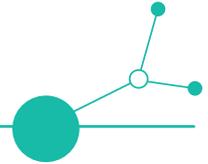


# Report on Building Bridges Pilot Action

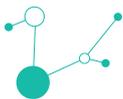
D2.3.3



Version 1

04 2025





Work package:	Work package 2
Deliverable:	D2.3.3
Title	Report on Building Bridges pilot action
Status	Final
Prepared by	build! Gründungszentrum (PP4) and the contribution of all PPs
Reviewed by	FEBT (PP7)
Date	May 2025

### Abbreviations

CCI	Cultural and creative industry
DG	Digital & Green
DGC	Digital Green Creative
EE	Entrepreneurial environment
LP	Lead Partner
PP	Project Partner
SME	Small and medium-sized enterprise
WP	Workpackage



## A. Executive summary

The Building Bridges Pilot Action has been designed to foster Digital, Green, and Creative (DGC) transformation through structured co-creation processes, stakeholder collaboration, and transnational cooperation. The Building Bridges Process aimed to promote and implement 9 DGC solutions within the Capacity2Transform project. Through a structured framework (D2.3.1 Guidelines for Building Bridges Pilot Action) the whole process - from **gathering real-world challenges**, over defining the creative co-innovation process, to final selection of DGC solutions - was defined. The Building Bridges Process started with the collection of Digital & Green (DG) challenges, that every project partner identified in its region. In total 39 challenges were identified that potentially were suitable for a co-creation workshop. One of the key essentials of the Building Bridges Activities was the **Open Call**: For the co-creation workshop, each partner started an open call in its region to encourage participants from different sectors (creative, business, technical) to contribute with innovative ideas and solutions. Based on that, 11 partners in 9 European regions carried out **12 regional co-creation workshops**, where the DGC concept got shaped and executed. After the regional initiatives, **5 transnational workshop sessions (with 3 different topics)** were developed and executed to further develop selected regional DGC innovative solution concepts. In all 9 regions of the Capacity2Transform project the validity of the DGC concept for boosting creativity was tested and demonstrated. The usability of selected support tools (referring to D2.2.1 and D2.3.2) was tested and demonstrated in regional as well as transnational workshops. The Building Bridges Pilot Actions led to the promotion and implementation of **10 DGC solutions** and provided key insights into the positive effects of transnational cooperation on the development of regional entrepreneurial environments (EEs).

This document is structured as follows: Section 1 describes the Building Bridges Process in general, focusing on the timeframe and methodology of the activities taken. Section 3 describes the process of challenge-selection as well as the co-creation process and participants' perception on regional level. Section 4 focuses on the transnational development of selected DGC solutions. It describes the content of the developed transnational workshops, that aim to strengthen and refine the business models of the DGC solutions and incorporate results of participants' feedback. Section 5 is a summary of the final selected DGC solutions. It gives insights into the final selected challenges, co-developed solutions and the role and impact of the cultural and creative industries (CCIs) respectively. In Section 6 the dissemination of activities on Media Factory and Knowledge Factory platforms is described. This document closes with a summary and conclusion of the Building Bridges Pilot Actions.



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# 1. Building Bridges Process

The Building Bridges Pilot Actions focused on upgrading DG technology into DGC transformative actions that benefit the environment. The Building Bridges Program has been designed to foster DGC transformation through structured co-creation processes, stakeholder collaboration, and transnational cooperation.

The framework for Building Bridges activities was described in deliverable D2.3.1 Guidelines for Building Bridges Pilot Action. These guidelines provided the partnership with a comprehensive roadmap for implementing a structured, collaborative, and impactful process to address regional challenges in the context of the DGC transformation. By following the methodology, project partners goals were to enable stakeholders to co-create innovative solutions, develop scalable business models, and foster public-private collaboration. The guidelines provided a standardized process that ensured fairness and transparency across regions and enabled enhanced capacity-building for participants through co-creation workshops and group mentorship. In addition to the Building Briges Guidelines, an additional framework - the Building Bridges Toolbox (deliverable D2.3.2. Building Bridges Toolbox) - was created to support the Building Bridges Process. The toolbox provides tools to create innovative solutions tailored to the needs of diverse stakeholders in the context of DGC transformation. It includes collaboration tools for business idea development, business plan development, business model creation, organizational model development, and communication and is a structured framework for addressing challenges and collaboratively developing business ideas. The tools where selected to support the Building Bridges Process, in specific the regional co-creation in each region and the transnational workshops.

Through its focus on collaboration, innovation and impact the Building Bridges Process not only supported the goals of the Capacity2Transform project but also contributed to broader regional and international sustainability initiatives.

## 1.1. Timeframe and methodology

The Building Bridges Process started with the collection of real-world challenges from technology hosts to create a standardized catalogue of challenges. One focus area of the challenges was the tourism sector with improvement in the area of sustainability. Each project partner gathered context-specific challenges identified by local stakeholders (mainly technology hosts) in their region. In total, 39 challenges were identified that potentially were suitable for a co-creation workshop. A summary of these 39 challenges is listed under Section 2 and described in detail in the structured catalogue “Annex to D2.3.1 Standardized Catalogue of Challenges”.

For the co-creation workshop, each partner started an open call in its region to encourage participants from different sectors (creative, business, technical) to contribute with innovative ideas and solutions. All open calls got published online: <https://www.interreg-central.eu/news/open-call-building-bridges-co-creation-workshop/>. Figure 1 shows an Open Call example from PP4, build! Gründungszentrum Kärnten.



## 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: Addressing pressing issues in your region.
- Develop Your Ideas: Collaborate with mentors and experts to refine your concept into a viable business plan.
- Expand Your Network: Connect with like-minded professionals, stakeholders, and potential partners.
- Gain Valuable Skills: Learn about business modeling, 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.

### How to Apply

- Submit Your Application: Complete the online application form below
- Application Deadline: 15 February – 1 March 2025.

### 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: [sarah.pirker@build.or.at](mailto:sarah.pirker@build.or.at)

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

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 [sarah.pirker@build.or.at](mailto:sarah.pirker@build.or.at)

Fields with \* are mandatory.

### General Information

**Full Name \***

**Email Address \***  **Phone Number**

**Organization / Company Name (if applicable)**  **Role / Position**

### Participant Category

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)

<b>Creative Professional [1-10] *</b>	<b>Business Development Specialist [1-10] *</b>
<input type="text" value="Rate your experience in this field [1-10]"/>	<input type="text" value="Rate your experience in this field [1-10]"/>
<b>Technical Expert [1-10] *</b>	
<input type="text" value="Rate your experience in this field [1-10]"/>	

### Declaration & 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. \*

Figure 1: Example of an Open Call published by PP4 (Austria, build! Gründungszentrum)

Within a timeframe of two months, all project partners organized and conducted a co-creation workshop regionally. In these regional sessions, where selected participants collaborate in multidisciplinary teams, the overall goal was to develop innovative business models in a multidisciplinary setting. Each project partner implemented 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 dissemination of results was also done on Media Factory platform (Section 6). In these regional workshops DGC transformation was fostered by enhancing the ability of stakeholders to co-create, innovate, and implement sustainable solutions. Table 1 provides an overview of the regional co-creation workshop schedule.

PP	Date of Co-creation Workshops	Facilitator (for interview)	E-mail
PTP / MAO	14.04.2025	Marjana Simšič Humar (April 16 1:00)	<a href="mailto:marjana.simcic@primorski-tp.si">marjana.simcic@primorski-tp.si</a>
FINN	Challenge 1 - 05.03.2025/19.03.2025 (4hours/each)	Giovanni Barbetta	<a href="mailto:giovanni.barbetta@tec4ifvg.it">giovanni.barbetta@tec4ifvg.it</a>
	Challenge 2 - 25.03.2025/27.03.2025 (4hours/each)	Claudia Baracchini	<a href="mailto:claudia.baracchini@tec4ifvg.it">claudia.baracchini@tec4ifvg.it</a>
CTRIA	9.04.2025, 16.04.2025	Gal (10.4.2025 11:00)	<a href="mailto:gal.kormendy@kdriu.hu">gal.kormendy@kdriu.hu</a>
	27.2.2025 (6h)	Jasper Ettema	<a href="mailto:jasper@jet-growth.com">jasper@jet-growth.com</a>
build!	3.3.2025 (4h)	Sarah Pirker	<a href="mailto:sarah.pirker@build.or.at">sarah.pirker@build.or.at</a>
	14-15.04.2025	Silvia Maria Carolo Mario Ciaramitaro Paolo Carlucci	<a href="mailto:smcarolo@iuav.it">smcarolo@iuav.it</a> <a href="mailto:mciaramitaro@iuav.it">mciaramitaro@iuav.it</a> <a href="mailto:carlucci@paolocarlucchi.it">carlucci@paolocarlucchi.it</a>
IUAV			
FEBT	19.03.2025 (8h)	Tomas Pinjušić	<a href="mailto:tomas.pinjusic@gmail.com">tomas.pinjusic@gmail.com</a>
SEZ	18-19.03.2025	Benjamin Blankenburg	<a href="mailto:benjamin@servicedesign-suedwest.de">benjamin@servicedesign-suedwest.de</a>
IRIC	18-19.03.2025	Goran Pavlov	
BIZ	9.-10.4.2025	Jan Orava, Luděk Kühr - April 14 (12:00)	<a href="mailto:j.orava@bizgarden.cz">j.orava@bizgarden.cz</a> <a href="mailto:l.kuhr@bizgarden.cz">l.kuhr@bizgarden.cz</a>
	TUKE	15.04.2025	Igor Kupec - April 16 (10:00)

Table 1: Regional Co-Creation Workshops and their Facilitators

After the regional co-creation, a transnational co-creation workshop series was conducted. The three Interregional Action Groups (IAGs), formed in the Capacity2Transform project, defined three topics focusing on business model development, social impact, and business model pitching. refer to collaborative teams composed of project partner members. The primary aim of the IAG is to provide guidelines for pilot actions within each entrepreneurial environment (EE). Details to the International Action Group Framework can be found in deliverable D2.1.1. PILOT action TC and IAG groups created.

While the Building Bridges Process supported regional innovation, fostered cross-sector synergies, and advanced public-private business models, the integration of the transnational workshop component Building Bridges Process also promoted transnational cooperation. The IAGs developed and organized the three half-day transnational workshops within a timeframe of 1 month. Following topics and goals were addressed in these transnational workshops:

- 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.

Throughout the Building Bridges Pilot Actions, 4 different surveys among participants and project partners were executed. These results serve as conclusion and basis for development of EEs.



## 2. Challenges identified

During the Building Bridges Process, project partners identified **39 real-world, region-specific challenges** that could be addressed through a co-creation workshop setting. These were collected in close collaboration with local stakeholders, primarily Technology Hosts—organizations already engaged in or motivated to undergo digital and green transformations. The collection followed a standardized process (submission forms, guided interviews), resulting in the Standardized Catalogue of Challenges (Annex to D2.3.1). This catalogue provides a structured and comparable overview of the identified challenges and serves as the basis for later shortlisting. The challenges mainly addressed four thematic areas:

- **Digital Transformation** (e.g., platforms for tourism, digital storytelling, smart recommendations)
- **Green Transition / Sustainability** (e.g., waste reduction, green events, eco-mobility)- Busine
- **Process Optimization** (e.g., effective branding, regional development, market access)
- **Cross-sector Collaboration** (e.g., education, cultural engagement, community-driven tourism).

From this pool of 39 challenges (summarized in Table 2), each region, in consultation with local stakeholders, later selected one or more to address in their co-creation workshops (see Section 3, Table 3), based on regional relevance and feasibility.

#	pp	Name of Challenge	Description
1	FEBT	Building the Digital Infrastructure for Modern Tourism	Fast and reliable internet connectivity is no longer a luxury for modern tourists, digital nomads, and business travelers. How can we improve digital infrastructure in rural tourist destinations and ensure high-quality internet access at key locations? We seek scalable solutions that can be quickly implemented and adapted to various areas with minimal intervention in existing infrastructure.
2	FEBT	Turning Sustainable Tourism Theory into Practice	The tourism industry needs to become more sustainable, but education on green practices is still not widely available or appealing to key stakeholders. Can you design a platform, tool, or interactive educational program that will engage, motivate, and guide tourism businesses (e.g., accommodation providers) through the implementation of sustainable practices?
3	FEBT	Personalized Digital Experiences for Today's Travelers	Tourists want more than generic recommendations—they seek personalized experiences. How can we create a digital system (interactive maps, smart recommendations) that connects visitors with authentic local experiences, cultural landmarks, and eco-friendly options?
4	FEBT	From Farm to Table: The Digital Revolution in the Supply Chain	Local farmers, artisans, and producers from rural areas often lack access to urban markets, while city dwellers struggle to find high-quality, personalized services and products directly from the source. How can we develop a digital platform or technological solution that enables quick, simple, and transparent connections between rural producers and urban consumers?
5	FEBT	Cultural Heritage in the Digital Age	How can history, architecture, and local heritage become more accessible to new generations and modern tourists? Many valuable cultural sites remain poorly interpreted or difficult to access for younger generations and foreign visitors (as well as those outside the region), reducing their visibility and tourism potential. We are looking for solutions that leverage augmented reality (AR), interactive digital archives, intelligent QR systems, and similar technologies to bring cultural and historical sites to life.



6	FEBT	Green Nudges: Encouraging Sustainable Tourist Behavior	Nudging—subtly guiding users through small incentives and environmental changes—can significantly influence tourists' eco-friendly decisions. Can you develop a digital system that uses gamification or nudging techniques to encourage tourists and locals to make environmentally responsible choices, such as reducing waste, saving water, or using sustainable transport options?
7	FEBT	Empowering Small Tourism Businesses Through Digital Marketing	Many small tourism businesses and rural destinations lack the knowledge or resources for effective digital promotion, making them less competitive in the broader market. Rural businesses often rely on word-of-mouth or outdated promotional methods, putting them at a disadvantage in the digital landscape. How can we encourage them to leverage simple digital tools to enhance their visibility while emphasizing sustainability?
8	FEBT	Destination Storytelling: Crafting an Authentic Digital Narrative	Tourist destinations don't just sell places—they offer stories. Authentic stories about people and traditions can create a deeper connection between tourists and local culture, encouraging longer stays. Can you design a digital ecosystem (web platform, app, AI-powered storytelling) that engages local communities and tourists in creating and sharing authentic stories through video, blogs, and interactive content?
9	FEBT	Microcredentials: Shaping the Future Workforce of Tourism	Microcredentials are short, targeted educational programs that allow individuals to quickly gain specific, job-relevant skills for the tourism industry. The sector is evolving rapidly, and the workforce struggles to keep up with new trends. What solution can help track labor market needs and enable fast, effective retraining through microcredentials, AI-driven educational recommendations, or digital certificates that ensure relevant skills for the future of tourism?
10	IRIC	Designing solutions and projects that support waste reduction	Given the global challenge of waste reduction, it is essential to develop innovative solutions that can help reduce the amount of waste in various industries and communities. How can we design scalable and sustainable projects that use technology, education, and innovation to reduce waste, promote recycling, and support the circular economy, while being simple to implement and apply globally?
11	IRIC	Large event waste management solutions and projects	Large events, such as festivals, concerts, and sports events, often leave a significant ecological footprint due to accumulated waste. How can we design sustainable waste management systems for such events, from waste reduction to effective recycling and reuse of materials? We are looking for solutions that enable easy implementation, enhance visitor experiences, and reduce the ecological impact of large gatherings.
12	IRIC	Distributed solutions for nature preservation and plant care	Nature conservation and the care of plant species require an efficient and decentralized approach that allows for the monitoring and protection of plant life in various environments. How can we design technological solutions that support plant species preservation, ecosystem conservation, and the promotion of sustainable practices, while being adaptable and applicable in different geographic and cultural conditions?
13	IRIC	Infrastructure for primary school field education	Field education can have a significant impact on children's learning and development, but many primary schools lack the proper infrastructure to carry out high-quality outdoor educational activities. How can we design and implement innovative infrastructure that provides primary schools with a safe, accessible, and environmentally friendly environment for field education, from guiding students through nature to exploring the environment?



14	BizGarden	Brand of the Hradec Králové Region as a Tourist Destination (KHKCCR)	<p>The Hradec Králové Region previously operated together with the Pardubice Region under the brand Eastern Bohemia (Destination Company Eastern Bohemia - today DMO Pardubice Region). After the KHKCCR was established, only the Hradec Králové Region name began to be used. The brand "KráLOVehradecký kraj" was also tried, but it did not catch on. Unfortunately, I do not know the detailed history and reasons. Currently, we are promoting B2C as the Hradec Králové Region with the logo of the Hradec Králové Region. A unified graphic visual has been created so far for the KHKCCR and B2C communication, which is evident from our B2C website here. We would like to create a unified brand of the tourist destination Hradec Králové Region in 2025-2026, including a manual (logo, slogan, typography, brand story, color scheme, brand USP, brand positioning, etc.).</p>
15	BizGarden	Missing "Regional Tourism Product" on the Market. How the Hradec Králové Region Could Stand Out Among Competitors.	<p>Among destination companies, we are a young organization, operating in the new format since the end of 2021. To date, we have managed to promote the region with themes that I attach in the appendix (some of which will only be launched in 2025). As a very diverse destination, it is a bit of a challenge to find one strong cohesive theme for a tourism product that KHK could promote. The regional level tourism product cannot target only one tourist area (of our 7 regional ones), but should ideally connect several. At the same time, the new product should follow the methodological guidelines of CzechTourism.</p>
16	BizGarden	New Concept of TIC Involving Regional Products and Traditions, also known as "TIC Are Not Just Maps and Magnets"	<p>TIC as a point of interest, for example, combined with a regional restaurant/pub, sales of regional products (for regional cities). At least partial self-financing thanks to income from additional offered services. Business plan for such a new TIC.</p>
17	FINN	Communicating Sustainability in Tourism Sector: A Challenge for Hospitality Businesses!	<p>Many hotels and hospitality businesses have invested in green certifications and adopted low-impact environmental practices, yet they often struggle to communicate these efforts effectively. Sustainability risks becoming just a label on a website, without truly influencing travelers' choices. Moreover, unclear or marginal communication can lead to missed market opportunities and create confusion with those engaging in greenwashing. How can sustainability become a competitive advantage? Through more effective communication strategies, engaging storytelling, and new digital tools, sustainability can become a distinctive and attractive element for guests.</p>
18	FINN	FVG Cultural Festival: Embracing Sustainability!	<p>Cultural festivals in Friuli Venezia Giulia (FVG) attract thousands of visitors, international guests, and industry professionals annually. The extensive logistical and operational demands create significant environmental impacts, primarily related to:</p> <ul style="list-style-type: none"> <li>▫ Mobility and Transport: Environmental impacts resulting from international travel and local transportation for guests and audiences.</li> <li>▫ Resource Consumption: Utilization of materials for installations and promotional purposes (e.g., printed materials, promotional items), and their lifecycle management.</li> <li>▫ Waste Management: Efficiently managing and reducing waste generated during festival activities.</li> <li>▫ Energy Management: Reducing energy consumption in venues including cinemas, screening spaces, and exhibition areas.</li> </ul> <p>This challenge is addressed through the Capacity2Transform project, which aims to substantially lower the festivals carbon footprint via a collaborative, co-creation process involving local stakeholders and experts from cultural and environmental sectors. The project targets the development of innovative, sustainable solutions integrated within the festival's operations and aligns strongly with ecological,</p>



			digital transition, and ESG (Environmental, Social, and Governance) principles.
19	SEZ	Coupino App: Supporting the digital transformation of local touristic offers	How to support tourists with small budget (such as families) to find attractive activities that fit their budget so that they can spend a nice time and strengthen the local economy
20	SEZ	Designing sustainable solutions and projects that support regional attractiveness	The Wolfststal region has lost its touristic attractiveness: due to the lack of tourists, only few hotels remain open and restaurants are closing. How to support this region to develop new ideas/projects in order to make the region attractive again and find a new clientele/tourists?
21	SEZ	bAlke tourism	A typical bike route does not fit all bikers since each user type (e.g. families, e-bikers or culture-interested seniors) travels with different needs, speed and/or expectations. A proposed solution is to improve bike route planning thanks to the use of Artificial Intelligence. The aim is to develop AI-supported, tailor-made cycling tours for different users.
22	SEZ	wine without wine	Although many parents enjoy drinking wine, typical wine tasting activities are not compatible with the presence of small children. This challenge focuses on developing wine-related offers that are family-compatible in order to attract a new clientele (young(er) customers).
23	TUKE	Two separate tourist organizations in the Košice region.	In Kosice there are two main tourist organisations. One is promoting just city itself and another is promoting just region. Challenge is to somehow build one joint tourist strategy for city itself and region together.
24	build!	Defining and communicating digital & green impact	Many startups have identified digital & green challenges in their business models. They often face struggles to communicate their solutions and efforts effectively. This can lead to missed market opportunities and missed impact. The question is, how can impact efforts (digital & green) be communicated with creative industries inputs and hence become a competitive advantage and enable a sustainable transformation.
25	build!	Finding Partners in Sustainable tourism	Tourism SMEs with sustainability focus face challenges to differentiate and clearly position their business to find reliable partners on the market (e.g. development partners, media partners).
26	build!	Climate friendly buildings	Existing, older buildings are not climate fit for future generations living in cities. Especially in urban areas, climate change will become a huge problem due to heating. Some startups provide innovative solutions for problems in the buildings sector but need access to bigger players on the market for a co-development. They also need to be able to present their product and impact in a way that partners and customers notice the importance of supporting the business idea.
27	build!	Sustainability in the software & gaming industry	(Software) startups face the challenge to define the CO2 emissions of their product. Their question is, how to define and then measure the SMEs impact on planet and society
28	build!	Sustainable autarkic camping tourism	The disposal of common chemical cassette toilets in camping vehicles requires special stations and is time consuming. This limits their independence/self-sufficiency of travel massively. They also put a strain on the environment chemical additives. Create a pitch, define SDGs and own impact, improve communication to achieve cooperation with partners is key in this sector.
29	PTP	Short stay duration, seasonality, and uneven distribution of tourists	Tourists often stay in the region for only a short period (1-2 days). Additionally, tourism is heavily influenced by seasonality—most visitors come primarily in the summer months, leading to overcrowding in certain areas, while other attractive locations remain overlooked. This causes an imbalance in tourism development, puts pressure on the local population



			and infrastructure during peak seasons, and reduces economic opportunities during the remaining months.
30	PTP	Lack of connectivity and transparency in the tourism offer	Information about tourism offerings, current events, and special experiences is fragmented across various channels, making it difficult for visitors to access. Tourists often don't know where to find reliable and up-to-date data, which affects their experience and visit planning. The absence of a unified source of information means that many opportunities in the region remain unnoticed, and local providers struggle to reach their target audience.
31	PTP	Lack of authentic experiences	The tourism offering in the region does not sufficiently reflect its cultural and natural heritage and local way of life. Visitors often don't have the opportunity to delve into the unique stories of the place, local crafts, traditions, the lifestyle of communities, and other distinctive experiences. Many potentials remain underutilized or insufficiently recognized.
32	PTP	Lack of digitalization and quality data recording	The development of a solution for accurate recording and evaluation of data about day and multi-day visitors (number, origin, consumption, carbon footprint), including cyclists and hikers. Consideration of innovative solutions where guests would self-record their arrivals, consumption, and stay—possibly through IT support programs, rewards, or bonuses.
33	PTP	Lack of tailored offerings for youth and their activations	The region does not offer enough content and experiences to attract younger visitors and encourage longer stays. The lack of dynamic, interactive, and modern forms of tourism means that young people often don't perceive the region as an attractive destination. At the same time, young residents face limited opportunities to participate in tourism development and the creation of innovative products. The lack of creative and promising job opportunities leads to youth emigration, which, in the long term, impacts the vitality of the local environment.
34	IUAV	Foldable Stages for Bike Tourism and Bike Enthusiasts	We have identified that it would be crucial for us to have foldable stages and equipment that can be built in sustainable materials.
35	IUAV	Hack Urban Space	We have identified that there is the need to create a cultural format that makes people rediscover urban space by small interventions that make people more aware of biking culture
36	IUAV	Bike Service Stations For Local Associations	We have identified the need in the Venice lagoon for local bike stops and service stations that can bring more bike tourism
37	IUAV	Free Press For Biking Culture	We would like to make people share more their biking stories and have the possibility to link their trips to the actual territory they pass by.
38	IUAV	Bike As You Are	We have identified the possibility of creating a subculture related to bike and bike activism. It would be crucial to understand how to produce bikes that can be platforms for events or catalyst for urban regeneration.
39	CTRIA	Visibility And Market Penetration For Local Products	The LEADER territory of the Bakony hills has a long-standing quality assurance and certificate system for producers of local products ranging from food to crafts and various creative activities. It has however plateaued both in popularity and function and a reimagining of potential activities is in order to better service both the local producers and their channel into tourism. The LEADER community is looking for digital coordination and visibility tools to enable this step up in a sustainable and user-friendly way.

Table 2: Summary of 39 real-world challenges identified by the regions



## 3. Regional Co-Creation Workshops

### 3.1. Purpose and focus

The regional co-creation workshops formed the backbone of the Building Bridges Pilot Action. They demonstrated how Digital & Green (DG) challenges can be addressed and strengthened through inputs from Cultural and Creative Industries (CCIs), resulting in innovative Digital, Green & Creative (DGC) solutions.

Between **27<sup>th</sup> February and 16<sup>th</sup> April 2025**, project partners conducted their individual regional co-creation workshops. In total, **12 workshops were carried out** by the Capacity2Transform partnership. The workshops aimed to demonstrate the DGC concept in practice: participants collaborated in multidisciplinary teams—bringing together creative professionals, business experts, technical specialists, and Technology Hosts—to co-design innovative and sustainable solutions.

Contributors from the DGC sector, workshop facilitators, and mentors supported the sessions, ensuring methodological consistency and guidance. The solutions co-developed aimed to have a positive environmental impact and practical applicability in the tourism sector.

The workshops were designed to:

- Test the usability of the Building Bridges Guidelines and Toolbox (D2.3.1, D2.3.2).
- Strengthen regional entrepreneurial environments (EEs) by connecting diverse stakeholders.
- Build participants' skills in design thinking, business modelling, and collaborative problem-solving.

### 3.2. Selection of Challenges

The starting point for the workshops was the **Standardized Catalogue of 39 Challenges** (Annex to D2.3.1), developed through structured stakeholder engagement with Technology Hosts. Challenges were collected via standardized submission forms or interviews, ensuring comparability across regions.

From this catalogue, each region selected one or more challenges to be addressed during the co-creation workshops, based on:

- Regional relevance and feasibility,
- Stakeholder demand and Technology Host involvement, and
- Potential for transnational scaling within Capacity2Transform.

This shortlisting process resulted in **12 challenges** (see Table 3), which became the focus of the regional workshops.

#	Region	CHALLENGE	DESCRIPTION
1	Friuli-Venezia Giulia (ITH4)	Communicating Sustainability: A Challenge for Hospitality Structures	Many hotels and accommodation facilities have invested in certifications and adopted low environmental impact practices, but they often struggle to communicate this effectively. Sustainability risks becoming just a badge on the website, without truly influencing travelers' choices. Moreover, unclear or marginal communication can lead to missed market opportunities and create confusion with those engaging in greenwashing. This challenge aims to find innovative solutions on how to turn sustainability into a competitive advantage for hospitality businesses. Through more effective communication strategies, engaging storytelling, and new digital tools, sustainability can become a distinctive and appealing element for guests.



2	Friuli-Venezia Giulia (ITH4)	Green Transformation of International Events: A Challenge for Carbon Footprint Reduction	<p>The logistical and operational complexity of organizing and managing an international festival generates environmental impact primarily related to: Mobility and transport: international travel and local transportation of guests and audiences; Resource consumption: use of resources for the creation of setups and promotional materials (such as printed catalogs and gadgets), and the management of their end-of-life; Waste management; Energy management: energy consumption in cinemas, screening venues, and exhibition spaces. This challenge aims to reduce the carbon footprint of international festivals through a co-creation process that actively involves local stakeholders, experts, and professionals from the cultural and environmental sectors. The goal is to develop innovative and sustainable solutions that can be integrated into the festival through a sustainable business model, with particular focus on the principles of ecological and digital transition and ESG criteria. The process also seeks to lead to the implementation of a small pilot action, to practically test an initial intervention aimed at reducing environmental impact, and to define scalable strategies for future editions of the festivals.</p>
3	Veneto (ITH3)	Swap Party	<p>Designing solutions and projects that support waste reduction</p>
4	Jadranska Hrvatska (HR03)	Green Innovation: Smart Public Services and Community Engagement	<p>How can public communal companies leverage innovative technology to ensure infrastructure, and engage the general population and visitors to participate in simple public services, gain experience, earn credits, and, through their help, ensure better public service?</p>
5	Jadranska Hrvatska (HR03)	Cultural Heritage in the Digital Age	<p>From our challenge catalog, participants selected the following challenges before attending the workshop, and we focused on addressing them: The tourism industry must become more sustainable, but education on green practices is still not available or attractive to key stakeholders. Can you design a platform, tool, or interactive educational program that will engage, motivate, and guide tourism businesses (such as hosts, restaurateurs, and travel agencies) through the implementation of sustainable business models? Local family farms, artisans, producers, and craftsmen from rural areas often lack access to urban markets, while city dwellers find it increasingly difficult to access high-quality, personalized services and products directly. How can we develop a digital platform or technological solution that will enable fast, easy, and transparent connections between rural producers and urban consumers? How can history, architecture, and local heritage become accessible to new generations and modern tourists? Many valuable cultural sites remain poorly interpreted or difficult to access for younger generations and foreign visitors (as well as those from outside the area), reducing their visibility and tourist value. We are seeking solutions that use augmented reality (AR), interactive digital archives, or smart QR systems to bring cultural and historical sites to life through innovative technologies. Nudging, or subtly guiding users through small incentives and changes in their environment, can significantly impact tourists' ecological decisions. Can you develop a digital system that, through gamification or nudging techniques, will encourage tourists and local populations to make eco-friendly decisions, such as reducing waste, saving water, or using sustainable transport options? Many small tourism businesses and destinations in rural areas lack the knowledge or resources for effective digital promotion, making them less competitive on the broader market. Small rural enterprises often rely on word of mouth or outdated promotional methods, putting them at a</p>



			disadvantage in the digital marketplace. How can we encourage them to use simple digital tools to improve their visibility, with a focus on sustainability?
6	Stuttgart (DE11)	Coupino App	How to support tourists with small budget (such as families) to find attractive activities that fit their budget so that they can spend a nice time and strengthen the local economy
7	Stuttgart (DE11)	Ortenau Wine Region	how to develop a sustainable event that connect all wineries & wine villages in the wine paradise of Ortenau (Weinparadies Ortenau)
8	Jihovýchod (CZ06)	New approach towards the touristic information centers "TIC are not just Maps and Magnets" & Touristic agencies can offer more than travel experience	1) New approach towards the touristic information centersm "TIC are not just Maps and Magnets" 2) Sensitive marketing in tourism sector - how five senses influence touristic experience 3) Brand of the Hradec Králové Region as a Tourist Destination (KHKCCR) 4) Missing "Regional Tourism Product" on the Market. How the Hradec Králové Region Could Stand Out Among Competitors 5) Touristic agencies can offer more than travel experience
9	Kärnten (AT21)	Defining and communicating digital & green impact	Many startups have identified digital & green challenges in their business models. They often face struggles to communicate their solutions and efforts effectively. This can lead to missed market opportunities and missed impact. The questions is, how can impact efforts (digital & green) be communicated with creative industries inputs and hence become a competitive advantage and enable a sustainable transformation.
10	Zahodna Slovenija (SI04)	Novi kolesarski - New cycling	The Northern Primorska region holds tremendous potential for cycling tourism. However, it currently struggles with a limited digital presence of high-quality circular cycling routes. While some tourist websites offer cycling maps, these are often poorly designed, outdated, visually unappealing, and provide only a narrow selection of routes. As a result, cyclists lack trustworthy information that would enable them to explore the region safely and confidently. One of the key challenges identified through workshops and visitor analysis is the short average stay of tourists – most visitors only spend a single night in the region. This limits their economic impact on the local community. We believe that developing well-planned, engaging, and digitally accessible circular cycling routes could encourage tourists to stay longer by offering more reasons to explore the area. A wider selection of thoughtfully designed routes would allow visitors to spend several days in the region, positively impacting demand for accommodation, food services, and other local businesses.
11	Východné Slovensko (SK04)	Beehives in museum	How to set up beehives in rural cultural centre, with respect to environment and visitors.
12	Közép-Dunántúl (HU21)	How to create a sustainable and collaborative regional database to strengthen local identity and promote tourism in the Völgyvidék and Lake Velence areas?	The challenge was to design a sustainable and stakeholder-driven digital platform that could unify the fragmented cultural and tourism offerings of the Völgyvidék and Lake Velence regions. Participants needed to address long-standing coordination issues among municipalities, event organizers, and local actors. The goal was to identify how the platform could facilitate seamless information flow, increase regional visibility, and provide real value to both residents and visitors. The co-creation process focused on aligning diverse interests, clarifying user needs, and exploring collaborative ways to maintain and enrich the database over time.

Table 3: Challenges addressed in the regional co-creation workshops



### 3.3. Process of solution creation

Each regional workshop followed a one- or two-day structured co-creation format, based on the Building Bridges Guidelines (D2.3.1). **The process unfolded in two main phases.**

The first phase, **Exploration and Ideation**, began with the introduction of participants, mentors, and Technology Hosts, followed by an in-depth exploration of the selected challenges. With direct input from Technology Hosts and guidance from mentors, participants engaged in brainstorming sessions to generate solution concepts.

The second phase, **Business Model Development and Presentation**, focused on turning these concepts into structured business models. Participants were introduced to the business model template—covering problem definition, solution, target group, revenue model, and implementation strategy—and worked in teams, supported by mentors, to refine their ideas.

Each workshop concluded with final presentations to peers, mentors, and Technology Hosts, followed by discussion and feedback. Events were facilitated by trained moderators.

### 3.4. Outcomes of regional workshops

The regional workshops produced a wide variety of concrete outputs:

- **Business Plans & Models:** Several workshops resulted in draft business plans, structured business models, or market entry concepts (e.g., sustainable tourism products, event sustainability kits, digital cycling platforms).
- **Prototypes & Toolkits:** Participants developed functional prototypes or toolkits, such as the Event Carbon Footprint Starter Kit or interactive cycling route maps.
- **Branding & Communication Strategies:** Regions worked on destination branding concepts, storytelling approaches, and digital marketing frameworks.
- **Pilot Actions:** In some cases, small-scale pilots were initiated (e.g., sustainable practices integrated into festivals, creation of local tourism platforms).
- **Upskilling & Networking:** Participants reported significant skills gains in design thinking, communication, and business modelling, while also forming durable cross-sector networks.

The diversity of approaches is illustrated in the regional outcomes summarized in Table 4.

Region	Process & Focus & Outputs
Zahodna Slovenija (SI04)	Co-designed a digital platform providing interactive cycling route maps with sustainable mobility features. Participants gained experience in business plan preparation, teamwork, cross-sector collaboration, problem solving, app design, and interface development. They applied co-creation, user personas, and problem-solving tools (5W-1H). After the workshop, the team continued working together on the prototype, with collaboration ongoing beyond the project.
Friuli-Venezia Giulia (ITH4)	The workshop co-designed a practical solution concept: 1. Developed an Event Carbon Footprint Starter Kit as a training and awareness tool, including recommendations on waste sorting, catering, water use and mobility. The kit is openly available as a reference model for any cultural event, not tailored to single organizers. Participants were supported by multidisciplinary experts in design thinking, business modeling, green certification and carbon footprint. They worked in teams using toolkits, checklists, apps, and visual guides co-created during the workshops, gaining hands-on skills for sustainable business solutions. Connections were strengthened through



	<p>multidisciplinary mentoring that brought together experts in design thinking, business modeling, green certification and carbon footprint with SMEs, CCIs and local stakeholders. Guided sessions combined empathy maps, morphological charts and communication kits with practical advice on waste reduction, mobility and certification processes. This collaborative setting not only improved trust and mutual understanding but also created a cross-sector network ready to apply co-designed solutions in future sustainable tourism and event management projects.</p>
<p><b>Közép-Dunántúl (HU21)</b></p>	<p>Co-created “Valleyland Connect” - a multilingual digital platform unifying 26 rural settlements with interactive maps, events, and services, boosting sustainable tourism and CCI links. In a full-day co-creation workshop, 17 local stakeholders practiced collaboration, ideation, and business model design while developing the Valleyland Connect platform concept. The workshop fostered new ties as 17 stakeholders, mentors, and SMEs co-created a shared platform, strengthening regional collaboration and long-term partnerships.</p>
<p><b>Kärnten (AT21)</b></p>	<p>During the regional co-creation workshop participants worked out different communication strategies based on theoretical structures provided by the workshop leader. The participants started with an initial brand story, based on their ideas and knowledge. Based on that, other participants provided their feedback to the others respectively with the goal integrate the received feedback in the final communication strategy. There was also feedback provided by the mentors from business, technical and creative perspective. Outcome of the workshop was a was an <b>impact-driven communication strategy</b> that turns sustainability features into a competitive advantage, improving market readiness and customer engagement. Part of it was a <b>brand story</b>, that outlined the emotional aspects of tackling the importance of sustainability for future generations, e.g. how to make creative reference to SDGs, engaging user storys, focus on the “why”, ideation about which type of pictures used attract most attention from people, inclusion of facts and figures. By using creative storytelling frameworks like the Golden Circle, the participants refined the core narrative and value proposition.</p>
<p><b>Veneto (ITH3)</b></p>	<p>The solution (SwapUp) is the development of a digital system of clothing swap events inside hostels, transforming these places into meeting points and community spaces.</p> <p>The participants got equipped with practical experience in collaboration, ideation and business model development through a process of coaching, business plan and Service Design development. In particular, the participant: 1) acquired skills and competences in the areas of systemic thinking and systemic design; 2) learnt how to see the business as an ecosystem, making possible a shift from operational leadership to systemic leadership; 3) learnt how to scale, replicate and evolve collaboratively the business idea, by designing with a map; 4) envisioned a future where the business becomes a widespread cultural, economic, and environmental ecosystem. Mentors and facilitators belong to the areas of service design, cultural management, business development and business support, while participants belong to the area of creativity and sustainable fashion. The connections got enhanced in terms of new collaborations, creative enhancement of ideas, creative thinking and creative mindset for business services.</p>
<p><b>Jadranska Hrvatska (HR03)</b></p>	<p>Improved skills for developing solutions in sustainable rural tourism emerged as the main outcome, alongside enhanced knowledge in effective communication and digital content creation. Participants gained practical experience using AI for rural tourism apps, digital storytelling tools, and sustainable business models, while developing soft skills and networking for new insights and ideas. Connections grew through circular mails, personal contacts, social media connections and mutual support. Participants now follow each other and stay updated on the DGC solution they co-developed.</p>



<b>Stuttgart (DE11)</b>	<p>For coupino: the concrete output was as co-designed business model canvas for a digital app (coupino); for wine paradise Ortenau: it was a co-designed (wine-tasting) event concept. During the co-creation workshop in Baden-Württemberg, participants regularly got “knowledge nuggets” on established tools such as Design Thinking and the Business Model Canvas. This provided the necessary methodology for working in a targeted way. The participants worked in interdisciplinary teams, alternating throughout the workshop between creative, open idea generation and realistic, critical evaluation. This shift in perspective between “dreamer,” “realist,” and “constructive critic” encouraged new ideas and a focus on user needs.</p> <p>Participants were divided into 2 interdisciplinary groups for several activities and worked together on several exercises. However, there were also “plenary” sessions where all participants could exchange. Mentors provided feedback to the groups during both days.</p>
<b>Jihovýchod (CZ06)</b>	<p>Business concept “SensiTIC” which reimagines Tourist Info Centers as sensory hubs with local food, music, crafts, scents, and digital guides, boosting visitor engagement and local revenue. Participants gained hands-on skills through team ideation, business model canvas training, and expert guidance from mentors, fostering collaboration and real-world problem-solving provided by stakeholders. The event fostered cross-team networking, with creatives, professionals, and mentors collaborating closely, sharing ideas, and building professional connections.</p>
<b>Jadranska Hrvatska (HR03)</b>	<p>Co-designed prototype of community cleanup and plan nurturing business model. We used standard Design Sprint methodology to fuel collaboration and develop business models. We used work-alone and share together concept to cross-pollinate ideas; switch-pitch and we used dots to vote and make decisions.</p>
<b>Východné Slovensko (SK04)</b>	<p>Beehives in museum - How to set up beehives in rural cultural centre, with respect to environment and visitors. Participants co-created a beehive integration plan via on-site ideation, learned collaboration through stakeholder mapping, and developed business models with expert-led mentoring and peer feedback. Connections grew through joint workshops, mentoring sessions, and field visits, fostering trust, shared goals, and ongoing collaboration across sectors and regions.</p>

Table 4: Process and outcome of regional workshops per partner

### 3.5. Project partner feedbacks

To get insights into the addressed challenges, workshop settings and participants experiences, after the workshops 3 surveys were conducted.

The survey among the project partners, who organized the co-creation workshop, showed, that most of the partners conducted a 2-day co-creation workshop within their region. The workshops were led by either external (48%) or internal (38%) facilitators, in some cases the workshops were facilitated by both parties (Figure 2).



Figure 2: Regional Co-Creation: Split between internal and external facilitators



Overall, 142 individuals participated the workshops in 8 different countries. The co-creation basis is to have a mix of different expertise in the teams in order to generate the most innovative ideas. The graph below shows, that there were around 30% of creative professionals, business and technical experts, respectively. Around 30% of participants assigned themselves to than one category (Figure 3).



Figure 3: Regional Co-Creation: Fields of participants' expertise

In the conducted survey, the project partners where asked to share their experience with participants and observation during the regional co-creation workshop. This experience is based on direct interaction with participants. The results of this survey showed, that the **total number of participants per workshop was between 4 and 25 individuals**. The main motivation of participants to sign up for the co-creation workshop was to have a valuable exchange and a creative dialogue with others to develop different solutions (Figure 4). Also, the results showed, that participants highlighted their need to bring in and develop their own ideas in the co-creation workshops.



Figure 4: Regional Co-Creation: Motivational factors of participants

The main impact on the participants was to increase their market readiness or competitiveness, followed by increasing customer satisfaction (Figure 5).



Figure 5: Regional Co-Creation: Fields where participants felt an impact

### 3.6. Participants feedbacks

In total **21 participant responses** were collected after the regional co-creation workshops. The analysis of the survey showed, that the overall satisfactory of the workshop was very high (9.36 out of 10 points, Figure 6). Noticeable was also, that the work environment in the co-creation workshops was rated above average (7-10 points out of 10, Figure 7). The participants satisfaction with the guidance through the workshop was rated average (between 6 and 10 points, Figure 8).

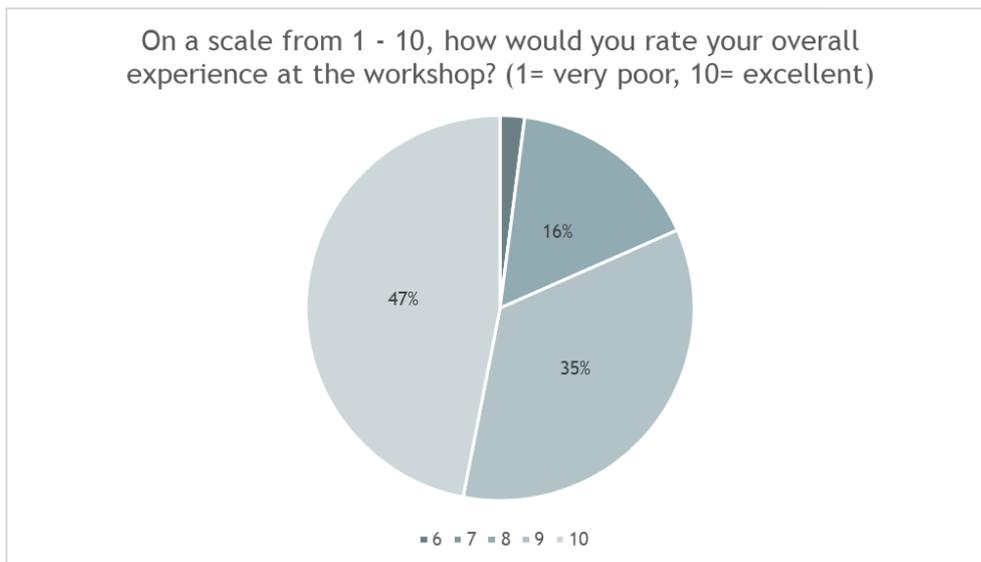


Figure 7: Regional Co-Creation: General feedback about the workshop experience



Figure 8: Regional Co-Creation: Feedback concerning the guidance during the workshop

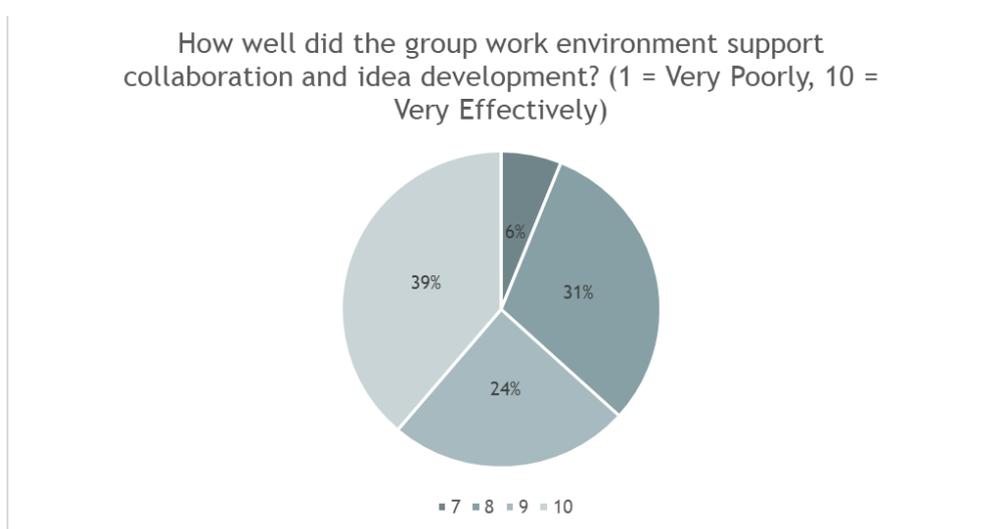


Figure 6: Regional Co-Creation: How effective the group environment was for the participants



During the workshop it turned out that the skills of the individual participants in the following areas is between below average and average level (Figure 9). Especially in the field of influencing industrial transition, the participants rated themselves more in the below average range. The experience of the participants in working with customers was on average rated as the best skill available.

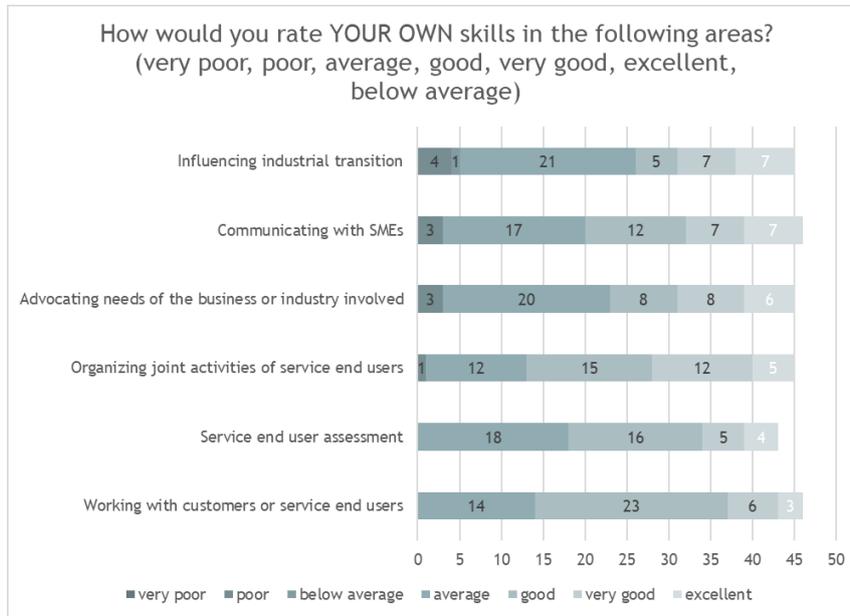


Figure 9: Regional Co-Creation: Self assessment skillset

In the survey participants also were asked to answer questions regarding the co-creation workshop setting - which means that participants of different sectors with different backgrounds (digital, green, creative) where involved in the solution creation process (Figure 10). It turned out that there was a good conflict management performed in the workshops and there was almost no or no inflexibility of participants noticed. There where some circumstance detected where participants seemed to be bias toward the co-creation setting, probably caused by miscommunication or misunderstanding of the co-creation process. Cultural barriers where more seen as a positive circumstance which might mean that participants perceived the cultural differences as a positive contributor to co-creation.

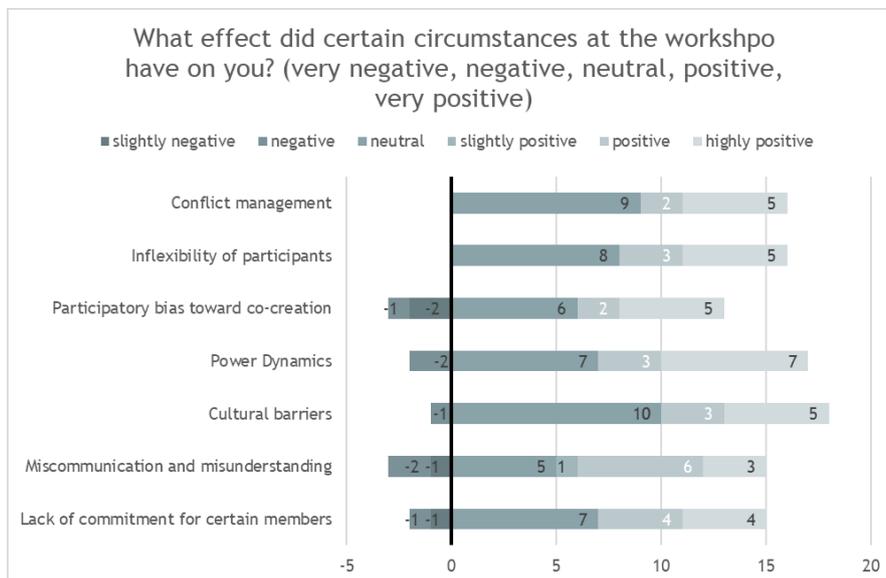


Figure 10: Effects on the participants at regional co-creation workshop



## 4. Transnational Workshops

From April 11<sup>th</sup> to April 29<sup>th</sup> defined project partners conducted the transnational workshops. All participants of the regional-co-creation workshops were invited to participate on the transnational level to further develop their DGC solutions. In total **46 participants** attended the transnational workshops organized and created by IRI Centar, FINN TEC4I and MAO/IUAV.

TITLE OF THE WORKSHOP	BUILDING A SUSTAINABLE BUSSINESS MODEL	BUSINESS MODEL PITCH SESSION: TOOLS AND TIPS FOR THE PERFECT VIDEO PITCH	DEVELOPING SOCIAL VALUE OF THE PROJECT
DATE	11.4.2025, 15.4.2025, 14.4.2025,	17.04.2025 (9.30 - 12.30) - 29.04.2025 (10-12am)	22.04.2025 (14:00 - 17:00)
# of participants	12	19	15
COORDINATOR	IRI CENTAR	FINN TEC4I	MAO/IUAV

## CONTENT

Development of business model is iterative process in which you get to know your product and your customer; and where You challenge Your business assumptions. In this workshop we shall determine your business development phase, type of innovation, ideal customer and according to conclusion develop and challenge business model using triple business model canvas.

Tools used: Startup development phases, Doblin type of innovation, Persona development / Customer Journey, Triple business model canvas

Maximum 5 teams per session. Duration 3 hours.

The workshop structure:

1st part

The workshop will focus on:

**a) Key Requirements for the Pitch Presentation: format and instructions for creativity, innovation and feasibility showcasing (20-30 min)**

Details

o The pitch presentation must be 3-5 minutes long.

o 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

**b) Tools and techniques for delivering compelling and professional video presentations (30min)**

**c) Practical session on the video pitch development**

**d) Q&A**

2nd part - 29.04.2025 at 10 am

Additional Online video-pitching session, for final refining with feedback from Video expert mentor. Duration 1,5h (to be held on the 29.04 from 10:00 to 12:00 CET)

**Link:**

<https://us02web.zoom.us/j/86577945393?pwd=achLYDFVjnbUaiSzJEWlcoGblzHbc.1>

**Capacity 2 Transform \_ Transnational Workshop (MAO + IUAV)**

**Title: Developing social value of the project**

(Integrating social impact into the business model, emphasizing alignment with public and community goals)

**Lead partner:** MAO (facilitators / mentors: Simon Gmajner, Maja Dobnik)

**Supporting partner:** IUAV (facilitators / mentors: Silvia Maria Carolo, Mario Ciaramitaro, Paolo Carlucci)

**Date and time:** 22nd of March 14:00 - 17:00

**Location (ZOOM):**

<https://us06web.zoom.us/j/86291091959?pwd=Kf43J0uOPSaUlpGSDZNXt7UPObSF9.1>

**Structure:**

**I. Segment on Ethics and Empathy 14:00 - 14:30 (MAO)**

A lecture - presentation; overview on Ethics and Empathy and how they are integrated in our (working and living) environment. (Simon Gmajner - MAO)

Topics addressed at the lecture:

- (Historical) Overview on Ethics and Empathy

- European values

- European pillar of social rights

- Ethics and Empathy in business and Innovation processes (subpoints: management practices, business ethics, technological innovations, understanding coworkers and user's needs, social responsibility, empathic design, problem solving through ethics...)

**II. Segment on critical feedback 14:30 - 16:15 (MAO + IUAV)**

Engagement with every project - 5 minute presentation and 5-minute feedback on proposed alignment of the project on perceived community and public goals.

All 9 group representatives are present (max 2 people, can be 1 idea representative + 1 partner representative) to listen to inputs and feedback. (MAO + IUAV) Focus point for the idea representatives to communicate:

- Which is the change you want to generate and for whom? My project wants to contribute to ..... , creating benefits for..... Project / idea representatives send short info on their project until 15th of April!

Questions to answer (1- 2 sentences):

- Description of the idea (challenge addressed, solution proposed)

- How does your idea align with community and public goals in the area?

- How can the mentors help with their idea in regards to identifying and emphasizing the social impact of their project

**III. Segment on Theory of Change - TOC 16:15 - 17:00 (IUAV)**

A 10 - minute presentation on Theory of Change, followed by a 5- minute introduction into the workshop (3 exercises on Miro)

a) Exercise 1 (5 minutes)

Each team makes a list of values related to their business idea. Review of all the answers by the teams.

b) Exercise 2 Each team analyzes the values and then it chooses if the values are intrinsic, instrumental or institutional to their idea of business

c) Exercise 3: Each team creates a TOC Scenario + Beneficiaries



<p><b>Who should attend the workshop?</b></p>	<p>Teams that would like to transfer solution from the co-creative workshops to market. Maximum 2 team members per solution.</p>	<p>The workshop is designed to equip selected team leaders with the skills necessary for effective video pitch production. It <b>features a specialized technical segment led by a video production expert, focusing on AI-based tools.</b> Participation is limited to a maximum of two members per team.</p>	<p><b>All 9 groups/ideas representatives are present (max 2 people per idea, can be 1 idea representative + 1 partner representative)</b></p>
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Table 4: Transnational workshops in the Building Bridges Pilot Action

## 4.1. Process of solution creation and outcomes

### Workshop #1: Building a sustainable business model

The participants followed instructions and used joint digital whiteboard with tools to: a) identify innovation elements and critically evaluate their idea, b) get instant feedback from participants and c) develop actionable elements within their business model canvases. The output for each team in the transnational workshop was improved business model with reference on actionable elements related to stakeholders impacted.

### Workshop #2: Business model pitch session

The workshop supported participants in preparing and delivering a clear and engaging pitch of their business model. The first part focused on the structure of a 3-5 minute presentation, covering team, problem, solution, validation, business model, social impact, and call to action. The output was a draft video pitch for each project. A follow-up online session with a video expert mentor helped refine the pitches and improve presentation quality.

### Workshop #3: Developing social value of the project

The workshop helped people to have a better understanding of their possible impact of their solution beyond the possible impact on clients. The first part of the workshop was dedicated to the values that are connected to do good business and have an impact on societies. The output was a miro board for each project participating. The miro guided participants in defining the ideal scenario and identify beneficiaries.





## 4.2. Participants feedbacks

Of the 46 participants, 16 completed the survey on the transnational workshops. Nearly half of these respondents attended the “Tools and tips for the perfect video pitch” session (Figure 11). Survey feedback shows their primary motivation was to refine storytelling techniques for various professional presentations. This aligns with motivations from the regional co-creation workshops (Figure 4), where the top drivers were enhancing market readiness or competitiveness, followed by boosting customer satisfaction.

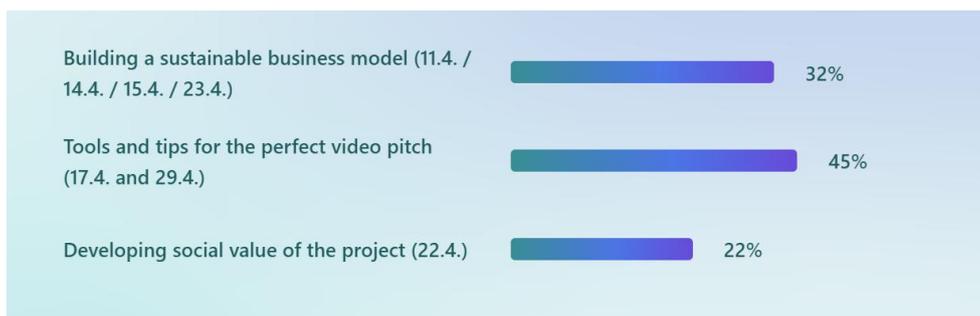


Figure 11: Transnational workshops: Participation

The challenges and solutions addressed in the transnational workshops mainly addressing the field of digital transformation, followed by creative and green transformation (Figure 12). This shows variety of DGC aspects, which offers a good basis for innovative co-creation.



Figure 12: Transnational workshop: Mix of DGC challenges & solutions

Participants were also asked to show their experience with the workshop facilitator during the transnational online workshop. In total, 5 competencies of workshop facilitators were defined to measure quality of workshop execution: Competence in general, experience in the field of operation, motivating character, working with participants on eye level, openness for questions and feedback. The summary of workshop leader experience shows, that participants rated the overall competencies of the individual trainers above average (Figure 13-15):

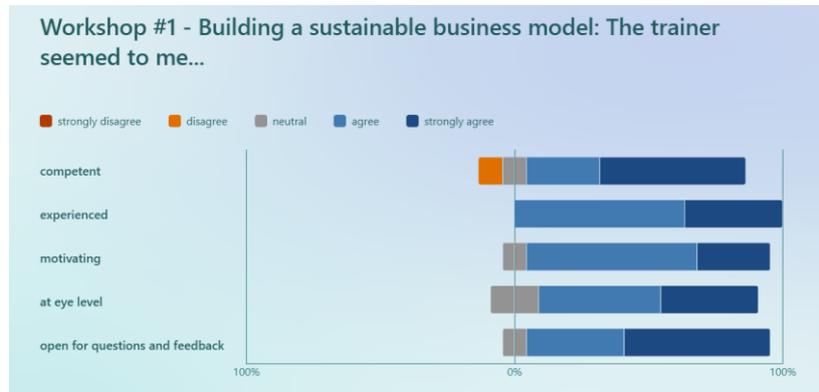


Figure 13: Transnational workshop: Experience with the workshop facilitator of the sustainable business model workshop

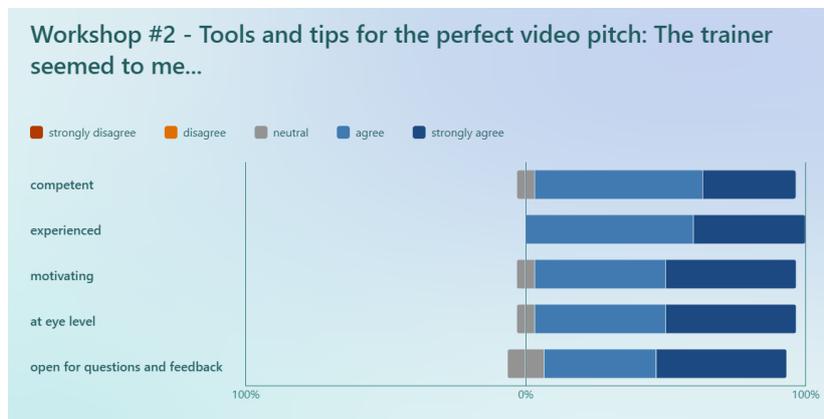


Figure 14: Transnational workshop: Experience with the workshop facilitator of the perfect video pitch workshop

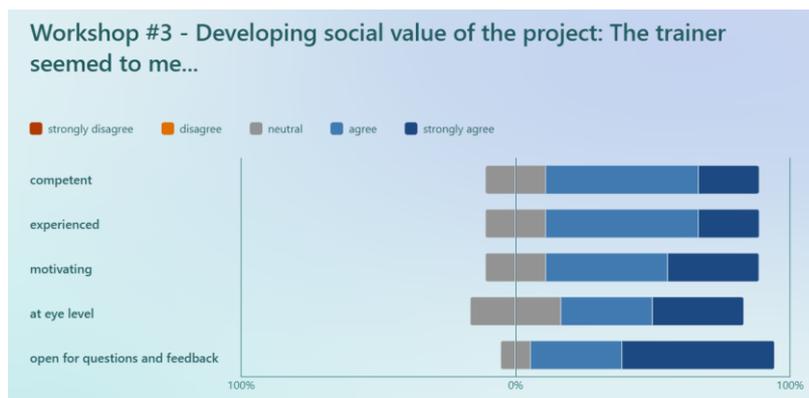


Figure 15: Transnational workshop: Experience with the workshop facilitator of the social value of the project workshop



According to participant results, the transnational workshops could help to improve the individual quality of the business models, e.g. make it more robust, increase social and green impact and/or better meet market needs (Figure 16). Participants rated the effectiveness of the workshop on improving their business model with a score between 5 and 10 (1= strongly disagree, 10= strongly agree), where 19% of the participants rated with the highest score (10 points).

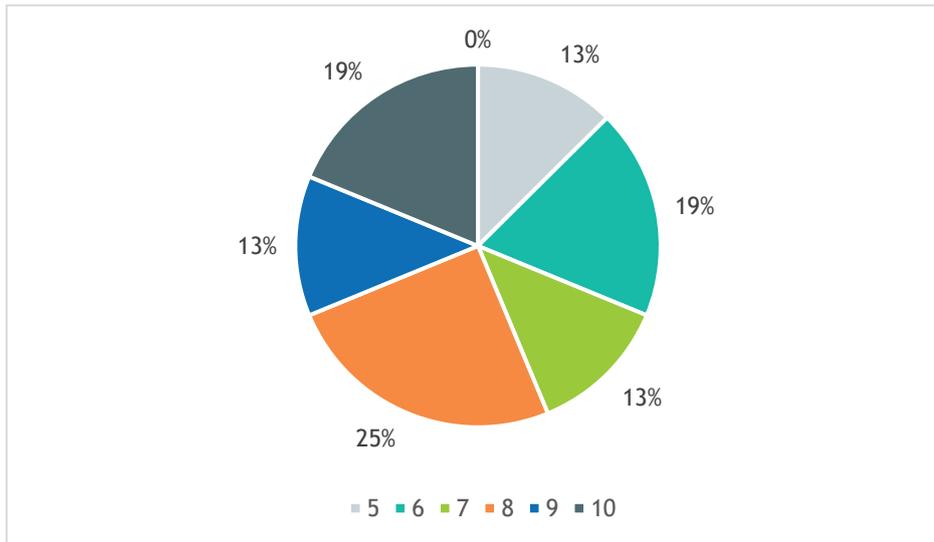


Figure 16: Transnational workshop: How effective the workshops were for improving business models (1-10)

Figure 17 highlights, that out of the 16 participants who conducted the survey, more than 50% rated their additional knowledge and experience building through the transnational workshops as high (between 7 and 10, where (1= strongly disagree, 10= strongly agree)).

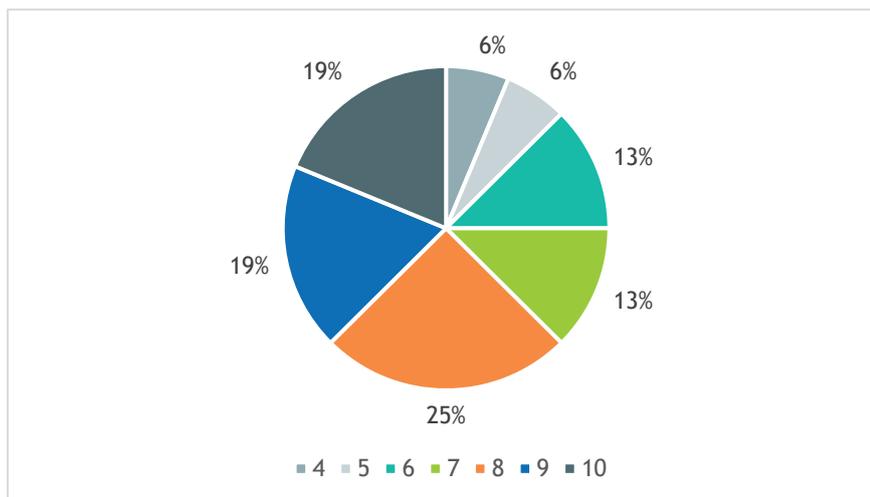


Figure 17: Transnational workshop: Did the participants learn anything new?



In the survey, participants were asked to indicate the most valuable tools used in the workshop. Results showed, that participants valued diverse tools utilized during the transnational workshops, highlighting especially the effectiveness of visualization and conceptual frameworks such as Canva, Figma, and the Business Model Canvas. Storytelling techniques, scrum methodologies, and AI-driven tools were also praised for enhancing communication clarity, idea organization, and creative presentation skills, particularly for effective video pitches.

Participants of the transnational workshops also provided feedback about their individual “wins” of the transnational workshop setting as well as improvement potential in their region. More in detail, they highlighted clear benefits from the transnational workshops, emphasizing the significant value of international interaction and diverse exchanges. A key strength identified was the ability to gain fresh insights and inspiration from engaging with participants across different regions and domains. The workshops notably fostered creativity, provided opportunities for learning from varied experiences, and strengthened cross-border networks, all of which participants found more stimulating than strictly regional events.

Regarding future improvements, respondents expressed a strong desire for enhanced opportunities for structured knowledge exchange and ongoing interactions. Specifically, there was interest in increased practical workshops—both online and face-to-face—that address sustainability, entrepreneurship, and innovation, as well as targeted actions supporting youth and SMEs. Participants also underlined the importance of implementing activities locally to demonstrate practical applications of sustainability principles and facilitate regional transformation.

In conclusion, the transnational workshops effectively fostered intercultural collaboration and innovation, clearly satisfying the participants’ expectations for diverse and inspiring exchanges. The transnational workshops succeeded in combining innovative tools and international insights, meeting participants’ motivations to enhance practical skills and business readiness. However, to maximize their regional impact, participants recommend strengthening local follow-up actions and structured engagements tailored to specific target groups. More details to participants answers can be found in the Appendix section.



## 5. DGC Solutions created

The Building Bridges Process aimed to implement and document 9 DGC solutions. Out of all challenges addressed and co-innovated with creative input, in total **10 DGC solutions could be promoted and implemented**. The following tables summarize the details of the DGC solutions that were formed in the whole Building Bridges Process: From challenge gathering, over regional co-creation & transnational workshops to the final video pitch of the solution.

PP1 & PP6	Primorska Technology Park & MAO (Museum of Architecture)
Challenge addressed (Title)	Enhancing Cycling Tourism in the Northern Primorska Region, Slovenia
Challenge description	<p>The Northern Primorska region holds significant potential for the development of cycling tourism. However, it currently faces a limited digital presence of high-quality circular cycling routes. While some tourist board websites do offer cycling maps, these are often poorly designed, outdated, visually unappealing, and, most importantly, offer a very limited selection of routes.</p> <p>Existing solutions do not provide cyclists with reliable information that would enable them to explore the region safely and confidently. One of the key challenges identified through workshops and analysis of current tourism trends is the short average stay of visitors—most tourists spend only one night in the region. This significantly limits their potential contribution to the local economy.</p> <p>We believe that developing high-quality and attractive cycling routes could help extend tourists' stays by offering them more reasons to explore the wider area. A greater number of thoughtfully planned circular routes would encourage visitors to spend several days in the region, positively impacting demand for accommodation, dining, and other local services.</p>
Solution developed (Title)	Novi Kolesarski: A Digital Platform for Cycling in Northern Primorska
Solution description	<p>Each cycling route has its own rhythm—shaped by the landscape, climbs, views, and pace. This rhythm is central to our approach, as different structures create different experiences. We aim to reflect this in the design of routes, their visual presentation, and how the content is delivered.</p> <p>Our solution is a <b>digital platform</b> that provides easy access to a wide range of high-quality circular cycling routes across Northern Primorska. Routes will be tailored for various cycling styles—mountain, gravel, family, and e-biking—so that everyone, from casual riders to enthusiasts, can find suitable options.</p> <p>The platform will offer <b>interactive maps</b> with detailed route descriptions, real photos, and key data like distance, elevation, difficulty, and surface type. Maps will feature clean visuals and optional layers for accommodations, dining, and attractions.</p>



	<p><b>Safety</b> is a priority: where possible, routes will avoid busy roads, favoring bike paths, quiet side roads, and gravel trails—ideal for families seeking a safe, relaxing ride.</p> <p>In addition to the routes, users will find helpful content such as tips for exploring the region, how to use maps on devices, and advice for <b>sustainable travel</b> like train access.</p> <p>This will be more than a route library—it will be a <b>trusted hub</b> for discovering the region by bike, helping position Northern Primorska as a top cycling destination and encouraging safe, sustainable exploration.</p>
DGC Context	
Number of Green TP involved	1
Number of Digital TP involved	1
Number of CCIs involved	3
Role / Impact of CCIs	<p>The role of Cultural and Creative Industries (CCIs) in the project is to apply their expertise in visual arts, design, and digital technologies to develop innovative, user-centered solutions that enhance the visibility and attractiveness of cycling routes within a sustainable tourism framework. CCIs are responsible for designing an intuitive and visually appealing website, creating high-quality content such as professional photography and engaging route descriptions, and using storytelling techniques to effectively communicate the project's value to both tourism partners and the broader public.</p> <p>The impact of this contribution is significant: by combining creativity with functionality, CCIs help to elevate the user experience, foster emotional engagement, and increase public awareness and interest. Their work supports green mobility, encourages regional exploration, and strengthens the project's overall effectiveness and success in promoting cultural and sustainable tourism.</p>
Link to video pitch	<a href="https://youtu.be/cl_VEUgWrXE">https://youtu.be/cl_VEUgWrXE</a>

Table 5: DGC Solution (PPI & PP6)



PP2		TEC4I FVG (Friuli Innovazione)	
Challenge addressed (Title)	Reducing the carbon footprint of big events		
Challenge description	<p>Big events, such as music or film festivals, can constitute an important economic and cultural resource for the territory they are hosted in, but they also pose logistical, social and environmental challenges which translate into a potentially significant impact in terms of carbon footprint. The main aspects in this regard are:</p> <ul style="list-style-type: none"> <li>• Mobility &amp; transport - to and from the event, both for participants and guests</li> <li>• Resource consumption - temporary installations, printed catalogues, merchandising and their end-of-life treatment require large amounts of raw materials;</li> <li>• Waste management - high visitor numbers translate into considerable waste streams that must be sorted and recycled correctly;</li> <li>• Energy use - cinemas, screening venues and exhibition spaces demand continuous power, increasing the event's carbon intensity;</li> <li>• Food &amp; lifestyle choices - providing affordable, sustainable catering and encouraging eco-friendly behaviour among staff and volunteers remain open challenges.</li> </ul>		
Solution developed (Title)	Impronto di meno app		
Solution description	<p>A mobile application which visitors can use to track a set of environmentally virtuous actions, such as correct waste sorting or choice of mode of transportation, which in turn are rewarded through a point system with gadgets and merchandise from the event.</p> <p>This approach presents the advantages of:</p> <ul style="list-style-type: none"> <li>Raising awareness among visitors concerning the sustainability efforts of the event</li> <li>Incentivizing sustainable behaviours among extrinsically motivated visitors</li> <li>Reduce costs in terms of logistics and waste management by reducing waste and careless sorting</li> </ul>		
DGC Context			
Number of Green TP involved	2		
Number of Digital TP involved	1		
Number of CCIs involved	1		
Role / Impact of CCIs	<p>CCIs are instrumental multiple phases of implementation: in the development phase, CCIs need to be involved to structure both the visual look and the UX process, in order to maximize the appeal and usability of the app, which are needed to create the critical mass crucial for success. In the test, official introduction, and ordinary use phases, CCIs are involved in the production of media material and communication strategies to accelerate and maximize the penetration of the solution among visitor communities.</p>		
Link to video pitch	<a href="https://www.youtube.com/watch?v=yfcUmnHi69w">https://www.youtube.com/watch?v=yfcUmnHi69w</a>		

Table 6: DGC Solution (PP2)



PP3	CTRIA / Central Transdanubian Regional Innovation Agency
Challenge addressed (Title)	Creating a Unified Digital Identity for 26 Rural Settlements in the Valleyland-Lake Velence Region
Challenge description	The 26 settlements across the Bicske and Martonvásár districts and around Lake Velence lack a coherent regional brand and digital presence. Though the area boasts rich cultural and natural assets, visitors usually only see the lake or pass through on the Budapest-Balaton cycling route, unaware of the wider offerings. Locals themselves often don't know about hidden attractions in neighboring villages. Municipalities, businesses, and civil organizations operate in isolation, without coordinated communication or shared tools. As a result, the region under-performs its tourism potential and its natural and cultural heritage remains underutilized.
Solution developed (Title)	Valleyland Connect: A Regionally Tailored Digital Platform
Solution description	<p>Building on a proven system from Veszprém's European Capital of Culture program, Valleyland Connect is a multilingual, responsive web and mobile application that:</p> <ul style="list-style-type: none"> <li><b>Maps every attraction and service</b> across the 26 settlements, with interactive geospatial visualization</li> <li><b>Offers personalized recommendations</b> for visitors and locals based on interests, timing, and location</li> <li><b>Brings together municipalities, entrepreneurs, and civil organizations</b> on one networked platform</li> <li><b>Enables equipment sharing and joint resource utilization</b>, reducing duplication and cost</li> <li><b>Provides real-time program suggestions and navigation</b>, so users discover events and hidden gems on the go</li> <li><b>Features a modular architecture</b> designed to integrate a future loyalty/card program</li> </ul> <p>Since its Veszprém deployment, the platform has handled hundreds of thousands of users, increased average tourist stays and local business revenues, strengthened community identity, and demonstrated scalability under heavy load.</p>
<b>DGC Context</b>	
Number of Green TP involved	0
Number of Digital TP involved	1
Number of CCIs involved	4
Role / Impact of CCIs	<p>For Cultural and Creative Industries (CCIs) operating within the tourism sector, this platform represents a strategically relevant, customer-acquisition-driven development that:</p> <ul style="list-style-type: none"> <li><b>Simplifies market entry</b> and consolidates regional visibility under a single, easy-to-update digital umbrella</li> <li><b>Provides a unified brand presence</b> that CCIs can leverage alongside their own campaigns and marketing materials</li> <li><b>Enables rapid customization</b> of content and offers to align with each creative provider's unique value proposition</li> </ul> <p>Secondarily, the platform:</p> <ul style="list-style-type: none"> <li><b>Fosters SME collaboration</b> by highlighting potential partnerships and resource-sharing opportunities</li> </ul>



	<p><b>Supports joint project development</b> across cultural operators, local businesses, and civil organizations</p> <p><b>Enhances B2B visibility</b> for CCI in discussions with municipalities and major regional stakeholders, opening new channels for commissions and events</p> <p>This combination of broad reach and tailored flexibility ensures that CCIs both amplify their own customer pipelines and contribute to the region's cohesive tourism ecosystem.</p>
<b>Link to video pitch</b>	<a href="https://youtu.be/lzjATC-gucA">https://youtu.be/lzjATC-gucA</a>

Table 7: DGC Solution (PP3)

<b>PP4</b>	<b>build! Gründungszentrum Kärnten</b>
<b>Challenge addressed (Title)</b>	<b>Defining and communicating digital &amp; green impact</b>
<b>Challenge description</b>	Many startups have identified digital & green challenges in their business models. They often face struggles to communicate their solutions and efforts effectively. This can lead to missed market opportunities and missed impact. The questions is, how can impact efforts be communicated with creative industries inputs and hence become a competitive advantage and enable a sustainable transformation.
<b>Solution developed (Title)</b>	<b>Impact driven communication by Kos-Pure Aqua: Creating a Legacy of Sustainability</b>
<b>Solution description</b>	Kos-Pure Aqua addresses water scarcity problems in the world by providing a solution to bring water into a circular system. It aims to recycle grey water into clean water. By using a clear framework for storytelling, e.g. the Golden Circle (concept by Simon Sinek), the team could strengthen the purpose of their solution with the overall goal to improve market readiness and competitiveness while developing the basis for first customer touchpoints with impact driven communication. The team was able to put their WHY as strong emotional communication tool in front of their value proposition. Also, the team generated a clear and effective way how to setup their communication strategy.
<b>DGC Context</b>	
<b>Number of Green TP involved</b>	<b>3</b>
<b>Number of Digital TP involved</b>	<b>6</b>
<b>Number of CCIs involved</b>	<b>3</b>
<b>Role / Impact of CCIs</b>	CCIs helped to visualize the concept by providing input to overall design (e.g. how to create visually engaging pitch decks that support, not distract from, the message; how to make product/interface visuals or concept art that brings the idea to life), the brand identity and story (e.g. how to craft a brand narrative that aligns with the startup's mission and values) as well as input on how to enhance emotional engagement by the customer (e.g. how to create relatable user stories that show impact and relevance; use creative comparisons to explain abstract concepts).
<b>Link to video pitch</b>	<a href="https://youtu.be/jfOnjD3-WGQ">https://youtu.be/jfOnjD3-WGQ</a>

Table 8: DGC Solution (PP4)



<b>PP5</b>	<b>IUAV University</b>
<b>Challenge addressed (Title)</b>	<b>Designing solutions and projects that support waste reduction</b>
<b>Challenge description</b>	One of the main problems that SwapUp aims to solve concerns the environmental impact of fashion. The textile industry is among the most polluting in the world, and the fast fashion model contributes to overconsumption and waste accumulation. SwapUp (solution) - which originates from the phenomenon of “Swap Party” - introduces an innovative solution that promotes reuse, recycling and conscious consumption. Swap Parties are events where people can exchange items lost in shelters or unused clothes, giving them a second life. This not only reducing waste, but it also allows people to update their style without new purchases, with a positive impact on the environment and on their wallets.
<b>Solution developed (Title)</b>	<b>SwapUp (app)</b>
<b>Solution description</b>	<p>The solution (SwapUp) is the development of a digital system of clothing swap events inside hostels, transforming these places into meeting points and community spaces. This idea was born out of a sensitivity to environmental sustainability and a passion for human relationships, and it is simple yet powerful: to create moments where people can bring clothes they no longer use and exchange them with others, giving garments a new life while also creating light, inclusive social events.</p> <p>The solution envisions a scalable format, replicable in various cities as a model that combines environmental impact, cultural development, and economic opportunities. The events thus become a sustainable experience that brings value to hostels, participants, and the environment.</p> <p>The solution is therefore oriented to building a network of local organizers trained through dedicated modules and supported by a central platform (app) offering tools, materials, guidelines, and technical support.</p>
<b>DGC Context</b>	
<b>Number of Green TP involved</b>	<b>1</b>
<b>Number of Digital TP involved</b>	<b>1</b>
<b>Number of CCIs involved</b>	<b>1</b>
<b>Role / Impact of CCIs</b>	The idea was supported during the local co-creation workshop through a process of coaching, business plan and Service Design development. The Designer (CCI) introduced the main instruments of Service Design: the User Journey, the Stakeholder Map, and the Service Blueprint. Through Service Design, the participant 1) acquired skills and competences in the areas of systemic thinking and systemic design; 2) learnt how to see the business as an ecosystem, making possible a shift from operational leadership to systemic leadership; 3) learnt how to scale, replicate and evolve collaboratively the business idea, by designing with a map; 4) envisioned a future where the business becomes a widespread cultural, economic, and environmental ecosystem.
<b>Link to video pitch</b>	<b>/</b>

Table 9: DGC Solution (PP5)



PP7	FEBT
<b>Challenge addressed (Title)</b>	<b>Cultural Heritage in the Digital Age</b>
<b>Challenge description</b>	How can history, architecture and local heritage become accessible to new generations and modern tourists? Many valuable cultural sites remain poorly interpreted or difficult to access for younger generations and foreign visitors (but also for those from outside the area), which reduces their visibility and tourist value. We are looking for solutions that use augmented reality (AR), interactive digital archives or intelligent QR systems and the like to revive cultural and historical sites through innovative technologies.
<b>Solution developed (Title)</b>	<b>Evala</b>
<b>Solution description</b>	<p>We're building a personalized cultural tourism app that puts the user at the center of the experience—while empowering local communities. The app connects travelers with authentic stories, cultural landmarks, and curated local experiences that are often overlooked by mainstream tourism platforms. Unlike typical tourist guides, our platform offers dynamic, GPS-based recommendations tailored to the user's preferences, schedule, and travel style.</p> <p>All the content—stories, tips, and tour suggestions—is locally sourced and verified, ensuring it reflects the real cultural identity of each place. No more wasting time searching for information online—our app stores everything in one place: from secret viewpoints only locals know about, to small museums, theaters, and forgotten traditions.</p> <p>But we go further. Our users don't just consume—they contribute. By sharing their experiences, photos, and reviews from the tours, they help grow a living, evolving cultural map. This builds a sense of community and allows new visitors to follow in the footsteps of those who came before them.</p>
<b>DGC Context</b>	
<b>Number of Green TP involved</b>	1
<b>Number of Digital TP involved</b>	2
<b>Number of CCIs involved</b>	2
<b>Role / Impact of CCIs</b>	<p>Through our app, CCIs can:</p> <ul style="list-style-type: none"> <li>• Share their stories, artworks, or cultural knowledge in a digital format</li> <li>• Host experiences, workshops, or walking tours through the platform</li> <li>• Promote their cultural events and receive direct support from travelers</li> <li>• Reach wider audiences without needing expensive marketing or intermediaries</li> </ul> <p>By including CCIs as key partners, we ensure that cultural content remains authentic, diverse, and economically beneficial for the people who create it. This not only preserves cultural heritage but also provides sustainable income opportunities for creatives in developing regions.</p>
<b>Link to video pitch</b>	<a href="https://youtu.be/JRQVoW41DTI">https://youtu.be/JRQVoW41DTI</a>

Table 10: DGC Solution (PP7)



PP8	SEZ
Challenge addressed (Title)	<b>The Ortenau Wine Paradise</b>
Challenge description	<p>The Ortenau region is characterized by its vineyards, steep slopes, and valleys. This unique landscape produces outstanding wines from a wide variety of grape varieties and flavour profiles. They are known for their exceptional quality.</p> <p>Despite this, the region remains relatively unknown. How can we develop a sustainable event that connects all wineries and wine villages in the wine paradise of Ortenau (Weinparadies Ortenau)?</p>
Solution developed (Title)	<b>Castle Tour with Wine Tasting at Staufenberg Castle</b>
Solution description	<p>We are inviting you to an exclusive wine tasting event at the historic Staufenberg Castle. Here, guests will not only sample local wines, but also take part in a fun, interactive quiz that brings the region's history and flavours to life.</p> <p>Our group experience begins with a guided tour of the castle grounds, offering insights into the region's rich history and wine tradition. This is followed by a wine tasting with local vintners presenting a handpicked selection of their own regional wines. A fun wine quiz lets you test your knowledge and win a special prize. To end the day, you can optionally enjoy a dinner featuring regional cuisine in the castle cellar - a unique setting where century-old wine bottles are still stored.</p> <p>Our goal is to make the culture and wine heritage of Ortenau accessible to a broader, younger, and more international audience - from curious tourists to young professionals and early-career explorers.</p> <p>We are also putting a spotlight on sustainability and creativity: by featuring young winemakers from smaller villages - especially those working the steep slopes - and teaming up with passionate wine guides who turn every tasting into a memorable experience.</p> <p>Together, we aim to tell the story of Ortenau - one sip at a time.</p>
<b>DGC Context</b>	
Number of Green TP involved	0
Number of Digital TP involved	1
Number of CCIs involved	1
Role / Impact of CCIs	CCIs, represented here by young vintners and wine guides, play a key role in promoting sustainability and creativity in the region. By highlighting the work of young winemakers from smaller villages—particularly those cultivating steep-slope vineyards—we support innovative, environmentally conscious practices. Dedicated wine guides bring each tasting to life with passion and storytelling, creating authentic, memorable experiences that connect visitors more deeply with the Ortenau wine culture.
Link to video pitch	<a href="https://youtu.be/TYJDIRC5Fko">https://youtu.be/TYJDIRC5Fko</a>

Table 11: DGC Solution (PP8)

PP9	IRIC
Challenge addressed (Title)	<b>Empowering citizen-led green action in Split through The Green Olympics</b>



<p><b>Challenge description</b></p>	<p>Each year in Split, as tourists flood the city and temperatures rise, our green areas begin to suffer. Plants dry out, garbage builds up, and the city’s charm is tested. Public services do their best, but it’s simply too much for them alone.</p> <p>Because while our city shines in sports, it now faces a different kind of challenge – protecting its natural beauty during the peak summer months.</p>
<p><b>Solution developed (Title)</b></p>	<p><b>The Green Olympics</b></p>
<p><b>Solution description</b></p>	<p><b>The Green Olympics</b> is an innovative, city-wide initiative designed to tackle urban ecological challenges in Split by mobilizing the collective power of citizens, communities, local authorities, and the private sector.</p> <p>The core idea is simple but powerful: transform environmental action into a community-driven competition that celebrates sustainability and civic pride. Each city district becomes a team, and residents, tourists, NGOs, and businesses become active participants in a series of “green disciplines” – from garbage collection and plant care to volunteer mobilization, digital outreach, and fundraising for eco-projects.</p> <p>The competition is tracked through transparent digital dashboards (app) and supported by local coordinators, while the winners in each category receive tangible improvements in their neighborhoods: new green infrastructure, eco-benches, playgrounds, and community gardens. Public employees and institutions that enable or support these actions are also recognized and rewarded, creating a culture of shared responsibility and recognition.</p> <p>Private companies are invited to take part as sponsors, donors, or active participants, gaining visibility and demonstrating social responsibility. NGOs manage logistics, citizen engagement, and data validation, ensuring the integrity and impact of each action.</p> <p>The Green Olympic bridges a crucial gap between municipal sustainability efforts and community involvement. It transforms ecological responsibility into a celebration, making it engaging, competitive, and rewarding – both socially and environmentally.</p> <p>This is not just about cleaner streets or greener parks. It’s about empowering people, fostering collaboration, and building a resilient, proud, and sustainable city – together.</p>
<p><b>DGC Context</b></p>	
<p><b>Number of Green TP involved</b></p>	<p>2</p>
<p><b>Number of Digital TP involved</b></p>	<p>2</p>
<p><b>Number of CCIs involved</b></p>	<p>1</p>
<p><b>Role / Impact of CCIs</b></p>	<p>The role of CCI is to lead the design and development of the Green Olympic digital platform, ensuring an engaging and user-friendly experience. They are also responsible for creating content, visual identity, and communication tools that inspire participation and clearly showcase progress.</p>
<p><b>Link to video pitch</b></p>	<p><a href="https://youtu.be/JRQVoW41DTI">https://youtu.be/JRQVoW41DTI</a></p>

Table 12: DGC Solutions (PP9)



PP10 BizGarden, Ltd.	
Challenge addressed (Title)	Reinventing and re-designing Tourist Information Centers (TICs) as dynamic hubs that blend local culture, commerce, and hospitality to enhance visitor experience and achieve sustainable self-financing
Challenge description	The traditional Tourist Information Centers (TICs) are often perceived merely as places for maps and souvenirs. The challenge is to reconceptualize TICs as vibrant points of interest that integrate regional products, traditions, and services. This could include combining TIC functions with regional restaurants or pubs, offering sales of local products, and providing additional services to achieve at least partial self-financing. The goal is to create a sustainable business model and a comprehensive business plan for such innovative TICs that enhance visitor experience and support local economies.
Solution developed (Title)	<b>SensiTIC - Experience the city with all your senses</b>
Solution description	<p>The proposed solution focuses on transforming traditional Tourist Information Centers (TICs) into experience-driven spaces using sensory marketing. Rather than serving only as places for maps or brochures, these redesigned TICs become dynamic attractions in themselves—blending local culture, gastronomy, and interactive environments to enhance visitor engagement and promote economic sustainability.</p> <p>The strategy leverages the five senses to create a memorable and emotionally engaging environment:</p> <p><b>Sight:</b> Upgrading the visual identity is a priority. This includes using vibrant colour schemes, integrating natural materials like wood and stone, and modernizing lighting with adaptable LED systems. Interactive digital screens, consistent signage, and art displays featuring local artists will also elevate the visitor experience and visually anchor the TIC’s cultural relevance.</p> <p><b>Sound:</b> Background music carefully selected from traditional Czech and contemporary tracks will help shape a welcoming atmosphere. The use of audio guides—especially in rural TICs—adds value to the experience. Hosting live folk performances or local artist showcases on special dates reinforces community ties and draws repeat visitors. As a bonus, playlists from traditional music for free download through the QR code as a free gift for tourists!</p> <p><b>Smell:</b> Ambient scenting plays a powerful role in emotional recall. Diffusers with seasonal natural fragrances (e.g., lavender, pine, floral notes) will be used strategically. Additionally, hands-on workshops—such as soap, candle, or perfume making with regional aromas—provide interactive engagement and complement the overall atmosphere.</p> <p><b>Taste:</b> Gastronomy remains a key driver of tourism. Offering small tastings of regional products (cheeses, meats, wines) supports local producers and encourages direct sales. A small café featuring local specialties enhances foot traffic and invites longer stays. Seasonal food fairs, contests, and culinary workshops can turn the TIC into a gastronomic hub.</p> <p><b>Touch:</b> Tactile interaction deepens emotional connection. The TICs will feature wood-based furniture, rich textiles, and textured décor to evoke authenticity and warmth. Visitors can engage with 3D maps, monument models, or touchscreens to personalize their journey. Souvenirs and hands-on workshops further reinforce the sensory experience and create lasting memories.</p>



	This solution redefining TICs from passive service points to active cultural and commercial hubs. By engaging the senses, these centres become destinations in themselves—supporting local economies, extending visitor stays, and paving the way for financial self-sufficiency through diversified revenue streams.
<b>DGC Context</b>	
<b>Number of Green TP involved</b>	0
<b>Number of Digital TP involved</b>	2
<b>Number of CCI involved</b>	3
<b>Role / Impact of CCIs</b>	CCIs drive community involvement by supporting local artists, musicians, and producers while introducing digital innovation through interactive installations and audio guides. This fusion of sensory marketing and CCIs elevates TICs into must-visit destinations, extending visitor stays and strengthening regional identity.
<b>Link to video pitch</b>	<a href="#">VIDEO SensiTIC</a>

Table 13: DGC Solution (PP10)

<b>PP11</b>	<b>Technical University of Kosice</b>
<b>Challenge addressed (Title)</b>	Lack of biodiversity actions in rural areas
<b>Challenge description</b>	Rural museums and cultural monuments often face challenges in remaining relevant and financially sustainable, especially in regions with declining rural populations and limited tourism traffic. At the same time, biodiversity loss—particularly among pollinators like bees—is a growing concern that impacts both the environment and local agriculture. Finding innovative ways to activate these heritage sites while addressing ecological issues is essential.
<b>Solution developed (Title)</b>	<b>Placing beehives!</b>
<b>Solution description</b>	By placing beehives within a rural cultural monument, we contribute to increasing biodiversity while introducing an innovative approach that enhances the competitiveness of the local museum.
<b>DGC Context</b>	
<b>Number of Green TP involved</b>	<b>2</b>
<b>Number of Digital TP involved</b>	<b>1</b>
<b>Number of CCIs involved</b>	<b>2</b>
<b>Role / Impact of CCIs</b>	Cultural and Creative Industries (CCI) played a key role in our project by fostering an innovative use of heritage space—placing beehives within a rural museum setting not only promoted environmental sustainability and biodiversity, but also reimagined the museum as a dynamic, multifunctional site that engages the public through culture, ecology, and education
<b>Link to video pitch</b>	<a href="#">Video_Pitch_Bees.mov</a>

Table 14: DGC Solution (PP11)



## 5.1. Implementation in the regions

### **PP1 - PTP (Primorska Technology Park) & PP7 - MAO (Muzej za arhitekturo in oblikovanje)**

Business plan was prepared with the project group (idea owners, business support providers - PTP team, CCI support team - MAO...), idea was developed up to prototype stage with programmers, creatives - designers and visual content developers, local tourism organizations (Public institute for tourism Nova Gorica and Vipava Valley). The application and website have been developed up to testing - beta versions and will be tested & demonstrated on a small scale.

### **PP2 - FINN (Friuli Innovation limited liability consortium company)**

The final DGC solution emerging from the co-creation and transnational workshops was the development of the concept “FEFF - Impronto di Meno”, a scalable package of digital and physical tools (App, reusable cups, water dispensers, optimized waste collection bins) designed to reduce plastic use and improve waste sorting during international cultural events. During the transnational video-pitch workshop, TEC4I FVG supported participants in learning how to structure and communicate a business model refining the business model using a 7-step format (problem, solution, validation, etc.). The activity aimed at strengthening participants’ competences in pitching and storytelling, not at financing or commercialising specific products. Implementation in the region will take place through the operational planning of the 2026 edition of the Far East Film Festival in Udine, where the “Impronto di Meno” package will be piloted. The festival will serve as a live testbed for measuring plastic reduction, improving waste management, and engaging visitors in sustainable practices. Results will inform a long-term sustainability strategy for future editions and create a replicable model for other international events in Friuli Venezia Giulia and beyond.

### **PP3 - CTRIA (Central Transdanubian Regional Innovation Agency Nonprofit Ltd.)**

Business plan prepared for further execution.

### **PP4 - build! (build! Gründungszentrum Kärnten)**

Currently the new brand story effect get’s tested at different customer and event presentations where feedback about the way of presenting the impact gets gathered. This feedback will then be incorporated in the offer of our business support organisation. The regional co-creation workshop outcome showed already, that involving the creative sector to improve communication strategy is something to be considered for the future as relevant stakeholder.

### **PP5 - IUAV (University of Venice)**

Development of these instruments of Service Design: the User Journey, the Stakeholder Map, and the Service Blueprint.

### **PP6 - FEBT (University of Split, Faculty of Economics, Business and Tourism)**

After the transnational workshop, we are testing functional prototype application that uses technologies to access to cultural heritage. We are in the process of creating a more detailed business plan, with a strong focus on building a marketing and communication strategy. The goal is to attract key stakeholders (creative individuals, content creators, and cultural institutions) to actively participate in the platform’s development by contributing high-quality, engaging content.

### **PP8 - SEZ (Steinbeis Europa Zentrum)**

In Baden-Württemberg we supported two DGC solutions. As regards Coupino, the stakeholders filled the business canvas and carried out further qualitative research with potential clients of the app. As regards the wine paradise ortenau: they took concrete measures to implement the touristic concept development during our co-creation workshop and plan to organize it next year



#### PP9 - IRIC (IRI Centar d.o.o.)

Sustainable project concept for municipality program financing.

#### PP10 - BIZ (BizGarden Ltd.)

After the transnational workshop, the SensiTIC concept was further developed and tested during three workshops held by other project partners. The concept owner actively participated, received feedback, and refined the idea. As a result, a more advanced business plan was prepared, laying the groundwork for future execution and potential implementation in the region.

#### PP11 - TUKE (Technical University of Kosice)

Thanks to the additional extra funding provided by Kosice Self-Governing Region the developed concept - solution will be implemented soon within the premises of Markusovce Mansion.

## 6. Dissemination

### 6.1 Media & Knowledge Factory

#### Media Factory

The communication and storytelling dimension of the Building Bridges Pilot Actions is extended and amplified through the [Media Factory](#) platform. This platform serves as a central space for sharing success stories, showcasing co-creation experiences, and promoting inspirational examples of **DGC transformation**.

As part of the **Building Bridges Pilot Action**, Media Factory has shared articles spotlighting both the **process** and the **solutions created** during the project. These articles cover the collaborative journey and highlight the impact of the solutions developed:

- **Bringing Heritage to Life: Our Experience at the Co-Creation Workshop in Split**  
<https://digital-green-creative.eu/bringing-heritage-to-life-our-experience-at-the-co-creation-workshop-in-split/>
- **Shaping Tomorrow's Tourism: Insights from the Prague Innovation Jam**  
<https://digital-green-creative.eu/shaping-tomorrows-tourism-insights-from-the-prague-innovation-jam/>

Additionally, solutions have been promoted through the Media Factory, such as the **Green Olympic** project:

<https://digital-green-creative.eu/green-olympic-a-community-driven-innovation-for-public-green-area-maintenance-in-split/>



© Ana Ban | May 9, 2025 | 8:52 am

## “Green Olympic” – A Community-Driven Innovation for Public Green Area Maintenance in Split

A two-day Design Sprint was held on March 18–19, 2025, at Technology Park Dračevac in Split, bringing together experts from public utilities, the civil sector, and private businesses.

A two-day Design Sprint was held on March 18–19, 2025, at Technology Park Dračevac in Split, bringing together experts from public utilities, the civil sector, and private businesses. Organized by Development Agency Split (RAST) and IRI Centar, the sprint aimed to co-create an innovative and sustainable solution for the seasonal challenges public utility companies face—especially during the peak summer months.

### Design Sprint Challenge

The main challenge defined for the sprint was:  
“How can public communal companies leverage innovative technology to ensure infrastructure maintenance while engaging the general public and visitors to participate in simple public services, gain experience, earn credits, and...?”

Through this content, **Media Factory** demonstrates its key role in disseminating both the **Building Bridges process** and the **solutions** developed, while supporting professional growth, fostering collaboration, enabling knowledge sharing, and ensuring effective communication across regions.

### Knowledge Factory

The collaborative process of the Building Bridges Pilot Actions is now extended and amplified through the Knowledge Factory platform, which serves as a central hub for connecting stakeholders, sharing tools and insights, and accessing expert guidance. Within the context of Building Bridges, the platform will focus on collecting and presenting best practices, showcasing practical examples of DGC transformation, and promoting emerging concepts that inspire collaboration and further experimentation across Europe.

<https://capacitytotransform.eu/>

## 6.2 Solutions promoted

In addition to the direct dissemination of content through the **Media** and **Knowledge Factory** platforms, several actions were taken to raise awareness, encourage support, and generate interest in both the **Building Bridges process** and the **DGC solutions** developed. These promotional efforts included:

- **Video Pitches:**

To maximize visibility, each DGC solution was finalized with a **video pitch**, which was made publicly available on YouTube. These video pitches showcase the innovative solutions in a concise and engaging format, making them accessible to a broader community of potential collaborators, partners, and investors. These videos are linked within the solution tables in Section 5 for easy access.

Examples of some video pitches include:

- **DGC Solution: Novi Kolesarski**  
[Watch the video pitch](#)

- **DGC Solution: Impronto di meno app**  
[Watch the video pitch](#)



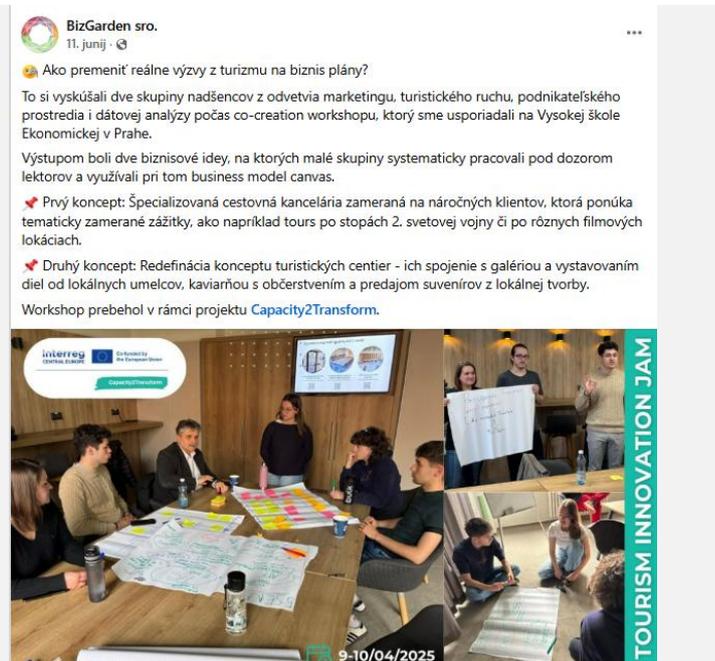
- **Press Releases and Social Media Publications:**  
To further amplify the solutions, **press releases** were published, and the solutions were **shared on social media** by project partners. For example:

Press release published in Slovenia on the solution created 'Novi kolesarski':

<https://www.robin.si/lokalne-novice/pilotno-bosta-digitalizirani-kolesarski-poti-nova-gorica-plave-grgar-in-ajdovscina-napoleonov-most/>



Social media post - BizGarden:





## C. Conclusion

With the Building Bridges activities **10 DGC solutions were promoted, implemented** and documented. The Building Bridges Process has been designed to foster DGC transformation through structured co-creation processes, stakeholder collaboration, and transnational cooperation. Within a timeframe of two months, the partnership of the Interreg Central Europe Capacity2Transform project conducted 12 workshops on regional and 5 workshop sessions (with 3 different workshop topics) on transnational level with the aim to foster DGC innovative solution concepts. In all 9 regions of the Capacity2Transform project the validity of the DGC concept for boosting creativity was tested and demonstrated by regional co-creation workshops. The usability of selected support tools (referring to D2.2.1 and D2.3.2) was tested and demonstrated in regional as well as transnational workshops.

The Building Bridges Pilot Actions aimed to involve target groups from different sectors, with a focus on **SMEs operating in CCIs and the tourism industry**. The innovative solutions developed by multidisciplinary teams were either addressing challenges in the tourism sector directly or are applicable to the tourism industry. Building Bridges Pilot Actions successfully demonstrated the potential of upgrading DG technology into DGC transformative actions. **Cultural and Creative Industries (CCIs)** played a pivotal role in the Building Bridges Pilot Actions by applying their expertise in design, storytelling, and digital technologies to develop innovative and user-centered solutions. Throughout the Building Bridges Process, CCIs introduced key Service Design tools such as User Journeys, Stakeholder Maps, and Service Blueprints. These tools enabled workshop participants to develop systemic thinking, view their businesses as ecosystems, and design scalable and collaborative service models. CCIs also supported the development of brand identities, pitch decks, and concept visuals, helping to emotionally engage users and communicate ideas clearly and effectively. CCIs helped to visualize and validate concepts, empowered participants with new skills, extended audience reach, and promoted green mobility and regional identity. Ultimately, CCIs enriched the project with creativity, innovation, and a strong focus on sustainability and community engagement.

During the Building Bridges Pilot Actions 4 surveys were conducted among project partners and participants. The results provided initial indications of where regional entrepreneurial environments could be improved. **Participants motivational factors** to attend at the regional and transnational workshops were mainly driven by their desire to further develop their ideas, engage in valuable exchanges and creative dialogues with others, and bring in their own perspectives. Many aimed to improve their pitching and storytelling skills, especially in preparation for upcoming events or video pitches. Others sought to learn new tools and strategic approaches, enhance their knowledge of business models, or gather inspiration and benchmarks for their own projects. Overall, the workshops attracted individuals eager to learn, connect, and grow both personally and professionally. A **key win of the transnational workshops** - especially compared to regional ones - was the diversity of perspectives and the richness of international exchange. Participants highlighted that engaging with peers from across Europe brought new ideas, creative inspiration, and practical insights that wouldn't typically arise in a purely local context. The cross-border networking, exposure to different domains and viewpoints, and learning from varied project approaches created a more dynamic and inspiring environment. Many noted that this setting helped them develop their own projects more effectively, improve skills like video pitching, and gain a broader, more innovative mindset for tackling regional transformation. Participants highlighted several **key development areas for their regions**: The transnational exchange was experienced as a very effective way to improve entrepreneurial skills by having a more diverse, creative and inspiring environment. Connections to other people around Europe, cross-border networking and different mindsets fostered innovation and co-creation. This led to participants ideas for their own region, e.g. more international exchange, more interest for sustainable topics, more insights into other business ideas, more exchange of experiences. There was a strong desire for more international and face-to-face exchanges, as well as structured stakeholder engagement, particularly involving youth and SMEs. Additional suggestions included offering more workshops—both in-person and online—focused on



Design Thinking, entrepreneurship, sustainability, and technical knowledge. Participants also called for educational opportunities to build entrepreneurial and creative skills among young people, and the creation of platforms for periodic knowledge exchange and mutual support. The feedback from participants about key these development areas should be taken as recommendations to derive further actions for the **development of entrepreneurial environments.**



## D. Appendix

The appendix includes the surveys conducted during the Building Bridges Pilot Action. It shows the survey frameworks as well as the results. In total, during the Building Bridges Pilot Actions **4 different surveys** were created. 3 surveys related the regional co-creation workshops (2 participant surveys, 1 project partner survey). 1 survey was related to the transnational workshops (participant survey). Surveys were developed by the partnership and carried out on regional level and transnational level. On regional level, participants of the regional co-creation workshops were asked to give insights about their experience during the workshops. Also project partners were asked to give information about the organizational aspects of the workshop. On transnational level, each participant was provided with a feedback form to give information about their experience and participation in the transnational workshops.



## Questionnaire #1:

Project partners provided information about the co-creation workshops executed regionally.

### Interreg Capacity2Transform: Survey about Project Partners Regional Co-Creation Workshop

D2.3.3 Report on building bridges pilot actions

\* Required

1. Please enter the name of your organization: \*

2. When did your regional co-creation workshop **day 1** take place? \*

3. How long did the workshop last on the **day 1**? \*

1/2 day

full day

4. When did your regional co-creation workshop **day 2** take place? (optional)

5. How long did the workshop last on **day 2**? (optional)

1/2 day

full day

6. What was the challenge you addressed in your co-creation workshop? Please describe the challenge. \*

7. Please enter the title of the challenge: \*



8. Who conducted the co-creation workshop? \*

- External Facilitator
- Internal Facilitator (from your organization)
- Both (external & internal)

9. What was the total number of participants in the workshops? \*

10. Please enter the number of *Creative Professionals*: \*

11. Please enter the number of *Business Development specialists*: \*

12. Please enter the number of *Technical experts*: \*

13. What were the participants motivational factors for co-creation? \*

14. Please select the categories your challenge applies to: \*

- Digital transformation
- Green transformation
- Sustainability / Impact
- Business process optimization
- Cross-sector collaboration
- Other



15. What was the primary impact of this challenge on the organizations? \*

- Operational inefficiency
- Environmental compliance
- Market readiness or competitiveness
- Financial performance
- Customer satisfaction
- Employee engagement
- Other

16. Which specific area(s) did this challenge affect? \*

- Internal processes
- Customer relations
- Product / service development
- Product / service delivery
- Employee skills
- Technology adoption
- Environmental sustainability
- Other

17. Please indicate the most valuable tool that was used in the co-creation workshop? (see D2.3.2 Building Bridges Toolbox OR indicate your own tool) \*

18. What was a win of this co-creation workshop setting?

19. 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. **How would you rate the overall success of the workshop? \***



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This content is neither created nor endorsed by Microsoft. The data you submit will be sent to the form owner.





Id	Start time	Completion time	Email	Name	Please enter the name of your organization:	When did your regional co-creation workshop day 1 take place?	How long did the workshop last on the day 1?	When did your regional co-creation workshop day 2 take place? (optional)	How long did the workshop last on day 2? (optional)	What was the challenge you addressed in your co-creation workshop? Please describe the challenge.
1	02.04.2025 11:43	02.04.2025 11:56	anonymous		FINN	05.03.2025	1/2 day	19.03.2025	1/2 day	Many hotels and accommodation facilities have invested in certifications and adopted low environmental impact practices, but they often struggle to communicate this effectively. Sustainability risks becoming just a badge on the website, without truly influencing travelers' choices. Moreover, unclear or marginal communication can lead to missed market opportunities and create confusion with those engaging in greenwashing. This challenge aims to find innovative solutions on how to turn sustainability into a competitive advantage for hospitality businesses. Through more effective communication strategies, engaging storytelling, and new digital tools, sustainability can become a distinctive and appealing element for guests.
13	24.04.2025 12:52	24.04.2025 13:02	anonymous		Central Transdanubian Regional Innovation Agency (CTRIA)	09.04.2025	full day	16.04.2025	full day	The challenge was to design a sustainable and stakeholder-driven digital platform that could unify the fragmented cultural and tourism offerings of the Völggyvidék and Lake Velence regions. Participants needed to address long-standing coordination issues among municipalities, event organizers, and local actors. The goal was to identify how the platform could facilitate seamless information flow, increase regional visibility, and provide real value to both residents and visitors. The co-creation process focused on aligning diverse interests, clarifying user needs, and exploring collaborative ways to maintain and enrich the database over time.
10	18.04.2025 10:33	18.04.2025 10:48	anonymous		build!	27.02.2024	full day	03.03.2024	1/2 day	Many startups have identified digital & green challenges in their business models. They often face struggles to communicate their solutions and efforts effectively. This can lead to missed market opportunities and missed impact. The questions is, how can impact efforts (digital & green) be communicated with creative industries inputs and hence become a competitive advantage and enable a sustainable transformation.
2	02.04.2025 11:56	02.04.2025 12:03	anonymous		FINN	25.03.2025	1/2 day	27.03.2025	1/2 day	The logistical and operational complexity of organizing and managing an international festival generates environmental impact primarily related to: Mobility and transport: international travel and local transportation of guests and audiences; Resource consumption: use of resources for the creation of setups and promotional materials (such as printed catalogs and gadgets), and the management of their end-of-life; Waste management; Energy management: energy consumption in cinemas, screening venues, and exhibition spaces. This challenge aims to reduce the carbon footprint of international festivals through a co-creation process that actively involves local stakeholders, experts, and professionals from the cultural and environmental sectors. The goal is to develop innovative and sustainable solutions that can be integrated into the festival through a sustainable business model, with particular focus on the principles of ecological and digital transition and ESG criteria. The process also seeks to lead to the implementation of a small pilot action, to practically test an initial intervention aimed at reducing environmental impact, and to define scalable strategies for future editions of the festivals.
4	11.04.2025 12:08	11.04.2025 12:20	anonymous		IRIC	18.03.2025	full day	19.03.2025	full day	How can public communal companies leverage innovative technology to ensure infrastructure, and engage the general population and visitors to participate in simple public services, gain experience, earn credits, and, through their help, ensure better public service?
9	15.04.2025 13:41	15.04.2025 13:48	anonymous		MAO	14.04.2025	full day			Lack of regional cycling paths map platform
11	22.04.2025 14:57	22.04.2025 16:33	anonymous		Primorski tehnološki park d.o.o.	14.04.2025	full day			The Northern Primorska region holds tremendous potential for cycling tourism. However, it currently struggles with a limited digital presence of high-quality circular cycling routes. While some tourist websites offer cycling maps, these are often poorly designed, outdated, visually unappealing, and provide only a narrow selection of routes. As a result, cyclists lack trustworthy information that would enable them to explore the region safely and confidently. One of the key challenges identified through workshops and visitor analysis is the short average stay of tourists – most visitors only spend a single night in the region. This limits their economic impact on the local community. We believe that developing well-planned, engaging, and digitally accessible circular cycling routes could encourage tourists to stay longer by offering more reasons to explore the area. A wider selection of thoughtfully designed routes would allow visitors to spend several days in the region, positively impacting demand for accommodation, food services, and other local businesses.
5	11.04.2025 09:14	11.04.2025 16:14	anonymous		FEBT	19.03.2025	full day			From our challenge catalog, participants selected the following challenges before attending the workshop, and we focused on addressing them: The tourism industry must become more sustainable, but education on green practices is still not available or attractive to key stakeholders. Can you design a platform, tool, or interactive educational program that will engage, motivate, and guide tourism businesses (such as hosts, restaurateurs, and travel agencies) through the implementation of sustainable business models? Local family farms, artisans, producers, and craftsmen from rural areas often lack access to urban markets, while city dwellers find it increasingly difficult to access high-quality, personalized services and products directly. How can we develop a digital platform or technological solution that will enable fast, easy, and transparent connections between rural producers and urban consumers? How can history, architecture, and local heritage become accessible to new generations and modern tourists? Many valuable cultural sites remain poorly interpreted or difficult to access for younger generations and foreign visitors (as well as those from outside the area), reducing their visibility and tourist value. We are seeking solutions that use augmented reality (AR), interactive digital archives, or smart QR systems to bring cultural and historical sites to life through innovative technologies. Nudging, or subtly guiding users through small incentives and changes in their environment, can significantly impact tourists' ecological decisions. Can you develop a digital system that, through gamification or nudging techniques, will encourage tourists and local populations to make eco-friendly decisions, such as reducing waste, saving water, or using sustainable transport options? Many small tourism businesses and destinations in rural areas lack the knowledge or resources for effective digital promotion, making them less competitive on the broader market. Small rural enterprises often rely on word of mouth or outdated promotional methods, putting them at a disadvantage in the digital marketplace. How can we encourage them to use simple digital tools to improve their visibility, with a focus on sustainability?
6	11.04.2025 08:19	11.04.2025 20:57	anonymous		Steinbeis Europa Zentrum	18.03.2025	full day	19.03.2025	1/2 day	How to support tourists with small budget (such as families) to find attractive activities that fit their budget so that they can spend a nice time and strengthen the local economy
7	11.04.2025 20:57	11.04.2025 21:00	anonymous		Steinbeis Europa Zentrum	18.03.2025	full day	19.03.2025	1/2 day	how to develop a sustainable event that connect all wineries & wine villages in the wine paradise of Ortenau (Weinparadies Ortenau)
8	14.04.2025 10:37	14.04.2025 14:40	anonymous		BlueGarden Ltd.	09.04.2025	full day	10.04.2025	full day	1) New approach towards the touristic information centerism "TIC are not just Maps and Magnets" 2) Sensitive marketing in tourism sector - how five senses influence touristic experience 3) Brand of the Hradec Králové Region as a Tourist Destination (KHKCCR) 4) Missing "Regional Tourism Product" on the Market. How the Hradec Králové Region Could Stand Out Among Competitors 5) Touristic agencies can offer more than travel experience
12	23.04.2025 08:26	23.04.2025 08:34	anonymous		Technical University of Košice	10.04.2025	1/2 day	15.04.2025	full day	How to set up beehives in rural cultural centre, with respect to environment and visitors.
3	10.04.2025 15:46	10.04.2025 16:00	anonymous		IUAUV University of Venice	10.04.2025	1/2 day			Designing solutions and projects that support waste reduction

Table 15: Survey results: Project partners regional Co-Creation Workshops (first 9 columns)



Please enter the title of the challenge:	Who conducted the co-creation workshop?	What was the total number of participants in the workshop?	Creative Professionals:	Business Development specialists	Technical experts:	Column1	What were the participants motivational factors for co-creation?	Please select the categories your challenge applies to:	What was the primary impact of this challenge on the organizations?	Which specific area(s) did this challenge affect?
Communicating Sustainability: A Challenge for Hospitality Structures	Internal Facilitator (from your organization)	25	4	1	3		The participants were motivated by the opportunity to turn sustainability into a real competitive advantage for hospitality businesses. Many recognized that, despite efforts to implement environmentally friendly practices and obtain certifications, these often go unnoticed due to poor communication. The challenge of finding innovative ways to clearly and effectively convey their sustainability efforts—through engaging storytelling and digital tools—was a strong motivator. Additionally, participants were driven by the desire to stand out in the market, avoid being mistaken for greenwashing, and attract environmentally conscious travelers.	Digital transformation;Green transformation;Sustainability / Impact;	Customer satisfaction;Environmental compliance;	Customer relations
How to create a sustainable and collaborative regional database to strengthen local identity and promote tourism in the Völggyöök and Lake Velence areas?	Both (external & internal)	17	5	2	2		Participants were motivated by the opportunity to shape a shared regional vision and to make their local values more visible through a collaborative platform. For municipalities and event organizers, co-creation offered a chance to align efforts, reduce duplication, and improve communication across the region. For others, such as cultural actors and producers, it was a way to gain visibility, connect with new audiences, and actively contribute to a meaningful, community-driven initiative. The inclusive, dialogue-based setting fostered mutual understanding and increased engagement.	Digital transformation;Sustainability / Impact;Business process optimization;Cross-sector collaboration	Operational inefficiency;Market readiness or competitiveness	Internal processes;Product / service delivery;Technology adoption
Defining and communicating digital & green impact	External Facilitator	12	3	3	6		see participant answers	Digital transformation;Green transformation;Sustainability / Impact	Market readiness or competitiveness;Customer satisfaction	Customer relations;Product / service development;Environmental sustainability;Technology adoption
Green Transformation of International Events: A Challenge for Carbon Footprint Reduction	Internal Facilitator (from your organization)	11	3	1	3		The participants were motivated by the opportunity to actively contribute to the ecological transformation of international cultural events, addressing the urgent challenge of reducing their carbon footprint. They were driven by a desire to collaborate with diverse stakeholders—including local actors, environmental experts, and cultural professionals—to co-create meaningful, sustainable solutions. The chance to be part of a process that could lead to real-world impact, such as testing a pilot action and shaping scalable strategies for future festivals, was a strong motivational factor. Additionally, many participants were inspired by the alignment of the challenge with broader goals of ecological and digital transition, which made their involvement both professionally and personally meaningful.	Green transformation;Sustainability / Impact;	Environmental compliance;	Environmental sustainability
Green Innovation: Smart Public Services and Community Engagement	Internal Facilitator (from your organization)	10	1	3	3		Participants were motivated by the opportunity to contribute to society, gain recognition, and develop new skills. The method engaged them through interactive, accessible, and rewarding participation, often using gamification. They valued having a real impact on public services while connecting with the community.	Digital transformation;Green transformation;Sustainability / Impact;Business process optimization;Cross-sector collaboration;	Employee engagement;Customer satisfaction;	Product / service development;Employee skills;Technology adoption;Environmental sustainability;
Novi kolesarski	Internal Facilitator (from your organization)	10	4	2	2		Designing optimal solution for the challenge and framing it within a business model	Digital transformation;Green transformation;	Market readiness or competitiveness;	Product / service development;Product / service delivery;
Novi kolesarski - New cycling	Internal Facilitator (from your organization)	10	6	2	1		Passion for designing meaningful user experiences in a tourism context; interest in contributing to culturally and visually rich solutions that reflect the identity of Northern Primorska; applying human-centered design thinking to real-world challenges; desire to co-create visually compelling and engaging tools for cyclists; interest in creating synergies between local services and idea creators	Digital transformation;Green transformation;Sustainability / Impact;Business process optimization;Cross-sector collaboration	Customer satisfaction;Market readiness or competitiveness;Environmental compliance;Employee engagement	Product / service development;Product / service delivery;Employee skills;Technology adoption;Environmental sustainability
Cultural Heritage in the Digital Age	External Facilitator	9	2	4	2		The motivation for participants in co-creation stemmed from the fact that they all come from either the cultural sector, tourism, or are involved in developing digital solutions. They were driven by the desire to improve and create a digital product leveraging their own knowledge and expertise, with the goal of bringing innovative solutions to life in their respective fields.	Digital transformation;Sustainability / Impact;Cross-sector collaboration;	Customer satisfaction;Market readiness or competitiveness;Operational inefficiency;	Technology adoption;
Coupiino App	External Facilitator	9	1	4	1		Get inspiration; get input and feedback about their challenge/idea; support development of solutions	Digital transformation;	Market readiness or competitiveness;Customer satisfaction;	Customer relations;Product / service development;
Ortenau Wine Region	External Facilitator	9	1	4	1		Get inspiration; get input and feedback about their challenge/idea; support development of solutions	Green transformation;Sustainability / Impact;	Market readiness or competitiveness;Employee engagement;	Product / service development;
1) New approach towards the touristic information centerism "TIC are not just Maps and Magnets" and 5) Touristic agencies can offer more than travel experience	Internal Facilitator (from your organization)	9	1	2	1		Development of their own ideas, learning, creative environment	Business process optimization;Cross-sector collaboration;	Customer satisfaction;Market readiness or competitiveness;	Product / service development;Customer relations;
Beehives in museum.	External Facilitator	7	1	1	3		Work together on a project with different expertise.	Green transformation	Environmental compliance	Environmental sustainability
Swap Party	Both (external & internal)	4	2	2	3		Swap Party: clothes swap (leave one, take one), with aperitif, dj set, live music, as an event for business hotels, corporate events, etc. is an innovative initiative that responds to various environmental and social issues, combining sustainability, circular economy and digitalization. The project aims to address challenges related to the environmental impact of the fashion industry, ineffective management of lost and found in hospitality facilities, and limited space in urban checkrooms. Its proposal fits into the current context, where growing environmental awareness and the need for sustainable solutions are more urgent than ever.	Digital transformation;Green transformation;Sustainability / Impact;Business process optimization;Cross-sector collaboration;	Market readiness or competitiveness;Financial performance;Customer satisfaction;	Internal processes;Customer relations;Product / service development;Product / service delivery;Employee skills;Technology adoption;Environmental sustainability;

Table 16: Survey results: Project partners regional Co-Creation Workshops (next 11 columns)



Please indicate the most valuable tool that was used in the co-creation workshop? (see D2.3.2 Building Bridges Toolbox OR indicate your own tool)	What was a win of this co-creation workshop setting?	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
The most valuable tool used in the co-creation workshop was the overall Design Thinking methodology, which provided a structured yet flexible framework to guide participants from problem definition to solution development. The process began with the problem statement, clearly explained by the problem owners, which helped align all participants on the core challenge. Throughout the workshop, several specific tools were used to implement the activities effectively. These included the Problem Tree, which helped break down root causes and effects; Storyboarding, to visualize user experiences; the Morphological Chart, for exploring different solution components; Wireframes, to outline potential digital interfaces; and the Concept Poster, which was essential for presenting and communicating final ideas in a clear and engaging way.	A key win of this co-creation workshop setting was the collaborative transformation of a complex challenge into concrete, innovative solutions. By bringing together diverse participants—each with different perspectives, skills, and experiences—the workshop fostered a dynamic environment where ideas could be openly shared, refined, and built upon. The use of Design Thinking tools helped participants deeply understand the problem and co-create solutions that were not only creative but also aligned with real needs. One major outcome was the ability to reframe sustainability as a strategic and marketable asset, rather than just a compliance measure, giving hospitality businesses a clearer path to differentiate themselves and communicate their values effectively. This collaborative setting also strengthened the connection between problem owners and participants, creating a shared sense of ownership over the proposed solutions.	5
Business Model Canvas	The workshop enabled a deeper understanding of our project's value creation and stakeholder engagement by collaboratively building a Business Model Canvas. A major win was clarifying the diverse needs of different target groups (municipalities, event organizers, visitors), and identifying strategic priorities using tools like the Effort–Impact Matrix. This collaborative setting ensured shared ownership of the model and revealed new paths for sustainability and innovation.	5
Golden Circle (Simon Sinek), Framework for Storytelling	Inputs from different disciplines fostered idea generation. Creative industries seen as necessary for solution development and involvement of this industries should be intensified.	4
The most valuable tool used in the co-creation workshop was the overall Design Thinking methodology, which structured the entire process—from understanding the challenge to developing concrete, user-centered solutions. The workshop began with a problem statement clearly defined by the problem owners, helping participants align on key objectives and pain points. Throughout the session, a number of specific tools were used to guide the activities and enhance collaboration. These included the Stakeholder Map and Prioritization Map, to identify and focus on key actors involved; the User Journey, to map out the experience and challenges of target users; Storyboarding, to visualize potential scenarios; Wireframes, for outlining digital or physical touchpoints; and the Concept Poster, which helped consolidate and communicate final ideas in a clear, impactful way. These tools were instrumental in enabling participants to co-create innovative and feasible solutions aimed at reducing the carbon footprint of international events.	By using Design Thinking tools and starting from a shared understanding of the problem, participants were able to move from complexity to clarity, generating innovative ideas grounded in real needs. One significant achievement was the creation of a pilot concept ready for testing, which represents a concrete first step toward long-term, scalable strategies. The setting also fostered a sense of shared ownership and motivation, empowering participants to see themselves not just as contributors, but as key agents of change in the transition toward greener, more responsible cultural events.	5
Design sprint	A key win of the co-creation workshop was the active engagement of participants, who contributed innovative ideas while feeling a sense of ownership and impact. The interactive setting fostered collaboration, making the process both productive and enjoyable. Additionally, the workshop successfully generated practical solutions that could enhance public services through technology and community involvement.	5
Business Model Canvas	Understanding of various stakeholders in the process regarding each others' needs and framing the solution to a challenge within a realistic framework	4
Business model canvas, lightning talk	By bringing together creative professionals, business development experts, and technical specialists, the session sparked innovative, user-centered ideas grounded in real regional needs, new connections and cross-sector partnerships that can carry the initiative forward	5
Design Sprint tools		5
Business Model Canvas	The diversity of perspectives; 1,5 days for free thinking and experimentation	5
Crazy 8s; exercise with lego material	The diversity of perspectives; 1,5 days for free thinking and experimentation	5
Business model canvas		5
Miro board.	We establish together a plan how to proceed it.	5
Design tool for User Journey	Business awareness	4

Table 17: Survey results: Project partners regional Co-Creation Workshops (last 3 columns)



Responses Overview Active

<p>Responses</p> <p><b>13</b> </p>	<p>Average Time</p> <p><b>123:39</b> </p>	<p>Duration</p> <p><b>63</b> Days </p>
------------------------------------	---	--

1. Please enter the name of your organization:

**11**  
Responses

Latest Responses

"Central Transdanubian Regional Innovation Agency (CTRIA)"  
 "Technical University of Košice"  
 "Primorski tehnološki park d.o.o."  
 ...

2 respondents (18%) answered Europa Zentrum for this question.



2. When did your regional co-creation workshop **day 1** take place?

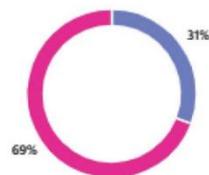
**13**  
Responses

Latest Responses

"2025-04-09"  
 "2025-04-10"  
 "2025-04-14"  
 ...

3. How long did the workshop last on the **day 1**?

- 1/2 day 4
- full day 9



4. When did your regional co-creation workshop **day 2** take place? (optional)

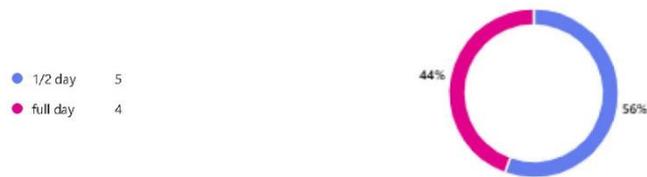
**9**  
Responses

Latest Responses

"2025-04-16"  
 "2025-04-15"  
 ...



5. How long did the workshop last on **day 2?** (optional)



6. What was the challenge you addressed in your co-creation workshop? Please describe the challenge.

13 Responses

Latest Responses

"The challenge was to design a sustainable and stakeholder-driven digital platform..."

"How to set up beehives in rural cultural centre, with respect to environment and v..."

"The Northern Primorska region holds tremendous potential for cycling tourism. H..."

...

6 respondents (46%) answered digital for this question.



7. Please enter the title of the challenge:

13 Responses

Latest Responses

"How to create a sustainable and collaborative regional database to strengthen lo..."

"Beehives in museum."

"Novi kolesarski - New cycling"

...

3 respondents (23%) answered Green for this question.





8. Who conducted the co-creation workshop?

- External Facilitator 5
- Internal Facilitator (from your organization) 6
- Both (external & internal) 2



9. What was the total number of participants in the workshops?

13  
Responses

Latest Responses

- "17"
- "7"
- "10"
- ...

10. Please enter the number of *Creative Professionals*:

13  
Responses

Latest Responses

- "5"
- "1"
- "6"
- ...

5 respondents (38%) answered 1 for this question.



11. Please enter the number of *Business Development specialists*:

13  
Responses

Latest Responses

- "2"
- "1"
- "2"
- ...

5 respondents (38%) answered 2 for this question.





12. Please enter the number of *Technical experts*:

13  
Responses

Latest Responses  
"2"  
"3"  
"1"  
...

4 respondents (31%) answered 1 for this question.



13. What were the participants motivational factors for co-creation?

13  
Responses

Latest Responses

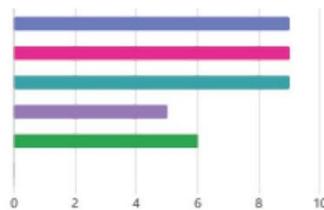
"Participants were motivated by the opportunity to shape a shared regional vision ..."  
"Work together on a project with different expertise."  
"Passion for designing meaningful user experiences in a tourism context; interest i..."  
...

7 respondents (54%) answered challenge for this question.



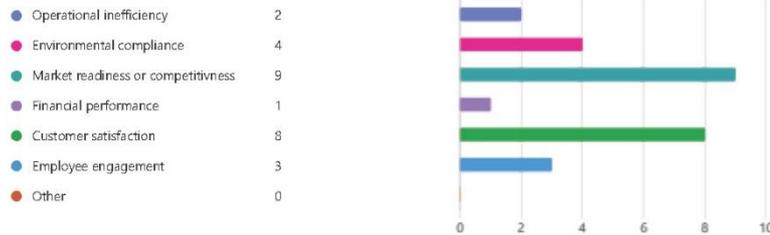
14. Please select the categories your challenge applies to:

- Digital transformation 9
- Green transformation 9
- Sustainability / Impact 9
- Business process optimization 5
- Cross-sector collaboration 6
- Other 0

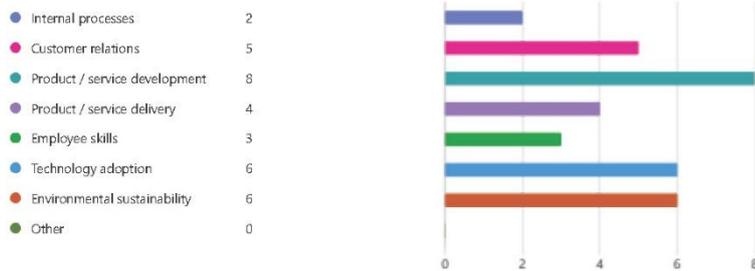




15. What was the primary impact of this challenge on the organizations?



16. Which specific area(s) did this challenge affect?

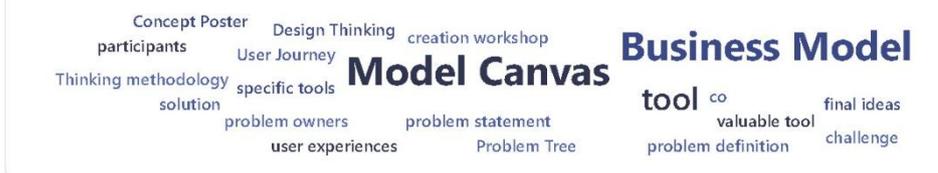


17. Please indicate the most valuable tool that was used in the co-creation workshop? (see D2.3.2 Building Bridges Toolbox OR indicate your own tool)

13 Responses

Latest Responses  
 "Business Model Canvas"  
 "Miro board."  
 "Business model canvas, lightning talk"  
 ...

5 respondents (38%) answered Model Canvas for this question.





18. What was a win of this co-creation workshop setting?

11  
Responses

Latest Responses

"The workshop enabled a deeper understanding of our project's value creation an..."  
 "We establish together a plan how to proceed it."  
 "By bringing together creative professionals, business development experts, and t..."  
 ...

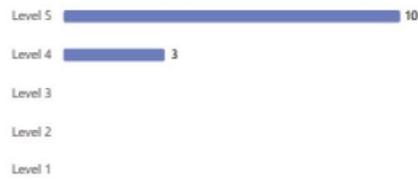
4 respondents (36%) answered solutions for this question.



19. 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. **How would you rate the overall success of the workshop?**

4.77  
Average Rating

★ ★ ★ ★ ★





## Questionnaire #2:

Participants of the regional co-creation workshops were asked to give insights about their individual and the organisation's skills and processes.



### Context questions

Co-Creation Workshop

\* Required

1. How would you rate the skills of your organization in the following areas? \*

	Very poor	Poor	Average	Good	Very good	Excellent	Below average
Working with customers or service end users	<input type="radio"/>						
Service end user assessment	<input type="radio"/>						
Organizing joint activities of service end users	<input type="radio"/>						
Advocating needs of the business or industry involved	<input type="radio"/>						
Communicating with SMEs	<input type="radio"/>						
Influencing industrial transition	<input type="radio"/>						



2. How would you rate your own skills in the following areas?

	Very poor	Poor	Average	Good	Very good
Working with customers or service end users	<input type="radio"/>				
Service end user assessment	<input type="radio"/>				
Organizing joint activities of service end users	<input type="radio"/>				
Advocating needs of the business or industry involved	<input type="radio"/>				
Communicating with SMEs	<input type="radio"/>				
Influencing industrial transition	<input type="radio"/>				

3. In your last business-related activity or support activity, were service end users asked for their opinions or perceptions?

- Yes
- No
- Not applicable

4. How often has your organization tried to identify the pain points and benefits of the service end users it serves?

- Never
- Rarely
- Often
- Always
- I don't know
- Not applicable



5. How often does your organization conduct a service end-user assessment or end-user discovery process in your area?

- Yearly
- Every 2 years
- Every 3 years
- Never
- I 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 service end-users you serve?

- Yes
- No
- Not applicable

7. How often have you used the findings from the service-end user discovery process in your work?

- Never
- Rarely
- Often
- Always
- I don't know
- Not applicable

8. How often has your organization presented the findings from service end user discovery activities to all organization staff?

- Never
- Rarely
- Often
- Always
- I don't know
- Not applicable



Responses Overview Active

Responses

21

Average Time

01:25

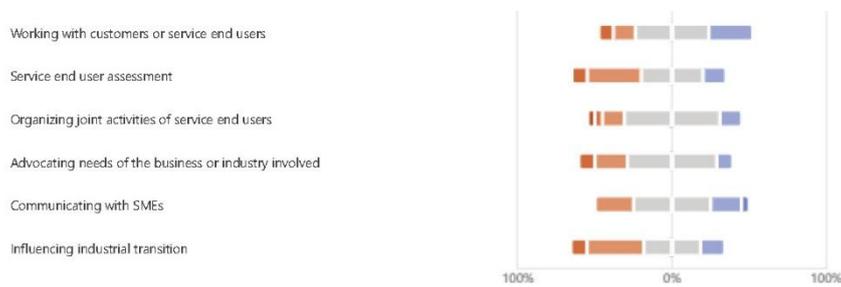
Duration

66

Days

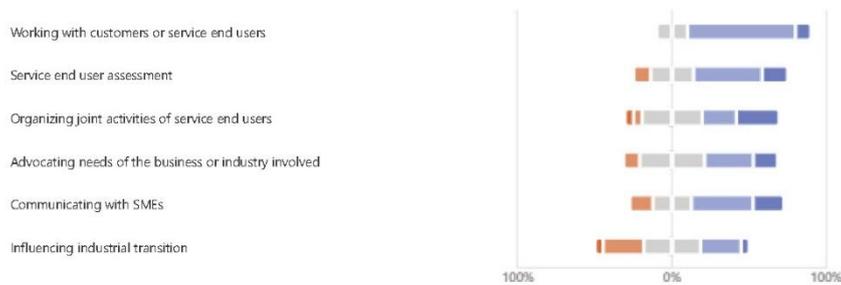
1. How would you rate the skills of your organization in the following areas?

● Very poor 
 ● Poor 
 ● Average 
 ● Good 
 ● Very good 
 ● Excellent 
 ● Below average



2. How would you rate your own skills in the following areas?

● Very poor 
 ● Poor 
 ● Average 
 ● Good 
 ● Very good



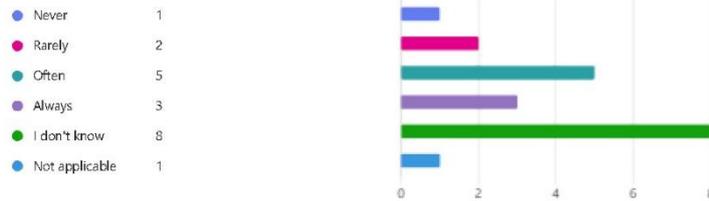
3. In your last business-related activity or support activity, were service end users asked for their opinions or perceptions?

● Yes 8  
● No 4  
● Not applicable 8





4. How often has your organization tried to identify the pain points and benefits of the service end users it serves?



5. How often does your organization conduct a service end-user assessment or end-user discovery process in your area?



6. In the latest assessment, were you as staff asked for your opinions or perceptions concerning the needs of the service end-users you serve?



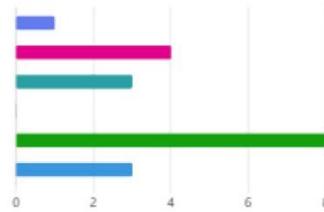
7. How often have you used the findings from the service-end user discovery process in your work?





8. How often has your organization presented the findings from service end user discovery activities to all organization staff?

● Never	1
● Rarely	4
● Often	3
● Always	0
● I don't know	8
● Not applicable	3





### Questionnaire #3:

Participants of the regional co-creation workshops were asked to give feedback about their experiences with the workshop setting (facilitator, other participants...).



## Feedback Participants

Co-Creation Workshop

\* Required

### General feedback questions

Thank you for participating in our co-creation workshop! Your feedback is important in order to improve future workshops and ensure that they meet the needs of the participants. Please take a few minutes to answer the following questions. Your answers are anonymous and will only be used for evaluation purposes.

1. In which country did your co-creation workshop take place?

- Austria
- Czech Republic
- Hungary
- Italy
- Slovakia
- Slovenia

2. What was your main motivation to participate at the workshop (multiple answers possible)?

- Bring in my own ideas
- Creative dialogue with other people
- Further develop my idea
- Have a valuable exchange with others
- Challenge other business ideas
- Other

3. On a scale of 1-10, how would you rate your overall experience at the workshop? (1 = Very Poor, 10 = Excellent) \*

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

4. How satisfied were you with the guidance provided by the facilitator and mentors during the workshop? (1 = Not Satisfied, 10 = Highly Satisfied) \*

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

5. How well did the group work environment support collaboration and idea development? (1 = Very Poorly, 10 = Very Effectively) \*

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----



6. Did you encounter any of the following incidents during the workshop? \*

	Yes	No
<p><b>Lack of commitment from certain members</b> (Insufficient organizational dedication to the co-creation process)</p>	<input type="radio"/>	<input type="radio"/>
<p><b>Miscommunication and misunderstanding</b> (Challenges arising from differences in terminology, expectations, or communication styles among participants in the co-creation process)</p>	<input type="radio"/>	<input type="radio"/>
<p><b>Cultural barriers</b> (Differences in organizational cultures that create friction and hinder collaboration among diverse stakeholders)</p>	<input type="radio"/>	<input type="radio"/>
<p><b>Power Dynamics</b> (Hierarchical structures within participants that should be equal in participation and voice in the co-creation process.)</p>	<input type="radio"/>	<input type="radio"/>
<p><b>Participatory bias toward co-creation</b> (Preconceived notions or biases against collaboration with specific sectors or stakeholders that impede effective co-creation)</p>	<input type="radio"/>	<input type="radio"/>
<p><b>Inflexibility of participants</b> (Opposition of participants to follow innovative co-creation procedures that differs from the collaboration)</p>	<input type="radio"/>	<input type="radio"/>



	Yes	No
<b>Conflict management</b> (Action aimed at resolving or mitigating disputes or disagreements among participants of the co-creation workshop)	<input type="radio"/>	<input type="radio"/>

7. If so, what effect did it have on you?

	Very negative	Negative	Neutral	Positive	Very positive
<b>Lack of commitment from certain members</b>	<input type="radio"/>				
<b>Miscommunication and misunderstanding</b>	<input type="radio"/>				
<b>Cultural barriers</b>	<input type="radio"/>				
<b>Power Dynamics</b>	<input type="radio"/>				
<b>Participatory bias toward co-creation</b>	<input type="radio"/>				
<b>Inflexibility of participants</b>	<input type="radio"/>				
<b>Conflict management</b>	<input type="radio"/>				

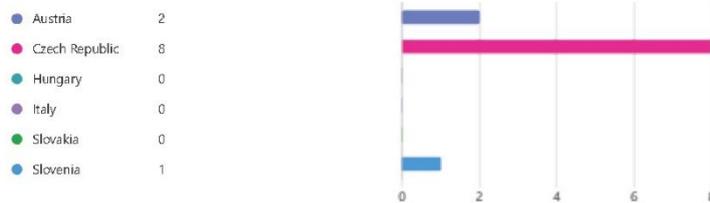
8. Do you have any suggestions for improving the workshop format, content, or organization? \*



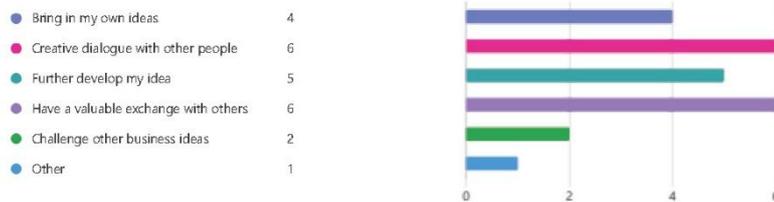
## Responses Overview Active



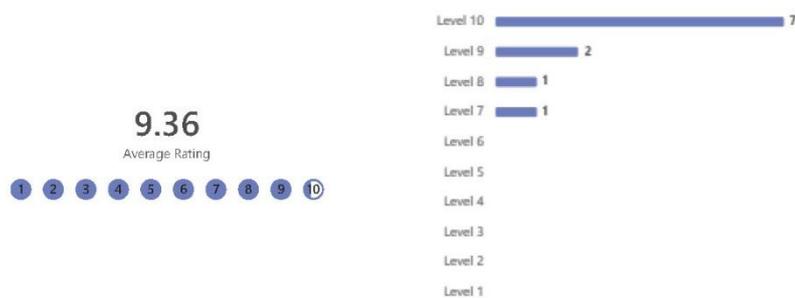
1. In which country did your co-creation workshop take place?



2. What was your main motivation to participate at the workshop (multiple answers possible)?



3. On a scale of 1-10, how would you rate your overall experience at the workshop? (1 = Very Poor, 10 = Excellent)





4. How satisfied were you with the guidance provided by the facilitator and mentors during the workshop? (1 = Not Satisfied, 10 = Highly Satisfied)



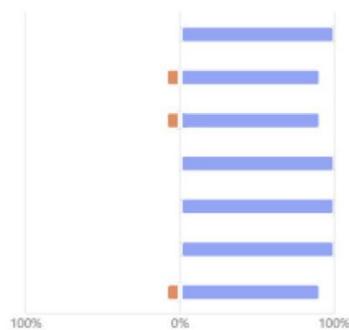
5. How well did the group work environment support collaboration and idea development? (1 = Very Poorly, 10 = Very Effectively)



6. Did you encounter any of the following incidents during the workshop?

Yes No

- 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...)
- Cultural barriers** (Differences in organizational cultures that create friction and hinder collaboration among diverse...)
- Power Dynamics** (Hierarchical structures within participants that should be equal in participation and voice in the co-creation...)
- Participatory bias toward co-creation** (Preconceived notions or biases against collaboration with specific sectors or stakeholders...)
- Inflexibility of participants** (Opposition of participants to follow innovative co-creation procedures that differs from the...)
- Conflict management** (Action aimed at resolving or mitigating disputes or disagreements among participants of the co-creatio...)

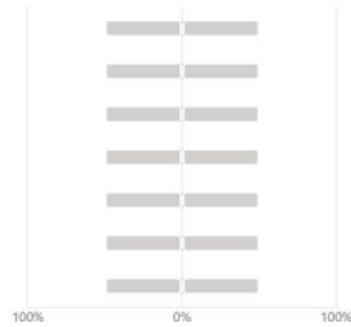




7. If so, what effect did it have on you?

Very negative Negative Neutral Positive Very positive

- Lack of commitment from certain members
- Miscommunication and misunderstanding
- Cultural barriers
- Power Dynamics
- Participatory bias toward co-creation
- Inflexibility of participants
- Conflict management



8. Do you have any suggestions for improving the workshop format, content, or organization?

11 Responses

Latest Responses

"Everything was perfect. The workshop, as it is, brings added value to every partici..."

"-"

"NO"

...

2 respondents (18%) answered participants for this question.





## Questionnaire #4:

Participants of the 5 transnational workshops sessions (3 different workshop topics) were asked about their perceiving of workshop success and individual knowledge and experience improvement.



## Interreg Central Europe Capacity2Transform: Transnational Workshops Participants Survey

From April 11th - April 22nd several workshops within the Interreg Central Europe project CAPACITY2TRANSFORM took place. The aim of these workshops was to impart knowledge in different areas of business development as well as connect innovators around Europe. Dear participant, please take 5 minutes of your time to fill the following survey. This helps business support organizations and SMEs to promote green, digital and creative transition in Europe.

\* Required



1. I got informed about the transnational workshops by my regional institution in... \*

- Austria
- Croatia
- Czech Republic
- Germany
- Hungary
- Italy
- Slovakia
- Slovenia

2. I attended the following workshop(s): \*

- Building a sustainable business model (11.4. / 14.4. / 15.4. / 23.4.)
- Tools and tips for the perfect video pitch (17.4. and 29.4.)
- Developing social value of the project (22.4.)

3. This was my motivation to participate at the workshop(s): \*



4. Please select the category your challenge/business idea applies to: \*

- Digital transformation
- Green transformation
- Creative transformation

5. These workshops helped me to improve my business model (e.g. make it more robust, increase social and green impact, better meet market needs...) \*

0	1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	---	----

strongly disagree strongly agree

6. I was able to learn a lot of new things, and the time invested was worth it: \*

0	1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	---	----

strongly disagree strongly agree

7. The workshop formats (group discussion, group work, individual work, lecture, Q&A...) was exactly right for me? \*

- The offered setting was perfect
- I would have preferred it differently (please tell us more about it in the Open Answers section)

8. Workshop #1 - Building a sustainable business model: The trainer seemed to me...

	strongly disagree	disagree	neutral	agree	strongly agree
competent	<input type="radio"/>				
experienced	<input type="radio"/>				
motivating	<input type="radio"/>				
at eye level	<input type="radio"/>				
open for questions and feedback	<input type="radio"/>				



9. Workshop #2 - Tools and tips for the perfect video pitch: The trainer seemed to me...

	strongly disagree	disagree	neutral	agree	strongly agree
competent	<input type="radio"/>				
experienced	<input type="radio"/>				
motivating	<input type="radio"/>				
at eye level	<input type="radio"/>				
open for questions and feedback	<input type="radio"/>				

10. Workshop #3 - Developing social value of the project: The trainer seemed to me...

	strongly disagree	disagree	neutral	agree	strongly agree
competent	<input type="radio"/>				
experienced	<input type="radio"/>				
motivating	<input type="radio"/>				
at eye level	<input type="radio"/>				
open for questions and feedback	<input type="radio"/>				

11. Please indicate the most valuable tool that was used in the workshop? \*

12. What was a win of these transnational workshops (also compared to workshops in your region)? \*

13. What do you see as improvement potential for workshop(s) you attended? \*

14. What do you want to see more in your region? \*



15. The workshops were designed to foster Digital, Green, and Creative (DGC) transformation through structured co-creation processes, stakeholder collaboration, and transnational cooperation. **How would you rate the overall success of the workshops? \***



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This content is neither created nor endorsed by Microsoft. The data you submit will be sent to the form owner.





Responses Overview Active

Responses

**16**

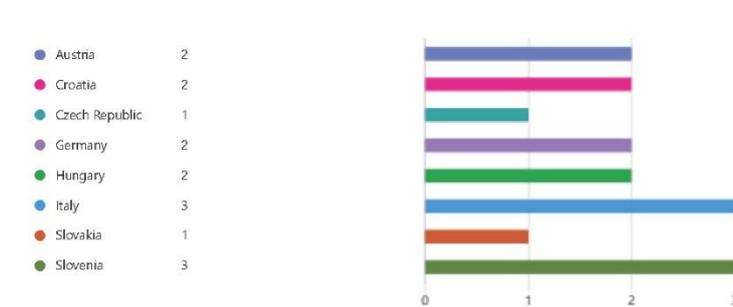
Average Time

**07:04**

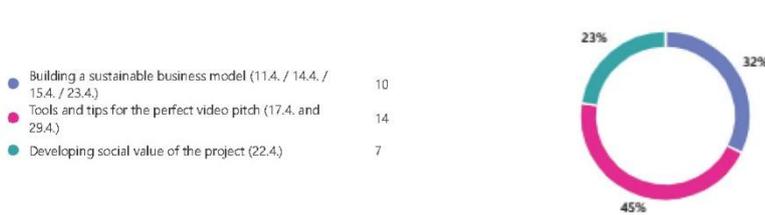
Duration

**35** Days

1. I got informed about the transnational workshops by my regional institution in...



2. I attended the following workshop(s):



3. This was my motivation to participate at the workshop(s):

**16**  
Responses

Latest Responses

"I'd like to improve my skills in order to provide better workshops myself"

"To make things correctly."

"To hear something new and interesting"

...

3 respondents (19%) answered new for this question.

Project innovative, info gathering, video pitching, motivation, videopitch, thesis for the company, pitching skills, tools, new, better, business, strategic tools, business models, Design expert, new approaches, knowledge, better workshops, Storytelling skills, idea business, male things



4. Please select the category your challenge/business idea applies to:

Digital transformation	13
Green transformation	7
Creative transformation	8



5. These workshops helped me to improve my business model (e.g. make it more robust, increase social and green impact, better meet market needs...)

Promoters	5
Passives	6
Detractors	5



6. I was able to learn a lot of new things, and the time invested was worth it:

Promoters	6
Passives	6
Detractors	4



7. The workshop formats (group discussion, group work, individual work, lecture, Q&A...) was exactly right for me?

The offered setting was perfect	16
I would have preferred it differently (please tell us more about it in the Open Answers section)	0





8. Workshop #1 - Building a sustainable business model: The trainer seemed to me...

● strongly disagree ● disagree ● neutral ● agree ● strongly agree



9. Workshop #2 - Tools and tips for the perfect video pitch: The trainer seemed to me...

● strongly disagree ● disagree ● neutral ● agree ● strongly agree



10. Workshop #3 - Developing social value of the project: The trainer seemed to me...

● strongly disagree ● disagree ● neutral ● agree ● strongly agree





11. Please indicate the most valuable tool that was used in the workshop?

16 Responses

Latest Responses  
 "scrum techniques"  
 "Board."  
 "Crazy Eights"  
 ...

4 respondents (25%) answered Tool for this question.



12. What was a win of these transnational workshops (also compared to workshops in your region)?

16 Responses

Latest Responses  
 " /"  
 "It was online and relevant."  
 "Getting to know other projects from other regions."  
 ...

2 respondents (13%) answered projects for this question.



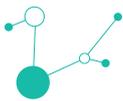
13. What do you see as improvement potential for workshop(s) you attended?

16 Responses

Latest Responses  
 " /"  
 "It should be added some dictionary of terms used."  
 "It was really nice, so I didn't think about anything specific that needed improvem..."  
 ...

3 respondents (19%) answered time for this question.





14. What do you want to see more in your region?

16 Responses

Latest Responses

- "f"
- "More competences from top to bottom regional level."
- "Nothing specific"
- ...



15. The workshops were designed to foster Digital, Green, and Creative (DGC) transformation through structured co-creation processes, stakeholder collaboration, and transnational cooperation. How would you rate the overall success of the workshops?

4.44 Average Rating

★ ★ ★ ★ ☆



## What was a win of these transnational workshops (also compared to workshops in your region)?

*"Getting to know other projects from other regions."*

*"Multinationality"*

*"creative input"*

*"It's a victory to learn about the opinions, views and presentations of projects from different people from different areas of Europe. "*

*"The main win was the international exchange of ideas and experiences, which made the workshop more diverse and inspiring than local ones."*

*"Diversity of domains involved"*

*"the discussion with fellows abroad"*

*"The transnational setting fostered creative inspiration and offered practical examples that would not emerge in a local context. It strengthened cross-border networking and brought a fresh mindset to regional transformation."*

*"connecting with each other"*



*"clearly the international level "*

## What do you want to see more in your region?:

*"platform for periodic knowledge exchange, exchange of experiences and mutual support"*

*"A green interest, interest for sustainability"*

*"more workshops online "*

*"I would like to see more educational workshops and opportunities for young people to develop their entrepreneurial and creative skills."*

*"More Design Thinking workshops to help existing and new companies tackle UN SDGs"*

*"Face to face workshops "*

*"More new business ideas"*

*"tourism topics combined with technical knowledge "*

*"We would like to see more structured stakeholder engagement processes, especially involving youth and SMEs. Also, practical pilot actions that apply the DGC principles locally would be valuable to demonstrate real-life implementation potential."*

*"Workshops like these"*

*"more international physical interaction and exchange"*

## Please indicate the most valuable tool that was used in the workshop?

*"scrum techniques "*

*"Crazy Eights"*

*"Canva"*

*"business model canvas"*

*"Tools for the video pitch, storyboard to design the concept"*

*"the best tool is Canva "*

*"Figma - it was very helpful for visualizing and organizing ideas during the workshop."*

*"Business Model Canvas"*

*"AI tools"*

*"Pitch timing planner"*

*"Tool links and Canvas method"*

*"Storytelling tips"*

*"clear communication"*



## What was a win of these transnational workshops (also compared to workshops in your region)?

*"Getting to know other projects from other regions."*

*"Multinationalism"*

*"creative input"*

*"They were practical"*

*"It's a victory to learn about the opinions, views and presentations of projects from different people from different areas of Europe. "*

*"The main win was the international exchange of ideas and experiences, which made the workshop more diverse and inspiring than local ones."*

*"Diversity of domains involved"*

*"Developing my own project"*

*"See how video pitch can be improved and what benefits can bring"*

*"the discussion with fellows abroad"*

*"The transnational setting fostered creative inspiration and offered practical examples that would not emerge in a local context. It strengthened cross-border networking and brought a fresh mindset to regional transformation."*

*"connecting with each other"*

*"clearly the international level "*

## What do you want to see more in your region?

*"More competences from top to bottom regional level."*

*"Nothing specific"*

*"platform for periodic knowledge exchange, exchange of experiences and mutual support"*

*"A green interest, interest for sustainability"*

*"more workshops online "*

*"I would like to see more educational workshops and opportunities for young people to develop their entrepreneurial and creative skills."*

*"More Design Thinking workshops to help existing and new companies tackle UN SDGs"*

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*"Workshops like these"*

*"more international physical interaction and exchange"*



## This was my motivation to participate at the workshop(s):

"To hear something new and interesting"

"To make my idea business wise better"

"Learning new approaches and strategic tools"

"To learn something new"

"My motivation to participate in the workshop(s) was to improve my pitching skills and to broaden my knowledge in that area."

"Project innovative "

"Increase my knowledge in video pitching"

"My motivation was to learn more about tools and business models. "

"Be prepared for the video pitch"

"Working on my Storytelling skills"

"We have several events coming up where we have to pitch our startup"