

# Healthy Hills

**South Limburg**

Gathering new initiatives in the cross-sectoral field of health,  
care and tourism from comparable European regions

An abstract graphic consisting of several overlapping, rounded shapes that resemble hills or mountains. The shapes are filled with various shades of green, ranging from a light, almost yellow-green to a deep, dark forest green. The shapes are layered, with some appearing in front of others, creating a sense of depth and movement. The overall composition is dynamic and organic.

Wageningen University

Project group 380  
16<sup>th</sup> June 2008



# Healthy Hills

South Limburg

Gathering new initiatives in the cross-sectoral field of health,  
care and tourism from comparable European regions

Tesfalem Hadgem Assay	820412 019050
Maaïke van Gameren	850407 249120
Else Giesen	860603 263130
Laurien Harting	830202 308130
Stijn van Weezel	850211 935040
Bibi de Zeeuw	850419 985090

Group number: 380 '*A Healthy Landscape in South Limburg*'

Coach: Aad van Tilburg

Commissioner: Transforum, Rik van Eweg

**2008**

**Wageningen University**



This report is produced by students of the Wageningen University as part of their MSc-program. It is not an official publication of Wageningen University or Wageningen UR and the content does not represent any formal position or representation by Wageningen University

Copyright © 2008. All rights reserved. No part of this publication may be reproduced or distributed in any form or by any means, without the prior consent of the authors.



## FOREWORD

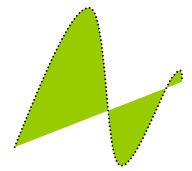
This assignment for the Academic Master Cluster project was a big challenge for us because it was a broad area which we had to investigate. In the beginning it was hard to reach contact persons and to make interview-appointments with them. It was exciting to work with a mixed group of students with different backgrounds. The assignment was fun to do, especially the fieldwork. Besides that it was a good experience and much information is found about different initiatives in Europe. We are satisfied with that and hopefully this will satisfy our commissioner Transformum too.

We would like to thank the following persons for their help: Aad van Tilburg, Rik van Eweg, Jule Hinssen, Irene Havermans, Monika Brul, Margaride Colet-Jane, Iris Poth, Alexander Zobotta, David Pierret, the Kölner Geburtzhaus, Eddy van Calster (CHEOPS), Sofie Coekaerts (Outward Bound) and the ladies from the Müllerthal trail.

### **‘The Healthy Hills group’**

**Maaïke van Gameren, Else Giesen, Laurien Harting,  
Stijn van Weezel, Bibi de Zeeuw and Tesfaem Hadgem Assay.**

Wageningen, June 2008



## EXECUTIVE SUMMARY

### **Introduction and background**

The aim of the 'Healthy Hills' project is to come up with new initiatives in the fields of health care, tourism and wellness that could be implemented in South Limburg to enhance the regional development. South Limburg is a rural area in the Netherlands that has to deal with several problems like a declining and ageing population and falling incomes due to a deteriorating economic situation. TransForum is involved in several projects to enhance the rural economy of the area and sees opportunities in the field of health care and tourism. This report contributes to this by investigating three comparable European areas (Ardennes, Eifel, Luxembourg) and finding out what kind of initiatives are developed there. We also evaluate what aspects of these initiatives can be of use for South Limburg and how adapted versions of the activities could look like and be implemented.

### **Methods**


To reach the aims of our research we conducted a literature study which gave us more insight in the characteristics of the regions. We then concentrated on finding contact persons in the regions and making appointments. After gathering the data we analysed them by brainstorming about the question if and how the found initiatives could be implemented in South Limburg. Then we also thought of adjustments and completely new ideas and initiatives for South Limburg.

### **Results of the fieldwork**

During the fieldwork we visited the Ardennes, Luxembourg and the Eifel. In the Ardennes the companies Cheops and Outward Bound were visited. Cheops is founded by a former dentist that now provides diverse health services with a holistic, spiritual touch. Outward Bound organizes camps for (former) cancer patients. In Luxembourg, the Mondorf thermal centre was visited. This centre also provides medical treatments. The Müllerthal trail in Luxembourg was also investigated. The marketing and structure of the walking trails caught our attention here. In the Eifel two interviews were conducted with managers from two different projects. First was the Leader-project, where action was taken to make the Eifel and its nature accessible for disabled people. The other programme, Zukunftsinitiative, was aiming to develop the region by creating partnerships and networks among entrepreneurs. In Bonn and Cologne birth houses were visited. In the Netherlands we conducted two interviews with people involved in the 'Heuvelland' project and one telephone interview with the Spanish company MaPe, who counsel between health tourists and the Spanish health care providers.

### **Results of the analysis**

We found some of the initiatives, or aspects of it, very promising and interesting for South Limburg. From these aspects we constructed new ideas: rehabilitation centers for physical or psychological recovery in a green, quiet environment; applying a holistic approach to health; providing health care for tourists in South Limburg that are dependent on regular medical attention; farms where people struggling with obesity learn more about healthy and organic food (preparation) in a green environment where activity is stimulated; birth houses where women can stay who want to give birth in a professional surrounding, however, do not like the clinical



atmosphere in the hospital; expanding the services that thermal baths provide; making the landscape and tourist activities of South Limburg for people with physical or mental disability more accessible; a tree walk, which combines a fun outdoor activity with psychotically counseling and personal development.

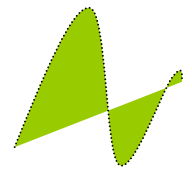
### **Conclusions**

We found that the areas Ardennes, Eifel and Luxembourg are not always comparable to South Limburg. Most of all, there are some differences in thinking about landscape, health care, wellness, etcetera. We think that South Limburg can learn from some of these differences. We gave suggestions on how to do this in the results of the analysis. These activities and ideas can hopefully inspire people to make South Limburg an (even better) place to be.



## TABLE OF CONTENT

<b>1. INTRODUCTION</b>	
1.1 Introduction	8
1.2 Problem statement	8
1.3 Research design	9
1.4 Outline of the report	11
<b>2. METHODOLOGY</b>	
2.1 Data collection	12
2.2 Data analysis	13
2.3 Practical issues	13
2.4 Validity and Reliability	13
<b>3. LITERATURE STUDY</b>	
3.1 South Limburg	14
3.2 The Eiffel	15
3.3 Luxembourg	16
3.4 The Ardennes	17
3.5 The Elzas	17
<b>4. RESULTS OF THE FIELDWORK</b>	
4.1 Mullerthal trail (Luxembourg)	19
4.2 Mondorf domaine thermal (Luxembourg)	23
4.3 Outward Bound (Ardennes)	28
4.4 CHEOPS (Ardennes)	30
4.5 Park Barrier free (Eifel)	32
4.6 Birth Houses (Eifel)	35
4.7 Der Zukunfinitiative (Eifel)	36
4.8 MAPE brokers company (Spain)	39
<b>5. RESULTS OF THE ANALYSIS</b>	
5.1 Care for tourists	43
5.2 Community health centre	44
5.3 Rehabilitation centre	46
5.4 Obesity Farm	48
5.5 Birth stay	52
5.6 Holistic monastery	54
5.7 Thermal centre	56
5.8 Limburg Barrier Free	58
5.9 Tree walk	60
CONCLUSION	62
RECOMMENDATIONS	65
DISCUSSION	67
REFERENCES	68
APPENDICES	
▪ Catalogue new initiatives	74
▪ General background information regions	87
▪ Standard analysis	97



## 1. INTRODUCTION

### 1 Introduction

The following report is the result of nine weeks work on the assignment given by our commissioner 'Transforum.' This assignment was one of the assignments that we could choose of in the course Academic Master Cluster which is compulsory for all Master students in Wageningen. Our project group consists of six people and we all have a different educational background. The aim of the course is to learn to work in an interdisciplinary team on a 'real project'.

The name of our project is 'A Healthy landscape in South Limburg'. The region South Limburg is confronted with several threats: a decreasing demography, a landscape which is not suitable for high intensified agriculture and a decreasing income from tourism. South Limburg is still recovering from the seventies when all the coalmines were shut down. Since then it went downhill for South Limburg. The atmosphere in South Limburg is sad and negative, an atmosphere in which innovation is hard. South Limburg used to be a special place in the Netherlands, people were proud of it, but nowadays that spirit is gone.

Transforum already took initiative in developing the project 'High Life Heuvelland' to improve the current situation in South Limburg. In this project they collaborated with several partners from the region itself. In the field of health and care their largest partner is Orbis Care Group, their goal is to develop new concepts for integrating tourism and the local communities with all kinds of health and care activities. The High Life Heuvelland is now in its second phase and is called "ons heerlijk heuvelland." Our assignment fits with the exploring phase of the total project in phase two.

The assignment formulated by our commissioner is; *investigate which initiatives are developed in several European regions in the field of Health & Care and determine whether and how comparable initiatives could be implemented in the region of South Limburg.*

### 1.2 Problem statement

The region South Limburg is faced with several challenges. The population is declining and ageing, younger people move out of the area and there is little emigration to the area. This goes hand-in-hand with a declining economic situation. The hilly landscape in the most southern part of Limburg is not suitable for modern up-scaled and intensified agriculture. Beside that, this specific part of Limburg is a Dutch national landscape, this means that there are several rules restrictions which most of prohibit development. Tourism, which used to be flourishing, is faced with falling incomes as well. One reason for this declining income is middle size of family led companies that are not very innovative. The health care sector in the region is threatened by fierce competition from the bordering regions in Belgium and Germany. Transforum is involved in several projects to enhance the rural economy of the area and sees opportunities in the field of health care and tourism. The project team will contribute to these activities by exploring comparable areas to find new initiatives.





## 1.3 Research design

### Research objective

The main objective of this project is to provide our commissioner, Transforum, with information about health and care initiatives for the region South Limburg. We do this by writing a report in which we compare several regions in Europe and to inform about current developed initiatives in the field of health and care which could be implemented in the region of South Limburg.

### General research question

Which current developed initiatives in different regions in Europe are being developed, are these regions comparable to the region of South Limburg and how can these initiatives be adopted and implemented in South Limburg?

### Research phases

In our research we made a division of four phases; 'Preparation', 'Fieldwork', 'Processing & Creation' and 'Finalizing'. We formulated for each phase a specific goal and a research question. On the next page we present an overview of the phases.

#### Phase 1: Preparation

*Goal:* In week four we know to what extent the four different regions; South Limburg, Eifel, Ardennes and Elzas are comparable.

*Research question:* To what extent are the regions Elzas, Ardennes and Eifel comparable to South Limburg, when looking at six different characteristics?

First of all we have a preparation phase where we make plans for the fieldwork. A project proposal is made and a literature and internet study is conducted to explore the four regions. We will discuss more into depth six characteristics: geography, geology, demography, economy, health care system and tourism. With that information we will contact key informants and organizations in the regions South Limburg, Eifel, Ardennes and Elzas. With these persons we will make appointments for interviews.

---

#### Phase 2: Fieldwork

*Goal:* In week six we have an overview of the initiatives in the field of health and care derived from different regions in Europe.

*Research question:* Which initiatives in the field of health and care are currently developed in the different regions in Europe?

Then a fieldwork plan is set up. This plan contains a standard analysis of the different regions that we have chosen by then and of new initiatives in the field of health and care in the four regions. We will use a so called standard analysis in our research in order to process the data we found during the fieldwork. We use such a standard analysis for various reasons. A standard analysis will help us in order to compare the different regions with each other and to discover similarities between them. It will give us a clear overview on how the initiatives are embedded in their local circumstances. Knowing this we can compare it more easily with the



situation in South Limburg and discover the strengths, weaknesses, opportunities and threats of an initiative. We can then judge if such an initiative is realistic and viable when adapted in South Limburg. We also use a standard analysis because it gives more structure in our data and as mentioned before it is easier to get information out of it. The two standard analysis developed are in the appendix. During the fieldwork we conduct interviews, carry out case studies, desk research. The interviews are structured to make sure the same topics are addressed in every interview across the different regions. We will split up in teams of two to do the interviews. We need to do these interview because the subject we are working on is relative new, this means that if there are plans, they are probably still under construction and therefore cannot be found on the internet.

### **Phase 3: Processing and creation**

*Goal:* In week seven we have an overview of initiatives in field of health and care that could be implemented in South Limburg.

*Research question:* Which of those initiatives are applicable to the region of South Limburg?

In this phase we will continue with processing the data. We will discuss the results in brainstorm sessions to formulate recommendations and advice. In this brainstorm session we will use three different kinds of analyses to formulate our recommendations. These three analyses are: critical success-factor analysis, scenario-analysis and a SWOT-analysis. The success-factor analysis means that we look at different factors that are GO or NO GO factors of the initiatives. For example: money, insurance, legal factors and entrepreneurs. The scenario-analysis is that we would imagine that we would implement an initiative in South Limburg. In this scenario we look at opportunities and threats, which is part of the SWOT-analysis. From these analyses we will have an idea which initiatives would be suitable for South Limburg.

---

### **Phase 4: Finalizing**

*Goal:* In week eight we have a final report with a special customized appendix which can be read separately from the report and which is open for other parties.

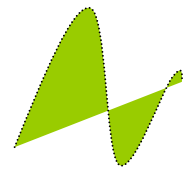
*Research question:* What recommendations could the project group formulate about the initiatives which can be applied and implemented in the region South Limburg?

The final phase is about finalizing the report and the appendix. We look closely at details and tie up the 'loose ends' of the research. The final product will be presented to the commissioner.



## **1.4 Outline of the report**

The main part of this report consists of the initiatives found abroad and the analysis of initiatives for South Limburg. But first chapter two will explain which methodologies are used to collect the data. Chapter three reflects the literature study done about different regions in Europe. The paragraph about South Limburg contains some extra information and a picture of the current situation. Chapters four and five are about the initiatives, chapter four describes the initiatives found in other regions in Europe, chapter five is the analysis of initiatives and an interpretation of the initiatives for South Limburg. Chapter six will be the conclusion of the report. Chapter seven will consist of recommendation for the commissioner. The final chapter will be a discussion about the relative context between the different initiatives.



## 2. METHODOLOGY

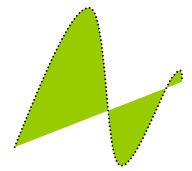
In this project we applied a qualitative research strategy. This strategy fits with the aim of our research which was to find different initiatives. Using a qualitative approach left room for creativity and divergent thinking. We structured our research into four different phases. For each phase we formulated the main goal and described the activities we had to do to complete this aim. We started with doing internet and literature research to get more familiar with the regions and in this way we could also orientate on interesting initiatives. After that, fieldwork was conducted which meant that interviews were held in order to get specific information from the initiatives.

### 2.1 Data collection

To begin our research we studied the literature. Sources such as books, scientific articles and information materials from relevant organizations were used to gather information on the different regions and initiatives. To find this information we used databases such as Scopus, Science Direct, Medline, Google Scholar, the catalogue of the WUR library and other websites. Some examples of keywords that were used are: health tourism, medical tourism, wellness tourism, wellness and health.

We wanted to do interviews because the subject we worked on is relatively new. This means that some initiatives are probably in a start-up phase, still making plans and that information is not yet well documented and published. We used the internet to find potential respondents. When the material on the internet appeared interesting for our research we contacted the organization by e-mail with a request for information. In most cases we followed up this e-mail by calling the organization to explain our request again and see if it would be possible to make an appointment. Of course, not every organization or person we approached was interested or available. In some cases we were referred to other people. We were able to make twelve appointments for interviews. These twelve appointments were in various kinds of organizations, evenly spread over the regions we were researching. In the Ardennes region, three appointments were made, but due to miscommunication only two interviews were conducted. These two interviews were with people from the organizations CHEOPS and Outward Bound. In Luxembourg interviews were held with managers from Mondorf Domaine Thermal and the Müllerthal trail. In Germany we spoke with two midwives working for birth houses in Bonn and Cologne respectively. Two other interviews were conducted with managers from the Zukunftstinitiative programme and from the Leader project Eifel. In the Netherlands, interviews were conducted with Jules Hinssen, a professor from the University of Tilburg and with Irene Havermans, who is director of home care at Orbis. Lastly, a telephone interview was held with the marketing manager of the Spanish company MaPe.

We made teams of two persons that traveled to one area (either the Eifel, Ardennes or Luxembourg) to do the fieldwork. The interviews were structured to make sure the same topics were addressed by every team. We formulated our own standard analysis for this purpose. Using such an analysis is also a good way to structure the data. The standard analysis is a list of aspects of the initiatives that we wanted to know more about. On the next page are the categories of the standard analysis.



Standard analysis; aspects of initiatives:

- I. The organization
- II. The financing
- III. The provided facilities/activities/services
- IV. The contribution to the landscape
- V. The marketing strategy and target group
- VI. The success and fail factors
- VII. The extent to which these initiatives are implementable in South Limburg

## **2.2 Data analysis**

While processing and analyzing the data from the fieldwork, the standard analysis was used again. Because we all used the same list of aspects during the data collection we had a clear overview on how the initiatives were embedded in their local circumstances. Knowing this we could easily compare it with the situation in South Limburg and discover the strengths, weaknesses, opportunities and threats of an initiative. We discussed the results of the fieldwork in brainstorm sessions. In these sessions we discussed which aspects of the initiatives are useful to recommend for South Limburg and how these could be implemented. This led to thinking about new initiatives that could be interesting for South Limburg. We categorized these new ideas under eight different headings. These are: barrier free, tree walk, holistic medicine, thermes, medical center, rehabilitation camps, obesity farms and cycling trails. The next step was to think further about the practical aspects of these new initiatives, again using the categories of the standard analysis.

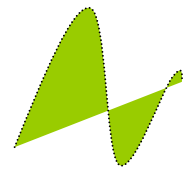
## **2.3 Practical issues**

In this study we did not face any major ethical or practical dilemma's. There were, however, two topics that we did pay specific attention to. First of all, in the research we approached people who had no contact with Wageningen University, Transforum, or our research project team. To avoid misunderstandings about our background we were always very clear about the nature of our research and sent (potential) respondents a covering letter from our coach Aad van Tilburg. Second is the anonymity of our respondents. Even though it is common not to mention the name of the respondent in a scientific report, some of our respondents were interested in the final report and therefore did not mind being mentioned in it.

## **2.4 Validity and reliability**

Our research is not large enough to give a sufficiently broad and, thereby, objective view of the companies or regions we studied. For the purpose of this research, however, this is probably not very problematic. This is because we wanted to find different initiatives and inspiration, for this purpose we chose breadth instead of depth in our research. We spent a lot of time making new contacts with initiatives and creating a network. This can be a good starting point for further research.

The reliability of our research is enhanced by using the standard analysis in our fieldwork and data-analysis. By doing so, we made sure that each team member would investigate the same aspects when they were doing individual research. Besides that, we had regular meetings to check if the team members were still on the same line.



## 3. LITERATURE STUDY

In the next chapter, we provide a summary of the literature study which is done to generate background information of European regions. The aim of this study was to find out if the regions are comparable to South Limburg. It became clear that the Elzas is not a comparable region. We decided to drop out the Elzas and therefore we included Luxembourg in our research.

The complete document of the background information and all the used references are included in the appendix.

### 3.1 South Limburg

#### **Health and care in the Netherlands**

There is a basic health insurance package that every citizen is obliged to buy (the ‘basisverzekering’) from a private health care insurer. The insurance companies have to allow anyone that wants to enroll in their ‘basisverzekering’ insurance scheme, regardless of their health status. This insurance covers almost everyone living in the Netherlands and its costs are covered by taxes.

#### **General information**

South Limburg is roughly located between Sittard, Born, Eijsden and Vaals. The region is remarkable when compared to the rest of the Netherlands, as it is one of the few regions that has hills. The most important river is the Meuse, that passes through the entire length of the province from South to North.

In the past, peat, gravel and coal were mined in Limburg. Furthermore, in the southern part, there are some four beer-breweries. From way back the southern part of Limburg is one of the two fruit growing areas of the Netherlands.

South Limburg is one of the 20 landscapes in the Netherlands which have the status of a National Landscape. Many of the core qualities of the National Landscapes are under pressure from expanding urban development, the construction of infrastructure and the increasing scale of agricultural production.

One of the stumbling blocks to establishing new financing mechanisms is formed by the European competition rules. These prohibit any direct or indirect government funding for private businesses that distorts competitive relations. There is still room for entrepreneurs to develop new initiatives, however some extra restriction has to take account of.

#### **Current Situation**

The province of Limburg, and especially the southern part of the province, has to deal with social and economic problems that undermine the development of the region. Being geographically different from the rest of the Netherlands, Limburg once was a flourishing tourist area in the Netherlands but nowadays there is a declining number of tourists. The region has a name of being somewhat old fashioned and an negative image of being backwards.



In the region there is little innovative power from the middle and smaller entrepreneurs. There are some big recreational attractions such as Maastricht, Pinkpop and the classical cycling race Amstel Gold Race but there is little connection between these and the other economic sectors in the area. The region doesn't know how to attract a young and dynamic crowd to the province. In tourism there is no general theme with which the region, and tourism in the region, is promoted. The province needs a new impulse in order to become attractive for a wider audience.

The region does have some very promising features but these are not well connected with the other aspects of the region. The city of Maastricht for instance is a city with an European élan and a rich history. It's a very mundane city. It houses a great share of wealthy senior citizens and it also has a lively young population thanks to the university. It is famous for its Roman heritage and cultural events such as Carnival and The European Fine Art Fair. Maastricht has a Burgundian image and therefore enough capacity to be and keep being attractive to tourists.

There can be no greater contrast with the Parkstad region around Heerlen and Kerkrade. This region is traumatized by the closing of the Dutch state mines in the 1970's. It's a very bleak area and its inhabitants lack a feeling of regional pride. Next to the negative mining heritage the region also has to deal with a declining population at an alarming rate. Young people don't see a future for themselves in the region and move to other regions in the Netherlands. This trend undermines the objectives of local policy makers to redevelop the region and to give it a boost. Local authorities see the problem they face and acknowledge the fact that there is a need for a grand design to put Limburg back on the map in a positive way.

## 3.2 The Eifel

### Health and care in Germany

The majority of Germans take out a social health insurance at a 'Krankenkasse' (a sick fund). The premium is entirely based on income; the risks of age, sex and health-status are levelled out. Around 10 % of the population is privately insured. At state level, the ministry of health has the task to see to it that the laws concerning health care are applied and generally has a supervising role. In an attempt to restrain the high costs the German health care system is currently undergoing major changes.

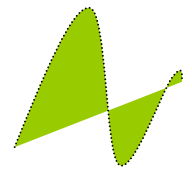
### General information

The Eifel is a low mountain range in western Germany. The Eifel is bordered by the Mosel River in the south and the Rhine in the east. The Eifel consists of 10 landkreise, with that 53 cities and municipalities. The Eifel is surrounded by several large cities in Germany, but also across the borders there are several large cities. The Eifel has about 900.000 inhabitants, the population is declining. The average unemployment is 9% in Rhine-Westphalia and in Rhineland-Palatinate.<sup>1</sup>

Since 2004 about 110 km<sup>2</sup> of the Eifel has been protected as the nature reserve Eifel National Park. An interesting archaeological feature of the region is the Eifel Aqueduct, one of the longest aqueducts of the Roman empire, providing the city of Cologne with water.

---

<sup>1</sup> [www.statistik-portal.de](http://www.statistik-portal.de)



The Eifel is a green area. Many people from the surrounding metropolitan area spent their free time in the Eifel. Walking and Nordic Walking is one of the main tourists activities, but also other out-door activities are very popular. The Eifel in general is very popular area for motor riders and campers.

### 3.3 Luxembourg

#### Health and care in Luxembourg

There is a compulsory social health insurance for all and in addition the majority of the people in Luxembourg have an additional health insurance that covers the costs that are not refunded by the social insurance scheme. The inhabitants are free to go to any care provider of their choice, there is no referral system or restriction made by the sick funds.

#### General information

Luxembourg is a small country. It lays landlocked between Belgium, France and Germany. Capital of the country is Luxembourg. The region is very sparsely populated with only 1 town, Wiltz. It's divided into 5 main sub regions. Luxembourg has a marine west coast climate<sup>2</sup> marked by high precipitation especially in August and September. The Luxembourgish are a people with a Celtic base blended with French and Germanic. The indigenous population was augmented by immigrants coming from several countries. Most immigrants in Luxembourg are form EU states and this rate is about 14 000 per year<sup>3</sup>. The population grows at a rate of 1,188% per year<sup>4</sup>. Most people in Luxembourg speak 3 languages. They speak the Germanic Luxembourgish besides the French and German language.

The city of Luxembourg has been declared an UNESCO World Heritage Site because of its many fortifications<sup>5</sup>. This stable, high-income economy features solid growth, low inflation, and low unemployment. The industrial sector, initially dominated by steel, has become increasingly diversified to include chemicals, rubber, and other products. Agriculture is based on small family-owned farms. The economy depends on foreign and cross-border workers for about 60% of its labor force<sup>6</sup>. Although Luxembourg, like all EU members, suffered from the global economic slump in the early part of this decade, the country continues to enjoy an extraordinarily high standard of living.

Luxembourg is not a very touristic place. People tend to go to the nearby countries. In the region of Little Switzerland there are however popular trekking and hiking destinations. The city of Luxembourg is more popular among tourists because of its history with its many fortifications and architecture.

---

<sup>2</sup> characterized by a narrower annual range of [temperatures](#) than are encountered in other places at a comparable latitude, and do not have the extremely dry summers of [Mediterranean climates](#).

<sup>3</sup> STATEC “*Mouvement migratoire de la population*” 2007  
(<http://www.statistiques.public.lu/stat/TableViewer/tableView.aspx?ReportId=1165> )

<sup>4</sup> <https://www.cia.gov/library/publications/the-world-factbook/geos/lu.html>

<sup>5</sup> <http://whc.unesco.org/en/list>

<sup>6</sup> <https://www.cia.gov/library/publications/the-world-factbook/geos/lu.html>





### 3.4 The Ardennes

#### Health and care in Belgium

Belgium has a social health insurance system as well. This insurance is compulsory, so 99% of the population is covered for most of the health care costs. The health care itself is provided by private, not-for-profit providers. Primary care is provided by both general practitioners and specialist, so there is no referral system.

#### General information

Ardennes is a transnational region in the Western Europe covering large parts of Southern Belgium, Luxemburg, and two regions of France (Ardennes department and champagne Ardennes).<sup>7</sup>

Generally the region is one of the less densely populated areas of Europe but circled by the densely populated metropolitans like Paris, and Brussels..

The type of economic activities prevailing in Ardennes region seems to depend on the nature of the topography. Agriculture, the back bone of the economy, is limited mainly to livestock and dairy farming. Tourism also has a significant contribution to the economy. The presence of dense forests, attractive mountains, rivers, valleys and pleasant environment makes the region major tourist attraction centre. The Ardennes are a popular spot for outdoor activities. The two rivers the Lesse, at and the Ourthe are very suitable for canoeing.

### 3.5 The Elzas

#### General information

The Elzas lays in the north eastern part of France on the west bank of the Upper Rhine. It borders Germany and Switzerland. In the region there are several valleys. The region contains many forest especially in the Bas Rhin. The Elzas has a semi continental climate with cold and dry winters and hot summers. This makes it ideal for wine cultivation. Although the region is small there are so called micro regions. These sub regions are distinguished by some geological and climatic difference<sup>8</sup>.

Strasbourg is the largest city of the region followed by Mulhouse<sup>9</sup>. The Elzas has a growing population, the result of both natural and migration increase. Throughout its history, Alsace has been influenced by its position as a border region. Historically and economically part of the Rhineland area, Alsace has a naturally-acquired European culture. The Elzas is a region of varied economic activity. The industries are centered around the 2 big cities: Strasbourg and Mulhouse. Population tend to concentrate in these urban centers which leads to that outlying rural areas are becoming disadvantaged. It is also well known for its vineyards. This combined with its landscape dominated by the Vosges mountains, green forest and lakes makes it a very attractive region for tourism. Tourism is therefore well develop in the region<sup>10</sup>. The area also has an excellent infrastructure because of the A35 crossing the region and it has 2 international airports.

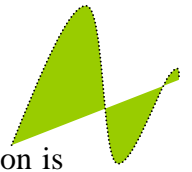
---

<sup>7</sup> Wikipedia

<sup>8</sup> <http://www.tourisme-alsace.com/en/geography/alsace-county.html>

<sup>9</sup> Philip Julien "Recensement de la population 1999", INSEE 1999. Alpes Côte d'Azur.

<sup>10</sup> <http://www.tourisme-alsace.com/>



We decided not to visit the Alsace because seen the results of the study the region is not comparable with South Limburg. The area is well developed and very innovative. The region also has a quite different history with regard to South Limburg and other regions which have been beneficiary for the tourist industry in contemporary times. The Alsace is a flourishing region and has not been in a position in which South Limburg is no. The geography is also quite different from the rest of the regions This lack of parallels with South Limburg and also the other regions has been the reason for us to exclude the Alsace from further research.



## 4. RESULTS OF THE FIELDWORK

In the following chapter, we present the results of the fieldwork. We did 8 real life interviews (we combined two of them). The analyses are based on the standard analysis, which consist out of the following aspects: organization, marketing, funding, infrastructure and surrounding facilities. In some cases other aspects are mentioned as well because of information that was given during the interview. For every initiative we thought about the applicability with regard to the region of South Limburg.

At the top of each initiative we included a **matrix** in which we point at some core characteristics of the initiative. One of the components of the matrix is the target group. Whether the initiative aims at attracting people from a high or a low income group. The other component is the aim of the initiative. These are defined in *high care* where the initiative is aimed at giving a lot of medical attention to it's clients and *activity* where there is more a focus on an activity for the clients. The last component in the matrix is urban/rural. These are related to the lifestyle of the clients. Urban where the clients have privacy and can decide their own do's and don'ts, so more a focus on the individualistic side. Rural more has a focus on the social community. Aimed at being part of a group with it's social relations and also it's social control.

### 4.1 Müllerthal Trail (Luxembourg)

Target group	Aim	High care	Active
High Income			Urban and Rural
Low Income			Urban and Rural

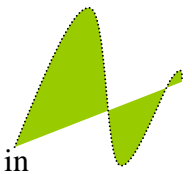
**Location;** Rural

#### **Introduction.**

The Müllerthal is a region in the eastern part of Luxembourg. The region is nicknamed *Little Switzerland* because of it's geographic similarities with Switzerland. The area is dominated by craggy terrain, thick forests and myriad small streams. It's the smallest of Luxembourg's sub-regions covering only 7% of Luxembourg<sup>11</sup>. There is only one medium-sized settlement which is Luxembourg oldest city; Echternach. Other towns include Berdorf, Beaufort and Consdorf.

The Müllerthal is traditionally a region that is very popular among hikers. The income generated by these tourists was very important for the region. In the last 10 years however there was a decrease in the number of visitors of the region and a decline in income from this form of tourism. This was mainly caused by the fact that the old walking trails in the Müllerthal were far from modern. The trails and the signs were of low quality and other comparable regions in Europe had a better quality and more to

<sup>11</sup> <http://en.wikipedia.org/wiki/Mullerthal>



offer<sup>12</sup>. Therefore action needed to be taken in order to keep tourism sustainable in the region. Under the coordination of the Ministry of Agriculture, Viticulture and Rural Development the Müllerthal trail project was started under the banner of the European LEADER Programme.

Objective of this project is to modernize the walking trails in the regions and to attract new target groups in order to increase tourist revenues. This project resulted in the Müllerthal trail which was opened officially the 25<sup>th</sup> of may 2008. This trail is advertised as completely new but it's largely composed out of the old *Sentier du Müllerthal*. Before the Müllerthal trail the region was overloaded with blue-white signs and hundreds of different paths. They reduced all these paths into 3 new courses and 3 extra routes. All directions clearly marked by the letter M, the logo of the new trail. The innovation in the trail is the fact that the 3 courses all end at the point where you started so it's possible to walk a specific trail and end in a fixed place. Most walking trails go from A to B.

The trail is important to the region because as stated before hiking tourism is the major form of tourism in the region. Therefore this trail is intended to improve and modernize the hiking infrastructure.

According to the Susanne Leder from the LEADER programme in the Müllerthal the new trail already has caused an increase in visitors. There are some plans to expand the the project. The project management is now designing standards for hotels and when these hotels reach these standard they may use the M logo of the trail and can have a link on the Müllerthal trail website<sup>13</sup>. There are also some other plans in order to make the trail even more attractive such as certain themes used during the seasons where you can take a hike with a specific theme and there are also ideas about organizing events along the trail. On the longer term, 5 to 10 years, it will be time for the next step in the project. Such as the placement of furniture along the trail such as cabins and tables.

### **Organisation.**

The trail is under the control of the LEADER bureau responsible for the Müllerthal region. This bureau is on it's turn under the control of the Ministry of Agriculture, Viticulture and Rural Development. The LEADER bureau has coordinated the set up of the trail. This in consultation with the local authorities such as the canton government of Echternach and with the local tourist information bureaus. When starting up the initiative there were also held several evenings in which local people and entrepreneurs could comment on the plans and it's execution. For the practical maintenance of the trail such as repairs etc. the local municipality is responsible. Because the Müllerthal trail has just recently been opened all of the coordination now is still in the hand of the LEADER bureau but it is the meaning that in the near future when the trail is functioning properly the coordination is done by the association of the local tourist information bureaus. Up till now there hasn't been a lot of involvement of the local community with regard to the trail. This can be caused by the fact that the trail is relatively new of course and the local people have to get used to it. In the near future there will be possibilities for the local entrepreneurs owning hotels and restaurants to use the M logo if there business reaches by the LEADER bureau proposed standards. And as mentioned before the LEADER bureau has plans to

---

<sup>12</sup> Such as the Eifel region in Germany.

<sup>13</sup> <http://www.mullerthal.lu/>



organize in collaboration with local actors to organize events along the trail. This all in order to make the trail attractive to a various crowd of people.

### **Funding**

The Müllerthal trail is an initiative of the government. The trail has been established by money given by the LEADER programme, the municipalities of the Müllerthal region, the Ministry of Agriculture, Viticulture and Rural Development and the European Union as part of the FEOGA structure fund. The budget of the project ,which has the operational name “*Wanderbares Müllerthal*”, covers a total sum of € 279.879,4214.

This budget is only mend for the establishing of the Müllerthal trail. When established the funding, as with the maintenance, will be done by the local municipalities and association of tourist information bureaus. Because tourism is important to the region this funding will ensure sustainability because a modern hiking trail is essential in order to attract tourists.

### **Marketing**

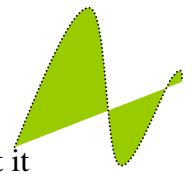
The mission of the Müllerthal trail is to attract more tourists to the region as well as to attract new and a wider audience. In their promotion the region is regarded as a smaller version of Switzerland. Therefore in almost al the slogans you can find the phrase *Luxembourgian Little Swiss*. The trails has of course a very important nexus with the region and therefore region branding is used in order to attract people. With it's thick forest, nice panoramas, small streams and idyllic towns the region is advertised as a place where you can come to enjoy the beautiful scenery and just to relax. Maybe even to escape from hectic life. According to the coordinators of LEADER walking in the region is a way to clear your mind from everyday stress. Most of the tourist in the Müllerthal come from nearby countries. On the camping places you can find a lot of Dutch people while the Belgium people make use of the hotels. There is also an increase from German tourist. The German market is very interesting for the trail because hiking is very popular in Germany. The LEADER bureau thinks that they can be competitive with comparable regions because of their innovative construction of the trail: you end where you started.

The trail is promoted via the internet as well as via the written media. Before the official opening of the trail the coordinators invited some journalist the Netherlands to get acquainted to the new trail. On the 24 of may there was an article in Trouw, a Dutch national newspaper, about it. The trail is also advertised in magazines that focus on hiking and outdoor life issues. The website of the trail is also linked on websites of various national and foreign hiking associations.

The website of the trail is an important promotion instrument. For interested people it is possible to find all needed information about the trail as well as the region. Besides the courses you can also check whether there is an event in the region, by which hotel you can make a reservation and in which restaurant you can have lunch during you hike. On the website the standard lay out is used in order to familiarize the (potential) consumers with the logo of the trail. They also use a lot of photographs of the scenes around the trail because these images make a more lasting impression on the visitors of the site. They can see already a bit of how the Müllerthal looks like. In the photographs they use people of various ages because more people then can connect to

---

<sup>14</sup> *Wanderbares Müllerthal (a)* : <http://leader.lu/de/projetsinfo-625-de>  
*Wanderbares Müllerthal (b)* : <http://leader.lu/de/projetsinfo-754-de>



the trail and the region. When they see someone of their age they might think that it could be possible for them as well to go there.

### **Surrounding Facilities**

The Müllerthal region is a very small region but it does have a lot of interesting features. The old city of Echternach is a very idyllic town with the Roman basilisk of St Willibrord, 5 musea and a historic town centre. In the vicinity of Echternach there is also a modern youth hostel that is approved by the International Olympic Committee as sports and leisure facility. In the park around the hostel there are the remains of an ancient Roman villa. The region also has a beautiful surrounding nature. There are also some castles which are worth a visit.

Luxembourg is only a small country so visiting other regions is no problem. In the north you have the beautiful castle of Vianden which was property of the royal family of Orange and Nassau. On only 33 kilometres to the west there is the city of Luxembourg which is an UNESCO World Heritage Site. In the northern part of the country, which is also not that far away from the Müllerthal you have the vineyard, you can even visit them and get a guided tour.

### **Infrastructure**

The infrastructure in the Müllerthal as in Luxembourg in general is well developed. The Müllerthal region is easily accessible by car. Next to the region there lays the busy E29 from Luxembourg to Echternach. Via this road is it also possible to cross the border with Germany. Public transport is also well facilitated. The city of Echternach has a medium sized bus station with buses departing regularly to destinations in the region and to Luxembourg. From Luxembourg city there is also a bus that goes through Echternach to the German city of Bitburg.

In the region itself the roads are well maintained and every village or town is accessible by car as well as some of the tourist attractions such as the small waterfall of the Schiessentümpel and the castle of Beaufort. In Luxembourg City there is an international airport<sup>15</sup> which has connections with major cities in Europe. In Luxembourg City there is also a train station which has several lines connecting Luxembourg City with the other parts of the country except with the Müllerthal. There are service with the surrounding countries; Germany, France and Belgium. Luxembourg is connected with the French TGV system via TGV Est.

### **Applicability South Limburg**

The Müllerthal had to deal with the same problems South Limburg is currently experiencing. They too had a decline in tourism. Because in the Müllerthal they were very dependent on one type of tourism it was clear what they had to modernise in order to redevelop the tourist sector. Although they have to camp with stiff competition from the Eifel region the innovative new Müllerthal trail seems to succeed in it's objective to attract more tourist also from other target groups such as a younger crowd. In South Limburg it's not possible to say that the tourist sector is very dependent on one type of tourism. In that way it's more difficult to pinpoint one aspect that can be modernised. There can be however a lot of lessons learned from the Müllerthal example.

---

<sup>15</sup> Luxembourg Findel (LUX)



An interesting aspect to start with is the organisation of the trail which is done by a special bureau<sup>16</sup> that coordinates beside the Müllerthal trail several other projects in order to develop the region.

This bureau is only set up to start up these projects, as a sort of task force, to hand over the coordination and responsibility in the future to the local stakeholders such as the municipality and the association of the tourist information bureaus.

Also with regard to the funding there are interesting aspect for South Limburg. The project is partly financed by the European Union under the flag of the LEADER project. There might be possibilities for the province of Limburg to apply for such a grant. Also the Luxembourgian ministry of Agriculture, Viticulture and Regional Development is closely involved in the project. In order to stimulate the development of the region of South Limburg a closer cooperation with the ministry of Agriculture or Home Affairs is needed. Regarding the report of the Deutsche Bank the Netherlands becomes more attractive for tourism because of climate change which makes Spain's beaches in the summer unbearable and because of the increase in fuel prices which has a negative impact on cheap holiday flights<sup>17</sup>. If investments are made now this will be beneficiary in the future.

Another interesting aspect of the Müllerthal trail was the marketing around the trail. A possibility is to copy the concept of the trail in South Limburg. This can be adapted to the characteristics of the region. You can think about a walking or cycling trail with a specific theme with regard to for instance gastronomy, architecture or spirituality. It is of course also possible to reorganize and modernize the cycling trails or to improve the mountain bike courses in the region instead of a walking trail. We think that the landscape of South Limburg can offer a similar experience for active outdoor tourists.

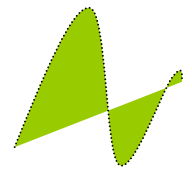
### **Classification**

The people that visit the Müllerthal trail and that in future might visit the South Limburg trails could have a low or a high income. The activity itself is not expensive, the facilities on the trails can be in different price range. The people that make use of the trails can have both an urban and a rural lifestyle. The trails with specific themes, like the spiritual trail, may attract people with a certain lifestyle. Walking and or cycling is of course an activity and the location of most of the trails will be rural.

---

<sup>16</sup> The LEADER+ Bureau.

<sup>17</sup> “Climate Change and Tourism; Where will the journey lead?” Deutsche Bank, 11-04-2008



## 4.2 Mondorf Domaine Thermal (Luxembourg)

Target group	Aim	High care	Activity
High Income		URBAN	
Low Income			

**Location:** Urban

### Introduction

The origin of the Mondorf thermes is in the beginning of the 19<sup>th</sup> century. During the reign of King-Grand Duke William I of the Netherlands, tax on salt was raised and people started looking for rock salt in the subsoil of Luxembourg. They drilled in Mondorf and after five years instead of salt they found a rich mineralised warm spring. In 1847 it was suggested to use the mineral properties of the source for curative purposes. A ‘Société des Bains de Mondorf’ was formed. From that time the village of Mondorf changed fast. The first hotels and restaurants opened their doors and the gastronomes improved because of their importance for tourism.

The Société Privée des Bains hired famous doctors to run the thermal establishment, such as Dr Schmit from Luxembourg, Dr Marchal from Mondelange and the famous Dr Fleury, physician to the French Imperial court. It was the latter most of all who attracted to the Mondorf thermal station an upmarket French clientèle. In 1886 the thermal centre was taken over by the Luxembourgian state. The survival of the Mondorf Thermal Centre was in the national interest. The State called back to Mondorf Dr Martin Klein who had left his post as medical director and settled in Antwerp. Dr Klein attracted a large Belgian clientèle to Mondorf<sup>18</sup>.

In the interview with David Pierret, several things were told about Mondorf Domaine Thermal.

Mondorf is innovative in the sense that it is the only spa in the region which offers different wellness and preventive services. Twenty years ago the Mondorf Centre was expanded with a fitness-centre. Ten years ago the wellness-centre was erected. There is a trend nowadays that focuses on wellness. It is becoming more popular under the people and different spa’s implement wellness-treatments. What makes Mondorf also different is the medical centre. It is possible to consult a doctor, psychologist or specialist. Several medical treatments are offered: dietetics, osteopathy. There is a laboratory and radiology-research is possible.

The objective of Mondorf is to provide people the right means to be well. Preventive measures are important and people with overweight get dietary advice and physical exercise. The most successful activities are the wellness-area and the fitness club.

---

<sup>18</sup>

<http://www.mondorf.lu/?q=node/781>





## **Organization**

David Pierret told us that the Mondorf Thermes are under the control of the ministry of Health. There are several branches within Mondorf Thermes: the sport club, the spa (with its cures), the wellness-area and the park hotel. They work with different partners, with the municipality and with Evalua, a Finnish research institute. Together with them they developed the new programme 'Health care at work', which is a programme aimed at improving the health of employees of a certain company. The employees get a 'health-check' and lifestyle-advice. This new programme was initiated because there was a demand from the side of companies they worked with or who made use of their services. Companies found it a good idea to send their employees to Domaine Thermal to do a preventive health check.

Around the Thermes Centre there are 40 hectares of park. The park consists of botanical gardens and places to relax. Weddings, concerts, exhibitions and other events are part of the entertainment and cultural activities of the park. The park belongs to the municipality of Mondorf and maintained by gardeners who are paid by the state. Most of the employees of Mondorf are paid by incomes of the costumers, but physiotherapists are paid by the state.

## **Funding**

The Mondorf Centre is under control of the Ministry of Health and they get a budget. This budget is not much, they want to spend much more than they get. For example, they want to spend more money on marketing to attract more international customers. They want to communicate more on the internet, make advertising campaigns or invite foreign journalists when there are new programmes in order to promote the centre.

## **Marketing**

The costumers of Mondorf come from Belgium, France and Luxembourg. Especially among Belgiums, the wellness-treatment and spa-weekends are popular. Luxembourg citizens make use of thermal treatments and sport-club. Also Mondorf attracts different customers from different age groups. The young/middle age people like wellness, thermal treatments for the elderly, the club for the young but also from 50-70 years. Most of the treatments are expensive, so a certain income-group is attracted. But there are also discounts for elderly people and groups and memberships.

As marketing-techniques, they advertise in regional newspapers and magazines. Also in Belgium, they place ads in magazines such as Libelle. In Germany they sometimes advertise, but this is more expensive. Besides that, they advertise on the radio and with mailing to companies or customers. They also go to fairs in other countries, for example the 'vakantiebeurs' (holiday-fair) in Utrecht. They collaborate with tourist offices and other companies to represent Luxembourg. And they go to Brussel 5-10 times a year to promote their services.

The region is used in the promotion that Mondorf (the area) is a way to be recognised. If you talk about Mondorf, you talk about Domaine thermal. A concurrent is the Casino with regard to activities in conference organizing, but in a way they are partners because they advertise for each other and share the same customers pool.

The website is in four different languages and is updated, but this is not easy. There are not many people who can translate into Dutch/Flemish. You cannot make a



reservation on line, you have to call. This approach is chosen deliberately to have a closer band with the customer and to find out what they really want.

In the future they want to settle new programmes. A personal trainer, or a course how to begin with fitness for people aged 50 or above.

### **Surrounding facilities**

The town of Mondorf-les-bains has some tourist attractions, like a church, the casino, a source where mineral water for the whole region is provided and a synagogue. It also has a Centre sportif.

The Park of Mondorf consists of a huge area (40 ha) composed of a tree massif, plants, flowered "parterres", lawns, the rosary, and hosts the pavilion with artistic exhibitions, the "Wasserhaus" and the Orangerie 19.

### **Infrastructure**

The Mondorf Thermes are accessible by bus and car. Mondorf lies near the border of France. The closest airport is Luxembourg City (Findel airport). This international airport has connections with major cities in Europe. Luxembourg City is about 25 minutes away. From Paris to Luxembourg by train takes about 2 hours. From the Netherlands, Maastricht is 189 km away.

### **Applicability to South Limburg**

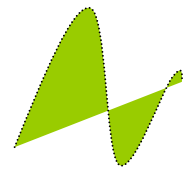
South Limburg has the advantage of a good location. Belgium, Germany and Luxemburg are close by. A thermal centre then, can attract customers from other countries. Mondorf Domaine Thermal makes also use of this. Especially (weekend) wellness-packages are offered for Belgian tourists. So their marketing-strategies (adds in magazines, going to fairs) are an useful example. They aim at local residents, but also at foreign countries. For citizens from Luxembourg itself, it is an advantage that their insurance pays for treatments in the thermes. This can also be implemented in South Limburg. Mondorf has a wider offer than other thermes, and they differentiate themselves by having a medical centre, nutrition & lifestyle advice, a sport centre and a park. The park is managed and maintained by the municipality. The focus on preventive care is a good development. They also adjust their offer of provided services to the question of their customers, which is good to take into account.

### **Classification**

Mondorf Domain Thermal attracts certain customers from income groups, especially high en middle income groups. The treatments they offer are expensive (from 34 Euro for a massage to 165 Euro for a weekend (wellness) package). A Thermal centre is implementable both in the city, in a rural area or in a semi-rural area. On the one hand it is logical to have a centre in a city. People can escape from the city hectic and relax in the thermal centre. It depends if the park around the centre is big and takes much space. People go the thermes to relax, to get healthy or undergo a treatment. The focus is on giving care and some customers sport (activities).



The lifestyle of the people that go there is urban, they go to the thermes to relax. People receive care in a thermal centre, this can medical care but also other kinds of care that helps the people to relax.



### 4.3 Outward Bound (the Ardennes)

Target group	Aim	High care	Activity
High Income			
Low Income			URBAN

**Location;** Rural

#### **Introduction**

Outward Bound Belgium (OBB) was established in 1977. It offers tailor-made outdoor experience based trainings to various target groups in English, Dutch and French languages. Target groups include among others: long-term unemployed, social vulnerable youth, international business executives, corporate functional teams, youth at risk, and special interest groups. The philosophy of the organization hinges up on: Personal development; adventure and challenging; learning through experience; compassion and service; and social and environmental responsibility. The program strives to cultivate the following core values: courage, trust, integrity, compassion and cooperation.

The mission is as followed<sup>20</sup>: “Outward Bound is an educational organization created to stimulate personal development and generate understanding between people. This is achieved by impelling them out of familiar environments and setting a new challenge; a safe but demanding adventure experience which inspires responsibility, self-reliance, teamwork, confidence, and compassion and community service.”

#### *Cancer program*

Last year during the 30<sup>th</sup> annual celebration of OBB the staff has initiated a program to treat cancer victims and survivors. The idea emerged following death and suffers of some staff members due to cancer. They agreed that it would be good if OBB considers the problem as part of its social service. They start up a conference about how everybody thinks about such a program. They made contact with Katelijne van Heukelom who already organized cancer expeditions *circle 66* and started to cooperate with her. The idea was not to give medical treatment for cancer patients. Their aim is to develop spiritual strength of cancer survivors. For example women who lost their breast may suffer from stigmatization. Some cancer patients may be despair and lose hope thinking that their disease has no cure. The motto of the cancer programs is ‘change to start move again’. This year OBB organizes two five day trips to the training centre in the Ardennes, whereby the cancer affected people get the opportunity to share their problems with each other and get counselling from Outward Bound experts. In the future expeditions will be arranged to the Monte Perdido in Spain.

#### **Organization**

The organizational structure of OBB consists of a board, management team, partners and staffs. The board makes frequent meetings to discuss issues like financial matters. The organization has less active private and government partners. The management team makes most decisions on a daily basis. Besides to the freelance trainer-

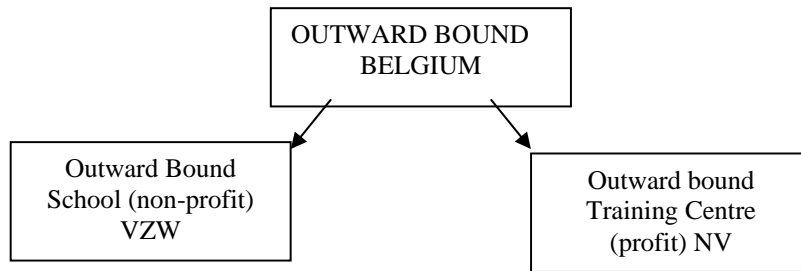
<sup>20</sup> [http://www.outwardbound.be/en/aboutUs\\_missie.htm](http://www.outwardbound.be/en/aboutUs_missie.htm)



consultants, the organization has 11 permanent staff whose expertise ranges from counselling and psychotherapy to technical sports trainings, pedagogy and social sciences. The organization works with several partners such as VBSF, Belgium climbing federation. It is also member of an international Outward bound organization which has fifty members. Outward Bound Belgium also works in collaboration with universities, profit and non-profit organizations.

Outward bound Belgium has two main departments: Outward bound Training centre (OBT) and outward bound School (OBS).

Fig 1 Organization Structure of Outward Bound Belgium



*Cancer program:*

The five day programs are facilitated by two trainers and at least one facilitator has experiences with cancer. A maximum of 10 people can participate in the program. Every participant need to undertake a test and at least is able to walk 2 kilometres. During the program there is no doctor present. However there are several hospitals in nearby the training-centre.

**Funding**

The major source of fund comes from the training centre tuition fees. The profits from the Training centre are used to finance the Social services. A rare auxiliary source of fund comes from sponsoring institutions. Considering their social services they used to get a tax relief from the government, unfortunately it stopped five years ago. The major funding of the cancer program is through the profits of the training centre.

**Marketing**

We could not get a formalized marketing strategy of OBB. The target market includes Belgium, France, Netherlands and other European countries. Their main promotion tool is their website, word of mouth, and rare advertisements.

*Cancer program*

The cooperation with Circle 66 (Kathelijne van Heukelom) is a key in the promotion of the cancer program. In the previous years Circle 66 has become a well known organization in Belgium. Press and television are interested in the development and therefore a close contact is established. Furthermore OBB visit almost 10 hospitals a and do promotion through flyers and leaflets. Also contacts with cancer houses are developed. Important in the marketing strategy is the ‘non-patient’ approach.

**Infrastructure**

OBB owns some area’s (land of training-centre / cave) in the Ardennes in which they undertake their trainings. In addition, they rent spaces from the government and other private institutions in the Ardennes. Generally the landscape in Ardennes is



administered by the government. Recently there is serious restriction by the government on the use of the landscape the environment, and forests. NATURA 2000 put lot of restrictions and regulations on working in the outdoors. It is very hard to use new forest or lakes as they use to be a few years ago. OBB tries to overcome this problem by searching for new ways such as collaborating with VBSF, and climbing federation in Belgium.

**Applicability South Limburg**

The concept of organising cancer programs is relatively new and interesting for the Netherlands. South Limburg has the good circumstances for organising such programs. It is important that the area is quite and green without to much influence of urban cities. A program also can be organised for other patients, e.g. people suffer with rehabilitation from other illnesses.

**Classification**

The people that will take part in the cancer program often have a low income, they need some to time to escape from their disease, but they are not able to pay for this escape. Most people that will participate in the program will probably have an urban life style, seen their “escape” location is in a very rural area. The focus in this program is on activity and especially not on receiving care. The location is rural.

**4.4 CHEOPS (The Ardennes)**

Target group	Aim	High care	Activity
High Income		URBAN	URBAN
Low Income			

**Location:** Rural

**Introduction**

Eddy Van Calster, one of the two owners of CHEOPS, began his career as a dentist, but he was not satisfied with the way the main stream medical world works. Ten years ago, he established CHEOPS, with a new idea of holistic approach to health and wellness. He started by giving workshops for mainly doctors and dentist about electro-acupuncture and his new ideas about alternative treatments. Despite the effort and time he spent, the response he received was less satisfactory. The Namur municipality was interested in creating a ‘gite’ in the area, so Van Calster arranged a 16 beds gite. The WWF (World Wide Fund) gave him recognition to his initiative, for his good work in maintaining the landscape, ecological house build, rainwater recycling and other criteria. However, Cheops received no benefits from the WWF label. In 1997 Van Calster stopped the ‘gite’. For some time he continued working as a dentist to make a living. It was in 2002 he started a treatment in combination with a bed and breakfast for 4 people. It is still not an official B&B. Recently the built a tennis court, to integrate his view of holistic approach to health and wellness. Latter he started included music, massage, herbal medicine, organic food, and meditation. He also hired additional experts.



The major philosophy of Cheops lies in quantum theory<sup>21</sup>. Their motto is “*Medicine treats illness, Cheops takes care of the person himself*”.

### **Organization**

Cheops is a small enterprise where husband and wife are self employed and employing two more experts. The enterprise has no formal organizational structure as such. It may be classified as a sole-proprietor type of enterprise. The enterprise has no private or governmental partners. The enterprise lies on a 2 ha land where the entrepreneurs live and work.

### **Funding**

The major sources of the initial capital for the enterprise are personal savings. The enterprise obtained no funding from governmental or private foundations. Cheops is not profit-motivated especially in the short-run. The main motive according to them is the personal satisfaction. Most of the time they runs under deficit.

### **Marketing**

The enterprise has a deficiency in the business part (profit, marketing, etc.), because of a lack of interest in this. Their main target group is local people from Wallonia who believes in the philosophies of Cheops.

As a major promotion tool, they have a website and occasionally prepare flyers with an overview of the program for the whole year. It is difficult for them to find the right people who are interested in their philosophy. In the community around CHEOPS –a small village- it is important to bring the ideas gradually. His strategy is to give first tennis lessons and drum lessons. People feel safer by activities they know well and slowly people start understanding they ideas. Through this method, it is easier to reach people form the area for other activities as well. Like meditation and acupuncture. During training, Eddy also teaches children lessons about life, nature, and importance of meditation.

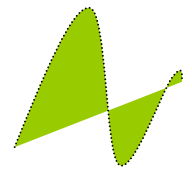
Moreover, they have a mailing list with 40 people on it. Word of mouth is important promotion tool. Some people come for the tennis lessons and hear about the other activities and invite their friends.

CHEOPS offers several packages of health services. It is possible to do a dietary consultation with the main focus on the principles of dietetic health. Or a diagnose of dental problems that influence the body with an advise about possible treatments or cures. Also a electro-acupuncture consultation is possible. Further, CHEOPS offers 2 and 3 day’s health packages with an overnight in the bed and breakfast. It is all inclusive and the program is more or less fixed. Several measurements will be done and in the end the guest will receive an health advice. Furthermore they organise every month several workshops with a specific theme. The workshops have a little demand. They organise for about two workshops a month.

Cheops has patent rights on some unique workshops and on the logo of the organization.

---

<sup>21</sup> <http://www.gesves.com/Cheops/EN/pack.php>



### Infrastructure

Cheops is located in a quiet hilly side of Namur town. It is connected to densely forested mountains of the Ardennes. In their two ha land Cheops own, tennis court, garden, forest, two blocks of buildings (residential and business) and a farm. The business building consists of bed rooms, office, treatment rooms, massages rooms, and a sort of living room. The living room has kitchen, a display of the herbal medicines, and musical instruments.

The Cheops people are conscious of the natural environment, biodiversity and landscape with in their enterprise and the Ardennes in general. They have special connection with plants, insects, and birds in their surrounding. Considering their efforts in maintaining the landscape, ecological house build, and water usage they have obtained recognition from WWF (World Wide Fund).

### Applicability South Limburg

Critical success factor is the entrepreneur for e.g. the finances and the philosophical approach. The holistic view can be integrated in a spiritual centre –housed in one of the empty monasteries in South Limburg- which offers several packages of service; care treatments, workshops and creative lessons.

### Classification

Seen the prices of the packages, the guests of CHEOPS have a high or middle income and are highly educated. The spiritual health philosophy asks for people with an open and progressive mind. Probably people from urban areas who needs alternative health treatment or looking for a quite place to get new energy for the daily life.

Although, people from the local rural area are attracted by tennis lessons as well, they are not the focus group.

## 4.5 Park Barrier Free (The Eifel)

Target group	Aim	High care	Activity
High Income			
Low Income			<b>URBAN and RURAL</b>

**Location;** hospitals urban, hotels periphery / rural

### Introduction

Leader is a European funding programme, giving money to create sustainable regional development. The abbreviation Leader means “Liaison Entre Actions de Developpement de l’Economie Rural.” In 2007 a new Leader period started that will last until 201322. The initiative to compete for Leader money for the Eifel was taken by Nature Park Eifel. Last year they have been given 1.6 million Euro by the European Union. The local governments and the national government of Germany will also co-finance the development projects. In total the project will get 3.2 million Euro, private funds not yet included. The Leader project is coordinated by the Nature





Park Eifel. The reason for this is that because in Germany the nature parks are not only responsible for the nature and landscape but also for tourism in the area. The Leader project consists of many sub projects of which the most interesting for South Limburg is probably the “Eifel, barrier free” project. This project is described below.

### *Eifel barrier free*

Eifel barrier free started in 2003 and was initiated by the Nature Park Eifel. This year was also the year of the disabled. The project has undertaken different kinds of actions to make the landscape and experiencing nature accessible for all. Including people with a physical or mental disability of any kind.

A couple of examples are;

- 2 Rureifel Barrierefrei; The aim of this project is to make the tourist facilities in the Eifel barrier free. This means that transport, hotels, activities, etcetera have to be accessible for people in for instance a wheelchair or another disability. The project also informs (disabled) people where to find these barrier free facilities. Other side projects include training rangers to guide disabled people, organising boat trips for disabled and organising school camps for disabled children.
- 3 Barrierefreier Landschaftspfad (“barrier free landscape trail”); This is a park nearby a revalidation clinic. The trail is accessible for wheelchairs and promotes the use of all senses (e.g. Smelling and touching flowers) and is therefore also interesting for blind and deaf people.
- 4 Orchid expedition; A part of the Eifel is very famous for its orchids. The expedition use horse carts accessible for wheelchairs for going through the orchid fields.
- 5 Kartstein and Kakushöhle; These are two caves which have been paved in such a way that wheelchairs can go in. They have also put up information signs.

### **Organization and funding**

The Leader project is coordinated by the Nature Park Eifel but for the different projects public-private partnerships are created. For example, in the barrier free landscape trail the Park cooperates with the clinic nearby and in the orchid expedition there is cooperation with Heino, a famous German singer who has a bar in the Eifel. These private partners invest in the projects so that is a third source of income next to the EU and governmental funding. Besides that the project is also looking for sponsoring by donors. The goal is that all the projects set up by the Leader project will in the end be economically self-sustainable. This should be possible seen the fact that private partners in the end will carry and be responsible for the projects.

### **Marketing**

Marketing for the different initiatives is done by the private partners and by the tourist information offices, but they do use the Nature Park and Eifel logo's and there is also a standard design for information material like brochures and flyers. The internet is another important marketing tool. Target groups are of course the disabled people, most of all from the near region and cities like Cologne, Bonn, Achen, etcetera. People used to come only for one day, but now that more and more things are becoming barrier free, people are also starting to come from all over Germany and



they stay in the Eifel for several days. A special target group in the 'Rureifel Barrierefrei' project are schools for disabled children. In the Orchid Expedition, Heino (a famous German singer) is the most important market force. Heino's cafe plays a role in the expedition and the name and picture of the singer is prominently used in the promotion.

### **Infrastructure**

Infrastructure is widely present, walking trails however could be improved. The focus of the barrier free projects is to make the infrastructure barrier free and accessible for disabled, because this is not everywhere the case yet.

### **Landscape**

Leader's vision is that sustainable tourism also means a sustainable landscape. Beside the nature parks and the tourism attractions (like walking trails) it is the farmers that maintain the landscape. Therefore it is important that the area attracts farmers and funds available to pay the farmers for maintaining the landscape.

### **Success factors**

There are a lot of residents in the nearby area that are disabled and these people also want to experience nature. Until recently there were few opportunities to go on holidays or do day-trips without a lot of hassle. Nature Park Eifel saw this as an opportunity to develop a new market.

### **Applicability South Limburg**

The conscious efforts to make the area and the tourist activities in it accessible for disabled can be applied in South Limburg. The strategy could then be that tourist facilities like hotels and excursions are made accessible for disabled and that this aspect is also actively promoted.

### **Classification**

Most disabled people live in the cities, because there are facilities available for them in the cities. Their lifestyle is not typically urban, because most of the time these people live in groups with lots of social cohesion and social control. Because these people most of these people have to live in urban areas it is very nice if there are some arrangements made for them to visit rural areas. In these areas they can do several activities all related to nature. Seen these people are disabled they often can not work and consequently they have a low income.



## 4.6 Birth houses in Bonn and Cologne (The Eifel)

Target group	Aim	High care	Activity
High Income		URBAN	
Low Income			

**Location;** urban

### Introduction

In Germany, 90% of the new-born babies get born in a clinical setting, i.e. a hospital. During the 1970's and 1980's a women's health movement evolved from the feminist movement. One of the aims is to promote giving birth as a natural, non-medical event. From these views, Geburtshausen were funded. Nowadays, birth houses are the places where midwives perform their jobs and council/guide women through their pregnancies. The woman has the choice to give birth at home or at the birth house. The houses are equipped with special rooms for the births, where the women can have their baby in a friendly, home-like environment under the supervision of the midwife. After a couple of hours, the family goes home. Woman can also follow all kind of pregnancy- and baby related courses at the birth house, the baby's check-ups also take place at the birth house. The birth house is also a place were mothers can get all information about pregnancies, giving birth and having children. So they have an option to choose what they want instead of going a long with what the mainstream is doing.

The birth house in Bonn is in a large villa with a large and nice garden, it is also situated in one of the better neighbourhoods of Bonn. This birth house has a spiritual touch as well, the mothers that give birth here are high educated and the elites, also woman with Muslim background give birth at the birth house in Bonn.

The Birth house in Cologne is situated in the suburbs of Cologne in a multicultural neighbourhood, the birth house looks less luxuries as the one in Bonn. In this birth house woman give birth who have studied but have middle income. The midwives in the Cologne are somewhat more down to earth compared to the midwives in Bonn.

### Organization

Most of the Geburtshausen are a 'Verein', an association, meaning a non profit foundation. The members pay a contribution to the house for the services they receive. The exact payment structure varies for each house. The midwives are sometimes independent entrepreneurs that 'rent' a room at the birth house to practice their profession and treat their clients. The parents (to be) pay the midwife a fee that varies between E 400,- and 500,- for each birth. The largest part of this money is reimbursed by the health insurance companies. Another interesting aspect is that women are mostly guided by the midwife of their own choice.

### Marketing

The target group of the birth houses differ. Most of the birth houses attract middle class to highly-educated, 'elite' women. In Bonn they also saw an increase of Muslim women coming to the house because then they were able to receive care from a women (in Germany, the ordinary midwife is female, the gynaecologist in the hospital male). Even though the Geburtshaus in Cologne is situated in multicultural area, their clients mostly came from completely different neighbourhoods.



The most important way in which customers find them is through word-of-mouth, i.e. friends and family telling them about the Geburtshaus. The internet is becoming more important as a marketing tool. Most houses also have information material on paper available and they spread flyers in the area.

### **Infrastructure**

The birth houses do need the basis infrastructure, like roads. It is good when the houses are easily accessible and central located. More important is the availability of a good hospital nearby. Complications can happen while giving birth, the birth house has some equipments but it still is essential that the pregnant women can then go to a well equipped hospital quickly if needed. Both of the houses had made arrangements with one or two hospitals in the city so that the transfer of the woman from the Geburtshaus to the hospital goes as smooth as possible. In Bonn the midwife stays with mother even in the hospital, they need special arrangements for this in order to be aloud to be there and help the mother. In Cologne the midwife leaves the woman, but when the mother goes home the midwife does the daily check-ups.

### **Success factors**

In Germany the number of birth houses is still growing, this is probably that more and more women know about the existence of the birth houses. Woman also more and more understand that giving birth at home or in a birth house is not a step back, but a step forward. That it is nicer to give birth is a homely environment and not in a medical environment, giving birth is not necessarily a medical affair.

From the first of July 2008 onwards the insurance in Germany are obligated to pay for giving birth at home or in a birth house, perhaps now even more woman then will give birth in a birth house. Since the establishment of the birth house in Cologne they have always be able to handle the number of clients, since this summer they have to turn down clients because the number of clients is to large.

The birth house in Bonn is more spiritual oriented, this perhaps also attracts a specific group of woman.

### **Classification**

Woman that come to the birth houses often have a high income or a middle income, interesting is that they all are high educated. Of course this women need care, but they also do some activities like pregnancy gymnastics, baby gym etc. these activities also could be done in the gardens of the birth houses.

The birth houses are always in the city or at least in the urban areas because the hospitals need to be nearby.

## **4.7 ‘Der Zukunftsinitiative’ (The Eifel)**

### **Introduction**

Der Zukunftsinitiative is a programme, to develop the Eifel region. The Eifel had a declining population and a declining economy, the Zukunftsinitiative is a strategy in order to cope with these two problems. The programme consists of five different fields of focus, these are; culture & tourism, forestry & wood, agriculture, hand craftsmanship & businesses and technology and innovation. Each of these fields has two persons from different governmental organizations working on the zukunftsinitiative in order to create a network in this specific field. In the end this



network should become an association which is self sustainable, financial and organization wise.

In 2006 and 2007 the Zukunftsinitiative took its time and profiled the region, while profiling they have chosen the five field in which development should take place, in the future there will be more fields of development like bio-gas.

The different Fields in the Zukunftsinitiative:

*Culture & Tourism*; a plan has been created in 2007 that will last until 2013. In this plan there are several fields of action like; nature, health care and wellness, “genuss region,” biking areas, infrastructure project and marketing. Besides they opened a centre of competence to answer all the questions about nature and tourism.

*Wood and Forestry*; In this field they want to improve the forestry sectors, most of all they want to generate more jobs in this field and get a larger profit from the wood in the Eifel. This means that they also want to do the processing of wood in the Eifel, so that restaurants, hotels, homes etc. can buy tables and chairs made in the Eifel from Eifel wood. They want to have companies from different phases in wood processing in the same associations so that they can cooperate.

*Agriculture*; Branding is very important, to strengthen the Eifel market local foods get the yellow E from the Eifel. These products are sold in the Eifel and in the cities nearby the Eifel. Until now it is only about food products they also want to create a Eifel marker for non-food-products.

*Hand craftsmanship & businesses*; they want young people to stay in the area, therefore they have started a cooperation between companies and schools. These companies tell at schools what they have to offer. Besides that these companies also offer internships and “learn-work experiences”

*Technology and innovation*; one of the main expects of this field is to improve the Eifel as settlement regions for companies and employers, one aspect of this is improving the internet situation.

## **Organization**

The Zukunftsinitiative is a top down implemented programme, it is initiated by the two provinces Nordrhein-Westfalen and Rheinland-Pfalz. There are ten “Kreisen” involved, a “Kreis” is a governmental administration in between the municipality and the province. The “Handwerkskammers” (craftsmanship chamber) and “Industrie-& Handelskammers” (Industry and commerce chamber) of Aachen, Trier and Koblenz are also involved.

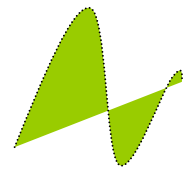
Both Kreis Euskirchen and Kreis Bitburg-Prüm deliver employers for the Zukunftsinitiative. Each field that has been chosen has one employer from Euskirchen and one from Bitburg-Prüm. These two employers together try to establish a network which will form the association. In the end these association should function without the help from the employers from Euskirchen and Bitburg-Prüm.

It takes about a year to find 20 organizations and or companies who are willing to associate themselves in the suggested association.

## **Funding**

The programme itself is financed by the partners of the organizations, the different associations that are erected are in the beginning funded by the national government. The Zukunftsinitiative get funds if they have created networks. But the private partners involved have to pay in order to be part of the association.

The Zukunftsinitiative tries to get funds from the European union as well.



## **Marketing**

Marketing in the programme is not that important, but in some of the projects branding is quite important. The idea behind the Zukunftsinitiative is to make the Eifel region more attractive, but they do this by organizing the associations and within these associations they will probably develop different marketing strategies to sell the Eifel region.

## **Infrastructure**

Infrastructure should be improved, the Eifel is easy accessible and is located in a dynamic metropolitan area, but for example not the whole of the Eifel has cable internet. This is needed when they want to attract new companies.

## **Success factor**

- 2 Creating the “Eifel” image has been very successful both internally, people are proud to be from the Eifel, but also external people see the Eifel as an attractive region.
- 3 The Eifel kept the same number of tourists and in some areas in the Eifel the number of tourists grew, where in comparable regions tourism declined. Reasons for this success are; quality labels for, for example, hotels, restaurants. Concentrating on just improving just a couple of sections within the tourism sector.
- 4 Profiling the region was a create step in the right direction, the fact that the employers from the Kreis did the profiling themselves was very important. They have won the trust of the community this way.

## **Applicability South Limburg**

In South Limburg there is also a declining population, especially the young people move out of the area and the economy is also not very strong. This exactly the problem statement on which “Der Zukunftsinitiative” is working on. After profiling the region the people working on “Der Zukunftsinitiative” found that the entrepreneurs in the Eifel region were not very innovative, this also the case in South Limburg. Therefore it might be interesting to develop “het toekomstinitiative” in South Limburg.

In the Eifel they have chosen five different sectors which they chose to support. This support means creating associations with entrepreneurs. These networks stimulate the entrepreneurs in coming up with innovative ideas and facilitate synergies between the different entrepreneurs. These entrepreneurs should not all be of the same kind, but entrepreneurs operating in the same sector, but have different kind companies.

Important is that those profiling the region, searching for entrepreneurs and guiding the association are local people, preferably from the local government. Important is that the entrepreneurs’ trust those who guide the association this is more likely when a local person guides the association.

What should be done is profiling the region in order to find sectors which are social and economical interesting to exploit. When the sectors for development stimulation have been chosen the person guiding the development of this sector should look for entrepreneurs who want to associate themselves. This is quite hard because the entrepreneurs need to convince that innovation is needed and the best way to it is to cooperate with other entrepreneurs in the sector. These networks should in time create synergy and innovation.



Goals that should always be in the minds of those leading this programme is that by stimulating the entrepreneurs you want to stimulate the whole region. This means make it attractive for young people to stay in area or move to the area, by creating interesting jobs and make sure that all kind of wanted facilities are available in the region.

Interesting sectors for South Limburg to invest in might for example be the tourist sector, the healthcare sector, the agricultural sector.

#### 4.8 MAPE Brokers Company (Spain)

Target group	Aim	High care	Activity
High Income		Urban	
Low Income			

**Location;** urban, periphery, rural

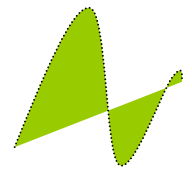
##### Introduction

MAPE Turismo Y salud is Consultancy Company in Cataluña, Spain. In 2000 this consultancy company was establish with as main function to mediate between hospitals and insurance companies. Spain has an enormous tourists sector, last year 59.2 million people visit Spain and the number of tourists visiting Spain is still growing. MAPE saw this as an opportunity and the mission of the company has changed and they are now mediating between hospitals and foreign visitors.

What MAPE does is that they offer service blocks of accommodation, health care, rehabilitation, wellness, social services and e-health care. The different services offered are provided by individual companies, they work independently, but the services complement each other in the service blocks. E-health care and or e-medicine is an important backbone for the service blocks that MAPE offers and therefore should be developed further.

MAPE cooperates with health care providers and insurance companies in several European countries like Finland, Russia, Ukraine, Germany and Scotland. MAPE has a business to business relation with these companies this means that these foreign companies provide MAPE with costumers. For MAPE it is too expensive, for now at least, to work with individual costumers.

MAPE is active in the private part of the health care system in Spain. The private health care system in Spain is growing, this is an extra opportunity for MAPE. In order to make the private health care system as effective as possible it is needed that files must be transport more easily from public side of the system to the private side of the system. To get private health care in Spain is relatively to Arabic countries, India etc. still quite expensive, but the quality is very high.



## **Organization**

MAPE consists of two people, these two people look for companies in foreign countries with whom they can cooperate. This basically means that they look for companies who can provide customers. In Spain MAPE searches for companies that can provide health care, accommodations, wellness activities and / or revalidation services. They combine the different services that the different companies offer and offer this to foreign companies<sup>23</sup>.

## **Funding**

MAPE does not get governmental funding because they do not fit within one category. They do have several sponsors in Spain. The companies, for whom they do the mediate, pay a fee. The actual customer does have to pay MAPE. MAPE is commercial driven company.

## **Marketing**

They try to develop the image of medical tourism, most important strategy to do this is providing high quality services. There is not yet a world wide aggregation for medical tourism, though this should be developed according to MAPE. All the services they offer have international recognized qualifications and certificates. This way the services are selling themselves. MAPE tries to contact, by phoning or going there foreign companies.

## **Infrastructure**

What is of course important is that the tourists can reach Spain easily, this is not really a problem for MAPE, because the tourist sector is well developed and therefore the needed infrastructure is available. What is important is internet, as said before e-health and e-medicine is the backbone of this initiative, the clients medical files should be able to travel with the client via the electronic highway. For now this is still not possible because in the different countries in Europe there are different health care systems.

## **Success factor**

First of all the large number of tourists in Spain is important, Spain is already known as a vacation country. Lots of people go to Spain already, to go there for medical help is just the next, small step. The changing health care system in Spain but also in the rest of Europe is creating opportunities in two ways. People often want to go abroad for surgery because of long waiting lists in their own countries. There is a high competition between insurance companies and therefore there are more willing to offer extra services, like going to Spain to have surgery there.

MAPE thinks that there is a large market in the United States, they are trying to set up cooperation's with several businesses in the United States. Also important that many people in United States have the financial resources to pay for a foreign medical help.

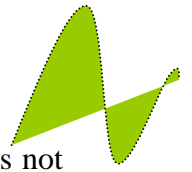
In Cataluña they are starting to build a new hospital and several (elderly) homes based on what the customers wish. Interesting is that you can rent these (elderly) homes, this means that you can stay in this medical resort for as long as you want and that are able to get the medical treatment that you need. This is very interesting for pensioned

---

<sup>23</sup>

[www.turismo-salud.com](http://www.turismo-salud.com)





people who want to spend the winter month in Spain even though their health is not so good any more.

### **Applicability South Limburg**

There are two options in which activities of the MAPE company can be used, it might be interesting if South Limburg gets its own broker company between the services that Orbis offers the tourists services and on the other hand companies and insurance companies that can supply South Limburg with costumers. Or Orbis could cooperate with Mape as a partner and become one of the foreign partners of MAPE. This means that Orbis could offer an extra services; to go abroad to receive care, this is for their already existing clients.

In the first case you try get more costumers to go South Limburg, which may be more attractive because it is probably economically more effective. If we see this initiative in context of the region it may be most interesting to organize your own brokers- or mediation company for medical services in South Limburg. Critical factor is to find an entrepreneur who would want to start such a mediation company.

### **Classification**

MAPE aims at the more rich people who can pay for rather expensive medical treatment abroad. Their main focus is at treatments and therefore it is “high care,” the people that would organize their medical treatment through a large company via MAPE are probably urban people, highly individualistic.

The care facilities in Spain will be urban areas the tourist’s facilities like the hotel, apartments and the spa are more in the periphery or rural areas, at least in the more quite environments.

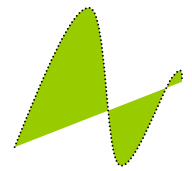


## 5. RESULTS OF THE ANALYSIS

In this chapter we will discuss the recommendations we have for South Limburg. These recommendations are the result of the analysis we made in chapter 5 as well as the literature study we did. We give a short outline about the aim of the initiative and what could be the daily practice of it. We also give a short analysis of what is needed to make the initiative operational and what adaptation should be made in South Limburg. We use the factors out of the standard analysis in order to give a complete image.

We use a matrix at the top of each initiative to describe the most important core elements. Please, see the introduction of chapter 4 for the explanation of the matrix.

	Aim of initiative	Target group	Lifestyle	Location
<b>Medical:</b>				
5.1 Care for tourists	High care	High income	Urban or Rural	Urban or periphery
5.2 Community health centre	High care and activities	Low income	Rural (urban)	Urban, periphery and rural
5.3 Rehabilitation centre	High care and activities	High & Low income	Urban or Rural	Rural
5.4 Obesity farms	Activities	Low income	Urban	Rural
5.5 Birth stay	High care	High income	Urban	Urban and periphery
<b>Alternative care &amp; wellness:</b>				
5.6 Holistic monastery	High care and activities	High & Low income	Urban	Rural
5.7 Thermal centre	High care	High income	Urban	Urban, periphery and rural
<b>Nature related activities:</b>				
5.8 Limburg barrier free	Activities	low income	Urban	Rural
5.9 Tree walk	Activities	High and low income	Urban	Rural



## 5.1 Care for tourists

Target group	Aim	High care	Activity
High Income		Rural/ Urban	
Low Income		Rural/ Urban	

**Location;** Urban, periphery

### Introduction

There are many people with a (chronic) disease who find it difficult to plan a (short) holiday because they need frequent care. Besides that, people with a serious illness, might not feel confident enough to go abroad for a holiday out of fear things go wrong and they get 'stuck' in a health care system they are not familiar with. In both cases, care providers (like Orbis) in South Limburg could create the 'care holiday'. The aim is to make specific arrangements so that people receive the medical attention they need during holiday. Some examples; haemodialysis (renal dialysis) in a hospital. Women with a high risk pregnancy can come to see a doctor (maybe even in the birth house as described in another chapter...) regularly. Basically, any patient that needs regular medical check-ups or consultation with a specialist, could see a medical professional. Another direction is to provide (elderly) care for people who do not have an acute medical problem but do need ongoing care. One could think of services that home care facilities usually provides. These services will also unburden the family members and friends who go on holiday with the patient.

### Organization

At a central place the application for the care holiday will enter –by phone or by email- and they will connect this to the suitable care and hotel. The tourist must give an clarification which care is needed during holiday and what kind of holiday they prefer (hotel, bungalow park). In the central office they have an overview of the available medical personal, hotels and others involved and can connect the request to the supplier. Important is that there is enough medical personnel available in the region to provide the needed care for the tourist. Good cooperation with hotels and other holiday parks are important. However, these kind of services take some extra organization from the care providers and health insurers. The biggest organizational obstacle will be for the care providers to make extra room and personnel available on a flexible basis for visitors/tourists.

### funding

The aim of this initiative is to provide care that is reimbursed by health insurance, i.e. the care that is in the basic package. For that reason the financing of this initiative will not cause the largest problems. For Dutch tourists/patients it means that they do not have to pay an extra fee, because their health care costs are covered. The care provider will of course be paid by the insurance company.

### Marketing

The care providers and tourist office's in South Limburg can collaborate in promoting this medical facility. For people planning a holiday a tourist office, or its website, is



one of the first points of information. Care providers can also contribute by actively ‘spreading the word’ in the medical field. The more people in the rest of the country know about this initiative, the more doctors/organizations could recommend their patients a holiday in South Limburg, knowing that the medical will also be provided for.

**Infrastructure**

Most of the ‘traditional’ infrastructure needed for this initiative is already available. The internet can, however, play an important complementary role. The general practitioner or specialist of the tourist and the care provider in South Limburg can exchange medical information through the internet, aided by a electronically patient file. Telemedicine can be another solution for visitors to keep in touch with a doctor. Through telemedicine recent bodily measurements can be exchanged and the patient can easily consult the specialist. The table describes this initiative as suitable for tourists/visitors in the cities as well the rural areas of South Limburg. For telemedicine and e-health applications this distinction indeed does not matter too much. People that stay in the rural areas of South Limburg might find some inconvenience because the hospitals and care providers are further away, but public-private medical taxi’s can be useful to transport the patients.

**Classification**

As made visible in the table this service will be available for both high and low-income visitors because the health insurance will reimburse the kind of services in this initiative. The lifestyle of the people does not matter as well, because diseases are not lifestyle related. The service offered is medical care in a hospital or in private clinic, these are often in urban areas or in the periphery.

**5.2 Community health centre**

Target group	Aim	High care	Activity
High Income			
Low Income		Rural/ Urban	Rural/ Urban

**Location;** Urban or rural

**Introduction**

The initiative is to make a community and health center in the city. We think low-income groups are disadvantaged in receiving good and affordable care. The new formed initiative is based on the thermal centers, birth houses and existing health centers in the Netherlands (mostly looking at Eindhoven).

The the community health center will offer several kinds of care for different target groups. Especially, the community center is accessible for low income groups. Think of elderly people, ethnic minorities or teenagers and young people.

The care that is offered is broad, present in the building are: dentists, general practitioners, physiotherapists, nutritionists, a vaccinations bureau with baby care and a day care. This day care is especially for people from low income groups, who can



bring their child for day care. Besides that there are social functions such as a socially workers, but also a library, an employment agency for (young) volunteers and young people. This will help young people to find a job so that there is a future for them in the region. The focus of the center lies on helping the local community, in the health area and other (social) areas.

### **Organization**

Because of the cooperation with several care providers and other services, a general management team is fundamental. The management team takes care of the overview, take large decisions and give direction in the organisation.

Important is that the municipality of a town is involved, for example in providing a location and working together with the centre. The organization structure exists of a central bureau which look after employees, financing and administration. Also policy-issues are handled in a managements team. And local residents should have a voice, they can bring suggestions and there is space for complaints.

### **Funding**

The organization is funded by the government and health insurance companies. The centre provides care that can be reimbursed by the health insurance. Because the centre is aimed at low-income groups, many funders are needed. It cannot be a private, corporate organization but a public one.

### **Marketing**

Most of the advertising will go by the word of mouth. If one person of a community goes for a treatment and the result is positive, they will tell their family, friends and neighbors. Besides that, the center advertises in itself, people will notice it in the neighborhood. Citizens will be informed about it by local radio, TV and newspaper.

### **Surrounding facilities**

The centre should be easily accessible for low income groups. It is important to locate it in the city or in the suburbs of the city, close to where the people live. A public park around it would be also good, where people can sport, walk their dog, play in playgrounds and where people can meet each other.

### **Infrastructure**

Public transport such as the bus and train should be close by. There is a bike-rental place for people who do not have own transportation

### **Applicability**

The initiative aims at care and integration for low income groups. To keep the youth in South Limburg it is important to offer places where people easily can find a job and receive information about the possibilities in South Limburg. It is interesting to combine different care providers also with other sectors, such as the job sector and public services in this initiative.

### **Classification of the table**

The community health centre gives high care, but there are also public activities such as a library and employment agency. It aims at low income groups, which can be rural (mostly) or urban. The location is in the city or periphery, where the centre is easy accessible.



### 5.3 Rehabilitation Centre

Target group	Aim	High care	Activity
High Income		Rural/ Urban	Rural/ Urban
Low Income		Rural/ Urban	Rural/ Urban

**Location;** Rural

#### Introduction

In the recent years there has been a reorganisation in the Dutch health care system in order to make the market more competitive and to run the hospitals more efficiently. The state's health service fund has disappeared and everyone in the Netherlands now has a private health insurance. These insurance companies try in cooperation with the hospitals to reduce the waiting lists to a minimum as well as the costs. Letting patients rehabilitate in a hospital bed brings large costs with it and might generate waiting lists. However sending people home to early from a hospital might negatively influence the recovering process. Therefore a facilitation where people could recover from an intensive operation or medical procedure could be a solution. People can recover in a calm and serene environment outside the sometimes uncomfortable sterile hospital environment. For the location of such a rehabilitation centre a abandoned monastery could be used which has a natural serene atmosphere. Recovering people can stay here for a couple of days up until a few weeks to recover and relax under the guidance of a professional staff. Important feature of such a centre is that the visitors have the feeling that they are not patients. There should be little focus on the fact that they are sick. It should be a pleasant environment.

#### Organization

The content of the concept is a rather serious one because people who experienced an intensive operation need quite a lot of time as well as care in order to recover. It requires enough rest, appropriate food to regain strength and regular exercise to get the body used again to the normal daily practice. To facilitate this all you need a staff that is professional and has expertise in these kind of activities. Therefore it would be best if this kind of initiative is run by a company that has got a lot of experience in the field of health service because it can generate more easily the needed resources. Besides the facilitation side of the story there is of course the organisation of recruiting clients. Since the health service reorganisation everyone in the Netherlands is privately insured by an insurance company. So the insurance companies have a good overview of who might be suited for a stay in the rehabilitation centre. One or more insurance companies can help in setting up the centre and maintaining it. They can use such a centre as an extra service. It can help to reduce pressure on hospitals and reduce costs. But more important is of course the client who can recover in a pleasant setting.

#### Funding

Since the health service sector in the Netherlands is privatized there will be no to very little opportunity to get funds from the national or local government. The initiative can be co-funded by an insurance company in cooperation with a hospital or other organisation active in the health service such as Orbis.



## **Marketing**

Important aspects of the marketing of the centre are of course how it's promoted, where it's promoted and to whom it's promoted.

The rehabilitation centre should first of all be seen as a sort of healthcare support point in the region releasing some pressure from the hospitals. Although the medical process of rehabilitation is an important factor the centre should also allow the clients to distract their attention from their medical issue. Seen the character of the medical conditions of the clients the rehabilitation will bring with it some large costs. These costs can be reimbursed to some percentage by the insurance company but this depends on the funding construction. Therefore the rehabilitation centre will be possibly only affordable to the higher income groups. Regarding the character of the activities and the high care aspect the target group will be older people with higher incomes.

Because the price of the rehabilitation centre will be relatively large there must be given attention to the added value of it in the promotion. The centre should be promoted as a sort of holiday resort where people can rehabilitate from their operation in a very relaxed manner. Away from the hectic of everyday life and without stress. The luxury aspects of the centre may be stressed in the promotion.

To shape this promotion in concrete actions, you can think of normal advertising in the mass media such as advertisements in specialized magazines which are read by the target group or commercials on the television. Also promotion via the insurance company accompanied by a promotional action can stimulate the target group into considering a stay in the rehabilitation centre. An internet website with information about the centre is also recommendable.

## **Surrounding facilities**

For the sake of the recovery process it is important that the location of the centre is from some distance of industrial areas, urban centres and busy roads. Ideally this would be a location in a rural heartland. We mentioned before the case of an old monastery that could be easily adapted to the needs for such a centre. Such a location in a green environment can contribute to the rehabilitation process. It is also important that in the surrounding of the centre there are some things that can distract the clients in order to draw their attention away from feeling sick and to focus more on being active with other things. These facilities can entail a lot of things such as a nice park or walking trail or some light sportive activity such as petanque or midget golf.

## **Infrastructure**

No special infrastructure is needed. The centre, although positioned in a rural setting, should be in the vicinity of a hospital and accessible for the ambulance in case of emergencies.

## ***Alternate Version of the Rehabilitation Centre***

### **Military Rehabilitation Centre**

Next to a medical rehabilitation centre the concept can also be used for a psychological version of the centre. An interesting target group would be military personnel returning from a foreign mission. Often these people have experienced things that leave a deep emotional print in their memory. It is therefore important that



they have professional guidance when returning in the civilian society. Location, infrastructure and facilities can be unchanged there are only some differences in organisation and funding. These aspects should be organised in cooperation with the Ministry of Defence who can use this facility as a service to their personnel. The staff of the centre would keep it's medical character for the people with heavy injuries and it should be expanded with psychologies to give guidance to traumatised soldiers. The centre itself should keep it serene atmosphere and give the opportunity for the clients to come to rest. Seen the military heritage of Limburg such a centre would be viable and old barracks can be used to house the centre.

### Classification

The rehabilitation centre can have lots of different targets of rehabilitation, for example drug addicts, soldiers that just came back from the war, people with burning wounds etc. This results in very diverse target groups with very diverse backgrounds. Sometimes the treatments with the rehabilitation centre can high care, but it could also be doing activities. The location is rural because a nice sound environment is probably pleasant of all the different clients that could be treated at such a centre.

## 5.4 Obesity Farms

Target group	Aim	High care	Activity
High Income			
Low Income			<b>RURAL</b>

**Location;** Rural

### Introduction

Obesity is a “rising epidemic” according to WHO, if nothing is done the number of obese people will rise very quickly<sup>24</sup>. Obesity can have a medical cause, there have been a lot of research in this area and recently researchers have discovered the obesity gene. But there is no certainty about this medical condition yet<sup>25</sup>. The other part of obesity has to do with habits; eating too much of the wrong foods and not enough exercise during the day.<sup>26</sup> While researchers are doing research to genes that might cause obesity it also useful to do something about social habits that cause overweight.

One of the four children in Europe is overweighted or is at risk of becoming obese. Obesity enlarges the risk of cardio- related diseases, blood pressure issues, breathing troubles, arthritis, diabetes and some forms of cancer. Obesity related issues have a share between 2% and 8% of all medical expensive for children per country.<sup>27</sup>

People eat the wrong kind of foods -or eat too much of it- there are many factors causing this behaviour. One of these factors might be that people, most of all in the large cities, have little knowledge about food and they do not really connect with food

<sup>24</sup>

[www.who.org](http://www.who.org)

<sup>25</sup>

[www.sorag.nl](http://www.sorag.nl)

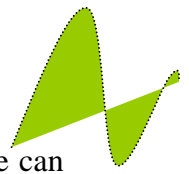
<sup>26</sup>

[www.voedingsinfo.org](http://www.voedingsinfo.org)

<sup>27</sup>

[www.sorag.nl](http://www.sorag.nl)





any more. Therefore we came up with the “Obesity Farm” a place where people can connect with food again and learn about a healthier lifestyle

The idea is that children stay at this farm for approximately two weeks, the parents stay the first day so that they have an idea what their children will do the coming two weeks. At this farm children will learn where food comes from, what is healthy food and how to process this food in a healthy way.

Children need to learn that food and eating is fun and that it can be a healthy and social activity. Besides that children will also learn the importance of sports and an active lifestyle.

A day programme could be;

- 07.00: *Early healthy breakfast*
- 08.00: *Helping on the farm, for example milking the cows (typical morning farm jobs)*
- 10.30: *class about healthy foods and healthy life style*
- 12.00: *preparing and eating lunch*
- 13.30: *sport and or leisure activities with a sport instructor, on and off farm*
- 15.30: *working on the farm or preparing (shopping for) the evening meal with guidance from a cook or nutrition expert.*
- 18.00: *diner*
- 20.00 *fun activities (best if they are active activities)*

If the parents pick up their kids after two weeks, they stay the whole day again. A summary of the weeks are given by children and they learn what to do to keep their children healthy.

### **Organization**

First of all a farmer and the location needs to be arranged. Besides the farmer there need to be people present that can guide the obese children while staying on the farm. A nutrition expert should be involved to teach the children about food. Perhaps a cook could also be involved to teach and help children how to process and prepare the food in a healthy way. In Maastricht Mosae Forum has been opened, here they do a lot with local foods, they also give cooking lessons at this location. Perhaps there could be some kind of cooperation between the farm and Mosae Forum

There should also be a sport instructor present to teach the children the importance of sports and who can also show that sport is fun.

These were all people who had to be present on the farm, but there are several other organizations who should be involved, either to fund this project or as specialist of how to organize this project. These could be the insurance companies, health foundations related to obesity or obesity related diseases, and perhaps a health provider to support the farm and to deliver the experts.

### **Funding**

In Europe the concept of obesity or weight loss camps is relatively new. In the U.S.A it's more common. In the U.S.A these camps are organised by private organizations. We could adapt this structure of a private organization in the South Limburg but it's not recommendable. This because such an organization is set to make a profit as a result the prices of such a camp might exclude some groups who can need the help the



hardest. Obesity is especially a problem in the lower income groups<sup>28</sup>. As stated in the introduction obesity is becoming more and more a social problem. Besides this obesity and overweight have negative impacts on the personal health of an individual. A bad personal health might lead to high costs for the individual as well as employers and the state.

Because obesity and overweight become more common and is becoming a greater social problem we think that the government should lead the start up of this educational weight loss camp. Besides the promotion campaigns there already are about healthy food and regular exercise this initiative is a good way of educating or maybe even correcting the behaviour of those who are in a situation where their manners can have harmful results for their health. Next to the government insurance companies might also be interested in financing such a project. Mainly because of the preventive effect these camps might have. This can reduce costs on the long term for the insurance companies. Another possible stakeholder might be NGOs with a focus on health topics such as the Dutch Heart Foundation.

### **Marketing**

First of all it is important to find farms and farmers who want to be involved in the project. We propose to prepare a good, short and clear presentation about the objective, advantages and what is expected from the farmers. By interest you can go to the farm and give a formal presentation and answer questions. If several farmers have interest to cooperate, the location of the camps can rotate during the year. In that case the farm is only a 'obese farm' for a couple of weeks in the year. This could be a nice alternation upon the normal farm year.

We foresee for this project a very active role in educating young people about the importance of healthy food and regular exercise. These farms can also play an important role in "curing" people of a particular disorder. The target group of this farm will be children in the age category of 10 till 14 years of age. Taking this specific group has 2 advantages. First is that the children are at an age that they can understand the things that are being thought while they are still young enough to change their behaviour and prevent damage to the body caused by obesity. Another advantage is that these age categories might be easily controllable.

You can choose different approaches in order to recruit clients for the farm. Advertising is an option. Because the obesity farm has a pseudo medical background there are some limitations to ordinary advertising in the Netherlands. Also seen the character of the project is better to promote it via channels that are an authority on the area of health. Because we focus on children it might be an idea that a school doctor gives a recommendation to the parents of obese children to send their spouses to such a camp for the summer for instance. When insurance companies are involved in the project they can play a role in promoting the obesity farm among their clientèle

### **Surrounding Facilities**

The location of the farm needs to be in a rural area where the children are in a quiet, green environment away from their daily reality. In this way the children are in a new environment disconnected from the environment in which they conducted certain not wanted behaviour. In the programme there is a focus on re-educating the children about food and exercise. There must be little distraction present in the direct

---

<sup>28</sup> Dutch Health Council, "Aanbieding advies over overgewicht en obesitas". 28 april 2003.



surrounding in order to keep the children focused on the content of the programme. There must be the possibility in the region of the farm to make day trips to for instance a breweries or to make a mountain bike trip. It is good to include in those tips the health aspect as well. However, in a informal and nice way. Tell the children about alcohol and the effect of it. Or start a discussion about ‘sweating during sports, is that good or not’ after the mountain bike trip.

### **Infrastructure**

The camp need to be in a rural area, so there are not too many temptation for children. The obesity farm is aiming at poorer people from the larger cities, these people may not have a car, therefore perhaps something should be arranged that people can go the nearest by train station and are then collected by a vehicle from the farm. It may be nice if farms has internet so that on set times the children are able to send emails back home.

Having a farm is a way of maintaining the landscape. In this case the farm will maintain the landscape. Children on the farm will help with this, perhaps they also develop a sense of how important it is that the landscape is maintained.

### **Success factors and obstacles**

The obesity farm could a success because it would be first time that an obesity camp is organized on a farm. The farm is an interesting setting because it gives the children the opportunity to connect with food again. Besides that the obesity farm aims at poorer children, there are not so many organization focusing on these children. Obesity is also a topic which is much discussed in politics and therefore governmental organizations may be interested in setting up this farm.

Having a farm is a way of maintaining the landscape. In this case the farm will maintain the landscape. Children on the farm will help with this, perhaps they also develop a sense of how important it is that the landscape is maintained.

An obstacle may be the funding, because the farm aims at poorer children other organizations have to fund the obesity farm. Another obstacle may be that children can only come to the farm during holidays. An option to overcome this is perhaps that the farm is learn-work place (leer-werk-plek) for children from the area. This way you perhaps also stimulate children to become a farmer. The farm could of course also just a farm during the year.

### **Classification.**

The target group are children from the suburbs of the larger cities in the Netherlands. The lifestyle of these children and their families is typical urban, highly individualistic and little social control. This lifestyle may be one of the reasons why the risks for these children for obesity are higher. The obesity farm aims at the poor families, because until now little is done fort hem. Going to this farm is a preventive measurement and therefore its qualification is active. The farm will be located in a rural area.



## 5.5 Birth Stay

Target group	Aim	High care	Activity
High Income		URBAN	
Low Income			

**Location;** Urban, periphery, rural

### Introduction

There is structural shortage of midwives and maternity nurses<sup>29</sup> in the Netherlands. The government has found temporary solutions for this summer, but they are still struggle with finding structural solutions. Beside that there is also the trend that more and more women want to give birth in hospitals, this is very expensive for the insurance companies. Birth houses could be a solution to both these problems, in a birth house several woman stay at one place this is probably easier for the midwife and the maternity nurse, and they now can quicker help more women and children at the same time. Giving birth in a birth house is much cheaper as going to a hospital.

The birth houses in Germany have a different history, however the way there treatment is established could be interesting for the Netherlands. The woman in Germany stay in general for a short term –only 3 or 4 hours- in the birth house. For the Netherlands birth houses would be an interesting initiative if woman stay there for example for a week.

### Organization

Most of the German birth houses are associations, meaning a non profit organization. The members pay a contribution to the house for the services they receive. The exact payment structure varies for each house. The midwives are sometimes independent entrepreneurs that ‘rent’ room at the birth house to practice their profession and treat their clients. This is probably also a good structure for Dutch birth houses, though they could also choose for a more commercial and company wise structure. Perhaps to get things started the government or a healthcare provider should invest in the birth house as well.

### Funding

Giving birth in a birth house is off course more expensive then giving birth at home, but is cheaper then when giving birth in a hospital. It would seem logic when the insurance companies pay for the actual birth giving, if they also want to pay for the rent of the apartment or the vacancy home is les sure. In Germany the insurance companies compensate for more and more things, because it is still cheaper as the hospital.

### Marketing

Firstly, the marketing strategy of the birth house will depend on the philosophy. It could be spiritual, more classical or commercial.

---

<sup>29</sup> [www.minVWS.nl](http://www.minVWS.nl) (13-06-08)



In Germany word-of-mouth advertisement is very important, this way advertising is rather slow, but it does prove of a high quality. However, you should notice that the word of mouth will go round in a specific target group –for instance the elite-. Therefore it is important to use other marketing techniques as well. For example advertisement in papers, contact with several hospitals and family doctors and contact with pregnancy gymnastics organizations. Internet is also becoming more important. Most important that there is quick and easy access to information about the birth house so that women know what a birth house is and what they can do for them.

### **Infrastructure**

A birth house in South Limburg can be a large villa with small apartment for the woman to give birth and stay afterwards with their husband and other family. The apartment exist of a kitchen, a bathroom, a living room and two bedrooms. This villa should be build in a nice surrounding but still nearby the hospital in cases medical care is needed. It should be possible that the midwife can stay and help with birth in the hospital.

Another option could be a park with small vacancy homes with the same facilities as in the apartments. In the villa and in the park there should be enough space for the midwives to perform their medical tasks.

If the birth house its target group is for people from further away these facilities are probably enough. If the target group is those women living nearby then year should be more spaces for all courses about babies that could be given and perhaps a pool for gymnastics.

If the target group also include people from other provinces in the Netherlands then it is perhaps nice when the birth house is nearby highway.

### **Classification**

Woman that come to the birth houses often have a high or a middle income, interesting is that they all are high educated. Of course this women need care, but they also do some activities like pregnancy gymnastics, baby gym etc. these activities also could be done in the gardens of the birth houses.

The birth houses are always in the city or at least in the urban areas because the hospitals need to be nearby.



## 5.6 Holistic Monastery

Target group	Aim	High care	Activity
High Income		URBAN	URBAN
Low Income			

**Location:** Rural

### Introduction

A recommendation for this part comes mainly from CHEOPS, a small health care enterprise in the Belgian Ardennes.

Currently there is an increase in demand for relaxation and spirituality. Today people have to deal with stress, busy agenda's, work and the care of others. It is important to create a place where people can relax and put themselves in the middle of there lives.

The holistic monastery is a center where different activities are offered for people who are in the blossom of there lives. Individuals and small groups/families can visit the monastery for activities like a massage, yoga, meditation, creative lessons in painting i.e., music meetings, spiritual discussions, walks in the garden (for free), a cup of tea and the possibility to stay in the bed and breakfast. Also medical treatments are provided like nutrition advise, acupuncture sessions, reike and other therapies.

The monastery can be rented in cases there are no activities going on in the monastery. For instance companies who need a place for meetings or groups who need a place to discuss or families who want a nice garden to spent a day/night with each other. Besides that there are guidance and counseling sessions for youth and adults in combination with sports, music and social activities (get together, group discussion, etc). There is also a bed & breakfast in the monastery.

### Organization

A holistic monastery includes multiple of services in combination. Employees must be all-round usable and can provide several activities. On the hand the focus is on individuals (weekends and evenings) and on the other hand the focus is on the rental of the place (during weekday's). For the rentals, meetings can be arranged in a room in the monastery. Packages are available for example; they can choose to include coffee, tea and lunch. A good planning is necessary.

### Funding

The monastery will be private and it is important that people want to invest in it. They must be convinced about the idea. Income can be generated from the individuals participating in the activities. On the other hand from the rentals of companies and other groups.



## **Marketing**

The spiritual philosophy is the message of the marketing. Everybody is welcome and please also you are invited to drink a cup of tea in a wonderful peaceful environment. Possible means of promotion can be a clear website, flyers (in libraries, yoga-centers, book-stores) and advertisements on electronic and print media. Visitors can use the website to see which activities are given and if there is place to participate. Yoga is given every morning in the garden (if the weather is good) and you do not have to sign in. Everybody is welcome. Free introduction lessons must be possible for activities. The area must be a place where people easily can enter and feel a comfortable atmosphere. Free tea and coffee. The holistic monastery could offer packages, also for more days to stay in the bed and breakfast.

## **Surrounding facilities**

The location of the holistic monastery is mostly in a quiet, rural area. This is also needed where people can relax and forget about daily stressful life. The landscape around it can be used for (Nordic) walking, sporting (soccer, volleyball, etc.) and other activities. A lake or river close by is also an option. The location and area around it should be attractive for tourists or other people coming from far. The presence of nature is important. Furthermore a town in the neighbourhood is good. Other tourist activities, caves or other attractions are good too. A camping, hostel or hotel close by is another option.

## **Infrastructure**

The location of the center should be in line with target groups preference, and the infrastructure should be good accessible and available. The initiative should also take into account the maintaining of the three environments (natural, built and human) in South Limburg. The potential entrepreneur can buy land in South-Limburg from local land lords and monasteries.

## **Classification**

The holistic monastery offers activities for all kind of people interested in a spiritual philosophy. It aims at people with an urban lifestyle (stressful or busy) and people from high and low income groups. It is located in a rural area.

## **Applicability in South Limburg**

This initiative is interesting for South Limburg because the focus is on holistic care and this area is very popular. South Limburg has a beautiful rural landscape, and an initiative as this can fit into this. Part of the treatment of the holistic monastery can be walking in nature. Important in this is that it should take into account the maintenance of the three environments (natural, built and human) in South Limburg.



## 5.7 Thermal Centre

Target group	Aim	High care	Activity
High Income		URBAN	
Low Income			

**Location;** Urban, periphery, rural

### Introduction

Here some recommendations are made for the Valkenburg Thermes, about what they can implement in their offered services. During the fieldwork we looked at the Spa in Belgium and at Domaine Thermal in Mondorf. These thermes have a more wide offered services than Valkenburg. They are an example of how Valkenburg can also look like.

Nowadays wellness is a popular theme. The thermes in Mondorf and Spa offer a (weekly, weekend) package with treatments. The thermes in Mondorf have a medical centre, where people can visit a specialist, doctor, psychologist or nutritionist. Most of the treatments and doctor consults are paid back by their insurance company. A laboratory is present to examine blood samples. People with lifestyle-problems will get an advice. In spa, a new programme started up where people can stop smoking. It is a programme that combines physical activities with treatments.

New is already the health-care check for employees in Valkenburg, Thermae 2000. We would like this to broaden to everyone. And to have a stress-programme, a quit smoking programme and a programme for people aged 50+. These people should get a course how to use fitness-equipment. And also treatments for baby-mothers.

A public park with botanical gardens and a herb garden is nice around it. This park is also open for cultural and entertainment activities such as: weddings, concerts, exhibitions ceremonies, meetings and receptions.

### Organization

A good cooperation between different sectors in the thermes would be suitable. For example, there should be a wellness, sports, medical, hotel and a restaurant sector. The municipality should be a partner, to maintain the park and landscape around it. If the landscape is maintained, it is more attractive for costumers and other people to come to the area. The more activities are organised in the park, the better.

### Funding

The Mondorf thermes are under the control of the ministry, and this limits them to do what they want, especially in their marketing strategies. We would advice to have a public and a private area within the thermes. For example, the medical centre could be public and the rest private. So, the ministry can play a role but not a controlling role. In this way the thermes can be financed. The insurance company can play a role in financing too. When the thermes offer more preventive health treatments, it is healthier for the patients.





## **Marketing**

An example can be drawn from the Mondorf thermes in their marketing strategies. They advertise in magazines, newspapers, by radio and mailings and they are present on fairs. Also, working together with tourist offices is a good options to promote the thermes. Also, a relation with the landscape can be made within the campaign. Limburg is famous for the hilly, natural landscape. When there is a beautiful park/landscape around the thermes, this is more attractive for costumers.

The target group should be broader. Because most treatments are expensive, a certain income-group is attracted. We suggest to offer more easier-to-afford treatments for lower income groups. For example, entrance for thermal baths or a (mineral) swimming pool only.

## **Surrounding facilities**

To attract more tourists, there should be attractive facilities around it. Valkenburg city is famous for its old buildings, catacombs and there is a fairy tale park. To attract more people with a lower income, who cannot afford it to stay in the hotel, a bed & breakfast (with a farmer), a camping site or a (youth) hostel is an option. Other facilities such as the park and a barbeque place are an option. It would be ideal when there is a lake, where (sport & fishing) activities can be organised.

## **Infrastructure**

The Thermes should be easily accessible, for local and for foreign people. By individual as well as public transport. It should be possible to make a reservation for a treatment on line. The internet-website should be multilingual and easy to operate.

## **Classification**

A Thermal centre is implementable both in the city, in a rural area or in a semi-rural area. On the one hand it is logical to have a centre in a city. People can escape from the city hectic and relax in the thermal centre. It depends if the park around the centre is big and takes much space. People go the thermes to relax, to get healthy or undergo a treatment. The focus is on giving care and some customers sport (activities).

## **Applicability in South Limburg**

South Limburg has the advantage of a good location. Belgium, Germany and Luxemburg are close by. A thermal centre then, can attract customers from other countries. So their marketing-strategies (adds in magazines, going to fairs) are an useful example. They aim at local residents, but also at foreign countries. For citizens from Luxemburg itself, it is an advantage that their insurance pays for treatments in the thermes. This can also be implemented in South Limburg. Mondorf has a wider offer than other thermes, and they differentiate themselves by having a medical centre, nutrition & lifestyle advice, a sport centre and a park. The park is managed and maintained by the municipality. The focus on preventive care is a good development. Also, they adjust their offer of provided services to the question of their customers, which is good to take into account.

## **Classification**

People that go to the thermal centre often have a high income, because the thermes are rather expensive. The lifestyle of the people that go there is urban, they go to the thermes to relax and to have some piece. People receive care in a thermal centre, this



can medical care but also other kinds of care that helps the people to relax. A Thermal centre can be implemented in both the city, rural areas or in the periphery. If it is in the city then the thermal centre is more accessible, if the rural areas the environment is probably more peaceful.

### 5.8 Limburg barrier free

<b>Target group</b>	<b>Aim</b>	High care	Activity
High Income			
Low Income			<b>Rural/ Urban</b>

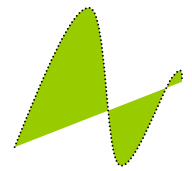
**Location;** rural

#### **Introduction**

This idea is inspired by the barrier free projects in the Eifel. For South Limburg it would mean that conscious and coordinated action is undertaken to make the area accessible and attractive for disabled people. It would mean that facilities like hotels, restaurants, transport, museums and parks are accessible for people with a handicap. Other ideas are to make information available for in braille for the blind, or creating special audio tours for the deaf, or organising special tours for mentally disabled, guided by someone who is trained to do this in a good and entertaining way and knows the area well. Another aspect is to make the information on where to find these barrier free places widely available. Making South Limburg more free from barriers will generate goodwill, a good image and most of all; the area will be more attractive for visitors and (potential) residents.

#### **Organization and funding**

The actual adjustments to make places barrier free will be made by the owners/managers of the places/companies. They will have to pay for it out of pocket, but depending on subsidies and regulations there might be some contributions from governmental or private sponsors possible. In the case of making walking trails in the landscape and other public places barrier free the costs will be for the (governmental) institution owning or guarding that area. Making a place barrier free can be costly but it is a single investment that only needs small maintenance costs in the future.



## **Marketing**

Few places that become barrier free will generate more customers directly from that source. An active marketing strategy where not only the hotel, restaurant, activity as such is promoted but also the fact that it is accessible for disabled people will in the long run pay off. People will appreciate the fact that disabled people are considered and taken seriously when they come to South Limburg. As mentioned earlier, it is important that people can find information about barrier free places before they travel to (or within) South Limburg. Disabled people generally need more planning when they go on holidays or a day trip and reliable information on barrier freeness of where they want to go is essential. Information on how accessible a, for instance, tour or restaurant is can be made available within the normal promotion material but there are also possibilities to target the disabled people directly by creating (school)camps and activities especially for disabled people and promote these through patient associations or other interest groups.

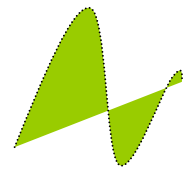
## **Infrastructure**

One of the keys to success of this initiative is to make the infrastructure (roads, buildings, landscape, (public) transport) that is already available in South Limburg barrier free. The most visible adjustments for the infrastructure will be the changes made to make places accessible for wheelchairs.

## **Classification**

The nice thing about making places barrier free is that it appeals to all layers of the population. Everyone can be disabled so it is good to make no distinction for income groups or age categories. However, it can be said that older people generally have more difficulties with mobility and walking. Health care providers usually pay a lot attention to disabled people already by the nature of these facilities.

Most disabled people live in the cities, because most of the facilities needed are available in the cities. Their lifestyle is not typically urban, because most of the time these people live in groups with lots of social cohesion and social control. Seen these people are disabled they often can not work and consequently they have a low income.



## 5.9 Tree walk

Target group	Aim	High care	Activity
High Income			URBAN
Low Income			URBAN

**Location;** rural

### Introduction

The tree walk is an outdoor facility situated in an attractive piece of forest or landscape. Tree's will be connected with different rope structures and/or board walks. Several parts of the course will be under the ground. For some people, walking this trail will be a adventurous, outdoor activity. This will be most interesting for attracting tourists. An easy –low by the ground- trail can be made for kids. This can be complemented with education about nature. For this a critical factor is the natural environment and the use of real trees. A more challenging trail –high in the trees- will be provided for adults and youth. Team building is another use of the tree walk. Walking this trail is then faced with different challenges and practical problems. For groups and individuals this means an opportunity for personal development. Another purpose, where the trail can be used for, is for people who want to learn how to handle phobia's or fears. For example, people can stay in the area for a day or more and get guided –by a personal coach- through the park. Professional guidance and reflection is essential. Up in the trees, people can for instance learn how to deal with their fear of heights. For serious phobia's therapy is essential to make the fears go away. We do not have the illusion that one weekend in the woods can cure the fear, but it might be a nice supplementary activity for people who want to develop and learn more about themselves in a green, active environment. Another possibility is to lead the trail through the mines and /or caves. In that case people will have the possibility to learn more about handling fears of darkness, small spaces, insects, etc. Plus that we take advantage of all the buildings and unique aspects of the South Limburg landscape.

### Organization

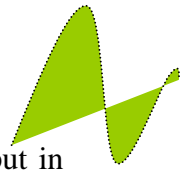
In France the concept of tree walks is more developed in comparing with the Netherlands. It is known that a good tree walk park needs not just tree's but also well educated people that can guide the tours and know all about safety measures. All of the existing tree walks ask their visitors to wear safety equipment. Of course, the tree walk also needs professionals who know a lot about phobia's and can guide and counsel the visitors who are there for personal development.

### Funding

The company will probably be private, i.e. for profit. People pay a contribution for the use of the tree walk and the counselling and guidance by the employees of the tree walk. In case people have a serious phobia the insurance company might be willing to reimburse the costs. .. organizational structure of Outward bound.

### Marketing

There are different possibilities for marketing strategies. First, the tree walk could be promoted as a fun, outdoor activity for tourists of all ages and groups of all sorts (e.g.



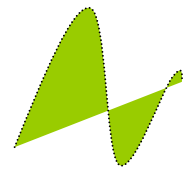
school children, companies, clubs, families, etc.) But second, it could also be put in the market as a way to educate groups of people about nature and landscape. Lastly, it could be promoted as a facility for psychological health, in particular phobia treatment.

### **Infrastructure**

The infrastructure that is needed is first of all a landscape that is attractive and rich of trees to build a tree walk in. The tree walk will be a sustainable addition to the landscape and cause no harm to the existing nature. In fact, the tree walk could also contribute to the maintenance of the landscape. This because the organization takes care to keep to landscape as it was and people who like the activity will be hesitant to harm the landscape. The regional manager of the Eifel national park also mentioned that the number of the tourists is not enough to harm the landscape. We propose two interesting places for raise up the tree walk. The Valkenburg area and the area around the Sint Pieters mountain. The latter also because of the possible use of caves in the tree course. Both area's are full of large trees and are by now a popular attraction for tourists. It is possible to make a combination with other attraction as well. For instance a cooperation with a restaurant or with a mountain bike organization.

### **Classification**

The tree walk idea has many roots, but one of the ideas behind it is that people and especially children from the large cities have not seen many real large trees. Therefore the target group is those with an urban life style. The tree trail will probably not be very expensive and is thus accessible for all income categories. The tree trail is activity in which many can be done, like education but also overcoming being afraid of heights. The location of tree trail will be in a wood, but it is also important that it is nearby other tourist's events.



## 6. CONCLUSION

In this conclusion the research questions we posed at the start of the project are answered. We will then discuss to what extent we have met our research objective.

The preparation phase centered around the question whether the suggested regions were comparable or not. Using literature as a starting point for our research, it was found that the Elzas was not really comparable to South Limburg. Instead we focused on Luxembourg, the Belgian Ardennes and the Eifel in Germany. These areas show some similarities to South Limburg; for example the role of nature and landscape that make the regions attractive to tourists, the fact that the regions all attract visitors from nearby metropolitan areas that stay for a relatively short holiday and the difficulties to keep the areas attractive for young people and families to live in. This part of the research did not result in a complete, scientific overview of the comparability of the regions to South Limburg. We kept the differences and similarities in mind during the fieldwork and analyzing the results. In sum, the knowledge we gathered in this phase did not lead to a definite conclusion on the research question but the information was vital in later stages where we assessed the feasibility of an initiative for South Limburg.

By conducting the fieldwork we wanted to find out what initiatives are currently developed in the Ardennes, Eifel and Luxembourg. We visited various organizations and companies in these regions and interviewed people within those initiatives. In the Ardennes, two interesting initiatives were found, namely Cheops and Outward Bound. Cheops is a small company that offers various different health services that cross the boundaries between mainstream and alternative medicine. Outward Bound organizes camps for (former) cancer patients from the philosophy not to treat their customers as medical patients. In Luxembourg, the Mondorf thermal center and the Fullerton trail were visited. The thermes are different from the Dutch wellness centers because in Luxembourg there also medical treatments provided in the thermes. The Mullertal trail caught our attention because of the carefully structured promotion of the walking trail and the care that was taken in designing different routes on the trails. In the Eifel two programs were visited. The Leader program in this area is very active in projects to make the Eifel barrier free. that is, to make the nature and landscape, but also the various tourist activities, accessible for people with a physical or mental disability. The other program, named 'Zukunftsinitiative' is a governmental program aimed at creating networks and alliances between the entrepreneurs in the Eifel. Just outside the Eifel we visited two birth houses in Bonn and Cologne. And far away from the regions of our attention, but still an interesting initiative, we did a telephone interview with a Spanish company called MAPE Turismo y salud. This company acts as a health care broker and counsel between (potential) health tourists coming to Spain and the Spanish health care suppliers.

We were very content that we found so many and also very diverse initiatives in the areas. Considering the time constraints for this project, we were very lucky to establish this variety of new contacts, that all had aspects that could be interesting for South Limburg.



The next step in our research was to find out which of the initiatives that we found during the fieldwork could be implemented in South Limburg. None of the initiatives is suitable for direct copying in South Limburg, because the circumstances in the regions and for the initiatives can be very different. For example, the Mondorf thermal centre is an interesting case where wellness and medical treatment are combined in one thermal center. One should, however, keep in mind that the health insurance in Luxembourg covers the costs for treatments in the thermes and that the thermes itself is in the budget of the ministry of health. This implies a very different culture towards thermes in Luxembourg compared to the Netherlands. Another example; the attitude and ideas about what is the right or 'normal' place to give birth in the Netherlands are very different from the opinion in Germany. In Germany 90% of the woman go to hospital to give birth and people are still hesitant about giving birth in a non-clinical setting. In other initiatives these kind of differences were also present. This shows that it is impossible to transfer ideas directly to South Limburg. But this is also the point where the information we gathered in the first phase of the project came in useful. The information on the similarities and differences of the regions is now used to assess what aspects of the ideas can be implemented in South Limburg. While brainstorming about this question we ended up combining and 'mixing' aspects from the initiatives with our own ideas and came up with 9 new initiatives. These new initiatives are therefore a combination of results from the fieldwork and our own creative analysis. We then refocused on the situation in South Limburg and started to analyze how these new activities and projects could be set up there.

The descriptions of these new initiatives are also the recommendations for South Limburg, which is the final phase of the project as well. The initiatives are listed below;

- Rehabilitation centre for physical or psychological recovery in a green, quiet environment
- Applying a holistic approach to health. The monasteries could be good location for providing alternative medical treatments and courses that have a spiritual touch.
- Providing health care to tourists in South Limburg that are dependent on regular medical attention
- Farms where people struggling with obesity learn more about healthy and organic food (preparation) in a green environment where activity is stimulated
- Birth houses where woman can stay who want to give birth in a professional surrounding, however, do not like the clinical atmosphere in the hospital
- Expanding the services that the thermes provide
- Making the landscape and tourist activities of South Limburg accessible and barrier free for people with physical or mental disability
- A tree walk, which combines a fun outdoor activity with psychotically counseling and personal development

The objective of this research project was to provide information on what kinds of initiatives are developed in other European regions and if these initiatives could be interesting for South Limburg. A number of initiatives were indeed visited in regions that show some similarity to South Limburg. The organizations had different activities and target groups so we are able to give a broad picture of what is happening in the Eifel, Ardennes and Luxembourg in the field of health, care and tourism. Overall, it seems that the boundaries between wellness/wellbeing and health care are fading in



these areas as well. Caring for one's health does no longer mean turning to the medical sector when one has a health complaint. People are generally more conscious of their health and as a consequence health prevention and wellbeing play increasingly a large role. All the new initiatives we created take this trend into account. By describing these ideas and activities we hope to inspire people in and outside South Limburg to make this area an active, innovative, enjoyable, but most of all a healthy place to be.





## 7. RECOMMENDATIONS

After analyzing the different initiatives that we have found in the regions we decided that two of the initiatives were suitable for South Limburg in their original format. From the other initiatives we found we derived nine other initiatives that we think are interesting for the region of South Limburg.

The two initiatives that we found in the Eifel and Luxembourg that are suitable for South Limburg are, “Müllerthal trail” and “der Zukunftsinitiative.”

- The Müllerthal trail is a project in which they update the old trails in the Müllerthal. Interesting for South Limburg is the uniformity and the simplicity of the trails. Perhaps most interesting is their marketing strategy.
- In the Eifel they also had the problem of a declining population and a declining economy. One way of dealing with this is der Zukunftsinitiative. In this program / governmental structure they create networks between the different entrepreneurs and convince of the need for innovation. Limburg could also set up a structure just like der Zukunftsinitiative to convince the entrepreneurs of the need for innovation.

The following initiatives are created by our self, but contain elements of the initiatives that we found in the regions.

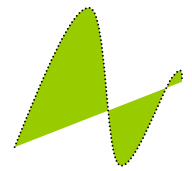
- Care for tourist is a initiative based the services the a clinic Munich offers to tourists. The idea basically is that people that need medical care can still go on holiday to South Limburg even tough they need medical care. Private clinics could provide this care, Orbis perhaps also could but probably would need a extra section to provide this tourist care.
- Community health centre is centre for the young people living in South Limburg in attempt to keep them in South Limburg. In this centre a mix of services is offered to the community. Offering more facilities to young people may stimulate people to stay in the area.
- A rehabilitation centre that focuses on specific target groups and that does something extra for these people. It is not just giving therapy, people will do long term activities in these centre, for example a survival week. Interesting target group perhaps are people with burns and soldiers that come back from wars.
- Obesity farms is a farm were young children with obesity from the larger cities can go to connect with food again. They will cultivate land, take care of the animals, they are active whole day long and they will learn about food. They should also learn how to cook in a healthy way. Young people with obesity is important political topic and perhaps that could make it an opportunity for South Limburg.
- Birth stay is the commercial version of the “German Geburtshause.” The idea is that woman can go to a nice and relax place to give birth. They can stay in birth stay for a week or so. Seen the changing trends in giving birth and the declining number of midwives in the larger cities this may be interesting for South Limburg to invest in
- Holistic monastery is a place were stressed out people can go to relax again. In a holistic monastery they offer different kind of services, medical,



psychological, psychical activities etc. Important factor is the location this should be peaceful and be connected to nature.

- Thermal centre as just some ideas, derived from the thermal centre in Luxembourg, to extent the thermal centre already existing in Valkenburg. The main aim is to make it more accessible for a wider audience by including a park and a normal swimming pool. Also to show inhabitants of South Limburg that there are facilities for them as well.
- Limburg barrier free is project to make South Limburg better accessible for people with a disability. It is almost totally based on the barrier free project in the Eiffel, which has a lot to do with infrastructure, like trails with extra facilities and activities for disabled people. The projects that one could also organize are a bit different. Also nice would be if South Limburg would have their own rangers who could guide the disabled.
- The tree walk a trail which is up in the trees. This could be a nice extra tourist attraction, in which children could also receive some education about nature. The tree trail could be complementary to the already existing events. In order to have a tree trail you need to maintain the large trees, make sure that they are healthy enough and you have to make sure that the views are also nice. So the tree trail organization have to maintain the surrounding landscape.

Critical is to find entrepreneurs and investor to invest in those initiatives. Almost all the initiatives mentioned above require a nice landscape. The province, municipalities and staatsbosbeheer could negotiate about the costs for maintaining the land.



## 8. DISCUSSION

The initiatives that we have come up with can be valued as single initiatives. Transforum could show the catalogue and the report to Orbis, the province, the different organizations involved and entrepreneurs and hope that some of initiatives are put in practice. An extra value can be created if these initiatives could be chained together, with this we mean that they will implement in networks. This can be done in two ways, or in networks of initiatives, or in a network of organizations. The later is perhaps more interesting and has a higher chance of success for several reasons. First of all these networks could be used as a foundation in region. For completely new initiatives coordinated by new organizations to find some solid ground in the region is very hard. It is interesting to build up on already existing organizations.

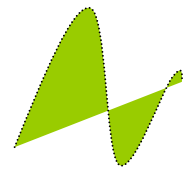
The existing networks are not very innovative yet. By adding new partners to an already existing network or combining networks could create synergy, energy, innovative spirit and financial sources to explore new initiatives. An example could be found in the obesity farms, the obesity farms could connect the famous food and restaurant sector of South Limburg with the decreasing farming sector.

An existing network could implement one initiative, but some of our initiative could complement each other. That is why it might be interesting to work on different initiative by different organizations on the same time. For example if the province of Limburg decides to improve the different walking and biking trails it would be interesting to make some of these trails barrier free. One of trails created could pass all the old monasteries, it would be interesting that when the trail is finished that some of the monasteries offer spiritual services or alternative medical services.

Some of the initiatives that we have come up with are probably not viable on their own that is why it needs to be complemented by other events or initiatives. For example the tree trail, is a tourist attraction that people will do one time, and there is little chance that people will drive all to South Limburg to visit the tree trail. Therefore it should be implemented by already existing events or together with some more initiatives.

In the medical sector it is interesting to chain all the different medical initiatives, because there are willing organizations who want make South Limburg a medical expert region. To become such a region you should be able to offer people from other regions something that there region can not provide. Perhaps South Limburg as a medical expert region is most viable if they choose to offer extra services in certain segments within health care. For example offer extra services for pregnant woman and or specialize in certain segments of rehabilitation and or become an interesting area for tourists.

Some of the initiatives cost quite a lot of money, while they do not bring a lot of money. Other initiatives should be commercial interesting. Perhaps the money generating initiatives could donate a share their profit to the initiatives that cost money, but have a high social value. The target group of the Birth stays are woman with a high income, perhaps these woman could pay for the community centre.



## REFERENCES

### LITERATURE

- **Philip Julien**  
"Recensement de la population 1999"  
1999 INSEE  
Alpes Côte d'Azur.
- **Josefine Loriz-Hoffmann**  
"A Selection of Leader+ best practices"  
2007, European Observatory of Rural Areas  
Brussels.
- **Ehmer, Heyman, Just**  
"Climate Change & Tourism; Where will the journey lead?"  
2008, Deutsche Bank Research  
Frankfurt am Main.
- **Dutch Health Council**  
"Aanbieding over overgewicht en obesitas"  
2003, Dutch Health Council  
The Hague.

### WEBSITES

- **Belgium**  
Outward Bound (<http://www.outwardbound.be>)
- **France**  
French Bureau of Statistics (<http://www.insee.fr>)  
Bureau of Tourism for the Alsace ([www.tourisme-alsace.com](http://www.tourisme-alsace.com))  
Wikipedia encyclopaedia entry for "Alsace"  
(<http://en.wikipedia.org/wiki/Alsace>)
- **German**  
German Bureau of Statistics (<http://www.statistik-portal.de>)  
Eifel info (<http://www.eifel.info/>)
- **Luxembourg**  
Luxembourg Bureau of Statistics (<http://www.statistiques.public.lu>)  
  
CIA factbook entry for "Luxembourg"  
(<https://www.cia.gov/library/publications/the-world-factbook/>)  
  
Wikipedia encyclopaedia entry for "Luxembourg" and related articles  
(<http://en.wikipedia.org/wiki/Luxembourg>)



Britannica encyclopaedia entry for “Luxembourg”  
(<http://www.britannica.com/nations/Luxembourg>)

Wikipedia encyclopaedia entry for “Müllerthal”  
(<http://en.wikipedia.org/wiki/Mullerthal>)

Müllerthal trail (<http://www.mullerthal.lu/>)

LEADER programme in the Müllerthal (<http://www.mu.leader.lu/>)

LEADER programme in Luxembourg (<http://leader.lu/de/main>)

Mondorf Domain Thermale (<http://www.mondorf.lu>)

Mondorf Bureau of Tourism (<http://www.mondorf.info/>)

Luxembourg and Greater Region European Cultural Capital  
(<http://luxembourg2007.org/>)

Mondorf Bureau of Tourism (<http://www.mondorf.info/>)

- **The Netherlands**

Info about food (<http://www.voedingsinfo.org/>)

Sorag academy (<http://www.sorag.nl/>)

Dutch Ministry of Health, Welness & Sport (<http://www.minvws.nl/>)

Wikipedia encyclopaedia entry for Dutch Limburg  
([http://en.wikipedia.org/wiki/Limburg\\_\(Netherlands\)](http://en.wikipedia.org/wiki/Limburg_(Netherlands)))

Netherlands Environmental Assessment Agency  
(<http://www.mnp.nl/nl/index.html>)

National Landscapes (<http://www.nationalelandschappen.nl/>)

- **Spain**

MAPE Spain (<http://www.turismo-salud.com/>)

- **Other**

List of UNESCO World Heritage Sites (<http://whc.unesco.org/en/list>)

Leader programme

([http://ec.europa.eu/agriculture/rur/leaderplus/index\\_nl.htm](http://ec.europa.eu/agriculture/rur/leaderplus/index_nl.htm))

World Health Organisation (<http://www.who.int>)

World Health Organisation Regional Office for Europe  
(<http://www.euro.who.int/>)

European Bureau for Statistics (<http://epp.eurostat.ec.europa.e>)

Association for Tourism & Leisure Education (<http://www.atlas-euro.org/>)



## CONTACT PERSONS

### Belgium

- **Sofie Coekaerts**  
*Outward Bound*  
Kapucijnenvoer 217  
3000 Leuven  
Tel: +31 (16) 23 51 72  
Fax: +31 (16) 29 03 09  
E-mail: [info@outwardbound.be](mailto:info@outwardbound.be)
  
- **Eddy van Calster**  
*Cheops*  
Fond du Hainaut 7  
Namen

### Germany

- **Kölner Geburtshaus**  
Overbeckstrasse 7  
50823 Köln  
Tel. +49 (0)221- 724448  
E-mail: [info@koelner-geburtshaus.de](mailto:info@koelner-geburtshaus.de)  
Web: [www.koelner-geburtshaus.de](http://www.koelner-geburtshaus.de)
  
- **Monika Brühl**  
*Geburtshaus Bonn*  
Kaiser-Karl-Ring 25  
53111 Bonn  
Tel: +49 (0)228-7215707  
E-mail: [info@geburtshaus-bonn.de](mailto:info@geburtshaus-bonn.de)  
Web: [www.geburtshaus-bonn.de](http://www.geburtshaus-bonn.de)
  
- **Iris Poth**  
*Kreis Euskirchen*  
Jülicher Ring 32  
53879 Euskirchen  
Tel: 02251/15-369  
E-mail: [iris.poth@kreis-euskirchen.de](mailto:iris.poth@kreis-euskirchen.de)
  
- **Dipl.-Geogr. Alexander Sobotta**  
*Naturpark Nordeifel im Deutsch-Belgischen Naturpark*  
Steinfelder Str. 8  
D-53947 Nettersheim  
Tel.: +49.2486.911117  
Fax.:+49.2486.911116  
E-mail: [sobotta@naturpark-eifel.de](mailto:sobotta@naturpark-eifel.de)  
Web: [www.naturpark-eifel.de](http://www.naturpark-eifel.de)  
[www.eifel-barrierefrei.de](http://www.eifel-barrierefrei.de)



www.eifel-blicke.de

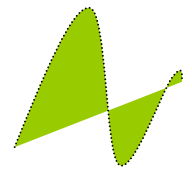
- **Prof Dr Wolfgang Nahrstedt**  
*Faculty of “Erziehungswissenschaft”*  
University of Bielefeld  
Germany  
Tel: +49 521 106 3393  
Fax: +49 521 106 6028  
E-mail: wolgang.nahrstedt@t-online.de

## Hungary

- **Dr Melanie Smith**  
*Senior Lecturer in Tourism Management*  
*Chair of ATLAS*  
Corvinus University  
Institute for Environmental Sciences  
Faculty of Business  
Fovam Ter 8  
1093 Budapest  
Tel: 0036204624443  
E-mail: melanie.smith@uni-corvinus.hu

## Luxembourg

- **Dr. Susanne Leder**  
*LEADER+ Müllerthal*  
*Marketing “Wanderbares Müllerthal”*  
Route de Wasserbillig 30  
L-6490 Echternach  
Tel: +352/26 72 16 30  
Fax: +352/26 72 16 32  
E-mail: susanne.leder@leader.lu  
Web: www.mu.leader.lu
- **Françoise Bonert**  
*Ministry of Agriculture, Viticulture & Rural Development*  
Rue de la Congrégation 1  
L-1352 Luxembourg  
Tel: + 352 247 82533  
Fax: + 352 46 74 53  
E-mail: [francoise.bonert@ma.etat.lu](mailto:francoise.bonert@ma.etat.lu)
- **David Pierret**  
*Domaine Thermal de Mondorf*  
Avenue des Bains B.P. 52  
L-5601 Mondorf les Bains  
E-mail: [d.pierret@mondorf.lu](mailto:d.pierret@mondorf.lu)  
Web: [www.mondorf.lu](http://www.mondorf.lu)



## The Netherlands

- **Drs. J.P.P Hinssen**  
*Telos*  
Warandelaan 2  
Postbus 90153  
5000 LE Tilburg  
Tel: +31 (0)13 466 87 08  
Fax: +31 (0)13 466 34 99  
E-mail: [j.p.p.hinssen@uvt.nl](mailto:j.p.p.hinssen@uvt.nl)  
Web: [www.telos.nl](http://www.telos.nl)
  
- **Irene Havermans**  
*director Orbis Home*  
Postbus 5  
6130 AA Sittard  
Tel: +31 (0)46 42 02 152  
E-mail: [I.havermans@orbisconcern.nl](mailto:I.havermans@orbisconcern.nl)  
Web: [www.orbisconcer.nl](http://www.orbisconcer.nl)

## Slovenia

- **Prof Dr Anton Gosar**  
*Seniot Lecturer in Geography*  
University of Primorska  
Koper, Slovenia.  
E-mail: [anton.gosar@fhs.upr.si](mailto:anton.gosar@fhs.upr.si)  
Web: [http://www.zrs-kp.si/EN/zaposleni/Gosar\\_A.htm](http://www.zrs-kp.si/EN/zaposleni/Gosar_A.htm)

## Spain

- **Margarida Colet-Jane**  
*MAPE Turismo y Salud*  
Puigcerver 15A  
43850 Cambrils  
Tel: +34 (0) 977 377 104  
E-mail: [marga@turismo-salud.com](mailto:marga@turismo-salud.com)  
Web: [www.turismo-salud.com](http://www.turismo-salud.com)



