

*For the makers of the food of
tomorrow*



**What will we be
eating tomorrow?**

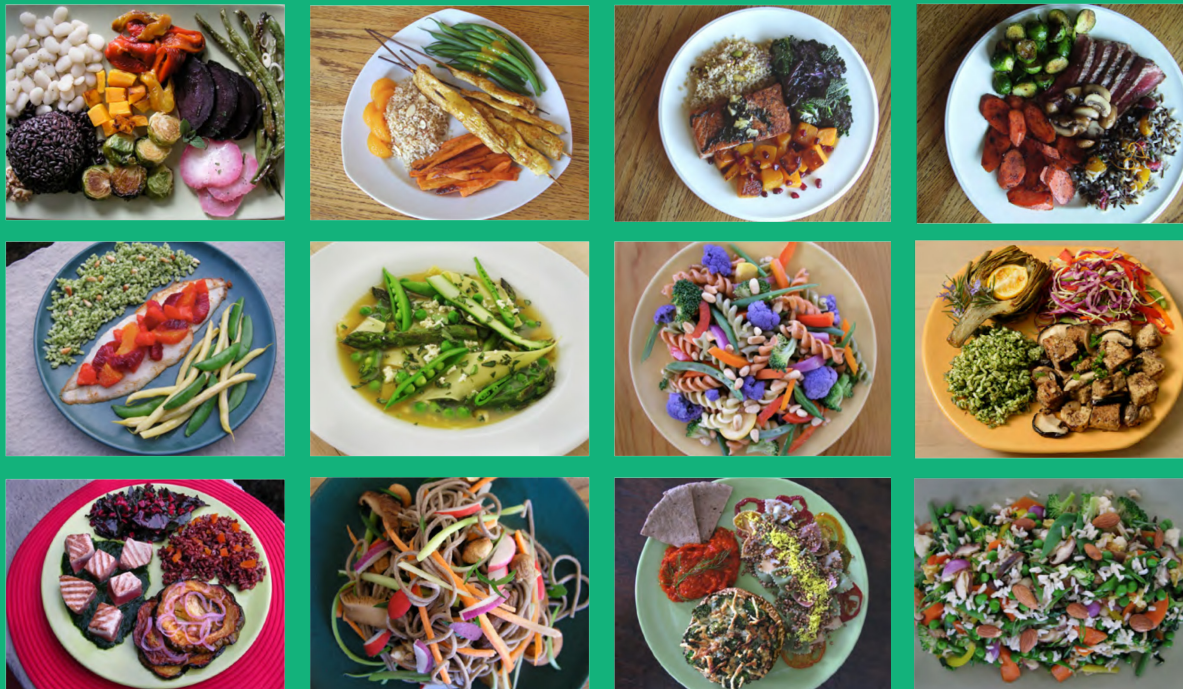
AGRIFOOD CAPITAL FOUNDATION STRATEGIC AGENDA 2030



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Menus of the 21st century



Source: EAT Lancet Commission; healthy diets from sustainable food systems

Foreword

What will we be eating tomorrow?

In North-East Brabant, we play an important role in creating the food that is on our plates every day, and we shall continue to do so in the future. But what will be on our plates in the future? The world around us is changing rapidly. We can see that change in North-East Brabant too. With our tradition of collaboration and tackling the changes that we face, we can turn change into opportunity and solutions.

The coronavirus crisis has demonstrated the vital importance of our food system. Discussion about the resilience of our agrifood chain to calamities of this nature will intensify. And with that, the demand for talent, entrepreneurship and smart innovations that can respond to those calamities.

The food that appears on our plates tomorrow is also a result of what governments, knowledge institutions and businesses are asked to do today to support the economy of tomorrow. This way, we can ensure that

future generations can continue to live, work and thrive in North-East Brabant.

The agreements that we made in the AgriFood Capital partnership in 2014 are due to expire in 2020. Consequently, it is time for a new strategic agenda. An agenda that gives direction, but that is not a blueprint on the path to 2030. Building on what has been achieved by working together over the past few years.

This agenda is an invitation and a call to work together on the future of our food. Working together means daring to look beyond your own boundaries, making connections and having the willingness to be curious and innovative. Doing this allows us to take pride in what we see on our plates every day.

Jack Mikkers
Chairman, AgriFood Capital Foundation
's-Hertogenbosch, May 2020.

What will we be eating tomorrow?

The food that we see on our plates is a reflection of the food system that produced it. The post-war mantra of 'never hungry again' was expressed in the 'Dutch pot', simple but nutritious – potatoes, meat and vegetables, in most cases home-grown. The growth in prosperity and the arrival of economic migrants introduced us to new dishes from beyond our country's borders. Innovations in technology eliminated distance between producer and consumer as a limiting factor, even for fresh products. The seasons no longer dictated what we ate. For improved shelf life, taste and convenience, our food was increasingly processed; soups and a package. And with the emergence of fast food, plates were replaced by cups, sachets and trays. Nowadays, food is available everywhere and in abundance.

But what will we be eating tomorrow? Are our meals out of balance? The balance of 'what is good for people, and what is good for our planet'. The menu of tomorrow* is based on larger portions of vegetables and less meat, less dairy, local and seasonal and reduced waste.

But what is actually on our plates will depend on a number of factors, such as government policy on agriculture and food, as well as the impact of technological innovations that will enable us to sustainably produce and consume healthy food. What more will we learn about the relationship between food and health? Are consumers really going to behave according to advice they are given about health and sustainability? Our food system is complicated and complex. This is the context, but also the relevance, of AgriFood Capital.

*Source: Menu van Morgen, Nature and Environment Foundation with Jumbo supermarkets.

1. Towards a new food system

At first glance, the food supply in the Netherlands appears to be in good shape. More food is available today than ever before. It is safe and relatively cheap. Dutch food is produced efficiently and exported around the world. At the same time, society and the scientific community are concerned about the negative effects of the production and consumption of our food on the environment and on biodiversity, on our health and on animal welfare. Concerns have recently been raised about the effects of our food production on climate change.

The inevitable transition challenge of our food system presents an excellent opportunity to unite the farmer, food-processing industry, retail sector and consumers in a unique partnership focused on sustainable and healthy food. And here in North-East Brabant, we have everything we need. The origin lies in the post-war development of agriculture and horticulture. It is crucial that the transition in agriculture, and in livestock farming in particular, gives way to a new, innovative and valuable basis for the entire food chain, from farm to fork. Only then will the agrifood cluster in North-East

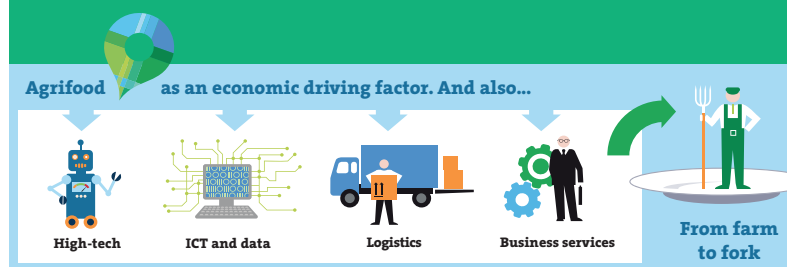
Brabant remain as valuable a source of prosperity and well-being as it has been for decades. Developing this new perspective is central to the task of the AgriFood Capital Foundation.

The makers of our food

In North-East Brabant, we are the makers of our food. We were yesterday, we are today and we shall be tomorrow. Our ambition is to do this sustainably, healthily and with smart approaches. We wish to remain a leader – in the Netherlands and worldwide. Food that is on our own plates, every day, but that is also available to dozens of food producers and consumers in neighbouring countries. We utilise the knowledge and expertise needed to produce sustainable, healthy and smart food elsewhere in the world. This allows us to contribute to the food supply in other locations, like the major metropolises of the world, with raw materials, machines and expertise developed in Brabant and brought to value elsewhere. Like the food itself, knowledge and systems will

Economic analysis for North-East Brabant – combining agrifood with high-tech

As a building block for this agenda, Buck Consultants International has analysed the economic structure of the region, with a particular focus on the agrifood cluster. With a gross regional product of 27 billion Euros, North-East Brabant is the sixth largest regional economy in the Netherlands, after the four Randstad regions and South-East Brabant. There is high employment in trade, industry and construction. The agrifood sector remains a driving sector – the largest proportion of jobs in the sector in Brabant are in North-East Brabant (32%), and within our region, the agrifood sector accounts for 17% of total employment with an export value of 11.8 billion Euros. This is no less than one third of the region's total export value. In addition to agrifood, high-tech and logistics are powerful and growing clusters. As other regions have experienced, a shift is underway in North-East Brabant towards the new economy, away from traditional sectors towards service sectors. Our region has a high rate of employment, with a relatively large workforce of 355,000 people. At the same time, the labour market is tight. All of this means that there is ample work, and the situation is expected to remain this way for the time being.



Source: BCI, analysis of the economic structure of North-East Brabant (2019) on behalf of the North-East Brabant region and AgriFood Capital.



Global trends in agrifood

The regional agrifood cluster in North-East Brabant operates in an international context. Global trends and developments that will influence the future of the food system are:

- **Demographic developments:** an increase in the world population, an increase in the demand for food (primarily in Asian, African and Latin-American countries, where increasing prosperity will lead to higher consumption), an increase in urbanisation in the Netherlands, a decrease in the working population in Western Europe, individualisation, an increase in demand for products with added value and towards convenience products.
- **Key technologies** such as photonics, nano, quantum and high-tech will improve quality, increase productivity and lead to more demand-driven and shorter food chains.
- **Climate change and the energy transition** will increase uncertainty about the supply of raw materials and result in policy changes focused on increasing sustainability and the greening (EU) of both production and energy.
- **Further specialisation and internationalisation** will occur in conjunction with regionalisation. A small number of international companies in each link of the chain will dominate the global market with further economies of scale. At the same time and as a result of sustainability challenges, there will be greater attention for regional chains, sometimes on a small scale and ecologically embedded.
- **Sustainable and responsible enterprises** will make it necessary to reduce the footprint of production and consumption, close loops and prevent waste.

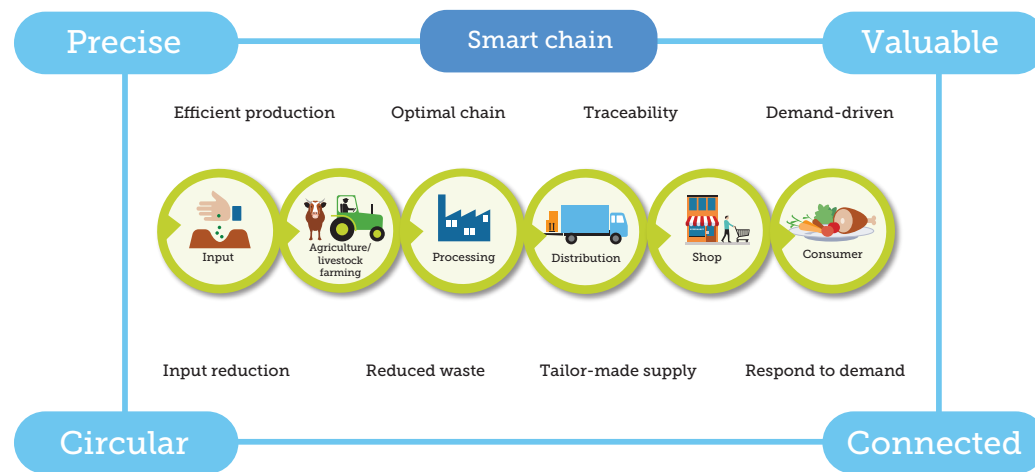
become increasingly important to our region in the coming years. We are using them to tackle the global Sustainable Development Goal challenges established by the UN, particularly 'no hunger', 'responsible consumption' and 'innovation'.

Major social challenges

The challenge of the transition of our food system is not just an economic challenge. Major social challenges for the economy of North-East Brabant include:

- **Sustainable livestock farming:** the transition to sustainable livestock farming, in particular pig farming, that is economically profitable, fits with the environment and has public support. New developments from high-tech systems and use of data can be a valuable source of support in this regard.
- **Preventing waste:** preventing and reducing food waste and creating value for residual materials. Closing raw materials cycles throughout the agrifood chain is crucial in this regard. Everything of value must be (re)used. New technologies from high-tech manufacturing and concepts from agrilogistics can be a valuable source of innovation in this regard.
- **New nutritional patterns:** renewing food concepts with a new balance between animal and vegetable proteins. Technological and social innovations will go hand in hand, with innovations in green technology and design serving as a source of inspiration.

Source: *inter alia*, Forward study, transition for the top sectors of agrifood and horticulture, Wageningen UR



We are building the food systems of the future

North-East Brabant is building the food systems of the future. We produce for the Netherlands and neighbouring countries and export our knowledge and expertise around the globe, often in the form of high-quality technological production systems. In our vision, the food systems of the future are 'precise, circular, valuable and connected':

- **Precise:** production is optimised to the level of the individual animal, crop or product so that production processes and products are of high quality, safe, animal-friendly and sustainable. As an example, smart technology can create more value in the chain if individual animal data can be used to realise an antibiotic-free meat concept in livestock farming.
- **Circular:** loops are closed to the fullest extent possible through reuse of residual flows to prevent waste of raw materials. As an example, using milder preservation techniques can extend the shelf life

of freshly processed products, thus reducing food waste.

- **Valuable:** the food chain creates the highest possible added value from all (residual) streams in terms of both economic and social added value. One of the challenges of circular agriculture is to feed animals with raw materials that can no longer be used for human consumption.
- **Connected:** production and processing takes place in new chain concepts where the consumer and producer are mutually connected. Blockchain technology, for example, enables supermarkets to offer products to consumers at the right time, in the right way and in the right place. Short and local food chains reduce the distance between producers and consumers.



Megatrend – datafication in the food chain

In addition to food, the agrifood sector is increasingly producing and distributing data throughout the chain, from farm to fork. The food chain is rapidly being 'datafied'. This is widely regarded as a megatrend. For the agrifood sector as whole, datafication is seen as focused on the operational process of the individual links, rather than on the whole chain. In the near future, the key to solutions to problems such as food waste and transparency in the chain will be at chain level. New methods of collaboration within the food chain, made possible by datafication, will lead to major changes in the food chain. If all links in the chain, including the consumer, collect data and share it in the Internet of Food, new opportunities will be created. Farmers will be able to contact those consumers who are interested in their products directly. New logistics concepts will lead to new distribution models for areas such as food delivery. Via social media, consumers will gain greater power, which in turn will lead to more diversification and personalisation in the products available. In other words, the agrifood chain is becoming more demand-driven. Datafication also offers better control of the food production system, including the effects on the living environment and natural resources.

Source: *Datafication in Agrifood*, Brabantse Ontwikkelingsmaatschappij with AgriFood Capital, JADS, HAS and ZLTO (2018)

2. Towards an excellent ecosystem that works

The AgriFood Capital Foundation's mission is the development of an excellent ecosystem by business, knowledge institutions and governments with the support of social organisations in North-East Brabant. This way, we can strengthen and renew the region's economy. We shall ensure that the agrifood chain can continue to lead the way at the international level. We seek to develop an ecosystem that can cope with major social challenges, such as the transition to circular agriculture, preventing food waste and the development of new, sustainable and healthy products.

AgriFood – high-tech/ICT/data – logistics

A characteristic feature of North-East Brabant is the three top clusters in its ecosystem – agrifood, high-tech (including ICT and data) and logistics. By building bridges between these clusters, in support of our ambition to create the smartest agrifood chains from

farm to fork, we can create a world-class agrifood ecosystem. An ecosystem of makers and doers. The associated knowledge infrastructure is focused mainly on knowledge application. In addition to the MBO and HBO education institutions in the region itself, there is a wealth of relevant academic knowledge around us in the universities in Wageningen, Eindhoven, Nijmegen and Utrecht. We create the connection between these centres of knowledge and our activity, thereby contributing to bringing value to knowledge, both economically and socially.

Eco-Tech AgriFood

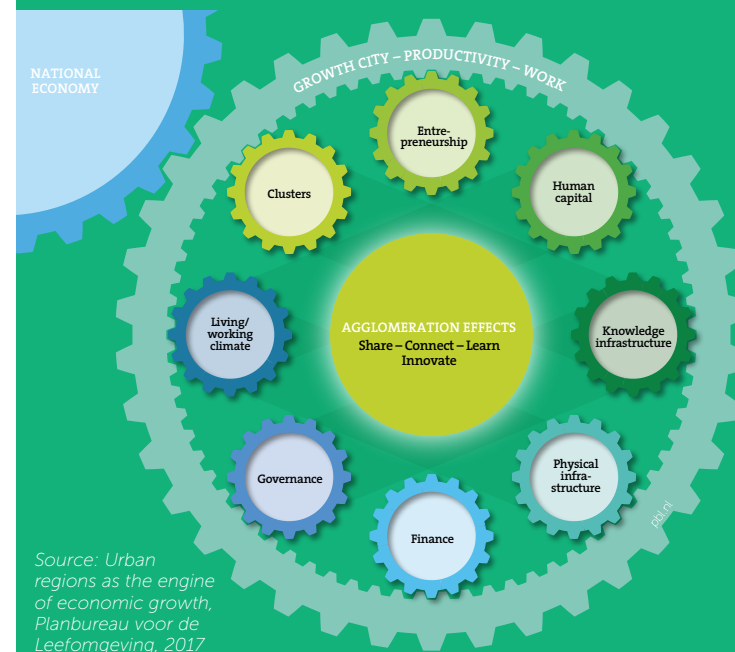
This puts us in a good position to achieve demand-driven smart and transparent chains that are committed to added value, utilising the potential for improvement that exists using ICT and realising sustainable solutions for well-being, climate neutrality, food quality and food safety. As a new foundation for a transformed, sustainable food system: Eco-Tech AgriFood.

Successful regions

Cities or urban areas are referred to as the 'engines of economic growth'. This involves an interplay of eight different factors:

1. **Clusters** (of collaborating and related businesses);
2. **Entrepreneurship** (new businesses, scale-ups and existing businesses);
3. **Human capital** (a highly qualified, trained and skilled workforce);
4. **Knowledge infrastructure** (the quality of public and private research and education institutions);
5. **Physical infrastructure** (availability and connectivity by road, rail, air and water);
6. **Finance** (primarily the financing of economic structure enhancement and risky innovations, venture capital);
7. **Living and working environment and facilities** (that contribute to an attractive living/working environment);
8. **Governance** (the quality of governance and how tiers of government collaborate effectively).

The economic engine functions most effectively when all radars are rotating and accelerating one another. In successful regions, governments are very active in facilitating and steering economic processes and in targeted investment in the economy. Growth is often gradual and change often comes from the existing economic structure.



Source: Urban regions as the engine of economic growth, Planbureau voor de Leefomgeving, 2017

3. From ambition to approach

Five challenges

How can we strengthen the movement towards an excellent ecosystem? Strengthening the ecosystem can be divided into five challenges leading to 2030.

Within each of these challenges, the AgriFood Capital Foundation wishes to make the difference by bringing parties together and inspiring them to collaborate. But also by initiating or embracing iconic projects and showcasing them at home or worldwide.

These challenges are elaborated into multi-year programmes that comprise concrete projects that we carry out together with our partners.



Challenge 1

Human capital: lifelong learning

Human capital is crucial to creating the world's smartest food chains. We need to break new ground to ensure that employers have access to the right talent at the right time; developing the skills needed over a lifetime.

We pay particular attention to the effects of automation and datafication in the food chain on our human capital and to fostering engagement and commitment in young food makers who are keen to innovate the food chain. On this, we work with the regional labour market programme known as Noordoost Brabant Werk.

How will AgriFood Capital be responding?

- Greater emphasis on strategic personnel management in agrifood businesses;
- Better, sustainable employability of employees in agrifood businesses;
- More balance between supply and demand in the labour market;
- Supporting and connecting talented food changers with North-East Brabant;
- Creating a connection between agrifood, high-tech and logistics in training.



Initial actions in 2020.

The **Jump Dream Accelerator project** (developed by AgriFood Capital BV together with Rabobank, Sligro Food Group and HAS Hogeschool) will give five food innovators between 25 and 35 years of age a year-long boost to realise their dream of innovating our food system. Together, we can deploy our network without any (financial) consideration in return. That's how we help one another. We shall expand the initiative further when the first edition completes in 2020.

Challenge 2

Entrepreneurship: strong start, robust growth

Entrepreneurship is the basis for a vital ecosystem. Our region is rich in small(er) business with their roots firmly planted in the region, sometimes as family-run businesses. But larger companies too, where ultimate decision-making takes place elsewhere in the world, are keen for the environment in which they operate to be vital. We also create that environment for innovative start-ups and businesses with growth ambitions. We stimulate collaboration between businesses in our region and beyond, between existing and new business, large and small. But also true 'system innovators' who use disruptive business models or unusual technologies or processes from other sectors in the agrifood sector.

How will AgriFood Capital be responding?

- Good access to knowledge and talent for starters and growing companies by working with knowledge institutions;
- Supporting innovators in realising disruptive new revenue models or applications;

- Availability of high-risk innovation and growth capital;
- Presence of establishment opportunities with production facilities specifically for starters and growing companies;
- Strengthening collaboration between established businesses and businesses of the future in our food system.

Initial actions in 2020.

Through the **OndernemersLift+ programme**, 2020 saw support provided to 45 start-up businesses from the region, some of whom will be eligible for small loans from the OL+ starter fund.

The **AgriFood FinancieringsTafel project** is all about unlocking the capital market for start-ups and fast-growing innovative businesses.

HOME » ONDERNEMEN » BOSSCHE MAKER VAN VEGABURGERS BOON KRIJGT €1 MILJOEN AAN FINANCIERING

De Bossche startup Boon verkoopt nu al 35.000 vegaburgers per week en krijgt €1 miljoen om uit te breiden in Europa

BI Business Insider Nederland
21 Nov 2019

TWITTER FACEBOOK LINKEDIN WHATSAPP EMAIL PRINT

Vleesvervangerproducent Boon uit Den Bosch krijgt een investering van 1 miljoen euro om de Europese markt op te gaan. Het groeigeld komt volgens Sprout van twee informele investeerders: CEO Ruud Sondag van Eneco en Michiel van Deursen, die zichzelf de 'veganinvesteerder' noemt.

De 31-jarige oprichter Michael Luesink van Boon blijft hoofdaandeelhouder van zijn bedrijf.

Luesink richtte Boon in 2015 op nog tijdens zijn studie Food Innovation aan de HAS Hogeschool van Den Bosch. Hij is zelf overtuigd veganist.



Oprichter en eigenaar Michael Luesink van vleesvervangerproducent Boon.

Foto: Boon

De startup-eigenaar maakt vleesvervangers van bonen: "Je zag indertijd veel bedrijven aan de haal gaan met soja, zeewier en lupine. Ik dacht: we vergeten één belangrijke bron, namelijk bonen die we gewoon in Nederland kunnen telen."

Volgens Trouw was hij op dat idee gekomen tijdens zijn reizen door Zuid-Amerika en Azië, omdat ze "daar bonen en peulvruchten eten zoals wij aardappelen: als basis voor zo ongeveer ieder gerecht." Maar om ze echt aan de man te krijgen moest de presentatie wel anders, vertelde Luesink vorig jaar aan de krant: "Als je de bonen presenteert in een vorm die op vlees lijkt, snappen mensen beter dat het bedoeld is als vleesalternatief."

De burgers, nuggets en plantaardige balletjes van Boon liggen nu in grote Nederlandse supermarkten als Albert Heijn, Jumbo en Plus. Volgens Luesink verkoopt hij 35.000 burgers per week en geeft hij sinds de oprichting in totaal al tussen de vier en vijf miljoen vleesvervangers verkocht.

In het buitenland gaat Boon zijn producten onder de naam Peasy op de markt brengen. Het is de bedoeling dat de burgers en andere vleesvervangers de komende jaren ook in Groot-Brittannië, Duitsland, Denemarken en Zweden in de schappen komen te liggen.

Wel blijft Luesink zijn bonen onder het motto 'wij doppen onze eigen boontjes' betrekken van Nederlandse boeren. Mede door de vraag van Boon werd de al jaren dalende bonenafzet in Nederland weer omgezet in voorzichtige groei.

Met de nieuwe investering zit er nu zo'n twee miljoen euro groeigeld in het bedrijf, schrijft Sprout. Luesink had van informele investeerders, uit subsidies en via een banklening namelijk al een miljoen euro aan kapitaal vergaard.

Challenge 3

Knowledge and innovation: new knowledge, new business

Sustainable and smart chains require innovation based on new knowledge and its practical application. We are creating an innovative region in which knowledge institutions, from universities to vocational training, work with businesses and institutions. Knowledge is brought to value in living labs via other innovation facilities. Governments have an active role to play in this approach – as clients, customers or ‘facilitators’ through legislation and co-financing. Ultimately, it is about realising an impact on our future food system.

How will AgriFood Capital be responding?

- Developing multiple specific living labs that are mutually connected;
- Strengthening the knowledge base for living labs by collaborating with knowledge, research and consultancy institutions;

- Strengthening the connections between agrifood and high-tech manufacturing, ICT, data, and logistics in concrete business cases;
- A focus on social themes: transition from agriculture, reducing food waste and introducing new food concepts.

Living labs give a boost to the innovative strength of the region. As a network, in a building or in a field, people come together to test, develop and learn. Sometimes, it is literally pioneering.

Most living labs are new or still under development. Working with AgriFood Capital, Avans University of Applied Sciences and HAS wish to strengthen the knowledge base of living labs – where possible, in collaboration with the MBO, JADS (data science) and universities in Wageningen and Eindhoven. This collaboration will take the form of projects in which new knowledge is developed through lectorats, internships, minors and graduation projects.

Living labs in North-East Brabant

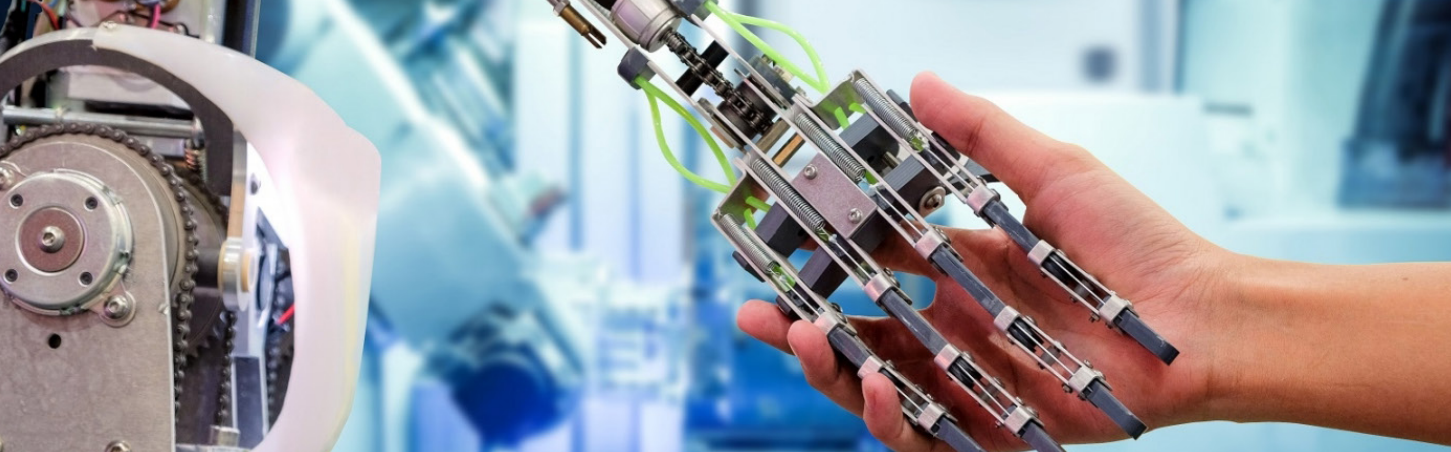
AgroProeftuin de Peel (Landerd, Mill & Sint Hubert, Uden, Boekel, Sint Anthonis, in progress): transition to circular agriculture for emission-free livestock farming, alternative protein production, bio-based production and processing, soil enhancement and nature development. The living lab has a 35-hectare site.

Proeftuin De Margriet (Haaren, in development): 33 hectares aimed at improving the soil, biodiversity and water management.

Foodsquad (Veghel, in progress): a network of businesses and institutions where new products and other food-related services are developed and tested. Partners are Hutten Catering, Sligro Food Group, Scelta Mushrooms, Koppert Cress, van Rijsingen Green, Jeroen Bosch Ziekenhuis and Ziekenhuis Bernhoven.

Eiwitcentrum Beers (Beers, private initiative, in development): location (previously KI station) focused on protein production. Intended as a circular farm in addition to its informative and facilitating role.

Sustainable Proteins Development and Expertise Centre (Oss, in development): facility ‘between lab and barn’ that serves as a research, expertise and experience centre focused on the circular pig, product quality and the consumer. Development partners are WUR, TU/e, HAS University of Applied Sciences, the province of North Brabant and the municipality of Oss.



AgroProeftuin de Peel in particular has been designated by the Ministry of Agriculture, Nature and Food Quality as an experimental area for circular agriculture. This is an accreditation that should enable the further development of the services and organisational strength of the living lab in 2020, as well as the path that it follows. This takes place in close collaboration with the region of North-East Brabant which laid the foundation for this living lab.

Initial actions in 2020.

The AgriFood Innovation programme is an initiative of WUR, TU/e, HAS Hogeschool and ZLTO to strengthen the knowledge infrastructure at the interface of agrifood and high-tech in Brabant. The aim of AgriFood Innovation is to accomplish ground breaking innovations such as the smart pig chain, value creation of residual streams and digital crop chains. Led by AgriFood Capital BV, there is collaboration with Brainport Development, BOM, Rewin, the province of North Brabant and a large number of agrifood chain, high-tech manufacturing, data and ICT businesses.

The **AgriFood Capital Innoveert programme** seeks to strengthen the knowledge base for living labs through the knowledge innovation programmes of HAS and Avans (supplemented by MBO institutions, JADS and the universities in Wageningen and Eindhoven). Students participate in projects through internships, minors or graduate projects, or work part time as research associates. All work is conducted in collaboration with the business community. The focus lies in specific translation of new technologies into applications.

(continued)

Living labs in North-East Brabant

AgriFood Data Lab/Data Value Center

('s-Hertogenbosch, in progress): a practical environment in which MBO, HBO and WO students, lecturers and businesses learn and experiment with relevant issues at the interface of agrifood and data. Partners include HAS, Avans, JADS, Koning Willem I College, KPN, Fruitmasters and Atos Origin.

Three-Sixty (Veghel, in progress): an innovation centre for the circular economy where entrepreneurs, start-ups and students jointly develop and test innovative concepts designed to minimise food waste. Home to Verspillingsfabriek, the national Samen tegen Voedselverspilling Foundation and the Rabo Food Waste Hub.

GreenTech Park Brabant (Boxtel, in development): business park focused on innovation and sustainability, including a biomass square where organic waste material from regional agriculture and nature is processed into green raw materials for different applications and experiments.

Innovatieve Hotspot Land van Cuijk (Cuijk, Boxmeer, Sint Anthonis, Mill & Sint Hubert, Grave): an investment programme focused on improving knowledge, innovation and encounters in Land van Cuijk.

Challenge 4

Networks and clusters; 'local buzz' and 'global pipelines'

In the regional ecosystem, people find one another, share ambitions and celebrate and visualise results, fully leveraging the benefit of close proximity. Networks are open, including through cross-border initiatives.

In the world of ecosystem development, this is referred to as the challenge of 'local buzz' and 'global pipelines'. Triple helix collaborations provide an important boost by organising this development of networks and clusters - these are different forms of encounter and collaboration agreement, which form the basis for working together.

How will AgriFood Capital be responding?

- Strengthening mutual collaboration in networks and clusters between businesses, knowledge institutions and governments;
- Organising or facilitating appealing activities that prompt people to act and move forwards together;
- Utilising pioneers and leaders to increase involvement amongst a wider cross-section of businesses, knowledge institutions and governments to contribute to the region's ambitions;
- Achieving cross-border collaboration models in the Netherlands and Europe;

Initial actions in 2020.

In 2015, AgriFood Capital was a founder of the **Dutch Food Week**. Over recent years, the week has featured different 'local buzz' activities, with an increasing emphasis on encounters for future food changers. This contributes to our ambition of wanting to be the makers of the food that will be

on our plates tomorrow. Examples include Food100, Rebel Day, Food Inspiration Days and the HAS Food Experience. These are on the agenda again for implementation in 2020.

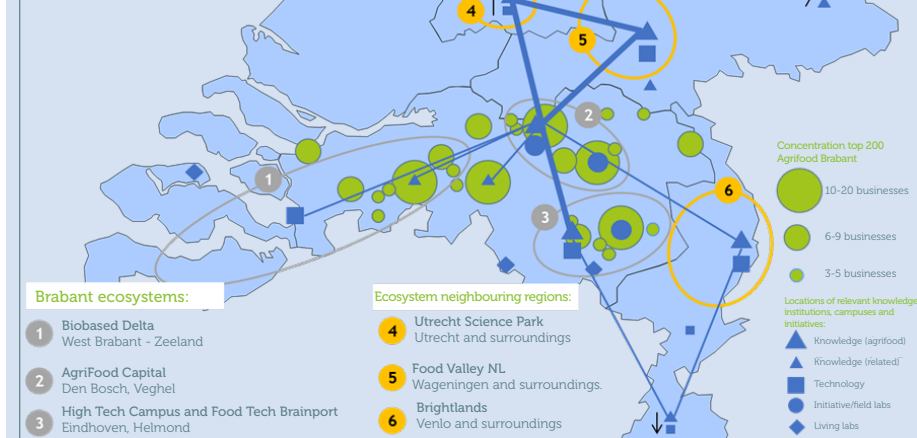
In Europe, we work under **'FoodNL'** with the food regions of Venlo and Regio FoodValley on collaborative projects that go beyond regional borders. This



is demonstrated through our participation in the EU Open Days for Regions and Cities in Brussels in October 2020. We take part in European projects that bring knowledge institutions and SMEs into contact with possible knowledge or business partners from other regions of Europe. Our substantive focus is on connecting agrifood with high-tech, ICT and data.

Challenge 5

Communication and positioning: a powerful story



The proactive work on sustainable and smart food chains in North-East Brabant must become widely known, both inside and outside of the region. This is important for attracting talent and innovative business but also for bolstering the link with the society around us.

Our public affairs role focuses on creating the right boundary conditions for an excellent ecosystem. We work with the region of North-East Brabant as we share the ambition of telling 'a strong story'.

How will AgriFood Capital be responding?

- Developing a branding strategy that connects AgriFood Capital with other food regions in the Netherlands and Europe and builds a distinctive proposition for the makers of our food of tomorrow;
- Properly informing and activating our network of developments in North-East Brabant, particularly

with regard to the contribution made by the AgriFood Capital Foundation and its implementing organisation, AgriFood Capital BV;

- Effective policy influencing at boundary condition level for an excellent agrifood ecosystem, especially in the public sector from 'Boekel to Brussels'.

Initial actions in 2020.

Current communications activities will continue in 2020. These include the website (www.agrifoodcapital.nl), newsletters and reporting on activities and projects. We shall shine more of a spotlight on iconic projects. North-East Brabant is a shop with the entire food chain, from farm to fork, on its shelves. This applies primarily to projects that illustrate the region's ambition and values. In 2020, we shall release the updated AgriFood Capital Monitor. This is a biennial publication detailing the region's socio-economic key figures.

Connected region

North-East Brabant covers around 1,300 km² and has more than 650,000 inhabitants. The region maintains relationship with numerous important areas outside of the region, including Eindhoven (Brainport), Wageningen (Food Valley), Arnhem/Nijmegen, Venlo (Greenport) and Germany. Along the north-south axis, the 'A2 knowledge axis' (Amsterdam-Utrecht-'s-Hertogenbosch-Eindhoven-Maastricht) forms a significant dynamic corridor, along which is an emerging services sector. The agrifood complex colours regional, knowledge-intensive business activity. Brainport Eindhoven, with its countless technological innovations, is an additional cluster that allows North-East Brabant to distinguish itself as a region, particularly in combinations such as agrifood and tech and agrifood and ICT/data. The relationship with Food Valley is relevant to the region, as much of Wageningen University and Research's knowledge finds practical application and is brought to value in our region. We maintain an almost natural alliance with Greenport Venlo in North Limburg. Land van Cuijk plays a special role as a link thanks to its physical proximity and east-west connection with the Niederrhein and Ruhrgebiet areas.

4. About AgriFood Capital

Governments, knowledge institutions and entrepreneurs come together within the **AgriFood Capital Foundation** to plot pathways. They function as a platform and hub for regional ambition. They determine the strategy of AgriFood Capital BV.

Our approach is based on connecting, collaborating and achieving. Responding to change and working on major social challenges require a common approach from businesses, knowledge institutions and governments, together with social groups. An approach that is dynamic and offers the flexibility to respond to the opportunities that come about.

This strategic agenda is neither a blueprint nor a fixed plan for the years ahead. It provides direction. It is an invitation and call to parties to work together in changing coalitions. The collaboration agenda of the region is supplementary and supporting to this agenda. This also applies to the strategic WERKagenda of Noordoost Brabant Werkt, particularly

the human capital challenge and the annual plans of the OndernemersLift+ Foundation for boosting entrepreneurship in the region.

AgriFood Capital BV is the ecosystem developer of AgriFood Capital. This role is not exclusively reserved for AgriFood Capital BV. We stimulate and realise networks, clusters, projects and programmes that allow North-East Brabant to position itself as a principal agrifood region inside and outside of the region. We develop and monitor the regional economic strategy.

In this regard, we focus on the five challenges outlined above and translate them into implementation programmes.

At programme level, we encourage government representatives, knowledge institutions, entrepreneurs and social organisations, alongside the directors of Stichting AgriFood Capital BV, to play an active administrative role. The roles that we fulfil depend on the activities that we undertake. These vary and include the role of network developer, project and programme developer, matchmaker, project initiator and communications advisor.

