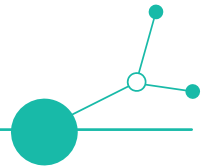




Capacity2Transform

# Transnational Report on Transforming Capacities upskilling PILOT action

D2.2.2





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## Executive summary

The **Report - Transforming Capacities Pilot Action** presents the outcomes, lessons learned, and collective insights from the pilot actions carried out by the Capacity2Transform project consortium. These pilot actions aimed to build and test innovative approaches for supporting the digital, green, and creative (DGC) transformation of regional ecosystems through capacity building, stakeholder engagement, and tailored service delivery.

A total of **131 pilot activities** were implemented across ten partner regions, engaging nearly **2,920 participants** through diverse formats such as workshops, co-creation labs, meetups, peer learning circles, and e-learning. The activities varied in scale and scope, reflecting regional needs and strengths, and addressed topics ranging from **general upskilling and sustainable tourism** to innovation management and digital transition.

**94 DGC ideas, solutions, or approaches** were developed, with a majority reaching intermediate or high levels of maturity. The pilot actions mobilized a broad and balanced stakeholder mix—including **business support organizations, creative industries, public actors, and transformation providers**—illustrating strong cross-sectoral collaboration.

A comparison between planned and implemented actions reveals a high level of adaptability among partners, who adjusted formats and focus areas in response to contextual challenges and opportunities. This responsiveness not only strengthened the relevance and impact of the activities but also reinforced the project's commitment to place-based innovation.

Overall, the pilot phase validated the effectiveness of the Capacity2Transform approach, delivering actionable results, co-designed solutions, and scalable models for supporting transformation across Europe's diverse territories. The findings form a strong foundation for shaping transnational policy recommendations, long-term capacity-building strategies, and future-oriented support structures.



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# 1. Transforming Capacities Process

**Transforming Capacities Pilot Actions** focused on empowering regional stakeholders by strengthening their innovation capabilities, entrepreneurial mindset, and digital-green-creative (DGC) skills through targeted training, collaborative learning, and other capacity-building initiatives. **The Transforming Capacities Program** was developed to advance systemic change by enhancing human and institutional readiness for DGC transformation, ensuring that individuals and organizations are equipped to navigate and lead sustainable development pathways.

A particular emphasis was placed on **sustainable tourism** as a sector with high potential for DGC integration. Pilot actions supported tourism-related SMEs and CCIs in adopting greener practices, digital tools, and creative approaches to enhance their competitiveness, environmental responsibility, and cultural value. This focus responded to regional needs for more resilient tourism ecosystems and aligned with broader EU goals for sustainable destination development.

The framework for Transforming Capacities activities was outlined in **report Action Plan** and further supported by the **Transforming Capacities Toolbox**. Together, these resources presented a strategic and practical foundation for delivering consistent, adaptable, and impactful interventions tailored to regional contexts. The Toolbox served as a repository of methods, tools, and good practices to guide implementation, while the Action Plan defined the operational structure, goals, and stakeholder engagement strategies.

By leveraging localized assessments, stakeholder mapping, and co-designed interventions, project partners aimed to foster inclusive learning environments and stimulate cross-sectoral knowledge exchange. The methodology emphasized **skills development**, **ecosystem collaboration**, and **transnational learning**, encouraging stakeholders to engage in participatory processes such as workshops, modular trainings, and peer-learning sessions.

Through the combination of strategic planning and practical tools, the Transforming Capacities Pilot supported the core objectives of the **Capacity2Transform** project, enabling long-term integration of DGC competencies and contributing to the resilience and sustainability of regional innovation ecosystems—including those rooted in tourism and cultural heritage.

## 1.1. Timeframe and methodology

The **Transforming Capacities Process** started with a regional self-assessment and stakeholder mapping exercise, during which each project partner identified specific challenges and needs related to innovation skills, institutional readiness, and ecosystem coordination for Digital-Green-Creative (DGC) transformation. This initial phase provided the foundation for designing customized capacity-building programs in each region. The findings and strategic directions were compiled in the document “**Action Plan**”, while implementation tools and methodologies were consolidated in the “**Transforming Capacities Toolbox**.”

Each partner launched tailored capacity-building activities based on their regional profile and needs. These included open calls to identify and invite participants such as SMEs with focus on sustainable tourism, creative professionals, intermediaries, public sector representatives, and ecosystem facilitators. Activities ranged from intensive training modules and co-creation labs to knowledge exchange programs and ecosystem mobilization workshops.

For example, several partners organized multi-day trainings with modules on creative leadership, digital transition, green innovation, and cross-sectoral collaboration. Others focused on institutional strengthening



or developing the innovation facilitation skills of key stakeholders. All activities followed standardized quality and impact indicators derived from the Toolbox, ensuring consistency across the partnership while allowing for regional adaptation.

Within a timeframe of three to four months, all project partners implemented the regional pilots using a **phased methodology**: needs identification → program design → participant engagement → delivery of capacity-building sessions → evaluation and follow-up. Each pilot aimed to equip stakeholders with the competencies and tools needed to lead or support transformative innovation aligned with the DGC agenda.

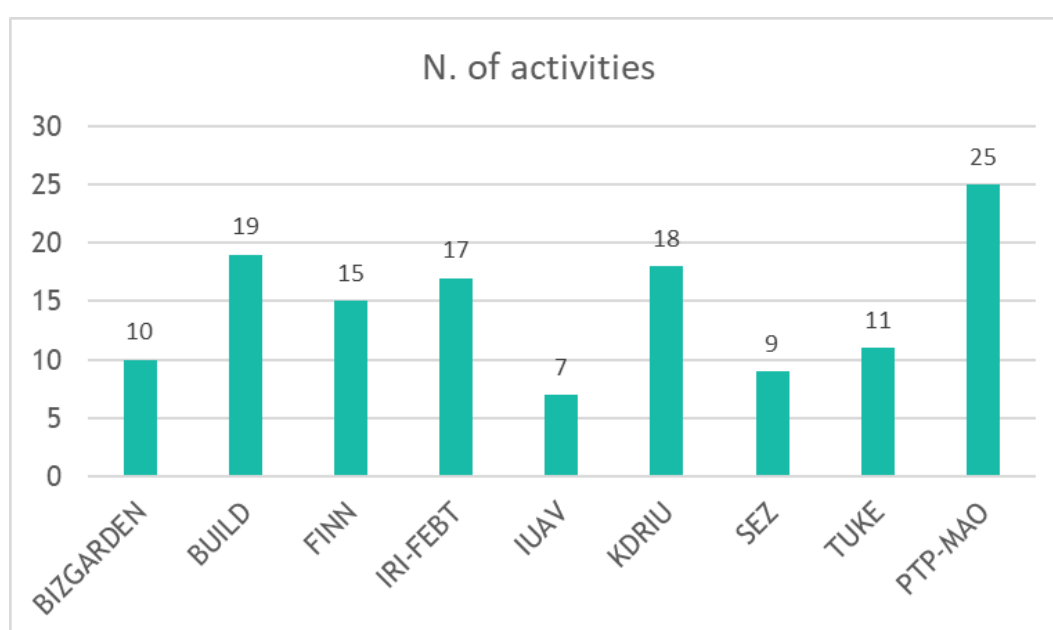
Following the regional pilots, a **transnational peer-learning and reflection phase** was implemented. Partners exchanged experiences, reflected on results, and jointly identified good practices and key success factors. This collaborative process strengthened mutual learning and enabled iterative improvements across regions.

## 2. Activities analysis

### 2.1. Number of activities

The project consortium implemented in line with defined action plan overall 131 activities within the frame of Transforming Capacities Pilots during the project implementation period 3-5.

The distribution of pilot partners across the consortium is illustrated in the table above. **PTP-MAO** demonstrates the highest level of engagement with **25 pilot activities**, followed by **BUILD** with **19** and **KDRIU** with **18**, reflecting strong piloting capacity and regional involvement. **IRI-FEBT** and **FINN** show solid participation, involving **17** and **15** pilot activities respectively. **TUKE** and **BIZGARDEN** contributed **11** and **10** respectively, while **SEZ** and **IUAV** had more limited engagement, involving **9** and **7** pilot activities. This variation highlights differing degrees of participation across regions, offering insights into the adaptability and scalability of the project’s upskilling approaches within diverse territorial contexts.

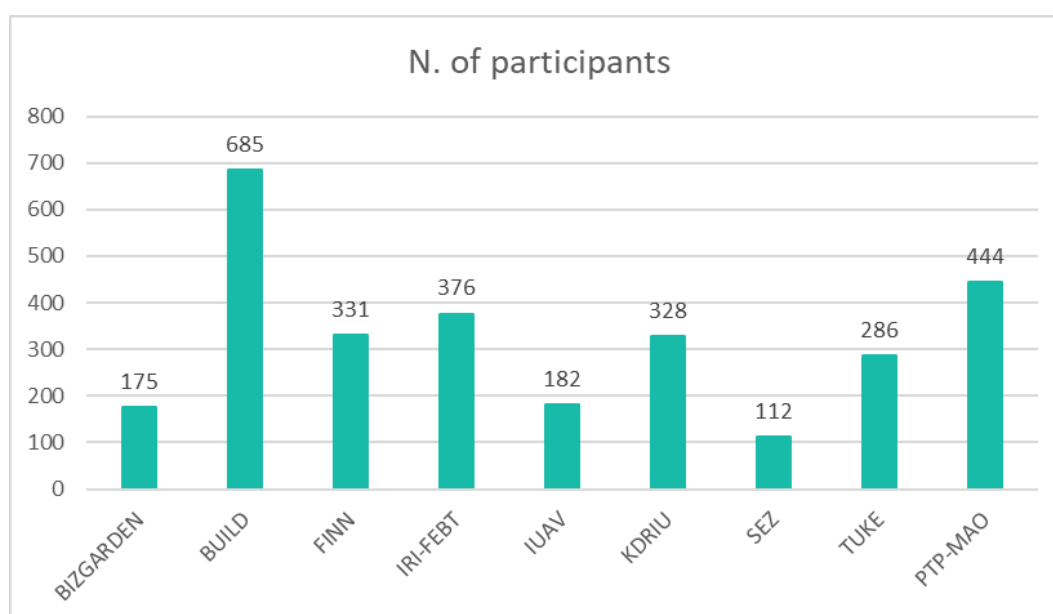


Picture 1 Total number of Transforming Capacities Pilots activities



## 2.2. Number of participants

The pilot actions carried out across the Capacity2Transform partnership resulted in the active engagement of a total of **2,919 participants**, demonstrating strong outreach and implementation capacity across the consortium. The most extensive participant involvement was recorded in regions led by **BUILD**, **PTP-MAO**, and **IRI-FEBT**, engaging **685**, **444**, and **376** participants respectively—highlighting robust piloting efforts and effective stakeholder mobilization. **FINN**, **KDRIU**, and **TUKE** also showed solid engagement, involving **331**, **328**, and **286** participants, reflecting their significant contributions to inclusive and widespread pilot implementation. Meanwhile, **IUAV**, **BIZGARDEN**, and **SEZ** implemented pilot actions on a more focused scale, engaging **182**, **175**, and **112** participants respectively. These efforts, while smaller in scale, played a valuable role in achieving the project’s overall objectives by enriching the diversity and adaptability of the tested approaches.



Picture 2 Total number of Transforming Capacities Pilots participants

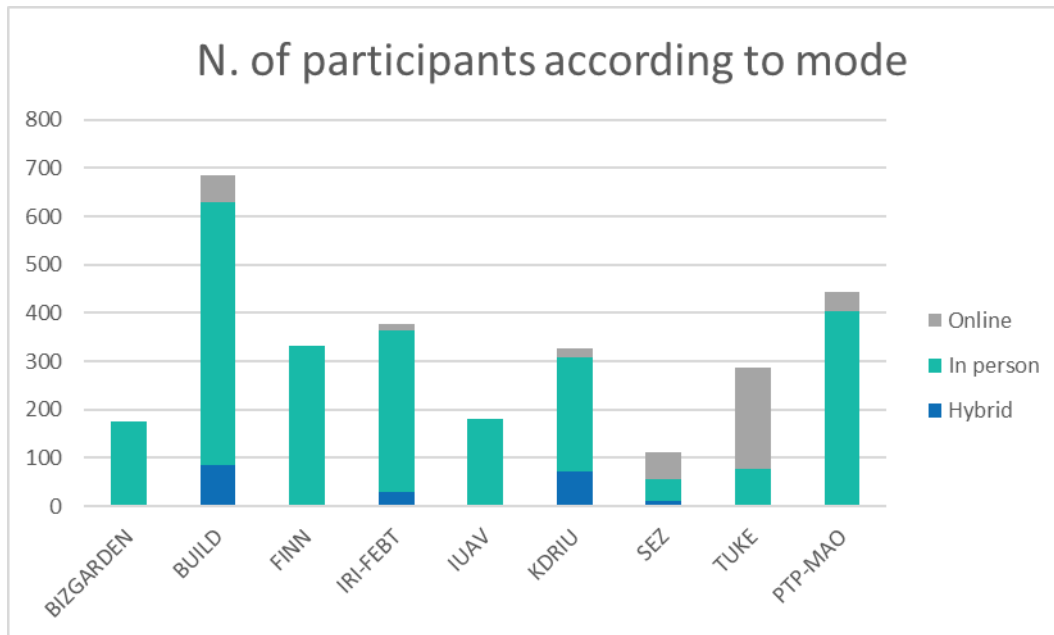
## 2.3. Mode of capacity building activities

The pilot actions across the Capacity2Transform project demonstrated diverse modalities of engagement, reflecting the adaptability of partners to regional needs and technological capacities. Of the **2,919 total participants**, the vast majority—**2,326 individuals**—participated **in person**, highlighting the enduring value of direct, face-to-face interaction in fostering learning, collaboration, and local community involvement.

**Online participation** accounted for **394 individuals**, providing an essential alternative for broader geographic inclusion and accessibility. Regions such as **TUKE**, **SEZ** and **BUILD** saw relatively high demand for online engagement, underlining their commitment to digital delivery.

A **hybrid format**, blending physical and digital components, involved **199 participants** and was strategically applied by partners such as **BUILD**, **KDRIU**, and **IRI-FEBT**, showcasing efforts to balance flexibility with experiential depth.

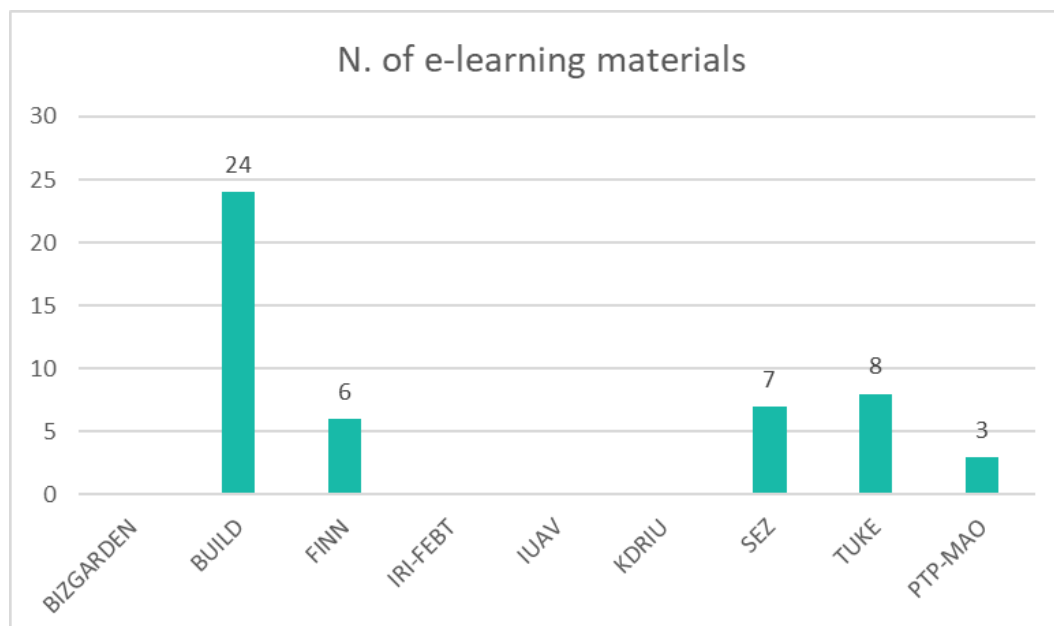
Conversely, **FINN**, **IUAV**, **BIZGARDEN**, and **PTP-MAO** delivered their pilot actions mainly **in person**, likely due to traditional delivery preferences or region-specific logistical and contextual factors.



Picture 3 Total number of Transforming Capacities Pilots participants according to mode of activities

## 2.4. E-learning materials

The Capacity2Transform project resulted in the availability of **48 e-learning materials** to support skills development across the digital, green, and creative sectors. Project partners either developed their own digital content tailored to regional needs or curated and applied existing high-quality materials. These resources were integrated into training sessions, where participants were not only introduced to relevant good practices but also trained on how to use the e-learning materials effectively in practical contexts. This ensured both accessibility and real-world applicability of the knowledge provided.



Picture 4 Number of developed e-learning materials by particular PPs



## 2.5. Develop ideas/solutions/approaches

The Capacity2Transform pilot actions resulted in the development of **94 digital, green, and creative (DGC) ideas, solutions, and approaches** across participating regions. The most significant contributions came from **IRI-FEBT**, which developed **18 solutions**, and **PTP-MAO** with **13**, reflecting their strong integration with local stakeholders and commitment to innovative outputs. **KDRIU** and **FINN** followed with **11** and **10** ideas respectively, while **BIZGARDEN**, **BUILD**, **SEZ**, and **TUKE** each contributed **9**. **IUAV** developed **6** DGC approaches, rounding out the collective innovation effort.

These ideas were generated through **structured co-creation activities**, such as **workshops**, **brainstorming sessions**, **peer learning circles**, and **expert-led discussions**. These activities facilitated **active collaboration with local stakeholders**, ensuring that solutions were highly relevant and tailored to regional needs.

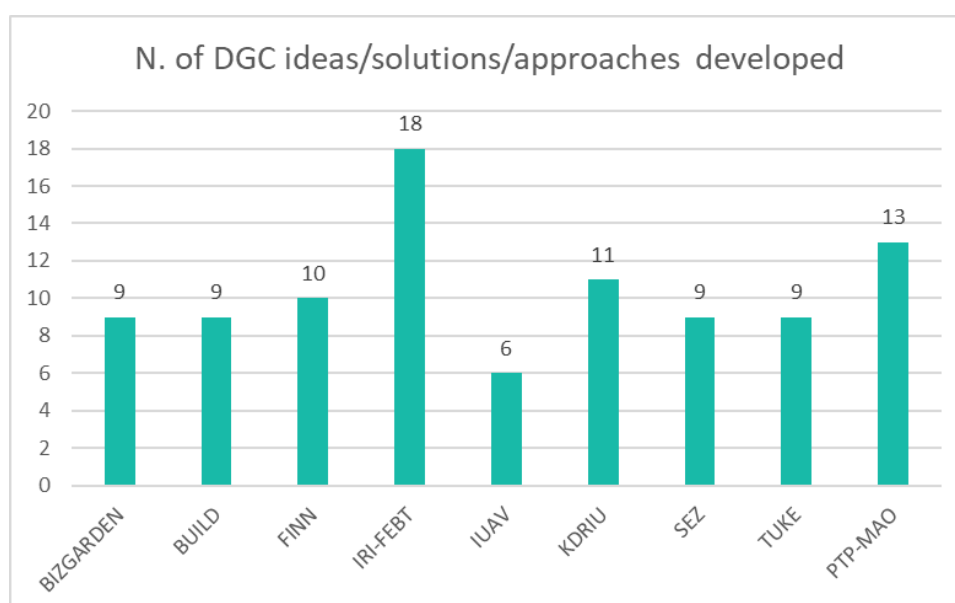
Some examples of the ideas developed include:

- Education events for tourism sector to educate facility owners about biodiversity support,
- Apitherapy wellness products based on beekeeping activities in tourism facilities,
- AR-guided hiking and cycling routes for interactive exploration of archaeological sites in the Kras region,
- Solar stations made of bamboo for sustainable tourism facilities,
- Interactive mobile apps with maps, audio guides, and AI avatars to reduce paper use in tourism,
- Crowdfunding campaigns for biodiversity measures in tourism facilities.

After their development, these ideas were **actively promoted** through **public presentations**, **networking events**, and featured on the **project website**. This approach helped increase visibility and encouraged replication of successful solutions across other regions.

While the process was generally successful, **regional adaptations** were necessary to address local needs, and **some challenges** arose in ensuring that solutions fit all contexts. However, these adjustments resulted in a **stronger impact** and better engagement from local communities.

Detailed regional information on the implementation process and outcomes is available in section 3 of this report.

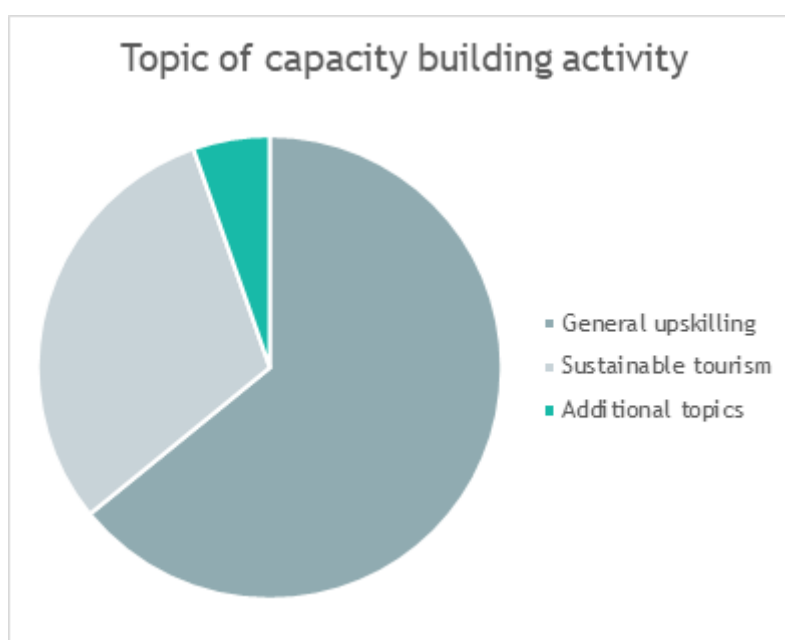


Picture 5 N. of DGC ideas/solutions/approaches developed



## 2.6. Topic of capacity building activities

The capacity-building activities implemented in the Capacity2Transform project covered a range of thematic areas, with a dominant focus on **general upskilling**, which accounted for 84 activities in total. This category reflects broad efforts to strengthen competencies across digital, green, and creative transformation processes. **Sustainable tourism** was the second most addressed topic, with 40 targeted activities highlighting the project's alignment with place-based development and responsible innovation. Additionally, 7 activities explored **other complementary themes**, enriching the thematic diversity of the program. This distribution illustrates the project's strong commitment to foundational skills development, while also addressing sector-specific and emerging topics relevant to regional needs.



Picture 6 Topic of capacity building activities

### General upskilling

General upskilling refers to the broad enhancement of skills and knowledge that apply across various sectors and industries. This includes digital literacy, green technology awareness, and creative problem-solving skills.

Table 1 General upskilling - subtopics of capacity building activities

Thematic area	# of activities	Challenge	Solution
Digital literacy	42	Overcoming resistance to digital adoption and addressing varying levels of digital proficiency among stakeholders.	Implementing targeted training programs that cater to different skill levels, using interactive and engaging methods.
Green technology awareness	35	Lack of knowledge and skepticism about the	Providing practical demonstrations and case studies that showcase



		benefits of green technologies.	the benefits and applications of green technologies.
Creative problem-solving	75	Encouraging stakeholders to adopt creative approaches and think outside the box.	Conducting co-creation workshops and design sprints that foster creative thinking and collaboration.

## Sustainable tourism

Sustainable tourism is a key focus area within the C2T project, aiming to promote practices that minimize the environmental impact of tourism activities and enhance the social and economic benefits for local communities.

*Table 2 Sustainable tourism - subtopics of capacity building activities*

Thematic area	# of activities	Challenge	Solution
Environmental impact	27	Balancing tourism growth with environmental conservation.	Training stakeholders on sustainable tourism practices, such as eco-friendly accommodations and responsible waste management.
Community engagement	22	Engaging local communities and ensuring their active participation in tourism planning and development.	Implementing community-based tourism initiatives that involve local stakeholders in decision-making processes.
Economic sustainability	34	Ensuring that tourism revenue is distributed equitably among community members.	Developing business models that promote local entrepreneurship and job creation in the tourism sector.

## Additional topics from partnership

The C2T project also focuses on additional topics identified by project partners, which address specific needs and challenges within their regions. These topics are developed in collaboration with stakeholders and are tailored to local contexts.

*Table 3 Additional topics from partnership - subtopics of capacity building activities*

Thematic area	# of activities	Challenge	Solution
Circular economy	1	Encouraging businesses to adopt circular economy principles.	Providing training on waste reduction, recycling, and resource efficiency.



Digital transformation	4	Overcoming barriers to digital adoption and integration.	Offering tailored support and resources to help businesses implement digital solutions.
Creative industries	7	Recognizing the value of creative industries and integrating them into broader economic strategies.	Conducting awareness campaigns and providing support for creative enterprises.

## 2.7. Activity level

With the planning of DGC program we identified 4 impact levels of activities:

- Level 1 - Improving knowledge and skills of the BSPs,
- Level 2 - Improving joint knowledge and skills of the BSPs and CIs
- Level 3 - Knowledge transfer activities between DGC supporters and DGC drivers
- Level 4 - Co-development of new knowledge between all stakeholder groups

Level 1 activities are aimed at strengthening skills of business professionals to organize DGC cluster comprised from 4 already mentioned target groups and develop meaningful upskilling program providing value to all stakeholder groups. It includes exploratory and learning activities.

In Level 2 activities, we have established network of BSPs and CIs and these activities are aimed increasing knowledge of DGC drivers that includes:

- **external upskilling activities** i.e. when we have external educator contracting;
- **local upskilling activities** when one target group is provider and other is recipient of knowledge or skill and
- **consortium upskilling activities** when one consortium member is organizing the training for other project partners. The purpose of level 2 activity is to create bond between BSPs and CIs and grow competences for DGC transformation.

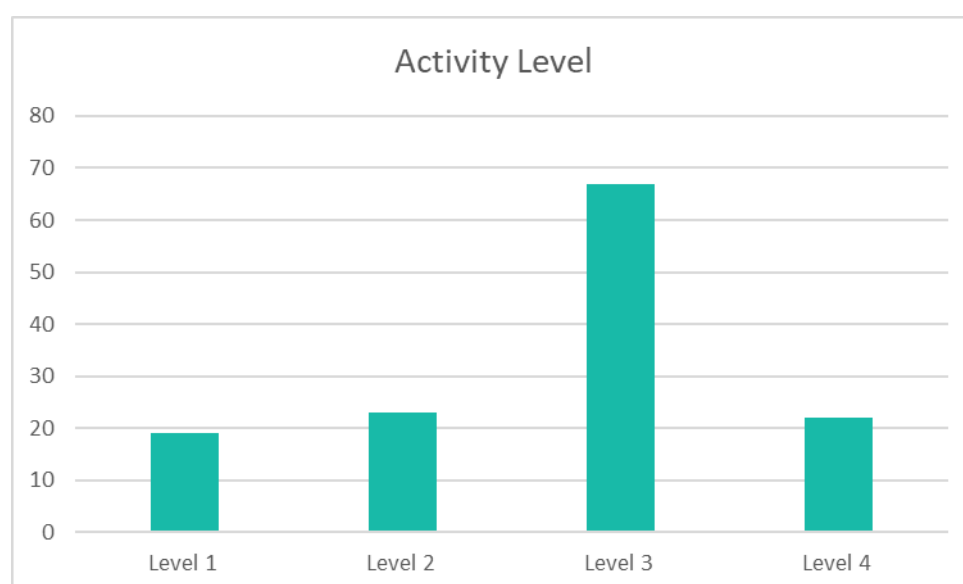
Level 3 and Level 4 activities are activities that include inter-exchange between DGC drivers and DGC supporters. In Level 3 actions we have knowledge exchange between DGC supporters and from DGC supporters to DGC drivers; while in Level 4 actions stakeholders are co-developing solutions resulting in new-knowledge and raised skill level of DGC drivers. Also, both Level 3 and Level 4 activities are contributing to change in attitudes of DGC supporters to foster creativity driven innovation.

Table 4 Levels of activities

Activity level	Participant	Competence developed	Activity type
Level 1	BSPs	Knowledge in digital and / or green technology. Development of training and mentoring soft skills Development business process design skills	eLearning courses, Master classes, Expert consultations and advisory services, Staff exchange, Transnational peer-exchange consultations
Level 2	BSPs, CIs	Knowledge in digital and / or green technology. Development of business skills Change in attitudes of CSCIs to join the DG transformation	Coaching / Mentoring, Support groups and forums, Practical exercises and simulations, round tables, World café, Serious game, Creative dialogue
Level 3	All	DGC drivers obtaining knowledge in digital and green technology Development of problem framing skills Development of stakeholder empathy Change in DGC supporter attitude toward creativity driven innovation	Meetups, Deep Dive (Problem framing), Speed dates, Round tables, Mentoring, Seminar / Webinar, Team building activities, Lectures, Summer schools, Creative dialogues, World café, Serious game
Level 4	All	Development of co-creation skills Change in DGC supporter attitude toward creativity driven innovation	Design sprint workshops, Future design and scenarios, Practical exercises and simulations, Hackathons, Solution sprint, Problem solving



The analysis of the 131 implemented activities across the pilot action program reveals a strong concentration in intermediate-to-advanced stages of impact. A total of **67 activities reached Level 3**, indicating active knowledge transfer between DGC supporters and drivers—an essential step toward applied capacity building and practical transformation. **Level 2 activities (23 in total)** reflect efforts to build joint competences between Business Support Providers (BSPs) and Cultural and Creative Industries (CIs), including external and internal upskilling initiatives within the consortium and target groups. **Level 1 activities (19 total)** focused on the foundational stage of improving the knowledge and skills of BSPs, forming the basis for organizing DGC clusters and designing value-driven upskilling programs. Notably, **22 activities achieved Level 4**, demonstrating the highest level of stakeholder engagement through co-development processes that not only transferred knowledge but generated new insights and contributed to mindset shifts—particularly among DGC supporters—toward creativity-driven innovation.



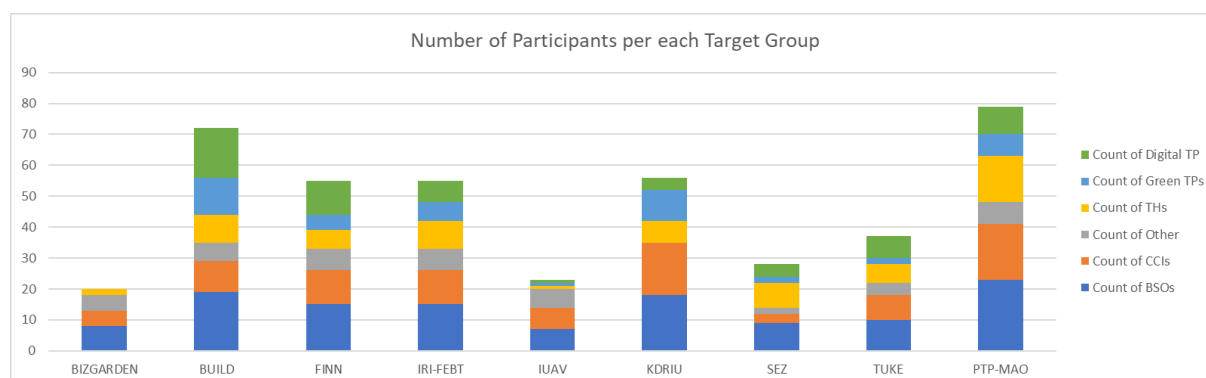
Picture 7 Activity level of Transforming Capacities Pilots actions

## 2.8. Target groups

The stakeholder landscape involved in the Capacity2Transform pilot actions was diverse and well-balanced, with a total of **124 Business Support Organizations (BSOs)**, **90 Cultural and Creative Industries (CCIs)**, **44 actors from other categories**, and **63 representatives of Technology Hosts** (SMEs from mainly focus on sustainable tourism and other sectors) actively engaged across the consortium.

Among the partners, **PTP-MAO**, **BUILD**, and **KDRIU** demonstrated the broadest stakeholder outreach. **PTP-MAO** involved **23 BSOs** and **18 CCIs**, while **BUILD** connected with **19 BSOs** and **10 CCIs**, and **KDRIU** mobilized **18 BSOs** and **17 CCIs**. Strong engagement was also observed from **FINN** and **IRI-FEBT**, both involving **15 BSOs**, **11 CCIs**, and diverse other actors.

In terms of thematic focus, the project engaged **45 Green Transformation Providers (Green TPs)** and **59 Digital Transformation Providers (Digital TPs)**. **BUILD** again led both categories with **12 Green TPs** and **16 Digital TPs**. **FINN** and **IRI-FEBT** also made substantial contributions in both transformation domains. **TUKE**, **SEZ**, and **IUAV** engaged smaller but diverse stakeholder groups, contributing to the overall balance of the ecosystem.



Picture 8 Number of Participants per each Target Group

## 2.9. Type of capacity building activities

The Capacity2Transform project implemented a wide range of activity formats designed to support learning, engagement, and innovation across the consortium. In total, 131 distinct activities were delivered, with a strong emphasis on interactive and capacity-building formats. **Skill Building Workshops** were the most frequently used, accounting for 20 instances, followed by **Workshops** (17), **Creative Dialogues** (14), and **Meet Ups** (13), reflecting a preference for participatory and co-creative methods. **Co-Creation Labs** (12), **Masterclasses** (10), and **Lectures** (9) also featured prominently, offering more structured or exploratory learning spaces. Peer learning was supported through both general sessions (8) and specific **Peer Learning Circles** (7), reinforcing knowledge exchange among stakeholders. A mix of other formats such as **Design Sprints**, **Keynote Speeches**, **Webinar Series**, **Motivational Seminars**, and **TED-Style Talks** added inspiration and expert perspectives. Although less frequent, **Empowerment Workshops**, **Internship Programs**, **Innovation Challenges**, **Success Stories**, and **E-learning** enriched the activity mix. This diversity of formats demonstrates the consortium's commitment to experimentation, inclusiveness, and tailored approaches to capacity-building in digital, green, and creative transformation.

Table 5 Type of capacity building activities

Type of activity	#	Description of activity type
CO-CREATION LAB	12	Collaborative spaces for generating ideas and developing innovative solutions.
CREATIVE DIALOGUE	14	Open exchanges of ideas and perspectives aimed at sparking innovation and fostering collaboration.
DESIGN SPRINTS	3	These workshops use a time-constrained, five-phase process that uses design thinking to reduce the risks when bringing a new product, service, or a feature to the market. Participants rapidly prototype and test ideas, gaining fast feedback.
EMPOWERMENT WORKSHOP	2	Motivational sessions aimed at inspiring participants and fostering a sense of purpose.
INNOVATION CHALLENGES	1	Open competitions inviting innovative solutions to predefined problems.
INTERNSHIP PROGRAM	2	Practical, work-based learning placements that provide participants with real-world experience and exposure to DGC-related projects and organizations.
KEYNOTE SPEECHES	3	High-level presentations delivered by prominent experts or leaders to inspire and set the thematic tone of an event or session.
LECTURE	9	Formal presentations or speeches by experts on specific topics, such as climate change or digital marketing.



MASTERCLASS	10	Intensive sessions led by experts that offer deep dives into specialized topics, providing participants with advanced skills and knowledge in niche areas of DGC.
MEET UP	13	Regularly scheduled informal gatherings that foster networking and exchange of ideas among participants, enhancing community engagement and collaborative learning.
MOTIVATIONAL SEMINARS	3	Inspirational talks aimed at energizing participants, boosting morale, and encouraging proactive engagement with transformation challenges.
PEER LEARNING (gen)	8	Informal knowledge exchange among participants based on shared experiences, fostering collective learning and mutual support.
PEER LEARNING CIRCLE (specific)	7	Small-group learning communities where participants share knowledge and experiences.
SKILL BUILDING WORKSHOP	20	Designed to develop specific skills relevant to DGC transformations.
SUCCESS STORIES	1	Presentations or testimonials showcasing real examples of transformation or impact to inspire others and demonstrate good practice.
TED-Style Talks on	2	Short, powerful presentations focused on spreading innovative ideas and personal insights in an engaging, accessible format.
WEBINAR SERIES	3	Online seminars held over time, providing thematic learning opportunities and expert input accessible to a broad audience.
WORKSHOP	17	Interactive sessions focused on specific topics or skills, providing hands-on learning experiences.
E-LEARNING	1	Use of electronic technologies for learning purposes, enabling participants to access educational content remotely.

## 2.10. Media & Knowledge Factory Contribution to Transforming Capacities

The **Knowledge Factory** and **Media Factory** are complementary platforms driving the DGC transformation in Central Europe. The Knowledge Factory supports professionals, researchers, and consultants by offering resources for upskilling, cross-sector collaboration, and capacity-building in green and digital transitions. In contrast, the Media Factory targets a wider audience—including the public, SMEs, and Cultural and Creative Industries—through accessible content such as articles and success stories that showcase innovative, replicable practices. Together, they promote innovation and sustainability by addressing diverse stakeholders with tailored approaches.

The **Transforming Capacities Pilot Actions** have been closely accompanied by the **Knowledge Factory**, which systematically supports them with relevant content—such as curated tools, education and training offers, networking opportunities, and a growing contributor base committed to sharing their expertise. By enabling access to structured knowledge and connecting entrepreneurial actors with experts and peers, the platform strengthens local capacities and ensures that the learnings from Transforming Capacities evolve into a sustainable ecosystem of ongoing exchange and development.

The [About](#) section of the Knowledge Factory:

- Contributors (Experts)
- DGC network resources (companies, institutions, business support organizations, etc).

The [Tools](#) section of Knowledge Factory:

- GoStartup Video Masterclass
- Innoschool
- Google GrowTool

The [Articles](#) section of Knowledge Factory:



- Sustainable Events: More than a Fad – A Cultural Shift

As part of the Transforming Capacities Pilot Action, **Media Factory** has featured several articles that illustrate not only how regional stakeholders apply digital, green and creative approaches, but also how they engage in co-creation, knowledge transfer, and sustainable business development. Some examples include:

### [1.How Sustainable Marketing Strategies in Rural Tourism Look in Practice: A Practical Approach to Resource Management](#)

A case study by Ivana Vuković exploring how rural tourism businesses integrate sustainability into their marketing mix—covering product, pricing, promotion, and place—while emphasizing efficient resource use.

### [2.The Importance of Promotional Events in Projects: How to Organize Them and Reach the Target Audience](#)

A practical guide offering strategies to boost visibility and engagement through well-planned promotional events, from setting clear objectives to evaluating outcomes.

### [3.Sustainable Wine Tourism - A Peer Exchange Connecting Cultures and Regions](#)

A cross-regional exchange initiative that brings together wine-producing communities to share sustainable tourism practices and strengthen cultural ties.

### [4.Bringing Heritage to Life: Our Experience at the Co-Creation Workshop in Split](#)

A reflection on a participatory workshop where tourism and cultural stakeholders co-developed innovative heritage-based tourism concepts grounded in sustainability.

### [5.Green Transformation Cards - A Tool to Enhance Green Transformation in Companies](#)

This article introduces a toolkit of over 100 actionable cards across 10 business areas, used to help companies conduct internal workshops and plan their journey toward climate neutrality.

Through this content, Media Factory shows its role in supporting professional growth, collaboration, knowledge sharing, and effective communication across regions—contributing directly to the goals of the Capacity2Transform project.



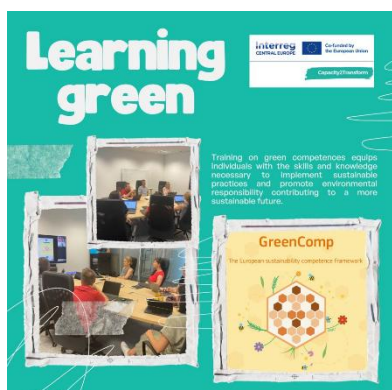
## 3. Regional Perspectives on Implementation

### 3.1. Slovakia - Kosice Region (PP11 TUKE)

#### Context and Rationale

The Košice Region is transitioning from a historically industrial area toward a more innovation-driven, sustainable economy. Despite progress in digitalization and creativity, many stakeholders—especially SMEs, creative actors, and public bodies—lack practical experience with green technologies and cross-sector cooperation. There is a clear need for capacity building focused not just on knowledge transfer but also on practical implementation support. TUKE’s pilot activities under the Capacity2Transform project were designed to respond to these regional challenges by fostering green and digital transformation. The pilots aimed to address gaps in awareness, skills, and collaboration by offering modular learning opportunities grounded in real regional needs. A key focus was on making green technologies more accessible and implementable through peer learning, stakeholder engagement, and showcasing good practices, thus empowering local actors to take actionable steps toward sustainability.

#### Implementation Process and Key activities



TUKE designed and carried out a series of pilot actions organized across three competence levels—basic, collaborative, and advanced. Activities included webinars, stakeholder meetups, expert-led lectures, and peer learning circles, all focused on building practical capacity in green technologies and digital tools. Key themes included biodiversity support, crowdfunding, web design, digital storytelling, and green technology implementation. The pilots employed tools like MIRO Boards, e-learning platforms, and simulations to foster interactive learning. A strong emphasis was placed on showcasing feasible green technology applications through case studies and stakeholder collaboration. TUKE also developed content on how to integrate these innovations into daily operations, aiming to shift mindsets from awareness to action.

This approach not only enhanced individual skills but also cultivated a regional culture of experimentation and sustainable innovation.



The implementation process followed the **Transnational PILOT Action Plan for Strengthening Skills and Guidelines for Transforming Capacities**, which was developed as a strategic and methodological framework for all participating regions. This action plan was further **customized to address specific regional needs and contexts**, ensuring that each pilot action was relevant, targeted, and locally anchored.

Key thematic areas covered:



- Biodiversity support
- Crowdfunding mechanisms
- Web design and digital storytelling
- Green technology implementation in practice

n.	Level(s)	Activity	Method/Tool	Participants
1	Level 1	Skill building webinar on green competences	MASTERCLASS	1
2	Level 1	Green competences framework knowledge sharing	PEER LEARNING (gen)	9
3	Level 2	Personal meetups with stakeholders	MEET UP	24
4	Level 3	Biodiversity support knowledge sharing event	PEER LEARNING (gen)	29
5	Level 3	Fundraising & Crowdfunding	LECTURE	22
6	Level 3	Web Design - how to create a webpage	MASTERCLASS	63
7	Level 3	Social media marketing, Digital storytelling and usage of AI tools & Canva	MASTERCLASS	91
8	Level 3	Online advertising - Facebook Ads, Google Ads, LinkedIn Ads	MASTERCLASS	27
9	Level 3	Entrepreneurial knowledge building lecture	LECTURE	11
10	Level 3	ART & TECH DAYS conference	TED-Style Talks on	5
11	Level 1	Knowledge sharing about the DGC toolkit identified within the C2T consortium partnership	PEER LEARNING CIRCLE (specific)	4

### **Comparison of planned and implemented pilot action activities**

Most of the originally planned activities were implemented, with the plan adjusted to better reflect the needs and expectations identified through stakeholder consultations. While basic awareness of green and digital topics was already present, participants highlighted a demand for more tailored content—especially on how to connect sustainable tourism with other sectors and improve its visibility. Therefore, some general trainings were replaced by more specific ones. Activities related to beekeeping and biodiversity practices were cancelled or postponed due to natural limitations tied to the seasonality of such topics. In a few cases, the limited availability of third sector and public actors further affected timing. Despite these constraints, the realized activities delivered strong thematic relevance and high-quality engagement aligned with project goals. While the number of realized trainings was lower than initially planned, the delivered ones addressed the most relevant themes and maintained high engagement quality. Adjustments ensured that project goals were respected, even if on a reduced scale.



## Outcomes and Regional Impact



The ideas and innovations emerged organically through a **structured co-creation process** involving thematic workshops, brainstorming sessions, expert-led discussions, and peer learning circles. This interactive environment enabled participants to share challenges, explore practical applications, and collaboratively shape **Digital, Green and Creative (DGC)** concepts tailored to regional needs.

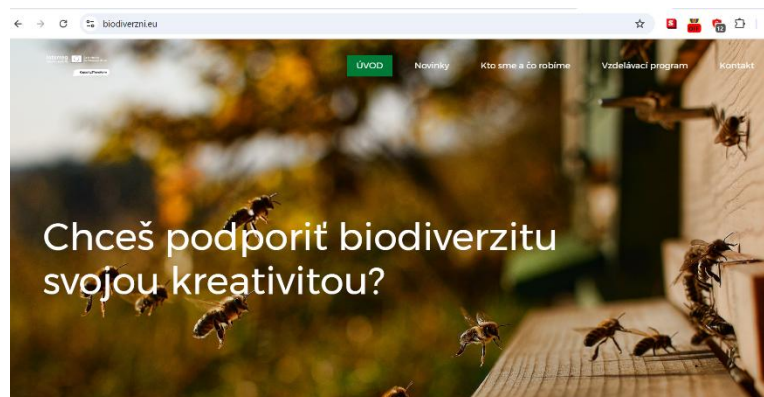
Over the course of the pilot, **more than 100 participants**—including SMEs, creative professionals, public sector representatives, and students—engaged in structured learning formats. Participants reported increased confidence in applying digital tools, such as **AI for content creation** and **crowdfunding platforms** for financing new ideas. Additionally, there was a notable rise in interest in implementing **sustainable practices** across sectors.



A strong emphasis on green technologies and biodiversity support led to the development of several DGC ideas specifically targeting the regional **tourism sector**, such as:

- **Biodiversity landscaping**
- **Apitherapy-based wellness concepts**
- **Eco-workshops for visitors**
- **Digital storytelling campaigns to promote sustainability**

These ideas were not only conceptualized but also **promoted through the pilot's communication channels**, including public presentations, networking sessions, and the thematic website <https://biodiverzni.eu/>. The website and accompanying **video-based learning materials** helped share the concepts more broadly, inspiring further interest and replication among stakeholders beyond the core pilot group.





n.	TH need/problem	Proposed approach/ideas
1	The need to educate owners of tourism facilities about possible actions for biodiversity support	Education events for tourism sector
2	Tourism facilities don't have experiences in beekeeping	To perform beekeeping activity in tourism facilities
3	Gardens of tourism facilities don't support biodiversity	Garden landscaping supporting biodiversity (planting of suitable honey-producing plants)
4	To find out commercial aspect of beekeeping in tourism sector	Apitherapy wellness product
5	Lack of information about the biodiversity topic	Awareness raising
6	Tourism provider doesn't have any green solutions/measures in the facility	Install concrete biodiversity support measures within the facility
7	To present the tourism facility as a biodiversity friendly facility	Digital campaign
8	Find new customers/visitors through eco friendly approach of the tourism facility	Organization of eco-workshops within the tourism facility for pupils/students by using implemented green solutions within the facility
9	Lack of financial resources for green measures implementation	Organization of crowdfunding campaign for biodiversity support measures within the tourism facility

## 3.2. Slovenia - Northern Primorska Region (LP PTP)

### Context and Rationale

The Northern Primorska region is part of Slovenia's well-developed entrepreneurial environment, yet it still faces challenges in translating green and digital strategies into practice across various sectors. In our pilot, we focused on the tourism sector. Many tourism SMEs, BSOs, and CCIs lack practical experience with innovation, sustainability, and cross-sector collaboration—despite the availability of capacity-building programmes.

The *Transforming Capacity* pilot, led by Primorska Technology Park (PTP) in cooperation with MAO/CzK, addressed these gaps through a collaborative, hands-on approach. A series of activities was organised to encourage mindset shifts, build new knowledge, and strengthen practical skills—with mutual learning at the core. Throughout the process, BSOs and CCIs received continuous support to enhance their capacity to engage with and support tourism SMEs.

By encouraging collaboration, knowledge-sharing, and cross-sector engagement, the pilot aimed to build lasting capacities and empower local actors to lead green and digital transformation within the regional tourism ecosystem. As a result, several innovative ideas were developed collaboratively during the process.

### Implementation Process and Key activities

Primorska Technology Park (PTP) designed and implemented a comprehensive set of pilot actions based on the *Transnational PILOT Action Plan for Strengthening Skills and Guidelines for Transforming Capacities*. This plan was adapted to the specific context and needs of the Northern Primorska region, ensuring local relevance and targeted support.

All activities were organised across **four competence levels**, as described in Chapter 2.7 and each level addressed different stages of capacity development, from initiating mindset shifts to deepening practical skills and fostering co-creation. The activities engaged a diverse group of participants—



including tourism SMEs, BSOs, and CCI— and were designed to develop specific competences in sustainability, digitalisation, innovation, and cross-sector collaboration.

A wide variety of formats was used, including webinars, peer learning circles, lectures, success stories, TED-style talks, creative dialogues, and skill-building workshops. This multi-level structure allowed participants to progress from basic understanding to collaborative action and idea creation.

The following table provides an overview of the key activities, the impact level, total number of participants, competences developed, and the methods or tools used for implementation.

Activity Nr.	Level	Activity	Method/Tool	Participants tot.
A1	Level 1	Skill building webinar on AI, business & future of work	WEBINAR SERIES	1
A2	Level 1	Peer learning on AI, business & future of work	PEER LEARNING (gen)	7
A3	Level 1	Online course on AI in marketing	WEBINAR SERIES	1
A4	Level 1	Peer learning on AI in marketing	PEER LEARNING CIRCLE (specific)	5
A5	Level 3	Awareness event & communication skills workshop	LECTURE	15
A6	Level 3	Skill building workshop on enhancing communication skills for tourism and other professionals	LECTURE	23
		Skill building workshop on modern communication practices to improve professional interactions and success.		23
A7	Level 3	Skill building workshop on public speaking	LECTURE	25
A8	Level 2	Study visit on sustainable tourism in Northern Primorska region	SUCCESS STORIES	10
A9	Level 3	Fuck-up Night - TED-Style talk on promoting positive attitudes toward failure and learning through shared experiences.	TED-Style Talks on	26
A10	Level 4	Hackathon on food innovation (Foodathon)	INNOVATION CHALLENGES	34
A11	Level 4	Speed Dating Event for Tourism SMEs and Creative Minds in Digital and Green Transition	CREATIVE DIALOGUE	28
A12	Level 2	Online e-coaching session on immersive technologies in cultural tourism	E-LEARNING	15
A13	Level 3	Online education on Business Model Canvas	WEBINAR SERIES	13
A14	Level 2	Workshop with Slovenian Intellectual Property Office	SKILL BUILDING WORKSHOPS	16
A15	Level 2	Support and group mentoring days (MAO + PTP) increasing Creative, business and DGC competences of participants	E-LEARNING	14
A16-A23	Level 3	Workshops on using Innovative approaches for the future of Tourism	SKILL BUILDING WORKSHOPS	
A16		<i>Creative skills session using Canva &amp; AI</i>		18
A17		<i>Workshop on storytelling and social media in tourism</i>		18



A18		<i>Workshop on tourism branding in the digital age</i>	SKILL BUILDING WORKSHOPS	17
A19		<i>Collaboration workshop on strategic event design</i>		18
A20		<i>Photography workshop for sustainable future</i>		16
A21		<i>Web development for tourism and other businesses</i>		19
A22		<i>Workshop on sustainability as a competitive advantage</i>		16
A23		<i>Branding workshop for digital recognition in tourism</i>		13
A24	Level 3	Innovative digital solutions for tourism	CREATIVE DIALOGUE	32
A25	Level 4	Co-development and presentation of the DGC ideas	CO-CREATION LAB	21

### Highlights from some activities:

**A11 - A Cross-sector Networking "Speed Dating" event**, organised by Business Support Organisations (BSOs) in partnership with Primorska Technology Park (PTP), brought together **28 representatives** from tourism SMEs, cultural and creative industries (CCIs), and regional authorities. The event aimed to identify shared needs, challenges, and opportunities for collaboration in sustainable and digital tourism. As an outcome, several cross-sector pairs and project ideas were formed, which later served as the foundation for the workshop program.



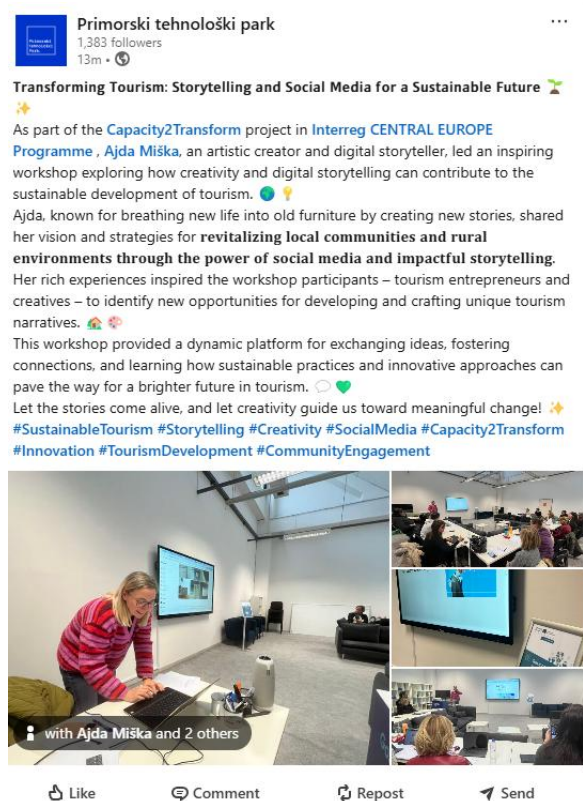
### **A25 - CO-CREATION LAB - Co-development and presentation of the DGC ideas**





## A16, A22 - Promotion of the activities:

Below are LinkedIn and Facebook posts showing a workshop where participants-built skills in using Canva and Workshop on sustainability as a competitive advantage.



### Comparison of planned and implemented pilot action activities

We planned 30 activities and successfully implemented 25, some in collaboration with PP6 (MAO/CzK). The reason for not carrying out all originally planned activities was that the initial plan proved to be too ambitious. During implementation, we reassessed the scope and decided to streamline the program by focusing on the most impactful actions. This allowed us to maintain high quality, ensure active participation, and still achieve the core objectives of the project and Work Package 2. The changes did not affect the overall outcomes or the relevance of the results.

### Outcomes and Regional Impact

Over the course of the pilot, a more than 400 participants—including tourism SMEs, creative professionals, BSOs, students, and public sector representatives—took part in multi-level capacity-building activities. Capacity building results:

- improved digital, green in and creative and soft skills,
- greater awareness of sustainable practices,
- increased ability to collaborate across sectors
- practical knowledge in areas such as communication, branding, storytelling, and eco-tourism product development



The ideas and innovations in the Northern Primorska pilot emerged through a **structured co-creation process** in February 2025 - where this interactive and supportive environment enabled participants to explore real-world challenges, exchange experiences, and co-develop **Digital, Green, and Creative (DGC)** concepts tailored to the specific needs of the regional tourism ecosystem. These concepts are described in the table below:

Nr.	TH Need / Problem	Proposed Approach / Concept
1	Low tourist numbers and short stays in the Kras region; lack of engaging hiking/cycling experiences.	<i>ArcheoKarst</i> : AR-guided hiking and cycling routes showcasing archaeological sites for interactive, self-guided exploration.
2	No central platform for local events and attractions.	Unified portal with smart search and AI chat to display local events and activities.
3	Tourism drop in Bovec after ski resort closure; need for new attractions.	Create a beekeeping education trail with info points, honey plants, and sensory stations.
4	Underused apitourism potential in Brda.	Enhance apitherapy experience using digital tools like QR codes and audio guides.
5	Lack of unique, year-round attractions in Goriška Brda.	Launch the world's first wine sauna with a meditation area using wine by-products.
6	Short average stays in North Primorska.	Offer a premium 7-day basket weaving workshop with cultural and eco-tourism activities.
7	Idrija lacks engaging experiences for millennials and families.	Develop an AR-based treasure hunt blending local heritage with gamified storytelling.
8	Untapped cycling tourism potential due to poor route accessibility.	Build a digital platform with detailed, customizable cycling routes.
9	Short stays limit tourist engagement and local spending.	<i>Discover Local</i> app connects tourists with local providers for tailored experiences.
10	Dornberk lacks off-season appeal and interactive cultural offers.	<i>Zaklad na dlani</i> : Digital guide with gamification for exploring local wine and culture.
11	Vipavski Križ lacks identity and digital nomad appeal.	Rebrand with services for remote workers—Wi-Fi, co-working, tailored accommodation.
12	Cultural providers lack visibility; low off-peak demand.	<i>KULTURIST</i> : A discovery app for cultural tourism with personalization and immersive features.

Concepts were actively promoted through **social media platforms—LinkedIn, Facebook, and Instagram.**

**Primorski tehnološki park**  
1,517 followers  
4mo • Edited •

10 pilotnih projektov, ustvarjenih s sodelovanjem kreativcev in turističnih ponudnikov!

V Primorskem tehnološkem parku smo skupaj s Centrom za kreativnost in Muzejem za arhitekturo koordinirali razvoj turističnih inovacij, pri katerih so se kreativci in turistični ponudniki povezali ter oblikovali 10 pilotnih rešitev, ki odgovarjajo na ključne izzive turizma v regiji.

- Predstavljamo inovativne turistične pilote:
  - Intuitivni portal za lokalne dogodke – enostavno odkrivanje aktualnih doživetij [Tadej Rogelja](#)
  - Izobraževalna čebelarska pot – izobraževanje o čebelah skozi interaktivno doživetje [Teja Kodre Vanja Kofol](#)
  - Digitalizirana apiterapija – povezovanje naravne terapije in tehnologije prek QR kod [Ajda Miška Tomaž Zuza](#)
  - Prva vinska savna na svetu – unikatno doživetje za ljubitelje vina in wellnessa [Andrej Curk](#)
  - Lov na zaklad z obogateno resničnostjo – interaktivna pustolovščina za raziskovanje destinacij [Drejc Kokošar](#)
  - Kolesarska platforma za izboljšanje doživetij – pametna navigacija in povezovanje kolesarjev @novi kolesarski [Eva Tekavčič Žiga K.](#)
  - Digitalni vodnik "Zaklad na dlani" po Dornberku – sodoben način raziskovanja lokalne dediščine [Luka Purgar](#)
  - Preoblikovanje Vipavskega Križa za digitalne nomade – ustvarjanje privlačnega prostora za delo na daljavo [Matjaž Kljajič Mirjana Bužanin](#)
  - Platforma KULTURIST – povezovanje kulturnega turizma z obiskovalci [Pjorkkala](#)
  - Delavnica pletenja košar – oživljanje tradicionalnih obrti skozi izkustvene delavnice [Darja Malesic](#)



### 3.3. Czech republic - South Moravian Region (PP10 BIZ)

#### Context and Rationale

The South Moravian Region, with Brno as its core innovation hub, stands out as one of the most dynamic territories in the Czech Republic in terms of research, technology transfer, and cultural-creative development. The region hosts a dense network of universities, technology parks, and startup support organizations. It has strong potential for fostering digital, green, and creative (DGC) transformation through collaboration between public institutions, SMEs, and cultural actors.

However, the regional self-assessment conducted as part of the Capacity2Transform project revealed several challenges limiting the full realization of this potential:

- Fragmented cooperation across sectors and stakeholder groups, particularly between business support organizations (BSOs), creative professionals, and green innovators.
- Limited awareness and application of green or circular economy principles within smaller businesses and local institutions.
- Weak mechanisms for knowledge transfer and co-creation that would translate innovative ideas into concrete, scalable solutions.
- Lack of systemic support for integrating sustainability and creativity into everyday business practice, especially in tourism and cultural sectors.



PP10 BIZGARDEN designed its pilot activities to directly respond to these gaps. The objective was to mobilize regional actors—ranging from entrepreneurs and designers to public officers and intermediaries—around the themes of sustainability, innovation, and digital communication. Through co-creation, peer exchange, and hands-on experimentation, the pilot supported a shift from awareness to implementation, focusing on practical tools and collaborative service design. The Brno pilot emphasized inclusion of smaller or less experienced actors through accessible, low-threshold formats, strengthening capacity for long-term transformation across the ecosystem.

#### Implementation Process and Key Activities

Activities emphasized practical learning and cross-sector dialogue, and were delivered primarily in-person to encourage trust-building and creativity.

Key thematic areas:

- Circular innovation
- Sustainable tourism
- Data usage in tourism
- Creative and co-design methods for small actors
- Peer-based learning and local solution development



n.	Level(s)	Activity	Method/Tool	Participants
1	Level 1	Introduction to green and circular innovation concepts	LECTURE	12
2	Level 2	Stakeholder meetup: circular solutions in creative business	MEET UP	18
3	Level 3	Peer learning on green product storytelling	PEER LEARNING (gen)	15
4	Level 3	Hands-on training on Canva and digital campaign creation	MASTERCLASS	22
5	Level 3	Co-creation workshop on local circular solutions	CO-CREATION LAB	14
6	Level 3	Workshop: sustainable marketing in creative tourism	WORKSHOP	30
7	Level 2	Creative dialogue on sustainability and community impact	CREATIVE DIALOGUE	25
8	Level 4	Design sprint: prototyping green service concepts	DESIGN SPRINT	9
9	Level 3	Storytelling bootcamp for SMEs (digital tools, AI-supported content)	MASTERCLASS	20
10	Level 4	Final co-creation: visualizing sustainability in business practice	CO-CREATION LAB	10



### Comparison of Planned and Implemented Pilot Action Activities

The comparison of the planned and realized transforming capacity-building activities reveals that while the core structure and themes were retained, some activities were delivered with reduced participation or outputs compared to initial expectations. The number of activities originally planned was higher than the number ultimately implemented. This shortfall reflects the ambitious nature of the initial plan, which proved difficult to fully execute within the available time and resources.

Some activities had to be postponed or omitted due to organizational constraints and partner availability. In practice, organizing multi-stakeholder events and ensuring high engagement across regions proved more time-intensive than anticipated. Despite these challenges, all key topics were addressed, and the project objectives were broadly fulfilled, even though sometimes on a smaller scale.

### Outcomes and Regional Impact

The pilot activities implemented by BIZGARDEN led to outcomes that strengthened local capacities for sustainable and creative transformation. Through co-creation workshops, peer-learning, and hands-on prototyping, nine innovative solutions were developed—ranging from solar-powered infrastructure and mobile tourism apps to upcycled railway wagons repurposed as cultural spaces or eco-accommodation. These ideas reflected real local needs and demonstrated strong potential for replication across the Czech Republic.

The pilot also deepened collaboration across sectors, especially by involving cultural and creative industries (CCIs) in design and content creation. Their role in shaping both physical products and digital narratives helped translate sustainability concepts into accessible, practical outputs.

Participation in the peer exchange event in Vienna further enriched the regional impact. Czech stakeholders gained first-hand insights into data-driven tourism solutions, such as the Austrian RESY Dashboard, and discussed how to implement similar tools locally. The event reinforced the value of cross-sectoral collaboration, data literacy, and eco-certification in accelerating the DGC transition.

A strong emphasis on sustainable tourism led to the development of several DGC ideas specifically targeting the regional tourism sector, described below in the chart.

n	TH need/problem	Proposed approach/solution
1	Facilitate tourists' navigation with sustainable solutions	Solar stations made of bamboo with charging, QR, and data features
2	Reduce paper use, promote digitalization and AI in tourism	Interactive mobile app with maps, audio guides, AI avatars
3	Reduce waste from travelers in accommodations	EcoStay kit with reusable, eco-friendly travel items
4	Reduce overconsumption by tourists via item rental	Platform to rent reusable items from locals
5	Eliminate plastic use in beverage dispensers	Glass dispensers replacing plastic in hospitality
6	Reuse abandoned railway wagons as cultural hubs	Upcycle wagon into a cultural and community hub
7	Provide eco-accommodation in upcycled railway wagons	Upcycle wagon into eco-friendly accommodation



8	Create authentic food experiences using old wagons	Upcycle wagon into a mobile food truck with local cuisine
9	Digitally transform Art Mlýn Bohuslavice to boost visibility	Develop digital tools (web, social media, archive) for Art Mlýn

### 3.4. Italy - Veneto region (PP5 IUAV)

#### Context and Rationale

The city of Venice is undergoing a rapid transformation in its cultural, economic, and social structure. The cultural and social center has shifted from the historic city to a situation where new cultural hubs are emerging in the mainland area of Mestre. The challenge, therefore, was how to harness the potential for innovation in the field of Design for Good Causes (DGC) within a territory that is rich in businesses and innovation, yet characterized by the emergence of new communities of residents and citizens. The strategic choice made by the IUAV University of Venice was to connect the NGO "La Velostazione" with young designers and entrepreneurs, in order to facilitate the creation of new positive relationships centered around sustainable mobility. The pilots aimed to address gaps in awareness, skills, and collaboration by offering modular learning opportunities grounded in real regional needs. A key focus was on sustainable mobility more vivid in the stakeholders through peer learning, engagement, and showcasing good practices, thus empowering local actors to take actionable steps toward sustainability.

#### Implementation Process and Key activities

IUAV conceived and carried out a series of pilot actions aimed at fostering collaboration between local associations and young designers, with the goal of spreading innovative methods and stimulating idea generation. These actions included stakeholder meetups, expert-led lectures, and peer learning circles, all designed to build practical competencies in green technologies, digital tools, and sustainable development.



The implementation was guided by the Transnational PILOT Action Plan for Strengthening Skills and Guidelines for Transforming Capacities, which served as a strategic and methodological framework across all participating regions. This action plan was then adapted to suit specific regional contexts and needs, ensuring each pilot was locally grounded, relevant, and effective.

Key thematic areas included:

- Design Thinking
- Community Design
- Scenario Design
- Implementation of sustainable mobility



n.	Level(s)	Activity	Method/Tool	Participants
1	Level 3	Design-driven Capacity Building	LECTURE	33
2	Level 3	Velostazione meets students and young innovators: study visit and Creative Dialogue	CREATIVE DIALOGUE	29
3	Level 4	La Velocittà: Local Turbobiking WDW - ONE INTENSIVE WEEK (40 hours)	DESIGN SPRINT	29
4	Level 3	Creative Dialogue between designer Riccardo Berrone and students	CREATIVE DIALOGUE	29
5	Level 4	La Velocittà Final Exhibition	CO-CREATION LAB	22
6	Level 3	La Velocittà Citizen Engagement	CREATIVE DIALOGUE	30

### Comparison of planned and implemented pilot action activities

Most of the originally planned activities were successfully implemented, with the action plan adapted along the way to better align with the needs and expectations that emerged through stakeholder consultations. A particularly fruitful collaboration was established with Velostazione, a local association whose active involvement enriched the process by fostering deeper community engagement and providing valuable insights into sustainable mobility and tourism practices.

Although participants already had a basic awareness of green and digital topics, the activities revealed a clear demand for more tailored, scenario-based tools—particularly those that could connect sustainable tourism with other sectors and enhance its visibility. As a result, several general training



sessions were restructured into more design-oriented workshops, better suited to the specific context and goals of the initiative.

In a few instances, limited availability of third sector and public actors impacted scheduling and delivery. Nevertheless, the activities that were carried out maintained strong thematic relevance and achieved a high level of engagement, in line with the overarching project objectives. While the total number of training sessions was lower than initially planned, those delivered focused on the most critical themes and upheld a high standard of quality. These adjustments ensured that, despite a reduced scale, the project's goals were effectively addressed and met.

### **Outcomes and Regional Impact**

The development of ideas and innovations unfolded through a carefully designed co-creation process, combining thematic workshops, brainstorming sessions, expert-led discussions, and peer learning circles. This dynamic setting encouraged participants to exchange challenges, test practical applications, and collaboratively shape Digital Green and Circular (DGC) concepts adapted to the specific needs of their regions.

Throughout the pilot, over 60 participants—including NGOs, SMEs, creative professionals, and students—took part in these structured learning experiences, actively contributing to the collective exploration and refinement of new approaches. The pilot action made it possible to connect young designers and young entrepreneurs with the world of activism and sustainability through a very important project focused on the city of Venice, called La Velostazione. At the same time, La Velostazione received a number of ideas that can be used by the association itself as potential new projects for its future activities.

This represents the first outcome of the initial phase of the pilot action, namely the creation of a new connection that translated into a co-creation environment, involving deep reflection on possible future developments of cycling mobility in the city of Venice. At the same time, this was only the beginning, as all the results and ideas were later presented in a final exhibition, which showcased the Capacity2Transform project. In total, we had over 60 participants in the different phases of the project, and the exhibition was visited by more than 250 people. As a result, the potential impact in terms of raising awareness about our methods of working was very significant.

An additional result was the creation of a follow-up exhibition at the M9 Museum, which provided the opportunity to further present the ideas developed to other stakeholders interested in bicycle-related activism and the creation of a shared civic consciousness. M9 is a very important city museum, and this allowed the pilot action participants to engage with a much wider audience and receive valuable feedback on the future development of their ideas.

Nr.	TH Need / Problem	Proposed Approach / Concept
1	The public space of Mestre/Venice is not very well used in combination with bikes	We have identified that it would be crucial for us to have foldable stages and equipment that can be built in sustainable materials.
2	There is the need to educate bikers in the city of Mestre and to create a sense of community around sustainable mobility.	We have identified that there is the need to create a cultural format that makes people rediscover urban space by small interventions that make people more aware of how to visit and live the city. One idea is to create a portable cinema activated by the energy of the bikers and to use this event as a catalyst for new connections.
3	The lagoon offers a lot of cycling paths but exploring the lagoon by bike can be hard for bikers with no experience.	We have identified the need in the Venice lagoon for local bike stops and service stations that can bring more bike tourism
4	There is a lack of information about bike culture in Mestre	We would like to make people share more their biking stories and have the possibility to link their trips to the actual territory they pass by. It would be great to create a blog and a free press magazine.



- |   |   |
|---|---|
| <p>5 Youngsters use the bike just for cheap mobility and they have not so much grasp of how to improve their rides and how to make their bikes more safe.</p> | <p>We have identified the possibility of creating a subculture related to bike and bike activism. It would be crucial to understand how to produce bikes that can be platforms for events or catalyst for urban regeneration.</p> |
|---|---|

### 3.5. Italy - FVG Regione (PP2 FINN)

#### Context and Rationale

TEC4I FVG (Friuli Innovazione) acted as the Italian project partner responsible for piloting the Transforming Capacities action in the Friuli Venezia Giulia region. As a regional innovation agency and business support organisation, TEC4I FVG operates at the intersection of SMEs, cultural and creative industries (CCIs), tourism operators, and technology providers. Within the project, the rationale for implementing pilot activities was clear: by mapping regional needs, engaging actors through co-creation, and developing solutions together, local stakeholders could establish a stronger foundation for digital, green, and creative (DGC) transition. The pilot was designed to leverage TEC4I's experience in facilitating innovation processes, linking regional enterprises with academia, and fostering collaboration in areas such as sustainable tourism, artificial intelligence, and circular economy practices.

#### Implementation Process and Key Activities

The implementation process combined awareness-raising, training, and co-creation activities, with formats ranging from short workshops to multi-day events. Key activities included:

- Two “Aperitivo tecnologico” workshops, which introduced regional SMEs and CCIs to artificial intelligence applications, digital technologies, and creative approaches in a concise, informal setting.
- Problem Solving & Co-Design training, a practical workshop applying design thinking and co-design methods to regional challenges.
- Workshops on AI tools for project design and management, targeting business support organisations and SMEs to strengthen digital competences in project development.
- Workshop on Generative AI applied for Architecture, addressing opportunities and risks of emerging technologies for CCIs and SMEs.
- EUREKA Expo 2024 in Pordenone (IT), an international fair where TEC4I hosted thematic sessions on digital, green and sustainable tourism, and facilitated exchanges between technology providers and creative/tourism stakeholders.
- Peer exchanges during the EUREKA EXPO on creative Innovation for Sustainable Transformation: How Creativity and Digital and Green Innovation Can Transform the Economy.
- Sustainable Tourism in Action - Green Certification workshop, organised together with sectoral partners, focusing on challenges faced by small hotels in managing certification requirements and data collection for sustainability.
- Two creative dialogues on “Communication Strategies applied to sustainable tourism and green certifications communication” and on “Available Funding Opportunities for sustainable tourism” organized during the general workshop on Sustainable Tourism in Action and Green Certification, which highlighted the need for specialized training in digital storytelling and marketing to support sustainability and concrete examples of strategic financial support for eco-friendly projects, offering practical methods for fund scouting and strengthening the digital and green transition.



- Co-creation Problem Solving Lab, with higher education students, experimenting with design-based methods to address sustainability challenges.
- Local co-creation workshops as part of the Building Bridges process, dedicated to developing business models around green and digital challenges in the tourism and creative sectors.

N.	Level(s)	Activity	Method/Tool	Participants
1	3	"Aperitivo tecnologico" Workshop: Artificial Intelligence applied in companies	SKILL BUILDING WORKSHOP	45
2	2	PROBLEM SOLVING & CO-DESIGN Training	WORKSHOP	18
3	4	"Aperitivo tecnologico" Workshop: Artificial Intelligence for marketing & communication	SKILL BUILDING WORKSHOP	9
4	1	AI tools for project design and project management Workshop	SKILL BUILDING WORKSHOP	20
5	3	Workshop Generative Artificial Intelligence applied to Architecture	SKILL BUILDING WORKSHOP	14
6	3	Eureka Expo 2024	FINE TUNING CONFERENCE	54
7	3	Peer Exchange: Creative Innovation for Sustainable Transformation: How Creativity and Digital and Green Innovation Can Transform the Economy	PEER EXCHANGE	15
8	3	Workshop on Sustainable Tourism in action: Green Certification, Funding & Communication Strategies	WORKSHOP/LECTURE	35
9	3	Sustainable Tourism in action: Green Certification, Funding & Communication Strategies - Creative Dialogues	CREATIVE DIALOGUES	9
10	3	Co-creation Problem solving LAB	CO-CREATION LAB	19
11	3	CO-Creation local Workshop on Challenge Green Certification&Communication	CO-CREATION LAB	24
12	3	CO-Creation local Workshop on Challenge  Green transformation of international events: a challenge for the carbon footprint	CO-CREATION LAB	9



Together, these activities combined educational, practical, and networking elements, moving from introductory awareness to co-creation and solution development. They engaged a wide spectrum of target groups including BSOs, SMEs, CCIs, tourism operators, green and digital technology providers, students, and young creatives. The structured sequence of activities allowed for gradual capacity building, peer learning, and the generation of tangible DGC solutions in the Friuli Venezia Giulia region.



### Comparison of Planned and Implemented Pilot Action Activities

Overall, the activities implemented by TEC4I closely followed the Action Plan defined in WP2, with a focus on digital transformation (artificial intelligence and digital tools), sustainable tourism, and creative approaches to problem solving. While the number and format of individual activities were slightly adapted to respond to stakeholder demand (e.g. increased attention to AI applications and sustainability certifications), the overall structure of the pilot action remained consistent with the plan. The implementation included both stand-alone workshops and integrated participation in larger events



(EUREKA Expo), ensuring that quantitative targets (number of events and participants) and qualitative objectives (co-creation, solution development) were achieved.

### **Outcomes and Regional Impact**

The pilot actions reached more than 200 participants across multiple events, including SMEs, BSOs, CCI, and students. The activities produced tangible outcomes such as:

- Enhanced digital competences among SMEs and BSOs through hands-on training on AI tools and project design software.
- Increased awareness of sustainability practices in tourism, with concrete solutions discussed for easing the burden of data collection and certification processes in small hotels.
- Development of DGC ideas and solutions in the co-creation workshops, including at least six business model concepts addressing tourism and green transition challenges.
- Strengthened peer learning and networking opportunities, particularly through EUREKA Expo and student-entrepreneur collaboration in co-creation labs.
- Improved visibility of regional innovation efforts and stronger institutional engagement, as the pilot activities attracted interest from local authorities and sectoral stakeholders.

In conclusion, the implementation of Transforming Capacities by TEC4I in Friuli Venezia Giulia demonstrated the potential of combining digital, green, and creative competences through practical, co-created activities. The outcomes confirmed the regional relevance of DGC transition, provided inspiration for local SMEs and CCI, and contributed to building a more resilient entrepreneurial ecosystem supportive of innovation and sustainability.

## **3.6. Germany - Baden-Württemberg (PP8 SEZ)**

### **Context and Rationale**

Baden-Württemberg is transitioning from a traditionally industrial and innovation-driven region toward a more integrated digital and green economy. While a wide range of capacity building activities exists—covering everything from awareness-raising to hands-on implementation—many SMEs, public bodies, and especially CCI actors still face challenges in accessing tailored support for the twin transition. Most current initiatives focus separately on either digital or green transformation, with limited emphasis on their intersection or the specific role of the creative sector.

The pilot activities in Baden-Württemberg under the Capacity2Transform project were developed to respond to these regional gaps by strengthening the region's capacity for this twin transition. They addressed the need for better cross-sector collaboration and inclusive capacity building through modular workshops that directly strengthened skills in tourism and the cultural and creative sectors. Participants developed storytelling techniques, explored strategies for creating sustainable products, and learned how to turn ideas into actionable solutions. Practical methods like design thinking were applied in interdisciplinary teams, enabling mutual learning across sectors. Short theoretical inputs were immediately translated into practice, ensuring that tools and strategies were both accessible and directly applicable.

### **Implementation Process and Key activities**

A series of pilot activities, structured across multiple competence levels, were implemented - from awareness raising to advanced skill-building - tailored to the needs of SMEs in tourism and the creative sectors. The activities included workshops, a peer exchange session, a masterclass, and a series of



innovation workshops including a co-creation format that aimed at building practical capacities for digital, green, and creative transformation.

The implementation followed the strategic framework designed for the transnational PILOT Action Plan, adapted for the regional context in Baden-Württemberg. To better communicate with local stakeholders (in German) and transparently showcase progress, a [dedicated website for the Baden-Württemberg pilot](#) was created.



Key thematic areas covered:

- **Storytelling and narrative skills** to effectively communicate products and regional stories
- **Innovation methods** including Design Thinking and the Effectuation Method for developing sustainable product ideas
- **Sustainable (wine) touristic destinations and products**
- **Use of digital tools** like Miro, Business Model Canvas, and Journey Mapping to facilitate collaboration and problem-solving

n.	Level(s)	Activity	Method/Tool	Participants
1	Level 1	Awareness raising event about C2T's pilot actions in Baden-Württemberg	MEET UP	16
2	Level 1	Awareness-raising and knowledge-sharing about the DGC toolkit	PEER LEARNING CIRCLE (specific)	5
3	Level 3	Personal meetups with stakeholders to identify their main problems/challenges	MEET UP	10
4	Level 2	Storytelling masterclass - part 1, 2 and 3	MASTERCLASS	7
5	Level 3	Innovation workshop 1 - Improve knowledge and skills in problem framing	SKILL BUILDING WORKSHOP	3
6	Level 3	Peer exchange on sustainable wine touristic destinations	PEER LEARNING (gen)	57
7	Level 4	Innovation workshop 2 - working on identified problems and concepts	SKILL BUILDING WORKSHOP	4
8	Level 4	co-creation workshop - developing solution for selected DGC concepts	DESIGN SPRINTS	9



### Comparison of planned and implemented pilot action activities

In Baden-Württemberg, 9 activities were originally planned in the frame of the Transforming Capacity Pilot Action. 7 activities were implemented, 2 not. These last two planned activities concerned a seminar dealing with the “Fear of Change and Failure” (in Baden-Württemberg/Germany, there is a strong fear of failure or negative connotation attached the notion of failure/bankruptcy which can hinders innovation and creativity) as well as a “green series”. The green series was meant to address topics such as greater sustainability in communication; (how to use) WIPO green; delving into product sustainability/ life cycle assessment. Both activities were eventually not carried out due to lack of resources.

### Outcomes and Regional Impact

The Baden-Württemberg pilot showcased how co-creative, practice-oriented formats can stimulate innovation in tourism and the cultural and creative industries. Through a series of workshops, peer exchange, and applied innovation sessions, participants explored how digital and green transformation can be implemented across diverse regional and sectoral contexts.

During the different activities, problems and ideas were identified. Some of these ideas and project directions were specifically explored during the innovation workshops. In the course of the pilot programme in Baden-Württemberg, 112 participants - including SMEs, creative professionals, public sector representatives, business support organizations, wineries as well as touristic and destination management organisations - had the opportunity to increase their skills and knowledge

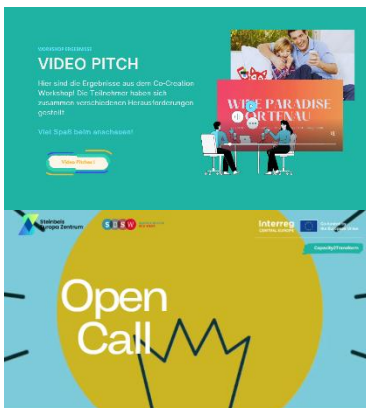
Project ideas and results were shared via **video pitches**, social media (especially SEZ's LinkedIn channel), SEZ website and the dedicated website for the [pilot action in Baden-Württemberg](#) created to showcase the regional activities. These platforms helped disseminate insights, increase visibility and create opportunities for future collaborations.



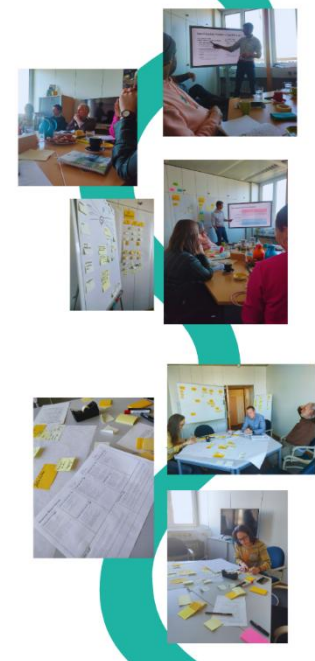
**WAS IST CO-CREATION?**  
**Co-Creation Workshop**

Wie entwickelt man Innovationen, die wirklich funktionieren?  
 Der „Co-Creation Workshop“ vom 18. bis 19. März 2025 in Karlsruhe hat Teilnehmern aus der Tourismus- und Kreativwirtschaft die Möglichkeit, das am Beispiel von zwei aktuellen Projekten herauszufinden – der CoupinoApp und der Entwicklung eines einzigartigen Tourismuskonzepts für die Weinregion Ortenau.

Zum Workshop Zum Open Call



Key



Outcomes included:

- A participant in the **Storytelling Masterclass** used the input directly to revise and enhance his own website ([Media-Seven](#)), integrating storytelling techniques to better communicate their offering and identity.
- The **CoupinoApp** project team refined their business model with a clearer target group focus and developed next steps for market research and user engagement.
- A concept for an **Ortenau wine tourism event** was co-developed by a mixed team of creatives and tourism actors, highlighting how regional culture can be translated into experience-based formats for younger audiences. The concept was promoted to local stakeholders and is currently being practically implemented (planned for next year).
- The workshop formats enabled **peer learning and skill transfer** on topics such as sustainable tourism, certification systems, and regional branding strategies.
- Cross-sectoral networking took place between tourism professionals, creatives, and sustainability experts—many of whom did not know each other prior to the pilot.



From the perspective of the organizing team, the pilot also had strategic value. As a business support organization, we were able to significantly **expand our regional and transnational network**. Initially, our **limited visibility** made it challenging to reach a wide audience, but we observed a clear correlation between **growing reputation and increasing participation**.

For participants involved in the innovation workshop series, we observed tangible improvements in **solution quality**, thanks to the balance between creative ideation and structured methods. The alternation between the roles of “dreamer”, “realist”, and “constructive critic” allowed them to navigate freely between vision and feasibility—resulting in grounded, applicable outcomes.

n.	TH need/problem	Proposed approach/ideas
1	Supporting tourists with small budgets, such as families, to find attractive and affordable activities that fit their financial constraints is essential to enable enjoyable experiences while strengthening the local economy.	<p>CoupinoApp: app that aggregates budget-friendly offers, discounts, and deals on local attractions, transportation, dining, and entertainment, making it easy for cost-conscious travelers to plan and enjoy their visits.</p> <p>Currently in development, the Coupino app is evolving from a simple coupon platform into a tool that supports the digital transformation of local tourism. By focusing on budget-friendly offers and improved visibility for regional providers, it aims to help cost-conscious travellers discover local experiences while strengthening the local economy.</p>
2	The Wolfststal region has experienced a decline in tourist attractiveness, leading to the closure of hotels and restaurants.	Develop sustainable solutions and innovative projects that revitalize the region’s tourism appeal, attract new clientele, and support local businesses. These solutions should leverage the region’s natural, cultural, and historical assets while promoting sustainable tourism practices that ensure long-term viability.
3	Typical bike routes often do not meet the diverse needs of different cyclist user types-such as families, e-bikers, or culture-interested seniors-who have varying speeds, preferences, and expectations. How can cycling route planning be improved to offer more personalized and enjoyable experiences?	Develop AI-supported, tailor-made cycling tours that adapt to these different user profiles, providing personalized, safe, and enjoyable routes that enhance the cycling experience and promote bike tourism.
4	Typical wine tasting activities are often incompatible with the presence of small children, limiting participation by families. The challenge is to develop wine-related offers that are family-compatible, creating engaging, inclusive experiences	Develop wine-related offers that are family-compatible, creating engaging, inclusive experiences that attract younger customers and families.



	that attract younger customers and families. This includes designing activities that entertain children while adults enjoy wine tasting, offering non-alcoholic alternatives, and creating environments welcoming to all ages.	
5	Some tourism enterprises embrace sustainability in their operations (e.g. installation of solar panels, organic farming) but do not link it to visitor experience. They do not know how to translate "green" into profitable offers. They need to design sustainable tourism offers and turn their sustainable practices into unique selling points and marketing content.	Provide coaching or develop templates to design sustainable tourism offers (e.g. guided vineyard walks, local food pairing, eco-accommodation packages)
6	Many wineries and tourism providers suffer from low visibility in the digital tourism landscape as they still rely on word of mouth, basic websites or paper brochures. They need support on the one hand side to set up and optimize digital booking systems, google business profiles and presence on eco-tourism platforms and on the other hand side to create engaging online content (e.g. virtual tours, storytelling, sustainability narratives).	Develop a digital visibility booster programme for tourism SMEs
7	It is important for students to have hands-on activities e.g. to develop and test prototypes during classes. Yet, how to ensure that the process remains climate-neutral and aligns with sustainability practices?	- Provide a "sustainable prototyping station" stocked with reused cardboard, paper, packaging materials; scraps from local businesses (e.g. fabric, wood); reusable items (velcro, magnets, reusable adhesives); old electronics/components from recycling centers
8	How might we ensure that short-stay tourists in Baden-Württemberg can access meaningful, low-impact local events that reflect the culture and uniqueness of the region?	Develop a "local culture in a hour" event series to provide tourists with short, authentic and daily experiences. These recurring short-format events would be hosted by locals and could be e.g. 1-hour music or dance demo; local product tasting (e.g. wine, beer, honey, cheese); hands-on tradition (e.g. Swabian Maultaschen (German dumplings) Workshop, black forest embroidery, pottery painting, vineyard herb walk) at accessible spots (such as community centers, museums, markets) and promoted via tourist channels and maps



9	Some creative agencies are very small and local. How can we support small tourism or creative agencies in developing sustainable and efficient business models that enable them to work with clients beyond their region, despite having limited manpower and operational capacity?	Support the agencies in developing specialized niche positioning (e.g. storytelling for wine tourism or cultural event branding for heritage towns) and develop reputation and visibility through content and develop remote-ready brand and operations toolkit to equip the agencies in order to work seamlessly with out-of-region clients
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## 3.7. Croatia - Split-Dalmatia County

### 3.7.1. PP7 FEBT report on pilot actions

#### Context and Rationale

The Split-Dalmatia region is supported by a comprehensive set of national and regional strategies advancing the twin transition of digital and green development. While capacity building in digital competencies is well established, green initiatives primarily emphasize energy efficiency and sustainable innovations. A notable gap exists in the engagement of the Cultural and Creative Industries (CCI) sector, particularly within sustainable tourism, where tourism-oriented SMEs and business support organizations (BSOs) underutilize creative approaches.

To address this gap, the FEBT Transforming Capacity pilot implemented a series of activities aimed at enhancing collaboration, knowledge exchange, and capacity development among BSOs, CCIs, and tourism SMEs. These activities facilitated the integration of digital and green competencies, promoted cross-sector cooperation, and supported the development of innovative, sustainable tourism solutions. The pilot outcomes include strengthened regional capacity for sustainable tourism development and the generation of new ideas aligned with digital and green transition objectives.

#### Implementation Process and Key Activities

The FEBT pilot was designed in alignment with the Transnational PILOT Action Plan for Strengthening Skills and Guidelines for Transforming Capacities and adapted to the specific needs of the Split-Dalmatia region. Activities were structured across multiple competence levels—introductory, collaborative, and advanced—allowing participants to move from basic awareness to applied co-creation.

A total of 20 activities were successfully implemented, engaging 376 participants from BSOs, CCIs, tourism SMEs, technology providers, environmental NGOs, and public institutions. Activities targeted digital, green, and creative competences and employed diverse formats such as:

- Networking and collaboration events - e.g. “Creatives from 8 to 16?” awareness event, rural tourism meetups, cross-sector speed dating, and the Creativity Fair team matchmaking.
- Masterclasses and workshops - including Design Sprint facilitation, problem framing, and the seven-week Greenfluencer Academy.
- Peer learning circles and creative dialogues - such as book club-style sessions on transversal business skills, thematic meetups on green technologies, and World Café events connecting NGOs, tourism stakeholders and public sector representatives.
- Design Sprints - used to collaboratively explore challenges and propose potential solutions for environmental NGOs and sustainable tourism stakeholders.
- Internship programmes - providing hands-on experience in green and digital marketing, campaign management, and sustainable tourism promotion.

This multi-format approach ensured both knowledge transfer and active participation, strengthening cross-sector collaboration.



n.	Level(s)	Activity	Method/Tool	Participants
1	Level 4	Awareness rising event Creative from 8 to 16?	MEET UP	53
2	Level 2	Design Sprint Facilitator masterclass	MASTERCLASS	9
3	Level 2	Problem Framing Workshop to identify, group and prioritize problems	WORKSHOP	13
4	Level 2	Peer exchange circle on transversal business skills for DGC	PEER LEARNING CIRCLE (specific)	5
5	Level 3	Rural Tourism Meetup on identifying current activities and main problems.	MEET UP	31
6	Level 3	Environmental NGO Meetup on identifying current activities and main problems.	MEET UP	13
7	Level 4	Festival Meetup round table panelist - Creative from 8 to 16 ?	MEET UP	100
8	Level 1	CI Internship	INTERNSHIP PROGRAM	2
9	Level 1	ST Internship	INTERNSHIP PROGRAM	1
10	Level 4	GreenTech ambassador masterclass	MASTERCLASS	30
11	Level 2	Greenfluencer academy	MASTERCLASS	14
12	Level 4	Green Technology Meetup	PEER LEARNING CIRCLE (specific)	20
13	Level 4	Environmental NGO World Cafe	CREATIVE DIALOGUE	15
14	Level 4	Environmental NGO Problem Framing	WORKSHOP	6
15	Level 3	Meetups for sustainable tourism actors (3 meetup sessions)	PEER LEARNING CIRCLE (specific)	20
16	Level 4	Sustainable Tourism World Cafe	CREATIVE DIALOGUE	15
17	Level 4	Sustainable Tourism Problem Framing	WORKSHOP	6
18	Level 4	Team matchmaking event Creativity Fair Meet up	MEET UP	40



19	Level 4	Environmental NGO - 04 - Design Sprint (L4)	DESIGN SPRINT	10
20	Level 4	Sustainable Tourism - 04 - Design Sprint (L4)	DESIGN SPRINT	10

### **Highlights:**



On January 15, 2025, an educational workshop was held in Sinj, exploring the question “What if rural tourism is not sustainable?”. The session used a serious game to immerse participants in simulated tourism scenarios where their decisions shaped future outcomes. Through strategic choices, collaboration, and discussion, attendees examined the consequences of unsustainable practices and explored innovative approaches for building more resilient and sustainable tourism futures.

On January 15, 2025, an educational workshop was held in Sinj (A15), exploring the question “What if rural tourism is not sustainable?”. The session used a serious

game to immerse participants in simulated tourism scenarios where their decisions shaped future outcomes. Through strategic choices, collaboration, and discussion, attendees examined the consequences of unsustainable practices and explored innovative approaches for building more resilient and sustainable tourism futures.



### **Comparison of planned and implemented pilot action activities**

All planned activities were implemented as scheduled. The programme maintained its original scope and covered all targeted competence domains, ensuring high-quality delivery and strong stakeholder engagement throughout the pilot.

### **Outcomes and Regional Impact**

The pilot generated measurable improvements in participants’ digital, green, and creative competences, as captured through the DGC competence assessment tool completed before and after the interventions. Each activity contributed to specific insights and proposed solution concepts:

- Awareness events such as “Creatives from 8 to 16?” (A1) revealed the potential for stronger collaboration between creative and business sectors, leading to the idea of structured cross-sector networking formats.



- The Design Sprint Facilitator Masterclass (A2) and Problem Framing Workshop (A3) enabled participants to identify critical tourism and sustainability challenges, forming the foundation for several proposed solutions.
- Peer learning circles (A4) and thematic meetups on rural tourism (A5) highlighted the importance of knowledge exchange in sustainable tourism, resulting in ideas for rural tourism promotion and stakeholder mapping.
- Engagements with environmental NGOs (A6, A13, A14, A19) underscored the need for digital tools to increase outreach and efficiency, inspiring concepts like green technology visibility platforms.
- Greenfluencer Academy and related meetups (A10, A11, A15) connected sustainability practices with digital marketing skills, leading to proposals for gamified eco-behaviour tools.
- Collaborative design sprints (A19, A20) Sustainable Tourism sessions (A16-A17) facilitated idea generation for digital marketing strategies, AR heritage promotion, and local product-hospitality connections.

### Key outcomes include:

- Increased capacity among BSOs, CCIs, and tourism SMEs to integrate green and digital practices into their operations.
- Strengthened collaboration between creative sectors and tourism-oriented SMEs, leading to cross-sector partnerships.
- Practical skills gained in storytelling, branding, design sprint methodology, and green technology awareness.
- A set of identified challenges and proposed solution concepts generated through design sprints and co-creation processes, which can inform future project activities, policy initiatives, and funding proposals.

### Identified Challenges and Proposed Solutions

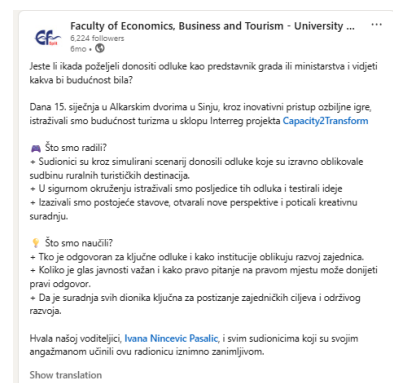
During the co-creation activities, participants identified a series of priority challenges in the regional tourism ecosystem and formulated potential approaches to address them. While these ideas were not implemented within the scope of the pilot, they represent valuable directions for future action:

n.	Target Holder(s)	Identified Need/Problem	Proposed Approach/Solution
1	Tourist facilities, local governments, public institutions	Digital infrastructure does not align with modern tourists' needs; lack of stable internet in facilities and public spaces.	Implement free Wi-Fi hotspots, enhance network connectivity, and introduce 5G coverage. Develop digital guides and interactive apps to enhance the tourist experience.
2	Hotels, restaurants, travel agencies, tourism boards	Lack of knowledge on sustainable business practices.	Deliver blended educational programmes on sustainable tourism practices, using gamification to boost engagement.
3	Tourism boards, hotels, restaurants, national parks, cultural institutions	Untapped potential for specialised tourism products; lack of easy access to unique local experiences.	Create digital brochures and interactive maps highlighting trails, landmarks, and local products, with cross-selling strategies.



4	Hotels, restaurants, local food producers, farmers' cooperatives	Weak connection between local producers and hospitality providers.	Develop a digital platform connecting OPGs to hospitality, with updated product catalogues and matchmaking features.
5	Tourism boards, cultural heritage institutions, municipalities	Low awareness and engagement with natural/historical sites.	Create digital archives, AR experiences, and QR codes; develop interactive mobile apps and virtual tours.
6	Hotels, resorts, rentals, environmental organisations	Tourists unaware of small sustainable actions' impact.	Use QR codes for "green nudges" and gamified eco-actions, rewarding positive behaviour.
7	Local businesses, SMEs, tourism boards	Limited use of digital marketing tools.	Create regional digital marketing strategy, train stakeholders, and collaborate with influencers.
8	Local communities, cultural organisations, tourism boards	Underuse of local traditions and stories in promotion.	Create a platform for sharing local stories via video, blogs, and interactive maps, integrated with social media.
9	Tourism boards, vocational schools, municipalities	Low awareness of continuous education needs in sustainable tourism.	Develop a platform listing in-demand skills, training offers, and linking job opportunities with training resources.

Below are Facebook posts from Sustainable Tourism World Cafe (A16) and Sustainable Tourism Problem Framing (A17) and LinkedIn post for Meetup for sustainable tourism actors - Serious games (A15).





### 3.7.2. PP9 IRIC's report on pilot actions

#### Implementation Process and Key Activities

The implementation was based on a combination of **meetups, World Café sessions, problem framing workshops, and design sprints**, in line with the transnational pilot action plan but customized for the Split-Dalmatia County. Activities were designed to move progressively from **mapping needs, to generating solutions, to testing prototypes and building capacity.**

#### **Key Activities Included:**

- **Mapping Needs:** Identification of key challenges faced by NGOs (visibility, communication, volunteer coordination, public appearance) and sustainable tourism stakeholders (event attractiveness, digital tools, stakeholder management).
- **Capacity Building for Facilitation:** Training 10 facilitators in Design sprint methodology and 15 participants in problem framing techniques, ensuring local expertise to carry the process forward.
- **Meetups and Networking Events:** Examples include “Creative from 8-16,” which showcased collaboration between creatives and business managers, and rural tourism meetups that mapped problems and opportunities in underdeveloped regions.
- **Peer Learning Circles:** Book-club style sessions on transversal skills (creativity, problem solving, teamwork, leadership) that linked personal development with green and digital transformation.
- **Greenfluencer Academy:** A 7-week educational program for young individuals interested in combining digital influence with eco-conscious communication. Participants were trained in brand building, social media, video production, and authentic sustainability storytelling. Renowned experts such as Gordan Turković and Barbara Slade Jagodić contributed as mentors.
- **World Café and Problem Framing for NGOs and Tourism:** Thematic meetups with NGOs and tourism actors, followed by structured problem framing interviews and workshops, leading to actionable design sprint questions.



**Design Sprints:** The final stage, where NGOs and tourism stakeholders co-created practical solutions in two-day intensive workshops. Solutions were tested and refined in real settings, with NGOs and rural tourism operators working side by side with creatives.



### Comparison of planned and implemented pilot action activities

All activities that were planned by FEBT and IRIC were also implemented, though some were expanded and some reduced in scope. For example, Project management meetups as a Business support activity have been held only once, while the internship program was extended to a 6-month period for each of the interns. In general, the planned activities were well thought-out and implemented on time, and any (small) deviations or modifications that were made in the process of implementation were a consequence of real-life happenings and/or target group interests.

### Outcomes and Regional Impact

The co-creation process generated a diverse set of ideas and prototypes, addressing the dual goals of sustainability and visibility:

- **For NGOs:** Development of strategies for better media representation, volunteer coordination, and “greenfluencer” campaigns to promote their actions more effectively.
- **For Sustainable Tourism:** Ideas such as rural tourism branding, eco-workshops for visitors, and digital storytelling campaigns to highlight sustainable practices and attract new audiences.

The **Greenfluencer Academy** in particular stood out as an innovation, bridging the gap between sustainability and digital communication. Participants learned how to craft authentic content that both engages audiences and promotes eco-conscious practices, ensuring that sustainability becomes not only a value but also a visible and attractive narrative.



#### What worked well:

- Strong engagement of creatives, whose role was key in linking sustainability with visibility and communication.
- High participation in awareness-raising and networking events, confirming the need for cross-sectoral collaboration.
- Training of local facilitators, ensuring continuity beyond the project.

#### Challenges and lessons learned:

- Timing constraints limited the scale of some planned activities.
- Some NGOs faced resource limitations, affecting their ability to implement solutions quickly.
- As in other regions, seasonality of tourism impacted the availability of participants and the timing of pilot activities.

#### Regional impact:

The pilot actions in Dalmatia created a structured framework for collaboration between **NGOs, creatives, and tourism stakeholders**. By combining capacity building, practical experimentation, and visibility tools, the pilots helped to strengthen a regional culture of **digital, green, and creative transition**. This not only increased awareness but also delivered tangible skills and prototypes that stakeholders can continue to implement and replicate.

Planned Activity	Implemented Activity	Adjustments & Notes
<b>Mapping Needs</b> through co-creation sessions with NGOs and tourism stakeholders	Series of meetups and initial workshops with environmental NGOs and rural tourism actors (“All Hands on and Take the Trash Out”, Rural Tourism meetup)	Completed as planned; generated a clear list of challenges and opportunities.



<b>Capacity Building for Facilitation</b> (train-the-trainer for design sprints & problem framing)	10 facilitators trained in design sprint methodology, 15 trained in problem framing	Fully implemented; created local expertise to sustain future workshops.
<b>Meetups &amp; Awareness Events</b> to connect creatives, managers, and NGOs	“Creative from 8-16” meetup; multiple networking events for NGOs and rural tourism	Stronger turnout than expected, especially in the creatives-business managers event.
<u>Peer Learning Circles on transversal skills (teamwork, creativity, problem solving, leadership)</u>	<u>Several book-club style peer circles organized, focusing on DGC-related skills</u>	<u>Implemented as planned, though with smaller groups; highly interactive and well received.</u>
<b>World Café Sessions</b> for NGOs and sustainable tourism actors	Two thematic World Cafés held (NGO and tourism sectors separately)	Implemented; helped identify best practices and frame collaborative topics.
<b>Problem Framing Workshops</b> to define Design Sprint questions	Online + in-person interviews and workshops with NGOs and tourism stakeholders	Successfully conducted, producing concrete problem statements for design sprints.
<b>Design Sprints</b> for NGOs and sustainable tourism	Two-day workshops (NGO & Tourism focus), 2 solutions per sprint	Implemented as planned; prototypes tested with real stakeholders.
<b>Greenfluencer Academy</b> (7-week training program for young influencers)	Full implementation with expert mentors (Turković, Slade Jagodić, etc.)	Successfully delivered; strong participant feedback. Some sessions adapted to hybrid format.
<b>Internships</b> for students in communication, marketing, and sustainable tourism	Placements carried out with NGOs and tourism organizations	Smaller scale than planned due to limited partner capacity, but still achieved.

<u>n.</u>	TH need/problem	Proposed approach/solution
<u>1</u>	Environmental NGO have problem with financial sustainability of their activities. Especially since their capacity to develop and operate business model is limited.	To offer services from their domain to the interested parties in form of education, education study visits and rehabilitation sessions. (including green technology promotion)
<u>2</u>	Due to high drought season, cities and urban areas have problem with plant watering.	Community model in which persons can provide support in watering the most <u>endangered indagerent</u> plants.
<u>3</u>	To develop a service i.e. outdoor school that will be offered to primary schools as supplementary workshops related to informal learning. The problem is lack of skills in service promotion, service organization and service scheduling.	Develop online system that will automate service scheduling and handle the mentors/workshop leaders <u>asignmentassignment</u> . Reducing the administrative <u>burdainburden</u> of service organization and creating offer more feasible.



4	To promote new social service in terms of using gardening as a form of relaxation. The guided workshops that will be organized by the NGO in collaboration with public agricultural school.	Develop online system that will automate service scheduling and handle the mentors/workshop leaders assignment. Reducing the administrative <b>burdai</b> burden of service organization and creating offer more feasible.
5	Cleaning service after open-air concerts	Cleaning NGO field trip. Free camping with day-after activities. Cleaning in the morning and enjoying in the afternoon/evening.
6	Disposing the trash that is being collected by clean sea technology; Organizing the disposal on remote locations.	Teaming up with local NGOs that can organize the service and act as front-office for technology company when it comes to recruiting and educating service providers.
7	Making city center and urban districts more attractive to visitors; Doing this in limited budget and organizational capacities.	Artistic Facade movement, using old buildings as canvases to art-work and contribute to popularization of the location (ie ZenOpuzen)
8	Reduce amount of waste	Banka Vremena - Time Bank for repair services and skill development
9	Lack of engagement in environmental actions	Gamification of environmental actions  The proposed solution is to gamify environmental actions by offering digital badges and discounts to both tourists and locals for participating in activities like beach cleanups, tree planting, and using public transportation.

### 3.8. Hungary - Central Transdanubian Region (PP3 CTRIA)

#### Context and Rationale

Central Transdanubia is characterized by a fragmented creative ecosystem, composed mainly of micro and nano-sized enterprises, often operating as side-hustles in rural areas. Tourism plays a key role in the region's economy, yet there is little willingness or financial capacity to invest in professional BSO services among CCI actors. The region's creative scene is rich but dispersed, with limited cooperation across sectors and geographies.

#### Implementation Approach

The regional partner CTRIA chose a structured and multi-step approach to pilot activities, aiming to **motivate, enable and coordinate** local CCIs through LEADER LAGs. These Local Action Groups were selected as the primary means of intervention, because

1. They do know and have ready networks of the CCIs within their demesnes, and through the pre-existing **rapport** they are able to recruit effectively for development initiatives
2. They are in the unique position to be able to both **push** the CCI scene through their own competence development/ capacity building drives and **pull** them as well through expectations and assessment systems put in place within their LEADER-funded calls.



- The competences and skills gained within this pilot increase both their competence and legitimacy as **microregional coordinators**.

The concept, branded as *SPARK!*, was implemented through a **progressive engagement model**, including:

- Mapping regional needs through LAG interviews and workshops
- Co-creating value propositions and sustainability concepts with CCI actors
- 1-on-1 mentoring for tailored business development
- Peer exchanges and creative dialogues around digital and green transitions
- Final regional event to synthesize learnings and support future collaboration



SPARK! is an acceleration service developed earlier by CTRIA. It consists of several activity stages including interviews, workshops, personal coaching, mentoring and network-building to build entrepreneurial awareness, drive strategic thinking in SMEs, co-develop new business opportunities and foster cooperative local networks. In this iteration CTRIA experimented with two innovations in the process: new workshop types to focus network-building from the start and using LAGs as “intermediary beneficiaries” for long-term regional impact. Special attention was given to **capacity building** through hybrid learning formats and value-driven workshops,

emphasizing cross-sector collaboration.

Name	Level	Method/Tool	Participants
AI indahouse! - AI usage in the Office	Level 1	MEET UP	8
Your Personal Why /2: Pairwork and Analisis	Level 1	WORKSHOP	18
Global and local problems aligned with values 2.: Skillbuilding for prsonalized action future	Level 1	WORKSHOP	18
Mentoring	Level 1	PEER LEARNING CIRCLE (specific)	23
Your Personal Why /1:Golden Circle and Value ranking	Level 2	WORKSHOP	18



Global and local problems aligned with values 1.: Keynote and group brainstorm	Level 2	WORKSHOP	19
Conscious service concept 1.: Target analysis/avatar	Level 2	WORKSHOP	20
Conscious service concept 2: Value proposition canvas	Level 2	WORKSHOP	18
Creative Biz - Creative Business Development Program & Create green business ideas.	Level 2	PEER LEARNING (gen)	21
Build your sustainable business!	Level 2	PEER LEARNING (gen)	21
In-depth interviews and coaching sessions with regional LEADER LAGs	Level 3	WORKSHOP	6
LEADER LAGs provide CCI shortlists, joint selection	Level 3	MEET UP	19
Your Personal Why /3: Personal support circle	Level 3	WORKSHOP	18
Global and local problems aligned with values 3.: Personal support circle	Level 3	WORKSHOP	18
Conscious service concept 3.: value pitch workshopping	Level 3	WORKSHOP	18
Moving Forward! closing event	Level 3	EMPOWERMENT WORKSHOP	23
Designing sustainable tourism services	Level 3	MOTIVATIONAL SEMINARS	19
Moving Forward! closing event	Level 4	WORKSHOP	23

### Comparison of planned and implemented pilot action activities

CTRIA organised a series of activities set in the framework of our SPARK! Business Sprint methodology. While the specifics of the programme are continuously being iterated on, the activities themselves were consciously designed to form a logical chain. As this is an executed planned iteration, we actually carried out exactly what was planned, and there are no deviations to report. This meticulous approach allowed us to keep up the high quality we expect of ourselves and at the same time to keep experimenting to find the optimal impact generation setup for Spark!



## Outcomes and Lessons Learned

The pilot revealed a **strong interest from rural CCIs and LAGs** to engage in structured innovation activities when appropriately framed and facilitated. The *SPARK!* format, which replaced formal presentations with hands-on collaboration, allowed participants to build trust and prototype actionable ideas. The iterative nature of the pilot - moving from mapping to mentoring - supported real mindset shifts among participants, especially in viewing digitalization and sustainability as strategic assets rather than external obligations.

Key lessons include:

- **Trust-building is essential** in rural creative ecosystems.
- Co-creation formats outperform traditional workshops.
- LAGs can serve as effective intermediaries between policy and creative actors.
- Digital upskilling should be embedded in storytelling and place-based identity work.



## Integration into Broader Strategy

The pilot laid the groundwork for future integration of **digital-green-creative (DGC) principles** into regional development strategies, particularly through the LEADER framework. By directly involving LAGs in the co-design of interventions and project selection, the approach demonstrated a scalable model for **grassroots-led capacity building**. The region intends to further embed the *SPARK!* methodology into its CCI support measures and explore new funding channels for cross-sector innovation labs.

n	TH need/problem	Proposed approach/solution
1	Local production and consumption generate reusable waste that is rarely turned into creative or community value.	Artists create artworks from non-hazardous waste during a one-week residency, ending in a public exhibition.



2	The effects of climate change (floods, droughts) are hard to visualize locally.	Art installations (sculptures, murals) indicate historic water levels; with artistic interpretation.
3	Cultural content does not reach everyday commuters or small towns.	Mini exhibitions and poetry posters on buses, QR code 'listen to the poem' campaigns.
4	Youth lack experiential, gamified education related to local identity and sustainability.	Live-action role-play (LARP) program based on local stories and green challenges.
5	Environmental education is often text-heavy and passive for younger generations.	Audio-based interviews where locals talk about their green practices and challenges.
6	Biodiversity education rarely connects to emotions or senses, especially for children.	Interactive garden with native species and QR-coded stories, music, animations created by local artists.
7	Urban soundscapes are noisy; lack of silent, meditative zones for locals and tourists.	Sound installations (benches, tunnels) that broadcast poetic or natural sounds in noisy zones.
8	Traditional crafts are vanishing; younger generations have limited access.	Local masters present techniques via VR tutorials for use in schools and homes.
9	Sustainability education is abstract; energy awareness is hard to grasp for children.	Art-based STEM workshops with kinetic sculptures and light installations powered by renewables.
10	Creative professionals lack access to affordable materials; reusable stage sets go to waste.	Digital/physical sharing platform for creative materials (e.g. stage props, textiles, wood) with sustainability focus.

### 3.9. Croatia - Split-Dalmatia County (PP9 IRIC)

#### Context and Rationale

The Split-Dalmatia County, while globally recognized for its tourism and natural heritage, is facing challenges in ensuring that tourism develops in a sustainable way and that green civil society organizations (NGOs) are empowered to gain visibility and influence. Despite an increasing awareness of sustainability and digital opportunities, local stakeholders—including environmental NGOs, rural tourism actors, creatives, and small businesses—often lack structured support in building the skills and visibility needed to drive transformation.

IRI Centar, in cooperation with University of Split Faculty of Economics, Business and Tourism, responded to this regional gap through pilot activities under the *Transforming Capacities* framework. The aim was to strengthen the **capacities of green NGOs and sustainable tourism actors**, while promoting the integration of **creative industries into the innovation value chain**. This was based on the understanding that digital and green transitions are not merely technological, but behavioral and cultural transformations requiring creativity, collaboration, and visibility.



The activities were structured around two main directions of development:

- **Direction 1: Green and Inclusive** - supporting environmental NGOs to become more effective, visible, and collaborative.
- **Direction 2: Digital and Sustainable** - empowering rural tourism stakeholders and creative professionals to co-create solutions for sustainable tourism.

The rationale was clear: by mapping needs, engaging in co-creation, and developing solutions together, regional actors could build a stronger foundation for digital, green, and creative transition.

### Implementation Process and Key Activities

The implementation was based on a combination of **meetups, World Café sessions, problem framing workshops, and design sprints**, in line with the transnational pilot action plan but customized for the Split-Dalmatia County. Activities were designed to move progressively from **mapping needs, to generating solutions, to testing prototypes and building capacity**.

#### **Key Activities Included:**

- **Mapping Needs:** Identification of key challenges faced by NGOs (visibility, communication, volunteer coordination, public appearance) and sustainable tourism stakeholders (event attractiveness, digital tools, stakeholder management).
- **Capacity Building for Facilitation:** Training 10 facilitators in Design sprint methodology and 15 participants in problem framing techniques, ensuring local expertise to carry the process forward.
- **Meetups and Networking Events:** Examples include “Creative from 8-16,” which showcased collaboration between creatives and business managers, and rural tourism meetups that mapped problems and opportunities in underdeveloped regions.
- **Peer Learning Circles:** Book-club style sessions on transversal skills (creativity, problem solving, teamwork, leadership) that linked personal development with green and digital transformation.
- **Greenfluencer Academy:** A 7-week educational program for young individuals interested in combining digital influence with eco-conscious communication. Participants were trained in brand building, social media, video production, and authentic sustainability storytelling. Renowned experts such as Gordan Turković and Barbara Slade Jagodić contributed as mentors.
- **World Café and Problem Framing for NGOs and Tourism:** Thematic meetups with NGOs and tourism actors, followed by structured problem framing interviews and workshops, leading to actionable design sprint questions.



- **Design Sprints:** The final stage, where NGOs and tourism stakeholders co-created practical solutions in two-day intensive workshops. Solutions were tested and refined in real settings, with NGOs and rural tourism operators working side by side with creatives.



### Comparison of planned and implemented pilot action activities

All activities that were planned by FEBT and IRIC were also implemented, though some were expanded and some reduced in scope. For example, Project management meetups as a Business support activity have been held only once, while the internship program was extended to a 6-month period for each of the interns. In general, the planned activities were well thought-out and implemented on time, and any (small) deviations or modifications that were made in the process of implementation were a consequence of real-life happenings and/or target group interests.

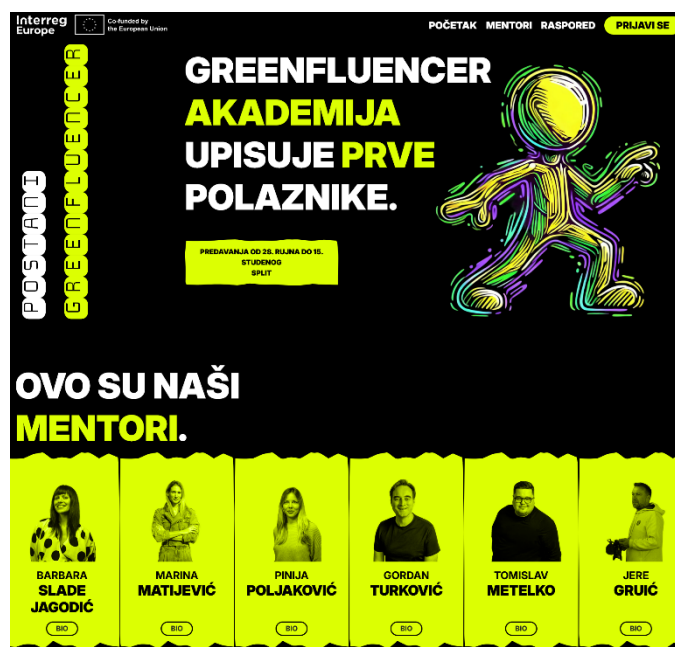
### Outcomes and Regional Impact

The co-creation process generated a diverse set of ideas and prototypes, addressing the dual goals of sustainability and visibility:

- **For NGOs:** Development of strategies for better media representation, volunteer coordination, and “greenfluencer” campaigns to promote their actions more effectively.
- **For Sustainable Tourism:** Ideas such as rural tourism branding, eco-workshops for visitors, and digital storytelling campaigns to highlight sustainable practices and attract new audiences.



The **Greenfluencer Academy** in particular stood out as an innovation, bridging the gap between sustainability and digital communication. Participants learned how to craft authentic content that both engages audiences and promotes eco-conscious practices, ensuring that sustainability becomes not only a value but also a visible and attractive narrative.



#### What worked well:

- Strong engagement of creatives, whose role was key in linking sustainability with visibility and communication.
- High participation in awareness-raising and networking events, confirming the need for cross-sectoral collaboration.
- Training of local facilitators, ensuring continuity beyond the project.

#### Challenges and lessons learned:

- Timing constraints limited the scale of some planned activities.
- Some NGOs faced resource limitations, affecting their ability to implement solutions quickly.
- As in other regions, seasonality of tourism impacted the availability of participants and the timing of pilot activities.

#### Regional impact:

The pilot actions in Dalmatia created a structured framework for collaboration between **NGOs, creatives, and tourism stakeholders**. By combining capacity building, practical experimentation, and visibility tools, the pilots helped to strengthen a regional culture of **digital, green, and creative transition**. This not only increased awareness but also delivered tangible skills and prototypes that stakeholders can continue to implement and replicate.

Planned Activity	Implemented Activity	Adjustments & Notes
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<b>Mapping Needs</b> through co-creation sessions with NGOs and tourism stakeholders	Series of meetups and initial workshops with environmental NGOs and rural tourism actors (“All Hands on and Take the Trash Out”, Rural Tourism meetup)	Completed as planned; generated a clear list of challenges and opportunities.
<b>Capacity Building for Facilitation</b> (train-the-trainer for design sprints & problem framing)	10 facilitators trained in design sprint methodology, 15 trained in problem framing	Fully implemented; created local expertise to sustain future workshops.
<b>Meetups &amp; Awareness Events</b> to connect creatives, managers, and NGOs	“Creative from 8-16” meetup; multiple networking events for NGOs and rural tourism	Stronger turnout than expected, especially in the creatives-business managers event.
<b>Peer Learning Circles</b> on transversal skills (teamwork, creativity, problem solving, leadership)	Several book-club style peer circles organized, focusing on DGC-related skills	Implemented as planned, though with smaller groups; highly interactive and well received.
<b>World Café Sessions</b> for NGOs and sustainable tourism actors	Two thematic World Cafés held (NGO and tourism sectors separately)	Implemented; helped identify best practices and frame collaborative topics.
<b>Problem Framing Workshops</b> to define Design Sprint questions	Online + in-person interviews and workshops with NGOs and tourism stakeholders	Successfully conducted, producing concrete problem statements for design sprints.
<b>Design Sprints</b> for NGOs and sustainable tourism	Two-day workshops (NGO & Tourism focus), 2 solutions per sprint	Implemented as planned; prototypes tested with real stakeholders.
<b>Greenfluencer Academy</b> (7-week training program for young influencers)	Full implementation with expert mentors (Turković, Slade Jagodić, etc.)	Successfully delivered; strong participant feedback. Some sessions adapted to hybrid format.
<b>Internships</b> for students in communication, marketing, and sustainable tourism	Placements carried out with NGOs and tourism organizations	Smaller scale than planned due to limited partner capacity, but still achieved.

n.	TH need/problem	Proposed approach/solution
1	Environmental NGO have problem with financial sustainability of their activities. Especially since their capacity to develop and operate business model is limited.	To offer services from their domain to the interested parties in form of education, education study visits and rehabilitation sessions.(including green technology promotion)
2	Due to high drought season, cities and urban areas have problem with plant watering.	Community model in which persons can provide support in watering the most indagerent plants.



3	To develop a service i.e. outdoor school that will be offered to primary schools as supplementary workshops related to informal learning. The problem is lack of skills in service promotion, service organization and service scheduling.	Develop online system that will automate service scheduling and handle the mentors/workshop leaders assignment. Reducing the administrative burdain of service organization and creating offer more feasible.
4	To promote new social service in terms of using gardening as a form of relaxation. The guided workshops that will be organized by the NGO in collaboration with public agricultural school.	Develop online system that will automate service scheduling and handle the mentors/workshop leaders assignment. Reducing the administrative burdain of service organization and creating offer more feasible.
5	Cleaning service after open-air concerts	Cleaning NGO field trip. Free camping with day-after activities. Cleaning in the morning and enjoying in the afternoon/evening.
6	Disposing the trash that is being collected by clean sea technology; Organizing the disposal on remote locations.	Teaming up with local NGOs that can organize the service and act as front-office for technology company when it comes to recruiting and educating service providers.
7	Making city center and urban districts more attractive to visitors; Doing this in limited budget and organizational capacities.	Artistic Facade movement, using old buildings as canvases to art-work and contribute to popularization of the location (ie ZenOpuzen)
8	Reduce amount of waste	Banka Vremena - Time Bank for repair services and skill development
9	Lack of engagement in environmental actions	Gamification of environmental actions  The proposed solution is to gamify environmental actions by offering digital badges and discounts to both tourists and locals for participating in activities like beach cleanups, tree planting, and using public transportation.

### 3.10. Austria - Kärnten Region (PP4 build!)

#### Context and Rationale

Entrepreneurship in Carinthia is driven by innovative SMEs in manufacturing, electronics, and tourism, yet many face hurdles in the green and digital transformation due to limited resources, talent gaps, and access to finance. Compared to hubs like Vienna, Graz, or Linz – where dense ecosystems and stronger funding landscapes accelerate adoption – Carinthia’s smaller market size potentially slows the pace of change. Still, its cross-border location, research institutions, and growing startup scene provide unique opportunities to build niche strengths and position the region as a testbed for sustainable and digital solutions. The creative industry in Carinthia is small but increasingly dynamic, with strengths in design, media, and digital content that support innovation in tourism, tech, and manufacturing. Its close ties to SMEs and regional clusters allow creative professionals to act as agile innovation partners, bringing user-centered design, storytelling, and service innovation into traditional industries—an important lever for the region’s green and digital transformation.

With the *Transforming Capacity* pilot build! Gründungszentrum addressed the lack of digital, green, creative approaches through a collaborative, hands-on activities. A series of workshops and events were organised to encourage creative thinking, build knowledge, network with experts in the field of



digitalization, sustainable transformation and the creative sector. Special focus was put on building sustainable business models and creative approaches to solution development.

### Implementation Process and Key activities



build! Gründungszentrum implemented a comprehensive set of pilot actions to meet the specific needs of the region. The activities were developed based on identified stakeholder needs and challenges as well as specific potentials for the entrepreneurial environment identified by build! Gründungszentrum as regional startup incubator. Level 2 activities (e.g. Startup Friday, Connect Day, SDG-Dialogforum, Demo Day) focused on

strengthening ties between Business Support Providers (BSPs) and Creative Industries (CIs) through creative dialogues, keynote speeches, and networking formats, reaching large audiences up to 200 participants. Level 3 activities (e.g. build!up workshops, Climate Workshop, Online Marketing Academy, Falling Walls Lab) emphasized knowledge transfer from DGC supporters to DGC drivers, mainly through skill-building workshops and keynote inputs with smaller, targeted groups. Level 4 activities (e.g. Value Proposition Canvas sessions, Challenge the Status Quo, Innovationsregatta, Co-Creation Labs) engaged mixed stakeholder groups in collaborative formats such as design sprints, creative dialogues, and co-creation labs. These formats fostered new knowledge development, raised skill levels, and stimulated creativity-driven innovation.

One key activity was the “**Innovationsregatta**” where SMEs were brought together with university and students to address real life sustainability challenges in a hackathon. Students worked out solutions for the sustainability challenges using creativity tools like crazy 8 and lego prototyping. This was the first time, creativity methods guided by build! Gründungszentrum, real life challenges provided by SMEs and open minds and scientific provided by university students was brought together in a co-creation workshop.



Another key activity was “**Climate Workshop**” where Business Support Providers (BSPs) and Creative Industries (CIs) were brought together in a skill building workshop to exchange and enhance knowledge about tools and approaches used to increase efforts and motivation SMEs green transition.

Also the “**build! Demo Day**” brought together stakeholders from various sectors for knowledge exchange (up to 200 participants). SMEs from the region highlighted their efforts in addressing digital and green challenges and presented their solution

approaches in key note speeches.



n.	Level(s)	Activity	Method/Tool	Participants
1	Level 3	build!up	SKILL BUILDING WORKSHOP	16
2	Level 4	Value Proposition Canvas	SKILL BUILDING WORKSHOP	5
3	Level 3	Falling Walls Lab	KEYNOTE SPEECHES	50
4	Level 4	Challenge the status Quo	CREATIVE DIALOGUE	40
5	Level 4	Innovationsregatta	DESIGN SPRINTS	31
6	Level 2	Startup Friday	CREATIVE DIALOGUE	45
7	Level 2	Connect Day incl. Workshop	CREATIVE DIALOGUE	67
8	Level 4	Workshop: Value Proposition Canvas & PR	SKILL BUILDING WORKSHOP	14
9	Level 2	Kärnten Gründungsnetzwerk: Stakeholder breakfast	CREATIVE DIALOGUE	25
10	Level 2	SDG-Dialogforum Kärnten	CREATIVE DIALOGUE	72
11	Level 2	build! Festive Sundowner	CREATIVE DIALOGUE	50
12	Level 3	build!UP	SKILL BUILDING WORKSHOP	9
13	Level 3	Climate Workshop	SKILL BUILDING WORKSHOP	14
14	Level 3	build! Academy: Online marketing	SKILL BUILDING WORKSHOP	17
15	Level 4	SDG/Impact Workshop	CO-CREATION LAB	8
16	Level 4	Creativity in Storytelling	CO-CREATION LAB	13
17	Level 2	build! Demo Day 2025	KEYNOTE SPEECHES	200
18	Level 4	Brainstorming Innovation Regatta 2.0	CO-CREATION LAB	3



19	Level 4	build! Academy: Data Protection & AI	CO-CREATION LAB	6
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### Comparison of planned and implemented pilot action activities

About 95% of the pilot action activities were successfully implemented. Those not implemented were new formats specifically designed for the tourism and leisure sector. During the pilot phase, these new formats were conceptualized to be executed later in 2025/2026. Within the pilot process, some activities had to be postponed to a later period due to participants' unavailability or other unexpected events (e.g. sickness of the workshop leader). In some cases, pilot activities (e.g. *Creativity in Storytelling*) sparked new ideas for involving CCIs in the transformation and innovation process. This was the most rewarding experience in the pilot phase.

### Outcomes and Regional Impact

With the executed activities in the region, following improvements could be reached

- increased awareness for sustainable efforts in SMEs practices,
- increased ability to use creative approaches in solution development
- Increased awareness for collaborative approaches
- practical knowledge in areas such as storytelling, SDG communication

Some examples of technology host needs and problems in the region were gathered with the goal to create new or improve existing ideas regarding twin transition:

n.	TH need/problem	Proposed approach/ideas
1	Many startups have identified digital & green challenges in their business models. They often face struggles to communicate their solutions and efforts effectively. This can lead to missed market opportunities and missed impact. The question is, how can impact efforts (digital & green) be communicated with creative industries inputs and hence become a competitive advantage and enable a sustainable transformation.	Creativity in Storytelling: Through a structured guideline and communication tools (e.g. Golden Circle) people can communicate their impact more effectively and inspiring
2	Excess plastic waste cannot be recycled and reused due to limited recycling options. Plastic waste pollutes the world's oceans and is CO <sub>2</sub> -intensive.	Plastic granules are collected and recycled by pressing the granules into boards. These boards can then be used as tabletops and other furniture.
3	Existing, older buildings are not climate fit for future generations living in cities. Especially in urban areas, climate change will become a huge problem due to heating.	A facade construction that enables the production of exterior facades with a reduced CO <sub>2</sub> footprint. This includes using a proprietary material for the construction and a proprietary system that uses less material overall.
4	Existing, older buildings are not climate fit for future generations living in cities. Especially in urban areas, climate	A new type of roof tile that absorbs and reflects heat in a balanced manner.



	change will become a huge problem due to heating.	
5	The disposal of common chemical cassette toilets in camping vehicles requires special stations and is time consuming. This limits the independence/self-sufficiency of travel massively. They also put a strain on the environment chemical additives.	A cassette with a garbage bag that's free of chemicals and pollutants. This solution allows users to travel with a lower carbon footprint, as they don't have to visit a disposal station.
6	Excess energy generated by private households and businesses using renewable energy systems is not fed back into the system, resulting in energy loss.	Hardware & software that monetizes excess energy and waste heat through Bitcoin mining.
7	The market for electronic components is very CO2-intensive due to surplus production. A lot of rare earths and energy are invested in the production of these components. These components often end up in landfill without being used.	The solution is a digital B2B market platform. Companies can trade electronic components through this platform. This allows them to meet their needs even at short notice and utilize existing resources. This results in a lower overall carbon footprint for the entire electronics industry.
8	developed countries and their population take food for granted but rising geopolitical tensions and climate instability are putting growing pressure on the systems we depend on. Every day lots of food is wasted whether it is from restaurants, super markets or private households.	To secure our future, we need resilient, re-regionalized food systems. What if we could take everyday's foodwaste and turn it into high protein nutrition by feeding it to nature's most efficient recycler: the cockroach. Entolum develops a scalable and automated cockroach farming system.
9	Water scarcity worldwide is one of the biggest problems of our time. In many countries, there is no access to fresh, clean drinking water.	A system that turns contaminated water (grey water) into clean drinking water. A filter and sensor system allows water to be recycled.

## Conclusion

The implementation of the Transforming Capacities pilot actions across nine Central European regions has demonstrated the effectiveness of co-designed, multi-actor upskilling approaches in advancing digital, green, and creative (DGC) transformation. Through a wide range of tailored capacity-building formats, regional stakeholders—especially SMEs, BSOs, and CCI—actively engaged in testing innovative tools, services, and delivery methods grounded in real territorial needs.

The pilot actions validated the usability of support tools, the relevance of training formats, and the adaptability of DGC concepts across diverse contexts. The strong participation of over 2,900 individuals and



130 pilot partners, as well as the development of 94 DGC solutions and 48 e-learning materials, confirm the project's practical impact on regional ecosystems.

The cross-regional learning fostered through shared methodologies, stakeholder engagement strategies, and platforms such as the Media Factory and Knowledge Factory supports long-term knowledge transfer, replication, and policy uptake. The foundations laid by these pilots—both methodologically and institutionally—position project partners and their regions to lead in delivering future-ready innovation services and ensure the continuity of transformation efforts beyond the project's lifetime.