



UNITED BY NATURE?

THE BENEFITS OF CROSS-BORDER COLLABORATIVE TOURISM GOVERNANCE IN THE REGIONAL NATURE PARK SCHAFFHAUSEN

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BScTourism Thesis GEO 80818

Academic Year 2018/19

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Abstract

Tourism at cross-border destinations such as parks is an ever growing phenomenon. Not only does tourism have a special relationship with borders but also do cross-border destinations call for collaboration between actors of different nations. Such collaborations often take form of collaborative governance and are discussed in the academic literature for their many financial as well as non-financial beneficial aspects. This study investigated to what extent a cross-border Park made use of a collaborative governance approach and analysed benefits created through that approach by answering the research question “What are quantifiable and unquantifiable benefits of the cross-border tourism governance approach created for the inhabitants of the Park?”. It is the first integrative study of quantifiable, financial data and unquantifiable, ethnographic data that has been conducted in a cross-border collaborative governance setting. It has been found that albeit stated in the academic literature on collaborative governance, no grand economic benefits in absolute terms could be obtained from that approach yet but that businesses and experts involved believe it will be financially beneficial at a later stage. Nevertheless, when compared to the total tourist expenditure, Park tourists’ expenditure did amount to a third of the total. Regarding unquantifiable benefits for businesses, extensive networking activities and hence synergy seeking and knowledge and skill transfer were among the most striking benefits. What can exclusively be attributed to employing a collaborative governance approach is the fact that only those obtain the benefits who actively make use of the participative mechanisms offered by the park and comply with certain aims that happen in service of the public. As for the unquantifiable benefits obtained by residents, the study found that besides benefitting from an overall shift towards a more sustainable and regionally based economy, benefits named in the academic literature such as stronger social cohesion and formation of one regional identity across municipal, regional and national boundaries could not be found.

Keywords: collaborative governance, benefits, cross-border collaboration, regional identity, economic promotion

Acknowledgements

I would like to thank my supervisor, Sylvia Karlsson-Vinkhuyzen for her extensive feedback and guidance throughout the entire process. Special thanks also goes to the Regional Nature Park Schaffhausen and especially to Martina Isler, who took the time to answer all my questions regarding the Park during two long in-depth interviews and supported me with additional data. On that same note, I would like to thank Ira Sattler, the Lindenhof, La Cantina, the B&B in Rüdlingen, the Hotel Holzscheiter and the Hotel Zum Löwen for answering my interview questions and providing me with a lot of insider information. I would also like to thank the residents of Jestetten, Lottstetten, Rüdlingen and Buchberg who took their time and answered questions about regional identity. Lastly, I would like to thank my friends and family who kept me sane during this process, read parts and gave me feedback.

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1. Introduction

The concept of cross-border tourism governance is not a new phenomenon but has been growing internationally (Prokkola, 2008; Scherer & Zumbusch, 2011). Timothy (1999) notes that there are more than 70 cross-border parks world-wide. Such parks can take form of jointly managed nature reserves, private-public partnerships or privately owned transnational areas (Timothy, 1999). Due to their unique natural and cultural assets, cross-border parks have a big potential for tourism and thus for economic promotion of an area (Timothy, 1999; Mayer, Müller, Woltering, Arnegger, & Job, 2010; Farsani, Coelho & Costa, 2011). This growth of cross-border partnerships and collaborative governance settings in general is claimed to be a result of globalisation (Bramwell & Lane, 2000; Bramwell, 2004). Lagendijk (2007) states that regionalism (i.e. the formation of a region whose boundaries do not correspond to those of sovereign states on the basis of political, economic or social factors) can be interpreted as a counter movement to globalisation while Timothy (1999) sees merging border regions as a direct result of globalisation. On that same note, Scott (1999), Timothy (2002) and Sousa (2013) pose cross-border regionalism as a new form of governance with big potential in being beneficial for regional development. Scott (1999) makes growing interdependencies on a political, economic and environmental scale, more complex and interlinked tasks as well as economic globalisation and global environmental concerns responsible for transnational cooperation and ultimately transnational governance (see also Scherer & Zumbusch, 2011). Management of transnational parks is complex and involves multiple actors which is why collaborative management models are common (Doppelfeld, 2007). Especially as rural and cultural as well as park tourism are growing markets, and borders are central in tourism, the issue of cross-border tourism governance is central to tourism's future development (Timothy, 1999 & 2002; Prokkola, 2008; Mayer et al., 2010; Scherer & Zumbusch, 2011).

This research will build on existing literature on positive correlations between governance approach used and benefits created and goes a step further to identify and analyse benefits created in a real-world cross-border collaborative tourism governance setting namely the Regional Nature Park Schaffhausen. This aim is fulfilled by answering the main research question "What are quantifiable and unquantifiable benefits of the cross-border tourism governance approach created for the inhabitants of the Park?" by means of a mixed-method case study. It will contribute to the academic debate on benefits of collaborative governance by analysing quantifiable and unquantifiable benefits to residents and businesses impacted by a collaborative governance approach in the field of tourism.

In the remainder of this thesis, I will first introduce the case that will be analysed to answer the aforementioned research question, followed by an outline of the empirical context of this study in chapter two. Next, I will explore the theoretical background of the thesis and by that also identify the gaps in the scientific literature. In chapter three I will delineate the research design used to answer the research question followed by a presentation of the findings in chapter four. In the discussion in chapter five I will put the findings in relation to the existing scientific literature and

outline the contribution of this study to the scientific literature. Finally, in chapter six I will provide a conclusion to the research question.

1.1 Case: Regional Nature Park Schaffhausen

The case chosen to study the concept of cross-border collaborative tourism governance is the regional nature Park Schaffhausen (henceforth Park). The Park consists of 15 municipalities of whom 13 are Swiss and two are German. The Park is run as an association and cannot make any profit. It is funded partly by the canton of Schaffhausen and Swiss national funds and on the German side by the province of Baden-Württemberg. Additional to governmental funds, the member municipalities have to pay member fees and any individual persons or businesses who want to be regarded as a member have to pay fees as well (Müller, Landert, Egli, Hofstetter, Schouwey, Haselbeck, Hauser, & Marty, 2017).

The Park's main aims are the full exploitation of the region's cultural and environmental assets and creation of value for its residents. This is expected to be achieved by participative and collaborative governance, including residents in realising Park projects. The Park mainly functions as a facilitator and as a platform that builds networks across borders, that supports, coordinates, develops, initiates, realises, overcomes obstacles and moderates between different actors (Foster & Rupf, 2010; Müller et al, 2017). The main reason for the Park to be cross-border is the canton of Schaffhausen which was planned to be included fully in the Park. For that to be realised, the two German municipalities Jestetten and Lottstetten had to be included as the municipalities of Buchberg and Rüdlingen are an enclave in the canton of Zürich and separated from the rest of the canton Schaffhausen by Jestetten and Lottstetten (see map 1).

The Park is chosen as the case to be studied because it is cross-border, the governance approach is based on collaboration and it is claimed that the Park's creation and activities are beneficial for its residents – no matter on what side of the border. With claims of benefits for all one can still ask the question if and how the cross-border collaborative governance approach creates added value. What is more, the concept of regional nature Parks in Switzerland includes that the residents have to vote about the Park's future every ten years (Frick & Hunziker, 2015). On top of that, due to political changes the canton Schaffhausen will have to vote on the Park's future again in November 2019 which makes the value creation for residents an even more critical aspect to be investigated in this context.



Map 1: Regional Nature Park Schaffhausen (colored parts are the Park) (Regionaler Naturpark Schaffhausen, n.d.)

2. Empirical context and theoretical background

2.1 Empirical context

The empirical context in which the thesis research takes place is that of tourism across borders. More specifically, in the following section, I will touch upon the relationship of borders and tourism, followed by an outline of the phenomenon of cross-border destinations and the advantages of joint management. Lastly, I will describe the phenomenon of sustainable tourism.

2.1.1 Tourism in transboundary regions

Border regions are traditionally economically weak, peripheral (also in socio-economic terms) and marginalised (Timothy, 2001; Doppelfeld, 2007; Otgaar et al., 2008; Prokkola, 2008). Additionally, “residents from the national core tend to be better represented in decision making than are residents from rural, peripheral and frontier districts” (Timothy, 2001:167; see also Prokkola, 2008). Hence, borderland residents are disadvantaged in that they are distanced from the capital or regional centre, their most favourable trading area is usually the one across the border and some of the local authorities they need to deal with are not located in their home country (Timothy, 2001; Doppelfeld, 2007; Prokkola, 2008). Tourism has a “tendency towards the periphery” (Timothy, 2001:41) as tourists tend to be attracted to places which are off the beaten track and have pristine environments, and are sparsely populated. Hence, tourism is frequently used as an instrument for economic development and empowerment in peripheral regions such as borderlands (Timothy, 2001).

Timothy (2001) states that borders are not only a driver for tourism but they can also inhibit tourism activity by functioning as a barrier to tourism flows. This is because tourism can be affected negatively by the existence of borders in multiple ways such as through border-related

policies (e.g. border controls), different administrative structures or differing infrastructures (Timothy, 2001). Additionally, border permeability directly influences tourism flows and tourism infrastructure development (Prokkola, 2008). However, if bordering regions share natural and/or cultural tourism assets, and tourists are attracted to this cross-border area, the formation of one destination is common. One form of such cross-border tourist destination formation are cross-border Parks (Wachowiak, 2007). Management of such Parks is complex and involves multiple actors which is why collaborative governance models by means of joint management or private-public partnerships are common (Timothy, 1999; Doppelfeld, 2007).

The numbers of such international Parks are increasing world-wide (Timothy, 1999 & 2001; Doppelfeld, 2007) and count as “the most prominent attractions in border regions” (Doppelfeld, 2007:114). A reason given for that by Timothy (2001) is that borderlands are ideal for Park and conservation creation due to their attributes (i.e. peripheral, marginal, sparsely populated, underdeveloped, isolated). Other positive views on cross-border destinations by means of Parks include that they can lead to a promotion of “conservation, balance, harmony, integration and equity” which are among the factors that foster sustainable development (Doppelfeld, 2007:115). Additionally, due to their unique natural and cultural assets, cross-border Parks’ big potential for tourism is also seen to be beneficial to economic promotion of an area (Timothy, 1999; Mayer et al., 2010; Farsani, Coelho & Costa, 2011).

2.1.2 Sustainable tourism

A main reason for which nature parks are created even across borders is to sustain the unique natural and cultural assets of the region. When being opened to tourists, caution has to be paid to how sustainable levels of tourism can be ensured, not only on an ecological level. The ideal of sustainable tourism will thus be outlined in the following section.

The concept of sustainable tourism in planning was hyped from the 1990s onwards and put the focus on long term planning to ensure the long-term health of cultural and natural assets while being an economically viable activity. The aim is that the local physical, socio-cultural and economic environments must not be pushed out of their functions while the tourism industry needs to be maintained in the future with minimal negative impacts (Timothy, 2001). This is assumed to be achieved through holistic planning, protection and preservation, thoughtful strategies, measures and development and essentially preventing the over- and under-exploitation of resources (Timothy, 1999). A consultation of the literature on how to achieve sustainable tourism in the long term shows that models of participation and inclusion are among the most valued for sustainable tourism planning, development and management.

Locals and especially those directly impacted by tourism should be involved in policy making and planning and constantly stay informed and invited to participate in order for tourism activities to be socially balanced and sustainable (Timothy, 2001; Beaumont & Dredge, 2010; Bramwell & Lane, 2011). Participation in tourism planning can “potentially enhance the local-level democracy that is widely associated with sustainable tourism” (Bramwell, 2010:240) and should happen in a just, equal and democratic process while following the principles of inclusivity, participation and

collaboration (Dredge, 2006; Doppelfeld, 2007; Bramwell & Lane, 2000; Bramwell & Lane, 2011). Especially private-public partnerships enhance social responsibility and enhance social acceptance of policies implemented or decisions made (Prokkola, 2008).

Not only in the planning phase but also in the actual management process, is community support crucial for sustainable and successful tourism as the community is part of the product and has the power to destroy its potential when intended (Murphy, 1985; Timothy, 2001; Bramwell, 2010). This support can be fostered through inclusion of local residents not only in planning and decision-making processes but also in tourist activities' continuous benefits (Timothy, 2001). Prokkola (2008) argues that for tourism to be sustainable, multiple levels of control are needed and institutions such as multi-level partnerships enhance sustainability. Timothy (2001) adds another layer of control and argues that transboundary partnerships and collaborative processes are needed for an international industry like tourism to be managed sustainably (see also Bramwell & Lane, 2000).

2.2 Theoretical background

The concepts of collaborative governance and cross-border collaboration will be reviewed in the following sections as they are of central importance in this thesis. A review of the literature reveals that the concepts have been analysed around their characteristics, rationales, impacts, ideal setting for beneficial outcomes in practice and barriers to those. I will thus outline the academic literature on each of the two concepts around these aspects. This section will end with a synthesis of the aforementioned concepts in the context of cross-border destinations and tourism, by means of first outlining the advantages that arise from taking a cross-border collaborative tourism governance approach and then stating possible barriers that the academic literature exposes.

2.2.1 Cross-border collaboration

There seems to be general agreement that transboundary activities are a direct result from globalisation (Timothy, 2001; Wachowiak, 2007). Prokkola (2008) goes one step further and states that globalisation processes (e.g. transboundary economic integration) continuously challenge national borders and their international significance. Scott (1999) also makes growing interdependencies on a political, economic and environmental scale as well as more complex and interlinked tasks responsible for transnational cooperation. Moreover, economic globalisation and global environmental concerns are said to add to the aforementioned and ultimately lead to the need for transnational governance (Scott, 1999; Scherer & Zumbusch, 2011). Other reasons put forward for increasing cross-border collaborations include that challenges and problems simply do not stop at borders and thus require a cross-border cooperation to look for solutions (Timothy, 1999 & 2001; Otgaar et al., 2008). Hence, cross-border collaborations are either based on a common problem or common interest (Scherer & Zumbusch, 2011).

The European Commission has already noted the impact of transboundary activities on borderlands and border regions and the ongoing professionalization and intensification of cross-border cooperation also by means of continuous cross-border regional integration in 1994. Timothy (1999 & 2001), Hartmann (2007) and Prokkola (2008) notice that cross-border regional

integration is still increasing and the discourse of regionalism is spreading as a direct result of globalisation and a general process of merging. Contrarily, as mentioned above, regionalism is seen by Lagendijk (2007) as a counter movement to globalisation.

For a cross-border collaboration to function well, joint tasks and mutual benefits need to be posed above administrative and other boundaries and the focus should be on “taking benefits from complementary assets, on coordination or coalition building and on using synergies and critical masses to improve an areas competitive advantage” (Scherer & Zumbusch, 2011:101; see also Doppelfeld, 2007). If, additionally, feelings of losing national sovereignty and ownership of territory are overcome, benefits of successful collaboration include cost-benefit sharing, synergies, augmented capacities, promotion of local assets, equity of decision-making and learning and skill exchange (Timothy, 1999; Doppelfeld, 2007; Scherer & Zumbusch, 2011). Further, Sousa (2013) states that cross-border integration and regional cooperation leads to a dismantling of borders and creation of a feeling of unity and sense of a new identity for residents on both sides of the border while Prokkola (2008) sees cross-border cooperation and its impacts on regional identity as reciprocal and states that the level of the existing socio-cultural cohesion of a cross-border region influences the likelihood of cross-border partnerships to be established in the first place. Further, cross-border collaborative governance is seen as potentially beneficial to regional economic development partly due to the possibility of cost-benefit sharing, creation of synergies, development of joint capacities and knowledge and skill transfer (Scott, 1999; Timothy, 1999 & 2001; Doppelfeld, 2007; Trippel, 2010; Scherer & Zumbusch, 2011; Sousa, 2013). Especially industries of international and fragmented nature such as tourism are stated to be in need of more cross-border collaborations to deal with the transnational challenges that come with the industry (Doppelfeld, 2007; Bramwell & Lane, 2000; Bramwell & Lane, 2011).

Nevertheless, the effectiveness of cross-border collaboration in practice has also been criticised by scholars for being idealistic and hardly able to live up to its expectations. So does Scott (1999) doubt the effectiveness of cross-border collaborations in terms of fulfilling its promises and questions whether they are more symbolic than actually substantial in nature and if they reflect actual local needs and situations. Other inhibitors to beneficial cross-border collaborations enumerated by scholars include institutional, administrative, cultural, and lingual differences as well as differences in the legal system. Moreover, prevailing stereotypes and power asymmetries might influence collaboration negatively (Scott, 1999; Bramwell, 2004; Doppelfeld, 2007; Scherer & Zumbusch, 2011). Especially on the level of regional cross-border collaborations, challenges can also include different political levels and capacities and different jurisdiction as well as a lack of knowledge on the other state's system (Scott, 1999; Scherer & Zumbusch, 2011). Other disadvantages of cross-border collaboration involve that it is time-consuming and costly. Additionally, levels and effectiveness of cross-border partnerships depend on the existence of international treaties that pave the way for collaboration, official border concessions and local or regionally based less formal agreements. Further, when collaboration is formalised, its effectiveness might be compromised by a bureaucratisation of processes, leading to slow decision making. Also, the risk of “reinforcement of existing power among a privileged few on one or both

sides of the boundary” and political opportunism exists (Timothy, 1999:185; see also Timothy, 2001; Scherer & Zumbusch, 2011; Doppelfeld, 2007). Thus, for a cross-border collaboration to function effectively, some form of participatory mechanisms as special governance framework is needed.

2.2.2 Collaborative governance

The kinds of collaborative arrangements that fall under the term of collaborative governance vary from alliance, coalition, forum, to partnership. Interesting factors when looking at collaborative arrangements include the level of inclusivity, scope (problem domain & range of stakeholders from different sectors involved), how is agreement reached, and whether every stakeholder is equally influential in decision making (Bramwell & Lane, 2000; Bramwell & Lane, 2011). Ansell & Gash (2007:544) define collaborative governance as a “formal consensus oriented and deliberate collective decision-making process” in which “one or more public agencies directly engage non-state stakeholders (...) and that aims to (...) manage public programs or assets”. Gash (2016) defines collaborative governance as comprising different collaborative decision-making activities through communication with stakeholders. A narrow definition given includes that it needs to happen in service of public aims (e.g. sustainability, regional economic promotion) and that partners “coproduce goals and strategies and share responsibilities and resources” (Davies & White 2012:161 in Gash 2016). Moreover, Gash (2016) differentiates between collaboration throughout the entire process of goal-setting, decision-making, implementation and outcome evaluation instead of only during consultation and strategy formation. Additionally, shared power and joint decision making efforts are main characteristics of collaborative governance in this definition. A third option of collaborative governance definitions offered by Gash (2016) is that collaborative governance is every kind of governance that happens in the absence of formal governing procedures or boundaries. It is suggested that there is no such thing as non-collaborative governance but that any non-collaborative governance does not qualify as governance in general. Bramwell (2010), however, poses a definition of participative governance that specifically includes community engagement. Community engagement here is defined as voluntary action taken by locals that leads to a form of “self-governance through cooperative working or community responses to external decisions that impact their lives” (Bramwell 2010:240). One could argue that Bramwell’s definition of participative governance clearly resembles Ansell & Gash’s (2007) definition of collaborative governance.

Process outcomes of collaborative governance include enhanced understanding and sense of ownership in the local population as well as inclusion and empowerment of those who are normally excluded (Bramwell & Lane, 2000; Bramwell, 2004; Beaumont & Dredge, 2010; Bramwell, 2010; Bramwell & Lane, 2011; Gash, 2016). Furthermore, successful collaboration can also lead to an expansion of democratic participation, more productive discussions, negotiations, more fruitful relationships with stakeholders and collective learning and problem solving (Bramwell & Lane, 2000; Ansell & Gash, 2007; Bramwell, 2010; Beaumont & Dredge, 2010; Bramwell & Lane, 2011). By aiming at constructive negotiation processes, costs of conflict are avoided (Bramwell & Lane, 2000; Ansell & Gash, 2007).

Other positive outcomes include civic and redistributive benefits such as community building and the development of a collective consciousness (Gash, 2016), internal networking (Beaumont & Dredge, 2010; Bramwell & Lane, 2011) and thus enhanced social cohesion and identity (Pechlaner, Volgger & Herntrei, 2012). What is more, successful collaborative governance can result in skill exchange and acquisition and capacity building through networking and sharing of knowledge, expertise, capital and resources (Bramwell, 2004; Bramwell & Lane, 2000; Bramwell, 2010, Bramwell & Lane, 2011).

Several scholars who claim grand benefits from collaborative governance arrangements also name several drawbacks and barriers to actually achieving the aforementioned benefits. For instance, Otgaar et al. (2008) state that it is hard to reach promised positive outcomes if a coherent strategy is not successfully implemented. This requires full institutional cooperation, joint decision making and resource sharing at least. More practical barriers to successful collaborative governance include the exclusion of certain actors, power differences, uneven information and resource exchange and conflict but also issues of mistrust and inherent differences or conflicting interests are named as possible barriers to success (Bramwell, 2004; Dredge, 2006; Bramwell & Lane, 2011). Bramwell (2010) warns that not all types of participative planning and collaborative governance also yield positive and desirable benefits, thus caution needs to be paid to the actual outcomes and Dredge (2006) calls it idealistic and naive.

2.2.3 Cross-border collaborative governance in tourism

A range of scholars argues for collaborative governance in tourism, also due to the above mentioned beneficial aspects of it. However, their reasoning varies from the potential to increase efficiency and destination performance (Hartmann, 2007; Bramwell & Lane, 2011; Pechlaner et al., 2012; Zapato & Hall, 2012), over a moral duty argument (Doppelfeld, 2007; Bramwell & Lane, 2011; Pechlaner et al., 2012) to sustainability aims (Hartmann, 2007; Bramwell & Lane, 2011; Zapato & Hall, 2012).

For instance, Hartmann (2007) poses that management processes that bring together multiple stakeholders and follow a more collaborative approach can make tourism activities more effective, sustainable, and closer to the market. What is more, by means of a collaborative approach, planners can make use of knowledge of locals which can potentially be very useful for destination management (Bramwell & Lane, 2011). Additionally, stakeholder involvement is crucial for successful tourism governance by enhancing community support, marketing and destination performance (Pechlaner et al., 2012).

Another argument brought forward is that any organisation in charge of managing a destination should function as an intermediary and network manager, provide coordination and promotion of communication and promote sharing of knowledge and linking actors within the destination (Pechlaner et al., 2012). Doppelfeld (2007) and Bramwell & Lane (2011) go on and claim that the

tourism product is developed by many actors involved, therefore its governance should also happen in a joint manner.

As it has been expounded in the previous section on the empirical context of tourism, in many cases, tourism resources such as special natural assets like lakes, rivers or forests cannot be stopped at political borders and thus attract tourists to areas that lie across those borders. In order to ensure a sustainable level of tourism and make best use of shared natural and cultural assets, a cross-border collaborative tourism governance approach has been put forward as one of the best choices by multiple scholars (Timothy, 1999; Doppelfeld, 2007). It is further claimed that cross-boundary collaborations in tourism are most vital and efficient for successfully building a cross-border tourism destination. In certain cases, tourist resources that extend across borders can affect the bordering regions in that it can lead to communication and cooperation, or even to the destination being managed as one entity (Timothy, 2001). Sometimes, the creation of a cross-border destination is even accompanied by the formation of new institutions that facilitate coordination (Timothy, 2001).

Timothy (2001) also states that if border crossing within one cross-border tourist destination works well and does not inhibit the tourist flow it can result in mutual economic benefits for communities on both sides of the border. On top, research shows that “cross-border regional economies are developing where tourism exists nearly unhindered by the border” (Timothy, 2001:151). Other critical factors when it comes to cross-border collaborations in tourism include resource protection, infrastructure development, human resource management, marketing and promotion and border restriction and formalities (Timothy, 2001; Doppelfeld, 2007). However, these are also among the advantages of cross-border collaborations as costs and risks of those activities can be shared in a collaboration (Doppelfeld, 2007).

Cross-border collaborative tourism governance, as a combination of collaborative governance and cross-border collaborations is faced by the aforementioned barriers of both approaches. However, the approach has some additional inhibitors of benefits. One of these includes the local population as its acceptance is crucial for successful tourism activities. Furthermore, since they form part of the tourism product they have the power to make it fail (Timothy, 2002; Bramwell, 2010; Pechlaner et al., 2012; Frick & Hunziker, 2015). Scholars such as Doppelfeld (2007), Prokkola (2008) and Scherer & Zumbusch (2011) also warn that transboundary destinations can become suspect to unhealthy competition and rivalry of authorities if tourism development is politicised and interlinked with economic development only. This form of competition is considered unsustainable as synergies are not explored but a zero-sum game setting is assumed.

In general, academic literature has so far focused on researching process benefits of collaborative governance and has not yet investigated benefits in terms of measurable outcomes (Ansell & Gash, 2007; Beaumont & Dredge, 2010; Bramwell, 2010). A notable exception is Pechlane, Volgger & Herntrei's finding (2012) of a positive correlation between the type of tourism governance and destination performance. Beaumont & Dredge (2010) for example state that effective tourism governance in terms of practical outcomes cannot be defined objectively but needs to be

investigated in terms of perceived benefits by those involved in the network. Therefore, investigating residents' perceptions is necessary in order to find out what benefits they feel they obtain from the cross-border tourism governance approach. Other scholars such as Bramwell & Lane (2000) highlight the need for future research to examine processes of collaborative governance and its possible barriers in practice (see also Scherer & Zumbusch, 2011; Sousa, 2013). Additional knowledge gaps identified by multiple academics regarding possible benefits include the questions of (cost and) benefit distribution, production of knowledge links, expertise and skill transfer, creation of a sense of unity, and tangible financial as well as intangible non-financial results (Martinez, 1994; Scott, 1999; Timothy, 1999 & 2002; Bramwell, 2004; Dredge, 2006; Trippel, 2010; Bramwell 2010; Sousa, 2013; Gash, 2016).

As it can be concluded from the above, collaborative governance is seen as a solution for democratic, sustainability and efficiency problems by a number of scholars. In practice, however, the approach is seen to be facing many barriers that inhibit its beneficial aspects. When combined with a cross-border tourism setting, collaborative governance may be facing more barriers and inhibitors to function successfully than promises to begin with. Moreover, positive outcomes and benefits are among the potential effects, but lack empirical evidence in many cases. Thus, this research aims at contributing to fill the aforementioned gaps by generating this empirical evidence. In the next section, the research questions formulated to address this gap will be presented.

3. Research question, aim and methodology

3.1 Research question & aim

This research will investigate the governance approach used by the Regional Nature Park Schaffhausen and its positive effects on the residents living within the Park perimeter. Hence, the aim of this research is to identify and analyse the benefits created for the inhabitants of the Park by its cross-border governance approach.

Thus, following the research objective, the main research question of this project will be "What are economic and unquantifiable benefits of the cross-border tourism governance approach created for the inhabitants of the Park?" In order to reach this objective and answer the main research question the following secondary research questions will be pursued:

- RQ: 1: What does the Park's governance look like in practice?
- RQ 2: Which elements of the regional nature Park's governance approach can be related to collaborative governance?
- RQ3: What are quantifiable benefits of the cross-border collaborative tourism governance approach?
- RQ4: What are the unquantifiable benefits of the cross-border collaborative tourism governance approach and what are the barriers to achieving those?

3.2 Methodology

To address the research question, a single-case mixed-methods case study design is used.

As outlined above, the management of the case chosen shows characteristics of collaborative governance. Thus, the analytical lens used to analyse the cross-border governance of the Park is going to be collaborative governance theory. The case study will be conducted in a holistic way including the levels of Park staff, Park population as well as business owners to be able to answer the research question in an idiographic manner (i.e. understanding the case fully and contextualised; see de Vaus, 2001). By making use of this research design, the benefits of the tourism governance approach as well as the distribution of these benefits can be analysed.

In order to gain a full and comprehensive understanding of both the quantifiable as well as unquantifiable benefits that possibly result from the cross-border governance approach of the Park I focused on one rural and cultural tourism project that shows collaborative characteristics and takes place across the border namely a hiking path in the South of the Park called the Rhein-Reben-Route. The path starts in Jestetten (Germany) and ends in Buchberg (Switzerland). The path has a length of 18km with nine stops at specific places ranging from a cultural to natural sightseeing spots. A map of the hiking route is provided indicating restaurants, barbecue-, swimming-, and sightseeing spots, bus, train and ferry connections and tips for other activities (see Appendix 6). On the Park's website, hotels are also named providing information on where to stay overnight. This project is funded by the Regional Nature Park Schaffhausen with resources invested by both German and Swiss funding.

3.2.1 What does the Park's governance look like in practice?

For question one, the Park's functioning was analysed. Aspects that were focused on to be able to understand the form of governance include the scope at which the Park operates (problem domain & actors involved) (Timothy, 1999& 2001; Bramwell & Lane, 2011; Scherer & Zumbusch, 2011; Zapato & Hall, 2012) and how decision making processes take place (Bramwell & Lane, 2011).

Participant observation was used to be able to understand and conceptualise the form of governance the Park employs in practice. Semi-structured interviews were held with management staff and the two board members of the Park in order to understand the governance approach better and clear any questions regarding the functioning of the Park. The sample consists of three long interviews and one spontaneous, short interview which had not been planned ahead (Expert C). However, the information obtained from three in-depth interviews and one short interview were decided to be of sufficient richness to be analysed for this thesis. Also, the aim of this thesis is to have a holistic approach to collaborative governance and value created which is why it was decided to touch upon multiple fields and not focus on only one in-depth. The data obtained has been analysed as to how the Park functions and what their main aims and processes are by means of inductive coding. Those aspects relating to RQ2 have directly been used to answer RQ2.

3.2.2 Which elements of the Park's governance approach can be related to collaborative governance?

The key aspects that will be paid attention to when analysing which aspects of the governance relate to collaborative governance include whether decision-making activities are taking place in a collaborative way through communication with stakeholders with shared power and joint decision making and happens in service of public aims as defined by Gash (2016). Moreover, the types of actors involved in collaborations will be analysed, as one feature of collaborative governance is that stakeholders come from different domains (Ansell & Gash, 2007; Bramwell & Lane, 2011).

Research question two has also been answered by making use of participant observation and the same semi-structured interviews with management staff and two board members as mentioned above, using the academic literature on collaborative governance for guidance and checking to what extent the governance approach used can be related to collaborative governance.

The interviews have thus been analysed by means of deductive coding. Again, as mentioned above, the scope of this thesis required me to limit my sample size and the data that could be obtained from three in-depth interviews and one short interview was very rich. Thus, this research question is based on four expert interviews with experts from both Germany and Switzerland.

3.2.3 What are quantifiable benefits of the cross-border collaborative tourism governance approach?

In order to assess the quantifiable benefits to the region that have possibly been generated by the Park, I conduct an economic impact assessment by means of a multiplier analysis (Wagner, 1997; Mayer et al., 2010; Kumar & Hussain, 2014). This method was chosen as the scope of this research does not allow for a more extended research of the economic impact. Also, as the economic value created only for the Park residents that could possibly be impacted by the tourism project is planned to be assessed, there is no need to include the impacts for the entire canton of Schaffhausen (CH) or region of Baden-Württemberg (GER), let alone the impacts on the entire countries involved.

When planning an economic impact assessment, there is a choice between multiple methods. Roughly outlined, they can be divided in supply-oriented approaches and demand-oriented approaches. In this thesis, I have chosen for a demand-oriented approach as a supply-oriented approach requires all tourism-related businesses in the region of analysis to disclose their operational data such as salaries, turnovers, production inputs which is rather complex and uncommon especially in such a wide-ranging industry like tourism (Job et al., 2005; Knaus & Backhaus, 2014). Further, from all demand-oriented approaches, I have decided for a multiplier analysis as it is cheaper than other methods, and widely used in other regional assessments of the economic impact of tourism in several European countries (Job et al., 2005; Mayer et al., 2010). The demand-oriented approach is also considered more accurate and easier to use (Job et al., 2005; Lejarraga & Walkenhorst, 2010). "Additionally, it has already been applied in two Swiss parks (for the UNESCO Biosphere Reserve Val Müstair park, see Küpfer 2000 and Backhaus et al 2013; for UNESCO Biosphere Reserve Entlebuch, see Knaus 2012); and is widely applied in German parks as well (Job et al 2013)" (Knaus & Backhaus, 2014:3).

The basic assumption of the multiplier model is the idea that general economies function in a circulatory manner and that industries are interconnected. Also, especially the tourism industry is said to create demand in multiple industries (Lejarraga & Walkenhorst, 2010). Thus, initial expenditure by tourists is assumed to “trigger subsequent rounds which create indirect effects of the initial cash injection in supplying businesses” (Mayer et al., 2010:74). Therefore, the total economic impact of tourism is assumed to be bigger than the initial spending due to the indirect effect on other industries that supply tourist services as well as through induced effects. The latter regards the income of workers in the tourism industry which they can spend again on something else in the economy (Job et al., 2005; Bodenhöfer et al., 2009; Lejarraga & Walkenhorst, 2010; Mayer et al., 2010).

For a multiplier analysis, the daily visitor expenditure, number of visitors as well as the average length of stay needs to be assessed by surveying the tourists on site. Also, their expenditure patterns are assessed and it needs to be distinguished between day and overnight visitors (Knaus, 2012; Knaus & Backhaus, 2014). In line with other research on the regional impact of tourism activities, only tourist expenditure will be considered and not capital investments made as e.g. in the infrastructure (Mayer et al., 2010). The tourists also need to be asked if the Park was the primary reason for them to be in that area in order to connect their spending to the Park (Bodenhöfer, 2009; Knaus, 2012; Knaus & Backhaus, 2014). Furthermore, I have decided not to extrapolate the data, or to include further estimates of visitor numbers of the management team, as they have only started to record the number of hiking route-maps that are downloaded from the website in November, 2018. Thus, there is no reliable data an extrapolation could be based on. Beyond, all thesis research questions are based on data that was obtained during three weeks of May, which makes effects found in the different areas of study more comparable if they are all based on the same data timeframe.

In order to reach the final sum of value added, the expenditure by tourists needs to be multiplied with the factor that is estimated to be beneficial for the indirect and induced effects. These so called multipliers will be used from literature, as it is rather complex and uncommon to calculate specific regional multipliers (Job et al., 2005; Knaus & Backhaus, 2014). Also, studies on the economic impact of Parks tend to use the same multipliers, making numbers obtained comparable between Parks (Knaus & Backhaus, 2014). Furthermore, multipliers differ in the way they are calculated which makes results of studies that use different multipliers not comparable (Lejarraga & Walkenhorst, 2010; Knaus & Backhaus, 2014). The multipliers used for this study will thus be the same as used by Küpfer (2000) and Knaus (2012) which are the only studies on the economic impact of Swiss national Parks so far (Knaus & Backhaus, 2014). This will make analysing the results easier as they can be set into context by comparing it to the other studies' results. The indirect multiplier is set as 0.43 and the induced effect (income multiplier) as 0.22. The gross added value of total tourist expenditure is assumed at 0.50. (Knaus, 2012; Küpfer, 2000)

The data will be differentiated between day visitors and tourists that stay overnight so that their expenditure is going to be calculated separately.

The gross revenue generated by tourists is calculated by obtaining the guests frequency which will then be multiplied with the average daily expenditure per person (AE) (Knaus, 2012).

Regarding overnight stay tourists, the guest frequency is obtained by multiplying the number of tourists that stay overnight (No) with the average number of days they stay (AD).

Equation one shows how the gross revenue (Eo) generated by overnight stay tourists is calculated.

$$\text{Equation 1: } E_o = N_o * A_D * A_{E_o}$$

The guests frequency of day visitors is just the total numbers of day visitors (Nd). Thus, equation two shows how the gross revenue by day visitors is calculated (Ed)

$$\text{Equation 2: } E_d = N_d * A_{E_d}$$

The total direct expenditure tourists (TE) will then be assessed by adding the total overnight stay tourists' expenditure with the day visitors' total expenditure (see equation 3).

$$\text{Equation 3: } T_E = E_o + E_d$$

The gross turnover will then be multiplied with 0.5 to arrive at the value added directly through tourist spending. Multiplying the direct value added with 0.43 will give the indirect effect (i.e. effects on supplying businesses). The induced value added (i.e. income effect of those working in tourism or supplying businesses) is calculated by adding the direct value added with the indirect value added and multiplying the sum by 0.22. Adding the direct value added, indirect value added and induced value added will result in the total value added (Küpfer, 2000; Knaus, 2012; Knaus & Backhaus, 2014).

During the entire research period of 20 days, 5 days were rainy. On those days, as there were no tourists or visitors to be found, no surveys were filled out. The first two weeks were around 15-20 degrees Celsius, whereas the last week temperatures went up to 25-30 degrees Celsius. During the entire research period, only one day, namely the 30th of May was a national holiday. I aimed for a sample size of 300-400 tourists, however, due to the amount of rainy days, the lack of tourists on rainy as well as on less sunny days and the other research activities that had to be fulfilled, only a sample size of 149 surveys has been reached. However, the 149 questionnaires were filled out also by groups of people which is why the spending patterns derived from that corresponds to a total of 453 visitors (of whom 50 are children).

Most surveys were distributed in person (141). However, support by local hotels was also sought, from which two managed to get 4 surveys filled out each (Hotel Holzscheiter and B&B in the green). Other hotels either did not participate or did not manage to get their guests to fill out the surveys. One spot, namely the Parking lot Rüdlingen was named by Expert A as a typical spot to find tourists and day visitors. Beyond the Parking lot, the hiking path of the Rhein-Reben-Route along the riverside was also used to survey tourists. During the first weekend of the fieldtrip, the Park hosted an event called the days of the open atelier. On this occasion, artists from the region opened their doors to interested locals, visitors and tourists. Thus, this weekend was also used to survey tourists in Jestetten and Rüdlingen. Lastly, the church in Buchberg is a typical tourist spot, as it offers a nice view over the Rhine and Rüdlingen, which is why some tourists were also surveyed there.

The questionnaire used to assess tourist data will also be based on Knaus (2012) who based it on the one used by Küpfer (2000) and also tested and adapted it specifically to Park tourists (see Appendix 3). Only additional questions that regarded the tourists' stay were deleted as the aim of the distribution of the survey was to find out how much tourists tend to spend when visiting the region.

The multiplier analysis will show what tourists spend their money on while being in the regional nature Park. Moreover, the tourists' frequency, demographic profile and characteristics during the time of the research (three weeks in May) is obtained which will additionally be useful for businesses and the Park's management in general for that time period (Knaus, 2012).

3.2.4 What are unquantifiable benefits of the cross-border collaborative tourism governance approach?

The aim of this research question is to investigate the unquantifiable benefits of the cross-border collaborative tourism governance approach for residents and organisations within the Park perimeter. A consultation and synthesis of the relevant literature led to the identification of hypotheses regarding the possible unquantifiable benefits a cross-border collaborative tourism governance approach can have. These include the formation of a collective regional consciousness and enhanced social cohesion (Bramwell, 2010; Bramwell & Lande, 2011; Pechlaner et al., 2012; Gash, 2016), regional self-awareness, regional identity (Scott, 1999; Sousa, 2013) and image (Sousa, 2013; Frick & Hunziker, 2015).

To assess the unquantifiable benefits created for residents by that form of governance, hypotheses from the literature are identified. Since one of the above mentioned hypotheses about unquantifiable benefits to residents include the creation of a regional identity, the framework by Paasi (1986) on how regional identity is made up is used to structure and formulate interview questions. It also overlaps with the Park's non-financial aims (see Appendix 4) and will thus be used for structuring and analysing interviews with residents.

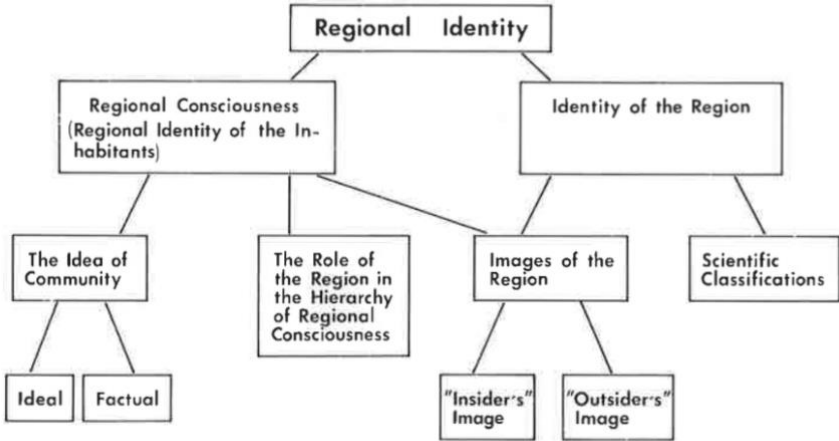


Figure 1. Regional Identity Framework Paasi 1986

According to Paasi (1986), regional identity is made up of regional consciousness and the identity of the region (see Fig.1). Since I am only investigating regional identity in relation to the Park, scientific classifications will not be analysed. Moreover, the aim of this research is to find out whether the regional identity is aligned or not. Hence, I am mainly comparing whether interviewees give similar answers to the same questions or if answers differ and if that also aligns with what the Park aims for.

The interview questions “Are you in regular contact with people from other municipalities? And if so, also across the border?” is used to investigate the factual idea of community, which, according to Paasi (1986) refers to the group of people a resident is in actual contact with and thus makes up that resident’s community. The ideal idea of community is what is communicated by institutions to residents what should be their community and is investigated by reviewing the Park’s aims and analysing interviews with management staff.

The question “What region do you identify with?” aims to find out the role of the region in the hierarchy of regional consciousness. This concept refers to the “identification with a specific region” (Paasi 1986:133) and highlights what the resident feels is still part of *his/her* region and what is not. In order to investigate the residents’ inner images of the region which is comprised of what they think makes the region special, what are special features of the region and its inhabitants and what are features that contrast with other regions (Paasi, 1986) the questions “What makes your region special?”, “What makes the people special?” and “What distinguishes your region from others?” are asked. The outer image can refer to physical aspects that are marketed e.g. for tourist reasons and can be “manipulated by the institutional sphere” (Paasi, 1986:137). Thus, during interviews with management staff it is asked what image the Park wants to convey and market. Paasi (2000) claims that regions are “social constructs that are created in political, economic, cultural and administrative practices and discourses” (Paasi, 2000:6) and first have to be constituted in a territorial, symbolic as well as institutional way before they can be traced in a community’s consciousness or by outsiders. Hence, participant observation will be used to identify whether the Park’s planned and intended regional identity creation is resembled by symbolism (see Paasi, 1986).

In order to answer the research question, short structured interviews with residents that live in one of the four municipalities (Jestetten, Lottstetten, Buchberg and Rüdlingen) the hiking path Rhein-Reben-Route goes through have been conducted. It was noted where the interviewee is from in order to analyse if responses differ depending on the interviewee’s place of residence. As it has been outlined above, 5 out of 20 days were cold and rainy, so no locals were stopped on the streets for interviews. Subsequently, the framework was also used to analyse the interviews conducted with residents living in Jestetten, Lottstetten, Buchberg and Rüdlingen. I have shown frequencies of answers by making use of SPSS. However, I have aimed at showing the overlaps of factors of regional identity or lack thereof and did not aim at predicting factors or showing correlations in factors. This will be mentioned in a later section as an opportunity for future research.

Regarding businesses, benefits identified in the academic literature include cost-benefit sharing, synergy seeking and augmented capacities (Timothy, 1999; Doppelfeld, 2007; Scherer &

Zumbusch, 2011). Moreover, skill, knowledge and expertise exchange and acquisition and sharing of capital and resources as well as networking are named as additional benefits (Timothy, 1999; Bramwell & Lane, 2000; Doppelfeld, 2007; Beaumont & Dredge, 2010; Bramwell, 2010; Scherer & Zumbusch, 2011; Bramwel & Lane, 2011). Finally, the aforementioned is thought to lead to enhanced regional economic development (Scott, 1999; Timothy, 1999 & 2001; Doppelfeld, 2007; Tripp, 2010; Mayer et al., 2010; Farsani, Coelho & Costa, 2011; Scherer & Zumbusch, 2011; Sousa, 2013).

Semi-structured in-depth interviews have been held with two restaurants that are formal nature Park partners and three hotels that lie within the region of analysis. The above mentioned expert interviews were also used to identify unquantifiable benefits created. A schedule is included in Appendix 2.

I identified prospective interviewees on the Park's website and then contacted them prior to the fieldtrip. The sample size came about as some of the hotels contacted did not have the time to schedule an interview or could not be contacted beforehand as they have not been indicated on the Park website. Others did not reply to the emails sent and had to be asked in person to schedule an interview. When being on site, a tight research schedule did not allow for many additional changes and thus some hotels had to be left out of the sample. However, the data obtained was very rich and multiple interviewees touched upon similar themes which makes the findings rather strong.

The aforementioned hypotheses about possible unquantifiable benefits of cross-border collaborative tourism governance have been used to structure and subsequently analyse the interviews held. Any benefits that were not mentioned in the literature but were striking on site have also been included in the analysis.

4. Results

In this section, I will present the findings that have been generated during the research period and subsequent analysis structured by the research questions. The Park's form of governance will be laid out first and in the next step, elements that relate to collaborative governance are identified. I will continue by answering the third research question about quantifiable benefits created by the Park and then end this section by outlining unquantifiable benefits created for organisations as well as for individuals.

4.1 The Park's governance

The elements of governance analysed are the scope at which the park operates in terms of problem domain tackled and actors involved and how decision making processes take place and whether power in these processes is concentrated or shared.

As for the scope of the problem domain the Park has set its geographical boundaries rather clear in that it tries to realise its aims (see Appendix 5) within the boundaries of the Park (see Map 1 at

the beginning). The aims of the park evolve around aspects of nature, landscape and biodiversity (e.g. preservation and revaluation of nature; reusable energies and inclusion of population), regional strengthening (development of rural and cultural tourism offers; promotion of regional products; sustainable mobility; preservation of special areas) and education around nature and the environment (model region for sustainable education; network of environmental education) and it aims at including all possible actors within these boundaries (Müller et al., 2017). Sustainability (both social as well as ecological) and sustainable development are central aspects of the Park's functioning (Expert A). The domains the actors come from vary from private persons, businesses, associations, other parks to authorities and everyone is invited either to participate in what the Park offers or become a member (Müller et al., 2017; Expert A & Ab).

Concerning decision making, basic decision making processes lay in the hands of the project leaders or the board (Expert A). Also, the Park is fully controlled by the project leaders and board and its actions are overseen by the funding bodies of Switzerland and Germany. However, there is no deciding power or controlling attributed to the locals. However, the locals have to vote about the Park's future existence on a regular basis, which does give them some kind of power every ten years (Müller et al., 2017).

Project leaders make decisions about anything that falls into their field (nature & landscape; education & culture; agriculture & regional development; product management; communication) and only inform the board (Müller et al., 2017). The board meets four times a year. Any decisions concerning finances or changes in finance are taken up by the board as well as completely new projects or new project fields (Expert A). The board is made up of private and public actors and amounts to about 20 people (Müller et al., 2017). Once a year all Park members meet and talk about the future of the park "how should it go on, what wishes are still open" (Partner B). Anyone who wishes to become a member can do so and then only has to pay a yearly member fee (Müller et al., 2017; Hotel A).

Processes concerning practical decisions as to what projects and activities to realise are guided by input from locals, the so called Park population, firstly to gain support and acceptance from the population, second, because the Park is financed partly by the municipalities and third as one of the main aims of the Park is to be inclusive (Expert A; Müller et al., 2017). For that, the Park also has a range of mechanisms in place to ensure input from the residents. For instance, for the Park population to be able to communicate any project ideas, the Park offers the opportunity to the people to send them project ideas or come by to their main office in Wilchingen where anyone with a project idea can go to and ask for financial or any other kind of support (Expert A).

Other projects, such as the Park's hiking, biking and skating route platform, NatourPark.ch, have initially been suggested by Park inhabitants but are continued, managed and further developed by the management and project leaders of the Park. Inputs of inhabitants are still used, however (Expert A). Some projects are also suggested by the head organisation of parks in Switzerland. These can then be acted upon or not and are suggested to all Swiss parks (Expert A). Another

strand of projects are suggested by other, smaller associations or organisations within the Park perimeter, such as the gypsum museum's renovation and creation of skating routes on the platform NatourPark.ch (Expert A).

As the Park is financed by Swiss governmental and cantonal funds as well as taxes from the municipalities on the Swiss side, and by provincial funds and taxes from municipalities on the German side, their finances must not be mixed or combined in any way. Swiss money must essentially be used on Swiss grounds and vice versa. Thus, project support also has to be applied for and obtained from the respective organisation for financial support of Parks on each side of the border (Expert A). The management team, however, supports each applicant, no matter from which side of the border, in filling out the application form and makes them aware of bureaucratic traps they might come across (Expert AB).

In Germany, an applicant first receives support in filling in the application from a worker in one of the German municipalities. Then, the application is given to the Park's main office in Wilchingen where Expert A corrects and further helps an applicant and makes them aware of any issues that could arise. At a next step, the Naturpark Südschwarzwald reads over the application again and corrects it if necessary. After that step, the application is sent to the responsible regional authorities in Freiburg (Regierungspräsidium Freiburg - Naturparkförderung) by the Naturpark Südschwarzwald (i.e. the Nature Park Southern Black Forest) and it is waited for approval or disapproval by the responsible governmental funding organisation (Regierungspräsidium Freiburg – Naturparkförderung) (Expert A, Expert Ab, Expert B). The application is stated to be rather complicated and help is necessary by all above mentioned bodies. The process is also claimed to be far from practical and inhibits locals from achieving projects (Expert A). Expert B herself failed to go through with an application and even the nature Park main office in Wilchingen needs support by their partner, the Naturpark Südschwarzwald to correct it again and then send it as the German bureaucracy seems to be too complicated (Expert A, ; Expert B). Projects get funding after they have been implemented. Pre-financing can only take place if provided by the municipality, as the German nature Park funding does not provide pre-finance. Furthermore, applicants need to calculate how much exactly their project is going to cost and they need to prove that number. It must not be an estimate but a precise calculation. Although applicants are supported by several instances, the procedure is rather tiring and some also fail to go through with a project due to these complications (Expert A, ; Expert B).

The Swiss side of the Park handles things differently.

“In Switzerland, we submit an application for finances every four years to the federal Bureau of Environment (...) in which we offer the federal bureau several project ideas and which areas we would like to develop further (...) and the federal bureau can decide what they want and how much CHF it is worth to them and how much we will get” (Expert A).

They receive a budget with which they can finance projects and they can handle the money themselves.

“Once the money is here, we as the Park can do with it whatever we want. We have indicators that we need to fulfil and prove to the BAFU but we do not have to submit an application to every single project”. (Expert A)

They also decide what to finance and what not, which is quicker and closer to reality (Expert A, Expert Ab; Expert B). In case of joint projects, such as the Rhein-Reben-Route, the German nature park organisation funds what is built and invested on German grounds, and the Swiss Park funds apply to what is spent on Swiss grounds. Hence, joint projects and in some way joint financing are possible and according to Expert B and Expert A do not hinder further collaborations and cross-border projects. Expert B even states that she does not perceive separate financing to be a barrier to full regional integration.

4.2 Elements relatable to collaborative governance

Based on the description of the governance in the Park above, several aspects can be related to the definition of collaborative governance that is used in this research.

First, regarding the problem domain the Park is concerned with, it can be stated that the Park's aims are to benefit the wider public. For instance, sustainable development is an aim that can be related to collaborative governance (Davies & White, 2012). Most projects, of which the following are examples, can clearly be related to be in service of public aims. This includes developing hiking, biking and skating routes close to restaurants/cafés/businesses to have them benefit from the tourist revenue and ultimately impact regional economic development positively.

“We do not reinvent the wheel – the hiking routes are already there, what we try to do now is to include our new partners – nature Park hosts, nature Park producers – in the new editions, so tourists go there and eat there, which is basically the goal” (Expert A).

Another goal of the Park is to become a region with which the people living in the Park perimeter identify. “In principle, the idea is that people can also identify with the nature Park across regional borders” (Expert A) which can also be related to aiming at benefitting the wider public which is a characteristic of collaborative governance (Davies & white, 2012).

The Park manages to fuel local innovations as people who had a good idea once tend to come back with other projects and ideas by means of offering locals with project ideas support of different kinds (Expert A). Furthermore, the Park does not get a share of the revenue Park projects might obtain. Thus, the Park mainly supports projects aimed at public benefit and does not pursue any ulterior motives.

Moreover, the different domains from which participants originate vary from private to public and are thus another element that relates to the definition of collaborative governance used in this thesis. As mentioned above, the Park not only involved multiple actors but also actively collaborates with them. For instance, regarding collaborations with foreign municipalities, Expert B, board member and mayor of one of the German municipalities is convinced that cross-border collaboration is necessary in multiple fields. She argues for example that “there are many

questions where the answers do not stop at municipal – or national – borders, (...) so one has to inevitably talk to the neighbour” (Expert B). She also states that it is tradition to stay in close contact with the neighbour and that it seemed somehow natural that they would also become a member of the Park. On top, they have been member of the Schaffhauserland Tourism association for decades already and are “intertwined with Switzerland especially when it comes to tourism” (Expert B).

The Park made use of the expertise of other organisations as well (e.g. Schaffhausenerland Tourismus, Naturpark Südschwarzwald; Naturzentrum Thurauen; Naturschutzbund Waldshut-Tiengen (NABU); Bund für Umwelt und Naturschutz Deutschland (BUND)) Collaboration is a fundamental characteristic of the Park’s functioning and they “never do anything alone, because they (we) always need the expertise of the people in the Park” (Expert A). What is especially interesting about this concept is that the nature Park collaborates with organisations internal to its boundaries (e.g. NABU; BUND) but also with organisations outside of the Park perimeter (Naturzentrum Thurauen) and even with other nature Parks in Germany and Switzerland (Naturpark Südschwarzwald).

In principle, the Park’s aim is to give initiatives from the Park population perspectives and provide businesses with incentives to become more regional and sustainable. Thus, only when first launching new project ideas, businesses that fit the project and are thought to be interested or have already been in contact with the Park were asked if they would like to join. Normally, the Park’s aim is to provide support to those businesses and persons who have a project idea or show initiative by themselves and want to take it further (Expert Ab, Partner A).

Closer collaborations with businesses normally arise from their asking the Park for a closer collaboration and partnership. This can also be related to characteristics of collaborative governance as those who voluntarily want to participate can do so (Gash, 2016). Basically, anyone who wants to may become a Park association member. Such inclusive consultation is characteristic of collaborative governance (Gash, 2016).

One basic aim of the Park is to provide incentives so that businesses may decide on their own that being more sustainable and using more regional products will be more beneficial, or ‘worth it’. Incentives include receiving the Park’s label, being included on the selling platform, being included in the marketing campaigns and media and gain popularity (Expert Ab; Partner A; Partner B; Expert C).

“The actors approach the nature Park and want to do something and we only support this idea, with staff, which means you can’t go there and say ‘I want 20K’. The actor has to approach the Park and say ‘I have this idea, what could we do, how could we do it’ and then he or she will be supported. It is meant for these people” (Expert C,)

“In principle producers and hoteliers come to us more often because they want it and they see the added value in it and pressuring someone to do it – it is really more an ideology. If the business does not share it, then, financially there is not insanely much to get for such a partner at the moment, so the business and the head behind it really has to share it.

Hence, I think in the future it will be more the case that they approach us, or if the project managers have time, once in a while they will query them” (Expert Ab)

Whereas any decisions concerning organisation or finances of the Park are handled in a hierarchical manner either by the board, project leaders or governmental bodies, processes concerning practical decisions as to what projects and activities to realise can be related to collaborative governance as the power regarding them is shared. On top, albeit the board having quite some deciding power, it also has to be noted that it consists of multiple people from a variety of backgrounds. Thus, although power is inherent to this board in a static way, it is shared between many people from multiple domains and thus multiple interests which does relate to collaborative governance (Ansell & Gash, 2007).

In summary, having analysed the governance of the park around the aspects of scope of problem domain and actors involved and decision making processes and to what extent power is shared in them, it can be stated that regarding decisions the park population is impacted by such as the realisation of new projects, decision-making processes are inclusive and mostly happen in service of public aims. Power is shared within the board and locals also have to vote about the Park’s future every ten years and are given power in that way as well. It can then be concluded that the form of governance the park employs can be stated to be that of collaborative governance.

4.3 Quantifiable benefits

In this section I will first outline demographics of those tourists whom have been surveyed. Then, I will go on to identify how many visitors have indicated to be visiting only due to the Park. Furthermore, I will describe the tourists’ expenditure patterns and then analyse the value created by those tourists as well as conduct the multiplier analysis.

Out of the 149 surveys filled out, there have been 406 adults and 47 children. 120 out of 149 cases included no children. The tourists surveyed ranged from being 18 to 93 years old and the average age of the tourist surveyed was 48.9 years old.

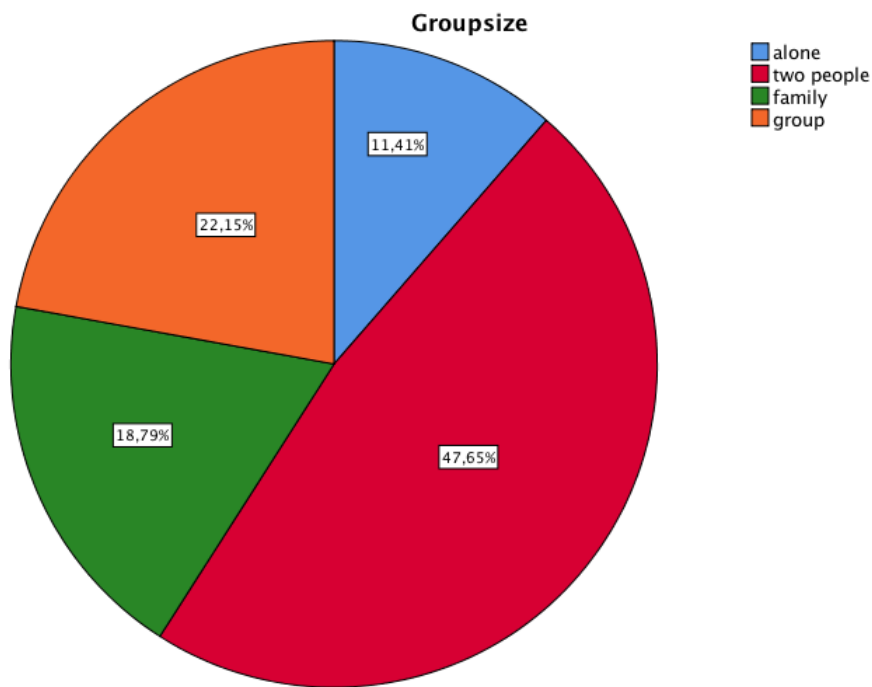


Figure 2: Frequencies of group types

Figure 2 shows the distribution of group sizes and it can be concluded that almost half of the sample were in a group of two people. The biggest group of people was a group of 36 adults and two children.

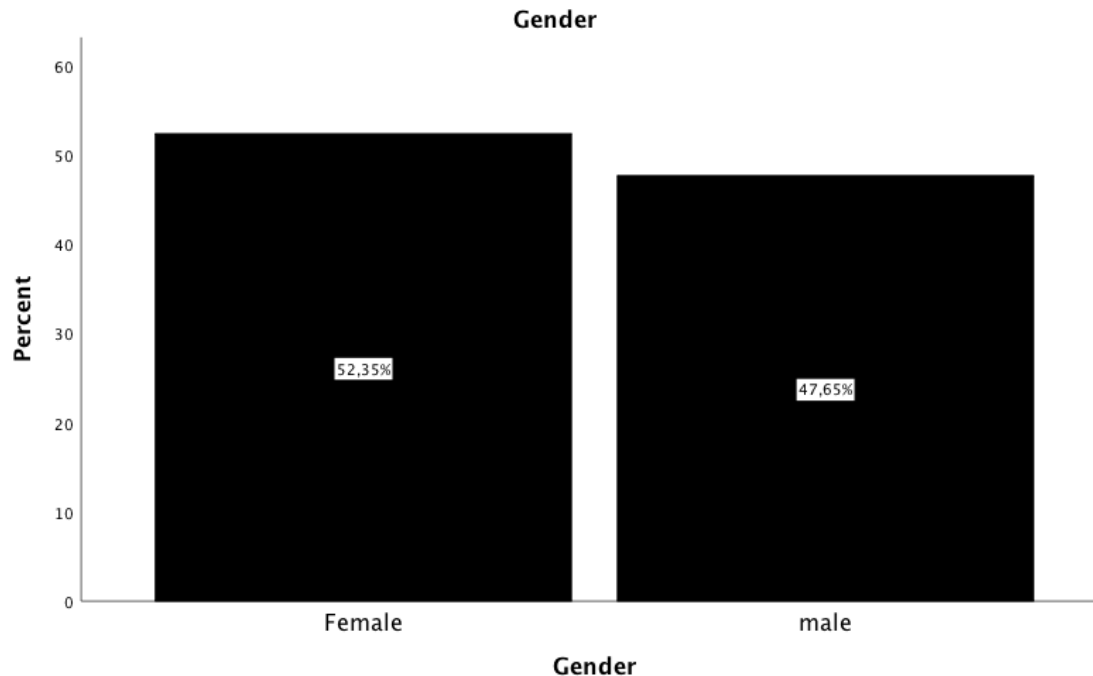


Figure 3: Gender distribution

Figure 3 shows the gender distribution being almost equal.

Regarding the tourists' places of residence, 91.3% were from Switzerland. 8.1% indicated that they were from Germany and one case, 0.7% indicated being from Denmark.

132 out of 149 cases did not stay overnight. The average length of stay of those staying overnight is 3.53 nights. 49.7% of those surveyed named hiking as their main activity in the region. 14.1%

mentioned going for a walk and another 14.1% named bathing/swimming as their main activity. 4% of the tourists surveyed indicated that they barbecued and 3,4% said they were doing a bike tour.

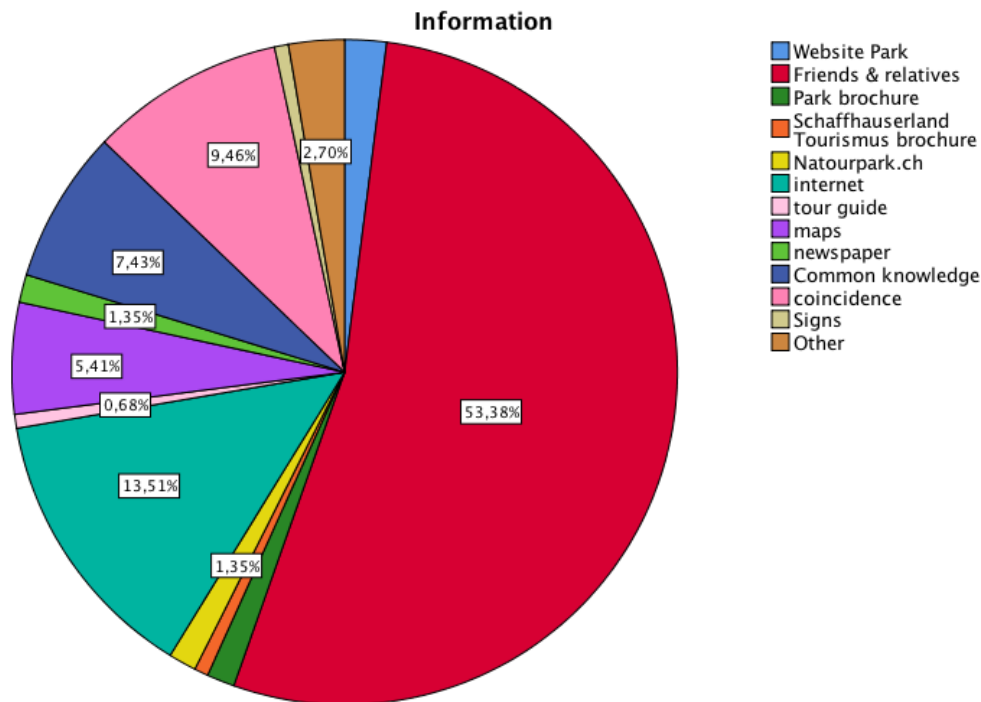


Figure 4: Information sources of tourists

As it can be seen in figure 4, 53.4% of surveyed tourists indicated that they knew about the place from friends or relatives, 13.5% from the internet, and another 9.5% and 7.4% stated that it was coincidence when they first came to the place or just common knowledge respectively. 2% stated they obtained information on the website of the regional nature Park Schaffhausen. 1.35.% or 2 groups each named the regional nature Park Schaffhausen brochure, and the Park’s website NatourPark.ch as sources of information.

Economic value

Out of the 149 tourist surveys, 25 cases indicated the Park played some role or a major role in their decision to go to the region. This corresponds to 16.8 % of all surveys. These surveys were filled out on behalf of about 105 visitors of whom 93 are adults and 12 are children. Related to the total of 453 visitors who were indicated on the surveys, the percentage of visitors coming because of the Park amounts to 23% of all visitors, or almost a fourth. From this it can be concluded that visitor groups of Park tourists are slightly larger than the all visitors’ groups.

Regarding the expenditure patterns of those visitors that only visit due to the Park, table 1 shows the average daily expenditure per person. It can be concluded that day visitors tend to spend slightly less than what all tourists spend on average on restaurants, stores and entry fees. A very small amount is spent on ‘other’ by Park day visitors. When analysing the spending patterns of overnight tourists, the difference in overall expenditure between Park tourists and all tourists is very small either. Nevertheless, the average off all overnight tourists spends 6.21 francs (henceforth CHF) per day per person in stores, whereas the average Park overnight tourist only

spends 2 CHF per day per person in stores. Contrasting, the Park overnight tourists is found to spend almost twice as much on transport per person per day as all overnight tourists, which only spend around 3.46 CHF per day per person on transport.

Type	Accommodation	Restaurants	Stores	Transport	Entry Fees	Other
Day visitor Park	-	8.34	0.34	1.98	0	0.02
Overnight Park	17.66	11.25	2	6.17	0.31	0
Day visitor total	-	10.7	1.06	2	0.11	0
Overnight total	19.36	12.17	6.21	3.46	0.19	0

Table 1: Expenditure per day per person per category in CHF

Multiplier analysis

In order to conduct the multiplier analysis, the guest frequency of all tourists first has to be determined which will be done in the next section. The guest frequency of overnight tourists that indicated that the Park played some or a major role in their decision to visit the region amounts to 82.5 (17 adults, 5 children and an average length of stay of 3,75 days). Since their average daily expenditure amounts to 41.88 CHF, the gross turnover generated by Park overnight tourists is estimated at 3455.10 CHF. Regarding day Park tourists, their guest frequency amounts to 83 (76 adults, 7 children). Hence, multiplied with their average daily expenditure of 5.17 CHF, a gross turnover of 429.11 CHF of Park day tourists is estimated. The guest frequency of all day visitors during the three weeks amounts to day 403 visitors, out of which 366 were adults and 37 children. As on average a day visitor spent 11.88 CHF in the region, the gross revenue obtained from that amounts to 4787.64 CHF.

The overnight-stay guest frequency is calculated by multiplying the number of guests (40 adults, 10 children) with their average length of stay (3,53) and amounts to 176,5. As the average daily spending is 41.18 CHF, the gross revenue obtained from overnight-stay guests is estimated at 7268.27 CHF. According to K pfer (2000) and Knaus (2012), it can be assumed that value added corresponds to 50% of gross turnover as indicated in table 2.

	Average daily spending per person	Guest frequency	Gross turnover	Value added
Park day	5.17	83	429.11	214.56
Park night	41,88	82,5	3455.10	1727.55
Total day	11.88	403	4787.64	2393.82

Total night	41.18	176,5	7268.27	3634.14
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Table 2: Park tourists and all tourists in CHF

The indirect effects correspond to the value added multiplied by 0.43 and the induced effects to the sum of the direct value added and the indirect value added multiplied by 0.22. The total value added is the sum of the direct, indirect and induced value added (see table 3).

	Direct value added	Indirect value added	Induced value added	Total value added
Park day	214.56	92.26	67.50	374.31
Park night	1727.55	742.85	543.49	3013.88
Total day	2393.82	1029.34	753.10	4176.26
Total night	3634.14	1562.68	1143.30	6340.11

Table 3: Direct, indirect, induced and total value added in CHF

The total value added generated by tourists visiting and staying overnight due to the Park amounts to 3380.20 and the total value added generated by all visitors and tourists amounts to 10516.37 CHF which is about 9487,17 EUR (June 26,2019). Thus, about a third of the added value of tourists visiting the region can be attributed to tourists visiting due to the Park.

4.4 Unquantifiable benefits

Only findings which are deemed relevant or significant to this research question are included. Other aspects that were striking are touched upon in the discussion section.

This results section of the unquantifiable benefits is split up into the unquantifiable benefits to organisations and those that are possibly received by individuals. The latter relates to those that impact the regional identity locals might have. First, the most striking benefits for organisations that comply with those identified in the academic literature will be delineated. I will proceed then with analysing the benefits identified in the literature that have not been found to full extent in this research. Next, the role of the border in obtaining those benefits is outlined. Further, I will bring forward those benefits that were not outlined in the literature followed by a list of obstacles that have been identified to inhibit the benefits that can be obtained. In the last part of this section, the benefits for residents identified as well as the aspect of regional identity will be analysed.

4.4.1 Unquantifiable benefits for businesses

The first benefit to be identified resulting from the Park's cross-border collaborative governance approach is that of extensive networking of businesses and individuals who work closely with the park. This benefit has also been identified in the literature (Beaumont & Dredge, 2010; Bramwell & Lane, 2011). Producers, restaurants and hotels are connected by the Park as the Park's team knows multiple businesses and entrepreneurs which might not know each other otherwise but

could benefit from one another. If an opportunity to connect two actors in a buyer-seller relationship is noted, the Park's management introduces the actors and therefore strengthens regional business ties, enhances regional economics and facilitates sustainable product selling and usage. This is because the Park's formal partners have to fulfil certain criteria concerning regional production and sustainability (Expert A). Thus, creating synergies between two businesses that produce sustainably, also facilitates an overall shift towards more sustainable production.

Some of the benefits can be fully attributed to the Park's existence and collaborative governance since without the Park's networking facilitation and active connection of actors, such ties would not have come into existence. Thus through the cross-border collaborative governance approach employed, synergies are created as stated by multiple scholars (Scott, 1999; Timothy, 1999 & 2001; Doppelfeld, 2007; Trippl, 2010; Scherer & Zumbusch, 2011; Sousa, 2013). Further, as the Park is governed in a collaborative way, only those businesses get to benefit from the Park that actually show initiative and are willing to adapt to the Park's sustainable and regionally oriented standards. This way, the focus is not on economic efficiency but on sustainability, fuelling innovative and sustainable thinking and enhancing a feeling of ownership of what is going on in the region (Expert A).

No general networking events take place that include all hotels and restaurants and other tourism actors. Once a year, there is a tourism day organised by the partner organisation Schaffhausenerland Tourism and there will be a new tourist office for rural tourism. However, these do not include the German actors. Regarding specific sectors (e.g. gastronomy, hotels, activities) there are also no networking events taking place. Only those applying for a label, or those that are considered prospective formal partners by means of a label are invited for informative events on a regular basis (Expert A, b; Partner A ; Partner B).

Businesses acknowledge networking as the most beneficial aspect of the Park at this stage of its development (Partner A; Partner B; Hotel A ; Hotel C). "Networking is always the most important, no matter if on a natural basis or on a touristic basis" (Partner A). "One never knows where we are heading and how tourist streams change. Then, it's always good to be based on multiple pillars" (Hotel C). They perceive the Park as supportive, encouraging and facilitating regional development (Partner A). Aside from being supportive and encouraging, new contacts are also facilitated between businesses and associations and NGOs by the Park leading to new opportunities for collaborations for businesses (Partner A).

"This networking to different organisations is what we benefit most (...) and also the nature Park is represented through our activities. We make gastronomy, he (connection through Park) makes events here on our farm and that obviously leads to good synergies" (Partner A).

Supplementary to the above mentioned, the Park also organises events with or located at businesses (e.g. Lindenhof, Begegnungsstätte Rüdlingen) where owners can sell their products and benefit in this way (Expert A, ; Expert A, b; Partner A). These events also function as a form of networking events.

In addition to the aforementioned networks created by the Park, an online platform exclusively for Park partners and prospective ones is developed which will make it easier for businesses to obtain regionally produced products or to sell their regionally produced products. This platform adds value to becoming a nature Park partner as it will be exclusive to Park partners and should function as an incentive for other producers and buyers to produce more sustainable and regionally sourced. Besides, the more choice there is of regional products, the easier it will be in the future to use more regional products. Hence, the Park functions as a facilitator in producing and buying regional products and thus created another stream to seek out and realise synergies (Expert Ab).

The Park also has labels for nature Park hosts, nature Park producers and nature Park hotels. The labelling is a formal process and the partnership resulting from this process can be considered formal. The labels are given to those businesses who fulfil a set of criteria, have to sign a label-specific contract and are partly assessed by an external label committee¹. These more formal partners meet regularly, receive the nature Park's label and are included extensively in the Parks media presence and marketing (Expert A, b; Partner A, ; Partner B). Hence, those applying to get a label get support by means of expertise and knowledge provision and benefit from networking in regular meetings (Partner B).

Concerning the sharing of knowledge, capital, expertise and resources, which are possible benefits of the collaborative cross-border governance approach outlined by multiple scholars (Scott, 1999; Timothy, 1999 & 2001; Doppelfeld, 2007; Bramwell, 2010, Trippl, 2010; Bramwel & Lane, 2011; Scherer & Zumbusch, 2011; Sousa, 2013), the Park makes full use of German as well as Swiss experts, and is also active across scales and types of organisations. So, it does cooperate with other Swiss and German Parks, uses the expertise of businesses and private people and also works together with NGOs and other, smaller, associations when it comes to realising projects (Expert A, Expert B).

Moreover, businesses that collaborate with the Park by having suggested and realised projects, by distributing their flyers and maps, by receiving the Park's emails and being registered to be sent information, by hosting events, by providing the Park with expertise and information or that show interest in the Park are considered to be informal partners of the Park. They benefit from the Park's general marketing and regional knowledge and expertise (Expert Ab; Hotel A; Hotel C).

Individuals who have ideas for a project and are to become businesses through completing a project fall under the same categories. Support from the Park for those suggesting and realising projects varies in its type and can take form of financial support, marketing support, personnel support, communication support, support with development and assessment of feasibility of ideas, development of websites and their own platforms, correction of texts, inclusion in Park's adventure and activity calendar and newsletter (Expert A). Ideally, projects, after initial (mostly financial) support, are continued by the ones suggesting them. Only those projects are supported

¹ Only the nature Park product is assessed by an external committee as this is a national Swiss label

that align with the Park's aims and values. This way, the Park manages to make projects happen and thus facilitates long-term benefits to the ones suggesting and managing the projects as well as benefits to the wider region in terms of tax income, attraction of tourists and overall regional development (Expert A; Expert B; Expert C). Thus, as the park is financed by its member municipalities as well as by private and public actors, these resources are used and shared to support specific projects that are expected to happen in service of public aims.

The Park also functions as a source of information for interested businesses. Also, businesses with a lot of expertise in a certain field function as informants for the Park. Thus, reciprocal informative partnerships between businesses and the Park exist (Expert Ab; Partner A; Partner B; Hotel A). On top of that, Partner B, for instance stated that he lets other Park partners know about how he is doing things and tries to inspire others with his ideology and concept. Thus, there is a constant exchange of knowledge and expertise between individuals, the Park's team and businesses.

Regarding the capital and resource sharing, as outlined above, the Park is constrained to national law – meaning that resources are shared but can only be used on the side of the border that they came from. For example, for a cross-border project of nature Park schools, a Swiss expert works in and with the German schools but is financed by the German funds as his actions take place on the German side of the Park (Expert A, Expert B).

Another strand of benefits that have been identified to arise from the cross-border collaborative governance approach is that of employing rewarding mechanisms for those who comply with the Park's aims of sustainable regional development. For instance, the Park rewards and supports those that are regionally sourced and have a socially sound and sustainable concept by means of the labels, featuring them in their marketing and communication, and also providing the online platform. It is expected that in the future, the added value of what the Park provides if a business is regionally sourced and sustainable, is recognized by other businesses as well, leading to them adapting their concept to be more regionally sourced and in turn benefit from the Park's rewarding system (Expert Ab; Partner A; Partner B).

Moreover, the Park fulfils a supportive function for formal partners when it comes to distribution and marketing. Especially in Rüdlingen and Buchberg this is highly appreciated. They are rather far from any bigger cities and thus their product distribution and tourism distribution being promoted is perceived very positively. "The primary advantage that came with the nature Park for me was the extensive marketing. (...) People from the village, from the canton looked at me differently, I somehow became known to them" (Partner B). Not only does the Park feature formal partners extensively in its media and marketing but also those formal partners can sell their products in other Swiss Parks since the labels are similar among Parks. This opens up the possibility to attract nation-wide attention and benefit from more guests and tourists and thus rewards those that comply with the Park's aims and standards (Partner A).

Regarding the effect of marketing and benefits arising from that per se it needs to be noted that these have nothing to do with the collaborative governance the Park employs. However, only those are featured and labelled a formal partner that show initiative and make use of the participative options the Park provides. Thus, not all businesses benefit but only those that approach the Park, are willing to adapt and take part in all activities and changes which would not be the case if the Park did not employ the collaborative governance approach. Furthermore, businesses indicate that they would have also functioned perfectly well without the Park and that they cannot clearly say which contacts they would definitely have not made without the Park (Partner A; Partner B). Others that do not collaborate actively with the Park but only distribute their flyers and routes say that they do not yet feel any benefits from the Park but might do that in the future or they note that having a Park is better than no Park (Hotel A; Hotel C).

Regarding the benefits identified in the literature of cost-benefit sharing (Scott, 1999; Timothy, 1999 & 2001; Doppelfeld, 2007; Tripl, 2010; Scherer & Zumbusch, 2011; Sousa, 2013) and the development of joint capacities (Scott, 1999; Timothy, 1999 & 2001; Doppelfeld, 2007; Bramwell, 2010; Tripl, 2010; Bramwell & Lane, 2011; Scherer & Zumbusch, 2011, Sousa, 2013) they were only found to apply to the park to some limited extent. This is partly because cost-sharing of the German and Swiss municipalities is constrained by national law. Thus, costs that arise on German grounds is covered by German authorities and vice versa. Anyone being a member to the Park, however, pays a member fee and thus also carries part of the costs. Benefit-wise, all businesses that lie within the Park perimeter are included in the Park's marketing and also in its events (as e.g. has been the case with the open days of ateliers). Nonetheless, benefits obtained from one specific project are not shared with the Park or redistributed to all members. Furthermore, no development of joint capacities in the practical, tangible sense has been found to take place. This means that for instance the management staff was decided upon in 2018 when the Park officially started its operational phase. The staff was not changed since due to the development of joint capacities between actors involved (Müller et al., 2017; Expert A). However, knowledge capacities have indeed increased and through the Park's network development. One can thus say that joint capacities are developed in that the Park's network increases and thus also the availability of capacities and knowledge.

A benefit found to be created by the Park's cross-border collaborative governance approach is that of being able to function as a mediator in times of conflict between actors. As the domains that actors come from vary, the park can communicate and help. For instance, the Park can make use of its position in that it can argue for certain projects and their worth (e.g. being economically important or interesting for its touristic assets). Moreover, the Park can make use of its network and its contacts to governmental bodies in a supportive function for an applicant. Additionally, the Park uses its knowledge of applications to make applicants aware of possible bureaucratic traps they might come across as mentioned above to avoid any conflicts from arising in the first place (Expert A, b).

However, in case of actual conflicts the Park's team has to be "politically extremely careful" and they "must not – should not interfere with political conflicts" (Expert Ab). Basically, if an individual or a business is in conflict with his or her municipality, the Park cannot take action on behalf of the individual or business as they are primarily financed by and responsible for what the municipality as a whole wants and not individual tourism actors. The Park needs to make sure that the acceptance of the entire municipality is ensured (Expert Ab). This constraint can be found to be in contrast to the Park's aim to support and facilitate regional rural tourism development, however, this corresponds to a different obstacle which will be touched upon in the last section. Albeit not being able to actively take sides, their presence during conflicts and their willingness to help and answer any questions is still perceived as positive and helpful (Partner A).

Financial benefits for individual businesses have not been outlined in the literature as such. It is connected to overall economic development in some way, however, as businesses cannot quantify benefits created yet, I list the possible financial benefit in this section. Older businesses, such as the restaurants of Partner A and B recognize that the Park will be financially beneficial in the future, but also acknowledge that it is still too early to draw any conclusions from the Park's activities so far (Partner A; Partner B). Nonetheless, they note that future generations of guests and tourists demand products that are regionally sourced, sustainable and traceable meaning that the demand for products and hosts that are labelled and recognised for their regional and sustainable concept is growing and will thus also be financially rewarded (Partner A). Apart from expecting financial benefits in the future, the Partner B states that being rewarded and given a label is already a good and important aspect for the restaurant as it officially acknowledges their quality which guests also see and recognize.

However, younger businesses such as Hotel A already sees a grand opportunity in the Park concerning support and marketing activities and thus possible financial benefits in the future:

"We have perceived the nature Park as an opportunity. In the beginning I had to get informed about the opportunities in general because I thought it might be a platform for farmers who could sell their products there. But then I found out that we could put our BnB online and it is also a good source, if someone is planning a trip, or a hiking route, that we are present online. So it is really very useful and very well managed and good contact persons" (Hotel A)

Benefits for who? The role of the border

The nature Park host label and the nature Park producer label have not been thought about in a German context, as the finance situation seems to be unclear.

"Continuing projects from Switzerland in Germany just like that is rather complicated, due to the financing issues but (...) it might be possible in some way. (...) I will look into it" (Expert Ab).

When talking about networking events, it became clear that there were no tourism networking events that specifically included the German businesses with the Swiss ones. Further, it was conceded that "we should include Jestetten and Lottstetten more and maybe also organise a

meeting – that would probably be rather useful. For restaurants and so on, that they have the opportunity to participate” (Expert Ab).

Hotel C (German) indicated that they feel rather left out and that the Park is oriented only around Swiss municipalities. The Partners A and B in a Swiss municipality also indicated that the Park is oriented more towards the North, which hints at a geographic orientation closer to the Park’s main office, rather than a nationalist one. However, Hotel C also expected the Park to approach him and not vice versa which will be elaborated further in the last section.

4.4.2 Obstacles to obtaining those benefits

During the interviews and subsequent analysis, I stumbled across recurring obstacles and barriers to achieving benefits that were mentioned by businesses and experts likewise. These obstacles include (1) a lack of awareness of the Park and the opportunities it offers, (2) a lack of a communicative or meditative instance between the Park population, businesses and the Park and lastly, (3), the issue of very locally focused thinking. I will discuss each of these in turn.

Concerning the lack of awareness of the Park and the opportunities it offers, 60 inhabitants were asked if they knew the Park, 80% said yes and 20% indicated that they did not know the Park. When asked whether they knew that their municipality was part of the Park, only 73.3% said that they knew that and 26,7% indicated that they did not know their municipality was part of the Park. Looking at who has already been active in the park, only 28.3% of the sample indicated that they had ever participated with the park in some way. In some municipalities, people still think the Park is all about nature preservation and regulation and thus view the Park with suspicion (Partner A; Partner B; Expert B) hinting at a clear lack of informed and aware Park inhabitants. This indicates that although the knowledge of the Park’s existence seems to be there, either locals do not know how to participate or they do not know what opportunities they could make use of. The same applies to businesses. Hotel C, for instance, stated that they have never been approached by the Park or asked if they would like to collaborate further. “Well, I or my hotel have never been approached directly by the Park” (Hotel C). This indicates a misperception and lack of knowledge about how the Park functions and who is eligible for support and under which circumstances.

Regarding a lack of a communicative or meditative agent between the Park population, businesses and the Park, some feel left alone with the responsibility of coordinating and organising tourist activities and organisations.

“The Klettgau region is preserved, meaning the entire wine region and in the canton Zürich there is the Weinland, around Andelfingen and we are rather alone here which is why we as a business function as a lighthouse. There is not a lot more in Rüdlingen and Buchberg” (Partner A).

Hotel C even claimed that the nature Park is rather oriented towards its Swiss municipalities and brought up the Klettgau region but no substantive proof has been found supporting this claim of the Park preferring Swiss municipalities and projects over German ones. Nevertheless, Partner A uttered similar claims of geographic orientation. Therefore, it can be concluded that the Park

tends to be oriented towards the more central municipalities and less towards the periphery. Nationality does not seem to play a role. Regarding feeling left alone, they also argue that they have to be innovative by themselves and can rely only on their own abilities. “We even hired a worker only for coordination and organisation now” (Hotel C).

“We have no contact person here. It is always (this restaurant) that is approached and then everything is taken personally, so you act as an individual person (...) but I would want everyone to profit from this here” (Partner A).

Further, it was stated that it would be good if the nature Park could and would fulfil this function in the future, but it is not perceived to be the case at the moment. Nevertheless, some of these claims can also be dismissed as related to obstacle one (i.e. a lack of awareness of the Park and the opportunities it offers) as it is not the Park’s aim or task to be innovative for businesses but rather it functions as a place where businesses that are already innovative can go with their ideas for support.

The claim of feeling left alone however corresponds to an issue identified in case of a conflict situation between an individual tourism actor and his/her municipality – the Park must not take the individual actor’s side as it is mainly commissioned by the municipality as a whole and not by any individual actors as mentioned earlier. The obstacle to be identified in this situation is not that the Park cannot take sides or that the Park’s main office is not located in the conflicting municipality – but that the municipal delegates of the Park have the responsibility to communicate, promote and inform locals. In turn, if the delegate has personal problems or a personal aversion against tourism developments that are suggested by member of the municipality, the Park has no competences to go through with them and support those projects (Expert A, b; Partner A, ; Partner B). Thus, although the aim is to support economic development as there is no mediating agent between Park and individual, and the municipality as a commissioner is in a position of power, some projects are never realised that would indeed benefit the region a lot.

As for the issue of very locally focused thinking, Hotel C and Partner A stated that they were missing a local tourist office or something that would coordinate tourism activities and businesses directly on site (Partner A). It is also perceived that the activities and touristic offer is in place, it is just not yet coordinated and readily available (Hotel C). Also, Expert B stated that she wants to create a tourist office, if only there were more hotels where she could accommodate the tourists. All of the above mentioned hints to the issue of very much locally focused and limited thinking and lack of communication. The areas of Jestetten (Expert B), Lottstetten (Hotel C) and Buchberg (Partner A) are within a distance of about 12 kilometres and could collaborate very easily when it comes to creating a tourist office that informs and distributes tourists to the southern areas of the Park. The areas also have rather complementary offers and businesses and could very easily create a regional collaboration around the Rhein-Reben-Route, with options to stay overnight in Jestetten, Lottstetten and Rüdlingen, different kinds of restaurants and cafés in all municipalities, locally grown food stores in Lottstetten and Buchberg, and options for activities ranging from

golfing, hiking, biking to swimming in the Rhein or even a public swimming pool in Jestetten. One has to acknowledge that boundaries are mainly created in someone's head. Comparing the region of Jestetten, Lottstetten, Rüdlingen and Buchberg to a tourist city like London (diameter of 44.3km), it becomes clear that those four municipalities could easily collaborate even without the Park's help. If the motivation was there, four municipalities could easily become one tourist package.

The above mentioned obstacles, albeit in some cases easily solvable, lead to a mismatch between a) what is expected by politics and media and what is delivered by businesses and the Park population and b) between what opportunities could be seized and are seized.

As for the mismatch between what is expected by the public and what is achieved by the Park and its partners, Expert B indicated that they are very enthusiastic about the Park and that collaboration with the park works rather well. It was noted that the infrastructure for more extensive collaboration and project realisation in tourism is given, however, what is missing now is the initiative from locals. An informative workshop for locals to inform them about their possibilities on what projects can be supported by the Park took place only once shortly after it was decided to join the Park (Expert B). Moreover, Expert Ab stated as well that pressure by the media and politics to fulfil expectations is rather high. This mismatch could be fatal, especially with the new vote about the Park's future in November.

The mismatch between what opportunities could be sized and those that are actually seized has been identified as the most striking mismatch, as no expectations can be fulfilled and no local or business can obtain any benefits from the Park if they do not know that it exists or that they have the opportunity to receive support in any way. The mismatch identified between what the ones who know about the Park want and what the Park can provide can also be attributed to a lack of information and communication on behalf of the respective municipal delegate which corresponds to the second obstacle of a missing communicative agent as the park does not have any political competences.

In summary, if businesses wait for the Park to approach them, politicians wait for locals to come up with project ideas, locals do not know about the Park, businesses do not know about their opportunities with project support and the Park waits for project ideas from the Park population and businesses, then neither can obtain benefits.

4.4.4 Benefits for private persons

In this section I will elaborate on the unquantifiable benefits for residents that could possibly result from collaborative governance. Overall benefits for private persons that do not have any project ideas to achieve or own a business exist. For example, regional business development and a shift towards regionally sourced products benefits anyone living in the area by tax revenue and money staying within the region and boundaries of the Park (Partner A). Also, if businesses tend to fulfil more desired and ecological and social standards, this indirectly benefits the Park population as well. Beyond this, events organised by the Park are attended by the Park population as well, leading to new contacts being made and getting to know people that

live close to one's own place of residence (personal observations). This in turn also adds to the Park's aim of connecting people of the region, enhancing social cohesion and formation of *one* regional identity.

By building the business network, the Park also aims to break through existing regional boundaries and connect people that effectively do not live far apart but only in different municipalities and regions (Expert A). Expert B also stated that she did not see any financial benefits per se that would come with the Park. "If I had cared about financial benefits, I could have stopped it right there" (Expert B). For her, regional integration, cross-border cooperation and enhanced communication as well as the bottom-up approach, enhancing ownership of projects for locals were decisive advantages that she saw in joining the regional nature Park. She stated that although people live this close to each other, their mentality and culture – private as well as corporate – is still very different and she sees a lot of added value in augmenting collaboration to align values more.

In order to assess benefits around regional identity, questions were formulated that correspond to the framework on regional identity of Paasi (1986) and asked to residents that live within the region of analysis. Answers to these questions will be analysed subsequently and put in relation to the aspects of the Park's aims towards regional identity and also the tourists' image of the region. The sample of residents consists of 60 interviewees with an average age of 49,58. Two thirds (66.6%) of the sample were women and 28,3% were residents of Jestetten, 31.7% lived in Lottstetten, 25% in Rüdlingen and only 15% of the sample came from Buchberg.

Are you in regular contact with people from other municipalities? If so, also across the border?

Answer	All	Jestetten	Lottstetten	Rüdlingen	Buchberg
Contact with other municipalities	88.3% (53)	76.5%	89.5%	93.3%	100%
Across the border	62.3% (33)	69.2%	58.8%	57.1%	66.7%

Table 4: Factual Idea of Community; entire sample

When asking interviewees whether they were in regular contact with people from other municipalities, and if so, across the borders as well, albeit the municipalities all differed to a minor extent from the average of 88.3% of interviewees who indicated that they had regular contacts to other municipalities, still well above 50% in each indicated to have contact with other municipalities. The same can be said for having contacts across the border (see table 6).

Answer	All (48)	Jestetten	Lottstetten	Rüdlingen (13)	Buchberg (6)
Contact with other municipalities	89.6%	75%	94.1%	92.3%	100%
Across the border	67.4%	88.9%	62.5%	58.3%	66.7%

Table 5: Factual Idea of Community; answers by those knowing the park

When looking at the frequencies of zooming in on the municipalities, percentages of those knowing the park and being in contact with people from different municipalities and across the border do not differ much.

Answer	All (17)	Jestetten (4)	Lottstetten (6)	Rüdlingen	Buchberg (3)
Contacts to other municipalities	94.1%	100%	83.3%	100%	100%
Across the border	68.8%	100%	80%	25%	66.7%

Table 6: Factual Idea of Community; answers by those having participated with the park

Since 94.1% of those who were active with the Park in some way indicated to be in contact with people across the municipal borders, a chi-square test was conducted to check for a correlation between Park activity and contacts across municipalities. However, this test showed that there is no correlation between Park activity and contacts across municipalities (Sign. =0.661).

In summary, regarding the social contacts residents from the municipalities analysed maintain, it can be stated that there is neither a significant difference between those who know the park and who do not, nor is there a correlation between being active with the park and hence being in contact with people across municipal boundaries.

Idea of community – ideal:

Regarding the ideal idea of community, according to Paasi (1986) it corresponds to what institutions communicate to residents. Having asked management of the Park what the community of the region should look like, it has been found that the Park’s aim is to give people a region to identify with and also to connect people across regional boundaries (Expert A). Thus, the Park would see it as a positive thing if people were to overcome not only regional or municipal boundaries but also national ones and form one community.

What region do you identify with?

Answer	All	Jestetten	Lottstetten	Rüdlingen	Buchberg
Schaffhausen	21.7%	17.6%	15.8%		66.6%
Jetstetter Zipfel	13.4%	11.8%	15.8%		
Own municipality	30%	11.8%	47.4%	33.3%	22.2%
Zürcher Unterland	6.7%			26.7%	
Rheinfall	6.7%	17.6%	5.3%		

Table 7: Role of the region in the hierarchy of regional consciousness (Regional names that were only named by one interviewee are not included)

What can be concluded from the above is that the role of the region of the Park in the hierarchy of regional consciousness is still rather minor for residents from all municipalities. I base this claim on the fact that the number of people who identify with their own municipality only amounts to 30% of the entire sample and the top four of regional identification is made up of the Jetstetter Zipfel which is limited to how the German region is called and the Zürcher Unterland which is

limited to the Swiss municipalities. Nevertheless, about a fifth of the interviewees have indicated *Schaffhausen* as their region, which comes rather close to the Park's perimeter. Given that Rüdlingen is part of the canton of Schaffhausen it is striking, however, that no interviewee in Rüdlingen indicated Schaffhausen as his or her region to identify with.

What makes your region special?

Answer	All	Active	Jestetten	Lottstetten	Rüdlingen	Buchberg
Nature	61.7%	58.9%	52.9%	36.8%	86.7%	88.9%
Central location	11.7%	17.6%	11.8%	26.3%		
No answer	5%			15.8%		
Social cohesion & traditions					6.7%	
Close to Switzerland	8.3%	11.8%	23.5%	5.3%		
Diverse			5.9%			
Close to the border	3.3%	5.8%		10.5%		
Better living standards			5.9%			
Rheinfall				5.3%		
Wine		5.8%			6.7%	11.1%

Table 8: Inner image; what makes the region special; answers by all, those who have been active with the park and per municipality

Concluding, the inner image is made up mostly of nature in all municipalities. The claims of central location have only been uttered by Germans which also stated that being close to the border and to Switzerland makes up their image. In the Swiss municipalities, wine seems to play a rather big role and social cohesion as well which will be touched upon next. Additionally, the responses of those who have already been active with the Park resemble exactly the answers of those not having been active with the Park and thus it can be concluded that it seems not to have an impact on the inner image whether one has been active with the Park or not.

What makes the people special?

Answer	All	Active	Jestetten	Lottstetten	Rüdlingen	Buchberg
Did not answer	18.3%	11.8%	23.5%	15.8%	20%	11.1%
More open	25%	29.4%	47.1%	21.1%	13.3%	11.1%
Friendlier people	11.7%	11.8%		21.1%		11.1%
Social cohesion & traditions	15%		11.8%	5.3%	33.3%	11.1%
Role of Switzerland	10%	17.7%	16.9%	10.5%		
Diverse				5.3%	6.7%	

Easy going				5.3%		
Better living standards		5.9%				11.1%
People being more distant, cautious, careful	13.3%	23.5%		15.8%	13.3%	44.4%

Table 9: Inner Image; Special features of the region's inhabitants; answers by all, those who have been active with the park and per municipality

Regarding the people from the region, differences among municipalities are most striking. So do 47.1% of Jestetter people believe they are open, while the number is 21.1% for people from Lottstetten and 13.3% for people from Rüdlingen. This is in contrast with Buchberg, where 44.4% mentioned to be more distant, careful and cautious. Also, in Lottstetten 15.8% believe to be more distant as well and in Rüdlingen the same amount of people who believe they are more open believe that they are more distant. However, the percentages of Buchberg have to be treated with caution as the sample of Buchberg is very small. What else is striking is that in all municipalities interviewees seem to refer to the similar values (open, distant, social cohesion), only in different orders and in Jestetten and Lottstetten, the role of Switzerland is regarded as important as well. Interestingly, although being as close to the border, no interviewee in the Swiss municipalities mentions the role of Germany. It can be concluded that the people among and within municipalities are torn whether they regard themselves as distant or open. Lastly, the answers of those interviewees who have already been active with the Park, resemble the municipalities being torn as well. Almost one fourth of them stated the people from the region to be more distant whereas almost a third mentioned the people to be more open. Besides this, no outstanding differences can be noted, except for the fact that fewer people did not know what to say (11.8%).

What distinguishes your region from others?

Answer	All	Active	Jestetten	Lottstetten	Rüdlingen	Buchberg
Did not answer	38.3%	41.2%	41.7%	31.6%	46.7%	33.3%
Border region	18.3%	17.6%	35.3%	26.3%		
More open	10%	11.8%	23.5%		6.7%	
Friendlier people	5%			15.8%		
Social cohesion & traditions	13.3%	11.8%		10.5%	26.7%	22.2%
Nature		5.9%		5.3%		
Calmer				5.3%		
Easy going					13.3%	
Better living standards					6.7%	
People being more distant, cautious, careful	6.7%	11.8%				44.4%

Table 10: Inner Image; features that contrast with other regions; answers by all, those who have been active with the park and per municipality

Concerning distinguishing factors, it is most interesting that most people in Jestetten, Lottstetten and Rüdlingen did not know what to say whereas in Buchberg, 44.4% regard themselves as being more distant than in other regions and (only) 33.3% do not know what to say. The border region aspect is seen by Lottstetten and Jestetten people as very striking (26.3% and 35.3% respectively) whereas none of the Swiss interviewees mention the border. The recurring theme of social cohesion and traditions which has been mentioned in the other questions multiple times is mentioned significantly by Rüdlingen (26.7%) and Buchberg (22.2%). Again, no striking overlaps between all municipalities can be found, only vague similarities between municipalities of the same state. Also, no significant differences between what all interviewees said and what only those who have already been active with the Park said could be found.

What do tourists see in this region?

When asked about what characteristics tourists connect with the region, 25.5% mentioned nature and 22.8% mentioned the river. Another 10.7% stated that it seemed calm and quiet. 7.4% named asparagus and 5.4% and 4% said that it was beautiful and green respectively. Another 4% stated that the region seemed rural. When asked for a second characteristic, 21.5% mentioned the river and 20.1% the nature. 10.1% stated that it seemed calm and 7.4% mentioned asparagus. 5.4% mentioned wine, and 3.4% each mentioned the surrounding villages and that it was beautiful.

What image does the Park convey?

The image the Park wants to convey is that of being close to nature and rural and a region of traditions and culture. Especially slow travel such as biking as well as other recreational activities are promoted. Moreover, it wants to be seen as a region of pleasure and indulgence due to its background in wine (Expert A).

Territorial, symbolic & institutional constitution of the region

As for the symbolic institution of the region, the municipalities of Rüdlingen and Buchberg have erected signpost at the entrance of the village that declaring Park-membership. In Lottstetten, there is only a flag at the mayor's office and in Jestetten, Expert A said that the flag has been stolen. However, one of the ongoing projects of the Park is to establish symbols around the Park's boundaries in order to also constitute the region in a symbolic manner (Expert A, Müller et al., 2017). Thus, the symbolic constitution of the region is not complete yet, but it is still a project of the Park which will continue for some more time until all signs are installed.

Summing up, it can be stated that by making use of the regional identity framework by Paasi (1986), it was shown that regional identity is not aligned in all municipalities. Although social cohesion seemed to be strengthened through the Park, it does not do that significantly according to the statistical test. Moreover, the inner image of nature being special about the region is the only aspect where most interviewees' statements from all municipalities match. Further, regarding what makes the people special, interviewees differ between and within municipalities and also when it comes to distinguishing factors, interviewees' answers mainly overlap in that they did not know what to say or only overlapped when being located in the same state. Thus,

although the tourists' image and Park's image match with the locals' inner image about the region, the overall regional identity does not match. Additionally, the Park is still working on the symbolic constitution of the region, which might also promote a unanimous regional identity once it is completed. What is more, the answers of those indicating they were active with the Park do not differ much from others, which is why it can be concluded that it does not have an impact on the residents' regional identity (yet).

5. Discussion

In this section I will elaborate on the most striking findings and put them in relation to existing scientific literature. I will outline which findings add to the literature, which are conflicting and which are in line with the literature. Finally, I discuss limitations of this research, its contribution to the academic field, recommendations and ideas for further research.

5.1 Governance of the Park

The analysis of the functioning of the Park showed that most characteristics can be related to collaborative governance as it is defined in the academic literature (Ansell & Gash, 2007; Davies and White, 2012; Gash, 2016). Only decision making processes about organisational decisions are still bound to either the project managers or the board of the Park. Although the board is rather extensive and includes many different actors, this does not relate to collaborative governance as it still shows characteristics of hierarchical top-down management. Nevertheless, when it comes to realising projects, the Park fully builds on collaborative decision making processes and suggestions from its residents. In addition, the Park's main activities evolve around realising its aims from which most are in service of public aims which is another characteristic of collaborative governance (Davies & White, 2012; Gash, 2016). What is more, further characteristics of collaborative governance, as identified in the literature, that are fulfilled by the Park are findings that indicate that the collaborative governance functions on multiple scales (municipal, national, international) as well as actors included (businesses, private persons, associations, other parks, governmental bodies) (Ansell & Gash, 2007; Scherer & Zumbusch, 2011; Zapato & Hall, 2012, Gash, 2016). As for the concept of cross-border collaboration, what is conflicting with the literature is that the cross-border collaborative governance approach investigated created a cross-border region that is more substantial than symbolic in nature. This is in direct contrast to Scott's claim (1999) that a cross-border approach is more symbolic than substantial in nature. In fact, symbolism of the Park was still found to be lacking in multiple places and the region encompassed by the Park can be seen as rather functional in that it is mainly held up through functional relationships at the moment and not through the symbol of being a cross-border Park.

5.2 Quantifiable benefits

The value added by Park tourists needs to be regarded in relation to the total value added and not as a numeric value itself. The amount mainly shows how much is spent by Park tourists in relation to all and should not be considered as an actual value created due to a number of limitations which will be outlined next.

Only one couple indicated that they were hiking on the Rhein-Reben-Route which would mean that only that value added can be attributed to the route that has been analysed. However, all Park tourism projects are realised in a participative planning approach, involving volunteers and relevant actors from the region. Thus, without the general collaborative governance approach used by the Park's management, none of these projects would exist and there would not be any value created. Thus, the value added that was investigated cannot fully be attributed to only the Rhein-Reben-Route but it can definitely be connected to the Park's governance approach.

The economic impact measured by means of the tourist survey, it lines up with what has been stated by e.g. Expert B that there is no financial benefit to be obtained now as the financial benefits obtained so far are rather low. All other interviewees have stated that they expect financial benefits to be reaped in the future, however, they do not feel them now.

This is in line with the literature as other studies on park tourism (e.g. K pfer, 2000; Mayer et al., 2010; Knaus, 2012) have also found rather low expenditure from park tourists.

Yet, this finding is in contrast with the literature on collaborative governance as multiple scholars (Scott, 1999; Timothy, 1999 & 2001; Doppelfeld, 2007; Mayer et al., 2010; Trippel, 2010; Farsani, Coelho & Costa, 2011; Scherer & Zumbusch, 2011; Sousa, 2013) stated that a collaborative governance approach would result in economic benefits.

However, when comparing the total tourist impact and the one generated by Park visitors only, albeit the number of tourists only corresponds to 16.8% from the total, their economic impact amounts to about 11% of the day visitor tourists, and to 47,7% of overnight stay tourists and 32.5% of the total added value. This has several reasons. First, the Park day visitor has been found to spend less money than the general visitor, namely 5.08 CHF per day instead of 11.63 CHF per day. Second, around 27% of the Park visitors stated to be overnight-tourists, which spend more money in the region as they stay longer. Contrastingly, only about 12% of the total indicated to stay overnight. Therefore, it can be concluded that in comparison to all tourists in the region, overnight Park tourists tend to spend more whereas Park day tourists tend to spend less. This cannot be substantiated by any academic literature, as no other studies on Swiss Parks seem to have found higher expenditure and willingness to stay overnight in Park tourists than in all tourists (K pfer, 2000; Knaus, 2012). However, possible explanations can neither be concluded from analysing reasons for why the tourists visit and activities as those do not differ significantly between Park tourists and the other tourists. The only outstanding aspect is that 20% of Park tourists do not indicate their main activity and only 32% indicate that they are visiting for hiking, whereas 53.2% of all other tourists indicate hiking as their main activity. A possible explanation for why Park tourists tend to stay overnight is that 16% indicated that they were not from Switzerland whereas in the whole sample, 8.7% stated they were not from Switzerland.

5.2.1 Limitations

Out of the 17 cases that indicated that they stayed overnight, three did not fill out the survey on behalf of the spending. Thus, as of those who indicated spending, the average overnight tourist spent about 206 CHF but including all the average spending per person is 169 CHF, the total economic impact assessment is lower than actual spending has been. Only the group that indicated to be staying with friends and relatives can be assumed to actually not pay anything for their stay. As for the other cases, they did probably not have the time to fill in their spending. However, since it cannot just be assumed that they must have paid something, they need to be included in the final calculations. The results obtained are also mainly estimations. Real multipliers in that region might differ from the ones developed by K pfer (2000) and thus the induced as well as indirect economic impacts have to be treated with caution (Job et al., 2005; Bodenh fer et al., 2009; Knaus, 2012). The questionnaire was also distributed to some hotels in the region. While some seemed very interested and actively asked their guests whether they would like to fill out the questionnaire, others left the questionnaire at the reception for tourists to take and fill out. Thus, the data is biased in that several guests of the B&B in the green in R dlingen and Hotel Holzscheiter in Lottstetten filled out the surveys, whereas no tourists from the Jestetter hotel or any other Lottstetter hotels filled out the survey. As Buchberg does not offer any options for accommodation, no surveys could be obtained from Buchberger guests either.

If one were to extrapolate data to compare it to other Parks, it would have to be taken into account that this data only depicts spending patterns of a very small sample during a specific time frame (three weeks in May). This data is only about specific tourist types, as no overnight tourists indicated that they stayed in their own apartment and only one each stated to have stayed in a rented apartment and with friends and family. Only two stayed in a Bed and Breakfast, five in a hotel and seven indicated to have stayed on the camping place. Moreover, the camping place that seven cases indicated to have stayed at is located outside of the Park's perimeter. The data is still included as the Park did not state anywhere that economic benefits created should be exclusive for people living within the Park perimeter but for the region entirely. The number of tourists surveyed as well as the type of tourists surveyed is influenced by the weather and the season in general, by time aspects (during the week or on weekends, time of the day) by spatial issues (different guest frequencies are to be expected at different spots) and by structural differences (day visitors vs overnight guests) (Job et al., 2005; Knaus, 2012). The scope of this research, however, did not allow to collect data around the year in all seasons in order to make valid conclusions about the tourist impact in general. In order to minimise other biasing, Knaus' (2012) guidelines for a representative sample were followed and it was tried to achieve an equal number of respondents on weekdays as well as on weekend days, as well as at different times of the day and it was also tried to achieve equal respondents on good and bad weather. This has been tried, however, not entirely successful. On weekends and the holiday about 122 surveys were collected and no surveys were collected on rainy days at all. This makes this sample biased towards good-weather, weekend and holiday tourists. Furthermore, as mentioned above, data could not be collected across seasons nor on vacation and non-vacation days. Thus, the conclusions drawn from these data will be limited to a specific kind of tourists being spring tourists who travel outside of school vacations (Job et al., 2005).

5.3 Unquantifiable Benefits

The most striking unquantifiable beneficial aspect of the cross-border collaborative governance approach used by the Park that has been identified for businesses and prospective ones is the extensive network it is building up. It can be stated that the Park functions almost as an overarching institution that manages to connect private as well as public actors from all kinds of backgrounds. The network takes form of contacts the park has to different actors from multiple domains, actual events and meetings that are hosted for businesses complying with the Park's aims and digital networks such as the online platform. In line with multiple scholars (Scott, 1999; Timothy, 1999 & 2001; Bramwell & Lane, 2000; Doppelfeld, 2007; Bramwell, 2010, Trippel, 2010; Bramwell & Lane, 2011; Scherer & Zumbusch, 2011; Sousa, 2013) is the finding that via the networking activities, the Park makes use of knowledge, expertise, resource and skill sharing but also acquisition. What is more, as the Park's network is constantly growing, not the Park's but its network's capacities grow as well which can be interpreted as augmenting capacities (Scott, 1999; Timothy, 1999 & 2001; Doppelfeld, 2007; Bramwell, 2010; Trippel, 2010; Bramwell & Lane, 2011; Scherer & Zumbusch, 2011, Sousa, 2013). This in turn leads to creation and seeking of synergies between Park partners which has the effect of benefitting those who actively engage in the Park and thus work in the name of its sustainable aims as well, which is also in harmony with the academic literature (Scott, 1999; Timothy, 1999 & 2001; Doppelfeld, 2007; Trippel, 2010; Scherer & Zumbusch, 2011; Sousa, 2013). Exceeding this, it was also found that the Park provides support in distribution and marketing and additional labels for those who fulfil certain standards. Any kind of support is also provided to those who actively approach the Park and show initiative (i.e. make use of participatory and inclusive mechanisms). On top, by giving individuals and businesses who have project ideas mainly initial support, innovative and entrepreneurial thinking are facilitated in the region. The benefits of marketing and support for those who produce and act sustainably have been found to be connected to the characteristic of collaborative governance to happen in service of public aims which also benefits the residents of the region indirectly (Davies & White, 2012). Beyond this, also resulting from the networking activities is that the Park can mediate between different actors and facilitate communication between actors from different domains. Thus, albeit not having been mentioned in the academic literature, it can be stated that the Park was found to bridge the political & the ordinary by, for instance, helping with conflicts and bureaucratic issues as much as possible.

Three additional barriers identified during the research that have not been mentioned in the literature are those of a lack of awareness of the Park and the opportunities it offers, a lack of a communicative or meditative agent between the Park population, businesses and the Park and lastly, the issue of very locally focused thinking. Of these barriers, the lack of awareness of the park is identified as both the most negative and easiest to solve. Only informing the park population and making locals as well as businesses aware of their opportunities would already solve the mismatch of not being able to seize all opportunities and reach the Park's full potential. The second obstacle identified, namely the lack of a meditative agent, might also be connected to the criteria a municipality has to fulfil to become member of the Park: Once, before the Park's formation, landscape-value has been assessed and only those municipalities that were feasible or

limited feasible could be included. A second criteria is the member fees that have to be paid which amount to 1-3 CHF per inhabitant, and thirdly the municipality needs to decide for a delegate that is part of the Park's board (Müller et al., 2017; Expert A). Once the municipality has fulfilled these criteria, it does not have to fulfil a minimum number of projects every year or contribute to the Park's goals in any other way. Hence, if there is a mismatch between what the municipality's delegate wants and what innovative businesses and individuals want, the Park is constrained not to act and needs to tolerate inhibition of development and innovation. Also, the delegate is not obliged to take any informative or awareness raising action to inform the respective municipality's inhabitants about their options. Thus, this barrier can be related to barriers to benefits of collaborative governance mentioned by Dredge (2006) and Bramwell and Lane (2011). The scholars have identified that issues of mistrust and conflicting values can inhibit benefits obtained and zooming in on a municipal level in the Park, there are no mechanisms in place that ensure that values stay aligned once the municipality has become member of the Park. Hence, it can be concluded that a lack of a mechanism to ensure that values are aligned between member municipalities and the Park is identified as a major barrier to benefits of collaborative governance that is also in line with the academic literature. ²

A striking finding that is in direct opposition to the literature is that of the minimal role of the border. For instance, Otgaar et al. (2008) state that in order to be able to obtain benefits, full institutional cooperation, joint decision making and resource sharing are necessary. So did all experts interviewed state that resource sharing or a lack thereof was not perceived as inhibiting collaboration or obtaining benefits. Also, decisions are not always made in a joint manner, rather the practical ones about project realisation are in the hands of the individual suggesting and realising them and the responsible park project leader. Additionally, any decisions concerning finance and organisation are also made by management staff, the board or the responsible governmental finance body. Yet, none of the interviewees stated that this has been perceived as an issue and also no other findings suggest that the above mentioned function as an inhibitor to benefits.

As for the unquantifiable benefits regarding the Park population that were identified in the literature to result from cross-border collaborative tourism governance, I have not found any evidence that would line up with, for instance a claim stated by Gash (2016) that the governance would enhance community building. Still about 30% of the entire sample feel connected only to their own municipality, and the top four of regional identification names is made up of the Jestetter Zipfel which is limited to how the German region is called and the Zürcher Unterland which is limited to the Swiss municipalities. Also, no enhanced social cohesion could be found in the region as it had been stated by Pechlaner et al. (2012). Furthermore, no correlation between Park activity and regional consciousness was found, which would lead to rejecting Gash's claim of development of a collective consciousness (2016). What is more, the border still seems to play a very important role at least for the German locals as 19.5% of Germans state they feel what is special about them was Switzerland and the border being close and 30% of Germans state what

² A more elaborate discussion of the barriers is beyond the scope of this thesis

is different about the people is that they live in a border region. Thus, no dismantling of borders could be found as had been predicted by Sousa (2013).

In conclusion, as for the creation of one regional identity (Pechlaner et al., 2012; Sousa, 2013), applying Paasi's framework on regional identity (1986), no unanimous regional identity was found. These findings, however, are not deemed representative of the municipalities and thus the claims of the literature cannot be fully rejected without further research. What is more, the positive effects might eventuate at a later stage, and not only after the Park has been operating officially for one year.

Overlaps between residents of the region have been found in the perception of the image of the region. Most in each municipality mentioned nature as special, which overlaps with what most tourists saw as characteristics of the region as well (i.e. outer image) and what the Park wanted to communicate (i.e. institutional constitution of the region) (see Paasi, 1986). From this it can be concluded that image-wise, the Park either seems to have positioned itself perfectly in the region's most outstanding characteristics or the Park has already been successful in its marketing towards insiders as well as outsiders.

Aspects that could not be investigated by means of this research were the claims of enhanced sustainability uttered by Hartmann (2007), Bramwel & Lane (2011) and Zapato & Hall (2012), the argument of being closer to the market through collaborative governance in tourism stated by Hartmann (2007) and the claim of increased efficiency and destination performance that has also been noted by Hartmann (2007), Bramwell & Lane (2011), Pechlaner et al. (2012) and Zapato & Hall (2012). This is mainly due to the fact that in order to measure or estimate sustainability, being closer to the market and efficiency/destination performance cannot be measured by means of this research design as no expert or resident could make valid statements about these aspects. Further, by estimating the value created through the Park it is not estimated to what extent that amount of tourism is satisfactory to the market and/or efficient. Nevertheless, it can be stated that the Park functions according to the aforementioned circumstances that facilitate sustainable tourism development and that this is also one of the Park's aims. Moreover, it has been hypothesized by Partner A and Partner B that the principles the Park functions according to fulfil the future generations' demand which would position the governance closer to the market. Yet, this still needs to be empirically proven as this research has not done so.

5.3.1 Limitations

Regarding the concepts of regional identity and unquantifiable value created for organisations, the conclusions drawn would have been stronger if compared to a region where there is no overarching cross-border collaboration. Currently, there are some benefits that cannot surely be attributed to the cross-border collaboration as there is no before-after comparison or other case it could be tested against. Also, I cannot claim the benefits identified to result 100% from the collaborative governance approach. I do not know what benefits would look like if the Park were managed in a hierarchical top-down approach but I can only draw conclusions from what

mechanisms of the governance result in which benefits and attribute those benefits to collaborative governance this way.

The statements made based on the 60 short structured interviews are not representative of the region as the majority of interviewees is female (66.67%) and sample sizes were also not of equal demographic distribution in terms of age. What is more, some of the answers given by interviewees indicate that they did not know exactly what was asked of them (e.g. stating nature is special about the people living in the region) and thus their answers might not correspond to what has been measured with the questions asked. As the findings on regional identity and benefits generated for residents are most conflicting with the existing scientific literature, the above mentioned limitations make the conclusions drawn questionable. Hence, weighed against the existing literature, the conclusions would have to be substantiated by more valid empirical research to be able to reject the claims made in scientific literature.

Regarding the in-depth interviews, although none except for one interviewee mentioned the border as hindering collaboration and no proof could be found to substantiate this claim, it also needs to be mentioned that none of the board members of the Park would mention if they had a preference for a specific region or nationality. As other interviewees either benefit from the Park or are employed at the Park, it should be noted that their statements regarding critical aspects need to be considered with caution. What is more, as the research design employed is that of a case study, conclusions drawn might only apply to this specific case.

5.4 Recommendations

Recommendations to overcome the barriers and form matches out of mismatches were derived from what has been mentioned by the experts and organisations interviewed. These include awareness raising/informative workshops to foster initiative and participation in locals as well as organisations. The interviewees mostly seemed to be interested in the Park and in participating at least to some extent, but they either had false perceptions of how the Park functions or did not know that they could participate more actively. In order to actually seize the opportunities that the cross-border collaborative governance approach brings, a first step would be to make people aware of them.

Additionally, networking activities across the border should take place to avoid unequal opportunity seizing and development. If Swiss tourist actors are offered networking options from November 2019 onwards, the Park's team needs to organise networking events that include the German municipalities as well. At the moment, no convincing empirical evidence could be brought forward to substantiate the claim of unequal benefit distribution. Nevertheless, if Swiss actors were to benefit extensively from networking opportunities and Germans were not offered the same, this assertion could corroborate.

A last recommendation concerns the effectiveness of the Park in terms of project realisation. As mentioned above, municipalities only once have to fulfil criteria to join the Park. This, however, does not ensure ongoing collaboration and initiative. Thus, my recommendation is to make an assessment of a municipality's willingness to support the Park and alignment with the Park's aims. This could be realised by means of a minimum number of informative workshops a municipality

would have to host to inform locals about their opportunities or by obliging municipal delegates to assess their municipalities' interests on a regular basis to prove that their actions actually happen in the interest of the entire municipality. The latter would ensure that the actual interests of a municipality are represented and not a delegates' personal preference. A major drawback of the aforementioned is that municipalities might back off when feeling to constrained by the Park's rules and criteria. Nevertheless, by employing this all or nothing principle, full cooperation can be expected and the Park might be able to fulfil its aims more efficiently.

5.5 Reflections

This research has been one of the first integrative researches in terms of both economic as well as ethnographic data on border regions. Further, to my knowledge, in the context of a cross-border destination by means of a Park, this research has been the first study to investigate regional identity and types of tourism governance. It contributes to the scientific literature in that it generated knowledge on practical outcomes of collaborative governance from an insiders' view (i.e. local businesses and residents). What is more, barriers that inhibit benefits obtained from the cross-border collaborative governance approach of this specific Park have been identified and could possibly be tested in other cross-border collaborative governance settings. Regarding the research gaps on benefits, this research has investigated all possible benefits that are mentioned in the scientific literature and has identified some additional benefits as well. A next step would be to test these benefits in multiple other Parks to find out whether they are general benefits from collaborative governance or specific to the Park.

Short, ethnographic interviews as used when assessing regional identity can yield more information if more in depth or if more in scale, but are not feasible as an additional method as used in this study. My findings are interesting, yet only meaningful to a limited extent as not enough people could be interviewed and the sample did not end up to be representative. The data was very rich but would need a more extensive time period and sample size to be able to make meaningful statements about the entire population. Thus, the study would have been stronger if I had limited myself and the scope of this research at an earlier point in time. During the analysis period, I realised that in order to answer the research questions, I did not need all the data collected and that I had to select the most important findings and could not incorporate everything. Much of the data collected has not been used and in retrospect it does not seem necessary to have collected such a diversity of data.

5.6 Future research

During the research period it became clear that one region was dependent on the other and defined itself in relation to the other. 19.5% of Germans state they feel what is special about them was Switzerland and the border being close, 30% of Germans state what is different about the people is that they live in a border region but none of the Swiss mentioned Germany or the border to be close. Future research could touch upon the relationship between two border regions and regional identity formation in that it could make use of the Paasi framework as well and compare

effects of a bigger sample of people who are active participants of a collaborative governance approach with a sample of people that is not active. Making use of a bigger sample, such an approach could possibly also lead to findings that enable valid statements to be made about the relationship between regional identity formation and collaborative governance.

Furthermore, as briefly mentioned before, future research could test the benefits and barriers identified in this specific case in multiple cases to check its generalisability and to eliminate the possible explanation of the Park itself generating benefits and not the cross-border collaborative governance approach it employs.

6. Conclusion

The aim of this research has been to investigate the benefits created by a cross-border tourism governance approach. By investigating how the Park's governance functions in general, what aspects of the governance can be related to collaborative governance and looking into the quantifiable as well as unquantifiable benefits that can be obtained from the Park, this aim has been fulfilled. Furthermore, barriers to obtaining those benefits have been identified and recommendations on how to deal with those barriers and maximise benefits were formulated.

It can be concluded from the above that the Park mostly functions according to collaborative governance theory. Only the aspects of financial and organisational decision making have been found not to comply fully with the characteristics of collaborative governance.

As for the quantifiable benefits, they have been found to be rather small and not very significant to businesses or regional economic development. However, businesses and experts interviewed appeared assertive that financial benefits would follow in the future. Ultimately, the value added estimated by Park tourists only amounts to a third of total value added of all tourists which indicates that albeit being small in absolute terms, it is very significant for the quantifiable benefits obtained from tourists in that region overall.

Regarding the unquantifiable benefits obtained from the collaborative governance approach it can be stated that the most important aspect of the Park for businesses is the extensive networking. This enables knowledge, expertise and skills to flow freely from different actors, synergies to be seized and exploited, facilitates communication between actors from different domains and finally also benefits the public aim of sustainable regional development in that most of these benefits only apply to those complying with the Park's main aims. Nonetheless, a major drawback identified is that of lack of awareness of the Park or how the Park functions which inhibits opportunities to be seized. This lack has been identified to be in place for both residents as well as businesses.

Concerning unquantifiable benefits for the park population, no meaningful conclusions could be drawn from the findings as the sample ended up not being representative. Yet, the findings also indicate that no positive effect has been obtained so far on regional identity, social cohesion or a feeling of community from the cross-border collaborative governance approach. More integrative measures by means of joint projects and joint networking could however be helpful in achieving such an effect in the future. Also, further research is still needed to investigate the possible impact of cross-border collaborative governance on the aforementioned concepts.

Finally, attempting to answer the research question, “What are quantifiable and unquantifiable benefits of the cross-border tourism governance approach created for the inhabitants of the Park?” it can be stated that albeit quantifiable financial benefits seem to be rather small still, and no meaningful effects on regional identity could be found, the Park manages to reward those making use of its participative mechanisms to work towards more sustainable development. It does so efficiently by connecting actors and facilitating learning and expertise transfer between diverse domains, and creating synergies to that regionally produced and based products and offers are more attractive to buy and easier to sell. Additionally, if the Park did not employ its collaborative governance approach, this selection of those who voluntarily want to work towards a more sustainable future and actively come together to benefit the region would not take place.

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Appendix 1

Tourist Questionnaire



Fragebogen

Liebe Gäste der Region Schaffhausen,

Vielen Dank, dass Sie sich für die Beantwortung der folgenden Fragen 5 Minuten Zeit nehmen. Das Ziel dieser Umfrage ist es, ein Bild davon zu erhalten, wer die Region weshalb besucht und was Sie in der Region unternehmen. Ihre Angaben sind anonym und werden vertraulich behandelt. Mit dem vollständigen und wahrheitsgetreuen Ausfüllen des Fragebogens erweisen Sie mir einen großen Dienst. Sollten Sie Informationen über die Resultate wünschen, senden Sie bitte eine Email an nadine.eichenauer@wur.nl. Herzlichen Dank!

1. Wie verbringen Sie Ihren Aufenthalt...

Alleine Zu zweit Mit der Familie In einer Gruppe

→ Anzahl Erwachsene (inkl. Ihnen): _____ Kinder (bis 18 Jahre): _____

2. Wie lange bleiben Sie in der Region und in welcher Ortschaft übernachten Sie?

Ich übernachtete nicht in der Region (bitte bei Frage 4 fortfahren)

Ich übernachtete in der Region und zwar in: _____

Anzahl Übernachtungen: _____ Ort: _____

3. In was für einer Unterkunft übernachten Sie?

Hotel Bed & Breakfast Campingplatz
Gemietete Ferienwohnung Eigene Ferienwohnung Bei Freunden oder
Verwandten Andere: _____

4. Wie oft haben Sie die Region vor dem jetzigen Aufenthalt besucht?

Nie Einmal Zweimal Dreimal _____ mal

5. Waren sie auch im Winter Gast der Region?

Nein Ja, und zwar in der folgenden Ortschaft: _____

6. Was haben Sie heute in der Region gemacht? Bitte geben Sie bei Ihren Aktivitäten die wichtigsten Zwischenstationen Ihrer Route oder den genauen Ort an.

Wandern Biken/Velotour Geführte Exkursion Kultureller Anlass
Anderes: _____

→ Route oder Ort: _____

7. Bitte nennen Sie die zwei wichtigsten Gründe, weshalb Sie die Region als Ausflugsziel gewählt haben

1. _____

2. _____

8. Welche zwei Eigenschaften verbinden Sie spontan mit der Region?

1. _____

2. _____

9. Wie wichtig ist für Sie das Thema Nachhaltigkeit bei Ihren touristischen Aktivitäten?

Unwichtig Wenig wichtig Wichtig Sehr wichtig Weiß nicht

10. Spielte der Regionale Naturpark Schaffhausen eine Rolle bei Ihrer Entscheidung, in die Region Schaffhausen zu kommen?

Nein Kaum Ja, unter anderem Ja, eine wichtige

11. Wie haben Sie sich für Ihren Aufenthalt informiert? (bitte kreuzen Sie alles an, was sie benutzt haben)

Website des Regionalen Naturparks Schaffhausen Website NatourPark.ch

Website des Schaffhausenerland Tourismus Internet (andere)

Tourismusbüro Reiseführer Landkarten

Freunde/ Verwandte Vorschläge aus Zeitschriften Vorschläge aus Zeitungen

Broschüre des Regionalen Naturparks Schaffhausen

Broschüre des Schaffhausenerland Tourismus

Sonstiges: _____

12. Wie viel Geld haben sie heute ausgegeben?

_____ FR/ _____ EUR für die Unterkunft

_____ FR/ _____ EUR für Verpflegung und Getränke in Restaurants, Cafés, Bars, etc.

_____ FR/ _____ EUR in Läden (z.B. Lebensmittel, Souvenirs, Geschenke, Kleidung)

_____ FR/ _____ EUR für Transporte innerhalb Schaffhausens (z.B. Tankstelle, Bus, Bahn, Fähre)

_____ FR/ _____ EUR für Eintritte zu Veranstaltungen und Museen

_____ FR/ _____ EUR für Sonstiges (z.B. Exkursionen, Kurse, Arzt) bitte angeben was:

13. Falls Sie länger als einen Tag in der Region Schaffhausen bleiben oder geblieben sind: Wieviel Geld geben Sie während Ihres ganzen Aufenthalts aus (bitte möglichst genau schätzen)?

_____ FR / _____ EUR für die Unterkunft

_____ FR / _____ EUR für Verpflegung und Getränke in Restaurants, Cafés, Bars, etc.

_____ FR / _____ EUR in Läden (z.B. Lebensmittel, Souvenirs, Geschenke, Kleidung, Sportartikel)

_____ FR / _____ EUR für Transporte innerhalb Schaffhausens (z.B. Tankstelle, Bus, Bahn)

_____ FR / _____ EUR für Eintritte zu Veranstaltungen und Museen

_____ FR / _____ EUR für Sonstiges (z.B. Exkursionen, Kurse, Arzt) bitte angeben was:

14. Für wie viele Personen gelten Ihre Angaben bei Frage 12 und 13 (Sie selber mit eingerechnet)?

_____ Erwachsene _____ Kinder

15. Darf ich Sie noch um einige Angaben bitten:

Postleitzahl

Wohnort:

Land:

Alter: _____ Jahre

Geschlecht:

Frau Mann Sonstiges

Appendix 2

Regional Identity & Park Impact Questions

Haben Sie schon einmal von dem Regionalen Naturpark Schaffhausen gehört?

Und wussten Sie auch, dass Jestetten/Lottstetten/Rüdlingen/Buchberg teil des Parks ist?

Haben Sie schon einmal an einem Treffen zum Park teilgenommen?

Sind Sie sonst irgendwie in den Park eingebunden?

Haben Sie neue Kontakte durch den Park geknüpft, also Menschen kennengelernt, die Sie ohne den Park nicht kennengelernt hätten?

Nehmen Sie sonst an Veranstaltungen oder Treffen teil, die von einem Verein oder der Gemeinde organisiert werden?

Wenn jemand Sie fragen würde, wo sie herkommen/wohnen, welche Region würden Sie nennen?

Und ist das auch die Region mit der Sie sich identifizieren?

Und warum?

Haben Sie regelmäßigen Kontakt zu Menschen aus anderen Gemeinden?

Auch grenzübergreifend?

Und was für Gemeinden wären das dann?

Fühlen Sie sich zu einer bestimmten Gemeinde über die Ihre hinaus verbunden?

Und würden Sie ihre Nachbargemeinde und die Ihre als eins sehen oder eher getrennt?

Und was würden Sie sagen macht diese Region besonders?

Und was macht die Menschen dieser Region aus?

Und was würden Sie sagen unterscheidet diese Region und die Menschen dieser Region von anderen Regionen?

Alter:

Appendix 3

Schedule of interviews

Expert Interviews:

Type	Name	Date	Abbreviation
Management Park	Martina Isler	16/05; 28/05	Expert A; Expert Ab
Mayor Jestetten; Board member Jestetten	Ira Sattler	22/05	Expert B
Board member Rüdlingen	Markus Sellm	28/05	Expert C

During the interviews with Expert A, themes that were covered included the Park's aims and motivation, decision making processes, finance, cross-border collaboration, scope of inclusivity and participation, regional identity and the role of the Park in that, partnerships, mediation and conflict situation handling, networking.

Themes talked about with Expert B focused on the political level. More specifically, the cross-border collaboration was thematised, and its advantages, barriers and room for improvement. Moreover, different actors were talked about, some external to the Park, some internal and it was talked about the cross-border project of nature Park schools which is a best-practice example of Park projects that were realised across the border.

Expert C and I could only talk quickly about the processes of forming partnerships and when a business or individual person is eligible to support by the Park.

Tourist surveys:

Place	Date	Day of the week	# of surveys
B&B in the green; Rüdlingen			4
Hotel Holzscheiter Lottstetten			4
Rüdlingen riverside	16/05	Thursday	5
Rüdlingen riverside	17/05	Friday	9
Jestetten, day of the open atelier	18/05	Saturday	1
Buchberg church	18/05	Saturday	1
Rüdlingen riverside	19/05	Sunday	5
Rüdlingen	19/05	Sunday	1
Rüdlingen riverside	22/05	Wednesday	3
Rüdlingen riverside	23/05	Thursday	8
	24/05	Friday	4
	26/05	Sunday	14
Rüdlingen Parking lot	26/05	Sunday	12
Rüdlingen riverside	30/05	Thursday (holiday)	24
Rüdlingen Parking lot	30/05	Thursday (holiday)	1
Rüdlingen Parking lot	01/06	Saturday	11
Rüdlingen riverside	01/06	Saturday	10

Buchberg church	01/06	Saturday	1
Rüdlingen Parking lot	02/06	Sunday	30
Buchberg church	02/06	Sunday	1

Interviews with organisations:

Type	Name	Date	Abbreviation
Hotel	Bed and Breakfast in the Green	21/05	Hotel A
Hotel	Hotel-Restaurant Zum Löwen	21/05	Hotel B
Formal partner	Lindenhof	28/05	Partner A
Formal partner	La Cantina	29/05	Partner B
Hotel	Hotel Holzscheiter	29/05	Hotel C

Interviews with residents

Date	Place	Number of Interviewees	Place of residence
16/05	Jestetten	2	Lottstetten
	Lottstetten	2	Lottstetten
	Rüdlingen	1	Rüdlingen
17/05	Rüdlingen	1	Buchberg
18/05	Jestetten	3	Jestetten
	Buchberg	2	Buchberg
19/05	Lottstetten	2	Lottstetten
	Rüdlingen	2	Rüdlingen
		3	Jestetten
21/05	Jestetten	1	Jestetten
	Rüdlingen	2	Rüdlingen
23/05	Jestetten	5	Jestetten
	Buchberg	1	Buchberg
26/05	Rüdlingen	2	Rüdlingen
27/05	Lottstetten	7	Lottstetten
		2	Jestetten
	Jestetten	2	Jestetten
28/05	Buchberg	1	Buchberg
29/05	Buchberg	1	Buchberg
	Lottstetten	5	Lottstetten
31/05	Jestetten	1	Jestetten
01/06	Buchberg	3	Buchberg
		4	Rüdlingen
	Rüdlingen	1	Lottstetten

02/06	Rüdlingen	4	Rüdlingen
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Appendix 4

Examples of successful collaborations and formation of formal partnerships:

Example 1: This has been the case with Partner A in Buchberg. When the Park was first created, the owner saw the opportunity of networking and bringing the people in the region closer together and therefore got in contact with the Park. "I was interested and I actively engaged and later everything worked automatically" (Partner A). He is now benefitting from being a formal partner as he was given the nature Park host and nature Park producer labels and is thus included in marketing, extensive media presence and he will also be part of the online platform. Beyond, he also benefitted from the Park's network since someone he met through the Park is now in charge of the distribution of his nature Park product labelled grapes spritzer and some of his buyers he also got to know via the Park's formal network (Partner A, ; Expert A, ; Expert A, b).

Example 2: Another positive example is Partner B in Buchberg. "I've had the philosophy here in the restaurant right from the start, using mainly products from the region, if possible" "I approached the Park and asked 'what does it need to participate?'" The restaurant has not only benefitted from the Park by finding additional buyers for its nature Park product, house-made ice cream but also they have met other businesses who's regionally produced and sourced products they buy and use now for their restaurant. Although the business is not going to be continued after the owner retires in five years, he says he will stay in close contact with the Park, continue his nature Park product and be there for questions and guidance "I find that one has to support the local or regional and we have such a fertile region here where so many things are possible".

Appendix 5

Value creation aims as stated by the Regional Nature Park Schaffhausen as used for orientation and guidance during interviews:

Aims of the park (as stated in the initial study about the park, see Forster & Rupf 2010):

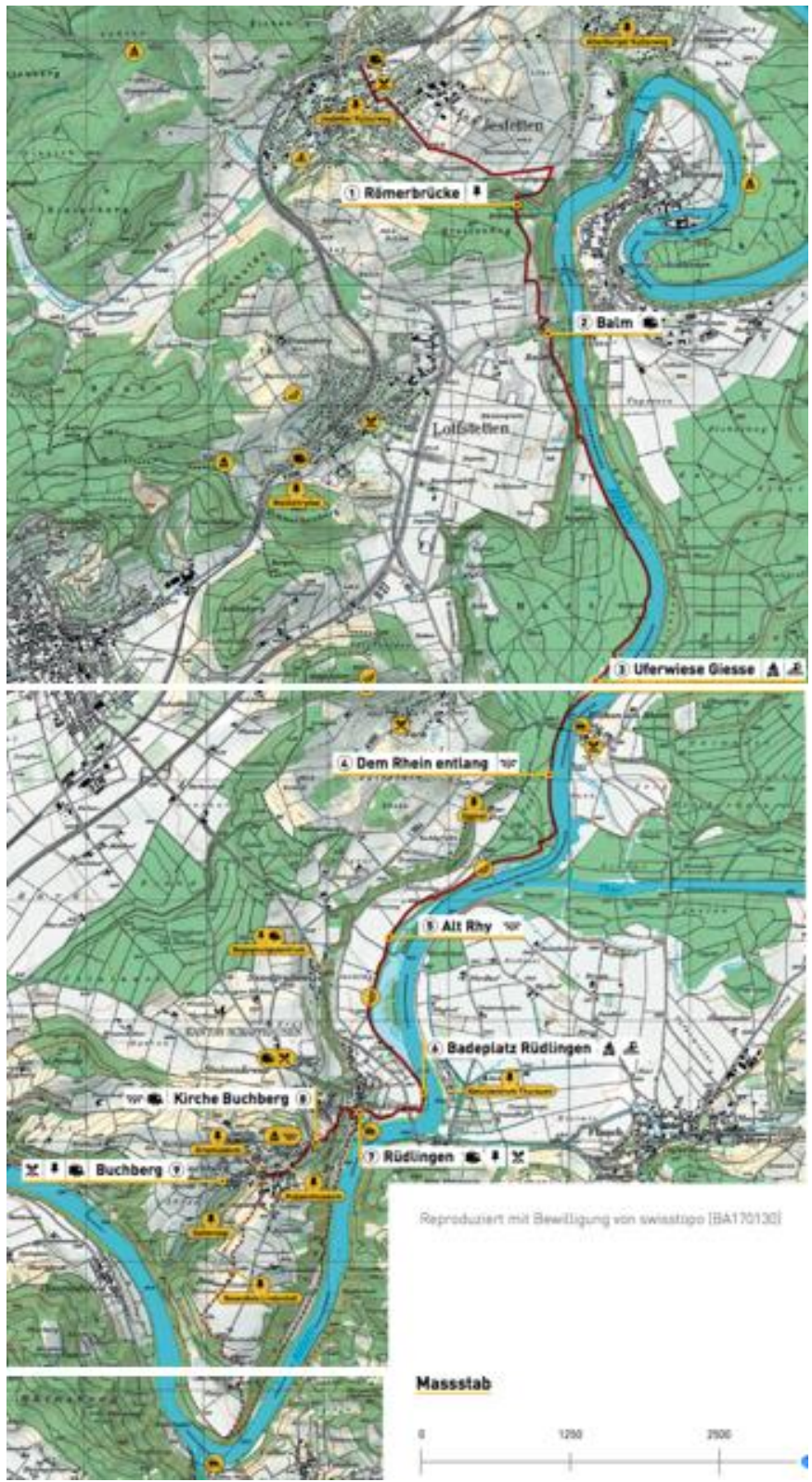
1. Image (overlapping with Paasi, 1986)
2. Higher quality of regional offers (needs to be added; tourist question)
3. Economic impulses (EIA)
4. Regional multiplier (EIA)
5. Soft economic factors (the creation of a park can lead to regional discussion, negotiation, interaction and cooperation and can have a positive impact on regional identification and extensive networking) (overlapping with Paasi, 1986)
6. Moderation & facilitative function in political issues (non-economic benefits)
7. Being a model for other regions

Strategic goals of the park's management and communication (as stated in the management plan, Müller et al 2017):

- Connecting different sectors and different spatial and structural bodies on regional national as well as international levels
- Functions as a facilitator and moderator
- Brings about economic promotion for the rural area on the basis of the natural assets of the region with involvement of the park population

Appendix 6

Hiking route map



(Regionaler Naturpark Schaffhausen, n.d.)