



The approach

REFRAME makes two important leaps forward to step out of the deadlock of current local food supply chains:

1. **A regional scope** where the urban demand is aggregated to sizable business-to-business (B2B) market volumes to be supplied by regional chains of producers, processors, distributors, retailers and other providers.
2. Aggregate, connect and consolidate urban demand and regional supply in a **cooperative arrangement** ensuring the necessary scale and commitment for all. This will provide a basis for supply and demand to change their commercial options and working practices. The cooperative partnership will forge new and sustainable business-to-business (b2b) market relations and business opportunities for SMEs on the rural-urban axis.

Such a scope and network we call a Regional Food Frame (RFF). The RFF is an innovative concept with large potential to support innovation of SMEs in the food chain.

The RFF-model identifies a roadmap of 5 subsequent steps, going from scratch to a full-fledged RFF:

1. **Mapping urban demand and current rural supply potential:** Both regional suppliers and large scale consumers (public & corporate) will be interviewed to collect information on consumption and supplies (products, volumes, qualities, prices etc.) to be stored in a database. This provides information to map and aggregate the food demand and supply potential on the rural-urban axis of every pilot region. These Regional Food Maps (RFMs) also give an insight in possible mismatches that in turn could be an incentive for suppliers to develop new business.
2. **Smart Specialisation Strategies (SSSs):** With the RFMs, rural SMEs can assess their potential for their businesses. Some will fit in perfectly, others might be interested to develop smart specialisation strategies to find and develop their niche in the region and can make combinations to deliver a fine meshed Regional Supply Proposition (RSP) of regional products (primary and processed).
3. **Urban Intentions:** With the RFMs and the (RSP), there is a strong case to persuade policy makers in the corporate and public sector to define and approve their food strategies in support of a regional sourcing. More and more public and corporate organizations are aware of the importance to have a food policy. Some of the REFRAME partner regions already developed one. However, the step from paper strategy to real life implementation is not easy.
4. **Cooperation and market structure:** Step 1 to 3 will only have an impact on the regional SME innovation infrastructure, when demand and supply no longer work separated from each other but are forged in a Regional Cooperative Arrangement (RFA). This frames both demand and supply in one common agenda based on common interest. Two vital ingredients within the RFA are:
 - **Regional Food Deal (RFD):** Volumes, products, price ranges and quality and delivery conditions are agreed upon. For the REFRAME pilot the partner regions will develop a limited first deal, to try out all the details, processes and tasks that should be in place.
 - **Regional Food Agency (RFA):** To actually deliver the Regional Food Deal, the region needs a RFA to take care of all market related actions (logistics, planning, chain management, subcontracting, invoicing, etc.). It is to be set up as part of and financed by the RFF-partners. It is the contracting agency for both the suppliers and the consumers and takes care of the proper performance of the regional supply chain. If needed the RFA can organize missing links in the network. In case of emergency, they may look outside the region for delivery according to the deal.
5. **Delivery:** The RFA can now start to become operational and deliver the deal and its conditions. The process will be monitored closely to register bugs and problems. These will be settled either along the way or in a follow up deal.

All REFRAME partners have different positions in this road map, but share the same ambition to arrive at step 5. (Please refer for more details to the attachment.)