



CAVAN FOOD STRATEGY 2017-2022



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FOREWARD

We are delighted to present this Food Strategy for County Cavan 2017-2022.

The Irish food sector is one of the most vibrant in the world. Irish food exports are growing at more than 3% year-on-year to over €11bn annually. The Irish food and beverage manufacturing sector alone generates over €26 billion in sales revenue annually. The sector accounts for 7.2% of Gross Value Added (GVA) and 8.4% of total employment. At primary production level, some 140,000 farm families are involved in production of output valued at more than €7 billion.

Over the last few decades Cavan County Council has helped to develop the local Cavan food sector through a range of supports such as; the provision of food incubation units, food training programmes, mentoring and various other financial supports. These include the hosting of the very successful Taste of Cavan food festival, which has grown exponentially since it first started in 2012. All of this has greatly assisted in establishing a vibrant Cavan food sector.

The Cavan Local Economic and Community Plan 2016-2021 has identified the development of a Food Strategy for the County as one of its key recommendations. Its aim is to work closely with all local food industry stakeholders and build upon all positive achievements to date to help secure the future of this very important sector of the local Cavan economy.

This document sets out the key actions that will be undertaken to deliver upon the identified goals and objectives. The plan has been informed by extensive research, consultation, discussion and analysis. At all stages in the process, we have strived to work in a collaborative

way, to ensure that the voices of all stakeholders in the Cavan food sector have been heard and incorporated into this strategy.

The Food Strategy has been tasked not only with identifying all existing initiatives and supports, but will also identify and develop new and innovative ways of growing the Cavan food sector. This can only be achieved through the execution of a focused food strategy. The aim of this strategy document is to help secure the sector's immediate future and to see it grow and flourish even further over the coming decades.



Tommy Ryan
Chief Executive
Cavan County Council



Cllr Fergal Curtin
Cathaoirleach
Cavan County Council

Cavan County Council and the authors of this report wish to acknowledge the invaluable contributions which the various stakeholders made during the formulation of this Food Strategy. This work would not have been possible without the time, input and contributions made by all concerned.



EXECUTIVE SUMMARY

- The Cavan Food Strategy was commissioned in recognition of the existing and future potential of the Cavan Food Product.
- Relevant stakeholders; producers, suppliers, retailers and support agencies need to work in collaboration with each other in order to maximise the potential of the Cavan food sector.
- One singular Cavan Food Network will act as a focal point for all stakeholders to work together in growing the Cavan food economy and in supporting the implementation of this strategy.
- The success of the Cavan Food Strategy will depend on how it is resourced in terms of budget, staff and support from all stakeholders including Cavan County Council and its elected members.
- The establishment of a key stakeholder steering group to help oversee the implementation of the strategy will act as a catalyst for its success.

Particular areas for development have been identified as follows:

- **Communication**
- **Business Supports**
- **Food Tourism**
- **Routes to Market**

The main strategic aims and objectives of the Cavan Food Strategy are to:

- Create an integrated approach involving all relevant local and national agencies in order to support Cavan's diverse food sectors over the lifetime of the strategy.
- Promote inter-food company networking, communication and collaboration.
- Increase consumer awareness and consumption of locally produced Cavan food and drink.
- Increase food innovation and market driven new product development.
- Promote and support the growth of food and drink producers in Cavan.

- Assist in developing routes to market and consumer access to Cavan food products.
- The Cavan Food Strategy will seek to develop synergies with ongoing initiatives being developed through Cavan County Council such as the Tourism Strategy, Diaspora Strategy and Digital Strategy.

INTRODUCTION

The Cavan Food Strategy was commissioned by Cavan County Council in the summer of 2016. Over the last two decades, a strong, diverse and vibrant food business community has started to emerge in County Cavan. There are now over 50 food production and 100 food service businesses based in the County Cavan food sector, between them, employing more than 1,500 people locally.

This vibrancy of the Cavan food sector motivated the launch of the very successful 'Taste Of Cavan' annual food festival, which attracts in excess of 35,000 visitors every August.

This strategy aims to build upon such individual events to support the ongoing emergence of a strong culture of innovation and entrepreneurship among food companies in County Cavan and to further support and nurture this important sector of the Cavan economy.

Through the implementation of this food strategy, it is hoped to support, promote and develop local food businesses and raise the profile of County Cavan as a 'home of great food'.

County Cavan is to be recognised nationally and internationally as a home of quality food and drink. The County will be regarded as a key destination for food tourism and one that nourishes and supports its food entrepreneurs.

This Cavan Food Strategy should be seen as a 'fluid' document that can be adapted and adjusted as required, depending on the prevailing circumstances. It is a strategic 'roadmap' to continuous development of the Cavan food sector which can be altered as required.

It will be vital for the successful implementation of this vision that a Food Strategy Coordinator and a key stakeholder 'Steering Group' are appointed, in order to co-ordinate and oversee all aspects of this strategy's recommendations.

Methodology

Cavan County Council has, through this strategy, set about creating a 'roadmap' for the future growth of the Cavan food sector over the lifetime of this Strategy 2017-2022.

Bullseye Food Marketing was commissioned to facilitate the development of this food strategy which has been informed and guided by Cavan food industry partners and key stakeholders.

Phases

The project was executed in a number of stages:

- Meeting all key food sector support organisations active in County Cavan.
- Desk, online and documentation research.
- One-to-one meetings with key stakeholders in Cavan [See Appendix 1].
- Review and analysis of key findings - Create top line summary recommendations.
- Focus group meetings with key stakeholders in Cavan - recommendations and feedback.
- Write the final strategy document.



THIS IS
“THE HOME OF GREAT FOOD”
CAVAN!

WHAT WILL SUCCESS LOOK LIKE?

- The provision of a clear and concise strategic plan for the Cavan Food Sector.
- Growth of the 'Cavan Food' brand.
- Improved Cavan food sector communication, networking, information and knowledge transfer.
- Development of strong connections between food service outlets and producers.
- The coordinating of all national and regional food sector support initiatives that have the potential to impact upon the Cavan food sector.
- Identification of the most important areas of focus for a strong return on investment.
- Clear structure for the implementation of the strategy, including the appointment of a 'Food Strategy Coordinator, steering committee and annual implementation budget.
- Grow the food sector to deliver a 20% increase in sustainable local employment in communities across Cavan over the lifetime of the Strategy.
- Develop a Food Trail in County Cavan.
- The emergence of a strong food culture in County Cavan where the support of 'local' producers is to the forefront in the minds of local food outlets and consumers.

SUCCESS FACTORS

01 An Adjustable 'Fluid' Strategic Plan

In order for the food strategy to succeed, it is imperative that this 'roadmap' is fluid, directed by the evolving needs and concerns of businesses right across the Cavan food and drink sector. The challenges presented by Brexit, have taught us that we will need to be flexible in an ever changing economic and political world.

This strategy should not be a static document but must be continuously adjusted and guided on an annual basis by the expertise of the key stakeholders involved, as any newly identified sectoral requirements arise. Fluidity within the strategy will be key as new aims and objectives will evolve over time to complement food sector dynamics and all national food strategy developments. The food and drink producers, SMEs, retailers and the foodservice outlets will lie at the heart of this food sector initiative.

02 Full Time Strategy Implementation Co-Ordinator

The appointment of an Implementation Coordinator will be critical to the success of this Food Strategy. This person should be recruited as soon as the strategy has been adopted. This should be a full time role and not a part time position. The coordinator's role will be to systematically implement all short, medium and long term strategic goals and objectives from this strategy. They will also source and manage the required annual funding budget to support this strategy's effective implementation.

03 Annual Implementation Budget

It is vital that an appropriate annual budget be put in place for the coordinator to manage, in order to ensure that the strategic goals and objectives are implemented. Without a suitable annual implementation budget the Cavan Food Strategy will not become a success. It will be the responsibility of the coordinator to actively pursue all avenues of funding, to assist in the delivery of the objectives of the food strategy and where appropriate that the necessary structure and supports will be put in place in order to draw down such funding.

04 Steering Group

Another key success factor will be the establishment of a Strategy Steering Group made up of the various local key food sector stakeholders.

This steering group will comprise of 8 to 10 key stakeholders from the local Cavan food and drink producer network, SMEs, retailers and the foodservice outlets, as well as representatives from statutory agencies and Cavan County Council.

It is envisioned that this steering group will meet with the strategy coordinator on a quarterly basis to ensure that strategy implementation is on target and heading in the right direction in order to meet all key milestones.

This steering group will be responsible for translating the food strategy into reality through the implementation of an effective action plan.

05 Cross Agency Cooperation and Support

Critical to the successful implementation of this strategy will be the input and support from all bodies and agencies, both national and local, who are involved in Cavan's diverse food industry. It will be the responsibility of the Food Strategy Coordinator, in conjunction with the Steering Group, to engage with and to garner support from the relevant agencies.

06 Sustainability

It is important that those involved in the Food Sector apply the principal of sustainability to all aspects of their business including the efficient use of materials, water, energy and distribution models. The Cavan Food Strategy will promote and support the environmental and cost savings which can be gained for engaging with sustainable practices from both the producer's and consumer's perspective.

There are a number of national initiatives which promote sustainability and resource efficiency and these will be actively promoted.

Green Business
www.greenbusiness.ie

Origin Green
www.origingreen.ie

Stop Food Waste
www.stopfoodwaste.ie

Sustainable Energy Authority of Ireland
www.seai.ie



TASTE OF CAVAN

When Taste of Cavan was launched from humble beginnings in 2012 nobody could have foretold the huge success it would become in the intervening years.

Its growth year-on-year has seen it relocate to a new venue accommodating in excess of 35,000 visitors over 2 days and seeing a 130% increase in the number of exhibitors. In many ways, this event has been the springboard for many Cavan food companies and has provided the impetus to develop this food strategy. This success, while warmly welcomed, brings challenges in terms of future growth, event and resource management. One of the key recommendations emanating from this strategy is the need to carry out a full appraisal of the event, both in terms of what it has achieved to date, its future potential and how this will be managed. A business case for the development of Taste of Cavan into a street festival style event should be prepared.

This will include the following:

- Full economic/cost/benefit analysis of event.
- Review of Governance Structure.
- Consideration and review of alternative models for the running of the Taste of Cavan.



NATIONAL & LOCAL LANDSCAPE

The development and implementation of a Food Strategy cannot be done in isolation and must be informed and guided by national policy including the following:

Food Wise 2025 – A ten year vision for the Irish agri-food industry [Department of Agriculture Food and the Marine]

This report describes the producers and small food businesses of Ireland as the “custodians of Ireland’s natural landscapes and its environmental riches”.

Artisan producers are making an increasingly significant contribution to the overall success of the food industry in Ireland and are shaping up to become the exporters of the future.

In this regard, it has been recognised nationally that it is essential to support and nurture SMEs within the food and drink sector in order to secure the future of Ireland’s food industry.

Periscope 2015 [Bord Bia]

An overview of Bord Bia’s latest consumer research report supports a positive outlook for the success of the artisan food sector towards 2025 and beyond.

According to this report, 68% of consumers in Ireland say it is ‘fairly’ or ‘very’ important to buy local produce. The report highlights the importance of transparency and states that knowing the source of your food has emerged as a central trend in the food and drink industry. Results show that the importance of local produce peaked in 2011, at a time when concern about employment and the Irish economy were

paramount. It is quite possible that the growth in the economy has weakened the direct connection between local and Irish consumers. The report suggests that we, as a nation, need to evolve our local message in order to keep interest alive and to further entice Irish shoppers to support local.

People, Place & Policy: Growing Tourism to 2025 [Fáilte Ireland]

‘Ireland will be recognised by visitors for memorable food experiences which evoke a unique sense of place, culture and hospitality’.

According to ‘People, Place & Policy: Growing Tourism to 2025’, the most recent program for tourism by The Department of Transport, Tourism and Sport, the total combined annual tourism revenue for the economy was estimated at around €5.7 billion.

The tourism sector is reported to support 140,000 jobs in the accommodation and food sector alone, with 200,000 employed overall in tourism. Fáilte Ireland reports that tourism has greatly influenced the upturn in the foodservice sector. Their research shows that both domestic and overseas visitors seek quality ingredients, local foods and look for a holistic, memorable food experience.

Cavan already contains a number of high quality and internationally renowned restaurants that pride themselves on their use of local produce. Cavan’s growing reputation for food creates great potential for Cavan’s food tourism sector. A strategic approach to the development of this sector should prove highly beneficial in promoting regional Cavan food products at home and abroad.

Action Plan for Jobs 2016

Since the publication of ‘The Action Plan for Jobs’, it has been one of the Government’s leading instruments to support job creation.

Key objectives that relate to the Cavan Food Strategy are as follows: National Clustering Initiative:

“The benefits of clustering are many and include, increased productivity and company income, increased market share, greater innovation and knowledge transfer and enhanced capability.”

Stimulating the domestic economy with direct focus on agri-food and tourism.

Pinpointing new sources of growth:

“As a small open economy Ireland must be agile in responding to emerging global trends and the challenges and opportunities that they present”.

FÁILTE IRELAND’S FOOD STORY TOOLKIT

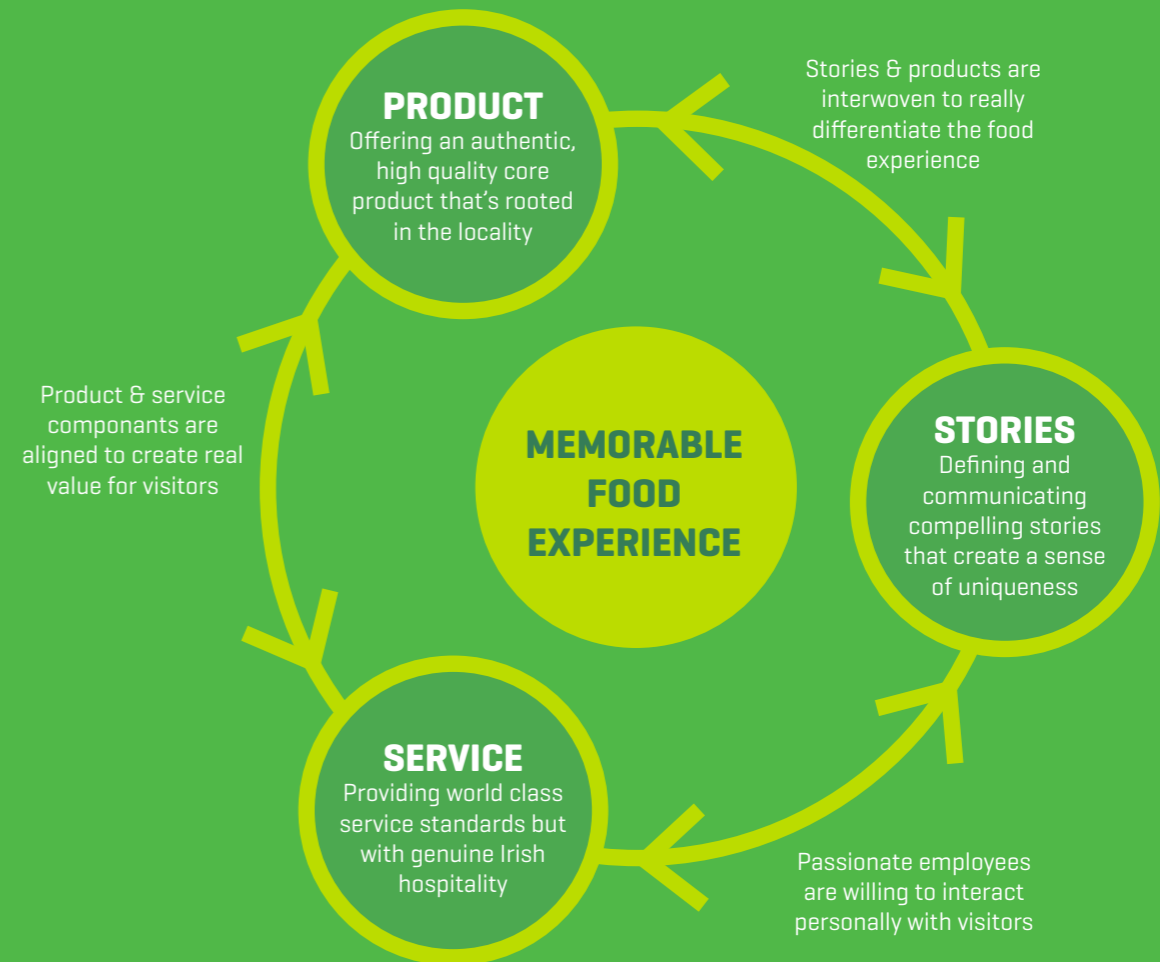
Fáilte Ireland has created a story and a guide to creating memorable food experiences:

“There’s something very rooted yet very now about Ireland’s natural approach to food and easy-going, warm style. On this small island, local rules. You’ll find some of the best raw ingredients in the world, expertly prepared then served

simply and fresh as can be... it’s as if you can really taste the place. And good food is just the start. You’ll shake the hand that feeds you too. For we believe in small, we believe in local and we believe in personal. And it’s the warm and welcoming people that turn this great natural larder into experiences that you will always remember.”

FÁILTE IRELAND’S FOOD STORY EMBRACES THE FOLLOWING THEMES:

- Simple, fresh
- Strong sense of place
- Local rules
- Warm people
- New news - the 21st century food story
- Experiences that make memories



BREXIT

In June 2016 Bord Bia published a briefing document on the effects of BREXIT on the Irish Food Trade. The UK is Ireland’s largest market for food and drink, accounting for 41% of Irish food and drink exports, valued at €4.4bn in 2015. The UK population is set to rise to over 80 million which will lead to an increasing demand for food and any barriers to accessing this market will have a negative impact on the food and drink trade in Ireland.

Other potential impacts of Brexit include the following:

- Increased trade costs
- Exchange rate volatility
- UK engaging in trade deals with more international partners e.g. New Zealand, North America
- Border Controls

All of the aforementioned have the potential to impact considerably on the Irish Food Sector. However Cavan, as with other border counties, will be disproportionately affected. In terms of food and drink, over €525million worth of Irish food and drink was exported to Northern Ireland in 2015. The potential impacts of Brexit cannot be underestimated and cognisance must be taken of this as part of the implementation of the Cavan Food Strategy.

CAVAN FOOD SECTOR

In preparation of the strategy a number of individual and group key stakeholder meetings, as well as ‘on the ground’ and online research, were used to garner information to establish the current positioning of the Cavan Food product as agreed by those directly involved in the sector. This in turn was used to inform the actions to be delivered through this strategy.



S.W.O.T. FINDINGS:

Strengths

- Environment**
 - A well-established group of talented, award winning, creative local food producers.
 - A growing number of innovative local food sector start-ups.
 - A number of famous chefs living & working in the county.
 - Excellent cookery schools based in the county.
 - A School’s Food Education Programme already in existence.
 - Renowned for quality dairy, poultry and meats.
 - An unspoiled natural environment of farmland and lakes.
 - Existing annual tourism base established, especially for angling.
 - A growing café and bakery sector in Cavan Town.
- Cultural**
 - A strong ‘Taste of Cavan’ annual food festival already established.
- Infrastructure**
 - Existing strong local government and agency support of the Cavan food sector.
 - Strong international links and connectivity through M3/Dublin airport and port.
 - A number of food incubation units in existence across the county.

Weaknesses

- Environment**
 - Insufficient focus on the potential economic benefits of increased food tourism.
 - Absence of food product type ‘clusters’ within the county.
 - Poorly performing local farmers’ markets.
 - Cavan not well recognised as a ‘foodie’ destination.
 - Cavan Food producers are not ‘visitor ready’ and in the main cannot accommodate visitors or tours.
 - Weak mid-range restaurant and café offering outside of Cavan Town.
- Awareness**
 - Lack of cohesive linkages across the local Cavan food sector.
 - Lack of marketing materials or branding skills, e.g. apps, food tourism trails, etc.
 - No food producer directories in existence.
 - Lack of speciality food retail outlets in the county.
 - Lack of knowledge of routes to markets, i.e. food distributors, direct selling, exporting, etc.
 - No Cavan food sector steering committee in existence.

Opportunities

- Promotion**
 - Strong enthusiasm to grow the Cavan food sector from both producers and Local Government.
 - Harness the enthusiasm of well-known Cavan chefs to promote Cavan and Cavan Food.
 - Link tourism and food strategies to ensure cohesive approach to tourism growth throughout County Cavan.
- Development**
 - Creation of a Cavan Food brand identity that will drive sector growth.
 - Creation of new and sustainable local food jobs through innovation, training and supports.
 - Upskilling the local food sector through targeted educational programmes, events and forums.
 - Increase the usage of local food on all Cavan food menus – target local chefs.
 - Establish a food sector expert mentoring panel for start-ups.
 - Develop routes to market solutions for local producers – distributors, online, etc.
 - Create opportunities for Cavan producers to showcase and sell produce at tourist attractions throughout the county.
 - Capitalise on Cavan’s inclusion in Ireland’s Ancient East – Fáilte Ireland’s proposition for the eastern half of the country.
 - Encourage food producers to get ‘visitor ready’ by alerting them to potential sources of funding.
 - Work with neighbouring food tourism initiatives such as ‘Boyne Valley Food Trail’ and the Midlands [food producers’ network].

Threats

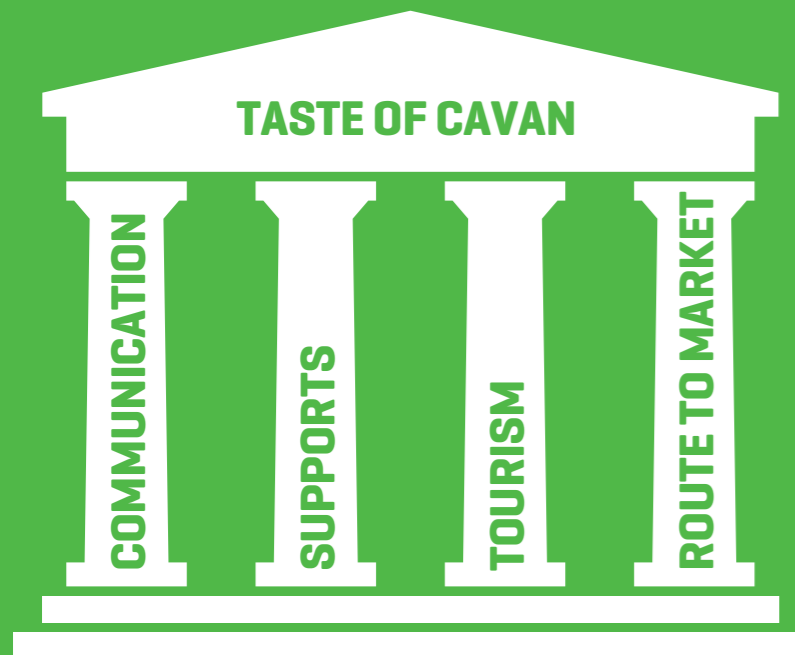
- Economic**
 - ‘Brexit’ threat to UK exports of Cavan food and tourism.
 - Lack of understanding that ‘value’ does not equal low price.
 - Threat of cheaper food imports from other countries.
- Other Factors**
 - Failure of the sector stakeholders to work as a cohesive group.
 - Lack of consistent annual funding to drive the strategy objectives.
 - Non appointment of a Cavan Food Strategy Coordinator.

VISION

County Cavan to be recognised nationally and internationally as a home of quality food and drink. The County will be regarded as a key destination for food tourism and one that nourishes and supports its food entrepreneurs.

STRATEGIC PILLARS

This strategy has identified four 'Strategic Pillars' that are key to the successful future development of the Cavan food sector. The actions in this strategy are all built upon these four pillars:



Additional goals and objectives will evolve over time in order to sustain and support the local Cavan food industry as the strategy's implementation evolves. This will occur through ongoing communication with all the key stakeholders.

01 COMMUNICATION

- Establish a 'Cavan food network' for producers, retailers and food service outlets.
- Educate consumers and the trade as to the importance of supporting locally produced food, thereby contributing to the local Cavan economy and creating further employment within the local food sector.
- Improve 'branding' and communications to ensure consumers understand the importance of and are afforded the opportunity to support the Cavan food product.
- Promote intercompany networking, communication and collaboration.

02 SUPPORTS

- Provide a comprehensive and easy access guide to all supports available to food businesses and food producers in County Cavan.
- Promote and support the growth of food and drink producers in County Cavan.
- Grow local and national food sales and also international food exports.
- Encourage and support market driven food entrepreneurship.
- Create new local employment job opportunities through business expansion and start-ups.
- Develop a sector driven training support plan for the food industry in areas of education and up-skilling.
- Create an integrated approach involving local and national agencies to ensure a comprehensive and coordinated support structure is in place.
- Enhance collaboration with all science and technology, education and training institutions to increase the productivity of Cavan food businesses.
- Encourage market driven food innovation and unique new product development.

03 TOURISM

- Promote and develop the reputation of Cavan food both at home and abroad.
- Help Cavan food become a visitor experience and drive increased food tourism.
- Increase tourism awareness of the quality of locally produced Cavan food.
- Establish a strong Cavan food brand identity and reputation.
- Use food trails to encourage visitors to stay longer in the county.
- Create linkages and synergies with Cavan Tourism Strategy.

04 ROUTE TO MARKET

- Assist in developing routes to market and consumer access to Cavan food.
- Further develop the farmers' market network in County Cavan.



PILLAR 1 COMMUNICATION

- ACTION 1 /** Establish A Cavan Food Network
- ACTION 2 /** Develop a 'Cavan Food' Marketing Plan and suite of marketing materials
- ACTION 3 /** Revise and update 'Taste Of Cavan' Website
- ACTION 4 /** Cavan Food Producer Directory
- ACTION 5 /** Review 'Taste of Cavan' Food Brand Identity
- ACTION 6 /** Appoint Cavan Food Ambassador
- ACTION 7 /** Schools & Colleges to promote Cavan Food

PILLAR 1

COMMUNICATION

ACTION 1 / Establish a Cavan Food Network

OBJECTIVE /

To create a unified Cavan food sector network to help promote and grow the Cavan food product.

The overall objective is to harness the power of the 'collective' to promote the quality and diversity of Cavan food and drink. The network will be representative of all food sectors in Cavan. Every food sector related business in County Cavan will be encouraged to become a member of the Cavan Food Network. The Implementation Coordinator will actively seek out and recruit members for this network on an ongoing basis.

1.1 ACTION	<ul style="list-style-type: none"> • Establish a Cavan Food Network.
BODIES RESPONSIBLE	<ul style="list-style-type: none"> • Food Strategy Coordinator. • Stakeholder Steering Group.
TIMEFRAME	<ul style="list-style-type: none"> • June – December 2017 compilation of network database. • Completion of Terms of Reference for Network. • First meeting of network held Q1 2018.
PROGRESS MILESTONES	<ul style="list-style-type: none"> • Completion of network database. • Terms of Reference finalised. • First meeting held Q1 2018. • Network meetings held quarterly from January 2018 onwards.
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> • Attract >60% membership of the Cavan Food network by Cavan based food producers. • Terms of Reference adopted. • First meeting held Q1 2018. • Minimum three networking events to be held each year.

WHAT IS THE CAVAN FOOD NETWORK?

- A Cavan food network representing producers, restaurants, cafes, hotels, distributors and retailers.
- An umbrella network that represents the passion, provenance and heritage of Cavan food.

WHY CREATE THE CAVAN FOOD NETWORK?

- To encourage sector collaboration; ‘The more we work together, the further we will go!’
- To collectively market the Cavan Food Story – put producers, restaurants, cafes and visitor experiences on the tourist map.
- To develop a ‘food buddy support system’ to harness and utilise the experience and knowledge of the food network members in supporting new and existing food companies.

WHO IS IT FOR?

- Food and drink producers based in County Cavan.
- Retailers of local Cavan food and drink.
- Cafés, delis, hotels, restaurants - anyone in the food-service sector keen to use locally-sourced Cavan ingredients.
- Anyone in the Cavan food sector, right along the chain, who is passionate about supporting and developing local artisan and agri-business ventures.

WHY JOIN?

- Good networking opportunities - Meet with and learn from others in the same area of business.
- Promote your business - Get a detailed listing on the website for potential new customers
- Avail of group marketing activities - A collective approach to marketing which will save time and money.
- Group marketing activities will also broaden producers’ exposure to potential new customers.

- Participate in regional and national food events under the Cavan food brand.
- Stay informed of all locally-run training and information seminars.
- Use the Cavan Food Brand logo on all your packaging, POS, marketing and communication materials. [Note: This logo will not confer any mark of quality. This only identifies products coming from a geographical region as a marketing promotion tool].
- Feature in the Cavan Food Finder directory distributed to key trade buyers.

FOUR KEY AREAS OF FOCUS

- Development of strong consumer communications.
- Provision of supports for Cavan’s food & drink sector [The right support at the right time].
- Positioning of Cavan as a leading food tourism destination in Ireland.
- Development of better routes to market for Cavan food producers [home & abroad].

MEMBERSHIP QUALIFYING CRITERIA

- Your business is located in County Cavan.
- Source as many products and inputs as possible from the Cavan region.
- Actively promote Cavan products to consumers and customers by listing where menu ingredients/suppliers come from whenever possible [Foodservice criteria].
- Supply up to date information about your business for use by the ‘Taste of Cavan’ website and directory.

Adherence to these criteria and membership of the network will be monitored by the Food Coordinator and the Steering Committee.

ACTION 2 / Develop a Cavan Food Marketing Plan and suite of marketing materials

OBJECTIVE /

Develop a suite of marketing materials that can be used to promote the Cavan food product.

Educating consumers, wholesalers and retailers as to the importance of locally produced Cavan food and encouraging the increased purchase of Cavan food is essential to contribute to the local Cavan economy and creating further local employment within the sector.

1.2 ACTION

BODIES RESPONSIBLE

TIMEFRAME

PROGRESS MILESTONES

PERFORMANCE INDICATORS

- Create a ‘Cavan Food’ Marketing Plan along with suite of relevant marketing materials.
- Create a plan of bi - monthly tactical marketing activities that help grow the Cavan Food brand.
- Run short food networking events/Seminars.

- Food Strategy Coordinator.
- Stakeholder Steering Group.

- 2017: First Marketing plan to be completed within six months of the adoption of the Food Strategy.
- Annual plan to be created thereafter.
- Annual marketing plan actions to be executed on a bi-monthly basis.

- Meeting with Stakeholders Steering Group to agree marketing objectives for the year.
- Set marketing budget for the year.
- Progress be reviewed at quarterly Steering Group Review meetings.

- One key Cavan Food event to take place every two months.
- Minimum of six Cavan Food articles to appear in the press each year.
- Number and range of marketing materials available to Food Sector/Network.

AN ANNUAL 'CAVAN FOOD' MARKETING PLAN WILL BE CREATED AND IMPLEMENTED IN ORDER TO PROMOTE THE IMPORTANCE OF SUPPORTING LOCAL CAVAN FOOD PRODUCERS. THIS WILL BE PREPARED IN COLLABORATION WITH IRELAND'S ANCIENT EAST PROMOTIONAL CAMPAIGNS.

THIS PLAN WILL INVOLVE CONSISTENT INVESTMENT IN ONGOING TACTICAL MARKETING AND PR ACTIVITIES IF IT IS TO ACHIEVE ITS FULL POTENTIAL. IF USED EFFECTIVELY PR IS A VERY COST EFFECTIVE TOOL AND ESSENTIAL FOR INFORMING CONSUMERS LOCALLY AND NATIONALLY ABOUT CAVAN FOOD AND DRINK.

RELATIONSHIPS WILL BE BUILT WITH LOCAL AND NATIONAL MEDIA EDITORS AND JOURNALISTS, IN PARTICULAR FOOD JOURNALISTS, IN ORDER TO MAXIMISE EDITORIAL OPPORTUNITIES. A MEDIA DATABASE WILL BE MAINTAINED AND JOURNALISTS WILL BE REGULARLY UPDATED ON ALL THE CAVAN FOOD EVENTS AND NEWS ITEMS AS THEY OCCUR.

THE MARKETING AND PR PLAN WILL INCLUDE:

- An official 'launch' event for the Cavan Food Strategy.
- Use of www.tasteofcavan.ie as an information tool.
- Maximise use of Social Media to promote Cavan Food (to include Facebook, Twitter, Instagram and YouTube).
- Ongoing PR photo and press release opportunities.
- Creation of a Consumer / Producer/ Trade; E-database for 'updates and news'.
- Direct digital newsletter mail out campaigns / E-marketing campaign.
- Develop and promote a Cavan Food recipe book and smaller recipe cards for use at tastings.
- Work with local food businesses, producers, retailers and foodservice outlets in the creation of a video to promote the county.
- School Competitions: Primary and Secondary school cookery competitions.
- Information visits to local schools, colleges, community groups, etc. will also be promoted and will include the opportunity to meet with local Cavan food producers and chefs. This activity will also create excellent PR opportunities and can form part of the overall Cavan food strategy communications and networking objectives.
- A range of Cavan Food marketing materials and point of sale items will be designed and printed for use on retail shelves, menus and on local food packaging. (i.e. a brand marketing Tool Kit).
- All local retailers and foodservice outlets will be actively encouraged to increase their purchase levels of Cavan food and promote the Cavan Food initiative.
- Retail shelf talkers / shelf cards.

- Consumer information leaflets for use in retail stores.
- Wall plaques to resellers of Cavan food.
- Mini 'Cavan Food' labels to be applied to all local Cavan food packaging.
- Logo labels for use on menus.
- In store tasting demonstration stands.
- Pull up banners and wall posters.
- Photography library - high resolution professional photos.

PILLAR 1

COMMUNICATION

ACTION 3 / Revise and update 'Taste Of Cavan' Website

OBJECTIVE /

To create a comprehensive online information point for all things concerning Cavan food.

1.3 ACTION	<ul style="list-style-type: none"> • Revise and update 'Taste Of Cavan' Website. • Make this website the 'go to' online source of information for all things concerning Cavan food. • On line signposting of relevant information and supports.
BODIES RESPONSIBLE	<ul style="list-style-type: none"> • Food Strategy Coordinator. • Stakeholder Steering Group.
TIMEFRAME	<ul style="list-style-type: none"> • Review current website. • Prepare web site design brief in conjunction with Steering Committee within eight months of the adoption of the Food Strategy. • New website to be operational within twelve months of the adoption of the Food Strategy.
PROGRESS MILESTONES	<ul style="list-style-type: none"> • Completion of detailed web site content, structure, programming & design brief. • Set the final design budget. • Pick and commission a web site designer. • Review website content at quarterly Steering group review meeting.
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> • Ensure that all relevant Cavan food stakeholders are linked to the site. • Agreed review and sign off of web content on a quarterly basis by steering committee. • High traffic rate to the web site. • Ensure site ranking is high on search engines.

The current 'Taste of Cavan' web site design and content is dedicated to the annual 'Taste of Cavan' food festival. A revised website is required for use as the main information hub and communication tool for all activities surrounding the Cavan food network.

- This new website will become the 'go to' location for local Cavan food sector information for producers and consumers alike.
- It will also contain a comprehensive, user friendly Producer Directory.
- Similar directories will also be built for Cavan retailers, foodservice outlets and distributors.
- It will help to keep Cavan food producers, consumers and food tourists up to date with all the opportunities and developments happening within Cavan and will be updated on a regular basis by the Food Strategy Coordinator.

**ACTION 4 /
Cavan Food
Producer Directory**

OBJECTIVE /
To create a comprehensive directory of food and drink producers in County Cavan. A detailed directory of food producers and related businesses that would be listed on the 'Taste of Cavan' website and updated regularly under 'where to buy' and 'where to eat' sections. This will be presented as an interactive map where food producers, retailers and restaurants can be searched by location or product.

1.4 ACTION	<ul style="list-style-type: none"> • Create a comprehensive directory of all food producers in Cavan.
BODIES RESPONSIBLE	<ul style="list-style-type: none"> • Food Strategy Coordinator. • Stakeholder Steering Group.
TIMEFRAME	<ul style="list-style-type: none"> • Q4 2017 first directory to be compiled. • 2018 onwards online directory to be updated as new members join.
PROGRESS MILESTONES	<ul style="list-style-type: none"> • Compile comprehensive food directory. • Upload information to the new website. • Update printed and PDF version of the directory annually. • Communicate the directory to all potential users [i.e. foodservice].
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> • >60% of food producers in County Cavan are listed in the directory. • 30% increase in foodservice outlets sourcing Cavan produce.

**ACTION 5 /
Review 'Taste of
Cavan' Food Brand
Identity**

OBJECTIVE /
To review and develop a distinctive brand identity that will become synonymous with quality Cavan food. The consumer will ultimately determine the future success of Cavan's food sector. Not alone must the consumer be informed through communications and marketing as to the benefits of 'buying local' and be encouraged to support Cavan food, the Cavan Food Product must be readily recognisable and have a real visual presence. The development of a distinctive brand identity will assist customers in making an informed purchase of the Cavan food product.

1.5 ACTION	<ul style="list-style-type: none"> • Review and develop a new Cavan food brand identity. • Use this food brand identity on all brand communication platforms going forward.
BODIES RESPONSIBLE	<ul style="list-style-type: none"> • Food Strategy Coordinator. • Stakeholder Steering Group. • Professional Brand Design agency.
TIMEFRAME	<ul style="list-style-type: none"> • Q1 2018 Develop a Cavan Food brand positioning charter and terms of reference. • Brand identity to be completed by September 2018.
PROGRESS MILESTONES	<ul style="list-style-type: none"> • Create a detailed brand identity design brief. • Issue design brief to design agencies for tender. • Set the final design budget. • Review design proposal by Steering Committee. • Agree and adopt final design.
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> • All key stakeholders agree on the new brand design. • Design costs come in on budget. • Clear, Unique, strong brand identity developed and implemented.

The 'Taste of Cavan' brand name has already become well established as a very positive brand with consumers and industry alike. It is mostly synonymous with the annual two-day 'Taste of Cavan' food festival. Research feedback would indicate that the current 'logo' design lacks impact and distinctiveness and that the 'This Is Cavan' brand has no perceived connection with Cavan food. As such, it is recommended that a new stronger Cavan Food brand identity should be developed.

Once rolled out this new brand identity will require ongoing communication and investment to build it into a strong, well-recognised brand.

The new Cavan Food brand identity should represent the following:

- A commitment to supporting everything that is local Cavan food.
- A commitment to maximise local Cavan food sourcing.
- A commitment to supporting the Cavan economic and community spirit.
- A commitment to reducing food miles and packaging and increasing sustainability.

The food strategy co-ordinator, steering committee and food network will have a key role to play in terms of development, implementation and policing of this of this action. Regular reviews will assist in monitoring and policing this objective to ensure it is implemented to the highest possible standard and is used exclusively for the purpose for which it was intended.

ACTION 6 /
Appoint Cavan
Food Ambassador

OBJECTIVE /
 Recruit a number of well recognised personalities to help promote Cavan food throughout the year.

1.6 ACTION	<ul style="list-style-type: none"> Appoint a Cavan Food Ambassador annually.
BODIES RESPONSIBLE	<ul style="list-style-type: none"> Food Strategy Coordinator. Stakeholder Steering Group.
TIMEFRAME	<ul style="list-style-type: none"> 2018
PROGRESS MILESTONES	<ul style="list-style-type: none"> Recruit one brand ambassador per annum.
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> Run four ambassador events per year.

NOTES:
 'Food Ambassadors' for the Cavan region will be appointed to help communicate the Cavan Food brand message. These brand ambassadors will be identified and recruited by the Food Strategy Coordinator and Stakeholder Steering Group. This will be done on an annual basis.

ACTION 7 /
Schools & Colleges
to promote Cavan
Food

OBJECTIVE /
 Create engaging activities that encourage educational institutions to promote Cavan food.

1.7 ACTION	<ul style="list-style-type: none"> Engage with educational institutions at primary, secondary and third level in the County to develop initiatives that promote Cavan Food e.g. Cookery Competitions, Developing Marketing Materials etc. Organise food producer visits and educational talks/tours in participating schools.
BODIES RESPONSIBLE	<ul style="list-style-type: none"> Food Strategy Coordinator. Stakeholder Steering Group.
TIMEFRAME	<ul style="list-style-type: none"> 2017-2022
PROGRESS MILESTONES	<ul style="list-style-type: none"> Create a data base of schools who wish to engage with Cavan Food Strategy Initiatives. In conjunction with stakeholder steering group agree suite of 'educational based promotional activities' to take place on an annual basis.
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> Completion of participating schools' database. Completion of minimum of six educational initiatives on an annual basis. Three educational talks per year. Three plus producer tours/visits per year by student groups.

PILLAR 2 BUSINESS SUPPORTS

A large number of government agencies are actively involved in providing support services to the food sector. Presently there is no single point of reference for these support services. One of the key objectives of this strategy is to coordinate and 'signpost', on an ongoing basis, the relevant support services and contact details. The 'Taste of Cavan' website will be the 'go to' resource in this regard. As part of the strategy implementation, consideration will be given to formalising links between the steering committee and representatives from key state agencies.

public to view the food industry as an attractive career choice. The Taste of Cavan website, www.tasteofcavan.ie, will form a fundamental part of the campaign as it will offer support, referrals and guidance for individuals considering starting a food business as well as a forum for discussion and advice.

Cavan Local Enterprise Office performs a critical role for start-up projects. It provides business mentoring; business training, agency referrals and other interventions to enable entrepreneurs develop their concept and successfully launch their business. Other supports which will be developed and promoted as part of this food strategy include training and mentoring, infrastructure support, development of food clusters and food trend information.

In order to further develop Cavan's growing food industry, it is essential to encourage potential new entrants to become food entrepreneurs. Activities will be planned and executed to encourage members of the agricultural community, students and the general

ACTION 1 / Engage the support of food sector bodies/agencies for the Cavan food strategy

ACTION 2 / Develop Cavan Food Training Plan

ACTION 3 / Encourage On Farm Diversification

ACTION 4 / Provide Food Trend Information / Signposting

ACTION 5 / Establish Cavan Food Clusters

ACTION 6 / Food Production Infrastructure

PILLAR 2

SUPPORTS

ACTION 1 / Engage the support of food sector bodies/agencies for the Cavan food strategy

OBJECTIVE /

Create and formalise links between relevant support bodies e.g. Bord Bia, Teagasc, Enterprise Ireland etc. and the Cavan Food Network and provide 'signposting' of the various supports available to Cavan food sector.

2.1 ACTION

- Engage the support of food sector bodies/agencies for the Cavan Food Strategy.

BODIES RESPONSIBLE

- Food Strategy Coordinator.
- Stakeholder Steering Group.
- Cavan Food Network.
- Food Sector Support Bodies/Agencies.

TIMEFRAME

- Q4 2017 -Ongoing

PROGRESS MILESTONES

- Identify list of Food Sector Support Bodies/Agencies.
- Identify and create database of supports available.
- Create directory of supports available and make available on Taste of Cavan Website.
- Annual meetings between support agencies and Stakeholder Steering Group.

PERFORMANCE INDICATORS

- Completion of 'supports' database
- Ongoing update and review of database/website with supports information.
- Two meetings per annum between Support Agencies and Stakeholder Steering Group.

There are a large number of government agencies and bodies who are actively involved in the provision of various supports and advice to food enterprises. [See Appendix 3 for list of agencies].

The full contact details for each one of these agencies will be included on the new 'Taste of Cavan' website with a key local contact for each. Through the web site Cavan food, businesses will be clearly directed to all the supports that are available to them from each body.

Representatives from each of the key state agencies will be invited to attend the Steering Group meetings in order to ensure a close working relationship.

ACTION 2 / Develop Cavan Food Training Plan

OBJECTIVE /
To identify the training requirements of the Cavan Food Sector and in conjunction with the relevant training bodies develop and implement an annual training plan.

2.2 ACTION	<ul style="list-style-type: none"> • Conduct a detailed training needs analysis for food sector businesses. • Liaise with relevant education and training providers to match skills requirement with training provision. • Identify gaps in training and education supports and liaise with relevant training providers to deliver training requirements. • Carry out bi annual reviews, in conjunction with food network and steering group.
BODIES RESPONSIBLE	<ul style="list-style-type: none"> • Food Strategy Coordinator. • Stakeholder Steering Group. • Education and Training Providers e.g. LEO, Cavan Monaghan ETB, Cavan Institute etc. • Regional Skills Forum.
TIMEFRAME	<ul style="list-style-type: none"> • Initial Training Needs Analysis completed Q1 2018. • Reviewed annually thereafter.
PROGRESS MILESTONES	<ul style="list-style-type: none"> • Training Needs analysis complete. • Identification of education and training providers relevant to Food Sector. • Annual Training Plan agreed by Stakeholder Steering Group. • Annual reviews completed and agreed by Stakeholder Steering Group.
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> • Initial Training Needs analysis complete. • Training Plan agreed by Stakeholder Steering Group annually and reviewed bi-annually.

Education and training are key to the future success of Cavan’s food industry. As part of this strategy’s execution, a training needs analysis study will be carried out. This will help identify gaps in current training and educational supports and ensure there is no duplication in current provision. The food strategy coordinator will work with North East Skills Forum to ensure that training is relevant and food business employers are aware of all training available in Cavan County.

Local educational institutions, such as Cavan Institute [www.cavaninstitute.ie] will be encouraged to offer specific food skills training. LEO Cavan will offer training on running or starting a new food business and will also refer individuals to other training supports available elsewhere to increase food business skill set.

During the consultation phase, in preparation of this strategy, training needs, as set out below were identified:

- Developing a Food Business Idea.

- Food Branding & Innovation.
- First Steps to Food Exporting.
- Food Academy Starter Programme / Advanced Programme.
- Waiting / Front of House Training.
- Chef Training.
- Food Safety.
- HACCP.
- Manual Handling.
- Food Hygiene.
- ISO/BRC Food Safety System Maintenance/Paperwork Requirements.
- Food Tourism Training.
- Food Provenance Training.

ACTION 3 / Encourage On Farm Diversification

OBJECTIVE /
To encourage primary producers in Cavan to create added value to their food produce.

2.3 ACTION	<ul style="list-style-type: none"> • Encourage farm diversification through training and support programmes.
BODIES RESPONSIBLE	<ul style="list-style-type: none"> • Food Strategy Coordinator. • Stakeholder Steering Group • Teagasc. • Department of Agriculture Food and the Marine.
TIMEFRAME	<ul style="list-style-type: none"> • Q2 2018
PROGRESS MILESTONES	<ul style="list-style-type: none"> • Completion of scoping exercise to identify number of potential farm diversification projects. • Identify range of supports available. • Identify two pilot projects for development in Q3/Q4 2018. • Delivery of two pilot projects 2018/2019 and a further two each year thereafter.
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> • Scoping exercise complete. • Pilot projects identified. • Two pilot projects completed annually. • Four farm diversification projects completed over lifetime of Food Strategy.

Many farming households in the agriculture sector are in a prime position to develop small artisan food businesses by utilising raw materials produced on their farms. Numerous small farms have the potential to supplement their incomes in order to make their farm sustainable and create local employment. Small scale artisan ‘on farm’ food production is an excellent solution, especially in light of recent meat, milk and grain price reductions.

ACTION 4 / Provide Food Trend Information / Signposting

OBJECTIVE /
To provide food producers with relevant and timely food trend information which can help add value to a product range, thus helping to drive innovation and New Product Development. This will be done with reference to key regional and international reports.

2.4 ACTION	<ul style="list-style-type: none"> • Provide up to date Food Trend information to Cavan Food Sector. • Completion of GAP analysis to identify sectors that are oversubscribed and promote innovation into new areas of product development.
BODIES RESPONSIBLE	<ul style="list-style-type: none"> • Food Strategy Coordinator. • Stakeholder Steering Group. • Relevant food sector support agencies.
TIMEFRAME	<ul style="list-style-type: none"> • 2017-2022
PROGRESS MILESTONES	<ul style="list-style-type: none"> • Identify and monitor all food trend information reports available from support bodies. • Provide access and signposting of this information on the Taste of Cavan website and through promotional and marketing materials. • Ongoing update and review.
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> • Completion of database in respect of food trend information. • Trends section included on Taste of Cavan Website. • Increase on a bi-annual basis in numbers accessing food trend information on Taste of Cavan Website.

In order to maintain a competitive and innovative edge, it is crucial that food entrepreneurs keep up to date with current trends and innovation opportunities.

International best practice and knowledge transfer to the local food industry is vital in the development of innovative new products.

Without a strong knowledge of the marketplace and an insight into key buyer trends, food small/medium enterprise's can remain 'out of touch' with market requirements. For this reason, the Taste of Cavan website will provide an online 'information hub' in order to signpost all relevant information in relation to food trends.

ACTION 5 / Establish Cavan Food Clusters

OBJECTIVE /
Develop a number of Cavan 'food clusters' to drive growth and pool resources in the food sector.

2.5 ACTION	<ul style="list-style-type: none"> • Establish a number of Food Clusters in County Cavan.
BODIES RESPONSIBLE	<ul style="list-style-type: none"> • Food Strategy Coordinator. • Stakeholder Steering Group. • Cavan Food Network.
TIMEFRAME	<ul style="list-style-type: none"> • 2018-2020
PROGRESS MILESTONES	<ul style="list-style-type: none"> • Complete audit of food sector companies in Co Cavan. • Identify potential food clusters in accordance with distinct food sectors e.g. artisan food or food types e.g. dairy products. • Develop one pilot food cluster in Q1 2019.
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> • Completion of Audit of food sector companies. • Development of 1 pilot food cluster Q1 2019. • Develop min two further food cluster initiatives over lifetime of strategy.

The Cavan food network will be instrumental in completing the audit of food sector companies in the county which will inform the potential of establishing food clusters within the County. Mainland Europe has experienced significant success in the area of clustering. A cooperation entitled CLOE (Clusters Linked Over Europe) has been supported by European Union Interreg IIIC programme, and has proved to be highly successful.

The strategy will examine the potential of setting up food clusters under the following headings also:

- **R&D Cluster:**
Innovation development by sector.
- **Distribution Cluster**
Reducing transport costs through shared distribution systems.
- **Export Cluster:**
Pooling information on markets in order to enter new markets. Shares sales and marketing and transportation in new export markets.

- **Group Purchasing Cluster:**
When it comes to purchasing services such as logistics, sales management, marketing, packaging, and translation etc.
- **Marketing Cluster:**
Shared spend on marketing activities such as trade shows, sales representation, sampling opportunities etc.

ACTION 6 /
Food Production
Infrastructure

OBJECTIVE /
Promote existing, and support the development of food grade workspace for both new and existing food producers.

2.6 ACTION	<ul style="list-style-type: none"> Support the development of existing and new food grade workspace for Cavan Food producers to include incubation units, community kitchens etc.
BODIES RESPONSIBLE	<ul style="list-style-type: none"> Food Strategy Coordinator. Stakeholder Steering Group. Cavan Food Network.
TIMEFRAME	<ul style="list-style-type: none"> 2018-2022
PROGRESS MILESTONES	<ul style="list-style-type: none"> Complete an audit of existing food grade workspace. Identify gaps in terms of types and geographic spread of food grade workspace. Develop and adopt infrastructure development plan in conjunction with Stakeholder Steering Group.
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> Completion of workspace audit. Adoption of workspace development plan. Full tenancy of existing food incubation units. Minimum of three new food incubation units to be developed over lifetime of food strategy.

The Cavan Food network will, promote, plan and support all infrastructural developments in the areas of food production.

Food kitchen and production facilities already exist in County Cavan: -

- **Blacklion**
- **Cootehill**
- **Killeshandra**

Examples of successful Food Incubation Centre initiatives are detailed below. As part of the implementation of the Cavan food strategy some of these 'best practice' examples will be examined and where possible some of these initiatives will be replicated in Cavan.

Taste Cork Food Incubator:	www.corkincubatorkitchens.ie
North Tipperary Food Works:	www.northtippfoodworks.ie
Kilkenny Incubation Unit:	www.schooloffood.ie
Dublin Hour Kitchen:	www.hourkitchen.ie
Mountmellick Food Hub:	www.mountmellickdevelopment.com
Leitrim: The Food Hub:	www.thefoodhub.com
Offaly: Fermanagh Food Campus:	www.ferbanefoodcampus.ie
Shropshire Food Enterprise Centre:	www.shropshirefoodcentre.co.uk
Food Centre Wales:	www.foodcentrewales.org.uk
Rutgers Food Innovation Centre:	www.foodinnovation.rutgers.edu

PILLAR 3

FOOD TOURISM

Food Tourism provides a means of drawing together the strengths of a local destination by building the relationships between the hospitality/ catering industry and local food and drink producers.

Food is an essential part of the tourism offering in Cavan, arguably because it provides the most common point of

contact with visitors. Local produce and a range of quality places to eat and drink are key drivers for visitors when visiting any area. Fáilte Ireland's vision for food tourism is that: 'Ireland will be recognised by visitors for memorable food experiences which evoke a unique sense of place, culture and hospitality'. We want to replicate this for County Cavan - create memorable

food experiences linked to our unique sense of place, our individuality and the hospitality that Cavan is famous for. We want to build Cavan's food tourism reputation and encourage visitors to stop, spend and stay longer in our county. We have much more to offer, but are not yet joining the dots.

- ACTION 1 /** Develop the 'Cavan Food Story'
- ACTION 2 /** Create a 'Taste Of Cavan' Food Trail
- ACTION 3 /** Develop and promote Cavan Food Tourism Product

**ACTION 1 /
Develop the
'Cavan Food Story'**

OBJECTIVE /
Develop a credible Cavan food story to facilitate better marketing of the County.

3.1 ACTION	<ul style="list-style-type: none"> Develop the Cavan food Story.
BODIES RESPONSIBLE	<ul style="list-style-type: none"> Food Strategy Coordinator. County Tourism Office. Stakeholder Steering Group. Fáilte Ireland.
TIMEFRAME	<ul style="list-style-type: none"> 2018-2019
PROGRESS MILESTONES	<ul style="list-style-type: none"> Develop the Cavan food story around heritage and provenance in line with Fáilte Ireland guidelines [Ireland's Ancient East]. Develop a press pack of information on the Cavan Food Story and its connection to Ireland's Ancient East Food Story.
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> Food story document developed. Food story approved by all stakeholders.

Fáilte Ireland has created a suite of guidelines and supports for the tourism and hospitality industry to assist them in providing a more 'memorable food experience' for the consumer and in collectively shaping their regional and national food story i.e. "Place on a plate" initiative.

We will work closely with Fáilte Ireland, Tourism Ireland and Bord Bia to create an authentic food story for the Cavan Food experience. Fáilte Ireland have launched the proposition 'Ireland's Ancient East' to emulate the success of the 'Wild Atlantic Way' initiative. We will work with Fáilte Ireland to develop Cavan's food story to fit with the 'Ancient East' marketing campaigns and familiarisation trips.

**ACTION 2 /
Create a Cavan
Food Trail**

OBJECTIVE /
Create a food trail that tourists can follow around County Cavan.

3.2 ACTION	<ul style="list-style-type: none"> Develop a Cavan Food Trail. Work with Cavan food, attractions and accommodation providers to create a food trail.
BODIES RESPONSIBLE	<ul style="list-style-type: none"> Food Strategy Coordinator. County Tourism Office. Stakeholder Steering Group. Fáilte Ireland.
TIMEFRAME	<ul style="list-style-type: none"> 2018
PROGRESS MILESTONES	<ul style="list-style-type: none"> Research all potential food trail locations and options. Agree food trail participants. Develop a food trail based on signed up participants.
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> Food trail map launched by Q4 2018.

We will work closely with all relevant stakeholders in order to create a sustainable and successful food trail. A Cavan food trail brochure will be developed to inform visitors where Cavan food can be sampled, purchased and eaten on menus in County Cavan.

This brochure will be distributed online and in hard copy to all tourist offices, hotels, bars, and tourist attractions. Hotels, B&Bs and visitor attractions will be encouraged to promote the Food Trail map. The Cavan food trail map will be promoted as part of the overall suite of marketing.

ACTION 3 /
Develop and promote Cavan Food Tourism Product

OBJECTIVE /
Promote Cavan Food Tourism through a dedicated suite of 'Food Tourism' marketing materials.

3.3 ACTION	<ul style="list-style-type: none"> • Develop 'Cavan Food Tourism' suite of Marketing and Promotional Materials. • Work with stakeholders to promote and sell Cavan food at major events. • Encourage and support the presence of Cavan Food and drinks at key tourism attractions such as Cavan Museum, Killykeen and Cavan Burren Park. • Take a stand at least two International Tourism shows to showcase the Cavan Food Experience to International tour operators • Work with Fáilte Ireland publicity teams and media contacts to deliver at least 2 familiarisation trips to Cavan per year.
BODIES RESPONSIBLE	<ul style="list-style-type: none"> • Food Strategy Coordinator. • Fáilte Ireland. • Stakeholder Steering Group.
TIMEFRAME	<ul style="list-style-type: none"> • 2017 - ongoing.
PROGRESS MILESTONES	<ul style="list-style-type: none"> • Collate a bank of imagery; video and audio food imagery and footage relating to food tourism in Cavan. • Develop a support structure including training and development to enable stakeholders raise quality and 'presence' of their food offer at major events and at key Tourism attractions in the County. • Position Cavan as being ready to showcase the Cavan Food Experience to International tour operators and consumers. • Support producers to get 'visitor ready'.
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> • Suite of Marketing and promotional materials developed. • Support structure in place for stakeholders. • Cavan County Council take a stand at a minimum of two national or international tourism shows to showcase the Cavan Food Experience. • Deliver at least 2 familiarisation trips to Cavan per year in conjunction with Fáilte Ireland.

One of the key objective under the Tourism Pillar is to support and develop those involved in the food service industry to be 'visitor ready'

- this involves being in a position to communicate a clear message, promote good marketing practices and provide proper facilities i.e. have available an

area where food service providers can offer hospitality and people can taste/ engage with Cavan Food and the Cavan Food Story.

PILLAR 4

ROUTE TO MARKET

Developing a cost effective distribution solution is one of the key challenges facing food companies and can be the biggest barrier they face in trying to grow and expand their business. This allows them to strategically target both the national domestic and international export markets.

Consultation carried out in preparation of this strategy identified the areas where businesses are challenged in terms of food distribution:

- Local Food Distributor options.
- Farmers Market stall membership, attendance and market locations.
- Retail Outlet listing opportunities.
- Shared Distribution.

- ACTION 1 /** Undertake Distribution Research
- ACTION 2 /** Grow Cavan Farmers' Markets
- ACTION 3 /** Food Exporting Support
- ACTION 4 /** Food Affiliate Programme
- ACTION 5 /** 'Meet the Buyer' Trade Events

ACTION 1 / Undertake Distribution Research

OBJECTIVE / Identify the range of distribution measures currently available to Cavan Food Producers, identify the main barriers to efficient and cost effective distribution and identify possible solutions for same.

4.1 ACTION	<ul style="list-style-type: none"> • Completion of distribution research report in respect of channels and modes of food distribution currently being used for Cavan food product.
BODIES RESPONSIBLE	<ul style="list-style-type: none"> • Food Strategy Coordinator. • Stakeholder Steering Group. • Cavan Food Network.
TIMEFRAME	<ul style="list-style-type: none"> • 2018-2019
PROGRESS MILESTONES	<ul style="list-style-type: none"> • Identify current best practice distribution models being used by food manufacturers. • Identify the locations that producers are distributing products to. • Identify potential synergies among producers to distribute products more efficiently in each channel maximising existing distribution networks. • Pilot 3 group solutions to distribution challenges.
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> • Distribution research report completed. • Two pilot projects completed over lifetime of Cavan Food Strategy.

The Cavan Food Strategy and Network will work closely with Bord Bia to utilise all existing distribution information and training available.

ACTION 2 / Grow Cavan Farmers' Markets

OBJECTIVE / Grow farmers' markets as a viable direct route to market for Cavan food producers.

4.2 ACTION	<ul style="list-style-type: none"> • Grow the Cavan Farmers' Markets as a direct route to market for local producers.
BODIES RESPONSIBLE	<ul style="list-style-type: none"> • Food Strategy Coordinator. • Stakeholder Steering Group. • Farmers' Markets. • Bord Bia.
TIMEFRAME	<ul style="list-style-type: none"> • 2018-2022
PROGRESS MILESTONES	<ul style="list-style-type: none"> • Complete a full SWOT analysis of existing Cavan Farmers' Markets. • Examine a number of 'Best Practice' examples of Food/Farmers' Markets. • Develop a 'Cavan Farmers' Markets Model' to support the development and growth of Farmers' Markets in the County. • Develop 2 Farmers Markets training programmes per year.
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> • Completion of SWOT analysis. • Completion of Cavan Farmer's Markets marketing campaign. • Development of three Farmer's Markets (one existing and two new) over the lifetime of the Strategy.

New food producers view farmers' markets as a credible first route to market where they can sell alongside many other established producers. Cavan has farmers' markets but research shows they are in need of nurturing and support.

The Cavan Food Strategy coordinator will work closely with the Cavan farmer's markets to support the viability of farmer's markets in the County and will examine the following:

- Branding / Marketing / Communication / Presentation.
- Location Review.
- Stall Numbers / Attendance / Product Range.

Bord Bia have created an information leaflet entitled 'Selling Through Farmers' Markets, Farm Shops and Box Schemes' which will also be made available to producers. This 'Skills' Training for Selling at Farmers' workshops, specifically designed by Bord Bia, will provide

practical solutions to the challenges most frequently faced by market sellers.

A section on the www.tasteofcavan.ie website will also be dedicated to Farmers' Markets and will provide advice and assistance to producers interested in entering this market. A full list of Cavan's Farmers' Markets and contact details will be provided on the new Taste of Cavan website. Potential new farmers' market locations will also be identified and targeted for launch.

**ACTION 3 /
Food Exporting
Support**

OBJECTIVE /
Support export ready Cavan Food Producers to investigate new markets.

4.3 ACTION	<ul style="list-style-type: none"> Support and promote export ready Cavan food producers.
BODIES RESPONSIBLE	<ul style="list-style-type: none"> Food Strategy Coordinator. LEO. Stakeholder Steering Group. Cavan Food Network. Bord Bia. Enterprise Ireland. Irish Exporters Association.
TIMEFRAME	<ul style="list-style-type: none"> 2017-2022
PROGRESS MILESTONES	<ul style="list-style-type: none"> Identify opportunities for food companies in Cavan to explore potential export markets. Develop export pilot programme by end of 2018.
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> Run one food export pilot programme by end of 2018 with at least 10 food company participants.

Exporting is an achievable and very realistic goal for most small/medium enterprise food producers over time. With the looming implementation of 'Brexit' it will also become more important for Cavan food producers to look beyond the United Kingdom for future food export opportunities.

This Cavan Food Strategy initiative will work with suitable members to get them export ready. This will be achieved through mentoring, training and foreign trade show participation.

Through the development of a 'Food Export Training Programme', Cavan food exporters will be encouraged to look beyond the UK towards mainland Europe, the USA, and the Middle East in targeting new food export opportunities.

The Cavan Food Strategy will support and organise professional food export sales training, through the Local Enterprise Office Cavan, to encourage local food producers to make that first step into international markets.

Enterprise Ireland also provides a range of supports and guidance for companies looking to export through their 'Potential Exporters' Division.

With global demand for food expected to increase by +70% over the next 40 years, it is unsurprising that numerous government departments and government bodies are determined to promote policies that will help Irish food SMEs exploit the export opportunities that clearly exist within Europe and further afield.

The Cavan Food Strategy will work towards building links and developing supports with relevant food export support bodies such as Bord Bia, Irish Exporters Association and Enterprise Ireland.

**ACTION 4 /
Food Affiliate
Programme**

OBJECTIVE /
To encourage retail and foodservice outlets to purchase and promote Cavan food.

4.4 ACTION	<ul style="list-style-type: none"> Create a Cavan Food Affiliation Programme.
BODIES RESPONSIBLE	<ul style="list-style-type: none"> Food Strategy Coordinator. Stakeholder Steering Group. Cavan Food Network.
TIMEFRAME	<ul style="list-style-type: none"> 2018
PROGRESS MILESTONES	<ul style="list-style-type: none"> Prepare and Adopt a Cavan Food Affiliation Charter. Identify and recruit members to the affiliate programme. Launch affiliate programme Q4 2018. Ongoing monitoring and review.
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> Adoption and Launch of Cavan Food Affiliation Charter Q4 2018. At least ten retail outlet members. At least twenty foodservice outlet members.

In order to communicate the 'Cavan Food' brand to consumers, the ongoing support from all local retail and foodservice outlets will be critical. As intermediaries, their support is vital to the promotion of Cavan food to the general public. A series of information events will be held where local businesses will be invited to learn about the key recommendations of this strategy and they will be given the opportunity to meet with local Cavan food producers to sample their food products.

These events will be held regularly and in different locations throughout the county. As part of this programme, retail and foodservice affiliates will be encouraged to:

- Stock as many local Cavan food products as possible.
- Highlight local Cavan food on their menus and shelves.
- Assist in the promotion of local food and drink products.
- Assist small producers with the listing process and getting their product to market.
- Facilitate opportunities for consumers to meet local producers (e.g. tastings).
- Make product recommendations to other retailers and foodservice providers.
- Involve local Cavan producers in advertising and promotion campaigns.
- Ensure swift payment for small producers.
- Support group distribution schemes to ensure efficient supplies.
- A retailer audit will be conducted in order to create a food retailer and food hospitality outlet database of all stores, hotels, restaurants, bars, cafes, caterers etc.
- This information will then be made available online through the new Taste of Cavan website.

ACTION 5 /
‘Meet the Buyer’
Trade Events

OBJECTIVE /
To provide opportunities for Cavan food producers to sell directly to key trade buyers.

4.5 ACTION	<ul style="list-style-type: none"> • Run a meet the buyer trade only event.
BODIES RESPONSIBLE	<ul style="list-style-type: none"> • Food Strategy Coordinator. • Stakeholder Steering Group. • Cavan Food Network.
TIMEFRAME	<ul style="list-style-type: none"> • 2018-2022
PROGRESS MILESTONES	<ul style="list-style-type: none"> • Research best practice ‘Meet the buyer trade events’ and develop a model for Cavan. • Liaise with Steering Group and Food Network to design, promote and implement a meet the buyer trade event. • Review and cost benefit evaluation. Complete after 1st event. • Annual event thereafter.
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> • At least 1 ‘meet the buyer’ event each year.

The annual Taste of Cavan event provides a good opportunity for Cavan food producers to sell directly to the public. Research carried out in preparation of this strategy has identified that further opportunity exists to develop a ‘Meet the Buyer Trade Event’ which would facilitate Cavan producers selling directly to trade buyers. The possibility of incorporating this type of event into the Taste of Cavan event will be explored.

KEY STAKEHOLDER RESEARCH FINDINGS:

All sectors of the Cavan food sector were consulted during the research stages of this project.

Producers
Distributors
Foodservice
Retailers
Consumers

Stakeholder Interview feedback:

[40+ stakeholder Interviews]
Below are some key direct quotations gathered from key stakeholders interviewed as part of the research phase.

- Consumer Education – Food Companies / Chefs visiting local schools to promote awareness of Cavan food.
- Need to take advantage of the Cavan Food brand to operate other events.
- Take advantage of local high-profile chefs to promote Cavan Food.
- Develop a Cavan cookbook with recipes produced by local restaurants and chefs.
- Need to survey food companies from time to time to establish if they need any new supports.
- Continue to make food companies aware of supports available from all government agencies.
- Need food directory website which details all local Cavan food producers.
- Need a food coordinator to arrange events centrally on an ongoing basis.
- Need to take advantage of food tourism – Food / Tourist trail to highlight local food.
- Highlight the provenance and heritage of Cavan products very important.
- A Cavan food sector steering committee and food strategy are needed as soon as possible.
- Educate Cavan consumers as to the importance of buying local food.
- Not enough communication between food producers – All working on their own.
- Too many confusing agencies all doing their own thing.
- We need more food companies coming through – More successful start-ups.
- Shops and chefs not doing enough to buy and promote more local Cavan food.

What are the greatest challenges in running your Cavan food business?

- Distribution, sales and marketing support costs.
- Finding & keeping great staff.
- Time – staying on top of everything when you are “Jack of all trades”!
- Market competition with cheaper products flooding in.
- Cash flow due to delayed payments/ finance.
- Attracting new consumers / Growing a brand.
- Packaging design – Where to get good design. What to legally put on the Pack.
- Business Regulation / Getting up to speed.
- Knowing the next step in business development.
- Lack of easily accessible business supports & finance from funding bodies.
- Lack of Microbrewery knowledge in getting listings with publicans & exporters.
- Exporting – Where do I start? How do I get into other markets?

FOOD SECTOR INITIATIVES CASE STUDIES:

Irish Food Co-op.

The Irish Food Co-op is a not for profit cooperative of Irish artisan producers that have joined forces to maximise their sales and distribution. It is a producer owned Food Co-operative that links food producers from South East region of Ireland to multiple customers nationwide. They facilitate the delivery and invoicing from multiple producer sources with the frequency, volume and quality that is considered best practice by the customer and increase the rate of sale on behalf of all participating producers. The Irish Food Co-op was set up in 2014. For further information: www.irishfoodcoop.com

The Food Hub – Drumshanbo.

The Food Hub is a best practice food production and education facility based in Drumshanbo. Co. Leitrim. Since its establishment in 2004, it has emerged as a leading artisan multi-tenant food production enterprise centre, established by a social enterprise. It operates 14 independent production units available to lease. There is a mixture of long term units and a timeshare and training kitchen. Tenants are made up of two distinct food group manufacturers:

- Entrepreneurs who may not have the initial seed capital to invest in a start-up production facility, and
- Existing businesses who demand cost effective greater production capacity as their sales volumes increase.

Holland’s ‘Food Valley’.

Set up in 2004, it provides a one-stop shop for research and innovation. It aims to be one of the top three food cluster organisations in Europe. It was originally established by Wageningen University and now has 150 member companies, mostly SMEs, from within the Netherlands and larger international corporations.

The first phase of the initiative focuses on fundamental, pre-competitive research with leading companies as partners. Research findings are shared and involvement allows partners to multiply the research assets invested in projects and deliver greater returns than they would achieve individually. The second phase focuses on the application and commercialisation of research findings and mainly targets SMEs. Food Valley is co-funded through government funding and industry contributions.

Learn more about the way Food Valley NL operates: www.foodvalley.nl/eng/

Food & Drink Wales.

Food & Drink Wales is a Welsh Government initiative to support growth and inward investment to the industry in Wales. The initiative is led by an industry-driven Board which was set up to deliver a new era of growth and success. The Board serves as the voice of the food and drink industry in Wales, providing direction, encouraging networking and sharing vital information. It aims to take shared ownership with Welsh Government of their food strategy, ‘Towards Sustainable Growth: An Action Plan for the Food and Drink Industry 2014-2020’. The vision for the initiative is that, in time, it may be able to run independent of government. The initiative works with many Welsh food companies and conducts various training programmes, events and International trips, placing significant emphasis on increasing trading opportunities and exploring export markets. For further information visit www.businesswales.gov.wales/foodanddrink/

SUPPORT AGENCIES/BODIES:

Cavan County Council:	www.cavancoco.ie
This is Cavan:	www.thisiscavan.ie
Taste Of Cavan:	www.tasteofcavan.ie
Cavan Local Enterprise Office:	www.localenterprise.ie/Cavan
Cavan Chamber of Commerce:	www.cavanchamber.ie
Cavan Institute:	www.cavaninstitute.ie
Bord Bia:	www.bordbia.ie
TEAGASC:	www.teagasc.ie www.relayresearch.ie
Enterprise Ireland:	www.enterprise-ireland.com
LEADER group – Avondhu Blackwater Partnership:	www.avondhublackwater.com
Irish Country Women’s Association:	www.ica.ie
Craft Butchers Association of Ireland:	www.craftbutchers.ie
Good Food Ireland:	www.goodfoodireland.ie
IBEC:	www.ibec.ie
Food & Drink Industry Ireland:	www.fdi.ie
SFA – Small Firms Association:	www.sfa.ie
Fáilte Ireland:	www.failteireland.ie www.discoverireland.ie/Things-To-Do/food/Food-Trails
Bord Iascaigh Mhara [BIM]:	www.bim.ie
Department of Agriculture, Fisheries and Food:	www.agriculture.gov.ie
Food Safety Authority of Ireland [FSAI]:	www.fsai.ie
InterTrade Ireland:	www.intertradeireland.com
Slow Food Ireland:	www.slowfoodireland.com
Euro-toques Ireland:	www.euro-toques.ie
Tourism Ireland:	www.tourismireland.com
Irish Farmers’ Association:	www.ifa.ie
Irish Exporters Association :	www.irishexporters.ie