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## Summary

It is predicted that 5 million rural jobs will have disappeared before 2016. These changes do not only concern farmers. In their decline all food chain related SMEs will be affected severely. New business opportunities can be found in short food supply chains. There are already many initiatives connecting farmers to consumers. However, short chains can only succeed if handled professionally and on a proper business-to-business (b2b) scale. This presents opportunities on 4 interconnected strands:

- Collect relevant regional market data
- Develop innovative specialisation strategies for SMEs
- Forge new forms of regional cooperation based on common benefits
- Acquire skills for b2b cooperation

REFRAME takes up these challenges. In a *living lab* of 5 regional pilots, partners will demonstrate an effective set of measures to scale up and accommodate urban food demands and regional supplies. We call this set the Regional Food Frame (RFF). New data will reveal the regions' own strengths and resources to match food demand and supply. We provide a support infrastructure for food related SMEs to develop and implement their smart specialisation strategies. On their way towards a RFF, all pilots will use a 5-step road map. A transnational *learning lab* will be set up in support of skill development and training of all stakeholders. REFRAME pools the know-how needed to set up these regional food frames in a transnational network of experts, each closely linked and footed in its own pilot region.

## What is the problem to be solved?

### Changes in rural economy

The agro-food industry in peri-urban and rural areas is changing rapidly. Corporate agricultural businesses thrive while small and middle sized agricultural companies vanish. These changes do not only concern farmers. In their decline all food chain related SMEs will be affected severely as food chains industrialise and globalise. Smaller businesses in the food chain look for new roads in the tension between the demands of global food chains and the local requirements concerning nature and the environment.

### From global to local

In the NSR, SMEs in the food sector have strong potential to be successful on globalising markets. However, the EU Joint Research Centre concludes that there is evidence that shortening supply chains leads to increased local sales, employment and multiplier effects as well as being an important component of regional tourism product. Also Horizon 2020 in its work programme 2017 argues that modernisation of rural economies depends on the capacity of rural

businesses to cooperate successfully within the region. Main challenge is to form efficient value chains which will deliver competitive products and services, high-quality and diversified jobs as well as resilience to global economic and climate changes. Increased interest in regional economy, resource-efficient and low carbon value chains generates opportunities to rethink and improve value chain organisation for economic, environmental and social benefits. The diversification of economic activity and improvement of the quality of life in rural areas is a mission shared by the European Union's rural development policy and its Cohesion Policy.

### Short supply chains

In the last couple of years, among consumers interest in the concept of local food systems has begun to grow. There has been an explosion of interest in small-scale food systems throughout the global north. The concept of local is expected to contribute to building liveable communities, strengthen the local economy, improve access to food, and improve consumer health.

Such local food systems are referred to as Short Supply Chains (SSCs). They are one example of regional value chains, and mushrooming across Europe (f.i. farm shops, farmers' markets, farm based hospitality, roadside sales, pick-your-own schemes). Traditionally, SSCs connect local food supply and demand, have no intermediary agents and supplies can be traced to every link in the chain. Most SSCs use 'local' as an attractive branding element for customers to identify themselves with in support of regional products and qualities.

### What is our approach?

#### Scale up to the regional level & forge into cooperative partnerships

However, real business opportunities in SSCs can only be yielded if handled professionally and on a proper scale. Current SSCs run short in a vicious circle of → small market volumes for local food products, → marginal business cases for food related companies, → low investment and innovation levels → and consequently no incentives to develop to mature regional food markets. In order to move out of this deadlock, short supply chains should increase to higher volumes, which can be found by upscaling from local to regional markets.

This presents challenges on five interconnected strands:

- Data: Most regions have limited market relevant data available and if any, not always specific and ready to use by SMEs.
- Economic/business: New market opportunities and smart specialisation strategies should be translated in sound business models including chain management, joint investments and cooperation.
- Organisational/operational: In order to aggregate to proper market volumes, demand and supply should seek new forms of partnership based on common benefits and shared values.
- Political: Public authorities and corporate organisations should play an active role in support of SSCs by changing procurement policies and adopting food policies providing better market potential for SMEs in the region.
- Skills: SMEs and other stakeholders in SSCs need specific skills to identify regional opportunities and develop and implement sound cooperative business arrangements.

### What is innovative about REFRAME?

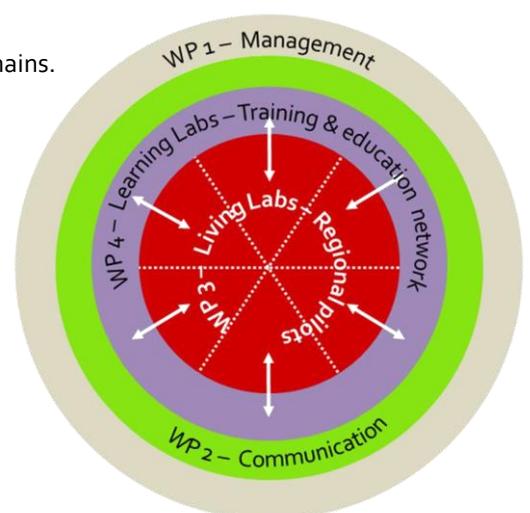
Many projects already have been realised on the subject of short supply chains. Almost all of them cover only small market volumes and a poor range of products. Therefore they cannot provide a solid business basis for entrepreneurs to earn their living and must be managed on a voluntary basis. Analysis of these projects shows the need a critical improvements:

1. Reach a critical mass to access and serve the market;
2. Stimulate regional networks and partnerships (connecting all members within the food chain);
3. Support entrepreneurs in developing new skills in production, processing, marketing, promoting and cooperating.;
4. Broaden the range of products.

#### A roadmap of 5 steps

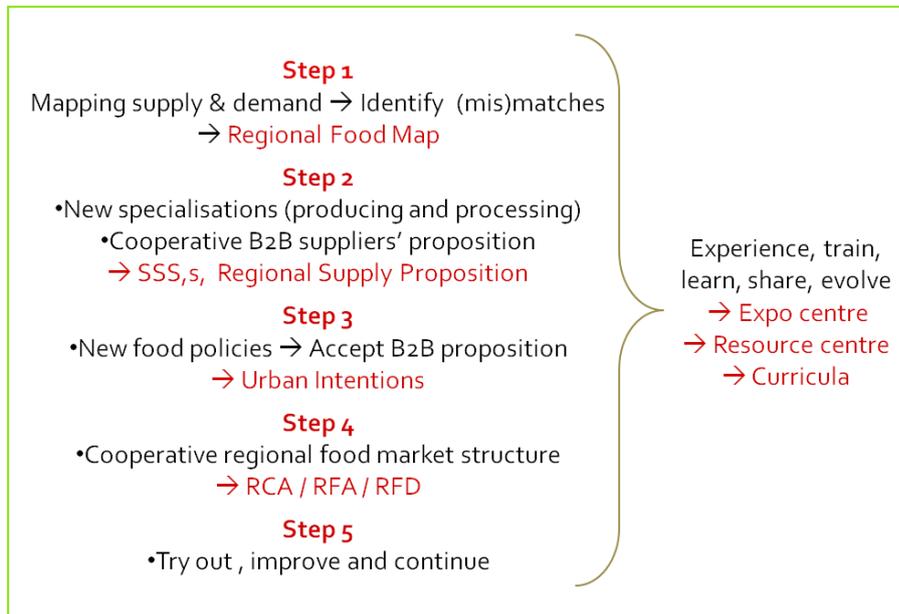
REFRAME takes up these challenges.

- In a living lab (WP 3) of regional pilots, it will demonstrate the regional cooperative food frame, hereafter indicated as RFF. RFF will be proved to be an effective set of measures to accommodate food demands and supplies on a regional scale. It will provide a support infrastructure for food related SMEs to develop and implement smart specialisation strategies. All based on new data that reveal the regions' own strengths and resources to match food demand by chained supplies from the region.



- A transnational learning lab (WP 4) will be set up in support of skill development and training of all stakeholders. REFRAME pools the know-how needed to set up these regional frames in a transnational network of experts, each closely linked and footed in its pilot region.

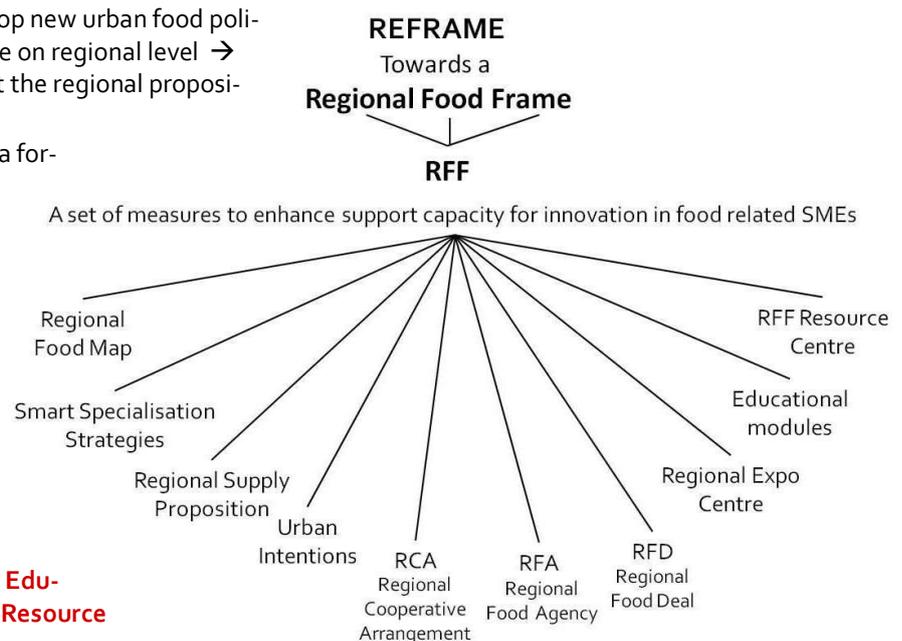
Key subject of WP 3 and 4 are the challenges described above. They are taken up in the REFRAME roadmap, which guides the partners in 5 steps: to a fully developed RFF:



### A set of comprehensive measures and outputs

Our main objective is to demonstrate the Regional Food Frame as a comprehensive set of measures to effectively support the sustainable and long term innovation potential for food related SMEs in rural areas in the NSR. These measures are linked to the specific objectives in our project:

1. **Facts & figures:** provide insight and knowledge on current volumes of regional food supply and urban demand and the mis(matches) between both → the **Regional Food Map**;
2. **Business innovation:** deliver strategies for supporting regional food related SMEs in finding smart specialisations within the regional food chain → the **Smart Specialisation Strategies**, and the cooperative **Regional Supply Proposition**;
3. **Policy:** realise existing and set up new urban food policies and intentions to cooperate on regional level → the **Urban Intentions** to accept the regional proposition;
4. **Regional organisation:** set up a formalised cooperation structure and reliable agreements between regional suppliers and large scale consumers → the **Regional Cooperative Agreement**, the **Regional Food Agency** and the **Regional Food Deal**;
5. **Skills:** provide a durable transnational training and learning network online as well in educational curricula → the **Regional Expo Centre**, the **Educational Modules** and the **RFF Resource Centre**.



## A complementary partnership

Within the food chain each of the REFRAME partners has its specific expertise to offer:



- NL – Data mapping & regional cooperative arrangements
- DK – Regional branding & waste management
- DE – Smart food processing, awareness raising & communication
- SE – Urban food policies and regional sourcing
- BE – Smart and sustainable strategies (a.o. logistic planning, packaging)

In addition, every partner has experience in one or more elements and aspects of an RFF. By pooling this knowhow, every partner will arrive at the required position to launch its Regional Food Deal. We have visualised this in a table, which also illustrates the key aspects currently not available in the entire partnership and thus will be developed jointly.

Road map to a Regional Food Frame		NL	DE	BE	DK	SE
	Raw and aggregated data on food consumption	+	-	-	-	+
<b>1</b>	Raw and aggregated data on suppliers in the food chain	+/-	+/-	+	+	+/-
	Regional Food Map (products, volumes, qualities, price ranges, etc.)	-	-	-	+/-	+/-
	Smart Specialisation strategies for SMEs in rural-urban food chains	-	-	-	-	+/-
<b>2</b>	Skills related to innovation and smart specialisation (SME)	-	-	-	-	-
	Tailored regional supply arrangements / propositions	-	-	+/-	+/-	-
<b>3</b>	Public and corporate policies accepted in support of a regional food cooperation and arrangements.	+/-	+/-	+/-	+/-	+/-
	Regional Cooperative Arrangements	+/-	-	-	-	-
<b>4</b>	Regional Food Deals	-	-	-	+/-	-
	Regional Food Agencies	-	-	-	-	-
<b>5</b>	Regional Food Deal delivery	-	-	-	-	-

## What's going on in the regional pilots?

### The Netherlands

#### The partnership

Partners of the Dutch regional partnership are: municipality of Groningen and Regional Cooperative of Westerkwartier (hereafter RC). The RC was founded in December of 2013. Its members are about 450 rural entrepreneurs, organised in diverse regional rural entrepreneurs' associations, regional schools and universities of applied sciences, the cooperative (H)Eerlijk Groningen, an association for urban food processors and consumers and HANNN, the Healthy Ageing Network North NL, amongst other subjects dealing with healthy food & nutrition.

A special feature in the Dutch pilot is the cooperation between two regions: the North of the Netherlands (N-NL) and the Rotterdam Metropolitan Area (RMA). The reason for these parallel processes is validation and transfer of best practice approaches. Due to its central position in the region, Groningen provides a clear basis to develop new chain concepts. By transferring and applying them to be used in RMA, we can draw conclusions about the concept to function in a complex metropolitan region. In addition, Rotterdam can offer a cluster approach to be tested and validated. Horticulture entrepreneurs in the RMA have established the Greenport cluster. Unless their main focus on large scale

distributions and international markets, the short chain approach is evidently gaining here market. First practical research shows opportunities for growers to connect with large scale consumers in the health sector. Such cluster approach makes a positive contribution to regional performance and delivers input to smart specialisation strategies, as already in 2008 advocated by the EU Committee of the Regions (Opinion of the Committee of the Regions on 'Clusters and cluster policy'; 2008/C 257/12)

## The pilot

### Step 1: Mapping

In a recent survey, students of Terra Agricultural Vocational Education Centre collected information on companies in the Westerkwartier region involved in producing/processing/ providing food products and supplies. This process is mirrored by the students of Wellant College in the metropolitan area of Rotterdam. At both locations, they were guided by pioneer students of Hanze U.a.S. in Groningen, who organised themselves in a start-up. In this context, the city of Rotterdam has compiled the relevant regional food information on <http://www.cityforliving.org/nl/homepage> to provide initial input for the REFRAME project. In close cooperation with the Partners from Flanders, the information will be further collected in a database so as to aggregate the data and produce food chain options.

Students will collect similar information on food demand of public and corporate organisations. This information will also be put in the Dutch pilot database to produce aggregated data and to identify matches and mismatches with supplier's information. NL-pilot experts from the REFRAME partner network will produce the Regional Food-Map of Groningen in terms of products, volumes, prices ranges and delivery conditions. It is important to note that this probably will affect only part of the overall urban food demand (i.e. dairy, meat, vegetables, fruit)

This register of organisations will be the basis to address and mobilise participants in creating the Regional Food Frame (RFF). NL will share their outputs and tools with the other pilots.

### Step 2: Smart specialisation strategies

Supported with materials produced in WP 2 (Communication), the RC will invite the regional SMEs for a kick off session to learn from the Regional Food Map. It will show matches and mismatches and identify business opportunities. We expect to address more than 100 SMEs on this occasion. They will be invited to explore the business opportunities in more detail. Experts from WP 4 (learning lab) will arrange for a series of 2 masterclasses where the SMEs are supported to identify and develop their smart specialisation strategies (SSSs). Teachers and students from the participating vocational schools and U.A.Ss will together form a support team. Alongside these workshops, experts from WP 4 will provide a training program for the SMEs to acquire skills relevant to their SSSs and the requirements for regional cooperation. Every participant will get access to the REFRAME knowledge base which will be under permanent construction.

In addition, entrepreneurs and experts will elaborate on what specialisations and volumes are required on the road towards a Regional Supply Proposition. Current food supply facilities in combination with the SSSs developed and the required skills now provide the building blocks for a feasible Regional Supply Proposition in the NL-pilot. This proposition is specific on products, volumes, quality criteria, prices and delivery conditions. Parallel to this process, an urban food demonstration and expo centre will be established and furnished to host workshops and masterclasses. For that purpose, the municipality of Groningen will make available space at a former sugar factory near to the city centre. The NL-pilot partners will develop a detailed strategy to produce information and presentation material to be presented at the expo centre, assisted by WP 2 and the transnational expert team.

### Step 3 Urban Intentions

Municipality of Groningen already has adopted a food policy in favour for healthy regional food. With the Regional Food Map and the Regional Supply Proposition, we have a strong case to persuade urban policy makers in the corporate and public sector in Groningen to define their food strategies and be prepared to develop, detail and declare their urban market intent for regional food supplies. They will only refer to products of regional origin and by consequence, cover only a part of the total food consumption by the corporate and public institutional consumers.

### Step 4: Cooperation and market structure

The RC itself is a fine example of a regional multi stakeholder cooperative (MSC). They are cooperating on the basis of a shared agenda towards regional economic vitality. The topic of food adds focus to the agenda and forges common interests of both consumers and suppliers in a regional cooperative framework. The Dutch -example of the regional MSC will serve as inspiration for the other partner pilots. Consumers and suppliers will develop and sign their 1<sup>st</sup> Regional Food Contract (RFC). They also will agree on a commonly owned Regional Food Agency (RFA) as the responsible body for the proper delivery of the contract.

### Step 5 Try out contract delivery

The last stage is to deliver of the 1<sup>st</sup> try-out of the RFC. The RFA is in charge and takes care of proper chain management, delivery survey, procedures and administration, invoicing and reporting to the RFF-partners. Also in this stage bottlenecks will be identified and repaired. The pilot will finish with agreements on follow ups and the delivery of the

resource reference centre with concepts, insight, tools, information and examples to support people and organisations to set up and maintain their RFFs. The Dutch partnership will have its pilot monitored on how the RFF will operate and deliver.

## Belgium

### The partnership

The cooperating partners in the Belgian pilot are EROV, the Economic Council of East Flanders, Vives University College, Inagro, an organisation for agriculture research and advice in agriculture) and PCG, a vegetable lab and research centre. The pilot is located in Roeselare and Oudenaarde (60.000 and 30.000 inhabitants).

### The pilot

#### Step 1: Mapping

##### Step 1 - Mapping urban demand and current rural supply potential:

On supply side partners will first make an in-depth analysis of all food producers in a large circle around the two cities, thus involving a large number of producers in West and East Flanders and using the current regional food networks of our the partner organisations. On demand side we will collect data on catering demands of large companies, health care centres, hospitals, schools, local restaurants and shops. This means we will deliver facts and figures as to demand and supply. What can regional producers and processors offer, and what would large consumers demand, as to assortment, quality, price, frequency, volumes, shelf life and packaging. As a last action in this step, existing initiatives will be analysed. What are these initiatives about, and what can we learn about the chain itself, the distribution systems, cooperatives? What are the do's, don'ts and limitations?

For this supply and demand mapping we will develop software. A tailored software program can store all data regarding demand and supply and define the gaps between demand and supply.

#### Step 2: Tailored Supply incl. Smart Specialisation Strategies (SSS)

The soft ware tool will be used to define the gaps between supply and demand. Researchers and specialists are invited to develop strategies to overcome the gaps and set up a good working pilot by giving technical advice (e.g. crop rotation, storage and shelf life, logistics, marketing). Strategies will be discussed with all partners and target groups. Workshops and seminars will be organised in which local producers and demanders are educated about regional food procurement, but are also educated about special issues like storage, efficient logistics, shelf life, adapted meals, menu's etc. Learning tools will be developed to support producers and pull them into the project.

Once the gaps are closed a business case for regional procurement will be set up. In this business case a cooperative process between regional SMEs and a food demanding organisations will be set up.. A marketing plan will be integrated in the business case. This step will result in a tailored rural supply arrangement.

#### Step 3 Urban Intentions

This step is about creating a matrix with supply and demand. The general public will be educated by organising public events that can raise awareness of regional procurement. Policy makers will be addressed directly by several partners. The efforts will result in corporate and public policies accepted and decisions taken in support of a regional food network.

#### Step 4: Cooperation and market structure

This stage is about preparing a Regional Food Deal and a real life try-out pilot. The pilot will be organised following the business plan from step 2. For the test phase we will train a manager to control proper distribution and delivery. A digital platform and a web tool will be developed to register current supply and demand. An additional tool will calculate most effective route for distribution. The test phase will focus on one single product and one cluster of kitchens and deliver experience to gradual expansion. A communication and promotion plan will continuously raise awareness amongst suppliers and demanders.

#### Step 5 Try out contract delivery, evaluation and continuation

Step 4 will be evaluated and the cooperation will be adapted and improved in order to deliver an expanded pilot, which in step 5 should reach the financial break even point and give prove of sustainability.

## Denmark

### The partnership

The Danish pilot is strictly cooperative, meaning that the Regional Food Frames are driven by the collaboration

- among producers with common challenges and a common need to acquire quantity rebate in processing, logistics and marketing on one side,
- with retailers, public consumers and other customers on another side,
- and with public bodies on a third side.

Partners are the Taste of Denmark (ToD) as coordinating beneficiary, and the Small Islands Food Network (SIFN) as co-beneficiary. ToD is the association of regional/local food networks in Denmark. A food network is actually a Regional Food Frame. Members are food producers, restaurants, food trade companies, actors of tourism, etc.

### The pilot

#### Step 1: Mapping

Denmark is a nation of islands. They represent distinct geographical entities with extraordinary expenses of logistics (the ferry). For this reason, the benefits of short feed and food supply chains are obvious. The island communities are generally advanced with respect to exploiting food production for defining identity and profiling of the island as attractive for immigration and as tourist destinations. In addition, islands represent a variety of location-bound natural conditions having unique potentials of developing terroir-like food qualities – as defined in the registered trade mark, Island Specialty®. Finally, the ferry is a unique window of monitoring the activity of the island community and the impact of establishing regional food frames. Thus, islands are perfect living laboratories of rural – and community development. Target regions of the Danish pilot are 3 islands, varying in size from 88 to 588 km<sup>2</sup> and in population from 1.800 to 40.000 individuals, each one representing a municipality (commune). REFRAME will map consumer demand on the islands as well as in major neighbour cities and current production potential of the island. Mass balances of feed and food as well as energy consumption and waste management on the islands are calculated in order to estimate theoretical production potential and enforce island identity of the products and to build “regional business cases”.

#### Step 2: Smart specialisation strategies

Bottlenecks of production, processing, logistics and marketing are identified and ranked according to their significance in terms of 1) limiting the operation of a Regional Food Frame and 2) business potential of their resolution. Based on the ranking, operative solutions are identified including source of funding (individual, cooperative or public). Initiatives are taken to resolve bottlenecks.

Collective impact in marketing/branding of the island and the production of the island is an important aspect of the regional Food Frame and it requires cooperative efforts. One aspect of marketing is activities of culinary tourism on the island. Another aspect is mapping of potential of production of unique, terroir-like food qualities. The trade mark of Island Specialty® is developed into a transnationally accepted protected geographical designation of island products in compliance with the criteria of Island Specialty®.

#### Step 3: Urban Intentions

The capitol of Copenhagen has declared the ambition to brand themselves by the purchase and trading of food from local or defined origins, the island of Bornholm being one of these origins. Initiatives already taken are enforced and used in combination with regional business case demonstrations to persuade urban decision makers to establish collaboration with island food producers and island food networks.

#### Step 4: Cooperation and market structure

Stakeholders are identified (suppliers, consumers, tourist actors, retail markets, public institutions and public governance) and stakeholder relations and collaboration are established. This involves the island community and the nearest major city or cities of the region. Stimulatory effects of public governance and funding on rural development and development in food production are assessed

#### Step 5: Try out contract delivery

Contract deliveries will be operated within the project period, both in terms of supply to neighbor cities and in terms of supply to local supermarkets and other groups of customers. The effect of the operation of the Regional Food Frame by activity on the ferries is monitored.

## Germany

### The partnership

Partners of the German regional partnership are: Diakonisches Werk, a charity of the evangelic church (DWO), BERNE2020, a cooperative of currently 20 chair holders as citizens and entrepreneurs from various sectors, Grünlandzentrum Niedersachsen/Bremen, an association of institutions from rural entrepreneurs, research, administration and politics (GLZ), and a vocational school centre with 4 facilities and about 2.600 scholars (BBS).

### The pilot

#### Step 1: Mapping

We will start compiling data about production, cultivation and refining of foods in our region. Next step is to map demand details at large kitchens of DWO and other large-scale catering establishments in hospitals, rest homes, schools, authorities and other private and public consumers. We will add all specifications into a digital regional map (GIS format). The realisation of our data pool is supported by European students from our project partners and scholars from

BBS. The emerging database enables our regional network to draw conclusions about volumes, qualities and (mis)matches in demand and supply.

### Step 2: Smart specialisation strategies

For invitation of regional SMEs the DWO and BERNE2020 will benefit from the applicable project information from WP2. From about 380 food-related facilities and enterprises in our region we envisage joining at least 50 SMEs in our SSS workshops to determine new potentials for intelligent and sustainable business and earning models. Participating specialists are the teachers and students from BBS, experts from WP4, GLZ and Berne2020. Our network members will also get access to the comprehensive inventory of Regional Food Map. Through coordinated trainings we will be able to work out individual competences and possibilities essential for identifying their SSS and for answering the needs of the regional food network. In our specific regional conditions (climate change as a specific threat), we will focus on new or adapted working and cultivation methods and tools, seeds, animal species, adapted qualities and volumes, marketability - which are required for reasonable Regional Supply Proposals (RSP) to consumers and for generating new future-proof RFF.

At a central location in the city of Berne, the so called 'InnovationsHaus2020', we will start preparing our regional learning and demo centre. We will establish an innovative and smart "Food Frame Lab", an interactive experimental laboratory. Set in a modern scenario: youths, students, residents, SMEs, researchers on a local, regional, national and transnational level can join for experiences, discussions and workshops against the background of regional change and innovation: climate and demographic change, smart food and living, green footprint, sustainable living, LOHAS (Life of health and sustainability). At the moment, in the Food Frame Lab a series of modules is envisaged:

- Food Time Travel – scenarios of rural entrepreneurship at different time settings
- Food Future Network – interactive panel illustrating urban-rural relationship, the model of Short Food Supply Chains and the value-adding potential in the network of its contributors.
- Food Frame Forum – sharing experience and knowledge
- Culinary Lab – an experimental demo kitchen for new food, workshops and crossover cooking with new regional products to show development of healthy menus and alimentation. In particular, DWO cooks will be responsible for knowledge transfer.

### Step 3: Urban Intentions

At the start of the REFRAME project, DWO is the only large scale consumer in our partnership who already has decided in favour of regional food. Parallel to the actions in step 1 and 2, DWO will work on its food strategy as an example for other large scale consumers. In addition, they will work out an implementation plan for part of their extended network of health and social welfare facilities in the region. Conform to the RSP developed before indicating exact delivery data, the urban consumers will be able to state their detailed market intentions in order to comply with their urban needs, e.g. origin of food production and processing, distribution and waste management and affirm their interest in supporting a regional food network.

### Step 4: Cooperation and market structure

In this phase further arrangements for the cooperative framework will be taken: Consumers and suppliers will agree and sign their first Regional Food Deal (RFD) and arrange for a Regional Food Agency (RFA) at the Innovation-sHaus2020.

### Step 5: Try out contract delivery

Based on RFC and the preparation of RFA the first delivery starts to fulfil the regional food agreement between supply and demand. It is to test the feasibility of appointed components of contract and the performance along the food chain according to the envisaged frame conditions. Closing our pilot, "InnovationsHaus2020" has become the regional REFRAME headquarter.

## Sweden

### The partnership

Coordinating partner is Agroväst, an organisation to support the development of rural entrepreneurs in the region of Västra Götaland. We have two co-beneficiaries. The first is Lokalproducerat I Väst (Locally Produced in West, LPIV), promoting local food production, processing and trading. The second is Sötåsen vocational school, one of seven natural resource schools governed by the regional authority of Västra Götaland.

### The pilot

#### Step 1: Mapping

In Västra Götaland already a fairly clear balance between regional food demand and supply is achieved. There is a highly developed demand for local and food at grocery stores, restaurants, delis and internet sales. Our conclusion is that demand and supply of products match very well. The mismatch concerns logistics, volumes and sales. Activities in this step will therefore concentrate on mapping the demand from the hospitals in the region, which can be served

through internal trade with the regional natural resource schools and competence centres. We will also summarise our previous mapping activities to be offered as a tool to our partners .

### Step 2: Smart specialisation strategies

To better meet the large scale demand and help producers to scale up from local to regional, we want to try to tailor our rural food supply chain and form a better proposition from the suppliers. To that end, we will focus on three main activities:

1. Development of a distribution network for effective logistics and joint marketing. *Responsible co-beneficiary is LPIV*. A major challenge in Swedish rural areas is transport and logistics. We will develop a model to test a distribution network of hubs for regional produces throughout Västra Götaland. The objective is a cost-effective distribution network of about 15 hubs or access points covering the region. Currently there are already six “start-up-hubs”, which should be evolved towards a self-sustaining system with economically viable and independently working hubs.
2. Focus groups for innovative producers. *Responsible co-beneficiary: Agroväst*. Quite a number of producers are willing to invest money and time to develop a profitable smart specialisation on the regional market. They are important role models for others to follow and often they are already highly qualified. They don't need main stream counselling as is usually available, but tailored and high profile advice leading them to take the next step. We want to develop a concept for such expert meetings with focus groups, create new networks and give easy access to experts with the latest knowledge within the target group area of business. We will organise meetings with business developers, experts and researchers for discussions and knowledge sharing.
3. Internal trade at natural resource school – a sustainable food and waste chain. *Responsible co-beneficiary: Sötåsen natural resource school*. The school and education centre for lifelong learners will develop, host and expose a model for learning in sustainable food production and short food chains supportive to rural development, interaction between rural and urban area and sustainable food production. The education-centre will become a learning environment for work methods in regional ecologically produced food, short food chains and procurement with focus on sustainable short food chains. At that, the school runs a full scale organic dairy, meat production and biogas plant. The pilot will develop this further by establishing sales to hospitals in the area as a testing environment and a living lab of a sustainable short food chain.

### Step 3: Urban Intentions

Our earlier mapping and experience shows a strong demand from the urban consumers in West Sweden. The positive attitude towards regional food has increased during the last ten years, partly due to a common trend in Sweden considering regional food as healthy, sound and trendy, partly due to consistent work with branding Västra Götaland as a food region (“Taste of West Sweden”). The county government is coaching municipalities and small-scale food producers to step from “paper strategy” regarding public procurement to real implementation and to get more local food in public kitchens. This activity is not a part of this projects budget, but will still be a part of our REFRAME-pilot. Activities budgeted in this project are focussed to get commitment from the hospitals in the region, lobbying towards grocery stores and restaurants in the metro area and sharing experiences and working models with the other REFRAME -pilots.

### Step 4: Cooperation and market structure

Small producers can create opportunities for more trade and business through smart collaboration and interaction with other producers, and through closer business to business cooperation with consumers. Sales is one of the main areas that LPIV supports SMEs in. The difficulties encountered have mainly been in logistics and up scaling to achieve profitability in the sales organisation. As part of the logistics (presented under step 2) our pilot will develop joint marketing of the hub system.. The companies engaged in joint marketing activities will strengthen their interaction to each other and their attractiveness to customers. Marketing activities includes joint marketing materials, brochures or common activities like speed - tasting or participation in trade fairs or similar.

### Step 5: Evaluation and improvements

We will closely monitor how everything is working. We will register bugs and problems and try to settle them along the way.