

Promoting attractiveness, competitiveness and internationalisation of Agro-food Clusters of the Med Area

e-Book

PACMAn project

"Promoting Attractiveness, Competitiveness and Internationalisation of Agro-food Clusters of the Med Area"





PACMAn: "Promoting Attractiveness, Competitiveness and Internationalisation of Agro-food Clusters of the Med Area"

This book is co-financed by the European Commission (PACMAn project). The authors are the solely responsible for the content of the present document.

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of Agro-food Clusters of the Med Area

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Chapter 01 **The PACMAn Project**



1.1 Introduction

European agriculture and food and drink industry have a key role in the economy of the European Union (EU), although in 2012 the EU economy continued to slow down and the EU Real Gross Domestic Product growth rate estimated to decrease by 0,3% (European Commission - Eurostat).

In 2011, the EU-27 value of agricultural production was \in 381.223 Million, crop production was \in 205.081 Million and livestock production \in 157.685 Million (basic prices). In 2012, the EU-27 value of agricultural output increased by 2% in real terms. This is consequence of the performance of the value of animal output (+3,1%) and to a lesser extent to that of the crop production (+1,4%). Prices increases (+7% in real prices) played a key role and compensated the decrease in volumes (-5,2%). In 2011 the persons employed in agriculture, hunting, forestry and fishing were less than 11 Million and the utilized agricultural area is around 177.000.000 ha in 2010. Data for 2012 suggest that a positive trend is registered by imports (+3% equal to \in 102 Billion) and exports (+12% equal to \in 116 Billion) of agricultural products compared to 2011, with an overall positive net trade (around + \in 14 Billion). In 2011, the main import countries were: Brazil, United States, Argentina, China, Switzerland. The EU export to Mediterranean countries (mainly North Africa countries) is mainly focused on cereals, dairy products/eggs/honey, and tobacco and manufactured tobacco substitutes.

In 2011, the food and drink industry was the EU largest manufacturing industry, with an annual turnover of \in 956 billion, corresponding to a market share of 16%, and employing over 4 Million people, corresponding to around 14% of total manufacturing sector. The number of companies active in the food and drink production were 274.000 and, in terms of value added, the most significant sectors were: bakery & farinaceous products (21%), drinks (18%), meat products (15%), oils & fats (9%). The European Union trade balance was positive, exporting goods with a value of over \in 65 billion, making it the world's largest exporter of food and drink products, and importing goods for \in 56 billion (year 2010). The agro-food sector in the Mediterranean regions of the Union accounts for a high proportion of GNP and employment. SMEs play a crucial role in the food and drink industry at European level.



Data show that in 2010, 99,1% of Europe's food and drink companies were SMEs, developing 48,7% of turnover (€452 billion) and 63% of employment (€2,7 million jobs).

European agriculture and food industry has to tackle a number of challenges: global economic downturn, finance shortages, lack of R&D opportunities, need for higher food safety standards, consumer trust, difficulties to access raw materials, climate change adaptation, which are some of the main obstacles which must be cleared. As much important are consumers increasing demands, leading to high expectations for food products close to new lifestyles of families and demographic changes, such as healthier products and food products aimed at managing Obesity and diet-related illnesses. Other agricultural values, such as organic and biodynamic food, from farm to fork; 0 km food, receive increasing consumers' attention

The PACMAn project aims at contributing to meet the current trends and addressing the challenges facing the agro-food sector in the Mediterranean area. This book would like to gather the know-how created during the PACMAn project experience, so to be able to share it with the wider audience and capitalize the results achieved.

1.2 The PACMAn project

PACMAn aims to stimulate the innovative and dynamic capacities of the agrofood sector in Mediterranean regions so to make them able to promote their attractiveness and competitiveness at transnational level. This is achieved by:

- Developing innovation in skills and abilities of the main stakeholders involved in agrofood sector to enhance their growth potentials through networking activities;

- Contributing to making agrofood clusters more attractive and competitive on international markets by stimulating their innovation, modernisation, diversification and adaptation to new issues and market trends;

- Increasing of market-oriented production and commercial trade in order to enhance the export performances;

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- Encouraging the strategic cooperation between economic development actors, science/research poles and public authorities for new integrated approaches, tools, strategies and plans/policies generating the sustainable development of agrofood sector;

- Fostering framework agreements among different stakeholders and public authorities;

-Implementing innovative joint actions strengthening the international dimension of Mediterranean agrofood clusters;

- Ensuring the maximum information and dissemination on project activities to grant future outcomes, new initiatives, wide interest on innovation potentials.

The PACMAn project has been a three-year initiative partly financed by the European Union in the framework of the MED Programme. The project started in October 2010 and ends in September 2013.

It involved 10 public and private bodies belonging to 6 MED countries: Italy, France, Greece, Spain, Portugal, Cyprus. All the partners are key actors in the agrofood sector with different expertise and experiences, being RDAs, local authorities, universities and research bodies, Chambers of Commerce.

1.3 The PACMAn project development

Main activities of PACMAn are the following:

- Deeper understanding of the MED agrofood cluster through a common methodology, studies and analyses;

- Setting up of a MED agrofood database, encouraging transnational food chains networking among countries;



- Creation of networks amongst agrofood stakeholders, focused on innovation and sustainability;

- Definition of a joint sustainable model of reference for MED agrofood clusters that will consist in code of conduct for international marketing initiatives, addressed to other bodies interested in replicating the approaches taken by the project;

- Activation of common international marketing initiatives and transfer of best practices (on policies, production, management, market, logistics);

- Involvement of groups of small and medium enterprises in transnational activities and in the creation of paths of internationalization.

1.4 Location of activities

In the first instance the main working and implementation orientated activities will be located within the participating regions itself: Murcia Region / Spain Crete / Greece Emilia-Romagna / Italy Valencian Community/ Spain Alentejo Region / Portugal Provence-Alpes-Côte d'Azur / France Cyprus Central Macedonia/ Greece.





The project coordinator is:

ERVET - Emilia-Romagna Regional Development Agency Via Morgagni 6, 40100, Bologna – Italy Tel::+39 051 6450411; Fax: +39 051 6450310 Project Manager – Paola Maccani pacman@ ervet.it - http://www.ervet.it ERVET is the "in house" company of Emilia- Romagna Region. It commits itself to the cooperation among regions, provinces and municipalities, and, in consultation with economic and social forces, to the realisation of coordinated actions to promote sustainable development and environmental qualification of the region. It deals with integrated territorial policies and it operates as a policy advisor. The Company has to ensure technical and operational support in the framework of regional development policies, fostering cooperation and partnership in a European dimension. It provides assistance on territorial development, international policies, sustainable development, knowledge society, labour and welfare, competitiveness of the economic systems.

The PACMAn partners are:

Provincia di Parma P.le della Pace, 1, Parma - Italy Tel: +39 0521 931111; Fax: - europa@ provincia.parma.it - www.provincia.parma.it Provincia di Parma Province of Parma is a local government dealing with a broad range of public activities in many areas including environment and agriculture. Promoting an integrated system of safeguard of quality products and the rural environment, Province of Parma supports an agriculture-related development of its territory and abides to European regulations and decisions.

ADRAL - **Agência de Desenvolvimento Regional do Alentejo** Rua Intermédia do PITE Lt 4 e 6, 7000-171, Évora - Portugal Tel: +351266769150; Fax: +351266769156 geral@adral.pt - http://www.adral.pt/ ADRAL is a regional structure with 68 partners/shareholders, both public and private, with relevant experience in all sectors of economic, social research and development activities, geographically spread and deeply acquainted of local and regional reality. ADRAL mission is to contribute to the promotion, divulgation and development of Alentejo region.



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IVACE – **Valencian Institute of Business Competitiveness** Pl. del Ayuntamiento, 6, 46002, Valencia – Spain Tel: +34 963 986 200; Fax: +34 963 986 201 info@impiva.gva.es - <u>www.</u> <u>impiva.es</u>. IVACE is a public entity of the Valencian government attached to the Regional Department of Economy, Industry, Tourism and Employment. Its first objective is to promote and foster business competitiveness, sustainable development and adaptation of Valencian companies to market requirements.

MURCIA REGION DEVELOPMENT AGENCY Avda. De la Fama, 3, 30003 Murcia – Spain Tel: +34968366843; Fax: +34968368441 info@investinmurcia.com - http://www.investinmurcia.com - www.institutofomentomurcia.es The Murcia Regional Development Agency is organically attached to the Regional Ministry of Universities, Business and Research. Its main objective is to boost the development of SMEs in Murcia Region by means of economic promotion, investment raising, elimination of obstacles and the establishment of an environment favouring competitiveness. One of the main objectives of the development agency is to ensure the upgrading and economic growth of regional SMEs, including those operating in the agrofood field.

HELP-FORWARD/FORTH (Foundation for Research and Technology - Hellas) 4 Zalokosta st., 106 71 Athens – Greece Tel: +30 210 3607690 - fax: +30 210 3636109 rosa@help-forward. gr - http://www.helpforward. gr/ Science and Technology Park of Crete, Basilka Bouton, Heraklion, 71110 Crete - Greece Tel: +30 2810 391954 - fax: +30 2810 391906 ignatiadis@ stepc.gr http://www.help-forward.gr/ PRAXI (HELP-FORWARD) network is a nonprofit private organisation, administered by FORTH, aiming at providing a bridge between Research and Industry in Greece. It is a member of the Innovation Relay Centres Network in Europe, offering Technology Transfer brokerage services to Greek companies and RTD Institutions and it has thus established close links with many regional actors in various technological fields. It will deal with mapping and analysing each country's agrofood economic sectors and segments, providing regional information on socioeconomic issues and policies.

CRITT Agroalimentaire PACA Cité de l'alimentation, Rue Pierre Bayle - BP 11 548, 84916 AVIGNON Cedex 9 - France Tel: +33.4.90.31.55.08; Fax: +33.4.90.31.55.10 Critt@critt-iaa-paca.



com - www.critt-iaapaca. com CRITT is a French Innovation and technology Transfer Center dedicated to food processing industry. The CRITT Agroalimentaire Provence Alpes Côte d'Azur is the dedicated tool for innovation and technology transfer on food industry in south west of France. It has 20 years experience in agrofood networks at national and regional level as well as a 10-years-experience in agrofood networks at EU level. Having a good knowledge of needs and functioning of firms involved in the agrofood clusters, it will be responsible for benchmarking in practices and improvement of the support to the agrofood sector, also enhancing networking tools and processes.

Province of Modena AREA ECONOMIA, Strada Scaglia Est 15. 41125 Modena - Italy Tel: +39 059 200 710; Fax: +39 059 209 770 siragusa.p@provincia.modena.it – www.provincia. modena.it Province of Modena coordinates the municipalities for economic, territorial and regional environmental planning and adopts its own longterm strategies. It is responsible for direct management of services that concern the vast provincial area in competent matters and for programmed intervention, carried out in close relation with the Regional authority. It participates in the determination of regional development planning. The Province of Modena, Lead partner of the TECH.FOOD project is building a R&D node and innovation scheme for the agro-food local system.

CUT – Cyprus University of Technology Limassol Savings Co-operative Bank Building, 4th Floor, Office 33, 31 Archbishop Kyprianos Str., 3036, Lemesos - Cyprus Tel: +357 25 00 2500; Fax:+357 25 00 2750 cut.cyprus@gmail.com - http://www.cut.ac.cy CUT aspires to develop itself into a modern, pioneering University able to offer education and high level research in leading branches of science and technology which have high impact on the economic, technical, and scientific sectors. It plays a role in support of the state and society in their efforts to confront problems, which cover all areas of science and technology. CUT puts special emphasis in applied research and has a strong experience of project management. It participated as a partner in many EU and Med 6 6 programs (including in 3 Med project awarded in 2010 on innovation, csr and agrofood).



Kilkis Chamber of Commerce and Industry Stenimachou 2, 61100, Kilkis – Greece Tel: (Maria Kalogeridou) +30 23410 26724, Fax: +30 23410 20924 <u>mkalogeridou@ccikilkis.gr</u>, <u>info@ccikilkis.gr</u> – <u>www.ccikilkis.gr</u>. The Chamber of Kilkis is a consultative advisory body of the State and Business Members. It aims to represent, monitor and promote of industry, small sized industry, trade and services, in line with the development of the economy. The Chamber, in order to meet the institutional and developmental role, operates on a business plan, through which it reorganized its services and built its organization chart.

nationalisation of Agro-food Clusters of the Med Area"

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Chapter 02 **Analysis of PACMAn Agro-food Clusters**



In order to work on a common ground of understanding and similarly approach the issues faced within PACMAn project, partners adopted a common methodological framework for the analysis of the agro-food system and for identifying the agro-food segments on which focusing project activities. In particular, partners were asked to select three segments according to the importance within the regional/local economy, on the basis of quantitative and qualitative information, and on the importance at political and programming levels. The key factors according to which defining the selection were innovation, internationalisation, networking potential

2.1. The agro-food system

The agro-food system includes agro-food companies and the enabling environment. The latter is an integral part of the agro-food system and plays a relevant role in supporting the competitiveness of the production chain by providing policies, services, incentives, utilities and representation (see Map 1). The key players and actors showed in the map below are central components of a conducive climate for business activities. The map is aimed at showing that these actors can affect the companies in any segment of the productive chain, playing the role of transversal drivers in the framework under which enterprises operate. At the same time the actors can operate through a system of interdependences.





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Map 1 - Key actors of the agro-food system

The following list describes the groups of key actors of the environment included in the agro-food system:

Government/ Public bodies/ Public Administration

Trade, export, promotion and facilitation policies. Tariffs and quotas for imported products, with particular attention to policies affecting the availability of inputs and equipment of relevance to agribusiness and agro-industries. Norms, standards, regulations and services related to the production, processing and distribution of agro-food products, especially



those related to quality and safety, taking into consideration the different requirements for domestic, regional or international markets.

Research Community

Research and development institutions supporting technology transfer to agribusiness and agro-industrial enterprises.

Utilities/ Services Suppliers

Infrastructure, covering aspects such as the availability and conditions of transportation networks, public storage, packing houses, processing and cold chain facilities, telecommunications and energy.

Financial Institutions

Financial services, encompassing access to and conditions of short and long-term financing and risk management mechanisms for agriculture and agro-industry development

Associations

Farmers, processors and retailers associations representing stakeholders, providing advisory services, training and support (e.g. accounting) and organisation of business managing negotiations and group purchasing

Other supporting bodies

Organizations of formal or informal actors promoting interest in the agro-food cluster and providing: Business Development Services to small and medium agro-enterprises (including training and advice); business linkages between large and small agro-industries, etc. The Cluster Policies Whitebook^[1] define these organizations as Institutes for Collaborations (IFCs).

2.2 The agro-food segments and companies in the agro-food chain

The components of the agro-food system to be investigated in partners countries of PACMAn project were set in accordance with a shared diagram representing the chain functions, flows and supporting services. The proposed mapping model, as illustrated in Map2, offered



a general overview of the chain structure showing the production flow chart. The sectors of the agro food chain included in the diagram cover all the main activities of the production chain as they are defined by the Nace Codes Rev.2 (see Appendix). This source is adopted by the European Commission and it allows to analyse the agro-food supply chain with the highest level of details. The mapping of the agro-food chain is the result of a selection of the Nace codes.

The top area of the map portrays the groupings of agro-food productions of the chain. There are two main groupings (animal and vegetable production) and eight sub-groupings (seafood; dairy products; meat; pasta and biscuits; oil; fruits and vegetables; water, coffee, tea and spices; wine, alcohol). The left area (grey boxes) outlines the productive functions of the different segments of the chain. The six identified functions are placed in a possible productive sequential order: farming inputs, farming/breeding, food processors, food machines manufacturers, services, traders. The position of the box representing the segments in the map is determined horizontally by the kind of agro-food products the segment is related to and vertically by the function that the companies in that segment carry out in the production chain. The segments of the first stage of the production chain (farming inputs) and of the final stages (food machinery, services and trade) tend to be more transversal, while the segments in the core of the chain (breeding/farming and food processors) tend to characterize to the single product groupings.

From the analytical point of view several categories of players must be distinguished within the agro-food supply chain.

- Main players who operate in order to add value to the agro-food they "produce" and then sell (farmers, processors, traders);

- Supplier players who provide inputs and services such as farming inputs, food industry machinery and services.





Map. 2 - Mapping of segments and companies in the agro-food chain (NACE Codes Rev.2)

2.3 PACMAn Agro-food segments

Every partner selected the agro-food segments on which concentrating the activities. The selection was based a two-step procedure: the first step chose the possible segments on the basis of qualitative and quantitative information, which was then adjusted in the second step according to the overall partners' choice of segments. The final mutual adjustment aimed at identifying segments which could have the highest potential of cooperation and experience capitalization among partners. The agro-food segments on which PACMAn concentrated the activities is reported in the following Map 3.







Map 3 - Mapping of selected agri-food segments (NACE Codes Rev.2 2007)

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Chapter 03 Best Practices for PACMAn Agro-food Clusters



3.1. Methodology for the Identification of Best Practices in PACMAn project

This Chapter refers to the Best Practices identified within the PACMAn Partners' Areas, according to the requirements and specifications of Task 3.4: Network Planning of Component 3 of the PACMAn project. As a first step and based on the PACMAn Application Form, a common template of the Best Practice Report has been prepared by the coordinator Kilkis Chamber of Commerce and distributed to all Partners. According to this common Template, the following information was requested by all Partners:

- Title of the Best Practice identified
- Topic of the Best Practice (in a few words)
- Location of the Best Practice
- Start Date and (if applicable) End Date of the Best Practice
- -Detailed description of the Best Practice including: information on the nature of the Best Practice
 - its objectives
 - the main stakeholders involved (including the beneficiaries)
 - the financial resources required for its implementation
 - key success factors and conditions for potential transfer
 - Justification of why this Best Practice is considered as Best Practice
 - Objective results and/or impact indicators to demonstrate the success of the Best Practice (e.g. n° of jobs created or safeguarded, n° of patents submitted, % of



greenhouse gas emission reduced, etc.)

- Contact Details to obtain further information on the Best Practice.

All PACMAn Partners agreed to follow the proposed Template in order to produce their Best Practice Reports (one per each Partner) in a unified and common way. As a second step, all PACMAn Partners were requested to seek Best Practices not only in the level of programs or/and projects but also in the level of organizations (e.g. a single company or a body, such as a chamber or a sectorial body or a group of them).

In order to characterize programs / projects / organizations / events, as "Best Practices" for the project needs, it was also examined by the PACMAn Partners if they could meet the following three PACMAn criteria:

- Innovation
- Internationalization
- Networking.

Each PACMAn Partner had to justify why the proposed Best Practice is considered as Best Practice. They were also obliged to provide objective results and/or impact indicators to demonstrate the success of the Best Practice, especially in terms of the three PACMAn criteria. Finally, based on the above mentioned criteria, the project partners concluded on ten programs / projects / organizations / events, which were qualified as Best Practices. A brief summary of the Best Practices identified within the PACMAn Partners' Agro-Food Clusters / Countries / Regions / Areas, is provided in the next section of this Chapter.

3.2. Summary of Key Best Practices for the Agro-food Clusters

3.2.1. Introduction

In this section of Chapter 3, the Best Practices in agr<mark>o-fo</mark>od cluster structures and functioning



in the Partners countries / regions / areas, are briefly described. These are the most successful examples identified by all Partners in order to support the implementation of agro-food clusters in the Mediterranean area, focusing on the sustainability concept adopted within the PACMAn project. It must be noted that all the work done and presented by the PACMAn Partners, regarding their selected Best Practices, actually formed the basis of the proposed PACMAn Pilot Actions. In order to design, plan and implement their Pilot Actions in the framework of the PACMAn project, all Partners studied the Best Practices, and discovered common interests and experiences to be used for their operative actions. Of course, the exchange of Best Practices between the PACMAn partners and the capitalization actions towards all relevant stakeholders of the agro-food sector in the Mediterranean area, is a dynamic and an on-going process, which doesn't end here.

Finally, the identification and dissemination of Best Practices in the agro-food sector satisfy one of the most important objectives of the PACMAn project, which is to disseminate the project results to relevant stakeholders and to the general public. They also ensure the PACMAn project results and conclusions will be properly capitalized after the end of the project as well as the facilitation of the smooth transfer of know-how between the areas / regions / countries participating in the PACMAn project. In the following paragraphs the Best Practices, identified within the PACMAn Partners' Agro-Food Clusters / Countries / Regions / Areas, are briefly presented (one per each Partner):

3.2.2 ERVET – Italy

"DOSSIER CONAI 2010 – Eco-efficient prevention"

The specific Best Practice focuses on the activity developed by the Italian Compliance Scheme CONAI (the national packaging consortium). Its task is to manage the recycling and the recovery of packaging in all of Italy and to pursue the recycling and recovery objectives set by European legislation. CONAI promotes the adoption of environment-friendly packaging at source, and then coordinates the recovery and recycling of packaging after use. DOSSIER CONAI 2010 collects over 70 cases of packaging evaluated on the basis of their eco-efficiency, by introducing three new indicators for a simplified LCA analysis. The Dossier is published every three years and its first edition was in 2001. For any case study there is a factsheet



that describes the action with data and figures, presenting the brand and the name of the product, describing the action carried out and the sustainability criteria adopted [contact details: CONAI, www.conai.it].

3.2.3 CUT - Cyprus

"Introduction of the combination of Research Culture and innovative products with the assistance of new environmentally friendly technology"

The main topics of the specific Best Practice are the following: Introduction research culture in the company in relation to the quality of the ingredients product data (healthy), the Cooperation with Universities and the Development Organization "TALOS LTD", the Introduction of new machines in the production of products components (for example: Pissa Pafitiki/ Paphian Chewing Gum) and of products (for example: Soutzoukos/Grape Rolls) and the New practices in the organization of the production [contact details: George Gabriel, Aphrodite delights, www.aphroditedelights.com].

3.2.4 PRAXI HELP FORWARD NETWORK - Greece

"The Cretan Quality Agreement"

The "Cretan Quality Agreement" is a non-for-profit organisation of the Region of Crete in Greece. The company's aims are to promote the Cretan Diet and local products of the island of Crete. The Region of Crete introduces 2 news Regional Labels of Quality. The label of Quality of Cretan Cuisine that certifies local restaurants and the Label of Open Wineries that certifies the Cretan wineries [contact details: Mrs Aspassia Stavroulaki, Region of Crete, www.cretan-nutrition.gr].



3.2.5 IVACE – Spain

The pocketed dessert grape of the Vinalopó area (Alicante)"

The pocketed dessert grape of the Vinalopó área is a unique dessert grape because of its peculiar ripening process. Unlike the other dessert grape, the dessert grape of the Vinalopó area grows protected by a paper bag which takes care and saves pamperingly every grain on the bunch until it gets to the consumer. Thanks to this peculiar growing system, the dessert grape of the Vinalopó presents some exceptional physical and gastronomic characteristics, which led it to be the unique pocketed grape with validated Guarantee of Origin and Quality [contact Details: IVACE,www.impiva.es].

Aceite de Olivos Milenarios "Territorio de la Senia" (Olive oil from ancient olive trees)

In the Territori del Sénia region, a total of 8 olive mills (4 in Valencia and 4 in Catalonia) have been able to come together to produce a unique product: the extra virgin olive oil from Territori del Sénia ancient olive trees. The origin of this oil that it has only come from the olive trees listed in an inventory is guaranteed. It is also in turn certified by some of the most demanding laboratories and tasting panels as a high quality food product. Apart from a natural and historical heritage, its uniqueness makes the Olive oil from ancient olive trees a highly desirable product for the countries where special gammas of oil are really appreciated. [contact details: IMPIVA, <u>www.impiva.es</u>].

Cocas y coquetes (Comunidad Valenciana)

"Coca" and "Coquetas" are varieties of a Mediterranean dish having counterparts all over the Mediterranean, especially in its savoury kind. The cocas are very popular in the east coast of Spain in which the dough is flavoured with crystallized fruit, almonds, lemon rind and cinnamon. "Cocas" and "coquetas" are symbolizing almost any kind of bread-based product. The best valued traits of the "cocas" and "coquetas" are the confidence in the ingredients, its healthy character and good taste. In the same time Cocas and coquetas constitute an important part of the local particular cultural and gastronomic heritage. [contact Details: IMPIVA, www.impiva.es].



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3.2.6 ADRAL – Portugal

"Carnalentejana – conception and development, marketing, controlling and monitoring the production and processing of meat products from Alentejo breed cows, identified with the brand Carnalentejana and produced according to their specifications" This is a Best Practice that translates into the need that some farmers/cow breeders from

Alentejo had their products commercialized together in a concentrated form, earning size and negotiating power, perfectly aware of the advantages of the cooperation [contact details: CARNALENTEJANA SA, www.carnalentejana.pt].

3.2.7 INFO MURCIA – Spain

"The Murcia Food Brokerage Event"

The Murcia Region Food Brokerage Event, fifth edition, provided an international, technological scenario for companies interested in finding out about the latest European creations in food technology and in holding bilateral meetings aimed at reaching cooperative agreements on technology transfer. The Murcia Food Brokerage Event will be held in conjunction with the International Symposium on Food Technology [contact details: Ms. Victoria Díaz Pacheco, Instituto de Fomento Región de Murcia, http://www.b2match.eu/murciafood].

3.2.8 KILKIS CHAMBER – Greece

"Wine Roads of Northern Greece"

The main topic of the Best Practice identified is related to the vine growing and wine-making tradition of the Northern Greece vineyards. The basic aim of the Best Practice is to support & promote vine growers, wine-makers and wine merchants of Northern Greece and improve the quality of both their products and services [contact details: WINE ROADS OF NORTHERN GREECE, www.wineroads.gr].

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3.2.9 CRITT Agroalimentaire PACA – France

"Platform of crossed internal audit", the "Database which is called Agronet" and "Animation of clusters called clubs"

The first Best Practice identified by CRITT refers to the creation of a platform of crossed internal audit. Since January 2009, the CRITT is piloting, on behalf of the two regional federations: the Regional Federation of Agrofood industries (FRIAA) and Coop de France Alpes Mediterranée, the management of a platform of crossed internal audit in PACA area (created in 2003).

The second Best Practice identified by CRITT has to do with the database developed and managed by CRITT and it covers the whole of industrial companies of the PACA region (nearly 900 establishments). It is also fed by the whole of the structures of network (FRIAA, IFRIA, PEIFL). In April 2007, it was input with the base SIREN of INSEE which contains companies from at least 1 employee, whose codes NAF "food industry" lie between 1011Z and 1107B (either 5.000 companies). The third Best Practice identified by CRITT is the Animation of clusters called clubs. The CRITT organizes since several years some clusters which are called "clubs" on different subject. These are Clubs of information and experience sharing where each participant can speak, transmits and receives information of the other participants. Directors and employees of agrofood companies are invited to participate at these clubs 3 or 4 times a year per subject. The different subjects are: organic food, quality food, packaging, logistic, tourism and human resources [contact details: CRITT PACA, <u>www.critt-iaa-paca. com</u>].

3.2.10 Province of Modena

"Best practices in dairy sector – Parmigiano-reggiano Cheese"

Parmigiano-Reggiano is a Protected Denomination of Origin (PDO) originally established in 1954, as an application of the specific Italian law concerning PDO cheese. After the approval of the European Regulation 2081/1992, the denomination became part of the list of PDO products officially recognized by EU. Nowadays Parmigiano-Reggiano cheese represents a milestone of agro-food system at local, regional, national and international



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level. Several activities are implemented every year with the collaboration of the Province of Modena research centers/chamber of commerce/producers consortia/producers & other stakeholders. Five activities have been recently implemented with high impact and visibility for the sector, and could be considered best practices: Price monitoring system by the chamber of commerce, Analysis for the application of partnership models in Parmigiano-Reggiano market chain, Marketing of agro-food products, Concerts of the Milky Way, Dissemination event [contact details: Consortium of Parmigiano-Reggiano, www.parmigianoreggiano. com, www.parmesan.com]

3.2.11 Province of Parma

"The Interbranch organization (IO) in the processing tomato chain"

The best practice identified in the area with reference to the food chain of interest, takes the form of an organizational innovation. Pushed by structural changes in the economics of the sector and in the Common Agricultural Policy, all local economic agents involved in the processing tomato food chain (producers' organizations, private processing firms, cooperatives, but also other economic and institutional subjects), have promoted and realized a new formalized form of vertical and horizontal coordination in the food chain, that, starting from the historical informal forms of coordination has evolved into a formalized interbranch organization, recognized by the Emilia-Romagna region at the end of December 2011 [contact details: Interbranch Organization "District of processing tomatoes of Northern Italy", www.distrettopomodoro.it].







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Chapter 04 The experience of the agro food stakeholders focus groups



The objective of the Focus Groups was to give a feedback on the adopted segments, and in particular on their capacity of internationalization, innovation and networking, as emerged by implementing Task 3.1 methodology.

Objectives of the Focus Groups:

- Identify and map current state of AGROFOOD main players in the chosen segments;
- Update analysis carried out in task 3.2 report;
- Identify immediate and long term needs;

- Gather opinion focused on the role that PACMAN project can have on AGROFOOD players' activities, such as the generation of ideas for new initiatives;

- Contribute to the design of the questionnaire of Task 3.3.

The focus group process focused on the target groups in order to identify the most potential appropriate stakeholders which can contribute to maximise the objectives defined. Target groups segmentation, obtained through the needs and the considerations emerging from the analysis, contributes to addressing the specific AGROFOOD segment actors.

The focus group were attended by no more than 10 participants, with high level of involvement in the AGROFOOD segment/sector.

Participants of the focus groups were:

- Owners from companies active in the field / sector / chosen segment which possesses a good overall view

- Staff from the local / regional / national government responsible for AGROFOOD policy
- Staff from trade and / or export associations / unions / agricultural cooperatives.


- Staff from chambers of commerce, local / regional / national development agencies.

- Staff from Universities and / or Research centres with activities in or touching the AGROFOOD sector.

- Staff from Clusters - Competitiveness Poles.

4.1.- Methodology

The Focus Group as a tool is used as a stand-alone qualitative method or in combination with the planned individual interviews. It uses the group interaction to produce data and insights that would be less accessible without the interaction found in a group.

PACMAn partners were provided by a methodology before hand on how to conduct the Focus Groups. Key parts of this methodology were:

A) Focus group planning and management

It corresponds to the activities that should be carried out by each partner to organize the focus group

- Focus group planning
- Way to manage the focus group
- Identification of the beneficiaries and their positioning in the agro-food segment
- Procedures for reporting

B) Focus group contents



- Starting point: a brief introduction of PACMAn project.
- Issues to be discussed.

C) Checklist and notes

and are reproduced below.

4.1.1.- Focus group planning and management

Focus group planning

The question that arises is how many focus groups are going to be conducted. *At least 1 Focus group* per partner is requested by the Application form of PACMAn. In the case where it is deemed necessary by the partner, more than one focus groups may be organised (maximum one per segment). This will depend on the existence or not of connections between the chosen segments and the availability of resources.

The focus groups should be organised by the *15th of January 2012* in the premises of regional partners or any other suitable location. In case there are more than 1 focus groups per region, they could be conducted at the same time, with a short common session where all groups could present their conclusions and a general discussion will be conducted.

Way to manage the focus group

For a successful result of the focus groups it is recommended to take care of:

- the list of participants,
- the contribution that each member is supposed to share,



- defining the agenda,
- the assignment of time,
- issues to be discussed.

All this information should circulate among the participants at least 10 days before the start of the focus group, so that everyone knows their role and that of other members as well.

The suggested procedure foresees:

- to contact the organisations to be invited

- to send a short project summary informing about the object of the involvement with the main objectives of the meeting and to orient the interest of the organisations involved.

One of the most crucial elements during a focus group is the capacity to respect time planning: it helps to ensure that the experience can be optimized and the desired results can be achieved.

The moderator leads the discussion, but must remain neutral and not give any personal opinions or cues. An important role is to ensure that everyone has a chance to say what they wish to and that the group is not dominated by one individual who coerces the group. The moderator must try and ensure that they minimise their influence on the data. The moderator will need an assistant moderator, who can take notes on the group interaction and watch for non-verbal behaviour. At the end of the focus group verify summary comments with participants to check that you are representing what was said accurately.

4.1.2.- Identification of the target of beneficiaries and the relevant positioning

The focus group process focuses on the target groups in order to identify the most potential appropriate stakeholders which can contribute to maximise the objectives defined. Target



groups segmentation, obtained through the needs and the considerations emerging from the analysis, contributes to addressing the specific agro-food segment actors.

The focus group will be attended by no more than 10 participants, with high level of involvement in the agro-food segment/sector.

Potential participants of the focus groups may include:

- Owners from companies active in the field / sector / chosen segment which possesses a good overall view (of all chosen segments in case there is only one focus group).

- Staff from the local / regional / national government responsible for agro-food policy

Staff from trade and / or export associations / unions / agricultural cooperatives.

- Staff from chambers of commerce, local / regional / national development agencies.

- Staff from Universities and / or Research centres with activities in or touching the agrofood sector.

4.1.3.- Procedures of Reporting

Content should be analysed and all answers and opinions expressed summarised per question asked.

The focus groups from each region will be compared in order to find common trends and perspectives as well as differences which will be described in a consolidated regional report.

All regional reports are going to be compared in order to unify commonalities, differences and general results in a unified focus group report.



4.2.- Contents

4.2.1.- Starting point: an overview of the PACMAn project

A brief introduction on PACMAn project should circulate among the participants almost 10 to 15 days before the focus group.

Example of text:

PACMAn aims at stimulating the innovative and dynamic capacities of the agrofood sector in MED regions able to promote its attractiveness and competitiveness at transnational level. Through collaboration between transnational economic development actors and public authorities engaged in growth and innovation issues, PACMAn will focus on key factors of agro-food clusters in MED areas, in light of the latest economic changes and trends, and will implement pilot actions which, coupled with a shared joint analysis and networking, will provide new horizontal solutions to the cluster criticalities and inputs for elaboration of integrated policies, territorial marketing and a sustainable innovative model to support agrofood sector expansion at international level.

4.2.2.- Issues to be discussed

Group interaction will produce data, information and insights by sharing different sources and experiences.

The focus group organiser will give a general description of the agro-food segments in which the participants are involved in. The description should be based on the Report of the segment/s as provided in Task 3.2 and the answers to questions raised and the open discussion will help to design the common structured questionnaire for all segments/ regions, which will be defined in Task 3.3. No direct question on the questionnaire should be posed to the FG participants.

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A rough agenda for the focus group could be the following:



	Introduction
5′	- Opening Remarks
	- Brief description of PACMAn and its objectives
15′	Overview on the segment/segments
	- Introduction to the procedure
	- Report on chosen segments based on the document "Report on key factor of
	MED agro-food Clusters (Task 3.2)"
	- Presentation of a SWOT analysis of the segments
20'	Innovation
	Barriers / Opportunities / Future Opportunities
	Competitive positioning
20'	Networking
	Barriers / Opportunities / Future Opportunities
	Competitive positioning
20'	Internationalisation
	Barriers / Opportunities / Future Opportunities
	Competitive positioning
30'	General Questions / Comments
	Future inter-cluster/ inter-segment / inter-value chain activities that can be
	foreseen / planned, that may benefit actors in the chosen segments
	Free comments
10′	Closing Remarks - Round-up

Outcome

The focus groups were conducted till the end of January 2012 by almost all partners, and reports were submitted by the end of February 2012. These reports conclude the process initiated in each partner's region to analyse each country's /region's / area's AGROFOOD segments.

The overall participation was very good with, more than 50% of the participating organisations to be SMEs, but also individual farmers. In total, there were 10 Focus Groups organised, with 77 organisations (SMEs, Farmers, Associations etc.) and 104 individual attendants.



The Focus Groups were organised as round tables. During the focus groups the Capacities, Needs and Opportunities for each chosen segment were discussed. Partners have picked the most important aspects and composed SWOT analysis matrices that identify the situation in their respective areas identified.

FORTH as subcomponent leader, gathered all the reports of the Focus Groups conducted in all participating regions and tried to identify common themes that would suggest interregional activities in the forms of Pilot Actions. Collecting results in matrices were they could easily be processed, certain common themes emerged:

Threats and Needs

- Lack of capital
- Poor collaboration among academia and industry
- Large number of Small companies
- Difficulties at the launch of innovative products and business processes
- Insufficient economies of scale
- Lack of a regional strategic and marketing plan
- Bureaucracy
- High prices of the products
- Competition from other non EU countries due to import agreements
- High prices of the products
- Lack of support/ expertise
- Low governmental incentives

Opportunities & Capacities

- New marketing campaign

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- Improve academia-university collaboration
- National Initiatives funding schemes for innovation
- Organic farming/new farming methods/technologies
- New Packaging Technologies
- Exploitation of new technologies for better quality and promotion
- Product promotion in the local markets
- Participation in partnership and brokerage events
- Gastronomy Tourism
- Create new lines of promotion
- Product promotion in the local markets
- Participation in partnership and brokerage events
- Creation of Label for certified agricultural products

These common themes naturally led to some suggestions for Pilot Actions. PACMAn has as an objective to suggest and implementation pilot actions that will assist SMEs and farmers in all regions to tackle some common issues.

The AGROFOOD activities in all partners' regions cover almost the whole value chain of the sector, from the growing of fruits and vegetables to the necessary machinery to manufacture products and the products themselves. This together with the strengths that each region has can be the guides that will assist us to design the Pilot Actions.

If one reads the above list of Needs & Threats, three groups seem to arise:

- Local structural deficiencies (organisation of the economy, training, networking).

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- Limited capacity for technological innovation
- Difficulties in internalization.

4.3. Conclusions

To tackle these issues we propose some activities that may be of assistance to farmers and SMEs in each respective region. These activities should be designed in a way that entities from most region should be benefited.

1. Study Visits

Some regions are better than others in producing, promoting and selling certain products. Specific examples should be identified by project partners in their region and study visits with farmers and companies from other regions could be organised. This will enhance exchange of ideas and best practices on the spot. The sectoral focus could be the same or similar.

2. Innovation & Technology Transfer Capacity Building

The AGROFOOD sector is a traditional sector with limited skills and capacity for technological innovation. Activities that will increase this capacity can be designed, tailor made to each region and specific sector. These may include training seminars for e.g. certification, new farming techniques, etc. Using that as a vehicle, one could also present the local R&D structures and how these could assist.

3. Company Missions

Some regions produce what others use. This can be exploited by well designed and targeted company missions from one region to another. This will assist farmers and SMEs to create direct links with potential clients. Project partners will be able to assist them create the appropriate international links that would probably boost their exports.

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Chapter 05 Recomendations for a sustainable model of reference for the agro food systems

Report for a sustainable innovative model of MED agrofood cluster: code of conduct

Summary chapter



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What is sustainability?

The conceptual framework to analyse sustainability in the agro-food sector adopted by the PACMAn project considers four dimensions of sustainability:

- Environment
- Economy
- Education
- Ethics

The most widely used definition of sustainability

"sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs." Three main dimensions are: environment, economy, society (UN, OECD, FAO, etc.).

To address Sustainable Development it is important to introduce the **'Life Cycle Thinking'**



Code of Conduct: information flowchart

4 dimensio sustainab		Identification of elements		Thematic areas
Environment Economy Education Ethics	the agro-fo Laws and r Policies su Mediterrar Qualitative Context at Assessmer Certification Education R&D Case studi	regulations pporting sustainability in 1 nean Area e and Quantitative Indicato pout LCA (Life Cycle	2. In the 3. Re ors 4. Tr	ipply chain novation esource management ade and export uality and consumers

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Supply chain: integrated supply chain solutions, logistics and management systems

RECOMMENDATIONS

- Horizontal cooperation may be better able to cope with the limited power showed by primary producers, so as to receive an improved share of the value-added.
- E.g.: producer organizations and associations, farmers cooperatives or consortiums
- The competitiveness of the entire food supply chain depends on efficient coordination in the relations intra-chain and among the food players and the enabling environment.
- E.g.: Written agreements represent a way to reorganize processes for an integrated supply chain
- The rationalization of transport and logistics aims at reducing transport costs and at ensuring higher margins for the chain actors, granting products quality, and reducing

CRITICALITIES IDENTIFIED

- Fragmentation and lack of coordination inside the same segment (horizontal fragmentation)
- Unbalanced relationships along the supply chain (vertical fragmentation)
- Lack of integration within the agro-food system

POLICIES AND REGULATORY FRAMEWORK

- "Code of conduct" for the regional agro-food supply chains and in particular for the retailers, listing principles about: Product quality, Environmental protection, Protection of health and the rights of workers, Written contracts.
- Criteria to recognize the Interprofessional Organizations
- Supporting the capacity of aggregation of companies
- Food Safety Information System to improve the social sustainability of the food chains



EXAMPLE OF CASE STUDIES

- System of reusable, recyclable boxes, with collapsible sides, for the fruit and vegetables sector, integrated with services ensuring optimization of logistics (including reverse logistics).
- Producer organization in the tomato production and processing
- Vertical integration of the chain in the production of dairy products

Related outputs of the PACMAn project:

- Mapping of the agro-food supply/value chain
- Database of agro-food organizations in the MED area
- Pilot action: model of governance of Med agro-food supply chain
- Global report on "Company survey for in-depth analysis of selected agro-food segment", section on "Cooperation &Networking. Participation of the company in intercluster activities"



Innovation: innovative technology; innovation in products, processes and services

RECOMMENDATIONS

- Providing technology transfer tools to improve collaboration and exploitation of research results and their uptake by companies.
- Providing of life-long education and training of professionals that is a precondition for successful innovation policies.
- Fostering collaborative research at transnational level through collaboration between transnational economic actors, public authorities and the research community engaged in innovation issues

Related outputs of the PACMAn project:

- E-Book on PACMAn agro-food clusters with a focus on innovation
- PACMAn online DB including laboratories in the MED area
- E-guide for operators
- Pilot action: "Catalogue of Innovative Technologies in the Agro-food Sector"
- Global report on "Company survey for in-depth analysis of selected agro-food segment", section on innovation

CRITICALITIES IDENTIFIED

- Limited interconnection between production and research
- Difficulties at the launch of innovative products/processes
- Small investments in R&D

LABORATORIES

to support sustainability in the PACMAn segments

25 laboratories have been identified by the project partnership starting from the segments of the food chain on which every partner has focused on. See *table 3.2* that summarizes the organizations identified, specifying the activities carried out related to the sustainability theme

TRAINING INSTITUTES

Training courses related to sustainability have been organized in the following thematic areas: Context concerning sustainability; Agro-food; Agriculture; Packaging; Other segments; Quality/Certifications. *See Par. 3.4. - Table 3.3. - 3.7*

EXAMPLE OF POLICIES SUPPORTING INNOVATION

- Communication and information among scientific and market sector
- Management of future research needs, general interest research, dissemination of results
- Working groups to provide support and new ideas
- Adoption of new products, processes and technologies

LITERATURE REVIEW

Main issues are:

- Green economy (including also agro-food) and technological scenarios
- Innovation capacities for sustainable development
- Applications of environmental impact assessment
- Adoption of knowledge and research results from the AgroFood Industry

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Resource management: lifecycle thinking, environmental footprint, waste management,

sustainable packaging, human resources

RECOMMENDATIONS

• Optimizing of raw materials and resources uptake

Selection of raw materials produced in a sustainable manner; food chain integration to share resources or to develop more efficient and sustainable activities; control of inputs through contractual arrangements structured in quality assurance systems and enforced through third party audits;

• Lowering the agrofood environmental footprint

Find more sustainable pathways that increase crop production, while greatly reducing unsustainable use of water, nutrients and agricultural chemicals; LCA-based tools are key instruments to quantify the use of resources consumed

• Reducing food waste

Packaging plays a key role for the prevention of waste; information about waste collection schemes has to be clear and spread (education campaigns); all actors involved must design together the most appropriate solution

CRITICALITIES IDENTIFIED

- Optimization of raw materials and resources
- Environmental impact
- Waste management
- Management of Human resources

WHY DOING LIFE CYCLE ASSESSMENT (LCA)

- It is a global analysis of the environmental impacts
- It is a decision support tool giving feedback to the designer
- It is crucial to achieve a life-cycle economy
- For studying market strategies, policies or regulations

Examples of POLICIES AND REGULATORY FRAMEWORK

- 'Waste Management': specific targets for the recycling and recovery percentages for packaging; introduction of the Extended Producer Responsibility principle; incentives for efficient management of waste; valorisation of the agricultural plastic waste streams
- 'Environmental footprint': designation of NVZ zones in which the risk of nitrate pollution is high as a result of intensive agricultural activity; supports producers as a result of the reduction in their income due to non-use of pesticides; method for drawing up the national reduction program for emissions; specific targets regarding environmental footprint;
- Other: protection and management of the species; social conditions, food quality and safety and animal wellbeing; Social Responsibility of the Companies

LITERATURE REVIEW

Main issues are:

- Environmental impact assessment of agro-food productions and distribution
- Models and analyses of sustainability

Related outputs of the PACMAn project:

- Report for a sustainable innovative model of MED agrofood cluster: code of conduct
- Pilot action: "Hand e-book on food green packaging in the MED Area"

Trade and export: International trade, distribution and logistics, trade agreements and

<u>standards</u>

RECOMMENDATIONS

• Enhancing of the management capabilities of the companies

The benefits of new markets, that can be exploited by the internationalization processes, require management capabilities of the companies.

Introducing fair trade agreements and standards

Private standards may confer competitive advantage due to improved control and increased efficiency (i.e. direct positive externalities) generated by the quality management systems adopted.

Developing efficient and effective transport and logistics services

Getting a deeper understanding on the support offered by the enabling environment

There is a need of a better awareness of the roles of the public sector, organizations and associations of representatives in supporting food companies

 Grouping of companies for joint internationalization activities.

Grouping of producers to improve strategic sourcing of raw materials.

CRITICALITIES IDENTIFIED

- Difficulties to gain access to foreign markets
- Distribution as a bottleneck
- Control of surplus production

INTERNATIONALIZATION AND SUSTAINABILITY

"Environmental sustainability" has been considered as a strength by 40% of the companies (PACMAn survey on 600 companies) confirming that sustainability issues can support the competitiveness of the sector rather than limit it. As concerns the other factors, *product identity* emerges as a main distinctive feature, followed by *food safety* and *nutritional, dietetic and/or organoleptic characteristics of products*.

LITERATURE REVIEW

Main issues are:

- Market opportunities for ecologic products
- Strategies to promote sustainable products and processes

Examples of POLICIES AND REGULATORY FRAMEWORK

- Support the capacity of aggregation of companies
- Criteria to recognize the Interprofessional Organizations (IO)
- Promote 'contracting agriculture' between primary sector and food processing

Related outputs of the PACMAn project:

- Global report on "Company survey for in-depth analysis of selected agro-food segment", section on innovation
- Pilot Action: "Establishing a trans-national marketing cluster based on the «Authentic Mediterranean» concept"
- Maps to promote Agro-Food in the MED area
- E-Book on PACMAn agro-food clusters
- E-guide for operators



Quality and consumers - food safety and quality, healthy lifestyles (consumer information and

consumer choice)

RECOMMENDATIONS

The challenge of sustainability means shifting the focus "from the products to the processes" through which they are obtained, and their "quality" with respect to the environment and the social issues.

The MED agrofood systems have to achieve the challenges concerning food quality, safety and healthiness:

By improving the communication actions

 implementation of product labeling, according to the new European
Regulation No. 1169/2011. It protects
consumer health by establishing common
rules on food information

By improving transport, and logistics efficiency

 Changes in consumer demand, due to the shift towards fresh products as well as out of home market, pose new challenges for agro-food logistics. The increasing diversity of products on offer requires more diverse logistic channels.

By promoting Mediterranean diet

The Mediterranean diet may represent the right path to increase agro-food sustainability, according to The Double Pyramid Model where food is linked to its environmental impact. The Mediterranean diet can also represent an opportunity to link promotion of local products with activities that mix tourism with education.

CRITICALITIES IDENTIFIED

- Awareness of consumers about quality and sustainability of products
- Strategic role of certifications

CERTIFICATIONS IN THE MED AREA

Certifications and private standards directly or indirectly related to sustainability have been identified, with a focus on food quality and safety, while specifying objectives and agro-food segments interested.

A list of organizations performing certifications is also available in ...

LAWS AND REGULATIONS

Main issues are:

- National Quality System with reference to Integrated pest management (IPM)
- Information system onfood security

LITERATURE REVIEW

Main issues are:

- Organic farming and sustainable development
- Quality of (traditional) local products

Related outputs of the PACMAn project:

- Pilot Action: "Establishing a trans-national marketing cluster based on the «Authentic Mediterranean» concept"
- E-Book on PACMAn agro-food clusters
- E-guide for operators

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Chapter 06 **Pilot actions of PACMAn project**



6.1. Overview

Among the most important elements of the PACMAn project are the pilot actions. Pilot actions represent the concrete networking phase carried out on agro-food segments that were selected during the project inception process based on their prospective networking capacity and multiplying the positive effects in the partners' territorial agro-food economy.

The pilot actions carried out by the PPs were developed in order to meet PACMAn objectives and stimulate the innovative and dynamic capacities of the agrofood sector in MED regions through the promotion of networks among the local clusters in order to increase competitiveness, attractiveness and internationalization. Having in mind the challenges that SMEs of the agro-food chain in the MED area have to face concerning **innovation**, **internationalization** and **sustainability**, pilot actions aimed to support these companies by addressing the above issues and by enhancing the networking activities among these actors.

The four pilot actions undertaken by the PPs are:

- Co-sharing of an exhibition floor targeting internationalization,
- Green Packaging addressing the issue of sustainability,
- Model of governance that deals with networking and, finally,
- Catalogue of Innovative technologies, aiming at the innovation challenge.

Partners were divided into sub-working groups based on commonalities of their selected segments and their preference regarding the pilot action which they wanted to be



participate in. In the pilot action of internationalization the participating partners were: (a) Cyprus University of Technology as coordinators of the action, Cyprus (b) Kilkis Chamber of Commerce, Greece (c) ADRAL, Portugal and (d) Provence of Modena, Italy. In the green packaging pilot action the participants were: (a) Ervet, (Italy) as leaders of the pilot action (b) CRITT, (France), (c) Impiva, (Spain), and (d) Info Murcia, (Spain). Province of Parma (Italy), Critt (France) and Info Murcia (Spain) participated in the model of governance pilot action with Parma leading the pilot action. Finally, in the pilot action regarding innovation, FORTH (Greece), Kilkis Chamber of Commerce (Greece), and CUT (Cyprus) participated. A description of each pilot action is given below.

6.2. Description of Pilot Actions

6.2.1. Development of the authentic MED gastronomy route cluster and co-saring of a booth in a travel exhibition

Description of the Pilot Action: The rationale behind the pilot action of sharing an exhibition floor as a means of establishing a trans-national gastronomy cluster for promoting local agrofood products lies in the fact that there are high barriers for these SMEs to penetrate foreign markets and complex supply chains and cannot be easily overcome even through cluster formation or similar synergies. Having the above in mind the PPs, "CUT, ADRAL, Kilkis, Provence of Modena", aim to attract consumers and other stakeholders to the place of production in the form of gastronomy tourism through the formation of a gastronomy route across the Med-Europe regions. The gastronomy route is enhanced by the fact that the Med area of which PACMAn partners participate, produces agrofoods of a truly Mediterranean nature that closely resemble the characteristics of the highly praised Mediterranean diet.



In recent years, an extensive literature review (e.g. author Marissa Cloutier, medical sites such as the Mayo Clinic) has praised the Mediterranean diet and has provided the ground for promoting agrofood products of the Mediterranean area as healthy, natural and authentic. Furthermore, the link with the Mediterranean type of healthy diet has proved in many cases to be a driving force for creating the necessary added value in the effort to internationalize local food and wine products.

Yet, a major drawback remains unsolved as these products are usually produced by small enterprises with limited financial capabilities to expand into foreign markets. It is evident that micro SMEs face a number of limitations and constraints in entering foreign markets, especially distant ones (Asia, North America), since the cost of entering is high, especially with regard to market information gathering and marketing actions. In order to resolve the internationalization constraints, conventional practices aim towards the formation of clusters or other types of synergies that can support the export capabilities of local producers in foreign markets. However, experience has proven the difficulty of the effort as this type of internationalization entails the transport of goods from the producing region to a distant country, reaching the end consumer through a complex and often hostile distribution channel that involves shippers, importers, wholesalers etc, often raising costs and final prices to uncompetitive levels.

Objectives of the Action: This novel approach focuses on the reversal of the above mentioned route, i.e. entering the foreign markets. Therefore, the internationalization approach takes the form of attracting foreign consumers and other stakeholders to the regions and subsequently to the premises of the local agrofood producers. In this sense, the scope of a regional gastronomic tourism trend is no less than an internationalisation effort that provides clear advantages for the micro agrofood SME's of the targeted regions:



- Direct sales,
- Elimination of market and distribution costs,
- Elimination of negotiation weaknesses,
- Reduction of competition among multinational products with similarities, and
- Focus on the local aspect of production rather than the export complexities that are seen as high barriers to entry in foreign markets

The cluster developed will be initiated by the local agrofood SMEs and their regional boards. It will aim to provide an umbrella to common marketing and branding approaches of gastronomy tourism activities promoting regions and products that resemble the characteristics of a truly Mediterranean scenery. The agrofood products promoting their respective regions must fulfil specific characteristics namely,

- Mediterranean origin,
- produced from pure agricultural raw materials, and
- authentic in the sense that they possess unique characteristics linked to tradition and culture

Furthermore, the aim of the suggested regional agrofood exercise is to investigate the potential for creating the basic infrastructure of a European wide **Authentic Mediterranean gastronomy route Cluster** that can accommodate micro SMEs from different regions/ countries producing different products (with a set of common med-type characteristics). The parameters examined were:

- Common marketing activities to promote the gastronomy of their regions,



- Umbrella branding with a common theme that links agrofood producers to their regions and subsequently uncovers the hidden potential of tourism flows in supporting local agrofood SMEs,

- Cross selling in terms of visitors among the different regions,
- Eco ethics and sustainable culture creation,
- Information dissemination on local markets between members,
- Common R&D projects,
- Mapping and meeting diverse consumption needs in each partner's area, and
- Transfer of good gastronomy tourism practices between the participating SMEs

Expected Outcomes: The *Development of the authentic MED gastronomy route cluster* pilot action focused on the creation of the authentic Med gastronomy route and the presence of agrofood producers in the Cyprus tourism fair proved a successful action, welcomed also by the exhibition organisers as they incorporated this thematic aspect within their promotion activities.

The end result of this pilot action will be the drafting of a provisional agreement between the participating regional bodies and /or the SMEs for establishing the **Authentic Mediterranean gastronomy route Cluster**. The agreement shall cover all key parameters, limitations, obligations and common goals that will characterise the cluster. Depending on the depth of discussion and the degree of convergence among the participants, the agreement may



also suggest possible further actions such as the type of a legally binding agreement (eg formation of an NGO), jointly funded branding programs (including EU support funds from the promotion of agrofood products), key market penetration actions etc.

At a more pessimistic scenario, where the participating SMEs fail to come into such an agreement, the expected result should be limited to a report identifying the major stumbling blocks of cluster formation and the possible future solutions. To this end, an effort should be made to draft inter-professional contracts that can delineate possible further actions towards achieving the ultimate goal of cluster formation.

6.2.2. Green Packaging

Objectives of the Action: The pilot action that deals with sustainability aims in setting up actions for green packaging improvement and promotion in the MED agro-food value chains.

The general objectives as identified by the PPs are:

- facilitating communication among stakeholders and creating workable links between knowledge and its concrete application;

- pursuing innovation integrating the whole supply chain;
- interlinking existing innovation-related measures and initiatives, identifying key organizations for packaging technology, service and knowledge transfer in the MED countries;

promoting sustainable food packaging and waste prevention.

The more specific objectives are:



- identifying and comparing the most promising criteria, tools and activities carried out to support green packaging in the agrofood sector;

- designing, developing and filling in of a grid that shows the activities carried out by the research community concerning green packaging per actor and type of action;

- identifying case studies on sustainable agro-food companies;

- exchanging of experiences among MED countries, promoting companies and organizations that operate to improve the level of sustainability of the agro-food packaging and, consequently, of the whole chain.

Description of the Pilot Action: The pilot action is aimed at improving and promoting food green packaging in the value chains across MED countries, by analyzing the key actions and giving visibility to the key actors (food industry, research community, training bodies, other supporting bodies) that have already performed activities on this topic. The Pilot Action also capitalized the experiences already carried out in Italy, France and Spain by sectoral organizations that support the food sustainable packaging. The partners involved in this pilot action are CRITT, ERVET, IMPIVA, Info Murcia.

The pilot action will offer support service to the companies involved in agrofood packaging sustainability, through setting up a simple and practical guide (Hand-e-book) that explains the main issues related to "think green". The hand e-book is intended to be a starting point for matching "Key Actions" for green packaging innovation with the "Actors" that already performed activities in this direction.

The sustainability of the packaging will be evaluated on the basis of its eco-efficiency, by



referring to a set of criteria/indicators. The prevention criteria adopted concern the whole Life Cycle of the products and involves Eco-design techniques. For each criterion, Ervet (IT), Critt (FR), Impiva and Info Murcia (ES) will to figure out the specific competences of the regional community network and will collect case studies on sustainable packaging innovation, promoted by users companies concerning the segment chosen by the project partners.

Expected Outcomes; PPs involved in this pilot action endeavor that the actions proposed can be adopted, in the MED countries and at international level, and stimulate the companies to improve their sustainability in terms of life cycle assessment and their corporate social responsibility; since integrating environmental concerns in companies' business operations is seen as a competitive opportunity for the firms themselves and for the local, regional and national economies.

Additionally, by this pilot action networking and territorial marketing activities on these themes will be used to involve companies in waste prevention stimulating them to act as "innovators" with respect to their level of sustainability.

6.2.3. Model of Governance

Objectives of the Action: The Model of Governance pilot action aimed to support cooperation between Med agro-food stakeholders and to improve networking among analogous segments related in different Med Countries. The partners participating in the pilot action believe that the exchange of best practices in agro-food clusters existing on the partners' territories, is one of the main added value for PACMAn project that could be realized though the pilot actions. Exchange of best practices is done through transnational visits, workshops, and presentations from external expertise. This way all participate partners could



benefit and assist their local stakeholders in the areas of innovation, internationalization, sustainability, and networking.

Description of the Pilot Action: The pilot action regarding the model of governance took place in two parts. Province of Parma in cooperation with CRITT facilitated a workshop to share best practices between Processing Tomato District of Northern Italy (Interbranch Organization for processing tomato in Northern Italy) and Sonito (Interbranch organization for processing tomato in France) and other French Interbranch Organizations to find out a model of governance between more levels of the chain.

Additionally, Province of Parma in cooperation with Info Murcia facilitated a workshop to share information and best practices between Processing Tomato District of Northern Italy with Spanish Producers Organization (PO) of processing tomato to find out a model of governance in the production level of the chain. Information were shared and activities on best agronomical techniques, costs, yield and sustainability.

The participating partners could choose between the modalities of the "caller" (the partner asks other Partners to facilitate relationships between organizations and share agrofood best practices, related to the Partners' territories) or the "provider" (the Partner that facilitate, in favour of Callers, relationships between organizations and share agro-food best practices, related to the Partners' territories). The aim of the pilot is to improve attractiveness, competitiveness and networking of agro-food clusters.

Expected Outcomes: The expected outcomes of these actions aim to improve the competitiveness sharing activities and information of the agrofood chain between different UE Countries, focusing on European tools as Producers Organizations (PO) and Interbranch Organizations (IO). Additionally they aim to improve the sustainability of the sector,

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exchanging best practices to reduce environmental impacts and compare agronomical techniques and regulation on the use of pesticides. Also the pilot actions will increase the international cooperation, creating new relationships among analogous stakeholders of different EU Countries, as Producers Organizations (PO) and Inter-branch organizations (IO).

6.2.4. Catalogue of Innovative Technologies

Objectives of the Action: The general objective of this Pilot Action is to promote innovative technological solutions to companies in Crete, Cyprus and Kilkis with activities in the agrofood sector and through the whole range of the value chain. It is expected that information about innovative technological solutions will improve the capacities of SMEs, lead them towards more sustainable activities and improve their competitiveness.

Description of the Pilot Action: This Pilot action actually constitutes of 2 phases:

- Collection of Information and creation of catalogue;
- Dissemination of Catalogue by:
 - Electronic means (website, e-mail)
 - Personal Contacts (Company Visits)

During Phase 1 PRAXI collected information, from its various channels, on innovative technology based solutions that may benefit the companies in the agrofood sector. PRAXI staff will wrote short and easy to read descriptions - profiles of these solutions in Greek accompanied with photographs – examples of use. Then a catalogue was created, where those profiles were presented by segment.

During Phase 2 partners in Crete, Cyprus and Kilkis, disseminated the catalogue by electronic



means to companies registered in the database in Crete, Cyprus and Kilkis and through the channels of communication they use with intermediaries (Chambers of Commerce, Cooperatives etc.).

PRAXI then chose 10 companies in Crete, where they visited them personally, showed them the Catalogue and explained the opportunities of cooperation and the benefits of PACMAn in an effort to assist them in creating contacts with interested parties in PACMAn partners' regions. PRAXI inform SMEs about innovative technological solutions offered by RTD performers (RTOs, universities or other SMEs, and offers assistance to SMEs with the communication and the implementation of the new innovative technologies in their processes.

Expected Outcomes: It is expected that through this activity companies in Crete, Cyprus and Kilkis will have access to information of very high added value that may help them increase directly their innovation potential through the adoption of advanced and innovative solutions.

Also through the visits to the 10 selected Cretan companies PRAXIS will be able to assist them in internationalisation by providing to them contacts with organisations in the PACMAn partners' regions.

Last but not least, this activity will create a catalogue in Greek of innovative technological solutions that can be used by the Greek speaking partners in their territories, even beyond the duration of the project.

6.3. Conclusion

The four pilot actions executed have covered a broad spectrum of cluster activities that



are necessary to support the forthcoming needs of the agrofood sector, based also on the EU strategy of 2020, especially with regard to innovation and environmental sustainability. Furthermore, the focus of the four pilot actions is summarised in the following manner

1. Competitiveness:

Co-operation on transfer of knowledge on new production practises Technological innovation best examples

2. Attractiveness

Environmental sustainability practises on packaging

3. Internationalisation

Gastronomy route approach

Although the four actions were carried out by different partners, the end results were transferred in terms of information bulletins to the other partners, as a means of information transfer both on the methodology and the results. Furthermore, the four pilot actions have created new knowledge for SME's in terms of the broad concepts defined above.

As a result of the execution of the four pilot actions and in an effort to create linkages among them, we hereby suggest the following logic that may also lead to future co-operation activities:

- 1. Cluster activities are essential for local agrofood companies who need to identify best practises on the production side in order to reduce production costs, improve productivity and create a sustainable competitive advantage on the production side of their operations.
- 2. A cluster approach is necessary to support local agrofood producers in new innovative



technologies which can improve the implementation of technologically advanced processes both on the agricultural and on the processing side. Such innovations may not necessarily be developed by the SMEs but could be made available through relevant databases which summarise such innovations.

- 3. Another important aspect of support to local agrofood producers relate to the adoption of environmentally friendly techniques, a concept that in the medium term can give a significant competitive advantage both in terms of cost control and in terms of marketing edge, verified through relevant certification schemes.
- 4. Finally, we have used the Mediterranean authenticity of food that is closely linked to health attributes of the Mediterranean food, to support the concept of a gastronomy route a different process for internationalisation than the conventional approach of entering foreign markets.

All four actions are distinct and important each in its' own pillar. The aspect of gastronomy tourism provides a leading role and defines the direction of a new strategic view for local agrofood producers in their internationalisation approach. The other three approaches follow the leading strategic direction and will provide the basic ingredients of a new cluster approach for the proposed Med agrofood cluster.



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nationalisation of Agro-food Clusters of the Med Area"

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Chapter 07 The PACMAn tools for the promotion of the agrofood systems



7.1.- The PACMAn Agro-food Database

In the framework of Task 3.4: 'Network Planning' which is part of Component 3: 'BENCHMARKING and PLANNING' of the PACMAn project, the Kilkis Chamber of Commerce and Industry had the responsibility to design and develop the PACMAn Agro-Food Database, which can be accessible from the PACMAn website (follow the link DATABASE on the website: www.pacmanproject.eu).

The PACMAn Agro-Food Database includes basic information on companies and other actors of the agro-food system, as they are represented in the balloon model of the methodological guidelines of the PACMAn project. The name of the contact person of a company inserted in the Database is optional, while special care has been taken regarding privacy protection issues. The list of the agro-food segments in the Database has also been fine-tuned with Map 2: 'Mapping of agro-food segments and companies in the agro-food chain'.

All PACMAn Partners have been requested to insert the data of organizations belonging in the agro-food sector of their region/country (at least the interviewed companies and the participants in Focus Groups) into the Database. In order to insert the data of an organization into the Database, a very simple and quick procedure is required.

The PACMAn Agro-food Database has served as the basis for the planning of networking activities of Component 4 with the support of relevant stakeholders. The Database can also test the feasibility of transnational supply chains within some of the project partners' countries.

Up to mid July 2013, a total of 395 records have been inserted in the PACMAn Agro-Food Database. Of course the Database filling-in is an on-going procedure that has been 'open' throughout the duration of the project and will continue to be open even after the end of it.



7.2.- GIS and maps

A geographic information system (GIS) is a system designed to capture, store, manipulate, analyze, manage, and present all types of geographical data. In the simplest terms, GIS is the merging of cartography, statistical analysis, and computer science technology.

A GIS can be thought of as a software—it digitally creates and "manipulates" spatial areas that may be jurisdictional, purpose, or can be thought of as an application-oriented, this is Pacman Project case.

Generally, a GIS is custom-designed for an organization. Hence, a GIS developed for an application, jurisdiction, enterprise, or purpose may not be necessarily interoperable or compatible with a GIS that has been developed for some other application, jurisdiction, enterprise, or purpose. What goes beyond a GIS is a spatial data infrastructure, a concept that has no such restrictive boundaries.

In a general sense, the term describes any information system that integrates, stores, edits, analyzes, shares, and displays geographic information for informing decision making. GIS applications are tools that allow users to create interactive queries (user-created searches), analyze spatial information, edit data in maps, and present the results of all these operations. Geographic information science is the science underlying geographic concepts, applications, and systems.

Pacman Proyect GIS stores in a geodatabase(Spatial Data Base) spatial information referred to the "members" of the project. This information has been depurated in order to eliminate inconsistences. The geographical position is added to the original information, so the "members" can be represented in a map.

Analyzing the geodatabase be can obtain several maps, that includes statistical information. When you select a member in the map, you can see the whole information of the point (name, web, contact, phone, main segment. Main type...). This maps will be useful to analyze



the project adding the geographical component.

7.3.- e-Guide for operators

One of the interesting results of this project has been the creation and strengthening of the network among partners. The experience of the project has been considered very positive by all partners. Moreover, the topic and the general objective of the project itself were and are still very important with respect to all geographical areas and partners involved. For this reason, all partners of the project decided to sign a general Framework Agreement with the objective to develop the diffusion of the results of the PACMAn project even after its lifetime, to promote further development of the partnership, even looking for other opportunities for funding new projects related to the same issues, to establish a network for exchanging ideas and experiences in this field.

Moreover, the experiences made during the project, and in particular thanks to the pilot actions, suggested to develop also some other more specific Framework Agreements (FAs) with the aim of continuing to develop this partnerships among the partners involved, on these specific issues.

Therefore, four framework agreements have been developed and signed, as indicated in the table below. Quite clearly, in all cases the experiences made in the PACMAn project have been the starting point for future cooperation and partnerships.

These FAs have few common characteristics:

- all of them have the goal of promoting competitiveness of SMEs in the agri-food chain, especially in the MED area,
- by supporting the development of innovation and its diffusion.

The areas of innovation is different in different cases: two FAs are focused on technological



innovation (green packaging and technology in general) while the other two are about organizational innovation (agri-food chain governance, joint participation to promotional events).

All FAs have an international dimension involving at least two MED countries among the ones involved in the project, and can be seen as a potentially useful (or very useful) tool in order to promote competitiveness of agri-food chains.

Торіс	Partners	General objectives
Improvement and promotion of green packaging in agri-food chains in the MED area.	CRITT, ERVET, INFO MURCIA, IVACE	To exchange information, increase cooperation and dissemination about green packaging.
Co-sharing of an exhibition floor	Province of Modena, ADRAL, Cyprus University of technology, Chamber of Commerce of Kilkis	Creation and promotion of marketing cluster of SMEs through establishing Mediterranean wide gastronomy routes.
Dissemination of innovative agro-food technologies	Chamber of Commerce of Kilkis, FORTH, Cyprus University of Technology	To promote innovative technological solutions to agri- food companies, especially SMEs, in Crete, Cyprus and Kilkis.
Model of governance in the agri-food chain	Province of Parma, CRITT, INFO MURCIA	To promote the development of innovative forms of agri-food chain governance through POs and IO, and a creation of a network of IO operating in different EU countries.

The issue of sustainability, addressed in many areas of the project, is also present in these FAs, in different ways. In the first FA, the issue of "green packaging" is clearly and directly related to sustainability, as well as competitiveness. In the FA about dissemination of innovative technology it is quite clear that sustainability is a major driver of innovation. Also with respect to the FA about the model of governance, the issue is clearly considered due to the characteristics and the evolution of the Common Agricultural Policy that is one of the most important driver for the evolution of the agri-food chains involved. Finally, even in the FA about joint participation to promotion events and the creation of MED-wide food routes, the issue of sustainability is indirectly present since these routes have also the objective of promoting (among other things) the consumption of "local" products (for example with lower CO2 emission due to transportation of products).

Therefore, it can be concluded that as a result of the PACMAn project several partner will be involved, at least for many more months after the end of the project itself, in some initiatives that may increase the positive spillovers of the projects on local and regional communities and economic systems, and that will also preserve some positive interactions among partners.

7.4.- Framework agreements

PACMAn project has encouraged the efforts to strengthen the strategic cooperation between economic development actors and public authorities to promote the attractiveness, competitiveness and internationalization of the Agro-food Clusters of the MED area, SMEs and other stakeholders. Several Framework agreements have been signed by different organizations agreeing to broaden their synergies with the collaboration in that agreements under different themes and areas of collaboration. Information about framework agreements are available only through the PACMAn project coordinator.





Chapter 08 Networking events for the exchange of experiences and in marketing clusters PACMAn



1. Introduction

This chapter is about the networking events for the exchange of experiences and clusters marketing actions and activities of PACMan project. As described in task 4.3 of the proposal, territorial marketing actions were realized to promote the MED agro-food clusters as a model of innovation and sustainability.

Competitiveness of an economic sector, a cluster or a territory was usually gained being efficient through unitary costs based on prices of factors, namely wages for labor and capital returns, and conditions of utilization, such as institutional, organizational and technological setting. Today, competitiveness besides efficiency is based on effectiveness which means to base competitiveness on value and margin over quantity and cost aspects. Non tangible aspects such as flexibility, quality, governance, science and technology development, innovation and coopetition are among the key words and characteristics that support organizational competitiveness. Coopetition means cooperate and compete and networking is of particular importance to ensure competitiveness.

In agro-food markets networking is specially importance due to structural characteristics of demand and supply. Distribution companies have market power to squeeze margins. Agro-food producers, in particular of rural areas, are usually a large number and compete to offer their products. Except for large agro-industrial groups, producers represent small shares of the market and depend on logistic and distribution channels to market their productions.

Agriculture in the Alentejo region of Portugal has evolved and tended to reinforce a dual sector structure. Agro-industry based intensive systems that depend on irrigation with crop specialization, for instance in olive oil production, vertically integrated are agricultural entrepreneurial activities of large companies driven by economic and financial conditions. This agribusiness sub-sector has high potential, is technically capacitated equipped, is





market oriented, with access to markets through large commercial agri-food distribution, frequently internationalized and competes in national or worldwide markets. However, traditional agriculture in Alentejo characteristic of Mediterranean areas is diversified and based on multiple agricultural and forestry crops and systems including rotations in arable systems, animal husbandry based on forage and pasture, permanent crops, such as olive trees, as well as forest, such as oak and cork trees. Farmers of traditional agri-food products of the region produce are not uniquely specialized. They produce several products and market relatively low levels of production at large commercial distribution standards. They rely on local agro-industry for transformation and markets. Cooperatives have had some success in promoting concentration of production and transformation to capture value particularly in wine and olive sectors. Larger local producers are also trying to have agro-industries to transform their own productions, namely in the wine and olive sectors, and lunch brands to capture value in the product chain.

To these producers it is vital to develop an integrated perspective that puts together different sector activities including services and tourism to develop rural areas in an integrated path. Strengthening farmer's commercial capability in order to promote and market their own products is important. But to establish communication and develop local nets to supply integrated activities and products must be organized and promoted associating private and public agents and institutions and promoting general governance of territories, natural resources and socioeconomic development of these Mediterranean areas. Networking is crucial to integrate these activities and supply tourism packages and programs of visits to enjoy diversified feelings and experiences.

Territorial marketing actions focusing on different and unique goods and services offered in these rural areas, their environment and nature characteristics, leisure, sportive and healthy potential activities, traditional quality products availability to purchase and consumption,



typical local gastronomy and culture, patrimony and heritage should be integrated.

The next section of this chapter describes and characterizes the networking events for the exchange of experiences and clusters marketing actions and activities of PACMan project. Information related to local events was supplied by partners. A template for collecting partner's information about local events and territorial marketing actions was developed. Responses provided by partners are included in an attachment to this chapter. They illustrate the template and the type of information requested. PACMan events and marketing actions are characterized by type, topics, targets and results of the event. Additional information relating participants, dates and places, programs, titles, press releases and photos were also be added to complement major aspects referred and achieved.

2. Events

Networking events for the exchange of experiences and agri-food system marketing actions involving different partners of PACMan project reflect status, characteristics and consequently future agenda of each region to promote agri-food systems. This section highlights these events, referring to their major topics, targets and results.

2.1 Cyprus – CUT events

Cyprus University of Technology promoted several events of different types in an attempt to try to cover several traditional sector aspects as well as to integrate different sectors involved in the agri-food cluster. These included presence and activities in several fairs, two general fair where traditional occupations and importance of traditional activities for the future were the focus, an agricultural fair to promote agricultural sector innovation and networking and a tourism fair to foster marketing prospects and support internationalization.

The exhibition of agri-food MED products and promotion of PACMan project to do so with a kiosk in the Pancyprian Agricultural Fair gives farmers information and general knowledge



on new product technology and applications to modernize their activities and to improve product marketing. Farmers may also get information and even meet with people from agrofood industry which also participate in the fair.

In the general fair of the rural area of Skalli Aglantzias exhibition of agri-food products in PACMan kiosk also focused on traditional occupations and activities to illustrate their importance in maintaining jobs and labor temporary activities in rural areas as well as to improve their retribution through integration of economic activities, including tourism. PACMan Cipriotic partmer, CUT, besides normal staff to promote the project and its activities also included three producers of traditional sweets and marmalades that were present answering questions of visitants. Traditional activities represent a cultural heritage and are closely tied to territorial aspects. Music, dances and games together with agri-food Mediterranean products represent specific characteristics that should be preserved and valued through new processes and innovation which constitutes the best way to ensure their sustainability.

A Tourism fair putting together agents connected to tourism, namely regional agencies of countries on the neighborwood, such as Greece, airlines, resorts and locations, secondary residence real property sales or renting, travel agencies and local Cyprus agri-food traditional MED products as well as of other partner regions involved in PACMan project, namely Greece, Italy and Portugal was a particularly interesting event. Traders and economic agents could evaluate and set up packages involving several products and services. Tasting of these products and a seminar on the Mediterranean Gastronomy Route Cluster promoted knowledge, association and internationalization opportunities of producers, of business associations and agri-food cooperatives, and of Short and Medium Enterprises of agroindustry clusters.



2.2 Emilia-Rogmana – ERVET events

Two interesting project events have been proposed to take place based on sustainability of agri-food system. Research and development of packaging innovating in green technologies for agri-food products is to be addressed in seminar during a fair specialized on packaging. It will be for sure one of the future activities to develop and promote in the future. A second project on this issue of innovation and sustainability to identify and address major constraints and projects of agri-food Med product cluster of agricultural producers, agro-industry and services is to be promoted and foster solutions to promote competitiveness.

2.3 Modena - Provincia di Modena Events

The innovative way of connecting music and traditional Parmigiano Reggiano cheese production has been adopted for years in an summer event in the production site where well known singers perform gathering milk and cheese producers, suppliers of factors, service providers, public agencies, consumers and public in general and celebrating together this base of traditional economy and wealth.

2.4 Valencia – IVACE events

Focus of events launched by IVACE in the Valencia region of Spain were targeted to landscape. Stakeholders of agri-food Med cluster must be willing to share Mediterranean landscapes and promote their environmental, social and economic viability, integrated aspects fundamental for their sustainability as well as for the products that they are the land base support.

Two events promoted by IVACE brought together a large number of landscape stakehorders related to agri-food systems. These events were aimed to include agents of different clusters which benefit and simultaneously depend on Valencian landscapes such



as farmers, fishermen, shop-owners and keepers, product manufacturers, gastronomy chefs and cook, and other stakeholders, particularly consumers. Behaviour and opinion of consumers as well as other cluster agents of agri-food products of Valencia region were also evaluated during the event. Putting together processes to promote communication and integrate management of different agents of of agro-food supply chain will end up creating value for consumers and increase economic returns to goods and services.

2.5 Murcia - INFO events

Actions of INFO from Murcia dealt mainly with innovation in the agri-food sector. The technological innovation aspects of Mediterranean local products production processes were the focus of the first two actions which promoted networking contacts and activities of the pilot project of the National Technological Center for Food Processing. Technological as well as tools for technological vigilance of new patterns and operating technologies applied in the agro-food sector.

The third INFO action was targeted to identify and promote opportunities of intercluster cooperation of the agri-food sectors across regions of Spain.

Finally, with challenges under way of horizon 2020 the last action concentrated on smart specialization strategies in agro-food sector.

2.6 Alentejo- ADRAL events

In the Alentejo the PACMAn project included five networking events of different types, namely participation and promotion of activities in two fairs, OVIBEJA and FIAPE, a conference focusing on overall challenge of internationalization of the agri-food sector and another international conference directed to evaluate and prepare the design of a tourism project based on networking of an agri-food cluster, in the case olive-tourism and the olive-



oil cluster, and a workshop to demonstrate different aspects of such project, involving gastronomy demonstration of use, marketing and on site product tasting and organoleptic characteristics.

Agricultural fairs of OVIBEJA and FIAPE are particularly relevant for vine and olive oil clusters of Portugal. Ovibeja in the lower Alentejo region is one of the top agricultural fairs in Portugal. FIAPE in Estremoz is also of particular relevance for both wine and olive oil subsectors, but also for traditional pork sausage and hams. These regions have registered strong growth of olive oil and wine production in recent years. PACMan stand with ADRAL staff promoted marketing activities and networking of producers, industry and support services. A large irrigation project based on Alqueva dam has the potential to capture agribusiness investments with important regional impacts in terms of employment and regional development based on innovation aspects both in production technology and market value.

Small and medium agro-food producers and transformers face difficult times with a depressed demand since 2011 resulting from the implementation of the finance and economic adjustment program of troika (FMI/BCE/EC). Except for large companies, wine and olive-oil producers to capture value must market productions creating and developing own brands. The challenge of internationalization of the agri-food sector was the center issue of an event promoted by ADRAL to explore tools, processes, strategy alternatives and good practices to explore opportunities of internationalization. Portuguese agency AICEP and other public agricultural institutions, namely IFAP, specialized in financing support, as well as private companies that have had success in the process participated in the event with their stories, major difficulties felt and problems that had to overcame.

Finally, two events directed to prepare a tourism product based on olive-oil cluster in the Alentejo were set to promote cluster agent different perspectives, such as producers



and processors, territorial regional entities, tourism operators, gastronomy and cook chefs of HORECA (hotels, restaurants and coffees) channel operators. This event was associated to a second event, a workshop, on gastronomy use, marketing and tasting of olive oil attended by students from a Superior School of Tourism and Hotel services to demonstrate olive oil potential in gastronomy, rural tourism and related marketing channels.

2.7 Paionia Kilkis - Kilkis Chamber events

Kilkis chamber events in Greece focus on the importance and economic relevance of the agro-food sector of the area and aimed to put together stakeholders in the promotion of PACMam perspectives and projects of promoting authenticity and innovation, which are major actions of involvement of Kilkis Chamber.

Exhibition and tasting of agro-food local products and results of these projects and their benefits are to be disseminated in a major National Food & Drinks Exhibition entitled «KERNAME ELLADA/TREAT GREECE", which will be held in Kilkis in the end of August.

3. Major achievements of networking experiences and cluster marketing actions

Experiences and events of territorial marketing actions supported the cluster identities giving visibility to their strengths and excellences in terms of tradition, territory and quality, etc. Expositions and communication material was disseminated online, in local and international events and through intermediate bodies promoting attractiveness of the cluster and opportunities for foreign investments. The networking activity in the selected segments was used to create paths of internationalization for groups of SMEs. Networking among PPs will lead to the signature of framework agreements among regional governments/stakeholders for the promotion of coordinated internationalization processes

Integrating partners through networking promoted their mutual knowledge about



technology, marketing and logistic aspects as well as commercial contacts to initiate business partnerships and internationalization. Sustainability of the agri-food cluster requires applied research and development promoting innovation and enhancing value creation along the chain. Supply chain management requires networking of agents and integration of activities and stakeholders to create new products and services within agri-food Mediterranean product and service clusters, such as tourism, gastronomy, health, leisure, territory, agricultural and rural development, environment and nature services based on natural resources, technical and institutional efficiency and economic and management effectiveness.

See also Appendix: Partners Contributions to complement the vision of this chapter





nationalisation of Agro-food Clusters of the Med Area"

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Chapter 09 **Conclusions**



Mediterranean has been the fulcrum of important trade exchanges for centuries and centuries, especially in agro-food. Recent data show that the participation of Mediterranean countries in global value chains (Figure 1) is important, but its potential could be more strongly expressed and the overall Mediterranean agro-food trade could substantially increase.



Figure 1. GVC participation index in OECD countries - data 2008 (OECD, 2013)

Note: The participation index is the result of foreign inputs and domestically-produced inputs used in third countries' exports, as a share of gross exports (%)



The strengthening and the expansion of the agro-food sector increasingly faces the international competition of the other European and extra-European countries. The exogenous challenges faced by Mediterranean agro-food producers are to be faced with the support of economic and institutional system actors. Many are these actors and with various levels of interest and knowledge regarding the fast and dynamic metamorphosis that agro-food economic structures must meet if to be exposed to the international arena.

1. Globalising through Mediterranean networking

PACMAn project started from the awareness that global economic phenomenon are the results of actions carried out both by private actors and by public bodies, both at national and at regional level. Therefore, regional development and the strengthening of agro-food chains and systems come from cooperation networks which involve 'regional' institutions who increase and exploit regional assets in order to contribute to the promotion of global production networks (Figure 2). Regional development is considered as a dynamic outcome of the complex interaction between territorialized relational networks and global production networks within the context of changing regional governance structures (Coe, 2004).







PACMAn project adopted, but also extended the above approach. In line with the above approach, PACMAn framework of cooperation sees regional development as based on global production networks whose competitive advantage is strengthened by investing on intangible assets, such as capacity of innovation, internationalisation, networking and sustainability. These are identified and object of transformation thanks to the support of project partners which belong to different typologies of "regional" institutions, from Regional Development Agencies (RDAs), to Chambers of Commerce, University, Cluster and Service centres, etc.



The extension of the approach realised within PACMAn project aimed at creating a framework according to which value growth and regional development can be the results of networks of companies which do not necessarily belong to one country or one region. These networks are created by companies producing upstream and downstream of the value chain, and with focal or leading companies, which could be located in neighbouring territories. Therefore, the challenge was to see traditionally competitive territories as ally, thanks to which creating growth coalition, so to play a stronger role in the wider international arena. The targeted result was to increase the capability of local actors in their process of globalising agro-food chains by internationally networking the respective regional agro-food systems. In synthesis, globalising through international networking. This was especially needed in territories with similar and therefore somehow competing competitive advantages, such as the agro-food sectors in Mediterranean countries.

2. Main results achieved

PACMAn supported the stimulation of innovative and dynamic capacities of the agrofood sector in Mediterranean regions, by increasing the capability of system actors in promoting agro-food sectors' attractiveness and competitiveness at transnational level.

PACMAn detailed results are listed below:

- Developed skills and abilities of the main stakeholders, entities and people active in the project activities, as far as agro-food is concerned (synthesis: *stakeholders' agro-food skills/abilities*)
- Enhanced project partners and regional stakeholders capability to impact on agrofood growth potentials through networking activities (synthesis: *stakeholders' impact on agro-food growth*)
- Contributed to making agrofood clusters more attractive and competitive on international markets (synthesis: *increased agro-food attractiveness*)
- Defined a shared framework of action and common understanding and knowledge of the new issues and innovative approaches to follow market trends faced by Medi-



terranean agro-food (synthesis: common framework)

- Increased availability of promotion and marketing instruments for market-oriented production / international commercial trade (synthesis: *promotion instruments*)
- Encouraged the strategic cooperation between economic development actors, science/research poles and public authorities for new integrated approaches, tools, strategies and plans/policies for the sustainable development of agrofood sector (synthesis: stakeholders' cooperation)
- Fostered framework agreements among different stakeholders and public authorities (synthesis: *framework agreements*)
- Implemented innovative joint actions strengthening the international dimension of Mediterranean agrofood clusters (synthesis: *joint actions*)
- Ensured the maximum information and dissemination on project activities (synthesis: *information and dissemination*)

	Internationalisation	Innovation	Networking
Stakeholders' agro- food skills/abilities		Х	Х
Stakeholders' impact on agro- food growth		Х	Х
Increased agro-food attractiveness	Х	Х	Х
Common framework		Х	
Promotion instruments	Х		Х

Figure 3. Results achieved and PACMAn key factors



Stakeholders' cooperation	X		Х
Framework agreements	Х	Х	Х
Joint actions	Х		Х
Information and dissemination	Х		Х

PACMAn project results were achieved by a significant number of outputs created which during project activities contributed with different intensity to the achievement of the single results (Figure 4). The important effort expressed by project partners brought to the creation of outputs with different characteristics. They are available electronically or on paper, promotional and/or informative, synthetic or detailed, consultative or updating on undergoing trends, and framework founding.



Figure 4. Outputs' contribution to PACMAn project results

	E-Book on PACMAn activities and results	E-guide for operators and stakeholders	Pilot action and Framework Agreement: model of governance of Med agro-food supply chain	Pilot action and Framework Agreement: "Catalogue of Innovative Technologies in the Agro- food Sector"	Pilot Action and Framework Agreement: "Establishing a trans-national marketing cluster - Authentic Mediterranean concept"	Pilot action and Framework Agreement: "Hand e-book on food green packaging in the MED Area"	Report for a sustainable innovative model of MED agrofood cluster: CODE OF CONDUCT	Report on "Company survey for in-depth analysis of selected agro-food segment"	Maps to promote agro-food in the MED area	PACMAn online DB including laboratories in the MED area	Common Framework / Agro-food system and agro- food chain Mapping
Project Stakeholders´ agro-food skills/abilities			Х	Х	Х	Х	Х	Х		Х	Х
Stakeholders´ and agro- food growth			Х	Х	Х	Х	Х	Х		х	
Increased agro-food attractiveness		Х	Х	Х	Х	Х			Х	Х	Х
Common framework	Х		Х	Х	Х	Х	Х				Х
Promotion instruments	Х	Х	Х	Х	Х	Х	Х		Х	Х	
Stakeholders´ cooperation		Х	Х	Х	Х	Х		Х	Х	Х	
Framework agreements			Х	Х	Х	Х					
Joint actions			Х	Х	Х	Х				Х	Х
Information and dissemination	Х	Х	Х	Х	Х	Х	Х		Х	Х	Х



3. **PACMAn project network strengthening for Mediterranean agro-food growth** *coalitions*

The PACMAn project was focused in increasing and sustaining the capability of Mediterranean system actors in promoting agro-food sectors' attractiveness and competitiveness at transnational level. As explained above, most of the effort was in creating a network of actors belonging to different Mediterranean countries in order to strengthen the global perspective of the respective agro-food sectors. This was achieved through creating a common language, sharing information, testing strategies of agro-food chain development, etc.

This paragraph attempts to go more in details in this aspect and to assess the typologies of networks achieved by conceptualising the established partners' relations thanks to PACMAn project participation. Figure 5 presents the theoretical typologies of network relations (revisited from Humphrey J. and Navas-Alemán L., 2010). Figure 6 applies the typologies per each partner and thanks to which output.





Figure 5. Typologies of impact on project partners and agro-food network stakeholders

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	ERVET	CUT	IVACE	INFO	FORTH HELLAS	CRITT	ADRAL	PROVINCE MODENA	PROVINCE PARMA	KILKIS CC
1. Strengthening a weak link/ competence of the network	PA - FA: "Hand e-book on food green packaging in the MED Area"	PA - FA: "Catalogue of Innovative Technologies in the Agro- food Sector"	PA - FA: "Hand e-book on food green packaging in the MED Area"	PA - FA: "Hand e-book on food green packaging in the MED Area"	PA - FA: "Catalogue of Innovative Technologies in the Agro- food Sector					PA - FA: "Catalogue of Innovative Technologies in the Agro- food Sector"
2. Improved flows between stakeholders in the network	Common Framework for Agro-food Mapping, Company survey	PA - FA: "Establishing a trans-national marketing cluster - Authentic Mediterranean concept", Common Framework for Agro-food Mapping, Company survey	Common Framework for Agro- food Mapping, Company survey	Common Framework for Agro- food Mapping, Company survey	Common Framework for Agro-food Mapping, Company survey	PA - FA: model of governance of Med agro-food supply chain, Common Framework for Agro- food Mapping, Company survey	Common Framework for Agro- food Mapping, Company survey	PA - FA: model of governance of Med agro- food supply chain, Common Framework for Agro-food Mapping, Company survey	PA - FA: "Establishing a trans-national marketing cluster - Authentic Mediterranean concept", Common Framework for Agro-food Mapping, Company survey	Common Framework for Agro-food Mapping, Company survey
3. Improved links between stakeholders in the network	CODE OF CONDUCT, Online DB	PA - FA: "Establishing a trans-national marketing cluster - Authentic Mediterranean concept", CODE OF CONDUCT, Online DB	CODE OF CONDUCT, Online DB	CODE OF CONDUCT, Online DB	CODE OF CONDUCT, Online DB	CODE OF CONDUCT, Online DB	CODE OF CONDUCT, Online DB	CODE OF CONDUCT, Online DB	PA - FA: "Establishing a trans-national marketing cluster - Authentic Mediterranean concept", CODE OF CONDUCT, Online DB	CODE OF CONDUCT, Online DB



4.	PA - FA: "Hand	E-book,	PA - FA:	PA - FA:	E-book,	E-book,	E-book,	E-book,	E-book,	E-book,
Creating new or alternative links in the network	e-book on food green packaging in the MED Area", E-book, E-guide	E-guide	"Hand e-book on food green packaging in the MED Area", E-book, E-guide	"Hand e-book on food green packaging in the MED Area", E-book,	E-guide	E-guide	E-guide	E-guide	E-guide	E-guide
	5			E-guide						

Figure 6. PACMAn project partners engagements in network relations and output participation. *Legend: PA – Pilot Action, FA – Framework Agreement*

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Humphrey, J., Navas-alemán, L., 2010. Value Chains , Donor Interventions and Poverty Reduction : A Review of Donor Practice 2010.

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Chapter 10 Maps

KILKIS Maps






Provincia di Modena Maps







CUT Maps





PACMAN PROJECT: CUT MAIN SEGMENT MAP



A

Other



PACMAN PROJECT: CUT ORGANIZATION TYPE MAP





Mediterranean Sea



IVACE Maps







ADRAL Maps







ERVET Maps



PACKMAN PROJECT: MAIN STAKEHOLDERS ACTIVE IN EMILIA-ROMAGNA PACKAGING SEGMENT BY TYPOLOGY OF ACTIVITY





PACMAN PROJECT: EMILIA-ROMAGNA PACKAGING SEGMENT COMPANIES





ERVET PACKMAN PROJECT: TYPOLOGIES OF STAKEHOLDERS ACTIVE IN EMILIA-ROMAGNA PACKAGING SEGMENT



This map has been elaborated with the information obtained by the PACMAN project

PROVINCIA DI PARMA Maps



This map has been elaborated with the information obtained by the PACMAN project





This map has been elaborated with the information obtained by the PACMAN project

INFO-MURCIA Maps





PACMAN PROJECT: REGIÓN DE MURCIA ORGANIZATION TYPE MAP

Щ Щ

PACMAn



This map has been elaborated with the information obtained by the PACMAN project

DE FOMENTO DE MURCIA

CRITT- PACA Maps





This map has been elaborated





PACMAn Project

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"Promoting Attractiveness, Competitiveness and Inter





Projet cofinancé par le Fonds Européen de Développement Régional (FEDER) Project cofinanced by the European Regional Development Fund (ERDF)

Appendix to Chapter 8

nationalisation of Agro-food Clusters of the Med Area"



CYPRUS UNIVERSITY OF TECHNOLOGY (CUT)

Exhibition of Agri-food MED products at Agricultural Fair

	DESCRIPTION
Event Name (Title)	Pancyprian Agricultural Fair
Type of Event (ex. seminars, exhibition, workshop)	Agricultural Exhibition
Programme	(Include an attachment if necessary)
Type of audience targeted (SMEs, academic)	People that are in the agro food business, SMEs, politicians, and people that are interested in agricultural in general.
Number of participants in the event	Usually more than 30.000 people visit the Agri-Fair
Date	19 – 23 October, 2011
Place	Nicosia, Cyprus
Main results obtained	The main aims of the Fair was to inform the farmers, livestock farmers, fishermen and the public in general about the modern achievements of agronomical science, the new applications of modern agricultural technology as well as to provide information on the Schemes of Agricultural Growth 2007-2013. CUT participated to the exhibition with a kiosk promoting the PACMAn project. The goal of CUT to promote the project was very successful because very important people of Agrofood industry and politicians passed by and were given information about the project.

"Promoting Attractiveness, Competitiveness and Inter


Photos	Include an attachment if
Press releases	(Include an attachment if necessary)
Other remarks	The Pancyprian Agricultural Fair has been established as a useful institution and it successfully takes place every two years unfailing since 1978, four years after the Turkish invasion, in the framework of the superhuman effort to rejuvenate and regroup the agricultural sector, which has suffered a very strong blow. The President of Cyprus, Mr. Demetris Christofias did the opening of the exhibition and the Minister of Agriculture Mr Demetris Aletraris. Many other politicians visited the exhibitions and were informed of the latest trends of the agricultural industry

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Exhibition of Agri-food MED products

Meet Traditional occupations/activities of Cyprus on a Fair

	DESCRIPTION
Event Name (Title)	Meet the traditional occupations/activities of Cyprus
Type of Event (ex. seminars, exhibition, workshop)	Fair
Programme	(Include an attachment if necessary)
Type of audience targeted (SMEs, academic)	General population who is interested in traditional occupations and traditional food, young people, politicians.
Number of participants in the event	It is estimated that 1500-1700 people attended the event
Date	8 October 2011
Place	Skali Aglantzias, Nicosia, Cyprus
Main results obtained	PACMAn had a kiosk there and CUT team members were there giving out leaflets of the project and informing people about it. Visitors showed particular interest to the PACMAn project because as they were saying our agro-food sector needs all the help it can get to remain alive. The goal was achieved as young people still enjoy and attend events of this type and tradition remains alive in the eyes of all of them
Photos	

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Exhibition of Agri-food MED products

Tradition in the future/Cypriot Food, Music, dances and games on a Fair

	DESCRIPTION
Event Name (Title)	Tradition in the future
Type of Event (ex. seminars, exhibition, workshop)	Fair
Programme	The event included tastings of traditional Cypriot food freshly made during the event such as xaloumi cheese, Cypriot pasta, grape rolls, pasta with carob syrup, also the schedule included demonstrations of how some traditional Cypriot handicrafts are made. Also visitors could enjoy traditional Cypriot music, dances and games.
Type of audience targeted (SMEs, academic)	The event attended Government officials, business peopl <mark>e,</mark> retailers and people of all ages visited the event expressing their satisfaction and appreciation to the organisers.
Number of participants in the event	The event attended around 2500 people
Date	22 October 2012
Place	Skali Aglantzias , Nicosia, Cyprus
Main results obtained	PACMAn at the event represented the Cypriot traditional sweets cluster with the presence of three producers, one presenting the traditional spoon sweets and marmalades, the other presenting the traditional grape rolls along with organic traditional almond spoon sweet, and another producer with 'Finiotika Loukoumia''. Also, a member of CUT staff was present all the time during the event giving out leaflets of PACMAn project and was informing attendees about the project and its activities.

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Photos	
Press releases	(Include an attachment if necessary)
Other remarks	Cyprus University of Technology under the MED funded program, Pacman, together with the Youth Club "Promitheas" Agiou Amvrosiou Kerynias and Aglantzia the Municipality organized for the second time around the successful event "Tradition in the future" on Saturday 22 October 2012 at Skali Aglantzias, from 4:30pm to 8:00pm. The Mayor of the Municipality of Aglantzia opened the event. Government officials, business people, retailers and people of all ages visited the event expressing their satisfaction and appreciation to the organisers. During the event different associations presented different kinds of traditional activities and occupations such as distillation of rosewater, making of carop honey, making halloumi cheese anari cheese, traxana, pittes etc.



Exhibition of Agri-food MED products and seminar on "The Authentic Mediterranean Gastronomy Route Cluster – In support of the local agro-food production"

	DESCRIPTION
Event Name (Title)	The Authentic Mediterranean Gastronomy Route Cluster – In support of the local agrofood production
Type of Event (ex. seminars, exhibition, workshop)	Seminar as part of the Pilot Action "Sharing a common exhibition floor"
Programme	The event included exhibition and tastings of traditional Cypriot, Italian, Portuguese and Greek agri- food MED traditional products and a seminar with presentations by participants of the regional partners of these countries.
Type of audience targeted (SMEs, academic)	Among participants and attendants were the participating partners and companies participating in the Pilot Action "Sharing a common exhibition floor", also government officials, business people, retailers and people involved travel and tourism industry.
Number of participants in the event	The event attended around 100 people.
Date	17 May 2013
Place	Hellenic Pavilion, The multiple Use Hall of the Cyprus State Fair Authority, Nicosia, Cyprus

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Main results obtained	The Purpose of the workshop, attended by CUT's network partners from Greece, Italy, and Portugal was to investigate the possibility to create a basic infrastructure for a Mediterranean culinary route where SMEs producing authentic MED products could be promoted.
Other remarks	Cyprus University of Technology (CUT) in the context of the European Research Project PACMAn organized a seminar entitled «The Authentic Mediterranean Route Cluster - in support of the local agrofood production». The workshop was organized as part of the pilot activities of the Pacman project designed to promote competitiveness, innovation, sustainability, and the internationalization of authentic Mediterranean food products. The exhibition "Taxidi 2013", which lasted from May 17 until May 19 was a great opportunity to place the pilot action in which the CUT participated with a stand together with partners from Greece, Italy and Portugal, where they promoted their traditional products which will included in the culinary route.

EMILIA-ROMAGNA VALORIZZATIONE ECONOMICA TERRITORIO (ERVET)

Seminar on Green Packaging in the Agro-food system

	DESCRIPTION
Event Name (Title)	Green Packaging nell'agroalimentare (Green Packaging in the Agro- food system)
Type of Event (ex. seminars, exhibition, workshop)	SEMINAR DURING FAIR SPECIALISED ON PACKAGING
Type of audience targeted (SMEs, academic)	SMEs AND BIG COMPANIES SPECIALISTS ON PACKAGING
Number of participants in the event	60 PARTICIPANTS
Date	13 [™] JUNE 2013
Place	RIMINI – EMILIA-ROMAGNA - ITALY



Seminar of R&D Fair on Innovation and Sustainability in the agro-food system

	DESCRIPTION
Event Name (Title)	Innovazione e sostenibilità nell'agroalimentare (Innovation and sustainability in the agro-food system)
Type of Event (ex. seminars, exhibition, workshop)	SEMINAR DURING R&D FAIR
Type of audience targeted (SMEs, academic)	SMEs, BIG COMPANIES and RESEARCHERS ACTIVE ON AGRO-FOOD ISSUES
Number of participants in the event	EXPECTED: 30 PARTICIPANTS
Date	5 TH /6 TH JUNE 2013
Place	BOLOGNA – EMILIA-ROMAGNA - ITALY

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INSTITUT VALENCIÀ DE COMPETITIVITAT EMPRESARIAL (IVACE) Local Meeting

Shared Landscapes

	DESCRIPTION
Event Name (Title)	Meeting shared Landscapes(Paisajes Compartidos)
Type of Event (ex. seminars, exhibition, workshop)	Local meeting
Type of audience targeted (SMEs, academic)	Agricultural producers, processing agents, shopkeepers, municipal markets, graduates, local development agents, cooks, manufacturers of products, appropriate furnishings, and, above all, consumers.
Number of participants in the event	We estimate that around 400 participants attended this event.
Date	1st to 9th March 2012
Place	Valencia, Spain
Main results obtained	Meeting of the agro-food industry sector in the framework of the project, having as main objective consulting the consumer about his appreciation of the products elaborated in the Valencian Community. Another purpose was bringing together chain agents of different segments, as the olive oil, the dessert grape, the cocas and coquetas, the handcrafted beers, the products made in the Valencian Community, with the intention of increasing our industrial capacity and the smart dimension of our infrastructures, the managerial parks

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Photos	
Press releases	http://www.lasprovincias.es/v/20120305/comarcas/cocas-aceite-milenario- frente-20120305.html http://www.innovemjuntscv.org/PaisajesCompartidos.aspx
Other remarks	The networking and the internalization were the main targets of the meeting. The insight for coordinating the event came from the meetings held with various agents of the sectors between December 2011 and January 2012 where we identified the need of a meeting which would bring together the three main segment's agents are participating now in the PACMAn project. PAISAJES COMPARTIDOS apart from the name of the meeting has been the expression which allowed us to make clear with criteria, objectives and tasks the framework which intends to mount the PACMAn project.

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Template for collecting Partner's information about local events and territorial marketing actions

	DESCRIPTION
Event Name (Title)	The Innovation as a success element in the agro-food sectors of the Valencia Community. The PACMAn Project
Type of Event (ex. seminars, exhibition, workshop)	Local meeting Saturday, 8th of June, 2013
Programme	Hour Speaker Content 11:30 IVACE PACMAn Project The presentation of the agenda and the PACMAn Project 11:40 Isabel Reig OriginalCV Innovating by selling the Origin and the Territory as a strategic key in the agro-food sector of Valencian Community. 12:00 Francisco Planells Terra i xufa Case study: The Innovation as a competitive factor in the traditional products.

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Programme	Tasting ecological products of tiger nuts accredited with the denomination of origin Tiger Nuts of Valencia 17:00 The Vinalopó grapes The pocketed dessert grape of Vinalopó 17:30 Jaume Antich and Mª Teresa Adell Mancomunitat Taula del Sénia and Associació Territori Sénia "The Millenarian Olive Trees and olive varieties from Sénia territory" Sampling of products: Single varietal Oils of Valencian Community 18:30 Miguel Velázquez The warehouses "los Frailes" Differential aspects of the Vine of Alforins. Monastrell grapes, the soil, ecological agriculture.
	Product tasting: Vine.
Type of audience targeted (SMEs,	SMEs, Agricultural producers, processing agents, shopkeepers, municipal markets, local development agents, cooks, manufacturers of products and, above all, consumers
academic) Number of participants in the event	More than 100 participants attended to the event.
Date	8th of June 2013
Place	Valencia, Spain

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Main results obtained	 The IVACE team organized the event "The Innovation as a success element in the agrofood sectors of the Valencia Community. The PACMAn Project" focusing mainly on the presentation of project and including correlated themes, as for example: Gastronomic and cultural space in Valencia community (with the presentation of different types of products, wineries and gastronomical customs) The elaboration of ecological products(the case of Valencian horchata- tiger nut milk) Table grapes with exceptional physical and gastronomic characteristics (the peculiar crop system of the grapes of Vinalopó. The main objective of the meeting was the promotion of the PACMAn project, providing information about particular local products elaborated in the Valencian Community. The outcome was a better knowledge of the Valencian agro-food sector and an improved possibility of networking among the participants.
Press releases	http://www.lasprovincias.es/20130604/deportes/vela/ruta-principes-valencia-vela-201306041640.htmlhttp://bit.ly/12XF6Xdhttp://www.routedesprinces.fr/es/noticias-territorio/29/valencia-una-programacion-gastronomica-de-cinco-estrellas.htmlhttp://www.seimed.eu/vlx/news/?newsid=252http://www.tauladelsenia.org/http://www.vlcciudad.com/arranca-la-primera-edicion-de-la-route-des-princes/http://www.vlcnews.es/secciones/valencia/articulos/tierra-mar-y-gastronomiahttp://www.valenciacity.es/articulos/route/des/princes/promociona/gastronomia/valencia





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PACMan Conference

"Sharing Mediterranean landscapes: linking Mediterranean agrofood supply chains"

	DESCRIPTION
Event Name (Title)	Sharing mediterranean landscapes linking mediterranean agrofood supply chains
Type of Event (ex. seminars, exhibition, workshop)	PACMAn Conference
Type of audience targeted (SMEs, academic)	Project partners, Farmers, stockbreeders, fishermen, processing industrialists, shopkeepers, restaurateurs, general population
Date	19 th of October 2012
Place	Valencia, Spain
Main results obtained	The principal aim of this Conference was to involve the companies, organizations and institutions in the ongoing process of dinamization of the supply value chains of the segments chosen by the project partners. The meeting allowed the direct exchange of experiences among the value chain players and the project technicians within the group of European territories involved. Another result was that the participants had the opportunity to live a common experience together with businessmen of the Valencian Community; visit installations.

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AGÊNCIA DE DESENVOLVIMENTO REGIONAL DO ALENTEJO, S.A. (ADRAL)

Exhibition of AGri-food products

at Agricultural Fairs

	DESCRIPTION
Event Name (Title)	FIAPE - INTERNATIONAL FAIR OF AGRICULTURE
Type of Event (ex. seminars, exhibition, workshop)	Agriculture FAIR
Type of audience targeted (SMEs, academic)	People that are in the agro food business, SMEs, politicians, and people that are interested in agricultural in general.
Date	21 to 25 April 2011
Place	Fairs and Exhibitions Park of Estremoz – Portugal
Main results obtained	The event counted with an extensive exposure of different economic sectors, especially in the Alentejo region, such as cattle raising, regional products, agricultural machinery, decorative arts and crafts. This is an exhibition with the agenda of the annual events of the Alentejo territory. Also at this event, Pacman was present, with a stand to present the project to the participants and visitors of the event.

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	DESCRIPTION
Event Name (Title)	OVIBEJA
Type of Event (ex. seminars, exhibition, workshop)	Agriculture FAIR
Type of audience targeted (SMEs, academic)	People that are in the agro food business, SMEs, politicians, and people that are interested in agricultural in general.
Date	4-8 May 2011
Place	Park Exhibition of Beja - Portugal
Main results obtained	Ovibeja is the Great Fair of southern Portugal that focuses on programming intensive discussions and debates dedicated to the core issues of national and Alentejo agriculture. The extensive agriculture and livestock, new crops under the Alqueva irrigation, rural development, economic sustainability and strategic ranks as the olive groves and vineyards, were among the topics that were discussed. The central theme of this issue has revolved around the International Year of Forests. Regional products such as sweets, sausages, cheese, wine, gastronomy had a particular prominence in the 28th edition of Ovibeja. In future years the intention is continue to invest in interactive thematic exhibitions which the oil is again the central theme.
	The PACMAN project was present, through a stand to present the project to several participants.

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PACMan Transnational Conference

"The agri-food sector - the challenge of internationalization"

	DESCRIPTION
Event Name (Title)	"The agri-food sector - the challenge of internationalization"
Type of Event (ex. seminars, exhibition, workshop)	1 st Transnational Conference of the PACMAn project
Type of audience targeted (SMEs, academic)	Secretary of State for Forestry and Rural Development, Daniel Campelo, the Conference, attended about 80 participants and congregated testimonies business - Diterra, Sabores de Santa Clara, Torrefacção Palmeira, Herdade Vale da Rosa and Nunes e Sequeira - Experts Speakers and Public and Private Organizations in the business, such as AICEP - Agency for Investment and External Commerce of Portugal, InAlentejo, IFAP – Institute of financial agriculture and fisheries, QUALIFICA – Association - National Association of Municipalities and Producers for the Assessment and Evaluation of Traditional Portuguese Products , CAP - Confederation of Farmers of Portugal and the Agrarian School of Elvas.
Number of participants in the event	80 participants
Date	11 November 2011
Place	auditorium of Quinta dos Olhos d´Água, headquarters of São Mamede Natural Park – Marvão – Portugal
Main results obtainedproject, its objectives and activities, the identification of good level of internationalization of agro-food sector, identification opportunities of internationalization of agro-food cluster and	For results, we note in addition to a better understanding of the PACMAN project, its objectives and activities, the identification of good practices at the level of internationalization of agro-food sector, identification of challenges and opportunities of internationalization of agro-food cluster and identification of the main tools to support the internationalization of the agro-food sector.

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International Conference "Olive tourism: a new tourism product for Alentejo" In Alentejo of Mediterranean Gastronomies

	DESCRIPTION
Event Name (Title)	Alentejo of Mediterranean Gastronomies - International Conference: "Olive tourism: a new tourism product for Alentejo"
Type of Event (ex. seminars, exhibition, workshop)	Conference
Type of audience targeted (SMEs, academic)	 Entities and companies operating in the tourism and oil sub-sectors and in Spain and Portugal; Entities of Higher Education with academic activity in the areas of Tourism, Agricultural Production and Agro-food and their teachers, researchers and students; Other local and regional actors related to regional development. Entities and companies operating in the tourism sub-sectors and the olive oil in Spain and Portugal;
Number of participants in the event	250 participants
Date	17 October
Place	Center of Arts and Events of Portalegre - Portugal

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	Acquisition of information useful for the project activity in particularly with regard to olive oil (one of the segments that Alentejo region chose to work within the framework of pacman) with the following objectives:
	- Space for reflection enlarged to discuss the problem of olive oil cluster in various aspects;
Main results obtained	- Perspectives on the new markets for the olive oil and its contribution to the economic development of the Alentejo Region;
	- Reflection on the contribution of Oliveturism to complement the production of olive oil;
	- Valorization of olive oil as a product of economic value relevant and tourism potential of the region Alentejo;



Thematic Workshop: "Olive Oil - The liquid gold of the Mediterranean that distinguishes our gastronomy"

In Alentejo of Mediterranean Gastronomies

	DESCRIPTION
Event Name (Title)	Alentejo of Mediterranean Gastronomies - Thematic Workshop "Olive Oil - The liquid gold of the Mediterranean that distinguishes our gastronomy"
Type of Event (ex. seminars, exhibition, workshop)	Workshop
Type of audience targeted (SMEs, academic)	students of tourism and hospitality
Number of participants in the event	100 participants
Date	18 October
Place	Center of Arts and Events of Portalegre - Portugal
Main results obtained	 Acquisition of information useful for the project activity in particularly with regard to olive oil (one of the segments that Alentejo region chose to work within the framework of pacman) with the following objectives: Space for reflection enlarged to discuss the problem of olive oil cluster in various aspects; Perspectives on the new markets for the olive oil and its contribution to the economic development of the Alentejo Region; Reflection on the contribution of Oliveturism to complement the production of olive oil; Valorization of olive oil as a product of economic value relevant and tourism potential of the region Alentejo;

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KILKIS CHAMBER

Workshop on Agro-food sector in the area of Paiona KIlkis

	DESCRIPTION
Event Name (Title)	"Workshop on the agro-food sector in the area of Paionia Kilkis – Presentation and Tasting of Local Agro-food Products"
Type of Event (ex. seminars, exhibition, workshop)	Workshop + Exhibition of Local Products
Type of audience targeted (SMEs, academic)	General public and relevant stakeholders of the agro-food sector (e.g. representatives from public authorities, private companies, unions, business centres, etc.) in the greater area of Paionia – Kilkis (Paionia Municipality is the second Municipality of the Kilkis Prefecture)
Number of participants in the event	30
Date	Wednesday, 10 th July 2013
Place	Youth Center of Paionia Municipality
Main results obtained	 Presentation of the PACMAn project, its objectives, actions & outputs Brief description of the agro-food sector in Greece and in Kilkis Prefecture Detailed Presentation of the 2 PACMAn Pilot Actions, the Kilkis Chamber is actively involved in: the 'Catalogue of Innovative Technologies in the Agro-food Sector' AND 'Establishing a trans-national marketing cluster based on the «Authentic Mediterranean» concept' Presentation of the PACMAn Web-site and the Agro-food Database
Other remarks	 Awareness of the general public of the area and the agro-food sector stakeholders regarding the benefits of the PACMAn project and the involvement of the Kilkis Chamber Apart from the organisation of the Workshop on the agro-food sector in the area of Paionia Kilkis, a small Exhibition (together with tasting) of Local Agro-food Products took place just outside the premises of the Youth Center of Paionia Municipality.

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PROVINCE OF MODENA

Music Concert with Cheese Tasting and Production Sites Visit

	DESCRIPTION
Event Name (Title)	The concert of the milky way – music inside the Parmigiano Reggiano cheese production sites Project presentation and Tasting of Local Agro-food Products"
Type of Event (ex. seminars, exhibition, workshop)	Music concert inside the dairy cheese making with testing of local traditional food. <u>Description of the event</u> : The concert of the milky way is an annual summer event that since 2003, aim to link consumers to cheese producers with the music. Real concerts, with famous singers, are organised inside the venue were milk is transformed into Parmigiano Reggiano Cheese. The Consortium of Parmigiano Reggiano (section of Modena) representing all Producers participated to the Pilot Action "Authentic Mediterranean" held in Cyprus, and presented the results and opportunities for the local producers. During the Concerts of the Milky Way a small stand was also available were consortia representative informed the participant on the opportunities given by PACMAn project.
Type of audience targeted (SMEs, academic) Number of participants in the event	About 150 people (general public, milk and cheese producers), representatives from public authorities (Mayor, Councillor of agriculture), President with several representative from the Consortia of Parmigiano Reggiano.
Date	Saturday, 13 th July 2013,

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Place	Coop Casearia del Frignano, Pavullo (MO)
Main results obtained	 Awareness of the general public: cut of a 45 kg roll of Parmigiano Reggiano by the President of the consortia of Parmigiano Reggiano after the concert with the Presentation of the PACMAn project, and real impact on the territory of Modena. Stand with distribution of PACMAn brochures and small cubes of cheese to all participants. Detailed Presentation of the PACMAn Pilot Action by the representative of the Consortia of Parmigiano Reggiano that participated to Cyprus pilot action: «Authentic Mediterranean»
Photos	







Centre Régional d'Innovation et de Transfert de Technologies Agroalimentaires CRITT PACAOne-day workshop on "packaging source of innovation" Local events

	DESCRIPTION
	DESCRIPTION
Event Name (Title)	"Packaging source of innovation" (L'emballage, source d'innovation)
Type of Event (ex. seminars, exhibition, workshop	One-day workshop
Programme	 09h00 Accueil 09h15 Ouverture et présentation de la journée / Cyril BERTRAND, Directeur du CRITT et Catherine SAUVAGEOT, LNE, coordinateur du RMT ProPack Food Thème 1. Avancées technologiques 09h30 le PEF, le substitut biosourcé du PET ? / Patrice DOLE, CTCPA 10h00 Développement de matériaux composites et nanocomposites bio-sourcés et biodégradables pour des applications en emballage alimentaire / Emmanuelle GASTALDI, Université Montpellier II 10h30 Pause Thème 2. Préservation de l'aliment 10h45 Comment préserver les nutriments et les composés d'arômes des aliments en utilisant du PET / Pascale CHALIER, Université Montpellier II



Programme	Thème 3. Développement durable 11h15 Biodégradabilité des emballages : normes actuelles et perspectives / Audrey (GRATIA, LNE 11h45 11h45 Cahiers des charges fonctionnels et éco-conception des emballages/ Jacques THEBAULT, CASIMIR 12h15 12h15 Présentation « catalogue de solutions » pour un emballage durable / Francesco TRAPANI, ERVET 12h30 12h45 Présentation du projet européen KnowIn Target / Laure NERVI, CCIMP 12h45 Repas Thème 4. Sécurité alimentaire 14h00 Lignes directrices de l'EFSA relatives à l'évaluation du risque des MCDA / Jean-Claude LHUGUENOT, expert EFSA 14h30 La méthodologie de mise en place des nouveaux vernis / Patrice DOLE, CTCPA 15h00 Pause Thème 5. Nouveaux outils pour l'industrie 15h15 Outil en design d'emballage - lien objectif entre les odeurs/saveurs des produits et les couleurs à utiliser pour vos emballages / Muriel JACQUOT, ENSAIA de Nancy 15h45 Guide pratique pour l'utilisation des référentiels de qualité (IFS, BRC, BRC-IoP, ISO 22000) / Catherine LEVESQUE, CRITT Agroalimentaire PACA 16h15 Présentation de l'outil ProPack Food Training / Catherine SAUVAGEOT, LNE 16h45 Conclusions 17h00
Type of audience targeted (SMEs, academic)	Professionals of the food-processing industry and the packaging (agrofood companies, experts on packaging, universities)
Number of participants in the event	40 participants



Date	31 st January 2013 - From 9.00 am to 5.00 pm
Place	Maison de l'Agriculture – Avignon BP 734 Site Agroparc 84912 AVIGNON
Main results obtained	The event was an opportunity for all professionals of the food industry and packaging to provide an update on recent innovations on packaging questions. Different subjects were addressed: advances in technology (emerging, nano- composite materials), the preservation of the food (nutrients, consisting of aromas), sustainable development (biodegradability, eco-design packaging), food security (the EFSA guidelines, new varnish), tools for industry (design packaging, interactive training, guides).
Photos	



	Before the event: Distribution of a press release and promotion on the web site of the CRITT and in the "Bulletin d'information CRITT" n°19 - December 2012
	After the event: On article in "enterprise et desing": Entreprise et design - Actualités - Colloque « L'emballage, source d'i http://www.entreprise-et-design.fr/?p=1364
	Animé par A.P.C.I Avec le soutien de
	Entreprise et design
	Faire du design un atout pour les entreprises
	Actualités Thématiques Aides et subventions Vos questions Contacts utiles Le design de A à Z
	Vos questions Comment rémunère-t-on un designer ?
	Le design, c'est Actualités RSS RSS EN SAVOIR PLUS SUR LE DESIGN AVEC L'APCI
	Intégrez le design dans votre entrensie d'innovation »
Press	Ils ont réussi avec le design, faites comme
releases	eux ! Colloque le jeudi 31 janvier 2013 de 9 heures à 17 heures 👩 🔨
	Favoriser des partenariats, stimuler le développement technologique et économique, initier des projets de coopération necherche-industrie. La millier d'entroprises qu'al constituite la filiére agrançaite ad idectement concernée.
	La reastetre sera Ce colleque sera l'occasion, pour tous les professionnels de l'industrie agroalimentaire Ze colleque sera l'occasion, pour tous les professionnels de l'industrie agroalimentaire
	esportes. Differents themes servort abordes au cours de cette journée : les avancées technologiques (matériaux émergents, nano-composites) la préservation de
	Failment (nutriments, composés d'arômes,) le développement durable (biodégradabilité, éco-conception des enhaltages,) le soutirs pour l'industrie differentaire (tignes atout pour les emballage, formation interactive, guides).
	C'est dans ce cadre que des incrvations européennes seront mises à la disposition des participants et que les premiers résultats ainsi que les prochaines étapes du projet Knowin Target – werk nontrarget de - sector présentés
	Costin destiné aux Organisation : Steelcase
	optimiser leur stratégie, leur positionnement et
	leur process industriel grâce au design et leur fournit pistes et condacts de condacts de Coordination Technique pour l'Industrie Agroalimentaire), constitutes et provides qui conservation de Coordination Technique pour l'Industrie Agroalimentaire), conservation de Coordination de Coordination de Coordination Technique pour l'Industrie Agroalimentaire), conservation de Coordination de Co
	pour les accompagner dans cette démarche. Casimir, CU Marseille rovence dans le catre ou projet europeen Knowin larget, dans cette démarche. Food, Université de Montpellier II – IATE
	Infos : Maison de l'Agriculture BP 734 site Agroparc L'observeur du design
	84912 Avignon CRITT Argoalimentarie PACA : Organisé par (APCI depuis 1999, TObserveur du
	T 04 90 31 55 08 design est un Prix International de design qui réunit www.criti-laa-parca.com et récompense chaque année les mellieures réalisations (route), se pasce se text-réces i seuse
	realisations (produits, espaces et services) issues de tous les secteurs d'activité qu'elles soient commerciaisées, en reductrois d'éditour ou bien
	prospectives. L'Observeur du design est ouvert aux entreprises et
	Le conservent du designers de tour des aux emiserieurs est designers de tour secteurs, aller qu'ils proposent leurs réalisations les plus récentes et innovantes.
	En savoir plus sur l'Observeur du design

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Traceability of food and Energy saving Local events

	DESCRIPTION
Event Name (Title)	"Traceability of food and Energy saving" (Traçabilité des aliments et Economie d'énergie)
Type of Event (ex. seminars, exhibition, workshop)	Conference
Programme	 PROGRAMME : OBh30-O9h00 : Accueil des participants O9h00-O9h30 : Filières agricole et agroalimentaire : quelles préoccupations, quelles attentes ? Claude ROSSIGNOL – Président de la Chambre d'Agriculture des Bouches du Rhône Maurice FARINE – Président du CRITT Agroalimentaire PACA Zilé SOILIHI – Directeur de la Direction de l'Innovation et de la Croissance à la CCI Marseille Provence O9h30-10h30 : Traçabilité et risques alimentaires : quelles mesures pour protéger la santé du public ? Mesures européennes – Cyril ROBIN-CHAMPIGNEUL – Chef de la Représentation régionale en France de la Commission Européenne Gestion des alertes alimentaires et plans d'intervention sanitaire d'urgence relatifs aux maladies animales – Serge CAVALLI – Chef de Pôle Coordination – Service Régional de l'Alimentation – DRAAF PACA « Food defense » concept contre les risques d'actions malveillantes, criminelles ou terroristes dans la chaîne alimentaire – Anne Gaëlle MELLOUET – Responsable Sécurité des aliments – CTCPA Avignon Innovations et applications techniques – Dr Laetitia SHINTU – Aix – Marseille Université 10h30-10h45 : Pause 10h45-11h45 : Economie et production d'énergie : quelles solutions pour l'industrie agroalimentaire et les exploitations agricoles ? Serre photovoltaïque, une opportunité pour la profession agricole ? – Régis LILAMAND – Membre élu à la Chambre d'Agriculture des Bouches du Rhône Solutions d'énergies renouvelables appliquées à l'agriculture – Daniel CESARIO – Responsable du Développement du projet de Cité des Energies – CEA Cadarache Gestion énergétique dans l'agriculture en Grèce – Pr. Constantinos KITTAS – Université de Thessalie Efficience énergétique dans l'agroalimentaire – Yvan DELOCHE – Conseiller en développement technologique Environnement – CRITT Agroalimentaire PACA



Programme	 11h45-12h30 : Economie d'énergie et traçabilité des aliments : comment les réseaux et le partage des savoirs peuvent répondre à ces deux problématiques ? Entreprise Europe Network France Méditerranée : développer des partenariats – Martine LIOGIER-COUDOUX – Chargée de Projet – Entreprise Europe Network – CCIR PACA Projet Knowln Target : projet d'observatoire régional en agroalimentaire – Laure NERVI – Chargée de suivi de projets européens – CCIMP Dispositif OPTIréseaux : stimuler une dynamique régionale – Henri MAITROT – Directeur du PEA-CRITT Projet PACMAn : soutenir l'activité des clusters pour accroître leur potentiel d'innovation – Francesco TRAPANI – Unité des politiques territoriales – ERVET (Italie) Projet Agro-Environnement – CRITT Agroalimentaire PACA
Type of	12h30-14h00 : déjeuner proposé par les agriculteurs du réseau « Bienvenue à la Ferme »
audience targeted (SMEs, academic) Number of	Professionals of the food-processing industry and the packaging
Number of participants	43 participants
in the event	
Date	15 th May 2013 - From 8.30 am to 2.00 pm
Place	Chambre d'Agriculture des Bouches-du-Rhône, 22 avenue Henri Pontier 13626 AIX EN PROVENCE
Main results obtained	The topic of the event was on European Practices and Innovation for energy efficiency and traceability in the agrofood sector. The event has been organized within the framework of the MED Project Knowintarget, and the Programme "2013 Year of Industry in the Chambres de Commerce et d'Industrie France (CCI)". That event had the objectives to disseminate information and results of KnowIn Target project in PACA region. It was the occasion to capitalize results with other european projects : PACMAn and Eco-environment. Francesco Trapani ERVET participated to the round table "Economie d'énergie et traçabilité des aliments: comment les réseaux et le partage des saviors peuvent répondre à ces deux problématiques ?" He discussed the framework and the first results of the technical components of PACMAn project (Recommendations for a sustainable innovative model of MED agro-food cluster, and the pilot action on green packaging) concerning technology transfer tools, education and training of professionals, collaborative research, on behalf of the ERVET Staff of the PACMAn project.



Photos	
	Before the event: promotion on the web site of the CRITT and in the "Bulletin d'information CRITT" n°25 - June 2012
	And on the web site of the Chamber of Commerce: <u>http://www.ccimp.com/ccimp/notre</u>
Press releases	actualite/tout agenda/tracabilite des aliments et economie d energie
	http://www.cote-azur-ecobiz.fr/ccinca/agenda.nsf/TBVSchDoc/B12BC95F7B34027EC1257B
	560039104A?OpenDocument&Highlight=0,
	on the news letter of KnowInTarget Project - Newsletter #4 - April 2013

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Practical tools for the choice and the development of your packaging Local events

	DESCRIPTION	
Event Name (Title)	"Practical tools for the choice and the development of your packaging - How to develop your packaging? The marketing and statutory tools at your disposal"	
Type of Event (ex. seminars, exhibition, workshop)	Workshop	
	-"Emballage durable des produits alimentaires bio : présentation d'un guide pour les entreprises"- Audrey BOUTON – ORGANICS CLUSTER	
	- "Guide sur l'alimentarité des emballages et outils pédagogiques associés "-	
	Jacques THEBAULT - Centre de Ressources Technologiques CASIMIR	
	Pack pédagogique de formation professionnelle - Propack Food Training - RMT Propackfood	
Programme	-"Catalogue de solutions" pour un emballage durable à l'international <mark>(dans</mark> le cadre du projet européen PACMAn) " - Estelle MARIN – Critt Agroalimentaire PACA	
	-" Guide d'éco-conception d'emballages pour les professionnels de la filière vins "- Témoignage d'entreprise Aïssatou Ndiaye - ADELPHE	
	Audrey CHAUFOURNIER – Société GABRIEL MEFFRE	
Type of audience targeted (SMEs, academic)	agrofood companies	
Number of participants in the event	20 participants	
Date	28 th June 2013	

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Place	Avignon
Main results obtained	 4 guide presented : Guide on sustainable packaging for the companies of the Organic sectors, published by Organics Cluster Tools BEE and Practical guide for the wine-making sector(network) by ADELPHE Guide ACTIA on the alimentarity of packagings realized by the French experts CASIMIR, LNE and other experts of the RMT Propack Food Guide of tools deployed at the international level on packagings edited within the PACMAn project. Guides and tools presented by 4 speakers described the stages of conception of sustainable packaging and the criteria to be verified to end in the best ecological and economically acceptable solution. Two main points went out from exchanges:
	 the will to work together among all the sectors of recycling, with all the stakeholders (suppliers of packaging and user). Looking for the balance between giving an added value to the packaging and eco-designing a packaging.
Photos	





nationalisation of Agro-food Clusters of the Med Area"

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1.- List of NACE CODES

NACE 2007 CLASS	NACE 2007 DESCRIPTION	COMMENTS	AGRO-FOOD SEGMENTS
1,11	Growing of cereals (except rice), leguminous crops and oil seeds	Growing of cereal grains (except rice) Growing of dried leguminous vegetables such as field peas and beans Growing of oilseeds Growing of green leguminous crops (green peas, broad beans, green beans): part of inclusion "growing of vegetables"	Growing of cereals (except rice), leguminous crops and oil seeds
1,12	Growing of rice	Growing of rice: part of inclusion "growing of cereal grains	Growing of rice
1,13	Growing of vegetables and melons, roots and tubers	Growing of potatoes Growing of roots and tubers with a high starch or inulin content Growing of sugar beet and sugar beet seeds Growing of vegetables Production of seeds for vegetables Growing of seasoning herbs and vegetables Growing of mushrooms	Growing of vegetables
1,19	Growing of other non- perennial crops	Production of beet seeds and forage plants seeds (including grasses) Growing of swedes, mangolds, fodder roots, clover, alfafa, sainfoin, maize and other grasses, forage kale and similar forage products: part of inclusion "growing of crops n.e.c."	Growing of vegetables
1,21	Growing of grapes	Production of wine grapes and table grapes	Growing of grapes
1,22	Growing of tropical and subtropical fruits	Production of tropical and subtropical fruits (bananas, avocados, dates etc.): part of inclusion "production of fruit"	Growing of other fruit

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1,23	Growing of citrus fruits	Growing of citrus fruit: part of inclusion "production of fruit"	Growing of citrus fruit
1,24	Growing of pome fruits and stone fruits	Growing of pome fruits and stone fruits (apples, pears, apricots, cherries, peaches): part of inclusion "production of fruit"	Growing of pome and stone fruit
1,25	Growing of other tree and bush fruits and nuts	Fruit seeds Production of edible nuts (excluding coconuts) Production of strawberries, raspberries etc.: part of inclusion "production of fruit"	Growing of nuts and bush fruit
1,26	Growing of oleaginous fruits	Palm nuts and kernels Other oleaginous fruits n.e.c. Coconuts: part of inclusion "production of edible nuts" Growing of olives for oil production and for direct consumption	Growing of other fruit
1,27	Growing of beverage crops	Growing of beverage crops such as coffee, cocoa, tea, mate	Growing of beverage crops
1,28	Growing of spices, aromatic, drug and pharmaceutical crops	Growing of seasoning herbs Growing of capern Growing of spice crops: bay, basil, anise, coriander, cumin, cinnamon, cloves, nutmeg, ginger, etc."	Growing of spice crops
1,3	Plant propagation	Growing of plants for planting or ornamental purposes, including turf for transplanting	Fertilizers, plant protection products, seeds and agricultural services
1,41	Raising of dairy cattle	Farming of diary cattle: part of inclusion "farming of cattle" Production of raw cow milk	Raising of dairy cattle
1,42	Raising of other cattle and buffaloes	Farming of cattle for meat: part of inclusion "farming of cattle"	Raising cattle for meat
1,43	Raising of horses and other equines	Farming and breeding of horses, asses, mules or hinnies	Raising of horses/ equines



	Raising of sheep and	Farming of sheep and goats	Raising of sheep and
1,45	goats	Production of raw wool	qoats
	gouts	Production of raw sheep or goat milk	gouis
1,46	Raising of swine/pigs	=	Raising of swine/pigs
1,47	Raising of poultry	=	Raising of poultry
		Bee-keeping and production of honey and beeswax	
		Raising of rabbits	
		Breeding of pet animals	
1,49	Raising of other	Raising of fur animals, production of raw fur skins	Raising of other animals
1,49	animals	Raising of silk worms, production of silk worm	Raising of other animals
		cocoons	
		Raising of snails	
		Raising of diverse aÿ	
1,5	Mixed farming	=	Mixed farming
		- Agricultural activities on a fee or contract basis (all	
		except preparation of crops for primary markets)	Fertilizers, plant
1,61	Support activities for	- Operation of irrigation systems	protection products,
1,01	crop production	- Arboriculture and tree surgery as agricultural service	seeds and agricultural
		activity	services
		- Rental of agricultural machinery with operato	
1,62	Support activities for	All	Feedstuff production
1,02	animal production		and breeding services
		Preparation of cocoa beans: part of inclusion "growing	
	Post-harvest crop	of beverage crops, such as coffee, cocoa, tea, mate"	Harvesting, primary
1,63	activities	Preparation of crops for primary markets: part of	processing, preservation
	activities	inclusion "agricultural activities on a fee or contract	(post harvest)
		basis"	
		Processing seeds for use in activities in class 01.11	Fertilizers, plant
1,64	Seed processing for	Processing seeds for use in activities in class 01.12	protection products,
1,04	propagation	Processing seeds for use in activities in class 01.13	seeds and agricultural
		Seed processing services	services



2,3	Gathering of wild growing non-wood products	Gathering of forest mushrooms or truffles Gathering of wild growing berries and nuts	Growing of nuts and bush fruit
3,11	Marine fishing	 Fishing in ocean or coastal waters Taking of marine crustaceans and molluscs Hunting of aquatic animals in ocean and coastal waters Gathering of marine materials in ocean and coastal waters Service activities incidental to marine fishing 	Seafood and fish breeding
3,12	Freshwater fishing	-Fishing in inland waters -Taking of freshwater crustaceans and molluscs -Hunting of freshwater aquatic animals -Gathering of marine materials in inland waters -Service activities incidental to freshwater fishing	Seafood and fish breeding
3,21	Marine aquaculture	 Production of oyster spat, mussel, lobsterlings, shrimp post-larvae, fish fry and fingerlings Growing of laver and other edible seaweeds Cultivation of oysters in sea water Fish farming in sea water Service activities incidental to marine aquaÿ 	Seafood and fish breeding
3,22	Freshwater aquaculture	-Fish farming in fresh water including farming of ornamental fish - Cultivation of freshwater oysters -Service activities incidental to freshwater aquaculture	Seafood and fish breeding
10,11	Processing and preserving of meat	All Processing and preserving of rabbit meat	Processing and preserving of meat
10,12	Processing and preserving of poultry meat	Except processing and preserving of rabbit meat	Processing and preserving of meat

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10,13	Production of meat and poultry meat products	Except prepared dishes and extracts and juices of meat, fish or crustaceans, molluscs and other aquatic invertebrates	Processing and preserving of meat
10,2	Processing and preserving of fish, crustaceans and molluscs	Except prepared fish dishes	Processing and preservation of seafood and Its derivatives
10,31	Processing and preserving of potatoes	=	Fruit and vegetable processing & preservation
10,32	Manufacture of fruit and vegetable juice	=	Fruit and vegetable processing & preservation
10,39	Other processing and preserving of fruit and vegetables	Manufacture of perishable foods of fruit and vegetables: peeled or cut vegetables, mixed fresh salads, packaged Except prepared dishes of vegetables Manufacture of peeled, cut fresh vegetables, mixed salads, packed	Fruit and vegetable processing & preservation
10,41	Manufacture of oils and fats	Production of olive oil from self-produced olives (if main part of value added from production of olive oil and not from growing of olives) All All	Manufacture of oils and fats
10,42	Manufacture of margarine and similar edible fats	=	Manufacture of oils and fats
10,51	Operation of dairies and cheese making	=	Operation of dairies and cheese making
10,52	Manufacture of ice cream	=	Operation of dairies and cheese making
10,61	Manufacture of grain mill products	=	Bread and pastry products
10,62	Manufacture of starches and starch products	Except manufacture of artificial honey and caramel	Bread and pastry products

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10,71	Manufacture of bread; manufacture of fresh pastry goods and cakes	Except cooked pizza (frozen or not) and perishable food preparation	Bread and pastry products
10,72	Manufacture of rusks and biscuits; manufacture of preserved pastry goods and cakes	=	Bread and pastry products
10,73	Manufacture of macaroni, noodles, couscous and similar farinaceous products	Except pasta, cooked, stuffed or otherwise prepared	Bread and pastry products
10,81	Manufacture of sugar	=	Fruit and vegetable processing & preservation
10,82	Manufacture of cocoa, chocolate and sugar confectionery	=	Manufacture of tea, coffee, sweets and non- alcoholic drinks
10,83	Processing of tea and coffee	=	Manufacture of tea, coffee, sweets and non- alcoholic drinks
10,84	Manufacture of condiments and seasonings	All	Manufature of prepared meals/dishes and other food products
10,85	Manufacture of prepared meals and dishes	Production of prepared meat dishes Production of prepared fish dishes Manufacture of prepared dishes of vegetables Cooked pizza (frozen or not) Pasta, cooked, stuffed or otherwise prepared	Manufature of prepared meals/dishes and other food products
10,86	Manufacture of homogenised food preparations and dietetic food	=	Manufature of prepared meals/dishes and other food products
10,89	Manufacture of other food products n.e.c.	Extracts and juices of meat, fish or crustaceans, molluscs and other aquatic invertebrates Manufacture of artificial honey and caramel Perishable food preparations All	Manufature of prepared meals/dishes and other food products



10,91	Manufacture of prepared feeds for farm animals	=	Feedstuff production and breeding services
11,01	Distilling, rectifying and blending of spirits	All Except production of ethyl alcohol from fermented materials and manufacture of denatured ethyl alcohol Blending of distilled spirits	Manufacture of wine and alcoholic drinks
11,03	Manufacture of cider and other fruit wines	=	Manufacture of wine and alcoholic drinks
11,04	Manufacture of other non-distilled fermented beverages	=	Manufacture of wine and alcoholic drinks
11,05	Manufacture of beer	=	Manufacture of wine and alcoholic drinks
11,06	Manufacture of malt	=	Manufacture of wine and alcoholic drinks
11,07	Manufacture of soft drinks; production of mineral waters and other bottled waters	=	Manufacture of tea, coffee, sweets and non- alcoholic drinks
20,14	Manufacture of other organic basic chemicals	Production of ethyl alcohol from fermented materials Manufacture of denatured ethyl alcohol	Manufacture of wine and alcoholic drinks
20,15	Manufacture of fertilisers and nitrogen compounds	Except production of compost from organic waste	Fertilizers, plant protection products, seeds and agricultural services
20,2	Manufacture of pesticides and other agrochemical products	=	Fertilizers, plant protection products, seeds and agricultural services
22,22	Manufacture of plastic packing goods	=	Dosing, wrapping and packaging
28,3	Manufacture of agricultural and forestry machinery	Except repair and maintenance services of agricultural tractors Except repair Parts of milking machines and dairy machinery, n.e.c.	Manufacturing of agricultural machinery



28,93	Manufacture of machinery for food, beverage and tobacco processing	Except repair; parts of milking machines and dairy machinery, n.e.c.	Food industry machinery
33,12	Repair of machinery	Repair Repair (except repair of lawnmowers) Repair	Repairing of food industry machinery
38,21	Treatment and disposal of non-hazardous waste	Production of compost from organic waste	Fertilizers, plant protection products, seeds and agricultural services
46,11	Agents involved in the sale of agricultural raw materials, live animals, textile raw materials and semi-finished goods	=	Agricultural sales representatives
46,17	Agents involved in the sale of food, beverages and tobacco	=	Agricultural sales representatives
46,21	Wholesale of grain, unmanufactured tobacco, seeds and animal feeds	All	Wholesale of agricultural products
46,23	Wholesale of live animals	=	Wholesale of agricultural products
46,31	Wholesale of fruit and vegetables	Wholesale of fresh fruits and vegetables (except preparing cut, peeled vegetables, mixed salads, packed) Preserved fruit and vegetables	Wholesale of agricultural products
46,32	Wholesale of meat and meat products	=	Wholesale of agricultural products
	Wholesale of dairy		Wholesale of agriculture
46,33	products, eggs and	=	Wholesale of agricultural
	edible oils and fats		products
46,34	Wholesale of beverages	 Wholesale of beverages Buying of wine in bulk and bottling without transformation 	Wholesale of agricultural products



	Wholesale of sugar and		Wholesale of agricultural
46,36	chocolate and sugar confectionery	=	products
46,37	Wholesale of coffee, tea, cocoa and spices	=	Wholesale of agricultural products
46,38	Wholesale of other food, including fish, crustaceans and molluscs	Except processed fruit and vegetables	Wholesale of agricultural products
46,39	Non-specialised wholesale of food, beverages and tobacco	=	Wholesale of agricultural products
46,61	Wholesale of agricultural machinery, equipment and supplies	=	Wholesale of agricultural machinery, equipment and supplies
47,11	Retail sale in non- specialised stores with food, beverages or tobacco predominating	=	Retail
47,21	Retail sale of fruit and vegetables in specialised stores	All Retail sale of preserved fruit and vegetables	Retail
47,22	Retail sale of meat and meat products in specialised stores	=	Retail
47,23	Retail sale of fish, crustaceans and molluscs in specialised stores	=	Retail

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	Retail sale of		
47,24	bread, cakes, flour confectionery and sugar confectionery in specialised stores	=	Retail
47,25	Retail sale of beverages in specialised stores	=	Retail
47,29	Other retail sale of food in specialised stores	Except retail sale of preserved fruit and vegetables	Retail
47,81	Retail sale via stalls and markets of food, beverages and tobacco products	Retail sale via stalls and markets of food, beverages and tobacco products	Retail
56,1	Restaurants and mobile food service activities	=	Horeca
56,21	Event catering activities	Event caterers	Horeca
56,29	Other food service activities	All Food service contractors for transportation companies	Horeca
56,3	Beverage serving activities	=	Horeca
77,31	Renting and leasing of agricultural machinery and equipment	=	Renting of agricultural machinery and equipment

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