

BELTFOOD

Best Practices in Business Retention & Expansion

INTERREG IVA Project: BELTFOOD

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Executive Summary

A region's health is dependent on its economic positioning - the number and quality of jobs provided by employers in the region. Good jobs keep residents living in the region.

This is why Economic Development organizations put efforts into the Retention and Expansion of existing businesses in a region and into attracting new businesses to the region.

In brief, Business Retention and Expansion (BR&E) programs are local development efforts designed to assist and encourage existing local businesses to grow and to stay in a region.

The present manual deals with current Business Retention and Expansion programs targeting the food industry in the BELTFOOD Region.

BELTFOOD as a connection between the Danish and German part in the BELTFOOD region investigated in the present manual to help economic development organizations in the region to improve their knowledge about food-specific development efforts respectively in their neighbour country. Beyond that, Best Practice examples from across Europe are being dealt with, which is an attempt to give input for future activities in the region as well as to allow a comparative reflection of existing BR&E activities in the region.

A broad range of activities in BR&E targeting the food industry could be identified in the BELTFOOD region. The present manual especially brings out Best Practice examples in food-industry targeting BR&E activities with focus on Workforce Training & Development, Product Development, Market-related support activities, Operations Management support, Business Facilitation, Technology Transfer and Information, Communication & Support in general.

Looking further towards future economic development, the BELTFOOD-region is well-positioned to further advance. In comparison to Best Practice examples in BR&E in other food-industry agglomerations across Europe the assessment of the BELTFOOD region's activities proves many creative and proactive approaches to BR&E.

However, to assure and further develop this good positioning in future, it will be necessary to further work on the region's competitive economic position and continue to focus on fine-tuning the region's economic development efforts.

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Introduction

1.1. Background and Context

The report "Best Practices in Business Retention & Expansion" has been prepared by the Danish-German project BELTFOOD as an integral part of the workpackage BELTFOOD Region.

The workpackage *BELTFOOD Region* focuses on activities addressing the regional cluster development organizations in the region with the aim to create a sustainable cooperation network of these food cluster organizations.

As a basic step the workpackage comprehends an evaluation of the BELTFOOD region's competitiveness in regards to the state of the cluster activities and economical structure of the region.

Adjacent to a food industry-specific *Site Selection Factors Study* and a *Cluster Analysis* the issue of *Business Retention and Expansion (BR&E)* is being dealt with in this context.

In combination, the findings of these three areas of work will represent a basis for the identification of relevant activities and cluster support services which could enable the food processing industry to further develop and invest in the region.

The present report deals with best-practice food-industry specific cluster activities and BR&E programs available in the German-Danish BELTFOOD Region. In addition, the manual comprehends a selection of Best Practices in food industry-specific BR&E programs from across Europe.

The main objectives of the report are:

- Assist regional development organizations in the development of a knowledge about the BR&E activities on the other side of the Fehmarnbelt
- Assist regional development organizations in the development of a knowledge about Best Practices from outside the BELTFOOD region
- Reveal exemplary practices in the region, as well as those which need further development as a basis for a cluster-specific regional development agenda
- Represent a foundation for the development of food cluster specific economic development policies.

The report is divided into four sections. The first section explains the concept of BR&E in brief and why the topic is dealt with in the project BELTFOOD.

The second section represents an overview about food industry –specific Best Practice examples in the BELTFOOD-region.

The third section is dedicated to a selection of Best Practice examples in BR&E from other food-industry agglomerations in Europe.

In a last section the current situation of offers available to food-processing companies located in the region will be discussed.

1.2. The concept of Business Retention & Expansion

A region's health is dependent on its economic positioning - the number and quality of jobs provided by employers in the region. Good jobs keep residents living in the region. Jobs allow residents to purchase property [and pay property taxes]. The disposable income from jobs allows residents to shop more [and pay sales taxes]. It is not surprising that Economic Development organizations have been intrigued by the concept of recruiting jobs to a community by attracting a large employer. However, the competition for such corporate partners is fierce. Keeping an existing business is often easier than recruiting new firms. 40 to 80% of new jobs are created by existing firms, not from attracting prospects. And less than 10% of business closures result from business failures. More than 90% are caused by movement of work through mergers, consolidation, restructuring and deliberate decisions to relocate businesses.

It makes sense - and good use of economic development resources - to encourage local employers to stay, grow and add more workers.

In this regard, the concept of Business Retention & Expansion (BR&E) is an economic development strategy that focuses on the retention and expansion of existing businesses in a region in contrast to "Inward Investment" programs and activities.

Programs are designed to help support existing business to upgrade their overall competitiveness. "BR&E programs are all local development efforts designed to assist and encourage existing local businesses to grow."

In further detail Business Retention & Expansion (BR&E) aims at:

- keeping existing companies from re-locating to other areas
- assisting existing companies in surviving economic difficulties
- helping existing companies to expand and create new jobs at their current location
- increasing the competitiveness of the existing companies.

On the practical level, Economic Development organizations face a broad range of possible BR&E activities and programs (e.g. General Economic Development Programs, Infrastructure, Financial Assistance Programs, Technical assistance Programs, Human Resources Development/ Education, Export Assistance, etc.) that can help to retain companies in the region, and to further support them in their economic development.

Business Retention & Expansion activities comprehend those activities, which do support the corporate development or improve the competitiveness of single enterprises or groups of enterprises that are already located in a community. In this regard, Business Retention and Expansion programs typically focus on location criteria such as business-specific infrastructures, business-specific costs/taxes, general information & support and the establishment of cooperation possibilities.

Usually, BR&E activities are classified into direct and indirect instruments.

For example, direct instruments which refer to the single company within BR&E could be:

- Exchange of information with companies, advisory services
- Financial assistance
- Workforce (Qualification programs, attraction, retention).
- Technical assistance programs (e.g. sales, process optimization)

In contrast, indirect instruments would rather refer to a general improvement of the business environment, such as:

- Location marketing
- Infrastructure development (e.g. transport, communication, education, social)
- Business-minded administration
- Networks

In other words, BR&E activities can represent all kind of activities that resolve issues and find solutions to problems of local businesses. By becoming the “one-stopshop” for answers to local industries’ problems, an economic development organization can bolster its expansion program.

In the following section a choice of typical BR&E programs will be described in further detail.

1.2.1. Infrastructure development & assistance with real estate issues

The availability of appropriate buildings and sites (which includes space for expansion at a current location) as well as an appropriate transport infrastructure represent basic requirements in businesses’ location requirements. Not only for companies looking for potential new locations, but also for companies already located in a community the production factor “Real Estate” is crucial. Therefore, dealing with (and developing) transport infrastructure and industrial real estate and providing real estate assistance represents traditionally a cornerstone of most BR&E programs.

Apart from these traditional issues to be addressed by economic development organizations is the issue of communication, infrastructure structure, utilities (recycling facilities and utilities, wastewater facilities, energy supply, etc.) and social infrastructure (social and cultural facilities, education, scientific communities and industry-specific institutions) .

1.2.2. Financial Assistance Programs

Financial assistance programs are typical attraction and BR&E programs. There are two main types of financial assistance programs: tax exemptions and incentives (as far as they are legal and conform to EU-legislation), whereas tax exemptions rather refer to attraction programs.

Within BR&E Loan Programs have established as an important instrument targeting those companies that are unable to obtain sufficient (or no) financing for their expansion projects.

Another relevant instrument in regards to financial assistance is providing Venture Capital especially to innovative and/or high-technology areas and companies in a seed, start-up or early

expansion stage. For these companies the BR&E program might offer access to venture capital of various formats. Apart from private venture capital, some public institutions have made regional venture capital pools available to support regional companies in their expansion. Sometimes this venture capital is only made available to high-technology industries or another specified industrial sector / business. Such public programs can take different forms, like building a pool from tax revenues or lottery income, creating tax incentive programs for venture capital investors or the development of business angel networks. The latter is a network of wealthy individuals who have an interest to invest in start-up enterprises (e.g. Business Angels). Finally some regions have established "capital networks" where the economic development organization acts as a broker who matches companies / entrepreneurs with investors.

1.2.3. Company Visits, Information & Support

The usability of a community's economical potential presupposes a systematic information and support of businesses. Information, communication and support can represent especially for start-up companies and SME an essential contribution to the exploitation of the full development potential.

The direct assistance of companies and distribution of information therefore represents a classical issue within BR&E programs. The typical key aspects in company support & information within BR&E programs consist of concrete support in regards to real estate exploitation and choice as well as for example information about public incentive programs and the implementation of conferences and/or workshops about ongoing topics. Also the connection with or the mediation between companies and other public institutions in order give assistance in administrative issues represents a classical BR&E tool (e.g. building legislation, administrative issues).

The basic principle of BR&E is not simply to "hold onto" businesses that are located in a region, but to help them expand, as well as spur new growth through stronger industry clusters. Taking excellent care of current primary employers represents a pre-condition in BR&E, as "*Capital goes where it's welcome and stays where it's well treated*" [Walter B. Wriston].

An exchange with companies represents the direct way to gain insights into the business climate, into issues that affect companies as well as their needs, and therefore crucial for the development of customer-oriented and proactive BR&E programs.

In brief company visits serve several purposes:

- they can help assessing a region's strengths and weaknesses, and any barriers to a company's growth within the area.
- They are necessary for the development of relationships with local businesses, so that when these are in need of answers, they know whom to approach.
- Possible expansions are more likely to be recognized, and necessary resources to assist with expansion can be identified at early stage.

- Insights to improve regional strategic action plans for economic development can be gained.

Providing forums, workshops, and other events that pertain to a local industry issue or industry networking, are excellent ways to bring businesses together, and to help them feel connected to a network. The more connected the companies feel, and the more they know about local resources and what other companies are doing, the more likely they will feel that the community is a good place to expand their businesses.

1.2.4. Technical Assistance Programs

In contrast to traditional BR&E programs with a focus on location criteria, technical assistance as BR&E program deal with assisting businesses in their operations such as human resources management, marketing & sales, logistics and daily operations management (factory planning, inventory management, ...). Technical assistance programs are likely to be implemented in terms of making consulting expertise and/or knowledge available in different areas:

1.2.4.1 Technology transfer & support of innovations

New technologies and new products are drivers of an economy's development. Especially, the food industry is significantly influenced by trends such as for example "functional food" or "organic food". Sometimes these trends are instigated and sometimes they are the product of general changes in eating habits. This is another segment that is showing a strong tendency towards short production cycles. That makes it necessary for companies to quickly recognize developing trends in order to maintain and further improve their competitive edge.

However, especially small and medium sized companies face big challenges in regards to investments for technology and product innovations. BR&E programs can facilitate this process by getting knowledge and contacts across to these companies.

1.2.4.2 Workforce Training and Development

Qualified and motivated workforce as well as an acceptable wage level represents – especially in Germany and Denmark – a more and more important competitive advantage for enterprises. More than ever, the number of available labor is decreasing and simultaneously the importance knowledge as driving force of economic growth is rising. Against the background of a demographic change this situation is even likely to intensify. This brings forth a growing challenge for enterprises to cover their demand for qualified workforce.

The food industry confronts especially a challenge to attain skilled labor for commercial and technical areas such as engineers as well as junior staff. Another central issue, especially for small and medium sized companies in rural areas, is the emigration of skilled labor to other companies and/or communities.

In the background of this labor deficit the availability of qualified workforce as well as an acceptable wage level represents a central site selection criterion and is likely to drive investment decisions of enterprises.



The strategy to develop the workforce in a region can be threefold: improve the image of the region/industry, increase the level of qualification and decrease the wage level.

Qualification programs driven and implemented together by public bodies and businesses have established as a central BR&E program in recent years.

1.2.4.3 Marketing & Sales

Marketing and Sales is a major concern in most food-processing companies. Their survival and expansion depends on the company's ability to market and sell their products. This can be achieved by entering new sales channels, developing new products for new target groups and by marketing existing products in more efficient ways. In order to assist companies on the "output-level", BR&E programs can focus on supplying companies with resources and knowledge, which is necessary for the development of and expansion within markets.

Especially international business represents often a field of activity within BR&E, as companies which do business internationally grow faster and fail less often than companies that don't. Also, Exporting and importing are vital for the health of a region's economy.

Media assistance can be another helpful offering for companies looking for additional exposure. Whether through a press release, or an event held specifically to brief the media, an economic development organization can provide great value by assisting a company with its media needs.

2. Best Practices in BR&E in the BELTFOOD-Region

2.1 Best Practices in Workforce Training & Development

2.1.1 foodRegio HR development campaign "Berufe, die schmecken"

The Hanseatic City of Lübeck is the center of the North German food industry - home to famous brands as well as leading private label manufacturers. In comparison with so called high-tech industries, the German food industry is characterized by an exceptionally low image - with only the nuclear power industry ranking lower.

This situation affects the further development of the food industry in several ways. First and above all, the innovation and growth process in the food processing sector calls for more qualified personnel than ever before. This development needs to be considered in the light of a more relaxed national labor market as well as demographic changes putting the food industry in fierce competition with other - apparently more attractive - business sectors.



To address the situation described above, the "Tasteful Jobs" (German: "Berufe, die schmecken") campaign was launched by **foodRegio Lübeck** to improve the image of the food sector among potential students and young professionals through targeted PR, cinema spots, online qualification checks, study visits for schools as well as a specifically created Muesli bar.

This information campaign was complemented by the development and introduction of a modular, quality-assured qualification program for un-/under-skilled production workers in the food industry as well as the implementation of a **Bachelor-level study course in food processing technology** - a first in Germany. As a final step in the "education life cycle" a senior expert service is currently added to secure the experiences of retiring personnel in training tomorrow's the food experts.

The foodRegio approach not only concentrates on »sexy« messages as it is often the case with recruitment campaigns, but is complemented by a long-term commitment into the development of an *industry-specific qualification infrastructure*.

This qualification infrastructure - for the first time in the German food industry - offers an integrated human resource development approach spanning the whole "qualification life cycle": it addresses the information requirements of a.) first-time employees, offers b.) experienced production workers a tailor-made qualification, extends c.) the qualification approach to offer a Bachelor study program to a new target group and d.) integrates the knowledge of experienced personnel in the qualification infrastructure.

The approach started in the year 2007 and has now been firmly established in the foodRegio.

On the basis of moderated workshops, the cluster management developed the integrated communication and human resource development approach, hence extending beyond the usual quick-fix communication approach to recruitment and retention challenges.

While financing for (communication) projects with a fixed start and end date is usually easy to acquire, the development of a sustainable human resource development infrastructure requires long-term commitment in a true public private partnership approach. This has - for example - been achieved by securing funding for an

endowed professorship through the cluster management motivating the university to add an additional professorship from own resources.

The need to improve the image of the food industry was sensed by HR professionals both on the basis of the quantity and the quality of the applications by first-time employees. Especially the quality (=motivation) of the applicants had to be improved. While the communication increased the awareness and image of the food industry among the target group, the online check helped to significantly reduce the number of uninformed/-motivated applications.

The skill level of production workers has been low in the food industry contributing to the low image as well as a low problem-solving competency of the staff. The **qualification program** helped to raise the knowledge level of the personnel resulting in fewer negative remarks in the regular external auditing process. So far 30 people (15 per year) have been enrolled. The first 15 people received their official certificate jointly issued by foodRegio and the Chamber of Industry and Commerce in autumn 2010.

Traditionally people with on-the-job experience but without a high-school diploma are excluded from study courses at German universities. Therefore experienced people often change jobs into other industries with better images and other salary structures. The Bachelor course in food processing technology offers those people a university access based on their individual on-the-job experience. Annually 40 places are made available in the study courses securing much needed talent for the food industry.

"My career opportunities and development perspectives in the Lübeck food processing industry are enormous" - a trainee.

"Now, I do not need to hide myself when the auditor arrives" - a course participant.

"The program is bottom-up, demand-oriented ... and we even save money" - a company manager.

The foodRegio approach emphasizes the *need for a long-term strategic approach versus a "communication-only" approach* which is tactical to an immediate economic pain. However, communication approaches and the development of infrastructure can be combined to form an overall package solution.

The approach chosen is basically transferable to other geographical entities with a food industry focus. In addition it is particularly suitable for clusters within the shadow of so-called high-tech industries such as life sciences, nanotechnologies et cetera.

2.1.2 Further Education and Training & Adult Vocational Training in Region Sjælland

There are a number of opportunities for the further education and training of employees in Region Zealand (Region Sjælland). The institutions offering the main share of the further training opportunities are highlighted here. In addition to the institutions and adult vocational training courses (arbejdsmarkedsuddannelser) listed in the table below, other institutions - such as University Collage Sjælland, Ankerhus (Bachelor in Nutrition and Health), Danish Meat Trade College (Roskilde Slagteriskole) and Roskilde University - also offer further training.

Training	Institution/ training provider	Geographic location	Content
<p>Short further training courses</p> <p>In relation to further training, a number of initiatives are already underway, among them an exploratory task in connection with the Fehmarnbelt-region which is being coordinated by the Danish Technological Institute (Teknologisk Institut). Among the educational institutions there are also local committees and networks with contact to organizations. Major institutions in this area are the social and healthcare colleges (Sосу-skolerne), Selandia CEU, CELF, ZBC and EUC Nordvestsjælland, which cover the majority of all further education and training opportunities.</p>	<p>EUC Sjælland EUC Nordvestsjælland Selandia CEU CELF (Centre of Education Loland Falster) Zealand Business College Roskilde Technical College (Roskilde Tekniske skole) Roskilde Business College (Roskilde Handelsskole) Køge Business College (Køge Handelsskole) Sосу Sjælland Sосу Nykøbing F.</p> <p>Trade organizations and associations: DA, DI, DE, Danish Federation of Small and Medium-Sized Enterprises (DFSME), DS Trade & Industry, LO, Tekniq, FRI, 3F, FTF, etc.</p>	<p>Køge, Haslev, Næstved Holbæk, Audebo, Kalundborg Slagelse Nykøbing F., Maribo, Nakskov Vordingborg, Næstved, Ringsted Roskilde Roskilde Køge Næstved, Slagelse, Holbæk, Greve, Ringsted Nykøbing F.</p> <p>National training providers with local departments in the region</p>	<p>Adult vocational training courses within Medico and process management, Fire and heat management, Office management and bookkeeping, Transport and logistics, Auto, Metal industry, Building industry, Hairdressing, Dental clinic assistant, Food hygiene, Cleaning and hospital service, Building and electrical engineering, Human resources and organizational development, Languages.</p>

Source: *Kompetencefabrikken, Væksthus Sjælland*

Adult vocational training

Adult vocational training (arbejdsmarkedsuddannelser), often abbreviated to AMU in Danish, represents the most important vocationally-oriented further training opportunities for short-term training of the workforce in Denmark. More than ¼ million people complete short vocational courses every year as a result of a close collaboration between the companies and the providers of the training courses. Employees' knowledge is thus maintained and the individual is brought up to date within his or her specialist area, enabling the companies to continue to compete and develop.

Many participants will be eligible to apply for the Adult vocational training reimbursement scheme (VEU-godtgørelse) as an income supplement during training. Everyone, both employed and unemployed individuals, can enroll in an adult vocational training course, just as the training can be completed in affiliation with the workplace.

Some adult vocational training courses have been established primarily to provide further training for skilled workers and technicians. Others are primarily aimed at the unskilled employee and these training courses are often compiled so that they link to the skilled training programs. If an individual decides to complete a vocational training course at a later stage, the person will often be able to have its duration reduced (merit) if he or she has previously completed an adult vocational training course.

All adult vocational training courses are described in training plans outlining the objectives of each training course and the goals which need to have been achieved on completion of the training. As providers, however, we may implement the training very differently, depending on what the trainees and companies require.

Who can enroll?

Adult vocational training courses are aimed at skilled and unskilled workers, private and public sector employees, unemployed individuals receiving jobseeker's allowance, and self-employed persons, among others.

Reimbursement of loss of earnings

Participants can apply for reimbursement of loss of earnings (VEU-godtgørelse) if the participant's training is at the same level as a vocational training course or below.

Adult vocational training reimbursement scheme (VEU-godtgørelse)

If undertaking a vocationally-oriented training course as an adult, one has the opportunity to apply for financial support. This could be VEU reimbursement (VEU-godtgørelse), for example. VEU reimbursement amounts to 80 percent of the highest jobseeker's allowance rate and is provided for training at the vocational training level.

Unemployed individuals

As an unemployed individual entitled to jobseeker's allowance, you are entitled to a six week training program of your choice during the first nine months of your unemployment. There are some exceptions, however.

Source: www.esh.dk

2.1.3 Recruitment of workforce in Region Sjælland

Strategic direction	Participating organizations	Current activities
Recruitment of qualified domestic and international workforce	Municipal job centres, Regional development, Ministry of Employment (Beskæftigelsesministeriet), Ministry of Foreign Affairs of Denmark (Udenrigsministeriet) (Work in Denmark), Studievalg Sjælland, UUV	Recruitment can come from the capital area or from abroad. The established One-stop-shop must be utilised. The One stop-shop acts as a matchmaker between companies and qualified labour and eases the process for all parties.
Commuter traffic and infrastructure	Technical and environmental administrations, Children and youth administrations, Regional development, Ministry of Transport (Transportministeriet), DSB and Movia, Trade associations, Commuter associations.	'Nursing' of commuters so that shopping and child care facilities correspond with commuters' needs. Greater focus on infrastructure and coordination of traffic planning between municipalities. Movia has, among other things, forwarded a proposal to the Ministry of Transport regarding commuter buses which has not achieved political approval.
Attractiveness, settlement and welfare	Children, youth and cultural administrations, the region's healthcare system, the Ministry of the Interior and Health (Sundhedsforvaltning, Indenrigs- og Sundhedsministeriet)	Experiences and other cultural opportunities have shown to have a positive effect on attracting a socio-economically advantaged workforce

Source: *Kompetencefabrikken, Væksthus Sjælland*

2.1.4 Location Marketing: Regional image to attract workforce to the region

Lübeck, an industrial location? Lübeck is a magnet for tourists. When thinking of Lübeck, the three words Sea, Culture and Marzipan instantly come into mind.

Which falls behind is Lübeck as an attractive location for businesses with great future prospects and as a pivot of the North European economy.

For businesses this image of the region makes it difficult to attract qualified workforce from outside the region.

Due to this background Lübeck Business Development Corporation together with dedicated companies located in the community joins forces and exploits synergies in a set of communication-focused projects with the aim to improve the region's image.

In a first project a corporate wording to be used by interested companies located in the community was developed. It's not about to give up existing identity behind, but to combine under one roof. This follows the conviction: the more players use the same wording, the more will the recognition value of Lübeck increase on the regional and interregional level and in the best case reach potential future employees.

In addition, a brochure "Working and Living in Lübeck" was implemented on request of the companies being involved into the Location Image project. Just to communicate Lübeck as a business location with an unbeatable living environment.



2.1.5 baltfood Academy: e-learning courses

baltfood has implemented an e-learning course for representatives of small and medium sized companies intending to develop healthy products "to go".

The course gives an introduction to innovate healthy to go food and comprehends the online discussion of real problems and the innovation of new and better fast food. The course is designed for participants from around the Baltic Sea region and represents an opportunity to build a professional network with other participants. The participation takes place 100% via web. It is the ideal methodology to learn independent from time and place as well as in international groups. The learning workload is approximately 30 hours. Participants complete the course with a Certificate of Lübeck University of Applied Sciences.

Course target groups:

- Food industry - convenience sector (middle management, production, product development, R & D)
- Fast food chains (concept managers, business development)
- Sales and marketing departments in the field of "eat & go"
- Subject-related organizations, associations, public administration etc.

2.2 Best Practices in Product Development

2.2.1 "Culinary quality in hospitals in Region Sjælland": Cool innovation in product development

Many companies in Region Zealand highlight product development as the area they focus on when asked about their future growth. More and more companies have started to develop completely new product types alone or in collaboration with other companies, economic development organizations and institutions.

VIFFOS (Videncenter for Fødevarer og Sundhed / Knowledge Centre for Foods and Health) has - together with Det Sunde Køkken (The Healthy Kitchen) KRAM Madservice A/S (KRAM Food Service), National Food Institute at the Technical University of Denmark (DTU Fødevareinstituttet), GEMBA Innovation and the five food companies Naturmælk (Danish Nature Milk), Danish Crown, Agrova, Royal Greenland and Skee Is (Skee Ice Cream) - completed the project "**Culinary quality in hospitals in Region Zealand**".

The aim of the project has been to improve the culinary quality of the food served in hospitals in Region Zealand. This has been done via three sub-projects involving taste and meal design, food safety and user-driven innovation.

The three sub-projects have shared the goal of developing competencies, tools and new products - and a new platform from which the kitchens can develop the culinary quality of the food in the hospitals themselves and in collaboration with companies.

The project has been a success. Patients have noticed a difference and are now expressing their increased satisfaction with the food. The same is true of the employees and managers in the two kitchens.

All of the main and subsidiary goals have not only been met but have also been surpassed in relation to what was originally planned and expected at the outset of the project.

The project has been funded by Vækstforum and Regionsrådet (The Regional Council) in Region Zealand and jointly financed by companies and VIFFOS.

Skee Ismejeri: Cool innovation in product development

Skee Ismejeri (Skee Ice Cream) exclusively develops quality products which for this company means being organic and totally excluding any kind of additives.

Skee Ismejeri is innovative and their work lies at the forefront of product development geared to the consumer. With their energy-rich ice cream, they have shown that it is possible to approach the product development process differently, one that takes the needs of consumers into account when developing the ice cream. The energy-rich ice cream which targets individuals with poor appetite, such as ill and elderly consumers, has a high protein and cream content and thus helps to supplement their diet and thereby increase the chances of providing them with the nutrition they need.

The challenge

Skee Ismejeri sells to supermarket chains and wholesalers. The greatest motivation for joining the "Culinary quality in hospitals" project was an enthusiasm for the idea of a project that linked the producer to the end user.

That said, Skee Ismejeri faced the challenge of having to establish the need for the energy-rich ice cream while also acquiring a greater understanding of the hospitals' working practices.

The guidance

Skee Ismejeri has joined the innovation arm of the "Culinary quality in hospitals" project with their energy-rich ice cream, among others. This is to a great extent user-driven innovation between the kitchen and the companies, which ensures that the products meet the specific requirements of the production environment and the need for exceptional eating experiences.

By joining the project, Skee Ismejeri received guidance in and the practical support to host sensory tests of the product, which also included comparison tests against a number of other brands. The company joined the ice cream group, which provided feedback on the strict food safety and production requirements of hospital kitchens.

The energy-rich ice cream was developed during the collaboration with the observations forming the basis of a number of decisions regarding the product during the development phase.

Where is the company now?

Skee Ismejeri's energy-rich ice cream is in production today and the company has great confidence in the product and its commercial potential.

The company has invested heavily both in a specially-designed production machine and in staff. Efforts are now being made to entrench the product in the Danish market, after which the ice cream should preferably reach other European markets. Skee Ismejeri is also in the process of exporting to Germany, among other destinations.

2.2.2 trendfood – Food consumption trends and preferences of kids and teenagers

A major challenge in marketing and product development is to stay up to date with consumption trends and developments in the market. In their daily operations small and medium size companies are very likely to lack of resources for the (constant) observation of trends, consumption habits and preferences.

trendfood – understanding the consumer of tomorrow

foodRegio has implemented the project trendfood, in which food consumption patterns, habits and preferences (product taste & characteristics, price, brands, advertising preferences) of children and teenagers (4 to 18 years old) are being monitored and analyzed over a longer period. Objective of the project is to provide solid information for the northern German food industry in regards to product development and marketing targeting the group of children and teenagers. Furthermore, methods, that could be broadcasted to monitor consumption habits and trends of other target groups, are developed and tested within the project with the aim to provide the food industry with cost-effective and striking methods for future product development.

The project targets persons in charge for product development and marketing within the food industry in Schleswig-Holstein, as well as players from catering and gastronomy.

The project is supported by the Ministry of Agriculture, the Environment and Rural Areas (MLUR) in Schleswig-Holstein and coordinated by foodRegio. Involved institutions are also the University of Applied Sciences in Lübeck and the Gewerbeschule für Nahrung und Gastronomie (Vocational School - Food and Gastronomy), Lübeck.

Three workpackages

trendfood inventory analyzes existing literature, surveys, studies and social media on food consumption patterns, habits and preferences of children and teenagers. Results will be published online in the TrendWiki to be disposable for the food industry.

trendfood Methods develop methods for the observation and identification of food consumption patterns, habits and preferences of specific target groups, e.g. observations in school canteens, cooking workshop with target group representatives, development of sensory panels.

trendfood application keeps records of useful results and methods for the food industry. Also possibilities of a permanent observation platform in Lübeck are being assessed.

The project runs from March to December 2011.

2.3 Best Practices in Market-related Support

2.3.1 Kulinarisk Rosenfeldt: Food Festival in Region Sjælland

Small and micro enterprises that produce foods share sale, marketing and branding challenges. Many companies are gradually helping each other and selling their products together. Many of the micro enterprises have farm shops where they sell each other's products and are part of a food network in which they share experiences. However, there is a need for larger events to create awareness of the many quality products produced locally and regionally.

In 2009, a number of Region Zealand's food and tourist networks collaborated to create a joint exhibition of Region Zealand's many quality foods and exciting artware. Rosenfeldt Estate was the natural choice for the festival due to the Estate's past experience in hosting food festivals - and not least because of its central location in Region Zealand.

The joint initiative was a great success. In 2009, more than 2,000 people visited the festival and there were approximately 30 exhibitors. In 2010, the number of visitors rose to 4,000 and there were approximately 45 exhibitors.

Kulinarisk Rosenfeldt (meaning 'culinary Rosenfeldt') is the first food festival in Region Zealand to create a joint exhibition of quality foods and food-related artware produced in Region Zealand. A requirement for participating is therefore that all of the products exhibited and sold must be produced in Region Zealand.

2010 was a success

Interest in local quality products is steadily growing and is clearly evidenced by the growth of the event.

There was a steady stream of visitors even before the festival opened its doors, and cars were already queuing up by the time it opened. Visitors arrived throughout the day to see the many wonderful products produced by the region's food producers and artisans.

Visitor numbers have exploded

The site was already packed with a throng of people by half past ten. The food festival with regional quality food products and artware has exploded in recent years.

"In just two years visitor numbers have increased by a couple of thousand which represents a huge expansion. We have established that these quality products are a sought after commodity and visitors return home to tell their friends about the enjoyable experience and the wonderful products. This is one of the reasons why the large interest in the festival has increased so significantly in the last few years," explains coordinator, Lise B. F. Jensen.

Products were snapped up

The great interest in the food festival also meant that several of the producers were forced to drive home and collect new provisions during the day. This did not affect the extensive selection on offer, however, as the festival continued to bloom with arts and crafts, flowers, herbs, dairy products, a huge variety of meat products, sweets, wine, juice, fruit, vegetables and much more.

"We have participated in Kulinarisk Rosenfeldt numerous times and we know that we need to bring a significant amount of products. After last year's success with 2,500 visitors, we had stocked up with plenty of products, and yet we were still surprised by how many people there were and had already sold out of our beef sausage by 12 o'clock," explains one of the exhibitors.

2.3.2 „Wirtschafts-Info-Dienst“: Support in Public Relations

Communication is hardly possible to separate from doing business successfully. Yet, many small and medium sized companies simply do not have the capacities to concentrate on communication and public relations. In order to support the communicative activities of those companies **Lübeck Business Development Corporation** started a series of workshops related to press relations. In addition, a central internet-based system **“Wirtschafts-Info-Dienst”** was implemented for the companies through which press releases can be distributed and information can be announced. Users can save time by using this tool, as Lübeck Business Development Corp. takes care of the information’s distribution on a regional, interregional and international level.



2.3.3 BELTFOOD Capacity Development

The BELTFOOD Capacity Development is a program dedicated to small and medium sized enterprises in the food sector from Denmark and Germany. The aim of the BELTFOOD Capacity Development is to support German and Danish companies from the food industry to tap arising opportunities in the BELTFOOD region, and to provide them information and necessary (exporting) tools, to facilitate their market entry on the other side of the Fehmarnbelt.

The program is composed of several workshops, market visits and exhibition participation.

Within **five workshops** that are based on each other, companies are given the opportunity to meet experts in export and from the target market as well as participating companies from the target market and to get further insight into topics such as the food market in their target country (DK or GER), the retail and its requirements, legal regulations, cultural differences and negotiation methods.

Partially courses are held in both countries; partially they are for Danish and German participants.

Following workshops have been implemented: *Kick-off Workshop* with first information about the target market, *Market Insight Workshop* with detailed information about potential customers/retail, *International Business Workshop* as an Export-Crash Course, *Intercultural communications in German-Danish Business Relations* and *Export Management in Practice*.

After completion of the workshops a **market visit to Denmark and to Germany** as well as the participation on joint **exhibition stands** is offered within the Capacity Development program.



2.3.4 baltfood Market Studies & Visits

baltfood currently offers a 3-day Fact Finding Tour for food industry professionals – both sales / marketing managers as well as product development managers - to St. Petersburg, Russia.

The aim of the Fact Finding Tour is to get a practically oriented picture of the food industry in St. Petersburg and the surrounding Leningrad area. The Fact Finding Tour should offer useful information on which way the export of foods has been arranged and what has to be taken into consideration if a company aims to start or enlarge own export activities to Russia, especially the St. Petersburg region.

During the tour participants get acquainted with the Russian and western actors of the food industry in St. Petersburg. The tour program includes a get-together meeting, a seminar and company visits. The tour should encourage contacts to Russian actors of the food industry. After the tour the participants should have gained information, facts and personal experience of the present state and future of the food industry in St. Petersburg and neighbouring areas.

The group will consist of company representatives from Denmark, Finland, Germany, Lithuania, Poland and Sweden which also enables networking among peers interested in the St. Petersburg market.

A similar tour will be also offered to Belarus in this year.

2.4 Best Practices in Operations Management Support

2.4.1 Combined Distribution project with foodRegio

A wide range of well developed logistics mechanisms are necessary for the production and distribution of food products and pre-products. The supply of raw materials, primary products and packaging materials needs to be ensured while finished products need to be distributed via a number of different routes to manufacturers, retailers and end customers.

Individual producers tend to look at things from their own points of view and arrange their own logistics - here, this mainly takes the form of road haulage. By taking a step back and observing the situation, each company can be viewed as part of a network within the food industry. This is true for both the procurement side and the distribution side. For certain categories of goods, companies often have the same suppliers and they also deliver, at least in part, to the same customers (particularly retailers).

Combined Distribution Project

This is where the "combined distribution" project comes in. The project is being organized by foodRegio Lübeck, leading companies within foodRegio and the Lübeck University of Applied Sciences. Its aim is to determine the potential for combining distribution logistics among foodRegio companies and then to take the action necessary to initiate logistics cooperation schemes that will lead to cost reductions. Lübeck University of Applied Sciences has already carried out an analysis for five participating companies within foodRegio and determined the potential for combined distribution among these companies.

Logistics Forum

The Logistics Forum "Best Practice in Logistics Networks" (Invitation) gave companies and the academic world the chance to conduct a specialized dialogue. Presentations were made from the academic side and from the practical side, with information on current functioning examples of cooperation. Through five interesting and useful talks, the Logistics forum served as an effective platform for discussion about current and future developments in food industry logistics.

2.4 Best Practices in Business Facilitation

2.4.1 Growth Factories: Support for Start-up companies Concept

In a Growth Factory (Vækstfabrik) the company goes through a growth program while also benefiting from a fully equipped workplace from which it is possible to run its business. A program at the Growth Factory can take up to three years.

The Growth Factories vary greatly in size but they all have other self-employed individuals with whom the company can engage socially and professionally.

The requirements for securing a place are simple: the company's idea must be sustainable and the company must have potential.

All too often growth enterprises and entrepreneurs are held back by insufficient advice and guidance and the need for a good workplace at a reasonable price.

The growth program

The content of the growth program is, in brief:

Welcome and professional feedback from a growth consultant at Væksthus Zealand Business Development Centre (Væksthus Sjælland).

Competence development via the Growth Factories' knowledge modules focus on strategy and leadership, financial management, personal communication, innovation, sales and internationalization. An individual training plan will be prepared together with the growth consultant.

It is possible to join a professional network across the Growth Factories within the same areas that are included in the competence development. The networks are facilitated by the Growth Factories.

The companies are assigned a mentor during the second half of the growth program. The mentor is selected in collaboration with the company and according to knowledge of the trade, experience as an entrepreneur, or personal chemistry, depending on what the company emphasizes.

There are ongoing events and drop-in meetings at the various Growth Factories.

Joining a growth program is obligatory but the program is aligned to the specific company's requirements, ambitions and preferences.

The workplace

The Growth Factories are furnished in a modern and presentable style. There is a choice between open plan workstations, separate office space or a shared workstation. A shared workstation is not a permanent station and can be used flexibly for up to two to three days per week.

The workstations have access to a wireless network and printer as well as meeting rooms linked to kitchen facilities. All of the practical aspects are taken care of and it is also possible to join a lunch scheme in some places.

As a resident one is given access to use all of the Growth Factories throughout Region Zealand if, for example, one has a meeting with a client or needs to use a desk in another town.

2.4.2 From Clutter to Cluster: Innovation in wine at Frederiksdal Estate

A regional vocational specialization supported by the "From Clutter to Cluster" project.

Based on existing products, product development can be implemented on the basis of various motives. A motive met by the "From Clutter to Cluster" project has been to safeguard the producers' production finances/sustainability for various existing products. The challenge arises when the analysis of the company looks at the contribution margins of the individual products. What the company believes it is earning is one thing; the cost accounting that reveals an accurate picture of the actual situation is another. It is important for this to be done in broad terms as one can otherwise get embroiled in an overwhelming amount of financial analysis work. This is not the aim, but in the project's experience many micro-organizations do not have the financial overview of individual products that enables strategic decisions to be made about which products should be developed further and which should be phased out.

In relation to the project, the focus within the 'Fermentation and Distillation - Fruit and Cereals' business area has been on the possibility of developing a cherry cluster on the basis of the production of Danish cherry wine. Three people have joined forces to develop a new product based on local raw materials. Prototypes of the product have been made at the facilities of a local subcontractor and the products have been tested on the market; and the company has built its own winery following the project.

Description of the company

The winery - Friis, Krabbe and Iwersen - produces quality cherry wine in four varieties.

The challenge

In 2008 the company decided to get involved in the "From Clutter to Cluster" project. The challenge for the company was to structure its ideas around establishing a winery in the old cowshed. In this regard, business plans needed to be compiled, the company needed to be organized, the purchasing of production equipment was required, and the facilities needed to be approved for food production.

The guidance

The project has provided the necessary feedback; likewise, a facilitation team has been made available, ensuring that the entrepreneurs behind the winery have progressed from idea to production. The facilitation team has acted as the discussion partner and coordinator in relation to the milestones established at the outset. Participating in the project has also ensured that the network, which has been incorporated in the project, has been made available to the winery, including www.Aquavitaesydfyn.dk.

The three individuals have different backgrounds (primary producer, journalist, chef). They shared a wish to start a production that - in addition to involving the production of four different products - could also be developed to incorporate company visits and experiential tourism. The vision was to establish the production facilities on an estate in northern Lolland where there would be rich opportunities to develop the concept further, which was achieved.

Seen from a cluster perspective, there would be a basis for creating a cluster on the basis of the initiative. The raw materials in the region would be the natural basic raw materials in the products. The raw materials already existed but were sold for the production of juice. By managing the production in-house, a larger

proportion of the profits has remained in the local area and, in the longer term, one can expect the products to be exported out of the region with net earnings to follow.

The basis for the cluster has been created according to the following model:

- Three friends have identified a development area which they present to the project and which they are thereafter given assistance to evaluate.
- Discussions with the discussion group, Roskilde University Centre and CAT are held.
- The idea is clarified and the potential for growth is discussed with Vækstforum.
- An application for production equipment, LAG Lolland, is made.
- Final clarification on the market.
- Establishment of local company partnerships and partnerships with subcontractors.
- A detailed business plan is prepared.
- A winery is established at Frederiksdal Estate.

Following the development of the business plan the company has decided to establish a cherry winery and an old cowshed has been renovated for that purpose. Three million kroner have been invested, financed privately and with support from LAG Lolland via the Directorate for Food, Fisheries and Agri Business (Direktoratet for FødevareErhverv). The business plan includes opportunities for the further development of the cluster area to incorporate corporate tourism and other possibilities in addition to cherry products. The business area is specialized with knowledge within the field of cherries from production of the berries through to the final product. Knowledge sharing on the basis of the various competencies found among the participants has been the primary reason for achieving the positive progress.

2.4.3 From Clutter to Cluster: Planteriet ApS

Another company which has joined the "From Clutter to Cluster" project is Planteriet ApS. In connection with the development of the concept and business idea behind the company Planteriet ApS, contact was made with relevant players within and outside of Region Zealand. The concept was developed at Green Center (Grønt Center), based on experience and current trends. A rough sketch of the business concept was developed and then presented to the project's discussion group with emphasis placed on the CAT Science Park (Forskerparken CAT). Via CAT's requirements for an investment project and with feedback and supervision from Væksthus Zealand (Væksthus Sjælland), a final concept, including a market analysis, was developed. Alongside this process, product development was undertaken at Green Center with feedback from Ankerhus, among others, where test productions became part of a training process on sensory assessment. The Department of Environmental, Social and Spatial Change (Institut for Miljø, Samfund og Rumlig Forandring) at Roskilde University has been the discussion partner throughout the program.

What has been discovered from this process is that it is important to have a single coordinator throughout the programme. In Planteriet's case, this was Green Center. They have also experienced that the process is demanding, both with regards to the requirements for documentation in order to meet the demands of the investors, and also in respect of one's personal perseverance and reflection in relation to "the good idea". The experiences gained from this part of the project specifically have been passed on to support the development process of other companies, such as Marmeladekøkken (meaning 'marmelade kitchen') and Kirsebær Vineri (meaning 'cherry winery').

Planteriet's basic idea is to develop, produce and sell sustainable products containing a combination of fruit, vegetables and wholemeal and which make optimal use of the raw materials.

- Planteriet employs a unique process which exploits the raw materials without wastage for the production of two products: a drinking product and an eating product.
- These products can be enjoyed together or separately and comprise "a whole" with all of the vitamins, minerals, antioxidants and fibres of the raw materials being preserved 100% in tact. In addition to this the products have a low fat content.
- The taste of Planteriet's products is developed in cooperation with well-known "chefs" and are exclusively created with the use of unique combinations of various raw plant materials.
- Planteriet commenced its pilot production during the autumn of 2009 and the production is running today.
- To ensure continued sustainability of the entire production process, Planteriet will use Danish raw materials in Denmark; but the vision goes beyond this to exporting the system of the concept, which is always based on the raw materials of the native country.

2.5 Best Practices in Technology Transfer

2.5.1 DMRI: Professional skills and technological knowledge for the meat industry

Danish Meat Research Institute (DMRI) is a division of the Danish Technological Institute. They consult and develop the Danish meat industry. The 100 specialists in the division represent Denmark's largest centre for research and innovation within animal-based food products. The division helps to ensure that Danish animal food products are of high quality and capable of being produced under competitive international conditions, while the working and external environments are improved.

Danish Technological Institute is Denmark's largest advisory body within foods, food innovation and food technology. The institute is among the most reputable advisory bodies in Europe. Through DMRI, the institute is the world's leading authority on productivity improvements, product quality and food safety in the production of animal-based foods. The combination of these competencies provides an exceptional boost to the research, development and innovation work. DMRI wants to be the ideal partner for the Danish meat industry by acting as the guarantor of high quality in research and development projects as well as in the provision of consultancy and service.

The Danish food industry is currently facing a number of challenges as a result of global competition and consumers' increasing demand for easier, quicker, delicious and healthy products.

Atomization and streamlining of pork, beef and chicken abattoirs

Among other things, DMRI develops machines, robots and production systems to increase abattoirs' profits on slaughter pigs, cattle and chickens. DMRI's atomization portfolio is unique because all of the disciplines needed for the launch of a new machine are mastered from start to finish. The efficiency of the slaughtering, cutting and deboning processes is thereby improved by designing the machines so that they fit into the specific systems at the abattoirs while also meeting the strict requirements for hygiene and cleanability.

DMRI is the company's business partner, which can assist with unique professional skills and technological knowledge of slaughtering, among other things.

2.5.2 Think Tank Food

In Germany **foodRegio** once a year hosts a matchmaking event where scientists from the food area can briefly (15 minutes) present their research projects / findings to a panel of R&D managers from the food processing industry. This panel gives an immediate feedback to the researchers regarding the applicability of the research, the research direction and the interest of the industry in the research results.

2.5.3 foodRegio Production optimization projects "Energy Management" & "Residue Utilization"

The production optimization projects "Energy Management" and "Residue Utilization" are being carried out in cooperation with foodRegio Lübeck, leading companies within foodRegio and the Lübeck University of Applied Sciences.

Energy Management

In the production of food products and pre-products, the main determining factor of manufacturing costs is the energy consumption of the production machinery. The exact cost level is product and company specific and depends on the technology being used, the production processes and the degree of automation.

The "Energy Management" project involves the energy accounting of procedural processes within the food industry. This enables energy optimization with the goal of saving energy by increasing efficiency. The result: noticeable cost reductions and improved economic competitiveness of the participating companies.

Residue Utilization

The primary aim of the "Residue Utilization" project is to close the materials cycle in the future, producing profit-creating products such as bioethanol and methane while at the same time minimizing residues, waste and effluent.

Within the food industry, many processes that are based on regrowing raw materials produce byproducts and residues that no longer contain extractable usable material. Currently, they are generally delivered to farmers to be used as animal feed. But increasing problems being experienced in farming is making this practice less viable and costs are going up due to having to transport goods over longer distances. And more and more regulations and red tape are also making the situation difficult.

The aspired-to development of a hydrolysis and bioethanol/biogas plant for solid residues from the food industry will help to relieve the disposal and utilization problems of the industry in Schleswig-Holstein. It will also serve as the basis for the generation of energy from residues that come from industrial production plants.

2.6 Best Practices in Information, Communication and Support

2.6.1 foodRegio "Trendday of the North German Food Industry"

The **foodRegio Trendday of the North German Food Industry** has established as a fixed point among food industry representatives from northern Germany and beyond. The Trendday is an event hosted by foodRegio each year in Lübeck. It is dedicated to discuss trends and current and future issues with experts and food industry representatives.

The first Trendday took place in 2007. About 80 experts and representatives from the food sector listened to reports about the "*Taste of the Future*" and on the sustainable success of product launches and discussed and shared opinions with each other in an afternoon discussion forum.

The second Trendday laid the emphasis on nutrition trends for the so-called "*Best Ager*", the 50+ generation. Particularly in relation to the aging society and the related importance of functional and health benefits in food products, the Trendday offered the possibility of a deeper insight into this issue.

In its third year the Trendday focused on the topics "*Human Resources, Networks and Innovations*" and counted 120 guests.

The fourth year 150 experts from the food industry discussed the current topic of "*Sustainability*". Workshops, reports and Best Practices were followed by discussions and exchange between food industry representatives.

In 2011 the Trendday in its fifth year dealt with "Social Media", a development which is not only relevant for the marketing departments of big corporations, but also relevant for small and medium sized companies in different corporate departments such as Human Resources.

2.6.2 foodRegio Practice Forums and Training Courses

In contrast to the foodRegio Trendday, which targets rather the general and management level of the food industry, the **foodRegio Practice Forums** and **foodRegio Training Courses** are dedicated to different business functions such as Purchasing, Export, HR, Logistic, and Quality. Practice Forums and Training Courses take place several times a year for each business function area and deal with function-specific issues and current topics, such as:

- "Raw Materials in Focus"
- "Export into Difficult Markets"
- "Training Course Food Legislation"
- "HACCP and International Food Standards Course"

All those events combine expert speeches, Best Practice company speeches, as well as round table discussions. As these events take place several times a year, they represent also the opportunity for exchange and networking between company representatives.

2.6.2 Network of economic development organizations: “OpenDoor” and “Competence Factory”

Region Zealand is home to numerous economic development organizations which make up a strong network. If a company comes forward with a problem or challenge which lies outside of a supporting organization’s competencies, it will be referred to one of the other participants with the right competencies. Great emphasis is placed on creating synergies between the participants and generating growth through cooperation.

There are many offers available to companies in Region Zealand and there is a need for a better organization of these offers from the supporting organizations’ side. There is a strong interest within Region Zealand in strengthening the collaboration between participants and a number of initiatives have been launched in this area, such as OpenDoor and Kompetencefabrikken. There is nevertheless still a need to further develop the collaboration between participants in order to become even stronger at developing enterprises through the network approach.

Project OpenDoor

The project is called OpenDoor - which says it all. If the door to companies can be opened and if those involved can find a language that enables everyone to hear and understand one another - then we have come a long way.

In addition to GCInnovation ApS and Roskilde University, the following also participate: EVV, DELTA, RISØinnovation, RUCInnovation, Danish Technological Institute (Det Sjællandske Vækstværkeri), Innoplan ApS and Agro Valley Denmark.

The idea behind the OpenDoor project is to define how the business development system and universities can support the companies in the best possible way. There are often numerous offers from participants and consultants and there is also a need for help among companies. Despite this, it can be difficult to get the door to companies opened. Perhaps it is because they do not get the idea. Or perhaps the need has not been recognized. Or maybe it is due to supporters and companies not speaking the same language and therefore not being able to communicate clearly and accurately with each other at all.

The traditional manufacturing industry is one potential target group; another is the downstream industry from farming. The project hypothesizes that this industry is not always regarded as having the same potential as traditional manufacturing, which is why it is possible to arrive at a situation where the downstream industry from farming can become overlooked when considering development opportunities for the industries.

The project is not thinking of traditional farming consultancy - this is competently provided by the farming associations. The project is thinking of product and business development, new processed products based on well-known crops and possibly produced on the basis of technological solutions known from other industries. The project is thinking in terms of creating increased value in a traditional industry, which, within food production, for example, can add value not just for the producer but also in the form of business tourism in the region, for example.

OpenDoor focuses on these issues. The participating supporters share knowledge and collaborate based on experience and methods which have succeeded in practice and companies are interviewed to ensure that their needs and desires are brought into focus.

The project emphasizes the need to interview companies from both the farming-related industry and the traditional manufacturing industry in order to ensure breadth across the collected data.

The Competence Factory project

The target group for The Competence Factory (Kompetencefabrikken) comprises the local business services, the specialized business services, knowledge institutions, municipalities, Region Zealand, as well as labor market and trade organizations.

The Competence Factory:

- Offers targeted courses to all participants with contact to organizations in the region.
- Involves existing and attracts new participants who are able to upskill the company-orientated efforts and contribute to new growth in the region.
- Supports existing networks and establishes new networks which share existing knowledge in the region and inject new knowledge into the networks.
- Creates a platform for the analyses and monitoring of the development of business services in the region.
- Supports the regional development strategy by contributing to the creation of growth and jobs through a broad competence boost.

3. Best Practices in BR&E from other regions

3.1 Skåne Food Network

HR Network at Skåne Food Network

A cooperation between Skåne Food Innovation and HR managers of the partner companies - including participation at exhibitions and study days - has been ongoing for several years in order to increase students' interest in the food industry. As extension an HR Network has been established recently. The idea behind it is to foster the exchange of experiences between HR Managers and initiate joint projects that benefit all involved parties, and that may not even be able to operate within their own company. A first meeting of HR managers from 11 partner companies together with two trainees and nine student ambassadors took place in May 2011. Currently HR Network discusses possibilities to organize a food Square during the student exhibition Arcade, to launch a joint trainee program and to develop a Young Talent Management Program.

"Taste of Skåne" – Store concept

Skåne Food Innovation Network has recently implemented a store concept to support local food producers and retailers. The goal of the concept is increased visibility and accessibility of local Scanian food in the stores shelves.

To achieve a better visual identity of local products from Skåne will be additionally highlighted in the store shelves under the umbrella "Taste of Skåne - locally grown and carefully selected".

Six stores from Shopping Network will act as pilot stores: ICA Supermarket fäläd Square, Lund, ICA Malmborgs Mobilia, Malmo, ICA Maxi Bromley, ICA Supermarket Bastad, ICA Andersson, Södra Sandby and Möllans Cheese, Malmo. When the concept is tested and evaluated, there will be opportunities for more stores to join the network and make use of the concept.

The ambition of the new store concept is to make it easier for the producer, the retailer and the consumer to gather around the local Scanian food. For the producer it creates a new opportunity to reach out with their products to a wider clientele. The store receives a new way to brand themselves as quality-conscious and a local foundation. The consumer will have an increased availability of locally produced high quality goods.

The range of highlighted products varies among the different stores since it's the retailers who choose the products in their stores.

The concept is based on the study "Package design of Locally Produced Food" performed by Skåne Food Network, which revealed that consumers have difficulties in finding locally produced products among mass-products in store shelves.



Packaging conference - Top Packaging Summit 2011

The packing Cluster Pack Bridge, Skåne Food Innovation Network and Invest in Skåne organize a packaging conference for brand owners/ food-processing companies, the retail and the packaging industry in October 2011.

In Scania was also the modern consumer packaging cradle for over 50 years ago, through companies like Tetra Pak and Akerlund & Rausing, and the region is still a very strong attachment for innovation and production of packaging.

Packaging and its role as a messenger is becoming increasingly important for operators in the value chain and increasingly focus on how best to use it to increase sales, add value to the consumer and satisfy commercial needs. It is a complex area with demands from many areas, but it is also a trade area with great potential for the future.

The goal of Top Packaging Summit 2011 is to reflect the entire value chain for consumer packaging and discuss future developments and opportunities for consumer packaging. Topics to be discussed include:

- Packaging Technology
- Consumer trends
- Brand Owners packaging strategies
- Trade future demands and requirements

During the day representatives from a number of leading brand owners will get the opportunity to share their views on packaging development. Leading international companies such as Unilever, Kraft and Procordia have confirmed their participation. Cope with representatives from the packaging industry include Tetra Pak, and Amcor, the world's two largest packaging and Flextrus, a leading manufacturer of flexible laminate material. Ideo is a global design and innovation company that will give their views on the future, global, opportunities for consumer packaging.

The day will include speakers from international and / or Nordic retail and by IGD, a reputable, international trend research company.

The conference is aimed at everyone with an interest in developments in consumer packages, but particularly to the management of packaging and food vendors as well as trade.

"Meal Joy in hospital" - a pilot project in Trelleborg

Skåne Food Innovation Network implemented an innovation pilot project for the food service at the hospital in Trelleborg. The pilot project includes everything from kitchen design, organization and staffing for the purchase and meal arrangements.

The project's goal images are to:

- see the hospital kitchen as more of a restaurant kitchen while maintaining a focus on nutritious food
- create conditions for greater element of local and locally produced food
- give the meal the guests more choice at meal situation - odd hours, menus, etc.
- inspire and develop the skills of staff in order to create commitment ambition is to create sustainable, reproducible model for the entire chain from the purchase and delivery of goods to the preparation and serving.

The overall goal is to meal guests must leave the hospital with a positive image of the meal situation and with increased dietary knowledge.

3.2 Céréales Vallée

“Professional degree: The agro-food industry: Production, Nutrition-Health Consultant for Integrated Chains for Plants”

The French agro-food cluster Céréales Vallée initiated the implementation of a professional agro-food-related degree in “Production, Nutrition-Health Consultant for Integrated Chains for Plants” in 2007.

The professional degree is a training course to extend knowledge of the major integrated chains for plants and the link between production and transformation methods – product quality – nutrition – health.

The professional degree can be obtained at the private Agro-environmental high-school Saint Joseph, in Breuil sur Couze (centre of France), in conjunction with the University of Auvergne, Clermont-Ferrand.

The course is labelled by the Céréales Vallée competitiveness cluster.

Acquired skills

- Human Health and Nutrition and Animal Nutrition
- Downstream Quality Assurance at Corporate level
- Logistics and Distribution of Food Products
- Applied Biotechnologies in Plant Production
- Specialized Food Processes

Targeted jobs

- Crop agent
- Agro Supplies Technical Salesperson
- Seed Production Research Assistant
- AFI Purchasing Manager in food manufacturing
- Collection Manager
- Agricultural Development Consultant
- Assistant Quality Manager
- Trainer

3.3 Scotland Food & Drink

Support through Market Intelligence

Scotland Food & Drink offers to company members access to extensive market knowledge. Companies get access to retail market data and sales guides and market reports.

A forum is offered to companies meet on a regular basis to share market insights and experiences as well as discuss pertinent local issues with experts and other companies.

A Food and Health Innovation Service supports companies in terms of product development and reformulation of existing products for the healthy food and drinks market (on the practical level).

Also support mechanisms to maximize the market opportunity by means of management support is offered to companies interested in exploiting the healthy food and drinks market (e.g. funding).

Scottish Food and Drinks helps in regards to grants by identifying sources of funding available to companies in the food and drink industry across a range of projects.

Free Sales Manager for Hire /Horsepower for a Day

For those companies, that wish to review and /or develop their sales strategy a sales manager for Hire is offered to companies.

Scotland Food & Drink offers to its members a day's free access to an industry expert who can assist in a variety of areas:

Specific channel planning – assistance with decision-making in relation to a company's capability and resources to tackle targeted channels.

- Access to their expertise in navigating and negotiating with multiples (regional and national), foodservice providers, wholesalers and boutique premium retailers.
- A review of clients' sales and marketing strategy to identify new, profitable routes to market and maximize potential opportunities.
- Strategic assistance in developing skills and competencies that will enable businesses to manage, develop and target new areas of growth to ensure a measurable and profitable outcome.
- Access to the practical skills and know-how required to make launching brands, developing brands and marketing brand extensions a reality.
- 'Horsepower for a Day' – businesses may want some additional effort to push a project on, get a new influx of ideas, or to act as a sounding board. In this case Sales Managers are offered for Hire days.

Two-day brand review

A Scotland Food & Drink member – a marketing agency/brand management service provider – offers to a limited number of companies a Two-day brand review: The Brand Review includes a questionnaire, review meeting and in-depth analysis in order to produce a report of the company's current branding, positioning, packaging and communications together with outline directions for the company to take forward. The service is limited to five companies, but free of charge.

Buying Support Agency Consortium (BSA)

The BSA has identified 13 categories of overheads that they can offer savings in (e.g. utilities, packaging, Telecoms, work wear,...). They have a pre-audited range of suppliers in each category that are constantly monitored in relation to pricing and service levels. Members are required to select whichever of the identified categories they would like to make savings on and to submit three months' worth of copy invoices – this is the only work required by members and all information exchanged is kept confidential.

The BSA extracts information from the invoices to put into an anonymous tender document (excluding their current costs) and puts it out as a competitive tender. Once all bids in a specific category have been submitted the BSA invites the most competitive supplier to contact the member. There is no obligation for the member and if they do proceed they are tied in only with gas/electricity/telecommunications suppliers as is the norm.

Discounts and further offers

- Discounts for: legal advice & consultation (e.g. free website compliance audit), PR consultation, Media Training, Employee Qualification Programs, Website Design, etc.
- Business Mentoring (companies get input from other member and/or can volunteers themselves as a mentor)
- R&D tax incentive/ cash back assistance
- Discounts and Support at National and International Exhibitions

3.4 FoodValley (Netherlands)

Healthy Juice Factory

Food Valley is involved in the implementation of the “Healthy Juice Factory” – a learning factory in cooperation between educational institutions and businesses where “vocational” students “learn on the job”.

The teachers come from education field and from the food industry. They give explanations on the spot and guiding for the 'employed' in the production process. The course also comprehends guidance in marketing, purchasing and maintenance. Graduates have a leading role in the factory - they support the factory in their work and professional skills to do so later in their real professions. The students have an added value to the market because they have learned to work with groups, and assignments to achieve real responsibility.

The juice factory was officially opened in 2007. So far, own products have been developed and launched on the market: "Boost your body", an energy drink full of fruit and vitamins. The target customers are schools in the region.

www.sapfabriek.nl



Food Valley: Ambassador Program

Also in the Dutch Industry there is an urgent need for highly qualified personnel.

Due to this background The Food Valley launched the Ambassador Program which links students and businesses to each other.

The Food Valley Ambassador Program matches the best international Master of Multinational Food Companies students with entrepreneurs. Through a 1-year internship which offers the opportunity to build a lasting relationship and a basis for future mutual cooperation.

The Food Valley Ambassador Program allows 20 scholarships for top talents to the Netherlands and takes full responsibility for the recruitment, matching and housing fully accounted for. The entrepreneur only pays a placement fee.

The Food Valley Ambassador Program started in 2007 as a pilot project and will run until at least 2013.

Ambassador Network: Image Enhancement

Former participants in the Food Valley program automatically act as FoodValley Ambassadors. After completion of their placements they are likely to communicate the opportunities in the Food Valley region to businesses and universities and inform of and assist in attracting foreign students and investors from the Netherlands or in the country of origin. A successful continuation of the initiative will create a valuable network of former students: an international Food Valley Ambassador Network. This network gives the region a high quality connection to the international food industry and will contribute to the development of the Food Valley as an international center for education and career in the food.

Restaurant of the Future

The Restaurant of the Future is a place where consumer behavior can be closely monitored during selection and consumption of food and beverage products.

Consumers say they want to eat fresh and healthy, but tasty and easy to keep - among many other factors important drivers in everyday food choice.

In the restaurant of the future companies get the opportunity to promote their products and to test prototypes as well as come to think about applying new techniques of preparing, presenting and publishing food. Customers of the Restaurant of the Future are both from the food service and retail markets.

The research may focus on consumer behavior in an everyday environment where different product, communication, lighting, packaging, smell, taste, preparation, direction and numerous other facets related to the total experience of the product and experience of eating and drinking outdoors can be varied. In the restaurant arrangements, layout and environmental conditions change, so that almost any question can be anticipated.

www.restaurantvandetoekomst.nl

3.5 FOODSPOT

Cross-border conferences and workshops

FoodSpot is a cooperation between the national food clusters in the regions Flanders, the Netherlands and North-Rhine Westphalia.

FoodSpot workshops aim at stimulating the cross-border dialogue between experts from industry and research from Flanders, the Netherlands and North Rhine-Westphalia on innovative approaches for food and drinks. Finding partners and solutions for implementing these new approaches in industry is the central goal.

FoodSpot is the collaborative platform of Flanders' FOOD, Food Connection Point, Food Valley and Food-Processing Initiative, the network organizations for the Food and Drink Industry in Flanders, the Netherlands and North Rhine-Westphalia.

On a regular basis events in the participating regions are offered, e.g. "Meet Food Preservation Technologies @ Flanders", "Meet Food Sensory Innovations @ FoodValley", "Meet Food Safety and Traceability @ Fraunhofer".

3.6 Food Development Cluster of Finland

Foodle - Gateway to Finnish Food Research

Foodle is an easy-to-use service to search and deliver research information in the Finnish food sector. Foodle offers the newest results for enterprises, media and developers.

The aim of Foodle is to promote cooperation between companies and research organisations; to deliver the knowledge into companies; and to support the growth, competitiveness and feasibility of the Finnish food sector.

Foodle is part of the ETP Food for Life Finland platform, which is national forum for networking and serves as an effective information channel.

www.foodle.fi/en/

Primary Project 2011: Responsibility

For 2011, the Primary Project for the Food Development Competence Cluster is 'responsibility'.

The KiVa project – "Responsibility as a means of providing competitive advantage to SMEs in the food industry" – is currently being prepared. The aim of this project is to develop responsible methods

of operation within businesses and, through these, help them to succeed in the consumer marketplace. Another impetus behind the project is that such visible responsibility will present many opportunities for improving the public profile of the food industry as a whole.

One of the project's objectives is to increase responsibility amongst small and medium-sized businesses in the food industry by developing well-designed practices that are environmentally, financially and socially responsible. The KiVa project emphasizes the significance of the right kind of communication: with responsible communication, the company can create products and services distinguishable from those of their competitors.

In other words, responsibility is a means of creating a competitive advantage and building a positive image for the business. Consumers are increasingly interested in responsibility, and businesses in the food industry should rise up to meet this challenge.

The objective of this project is to create for each of the participating companies a package of the necessary activities and tools to develop their 'responsibility programme'.

The KiVa project is currently in its startup phase. Consumers' ideas on responsibility in the food industry have been mapped, and now the next step is to integrate the needs and wishes of companies in relation to the project's content.

Alongside the KiVa project, a larger project dealing with responsibility is also underway, a cooperative effort amongst the Competence Clusters themselves. This project aims to combine the extensive responsibility expertise currently held within each cluster into one integrated whole, an integrated whole that can then serve all the companies participating in the project. The main objective of this project is to increase the responsibility-related competencies of the companies in such a way that these increases lead directly to enhancements in their competitive advantage.

Once the expertise, project management skills and the financial competencies of the different clusters have been successfully combined, the project will then be able to offer companies a wide range of highly versatile development tools. Through the Centers of Expertise run by the Competence Clusters, the latest research results and findings can be conveyed to the project's participants.

The fundamental idea is that this responsibility project will offer companies solutions that are tangible, naturally connected to their businesses and that can be easily integrated into both their everyday routines and into their future plans for their company.

Primary Project 2010: Organic food

The Primary Project 'Organic food' concentrates on the strengths of organically produced Finnish food products, focusing on Finnish organic grain, oats in particular.

Finland is a significant producer of organic oats, and there are plenty of scientific studies that demonstrate the health-benefits of oats, such as the effect of oat beta-glucan on blood cholesterol, the suitability of oats as part of the diet for most patients suffering from celiac disease, and the beneficial fatty acid composition of oats.

According to the companies involved in the project, an important part of their successful internationalization has been the development of the Finnish organic food supply chain as a whole, from production all the way to the consumer. In the production of organic oat products, one challenge is presented by the poor baking qualities of organic oats. Another is the way that they behave during certain manufacturing processes. This development project aims to solve these technical processing issues in relation to the product's development.

This project also helps companies reach new market areas. As one example, the organic product market in Great Britain was evaluated in a preparatory survey conducted by Finpro. In addition to Great Britain, the

Nordic countries and Germany are seen to be particularly promising areas for the export of organic oat products.

Primary Project 2009: Lingonberry

The Primary Project for Lingonberry, "Creating new business activities within the berry industry through an integrated, export-orientated marketing strategy", received funding from the "Added Value for International Food Markets" program run by the Finnish Funding Agency for Technology and Innovation (Tekes). Ten companies in the berry industry are participating in this ongoing project. Competition in international markets is often tough, and the required marketing investments can be significant. Gaining international visibility is challenging, particularly for SMEs. To tackle this problem, a project to establish an international marketing strategy for the berry industry was created, in a cooperative venture between small, medium and large-scale Finnish enterprises. By joining forces, the businesses will comprise a cluster large enough to gain significant international visibility. The long-term goal of the project is to increase the extent to which the berries are processed by the Finnish berry industry and so prepare the way for new business operations.

Lingonberry has been selected as the main focus of the project because of its novelty factor in the international market, its ease of harvesting, the availability of sufficient volumes, its Nordic image and the berry's potential health benefits. As outputs of the R&D and strategic operations being carried out by the cooperative venture, the project aims to add value to both the lingonberry and to lingonberry products. In the future, the operative models developed and the experiences gained in the lingonberry project may be used in developing the business potential of other berries.

Food Development Competence Cluster: A multidisciplinary approach in "Temperature Management" in the Fish industry

How could printed intelligence help a fish product along its journey from the producer to the consumer's table? The ÄLYKALA project - "Ensuring the cold chain of fish as a part of the industry's quality control system" - has looked for answers to this question.

The project looked into how well the cold chain for fish operates, from the producer's facilities to the shops, from the shop's display to the consumer's kitchen. In addition, the project examined the consumers' opinion on the temperature indicators attached to the product's packaging.

The results were then used to look at the need for intelligent solutions in the management of the cold chain. The project showed that intelligent solutions could be useful in maintaining the quality of consumer products and in assisting with the logistics of moving products from the producer to the shop.

The distinctive feature of this project is its multidisciplinary approach - retail, food industry and printing industry cooperated hand in hand to develop a common solution.

To the retail sector the project gave research information about how consumers feel about different types of temperature indicators, how well the cold chain works from the perspective of the consumer, and how well the cold chain model operates between industry and the wholesale trade. Intelligent packages can help to reduce unnecessary losses in fresh products, which, in turn, would also decrease our carbon footprint. These indicators need just a bit more product development so that they will show the right information at the right time.

The fish industry could take part in the project and provide products to be included into a temperature monitoring process (each product equipped with temperature loggers). Companies were given the opportunity to find out about consumer behavior, product's temperature development in consumers' fridges and on consumers' tables. The study confirmed that fish products were not kept within their recommended temperature range.

The packaging technology was identified as one of the most essential areas for development.

In this regard, also the packaging industries perspective has been involved into the project.

The packaging industry project partners' task was to discover how different printing methods could be used to produce indicators that display changes in temperature, and how these could be attached to the products or to the products' packages. These indicators had to be as inexpensive as possible, which meant that the production method had to be as efficient as possible.

The solution was an added colour, printed at the same time as the rest of the packaging, or attaching a sticker to the package when packing the product. This added colour then changes reversibly, which means that it changes according to the current temperature, so it does not provide information about the actual cold chain as such.

The packaging company could increase its range of competencies by participating within this project.

The ÄLYKALA project demonstrated the two sides of the issue of "Temperature Management". One side involved the chain from production to packing, transport, storage and finally to the store. In this domain, large amounts of goods are processed, and the indicators can be more expensive as they can be used repeatedly. However, it is a completely different matter what the consumer does between the purchase of the product and bringing the product to their table. The consumer should also check that their fridge is at the correct temperature, which means that the indicators

must be cheap and preferably of a reversible color type. This way, the consumers can assess the quality of their cold chain themselves; they can see where the problem is if, say, their tummy starts to hurt.

The ÄLY KALA project was run by the Functional Foods Forum of the University of Turku in cooperation with the Southwest Finland Centre of Expertise, the Technical Research Centre of Finland (VTT), Ruokakesko Oy, Ab Chipsters Food Oy, Felix Abba Oy Ab, Auraprint Oy and Turku Science Park Oy. The monitoring of the logistics was undertaken by Net- Foodlab Oy, and the project was funded by the European Fisheries Fund (EFF).

Source: *Food Development Competence Cluster, Makustelevä 2011*

<http://oske-net->

[bin.directo.fi/@Bin/f92bb6967e0e777bc5e125efc58a6c7d/1310551736/application/pdf/375901/makusteleva2011_enkku_kevyt.pdf](http://oske-net-bin.directo.fi/@Bin/f92bb6967e0e777bc5e125efc58a6c7d/1310551736/application/pdf/375901/makusteleva2011_enkku_kevyt.pdf)

4. Conclusions

BELTFOOD as a connection between the Danish and German part in the BELTFOOD region investigated in the present manual to help economic development organizations in the region to improve their knowledge about food-specific development efforts respectively in their neighbour country. Beyond that, Best Practice examples from across Europe have been dealt with, which is an attempt to give input for future activities in the region as well as to allow a comparative reflection of existing BR&E activities in the region.

The objectives of BR&E programmes in the area of food industry include:

- identification of food processing companies with plans to expand,
- identification of food processing companies at risk of discontinuing/downsizing,
- identification of food processing company and community problems,
- provision of assistance,
- creation of relationships between an enterprise and a community.

Research shows that up to 86% of new jobs are created by existing businesses in a community, rather than businesses attracted to a community¹. Keeping an existing business in the community is usually easier than recruiting a new business. Therefore, Extension's BR&E programs have offerings that help community leaders and communities to work together to identify barriers local businesses face as they try to survive and grow.

Both in Denmark as well as in the German part of the BELTFOOD region different programs to develop and to keep skilled workforce in the region are already in place. Activities in terms of Workforce, Training and Development, innovation, technology, etc.

The present report deals with Best-Practice food-industry specific cluster activities and BR&E programs available in the German-Danish BELTFOOD Region. In addition, the manual comprehends a selection of Best Practices in food industry-specific BR&E programs from across Europe.

The manifold BR&E programs listed here – from the BELTFOOD region and across Europe– focus on:

- Infrastructure development & assistance with real estate issues
- Financial assistance programs
- Company visits, information and support
- Technical assistance programs
- Technology transfer and support of innovations
- Workforce training and development
- Marketing and sales

Having a look at Best Practices in BR&E programs in the BELTFOOD region there are with regards to content various programs offered to support the food industry area.

¹ A range of job estimates (attributable to BR&E) from Birch, Kraybill, and Little as compiled by Henry Cothran, University of Florida, in Business Retention and Expansion (BRE) Programs: Why Existing Businesses Are Important, <http://edis.ifas.ufl.edu/fe651>. Original publication date August 2006. Revised January 2009. Reviewed January 2012.

The German food industry network foodRegio launched a "**Tasteful Jobs**" campaign to improve the image of the food sector among potential students and young professionals through targeted PR, cinema spots, online qualification checks, study visits for schools as well as a specially created Muesli bar. This information campaign was complemented by the development and introduction of a modular, quality-assured qualification program for un- / under-skilled production workers in the food industry as well as the implementation of bachelor-level study course in food processing technology.

VIFFOS (Videncenter for Fødevarer og Sundhed / Knowledge Centre for Foods and Health) has - together with Det Sunde Køkken (The Healthy Kitchen) KRAM Madservice A/S (KRAM Food Service), National Food Institute at the Technical University of Denmark (DTU Fødevareinstituttet), GEMBA Innovation and the five food companies Naturmælk (Danish Nature Milk), Danish Crown, Agrova, Royal Greenland and Skee Is (Skee Ice Cream) - completed the project "**Culinary quality in hospitals in Region Zealand**". The aim of the project has been to improve the culinary quality of the food served in hospitals in Region Zealand. This has been done via three sub-projects involving taste and meal design, food safety and user-driven innovation.

The three sub-projects have shared the goal of developing competencies, tools and new products - and a new platform from which the kitchens can develop the culinary quality of the food in the hospitals themselves and in collaboration with companies.

The project has been a success. Patients have noticed a difference and are now expressing their increased satisfaction with the food. The same is true of the employees and managers in the two kitchens.

Looking at BR&E in the BELTFOOD region and last but not least the **BELTFOOD Capacity Development Program** dedicated to small and medium sized enterprises in the food sector from Denmark and Germany was established. The aim of the BELTFOOD Capacity Development is to support German and Danish companies from the food industry to tap arising opportunities in the BELTFOOD region, and to provide them information and necessary (exporting) tools, to facilitate their market entry on the other side of the Fehmarnbelt. The program is composed of several workshops, market visits and exhibition participation.

However, BR&E activities are not only performed in Germany and Denmark. A lot of organizations / projects across Europe have BR&E on their agenda and in focus.

Skåne Food Innovation Network has recently implemented a store concept to support local food producers and retailers. The goal of the concept is increased visibility and accessibility of local Scanian food in the store shelves. To achieve a better visual identity of local products from Skåne these products will be additionally highlighted in the store shelves under the umbrella "**Taste of Skåne - locally grown and carefully selected**".

Six stores from Shopping Network will act as pilot stores: ICA Supermarket fälad Square, Lund, ICA Malmborgs Mobilia, Malmö, ICA Maxi Bromley, ICA Supermarket Bastad, ICA Andersson, Södra Sandby and Möllans Cheese, Malmö. When the concept is tested and evaluated, there will be opportunities for more stores to join the network and make use of the concept.

Another success story for BR&E in Europe is Foodspot, initiating **cross border conferences and workshops**. FoodSpot is a cooperation between the national food clusters in the regions Flanders, the Netherlands and North-Rhine Westphalia.

FoodSpot workshops aim to stimulate the cross-border dialogue between experts from industry and research from Flanders, the Netherlands and North Rhine-Westphalia on innovative approaches for food and drinks. Finding partners and solutions for implementing these new approaches in industry is the central goal.



FoodSpot is the collaborative platform of Flanders' FOOD, Food Connection Point, Food Valley and Food-Processing Initiative, the network organizations for the Food and Drink Industry in Flanders, the Netherlands and North Rhine-Westphalia.

The French agro-food cluster Céréales Vallée initiated the implementation of a professional agro-food-related degree in "**Production, Nutrition-Health Consultant for Integrated Chains for Plants**" in 2007. The professional degree is a training course to extend knowledge of the major integrated chains for plants and the link between production and transformation methods – product quality – nutrition – health.

The professional degree can be obtained at the private Agro-environmental high-school Saint Joseph, in Breuil sur Couze (centre of France), in conjunction with the University of Auvergne, Clermont-Ferrand. The course is labelled by the Céréales Vallée competitiveness cluster.

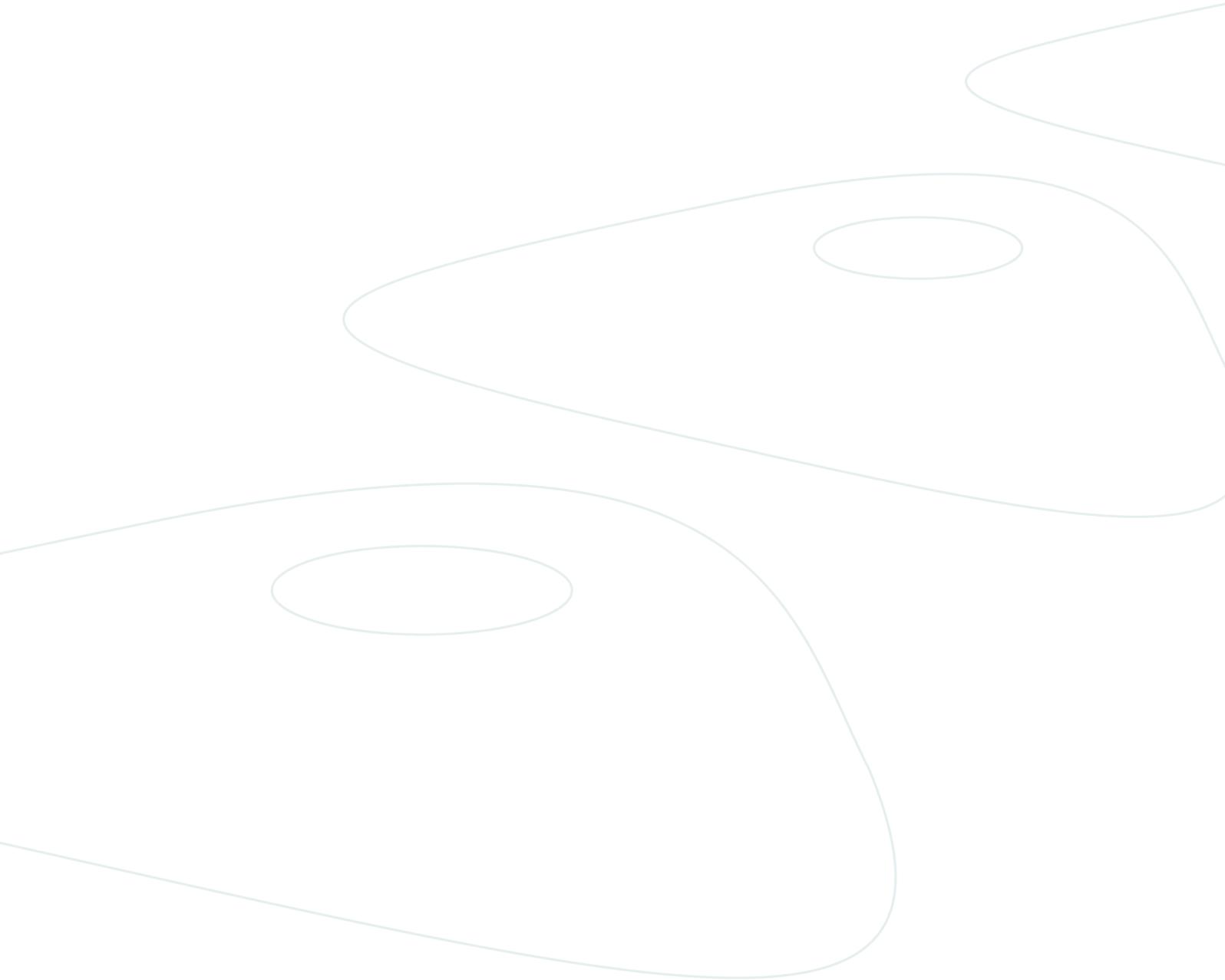
There are obviously various organizations/clusters/programs dealing with BR&E activities for the food industry area in Germany, Denmark and across Europe. Looking at the BELTFOOD region several BR&E activities for the food industry can be recognized in terms of workforce, education, innovation, technology, etc.

Looking further towards future economic development, the BELTFOOD-region is well-positioned to further advance. However, it will be necessary to further work on the region's competitive economic position and continue to focus on fine-tuning the region's economic development efforts.

However, looking at BR&E in general, BR&E works within a community to create relationships with existing businesses. This effort is done in hopes that they will remain in the area and expand to offer more services and job opportunities. BR&E efforts work to "increase the likelihood that (businesses) will remain and expand there instead of relocating or expanding elsewhere".² BR&E programs must be tailored to each community so that they can properly address the specific economic and societal needs of the community members. Community developers conduct interviews and surveys with businesses, begin initiatives to improve communication and relationships among businesses and the government, and hold forums or meetings for businesses to attend and discuss issues. All of these tasks are vital to BR&E efforts and community organizers can use them to strengthen the business world of the community there are working with. BR&Es are a cost-effective way to boost the local economy and create more jobs-both important tasks in any community development initiative. But BR&E must be an effort by multiple stakeholders, not just community organizers. Therefore, this concept would be beneficial for local governments to take advantage of. If politicians are looking to boost their town's/city's economy and employment rates, they cannot just focus on seeking out new businesses. Government officials must be concerned with how existing businesses are functioning and where there is room/need for expansion.³

² Phillips and Pittman, 2009, p.212

³ Phillips, R. and Pittman, R. (eds.) (2009). *An Introduction to Community Development*. New York



Appendix: Overview Economic Development Organizations in the BELTFOOD-Region

Direct business-oriented development organizations in Region Zealand:

Regional and national subsidy→ schemes and proposals, which offer to develop →organizations in the areas of strategy, marketing, finance, business development, leadership and →organizational development, as well as contact to knowledge organisations, are handled by a number of economic development organizations listed below. This section focuses on Region Zealand, but it is important to be aware that there are many other supporting organisations available on a national level.

Municipal business services

The municipalities offer local business services. It is the municipalities which are responsible for the local business service. The core service of the local business services is primarily to inform and advise entrepreneurs and companies in response to basic questions about setting up and operating a business. The organization of local business services varies considerably. Some municipalities solve the task through joint municipal collaboration, while others farm it out to local trade councils.

Væksthus Zealand

At Væksthus Zealand Business Development Centre (Væksthus Sjælland), a company will be given the opportunity to focus on its potential and map its business opportunities. They offer feedback from a team of impartial growth consultants with in-depth knowledge of finance, innovation, leadership, sales, marketing and internationalization.

The growth consultants focus on what the companies need to put into action in order to create growth and open the doors to a large network of advisers. Væksthus Zealand exclusively provides specialized business services as opposed to local business services.

Read more on the website: www.vhsj.dk

The Alexandra Institute

The Alexandra Institute (Alexandra Instituttet) is an application-oriented research institute specializing in pervasive computing. Pervasive means omnipresent and denotes the ongoing development in which more and more products and services in our surroundings are becoming intelligent based on IT. The Alexandra Institute provides technological services (GTS - Advanced Technology Group) and assists the Danish business community to implement their ideas.

The Alexandra Institute has recently set up a department in Region Zealand with support from Vækstforum Zealand (Vækstforum Sjælland) and The Regional Council (Regionsrådet) in Region Zealand. The Alexandra Institute contributes to commercial development in the region through research-based innovation.

Read more on the website: www.alexandra.dk

CAT Innovation

CAT Innovation is an innovation environment based in Roskilde which manages innovation funds on behalf of the Danish Agency for Science, Technology and Innovation (Forsknings- og Innovationsstyrelsen) as well as from private funds. The aim of CAT Innovation is to invest in the start up of knowledge-based enterprises at an early stage. CAT can - on the basis of funds from the Danish Agency for Science, Technology and Innovation - take on a greater risk compared with other financial sources.



Read more on the website: www.catscience.dk

CAT Invest Zealand

Companies with an innovative idea with growth potential can receive venture capital. The CAT Invest Zealand fund is set up with 67.5 million kroner and invests in two to three companies in Region Zealand a year.

The fund invests in growth companies within industries which characterise Region Zealand, such as new energy and environment technologies (clean technology) and innovation in normal industrial enterprises.

Read more on the website: www.catscience.dk

Connect Denmark

CONNECT Denmark is an independent, private, non-profit organisation. An association which - through a network of some of Denmark's best companies, most competent business people and leading research and innovation environments - provides free advice and feedback to entrepreneurs and small enterprises with great potential for growth.

They offer high growth entrepreneurs professional advice and access to a unique network, represented by some of the best competencies from the Danish business community, universities and international organisations.

Read more on the website: www.connectdenmark.dk

DELTA Business Innovation

DELTA Business Innovation is a knowledge/project division, the main focus of which is to become companies' preferred sparring partner in the fields of growth, development and technological innovation.

They create growth and competitive edge in Danish companies through the discovery, cultivation and realisation of hidden potential. Their main areas are: Innovation consultancy, business development, competence centre for processes, and product development.

Read more on the website: www.delta.dk

Danish Technological Institute

The most important task of the Danish Technological Institute (Teknologisk Institut) is to ensure that new knowledge and technology can rapidly be converted into value in the form of new and better products, materials, processes, methods and organizational types.

The Danish Technological Institute develops, applies and disseminates research- and technology-based knowledge for the Danish business sector. In addition to this, the institute carries out consultancy and standardization services, and provides courses, certification and lectures.

Read more on the website: www.teknologisk.dk

Risø DTU

Risø DTU contributes to research, development and international exploitation of sustainable energy technologies and strengthens economic development in Denmark.

Their work is based on the idea that research-based knowledge is the key to developing an innovative and sustainable society capable of competing in the global market.

Read more on the website: www.risoe.dk

Copenhagen Capacity

The organization's mission is to market the Danish capital region internationally with the aim of attracting and retaining foreign companies.

Copenhagen Capacity's work supports continued growth and well-being in the region, contributes to developing the region's positions of strength and thereby focuses on the region becoming the preferred Nordic destination in which to invest.

Read more on the website: www.copcap.com

RUCinnovation

RUCinnovation is a platform for innovative collaborations between researchers and students at the Roskilde University Centre (Roskilde Universitetscenter) on one side and businesses and organizations on the other.

RUCinnovation does not finance the actual projects itself - but it can provide financial support for the preparation of project applications. They offer to communicate external funding opportunities and provide ongoing feedback on project applications.

Read more on the website: <http://www.ruc.dk/samarbejde/rucinnovation/>

Green Center

Green Center (Grønt Center) is an economic development centre within agriculture and its ancillary industries, the agroindustry and the environmental technology industry (the companies).

The starting point is Region Zealand's farming-related, climatic, and geological strengths, as well as established industry. The Centre's work must create a good framework for companies to access knowledge and development.

The purpose of Green Center is to provide inspiration for the development and renewal of agriculture and associated industries and to contribute to the development of the rural districts.

Read more on the website: www.greencenter.dk

Erhverv, viden, vækst (EVV)

Erhverv, viden, vækst (evv) is an independent foundation engaged in business which aims to create systematic knowledge transfer between three sectors: public organizations, private companies and research and educational institutions.

EVV helps companies with problem solving and development tasks. The help can be provided based on commercial terms or be fully or partly financed through a project.

Read more on the website: www.evv.dk

Food Industry-oriented development organizations & projects in the German part of the BELTFOOD-Region:

baltfood – the food industry network for northern Europe

To enhance the competitiveness of the food industry in this dynamic, fiercely contested and increasingly saturated market, twelve partners from Denmark, Finland, Lithuania, northern Germany, Poland and Sweden have founded the baltfood project. The principal goal is to provide support for small and midsize businesses, enabling them to recognize trends more quickly, transform research findings more readily into marketable products and penetrate international markets with greater success.

foodRegio – Food Industry Network in Northern Germany

foodRegio Lübeck began operating in August 2006 with the goal of strengthening and expanding the local food industry by giving intensive assistance to those companies already located here and by attracting new companies to the area. Today foodRegio is a strong food network of 37 members working closely together.

Lübeck Business Development Corporation

The economic development organization "Lübeck Business Development Corporation" has laid a solid foundation in the promotion of local business and industry. It is assisted by the Lübeck Chamber of Commerce and Industry, the Handicraft Association, the German Federation of Trade Unions, and the City Development Company KWL, who all contribute their expertise and experience. Lübeck Business Development Corporation directs its activities to all industries located in the community; however has a strong focus on food, logistics and health care due to strong agglomerations of these industries in Lübeck.



Wirtschaftsförderung LÜBECK GmbH



BeltFood is a project by Wirtschaftsförderung LÜBECK GmbH and Green Center.
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