

LOCFOOD

GOOD PRACTICE GUIDE



This project is funded by the EU's European Regional Development fund through the INTERREG IVC programme.



1. INTRODUCTION TO THE LOCFOOD PROJECT

PART 1.	INTRODUCTION TO THE LOCFOOD PROJECT	p.3
PART 1.1	PROJECT BACKGROUND	p.3
PART 1.2	PROJECT METHODOLOGY	p.5
PART 1.3	PROJECT RESULTS	p.5
PART 2.	PARTNER OVERVIEW AND CONTACT DETAILS	p.6
PART 3.	GOOD PRACTICES	p.13
PART 4.	CONCLUSIONS	p.72



This project seeks to capture the benefits that local food brings to regions across the European Union.

1.1 PROJECT BACKGROUND

The production of local food brings many benefits to regional economies including employment, whilst enhancing the reputation of local regions for their food expertise and culture and supporting sustainable farming. Food is an important part of the culture of a region with tourists seeking to explore authentic experiences when visiting from another country. Small and micro food producers contribute to the fabric of the local rural community and the development of a local food culture and local food products and are a key component in developing a diverse, sustainable economy that reflects local cultural heritage and pride in local food. This project seeks to capture the benefits that local food brings to regions across the European Union.

Considering the large number of small to medium sized enterprise SMEs and micro enterprises in the local food sector in Europe and the challenges encountered by such small producers, regional strategies are of utmost importance to increase their competitiveness and success. The need for exchange of experience and sharing of good practices among European policy makers to further develop common policies and strategies is great.

The European Union (EU) funded INTERREG IVC LOCFOOD (Local Food as an Engine for Local Business) project started in 2012 and will end in December 2014. The aim of the LOCFOOD project is to improve regional policies and strategies regarding food-related SMEs in rural areas, to enhance entrepreneurship, business development, competitiveness and economic growth.

The specific project objectives are to:

- Gain an overview and understanding of the existing policies and strategies concerning SMEs and entrepreneurship and innovation in the local food sector, in the participating regions.

The project is made up of 13 European project partners including one university, one farmers union, local councils and business development agencies from 9 countries. The lead partner is Nordland County Council, Norway.

- Share knowledge and exchange experience, including better understanding of the local food sector.

The project consists of three work packages:

1. Management and co-ordination of the LOCFOOD project, led by Nordland County Council.
2. Communication and dissemination of the project findings from LOCFOOD, led by Region of Marche, Italy.
3. Exchange of experiences dedicated to the identification and analysis of good practices, led by the Ulster Business School, University of Ulster.

To meet the project aim and objectives, each partner region undertook a number of work tasks over the period of the project. Each of these tasks are now summarised.



“ *While the majority of innovation is new to the business, nonetheless the ‘new to market’ innovations figure is high.* ”

1.2 PROJECT METHODOLOGY

The first stage of the project involved a mapping exercise, using secondary sources, to identify current policy and support programmes in relation to small/micro food producers, to identify the main stakeholders for local food production, and to identify gaps in policy and support for food producers in each of the European regions. This was supplemented by consultations in each region with a range of stakeholders, including policy makers from Government agencies, policy influencers from trade bodies and support providers, and with a number of food producers from various food sectors.

This was followed by a cross-country survey of small/micro food producers involving the nine European regions. The purpose of the survey was to obtain information on general business activities, innovation activities and the role of Government support. Only companies involved in food production were included in the sample. This included farmers who had diversified into food production but excluded food service operators. Companies with less than ten employees were selected across a range of food sub sectors. A total of 457 responses were obtained.

Based on this analysis of local food production in their region, each partner then identified good practices in policy and company activity to support micro food production within their region.

1.3 PROJECT RESULTS

Key results from the mapping exercise and consultations indicated a number of policy and programme gaps across the partner regions: the need for micro food production to be a key focus of regional and national economic development strategies; lack of targeted, regional support for food producers; lack of a coordinated approach to supporting small local food producers through a single regional or national body; lack of communication of available support to local food producers; a lack of Government data available on the number of small/micro food producers and their business activities; a lack of an integrated approach between tourism and local

food promotion, and; a need for access to support to involve less bureaucracy.

The survey of the business practices of food producers highlighted relatively high levels of involvement in innovative activities, particularly around the product aspects. While the majority of innovation is new to the business, nonetheless the ‘new to market’ innovations figure is high. A significant finding has been the lack of innovation recorded among Spanish firms and this has been linked to the poor trading conditions facing the food producers in this region of study.

These companies focus on the immediate supply chain partners for sources of innovation and rely less on support from external sources such as universities, consultants and government. The results suggest that these small firms have yet to fully utilise the range of networks available to them, to assist their innovation efforts.

The major barriers to innovation are cost related factors while lack of information on markets and technology and organizational rigidities are considered to be less critical. The role of the owner-manager is the most highly rated factor behind innovation for these companies; their experience, skills, knowledge and leadership ability are important resources and capabilities of the small firm.

Public financial support had been received from local and regional authorities, EU institutions or programmes and Central Government. However, there has been a relatively low level take-up of Government support programmes. In addition, the results suggest that small/micro food producers may not be fully aware of the range of available Government support programmes, and are unclear about how to apply for funding support.

These small/micro businesses demonstrate innovative and entrepreneurial behavior, despite a lack of engagement with external networks and supports.

NORDLAND COUNTY COUNCIL, NORWAY

Nordland County Council employees 3300 employees, and plays a key role in the management and development of the region. The county's most important tasks are the provision of further education, culture, dental health care, transport services and regional development. Our main task is to arrange for our co-operation partners in the public and private sectors to have good framework conditions for their future wealth creation. This happens through contributing to and facilitating co-operation. The goal of the work is to create comprehensive, desirable development in Nordland, as the regional developer.

Nordland's business community and population are increasingly affected by what happens in the international community. This globalisation leads to Nordland County Council having increased contact across international borders. The development of Nordland is affected by decisions made in other countries. In large parts of Europe the regional level has been strengthened and appropriated more tasks. This increases the need for closer contact across borders. In order to meet the challenges of the future, it is important to have an international perspective, and increase co-operation with other regions.

FOR FURTHER INFORMATION PLEASE CONTACT:

N: Tommy Nilsen, Project Leader
E: tommy.nilsen@nfk.no
W: www.nfk.no

EURO PERSPECTIVES FOUNDATION, BULGARIA

The Euro Perspectives Foundation (EPF) is a NGO and public equivalent body founded in 2008 as a new institutional structure to address public interest in an enlarged Europe. The aim of the EPF is to develop indigenous capabilities through territorial co-operation with regional stakeholders in EU and outside, for added value regional policies and EU integration.

EPF aims to foster sustainable development in Europe. Innovation, information society, environmental protection and socially responsible economy are main priorities, along with strengthening the European integration of the Western Balkans area acting as a centre for training and education, experience exchange and policy-making initiatives. Among the founders of EPF are Regional Authorities, Universities, Business Centers and individuals with experience in working with governmental structures and SMEs on national and pan-European level.

The EPF has full capacity for quality management of projects under INTERREG programmes. The board members and founders of the EPF have a rich background in implementing EU funded projects and leading positions in key EU-related institutions. Since 2009 EPF has implemented INTERREG IVC funded projects, including: MORE4NRG, IMMODI, MisRar, LOCFOOD and South East TC Programme projects - SEE IFA Network and EVLIA. The INTERREG IVC JTS and the Ministry of Regional Development and Public Works consider MORE4NRG among the most successful projects and especially acknowledge the achievements of EPF in assisting the Gabrovo Region to include for a first time a special chapter on energy efficiency and renewable energy in its up-dated Regional Development Strategy. As a result EPF was directly invited to present its experience and results to the JTS/Ministry organized Information Days as well as to the 4th Interregional Cooperation Forum that took place in early 2011 in Budapest.

FOR FURTHER INFORMATION PLEASE CONTACT:

N: Veleslava Tsakova
E: veleslava.tsakova@gmail.com
W: www.europerspectives.org

REGION OF WEST MACEDONIA, GREECE

The Region of West Macedonia (RWM) was created in 1987 setting out the reformed land-planning and administrative division of Greece into regions. It serves as the arena where decentralized bodies of central government meet with representatives of local government. The Region contributes to national planning and within this framework draws up programmes and applies the policies for economic, social and cultural growth. It connects de-centralized bodies of the central government with the actors of local government.

The principal role of the RWM as a development institution is clearly illustrated with the planning of the Regional Operational Programmes of Western Macedonia. During recent years the main objective of these programmes is to contribute to the creation of a dynamic region that will utilise not only the economical assets but also the human potential of its citizens.

Western Macedonia is mostly an agricultural region with a focus on the production of apples (in Kastoria), wheat and other cereals. The famous saffron is also produced in the area of Kozani. Other agricultural products that are important for the local economy are Florina's beans and peaches from Velvento.

Through the department of rural economy of RWM, farmers, breeders and SMEs in the food sector get assistance and information on the utilization of EU funding and the implementation of national and regional legislation.

FOR FURTHER INFORMATION PLEASE CONTACT:

N: Katerina Koutsianou
E: kkoutsianou@yahoo.gr
W: www.pdm.gov.gr

PROVINCE OF RIMINI, ITALY

The Department for Agriculture and Productive Activities of the Province of Rimini is the public authority in charge of local industries, handicraft, commerce, tourism, agriculture, food, rural development and fishery. It implements European, national and regional laws and regulations, as well as financial support to SMEs through its technical-administrative structure.

The Department co-operates with the General Directorates of Region Emilia Romagna to identify, plan and organise objectives for its policy fields. Its everyday work relies on a network of public bodies, territorial organisations and associations, which represent the enterprises acting locally for agri-food development.

The Province of Rimini participates as a partner in many EU funded projects (INTERREG programmes) connected to agro-food topics (olive oil) and is the leader of Coastal Group action (FLAG) "Marinerie della Romagna" which includes 32 partners (public entities, sea fishing associations aquaculture and others). The aim of the Department is to foster local development and strengthen its wide network of micro and small enterprises. The Province of Rimini as a partner of the LOCFOOD project, shares its experience in the management of the local food sector in order to foster economic development.

FOR FURTHER INFORMATION PLEASE CONTACT:

N: Enzo Finocchiaro
E: e.finocchiaro@provincia.rimini.it
W: www.provincia.rimini.it

REGION OF MARCHE, ITALY

Marche Region is a Public Body/Regional Authority employing approximately 1300 people. The LOC-FOOD project is managed by the Environment and Agriculture Department (overall numbers of employment of around 200 employees) with support from the Agri-food Sector Services (ASSAM). The Department is responsible for shaping and promoting policies and innovative tools for the agri-food sector to improve quality, sustainability and competitiveness and to support all the relevant stakeholders, from entrepreneurs to Final consumers. The Department facilitates the transfer of best practices and innovation in agri-food quality promotion, capacity building, brand creation, exhibition/events organisation for rural areas products, and primary sector enterprise support.

ASSAM is the operational body of Marche Region Agriculture and Environment Service responsible for implementing regional programmes and supporting the EU projects design and implementation at territory level. ASSAM's mission is to link production to research bodies, facilitating dialogue among the various stakeholders and identifying the territory needs in terms of services and innovation. ASSAM aims to implement experimental projects, and disseminate and transfer innovative solutions that can address territory needs. ASSAM Operational Centers and related structures (forestry nurseries and laboratories) are spread across the region, employing highly skilled staff, both at technical and administrative level, to effectively and efficiently carry out specific tasks. ASSAM activities cover several areas in the support of sustainable and competitive growth of agri-food enterprises.

FOR FURTHER INFORMATION

PLEASE CONTACT:

N: Cristina Martellini

E: cristina.martellini@regione.marche.it

W: www.regione.marche.it

DOWN DISTRICT COUNCIL, NORTHERN IRELAND

Down district (population 70,770) is located in the south east of Northern Ireland within historic Downpatrick, the county town being the traditional burial place of Patrick, Ireland's patron saint.

Down District Council is the elected local authority in the area and has identified tourism as a key economic driver for the district, and is working to develop sustainable local tourism products, including local food, and memorable experiences worthy of our landscape and of our visitors.

In 2013, the Northern Ireland Agri-Food Strategy Board launched 'Going for Growth', a new strategy for the agri-food sector, Northern Ireland's largest manufacturing sector, focusing on export-led growth. In this context the LOCFOOD project will also help to identify means by which smaller local producers can play their part in Northern Ireland's growing and high-quality food sector.

The LOCFOOD project ran in parallel with a local micro-business/SME and artisan food producers' business development programme for 6 local council areas, led by Down District Council, in the South East Economic Development (SEED) region. Issues and experience from local producers across business development and entrepreneurship, funding, profitability and growth, food safety and regulation, training, new industry trends, and other areas highlighted through research and study visits to other European partners' region provided opportunities to identify local policy designed to better support local practice.

FOR FURTHER INFORMATION

PLEASE CONTACT:

N: David Patterson

E: david.patterson@downdc.gov.uk

W: www.downdc.gov.uk/Home.aspx

ULSTER BUSINESS SCHOOL, UNIVERSITY OF ULSTER, NORTHERN IRELAND

The University of Ulster is a multi-campus institution which has a strong commitment to the development of the Northern Ireland economy through research, academic enterprise and teaching. The University of Ulster works closely with local industry and regional bodies on developing programmes in entrepreneurship and business development that are aimed at employers from the agri-food industry. Its Ulster Business School faculty is one of the largest providers of business and management education and research in the British Isles with extensive expertise in the areas related to the LOCFOOD project including SME development, entrepreneurship, and agri-food. The Ulster Business School provides a range of undergraduate, postgraduate and management development programmes in these areas.

The Ulster Business School has been responsible for the management of work package three of the LOCFOOD project, Exchange of Good Practices, to identify and analyse good practices. This involved leading on the design and implementation of the research methodology to gather evidence from key stakeholders including small/micro food producers and policy representatives, to examine current policy and programmes designed to support innovation, competitiveness and growth of local food producers.

FOR FURTHER INFORMATION

PLEASE CONTACT:

N: Professor Barry Quinn

E: b.quinn@ulster.ac.uk

W: www.business.ulster.ac.uk

THE DEVELOPMENT CENTRE OF THE HEART OF SLOVENIA, SLOVENIA

The Development Centre of the Heart of Slovenia was founded in 2000 as part of the Development Centre Litija, its primary task being to accelerate entrepreneurship in a small economy in the municipality of Litija. Today it has 14 years of experience in the fields of agriculture, rural development, tourism development, intangible heritage and entrepreneurship. It operates at a local and regional level in order to provide entrepreneurship support in the area.

The Heart of Slovenia (subregion) is within the Osrednjeslovenska region. Over the years the Development Centre of the Heart of Slovenia started outgrowing the boundaries of the municipality of Litija and interconnecting with other municipalities. Within the Development Partnership of the Centre of Slovenia, which represents municipalities in the area of the Heart of Slovenia, today 10 municipalities are formally connected.

The Development Centre of the Heart of Slovenia cooperates directly with the Mayors and has the authority to amend their development plans. It also cooperates closely with local coordinators appointed in each municipality where the main results of different projects are disseminated.

In 2012 a consortium of schools and kindergartens in the Heart of Slovenia was formally established and today we are connecting 15 different public institutions and providing lessons in schools on various topics (entrepreneurship, tourism, agriculture and local self-sufficiency). The priority is also to promote and develop local self-sufficiency and tourism under a common new brand of 'Heart of Slovenia'.

FOR FURTHER INFORMATION

PLEASE CONTACT:

N: Aleksandra Gradisek

E: Aleksandra.gradisek@razvoj.si

W: www.razvoj.si

BSC LTD, KRANJ, SLOVENIA

BSC Kranj is the Gorenjska Regional Development Agency and, since 1995, has been acting as a link between entrepreneurs, chambers, municipalities, institutes, ministries, and other institutions in areas such as: regional, local and cross-border development projects; entrepreneurship; competitiveness; technological development; human resource development; tourism; rural and spatial development; conservation of the environment; as well as technical assistance and collaboration with partners in the EU and other countries.

The main function of BSC Kranj is, together with local, regional and national partners, to design and carry out the Regional Development Plan for the Gorenjska Region 2014–2020 and, in doing so, contribute to the development of the region. BSC Kranj's approach is based on the real needs of the region and its people, as well as knowing global trends. We develop and implement programmes and projects that strengthen the competitiveness of the region by connecting the needs of the companies and local communities with national and European development policies and financial resources. BSC Kranj is a key player in establishing the development partnership between the Gorenjska region and Austria, Italy, and the EU.

Furthermore, BSC Kranj is the prime company for the economical-social development of the region, and due to its competent, referential projects and its excellent partnership networks within and outside of the region. Since its formation, BSC Kranj has been working in the area of information and communication both with the media, the wider public, and with specific groups depending on the current projects. BSC Kranj is an independent non-profit organisation, a limited liability company with a majority public ownership.

FOR FURTHER INFORMATION PLEASE CONTACT:

N: Helena Cvenkel and Nives Zalar

E: helena.cvenkel@bsc-kranj.si/nives.zalar@bsc-kranj.si

W: www.bsc-kranj.si/home

FARMERS' UNION OF VALENCIA, SPAIN

LA UNIÓ de Llauradors i Ramaders was founded in 1976. Today La UNIO consists of around 18,400 members who represent about 50% of the professional food producers in the region. The aim is to develop an agri-food sector that is sustainable, focused on innovation in all areas relating to agriculture. In achieving this objective, LA UNIÓ has a number of offices with a team 60 of people, with specialised engineering and agri-food technician staff, graduates in business administration, veterinaries, and administrative support.

In terms of the LOCFood Project, La Unió represents the Valencian agri-food sector and generates policies to support the sector, both independently and in collaboration with the Regional Government and the Spanish Ministry for Agriculture.

FOR FURTHER INFORMATION

PLEASE CONTACT:

N: Jose Moran

E: gds.moran@gmail.com

W: www.launio.org and www.puntdesabor.com.

ÖREBRO REGIONAL DEVELOPMENT COUNCIL, SWEDEN

Örebro Regional Development Council was founded in January 2006. The role of the Council is to improve conditions for sustainable growth and to contribute to the best possible quality of life throughout the whole of the Örebro County.

Business activity is fundamental and for this reason a number of progressive programmes have been developed by the municipality. The Regional Development Strategy has been set up to work with a range of various stakeholders, including stakeholders in the agri-food industry. Örebro Regional Development Council has a very good relationship with Örebro University on Campus Grythyttan, which has three popular educational programmes related to food: Chef and Culinary Arts and Meal Science; Sommelier and Culinary Arts and Meal Science; and Hotel and Hospitality.

FOR FURTHER INFORMATION

PLEASE CONTACT:

N: Eva Krause

E: eva.krause@regionorebro.se

W: www.regionorebro.se

REGION OF VÄSTERBOTTEN, SWEDEN

The Region of Västerbotten is a co-operative body which is responsible for regional development in the Västerbotten County. Västerbotten County Council and the county's 15 municipalities established the Region Västerbotten on 1 January 2008.

The Region of Västerbotten's main mission is to focus on growth and development. The aim of the Region of Västerbotten is to create the best possible living conditions for local citizens. The main activities of the Region of Västerbotten include regional development planning, business and entrepreneurship, tourism energy, environment and climate, expertise and training, transport infrastructure and communications, information technology and communication, renewal of public services, international engagement and community work.

An important task for the Region of Västerbotten is to co-ordinate the regional development plan in the county and the Regional Growth Programme (2010) for Västerbotten County. The Regional Development Plan 2009-2013 defines the goals and prioritises strategy areas for the future development of the region. The plan is divided into the following strategy areas:

- To contribute to the nature, health, and an attractive urban environment and good living conditions;
- Development of trade and industry;
- Skills and labour supply;
- Accessibility and infrastructure;
- International co-operation and social responsibility contact; and
- Culture.

FOR FURTHER INFORMATION

PLEASE CONTACT:

N: Hans-Erik Forsell

E: hanserik.forsell@regionvasterbotten.se

W: www.regionvasterbotten.se

CANTON OF JURA, SWITZERLAND

Canton of Jura is one of the 26 political authorities of Switzerland. It has broad decisional power and is responsible for local strategies, including rural development, education and economical promotion. For 10 years, it has provided teaching and coaching for at least 1600 farmers and other partners in rural areas and has supported the promotion of their local food products.

The “Fondation Rurale Interjurassienne” is a private foundation. It is managed by a Council composed of representatives of the Canton of Jura, Canton of Bern, the Chamber of Agriculture of Jura and the Chamber of Agriculture of the Bernese Jura. Its 84 employees work in rural development, professional education, accounting and coaching. Every two years the Foundation organizes the Swiss Local Food Competition (www.concours-terroir.ch) with 1000 local products coming from across all of the country.

FOR FURTHER INFORMATION

PLEASE CONTACT:

N: Olivier Girardin/Olivier Boillat

E: olivier.girardin@frij.ch • olivier.boillat@frij.ch

W: www.frij.ch



3. GOOD PRACTICES

Within the LOCFood project, a total of 77 good practices including examples of policy and food producer initiatives were identified by the partners. The details of all these good practices are provided in Table 1.

In this good practice guide, we have included details on the policy good practice initiatives that are considered to be most transferable across the partner regions. These good practice initiatives were selected based on each project partner's evaluation of the possible economic contribution of these initiatives to their local region. A total of 25 good practices are presented, including at least two good practices from each partner region. Each good practice contains details on the target groups that the good practices is aimed at, the objectives of the good practices, a description, an evaluation of the success factors, the difficulties encountered and the lessons learnt, and the overall implications for future policy development.

Analysis of the good practices identified four main thematic areas:

- Local food sourcing and supply;
- Local food networks, collaboration and business development;
- Marketing and promotion of local food; and
- Local food tourism.

Table 1 highlights the good practices under each theme. A discussion of selected good practices in relation to these themes is provided in the sections that follow.

Full details on all of the good practices are available from the project website. If readers would like to learn more they are strongly encouraged to contact the person named on the good practice or their regional project partner.

THEMATIC 1: LOCAL FOOD SOURCING AND SUPPLY

These good practices broadly focused on the organisation of new supply arrangements, through new sales channels, and public procurement initiatives.

The good practices have a range of objectives including: to provide local food producers with new sales channels and increase incomes and employment; raise awareness and increase the profile of the food producers and their products in the region; increase the sustainable development of food production in the local area; develop collaboration between a range of organisations relating to local food production; promote food tourism; and promote high quality standards in the micro food supply chain.

The target groups include consumers, tourists, food producers, retailers, farmers, and public institutions such as kindergartens, schools and elderly care homes.



Development Centre of the Heart of Slovenia, SLOVENIA



CONTACT DETAILS:

N: Marija Okorn • **E:** marija.okorn@ivancna-gorica.si • **W:** www.ivancna-gorica.si/

TARGET GROUPS

- ✓ Local producers of food and agricultural crops
- ✓ Consumers who want to buy local high quality produced goods and meet local food producers

OBJECTIVES

- ✓ To provide local food producers with a new sales channel and raise awareness of their products in the region
- ✓ To increase the share of food self-sufficiency in the local area of Ivancna Gorica, central Slovenia

KEY SUCCESS FACTORS

- ✓ Buy-in from the local community, including the local Mayor
- ✓ Funding was received from LEADER funds in 2011 to assist with the building of market stalls
- ✓ When the market was first set up there was no fee for renting a stall
- ✓ Annual maintenance. Every year EUR 33,000 is spent on maintaining and upgrading the market; this keeps the market modern and tidy

DIFFICULTIES ENCOUNTERED

- ✓ Food producers who have been involved in the market from the outset have shown resistance to new producers who rent stalls
- ✓ Demand and supply – there is now a waiting list of food producers who want to rent a stall at the market



DESCRIPTION:

The 'Local Market in Ivancna Gorica' was opened in 2011 by the Municipality of Ivancna Gorica and is organised by the Jarina Co-operative. The market takes place every Saturday morning and the majority of the food producers come from the local area including farmers who have diversified into food production. The sales of similar product offerings are encouraged to increase competition. Every month 'themed-based' days take place which attract a large number of visitors to the region.

The market has been supported by LEADER funds to assist with the building of market stalls. Producers have seen their sales and profile increase. The success of the market has been linked to the training provided for food producers on marketing, and regular meetings between producers and market managers to exchange ideas for ongoing development. A survey of visitors to the market identified that over half of the visitors believed that buying at the marketplace at least partially changed their shopping habits.

LESSONS LEARNT

- ✓ It is important to ensure that training is provided for food producers (i.e. how to effectively market their produce etc.)
- ✓ Regular meetings are needed between the food producers and market managers to share/exchange good practice and ideas for ongoing development

POLICY IMPLICATIONS

- ✓ It is important to ensure that a body is in place to provide assistance for food producers to sell and market their produce
- ✓ Through the establishment of local markets the municipality's broader visibility increases
- ✓ Regular meetings among stakeholders (local community, suppliers, interest associations) are needed in order to maximise their impact on the development of local markets and local society

Development Centre of the Heart of Slovenia, SLOVENIA



CONTACT DETAILS:

N: Bostjan Jurjevcic • **E:** info@jarina.si • **W:** www.jarina.si

TARGET GROUPS

- ✓ Local residents at local marketplaces
- ✓ Public institutions (schools, kindergartens, elderly care homes)

OBJECTIVES

- ✓ Supply the local population with locally produced seasonal food
- ✓ Increase the income of local producers
- ✓ Create new employment in the countryside
- ✓ Increase the profile of local food producers and agricultural businesses

KEY SUCCESS FACTORS

- ✓ The initiative has connected with over 100 local food providers in the Heart of Slovenia region
- ✓ Established network of suppliers and consumers of local food

DIFFICULTIES ENCOUNTERED

- ✓ Supplying food to kindergartens, schools and elderly care homes. There have been a number of problems with public tenders as they are strictly governed and the cheapest products are not always suitable for local providers
- ✓ Establishing regular and reciprocal communication of all stakeholders in the local supply chain for public institutions takes time and a lot of experience
- ✓ A lack of interest in organic production among suppliers



DESCRIPTION:

'Jarina - The Actor of Local Food Self Sufficiency' is a public procurement initiative for the support of micro food producers. Operating as a non-profit cooperative since 2007, Jarina connects food producers with public institutions (schools, kindergartens, elderly care homes), financially supported by municipalities from 'The Heart of Slovenia'. The purpose of the initiative is to contribute to the socioeconomic impacts for rural development and the improvement of eating habits of the local population by ensuring fresh and seasonal local produce. In addition, the initiative aims to promote and develop local sustainable food sufficiency. The Jarina cooperative also plays a key rural tourism role, organising learning programmes for pre-school children and school children, with an emphasis on the preservation of cultural heritage and the reviving of 'forgotten' vocations such as beekeeping, blacksmiths and shepherding.

LESSONS LEARNT

- ✓ The importance of getting to know the local community, public institutions and local farms to create self-sufficiency
- ✓ The need to develop effective communication among all stakeholders of local self-sufficiency

POLICY IMPLICATIONS

- ✓ Where farmers work together they can promote themselves better and raise awareness of the work they do and develop a co-ordinated approach to influence policy makers
- ✓ Clear support of school leadership for local food supply needed
- ✓ Simply public procurement procedures are essential
- ✓ Sustainability of (national) co-funding for local supply activities is required

The Farmers Union of the Valencia Region, SPAIN



CONTACT DETAILS:

N: Jose Moran • **E:** jmoran@launio.org • **W:** www.puntdesabor.com

TARGET GROUPS

- Food producers
- Farmers
- Consumers

OBJECTIVES

- To assist with the sustainable development of food production businesses
- To develop collaboration with a range of organisations and representatives on issues relating to local food production



DESCRIPTION:

Founded in 1976, this initiative was set up to sell local produce from a number of local food producers, including farmers. It offers a range of support mechanisms for members including technical assistance and price transparency to ensure the food producer gets a fair price for products and to assist with exporting. Consumers can buy the produce in a centrally located fruit and vegetable store in the centre of Valencia, or online. A number of collection points are available to pick-up goods purchased. The project has facilitated a transparent pricing policy and enabled competitive pricing of high quality produce.

KEY SUCCESS FACTORS

- Integration of food producers into the initiative
- Development of a transparent pricing policy
- Offering customers a variety of competitively priced high quality produce

DIFFICULTIES ENCOUNTERED

- Getting buy-in from local food producers to take part in the initiative
- Getting financial support to set up the initiative
- The impact of the global economic downturn in relation to ascertaining funding and the reduction of consumer spending
- Issues related to the setting up of the website with the volume of products and prices

LESSONS LEARNT

- The importance of having a focused plan when applying for public funding
- The need for training and advice to be tailored to meet the needs of food producers

POLICY IMPLICATIONS

- The need for funding to develop sustainable projects
- The need for urban communities to understand the important role rural areas play in producing local food

Province of Rimini, ITALY



CONTACT DETAILS:

N: Ricci Giorgio, Coldiretti **E:** Giorgio. ricci@coldiretti.it

W: www.campagnamica.it/Pagine/default.aspx • www.laspesaincampagna-emiliaromagna-cia.it/



TARGET GROUPS

- Food producers
- Consumers
- Farmers
- Tourists.

OBJECTIVES

- To promote products that are 'Made in Italy' through direct sales
- To promote food tourism including open farms and renting of farm accommodation

DESCRIPTION:

The 'Direct Sale; From Farm to Table' project in the Rimini region of Italy involves a network of food producers across rural areas to promote local farmers' markets, farm shops and open farms. Using a common labelling approach, under the banner of 'Campagna Amica', the initiative has helped farmers to diversify into food production and tourism, and increase direct sales on the farm.

The network aims to give added value to Italian farmers, redressing the balance of power within the food supply chain and allowing consumers to shop for healthy food and to raise awareness of this. The initiative seeks to communicate with consumers to encourage them to shop for food produce in rural areas, and in doing so, transform the purchase of food products into a new experience, both because it takes place in the farm in direct contact with the farmer, and because visits to the countryside contribute to the knowledge of rural areas and to the understanding of how local products are made.

KEY SUCCESS FACTORS

- This initiative has helped local farmers to diversify into food production and tourism
- Increased direct sales on the farm

LESSONS LEARNT

- The need to ensure the initiative is promoted during the winter months
- The importance of the direct sales channel to sell products

DIFFICULTIES ENCOUNTERED

- Gaining the commitment from local farmers to sell their products directly at farmer markets
- Gaining co-operation with the local council to gain permission to set-up farmers markets

POLICY IMPLICATIONS

- There is a strong need to educate consumers that some products are not available all year around; they are seasonal
- The need to keep costs as low as possible for both the consumer and producer
- The need to maintain artisan skills and products

Region of Marche, ITALY



CONTACT DETAILS:

N: Francesco Pettinari • **E:** francesco.pettinari@regione.marche.it • **W:** www.agri.marche.it/

TARGET GROUPS

- ✓ Food producers / processors
- ✓ Retail operators

OBJECTIVES

- ✓ To support micro companies and help them to become more innovative and more competitive in the market
- ✓ To ensure high quality standards in the supply chain for micro food producers

KEY SUCCESS FACTORS

- ✓ EUR 18 Million was committed to the project between 2007-2013

DIFFICULTIES ENCOUNTERED

- ✓ Getting the owner-managers /businesses to work together to pursue a common interest
- ✓ Lack of information/promotion of products

LESSONS LEARNT

- ✓ The importance of ensuring that all participants work closely together to pursue a common interest
- ✓ The need to activate a specific RDP 2007-2013 measure to support the certification costs and training for companies
- ✓ The relevance of effective and efficient communication and promotion of products related to the supply chain

POLICY IMPLICATIONS

- ✓ Sustainability of funding in the 2014-2020 RDP
- ✓ Strengthening and enlarging the integrated supply chain approaches including all the most relevant agri-food sectors
- ✓ Demand for programmes can exceed supply



DESCRIPTION:

The initiative was part of the 2007 -2013 Regional Development Programme (RDP) in the Marche region and will be proposed as part of the 2014-2020 RDP. The Programme is managed directly by the Regional Authority as Managing Authority, launching the calls and evaluating the received projects. The payments are disbursed by AGEA - the National Payment Agency for Agriculture.



THEMATIC 2: LOCAL FOOD NETWORKS, COLLABORATION AND BUSINESS DEVELOPMENT

Good practices under this theme sought to: increase food producer innovation; develop tailored plans for business development; increase diversification on farms; build sales channels; disseminate knowledge; develop food producer links with the tourism and hospitality sector; and increase employment.

Target groups included food producers, restaurants, farmers, grocery stores, and local authorities.

Nordland County Council, NORWAY



CONTACT DETAILS:

N: Hilde Halland • **E:** hilde.halland@bioforsk.no • **W:** www.bioforsk.no/lokalmatinord

TARGET GROUPS

- ✓ Micro food producers

OBJECTIVES

- ✓ Contribute to the achievement of the objectives for the Competence Network region
- ✓ Assist food producers to gain access to relevant expertise to help them innovate
- ✓ Develop tailored plans to enable food producers to develop and grow their businesses

KEY SUCCESS FACTORS

- ✓ This initiative has provided food producers with very good networking opportunities
- ✓ There are 5 competence centres in Norway divided in 5 geographical areas. The aim is to get the competence needed close to home or in their own businesses through a visit from an expert
- ✓ The study visits are particularly highly valued by participants
- ✓ The greatest impact has been in relation to the development/improvement of products, services and production processes

DIFFICULTIES ENCOUNTERED

- ✓ The Competence Network programme has offered very little support in helping food producers to develop their marketing expertise

DESCRIPTION:

The Competence Network has been set up to help food producers and restaurants to develop their businesses (from 2014 only food producers are in the target group). Set up in 2002, the Competence Network provides food producers with a signposting service on a number of issues including courses, seminars, study tours, mentoring and connection to local food companies. Part of the initiative is the “visit scheme”. An advisor visits the business to help identify what is the best type of support that should be offered to the business. Where needed, funding can also be applied for in relation to menu development and so forth. The initiative is public funded through a grant from the government (70%) and a fee from the participants at the training courses.



Ernst Furuhatt • www.nordnorge.com • Bodø

LESSONS LEARNT

- ✓ From 2012 the Competence Network, through a collaboration with Matmerk, offered systematic courses and business visits on sales and market themes

POLICY IMPLICATIONS

- ✓ The initiative demonstrates the importance of building networks to support small food producer growth and business development
- ✓ Specialist, expert mentoring greatly helps in the development of small food producers
- ✓ Such initiatives can lead to the development/improvement of products, services and production processes
- ✓ Further initiatives should focus on developing the marketing expertise of participating businesses

Örebro Regional Development Council, SWEDEN



CONTACT DETAILS:

N: Eldrimner - National Resource Centre • **E:** info@eldrimner.com • **W:** www.eldrimner.se

TARGET GROUPS

- Food artisans
- Farmers

OBJECTIVES

- To stimulate and develop small-scale food production by increasing the number of food producers on farms throughout Sweden
- To be a national centre representing the needs of small artisan food companies

KEY SUCCESS FACTORS

- Development of a commonly agreed definition of food artisan
- The number and variety of training courses organised for new and existing food artisans
- An annual food competition where participants receive feedback about how their produce can be enhanced and developed
- In 2005 Eldrimner was recognised as a national centre for small scale artisan food

DIFFICULTIES ENCOUNTERED

- Some initial set-up problems including getting people to accept the purpose of the organisation
- Distance: Eldrimner is located in the North of Sweden and it is difficult to have a common resource centre for the entire country



DESCRIPTION:

The Eldrimner 'National Resource Centre for Food Artisans' was set up in 1995 as a regional project to enhance knowledge, support and inspiration to food artisans across Sweden. In 2005 Eldrimner was rolled out as a national centre for small scale artisan food.

Eldrimner provides specialist training support for marketing, logistics, sales, tourism, and network building, applied to the needs of new and existing food artisan companies. The main outputs from Eldrimner include the formation of new companies annually, and new products developed.

LESSONS LEARNT

- Ensuring the involvement of the right people to effectively drive the initiative
- People who are passionate and persistent
- Having close, regular contact with the target group is essential

POLICY IMPLICATIONS

- Sustainability of the project. It has been very difficult to get funding beyond 2/3 years at any one time
- Eldrimner has played a key role in developing the political debate of the food sector in Sweden

Örebro Regional Development Council, SWEDEN


CONTACT DETAILS:

N: Hakan Rohden (Chairman) • **E:** halan.rohden@tele2.se • **W:** www.victualia.se

TARGET GROUPS

- Food artisans
- Farmers
- Restaurants
- Grocery stores in the Örebro Region

OBJECTIVES

- To establish creative venues for local food producers and artisans
- To help members become more entrepreneurial through strategic planning and marketing
- Build and develop sales channels
- Disseminate knowledge between food and the environment
- Develop networks between food producers
- Help food producers to increase their sales


DESCRIPTION:

The Vic Tualia Economic Association was established in 2011 to help strengthen networks and collaboration between food producers and restaurants, and to highlight the importance of local culinary traditions. Members of this association include farmers, food artisans, restaurants and grocery stores. A particularly strong feature of the association is the facilitation of sales between members including the sale of products in a designated part of local grocery stores with labelling to highlight the local nature of the product and the sale of products through farm shops. A further feature of the association is the opportunity to network with other members. Financial support for the association is a challenge in that the size of the members means that membership fees need to be kept low.

KEY SUCCESS FACTORS

- Small food producers working together collectively to solve common issues and highlight local produce
- There has been an increase in the number of products being sold in the local retail store
- Those who have farm shops sell more products than those that do not

LESSONS LEARNT

- The need to be patient and acknowledge that things will go wrong, especially at the beginning

DIFFICULTIES ENCOUNTERED

- Finance: Some of the enterprises cannot afford to pay the annual fee
- Time: Food producers are involved in a number of other activities and it is difficult trying to manage their time

POLICY IMPLICATIONS

- The importance of financial support in the initial stages of the initiative (1-2 years)

Down District Council, NORTHERN IRELAND



CONTACT DETAILS:

N: David Patterson • **E:** david.patterson@downdc.gov.uk • **W:** www.downdc.gov.uk/Home.aspx

TARGET GROUPS

- ✓ Artisan and micro-enterprises in the food sector

OBJECTIVES

- ✓ To develop new quality products
- ✓ To investigate new markets
- ✓ To identify collaborative opportunities
- ✓ To assist local restaurateurs, hotels and tourism facilities to take advantage of quality local products and promote healthy, high quality and sustainable eating



Rune Nilsen • www.visitbodo.com

DESCRIPTION:

The South East Economic Development (SEED) 'Food and Fisheries Programme' in Northern Ireland has aimed to address business development and support requirements of small scale micro-businesses and artisan food producers/ restaurateurs in rural areas and to increase employment and build stronger links with the tourism and hospitality sector. It is a local authority programme across six areas in the South East of Northern Ireland, led by Down District Council. The programme delivery was facilitated by a private consultancy and the programme provided structured training and facilitated cluster groups to assist companies to investigate common areas of interest in business development. Additional support was provided through specialist mentors and through referrals to appropriate business development interventions. Mentoring provided individual expert support to an individual business, assisting the business to address specific development issues. In some instances the support provided extended beyond an advisory role and the programme delivery consultant provided specific services according to need. Programme participants commented on the networking benefits and the learning from fellow programme participants.

KEY SUCCESS FACTORS

- ✓ Affordable and practical access to business development support
- ✓ Entering the Great Taste Awards and attending an Awards ceremony in London which has helped build local publicity
- ✓ Sales development and securing contracts through 'Meet the Buyer' events

LESSONS LEARNT

- ✓ Collaboration was assisted where participant companies are a mixed group with little obvious competition for customers due to product mix and geographical spread
- ✓ Opportunities for collaboration were strong and companies work well together, recognising opportunities for learning from each other, utilising skills and supplying each other's products

DIFFICULTIES ENCOUNTERED

- ✓ Companies will often be at different stages of development or capability, limiting ability to engage on an equal or similar basis
- ✓ Programme managers and participants wanted to enhance the tourism offering and company sales opportunities by adding quality local food stalls to local festivals. Trading at local festivals is subject to local licences being granted after a 6-week consultation period. Licences may not be granted if local traders perceive the food stalls to be a threat to their businesses

POLICY IMPLICATIONS

- ✓ Not all business development objectives will be addressed or assisted by collaboration with similar small companies
- ✓ As the development needs of micro-businesses may need to alter quickly, the availability of alternative forms of business development assistance within the programme options remain important, i.e. building a relationship with a larger company in the food sector

Down District Council, NORTHERN IRELAND



CONTACT DETAILS:

N: David Patterson • **E:** david.patterson@downdc.gov.uk • **W:** www.downdc.gov.uk/Home.aspx

TARGET GROUPS

- ✓ Artisan and micro-enterprises in the food sector

OBJECTIVES

- ✓ To address business development and support requirements of small scale food producers and restaurateurs to increase economic sustainability and create new employment
- ✓ Build stronger links with the tourism and hospitality sectors

KEY SUCCESS FACTORS

- ✓ This collaborative approach has helped to combat small company owner 'me against the world' attitude
- ✓ The consultant is sensitive to the needs and current capabilities of small businesses

DIFFICULTIES ENCOUNTERED

- ✓ Companies will often be at different stages of development or capability, limiting ability to engage on an equal or similar basis
- ✓ Getting full attendance of owner-managers at programme events

LESSONS LEARNT

- ✓ Opportunities for collaboration are strong and companies can work well together, recognising opportunities for learning from each other, using each other's skills and supplying each other's products. Companies' common bond was built by recognising their similarity as small businesses all trying to make a profit
- ✓ Collaboration will be assisted where participant companies are a mixed group with little obvious competition for customers due to product mix and geographical spread

POLICY IMPLICATIONS

- ✓ Not all business development objectives of the companies will be addressed or assisted by collaboration with similar small companies and the availability of alternative forms of business support is important, including tailored training support
- ✓ Given the nature of participating businesses where development requirements change very quickly, the availability of alternative forms of business development assistance remain important, for instance, individual mentoring from an expert consultant

Terje Rakke • Nordic Life • www.nordiclife.com • Bodøe



DESCRIPTION:

Building on the SEED Food and Fisheries Programme, this second initiative aims to include 12 larger companies alongside the 36 targeted small enterprises to provide industry-based mentoring, build and develop industry links and identify supply chain opportunities for smaller, local companies appropriate to their business strategy. Four cluster groups were set up: festivals and markets, IT and e-commerce and a chefs' cluster. This initiative involved the establishment of a branded company specifically to market high quality food products in luxury markets as one means of providing new market opportunities for the participating companies. This provided a sales vehicle for the participants' products, thus maintaining a sales network.

Ulster Business School, University of Ulster, NORTHERN IRELAND



CONTACT DETAILS:

N: Claire Herron • **E:** info@investni.com • **W:** www.investni.com

TARGET GROUPS

- ✓ SMEs in Northern Ireland
- ✓ SMEs based in Northern Ireland that have not received assistance through Invest Northern Ireland's Research and Development programme in the past five years

OBJECTIVES

- ✓ Develop innovative solutions to business needs
- ✓ Add new dimensions to products, services or processes

KEY SUCCESS FACTORS

- ✓ An independent evaluation of the scheme highlighted enhanced collaboration between participating business and knowledge providers
- ✓ The evaluation reported a 21% increase in the proportion of businesses collaborating with Universities/higher education institutes following participation
- ✓ One fifth of the businesses had developed new or enhanced products, undertaken internal research and development and increased confidence in carrying out innovation activities
- ✓ 759 vouchers were awarded from January 2010 to March 2013; 22% were in the food and drinks sector

DIFFICULTIES ENCOUNTERED

- ✓ The writing of the application form
- ✓ The business must agree to pay the VAT element applicable to the Innovation Voucher, any project costs in excess of the voucher value, and may need to fund the project to completion (this therefore reduces the value)
- ✓ High numbers of businesses are applying for innovation vouchers and the scheme is becoming increasingly competitive

DESCRIPTION:

The Innovation Vouchers Scheme run by Invest Northern Ireland aims to raise the level of innovation amongst small-medium sized enterprises (SMEs) by building collaborative links between businesses and public knowledge providers. At its simplest, the scheme encourages knowledge transfer from knowledge providers to enterprises to support a specified innovation. An independent evaluation of the scheme highlighted enhanced collaboration between participating businesses, including small/micro food producers, and knowledge providers and reported a strong increase in the proportion of businesses collaborating with Universities/higher education institutes following participation. Businesses had developed new or enhanced products, undertaken internal research and development and increased confidence in carrying out innovation activities.



Terje Rakke • Nordic Life • www.nordiclife.com • Bodoe

LESSONS LEARNT

- ✓ When writing an application form it is important that the business allows sufficient time to develop this and seek assistance if needed
- ✓ Both parties (business and knowledge provider) should have at least one face-to-face meeting to discuss the application, making sure they are clear on what the voucher will be used for
- ✓ Ensure the innovation voucher matches the criteria as outlined by Invest Northern Ireland

POLICY IMPLICATIONS

- ✓ Such programmes should ensure that innovation policy meets the competitive needs of the region, including key sectors such as the agri-food industry
- ✓ An holistic approach should be developed to innovation including product, process and service innovations
- ✓ Agencies should ensure that the initiative and calls are promoted adequately and frequently using the appropriate media

Euro Perspectives Foundation, BULGARIA

TARGET GROUPS

- ✓ Small/micro businesses in the LAG territory (including food businesses)
- ✓ Local authorities

OBJECTIVES

- ✓ To help farmers and small/medium enterprises to produce products with high added value
- ✓ Improve quality of life via integrated social and tourist activities through the creation and development of micro enterprises



Rune Nilsen • www.visitbodo.com • Bodo

DESCRIPTION:

Local Action Groups (LAGS) are supported by the Rural Development Programme to bring together private and public organisations operating in Bulgaria. The LAGS have a central role in the bottom-up development, deciding on priorities and projects and mobilising local communities (including local food producers). The LAGs are equipped with all the necessary management tools including a well-framed local development strategy to guide the local development process and resources. LAGS are designed to enable SMEs, including those in the agri-food sector and rural tourism, to access finance and to develop innovative and environmental friendly projects leading to increased competitiveness and improved living standards in rural areas. The LAGs support projects for acquisition of equipment and/or construction of production buildings with an average size of project of 50,000 euros.

Farmers Union of the Valencia Region, SPAIN

TARGET GROUPS

- ✓ Valencian agri-food producers

OBJECTIVES

- ✓ To promote the interests of agri food producers
- ✓ To inform its members of business support programmes
- ✓ To promote research to allow for transfer of knowledge and technology
- ✓ To collaborate with other organisations to defend the sector's interests
- ✓ To offer technical assistance and support services to its members



Terje Rakke • Nordic Life • www.nordiclife.com • Bodo

DESCRIPTION:

La Unió de L'auradors i Ramaders was founded in 1976 and it was established as a democratic professional agri-food organization, with the aim of defending and promoting the interests of all the agri-food producers in the region. LA UNIÓ provides a support service for its 18,400 members and participates in the development of agri-food studies and publications. LA UNIÓ has a large network of offices across Valencia and a team of 60 employees.



CONTACT DETAILS:

N: Maria Yunakova • **E:** office@nsm.bg • **W:** www.nsm.bg



CONTACT DETAILS:

N: Jose Moran • **E:** jmoran@launio.org • **W:** www.launio.org

KEY SUCCESS FACTORS

- ✓ Simplified procurement
- ✓ Good relationships between LAG managers and owner-managers

DIFFICULTIES ENCOUNTERED

- ✓ Lack of communication between partners (businesses, councils, LAGS)
- ✓ Lack of finance and in particular working capital for timely project financing

LESSONS LEARNT

- ✓ All parties involved in LAGs (businesses, local authorities, consultants) need to co-operate very closely to enable successful implementation of the programme
- ✓ LAGs need well equipped offices in order to be able to process documents and develop good quality requests for payments

POLICY IMPLICATIONS

- ✓ Even though the model is very 'simple' and 'local', sufficient time and resources have to be allocated for the LAG administrative support

KEY SUCCESS FACTORS

- ✓ Innovation and evolution of the organisation
- ✓ A strong focus on the needs of the members
- ✓ A strong presence across the Valencian region and its rural areas

DIFFICULTIES ENCOUNTERED

- ✓ Low levels of collaboration among agri-food businesses
- ✓ Economic and financial difficulties
- ✓ Continuous legislative changes and a lack of understanding of agri-food sector issues among politicians
- ✓ A lack of market awareness among agri-food producers and a lack of innovation among some producers

LESSONS LEARNT

- ✓ Public policies can be developed and improved through negotiation with representative organisational bodies at the regional level
- ✓ LA UNIO participates actively in the design of the strategic plans of all the rural territories of the Valencia Region. This has assisted with establishing actions that would be financed under law for rural sustainable development together with the municipalities and the regional government

POLICY IMPLICATIONS

- ✓ Continuous dialogue between policy makers and organisations representing agri-food producers is always necessary as the application of policies is at the regional level
- ✓ Representative organisational bodies can offer solutions to policy implementation problems and can help develop policy actions



THEMATIC 3: MARKETING AND PROMOTION OF LOCAL FOOD

These good practices sought to: coordinate marketing and quality management for speciality food products; promote authenticity of local food products; educate consumers on eating healthily; increase awareness of contribution of buying local to the economy; develop entrepreneurial activities on farms; and improve production quality of local foods.

Target groups for these good practices included food producers, consumers, and local media.

Canton of Jura, SWITZERLAND



CONTACT DETAILS:

N: Olivier Girardin • **E:** info@frij.ch • **W:** www.terroir-juraregion.ch / www.frij.ch

TARGET GROUPS

- ✓ Farmers of the Jura and Bernese Jura region in Switzerland
- ✓ Other local food producers (bakers, butchers, cheese makers, winemakers)
- ✓ Consumers
- ✓ Restaurants and collective catering

OBJECTIVES

- ✓ Promote local products with local raw materials
- ✓ Promote and give value to agricultural products from the Canton of Jura
- ✓ Ensure traceability (verified by an independent certification body)
- ✓ Provide transparent and complete information
- ✓ Provide a collective brand communication (www.terroir-juraregion.ch), in association with other local brand associations such as "Pays Romand – Pays gourmand" (www.pays-gourmand.ch) or "das Beste der Region" (www.regionalprodukte.ch)

KEY SUCCESS FACTORS

- ✓ Cantonal financial contribution
- ✓ Professional workforce
- ✓ Local producers are proud to have the local brand on their products (pride in their region)
- ✓ Producers motivated by better revenue and a joint and effective brand communication

DIFFICULTIES ENCOUNTERED

- ✓ Difficulties in processing large product quantities
- ✓ Low production volumes are an obstacle for mass distribution
- ✓ Technical limits of producers

LESSONS LEARNT

- ✓ A common brand increases visibility, and allows common communication and promotion actions to increase overall revenues
- ✓ When several producers combine their production efforts through a consortium the viability of the project is improved
- ✓ Even if the producer organisations can ensure a larger volume of production, consumers still appreciate craft or niche products such as jams, syrups, sweets etc

POLICY IMPLICATIONS

- ✓ A common label and brand is a useful tool for regional development
- ✓ The need to organise and sustain a professional task force to certify, organise and promote the brand



DESCRIPTION:

Since 1999 the Republic and Canton of Jura has granted the certification label "Specialty of the Canton of Jura". Regulation provides that the raw materials used must come exclusively from the cantonal territory. Exemptions may be granted but shall not exceed 10% of the raw materials. A Commission was initially set up by the Jura Government to manage the label. The Commission meets four times a year and is composed of various representatives of the Jura and the Bernese Jura. Promotional activities through retail stores and at regional food fairs are regularly organized to boost the sale of the certified products. The visual identity and labelling on products reinforces the image of the regional designation. An independent organization (ICO/Inter-cantonal certification body) certifies the label to strengthen its name. On-site inspections and sensory assessments are performed every 4 years to ensure the raw material origin and the sensory quality. The canton of Jura finances the promotion of its label and producers must also contribute through an annual fee.

Canton of Jura, SWITZERLAND



CONTACT DETAILS:

N: Olivier Boillat • **E:** info@concours-terroir.ch • **W:** www.concours-terrior.ch

TARGET GROUPS

- ✓ Local Swiss food producers
- ✓ Consumers wishing to buy local products
- ✓ Swiss media communicating on award-winning artisan products

OBJECTIVES

- ✓ To ensure the promotion of quality, authenticity, expertise and innovation of local products in Switzerland
- ✓ To encourage the use of recipe innovation across different regions in Switzerland and showcase local produce

KEY SUCCESS FACTORS

- ✓ The judging is carried out by a range of people including local food producers and well known chefs
- ✓ Winners and competitors benefit from extensive media coverage
- ✓ Financial support is received from the Swiss Confederation

DIFFICULTIES ENCOUNTERED

- ✓ Collaboration with all the food producer associations of Switzerland, particularly in the German speaking part of Switzerland
- ✓ Communication with all the local associations of Switzerland
- ✓ A lack of funding from private and public partners
- ✓ National recognition in all regions and languages

ToFoto • www.nordnorge.com • Broemnoey



DESCRIPTION:

The Swiss Local Food Competition aims to ensure the promotion of quality, authenticity, expertise and innovation of local products in Switzerland. The competition is organised biennially and comprises three events: The Swiss Local Food Competition; The Swiss Market of Local Products; and the Taste Academy. Products must originate from the local area and over 1,000 products are entered in the contest. The judging is carried out by a range of people including local food producers and well known food chefs. Winners and competitors benefit from extensive media coverage. Financial support for this event is received from the Swiss Confederation.

LESSONS LEARNT

- ✓ The importance of developing a national plan to maximise and communicate the impact of the competition
- ✓ Importance of developing a national strategy to foster competition and increase the visibility of the award winning producers and global communication
- ✓ Need for professional organisation and planning of logistics

POLICY IMPLICATIONS

- ✓ The need for sustainability of funding from private and public sector bodies
- ✓ The need to gain credibility and recognition for regional initiatives from national producer organisations

BSC Ltd, Kranj, SLOVENIA



CONTACT DETAILS:

N: Nives Zalar • **E:** nives.zalar@bsc-kranj.si • **W:** www.bsc-kranj.si/home

TARGET GROUPS

- ✓ Food producers and processors in Poljanska valley
- ✓ Consumers and buyers

OBJECTIVES

- ✓ To develop a range of supplementary and entrepreneurial activities on farms and in rural areas



DESCRIPTION:

The Grandma Jerca and Grandpa Jack initiative began in 2000 under the Development Agency of Sora supported by four local communities in Poljanska valley, Slovenia. It aims to foster development of farm activities, using a trademark to market products. Members can sell certificated products under this trusted trademark. Members can also avail of a number of support services, including training and product development support, new market channels, and networking. A total of 61 producers/processors have joined the network and together are producing 450 products across categories such as bakery, dairy, honey, and meats. This initiative highlights the importance of a trademark/brand in promoting sales and marketing opportunities for network members who are small in size.

KEY SUCCESS FACTORS

- ✓ 61 food producers/processors have joined the trademark and are producing over 450 products
- ✓ Constant support of local communities
- ✓ Devoted personnel of Development Agency Sora
- ✓ Trust and co-operation between members

LESSONS LEARNT

- ✓ A good trademark needs time to develop and constant monitoring
- ✓ On-going support is needed to support the development of 'local' ownership of the trademark

DIFFICULTIES ENCOUNTERED

- ✓ Members do not always use the trademark in all of their activities; there were a number of issues to get all food producers to commit to using the trademark
- ✓ Lack of public sources available
- ✓ Getting food producers to co-operate, establishing trust and deciding where to sell products

POLICY IMPLICATIONS

- ✓ The future sustainability of funding from 2014 onwards.

BSC Ltd, Kranj, SLOVENIA



CONTACT DETAILS:

N: Nives Zalar • E: nives.zalar@bsc-kranj.si • W: www.bsc-kranj.si/home

TARGET GROUPS

- ✓ Producers/processors of local food
- ✓ Consumers and food service buyers

OBJECTIVES

- ✓ To promote local food among consumers
- ✓ To raise awareness among consumers that buying local food contributes to the economy
- ✓ To educate consumers on the importance of eating healthy food
- ✓ To help food producers apply for public sector procurement tenders

KEY SUCCESS FACTORS

- ✓ The initiative has enhanced co-operation between consumers and food processors

DIFFICULTIES ENCOUNTERED

- ✓ The public procurement process is too complex

LESSONS LEARNT

- ✓ In order to increase sales and consumption of locally produced Slovenian food, Government public procurement processes are being reviewed

POLICY IMPLICATIONS

- ✓ Government to provide more support for food producers to help them promote their produce
- ✓ The need to simplify public procurement



ToFoto • www.nordinge.com • Broemnoey

DESCRIPTION:

The 'Food from your Proximity' initiative has been set up to promote local food among consumers and to enhance co-operation of producers and the food processing industry. Organised by the Ministry of Agriculture and the Environment, this quality scheme initiative has sought to raise awareness among consumers of the contribution that local food can make to the economy and the importance of healthy eating.

Region of Marche, ITALY



DESCRIPTION:

The Quality of Marche is a policy instrument and has been established under Regional Law. This initiative is focused on developing high quality products registered at an EU or national level including PDO, PGI and organic products. The initiative is managed by the Regional Authority together with the Agri-food Sector Services Agency (ASSAM) that is in charge of shaping technical regulations and is also one of the Quality of Marche products Certifying Authority. Several measures of the RDP 2007-2013 (e.g 1.3.2, 1.3.3) provide subsidies for the companies who are engaged in PDO, PGI and organic products including products covered under the Quality of Marche.

TARGET GROUPS

- ✓ Local food producers

OBJECTIVES

- ✓ To improve the production quality of local foods
- ✓ To increase the number of food producers operating within quality systems



CONTACT DETAILS:

N: Ferruccio Luciani • **E:** ferruccio.luciani@regione.marche.it • **W:** www.qm.marche.it/

KEY SUCCESS FACTORS

- ✓ Increased quality of local produce
- ✓ Increased information for consumers
- ✓ Increased competitiveness of products

DIFFICULTIES ENCOUNTERED

- ✓ Particular difficulties with the pork, meat and olive oil sectors in terms of offer aggregation, management of the whole supply chain, and a lack of coordination among the supply chain actors
- ✓ During the early years, difficulties concerned the branded products' introduction into the large scale retail stores, slowing their introduction onto the market
- ✓ The producers have had difficulties in meeting the control systems and in affording the certification costs related to the brand network
- ✓ Concerning the traceability system, that is the back-bone of the Quality of Marche brand function, several companies encountered difficulties in managing the ICT tools.

LESSONS LEARNT

- ✓ The need to improve the communication and promotion towards producers
- ✓ The need to raise the awareness of advantages of Quality of Marche products in terms of wellness and traceability among consumers
- ✓ The need to coordinate policies across the operators of different supply chains
- ✓ Be more focused on consumers

POLICY IMPLICATIONS

- ✓ The Rural Development Plan 2007-2013 measures for investment, training, young farmers, multifunctional and agriculture gave priority to certified products, and mainly Quality of Marche products
- ✓ In the next programme period 2014-2020, the aim will be to capitalize on the lessons learnt and focus also on short supply chains and cooperation measures based on local products
- ✓ In addition to this, in order to enlarge the sectors covered by Quality of Marche, in 2014 the Regional Authority launched a new focus group with operators of the beer sector to encourage their involvement in the network.



THEMATIC 4: LOCAL FOOD TOURISM

These good practices sought to develop local food tourism activities by promoting regional cuisine nationally; identifying and promoting local products through national competitions; and encouraging development of speciality foods and recipes.

They also had a number of wider economic development aims, including increasing sales of local produce, increasing the number of female entrepreneurs and developing clusters.

Target groups included tourists, tourist information centres, restaurants, hostels, and local government.

Region of West Macedonia, GREECE



CONTACT DETAILS:

N: Zoe Gerechte • **E:** zgerechte@anko.gr • **W:** www.anko.gr

TARGET GROUPS

- ✓ Tourists
- ✓ Restaurants
- ✓ Wineries
- ✓ Tourist information centres
- ✓ Hostels

OBJECTIVES

- ✓ To develop collaboration between tourism providers and food producers
- ✓ To develop local food networks to promote local products such as cheese, wine etc

KEY SUCCESS FACTORS

- ✓ Buy-in from local entrepreneurs
- ✓ Training was provided for owner-managers which helped to meet customer needs
- ✓ An increase in the number of female entrepreneurs
- ✓ The setting up and development of clusters
- ✓ A number of events were organised to promote local food/tourism activities

DIFFICULTIES ENCOUNTERED

- ✓ Getting businesses to collaborate with competitors
- ✓ Trying to agree on and develop a common plan for future activities



DESCRIPTION:

In the Municipality of Kozani the Local Pact of Quality for tourism services was set up to work in collaboration with local food producers, enterprises and tourist providers to increase their tourism opportunities. The Local Pact of Quality is an agreement that provides for collaboration (both horizontal and vertical types) between enterprises in the region that have common characteristics and goals around local food and tourism activities. A broad range of activities include training events, expansion in new markets, and the organisation of food tourism events.

LESSONS LEARNT

- ✓ The benefits that working in clusters can bring
- ✓ All members gained valuable experience on collaboration
- ✓ Common actions can lead to greater benefits for small companies

POLICY IMPLICATIONS

- ✓ The need to get micro businesses to work together through clusters
- ✓ There is a need to persuade entrepreneurs to reconsider their way of “doing business” and to move towards a more systematic business approach that clusters can provide

Region of West Macedonia, GREECE



CONTACT DETAILS:

N: Zoe Gerechte • **E:** zgzgerechte@anko.gr • **W:** www.anko.gr

TARGET GROUPS

- Tourists
- Restaurants
- Wineries

OBJECTIVES

- A local network was set up to increase tourist activity in the area of Siatista through the promotion of local wine and private cellars

KEY SUCCESS FACTORS

- All the local wineries/cellars took part in the initiative and participated by adopting common approaches – for instance in developing promotional literature
- Local stakeholders (regional development companies, municipality of Siatista, regional governor etc.) played a key role in developing the network

DIFFICULTIES ENCOUNTERED

- As many of the wine producers work in other professions, the time and expertise that they could invest in the initiative was limited
- The financial crisis in Greece in recent years reduced gastronomic tourism in the region of Western Macedonia and the incomes of the cellars since 2009

LESSONS LEARNT

- The benefits of working to a common vision to benefit local businesses and the region
- Traditional products can be made attractive to consumers through the use of modern marketing techniques including the promotion and advertising of the products through the use of social media, food blogs etc

POLICY IMPLICATIONS

- The need to ensure that owner-managers of small/micro businesses understand the benefits that networking can bring
- All professions that depend on tourism can increase their profitability with common promotional actions



DESCRIPTION:

Visitable Cellars and Wineries in Siatista is an initiative to help local wineries to expand through encouraging tourists to visit, tour, sample and purchase a wide range of wines. A local network was set up to increase tourist activity in the area of Siatista through the promotion of local wine and private cellars. All the local wineries/cellars take part in the initiative and participate by adopting common approaches, for instance to developing promotional literature, appropriate labelling, maps and guides for visitors, promotional events, adequate parking facilities, and a reception area for the presentation and tasting of wines. The participating businesses have significantly improved their premises and accommodation facilities.

Terje Rakke • Nordic Life • www.nordiclife.com • Bodoe

Nordland County Council, NORWAY



CONTACT DETAILS:

N: Einar Lier Madsen • **E:** Einar.liier.madsen@nforsk.no • **W:** www.opplevelserinord.no/index.php/nb/

TARGET GROUPS

- ✓ SMEs focusing on experience based tourism

OBJECTIVES

- ✓ To carry out high quality research into service innovation in experience-based tourism and co-creation of value for companies, consumers and the tourism experience industries in northern Norway
- ✓ Through relevant acquisition of knowledge, co-operation within networks of researchers and a solid system of dissemination, this research will contribute to and enhance competitive and profitable businesses offering adventure tourism experiences, and R&D institutions essential to the future development of northern Norway



Tore Schilling Olsen • www.nordnorge.com • Bodoe

DESCRIPTION:

The initiative involves research and development work in a number of areas to assist in the development of innovative and competitive tourism companies, to add value in experience-based tourism and to assist in the development of knowledge and tools for innovation and cooperation between tourism companies and researchers. The initiative provides a scientific knowledge base that assists in the creation of innovation to add value to the competitiveness of northern Norway's tourism industry. Projects cover innovation within distribution channels, innovation based added value, start-ups and entrepreneurship and gender and innovation in the tourism industry. Research into adding value in experience-based tourism covers areas such as tourist purchasing behaviour and information searches and tourist perceptions of the northern areas as a tourist destination. While the initiative focuses on research and development, the activities connect producers/tourism providers with researchers and this has allowed for new knowledge for both.

KEY SUCCESS FACTORS

- ✓ Connection of researchers and enterprises from a range of sectors
- ✓ The research has helped small/micro food producers to develop networks
- ✓ This project has provided a basis for other research projects to be undertaken

LESSONS LEARNT

- ✓ The benefits of researcher and SMEs working together to contribute to a better understanding of how 'experiences' are developed; how value is created and which dimensions should be focused on

DIFFICULTIES ENCOUNTERED

- ✓ No particular difficulties have been encountered

POLICY IMPLICATIONS

- ✓ Building and maintaining networks between stakeholders such as SMEs, funding agencies and other facilitators including researchers is of key importance
- ✓ In this type of initiative the relationship between researchers and SMEs is strengthened and the demand for further research grows. This clearly indicates that such initiatives can have a lasting impact

Region of Västerbotten, SWEDEN



CONTACT DETAILS:

N: Christina Hammarstrom • **E:** christina.hammarstrom@hush.se

W: www.marknader.bondensegen.com/marknad

TARGET GROUPS

- ✓ Food producers who want to sell high quality raw materials
- ✓ Consumers who want to purchase local produce

OBJECTIVES

- ✓ To increase the amount of local produce sold in the area



Yvonne Holth • www.nordnorge.com • Maatslev

DESCRIPTION:

Farmers' Own Market is an initiative managed by the Rural Economy and Agricultural Societies in the Västerbotten region of Sweden. The initiative started in Stockholm in 2000 and the market was a success and expanded to more locations in Sweden. The number of markets has increased each year and in 2013 there were 23 markets across the country and 500 rural businesses represented. The markets have been a success through protecting and promoting local speciality foods. All the produce comes from farms local to the market (within 250 kilometres of the market). The market was initially viewed as a threat by the food trade but retailers have since seen the benefits and have partnered with farms to source locally produced specialities.

KEY SUCCESS FACTORS

- ✓ Protecting and promoting local produce
- ✓ Increasing the number of markets across the region

LESSONS LEARNT

- ✓ Through educating people on the benefits of buying local, those businesses who had viewed the market as a threat then started buying their produce from it

DIFFICULTIES ENCOUNTERED

- ✓ The market was initially viewed as a threat by the food trade

POLICY IMPLICATIONS

- ✓ The importance of educating people about the benefits of buying local produce and supporting local food producers

Region of Västerbotten, SWEDEN



CONTACT DETAILS:

N: Stina Renström • **E:** stina@matfesten.se • **W:** www.matfesten.se

TARGET GROUPS

- ✓ Food companies
- ✓ Organisations
- ✓ Consumers

OBJECTIVES

- ✓ To promote and develop northern cuisine across Sweden
- ✓ To host a number of activities throughout the year to further engage and strengthen the food industry in northern Sweden

KEY SUCCESS FACTORS

- ✓ Initially developed as a food forum, the Food Party has rapidly grown, hosting the largest food event in northern Sweden with 60,000 visitors attending
- ✓ People who become members of the Food Party are offered a number of benefits and activities

DIFFICULTIES ENCOUNTERED

- ✓ The difficulty that may exist for small producers to participate is that for four days they must have enough goods for sale to meet the demand from large visitor numbers
- ✓ There is some competition from another event in the region during the same time



DESCRIPTION:

This initiative is a local market inspired by well-known local personalities including chefs. Consumers can buy local produce in the Market Hall, Harvest Market or Restaurant Tent. The market has been developed to promote regional food culture, to contribute to the development of the food industry and promote the attractiveness of the region, and to offer experiences for a diverse audience.

LESSONS LEARNT

- ✓ Food festivals play a strategic role in helping to develop the food culture and quality of life in a region
- ✓ The variety of food festivals has increased in recent years, both at local and regional level, and this suggests that interest in and demand for locally produced food is constantly increasing
- ✓ Training courses for chefs to cook food from locally produced ingredients have also started, and this is an indicator that more and more customers are asking for this

POLICY IMPLICATIONS

- ✓ For many of these types of initiatives financial assistance is important and this is illustrated in the case of the Food Festival in Skelleftea
- ✓ The provision of financial support means that the initiative has a long term future

Euro Perspectives Foundation, BULGARIA



CONTACT DETAILS:

N: Emilia Lissichkova • **E:** office@agora-bg.org • **W:** www.agora-bg.org

TARGET GROUPS

- ✓ Local small food businesses
- ✓ Local Governments
- ✓ Tourists

OBJECTIVES

- ✓ To identify and promote local products and traditions through a national competition
- ✓ To encourage quality and speciality recipe development in different regions of Bulgaria and showcase the best local food produce
- ✓ To strengthen existing networks and co-operation

KEY SUCCESS FACTORS

- ✓ The inclusion of a wide range of stakeholders including food producers to develop initiatives for the joint benefit of local communities

DIFFICULTIES ENCOUNTERED

- ✓ Lack of finance to organise local tourist events

LESSONS LEARNT

- ✓ The economic and cultural benefits for local food producers and community groups
- ✓ The initiative receives a lot of press coverage which helps to attract tourists and educate the public

POLICY IMPLICATIONS

- ✓ Contest Agora is a powerful resource for sharing information and making Bulgaria attractive for tourists to visit, therefore ongoing funding is vital
- ✓ This initiative demonstrates how a small producer can be successful by developing the experiential aspects of local food produce

Shigeru Ohki • www.nordnorge.com • Tromsø



DESCRIPTION:

Contest AGORA aims to identify and promote local products and traditions through a national competition. It is an annual event recognising local community development initiatives including local festivals, exhibitions and fairs where local food and tradition are combined to promote the tourist offering. A contest jury selects five finalists from the applications in five categories for development of the local communities, in the following areas: 'Community in Development', 'Solidarity and Humanity', 'Art and Culture for Development', 'Perspectives for Growth' and 'Most Productive'. The contest has very extensive press coverage and as a result small rural tourism operators have gained product exposure and increased their trade. By providing holistic and integrated support the initiative promotes local community development and provides visibility and support to businesses that can drive sustainable development in their communities.

Province of Rimini, Italy



CONTACT DETAILS:

N: Stefano Cerni • **E:** s.cerni@provincia.rimini.it • **W:** <http://www.stradadeivinidirimini.it/>

TARGET GROUPS

- ✓ Agri-tourism related businesses
- ✓ Food producers
- ✓ Farmers producing food/drink
- ✓ Entrepreneurs
- ✓ Wine bars
- ✓ Shops
- ✓ Craft businesses

OBJECTIVES

- ✓ To establish a network of companies in the area of Rimini to develop a co-ordinated approach to the promotion of wine tourism and local produce
- ✓ To stimulate economic development by promoting tourism attractions



ToFoto • www.nordnorge.com • Boemney

DESCRIPTION:

The Consortium of the Food and Wine Trail of Rimini Hills was established in 2000 to enhance gastronomic heritage by promoting tourism in places of wine production and traditional food produce within the Rimini region. The initiative has established a network of companies to develop a co-ordinated approach to promote wine tourism and local produce. Members pay a fee to join whereby they can avail of a number of services including market research and promotional initiatives. Members have been able to participate in trade fairs, enabling the exchange of ideas and experience, providing a basis for growth and innovation. This support for innovation otherwise would not have been affordable for these businesses.

KEY SUCCESS FACTORS

- ✓ The Consortium has provided support for innovation, which otherwise would not have been affordable
- ✓ Members have been able to participate in trade fairs, enabling the exchange of ideas and experience, providing an engine for growth and innovation

LESSONS LEARNT

- ✓ The importance of support from the local municipality in terms of funding and human resources to help the consortium meet its objectives
- ✓ The need to develop greater synergy between the tourism industry and local food; the influx of tourists during the summer season is not being exploited

DIFFICULTIES ENCOUNTERED

- ✓ Only a small number of farms sell directly; farmers are not sufficiently exploiting new sales channels (including online)
- ✓ Lack of sharing of common problems and difficulties
- ✓ The lack of practical support for marketing (i.e. training courses, joint initiatives etc.)

POLICY IMPLICATIONS

- ✓ Consortiums lead to benefits in terms of cost of innovation and product quality
- ✓ The financial and human resource support from the Province of Rimini has allowed the Consortium to achieve its objectives
- ✓ The need to develop greater synergy between the tourism industry and local food

PART 4: CONCLUSION



“ *The LOCFOOD project has enabled project partners to share this good practice and learn from practitioners and policy makers in each region.* ”

The good practice initiatives discussed here were categorised broadly into four types that supported the development of small food producers. These good practices displayed wide ranging objectives and involved multiple target groups and stakeholders. For example, good practices with a strong networking and business development focus had broader education, and consumer awareness agendas.

The good practices demonstrate the value of a network and trade name, for the food business and the region. Where farmers/producers work together they can promote themselves better and raise awareness of the work they do. Networking led to new business opportunities for the participating companies and facilitated knowledge transfer and learning among the participants.

The sustainability of projects is a major theme throughout the good practices. These initiatives need on-going administrative and funding support to survive and where such support is not maintained the benefits from the network will be lost.

An examination of these good practices highlights a number of areas worthy of consideration by policy makers and support agencies with responsibility for local food promotion and small business growth:

- Policy makers and agencies should review types of support currently available and tailor the support to the needs of small and micro food producers, where necessary, to increase innovation and growth;
- A strong emphasis should be placed on mentoring and a business development role to provide sector specific expertise;
- Agencies should develop a strategy for the development of collaborative networks for micro food producers, including creating awareness of existing provision and the supply of incentives for collaboration;

- Attention should be focused on the measures to be put in place to ensure the sustainability of networks following the completion of the programme;
- Agencies should consider the scope of the policy/ programme initiative, and how a single initiative can lead to multiple business, consumer and societal benefits;
- Agencies should exploit opportunities for economic growth through the further development of links between tourism and local food production and supply.

The identification of these good practice initiatives across the European regions highlight that there are multiple approaches at the level of policy and practice to support innovation amongst small and micro food producers. The LOCFOOD project has enabled project partners to share this good practice and learn from practitioners and policy makers in each region.

Looking ahead there are a number of questions for policy makers and project partners to consider when evaluating the merits of good practices adoption from other countries, such as:

- What can we learn from other European regions/countries?
- Can this learning be applied in our region? If so, how?
- And what, if any, barriers are there?

These issues are being considered in the final stages of the LOCFOOD project and will culminate in the development of implementation plans identifying how learning from other regions could be embedded to support the competitiveness and success of small and micro food producers.

