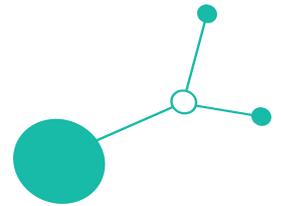


D2.3.1 Guidelines for Building Bridges PILOT

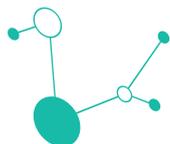
Action



BizGarden

2 2025





Glossary

Technology Hosts: Stakeholders (public or private organizations) motivated to undergo or already engaged in digital and green transformations, providing a practical environment for testing and implementing innovative solutions.

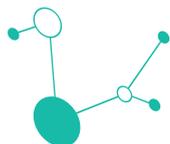
IAGs (Inter-regional Action Group): They are responsible for executing transnational PILOT actions and transnational part of the Building bridges.

Business Model: A business model defines how a company creates, delivers, and captures value (it focuses on the fundamental logic of the business).

Business Plan: A **business plan** is a **detailed document** that outlines **how** the business will be executed, including financial projections, market analysis, and operational plans

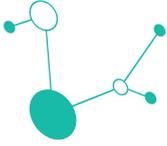
Video Pitch: The Video Pitch is a 3-5-minute final presentation showcasing the concept, business model, and social impact. It follows a standardized format, covering the team introduction, problem statement, proposed solution, validation, business model, and call to action. Pitches will be publicly available on the project website, containing only non-confidential information.

C2T framework: A structured model developed within the Capacity2Transform project to support **Digital, Green, and Creative (DGC) transformation**. It builds on existing EU tools and frameworks to strengthen skills for **entrepreneurship, digitalization, and environmental sustainability**.



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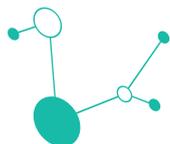
1. Executive Summary

The **Guidelines for Building Bridges PILOT Action** provides a structured framework for fostering **Digital, Green, and Creative (DGC) transformation** by engaging stakeholders in co-creation, collaboration, and capacity-building activities. It is a core component of the **Capacity2Transform (C2T) project**, ensuring a standardized yet flexible approach to addressing regional challenges.

The methodology is built around key phases, including:

- **Stakeholder Engagement & Challenge Collection:** Gathering real-world challenges from **Technology Hosts** to create a **Standardized Catalogue of Challenges**.
- **Open Call for Participants:** A structured application process where individuals submit solution concepts linked to the collected challenges.
- **Co-Creation Workshops:** Regional-level sessions where selected participants collaborate in multidisciplinary teams to develop innovative business models.
- **Transnational Co-Creation:** A series of online workshops focusing on **business modelling, social impact, and creating market traction**.
- **Pitch Presentation:** Teams present their validated concepts in a **3-5-minute recorded pitch**, which is publicly available for stakeholders and potential investors.

The methodology emphasizes **inclusivity, sustainability, and scalability**, integrating **skills self-assessment, Gender Equality Plan (GEP) assessment, and CO₂ footprint measurement** to ensure an impact-driven approach. By aligning with the **C2T framework**, the Building Bridges process **supports regional innovation ecosystems** while promoting transnational cooperation, fostering cross-sector synergies, and advancing public-private business models.



2. Introduction

The **Building Bridges Methodology** aims to provide a unified framework and tools for the effective implementation of the Building Bridges process. This methodology ensures consistency, fairness, and transparency across all project partners while fostering innovative and impactful solutions within the **Digital, Green, and Creative (DGC)** transformation context.

Central to this document is the **Open Call**, a mandatory phase designed to provide equal conditions for all participating concepts. The methodology includes recommendations for stakeholder engagement, participant selection, co-creation workshops, transnational collaboration, and final pitch presentations.

Each project partner will implement the Building Bridges process regionally, utilizing the tools and guidelines provided to adapt to local needs while achieving the overall project objectives. The approach emphasizes capacity-building for participants, development of high-quality business models, and public dissemination of results to ensure broader impact.

The Transforming Capacities framework and the Building Bridges process are deeply interconnected, as both aim to foster Digital, Green, and Creative (DGC) transformation by enhancing the ability of stakeholders to co-create, innovate, and implement sustainable solutions. Transforming Capacities provides the strategic foundation, equipping participants with the necessary skills, tools, and methodologies to drive change, while Building Bridges translates these capacities into action through structured stakeholder engagement, co-creation workshops, and transnational collaboration. By integrating Transforming Capacities into the Building Bridges methodology, the process ensures that participants not only generate innovative business models but also develop the competencies needed to scale and sustain their solutions in public-private ecosystems.

2.1. Local Activities

January 2025 - Call preparation

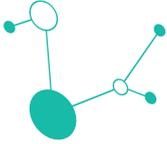
1. Text of the call
2. Standardized Catalogue of Challenges
3. Tools to be used

February - March 2025 - Open call and preparatory activities

1. Territorial Open Call
2. Organization and administrative issues
 - a. Facilitator - Internal or Contracting external facilitator
 - b. Mentors - Internal or Contracting external mentors
3. Selection process
 - a. Evaluation of applicants
 - b. Interviewing applications -optionally

March - mid April 2025 - Co-creation workshop

1. Two days co-creation workshop
2. Output is a (DG) business model
3. Each team nominate leader to represent the concept during the transnational activities



2.2. Transnational Activities

mid-April - May 2025

1. **Three half day on-line workshops organized by IAGs. Team leaders will represent the developed concepts.**
 - a. **Business development:** Refining and structuring the core business model to ensure feasibility and scalability.
 - b. **Developing social value of the project:** Integrating social impact into the business model, emphasizing alignment with public and community goals.
 - c. **Business model pitch session:** Developing strategies to attract stakeholders, partners, and customers while generating momentum for the concept.
2. **DGC video pitches will be outputs of the activities**

3. Process description

3.1. Preliminary Stakeholder Engagement for DGC Challenge Collection in the Building Bridges Process

Before announcing the open call for participation in the Building Bridges process, a preliminary activity will be conducted to collect challenges and input from stakeholders involved in the project. This phase will primarily focus on **Technology Hosts**, as defined in the Capacity2Transform framework (see more info at https://www.interreg-central.eu/wp-content/uploads/2024/05/D1.4.1-DGC-Strategy_Final.pdf). These stakeholders are organizations motivated to undergo or already engaged in digital and green transformations, providing a practical environment for testing and implementing innovative solutions.

Approach to Stakeholder Engagement

Each project partner will reach out to identified Technology Hosts to gather detailed information on specific challenges and problems they face. This can be done through two primary methods:

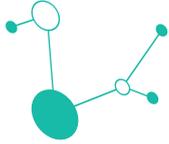
Standardized Submission Form: A unified form will be provided to all project partners. This form is designed to ensure a consistent format for stakeholders to describe their challenges and contextual details.

Guided Interviews: For selected stakeholders, partners may choose to conduct structured interviews. This method allows for deeper exploration of challenges and alignment with the **Digital, Green, and Creative (DGC) Transformation** concept outlined in project documentation.

Goals of the Activity

The primary goal of this activity is to prepare a **standardized catalogue of challenges**. This catalogue will serve as a shared resource across all project partners, enabling participants in the Building Bridges process to select challenges that resonate with their expertise and interests. The catalogue will:

Reflect real-world, context-specific challenges identified by Technology Hosts.



Be categorized based on key themes (Digital transformation, Green transition/sustainability, Business process optimization, Cross-sector collaboration) for ease of use during the Building Bridges workshops.)

Facilitate alignment with the broader goals of the Capacity2Transform project, including fostering interdisciplinary collaboration and co-creation.

Role of Stakeholders in the Building Bridges Process

Stakeholders who contribute challenges during this phase will have the opportunity to take on critical roles in the Building Bridges process, such as:

1. **Mentors or Consultants:** Guiding participants with their domain expertise and contextual knowledge.
2. **Challenge Owners or Demand Providers:** Taking active roles in defining the requirements for solutions.
3. **Potential Investors:** Supporting and scaling successfully developed solutions that address their specific challenges.
4. **Local Evaluators:** Taking part in the selection process on the local level.

Alignment with Capacity2Transform Framework

This activity aligns with the project's emphasis on **co-development, co-creation, and stakeholder engagement** as outlined in deliverable D1.4.1 (DGC Strategy) and D1.3.3 (Upskilling Methodology). By focusing on Technology Hosts, we leverage their practical experience in implementing DGC transformations, fostering the integration of creative, sustainable, and technological approaches.

Additionally, the use of a standardized catalogue ensures that challenges are not only localized but also comparable and scalable across regions. This aligns with the Capacity2Transform project's goals of promoting transnational cooperation and designing **tailored capacity-building programs** that address real-world needs.

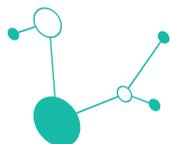
3.2. Standardized Submission Form: Defining Challenges

The usage of the form is optional. Each partner can decide if he or she shares the form with stakeholders or he just use it to summarize the challenges that he already collected from the stakeholders during the pilot activities.

Introduction to the Challenge Submission Form

Welcome to the Building Bridges Challenge Submission Form! This form is part of the Capacity2Transform project and aims to collect real-world challenges faced by stakeholders, particularly Technology Hosts, to support collaboration and innovation during the Building Bridges process.

The information you provide will contribute to a standardized catalogue of challenges, which will be shared among all project partners. Participants in the Building Bridges process will have the opportunity to address these challenges, fostering cross-sector collaboration and co-creation.



Completing this form should take approximately 10-15 minutes. Thank you for your valuable input and active participation in shaping innovative solutions for a sustainable and creative future!

Section 1: General Information

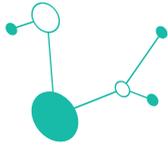
1. **Organization Name:**
2. **Type of Organization** (e.g., private company, public institution, NGO, SME, etc.):
3. **Sector** (e.g., tourism, manufacturing, creative industries, etc.):
4. **Location (Region/Country):**
5. **Contact Information:**
 - Name of Contact Person:
 - Position/Role:
 - Email Address:
 - Phone Number (optional):
6. Do you have a challenge you want to share?
 - Yes / No (If no, go the section 3)

Section 2: Challenge Definition

6. **Brief Description of the Challenge:**
Provide a concise summary of the challenge your organization is facing. (Max. 300 words)
7. **Category of Challenge:**
Select all that apply:
 - Digital transformation
 - Green transition/sustainability
 - Business process optimization
 - Cross-sector collaboration
 - Other (please specify):
8. **What is the primary impact of this challenge on your organization?**
Select all that apply:
 - Operational inefficiency
 - Environmental compliance
 - Market competitiveness
 - Financial performance
 - Customer satisfaction
 - Employee engagement
 - Other (please specify):
9. **Which specific area(s) does this challenge affect?**
Select all that apply:
 - Internal processes
 - Customer relations
 - Product/service delivery
 - Employee skills and capabilities
 - Technology adoption
 - Environmental sustainability
10. **Other (please specify): Are there any additional insights or information you would like to share regarding your challenge?**

Section 3: Involvement in the Building Bridges Process

11. **Are you open to participating as a mentor or consultant during the Building Bridges process? As a mentor or consultant, you will be actively involved in the Co-Creation**



process, you can support participants with the business model development and have positive impact on the final result.

- Yes
- No

12. Would you be interested in investing in or adopting solutions developed during the Building Bridges process? Would you be interested to be an application user for the solution?

- Yes
- No

3.3. Standardized Catalogue of Challenges

The catalogue will be provided in an **PDF**, organized to ensure ease of use and accessibility. Each row represents a unique challenge submitted by stakeholders, with columns capturing key details, such as the sector, challenge description, category, primary impact, and specific areas affected.

Challenge ID: [Unique Identifier]

Challenge Details:

1. **Sector:**
[e.g., tourism, manufacturing, creative industries]
2. **Country of the Challenge**
3. **Brief Description of the Challenge:**
[Provide a concise summary of the challenge provided by the stakeholder.]
4. **Category of Challenge:**
[List selected categories, e.g., Digital transformation, green transition/sustainability, etc.]
5. **Primary Impact of the Challenge:**
[List selected impacts, e.g., Operational efficiency, Environmental compliance, etc.]
6. **Specific Areas Affected:**
[List selected areas, e.g., Internal processes, Customer relations, etc.]

3.4. Communication Activities for the Open Call

To ensure a **wide reach and engagement**, the **Open Call** for the Building Bridges process will be promoted through a **multi-channel communication strategy**. Each project partner is responsible for disseminating the call using the following channels:

1. Centralized Promotion via the C2T Project Website



- The **Open Call announcement** will be published in the **news section** of the **Capacity2Transform (C2T) project website**.
- The announcement will include key details and a **direct link to Territorial Calls**.
- This page will redirect visitors to **partners' websites and digital channels** for further details.

2. Partner-Level Dissemination

- Each **project partner** will promote the Open Call on:
 - Their **official website** (news section, blog, or dedicated webpage).
 - Social media platforms (LinkedIn, Twitter, Facebook) with tailored posts.

3. Stakeholder Engagement & Regional Events (Optional)

- Partners will leverage their **existing networks and partnerships** to promote the call through:
 - **Webinars and info sessions** explaining the application process.
 - Presentations at **local industry events, incubators, and creative hubs**.
 - Collaboration with **regional institutions, innovation hubs, and accelerators** to reach potential applicants.

By implementing this **multi-channel communication approach**, the Open Call will maximize engagement and ensure a diverse pool of applicants, **enhancing the impact of the Building Bridges process**.

3.5. Participant Selection for the Co-Creation Workshop

This phase focuses on selecting participants for the **Building Bridges Co-Creation Workshop**, where stakeholders will collaboratively develop innovative solutions addressing the challenges outlined in the catalogue. To ensure a diverse and skilled participant pool, each partner will prepare and execute a **territorial open call** based on the general guidelines provided.

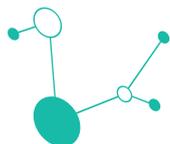
Key Details of the Open Call:

- **Duration:** The call will be open for at least 10 days in the period from **1 February to 31 March 2025**.
- **Published Materials:** The call will include:
 - The **Catalogue of Challenges**.
 - A **registration form** for participants to submit their applications.
 - Clear **selection criteria** to ensure alignment with workshop goals.
 - An outline of **expected outcomes** for participants and projects.

Participant Contributions:

Applicants are expected to submit **simple idea or solution concepts** targeting any challenge listed in the catalogue. Multiple ideas or concepts are welcome, encouraging creativity and innovation.

Participant Categories:



To foster cross-disciplinary collaboration, participants must identify themselves within one of the following categories:

- **Creative Professionals:** Experts in design, arts, or creative industries.
- **Business Development Specialists:** Professionals focused on strategy, market expansion, or operational efficiency.
- **Technical Experts:** Specialists in technology or engineering fields relevant to the proposed solutions.

Participant Value Proposition:

The open call will emphasize the **value participants can gain** by joining the workshop, including:

- Opportunities to collaborate with like-minded professionals and experts.
- Access to mentorship and support in developing their ideas.
- Networking with potential investors or stakeholders for future projects.
- Recognition as innovators contributing to impactful, sustainable solutions.

3.6. Application Form for Participants: Building Bridges Co-Creation Workshop

For the purpose of the territorial open call, each partner can decide to translate the call and publish it in a national language.

Introduction to the Application Form

Welcome to the **Building Bridges Co-Creation Workshop Application Form!**

This workshop, part of the **Capacity2Transform project**, aims to bring together creative professionals, business development specialists, and technical experts to develop innovative solutions addressing real-world challenges from the **Standardized Catalogue of Challenges**.

Through cross-disciplinary collaboration, participants will contribute to the **Digital and Green Transformation** while exploring opportunities for **public-private partnerships** and sustainable business models.

How to Apply

We invite you to submit your application by filling out this form. You are encouraged to:

- Identify a challenge from the catalogue that resonates with you.
- Propose one or more ideas or solutions addressing the challenge.
- Share your motivation and insights into why your idea should receive public support.

Important Notes:

- Selected participants will be notified after the application review process.
- Workshop results will be in **open-access** and published on the project website, with potential transnational distribution to foster public-private innovation.



- Applications close on XXXXXXXX - the final deadline has to be adjusted to meet local organization needs.

Thank you for your interest and commitment to driving meaningful change. We look forward to your participation and innovative ideas!

GDPR Compliance

By submitting this form, you consent to the processing of your personal data for the purposes of evaluating your application and facilitating your participation in the Building Bridges Co-Creation Workshop.

- All collected data will be handled in accordance with **GDPR (General Data Protection Regulation)** requirements.
- Your personal information will be used exclusively for this project and will not be shared with third parties beyond the project scope without your consent.
- If you have any questions regarding data protection or wish to withdraw your consent, please contact **email**.

Section 1: General Information

1. **Full Name:**
2. **Email Address:**
3. **Phone Number (optional):**
4. **Organization/Company Name (if applicable):**
5. **Role/Position:**
6. **Person Providing the Idea:**
 - Are you submitting the idea individually or on behalf of a team?
 - Individually
 - On behalf of a team
 - If on behalf of a team, list the team members and their roles:
[Provide names and roles]

Section 2: Participant Category

7. **How closely do you identify with the following categories? How do you see yourself experienced in the following areas?**
(Rate your alignment with each category on a scale of 1-10, where 1 = Not at all, and 10 = Completely)
 - Creative Professional: [1-10]
 - Business Development Specialist: [1-10]
 - Technical Expert: [1-10]

Section 3: Idea Submission (optional)

8. **Title of Your Idea:**
[Provide a concise title for your idea.]
9. **Which Challenge from the Catalogue Does Your Idea Address?**
[Identify the specific challenge your idea is targeting.]



10. Description of Your Idea:

[Provide a detailed explanation of your idea, including its alignment with the DGC concept and its potential social or community impact.]

Section 4: Motivation

11. Motivation:

Why should your idea be supported?

- Explain how your idea contributes to the **Digital and Green Transformation**, aligns with **public contract principles**, and fosters **public-private partnerships**.

Section 5: Declaration

12. Acknowledgment:

- I confirm that the information provided is accurate and that I am committed to participating in the Building Bridges Co-Creation Workshop if selected.
- I understand that:
 - The **results of the co-creation workshop will be open** and outcomes will be published on the project website.
 - Outputs from the process can be **shared transnationally**.
 - The project focuses on developing **public-private business models** to support collaborative innovation.
 - Yes

3.7. Selection Criteria for Participants: Building Bridges Co-Creation Workshop

The selection of participants will be based on the following criteria to ensure alignment with the goals of the **Building Bridges Co-Creation Workshop** and the **Capacity2Transform** project, that are described below.

1. Alignment with Workshop Conditions (30%)

- The participant's submitted idea/concept should demonstrate a clear connection to one or more challenges from the **Standardized Catalogue of Challenges**.
- The idea should align with the principles of **Digital and Green Transformation** and have potential for **public-private collaboration**.

2. Innovation and Social Impact of the Idea (25%)

- The proposed idea should be innovative and provide a creative solution to the selected challenge.
- The idea's potential to deliver a positive **social/community impact**, addressing societal or environmental needs, will be considered.

3. Motivation and Commitment (20%)

- Participants must provide a strong justification for why their idea should be supported by public organizations, focusing on its alignment with public contract principles.



- The level of motivation, as expressed in the application, will be assessed to ensure engagement and commitment.

4. Relevance of Expertise (15%)

- Applicants should identify themselves as **Creative Professionals**, **Business Development Specialists**, or **Technical Experts** and demonstrate how their skills and experience are relevant to addressing the selected challenge.
- A balance of expertise across these categories will be considered to foster cross-disciplinary collaboration.

5. Clarity and Quality of Application (10%)

- The clarity, organization, and completeness of the application will be evaluated.
- Well-articulated ideas and responses will be prioritized.

3.8. Selection Process of Participants

The selection process ensures a fair and thorough evaluation of all applicants at the regional level, aligning with the objectives of the **Building Bridges Co-Creation Workshop**. Each partner is responsible for executing the process within its respective region.

Step 1: Desk Review

1. Initial Screening:

- Review all submitted applications to ensure they meet the basic eligibility criteria (e.g., completeness of form, relevance to the workshop goals).
- Verify the alignment of the proposed ideas with challenges from the **Standardized Catalogue of Challenges** and their connection to the **Digital and Green Transformation**.

2. Scoring:

- Evaluate each application based on the defined **selection criteria**, using the provided weighting system:
 - Alignment with Workshop Conditions (30%)
 - Innovation and Social Impact (25%)
 - Motivation and Commitment (20%)
 - Relevance of Expertise (15%)
 - Clarity and Quality of Application (10%)
- Rank the applicants based on their total scores.

Step 2: Preselection

- Identify a **shortlist of candidates** for interviews. The number of preselected candidates should allow for a competitive selection process but remain manageable (e.g., 20-25% more than the final number to be selected).
- Ensure diversity in expertise (creative, business development, technical) and sectors.

Step 3: Interviews - optional step



1. **Interview Structure:**
 - Conduct **structured interviews** with preselected candidates to assess their:
 - Motivation and understanding of workshop goals.
 - Feasibility and scalability of their proposed idea.
 - Willingness to collaborate in multidisciplinary teams.
 - Use standardized interview questions to ensure consistency and fairness.
2. **Scoring Adjustment:**
 - Update applicant scores based on insights gathered during the interviews.

Step 4: Final Selection

- Select up to **15 participants** to form **two teams** per region for the co-creation workshop. In this level it is expected to select participants, the Teams will be formed during the Co-Creation workshop.
- Ensure a balance of expertise (creative, business development, technical) across the selected participants to foster effective collaboration.

Step 5: Communication

1. **Notification:**
 - Inform successful applicants of their selection and provide details about the next steps.
2. **Feedback:**
 - Offer brief feedback to unsuccessful applicants, if requested, to maintain transparency.

3.9. Co-Creation Workshop

The **Co-Creation Workshop** is a two-day event organized by each partner at the regional level, designed to foster collaboration among participants to develop innovative solutions addressing selected challenges. This document provides a framework to ensure consistency and effectiveness across all workshops.

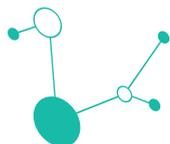
Workshop Overview

- **Duration:** Two days.
- **Participants:** Organizer can divide participant in multiple groups if the number of participants is higher than 8 persons or if they find it appropriate given the topic discussed. Each working on a different challenge from the **Standardized Catalogue of Challenges**.
- **Outcomes:** By the end of the workshop, each group will present a detailed **business model** using the provided template.

Organizational Responsibilities

Each partner is responsible for organizing the workshop, including the following tasks:

1. **Facility and Logistics:**



- Secure a suitable venue with necessary facilities (e.g., breakout rooms, presentation equipment).
- Arrange catering for participants and staff (e.g., coffee breaks, lunch).
- 2. **Personnel:**
 - Assign a **facilitator** to guide the workshop process and ensure group dynamics remain productive.
 - Engage **mentors** to support participants in the three key areas:
 - **Creative Development**
 - **Business Development**
 - **Technical Development**
 - Ensure the presence of **Technology Host providers**, especially those who defined the selected challenges, to provide context and feedback during the process.
- 3. **Materials and Tools:**
 - Prepare any necessary workshop materials (e.g., flipcharts, markers, post-it notes).
 - Provide access to digital tools if needed (e.g., laptops, online collaboration platforms).

Workshop Structure

Day 1: Challenge Exploration and Ideation

1. **Introduction and Orientation (1 hour)**
 - Welcome participants and mentors.
 - Provide an overview of the workshop objectives and agenda.
 - Reiterate the selected challenges and their importance.
2. **Challenge Deep Dive (2 hours)**
 - Groups meet with Technology Host providers to gain a deeper understanding of the selected challenges.
 - Mentors guide discussions to clarify requirements and expectations.
3. **Ideation and Concept Development (3 hours)**
 - Groups brainstorm potential solutions.
 - Mentors provide feedback and ensure alignment with Digital and Green Transformation goals.
4. **Initial Concept Presentation (1 hour)**
 - Each group presents their initial ideas for peer and mentor feedback.

Day 2: Business model Development and Presentation

1. **Business model Template Introduction (1 hour)**
 - Facilitator introduces the business model template and explains its components (e.g., problem definition, solution, target audience, revenue model, implementation strategy).
2. **Business model Creation (4 hours)**
 - Groups work on refining their ideas and developing their business models with guidance from mentors.
3. **Final Presentation Preparation (2 hours)**
 - Groups prepare their final presentations, focusing on clarity and alignment with workshop objectives.
4. **Final Presentations (1.5 hours)**
 - Each group presents their business model to the workshop audience, including mentors, facilitators, and Technology Host providers.



- Q&A and feedback session.

Expected Outcomes

- Two **detailed business models** addressing the selected challenges.
- Participants equipped with practical experience in collaboration, ideation, and business model development.
- Enhanced connections among participants, mentors, and stakeholders.

3.10. Assessing the Impact of the Building Bridges Program

The **Building Bridges Program** has been designed to foster **Digital, Green, and Creative (DGC) transformation** through structured co-creation processes, stakeholder collaboration, and transnational cooperation. To measure its effectiveness and impact, the program integrates a **multi-layered assessment approach** that includes **participant feedback, Gender Equality Plan (GEP) assessment, CO₂ footprint analysis, and a structured skills assessment survey**.

1. Skills Self-Assessment for Digital, Green, and Entrepreneurial Competences

Participants are invited to take part in a **skills self-assessment exercise** to evaluate their **proficiency levels in digital, green, and entrepreneurial competencies** before engaging in the program's upskilling activities. This **pre-assessment** allows participants to reflect on their existing capabilities and identify areas for improvement.

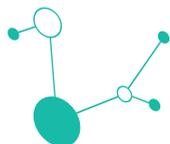
At the **end of the program**, a follow-up **post-assessment** will be conducted to measure participant progress and the effectiveness of the training interventions.

- A key component of the program evaluation is the structured survey conducted through **Qualtrics** ([link](#)).

2. Gender Equality Plan (GEP) Assessment

Building Bridges integrates **GEP assessment tools** ([link](#)) to ensure inclusivity and gender balance within its activities. The assessment focuses on:

- **Diversity in participant selection**, ensuring equal opportunities for all groups.
- **Balanced representation of mentors and facilitators**, fostering inclusive innovation.
- **Impact on gender-sensitive business models**, measuring how developed concepts address diversity and social sustainability.



3. Carbon Footprint Calculator

To align with the **green transformation goals**, the program applies Carbon Footprint Calculator to evaluate the environmental impact of its activities ([Carbon footprint data collection v1.xlsx](#)). This includes:

- **Carbon footprint analysis of workshops**, considering participant travel, energy use, and digital tools.
- **Sustainability assessment of proposed concepts**, measuring their contribution to green business practices.
- **Recommendations for reducing environmental impact**, improving future program operations.

4. Workshop Participant Feedback

Direct feedback from workshop participants provides critical insights into:

- **Collaboration dynamics** within transnational teams.
- **Effectiveness of the business model development process**.
- **Usefulness of project tools and mentoring support** in shaping scalable solutions.

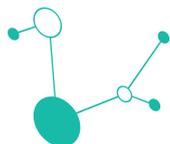
The proposed structure of the personal participant feedback follows.

Introduction

Thank you for participating in the **Building Bridges Co-Creation Workshop**! Your feedback is essential for helping us improve future workshops and ensure they meet the needs of participants. Please take a few minutes to answer the following questions. Your responses are anonymous and will be used solely for evaluation purposes.

General feedback Questions

1. **Overall Workshop Experience**
On a scale of 1-10, how would you rate your overall experience at the workshop?
(1 = Very Poor, 10 = Excellent)
2. **Facilitation and Support**
How satisfied were you with the guidance provided by the facilitator and mentors during the workshop?
(1 = Not Satisfied, 10 = Highly Satisfied)
3. **Team Collaboration**
How well did the group work environment support collaboration and idea development?
(1 = Very Poorly, 10 = Very Effectively)
4. **During workshop did You encounter any of the next evnets that had effect on you personally and rate the intensity according to scale (-5 very negative, 0 neutral (did not happen), 5 very positive)**



- Lack of commitment from certain members**
(Insufficient organizational dedication to the co-creation process)
- Miscommunication and misunderstanding**
(Challenges arising from differences in terminology, expectations, or communication styles among participants in the co-creation process)
- Cultural barriers**
(Differences in organizational cultures that create friction and hinder collaboration among diverse stakeholders)
- Power Dynamics**
(Hierarchical structures within participants that should be equal in participation and voice in the co-creation process.)
- Participatory bias toward co-creation**
(Preconceived notions or biases against collaboration with specific sectors or stakeholders that impede effective co-creation)
- Inflexibility of participants**
(Opposition of participants to follow innovative co-creation procedures that differs from the collaboration)
- Conflict management**
(Action aimed at resolving or mitigating disputes or disagreements among participants of the co-creation workshop)

Context Questions

1. How would you rate the skills of your organization in the following areas (1-7)?
(5-point scale)

- Working with stakeholder groups
- Stakeholder assessment
- Stakeholder organizing
- Support program planning
- Advocating needs of the businesses
- Communicating with SMEs
- Influencing industrial transition

2. How would you rate your own skills in the following areas (8-14)?
(5-point scale)

- Working with stakeholder groups
- Stakeholder assessment
- Stakeholder organizing
- Support program planning
- Advocating needs of the businesses
- Communicating with SMEs
- Influencing industrial transition

3. In your last business-related activity or support activity, were stakeholders asked for their opinions or perceptions concerning the status of the sector they operate in? (yes, no, not applicable)



4. How often has your organization tried to identify the strengths as well as the weaknesses of the stakeholder it serves? (never, rarely, often, always, don't know, not applicable)

5. How often does your organization conduct a stakeholder assessment or entrepreneurial discovery in your area? (annually, every 2 years, every 3 years, never, don't know, not applicable)

6. In the latest assessment, were you as staff asked for your opinions or perceptions concerning the needs of the stakeholders/businesses you serve? (yes, no, not applicable)

7. How often have you used the findings from the stakeholder discovery in your work? (never, rarely, often, always, don't know, not applicable)

8. How often has your organization presented the findings from stakeholder discovery activities to all organization staff? (never, rarely, often, always, don't know, not applicable)

Suggestion for improvement

Do you have any suggestions for improving the workshop format, content, or organization? (*Open-ended response*)

3.11. Transnational Co-Creation - Skill Development Workshops

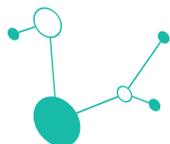
The **Transnational Co-Creation** phase is the next step in the Building Bridges process, designed to further develop and refine the concepts created during the regional co-creation workshops. Each concept will be represented by a **project concept leader**, who will take the lead in advancing the idea to the final stage.

LAGs will be responsible for the preparation and organization of the Transnational workshops by the end of the May.

Key Components of the Phase:

1. Transnational Online Workshops:

- Project leaders will participate in **three transnational online workshops**, each focusing on a critical area of concept development:
 - **Business development:** Refining and structuring the core business model to ensure feasibility and scalability. Led by IRI.
 - **Developing social value of the project:** Integrating social impact into the business model, emphasizing alignment with public and community goals. Led by MAO.
 - **Business model pitch session:** Developing strategies to attract stakeholders, partners, and customers while generating momentum for the concept. Led by FINN.
- Workshops will be facilitated by international mentors and experts, offering diverse perspectives and actionable guidance.



2. Individual Interviews:

- Each facilitator will be interviewed by IRI to collect the information about the team work, Co-Creation workshop progress and results. The collected information will be used and an input for the deliverables in the WP3.

3. Business MODEL Update:

- Based on insights and feedback from the workshops, project leaders will revise and enhance their business models, making them robust, socially impactful, and aligned with market needs.

Goal of the Phase:

The Transnational Co-Creation phase aims to prepare project leaders for the **final pitch stage** by providing them with focused support and resources. By addressing key aspects of business modelling, social impact, and develop the foundation for traction building, this phase ensures that concepts are well-positioned for success and have the potential to create meaningful, transnational impact.

3.12. Pitch Presentation

The **Pitch Presentation** phase is the final stage of the Building Bridges process, where each team presents their concept, idea, and business model in a concise and standardized video format. This phase is critical for showcasing the outcomes of the co-creation process and preparing concepts for further development or implementation.

Key Requirements for the Pitch Presentation:

1. Standardized Format:

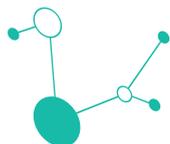
- The pitch presentation must be **3-5 minutes long**.
- It should include the following components:
 1. **Introduction:** Brief overview of the team, the challenge addressed, and the concept.
 2. **Problem Statement:** Explanation of the specific challenge from the catalogue and its significance.
 3. **Solution:** Description of the proposed idea and its alignment with the **Digital and Green Transformation** goals.
 4. **Validation:** Provide evidence or reasoning to validate the feasibility of the solution, including feedback from mentors or insights from workshops.
 5. **Business Model:** Key aspects of the business model, including value proposition, target audience, and revenue streams.
 6. **Social Impact:** Highlight the concept's potential benefits for the community and stakeholders.
 7. **Call to Action:** What support or next steps the team seeks, such as investment, partnerships, or pilot opportunities.

2. Public and Open Information Only:

- Pitches will be **publicly available** and placed on the project's website.
- Teams must ensure all information included in the pitch is suitable for public dissemination and does not include confidential or proprietary details.

3. Technical Specifications:

- Recorded in high-quality video and audio.



- Visual aids, such as slides or graphics, may be included for clarity and impact.

Partner Responsibilities:

1. Technical Support:

- Provide guidance on recording tools and software.
- Assist with video editing or troubleshooting to ensure professional-quality output.

2. Mentoring:

- Help teams refine their presentations for clarity, structure, and impact.
- Provide feedback on content, validation, and delivery to ensure the pitch effectively communicates the concept's value.

Goal of the Phase:

The Pitch Presentation phase it aims to showcase the creativity, innovation, and feasibility of each concept. It provides a platform for teams to attract interest from potential stakeholders, such as investors, partners, and public institutions, and to position their ideas for implementation or scaling.

By adhering to the standardized format, including validation, and ensuring the use of only public information, teams can deliver compelling and professional presentations that highlight the transformative potential of their concepts.

4. Outputs

4.1. Business model template

Business Model Framework

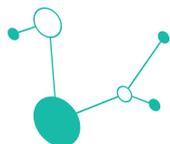
Note: The framework will be published, so it should contain only undisclosed information.

1. Value Proposition

- **What Problem Does the Concept Solve?**
 - Describe the key issue in tourism or the creative sector that your solution addresses.
 - Highlight why this is a critical challenge for your target audience.
- **Innovative Offering:**
 - Define the unique digital, green, or creative solution your concept provides.
 - Explain the key benefits for customers (e.g., enhanced experiences, sustainability, cost efficiency).

2. Customer Segments

- **Who Are the Target Customers?**
 - Identify specific customer groups (e.g., tourists, travel agencies, local communities, creative professionals).
 - Segment them by demographics, behaviour, or needs.
- **Key Stakeholders:**
 - Outline regional or local stakeholders impacted by or involved in the solution (e.g., governments, NGOs, local businesses).



3. Channels

- **How Will You Reach Customers?**
 - Digital: Platforms like apps, websites, or social media.
 - Physical: Local hubs, exhibitions, or partnerships with tourism offices.
 - Creative: Storytelling, branding, and cultural events.
- **Customer Communication:**
 - Define strategies for engaging with customers (e.g., newsletters, virtual events, regional workshops).

4. Customer Relationships

- **Type of Engagement:**
 - Self-service (e.g., booking platforms).
 - Personalized service (e.g., tailored itineraries).
 - Co-creation (e.g., involving customers in designing experiences).
- **Retention Strategies:**
 - Loyalty programs, exclusive offers, or community-building initiatives.

5. Revenue Streams

- **How Will the Concept Generate Revenue?**
 - Direct: Subscription fees, pay-per-use, or one-time sales.
 - Indirect: Advertising, partnerships, or data monetization.
 - Value-added services: Upselling eco-friendly or premium creative offerings.
- **Pricing Model:**
 - Fixed pricing, dynamic pricing, or tiered subscription plans.

6. Key Resources

- **What Do You Need to Deliver the Solution?**
 - Human: Experts in digital technologies, sustainability, or creative arts.
 - Financial: Seed funding, vouchers, or grants.
 - Physical: Equipment, venues, or regional infrastructure.
 - Intellectual: Proprietary technology, content libraries, or local know-how.

7. Key Activities

- **Core Actions to Implement the Concept:**
 - Product development (e.g., creating digital tools or eco-friendly designs).
 - Customer acquisition (e.g., marketing campaigns or regional outreach).
 - Maintenance (e.g., updating platforms, monitoring environmental impact).
- **Adaptation and Innovation:**
 - Continuous improvement based on feedback and emerging trends.

8. Key Partnerships

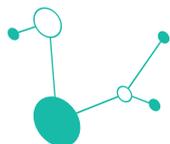
- **Who Will Help Deliver the Solution?**
 - Regional collaborators (e.g., local governments, tourist boards).
 - Technology providers (e.g., app developers, green tech companies).
 - Creative collaborators (e.g., artists, cultural organizations).
- **Type of Partnerships:**
 - Strategic alliances, supplier relationships, or joint ventures.

9. Cost Structure

- **What Are the Major Costs?**
 - Fixed: Infrastructure, salaries, or licensing fees.
 - Variable: Marketing, travel, or event organization.
- **Cost Optimization:**
 - Leveraging regional resources, automation, or public funding.

10. Impact and Scalability

- **How Will the Concept Benefit the Region and Sector?**
 - Environmental: Reduce carbon footprint, promote sustainable practices.



- Social: Foster local culture, create jobs, or enhance inclusivity.
- Economic: Boost tourism revenues, support regional SMEs.
- **Potential for Scaling:**
 - Can the solution be replicated in other regions or sectors?
 - What are the barriers to scale (e.g., infrastructure, regulation)?

4.2. Video presentations

The **Pitch Presentation** serves as the final output of the Building Bridges process, encapsulating the team's concept, business model, and its alignment with the **Digital and Green Transformation** goals. Each pitch is a **3-5-minute video** that highlights the following key elements:

- **Challenge Addressed:** The specific problem from the catalogue that the concept targets.
- **Proposed Solution:** A concise description of the idea and its innovative aspects.
- **Validation:** Evidence or reasoning supporting the feasibility and relevance of the solution.
- **Business Model:** Key components, including value proposition, target audience, revenue streams, and implementation strategy.
- **Social Impact:** How the concept benefits the community and stakeholders.
- **Call to Action:** Next steps, such as support needed for implementation, partnerships, or investment opportunities.

The pitches will be publicly accessible and published on the **project website**, showcasing only open and non-confidential information. These outputs will not only demonstrate the creativity and feasibility of the concepts but also act as a platform to attract interest and support from transnational stakeholders.

4.3. Open call template

Open Call: Join the Building Bridges Co-Creation Process

Are you ready to tackle real-world challenges and co-create innovative solutions that drive **Digital and Green Transformation**? The **Building Bridges process**, part of the Capacity2Transform project, invites creative professionals, business developers, and technical experts to collaborate and bring meaningful ideas to life.

Why Join the Building Bridges Process?

By participating, you will:

- **Work on Real Challenges:** Choose a challenge from the **Standardized Catalogue of Challenges**, addressing pressing issues in your region.
- **Develop Your Ideas:** Collaborate with mentors and experts to refine your concept into a viable business model.
- **Expand Your Network:** Connect with like-minded professionals, stakeholders, and potential partners.
- **Gain Valuable Skills:** Learn about business modelling, social impact, and creating traction during transnational workshops.



- **Showcase Your Innovation:** Present your concept in a professionally recorded pitch, gaining visibility on the project's platform.

Who Can Apply?

We are looking for individuals who:

- Identify as **Creative Professionals, Business Development Specialists, or Technical Experts.**
- Have innovative ideas or solutions addressing challenges in the **Digital and Green Transformation.**
- Are motivated to collaborate in teams and bring their ideas to life.

What's in It for You?

- **Mentorship and Support:** Receive guidance from experts in creative, business, and technical fields.
- **International Exposure:** Engage in transnational workshops to refine your business model with input from global mentors.
- **Public Recognition:** Record a professional pitch presentation that will be showcased on the project website, reaching an international audience.
- **Opportunities for Impact:** Create socially impactful solutions aligned with public-private partnerships.

How to Apply

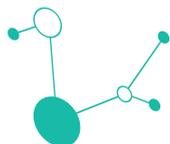
1. **Review the Catalogue:** Explore the challenges in the **Standardized Catalogue of Challenges** and identify one that resonates with you.
2. **Submit Your Application:** Complete the **online application form** by providing:
 - Your background and expertise.
 - A brief description of your idea addressing a selected challenge.
 - Your motivation for participating and how your idea aligns with the goals of public and community benefit.
3. **Application Deadline: 15 February - 1 March 2025.**

The Building Bridges Journey

1. **Co-Creation Workshop:** Collaborate with a team to develop innovative solutions in a two-day workshop guided by mentors and stakeholders.
2. **Transnational Co-Creation Phase:** Refine your business model through online workshops focusing on:
 - Business modelling
 - Social impact
 - Creating traction and stakeholder engagement
3. **Pitch Presentation:** Record a professional pitch showcasing your solution, business model, and impact.

Be Part of the Change

Don't miss this opportunity to bring your ideas to life, collaborate with inspiring individuals, and make a meaningful impact. Join us in shaping the future of **Digital and Green Transformation** through innovation, collaboration, and creativity.



Apply Now and Start Building Bridges!

For questions or more information, contact: (name and surname)

5. Monitoring procedures

5.1. Procurement and Resource Checklist for Partners: Building Bridges Process

This checklist ensures that all partners are well-prepared to organize and execute the various phases of the Building Bridges process. It covers the essential resources, services, and personnel required for a smooth implementation.

1. Co-Creation Workshop

Facilities and Logistics

- Venue with appropriate space for two working groups (breakout rooms or sections).
- Presentation equipment (e.g., projector, screen, microphones).
- Internet connectivity for participants and facilitators.
- Catering (e.g., coffee breaks, lunch for two days).

Personnel

- Facilitator to manage the workshop process and group dynamics.
- Mentors covering the three key areas:
 - Creative Development
 - Business Development
 - Technical Expertise
- Participation of Technology Host providers who defined the selected challenges.

Materials and Tools

- Workshop supplies (flipcharts, markers, post-it notes).
- Digital collaboration tools, if required (e.g., Miro, Jamboard).
- Printed copies of the **Standardized Catalogue of Challenges** (if needed).
- Business model templates for participants.



2. Transnational Co-Creation Phase

Technical Setup for Online Workshops

- Video conferencing platform (e.g., Zoom, MS Teams) with breakout room functionality.
- Access for international mentors and participants.
- Clear schedule and communication to all participants.

Mentors and Resources

- Mentors for each workshop theme:
 - Business Modelling
 - Social Impact
 - Building Interest and Creating Traction
- Digital tools for collaboration and business model updates.

3. Pitch Presentation

Technical Support

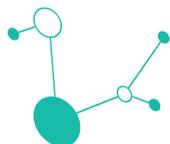
- Guidance on recording tools and software (e.g., smartphones, webcams, video editing tools).
- Access to video editing services, if needed, to ensure high-quality output.
- Assistance with script preparation and visual aids (e.g., slides or graphics).

Mentoring and Feedback

- Mentors to review pitch drafts and provide feedback on content and delivery.
- Checklist for standardized pitch components:
 - Introduction and problem statement
 - Solution and validation
 - Business model and social impact
 - Call to action

4. Communication and Dissemination

- Publish the **Open Call** on the partner's website and social media.
- Upload selected pitches to the project website.
- Share results and updates with local and transnational stakeholders.



5. General Requirements

Documentation and Reporting

- Collect feedback from participants via a standardized questionnaire.
- Prepare a report summarizing workshop outcomes, including updated business models and participant experiences.

GDPR Compliance

- Ensure all personal data collected is stored and processed in compliance with GDPR.
- Obtain consent from participants for publishing pitch presentations and workshop outcomes.

6. Conclusion

The **Building Bridges Guidelines** provides a comprehensive roadmap for implementing a structured, collaborative, and impactful process to address regional challenges in the context of the DGC transformation. By following this methodology, project partners will enable stakeholders to co-create innovative solutions, develop scalable business models, and foster public-private collaboration.

Key outcomes of this methodology include:

- A standardized process that ensures fairness and transparency across regions.
- Enhanced capacity-building for participants through workshops and mentorship.
- Meaningful stakeholder engagement to address real-world challenges.
- Open dissemination of results to maximize transnational impact.

Through its focus on collaboration, innovation, and social impact, the Building Bridges process not only supports the goals of the Capacity2Transform project but also contributes to broader regional and international sustainability initiatives.