

## Action Plan

FRiDGE seeks to give food industry SMEs a competitive edge by providing industry stakeholders with policy inputs on productivity, market reach and capacity building.

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## 1. Prologue

Produced by each region, the action plan is a document providing details on how the lessons learnt from the cooperation will be exploited in order to improve the policy instrument tackled within that region. It specifies the nature of the actions to be implemented, their time frame, the players involved, the costs (if any) and funding sources (if any). If the same policy instrument is addressed by several partners, only one action plan is required.

## 2. General information

Project:	FRiDGE
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## 3. Policy context

### 3.1. General information on policy instruments

- The Action Plan aims to impact:
- Investment for Growth and Jobs programme
  - European Territorial Cooperation programme
  - Other regional development policy instrument

Name of the policy instrument addressed: Premium strategy for food from Bavaria

### 3.2. Information about our policy instrument addressed in the Action Plan

#### 3.2.1. Background

The "Premium Strategy for Food" created in 2017 by the Bavarian State Ministry of Food, Agriculture and Forestry (StMELF) aims to increase the focus of consumer interest on Bavaria's special and unique food and agricultural products. Within the framework of the project "Value chains for premium products", the central task is to establish and support value chains for special products in close cooperation with the economic actors.

The premium strategy aims to promote the distribution of high-quality food. In this way, the Free State of Bavaria wants to turn the weaknesses of Bavarian farmers in international competition into an advantage. The aim is to compensate the fact that relatively small farms with comparatively high production costs are at a disadvantage in competition.

*"Our specialities are unmistakable and stand for regional diversity and the heart and soul of the people. With our premium strategy, we want to provide consumers an orientation guide for these unique products, but also increase the sensitivity and appreciation for our local specialities," – Michaela Kaniber, Minister of Food, Agriculture and Forestry (Translation from German by the author).*

To achieve this goal, there were build up three projects with different approaches. They all have the same overarching aim. These three projects or pillars of the Premium strategy for food are described in more detail below.



**Figure 1 The Three Pillars of the Premium strategy for food**

The premium strategy is based on three pillars:

- “100 Genuss Orte Bayern” - The honouring of 100 places of culinary delights.
- “Genuss Akademie Bayern” - The Academy of Taste offers practice-oriented qualifications and workshops for gourmet cooking.
- “Genuss Schätze Bayern” - The Premium Products accompany and encourage special value chains for high-quality products.

The Action Plan will focus in particular on the pillar Genuss Schätze Bayern. The following document will concentrate on the description of this pillar and the implementation of the lessons learned from the FRiDGE project and the associated effects on the Genuss Schätze Bayern project.

### 3.2.2. Project goals of Genuss Schätze Bayern

The Genuss Schätze Bayern Project wants to protect value chains of regional products. The value chains focus on the overall product quality, cultural heritage, economic sustainability and mindfulness. A variety of natural and cultural areas worth protecting give origin to unique agricultural products and foodstuffs with a high taste value and a special cultural and ideological added value. The unique end products of the value chains combine high quality and regional relevance. These Bavarian culinary delights have additional characteristics. At the end of the value chain, there is a premium product that

makes the special nature of Bavarian agriculture a concrete experience in the food industry and for the consumer. The Project Genuss Schätze Bayern shows consumers the stories behind the special products and helps to bring people back into contact with the original production.

Together, the products and the value chains behind them create the brand "Genuss Schätze Bayern", engl. "Premium Products Bavaria". The Project Genuss Schätze Bayern is intended to highlight the following characteristics of regional products:

- The work and engagement of the people who promote culinary and agricultural traditions and keep them alive.
- The authentic and personal stories of the producers and processors
- The local closeness to producers and processors and thus the possibility to get to know them personally and to check on them, merged under the aspect of transparency.
- The support of original and natural food production.
- Cultural integration, i.e. a regional speciality that only exists once.
- The product as an expression of identification with the home country
- The preservation of regional jobs
- The fair and adequate payment of producers
- Security and independence through regional supply
- A diverse range of food products
- The support of sustainable food production (e.g. a low ecological footprint through short transport routes and resource-saving production methods; the support of biodiversity through the preservation of meadow orchards)
- More animal welfare
- Confidence in the high quality of local products in terms of pleasure and safety

Consumers must be aware that they have a responsibility, and that their purchasing decisions can have a positive or negative impact. Choosing a premium product enables them to express their respect for the local producers.

The Project Genuss Schätze Bayern shows consumers the stories behind the special products and helps to bring people back into contact with the original production. The project also highlights the traditional and handcrafted processing of high-quality agricultural products. Awareness of the quality and distinctive character of local products is strengthened. By building trust, closeness and solidarity at the same time, appreciation for the product, the producer and the underlying work is promoted. With the increase in value for local agricultural products, a continuous added value from the farmer to the plate is achieved. When all components in the value chains work hand in hand, joint projects

are created from which all participants benefit fairly. The Genuss Schätze Bayern also serve as a flagship for the overall image of Bavarian agriculture in terms of regional diversity, quality and living tradition.

In order to create value chains from the idea to production and culinary delights, the right people, companies and ideas are needed at every point. A wide variety of partners are possible on the path from producer to consumer, from direct marketing to gastronomy, to community catering facilities or food retail. In addition, networking with regional marketing or tourism can be useful in order to facilitate further and faster dissemination of the product idea.

To act as an impulse generator and to promote the development of value chains, various approaches are available:

- Initiating new value chains by researching and identifying promising products.
- Picking up and supporting existing approaches
- Bringing together suitable partners and building the necessary bridges for networking.
- Accompanying and advising until the product is ready for the market.

In all approaches, it must always be borne in mind that only framework conditions can create and pave the way to the market. Regulations and definitions can be shaped in principle but are ultimately up to the consensus and decision of the economic operators. Furthermore, it should be noted that there must be no preferential treatment of individual market participants.

A long-term goal is the development of the brand Genuss Schätze Bayern to a level of attractiveness and awareness that can also be addressed by interested producers or distribution partners.

### 3.2.3. Status quo and further development of the project

What is the current status of the project Genuss Schätze Bayern?

The project partner of the project Genuss Schätze Bayern is the IEM. The task of the IEM is not to provide financing, but to offer support and thus "help for self-help". For this reason, an increase in added value also requires the investment of work, time and money on the part of the project partners. Promising project partners often already have initial successes with their products. Therefore, there must be strong arguments for a cooperation with the IEM within the framework of "Genuss Schätze Bayern". In addition to economic aspects, this also includes non-monetary aspects such as non-material support or the creation of a sustainable image. At the current stage, the evidence of the effects of support measures is still expandable.



Other desired characteristics for business partners, which the IEM should also fulfil, include responsiveness, reliability and continuous monitoring and support. Especially as an organising or even lead partner, it is necessary to build and maintain a good reputation.

The evaluation of the past project years (see project reports 2017/2018 and 2019/2020) shows that there are successful projects, especially with the project straw pig and the cheese specialities, which have generated a lot of positive feedback. In addition, various projects have been initiated and concepts for new value chains have been developed.

During the project years 2021/2022/2023, the aim is to build up, expand and, where available, consolidate these points with the help of suitable strategic marketing and communication measures.

## 4. Details of the actions envisaged

The project's influences on the policy instrument will be described in more detail in the following chapters. Thereby it will be presented, on how lessons learnt from the cooperation will be implemented to improve the policy instrument.

### 4.1. ACTION 1: Development of new premium products

#### 4.1.1. The background

##### 4.1.1.1. Territorial needs

In the first semesters, the status quo of SMEs in the food sector in the partner regions was surveyed. Aspects considered included:

- Structure: All actors, networks and institutions that make up a support system
- Functions: All activities of actors, networks and institutions within the support system that assist food and drink businesses including their internationalization
- Dynamic tailoring: The ability to customise support activities to the changing needs of specific groups and contexts
- Navigation: The relative accessibility to the support system and the availability of clear guidance to manoeuvre the system
- Assessment and monitoring of effectiveness: Assessment of the support system to identify good practices, learning opportunities and measure impacts for continuous improvements

Specific questions were used to examine all of the above-mentioned aspects of the funding structure in our own region in a more precise context. The results are shown below in graphic chart form.

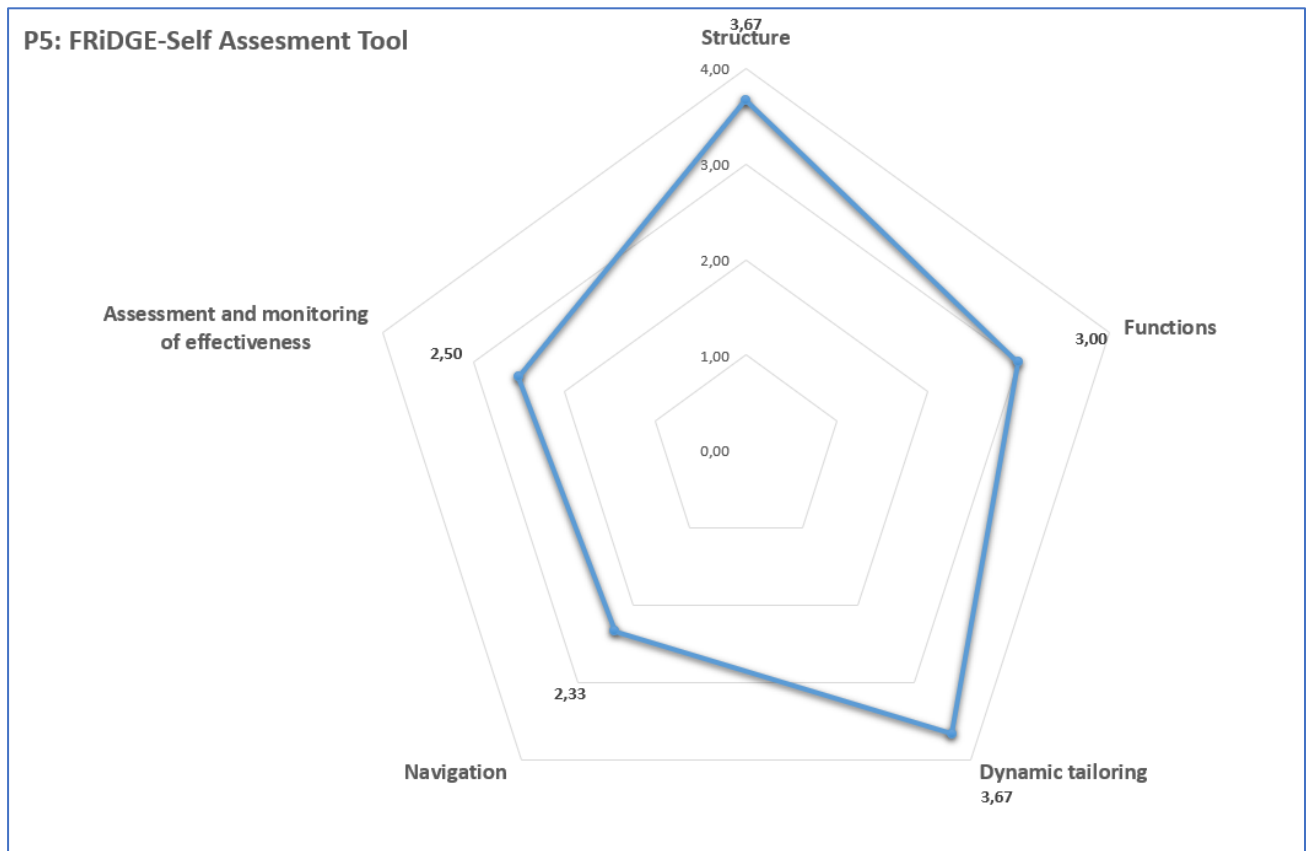


Figure 2 FRiDGE Self Assessment Tool

The results presented mean we have a broad understanding of support. The Support system and structure is widely set and comprehensive. Actors, institutional settings and resources can offer help for SMEs.

The evaluation of the surveys and reports, done within the FRiDGE-Partnership showed that our region still has potential for improvement especially in Entrepreneurial issues. The discussions revealed that projects that directly support businesses and address their challenges are particularly worthy of support. The Genuss Schätze Bayern project engages the direct dialog with SMEs. Our policy instrument matches to our territorial need. Because of the project, we can directly question and work on Entrepreneurial issues.

## Territorial needs

In a broader perspective, it may be noted that all Regions have special needs, some of them being unique and distinct for each Region, but most of them are under the same frame; even if they differ slightly in their projection, they have the same basis.

The territorial needs could be grouped together in four (4) categories:

- Policies
- Finance
- Entrepreneurial issues
- RTDI (Research, Technology, Development, Innovation)



	<b>Policies</b>	<b>Finance</b>	<b>Entrepreneurial issues</b>	<b>RTDI (Research, Technology, Development, Innovation)</b>
<b>P1 (Tolna county, Hungary)</b>	Medium	High	High	Low
<b>P2 (Harghita County – Romania)</b>	Medium	Medium	High	Low
<b>P3 (Bavaria – Germany)</b>	Medium	Low	High	Low
<b>P4 (South Ostrobothnia – Finland)</b>	Medium	Medium	High	Low
<b>P5 (Region of Western Macedonia – Greece)</b>	Medium	Medium	Low	High
<b>P6 (East-Flanders – Belgium)</b>	High	-	Medium	Low

*“High”, “Medium” and “Low” refer to the level of needs in each category.*

Figure 3 Screenshot from the document "territorial needs"

In order to better understand the potential for the creation of value chains within the framework of Genuss Schätze Bayern, it is necessary to look at current social developments and analyse the interaction between producers and consumers.

### 4.1.1.2. Personal exchange with the Project Partners

Especially in the FRiDGE project partnership we realised that we have good projects, but they often need more development. The communication and promotion of these projects urgently needs to be

improved. This was also the result of the analysis in the first semesters. Therefore, in addition to the further development of the chosen policy instrument, our advertising and publicity will always play an important role (see Action 2). We want to become better known among the population and small SMEs. Through direct exchange and on-site visits, we want to initiate direct dialogue with the target group.

#### 4.1.1.3. Reverence and learning from Good Practices

To create value chains from the idea to production and culinary delights, the right people, companies and ideas are needed at every step. A wide variety of partners is possible on the path from the producer to the consumer, from direct marketing to gastronomy, to community catering facilities or tourism, to enable a further and faster dissemination of the product idea.

We would like to be a source of inspiration in the framework of FRiDGE and promote the development of value chains. This will be achieved by:

- The initiation of new value chains based on international exchange through good practices
- Identifying and supporting existing projects
- Bringing together the right partners
- Supporting and advising

#### 4.1.1.4. Reference to lessons learned

##### *GP 1 “Sustainable Intensification in Dairy Sheep Farming”*

The good practice combines the aspects of regionality and sustainability. The company processes regional raw materials using modern methods and machinery that will ensure long-term profitability in respect to the society, the environment, and the animals. Regional processing of raw materials enables both the creation and maintenance of jobs in the region and support of local farmers. This means that food can be sourced locally, thus reducing the burden on the environment through short transport routes. The success of the project proves that local projects are possible, accepted and set a good example.

##### *GP 2 “Enterprise Europe Network”*

The wide reach and enormous success of the Enterprise Europe Network offers a large network with many partners, experts, member organisations in business support. The Network can also offer a targeted approach aimed specifically at all business sectors and especially in food sector. Its expert

groups cover all key economic sectors, from healthcare to agrofood, from intelligent energy to fashion and textile. Stakeholders include regional organisations, universities and governmental and non-governmental institutions. Joining forces and making available existing resources to create and further promote regional SMEs.

#### *GP 3 “Accelerating growth and internationalisation among Ostrobothnia Food Industry SMEs”*

The High Level Four Partners support local SMEs by sharing their knowledge and know-how in the field of development and marketing. Using the online learning materials and the training seminars, the local food SMEs can improve skills and knowledge in branding, marketing, and exporting. The good practice is an example of a project run by food business development organisations who wish to enhance the skills and knowledge of local food SMEs on branding and exporting. It is important that the project involves expert organisations that concretely work with the subject of the project.

#### *GP 4 “Food Forum and Food Team: Regional Food Innovation Cluster Networks in South Ostrobothnia”*

Food Forum and Food Team are food sector collaboration networks that operate in South Ostrobothnia. The aim of the networks is to enhance the innovativeness and information sharing within the region’s food sector and they both are outputs from a former development project funded by the ERDF. The network is from a regional food cluster and carry out different activities, that were developed in the previous project. Food Forum is a collaboration among key actors who work within the food sector development in the region.

#### *Summary of the learning process from the good practices*

What stands out in these four good practices is the different approach to accessing and **using existing resources**. This is the key point for further development of our policy instrument: accessing existing resources, using what is available and developing and improving it and making it known.

An other important learning process was also the project procedure. The thoroughly structured and planned project steps and procedures by the Interreg Europe were also interesting. The lessons

learned and the exchange in bilateral meetings triggered a reflection process that led to the development of the three premium products. This process and the result will be explained in more detail below.

The operational planning, implementation, control, realization of the project, as well as the control of the measures of each individual partner and the efficient and goal-oriented project structuring by Interreg Europe were very exciting and interesting to experience. While the previous Premium products were all built in different methods, the structured, planned and controlled procedure, as it is common in Interreg Europe projects, was a good example in terms of simplification of procedures and efficient use of resources (human, budget, info, etc.).

#### 4.1.2. Activity 1: Develop three new premium products

This part is about the aim of the action, the activities involved and the policy linking. So, the aim of the action is to establish 3 new premium products. The exact definition of a Premium Produkt is shown below.

*“A regional premium product is an animal or agricultural product that is of a high quality and comes from a defined region. These are special products with a unique flavour and/or a traditional production method, often available in traditional shops and direct sales. Within the framework of the EU project, we would like to highlight further culinary specialities of Bavaria. We consider products that originate in the region to be particularly worthy of protection.”* - Abstract of the "Leaflet Regional Premium Products 2019" of the Bavarian State Research Centre for Agriculture, Institute for Food Economics and Markets (LfL / IEM); Annex VuV Regio 2019

##### 4.1.2.1. Important Prologue about the 3 new premium products

In building the new premium products, the connection and networking of the actors represents an essential role. The aim is to create a regional food treasure with unique characteristics through the development of common criteria and distinctive characteristics.

During phase 1 of the project, the new premium products have already been identified. The aim of ACTION 1 is to develop the 3 products identified as premium products as such. The premium products will be further developed, rather than created, in the project Genuss Schätze Bayern. The aim is to

develop and improve the premium products. The development of the new premium products is divided into four steps to make the process easy to understand:

1. Research and identification of potential products
  - Does that product play an important role for preserving a value chain?
  - Which previous projects provide a possible foundation for new premium products?
  - Are there any current consumer trends?
  - Are there already supporting projects for this product?
  - Are there contact persons for this product?
  - Does the planned value chain provide added value for all stakeholders?
2. Identify Contact persons
  - Connecting and networking the different stakeholders
  - Development of common characteristics and unique attributes
3. Independent further development of the project by the stakeholders
  - The contact persons should continue the project. All the necessary conditions and framework conditions for this have been created in advance.
4. Maintaining contact and continuously updating the state of knowledge on the individual project
  - Maintaining contact (e.g. through key actors)
  - Current information is kept up-to-date on the homepage.

In conclusion, at the end of the first phase of the project, the first step will have been taken and the ACTION will focus on the following steps in the second phase of the project.

#### 4.1.3. Research and Identification (Step 1)

The Alpine Space project AlpBioEco was carried out at the Competence Centre for Nutrition from May 2018 to April 2021. Strengthening the Alpine Space by using the existing potential of regionally typical products and investigating them about their bioeconomic potential is the goal of the EU project AlpBioEco. Since May 2018, 13 project partners from 5 countries in the European Alpine region have been working on the topic of how to record the bioeconomic potential of typical Alpine products such as apples, herbs and walnuts and how to develop business models into attractive business ideas for small and medium-sized enterprises. The analyses of the potential of the walnut value chain were impressive and included many opportunities for the appreciation of regional products that could not be exploited in the AlpBioEco project. These results were followed up and the first premium product walnut was further developed within the framework of FRiDGE.

The cultivation of orchards in Bavaria is a form of fruit cultivation that has developed over centuries and is of great importance for the cultural landscape and biodiversity. Nevertheless, this form of cultivation has declined sharply in Bavaria for reasons of profitability. In order to counteract this, the Bavarian State Government concluded the Bavarian Fruit Cluster Pact with important social groups on 18 October 2021. By 2035, an additional 1 million trees are to be planted and existing orchards preserved. With about 5,000 animal and plant species, orchards are among the most species-rich habitats in Central Europe. With many rare and endangered species, they are hotspots of biodiversity. With the Bavarian Fruit Cluster Pact, the Free State is making a decisive contribution to biodiversity and at the same time preserving our rural cultural landscape. Strengthening local orchard cultivation also ensures self-sufficiency with healthy fruit and offers economic value creation in the region through the production of diverse orchard products. The hazelnut as an orchard fruit is also becoming more popular in Franconia. Regional cultivation enables the enjoyment of high-quality hazelnuts and products made from hazelnuts, such as the much-loved and popular Hazelnut spread.

Goat meat has become a real insider's tip among gourmets. Especially the meat of young goats is appreciated for its fine taste and is considered particularly tender. To increase awareness of this delicacy, the State Institute for Agriculture, in cooperation with the organic model region of Oberallgäu Kempten, has launched the "Allgoiß" campaign. The name is a combination of the term Allgäu and the common name for goat in parts of southern Germany, the "Goiß". To further support the project, it is also to be developed as a premium product.

The three new Premium Products that were identified were: Walnut, Hazelnut and Goats.

#### 4.1.4. Identification of contact person (Step 2)

The most important stakeholders are always the Bavarian State Ministry of Food, Agriculture and Forestry (StMELF). In second place, the State Institute for Agriculture (LfL). The Bavarian State Institute for Agriculture (German: LfL, Landesanstalt für Landwirtschaft), is responsible for the Genuss Schätze Bayern project. Therefore, in the last project year of FRIDGE especially in the Action Plan, the LfL will be an important partner and stakeholder. Together we will develop three new premium products. In establishing the three new premium products, the LfL will be the most important contact.

In addition, for each value chain, i.e. for each premium product, separate partners are acquired. Contact persons are therefore associations, orchard associations, contact persons from the public and private sector, start-ups, engaged private persons and others. A separate network is established for each premium product. These networks are important in the development as well as in the implementation of the actions. The contact persons benefit from the establishment of the network,



through the exchange of good practices and subject-specific information, as well as other information. At the same time, each contact person contributes to building and developing the premium product.

#### 4.1.5. Further Development (Step 3)

The project staff of FRiDGE at KErn, as well as the project staff of the Genuss Schätze Bayern project, maintain contact with the contact persons of the premium products. In the network, current developments are followed and an overview of possible approaches to the further development of the premium product is kept in mind. Establishing contact with promising persons is also part of the development of the premium products. The involvement of committed actors is an essential part of the project. The consultation and compilation of strengths, weaknesses, opportunities and threats of the value chains are components of the strategic planning of the next steps.

#### 4.1.6. Maintaining contact (Step 4)

The Genuss Schätze Bayern project aims to identify premium products, build networks and further develop projects. In the long term, the actors, i.e. the network itself, should be responsible for the continuation of the project. This can be ensured through regular contact by email, telephone or meetings. This is the responsibility of the Genuss Schätze Bayern project and cannot be ensured in the long term by FRiDGE project staff.

#### 4.1.7. Timeframe

The three new premium products will have been defined at the beginning of 2022. As soon as these have been identified, work can continue the second part of the Action Plan, which focuses on promoting and publicising the premium products and further information about them.

#### 4.1.8. Costs and Funding sources

Action 1 will mainly require staff costs. These will be covered by the KErn or the LfL. However, an estimate of the project budget can only be made intuitively at this stage, as the necessary information base is missing and further steps will only result in the project process.

### 4.1.9. Impact of ACTION 1 on the policy instrument

The aim of the policy instrument, the premium strategy and the Genuss Schätze Bayern project is to value and promote regional value chains. Action 1 identified and further developed 3 additional regional value chains. Thus, the FRiDGE project has sustainably supplemented and advanced the Genuss Schätze Bayern project by 3 additional premium products.

## 4.2. ACTION 2: Promotion of the project and regional products

Action 2 mainly includes the promotion of the project Genuss Schätze Bayern and the promotion of regional products, the premium products. This also includes encouraging networking and providing information about the new premium products.

### 4.2.1. The background

#### 4.2.1.1. Current social developments

The demand for regionality and sustainability in food are not temporary trends, but serious consumer choices that need to be taken closer into account. Other related trends are organic, enjoyment, health, animal welfare, seasonality and naturalness.

The Nutrition Report of the Federal Ministry of Food and Agriculture (BMEL) 2020 "Germany, as it eats" lists large number of data that emphasise the relevance of regional value chains. The nutrition report clearly shows that consumers want to know what is in their food, where it comes from and under which conditions something was produced. The legally required information on food packaging is (very) important for 85 % of the respondents. The voluntary information is also (very) important for consumers: animal welfare (84 %), fair production conditions (83 %) and environmentally friendly production (76 %). The importance of regionality for sustainable action is demonstrated by the fact that 82 % of respondents believe that the increased consumption of regional products can contribute to global food security.

These findings from the consumer survey are also reflected in the government declaration "Agriculture 2030: sustainable, smart, fair" on 20 May 2021. Minister of State Mrs. Michaela Kaniber points out that the regionality of food is a core interest, as also shown by the geographical sales figures: 60 % of Bavarian food is marketed in Bavaria. The aim of fair payment for agriculture for more value of their products is also a concern of the Bavarian State Government for the coming years.

The Genuss Schätze Bayern are absolutely in line with current developments and should be used to ensure a steady demand for regional premium products.

#### 4.2.1.2. Reference to lessons learned

##### *GP 1 "Tasteful east Flanders"*

The Tasteful East-Flanders project markets regional products. A marketing strategy is the so-called "Butcher's Hall". This is an old landmark where regional products are now promoted in Ghent. The tourist attraction located in the centre promotes East-Flanders products and the restaurant located there offers dishes with regional food. An additional promotional activity is the promotion at markets and fairs and through the Tasteful East-Flanders food truck. In addition, there are recipes as inspiration to become familiar with the regional products. Promotion of the products is supported by communication and advertising in large kitchens, hotel management schools and regional stores. Ambassadors for Tasty East Flanders are also nominated. These are people who actively promote regional products in their business. There are 3 cooperatives that offer a system for the sale and distribution of regional products. The various cooperatives bring together many agricultural and regional producers. Emphasis is placed on tourism enhancement, e.g. through the "Tasteful East Flanders" tours. There is also a program to raise awareness of regional products in elementary school. More focus is put on tourist valorisation, e.g. through East Flanders Tasty Tours. There is also a program to raise awareness of regional products in elementary school.

This comprehensive and versatile marketing strategy reaches both regional consumers in the city centre and, through an online shop, consumers all over the area, as well as tourists. At the same time, the restaurant is an excellent opportunity to taste the food and convince with its quality.

##### *GP 2 "Development of the regional Food Province Label of South Ostrobothnia" and learning of the study visit to South Ostrobothnia*

The label of the food province of Finland represents high quality food and regional cooperation. Participants can come from diverse sectors such as Restaurants, Cafés, Food processor / factories, retailers or farm tourism businesses. The raw materials are derived from southern Ostrobothnia. The Products contain the flavours from southern Ostrobothnia and are provincial specialties.

That is ensured by regular audits. All ingredients that can be delivered from southern Ostrobothnia must be purchased from southern Ostrobothnia if possible. The auditor investigates the documentation of ingredients and surroundings in company's premises. The evaluation is based on a national system and grades the companies from "excellent", "good", "to be corrected" to "bad". This

public system for inspection information provided by the food control authorities enables consumers public access to the inspection results of food industry operators. In this so called “Oiva” system, the food control authorities evaluate the food safety of companies. The inspection results are published by using emoticons (smileys) on a website.

The label of South Ostrobothnia has the logan “Great taste comes from South Ostrobothnia” shown inside of the label. This label is on display at the company’s premises and homepages. High quality standards maintain the reputation of the label. When participating in joint events, cooperation is strengthened.

### *Learnings & Conclusion*

In many discussions during study visits, as well as in bilateral meetings, we found out that the project Genuss Schätze Bayern still needs to work on its marketing and communication strategy. The various approaches to promote regional products were inspiring for an improvement of our marketing measures. The measures involving direct dialog with consumers and other stakeholders were particularly interesting. Public events and training courses, as well as participation in markets and trade fairs, will continue to be part of the marketing strategy in the future. The resulting measures are explained in more detail below.

#### 4.2.1.3. Improvement of communication strategy

To achieve the project objective, which means to establish and support value chains for special products, various communication measures are to be implemented. Based on the current state of knowledge, the following measures are planned:

- The awareness of the project and the products among consumers and project partners must be constantly expanded. Digital communication measures in particular play an important role in this. Further activities are press work and the development of networks.
- For public relations work, an editorial plan must be drawn up. This will ensure timely coverage of seasonal topics.
- Building a positive and attractive image by presenting and communicating the successes achieved and, as far as possible, the resulting, verifiable added value for the project partners.
- Building a relationship of trust to encourage the active participation of project partners. This will only happen if there is trust in reliable support from the government. This requires a steady and personal partnership in which both partners know each other, transparent

decisions are made, and a regular, appreciative exchange takes place. A decisive communication measure in this sense is thus the maintenance of contacts.

- Strategic marketing and communication measures can serve as a means of bringing together participants in a value chain. This includes, for example, the organisation and holding of networking meetings and expert conferences.
- The inclusion of advertising media such as bloggers, influencers and testimonials are currently not a priority.
- To make the connection and the importance of the sub-project "Value chains for high-quality products" and the brand Genuss Schätze Bayern clear to project partners, a short summary of the project is being prepared which can be distributed.

#### 4.2.1.4. Interaction between producers, processors and consumers

External factors are constantly influencing a company, including previous stages, like customers, alternative products, potential new and existing competitors. The representatives of Bavarian agriculture are confronted with the price pressure of global trade, among other things, and are still forced to compensate for the small-scale nature of rural agriculture and the structural disadvantages connected with it. One possible approach to succeed in the market is to emphasise the quality of the products instead of focusing only on quantity.

When analysing the relationship between producer and consumer, it must always be considered that in the end it is the consumer who makes the purchasing decision. The first step is to make the consumer aware of the local products. It is necessary to provide strong arguments, both objective and emotional, in favour of regional products which easily show the added values to the consumer.

Markets, farmers' market miles, farm festivals, or other public events can serve as interaction platforms toward consumers.

#### 4.2.1.5. The importance of the visibility of the "Genuss Schätze Bayern" project

The awareness of the project and the products among consumers and project partners should be constantly expanded. Digital communication activities in particular play an important role in this.

Building a positive and attractive image by presenting and communicating the successes achieved and, as far as possible, the resulting, verifiable added value for the project partners.

Building a relationship of trust to encourage the active participation of project partners. This will only happen if there is trust in effective support from the government. This requires a steady and personal partnership in which both partners know each other, transparent decisions are made and a regular,

appreciative exchange takes place. A decisive communication measure in this sense is therefore maintaining contact.

Strategic marketing and communication measures can serve as a tool to bring participants together. This includes, for example, the organisation and holding networking meetings and expert conferences.

In order to make the connection and the importance of the sub-project "Value chains for high-quality products" and the brand GENUSS SCHÄTZE Bayern clear to project partners, a short summary of the project is being prepared which can be circulated.

### 4.2.2. Activity 1: Organising Events and Workshops

As far as the circumstances of the Corona pandemic allow, the aim of networking events is to raise awareness of the premium products and to support networking.

#### 4.2.2.1. Stakeholder event together with Genuss Schätze Bayern

A special stakeholder meeting will be dedicated to the new premium products walnut and hazelnut. In this event around the topic of nut, walnut and hazelnut will play a major role. Interested people can exchange ideas, learn, network, connect and get impulses for their future work. On this day, stakeholders from food production are welcome as well as people who own nut trees, have oil mills, manufactories and of course all interested ones who want to learn more about the usage and regional products in general. All stakeholders who were involved in building the new premium products (See Action 1) should also be part of the event, both as speakers and as participants. The focus of the event should be the transfer and education of knowledge and to build and refresh networks. We intend for the stakeholders to be better connected through the event.

#### 4.2.2.2. Participation in the event "Treffen der kulinarischen Schatzbewahrer Bayerns"

The "Schatzbewahrer" (engl. Treasure Keeper / Preserver of Premium products) meeting is about preserving culinary heritage and networking with key players along the value chains. We will take part in this event and present the new premium products that were developed within the framework of the FRIDGE project together with the LfL (see Point "Action 1").

### 4.2.3. Activity 2: Providing information with the website

Finding information about the project and individual premium products are a necessity in today's market. Thereby information is provided, but also existing brochures, image videos, links and promotion references are linked and included on the homepage. Consumers as well as producers should be able to get information and network via the homepage or get in contact with key actors. The central goal, i.e. create value in our own region, should be apparent at first sight. In the implementation of these measures, existing information should be accessed. The most important element of the communication strategy about the web presence should be informing people via the website.

The homepage of Genuss Schätze Bayern provides information about every single premium product. This can look like this: Information about key actors and contact persons will be made available on the website on the one hand. In addition, it should be possible to present the advantage of qualifying a product as a premium product.

### 4.2.4. Players involved

The most important stakeholders are always the Bavarian State Ministry of Food, Agriculture and Forestry (StMELF). In second place, the State Institute for Agriculture (LfL). The Bavarian State Institute for Agriculture, or LfL for short, is responsible for the Genuss Schätze Bayern project. Therefore, in the last project year of FRIDGE especially in the Action Plan, the LfL will be an important partner. Together we will promote new premium products and already existing value chains.

### 4.2.5. Timeframe

After the first step of the Action Plan, the definition of the three new premium products, Action 2 can be directly started. The nut event is planned for September 2022. The other marketing and communication measures are to be implemented by the end of the FRIDGE project, i.e. by July 2023. The appearance on the Internet on the homepage of the Genuss Schätze Bayern page is an important element.

### 4.2.6. Costs and Funding sources

There will be costs for the events about Walnuts and Hazelnuts. Organising and providing an event or workshop will involve costs. There will also be some costs for providing information on the website

for a marketing agency. Depending on which type of costs are involved for which purpose, either project funds from the Genuss Schätze Bayern or from the Project partner KErn are used. The sources will be the following: Annual funds from the Genuss Schätze Bayern, and annual funds of KErn.

#### 4.2.1. Impact of ACTION 2 on the policy instrument

The aim of the policy instrument, the premium strategy and the Genuss Schätze Bayern project is to value and promote regional value chains. Action 1 identified and further developed 3 additional regional value chains. Action 2 focused on promoting the already existing premium products and on promoting the new premium products. Both participation in the Treasure Preservation Event and the organization of the Nut Event bring attention to the Genuss Schätze Bayern project. Thus, the project enjoys more attention and public appearance by the project FRiDGE and can fulfill its actual purpose: the appreciation with the consumer increase, by the fact that the whole work and the persons behind the products are made noticeable and the network under regional keyactors was forced.

<b>Date:</b>	_____
<b>Signature:</b>	_____
<b>Stamp of the organisation (if available):</b>	_____