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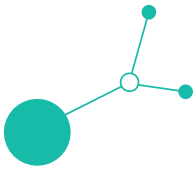
Drive2Transform

# D2.3.2 TRANSFORMATION CAPACITY BUILDING ACTION PLAN TO FOSTER THE AUTOMOTIVE TRANSFORMATION IN CENTRAL EUROPE



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# D.2.3.2 TRANSFORMATION CAPACITY BUILDING ACTION PLAN TO FOSTER THE AUTOMOTIVE TRANSFORMATION IN CENTRAL EUROPE

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# INTRODUCTION

## 1. Introduction

The automotive industry in Europe, particularly in Central Europe, is undergoing a rapid and profound transformation shaped by external factors such as climate change, emerging technologies, and global competition. At the heart of this shift are four interrelated topics: **electrification, autonomous driving/automation, connectivity** (vehicle-to-x), and the **platform economy** (e.g., car-sharing, vehicle-as-a-service). These changes create both challenges and opportunities for companies, BSOs and policymakers across the mobility ecosystem. To remain competitive, businesses must adapt, innovate, and develop new skills and knowledge, while embracing a holistic perspective on how these four trends intersect and reinforce one another. Business support organizations must be ahead of the trends and adapt their space and services to be able to inform and consult companies, while European policymakers should continuously respond to needs in the industry to ensure its competitiveness even under stricter regulation.

The **Drive2Transform** project addresses the urgent transformation of Central Europe's automotive sector across these four key thematic areas.Traditional manufacturers and especially SMEs face immense pressure to adapt, requiring new competencies and coordinated support. The project's overall goal is to provide businesses with the **knowledge and innovation capacities** needed to master and drive this transformation, thereby safeguarding Europe's automotive competitiveness. A pivotal element is the creation of a Transnational Automotive Open Transformation Platform, which will include **a portfolio of regional and transnational capacity-building measures for companies, support organizations, and policymakers**.

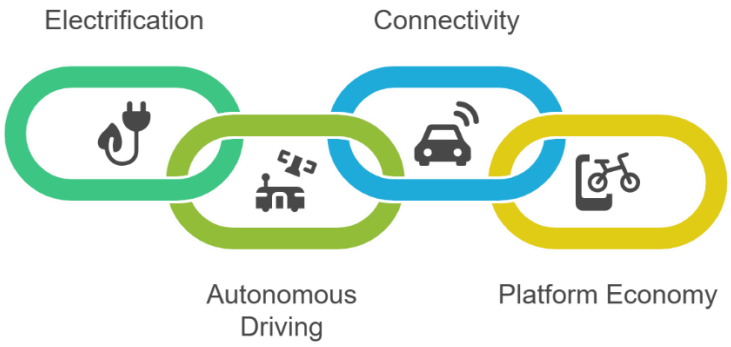


*Figure 1: Thematic areas of the Drive2Transform project*

This **Transformation Capacity Building Action Plan** is a jointly developed strategy that consolidates how three stakeholder groups – **businesses, business support organisations, and policy makers** – will be empowered across all partner regions. In line with the project's objectives, this plan aims to strengthen regional ecosystems by actively building skills, knowledge and collaboration mechanisms for automotive innovation. The plan is transnational in scope, ensuring consistency and mutual learning across the eight participating countries while remaining adaptable to regional needs.

## 2. Objectives and Scope

This action plan was developed through a collaborative, evidence-based process. It builds directly on the findings of Drive2Transform's Work Package 1, which assessed the transformation readiness of each region's automotive ecosystem. Notably, a survey of 140 companies and BSOs in all nine partner regions identified critical skills gaps and needs in the domains of electrification, automation, connectivity and platform

economy. These findings (along with a Transnational Readiness Index and regional scenarios) guided the design of targeted capacity-building measures for each stakeholder group.

For clarity, the plan is structured around 4 thematic areas in which it supports the transformation: Chapter 3.1 Electrification, Chapter 3.2 Automation, Chapter 3.3 Connectivity and Chapter 3.4 Platform Economy. In each chapter, the three stakeholder groups have dedicated sections: (a) Businesses (automotive firms, especially SMEs), (b) Business Support Organisations (BSOs) such as clusters, development agencies, and research/education centers, and (c) Policy Makers at regional/national level. Each section outlines the objectives for that group, the main types of activities and support to be provided (drawn from project Deliverables D.2.1.1, D.2.2.1, and D.2.3.1), and how these activities contribute to the overall transformation goals. The plan emphasizes a **"triple-helix" approach**—a dynamic collaboration between **business**, **support organizations (BSOs)**, and **policy actors**—where each stream reinforces the others: insights from businesses inform BSO and policy actions, while policy frameworks and BSO services, in turn, create an enabling environment that fosters enterprise growth and innovation.

The transnational action plan specifies concrete capacity-building initiatives, timelines, and responsibilities, ensuring that companies receive hands-on support, BSOs enhance their service offerings, and policymakers understand policy options to support the transformation in the regions. By coordinating these efforts, the plan seeks to build an ecosystem capable of innovating and thriving through the automotive industry's electrification, automation and digital transformation. Individual target group also has a dedicated Package of activities in the Annex, which further explains each action with a detailed schedule: Annex 1 Capacity Building Package for Businesses, Annex 2 Capacity Building Package for BSOs and Annex 3 Capacity Building Package for Policymakers.

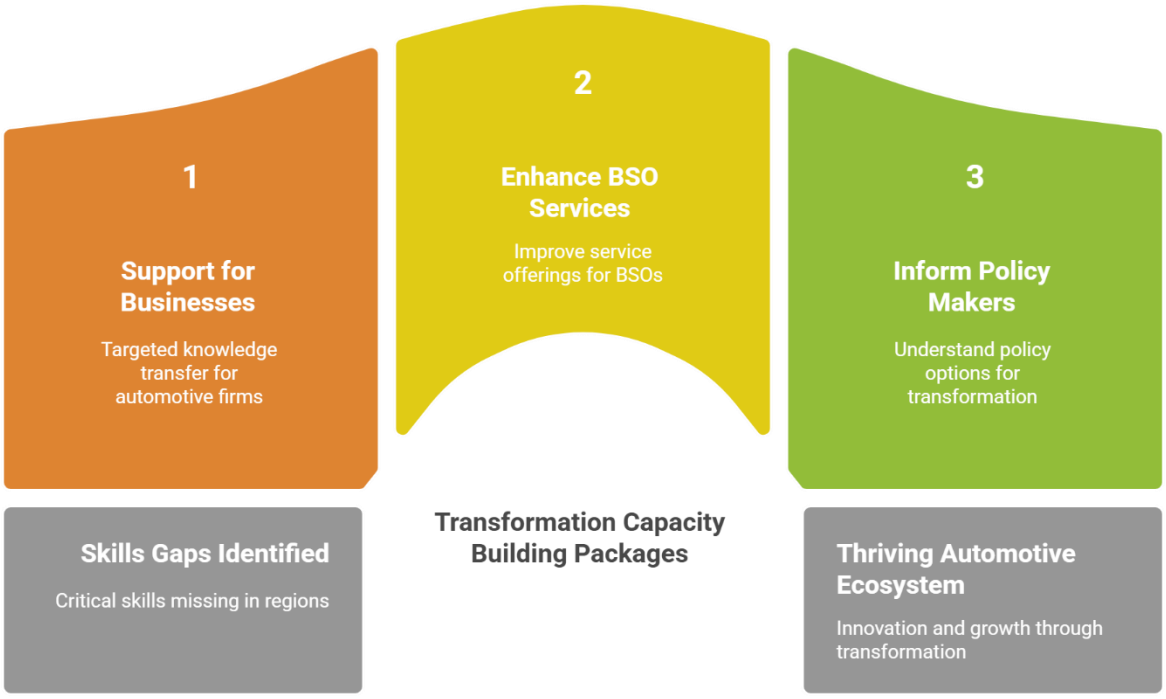


*Figure 2: Logic framework for transformation capacity building*

To ensure the effectiveness and impact of the Drive2Transform capacity building activities, a robust quality control system will be implemented (*see: Annex 4*). This system will focus on gathering participant feedback and ensuring accessibility for the diverse target audience.

- Pre-event surveys: During the application process for webinar activities and 1:1 expert sessions, participants will be asked to complete a survey to assess their prior knowledge, expectations, and learning objectives. This information will help tailor the content and delivery to better meet participant needs.
- Post-event surveys: After each activity (webinar, industry event and 1:1 session), participants will be asked to provide feedback on the content, format, and overall effectiveness of the activity. This feedback will be used to identify areas for improvement and enhance future activities.

All webinars and awareness raising activities will be conducted in English to ensure accessibility for a wider audience and facilitate transnational collaboration. Because regional industry events have the goal of reaching local communities and companies, they may be carried out in the local language. Where necessary, translation or interpretation services will be provided to ensure that participants can fully benefit from the activities (i.e. podcasts in local language). By implementing these quality control measures, the Drive2Transform project aims to ensure that its capacity building activities are relevant, impactful, accessible and inclusive, and continuously improved via feedback from participants and project partners. Additionally, the project strives for gender equality when searching for speakers, whilst not compromising content quality. This commitment to quality control will contribute to the overall success of the Drive2Transform project in empowering businesses to navigate the automotive transformation effectively.

## 3. Capacity Building by Thematic Areas

The scheme on the following page encompasses all capacity building activities proposed, while specifying the thematic area (for businesses and policymakers) or support area (for BSOs). Detailed descriptions and schedule of implemented acitivities is available in Annex 1, Annex 2 and Annex 3 to this document.

| | *Electrification* | *Automation/Autonomous Driving* | *Connectivity* | *Platform Economy* |
|---|---|---|---|---|
| Businesses | **Awareness:**<br>- Social Media Campaign<br>- Newsletter<br>- Podcasts | | | |
| | **Transnational Training Webinars:**<br>- The Future of Production<br>- Battery Technology and Management | **Transnational Training Webinars:**<br>- The Future of Production<br>- Autonomous Driving Test Environments<br>- Cybersecurity | **Transnational Training Webinars:**<br>- Autonomous Driving Test Environments<br>- Cybersecurity<br>- MaaS Ecosystems | **Transnational Training Webinars:**<br>- Cybersecurity<br>- MaaS Ecosystems |
| | **Regional Industry Events** | | | |
| | **1:1 Expert Sessions** | **1:1 Expert Sessions** | **1:1 Expert Sessions** | **1:1 Expert Sessions** |
| Business Support Organizations | **Online Meetings and On-site Study Visits** | | | |
| | ***Networks*** | ***Spaces and Infrastructure*** | | ***Capacities and Services*** |
| | **Multilateral Training and Knowledge Exchange**<br>- Conferences<br>- B2B & S2B Brokerage events<br>- Networking & Workshops<br>- Databases | **Multilateral Training and Knowledge Exchange**<br>- Laboratory spaces<br>- R&D | | **Multilateral Training and Knowledge Exchange**<br>- Strategic and specialized consulting<br>- Training and education<br>- Financing |
| | **Twinning Acitvities** | **Twinning Acitvities** | | **Twinning Acitvities** |
| Policymakers | **Online Meeting** #1 “FACTS” | | | |
| | **Online Meeting** #2 “IDEAS” (thematic recommendations) | **Online Meeting** #2 “IDEAS” (thematic recommendations) | **Online Meeting** #2 “IDEAS” (thematic recommendations) | **Online Meeting** #2 “IDEAS” (thematic recommendations) |
| | **Online Meeting** #3 “RECOMMENDATIONS” (Interregional policy paper) | | | |

## 3.1 Electrification

Electrification is transforming the automotive industry from internal combustion engines to electric drivetrains and related technologies. It is a cornerstone of Europe's strategy to achieve sustainable mobility, directly contributing to reducing $CO_2$ emissions, improving air quality, and meeting climate targets. Electrification affects the entire value chain – from how vehicles are designed and manufactured (powertrains, batteries) to the energy and charging infrastructure that supports them. Central European regions see electrification as essential to maintaining competitiveness in the global market as it shifts toward e-mobility.

While electrification offers huge growth potential, the Drive2Transform analysis in Work Package 1 identified significant gaps hindering its adoption across Central Europe. A major challenge is the **infrastructure deficit** – many regions lack adequate EV charging networks and grid capacity to support a large electric vehicle fleet. Companies also report needing better access to advanced battery technologies and testing facilities, as these are often concentrated outside the region. **Workforce skills** present another gap: there is a shortage of engineers and technicians with specialised knowledge in electric powertrains and energy storage systems. Upskilling programs in battery management, high-voltage safety, and power electronics are not yet meeting industry demand, leaving firms concerned about talent readiness for electrification. The **business support ecosystem**, though improving, is still adapting to electrification; many clusters and service providers historically focused on combustion-engine technology and now need to develop new expertise and services (like battery recycling guidance or EV prototyping labs). Policy gaps also persist – companies noted insufficient government incentives for EV adoption and production in several countries, and complex regulations slowing infrastructure expansion. These findings underscore that achieving electrification goals will require closing skill gaps through targeted training, upgrading energy and charging infrastructure, and strengthening support services (like technical consulting and funding access) for e-mobility projects.

Acknowledging both the challenges and opportunities, Drive2Transform's plan provides targeted support to help companies and ecosystems embrace electrification.

### 3.1.1 Capacity Building for Businesses

To help automotive firms – especially SMEs – navigate electrification, the project's capacity-building package for businesses includes tailored knowledge resources and training. The focus is on ensuring companies understand courrent **technology trends in electrification**, build the necessary skills, and identify strategic actions to pivot toward e-mobility. According to project plans, support for businesses will cover advancements like **battery technologies, charging infrastructure, and vehicle energy management systems**. Concretely, the action plan implements:

- **Awareness raising activities:** The consortium will disseminate the latest insights on electrification through newsletters, social media campaign and industry outreach. For example, project newsletters and LinkedIn articles will highlight breakthroughs in battery chemistry, updates on EU regulations for EVs, and case studies of traditional suppliers successfully moving into e-mobility. This ensures that even companies not yet involved in project trainings become aware of electrification trends and why they must act. Two planned podcast episodes will also feature discussions with industry leaders on topics like scaling EV production and building charging networks, offering inspiration and lessons learned.
- **Training & Webinars:** A core element is a series of **transnational training webinars** where experts share practical knowledge on electrification. One webinar („*Battery Technology and Management*“) should address the topic of electrification, giving participants a deep dive into battery supply chains,

end-of-life management and explain how European manufacturers can compete in this domain. Another webinar focuses on *"The Future of Production"*, covering how factory processes can be adapted for the future (such as new assembly methods for electric powertrains or recycling of battery packs). These training sessions leverage partner expertise (i.e., SEVA's focus on EVs) and include Q&A and discussion so companies can get specific advice.

- **Expert 1:1 Sessions**: Beyond formal trainings, the plan encourages firms to take concrete steps toward electrification with expert help. After the webinars, interested SMEs can register for **1:1 expert consultation sessions** (2 of which devoted to electrification topics) to discuss their individual challenges.
- **Regional Industry Events**: To address regional-specific gaps, the Action Plan recommends regional industry events which can facilitate B2B networking and stronger collaborations between research institutions and businesses to accelerate the development and adoption of new technologies. The plan leverages existing high-profile events, such as international fairs and industrial conferences, to maximize visibility and impact.

Key outcomes for companies should be: a better grasp of EV market dynamics and technologies, a roadmap for how their products/processes need to change, initial contacts with technology partners (e.g. battery suppliers or research labs), and concrete innovation or investment ideas to. This, connected to BSO capacity building, directly addresses the identified gap that many SMEs lack resources to manage the transition by giving them knowledge, external expertise, and connections to begin the journey.

### 3.1.2 Capacity Building for BSOs

Business Support Organizations are crucial in accelerating SME electrification, as they can reach many firms and provide expertise and resources that individual SMEs cannot muster alone. Under this action plan, BSOs (such as chambers of commerce, innovation centers, clusters, and development agencies in each region) will enhance and coordinate their support across three key areas – **networks, infrastructure, and services** – to drive the e-mobility transition. While most BSOs engaged in Drive2Transform analysis focus on electrification, about 20% also engage in autonomous vehicles, connectivity, and the platform economy. Their activities span networks—facilitating collaboration through conferences, B2B and S2B events, and workshops; spaces and infrastructure—providing incubators, office, production, logistics, and lab spaces; and capacities/services—offering consulting, training, and R&D support. BSOs also raise awareness and conduct rapid diagnostics to identify high-impact electrification opportunities, such as replacing fossil boilers or electrifying fleets. They provide technical advisory and hands-on implementation support, including vendor shortlists and procurement help for electric technologies. To address financing challenges, BSOs help SMEs access EU and national funding, prepare bankable cases, and bundle projects to attract investment. They enable collective procurement and PPAs to reduce costs and navigate complex regulations, grid connections, and permitting processes. In practice, the BSOs' Transformation Capacity Building Package (D.2.2.1) lays out a variety of actions they will undertake to support electrification by addressing three supportive fields (networks, spaces/infrastructure, and capacities/services):

- **Peer-review:** BSOs will organize **a series of online meetings** to connect players in the electrification space and introduce their services. Valuable feedback from other participants can be received this way to make incremental improvements in the BSO service portfolio. Transnationally, the project facilitates BSO peer exchanges to share best practices – one region's agency might present how they run an e-mobility incubator or a cluster's experience in creating an EV supplier network. By strengthening these networks, BSOs enable collaborative innovation; an SME looking to pivot to e-drivetrains can more easily find a partner or mentor company that has done it successfully.

- **Spaces & Infrastructure:** Many BSOs provide shared physical and technical infrastructure to support innovation, and this will be aligned to electrification needs. For instance, some partners manage labs or testing facilities, which will be accessed and viewed through organization of **study trips**.
- **Knowledge Exchange:** Specific sessions for topics such as brokerage events, databases, specialized consulting or R&D support will be organized as multilateral knowledge exchange. Each of the presenters will be separately available for twinning sessions, taking part on the same day, in order to dive deeper into implementation of a specific service and give advice on how to introduce it into the portfolio of other participating BSOs.

By deploying these actions, BSOs in Central Europe can significantly **lower the barriers** for businesses to embrace electrification. A small supplier that would otherwise feel overwhelmed by the shift to e-mobility can rely on local support organizations for dependable information, technical help, and connections to funding and partners. In effect, BSOs serve as the catalyst and enabler of the electrification trend at the regional level – accelerating the adoption curve among SMEs who might otherwise be late movers. It's worth noting that the BSOs themselves benefit from a transnational exchange of practices: through Drive2Transform they learn from each other and can collectively improve their offerings.

### 3.1.3 Capacity Building for Policymakers

Policy makers play a critical role in the success of automotive electrification, primarily by setting the regulatory framework and investment priorities that can either accelerate or hinder the transition. In the context of this action plan, policymakers will address suggestion for improvements in electrification through:

- **FACTS**: Policymakers should be made aware of the results of the Drive2Transform regional analysis and will be introduced its EU context. External specialists (e.g. an industry expert, EU policymaker or academic) may also present the broader transformation challenges and trends affecting the regions. The objective is to establish a common factual baseline: policy participants gain a clear picture of where their region stands (in areas like EV adoption). The online meetings will encourage policymakers on a regional and national level to take part in discussions and collaborate cross-sectorally within the region as well to implement more wholesome solutions.
- **IDEAS:** Thematically focused online meeting will encourage regions to share approaches and solutions – e.g., one region might showcase how it coordinated with utilities to improve grid capacity for EV charging, which could serve as a model for others. An invited expert or a representative from a successful region will also contribute (this could be a motivational case study of a region that effectively managed automotive restructuring). After these inputs, the workshop turns interactive: policy makers participate in moderated discussions or breakouts to generate ideas applicable to their own regions.
- **RECCOMMENDATIONS:** The final policymaker meeting will introduce the draft policypaper, which will be discussed in detail also on the level of electrification. Prior to this session, the Drive2Transform team will circulate a draft Policy Recommendation Paper outlining proposed strategic actions drawn from the earlier workshops. Policy makers have the chance to review and even submit comments in advance. During the workshop, an expert (potentially from the European Commission or a national ministry) might first provide context on aligning regional actions with national/EU initiatives. Then, through facilitated discussion, the group will refine the recommendations: debating priorities, adding missing measures, and ultimately aiming to reach consensus on a set of practical policy measures. The tone of this meeting is action-oriented – moving from ideas to tangible commitments. They should consider targeted incentives for SMEs to re-tool for electrification. This might include tax credits for purchasing e-mobility production equipment or R&D grants for developing electric drivetrain components. Policymakers should also consider updating safety regulations for battery transport, establish standards for charging interoperability,

and ensure there are certification bodies (labs, technical services) accessible in Central Europe to test and approve new e-mobility components. Harmonizing regulations across borders (so that an EV certified in one country is recognized in others) is another area for transnational cooperation.

## 3.2 Automation/Autonomous Driving

Automation in the automotive sector encompasses both the digital transformation of manufacturing and logistics processes (e.g., robotics, AI-driven production) and the development of autonomous driving technologies. These innovations promise efficiency gains, new mobility services, and improved safety, but they also demand significant shifts in workforce skills, infrastructure, and regulatory frameworks. The Drive2Transform analysis highlights critical gaps across Central Europe: many firms—especially SMEs—lack access to modern automation tools, testbeds, and skilled personnel in robotics, AI, and data analytics. While some regions benefit from strong innovation hubs, others face limited support for technology transfer and consulting. In the domain of autonomous driving, companies report uncertainty around safety regulations and certification procedures, which hinders testing and deployment. Larger firms are advancing more rapidly, while smaller suppliers struggle with limited resources and know-how. Addressing these challenges will require targeted workforce development, improved access to shared infrastructure, and coordinated policy support to ensure SMEs can participate in both industrial automation and the emerging autonomous mobility ecosystem.

### 3.2.1 Capacity Building for Businesses

The capacity-building package for businesses addresses automation on two fronts – manufacturing process automation (Industry 4.0 adoption) and product/service automation (developing autonomous and smart vehicle technologies). Here's how the plan supports companies in these areas:

- **Awareness raising activities:** The consortium will disseminate the latest insights on autonomous vehicles through newsletters, social media campaign and industry outreach. Two planned podcast episodes will also feature discussions with industry leaders on different topics, like levels of automation.
- **Training & Webinars:** A core element is a series of **transnational training webinars** where experts share practical knowledge on adopting Industry 4.0 and autonomous driving and smart mobility knowledge. The project will provide a transnational training webinar on "*The Future of Production*" to demystify and implement technologies like collaborative robots (cobots), AI for quality control, and digital twin simulations. Experts will present real cases of introducing robots into assembly and using AI for predictive maintenance on machinery. Another planned webinar focuses on "*Autonomous Driving Test Environments*", discussing how different regions are establishing testing grounds and what SMEs can do to participate in or leverage these initiatives.
- Expert 1:1 Sessions: Follow-up expert 1:1 sessions will allow interested companies to consult on specific issues – e.g., on steps to automate their processes or get advice on assessing ROI or selecting a suitable robotics integrator.
- Regional Industry Events: The project will organize regional events or collaborate on existing events related to mobility tech to facilitate networking and building partnerships for use cases. By seeing and networking in such environments, businesses can better grasp the state-of-the-art and form partnerships (a tech startup might meet an established supplier and spark a collaboration on an ADAS system, for example).

Through these efforts, companies will be better positioned to introduce automation gradually and participate in the emerging autonomous mobility market.

### 3.2.2 Capacity Building for BSOs

BSOs across Central Europe will elevate their support to help companies ride the automation wave. They can facilitate networking through conferences and brokerage events, provide access to labs and training centers, and offer consulting, training, and R&D support. BSOs also run automation readiness diagnostics, advise on technology adoption, translate complex regulations into practical guidance, and help SMEs access EU funding through project bundling. They support pilot testing in safe environments, offer cybersecurity and data governance workshops, and run upskilling programs in AI, sensors, and vehicle safety. Additionally, BSOs broker supply-chain connections and assist SMEs in becoming qualified suppliers for larger automation initiatives. According to Deliverable D.2.2.1 and subsequent planning, BSOs are focusing on fostering collaboration, providing testing environments, and delivering specialized advisory services in this domain. Some key support mechanisms include:

- **Peer-review:** BSOs will organize **a series of online meetings** to connect players in the automation space and introduce their services. Valuable feedback from other participants can be received this way to make incremental improvements in the BSO service portfolio.
- **Spaces & Infrastructure:** Many BSOs provide shared physical and technical infrastructure to support innovation, and this will be aligned to autonomous driving needs. For instance, some partners manage labs or testing facilities, which will be accessed and viewed through organization of **study trips**.
- **Knowledge Exchange:** As per the BSO package analysis, while BSOs already do a lot (consulting, training, etc.), there were gaps in things like regulatory and compliance support for new tech. Specific sessions for topics such as brokerage events, databases, specialized consulting or R&D support will be organized as multilateral knowledge exchange. Each of the presenters will be separately available for twinning sessions, taking part on the same day, in order to dive deeper into implementation of a specific service and give advice on how to introduce it into the portfolio of other participating BSOs.

In essence, BSOs act as the bridge between cutting-edge technology and the SMEs that can apply it, making sure knowledge flows, opportunities are shared, and resources are pooled. The project noted that BSOs in the partnership have strong collaboration and innovation facilitation skills but can improve digital tools for matchmaking and integrated service delivery.

### 3.2.3 Capacity Building for Policymakers

Policymakers are pivotal in shaping the future of automation and autonomous driving technologies by establishing regulatory frameworks, enabling infrastructure, and supporting innovation ecosystems. These technologies are not only transforming manufacturing processes but also redefining mobility, logistics, and urban planning. Within this action plan, policymakers will address automation and autonomous driving through:

- **FACTS**: Policymakers will be introduced to the findings of the Drive2Transform regional analysis, which highlights disparities in automation readiness and the uneven development of autonomous driving capabilities across Central Europe. External experts may present trends in robotics, AI, vehicle automation, and the regulatory landscape for autonomous mobility. The session will provide a clear overview of regional strengths and gaps in areas such as smart manufacturing, autonomous vehicle testing, and digital infrastructure. Policymakers will be encouraged to consider how national and regional strategies can better support both industrial automation and the safe deployment of autonomous driving technologies.

- **IDEAS**: The second workshop will showcase regional good practices, such as the establishment of autonomous vehicle testbeds, pilot programs for self-driving shuttles, and cross-sectoral collaborations between automotive OEMs, ICT providers, and research institutions. For example, one region might present how it created a regulatory sandbox for AV testing, while another might share its experience in integrating AI-driven logistics systems into public transport. Policymakers will engage in moderated discussions to explore how to replicate or adapt these models, with a focus on enabling SMEs to participate in the autonomous mobility value chain.
- **RECOMMENDATIONS**: The final workshop will refine policy proposals related to automation and autonomous driving. Policymakers will be encouraged to consider measures such as co-financing for AV pilot deployments, support for AI and sensor technology development, and the creation of regional innovation clusters focused on mobility automation. They will also discuss harmonizing safety and certification standards for autonomous systems, aligning with EU-level and promoting cross-border collaboration on test corridors, data sharing, and cybersecurity protocols.

## 3.3 Connectivity

The push for connected cars and digital mobility services is hampered by several gaps in current regional capabilities. A foremost issue is the digital infrastructure gap – not all production areas or test corridors are equipped with reliable high-bandwidth, low-latency networks (such as 5G) needed for Vehicle-to-Everything (V2X) communications. Many Central European regions report only partial 5G coverage and limited smart traffic infrastructure, which slows development of connected vehicle prototypes and services. There is also a significant data and cybersecurity skills gap. Companies feel underprepared in fields like automotive software development, cloud data management, and cyber-defense for connected systems. The Drive2Transform surveys found that few SMEs have in-house IT teams with experience in connected product design or data analysis, and hiring such talent is difficult amid competition with other tech sectors. Regarding the business support ecosystem, the analysis noted that traditional automotive clusters are only beginning to incorporate digital technology firms – meaning suppliers of sensors, telematics, or mobility software are not yet fully integrated into regional supply chains. This limits knowledge transfer; for example, a parts manufacturer may not know how to partner with a local IoT startup to develop a connected product. Moreover, companies see uncertainty in standards and regulations as a gap: inconsistent data-sharing standards and evolving regulations on data privacy and vehicle data monetization make it hard to invest confidently in connectivity solutions. Regionally, Central Europe shows a mixed connectivity readiness. The transformation readiness index flagged connectivity as underdeveloped in many automotive SMEs, who ranked it below electrification and automation in opportunity surveys. To overcome these challenges, regions will need to invest in digital infrastructure, ramp up training in software and data science, foster partnerships between automotive and ICT players, and establish clearer frameworks for data use and security in the mobility context.

### 3.3.1 Capacity Building for Businesses

The project's support for businesses on connectivity emphasizes digital skills, understanding of new business models, and technical readiness to implement connected solutions. Key aspects include:

- **Awareness raising activities**: The consortium will disseminate the latest insights on connectivity through newsletters, social media campaign and industry outreach. Two planned podcast episodes will also feature discussions with industry leaders, for example on how big is the connected car data market projected to be, what services (insurance telematics, infotainment, etc.) are growing, and where can SMEs enter these markets.

- **Training & Webinars:** Through transnational training webinars connectivity will be addressed at "*Autonomous Driving Test Environments*", "*Cybersecurity*" and "*MaaS Ecosystem*", as it is a horizontal topic. The webinars will break down the complex landscape of connected vehicle technologies, tackle the security aspect and smart city mobility with logistics digitalization. Connectivity also enables the platform economy and new services, hence overlapping with our next section.
- **Expert 1:1 Sessions**: Follow-up expert 1:1 sessions will allow interested companies to consult on specific issues or form concrete project ideas for connectivity and outline the steps (technical and business-wise) to realize them.
- **Regional Industry Events**: The project will organize regional events or collaborate on existing events related to mobility tech to facilitate networking and building partnerships for use cases.

### 3.3.2 Capacity Building for BSOs

Business Support Organizations support SMEs in adopting connectivity technologies by fostering collaboration, providing infrastructure, and delivering tailored services. They organize networking events to connect companies with tech providers and research institutions, offer access to labs and training centers for testing and scaling V2X, 5G, and edge computing solutions, and deliver consulting, training, and innovation audits. BSOs also help SMEs secure EU funding, promote interoperability across platforms, and advocate for supportive regulatory frameworks addressing cybersecurity, data privacy, and standardization. By enhancing digital infrastructure, matchmaking tools, and integrated service packages, BSOs accelerate the deployment of connected automotive solutions.

- **Peer-review:** BSOs will organize **a series of online meetings** to introduce players in the automotive sector and ICT-oriented services. Valuable feedback from other participants can be received this way to make incremental improvements in the BSO service portfolio.
- **Spaces & Infrastructure:** Study trips can present facilities that support more connected ecosystems, such as innovation hubs, tech parks, etc.
- **Knowledge Exchange:** As per the BSO package analysis, while BSOs already do a lot (consulting, training, etc.), there were gaps in things like regulatory and compliance support for new tech. Specific sessions for topics such as brokerage events, databases, specialized consulting or R&D support will be organized as multilateral knowledge exchange. Each of the presenters will be separately available for twinning sessions, taking part on the same day, in order to dive deeper into implementation of a specific service and give advice on how to introduce it into the portfolio of other participating BSOs.

### 3.3.3 Capacity Building for Policymakers

Connectivity is a cornerstone of the future automotive ecosystem, enabling real-time data exchange, smart mobility services, and vehicle-to-everything (V2X) communication. Policymakers can accelerate connectivity integration by investing in digital infrastructure and ensuring regulatory clarity. In this action plan, connectivity will be addressed through:

- **FACTS:** Policymakers will be briefed on the current state of digital infrastructure and connectivity readiness across regions, including gaps in 5G coverage, smart traffic systems, and data governance. Experts may present EU-level strategies on connected mobility and cybersecurity. The session will emphasize the importance of interoperable standards and the role of public investment in enabling connected vehicle ecosystems.
- **IDEAS:** The second workshop with a thematic focus will highlight regional initiatives such as the deployment of 5G corridors, public-private partnerships for smart infrastructure, and digital twin pilots for traffic management. Policymakers will discuss how to support SMEs in developing

connected solutions and how to integrate ICT providers into traditional automotive clusters. Ideas may include regional matchmaking platforms or joint procurement schemes for digital infrastructure.

- **RECOMMENDATIONS:** The final session will focus on policy actions to support connectivity, such as funding for V2X pilot projects, incentives for digital upskilling, and the creation of regional data-sharing platforms. Policymakers will also explore regulatory alignment on data privacy, cybersecurity, and cross-border interoperability, ensuring that connected vehicle solutions can scale across Central Europe.

## 3.4 Platform Economy

Transitioning to mobility services and platform-based business models reveals distinct gaps in the region's current ecosystem. The Drive2Transform baseline found the **platform economy to be the weakest area** of transformation readiness for most partners, as many companies still operate on traditional product-sales models with limited digital services integration. One major gap is in experience and culture – few automotive SMEs have direct experience with platform business strategies (such as subscription models, ride-sharing services, or data-driven services) and thus struggle with conceptualizing offerings beyond manufacturing. This is compounded by a skills gap in digital entrepreneurship: companies lack developers versed in app development, user experience design, and multi-sided market analytics, all crucial for platform-based services. On the infrastructure side, the digital backbone for a platform economy (e.g. open data portals, regional mobility-as-a-service integration) is nascent. Many regions do not yet have centralized mobility data platforms or regulatory sandboxes to pilot new services, which slows innovation and uptake. The **business support ecosystem** is also catching up – whereas clusters and chambers have long supported manufacturing excellence, they are only beginning to address needs of startups or new ventures in mobility services (like assisting with API standardization or facilitating partnerships between car makers and ICT firms). Regionally, there's a specialization gap: the WP1 analysis showed platform economy readiness and specialization were rated "poor" or "fair" in nearly all partner regions, markedly lagging other domains. Even highly advanced automotive regions admitted slow uptake of platform models, often due to uncertainty in regulatory support and market acceptance. Finally, companies pointed out **policy and governance gaps** – for instance, unclear rules on ride-sharing, data ownership, or competition with public transport can deter investment in platform ventures. Additionally, local market conditions (like lower consumer trust in peer-to-peer services or lack of venture capital) in Central Europe make it challenging for new mobility platforms to scale. Closing these gaps will require concerted efforts: targeted training and incubation for mobility startups, improvements in digital infrastructure and open-data initiatives, supportive policies (harmonizing regulations for shared mobility across the region), and a mindset shift to encourage traditional manufacturers to experiment with service models.

### 3.4.1 Capacity Building for Businesses

The capacity-building initiatives will help automotive companies (and startups) understand and participate in the platform economy, even if indirectly. Key focuses will be:

- **Awareness raising activities**: Initially, companies need to understand what the platform economy means in practical terms for the mobility sector. The plan therefore includes social media content explaining how platforms function—covering topics such as network effects and multi-sided markets—as well as case studies relevant to the automotive industry. Since regulation remains a major uncertainty, the awareness activities will channel relevant information to businesses to help them plan accordingly. This may include explanatory content on the EU's approach to digital markets, such as the Digital Markets Act (DMA).

- **Training & Webinars:** Through transnational training webinars platform economy will be addressed at "*Cybersecurity*" and "*MaaS Ecosystem*". The webinar might analyze Mobility-as-a-Service (MaaS) platforms in detail – explaining how an app can integrate public transport, car rental, bike sharing and what business models are used (subscription, pay-per-use, commission, etc.).Business model innovation can also be promoted (where companies practice shifting from product sales to service/platform models), as well as introduction to agile development and user-centric design, since successful platforms are often built with rapid iterations and a focus on user experience. By promoting these modern business development methods, the capacity building prepares even traditional manufacturers to be more flexible and creative in finding their role in digital value networks. Connectivity also enables the platform economy and new services, hence overlapping with the previous section.
- **Expert 1:1 Sessions**: Follow-up expert 1:1 sessions will allow interested companies to consult on specific issues.
- **Regional Industry Events:** The project will organize regional events or collaborate on existing events related to mobility tech to facilitate networking and building partnerships for use cases. On a practical level, regional events can seed some initial platform thinking by encouraging joint pilot services.

### 3.4.2 Capacity Building for BSOs

Business Support Organizations support SMEs in the platform economy by guiding them in adopting digital tools that improve operations, offering training programs to build entrepreneurial and digital skills, and facilitating internationalization through connections to global markets and trade opportunities. They also advocate for supportive policies that reduce administrative burdens, improve access to finance, and promote digital transformation, ensuring SMEs can thrive in platform-based business models.

- **Peer-review:** BSOs will organize **a series of online meetings** to introduce players in the automotive sector and ICT-oriented services, which are often the basis for transforming in the area of connectivity and platform economy. Valuable feedback from other participants can be received this way to make incremental improvements in the BSO service portfolio.
- **Spaces & Infrastructure:** Study trips can present specifically on platform-based business development for startups and SMEs,
  coordinate with educational institutions to incorporate platform economy concepts into courses, e nsuring future employees and entrepreneurs are aware of these models.
- **Knowledge Exchange:** Multilateral as well as twinning sessions organized will provide an exchange of best practices in the area of platform economy.

The main goal of BSOs is building capacity of the ecosystem: even if a regional platform attempt does not immediately succeed, the learning and collaboration will strengthen the region's ability to engage with whatever dominant platforms do prevail.

### 3.4.3 Capacity Building for Policymakers

Policymakers can play a key role in enabling the transition into platform economy by fostering ecosystems that support digital platforms and mobility services. Within this action plan, the platform economy will be addressed through:

- **FACTS:** Policymakers will be introduced to the low levels of platform economy readiness across most regions, as identified in the Drive2Transform analysis. Presentations will cover the structural and cultural barriers to platform adoption, such as lack of digital skills, limited venture capital, and

regulatory uncertainty. The session will also explore the economic potential of platform-based mobility services and the need for enabling frameworks.

- **IDEAS:** The second workshop will feature examples of successful platform initiatives, such as regional mobility-as-a-service (MaaS) pilots, digital incubators, or cross-sectoral innovation labs. Policymakers will discuss how to support SMEs in developing and scaling platform-based offerings, including through training, access to finance, and regulatory experimentation zones.
- **RECOMMENDATIONS:** In the final workshop, policymakers will refine proposals such as creating regional digital innovation hubs, offering grants for platform development, and aligning national regulations with EU digital market strategies. They will also consider how to support interoperability, data governance, and fair competition in platform ecosystems, ensuring that SMEs can participate and thrive in the evolving mobility landscape.

# CONCLUSION

In conclusion, the **Action Plan to Foster the Automotive Transformation in Central Europe** provides a unified, transnational roadmap for fostering the automotive industry's transition in Central Europe. By explicitly addressing the capacity needs of businesses, support organizations, and policymakers, the plan ensures a holistic intervention – training the workforce and SMEs, upgrading the business support system, and aligning policy frameworks to reinforce these changes. The three strands of the plan are designed to be complementary and mutually reinforcing. For instance, as BSOs improve their offerings, SMEs will more readily adopt new technologies, and as policymakers introduce incentives both BSOs and businesses will find it easier to invest in innovation. This reflects the collaborative, cross-regional strategy envisioned in the project's concept, where all regions benefit from shared knowledge and avoid duplicating efforts.

To ensure durability, each partner will actively participate in the implementation of the action plan and where appropriate, incorporate the learnings from the provided actions in their own activities. Most partners are well-positioned to provide dialogue on regional level and keep automotive transformation issues on the agenda. Additionally, the establishment of a Memorandum of Understanding among partners for continuing the Transnational Platform will ensure cooperation and information exchange about automotive transformation practices beyond the project.

This Action Plan serves as a joint strategy blueprint for Central European regions to tackle the shared challenge of automotive industry disruption. It has been jointly developed and will be jointly implemented, exemplifying the value of transnational cooperation. By investing in people (skills), organizations (capacity), and policy (frameworks) simultaneously, the plan creates a supportive ecosystem where innovation can flourish. The next steps are to execute the activities as specified in the Annex to this document, closely monitor progress (through the feedback surveys, and adapt as needed.

# ANNEX 1: Transformation Capacity Building Package for Businesses

## AWARENESS ACTIVITIES

| Activity (KPI) | Objectives | Benefits for target group |
|---|---|---|
| Social Media Campaign (KPI: 12) | **Increase public awareness** of the importance of automotive industry transformation by creating a mix of Linkedin posts, i.e. descriptive/scientific, interactive and visual (videos or infographics). | Companies and the general public have a positive perception of the transformation of the automotive industry. Companies are aware that there is an increase in market openness to new technologies and products. |
| Newsletter (KPI: 4) | **Share latest developments** in the project and its focus fields through e-mail lists of each project partner, to increase outreach of information. | Drive2Transform community channel is built up: Companies regularly receive information about the D2T project and the Open Transformation Platform as its final outcome. Companies follow latest trends in the field of transformation of the industry. |
| Podcast (KPI: 2) | Publish podcasts in the form of a conversation with prominent figures in automotive industry (i.e. company CEOs, innovation departments, …) to inform, but also inspire by sharing transformation stories. | Increased understanding of topics and a floor given to voices from the industry for expert opinion / analysis of current events to increase resilience of the industry. |

### Social Media Campaign

The Drive2Transform project recognizes that knowledge is a key driver of successful transformation. To empower businesses in the Central European automotive industry, a targeted social media campaign will be deployed to disseminate valuable information and insights. This campaign will serve as a dynamic learning platform, going beyond promotional activities to deliver concrete capacity building.

Through a carefully curated selection of content, the campaign will provide businesses with access to critical knowledge in areas such as:

- **Electrification**: Sharing the latest advancements in battery technologies, charging infrastructure development, and sustainable manufacturing practices. This can include, for example, data on the increasing range of electric vehicles, the growth of the charging network, or government incentives for EV adoption.
- **Automation:** Providing insights into the growing field of autonomous driving, covering technologies like sensor fusion, AI perception, and path planning. Content can feature analysis of autonomous driving systems, regulatory landscapes, industry and production line impacts, ethical considerations, and cutting-edge research.
- **Connectivity**: Exploring the latest trends in V2X communication, data security, and the development of 5G/6G networks and standardisation for connected cars. The campaign can share statistics

on the growing number of connected vehicles, the potential of data-driven services, and the importance of cybersecurity in the automotive sector.

- **Platform Economy**: Analysing the emergence of new business models, such as Mobility-as-a-Service (MaaS), and the role of data and AI in platform success. Content can include expert commentary on the evolving mobility landscape, the challenges and opportunities of platform ecosystems, and examples of successful platform businesses in the automotive sector.

By delivering this valuable information through engaging formats like infographics and thematic articles, the campaign will facilitate learning and knowledge absorption. Interactive elements, such as polls and Q&A sessions, will encourage active participation and peer-to-peer learning, further enhancing the capacity building aspect of the campaign.

The social media campaign, therefore, will function as an important extension of the Drive2Transform project's capacity building activities. By empowering businesses with knowledge and insights, the campaign will contribute to their ability to adapt, innovate, and thrive in the rapidly transforming automotive landscape.

## Drive2Transform Newsletter

The Drive2Transform project understands the importance of keeping businesses and stakeholders informed and engaged throughout its duration. To achieve this, a dedicated newsletter will serve as a vital communication channel, delivering regular updates and valuable insights directly to subscribers' inboxes.

This newsletter will be more than just a project update; it will be a curated source of knowledge, providing businesses with the information they need to navigate the complexities of automotive transformation. Each edition will delve into the latest trends and technologies, offering in-depth analysis and expert perspectives on electrification, automation, connectivity, and the platform economy.

Subscribers will gain access to a wealth of information, including the latest advancements in battery technologies, insights into the evolving landscape of autonomous driving, analysis of the growing connected car ecosystem, and exploration of emerging platform business models. The newsletter will also highlight the project's capacity building activities, encouraging participation in webinars, workshops, and other valuable learning opportunities.

By delivering this valuable content directly to their inboxes, the Drive2Transform newsletter will empower businesses to stay ahead of the curve, adapt to change, and embrace innovation. It will foster a sense of community, connecting stakeholders across the Central European region and facilitating knowledge sharing and collaboration. In essence, the newsletter will be a dynamic tool for raising awareness, promoting capacity building, and ensuring that businesses have the knowledge and support they need.

## Podcasts

The Drive2Transform project is committed to providing valuable insights and fostering engaging discussions around the automotive industry's transformation. To achieve this, two podcast episodes will be produced, featuring conversations with prominent figures in the automotive landscape. These podcasts will offer a unique platform for knowledge sharing and capacity building.

Each episode will feature in-depth interviews with industry leaders, such as CEOs, innovators, and experts, providing listeners with firsthand perspectives on the challenges and opportunities presented by the ongoing transformation. These conversations will delve into critical topics such as:

- **The future of mobility:** Exploring the evolving landscape of transportation, including the rise of electric vehicles, autonomous driving, and shared mobility solutions.
- **Technological advancements:** Discussing the latest innovations in areas like battery technology, artificial intelligence, and connectivity, and their impact on the automotive sector.

- **Business model disruption:** Examining how the automotive industry is adapting to new business models, such as the platform economy and Mobility-as-a-Service (MaaS).
- **Sustainability and the circular economy:** Analyzing the industry's efforts to reduce its environmental footprint and transition towards a more sustainable future.
- **Workforce development:** Addressing the skills gap and the need for reskilling and upskilling the workforce to meet the demands of the changing automotive landscape.

These insightful conversations will provide listeners with a deeper understanding of the forces shaping the future of the automotive industry. They will gain valuable knowledge, learn from the experiences of industry leaders, and be inspired to embrace innovation and drive transformation within their own organizations.

The Drive2Transform podcasts will be widely disseminated through various channels, including the project website, social media platforms, and popular podcasting apps.

## LEARNING & TAKE -UP ACTIVITIES

The automotive industry in Central Europe is in a state of rapid evolution, driven by advancements in electrification, autonomous driving, connectivity, and the rise of platform business models. To thrive in this dynamic environment, businesses need access to targeted support that fosters innovation, knowledge transfer, and cross-regional collaboration.

Our learning and take-up activities are designed to meet this need. With a focus on practical application and tangible outcomes, these activities will empower businesses in Central Europe to embrace the automotive transformation and enhance their competitiveness.

Through a **combination of transnational training webinars, participation in key industry events, and personalized 1:1 expert sessions**, we aim to:

- **Bridge skill gaps:** Provide businesses with the knowledge and skills necessary to navigate the complexities of the changing automotive landscape.
- **Foster innovation:** Encourage the adoption of new technologies, business models, and strategies to drive innovation and growth.
- **Promote cross-regional collaboration:** Facilitate knowledge sharing and partnerships between businesses and stakeholders across Central Europe.

These activities will be tailored to address the specific needs and challenges identified through the Drive2Transform project's analysis of the region. By targeting our support effectively, we can maximize the impact of these activities and help businesses achieve tangible outcomes.

**Target:** 20 businesses per region (180 business stakeholders in total)

To ensure relevance and effectiveness, we will actively gather feedback from participants and adjust the program accordingly. This iterative approach will allow us to fine-tune the activities and maximize their impact before the finalization of the Action Plan.

This section details the specific objectives, benefits, and implementation plans for each learning and take-up activity.

| Activity (KPI) | Objectives | Benefits for target group |
|---|---|---|
| Transnational Training Webinars (KPI: 5) | Giving stakeholders an **exhaustive view of a specific topic** relevant to current trends and readiness/skill/technology gaps in regions identified in A1.1 Develop Transformation Readiness Model, through 5 webinars. | Increased knowledge of themes in each focus field and preparation for take-up activities. Companies feel better prepared to foster transformation in the region/industry and are more comfortable implementing change. |
| Industry Events (KPI: 4) | **Facilitate regional networking and collaboration** to support knowledge sharing (investor pitch events, joint R&D) in larger events, such as fairs or industrial conferences, which already have sufficient visibility. | Participants increase their regional and cross-regional visibility and are given opportunities for networking and strengthening business partnerships. |
| 1:1 Expert Sessions (KPI:10) | Organise 10 in-depth 1:1 sessions on topics explored in transnational webinars to interested companies. | Bilaterally connect with other experts on a precise topic. Take-up of new skills, business models or technologies that is supported by international experts. |

## Transnational Training Webinars: Driving Innovation

Transnational collaboration is vital to address the shared challenges and opportunities arising from the transformation of the automotive industry in Central Europe. The Drive2Transform project recognizes this need and will deliver a series of transnational training webinars called **"Driving Innovation"** designed to foster knowledge sharing, skill development, and cross-regional collaboration. These webinars will provide a comprehensive overview of key topics relevant to the current trends and readiness/skill/technology gaps identified in the regions. Multiple gaps and skills cover more than one focus area, the interconnections will be thoroughly expanded upon in the content descriptions below.

The webinar topics align with the identified skill needs in Central Europe's automotive industry:

- **#1 The Future of Production: Robotics and AI in the Automotive Industry:** This webinar aligns with the identified need for automation and mechatronics skills, vital for modern manufacturing processes and innovation. It focuses on smart factories and Industry 4.0, addressing the demand for flexible manufacturing systems and the application of AI in production processes. As an overall important topic and several times mentioned from businesses within the Drive2Transform activities production was added in the webinar series as cross-thematic subject.
- **#2 EV Battery Technology and Management:** This webinar directly corresponds to the skill area of electrification and sustainable technologies. It provides specialized training on electric vehicle components, battery technologies, and decarbonizing production, which are essential due to the shift towards zero-emission vehicles. The TRM scores also pointed out the need for strategic workforce investments in electrification technologies.
- **#3 Cybersecurity: Building a Secure Automotive Data Ecosystem:** This webinar directly addresses the critical need for digital and software skills, particularly in cybersecurity, which is crucial for connected vehicles and digital ecosystems. The webinar supports the development of a skilled workforce capable of tackling data security, cybersecurity, and privacy challenges in connected cars, aligning with the necessity for robust cybersecurity solutions for the automotive and logistics industries.
- **#4 Autonomous Driving Test Environments:** This webinar supports the development of digital and software skills, as well as addressing infrastructure gaps. It targets the development of testing tracks and environments for autonomous vehicles, acknowledging the importance of software-defined vehicles and the need for European automakers to advance in autonomous vehicle technologies.
- **#5 MaaS ecosystems and their opportunities implications for Automotive SMEs in the Urban Mobility Shift:** This webinar centers particularly on the ecosystem of Mobility-as-a-Service (MaaS) platforms, small-car sharing, and interoperability. It addresses how SMEs in the automotive sector can reposition themselves in the platform-driven Mobility-as-a-Service (MaaS) ecosystem, especially where public actors dominate. It targets the strategic gap in understanding how traditional vehicle-centric business models can evolve into integrated mobility solutions.

In summary, the selected webinar topics are designed to provide targeted capacity-building activities that support the transformation of the automotive industry in Central Europe by focusing on key skill areas and regional considerations. The titles and content might be slightly adapted to the availability of speakers but will address the targeted gaps.

### #1 DRIVING INNOVATION: The Future of Production: Robotics and AI in the Automotive Industry

Date & duration: September 2025, 1-2 h

This webinar will explore how robotics and artificial intelligence (AI) are reshaping the future of production in the automotive industry, especially in the context of electrification and automation. It will address how smart factories and AI-driven manufacturing processes can significantly increase flexibility, efficiency, and competitiveness for SMEs transitioning toward Industry 4.0 and 5.0 models.

The speakers are: SRIP Factories of the future, Institute Jozef Stefan, and am-LAB Hungary.

This webinar supports transformation capacity in Electrification by addressing how flexible, smart production systems can adapt to the specific demands of EV manufacturing (e.g., battery assembly, lightweight materials). It contributes to Automation by providing insight into real-world applications of AI and robotics, which are critical enablers of Industry 4.0.

The session will help participating SMEs build awareness and readiness to adopt these technologies, explore collaboration with technology providers, and understand the business case behind automation and digitalisation in the automotive sector. It also strengthens transnational knowledge exchange around best practices in digital manufacturing.

GUIDING QUESTIONS:

- How can robotics and AI enhance the efficiency and flexibility of automotive manufacturing processes?
- What are the key challenges in integrating AI-powered robots into existing production lines?
- Which innovative AI applications are currently being deployed in automotive production, and what results have they achieved?
- How can companies ensure the cybersecurity of AI and robotic systems in automotive manufacturing?
- Can you provide examples of successful collaborations between automotive manufacturers and AI/robotics firms that have led to significant advancements?
- How can businesses in Central Europe leverage robotics and AI to overcome specific regional challenges in the automotive sector?

These questions will guide the discussion during the webinar, ensuring a comprehensive exploration of the transformative potential of robotics and AI in automotive production while addressing the specific needs and opportunities of businesses in Central Europe.

### #2 DRIVING INNOVATION: EV Battery Technology and Management

Date & duration: November 2025, 1-2 h

This webinar will explore key aspects of EV battery technology and its growing importance in Europe's transition toward sustainable mobility. It will address the current landscape and projected development of battery production within the European Union, focusing on both emerging opportunities and critical risks facing manufacturers. Special attention will be given to the challenges of scaling up production capacity, responding to global market pressures—particularly from dominant Chinese producers—and exploring strategies being implemented by European companies to strengthen their competitive position. The webinar will also examine the latest innovations in battery research, with an outlook on next-generation technologies currently under development through European research and innovation programmes. These advancements offer significant potential to enhance the EU's technological autonomy and sustainability within the battery value chain.

The webinar will highlight the legislative and policy framework currently shaping the sector. It will outline key elements of the EU regulatory framework and major strategic initiatives designed to accelerate the growth of a competitive and sustainable battery ecosystem. The speakers will explore the responsibilities and opportunities these developments create for stakeholders across the sector—including manufacturers, SMEs, and research institutions.

Together, these perspectives will offer a comprehensive overview of the technological, industrial, and regulatory dimensions shaping the future of EV battery development in Europe. Potential speakers: representative of emerging battery cell manufacturers (e.g. GIB, InoBat), battery R&D expert (e.g. CEMEA), representative of EV and battery EU-level advocacy group

GUIDING QUESTIONS:

- What strategies are emerging European battery cell manufacturers employing to compete with Asian competitors, primarily from China? How can they scale production and enhance their value proposition for customers to contend with high-tech Chinese battery manufacturers, particularly regarding price, quality, and innovation?
- What path should the European battery industry take regarding key battery chemistries? How can it compete with the growing share of LFP batteries when OEMs (and the EU battery industry) are predominantly focused on NMC chemistry?
- What strategies should the EU and individual member states adopt to build a stronger battery ecosystem that fosters the resilience of its battery industry? The challenges are not only very limited capacities in battery materials processing and production but also in technologies for battery manufacturing components or recycling.
- What is the potential, and what should be the focus of the EU's R&D initiative in next-generation batteries?
- People are the driving force behind every high-tech emerging sector, but what challenges does the EU truly face in the battery industry? What strategies and measures should the EU implement to strengthen its workforce in both manufacturing and R&D, enabling it to compete with Asian manufacturers?

### #3 DRIVING INNOVATION: Autonomous Driving Test Environments

Date & duration: January 2026, 1-2h

Potential Webinar Subtitle: **China and the USA already far ahead in autonomous driving? Not quite - a European perspective**

This online session will delve into the current state of Autonomous Driving Test Environments across Europe. As autonomous mobility transitions from concept to reality, the demand for reliable, diverse, and interconnected testing infrastructures has never been more critical.

This webinar will offer critical insights into existing testbeds across Europe, emphasizing regional strengths while addressing pressing challenges such as regulatory compliance, data interoperability, and legal barriers to cross-border collaboration. By examining these issues through a legal and strategic lens, participants will gain a comprehensive understanding of Europe's current capabilities and limitations in advancing mobility and technology innovation. The session will help identify systemic gaps and propose actionable pathways for how businesses, research institutions, and public authorities can work together within existing legal frameworks—and advocate for necessary policy reforms—to foster more agile, scalable, and legally sound innovation ecosystems.

Whether your focus is technology development, mobility strategy, or policymaking, this event presents a unique opportunity to acquire firsthand knowledge of the regulatory landscape, discover avenues for legally compliant collaboration, and contribute to shaping a more cohesive innovation environment across Europe.

Potential speakers might be: DigiTrans Gmbh, ALP.Lab GmbH, Zala Zone, ULTIMO Project (https://ultimo-he.eu/) HS Pforzheim – Guy Fournier, Mercedes Benz Immendingen, etc.

GUIDING QUESTIONS:

- What are existing regulatory barriers for the implementation of autonomous vehicles?
- How can autonomous vehicles be tested thoroughly?
- Which support will policy makers need to adapt their regulations faster for the deployment of autonomous vehicles?
- Which support need companies from policy makers to strengthen their market position in the field of autonomous driving, also on international markets?

### #4 DRIVING INNOVATION: Cybersecurity: Building a Secure Automotive Data Ecosystem

Date & duration: February 2026, 1–2 hours

As vehicles become smarter, more connected, and increasingly autonomous, cybersecurity has become a critical foundation for innovation in the automotive industry. This webinar will explore how a secure and trustworthy data ecosystem can unlock new business models, ensure regulatory compliance, and protect against evolving threats. Experts from companies and research institutions will share insights on current challenges and emerging solutions in automotive cybersecurity. A mix of presentations, scientific perspectives, and an interactive Q&A, followed by optional matchmaking to spark new collaborations across the ecosystem is planned.

This webinar supports transformation capacity in:

- **Automation**, by addressing the secure management of increasingly autonomous and software-defined vehicles
- **Connectivity**, through insights into secure communication and trust in vehicle networks
- **Platform Economy**, by highlighting how cybersecurity fosters interoperability and business model innovation in connected ecosystems

GUIDING QUESTIONS:

- What are the main cybersecurity risks in connected and autonomous vehicles, and how can they be mitigated?
- How can companies embed “cybersecurity by design” into automotive system development?
- What role do regulations like NIS2, UNECE R155/R156, and the EU Cyber Resilience Act play in shaping secure mobility?
- How can cybersecurity certifications or protocols (e.g., developed through cross-border initiatives) enhance trust and collaboration?
- What are promising approaches for securing V2X and data exchange within the mobility ecosystem?
- How can SMEs build awareness and develop capabilities for securing their automotive digital infrastructure?

### #5 DRIVING INNOVATION: MaaS ecosystems and their opportunities implications for Automotive SMEs in the Urban Mobility Shift

Date & duration: March 2026, 2h

This online session will give an insight into two different Regional Mobility Ecosystems: South Tyrol (Italy) and Pilsen Region (CZ). Speakers of both regions will give an overview of the mobility ecosystems presenting the main players, the state of evolution, the experiences made and the challenges to be adressed.

One key infrastructure or base layer of the mobility pyramid is the digital Mobility as a Service MaaS platform upon which privat and public mobility service providers can build and operated. The second important element is a intuitiv digital user interfaces to the end user. A mobility need of a resident or a tourist starts with a planning phase and ends with and payment for the consumed mobility services on everyones mobile phone. Both elements are crucial for the whole ecosystem, since they decide on the acceptance of the platform operator, the mobility service providers with their vehicle fleets and the end customers.

This webinar will provide valuable insights into existing testbeds, highlight regional strengths, and address key challenges such as regulatory barriers, data interoperability, and cross-border collaboration. Participants will gain a comprehensive overview of Europe's current position, identify remaining gaps, and explore how businesses, research institutions, and public authorities can collaborate to accelerate innovation in this field.

Whether involved in technology development, mobility strategy, or policy-making, attendees will have the unique opportunity to acquire first-hand knowledge, discover collaboration opportunities, and contribute to the ongoing transformation towards Mobility as a Service plaforms.

Potential speakers might be: Flixbus; FreeNow; Public Transport Pilsen (https://en.pmdp.cz/)

ttps://elblesk.cz/ Food Delivery NOI Open Data Hub, Green Mobility Initiative, Regional Transport Agency STA, MaaS4Italy; AlpsGo electric carsharing;

GUIDING QUESTIONS:

- Who can create and operate a MaaS platform?
- What are the key requirements and success factors of a MaaS platform?
- What are the requirements for service providers and vehicle producers to be MaaS platform ready?
- How are digital platforms redefining the role of traditional OEMs in the mobility value chain?
- What monetization models are proving most effective in the platform economy (e.g. B2C vs. B2B vs. ecosystem plays)?
- How can vehicle and mobility data be ethically and profitably monetized without compromising user trust or privacy?

| Potential Webinar Title | Focus Field | Content Author | Rationale/Which transformative capacity is it supporting? | General Topics |
|---|---|---|---|---|
| **The Future of Production: Robotics and AI in the Automotive Industry** | Electrification Automation | CCIS / PBN | This webinar strengthens transformation capacity in *Electrification* and *Automation* by demonstrating **how AI and robotics enable agile, efficient production tailored to EV demands**. It builds SMEs' readiness for **Industry 4.0/5.0**, supports collaboration with tech providers, and fosters regional resilience through smart manufacturing, aligning with Drive2Transform's goals of innovation-led automotive transition. | • Smart Manufacturing for EVs<br>• Flexibility and efficiency in EV production processes (e.g., battery assembly, lightweight structures)<br>• Digital Transformation in SMEs<br>• Technology Partnerships and Use Cases |
| **EV Battery Technology and Management** | Electrification | SEVA / KSSE / NOI | This webinar supports transformation capacity in *Electrification* by addressing technological, industrial, and policy dimensions critical to advancing Europe's EV battery ecosystem. It equips SMEs and stakeholders with insights into **scaling production, navigating global competition, and leveraging EU regulatory and R&D frameworks**—key for building strategic autonomy, innovation leadership, and workforce readiness in the battery value chain. | • European Battery<br>• Competitiveness Strategies for scaling battery production and responding to global competition<br>• Advances in battery chemistry and next-gen technologies supported by EU research programmes<br>• Policy and Regulation |
| **Autonomous Driving Test Environments** | Automation Connectivity | Biz-up / PU | This webinar strengthens transformation capacity in *Automation* by addressing the **regulatory, legal, and infrastructural enablers of autonomous driving** in Europe. It promotes cross-border collaboration, identifies gaps in test environments, and supports SMEs, researchers, and policymakers in building resilient, compliant ecosystems for automated mobility. It also reinforces *Connectivity* by highlighting the **role of interoperable data systems** and vehicle-to-infrastructure communication in safe and scalable autonomous transport solutions. | • Infrastructure and Testbeds<br>• Barriers and enablers for cross-border cooperation and regulatory compliance<br>• Strategic Collaboration |

| | | | | |
|---|---|---|---|---|
| **Cybersecurity: Building a Secure Automotive Data Ecosystem** | Automation<br>Connectivity<br>Platform Economy | Techbase / RDAP | This webinar enhances transformation capacity in *Automation*, *Connectivity*, and the *Platform Economy* by addressing cybersecurity as a cornerstone of secure, compliant, and innovative mobility systems. It supports SMEs and stakeholders in **managing risks, meeting regulatory demands, and enabling trusted data exchange**—critical for the resilience and scalability of connected, autonomous, and platform-based automotive solutions. | • Key cybersecurity risks in connected and autonomous vehicles<br>• Understanding NIS2, UNECE R155/R156, and the EU Cyber Resilience Act<br>• Building trust, interoperability, and innovation across connected automotive and mobility ecosystems |
| **MaaS ecosystems and their opportunities implications for Automotive SMEs in the Urban Mobility Shift** | Platform Economy<br>Connectivity | NOI / RDAP | This webinar supports transformation capacity in the *Platform Economy* and *Connectivity* by unpacking the key elements and success factors of Mobility-as-a-Service platforms from **the perspective of operators, end users, and mobility service providers, including vehicle manufacturers**. By showcasing real-world regional ecosystems from South Tyrol and the Pilsen Region, it highlights how digital platforms, user interfaces, and cross-sector collaboration drive innovation, integration, and competitiveness in the evolving mobility landscape. | • Designing MaaS Platforms<br>• User-Centric Mobility Solutions<br>• Regional case studies on stakeholder integration, platform readiness, and mobility innovation |

## B2B Networking & Industry Events

To foster innovation and strengthen value chains within the transforming automotive industry, the Drive2Transform project will facilitate B2B networking and participation in key industry events. These activities will provide a platform for cross-industry and regional connections, linking companies with industry best practices and experts.

A key focus will be on bridging existing gaps, particularly in:

- **Industry-academia connections:** Facilitating stronger collaborations between research institutions and businesses to accelerate the development and adoption of new technologies.
- **BSO/B2B cooperation:** Enhancing collaboration between BSOs and companies to provide more effective and coordinated support to companies undergoing transformation.

The project will leverage existing high-profile events, such as international fairs and industrial conferences, to maximize visibility and impact. This approach aligns with stakeholder feedback and ensures participation in events with established credibility.

These events will provide opportunities for networking, knowledge sharing, collaboration, and increased visibility. By strategically leveraging regional industry events, the Drive2Transform project will create valuable opportunities for businesses to connect, collaborate, and drive innovation in the automotive sector. The activity is predicted to foster stronger connections and collaborations within the Central European automotive industry, addressing key gaps and driving innovation. This activity is expected to improve industry-academia connections, enhance BSO cooperation, strengthen value chains, increase knowledge sharing, and boost visibility. Ultimately, it aims to contribute to a more innovative, competitive, and resilient automotive industry in Central Europe.

### Techbase Regensburg – May 2025 (regional)

Webinar: Quantum Computing Meets Artificial Intelligence

Date & duration: May 23rd 2025, 1.5 hours

Language: German

This webinar introduces the emerging interplay between quantum computing and artificial intelligence from both an industry and academic perspective. The company OptWare GmbH will share the current state of development and practical use cases from a business point of view. Prof. Dr. Wolfgang Mauerer from OTH Regensburg will then provide scientific context, outlining the opportunities and challenges of integrating quantum technologies with AI. A short Q&A session will follow, with the option to submit questions in advance. The goal is to raise awareness of this future-oriented trend in the region and to explore interest in further events and collaboration.

### KSSE – May 2025 (regional)

Presentations & panel discussion: Cyberbezpieczeństwo w motoryzacji – nowe okoliczności, nowe wyzwania

Date & duration: May 29th2025, 3.5h

Language: Polish

KSSE organizes a Regional Industry Event "Cybersecurity in Automotive" on 29.05.2025 as a side event to the conference CyberTek Tech Festival taking place on 27-29.05.2025 in Katowice, Poland. The CyberTek Tech

Festival is a professional, international and unique event building a community of specialists in the field of industrial networks, monitoring and cybersecurity.

In the Regional Industry Event "Cybersecurity in Automotive" moderated by KSSE, five businesses being members of Silesia Automotive & Advanced Manufacturing Cluster, will share their experiences and views on the topic of the event. Presentation will address following issues affecting automotive stakeholders:

- how to prepare the organization for the legislation;
- how to practically secure data transfer between OT and IT inside the organization;
- how to adapt the organization to the new conditions to make it more resistant to external attacks.

  The event is planned from 9:30-13:00 and is going to include individual presentations and a debate engaging speaker and audience, followed by networking.

### BIZ-UP – June 2025 (regional)

Panel discussion: Drive2Transform – Zulieferregionen im Wandel

Date & duration: June 11th2025, 5h

Language: German

As a pre-event to BIZ-UPs conference Zukunft.Mobilität 2025 there will be a networking and capacity building event from Drive2Transform. Participants will be able to visit leading companies and research facilities in the region of Upper Austria. After a networking break there will be an engaging discussion round, which will focus on the dynamic changes affecting supplier regions, exploring the challenges and opportunities that arise from these transformations. The panel of experts will share their insights and experiences, providing a comprehensive understanding of the current trends and future directions in this critical area. The experts will be:

- Bernhard Kölmel, Hochschule Pforzheim
- Bernhard Brandstätter, A3PS–Austrian Association for Advanced Propulsion Systems
- Christian Nemeth, Energie AG
- Markus Manz, Software Competence Center Hagenberg

### CCIS – November 2025 (regional)

Industrial Fair: Int. Mobility Days in Vienna

Date & duration: November 20th 2025, full-day

Language: Slovenian/German

Partner CCIS will collaborate with Advantage Austria – Austria's official trade promotion organisation in the region – to facilitate B2B meetings and good practice examples at International Mobility Days in Vienna, that take place from 20.-21.11. 2025. The conference part of the event will include topics such as connectivity, infrastructure and battery technology, after which there will be a possibility for B2B meetings among participants to foster collaboration and new business connections which target the identified gaps in the Slovenia region when it comes to local value chains and distance from OEMs. The networking facilitated is a chance for Slovenian companies to find new partners and expand their outreach, as well as learn from best practices. It is also a possibility to reach the Slovenian embassy in Austria and introduce companies to its

trade official who can further support them with individual export advice. The collaboration with Advantage Austria can also be expanded upon in capacity building for business support organizations (D2.2.1).

These four industry events are planned to cover different regions and topics. Other events may be included in the implementation report D.2.1.2.

### 1:1 Expert Sessions

To facilitate the practical application of knowledge gained through the transnational training webinars, the Drive2Transform project will offer a series of 1:1 expert sessions. The sessions will provide interested companies with in-depth consultations on the topics explored in the webinars, enabling them to address their specific challenges and opportunities.

The 1:1 Expert Sessions will be held directly following each of the five webinars, ensuring timely and relevant support for participants seeking further guidance. This structure allows companies to immediately delve deeper into topics of particular interest, fostering a more effective transfer of knowledge and promoting the implementation of new skills, business models, or technologies. The allocated time per company is 30 minutes, with the expectation that the participants come prepared and apply in advance with specific challenges to address with the expert.

We are aiming to reach **10 companies** with this activity (2 per topic/webinar). If there is larger or continued interest, the activity can be expanded toward personalized company visits and additional online sessions with chosen experts for interested companies.

## SUGGESTED TIMELINE FOR CAPACITY BUILDING ACTIVITIES FOR BUSINESSES

Below is a timeline of capacity building activities for businesses delivered through Work Package 2, which include activities aimed at businesses (as described in this deliverable).

| Month/Year | Activity | Responsible Partner | KPI |
|---|---|---|---|
| **MAY 2025** | Industry Event #1 | KSSE | Regional |
| | Industry Event #2 | Techbase Regensburg | Regional |
| **JUNE 2025** | Industry Event #3 | BIZ-UP / PU | Regional |
| **JULY 2025** | Social Media Campaign | CCIS | 3 posts preparation |
| | Newsletter #1 | CCIS | |
| **SEPTEMBER 2025** | Webinar #1 | CCIS /PBN | 35 companies |
| | Expert 1:1 | CCIS /PBN | 2 companies |
| **NOVEMBER 2025** | Industry Event #4 | CCIS | Regional |
| | Webinar #2 | SEVA / KSSE / NOI | 35 companies |
| | Expert 1:1 | SEVA / KSSE / NOI | 2 companies |
| | Podcast #1 | SEVA | |
| | Newsletter #2 | CCIS | |
| **DECEMBER 2025** | Social media Campaign | CCIS | 3 posts preparation |
| **JANUARY 2026** | Webinar #3 | BIZ-UP / PU | 35 companies |
| | Expert 1:1 | BIZ-UP / PU | 2 companies |
| **FEBRUARY 2026** | Newsletter #3 | CCIS | |
| | Webinar #4 | Techbase Regensburg / RDAP | 35 companies |
| | Expert 1:1 | Techbase Regensburg / RDAP | 2 companies |
| **MARCH 2026** | Webinar #5 | NOI / RDAP | 35 companies |
| | Expert 1:1 | NOI / RDAP | 2 companies |
| | Podcast #2 | Techbase Regensburg | |
| **APRIL 2026** | Social media Campaign | CCIS | 3 posts preparation |
| **MAY 2026** | Social media Campaign | CCIS | 3 posts preparation |
| | Newsletter #4 | CCIS | |

# ANNEX 2: Transformation Capacity Building Package for BSOs

## In depth insight in the business support ecosystems of the partners' automotive ecosystems

Partners approved the following schedule for the series of online (7) meet-ups and onsite study visits (2 – back to back with project meetings) suggested by the Task Lead.

**Table 1: Onsite study visits and online meet-ups schedule**

| Partner | Time | Presentation mode | Programme and materials |
|---|---|---|---|
| Biz-Up | 05.2026/06.2026 [TBC] | On-site study visit | During the industry event/conference for business in Linz<br>Ecosystem presentation, guided tour |
| CCIS | 20.01.2026 | Online meet-up | 2 sessions in the same day |
| KSSE | 20.01.2026 | Online meet-up | Ecosystem presentation, discussion, recommendations for improvement |
| NOI | 22.10.2025 | On-site study visit | During the consortium meeting<br>Ecosystem presentation, guided tour |
| PBN | 03.02.2026 | Online meet-up | 2 sessions in the same day |
| PU | 03.02.2026 | Online meet-up | Ecosystem presentation, discussion, recommendations for improvement |
| RDA Pilsen | 03.03.2026 | Online meet-up | 3 sessions in the same day |
| SEVA | 03.03.2026 | Online meet-up | Ecosystem presentation, discussion, recommendations for improvement |
| TechBase | 03.03.2026 | Online meet-up | |

## Multilateral online training /knowledge exchange activities

In March/April 2025, Partners received from the Task Lead the proposal of online training/ knowledge exchange activities. Partners contacted proposed speakers for good practice presentation to enquire their availability and willingness to share their best practice. Having received the feedback, the following schedule for the series of online training/ knowledge exchange activities is foreseen.

**Table 2: Proposal of multilateral online training/ knowledge exchange activities**

| | Support | Proposed speakers for good practice | Programme |
|---|---|---|---|
| **Net-works 17.02.2026** | **Automotive conference** | 1. Automobil-Cluster of Business Upper Austria – OÖ Wirtschaftsagentur | 09.00: Welcome (KSSE)<br>09.15: (1) annual conference concept |

| | Support | Proposed speakers for good practice | Programme |
|---|---|---|---|
| Spaces and infrastructure/ Services 17.03.2026 | **Business 2 Business brokerage event for Automotive**<br><br>**Science 2 Business brokerage event for Automotive**<br><br>**Workshop, networking technology suppliers and appliers**<br><br>**Database access to specialised service/technology suppliers**<br><br>**Laboratory space and infrastructure** (renting)<br><br>**Research and development**<br><br>**Strategic consulting**<br><br>**Specialised consulting** (e.g. green, digital transformation, innovation management)<br><br>**Training and education**<br><br>**Financing** | 2. Automobil-Cluster of Business Upper Austria – OÖ Wirtschaftsagentur<br>3. Cluster Mobility & Logistics c/o TechBase Regensburg GmbH<br>4. Cluster Mobility & Logistics c/o TechBase Regensburg<br>5. Transformation Network Northern Black Forest<br>6. German-Slovak Chamber of Industry and Commerce<br>7. Regionální rozvojová agentura Plzeňského kraje<br>8. NOI<br>9. Katowice Special Economic Zone<br><br>1. Automobil-Cluster of Business Upper Austria – OÖ Wirtschaftsagentur<br>2. Institute of Smart Systems and Services<br>3. Digitale Gründerinitiative Regensburg<br>4. Łukasiewicz Research Network – Upper Silesian Institute of Technology<br>5. Research and Testing Institute Pilsen<br>6. Institute of Smart Systems and Services<br>7. Automobil-Cluster of Business Upper Austria – OÖ Wirtschaftsagentur<br><br>1. Institute of Smart Systems and Services<br><br>2. Chamber of Commerce and Industry – Electrical Industry Association<br>3. University of Miskolc, Institute of Logistics<br><br>4. Łukasiewicz Research Network – Upper Silesian Institute of Technology<br>5. Region Mainfranken<br><br>6. Upper Silesian Fund | 09.30: (2) Supplier Innovation Days<br>09.45: (3) Transformation network<br>10.00: (4) S2B matchmaking<br>10.15: Coffee break<br>10.30: (5) TraFoNetz Connect and Communities of Practice<br>10.45: (6) Workshops connecting technology suppliers and industry players<br>11.00: (7) Innovation ecosystems<br>11.15: (8) Database experiences for ecosystem communication<br>11.30: (9) Database experiences for inter-cluster cooperation<br>11.45: Discussion<br>12.00: Summary of the day – announcement of twinning meetings<br><br>09.00: Welcome (KSSE)<br>09.15: (1) Autonomous driving test plant<br>09.30: (2) AI model training<br>09.45: (3) Laboratory and workshop facilities<br>10.00: (4) Testing electric drives<br>10.15: Coffee break<br>10.30: (5) services for ŠKODA auto<br>10.45: (6) research projects generation and management<br>11.00: (7) R&D funding advisory services<br>11.15: Discussion<br>12.00: Summary of the day – announcement of twinning meetings<br><br>09.00: Welcome (KSSE)<br>09.15: (1) Workshops with business focussing on strategic development<br>09.30: (2) Green transition working group<br>09.45: (3) Simulation techniques<br>10.00: Coffee break<br>10.15: (4) Serviced related to electric drives design & production<br>10.30: (5) Learning nuggets<br>10.45: (6) Loan funds for SME development and innovation<br>11.00: (7) Grant application support<br>11.15: Discussion |
| Services 21.04.2026 | | | |

| Support | Proposed speakers for good practice | Programme |
|---|---|---|
| | 7. Cluster Mobility & Logistics c/o TechBase Regensburg | 12.00: Summary of the day – announcement of twinning meetings |

## Bilateral (twinning) capacity building activities

Each consortium partner related to a specific good practice speaker (or cooperating with the speaker's organisation) creates a dedicated link in a selected online communicator (MS Teams, Zoom, Webex, …) and forward this link to KSSE before the multilateral online training /knowledge exchange meeting.

KSSE will prepare a list of speakers and related links for the bilateral meetings and publish this list in the chatbox during the meeting. KSSE will present this list during the summary and invite the participants to take part in twinning in line with their preferences and needs.

The twinning sessions will take place from **13.00 until 14.00 on the day of the multilateral online training** /knowledge exchange meeting.

Each consortium partner coordinating the specific twinning meeting will gather information about the participants and prepare a short summary of the meeting according to the template below.

**Twinning session**
Date:
Consortium partner:
Good Practice Speaker:
Good Practice topic:
Twinning participants:

1. (organisation name) (target group: SME, local public authority, regional public authority, BSO, sectorial agency, higher education/research)
2. (organisation name) (target group: …)
3. …

Summary of the main issues covered:

# TIMELINE FOR CB IMPLEMENTATION

KPIs:
7 online meet-ups
2 onsite study visits
3 Multilateral online trainings
Bilateral meet-ups

| PERIOD 3 | | PERIOD 4 | | | | | PERIOD 5 |
|---|---|---|---|---|---|---|---|
| **Month 18** | **Month 19** | **Month 20** | **Month 21** | **Month 22** | **Month 23** | **Month 24** | **Month 25** |
| November'25 | December'25 | January'26 | February'26 | March'26 | April'26 | May'26 [TBC] | June'26 [TBC] |
| **22.10** - Onsite study visit during CM in Bolzano | | **20.01** - online meet-up #1 & #2 (CCIS, KSSE) | **03.02**-online meet-up #3 & #4 & #5 (PBN, PU, RDA Pilsen) | **03.03** - online meet-up #6 & #7 (SEVA, TechBase) | | Onsite study visit during the industry event/conference for business by BIZ-UP<br><br>**D.2.2.2 writing** | |
| | | | 17.02 - Multilateral online training (Networks) + Bilaterall (twinning) | 17.03- Multilateral online training (Spaces and infrastructures) + Bilaterall (twinning) | 21.04- Multilateral online training (Capacities and services) + Bilaterall (twinning) | | |

# ANNEX 3: Transformation Capacity Building Package for Policymakers

## Multi-level policy engagement approach

The transformation of the automotive industry is not only a technical or economic challenge, but also a governance challenge. Because responsibilities are spread across different levels of government, effective involvement of all levels – local, regional, national, and European – is crucial. Ideally policies across local, regional, national, and EU levels can reinforce each other. Otherwise, fragmentation leads to inefficiencies, missed funding opportunities, or conflicting measures. Regional pilots or local initiatives can address context-specific challenges, while national and EU frameworks allow scaling up and securing broader impact.

**An indicative allocation of competences, acknowledging potential areas of overlap:** local level, regional level, national level, EU level.

The appropriateness of this approach can be demonstrated in certain other areas. Covenant of Mayors / NECPlatform (Energy & Climate), where local and regional authorities are involved in shaping national climate plans increased feasibility and acceptance of measures. The other example can be the EU Just Transition Mechanism (Coal regions) which is an example of multi-level platform helped align local job needs with EU-level funding, reducing resistance to industrial restructuring. The most relevant example, which is thematically close to automotive transformation is the innovation policy integration Smart Specialisation Strategies. This initiative required regional and national co-design, leading to better targeted investments and improved innovation ecosystems.

Some bodies at European level are directly involved in this issue and are composed of representatives of cities, municipalities, and regions. The European Committee of the Regions has set up the Automotive Regions Alliance, a political network of EU regions with a strong automotive/supply industry, to address the transition challenges in the automotive sector.

These cases show that multi-level governance is especially effective in transitions where economic competitiveness, social impacts, and regulatory frameworks intersect — exactly the case of automotive transformation.

Of course, we can expect some obstacles within the multilevel approach regarding the capacity building process, among which:

- A large number of participants with different backgrounds and decision-making competencies in an international (multilingual) environment, which may cause difficulties in understanding the context of issues raised within the group;
- Conflicting priorities (for instance: local actors might prioritise jobs, while EU representatives rather focus on emission-related goals, and national governments try to ensure frameworks for competitiveness);
- Power asymmetries (while national and European institutions play a key role and have key powers in the transformation process, the role of regions, cities, and municipalities may be asymmetrically smaller (we take this into account in the draft policy paper and try to identify roles according to competencies).

The capacity building methodology presented below takes these risks into account and offers to mitigate them to the highest possible ability.

## Methodology

The framework for policy learning activities in the Drive2Transform project is designed to establish a structured way that empowers policymakers to actively participate in shaping the transformation of the automotive industry in their regions. The principles of this process encompass:

- **Inclusivity -** engaging policymakers from all levels, including from regions outside the project's partnership.
- **Evidence-driven** – facilitating discussion on the basis of data gathered within the project (e.g. Readiness Index, SME feedback).
- **Action-oriented -** each workshop will produce practical outcomes, including ideas, recommendations and proposals for the policy paper.

**Step 1: Stakeholder identification**. This step includes identifying and contacting the right policymakers at local, regional, and possibly national levels, taking into account their field of competencies in economic policies, innovation policies, education and labour market policies. This activity is planned to take place in periods 3 and 4. RDAP will prepare an introductory letter that shall be applied by the project partners while contacting the appropriate policymakers. The project partners will provide data about the interested stakeholders and their fields of competencies in a joint table in Sharepoint.

**Step 2: Workshop preparation**. A set of three online workshops will be organised, with specific focus on "Facts", "Ideas" and "Consensus on recommendations". In each workshop an expert speaker will set the framework. RDAP will prepare the invitation format for these workshops including time, overview of main speakers, guests from other regions, expected outcomes and intended facilitation method. The policy paper draft provided to stakeholders before the third online workshop will help them to prepare for the debate on policy recommendations in view of a consensus around a final policy paper.

**Step 3: Workshop implementation.**

For the online workshops to be sufficiently interesting and attractive and for the participants to get involved in discussions, certain prerequisites must be met. These are primarily: an attractive program (special guests, newly revealed information); a set time frame; a facilitation methodology engaging all; a follow-up process after the workshop to inform about the next steps and keep the participants involved.

***Workshop 1: "FACTS" - Kick-off meeting***

**February 2026, RDAP + R-Tech, JS representative (optional)**

This session brings together policymakers and experts to initiate a structured dialogue on the transformation of the automotive industry across Central Europe. One of the primary objectives of the kick-off meeting is to define the scope of communication parameters for policymakers. It also includes aligning expectations around the policy paper, which serves as both a strategic roadmap and a collaborative tool for guiding transformation efforts.

Agenda:

- Introduction of the participants
- Short summary of the Drive2Transform project
- Facts from the Transformational Readiness Model (R-Tech)
- Expert speaker – Main transformation challenges in the Automotive sector in Central Europe
  2 external expert contributors (e.g. M. Hampl + person to be arranged by R-Tech)

- Moderated discussion to highlight the challenges faced by the regions

***Workshop 2: "IDEAS"***

**April 2026, RDAP + CCIS (support in engaging an expert e.g. Interreg CE, FI4INN, tbc).**

This session will focus on idea generation based on regions' good practices and use cases related to the four areas of transformation covered in the project.

Agenda:

- Introduction of the participants
- Short summary of Drive2Transform project
- Presentation of good practices and use cases
- Expert speaker (e.g. successful regional solution, or motivation speaker)
- Moderated discussion to generate ideas for facilitating the transformation process in regions

***Workshop 3: "CONSENSUS ON RECOMMENDATIONS"***

**May 2026, RDAP + KSSE and SEVA**

The policymakers will receive the policy paper draft two weeks before the workshop. They will have the possibility to send their suggestions to RDAP before the workshop. During this workshop participants will try to reach consensus on recommendations for actions to facilitate the automotive transformation process in their regions.

Agenda:

- Introduction of the participants
- Short summary of Drive2Transform project
- Expert speaker (e.g. Directorate-General for Trade, European Commission)
- Moderated discussion on the content of the policy paper
- Consensus building on the final recommendations

**Step 4: Final policy paper editing and dissemination.** RDAP will coordinate the process of policy paper editing and preparation for dissemination based on the outcomes of the three workshops. The project partners will provide peer-review. The final policy paper will be distributed among the policymakers who took part in the workshops and made available on the project's website.

# ANNEX 4: Quality Assurance and Control

Quality assurance will be carried out via pre- and post-event surveys, with questions including but not limited to as below.

## Pre-event surveys

As part of the registration process, the participants would answer a maximum of 3 multiple choice questions relating to the topics discussed at the event. The questions may be discussed with the experts and presenters of the event and may include questions such as:

1. Does your company implement advanced protocols for detecting and preventing AI-driven cyber-attacks in its manufacturing operations to mitigate risks?

- Yes.
- Partially.
- No.
- I don't know.

Another open question is added:

2. What do you expect from the event? Any particular topics/questions that you are precisely interested in?

## Post-event survey

To assess the implementation and organization of events as well as topical relevance, the post-event survey shall include the following questions:

1. The pace of the meeting was appropriate.

| | | | | |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |

2. The content of the presentations was in line with my expectations.

| | | | | |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |

3. I had the opportunity to ask questions and discuss my issues.

| | | | | |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |

4. The information was valuable, provided in a clear way and delivered new insights.

| | | | | |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |

5. What would you like to cover in the next event? *(open question)*