Interreg CENTRAL EUROPE

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Food4CE

D.2.1.3 Pilot operation of Transnational Innovation Hub (CE)

Disclaimer

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1. The Food4CE Project in a nuthsell

Food4CE is a European project funded by the INTERREG Central Europe Programme, aimed at supporting Alternative Food Networks (AFNs) in their efforts to create sustainable and resilient food supply systems. AFNs are essential for promoting short food supply chains and reducing the carbon footprint of food distribution. However, they face challenges such as lack of knowledge on logistics collaboration, digitalisation and distribution/delivery systems, which are exacerbated by the COVID-19 pandemic.

Food4CE seeks to address these challenges by establishing 5 local and 1 Transnational Innovation Hub (IH), bringing together actors from different sectors including researchers, business experts, food producers, logistic and transport operators, and policy makers. These hubs will focus on advancing AFNs logistics efficiency through the development of innovative tools and solutions.

Two innovative tools are being jointly developed within the project: the Knowledge Transfer Platform and the Matchmaking Platform. The former is intended for sharing logistics best practices and solutions, while the latter is intended for creating new B2B and B2C logistics solutions and services. The aim is to facilitate knowledge transfer and exchange between different regions and actors, and to create a unique mutual support network for AFNs in Central Europe.

Food4CE will also provide jointly developed regional action plans for each participating region and transnational (CE) policy guidelines for AFN support. The project aims to establish a sustainable and lasting AFN support mechanism, which will continue working even after the project end. This will be achieved through the integration of the Transnational Innovation Hub into the existing European Network of Logistics competence centres.

Food4CE is a vital initiative that seeks to support AFNs in their efforts to create sustainable and resilient food supply systems. By establishing local and transnational Innovation Hubs and developing innovative tools and solutions, the project aims to facilitate knowledge exchange and cooperation between different actors and regions, leading to a sustainable and lasting AFN support mechanism.

Food4CE

2. Executive Summary

The *D.2.1.3 Pilot Operation of Transnational Innovation Hub (CE)* deliverable showcases the establishment and outcomes of the Transnational Innovation Hub (TIH), which was set-up and developed within the Food4CE project, which aims to support Alternative Food Networks (AFNs) in Central Europe by improving collaborative logistics and creating sustainable, and short food supply chains. Within this activity, the TIH was piloted to connect the five regional Innovation Hubs into a transnational platform for knowledge exchange and discussion on potential synergies, and opportunities, to strength the collaboration between the TIH actors. The Transnational Innovation Hubs main purpose is to facilitate cross-border sharing of experiences and best practices, fostering mutual support among Central European regions, and driving the adoption of innovative solutions to address AFN logistics challenges on a broader European scale.

Through the document, the results and insights from the TIH activities are presented, jointly with the preparatory sessions held with the Innovation Hubs representative, in which the main elements to be considered in setting-up the TIH were highlighted.

3. Introduction

Alternative Food Networks (AFNs) across Central Europe face similar structural challenges: fragmented logistics systems, limited economies of scale, regulatory differences, digital gaps, and insufficient coordination between actors. While regional Innovation Hubs (IHs) address these issues at local level, many of the underlying challenges extend beyond national borders and require coordinated, cross-border exchange of knowledge and solutions.

- A transnational approach is therefore necessary to:
- Enable mutual learning between regions facing comparable constraints.
- Avoid duplication of efforts and fragmented experimentation.
- Increase the scalability and transferability of innovative solutions.
- Strengthen the overall resilience and competitiveness of AFNs in Central Europe.

To respond to this need, Food4CE established a Transnational Innovation Hub (TIH) as a joint framework connecting the five regional IHs into a structured platform for collaboration. The TIH is coordinated and implemented by OPEN ENLoCC and is designed to support transnational knowledge exchange and stakeholder dialogue beyond regional boundaries.

3.1. Aims and objectives

The aim of this activity is to establish an effective organizational and communication structure among the Food4CE Innovation Hubs (IHs), to set up a collaborative transnational hub. The Transnational Innovation Hub (TIH) acts as a flexible platform for collaboration and knowledge exchange among the countries in which the Food4CE partners are based. It serves as a platform for collaboration and knowledge exchange among the participating countries. The hub will facilitate the sharing of experiences, best practices, and needs across national boundaries. It promotes integration by enabling information sharing and collaboration beyond national borders. By bringing together stakeholders from various countries, they encourage a broader perspective and the adoption of innovative solutions on a transnational scale. The transnational hub creates a unique network fostering cooperation among regional hubs from different countries. This mutual support system aims to address common challenges, exchange insights, and enhance the overall functionality of AFN in Central Europe

The main goal of the TIH is to foster an active exchange of experiences, best practices, and insights across national boundaries, enabling mutual learning and increasing the level of cross-border collaboration.

The TII will also act as facilitator for information sharing and to encourage stakeholders from diverse sectors to provide experiences, recommendations and ideas to scale, and replicate, the IHs in other contexts and addressing a more complex set of problems. By bringing these actors in a same discussion, the TIH broadens perspectives and supports the adoption and dissemination of innovative solutions developed within Food4CE to other European contexts. This methodology will ensure that the innovative solutions developed by the AFNs could be adapted and applied widely throughout the Central Europe area and beyond.

The transnational IH should concentrate on themes that go beyond local/regional needs and create value through cross-border cooperation:

- **Sustainable and cooperative logistics** – pooling deliveries, route optimisation, adopting eco-friendly vehicles to reduce costs and emissions, shared warehousing, last-mile solutions.
- **Digitalisation and automation** – platforms for contracting, invoicing, data-driven logistics, robotics in packaging/warehousing.
- **Knowledge and policy support** – collecting best practices, developing policy recommendations
- **Matchmaking and networking** – connecting AFNs, SMEs, logistics providers, policymakers, and researchers across Central Europe.
- **Capacity building** – training programmes, co-creation sessions, and living labs to test new logistics and food system solutions.

3.2. Relationships with other Food4CE deliverables

The present deliverable is based on several project documents which have been essential to build the activities described in this report. In particular, it builds upon relevant contents as well as methodological guidelines provided in the previous deliverables of Activity 2.1 as well as in the D.1.3.4 reports outlining key outcomes at the transnational level resulting from the analyses of AFN logistics solutions and best practices. Moreover, the present deliverable is paving the way to relevant follow-ups, after the project lifetime, thus also paving the way to the activity 3.3 addressing the AFN Innovation Hub sustainability framework.

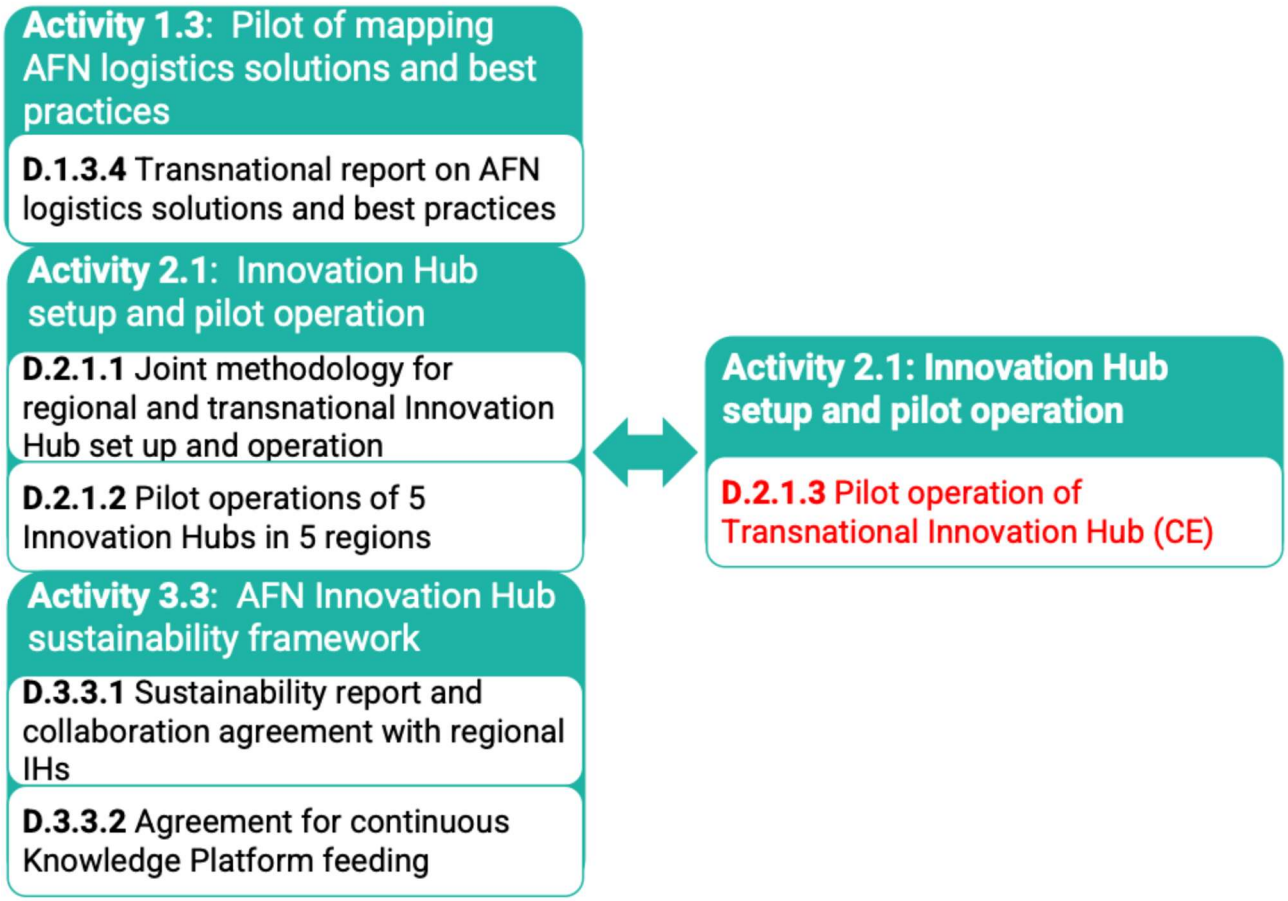

Figure 1 - Representation of the Food4CE deliverables in relation with D.2.1.3

More in detail, the table below describes the specific relationships between the TIH report and other Food4CE documents.

Table 1 - Deliverables related to D.2.1.3

Deliverable name	Link with D.2.1.3
D.1.3.4 Transnational report on AFN logistics solutions and best practices	The analysis displayed in D.1.3.4 provides a transnational overview of the strengths and weaknesses of the different AFNs. This deliverable was crucial to understand how to build the tool used for the information collection during the joint discussions with IHs
D.2.1.1 Joint methodology for regional and transnational Innovation Hub setup and operation	D.2.1.1 provides, among other guidelines, the methodology to set up the Transnational Innovation Hub and the related activities to be deployed.
D.2.1.2 Pilot operation of Innovation Hub in. 5 regions	Report on the IHs activities that, as per D.1.3.4, provided fruitful information to build up the questions for the joint discussions on lessons learned, carried out with the IHs coordinators
D.3.3.1 Sustainability report and collaboration agreement with regional IHs	Following up the set-up of both the regional and transnational Innovation Hub (see chapter 4 of the TIH), this task paves the way to their sustainability also beyond the project lifetime. In particular, from the practical point of view, it identifies key actors involved and outlines their engagement.
D.3.3.2 Agreement for continuous Knowledge Platform feeding	This task will be propaedeutically to involve the relevant associations during the TIH events. These organizations will be invited to the TIH meetings to get in detail of the tools and the activities carried out within the Food4CE IHs.

4. Establishment of Transnational Innovation Hub

4.1. Set-up and Governance

The coordinator of the Transnational Innovation Hub will be OPEN ENLoCC, in charge of deploying this activity within the Food4CE project.

Further to that, the TIH advisory board will be composed of the coordinators of the five Food4CE regional IHs. So that, the TIH advisory board will be composed as presented in the following table:

Table 2 - TIH roles matrix

Role within TIH	Related Food4CE partner	Country
Coordinator	*OPEN ENLoCC*	*Belgium*
ORbITaLA Innovation Hub Coordinator	*University of Maribor*	*Slovenia*
Austrian Future Food Connective Innovation Hub Coordinator	*UAS BFI Vienna*	*Austria*
Localog Innovation Hub	*Institute for Transport and Logistics Foundation*	*Italy*
PULS Innovation Hub Coordinator	*Poznan University of Life Sciences*	*Poland*
Food4Health Innovation Hub Budapest Coordinator	*Hungarian University of Agriculture and Life Sciences*	*Hungary*

4.2. TIH Actors

Considering that TIH supports transnational exchange of knowledge, aims to transfer and/or uptake of new best practices, technologies and solutions among the five regional IHs, and create a mutual support network for Central Europe AFNs, the following actors were identified as crucial for the TIH development.

Primarily, the representative partners of each IH, and OPEN ENLoCC as activity coordinator, identified a first level of actors to be involved within the TIH activities. Below are presented these actors:

Table 3 - List of the main actors to be involved in the Transnational Innovation Hub (CE)

Name	Inviting partner
ALICE ETP - Alliance for Logistics Innovation through Collaboration in Europe	OpenENLOCC
POLIS - Cities and Regions for Transport Innovation	OpenENLOCC
SLZ - Slovenian Logistics Association	UM

GZS - Slovenian Chamber of Commerce and Industry	UM
ITC/DIH AGRIFOOD Network	UM
D4PACK Project	UM
AGRI-DIGITAL GROWTH Project	UM
Clust-ER Agrifood	ITL
Art-ER	ITL
CRESER - Regional Coordination of Solidarity Economy in Emilia-Romagna	ITL
KGZS Zavod Maribor	RRAPM
Business Upper Austria - Lebensmittel-Cluster / Food Hub Upper Austria	UAS BFI Vienna / ECONSULT
SFG - Styrian Food Hub	UAS BFI Vienna / ECONSULT
aws - Austrian wirtschaftsservice	UAS BFI Vienna / ECONSULT
NAK - National Chamber of Agriculture	MATE

Furthermore, the following categories of actors will be involved within the TIH activities:

Table 4 - Other categories of actors of the Food4CE Transnational Innovation Hub (CE)

Category of actor	Reason of the involvement
Alternative Food Networks (AFNs)	Food4CE AFNs are crucial for TIH because they are the main stakeholders and group of interest of the regional IH activities. Being also the main and first user of the Food4CE tools, they will be crucial for facilitating the replicability process of the Food4CE innovative solutions.
Producers & SMEs	They are the first actor of the food chain, so that, it is crucial to understand their needs and collect their knowledge to involve them in a smoother way in the AFNs framework, giving them the possibility to apply the Food4CE solutions and entering in the AFNs framework, also profiting from the sharing of resources to face the actual economic issues.
Logistics Service Providers	As for the producers, LSP are crucial to keep in function the AFNs. In particular, the realities with a small-sized business will benefit from these activities as they could access to a framework in which is possible to share services and resources, as well as for producers & SMEs.
Research & Academia	They are crucial to provide new methodologies and practical examples to keep the AFNs updated and capable to face in time the problems that could derive from geopolitical tensions, economic crisis and climate

	change. R&A actors will be important to increase the level of resilience and preparedness of AFNs and IHs.
Policymakers & Public Authorities	They are crucial to foster structural changes, allowing realities such as the AFNs to became consolidated structure of coordination to capitalise the resources of local contexts, responding also to the new requirements and trend arose from the global food market. These actors will be a game changer for a wider adoption of these models to protect small-medium sized business across European countries, also planning dedicated investments to keep alive these solutions.
Business support organizations & clusters	They act as point of contact between AFNs/IHs and policy makers. They have to share the needs and experiences coming from the AFNs, and IHs, and transferring them to the authorities, convincing and instructing them on how they can support and invest to give financial sustainability to these realities.

4.3. TIH Timeline

OPEN ENLoCC, has defined, together with the partners, a specific timeline for the TIH development. This timeline has been defined taking into account the period in which it will be carried out.

The TIH activities started with two joint discussions to collect the lessons learned, best practices, and remarks from IHs coordinators. These discussions were held respectively:

- 1st Joint Discussion: 02 April 2025, the session was carried out in-person during the Food4CE Consortium Meeting in Bologna.
- 2nd Joint Discussion: 19 May 2025, the session was held online and dedicated to the consolidation of the table for the IHs information collection.

After these two dedicated sessions with the regional IHs, a calendar of three TIH events has been defined as follow:

Table 5 - Transnational Innovation Hub: Timeline of the events

Name of the TIH Event	Description of the TIH Event	Date of the TIH Event
Transnational Innovation Hub Kick-off Meeting	This event aims to launch to the IHs community, and relevant external stakeholders, the Transnational Innovation Hub.	**19 November 2025**
2nd Transnational Innovation Hub Meeting	This event aims to foster the exchange of knowledge and best practices between IHs community, and external stakeholders, under the topic of digitalization.	**19 January 2026**
3rd Transnational Innovation Hub Meeting	This event will close the project activity on TIH and aims to foster the exchange of knowledge and best practices between IHs communities, and external stakeholders, under the topic of Last Mile Delivery	**5 February 2026**

4.4. Regular Exchange of Knowledge Needs and Solutions

The Transnational Innovation Hub was designed not only as a series of standalone events, but as a structured mechanism for regular knowledge exchange among the five regional Innovation Hubs and relevant external stakeholders.

The regular exchange mechanism is based on three complementary elements:

1. Periodic Transnational Meetings Three thematic TIH meetings (Kick-off, Digitalisation, Last-Mile Delivery) were organised during the project lifetime, ensuring continuous dialogue at defined intervals. These meetings combined plenary presentations, thematic focus sessions, and moderated open discussions.
2. Structured Joint Discussions with IH Coordinators Two preparatory joint sessions were organised to collect lessons learned, identify needs, and align expectations. A structured questionnaire and shared documentation excel tools were used to ensure comparability of inputs across regions.
3. Ongoing Digital Knowledge Sharing through Project Tools The Knowledge Transfer Platform (KTP) and the Matchmaking Platform (MP) support continuous interaction beyond physical meetings, enabling stakeholders to upload best practices, search for partners, and exchange information on logistics solutions.

4.4.1. Methodological Approach

The exchange followed a co-creation and peer-learning methodology, combining:

- mapping of challenges at regional level,
- presentation of pilot solutions,
- open peer discussion,
- identification of transferable practices.

4.4.2. Frequency and Continuity

During the project, exchanges were organised through:

- 2 preparatory joint discussions,
- 3 thematic transnational meetings.

For the post-project phase, the TIH is intended to continue operating through:

- Periodic thematic meetings,
- Integration within the European Network of Logistics Competence Centres,
- Continued use of KTP and MP as digital exchange infrastructure.

4.5. Evaluation of Innovation Hub Efficiency at Transnational Level

In line with the project objectives, the Transnational Innovation Hub (TIH) also served as a framework to monitor and reflect on the efficiency of the regional Innovation Hubs (IHs). The evaluation focuses on three key dimensions: (1) solutions discussed and validated, (2) consultancy and capacity-building activities, and (3) collaborations initiated or strengthened through the TIH.

4.5.1. Solutions Identified and Discussed

Through the preparatory joint discussions and the three TIH meetings, several regional pilot solutions and operational practices were presented and analysed at transnational level.

Across the five regional IHs, the TIH activities enabled:

- Presentation of 50 logistics or digital solutions, presented through 45 best practices cases related to collaborative logistics, digitalisation, and last-mile delivery.
- Identification of common structural barriers affecting AFNs across Central Europe.

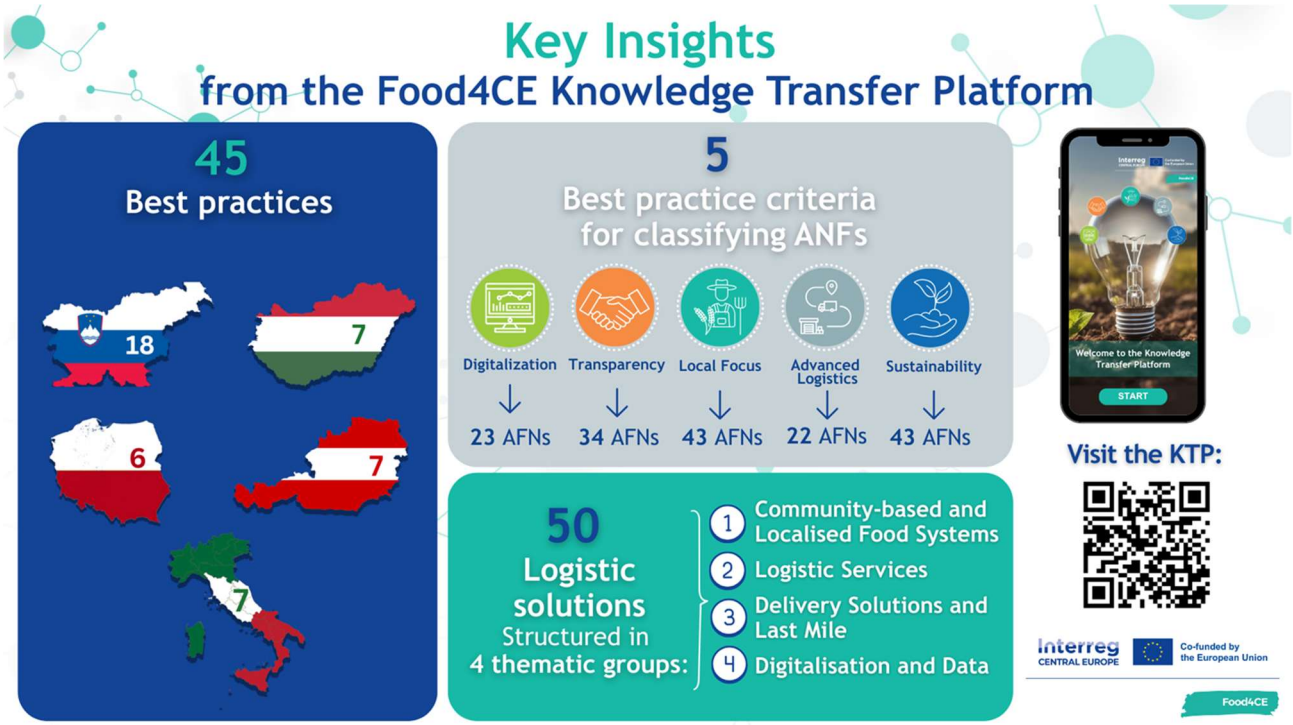

Figure 2 - Key insights from the Knowledge Transfer Platform

The transnational discussion format allowed partners to assess the transferability of these solutions to other regional contexts. In several cases, solutions presented by one IH were recognised as potentially adaptable by other regions, strengthening the scaling potential of the project outputs.

4.5.1.1. Consultancy and Capacity-Building Activities

The TIH provided an additional layer of advisory and consultancy exchange among partners and external stakeholders.

- At regional and transnational level, the following activities were carried out:
- 2 joint discussions with IH coordinators,
- **3** transnational thematic meetings,
- Participation of 15 stakeholders across all events,
- Structured peer feedback sessions on digitalisation and collaborative logistics measures.

The TIH format allowed IH coordinators to receive expert input from other regions and external actors (research institutions, logistics associations, clusters, and policy representatives). This contributed to improving the methodological approach of IH implementation and refining pilot actions.

4.5.2. Collaborations and Networking Outcomes

One of the main efficiency indicators of the TIH concerns its ability to foster new collaborations.

As a result of the TIH activities:

- Cross-border exchanges between IH coordinators were strengthened.
- New connections between AFNs and logistics providers were facilitated.
- External organisations (e.g. networks, clusters, research institutions) were involved in thematic discussions.
- The Matchmaking Platform (MP) and KTP was promoted as a structured instrument to support future collaborations.

4.5.3. Qualitative Assessment of TIH Added Value

Beyond quantitative indicators, the efficiency of the TIH can also be assessed through qualitative outcomes:

- Increased awareness of shared challenges across Central Europe.
- Improved clarity on the transferability of solutions.
- Alignment of terminology and methodological approaches among His.
- Strengthened mutual trust and communication between regional coordinators.

4.6. Tools

The Transnational Innovation Hub will rely on the tools developed during Food4CE lifetime.

To foster a continuous and regular exchange of knowledge between the IHs and external stakeholders, the Knowledge Transfer Platform (KTP), will be presented during the three meetings of the TIH, to also foster a wider adoption of the latter from other European contexts, to increase the number of best practices displayed within the platform, and giving back an even more complete wiki.

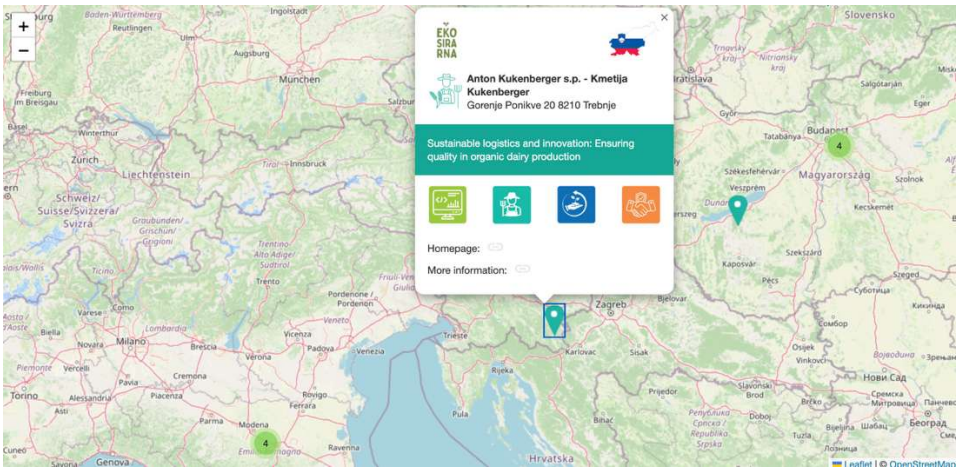

Figure 3 - Food4CE Knowledge Transfer Platform

On the other hand, the Matchmaking Platform (MP), will be presented as a tool to create new collaborations between different actors. The MP will be part of the TIH approach given its goal to create new synergies across all Europe. This platform will facilitate the research of potential business partners for the Food4CE AFNs and beyond.

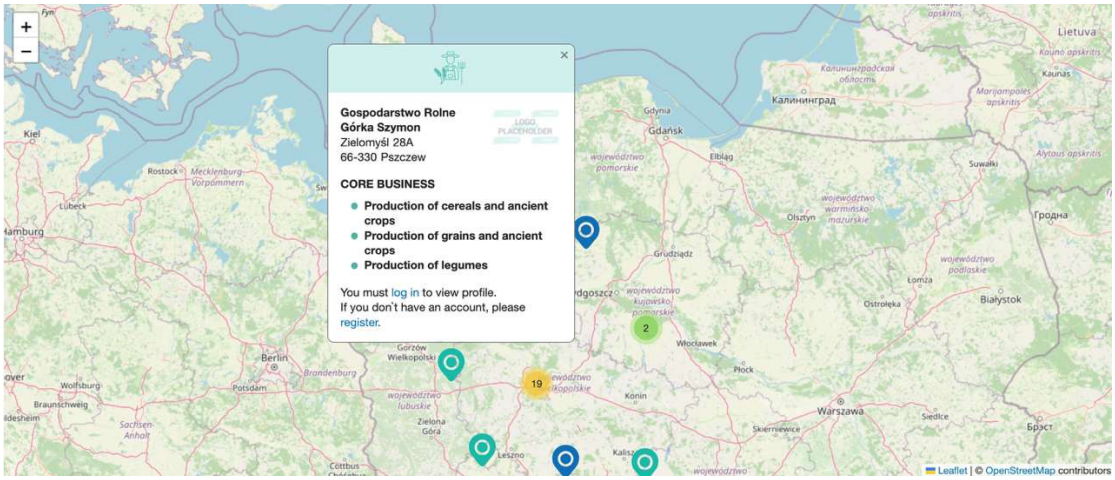

Figure 4 - Food4CE Matchmaking Platform

In conclusion, the TIH meetings will be an optimal occasion to disseminate the contents and features of both KTP and MP, having the possibility to present them with the actual users of the latter.

5. Key takeaways from the Transnational Innovation Hub Events

5.1. Transnational Innovation Hub Kick-off Meeting

OPEN ENLoCC opened the Transnational Innovation Hub Kick-off Event, welcoming participants to the session. The meeting marked a key milestone in setting the foundation for the take-up activities to be carried out after the Food4CE project ends. The Coordinator (UM), underlined the strategic importance of the Regional Innovation Hubs in addressing the specific challenges faced by the AFNs during the development process of the latter.

Moreover, OPEN ENLoCC presented the concept behind the Transnational Innovation Hub as a collaborative framework to exchange knowledge and experiences between key stakeholders, the IHs and the AFNs. In addition, the TIH will consolidate the lessons learned by the IHs, and AFNs, during the development process, and addresses shared challenges across the Central Europe Area, with particular focus to topics such as the digitalization and automation of the food supply chains.

During the event, the representative of each IHs presented the activities carried out, the main challenges and remarks collected ruing the development process. Below are briefly listed some of the main takes collected from the presentations:

- The Innovation Hub OrbITaLa (SI) seeks to strengthen farmers' digital skills and cooperation.
- The Austrian Food Connective Innovation Hub (AT) focuses on improving shorter food supply chains while addressing issues such as regulatory frameworks and logistics barriers.
- The Localog Innovation Hub (IT) promotes logistics collaboration within rural areas and highlighted the presence of challenges in topics as infrastructure issues, legal barriers and difficulties related to the digital transition of the players.
- The Innovation Hub PULS (PL) is continuously working on capacity building activities with small local producers, and underlined AFNs' infrastructural and digital lacks.
- The Food4Health Innovation Hub Budapest (HU) is developing technological and data-driven tools to optimize agri-food supply chains, individuating regulatory and administrative barriers.

Moreover, within the open discussion session, CRES shared several insights from the GARDEN project (Interreg Euro-MED Programme), highlighting similar challenges and synergy opportunities with Food4CE project.

The session was concluded by OPEN ENLoCC, in charge of the TIH Kick-off Event chair, stressing the importance of a continuous knowledge exchange and, so that, the relevance of the participation of the relevant stakeholders to the TIH upcoming sessions, to deepen the challenges and collaboration opportunities on food supply chain across the Central Europe area and beyond.

5.2. 2nd Transnational Innovation Hub Meeting

On 19 January 2026, the second meeting of the Food4CE Transnational Innovation Hub took place online, bringing together the five Regional Innovation Hubs across Central Europe to explore role of digitalisation as an enabler of collaborative logistics for Alternative Food Networks (AFNs).

Riccardo Maratini (OPEN ENLoCC) and Maršenka Marksel (University of Maribor) opened the meeting by welcoming participants. They reiterated the purpose of the Transnational Innovation Hub as a collaborative space for cross-border knowledge exchange among Alternative Food Networks (AFNs).

5.2.1. Session Focus – Digitalisation for AFNs:

An overview presentation by OPEN ENLoCC introduced the theme of digitalisation in short food supply chains. This introduction recapped the Food4CE project context and the objectives of the Transnational Innovation Hub. It was noted that the TIH had already held its kick-off in November and that this second meeting would delve "more and more specific" into digitalisation challenges.

Therefore, the session "Mapping the Issue" was co-led by OPEN ENLoCC and the University of Maribor, this segment identified the current challenges AFNs face regarding digital tools and processes. Through prepared questions and an interactive discussion, participants mapped out several key problem areas:

- **Limited Digital Skills and Literacy**: Many small producers and AFN staff lack sufficient digital knowledge or training, making it hard to implement new technologies. Even basic tasks (e.g. creating websites or using e-commerce platforms) can be difficult without IT support. This skills gap extends to consumers in some regions, who may have low trust in or familiarity with online food platforms.
- **Inadequate Digital Infrastructure**: Participants noted gaps in access to reliable digital tools or infrastructure. For instance, rural areas may struggle with poor internet connectivity or lack affordable software platforms for logistics and traceability. Compatibility issues were also highlighted – existing manual processes in many AFNs do not easily integrate with available digital systems, causing inefficiencies.
- **Financial Barriers and Investment Priorities**: A recurring point was that tight budgets and high costs impede digital adoption. AFN organisations often operate on thin margins, and they tend to prioritise "hard" infrastructure (like vehicles or storage) over digital solutions. Because digital tools are viewed as less immediately critical, investments in software, training, or IT systems are frequently deferred. It was mentioned that the return on investment for digital tools can seem uncertain for small-scale producers, further lowering their priority.
- **Resistance to Change and Cultural Factors**: The group acknowledged a degree of scepticism or low perceived added value of digitalisation among some AFN stakeholders. Many alternative food networks rely on personal relationships and trust; as such, producers and consumers may feel that sophisticated IT systems are unnecessary or too complex for their local operations. In some cases, participants shared that attempts to introduce new online tools had met with reluctance or were underutilised. A few negative past experiences with digital platforms (even those developed during the project) were noted, contributing to this cautious attitude.
- **Policy and Regulatory Hurdles**: Some regulatory frameworks were mentioned as not fully supportive of digital integration in small food chains. For example, differing standards or lack of clear guidelines for e-commerce in local food sales can discourage digital uptake. Participants agreed that advocacy may be needed to adjust policies to facilitate digital tools (such as simplifying e-signature use for farm sales, or grants for ICT adoption in agri-food SMEs).

Open Discussion – Best Practices and Knowledge Exchange

Following the problem mapping, an open floor discussion was chaired by OPEN ENLoCC to share success stories, ideas, and questions. Participants from each Regional Innovation Hub contributed insights into how they have approached digitalisation: for example, the Austrian IH (FH Vienna) described efforts to introduce a shared online marketplace for farmers, and the Slovenian team discussed a pilot app for coordinating deliveries. These exchanges highlighted a few emerging best practices:

- Leveraging simple, low-cost tools (like social media, basic e-commerce plugins, or cloud-based spreadsheets) that do not require high technical expertise. Some AFNs found success using familiar platforms (Facebook groups, WhatsApp, etc.) to coordinate orders and logistics, as interim solutions.
- Partnering with local universities or tech volunteers to develop custom solutions. In one region, a university student project resulted in a basic inventory management app tailored for a farmers' coop, demonstrating the value of academic-community collaboration.
- Focusing on user-friendly design and training. Several participants stressed that any digital tool must be easy to use for non-technical people. Training sessions, peer learning, and demonstration of benefits were seen as vital to get farmers and food entrepreneurs on board with new technology.
- Gradual implementation: Introducing digital changes in stages (for example, starting with a simple online order form before transitioning to a full e-commerce system) was recommended. This allows users to adjust and builds trust in the tools over time.

The meeting closed with optimism that the lessons learned on digitalisation during this session will inform both the upcoming last-mile delivery discussion and the project's final recommendations.

5.3. 3rd Transnational Innovation Hub Meeting

On 5 February 2026, the third meeting of the Food4CE Transnational Innovation Hub took place online, bringing together the five Regional Innovation Hubs across Central Europe to explore role last-mile delivery as a key enabler for Alternative Food Networks (AFNs).

The meeting was opened by Riccardo Maratini (Open ENLoCC), who highlighted the role of the Transnational Innovation Hub as a collaborative space for cross-border knowledge exchange and innovation within Alternative Food Networks in Central Europe. He also emphasised the relevance of last-mile delivery for AFNs due to its multifaceted nature, comprising different aspects for its implementation (logistics, coordination, perishability, regulations, cold chain, small batches, trust, cost-sharing).

Given that the session focus was on last-mile delivery, three best practices on last-mile delivery were presented from Hungarian, Austrian and Slovenian Innovation Hubs respectively.

- Dr. Géza Hitka from MATE – Hungarian University of Agriculture and Life Sciences presented an innovative solution to implement effective last-mile delivery through the mobile-app service SET – Shop Every Time, developed with Cibus Hingaricus, that developed a fully automated shop container.
- David Strauß (University of Applied Sciences of BFI Vienna) presented Next Box and Rosy's use of parcel lockers as best practice in Vienna and other Austrian regions.
- Maršenka Marksel (University of Maribor) presented "Rifuzl" Autonomous Shop, a self-service micro-shop solution for neighbourhood in Ljubljana with around 250 products from local producers.

Challenges in each AFN on five main macro-topics in last-mile delivery: coordination of multi-actor logistics, infrastructure & equipment; digitalisation and IT gaps, flexibility and adaptability of delivery; cost sharing and economic feasibility. In fact, along with inspiring innovative solutions and pilots, some criticalities can be ascertained. For instance, during the joint discussion various specific points were mentioned such as:

- In the Slovenian AFN, lack of trust and coordination through a neutral platform, absence of cooled lockers and share logistics infrastructure and high unit costs were among the main issues local food operators have to face.
- In Austria, AFNs are grouped into advanced, single-provider, and self-service users, lacking a collaborative logistics approach.
- In the case of the Italian AFN, both physical (lack of proper infrastructure and expensive electric vehicles) and non-physical (limited digital presence and regulatory barriers for shared transports) are present.
- In Hungary there are legal and tax constraints for automated systems, but also a cultural hesitation towards cooperation with other operators.
- While there's a growing trend towards AFN and collaboration, Polish local food operators still lack of proper cooled infrastructure and digital tools that could be improved through public subsidies.

The sessions closed showcasing the next steps for the closure of the project activity and to present the follow-up activities of the Transnational Innovation Hub, once the Food4CE Project will be finished.

6. Lessons learned and recommendations

6.1. Lessons Learned: IHs information and remarks collection process and results

As mentioned in chapter 3.2 of the present deliverable, two joint discussions with IHs representatives and coordinators have been held to collect relevant information and remarks on the development process of each Food4CE Regional Innovation Hub. These meetings were crucial to understand the challenges faced by the partners on setting up and maintain active the innovation hubs, and the opportunities, and positive results, came from the testing of the pilot actions.

In this section, we will present for each question proposed during the joint discussion, the answers collected from each Regional Innovation Hubs:

- **Q 1. "Please summarize the main needs expressed by the AFN located in the regional context."**
  - **A 1. Innovation Hub ORbITaLA:** *"In Slovenia, there is a lack of subsidies to logistics providers to manage small quantities of cargos. Larger quantities are advantages, and people pay attention mostly at the price rather than the quality of service. In the Slovenian context, farmers are still looking to join large cooperatives as a channel to sell their products."*
  - **A 2. Austrian Food Connective Innovation Hub:** *"During the set-up process of the Austrian IH, the main objective was to connect the stakeholders. We asked what their main concern was and what they would like to be changed by politicians and policy makers. Two main needs were highlighted: to change some policies, and to reduce the number of policies, which slow the work. On the other hand, it was underlined the need of less State involvement in businesses, which tries to do a micro-management but in an ineffective way. There are no logistics service providers who takes small amount of goods but responding only for critical mass. The supermarkets focus on the quality and "localness". The Chamber of Commerce highlights that customers demand high-quality and local products. In this regard, the beer industry is strongly focused on the regional level. The AFN development has a quite advanced level of progress and maturity, both in term of awareness from customers as well as producers and suppliers. So that, there is a limited perceived need of make further steps and scale-hup."*
  - **A 3. Localog Innovation Hub:** *"The AFN, in the Emilia-Romagna context, is not just a producer, but it is a model to include businesses, suppliers and whole communities. Finding for policy foundations, capacity building, and the development of policy recommendations are crucial to keep alive and spread the AFNs adoption. During the set-up process, it was tricky to understand what where the specific needs from local producers."*
  - **A 4. Innovation Hub PULS:** *"The AFN has a very broad spectrum of influence from business to entire communities, which is the reason why it is do carry out a proper capacity building and create policy recommendations. An important activity was the identification of the needs of the local producers and the promotion process of their activities. The success of an IH rely on the joint discussions with AFNs on the development process, and the consequents steps, of an IH. The creation of strong personal relations is crucial to promote the AFNs within the Region."*
  - **A 5. Food4Health Innovation Hub Budapest:** *"There is a need for more knowledge and awareness in different themes, such as for the AFN marketing activities and the related*

logistics measures. It would be important to discover more best practices from other countries and locations, and the AFN members expressed this need; in order to see how other actors work in other contexts on this topic. It is also hard to find best practices to be transferred in the Hungarian context. The IH tried to understand how the AFN actors could improve in digitalizing their operations in this field and to study how to use the Artificial Intelligence (AI), and innovative digital solutions in this sector for several purposes, such as marketing, market research, branding and other opportunities." The IH noticed that it is not necessary to use complicated applications, but it is crucial to firstly "open the eyes" on what is possible to do and how the digital solutions could respond to the AFN needs. It must be highlighted that it is difficult to find an AI software specific for the AFN activities, because the large sized companies sell software that are not completely customizable, and this factor create a relevant issue for the AFN in adopting these systems. It could be easier to have this kind of software from smaller sized software houses, that could develop tailored solutions."

- **Q 2. "If you have to restart, what would be the steps to positively implement an IH/AFN?"**
  - **A 1. Innovation Hub ORbITaLA:** *"The IH is quite satisfied with the procedure, it could be good to have some more in-depth interviews with the AFNs at the beginning to collect their insights from the early beginning. With the surveys launched at the early stages of the project, more insights could have been collected. Furthermore, it could have been good to add more specific question within the questionnaire."*
  - **A 2. Austrian Food Connective Innovation Hub:** *"If they had specific funds to give to AFNs, they could have a completely different approach: longer commitment than 3 years with local producers. AFNs need a unique selling point. In other project there was a whole process identifying the actors to be involved from AFNs. Bigger emphasise on a unique selling point, also from both the platform and IH side. Build another project on the basis on what was developed in other projects and national initiatives, also to capitalize the results. Project on food producers with food innovation checks and development (e.g.: Safety check, environmental impact check). The project has IHs. They had more applicants that allows these checks. AFN is good to work on, but the timing is not enough. Also, a common terminology would be important and define a common framework. Try to be more specific in the definition of the process. The scientific community is aware about the actual situation, but it's not sure if the farmers get it. Discussion during WP1, it was not only on AFNs but also the partners had difficulties on deeply understand the AFNs, the members come from different productive sectors. Do AFN what are AFNs when we are talking about the KTP and MP, use precise descriptions and not abbreviation to have the platforms more accepted from the AFNs. Abbreviations are not easily understandable from all actors."*
  - **A 3. Localog Innovation Hub:** *"The IH is happy with the structure of the AFN. The process was carried out well, and the structure was clear for the AFNs members. Looking for experts delayed the process, so maybe starting the scouting process a bit more in advance could speed-up the process, especially for academia experts which came outside from the territory. It was also considered to include something specific on the needs and define policies, and frameworks, trying to provide recommendations with examples in different places (e.g. legal issues). It is important to harmonize the definitions and include them in the policy document."*
  - **A 4. Innovation Hub PULS:** *"The creation of a monitoring survey covering the needs of AFNs and forms, and directions suggest for the development of the latter; not only from the beginning but also during the project lifetime to track the AFNs needs. The workshops*

and co-creation sessions held were very good to promote the AFN activities and the monitoring of the latter was important from the early stages of the process. If the IH have to restart, it could be useful to collect the market needs from the AFNs, also to discover the financial coverage of the latter, and identify the lacks on the policy sides."

- **A 5. Food4Health Innovation Hub Budapest:** *"The number and activity of AFNs is constantly changing; so that, it is needed to create. Monitoring, or scoring, system to assess the AFNs activities, which can be easily automated and requires few resources. Developing this system could be make easier to provide smaller AFNs with a system that allows them to have an online marketplace to sell their products."*

- **Q 3. "What it takes, in terms of resources, to implement an IH/AFN?"**
  - **A 1. Innovation Hub ORbITaLA:** *"There is not enough funding for food delivery granted by the State authority. To proper keep running the Innovation Hub, we mostly need staff to perform the related activities."*
  - **A 2. Austrian Food Connective Innovation Hub:** *"In Austria there are strong organisations to support these processes (Chambers of Commerce, cooperatives, banks, etc.)"*
  - **A 3. Localog Innovation Hub:** *"Planning activities for facilitating sessions and fostering participation and engagement (it requires skills and time). Creation of a knowledge base of the economic sector, context and dynamics which the AFNs operate. Generate contact and involve key stakeholders from the beginning of the IH activities in synergy with the AFNs operate, and parallel initiatives (e.g. we worked with a territorial stakeholder that already conducted a mapping of AFNs in the Regions)."*
  - **A 4. Innovation Hub PULS:** *"To proper implement the IH/AFN it is needed a stronger cooperation of supporting organizations. There is a lack of links between project activities and a lack of planned support after the project completion. There is an issue relate to the small market due to rising costs of living. Another important issue is related to the distrust between the actors involved within the IH."*
  - **A 5. Food4Health Innovation Hub Budapest:** *"The weakness in the implementation process is mainly related to the time to work on the activities. There is less time to organize meetings, and the location in some cases was not reachable from all the members of the AFN. There are small businesses that don't have enough time to dedicate on the AFN activities and to the meetings. Another problem is that the involvement of institutional actors (e.g. Chambers and Ministries), because to allow them to attend the IH/AFN meetings, they must be organized at least three weeks before the date in which the meeting would take place. On the other hand, large-sized companies are more reachable due to the larger number of human resources they could dedicated to the IH/AFN activities."*

- **Q 4. "Please summarize the key success factors of your IH/AFN"**
  - **A 1. Innovation Hub ORbITaLA:** *"After the completion of the events, the logistics providers started to cooperate with the AFNs. On of the success factor was to establish personal connections with the local producers and large consumers involved in the last workshop. It was useful to better understand their needs and problems. If we would support them on all their needs, the IH would be very successful."*
  - **A 2. Austrian Food Connective Innovation Hub:** *"The explorative approach was very good, but it was very hard to address AFNs issues. We foster connections between local producers, but we are not sure the added value that comes from that. After the webinar, logistics service providers and AFNs connected and started to make business together. AFNs*

can easily reach supermarkets thanks to the attention to regional products from customers."

- **A 3. Localog Innovation Hub:** *"Important to build trust with key networks of actors, through the participation in their events where the sessions are tailored on their needs. The aim is to try to address the challenges related to a mid-term perspective (beyond the project duration) and identify shared interests/goals among the participants. The solution could be connected and built on existing networks having a longer timespan than the project."*
- **A 4. Innovation Hub PULS:** *"Strong personal relations between AFN and IH members were established during the AFN and IH development processes. There was a good response to the organized events during the project t lifetime that represented small steps forward."*
- **A 5. Food4Health Innovation Hub Budapest:** *"Personal connection are crucial for the AFN success, in fact the Hungarian IH and AFN decided to not make online meetings, because it wouldn't have been useful to properly carry out the activities. Also, from the partners side it was important to make new connections with other actors. Personal connection is good in group meetings. So that, the IH organized sessions with short presentations and with more time for the open discussion, trying also to be more friendly during the meetings."*

- **Q 5. "Please summarize the main challenges faced during the IH setting up process."**
  - **A 1. Innovation Hub ORbITaLA:** *"From the AFN side the main challenge was mostly related to the legislation. Also, the administrative restrictions and bureaucracy represented a limit for the AFN development. For the IH, the stakeholders had different expectations from the AFN results, so that, it is difficult to find a common expectation from the latter. Another issue was the difficulties encountered to collect specific data at the regional level."*
  - **A 2. Austrian Food Connective Innovation Hub:** *"Policy makers and governments are moving slowly. Chambers of Commerce are implementing measures to create parking spaces for delivery, but when it comes to city policies things get slowly. The city of Wien has a great plan implemented, but businesses do not know how to work with that, so they don't invest. Wine producers have a specific production, they don't expect to grow, and they sell everything they produce. Innovation is more applicable on the production side instead of the logistics one. There is not a real need to increase the logistic flow for Austrian producers, they have their markets covered. Cities aim to be sustainable, but it is difficult to achieve for the following reasons: regulations hold business back to expand delivery in the city. Small-scale delivery (e.g. cargo-bikers), they cannot project the scalability of delivery, and they don't know how to change it. Another restriction is related to the sending of food that needs freezer cargo because of the expensiveness of this mode of transport. This does not support the logistic services form peripheral to central city areas."*
  - **A 3. Localog Innovation Hub:** *"The engagement of producers and other actors was challenging due to a process that is co-created, innovative and does not have a clear direction from the beginning. Difficulties encountered to match schedules with farmer in the office working hours to organize co-creation meetings. It is also difficult to match different expectations and find common processes and keep everyone engaged (e.g. some interested in EU projects, some interested in software, etc.). It was difficult to define the direction of the setting up process from the beginning of the activities."*

- **A 4. Innovation Hub PULS:** *"One of the biggest problems is that participants do not see any benefits in being part of AFNs. They are family businesses, and they do not trust to being part of a network ("the bigger it is, the less they trust). Greenwashing is a widely spread issue and people do not trust some "sustainable" terms."*
- **A 5. Food4Health Innovation Hub Budapest:** *"The storytelling about the sustainability of the scope is not so accurate and truthful for the actors. Providing solutions within the AFNs and the sharing of information is more valuable. Another issue was related to the lack of knowledge in terms of food technologies, logistics and marketing to be applied in the regional context. The collection of the best practices from other countries and realities could support changes, but it is important to address the specific problems relevant for the AFN actors."*

- **Q 6. "In terms of innovation, what kind of digital instruments are valued the most from the stakeholder's perspective? (Please indicate the type of digital tool and motivate why it is relevant for stakeholders)"**
  - **A 1. Innovation Hub ORbITaLA:** *"The AFN partners mostly use telephone and e-mails to communicate. Clear lack of knowledge regarding digitalization, arose from co-creation sessions. With savings of time and money, the AFN actors would be more open to adopt new digital tools, they need to understand clearly how they could benefit from digital tools. They don't see the benefits of the digital tools, so they wouldn't invest in IT (e.g. 10 years for the ROI)."*
  - **A 2. Austrian Food Connective Innovation Hub:** *"Many stakeholders don't want to expand and digitalize; this is due to to the space capacity (e.g. availability of land to be cultivated), They do not think like corporation, they work at the very local level, and more focused on the sustainability of the business. In Austria, being sustainable is a real trend, because give also advantage to marketing. The Austrian products are labelled by AMA, which recognised a sign of quality. The main supermarket, like Billa, use their own labels (e.g.: Ja, naturlich!), which are also recognised in terms of quality."*
  - **A 3. Localog Innovation Hub:** *"A strong interest came from the management software for Solidarity Purchase Groups. Some actors were also interested in optimization tools. Several capacity-building sessions were held to evaluate the options available on the market."*
  - **A 4. Innovation Hub PULS:** *"A significant cost for AFN is related to the one for creating and completing online platforms. They would be keen to benefit from solutions that accelerate the introduction of products into shops. When entering markets in other countries, they look for solutions that automatically adapt the look and layout of the platform to the requirements of the local audience, such a s the local language, preferred payment methods in a given market, delivery methods, offer presentation methods, etc."*
  - **A 5. Food4Health Innovation Hub Budapest:** *"Finding and present user-friendly, easily accessible softwares that do not require specific expertise could be a great support for AFNs. They want to operate in the digital space, but they are not familiar with modern possibilities, and they prefer to think in terms of tried and tested digital solutions."*

- **Q 7. "In terms of collaborative logistics, do you foresee the application of specific measures to enhance the collaboration between AFNs and private logistics operators?"**
  - **A 1. Innovation Hub ORbITaLA:** *"It is important to have something that allows AFNs to save money and time. They showed how to save money with the existing tools available in the market (this was a point of discussion during the meetings)."*

- **A 2. Austrian Food Connective Innovation Hub:** *"Chamber of Commerce proposed to create a communal organisation of small suppliers to create a common logistics system, but they think that the State won't provide funds to do that."*
- **A 3. Localog Innovation Hub:** *"Interest in collaborative management of hubs/spaces for storage, distribution and/or consolidation. Some solidarity purchase groups are also interested in collaborative transportation (but many of them are not)."*
- **A 4. Innovation Hub PULS:** *"In Poland, it is difficult to introduce consultancy and enter into business relationships without trust from both sides, so it is difficult for us to offer anything in this respect."*
- **A 5. Food4Health Innovation Hub Budapest:** *"IH is actively involved in the development of automated, robotic and digitally unstaffed logistics solutions to support AFNs. By developing an automated picking warehouse and distribution point, it aims to create opportunities for the logistical management and sale of its articles."*

- **Q 8. "Have you envisaged specific actions to maintain and improve the collaboration between the local farmers/producers after the end of the project? If yes, please indicate the main actions of your strategy."**
  - **A 1. Innovation Hub ORbITaLA:** *"We envision to make 1-to-1 meetings to train the AFNs stakeholders after a fisrt round of analysis. A further activity of the IH could be related to define a mentoring programme for the AFN. There is also the idea to continue to organize dedicated B2B events for matchmaking purposes between AFN, and large consumers that could buy local food. This kind of activity would be supported using the Matchmaking Platform (MP). Finally, it could be useful to organise some joint presentations at international level where several countries could attend."*
  - **A 2. Austrian Food Connective Innovation Hub:** *"A set of logistics solutions could bring optimization in future, but we do not know how to react to this evolution. The general problem is that without a proper funding, it is hard to make large investments ("funding gap"). The exchange with the local farmers is crucial to find new funding opportunities (e.g. with a new application to an EU funded project, we could stay engaged with the producers). The institutional stakeholders are crucial for the AFN implementation and must be involved within the development process from the early stages. In Poznan, in particular research partners, will discuss on how to continue the activities of the project with other funding opportunities. In any case, the students need good topics to work on and with connections on sustainability, and social issues to continue the work on IH. For University partners it is an important option since students need to do a thesis anyway. This could be a convenient option (without the problem of the "funding gap", which is affecting the activities to be carried out after the endo of the Food4CE project)."*
  - **A 3. Localog Innovation Hub:** *"Provide support to existing regional organizations/networks of AFNs, in defining internal structures and roles working on logistics innovation, policymaking, etc."*
  - **A 4. Innovation Hub PULS:** *"Organization of occasional events to strengthen and support AFNs network as part of the PULS Innowaciyjny HUB activities. Continuation of IH promotion through the MP, conferences and dedicated events."*
  - **A 5. Food4Health Innovation Hub Budapest:** *"The University (as operator of the IH), has always sought and will continue to seek to develop links and channels of communication between the various actors in the food chain and representatives of decision-makers and other organizations. The programmes, conferences and training courses organised by us*

provide an excellent opportunity to maintain the tasks undertaken in the application in the long-term future."

6.2. Transnational Lessons Learned and Key Recommendations

The joint discussions among the five regional Innovation Hubs revealed that, despite contextual differences, AFNs across Central Europe face a remarkably similar set of structural, operational, and governance challenges. Moving beyond country-specific observations, the following section synthesises the main transnational lessons learned and formulates key recommendations for future IH and AFN development.

6.2.1. Transnational Lessons Learned

The analysis of the IH exchanges highlights several recurring patterns:

- Fragmented logistics structures and lack of economic viability for small-volume deliveries.
- Regulatory and administrative barriers often perceived as overly complex or not adapted to small-scale actors.
- Limited digital maturity, combined with scepticism regarding return on investment.
- Strong dependence on personal trust and informal networks.
- Insufficient long-term funding mechanisms to sustain IH activities.
- Need for clearer terminology and shared understanding of AFN concepts.
- High importance of capacity building and awareness-raising before introducing technological solutions.
- Limited perception of added value in scaling up, particularly in mature or stable AFN ecosystems.

These common findings confirm the relevance of a transnational platform, as many challenges are structural rather than purely regional.

6.2.2. Key Transnational Recommendations

Based on the consolidated findings, the following recommendations are proposed for future transnational IH development and AFN support mechanisms:

- Establish continuous monitoring mechanisms develop simple, standardised monitoring tools (e.g. periodic surveys or scoring systems) to track AFN needs over time. Monitoring should not be limited to project start-up but maintained throughout the lifecycle of the IH.
- Harmonise terminology and conceptual frameworks.
- Define a clear and shared understanding of AFNs, logistics collaboration, and digitalisation tools. Avoid excessive use of abbreviations and technical jargon to increase accessibility for farmers and SMEs.
- Prioritise Trust-Building and Personal Engagement through face-to-face meetings, co-creation workshops, and informal exchanges remain crucial. Digital tools should complement, not replace, relationship-building processes.

- Focus on practical, user-friendly digital solutions in which strategies should prioritise low-cost, easy-to-use tools that demonstrate immediate benefits in time and cost savings. Awareness-raising should precede technological implementation.
- Strengthen collaborative logistics models through promoting shared logistics solutions (e.g. pooling deliveries, shared hubs, coordinated last-mile systems) to overcome inefficiencies linked to small volumes and fragmented distribution.
- Ensure long-term sustainability and funding pathways to develop post-project continuation strategies, including integration into existing networks, new funding applications, and institutional anchoring of IH activities.
- Promote capacity building as a core activity in which IHs should systematically provide training and advisory services in logistics, digital tools, marketing, and business development, tailored to the maturity level of AFNs.
- Increase cross-border exchange of best practices facilitating systematic comparison of solutions across regions to improve transferability and avoid duplication of efforts. Transnational peer learning should remain a permanent mechanism.

The consolidation of these lessons confirms that many AFN challenges are systemic across Central Europe. A transnational framework such as the TIH provides added value by transforming isolated regional experimentation into shared knowledge, improving coherence, scalability, and long-term resilience of AFNs.

7. Conclusions

This deliverable has described the set-up and pilot operation of Food4CE Transnational Innovation Hub, bringing together the different Innovation Hubs based at regional level (D.2.1.2).

The TIH enabled structured exchange of experiences, lessons learned, and practical solutions, moving beyond parallel regional activities towards joint transnational reflection and alignment. The activities confirmed that AFNs across Central Europe face similar challenges—particularly in collaborative logistics, digitalisation, regulatory barriers, and last-mile delivery. The TIH therefore proved to be more than a dissemination space: it functioned as a mutual support platform, fostering shared problem-solving and enhancing the transferability of solutions across regions. This activity builds on the knowledge and tools developed in previous project stages, including the FOOD4CE Knowledge Transfer Platform and the Matchmaking Platform.

Both the established Transnational Innovation Hub and the online platforms will remain active beyond their initial creation within the project's implementation phase. Moreover, this work has laid the groundwork for Activity 3.3, which focuses on replicability and follow-up beyond the lifetime of the Food4CE project.

The activities and discussions carried out have highlighted both the potential and the challenges to be addressed in the long term, following an approach that supports AFN development through continuous stakeholder dialogue and the design of innovative, well-tailored solutions that respond to specific AFN needs.

8. Annexes

[1] Excel tool of the IH Lessons Learned sessions: "*D.2.1.3_IH session_20250402-03_v03*"

[2] Agenda of the Transnational Innovation Hub Kick-off Event

[3] Minutes of the Transnational Innovation Hub Kick-off Event

[4] Agenda of the Transnational Innovation Hub 2nd Event on Digitalisation

[5] Minutes of the Transnational Innovation Hub 2nd Event on Digitalisation

[6] Miro board of the Transnational Innovation Hub 2nd Event on Digitalisation: "*20260119_2nd TIH Event*"

[7] Agenda of the Transnational Innovation Hub 3rd Event on Last Mile Delivery

[8] Excel tool of the Transnational Innovation Hub 3rd Event on Last Mile Delivery: "*Topics_TIH_LastMileDelivery*"

[9] Minutes of the Transnational Innovation Hub 3rd Event on Last Mile Delivery