RURAL DEVELOPMENT IN THE AREA OF POLLINO: INTEGRATED DESIGN OF AN “ATYPICAL” CHAIN

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1. Introduction

The agro-food industry is evolving more towards new forms of organization much more complex and characterized by a greater degree of coordination, whether in the form of vertical integration of explicit or implicit contract between players of different levels of the food chain.

The causes of this structural and organizational changes are related to different issues, whose weight varies greatly depending on the sector.

However, the underlying driving forces may be due to at least three factors:

a) those related to changing consumption and therefore demand for food and agricultural products;
b) those related to the organization of the markets upstream and downstream supply the same products;
c) those related organization of the markets upstream and downstream of the agricultural sector.

Often, the common feature in many food chain lies in the role played by farmers or, in general, the agricultural sector, capable of reacting passively to stress imposed by other sectors of the economy without being part of proposal (Zago, 1999). And this is a datum that causes a loss of competitiveness of this stage of the process, frequently unable to innovate and to lay down rules according to what should be his “natural force” against an organization of food chain which is the engine: an agricultural world incapable, that is, to be the protagonist in exchange relations, important for survival in a market economy (Green, Schaller 1999).

Therefore, it becomes essential to seek mechanisms to capture value at first for the production phase to push to increase competitiveness of the whole food chain. In reaching this result is important since the pipeline concept to analyze how this has been the subject of theoretical developments and how these developments have come to define a model basically in line with what happens in practice.

The analysis was conducted on an "atypical" food chain: the agro-territorial food chain of Pollino, located in the Local Production System forming Pollino - Lagonegrese and characterized by an aggregation or intersector umbrella that is focussing on the quality and identity of local productions,
for which the main factor of integration and competitive advantage lies in the strong link between companies and territory and in the social value of agriculture and economic implications of conservation area.

2. The food chain from economics to agricultural policy

The food chain concept and applications of the same analysis of the issues concerning the food system have long attracted the attention of the economic - agricultural Italian literature, recognizing the concept of food chain the role of interpretative tool able to analyze these issues in light of changes that have characterized the system and related mainly to the increasing integration upstream and downstream of agricultural production processes.

In this sense, the approach of the food chain states as particularly appropriate tool for analysis by defining a unit of intermediate survey of the production process and economic system, especially considering that, today, the market competition is increasingly between food chains rather than between individual companies.

However, the literature tends to consider the food chain simply as a form of organizational transformation process which includes the chain of actors involved in the implementation of a specific end product, regardless of strategic considerations. It seems entirely appropriate, therefore, to draw attention to business analysis methodologies developed in the literature to verify the possibility of their application to the analysis of the problems associated with the enhancement of farming (Antonelli, 2010). And, above all, to consider developments in the pipeline concept in agricultural policy and EU level, as well as national delivery food chain organization to spearhead rural development. For the first time, in fact, there is talk of having food chain as a reference entities, in line with the guidelines of its Rural Development Programs (RDP) regional, have a legal recognition of partnership between companies producing, processing and marketing.

2.1 The food chain in the agricultural economics

The concept of supply chain, specifically in the food, derives from the assumption need to define a framework of analysis can overcome the boundaries defined by the concept of industry typically tends to focus on the interrelationships of the various stages that develop from the production of agricultural raw materials the finished product.

Where the concept of chain is used as a means of describing purely technical, economic theories focus on different stages of production associated with obtaining a product in which case one can speak of a technological chain.

The pipeline can be represented as a structure composed of technological stages of production, distinct and separable, associated with the use of a particular resource or obtaining a specific product. Thus, the sectoral analysis appears as a kind of micro detail inputs and outputs (Saccomandi, 1991).

There is also an approach that tends to insist on the strategies of economic agents, so the industry itself is configured as a tool to analyze the degree of integration between enterprise, in which the integration is carried out upstream and downstream, the Comparative study of performance between integrated firms and specialized (Arena Rainelli, Tower, 1985).

From a macroeconomic perspective, however, emerges often need to consider the company they keep chains with branches of production, with individual operators and groups of sections and microfilaments. So that the concept of supply chain becomes a useful reference for the analysis of complex issues related to the production, processing and marketing of products with a view to understand and analyze the reports, especially vertical, between or among segments of production.

Other economists stress the concept of agrarian sector as a tool for analysis of agrifood systems: in its most general sense, the chain is the route followed by a food product to arrive from the initial stage of production to final use, and the total interactions among all agents involved in this process (Saccomandi, 1986).

Following the approach formulated by Malassis (1979), analysis of a given sector consists of the following phases:

a) identification of the supply chain, operations and staff involved, defining the limits of the sector is the vertical (height) than the horizontal (width);
b) study of regulatory mechanisms in the sector, with particular reference to the price formation mechanisms, policies of public intervention at different levels of government and the actions undertaken by the various interest groups.

c) The food system can be considered as a set of interdependent activities, which aim to produce goods that may have different destinations: final consumption, intermediate consumption, or both.

If, for each commodity is associated with that part of any activity which directly or indirectly participated in its production yields a chain.

The sector is, therefore, all fractions of each of the activities involved in the production of specific goods: each village is, in fact, a stage route through which the goods are due to pass; (P. De Muro, 1992).

The distinction between industry and product supply chains or chain strict sense is meaningful (Arena Rainelli, Tower, 1985): the first refers only to the final product, while the second refers to the output of goods, made up of both intermediate goods that final goods. This distinction is important when we proceed to the choice of methodology for analysis of feed and food chain.

Therefore, the identification phase of a sector is based on a given product. To describe the chain so identified, it is necessary to identify technical and financial operations implemented in the production chain - processing - distribution - consumption and agents involved in them: agriculture, agri-food businesses, firms providing goods and intermediate goods instrumental public or private institutions, trade unions, consumer groups.

This pattern of vertical relationships along the supply chain is part of horizontal relationships with the socio-economic area in which the chain is located.

The study of regulatory mechanisms, however, refers to the strategies adopted by different agents in the sector and the adjustment mechanisms that ensure the circulation of goods and services from production to final consumption, in particular the mechanisms of price formation, government policies and those of regional and international.

Starting from these assumptions, the supply chain analysis allows to identify internal and external trading relations undertaken by other branches of agriculture production. The concept of chain link and that includes; analysis of the supply chain becomes relevant when analyzing the phenomena of vertical integration (De Muro, 1992), as when connecting two production processes when the output becomes the first input of the second, a development that generates added value.

Companies exist precisely because of their ability to add value to the resources used by the process of transformation. From an economic standpoint it is important to understand the contribution of resources / assets employed in the production of value and is therefore useful to have an interpretive scheme that focuses on this aspect. The chain is a system offered on the market that competes with other trade organizations. In this perspective, the centrality of the consumer and fulfill your expectations are important elements in the behavior of individual companies, not less so for all businesses operating in a sector. This concept is the basis of models of competitive advantage of the value chain and value system (Porter, 1985). The value chain allows us to consider the enterprise as a system-generating activities of value, meaning the price that the consumer is willing to pay for the product which meets their needs.

The company’s activities are divided into nine general categories: five are called direct or primary activity, four or ancillary support activities (Figure 1).

The correct starting centerpiece for analyzing supply chain is the consideration that what counts is always the ability of business to produce value for end customers and not for intermediate customers, as this is the end customer who pays the price that corresponds to the product, all costs incurred by companies that belong to the sector. In fact, the price of a product increases from one stage to another of the value chain, the contribution of each stage to the formation of the final value is the value added.

In reality the food system, the overall configuration of the product offered to consumers in its component form, time and place, never dependent on the individual enterprise (Pilati, 2004). Even in the short supply chain (direct selling, kilometer zero, farmer’s markets, etc.) Creation of the final value for the consumer is the result of the connections between the value chain of the agricultural and consumer.
Figure 1 – the division of activities in the value chain of Porter

The value chain is not, however, able to represent how the interrelationships within the economic system will result in a value creation in areas that are not directly related to agricultural.

From this point of view, the concept of value system refers to the fact that the chain of the company’s value is inserted into a system of interlinked value chains and downstream (Figure 2).

Whenever a particular sector increases its production, in fact, it generates an increase in demand given to sectors which are linked, which triggers a new production throughout the economic system in a chain.

Figure 2 – Value system of Porter

Source: Our elaboration on Porter (1987)
The use of the concepts of value chain system and the Porter value system allows you to watch, so in the industry as an “extended enterprise”, with its value chain on the inside confluence of value chains of individual firms and characterize (Antonelli, 2010).

Similar considerations apply in the event that you consider when analyzing the dynamics outside the industry itself, namely socio-economic and institutional.

So much to talk about systems and value creation (Parolini, 1996) that refer not to the concept of enterprise stable and clearly defined boundaries but to a context defined by a network of more connections between economic actors (firms, households, public, various organizations) and final buyers whose co-presence generates a total value which should be read as taking the perspective of the consumer.

However, whatever approach to supply chain, the study of the role of individual agents within it cannot capture the variety of business relationships with the external environment which the sectoral analysis is a valuable tool for identifying forms of vertical coordination to integrate with a territorial approach, which allows to interpret the behavior of firms in relation to the environment in which they are located. This test system, therefore, is meaningless if not contextualized to a geographical region and sector.

2.2 The food chain in agricultural policy

The agricultural policy has invested heavily on the food chain recognizing vertical and horizontal coordination of different actors involved in the processes of production - processing - marketing - distribution of food products the best model for the generation of economic value and competitive advantage for the entire system.

The European Commission, according to the analysis resulted in following the global financial crisis, is studying the issue, focusing attention on the opportunities that may arise by acting on the food chain and focusing on three priorities:

1. promote market-based and lasting relationships between the operators of the food chain (farmers, processors, traders, wholesalers, retailers);
2. increase transparency along the supply chain to foster competition and improve reactivity to price volatility;
3. promote the integration and competitiveness of the food chain.

In this sense, the RDP 2007-2013 plan to earmark for Integrated Projects of Food Chain (IPF), a high percentage of available financial resources (investment in agricultural holdings and investments for manufacturing and processing of raw materials).

An examination of the progress of programs, shows a propensity to aggregate through the form of subscribing to specific sector agreements is a positive signal, but you need to consider carefully whether, in fact, the agreements between the parties are effectively implemented and whether there is fair distribution of value added between the various players.

It needs to be greater cohesion between producers and processors for a fair distribution of value added and to gain greater bargaining power against the supermarkets.

In assessing the impact of the Integrated Projects to food chain quality and competitiveness of agricultural holdings is essential, however, that the European Union a specific action of active monitoring, evaluation and analysis determines that:

- How the mechanisms regulate the industry effectively encouraged the growth quality and competitiveness of the agricultural sector;
- What are the investments in this sense, may be decisive for the quality of products, processes and development of know-how;
- What are the conditions governing the supply relationships on which these mechanisms can affect the benefit of world production according to the purposes set out above.

The agreement formalizes the commitment of industry to the individual companies making investments coordinated with each other, for the modernization of business and processing structures, introduce innovations in the development of new products and or processes in the agri-transfer knowledge, information and promotion activities, participation in food quality schemes and use of consulting services.
Thus, the agreement seeks to bind the members of the IPF around the common goal of raising the value added for all segments of the industry, by creating intervention strategies that improve the competitiveness of the system, removing the weaknesses and strengthening relations within and outside the industry, from an IDE.

Therefore, the contract sector, defining relations and mutual commitments between persons belonging to the IPF, the primary objective of:

1. redevelop the field and offer that gives added value to all components of the supply chain with shared responsibility and ethical behavior;
2. address the trade issues in an organized manner by developing synergies between the various players in the sector and providing specific interventions from primary production to be competitive offer in terms of cost reduction, quality and guarantee for the consumer;
3. creating a coordinated partnership between enterprises of production, manufacture, processing and marketing in order to submit a chain project to improve the supply and target the best quality to the more lucrative markets and straining toward the needs and requirements of the consumer, view to:
   - Environmental protection;
   - Traceability in the food industry;
   - Food security;
   - High quality;
   - Fair value for money.

According to this logic, the beneficiaries of an IPF must undertake to develop:

a) investment in respect of measures 111, 114, 121, 123 of the PSR for the continuous improvement of product quality and process;

b) innovative product / process through the implementation of assistance under measure 124.

To enable higher quality and safety of production, a prerequisite for adding value and gain greater competitive advantage, farms that are on the stage of production and companies engaged in manufacturing and processing industry must commit to:

- formalize and share production specifications and / or manufacture, handling, processing marketing;
- to adopt a voluntary system of traceability that allows you to monitor all flows of the production chain to identify the sources and all phases of the production / distribution.

The provision is a prerequisite for obtaining these goals: the basic producers are obliged to sign with the other parties participating in the IPF contracts governing supplier relationships, which must be spelled out the specifications and analytical disciplines for all clauses the sale / transfer including any exceptions for reasons of force majeure. Conversely, companies located in the last stage of the supply chain, will market production afferent PIF through specific trade agreements to be formalized with the major multiples, other distribution channels and / or sales / administration direct or indirect food and agricultural production, including catering, sales network, marketing and use of local products, farmers’ markets, purchasing groups and other supportive.

There is opportunity to gain competitive advantage if you invest on innovation: the added value of integrated design of pipeline can be represented precisely by the capacity of the supply chain to cooperate in the development of new products, processes and technologies. By measuring 124 activated by the IPF, companies can benefit from product and process innovations that improve production standards, to ensure a higher quality process and to act on the costs by improving efficiency and revenues by improving efficiency of production or manufacturing processes.

Finally, through vocational training, in measure 111, can generate improved levels of specialization of farms by allowing, through synergic actions between the supply chain, creating professionals in line with their technical or business needs of companies themselves.

The above translates into account the existence of two different models of agriculture that require specific models of development and integration of the industry. The root node is the type of industry - long and short - and the complexity of relations and relationships that come to be.

Often the size of farms is that it does not provide an adequate level of coordination of production and organization of local production system according to classical logic chain. In such contexts, the degree of impact of small farms and very small non-organized processes for determining producer prices is zero.
This situation corresponds to a territorially large number of Italian production areas, especially geographically located in the center - and typically coincides with the southern areas of hill and mountain.

In those areas of production is the Italian answer to supply chain integration models different from those typical of production systems characterized by intensive agriculture and specialized: it speaks specifically of zero distance, farmer markets, short chain and neighborhood. About models that can change the structure of production and socio-economic territory, through the development of chain operations, taking into account the specific context of industry and the relationships between actors in the chain, combines the best the value chain resulting from calls for ERP in terms of territorial organization and governance, environment and territory, as a consumer.

These sectors for which they were developed ad hoc calls to apply the ERP 2007 - 2013 the implementation of integrated projects aimed chain of protected areas and proximity:

a) The supply chain of protected areas are typically all-embracing specific to certain areas occupied mostly by parks (chains of protected areas), focusing primarily on quality and feature strongly in territories within which these protected areas are located;

b) the proximity chains are aimed at bringing the smaller producers to market local (regional), with specific reference to that of urban areas, including tourism.

In the first case, therefore, chain – all-embracing or intersector - pointing primarily on the quality and territorial identity of the productions for which the main factor of integration and competitive advantage lies in the strong link between companies and territory and in the social value than Agriculture and economic area protected.

In the second, one can speak of agro-territorial that go beyond the classical approach to the sector, including aggregating multiple priority belonging to different sectors or in many marginal producers, whose interests can not be represented in the sectors traditionally designed, focusing on large specialized production and concentration of financial resources. For these sectors, the objective is to reduce the distance from the market, surpassing the classical approach to the stages of processing, distribution and marketing due to volumes and bargaining power are different from those typical of other production dynamics.

For these contexts, it is very important to combine the needs of biodiversity and multifunctional income and efficiency of the supply chain.

However, it remains the open question on the ability of these forms of organization of the supply chain to ensure, at the local level, the increase of production income and to identify regulatory mechanisms that can ensure greater quality certified products to the benefit of producers and consumers.

3. The food chain of the Pollino

The area studied in this research work is that of forming “Local Production System Pollino – Lagonegrese”, comprising 27 municipalities, all in the province of Potenza, located in the south west of the border with Basilicata Calabria and includes full Basilicata side of the Pollino National Park. Importantly, for the organization of local development, such as, but four municipalities in setting up local production systems throughout the organization falls in Basilicata side of the Pollino National Park. In the three mountain communities insist that, pursuant to LR 11/2008, will form a single Local Community includes all municipalities in the area, coinciding with the area of the ITP Lagonegrese - Pollino.

With reference to the Program Leader, the whole organization falls - at least with reference to the programming period 2000-2006 - in a Local Action Group (LAG ALLBA).

Project of great significance, for local development, was “Senisese Project” that involved 16 of the 27 municipalities constituting the SPL, with actions aimed at increasing the competitiveness of the area through the use of resources made available by the Region Basilicata rely on POR 2000 - 2006 ERDF.

The Local Production System was created with the aim of building through consultation, a network of local development actors to represent the interests, qualities and potential of the territory and channel resources towards projects and leading sectors in the area. So not only agriculture but also
farm and food based on local produce, trade, crafts and enhancement of cultural, natural and scenic place.

The agri-food sector, therefore, an important place in the local economy and is increasingly emphasizing its multifunctional vocation of growing integration with other activities (such as crafts, services, tourism, etc..) Decisive factor in setting environmental and territorial policies. However, the territorial structure typically range, the low generation change, the pulverization of the companies are among the main factors hindering the development of agriculture in the area.

According to data Statistical Yearbook 2009 of the Basilicata region, agriculture in 2007 affected in terms of value added product with a minimum of 51 million euros, equal to 6.49% of the region.

It is to record a special vocation for enhancement of local production in synergy with the promotion of environmental and cultural scenery of the area, however, slow to take off despite several operations aimed at enhancing regional marketing and support in one Action economic activities: agricultural production and animal husbandry, marketing, offering tourism and handicrafts.

The absence of an efficient network structure and the difficulty in arranging the supply of products, in fact, did not allow the territory to seize, to date, the full market opportunities.

Agriculture has different characteristics in relation to the orography and the altitude range where it is practiced. Precedence ordering sylvan-pastoral and extensive territories that exceed 700 m above sea level. Beyond this altitude, the landscape is still characterized by pasture and forest that allows the exploitation of wood derived from it. Livestock is mainly by cattle and sheep and goats, in particular those related to the business transformation of milk into dairy premises, some of which operated as a cooperative. Low skilled and very small, often with production for own consumption. Cattle herds are small, the predominant race is “podolica” often crossed with other more detached attitude to the production of meat is, however, difficulties in marketing by local companies. This area is also a fair number of pig farms.

In the same areas, the presence of over 30.630 hectares of forests has allowed development of interesting activities related to exploitation of woodland products: mushrooms, chestnuts, berries and, more recently, truffles, medicinal herbs and shrubs that are used for the production essences and liqueurs, and whose collection is often used as an integration of farming.

At medium altitudes is becoming attractive, olive-growing, now aimed at obtaining valuable oil, while at higher altitudes the trees are intended to safeguard land otherwise unsuitable for structure or specificities climates. Olive tree and vine crops are popular in these territories, which are flanked crops, mainly cereals (winter crops and forragere) for feeding livestock.

In areas of the valley, we can distinguish, in particular, four broad areas: the Valley of the Mercure and Senisese characterized by agriculture more competitive and purely horticultural; Valley Sarmento which represents a very marginal and peripheral, the Serrapotina, area is not irrigated, with cereal crops and livestock Frida orientation. In particular, irrigated agriculture in the valley is characterized by the presence of a good summer-autumn gardening and hill (late production than those achieved in the areas most suited to the plains), a discreet fruit (pear and peach, and in particular ) and the development of the cultivation of strawberries and small fruits in general. Horticultural crops are more present in the beans, peppers, potatoes, table tomatoes, fennel, green asparagus and radicchio salad alongside.

Specifically, the area of the Pollino is affected by the presence of many quality products and excellence of some significance for the income of local people, such as PGI Senise peppers, white beans and eggplant Red Round PDO. Since 1999 have been activated throughout a series of initiatives aimed at enhancement of typical products.

It is also the brand was introduced, voluntary product certification on the part of Pollino National Park.

For other crops such as wheat variety “Carosella Pollino”, are turning the area moves towards European recognition of PDO request.

What follows are some data on these products:
Table 1 - typical products

<table>
<thead>
<tr>
<th>typology</th>
<th>ha</th>
<th>tons produced</th>
<th>Dry and processed tons/n. pots</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peperone Senise</td>
<td>15</td>
<td>2250</td>
<td>10</td>
</tr>
<tr>
<td>Fagiolo Bianco</td>
<td>40</td>
<td>4000</td>
<td>20</td>
</tr>
<tr>
<td>Melanzana Rossa</td>
<td>2.5</td>
<td>1500</td>
<td>20.000</td>
</tr>
<tr>
<td>Grano Carosella</td>
<td>150</td>
<td>2250</td>
<td>1500 flour</td>
</tr>
</tbody>
</table>

Source: ALSIA, 2009

Linked to the production of vegetables is the nursery which is added to the production of flowering plants and forestry. Some singularities of the gastronomic heritage of the area were included in the list of traditional products in the Basilicata region. The presence of numerous quality products and excellence in the National Park of Pollino led to the activation of a series of initiatives aimed at enhancement of typical products of the area. The action was developed on an organizational model of supply chain based on the availability of food operators in the territory to collect, process and market the products of the area.

Were thus enabled products already established sectors such as, precisely, Senise peppers, bean poor of Rotonda, Rotonda eggplant red, organic products that are relevant to the sectors of oil, cheese, honey and jams. But the action of development has also involved local products that invest less favored agricultural areas (Val Sarmento, Serrapotamo) which are organized in chains of flour Carosella and processed products (from fresh and dried pasta, bakery products, the bread of Cerchiara) of mischiglio and liquors from weeds and are preparing for those truffles and mushrooms, olive oil (from local varieties Tondina, Faresana Spinosa), the ndussa (table olives), potato St. Severino Lucano Newfoundland and Pollino, cheese Paddaccio.

The activation process of these production chains has led to the creation of four groups of Chain (baked goods, dairy, meats, fruits and vegetables) - and then, the same, formed a cooperative of commercial exploitation (CoPollino) - have enabled interventions to attach the product to the territory, enhancing the role of tradition and typicality but also entrepreneurial skills of operators, paying particular attention to production processes that can strengthen the relationship between product characteristics and environment of Pollino.

The characteristics of the agricultural settlements and the details of the micro-economy have driven the agricultural sector towards activities aimed at recovering the vocation of the territory and its wealth of traditions (cheese melitensis in the foothills, the production of sausages traditionally Lucan, production of vegetables in the valley, oil production). Apart from these chains “traditional” if they are activated in other years, new, related to the processing of vegetables, the nursery, to woodworking.

From a structural point of view the utilized agricultural area (UAA) in 2001 amounted to 44,397 hectares, 33.93% of the entire surface of the area and about 52.5% of the SAT. Compared to 1991 there was a reduction of 28.12% of the UAA. The total agricultural area (SAT) is 84,565 hectares with significant reductions, among the highest in the region in comparison with data for 1991.

Farms (include those of animal husbandry and forestry) in 2000 amounted to 11,729 to 5 · Gathering ISTAT - , a decrease of 2.6% compared to the previous census of 1990, when companies were 12,049. There is a scaling significantly higher than the regional phenomenon that does mark a decrease slightly below 2%.

The data of the Economic Observatory of the Basilicata Region in 2007, the number of companies for each municipality belonging to Luke Pollino National Park, broken down by activity code with reference to A (Agriculture, hunting and forestry) of the Code ATECO 2002 amounted to 1,372 farmers on 14,032 of the 23,075 in the province of Potenza and the Basilicata region. This finding correlated with that in more detail on the classification of companies for activity code, shows a preponderance of companies engaged in agricultural crops combined with farming of animals (1,286 out of 1,372), which denotes the structural weakness of &amp;#39; whole system, moreover, confirmed also by the predominance of cereal crops and other crops, compared to more valuable crops such as fruit and vegetables, flours, wine or olive oil. It is also clear the territorial fragmentation of many activities that could certainly be interesting from the standpoint of the overall economy, such as beekeeping, the hortoculture specialist nurseries and seed in the open field.
Turning, then, to examine the processing of food products in the park there are no activity in 1029 in the province of Potenza and No 1630 the entire region of Basilicata (Basilicata Region Economic Observatory data, January 2007). This number was obtained by adding the number of businesses located in the municipalities of the Pollino National Park falls within the Basilicata region, for which the code ATECO 2002 D15. The figure confirms a production quite low compared to regional and sees little homogeneous sacrificed sectors driving, such as wine, olive oil, dairy, food, compared to more traditional farming and animal arable land.

3.1 Production and processing

Currently the agricultural sector of the Pollino has much scope and variety for the presence of many companies interested dies dairy, fruit and vegetables, honey, baked goods, oil and meat (sausage production and breeding of cattle podolica).

The structural situation is varied. In the sector of processed pig meat coexist structures with small artisanal production methods and facilities of medium size. In the field of vegetable production is concentrated in the Valley of the Mercure and Senisese. This sector is characterized by the presence of small firms specializing in products with a strong territorial and enjoy a European recognition, and businesses, medium sized, specialized in the production of canned and able to provide services to third parties. Regarding the extra-virgin olive oil industry is characterized by small mills (18 small enterprises spread across the Pollino) that use conventional technology. In the field of dairy sheep and goat small businesses coexist alongside the few larger companies (with more than 700 head) specializing in local productions with strong characterization. In both cases it produces short chain. Regarding the production of bread, pasta, biscuits and flour companies are geographically distributed in a nearly homogeneous.

The wine sector is still slow expansion, production is concentrated solely in the Senisese interesting perspectives offered by the recovery of the old variety Guarnaccino typical of the area of Taranto. The fund focuses primarily in nurseries of few companies in the Valley of the Mercure, in Senisese and Valle del Noce. Beekeeping has been a strong push in recent years, 35 small holdings throughout the country.

Here we analyze the economic situation of companies that have joined the project promotion and development of environmentally friendly products of the Pollino National Park.

Reclassifying operators for systems belonging to the area are 517 producers and 128 processors. The chain is owned more than the meat with 219 operators, 43% of the total, followed by number of participants in the oil industry with 119 operators and that of the bakery with 95.

Table 2 - Structural data of the main chains

<table>
<thead>
<tr>
<th>Food Chain</th>
<th>N. Producers</th>
<th>N. Processors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meat</td>
<td>208</td>
<td>4</td>
</tr>
<tr>
<td>Sausages</td>
<td>(Included in the beef food chain)</td>
<td>6</td>
</tr>
<tr>
<td>Milk latiero</td>
<td>23</td>
<td>14</td>
</tr>
<tr>
<td>Honey</td>
<td>35</td>
<td>-</td>
</tr>
<tr>
<td>Oil</td>
<td>117</td>
<td>18</td>
</tr>
<tr>
<td>Fruit and vegetables</td>
<td>37</td>
<td>11</td>
</tr>
<tr>
<td>Baked goods</td>
<td>95</td>
<td>73</td>
</tr>
<tr>
<td>Wine</td>
<td>-</td>
<td>2</td>
</tr>
<tr>
<td>Nursery</td>
<td>2</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>517</strong></td>
<td><strong>128</strong></td>
</tr>
</tbody>
</table>

Source: Our elaboration ALSIA, 2009

Comparing the number of companies have joined the Park dies with the universe the local production system (Code ATECO) shows a good percentage of involvement of industry projects. In fact, over 1,372 farms of 517 SPL well have responded positively while 37.6% or during processing have been involved for 84% of the processors of the SPL (152). Declining dies for quantity and turnover are more competitive with those of 5561 tons sausage product and a turnover of EUR 3.7
million and vegetable with tons 16,572 and 3.2 million euros. The following bakery products with a turnover of 1.6 million euros, 14% of the area, and meat (cattle, sheep, goats and pigs) with a turnover of just over 1 million euros.

Table 3 - Details of the main economic sectors

<table>
<thead>
<tr>
<th>Food Chain</th>
<th>Tons turnover</th>
<th>Food Chain €</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meat</td>
<td>7625</td>
<td>1,451,000</td>
<td>12,38</td>
</tr>
<tr>
<td>Sausages</td>
<td>5,561</td>
<td>3,640,000</td>
<td>31,07</td>
</tr>
<tr>
<td>Milk latiero</td>
<td>425</td>
<td>464,480</td>
<td>3,97</td>
</tr>
<tr>
<td>Honey</td>
<td>40</td>
<td>400,000</td>
<td>3,41</td>
</tr>
<tr>
<td>Oil</td>
<td>376</td>
<td>644,500</td>
<td>5,50</td>
</tr>
<tr>
<td>Fruit and vegetables</td>
<td>16,572</td>
<td>3,151,800</td>
<td>26,91</td>
</tr>
<tr>
<td>Baked goods</td>
<td>44,200</td>
<td>1,622,104</td>
<td>13,85</td>
</tr>
<tr>
<td>Wine</td>
<td>15,000</td>
<td>260,000</td>
<td>2,22</td>
</tr>
<tr>
<td>Nursery</td>
<td>350,000</td>
<td>80,000</td>
<td>0,68</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>439,799</strong></td>
<td><strong>11,713,984</strong></td>
<td><strong>100,00</strong></td>
</tr>
</tbody>
</table>

Source: Our elaboration ALSIA, 2009

Important for the development of the area certainly are wood and farm sectors. In tables that follow include the information collected. The wood industry has 148 operators covering all the phases that make up the chain. The presence of wooded areas led to the development of woodland also numerous carpenters. The joiners are present within the region.

Table 4 - wood industry

<table>
<thead>
<tr>
<th>No. forest industry companies</th>
<th>Number of sawmills</th>
<th>Number of joiners</th>
<th>Number of companies trade retail and wholesale wood</th>
</tr>
</thead>
<tbody>
<tr>
<td>63</td>
<td>10</td>
<td>71</td>
<td>4</td>
</tr>
</tbody>
</table>

Source: Our elaboration INEA, C.C.I.A.A. Potenza and Matera, 2009

The species are mostly treated and hardwoods dominated by oak trees (oak, oak, oak, holm oak and farnetto) following the chestnut and beech, walnut, alder and poplar. The wood work is used for 90% of the sawmills from the remaining 10% from nearby sawmills bells and Calabria (background and scenarios of agricultural development and rural Basilicata - Regional Conference on Agriculture 1999). The farm sector is complex and, in the Pollino National Park operate 43 farms with 1,095 restaurant seats and 507 beds, with a concentration in the municipalities of San Constantine Albanian, Francavilla in Newfoundland and Sinni Pollino. The farm sector involves different functional areas:

- the production (fodder, fruit and vegetables, livestock);
- processing (processing agricultural and livestock products);
- the sale (typical);
- catering that has revitalized a range of gourmet dishes typical of the local menu drawn mostly from raw materials business.

Table 5 - Die Farm

<table>
<thead>
<tr>
<th>No. Companies</th>
<th>Agricultural area used for the purpose (ha)</th>
<th>Sleeps places</th>
<th>Refreshment places</th>
</tr>
</thead>
<tbody>
<tr>
<td>43</td>
<td>1.561</td>
<td>16,507</td>
<td>1,095</td>
</tr>
</tbody>
</table>

In the farm sector of the area have developed a number of facilities for tourists hiking, trekking, horse riding and sports. Area also developed four educational farms operating in the towns of Clermont, Noepoli, San Severino and the Pollino Terranova.

3.2 Marketing
The area of Pollino is also characterized by the existence of different forms of association with the function of aggregate production and producers for the marketing of local products. There are also two consortiums that bring together different tier agri-food businesses in the area.

Table 6 - Associations in the territori

<table>
<thead>
<tr>
<th>Association of Food Chain</th>
<th>Localization</th>
<th>Food Chain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cooperativa Copollino</td>
<td>Rotonda</td>
<td>Local Products</td>
</tr>
<tr>
<td>Consorzio COPAV</td>
<td>Terranova del Pollino</td>
<td>Oil biologic</td>
</tr>
<tr>
<td>Associazione Tartufo Bianco del Serrapotamo Parco Nazionale del Pollino</td>
<td>Carbone</td>
<td>Truffle</td>
</tr>
<tr>
<td>Associazione del Sambuco di Chiaromonte</td>
<td>Chiaromonte</td>
<td>Elder</td>
</tr>
<tr>
<td>Associazione filiera prodotti da Forno</td>
<td>Viggianello</td>
<td>Baked Goods</td>
</tr>
<tr>
<td>Associazione filiera prodotti ortofrutticoli del Parco Nazionale del Pollino</td>
<td>Rotonda</td>
<td>Vegetables</td>
</tr>
<tr>
<td>Filiera prodotti lattiero caseari del Parco Nazionale del Pollino</td>
<td>San Paolo A.</td>
<td>Dairy</td>
</tr>
<tr>
<td>Filiera salumi del Parco Nazionale del Pollino</td>
<td>Rotonda</td>
<td>Cold cuts</td>
</tr>
<tr>
<td>Consorzio di tutela del Peperone IGP di Senise</td>
<td>Senise</td>
<td>Pepper Senise</td>
</tr>
<tr>
<td>Associazione dei produttori di Melanzana Rossa di Rotonda – Slow Food</td>
<td>Rotonda</td>
<td>Eggplant Red Round</td>
</tr>
<tr>
<td>Associazione delle fattorie didattiche del Pollino</td>
<td>Noepoli</td>
<td>Didactic farms</td>
</tr>
<tr>
<td>Associazione “Amici del Fungo”</td>
<td>Viggianello</td>
<td>Porcini mushroom and various</td>
</tr>
<tr>
<td>Associazione Casale</td>
<td>San Severino Lucano</td>
<td>Biodiversity - Local Products</td>
</tr>
</tbody>
</table>

Source: ALSIA, AASD POLLINO

There are also many associations and environmental organizations that demonstrate the importance and particularly the potential that environmental protection has for the area especially for tourism and manufacturing:
- Association of Official Guides of the Park since 1999 in exploiting natural operating environment, active throughout, a deep knowledge paths, flora, fauna, history and traditions of Pollino.
- O.L.A. Environmentalist Organization Lucan;
- C.E.A. Visitor Centre de Clermont Cooperative Society ecoambiente;
- COSA Health and Environment Committee;
- FUTURA S.r.l. COOP. Viggianello (PZ) Services environmental education, hiking, guidebooks, hostels and hospitality management, training, planning.

3.3 SWOT Analysis
The survey carried out on chains and, in general, in Local Production System of Pollino - Lagonegro, it was possible to carry out the SWOT analysis is summarized in the following table:
### Table 7 – SWOT Analysis

<table>
<thead>
<tr>
<th>strengths</th>
<th>weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Territory in a protected area, with areas of high natural value and development potential of the tourism sector;</td>
<td>• Lack of safeguards hydro-geological mountain, forest fire prevention, reduction of negative impacts of tourism;</td>
</tr>
<tr>
<td>• Presence of natural resources and historical cultural value;</td>
<td>• Poor utilization of forests of the park;</td>
</tr>
<tr>
<td>• Good momentum of the primary sector;</td>
<td>• Ageing population;</td>
</tr>
<tr>
<td>• Presence of quality products;</td>
<td>• Poor generational change;</td>
</tr>
<tr>
<td>• Product certification for the primary sector;</td>
<td>• Abandonment of agricultural areas;</td>
</tr>
<tr>
<td>• Existence of processor-food compartments;</td>
<td>• High presence of wild boar;</td>
</tr>
<tr>
<td>• Recognition of the &quot;Local Production System&quot;;</td>
<td>• Lack of services for people;</td>
</tr>
<tr>
<td>• Good presence of structures to support between marketing and aggregation operators;</td>
<td>• Lack of services for productive activities (Banks, training, etc.);</td>
</tr>
<tr>
<td>• High ability to integrate agricultural resources with historical, cultural and environmental safeguards in the territory;</td>
<td>• Poor integration of the productive sectors;</td>
</tr>
<tr>
<td>• Particularly timely and decisive activity Development Services made public (ALSIA);</td>
<td>• Road Network inefficient;</td>
</tr>
<tr>
<td>• Participation of the &quot;Development Services Agricultural &quot; to the dynamics of territorial development;</td>
<td>• Structuring inefficient logistics;</td>
</tr>
<tr>
<td>• Strong integration and synergies between the institutions operating in the area and the world production.</td>
<td>• Poor availability of computer networks to broadband for the development of a productive reality.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>opportunities</th>
<th>threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Initiation of regional development initiatives to the territory (APQ, Iron LeaderSOD);</td>
<td>• Reform of the CAP;</td>
</tr>
<tr>
<td>• Growing demand outside the region of agricultural food production;</td>
<td>• Economic situation does not allow constant investments;</td>
</tr>
<tr>
<td>• Presence of a good tourist demand for environmental resources and cultural heritage;</td>
<td>• Environmental pollution produced by unregulated tourism;</td>
</tr>
<tr>
<td>• Increased demand for diversified and integrated;</td>
<td>• Threat of resource depletion territorial;</td>
</tr>
<tr>
<td>• Presence of financial engineering instruments in the RDP.</td>
<td>• High competition from neighboring regions.</td>
</tr>
</tbody>
</table>

Source: Our elaboration

### 4. Integrated Projects of Food Chain in the Pollino

For the area of Pollino, Integrated Planning of Food Chain has followed the path identifying the industry umbrella as defined in the notice published Explorative focused on Implementation of Integrated Project of Neighborhood Food Chain and Protected Areas in DGR No region of Basilicata 2203 of 16/12/2009.

Through the investigations carried out by administering questionnaires to sample firms that have participated in the activity of territorial animation aimed at promoting integrated planning of supply chain, shows the opportunity to make the system productive chains already activated in previous years and which are the economic base and productivity of local production system.

To this end, have been identified as a goal the industry umbrella of the National Park of Pollino, implementing and developing the system of multi-sector supply chains that form the economic basis of local production system.
To this end resulted in the importance, first, improving and restructuring of farms and processing, including through the introduction of innovations in production processes and adoption of new services to support the entire production system.

Specifically, the investigations undertaken in the area under study, demonstrating the importance of investing to:

1. implement the training for agriculture and forestry, promoting the acquisition of strategic skills;
2. transfer of knowledge through the use of a farm advisory system established in the region in accordance with article 13 of Reg (EC) No 1782/2003;
3. reducing production costs, including through the introduction of innovations process and product optimization of production factors;
4. improving the quality of agricultural products;
5. increasing employment levels;
6. the structural adjustment of firms for participation in the quality systems;
7. remuneration to the producers of the raw material base;
8. logistics and organizational processes;
9. the environmental performance of production processes in agriculture, food and forestry;
10. to diversify sources of income of agricultural households;
11. promoting the sustainable development of the supply and use of innovative energy sources.

Moreover, in order to benefit from the opportunity provided by the integration of component manufacturing with the territorial source of competitive advantage in an area such as that of the Pollino, it becomes essential to promote integration with other sectors of production and diversification of the system of chain Pollino.

Thus, were identified as specific objectives:

• increase product quality beyond the standard commercial product related to public health, health and welfare or environmental protection;
• ensuring the traceability of products;
• increasing the added value of primary agricultural products;
• the information given to consumers and business operators about the quality, the nutritional characteristics and methods of production of individual products;
• the creation of new jobs in rural areas;
• the building of recreational facilities and small hotels and information centers;
• training of new professional figures linked to the creation of employment opportunities in rural areas.

The verification requirements of the business of the Pollino National Park was conducted in manner throughout the country, gathering with special needs in the summaries of the types of eligible investments and correlate with measures of PSR Basilicata 2007/2013.

Thanks to the contribution of the ALSIA and INEA Basilicata, the survey, which involved more than 500 food businesses, showed a strong need for investment in business, many of them for the introduction of process innovations and product to improve the quality of agricultural products and increase employment.

The types of investment required are polarized, then, the improvement / construction of buildings and purchase of new machinery, equipment, including computer programs, and absorb about 45% of financial resources required.

This figure is to be interpreted in light of the monitoring of EAGGF 2000-2006 ROP and other community programs: the Pollino - Lagonegrese appears to be the region where child has been in relation to territorial extension and the presence of farms, flow of financial resources provided (only 4.8% of funds directed to the individual).

The motivations are to be found in both of the characteristics of agriculture, characterized by small business infrastructure, which the objective difficulties of relationships and communications related to the orography of the territory and low infrastructural facilities, which have effectively limited the access to facilities and funding.

To complete the multi-industry sector of the Pollino National Park has emerged, finally, the need for investment phase of processing, most of them for the construction, construction, upgrading or renovation of buildings for processing thereof. Concerning the marketing and processing of farm
produce, great importance has been given by operators of different sectors to implement opportunities that stage within the network of rural houses and farms.

Another important aspect was to be the introduction or reintroduction of products resulting from the varieties / cultivars with extinction. And in fact very active in the Park a recovery and conservation of biodiversity of plants whose cultivation has been gradually diminishing over the years, to replace varieties with higher market demand, but in this phase of revaluation of indigenous genetic is necessary to exploit, both for reasons of environmental and landscape, and for the rediscovery of ancient recipes and culinary traditions.

Concerning actions to be implemented with the IPF, in relation to specific land, classified by the RDP as an area D1 - Area for agriculture with advanced organizational models and the needs of the food industry, were identified - from companies surveyed - the activation of all the measures set out to tender the notice published exploratory, with different intensities.

Activation in recent years by the Park and the FTA, aggregation processes between companies, has driven companies to dynamic organizational models, however, affected by structural weaknesses, the presence of which inhibits a broader development chains themselves. This justifies the increasing demand in terms of financial, operations attributable to measures 121 - Modernisation of agricultural holdings - and 123 - Adding value to agricultural products and forestry.

The measures most typically attributed to the diversification of the rural economy are also substantial in size (more than 30%), underlining the need for activation of integration processes, some already established with other Community funding programs, aimed at improve the quality of life and develop the territory.

5. The formation of value chains in food: from theory to practice.

The analysis of the value chain can be considered as the main investigative tool to combine the theories of economic development promoted by the agricultural policy and food chain.

The ongoing debate among policy makers tend to emphasize the importance of outlining strategies to ensure the production phase of an increase in the value chain in the chain, especially in response to the expressed intention of the Committee on Agriculture and Rural Development of the European Parliament (2010) to seek a better functioning of the food chain for the adoption of any tools that can improve the operation thereof in order to offer farmers more equitable revenue, while maintaining affordable prices for consumers.

This, starting from a number of problems become evident due to the severe volatility of commodity prices in agriculture and food sector closely related to the increased concentration of wholesalers, retailers and supermarket chains, with their increasing market power and various abuses of dominant purchasing power in the food chain.

The strategies identified in this sense, are increasingly referring to mechanisms designed to improve price transparency and implementation of competition rules in the industry to combat abuses of power in negotiation and speculation.

Analysis of the structure of the agrifood Italian (Nomisma, 2008), emerges as the same is characterized not only by the abundance of workers but also by some other structural features that determine the level of efficiency and competitiveness (with direct effects on the level of prices), including:

a) extreme fragmentation of the production phase;

b) a degree of concentration in the distribution / sales not yet aligned with the major European countries;

c) dependence for many agricultural food production (especially agricultural commodities).

In particular, the formation of consumer food prices also contribute substantially to the cost incurred by those in the sector (agriculture, industry, wholesale and retail trade and catering) to collect the goods and services offered by external actors (Figure 3 ).
Wanting to suggest a breakdown of household expenditure and eating and drinking can thus identify the following components of the value of food consumption (Figure 4):
- Internal costs of each actor in the food chain, defined as the sum of labor costs, capital costs (depreciation of machinery, equipment, buildings etc..) and the cost of financing (bank, bond etc.).
- The value of the cost items outside the chain aggregate (for goods and services purchased outside as transport, energy, packaging, etc.).
- Direct taxes (eg income taxes) and indirect (VAT, excise duties etc..)
That form the value of consumption;
- Supply chain profit declined for individual domestic actors;
- Net imports of agricultural products and foodstuffs.

Bringing these considerations in the survey carried out in the Pollino - Lagonegro, through questionnaires to sample subjected to different actors in the sectors of the area, it was possible to make an estimate of the weight of these variables in a breakdown of expenditure of EUR 100 food (Figure 5).
The players in the sector have more limited influence than commonly considered the consumer prices of foodstuffs. The set of internal costs and profit of each actor inside the food industry is the wealth generated (value added) from the same. The sum of the wealth generated by all the players inside represents about 60% of food consumption (domestic and outside the home).

Increased wealth creation is related to the production phase. In the distribution business and there is less wealth creation activities as manufacturing / processing replaces the function of intermediary business and service, structurally less expensive.

The payment of external costs for goods and services and the collection of indirect taxes absorb the remaining 40% of the value of food consumption in Italy. The same breakdown of spending € 100 can be drawn considering the food chain as a single economic entity, with a series of final costs and profits.

Among the internal costs of the industry (54 million) include:
- labor costs (38 euros);
- the cost of capital (10 million);
- the cost of finance (6 euros).

These are flanked by external costs of the supply chain (27 euros) that represent all costs incurred by players in the sector for the procurement of goods and services by operators related to other economic sectors. The most significant costs are estimated to be packaging (8.50 euros), transport and logistics (euro 5.70) and promotional (5.00 euros).

Then there are taxes, which account for 12 euros and is divided between indirect (10 euros) and direct (2 million).

Beside all costs considered, the estimated profit chain, the value that remains to shareholders / entrepreneurs, equal to about 3 100 euros on the value of the expenditure in Italy. This value is divided among all the actors inside the chain, thereby highlighting that the sector has a margin structurally limited. The breakdown of this profit between the different phases reflects what was seen about the wealth generated. Therefore, the largest share (0.70 euros respectively with agriculture and food
industry € 1.10) belong to the production phase, which assumes a higher risk business (with a higher incidence of committed capital turnover) and generates a share more wealth than the actors in the chain of distribution and sales stage (always less than 0.40 euro and particularly the self-service distribution of 0.30 euro).

Is not productive, therefore, take action by the agricultural component for "tearing" of use to other internal components of the sector (industrial, trade, retail distribution, catering), given their small amount of 3 euros.

You must instead aim at a reduction of labor costs, external costs of the supply chain (transport, logistics, packaging, energy and technical resources), taxes and social security charges and insurance costs, bureaucratic costs. <

Greater efficiency in terms of internal and external costs of enterprises in the food industry and the competitive environment in which they would release resources which can both reduce retail prices to support the reduced profits of the various operators.

Therefore, the quality is absolutely necessary but not sufficient to enable farmers and consumers to improve their incomes and their own conveniences in the functioning of food chains.

Should therefore focus on improving relationships between the actors in the food industry and traders to allow external real benefits to producers and consumers.

6. Competitiveness and multifunctionality of the food chain, from production-function social function

The issue of competitiveness of the farm can not be, however, addressed only in terms of allocable efficiency: many other factors, in fact, acquire importance in generating capacity and ability of the enterprise to respond to the opportunities that evolve and create value.

By combining structural characterizations, economic-financial, relational, commercial, organizational and territorial defines the strategic approach in undertaking this new horizon.

One possible schematic representation of competitiveness in agriculture, therefore, based on the meet of four groups of factors:
- Structural features and business, representing the physical, economic, typological peculiarities of farms and farmers;
- The economic and institutional environment, driven by the policy and sector regulations and that extra;
- The conditions of production factors (labor and funds), widened the geographical location of infrastructure and equipment;
- Relations with the market, separate from those upstream, for the supply of inputs and downstream, but related to the sale of farm produce.

These four pillars factor that can affect the competitiveness of agricultural if it adds another, more recent introduction, as determined by recognition - the institutional and regulatory framework - the multifunctional role of agriculture detainee, whose implications relate to both so-called externalities (which may not find a market return) and the diversification of business activities.
In this context, the land component represents a significant opportunity to add value to food production area: the territory, seen as the set of local resources for economic and financial, productive, physical, environmental, human, cultural and history, but also institutional and administrative means a set of elements highly characteristic and different from territory to territory, difficult if not impossible to import.

In light of these considerations, the area can certainly be identified as a factor in competitiveness, especially in the light of studies and empirical evidence that over time have resulted in identification and recognition of the districts and local productive systems, such as the forming Local Production System of Pollino - Lagonegrese.

To contextualize these considerations, in fact, simply relying on the same area where the concentration of the Pollino area of traditional products based much of their competitiveness as well as on the quality and typicality on resources and territorial factors: well-preserved natural environment, scenic resource adequately valued and preserved, contextual knowledge at the service of local production, interactions with industry (local) downstream of the primary phase, support of local institutions, low transaction costs, socio-economic participation in the definition of strategic development trajectories, and historical resources and culture. All these elements are not facts but are the result of collective action organized locally (and supported by over local institutions) that allow the definition of trajectories of development in line with the real socio-economic needs of the , so not only purely economic relationships, but also social and institutional interactions.

So, recognizing the territory can be defined as a factor of competitiveness implies the awareness to take into account a number of factors difficult to quantify and respect that many times there is not even a market value (eg. landscape) . This complexity analysis, however, ignores the role of material resources, intellectual, environmental, social and institutional highly specific local, that are the result of social actions and collective with a strong local roots.

Emerges, therefore, a new paradigm of agricultural policy in the same speech, marking the transition from a productivist vision, which was pin on the mechanisms of stabilization of markets and production incentives, with an orientation in which the support is to encourage functional behavior manufacturers meet the expectations that society feeds to the primary sector. Is so favored the multifunctionality of agriculture, promoted the conservation of the landscape, brought vitality and a balanced development of rural areas.

When you started using the concept of multifunctionality in analyzing the behavior of farmers, he stressed, in particular, the degree of conjunction and inseparability of primary and secondary productions, meaning only those public goods (externalities) that the market is unable to cover. Subsequently, it was aimed at giving a broader definition of multifunctional, meaning it is the production of public goods and private to help diversify farm incomes in the sign of the socially and ecologically sustainable development (farm, agriculture, education and therapeutic production local
products, traditional and quality linked to the territory). According to this sense, multifunctionality is gradually becoming a real business strategy through which to diversify the profile of production and expand opportunities for income. (Mazzarino, Scoreboard, 2003; Eboli, 2004, De Rosa, Russian, Sabbatini, 2006).

The current concept of competitiveness in agriculture should therefore be more analytical than that traditionally used and take into account all the factors of competitiveness, including those linked to multifunctionality.

Figure 7 - The factors of competitiveness in agriculture.

Agriculture which, in addition to producing safe food and quality, to be engaged in environmental protection, conservation of resources and rural landscapes as well as in socio-economic development of rural areas through employment generation, is defined multifunctional agriculture (European Commission, 1998) and enterprises in implementing their activities meet these goals, then, multifunctional agriculture. Agricultural multifunctionality in the enterprise can become the hub of the three goals of economic, environmental and social.

Based on these program lines in the PSR were included as instruments to achieve synergies between the measures of the same axis and between Aces to ensure the sustainability of the actions of the Integrated Supply Chain Projects with the aim to involve more actors in the project (private and public) in a given territory or in a given sector.

It is clear that this approach can be successful if it is an expression of effective governance action of the various choices within the corporate sector involved and whether governance is as effective as the government seeks to encourage the presentation of these projects and to verify compatibility with the objectives.

For participating companies, the IPF must become, in fact, the means by which to act according to a logic system to create more added value than the sum of the benefits produced by the implementation of individual interventions and for the party that promotes public project should contribute to sustainable development of land and employment.

These objectives underpin the policy choices that land, synthetically, can refer to both pillars of the CAP, apply to all types of business with the difference that the economic enterprises or what might become must combine these objectives with those of efficiency that every company must pursue in order to compete, while others, the no business can be found in these objectives, the reason that justifies, not just survival, but the very economic viability.
The common framework for both types of enterprise thus becomes multifunctional agriculture involving factors such as sustainable agriculture, territorial balance, the local socio-economic development, food security (food safety) landscape conservation and the environment and others, having the common characteristic of not being goods merchant (Velasquez, 2001).

The key element is that agriculture, compared to other productive activities, is characterized by the strong presence of joint production of output.

Output that have the connotation of food and non-food goods, the utility or disutility charged, both positive and negative, on the whole community.

It is clear that the purpose of improving the competitiveness of the farm the first type of goods and services, those that targeted the market, is the factor of interest for companies that have defined economic.

But it is the second category of products, not directly to the market, which will play in the near future, the challenge of competitiveness of all business types, whether they are businesses or companies. In fact, by virtue of its relationship of interdependence with the land and the environment that multifunctional agriculture can contribute to socio-economic and sustainable development of rural areas by promoting employment and multiple jobs, stopping the process of depopulation and environmental degradation, using the opportunities of modernization products with quality traits typical. The multi-functionality has to be seen, therefore, as an economic opportunity for farms.

7. The "atypical" food chain of the Pollino: the role of protected areas.

The role of parks and protected areas is critical to the revitalization and enhancement of agro-food chains in the inner areas. At the urging of the Park Authorities, Basilicata Region, recognizing this, should be considered in the planning stage of the Integrated Projects of Food Chain, satisfy the needs of other areas of industry such as the Dies of Protected Areas; in order to enhance all aspects related to typical of a land (tradition, culture, health, authenticity, craftsmanship) succeeding thus to offer a response to economic development and small economies of protected areas.

The relationship between protected areas and farmers, as custodians of the undisputed land conservation, is vital because the very rich landscape and environment of an area is closely linked to traditional agricultural activities in that you have developed.

Analysis conducted by administering questionnaires to sample of companies who participated in the process of animation for the promotion of Integrated Projects of Food Chain, comes the following requirements:

• promote and encourage the development and testing of interventions for information, consultancy and training aimed at supporting agricultural enterprises and operators seeking to experiment with forms of aggregation and concentration of supply local production;
• boost the incentive and the definition of good agricultural practices and environmentally sustainable production techniques to rehabilitate and develop the products that come from a protected area or adjacent areas;
• provide effective training and updating activities aimed at improving professional skills related to agriculture (operators, technicians) on the basis of new economic opportunities from the development of organic farming and local products of high quality and well economic activities related to sustainable development (eg, host farm, rural sports, environmental guides, processing and marketing local products, etc..);
• facilitating and encouraging communication activities towards the market, referring to production techniques and the typical characteristics of products from a protected area;
• use the opportunities and financial pacts in place in the existing system of protected areas favoring market trends;
• promote actions in support of the local driving sectors through creation of new skills free (organic, non-farming activities and tourism, etc..) able to support change processes in place and to avoid marginalization of local agriculture that has inadequate skills;
• consider a park as a source of real economic opportunity, because the development of marginal areas can benefit enormously from a proper and respectful of environmental resources, making each other for carrying out the objectives of economic and social growth through agriculture;
• Maintaining the economic role of protected areas through assimilation to Local systems of environmental goods as part of financial planning for local development.

Agriculture plays in protected areas, thus, a major strategic role, as capable of offering goods to meet a growing demand for products high in environmental healthy and quality. From this point of view protected areas suffer from a condition of poor promotion and support of the economic and financial programming locally and nationally.

It is therefore to reverse this trend in the direction of greater exploitation of local resources.

Institutions located in protected area management, in that sense, they play a strategic role, especially in relation to an increased ability to coordinate actions and instruments put in place in order to make more comprehensive and effective development process and is primarily the Park Board to assume a decisive role in programming, planning and management of the area. In this respect it seems important also to use the development model of industrial districts to revitalize local development in protected areas. From this point of view, it is significant to the work of the National Park of Pollino - with reference to the MoU signed with the INEA Basilicata to define development strategies regarding the opportunities arising from structural policies European Union 2007-2013 and developed by the regions of Basilicata and Calabria and to establish a partnership in support activities and technical assistance will enhance the effects of intervention in favor of local populations and the Environment - as well as the birth of the Local Production System Pollino-Lagonegrese currently undergoing approval by the Basilicata Region.

Seems important, in fact, encourage and enhance those prevailing socio-economic systems of rural character, typical of the marginal areas inside, they find appropriate conditions for development in its rural condition, guaranteed and protected by the actions of environmental protection. In this way, the economy of these areas would be to rely their bases in a relationship of mutual dependence between the conditioning and various economic sectors (agriculture, tourism, services, etc.) and society.

These activities have ensured the maintenance of the area over time were key component for the Protection hydro-geological, allowed the maintenance of infrastructure and thus the usability of the territory, have handed down and observing cultures, knowledge, traditional products that are among the values most important of our region and those on which you point to build a better supply planning.

The multifunctionality of agriculture is, therefore, the main strategy to be pursued for the recovery of agricultural land, including identifying foster care farms to important tasks and environmental protection, in order, first to create alternative sources of income and thus improve the welfare of rural populations, other processes to promote sustainable development, care and maintenance of the rural environment, management and environmental protection and landscape enhancement of the special features products and the relationship between product and territory.

8. Conclusions

Regarding the agro-food industry, there is a growing awareness that the forms of vertical coordination is an important strategic lever to cope with changes in a scenario of increasing competition, because of globalization, the rapid spread of new technologies, the huge changes in the structure of consumption of food, which, although declining in quantitative terms, are characterized by the demand for a greater variety of products and increased consumer expectations for quality, and changes taking place in institutional framework.

The quality and technological innovation become very important for vertical relationships, particularly in some areas, very much influenced by the relationship between raw material suppliers, processors and distributors. The need to develop long term relationships, according to well-defined sector strategies aimed at achieving common objectives in terms of value and competitive advantage, assume, ultimately, particular emphasis on the agro-food. This is especially true in a chain called “atypical” as that of the Pollino, where companies are very careful to pursue quality and distinction in terms of strategic positioning and where the link with the territory and with stakeholders in the agro-food local is much more important than in other cases. And most importantly, where the preferences and eating habits are moving increasingly from the simple request to the nutritional needs of increasingly differentiated by quality, safety, information, the more value added content.
With this research work has been possible to determine, through analysis of characteristics and socio-economic context in which it operates, the real needs of agro-territorial Pollino and development prospects of the same.

It was apparent by the study, the difference between the model chain as theorized agrarian economy and the integrated design chain identified by virtually PSR from 2007 to 2013.

In view of this, the results of this survey are even more significant, in order to guide the choices of economic operators in the sector in collaboration with the heritage area in which it is located.

**Abstract**

The introduction of the Integrated Projects of Food Chain requires the development of models capable of interpreting the dynamics of vertical and horizontal coordination between agents and the definition of the issues that most affect the ability of professionals to provide value added to goods and products to acquire in exchange a competitive advantage.

With reference to setting up Local Production System of the Pollino - Lagonegrese, characterized by the development of an "atypical" food chain, for which the main factor of integration and competitive advantage lies in the strong link between companies and territory and in the social and economic value of the protected area agriculture, this research has developed a new model for food chain that combines theories of productivity, typical of contract economic, with those of social welfare and environmental economics: multifunctionality and biodiversity related to the needs of income and efficiency of companies in various stages of the food chain classic.

**Keywords**

1. Food Chain  
2. Protected areas  
3. Rural Development  
4. Integrated Project of Food Chain  
5. Local Production System Pollino-Lagonegrese

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