the European Union. However, behind this mean percentage we find huge differences between member states and regions, with levels reaching 80% in some areas, and as little as 5% in others. The European Commission is formulating new legislative proposals on waste, aimed at developing long-term approaches to increase recycling and reduce the dumping of municipal waste on landfill sites. According to Eurostat, only 16% of municipal waste is recycled in Spain; with 55% going to landfills, 17% used for composting, and the remaining 12% being incinerated

The high percentage of domestic municipal waste generated in Spain that ends up on landfills highlights the fact that there is still a long way to go to promote the recycling of materials. A glaring example of these shortcomings is provided by the 2014 sentence of the European Union Luxembourg Court of Justice, which condemned Spain for the poor condition of thirty municipal waste sites.

Another problem detected is the fact that municipal waste is often disposed of without materials being previously treated for reuse, which would thus reduce the burden on landfill sites. Such prior treatments can help to recover materials, produce compost, or obtain biogas (used to produce electricity), among other uses. Moreover, replacing landfill sites with recycling plants would mean the creation of 20,000 jobs in Spain.

Every year, over twelve million tonnes of waste end up on landfill sites in Spain, even though the new State Plan for Waste Management (PEMAR) forecasts a reduction of biodegradable waste to landfills of up to 36% in the year 2016, equivalent to over four million tonnes.

Landfill mining

Landfill mining, the objective of which is to recover waste that has been previously landfilled, must be seen as one of the new future strategies that can be used to complement the recycling of waste at source. In addition to the economic interest involved, landfill mining has great environmental potential in terms of, for example, mitigating climate change, reducing pressure on scarce natural resources, as well as the social potential for creating new jobs.

At least 275 million tonnes of domestic waste is deposited in landfills in Spain. It is estimated that 50% of the content of these landfills is earth (with a small portion of highly degraded organic material), between 20 and 30% combustible material (plastic, paper and wood), 10% inorganic material (glass, cement and stones), with the rest, 2-5%, being metals (mainly ferrous). Among the material disposed of during the period between 1980 and 2010, we find an estimated content of 10 million tonnes of iron and 1.8 million tonnes of non-ferrous metals, including extremely valuable materials such as gold, palladium, beryllium, gallium and platinum. What

tends to be considered waste can thus be converted into resources. This means reusing, repairing, reconditioning and recycling materials and existing products. This strategy would help to close the cycle of materials within our own economic system.

Landfill mining involves a shift from a linear approach to a circular one in relation to waste management strategies, representing a trend that has been seen over recent decades. The growing need for raw materials favours this circular approach and the development of the concept of urban mining, that comprises actions and technologies designed to recover materials and energy from products destined to be recycled.

Closing the circle: a European Union action plan for a circular economy

The concept of circular economy has recently gained ground in European politics as a positive perspective based on solutions aimed at achieving economic development within a context of increasing environmental limitations. The European Commission has committed itself to a new strategy which aims to support the transition towards a circular economy within the European Union. The Plan sets forth a large number of actions that cover all the stages of a product's lifecycle, as well as the market of secondary raw materials generated by the revaluation of waste.

The conditions needed for such an economy to progress effectively must be created for this transition towards a circular economy to be completed. In this regard, innovation is a key element, since it is precisely through innovation and research that new ways of producing and transforming waste into products with added value will be found.

Circular economy in Catalonia

In 2015, the Catalan Government formally joined the Circular Economy 100 programme of the Ellen MacArthur Foundation; a British organisation promoting the transition to circular economy. Within the framework of the Circular Economy 100 programme, the Catalan Government will share knowledge and experience about the politics and instruments needed to foster a circular economy, as well as good business practices, clusters and Catalan technology centres. With regards to the funding of a circular economy from the public sphere, Catalonia has published two calls for subsidies to support the execution of projects aimed at reducing waste and promoting a circular economy.

Beyond the governmental policies aimed at supporting a circular economy, efforts are needed to promote a collective consciousness committed to the common good, showing ethical coherence in terms of what is thought, said and done, acting prudently in relation to natural cycles, and with responsibility and solidarity in relation to future generations.

The landscape: a key element in rethinking the tourist model

Jaume Mateu

The landscape is one of the elements hit the hardest by the social and territorial transformations of the last fifty years that have been seen in Mediterranean Europe, especially in the Balearic Islands. Within the fragile contexts which have tended to be developed on the basis of scarce resources, and which therefore tend to be highly anthropised, the acceleration produced by their inclusion in the sphere of the tourist and residential economies of Central Europe has involved significant changes. At times, the tourist economy has been explosive, although it has developed in different cyclical waves of growth and periods of recession. Thus, despite the economic growth that the implementation of the tourist economy has generated, this has not necessarily resulted in stable and balanced development. This has been aggravated further in recent times by the economic globalisation process in which we find ourselves, which adds yet another component of volatility to economic activity in general, generating even more instability.

At least this is how the model has evolved in the case of the Balearic Islands, which leads us to think that this accelerated transformation has also prevented the consolidation of a sufficiently stable economic model. It is also certain that one thing does not go necessarily in hand with the other, particularly if we consider that changes in the landscape are, after all, a reflection of society, of the economy, and of each moment in time, and that generally speaking we cannot conceive the process the other way round; in terms of the landscape changing or moulding the economic situation. Nevertheless, with the promotion of tools for managing and planning landscapes, particularly since the approval of the European Landscape Convention, we can see that it is indeed possible for the landscape and its management to support economic activities. It could therefore be possible to revert the process and to move away from a transformed landscape towards a transforming landscape.

The relation between landscape and tourism is also complex. Tourism turns the landscape into an object of consumption. And in consuming it, it also transforms it. And in this process of transformation it loses the value that made it worthy of this same consumption process. This is particularly evident in the case of the highly anthropised Mediterranean landscapes, where tourism brings socio-economic changes that end up substituting the human activity that generated the “admired” landscape in the first place, which in turn end up transforming the landscape itself; whether as a result of physical changes –the development of the coastline– or through more subtle changes, such as the introduction of urban uses in a rural environment.

If we focus again on the Balearic Islands, this contradiction is particularly evident if we stop to analyse how the tourist image of the islands is constructed within the Central European imaginary, which fixes an idyllic and sublime image of the Mediterranean, based on its coastal, agrarian and natural landscapes. We have evolved from such romantic images of Mediterranean island beauty spots towards a process of transformation that has influenced this very process of accelerated change, as a result of the intensity of tourist activity.

As explained by Marc Antrop, the landscapes that we imagine in our heads at a European level correspond to the “traditional” landscapes that were formed prior to the industrial revolution. But with the industrialising process of the 19th century, a transforming process began which became increasingly accelerated, to such an extent that, while prior to the 19th century it took several generations to perceive any considerable changes in the landscape, in the modern day era transformations occur at an increasingly rapid pace. Current landscapes, those of the “postmodern” era, are subjected to changes at an ever faster pace. In this process of evolution, the latter phase is marked by an increase in accessibility, urban development and tourist and residential pressures. Tourist activity is an example of changes to the landscape which are associated with transformations of the industrial and post-industrial era.

In the case of the Balearic Islands, the evolution of activity in the first half of the 20th century implied the consolidation of a tourist industry that would provide the basis of the exponential development of mass tourism from the 1960s onwards. This development would evolve in the form of successive waves of growth in the tourist economy, which have resulted in increases in urban development and in the accessibility of the island territory, relegating agrarian activity to a completely residual level and increasing the residential and property-related pressures on the whole island, leaving little room for local industry. This has also affected tourist activity, which has sought tools to protect the territory, not only as a way of protecting the landscape and the territory, but also as a way of improving tourist activity itself.

The protection of the territory has therefore been the antidote sought to serve as a tool to improve economic activity. However, out of the different territorial and environmental tools developed on the Balearic Islands for this purpose, few contemplate the landscape and landscape management as transformational tools for promoting the economy. In any event, and in the case of Mallorca, this was done in 2008 by adopting the principles of the European Landscape Convention and creating a well-defined strategy which established a tool for improving the tourist model on the very bases of landscape policy.

According to the European Landscape Conven-

tion, all territory is landscape and can therefore be subject to management and planning. Management and planning, that is, which is geared towards supporting the changes that are part and parcel of the very concept of landscape, in such a way that decisions can be made about the pace of such changes and the direction in which they should go. In the case of the Balearic Islands, the adoption of a landscape strategy has enabled the creation of tools to improve tourist activities; whether in relation to plans to recover well-visited tourist places, or through the protection and revaluation of landscapes with heritage value.

In this way, it is the intelligent use of the landscape as a resource and, at the same time, as a basic element underpinning the quality of life of citizens, which should help us reorientate economic activities in such a way that they become more sustainable in social and environmental terms, as well as being more stable, more active distributors of wealth, and more capable of contributing towards the strengthening of the economy.

Initiatives, marketing and landscape

Bottom-up processes used to transform the urban economic area in Barcelona's Poblenou district

Esteve Dot

This article analyses Poblenou's responsiveness during the conception, planning, and management of the urban economic area during the 2000-2013 period. 22@Barcelona (hereinafter 22@) is an urban planning project developed in Poblenou district. It aims to renovate urban economic areas, through the introduction of knowledge economy activities.

The study is performed within the theoretical framework of the enterprising city, which enables the capacities (or lack thereof) developed by local agents to be identified and questioned. Poblenou is an ideal location for evaluating the involvement of political, social, and economic agents concerning two processes that arise during the implementation of the 22@ project. Firstly, productive gentrification and the compatibility of economic uses; and secondly, the protection, processing, and functions of its industrial heritage. Intervention and dynamism inherent to bottom-up processes are crucial to generate new opportunities that create quality of urban life in the urban economic area.

Landscape, value marketing and awareness advertising

Jordi Romero-Lengua

Brands that focus on consumer values reap greater profits, while it is also hoped that they provide

the world with social and environmental benefits. These brands focus on satisfying three types of consumer needs: functional, emotional, and spiritual. Accordingly, they are able to penetrate consumers' minds, reaching them on an emotional level and appealing to their deepest aspirations.

From the point of view of values, marketing and awareness advertising, these brands are capable of successfully distilling consumers' collective aspirations and presenting them in a persuasive and attractive manner (storytelling), and giving them meaning, direction, and action (storydoing). In this process, the landscape can become a great facilitator, especially if the brand manages to align its values with those given to the landscape by the community.

The power of open innovation

Cecilia Tham

We are currently experiencing a rate of innovation like never before. Tremendous change has taken effect in the last fifty years with the widespread use of the Internet. Our society has been built on a culture that was historically rooted in the industrial revolution, its posterior globalisation and the more recent digital revolution. As power shifts from large organisations to individuals, our capacity to innovate from the bottom up also grows. This article will discuss how the individual is empowered, and how this empowerment will change our society through, but not limited to, mentality, education, work and culture.

According to open innovation theory, companies should be able to combine external and internal ideas in their organisation, as well as internal and external paths to market, when seeking to advance their technology. This in turn raises a series of questions. How can we provide the means to promote open innovation? How can we make open innovation more accessible? How can we increase the capacity and impact of innovation in our society?

To create real infrastructure and an ecosystem for open innovation, some key components are needed: firstly, a community of passionate and pro-active people with the drive to create; secondly, access to knowledge and tools; thirdly, a hub where these people can meet to share knowledge and tools; and finally, an online platform that facilitates the integration of the above elements.

There are many routes to innovation but three basic milestones are required. The first is ideation, the ability to come up with inventive solutions for the problem at hand; the second is the transition from ideas to prototypes; the third is the conversion of prototypes into products that the public can use. Without this, there would be no real impact. When an idea reaches this stage, innovation is born.

Open innovation could be summed up as a bottom-up, inclusive, democratic, chaotic and exponential process.