Capacity building strategy for DGC transformation

Deliverable 1.4.1

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List of acronyms

BSO	Business support organisation
BSP	Business support professional
CI	Creative Individual
CCSI	Creative Sectors and Industries
DGC	Digital, Green and Creative
IAG	Interregional Action Group
LDI	Local Development Initiative
SME	Small- and medium-sized Enterprise
TC	Technical Committee

1. Introduction

This document is intended for key **actors of the entrepreneurial ecosystem, which** can vary from private business support organizations to public and local/regional self-government organizations.

The purpose of this document is to present a **strategy on how to strengthen capacity of local entrepreneurial ecosystem in its digital and green transformation by raising local competences and embracing the creativity-driven innovation in green and digital transition processes**.

The capacity of an entrepreneurial ecosystem is defined as the sum of the competences of the ecosystem's key organizations. The traditional actors of digital and green transition processes are pairs of **technology hosts** – organizations that are objects of digital and green transition activities - and **technology providers** - organizations who are implementing the proposed improvements.

Digital and green transition is not only about technology but also about changing people's behaviour and replacing established processes with new, more sustainable ones. This process is causing friction among key actors of the transition process, often causing digital/green transition process to fail. Thus, it is of utmost importance on any digital/green transition process to design a lean implementation approach where creative design and out-of-the-box thinking can help.

This capacity building strategy for digital, green and creative transformation (DGC transformation) aims to disrupt this duo-pole composition and boost the innovation in digital and green transformation by **integrating creativity in the digital and green transition processes as the key solution for increasing success rate of digital and green transition processes.**

The strategy is developed as part of the Capacity2Transform project. The concepts proposed by the strategy will be further developed by the project and included in D2.1.2 Action plan, and PILOT tested in practice, with aim of achieving proposed results in period of 2 years after the project end.

By increasing the capacity of business support professionals and creative individuals to work within the area of digital and green transition, entrepreneurial ecosystems gain new competences in designing agile implementation processes and business models as the main tools to reduce the friction and increase the success rate of digital and green transition.

The core of the strategy is **to describe the DGC concept and the actions for developing key competences for the DGC transition within the local entrepreneurial ecosystem.**

2. Understanding the DGC landscape

The European Green Deal, which aims to transform the EU into a climate neutral environment by 2050, highlights the importance of the inclusion of the cultural sector in the implementation of specific and systematic efforts towards this goal. Two dimensions of the involvement of Culture and Creative Sectors and Industries (CCSI) in the green transition are evident: to modify the ways culture is produced to reduce its environmental offset; and evolve to becoming the driving force of the digital and green transition where CCSI are influencing and co-creating imaginaries of a green future with the wider public ('Culture & Creative Sectors & Industries Driving Green Transition and Facing the Energy Crisis - Brainstorming Report', n.d.).

The Greening the Creative Europe programme and New European Bauhaus initiatives are guiding the CCSI to become a bridge between the world of science, technology, art and culture ('New European Bauhaus - Key Concepts', n.d.; Feifs et al. 2022).

This strategy acknowledges the position of the European Commission on the role of the CCSIs in the digital and green transition and the new concept in which CCSIs are joined with business support organizations (BSOs) to additionally develop business skills and technical knowledge needed for developing digital and green transition innovative business models and implementation practices.

2.1 DGC transformation concept

Capacity2Transform is a capacity-building project, that through skill-upgrading and lifelong learning activities strengthens the capacities of small- and medium-sized enterprises (SMEs) and especially CCSIs to develop, implement and deliver (more) digital and sustainable solutions to the market.

The whole project is about activating the potential of the CCSIs and stakeholders of the supporting environment, represented by the referent BSOs or policymakers, to promote Digital, Green, and Creative transformation in the industry in which e-learning, peer exchange, co-development, co-crating, and co-implementation are used as main upskilling tools.

The project aims to strengthen the capacity of BSOs and CCSIs for driving the DGC transition and to empower enterprises to accept the cultural and creative sector as the main partners for delivering complex Digital, Green, and Creative solutions, products, and concepts to the market.

The DGC transformation concept:

- builds upon experiences and competencies of stakeholders and establishes a supportive environment for the development of Digital, Green and Creative ecosystems that will adopt the cross-sector collaborative concept and develop DGC transformative actions promoting a positive change within the industry;

- proposes an upgraded function of BSOs and CCSIs in which these organizations provide experts that can initiate, promote and together with technology providers develop new business concepts and solutions for the industry's digital and green transition;

- differs from traditional digital and green transition in terms of replacing negotiations with co-creation, and leveraging a multi-contributor approach to create solutions that take into consideration not only on technical aspect but also the implementation aspect of the proposed transformation action.

Figure 1: Differences between current digital and green transition process and DGC concept
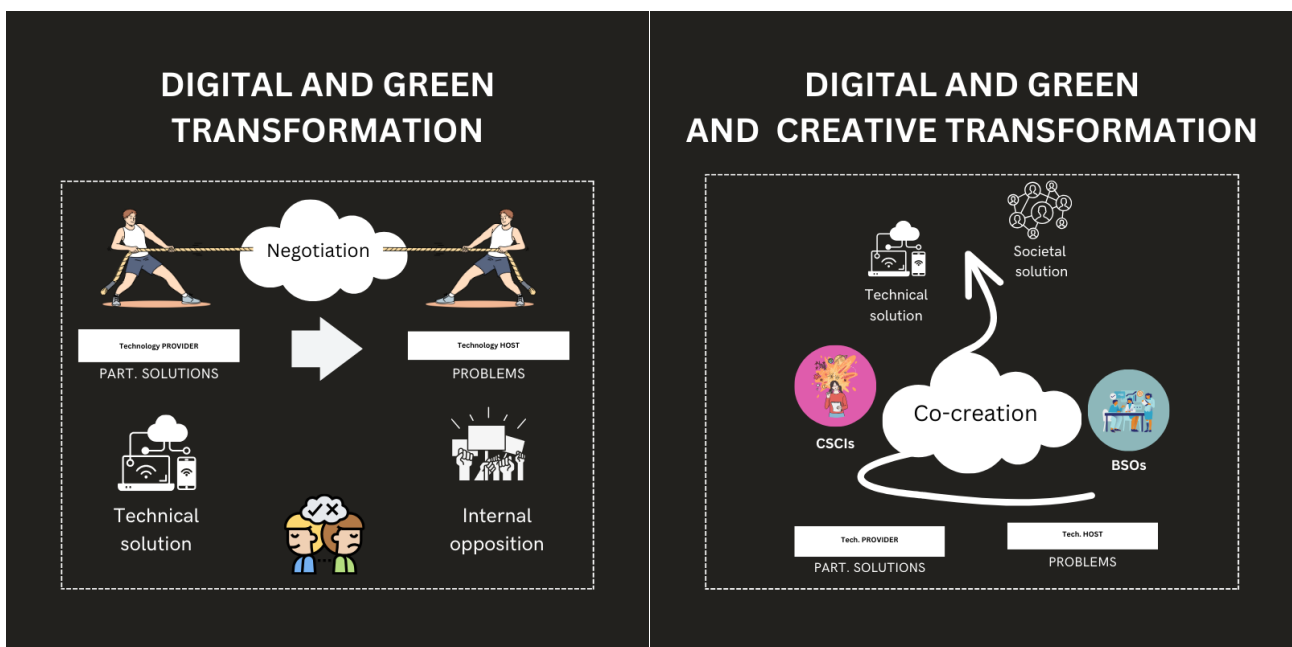
Within the DGC concept, CCSIs and BSOs are analyzing problems occuring between technology PROVIDERS and technology HOSTS and mediating the co-creation where all four stakeholder groups are co-developing implementation proces that resolves technical and operational aspects that are causing the friction within the digital and/or green transition processes.

The DGC concept, leverages on the co-creation activities for developing creative sustainable

methods and models that further emphasizes the need for integrating the CCSI within the innovation valuchain of the digital and green transition.

2.2 DGC stakeholders

The stakeholders in terms of the support program are divided into following stakeholder groups:

Table 1: Target group classification

STAKEHOLDER GROUPS	STAKEHOLDERS	STAKEHOLDERS' DEFINITION
DGC supporters, organization adopting creation and innovation skills and implementing project-based approach	**TECHNOLOGY PROVIDERS** (TECH. prov.)	Professionals working in field of digital technology and/or green technology
	TECHNOLOGY HOSTS (TECH. host)	Private or public organization operating or motivated to undergo digital or green transition
DGC drivers, organizations piloting transformation and the development of DGC actions	**Creative individuals** (CIs)	Individuals working within Cultural and Creative industry or creative departments of support service companies including sustainable tourism SMEs
	Business Support Professionals (BSPs)	Professionals working within public or private business support organizations providing business support and upskilling services for the businesses within the local entrepreneurial environments

2.1.1 DGC stakeholder group motivation

Motivating stakeholders for capacity building in the areas of digital, green, and creative transformation involves engaging them in the process, demonstrating the benefits, and aligning their interests with the goals of the transformation.

Here is what the DGC transformation can bring to:

TECHNOLOGY PROVIDERS:
- **Developing new skills,** by participating in an upskilling process oriented to learn how to adopt creative and innovation skills needed for developing innovative business models and how to collaborate on the DGC actions (a catalogue of training and support program and tools will be provided).
- **Promoting digital literacy and innovation** by providing training on digital tools and platforms.
- **Experimenting innovation** by **developing products/services** for the hosts (upscaling of the offer).
- **Networking with other stakeholders** that share common values and visions on the green and digital transition.

TECHNOLOGY HOSTS:
- **Developing new skills** by participating in an upskilling process oriented to the digital and green transition and learning how to collaborate on the DGC actions (a catalogue of training and support program and tools will be provided).
- Gaining **insights** into **new business opportunities**.
- **Access to new technologies** with programs designed to enhance skills and enable innovation and growth.
- An opportunity to **reinvent/reimagine themselves through the digital and green lens**, by means of new products and services tested/introduced by providers and imagined for their peculiar needs.
- **Networking with other stakeholders** that share common values and visions on the green and digital transition – sharing practices, learning from each other, high-quality, specialized knowledge transfer.

CREATIVE INDIVIDUALS:
- **Offering specialized training**, and addressing the unique challenges, opportunities, and skill sets required in sectors such as art, music, film, design, and heritage preservation.

- **Facilitating collaboration, networking, and knowledge sharing** among stakeholders - providing platforms for professionals to connect, exchange ideas, and collaborate on digital projects, green initiatives, and creative industries.
- **Demonstrating social and environmental impact** - adopting sustainable practices, digital technologies, and creative innovations can have a positive social and environmental impact within cultural industries. The importance of contributing to a more sustainable and environmentally conscious sector is crucial.
- **Encouraging experimentation and innovation** within cultural industries by fostering a culture of creativity, risk-taking, and exploration - providing support for pilot actions that push the boundaries of traditional practices.

BUSINESS SUPPORT ORGANISATIONS:

- **Developing new skills**, by participating in an upskilling process oriented to learn how to pilot the digital and green transition (a catalogue of training and support program and tools will be provided).
- An opportunity to play a **pivotal role in the digital and green transition** and **experiment innovation by developing new products/services** for the hosts (upscaling of the offer).
- **Sharing success stories** and case studies that highlight the positive outcomes of green, digital, and creative initiatives. Real-life examples of transformational impact can serve as inspiration and motivation for stakeholders.
- **Facilitating access to resources, funding, grants, and support programs** that enable technology hosts to invest in digital technologies, green practices, and creative innovations.
- **Networking with stakeholders** that share common values and visions on the green and digital transition.

2.1.2 Stakeholder Engagement and DGC Pilot Actions in C2T Partner Regions

In the previous section the stakeholder group motivation is presented and what are the benefits of DGC capacity building program for each group. The next step is to use this knowledge to design tailored upskilling program and use the measurement tool developed by the DGC network to assess the practical application and the impact of the DGC capacity building program.

The PILOT areas selected for testing the DGC capacity building program are following regions:
- Slovenia - Western part of Slovenia
- Italy - Friuli-Venezia Giulia and Veneto region
- Hungary – Central Transdanubia region
- Austria – Carinthia region
- Croatia - Jadranska region
- Germany - Stuttgart
- Czech Republic
- Slovakia - Východné Slovensko region.

To effectively present the strategy document for implementing the DGC concept within the Capacity2Transform project, it's beneficial to outline the process in steps, using the results from the project:

1. **Step 1 – Mapping the ecosystem and identifying stakeholders**

The first step involves mapping the local ecosystem to identify relevant stakeholders. This includes the understanding who can be impacted or can influence the DGC transition.

<u>C2T Project as an example:</u> A comprehensive mapping within project partnership in the regions listed above was conducted. The document titled "D1.1.1: The Entrepreneurial Discovery Methodology Co-designed" was collaboratively developed by each project partner. They created a database of 50 local stakeholders that could potentially be engaged within the C2T process. There are 580 stakeholders identified within the project area.

2. **Step 2 – Engaging and categorising stakeholders**

Once stakeholders are identified, they should be engaged on their potential role in the DGC transformation and categorised accordingly. Considering the role that identified stakeholders can play within the C2T process, they can be therefore divided in the following categories:

- TECHNOLOGY PROVIDERS: Professionals working in the field of **digital technology** and/or **green technology.** Technology providers are "delivery organizations" such as SMEs, startups and entrepreneurs in the domain of creativity, design, tourism, that can act as drivers in the digital and green transition, thanks to their resources, know-how and skills.

- TECHNOLOGY HOSTS: Private or public organizations operating or motivated to undergo **digital** or **green** transition. Technology hosts, especially SMEs in the tourism sector, are prepared to "host" the digital and green transformation, and to reinvent/reimagine themselves through the digital and green lens, by means of new products and services tested/introduced by providers. They will be engaged in the C2T capacity process.

- CREATIVE INDIVIDUALS – Individuals working within Cultural and Creative industry or creative departments of support service companies.

- BUSINESS SUPPORT ORGANISATIONS: Professionals working within public or private business support organizations that provide business support and upskilling services for businesses within the local entrepreneurial environments. BSOs act as drivers and supporters in the process of transition, such as SMEs, incubators, accelerators, and technology parks, and are key actors in promoting a C2T innovative environment.

3. **Step 3 – Designing and implementing training programs and support tools**

Develop and provide DGC capacity building program (training programs and support tools) for specific stakeholder groups. The aim is to enhance competences for DGC actions - the methodology and capacity building program is described in section 5.1.

<u>C2T Project as an example:</u> A catalogue of training and support programs[1] was developed for each stakeholder category, focusing on upskilling necessary for building competences and facilitating collaboration on DGC actions (section 3.1). The programs and support tools will be implemented and upgraded through pilot actions.

4. **Step 4 – Impact evaluation and scaling up**

Assess the impact of the pilot actions and refine the strategy based on feedback and results. Scale up successful practices to other regions and stakeholder groups.

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[1] Reference to the deliverable within C2T project: D1.2.3. Catalogue of training programs and tools selected for upskilling DGC competences

C2T Project as an example: An assessment tool[2]—a tailored questionnaire—was developed based on the DigiComp, GreenComp, and EntreComp frameworks. This questionnaire will serve as a crucial instrument within the C2T Project, facilitating comprehensive assessments of participants' competencies.

Step 5 – Continuous improvement and networking

Facilitate ongoing learning and networking among stakeholders to share best practices and learn from each other's experiences. This approach helps in sustaining the momentum of the DGC transformation.

C2T Project as an example: C2T project supports ongoing initiatives with tools tailored for DGC transition: 1.) Knowledge Factory: This platform stores and shares training materials, enables peer reviews, and handles data gathered via the DGC competence measurement toolkit. 2.) Media Factory: This platform supports the creation and dissemination of thematic articles about the digital and green transitions

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[2] Reference to the deliverable within C2T project: D1.2.2 DGC competence measurement toolkit

2.1.3 Geographic and Sectorial analysis in C2T Project Areas

In this section we would like to provide clearer insight into the territorial distribution of stakeholders within C2T project's pilot areas, which was presented in the Entrepreneurial Transnational Report[3].

The analysis is important not only for tailoring our DGC programs to each region's unique characteristics but also for understanding the broader landscape in which these stakeholders operate. By mapping out the geographic and sectoral organization of stakeholders, we ensure that the C2T goals are effectively implemented through practical, region-specific actions that are vital for both the project's success and a deeper comprehension of the local and regional dynamics.

The stakeholder network is composed of:

- 170 design / creativity providers;
- 112 Business Support Organisations;
- 90 Green Tech Hosts;
- 41 DigiTech Hosts;

- 87 DigiTech Providers;
- 61 GreenTech Providers;
- 19 Media.

Figure 2: The target groups of the C2T project (Data Visualization by Università Iuav di Venezia)

Target Groups

1.	SME	252
2.	Business support organisation	142
3.	Interest groups including NGOs	108
4.	Education/training center and school	26
5.	Higher education and research organisations	18
6.	Local public authority	18
7.	Regional public authority	14
8.	National public authority	2

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[3] Reference to the deliverable within C2T project: D1.1.2. Entreprenurial discovery transnational report
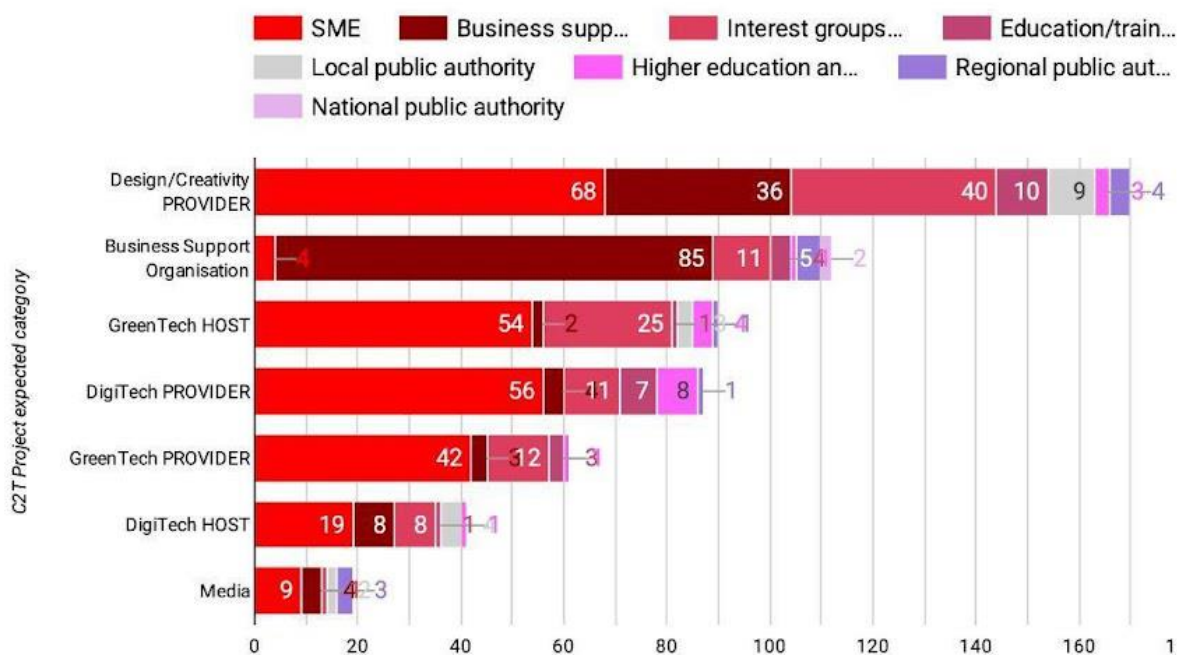
Figure 2 shows that the majority of the stakeholders are SMEs (252) followed by BSOs (142) and Interest groups including NGOs (108). Local, regional and national authorities are the least represented by the stakeholder network (34) and this is in line with the overall C2T project that aims in WP2 to create exchange and connections between Providers and Hosts and dedicate WP3 to transfer the results.

Figure 3: Stakeholder scopes: Regional, National, International (Data Visualization by Università Iuav di Venezia)

Geographic scope (Clients / Visitors) ● National ● Regional ● International ● Not available
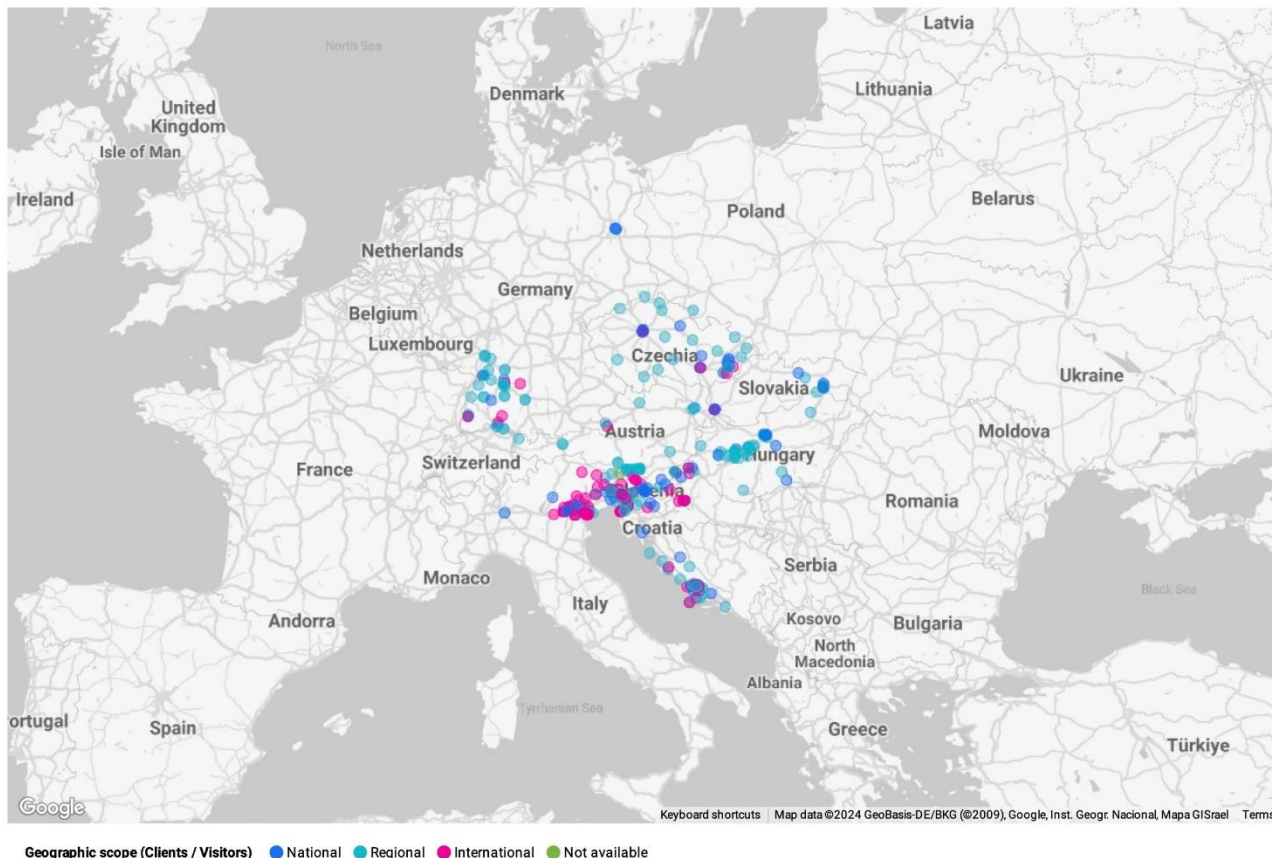
Figure 3 represents the geographical location of the stakeholder network in relation to the scope of clients and visitors. Regional scope is the most common but also polarization is noticeable with either a regional scope and an international scope, suggesting that when the stakeholders look for innovations, they are most likely to address it locally or outside their national boundaries.

The most partners have addressed stakeholders with strong regional presence. Only HR03 Jadranska Hrvatska, Croatia and ITH3 Veneto, Italy seems to have addressed international stakeholders more than regional stakeholders. National stakeholders are quite prominent in SI04 Zahodna Slovenija, Slovenia, HR03 Jadranska Hrvatska, Croatia and CZ06 Jihovýchod, Czech Republic.

Figure 4: Stakeholder distribution for C2T categories and target groups (Data Visualization by Università Iuav di Venezia)
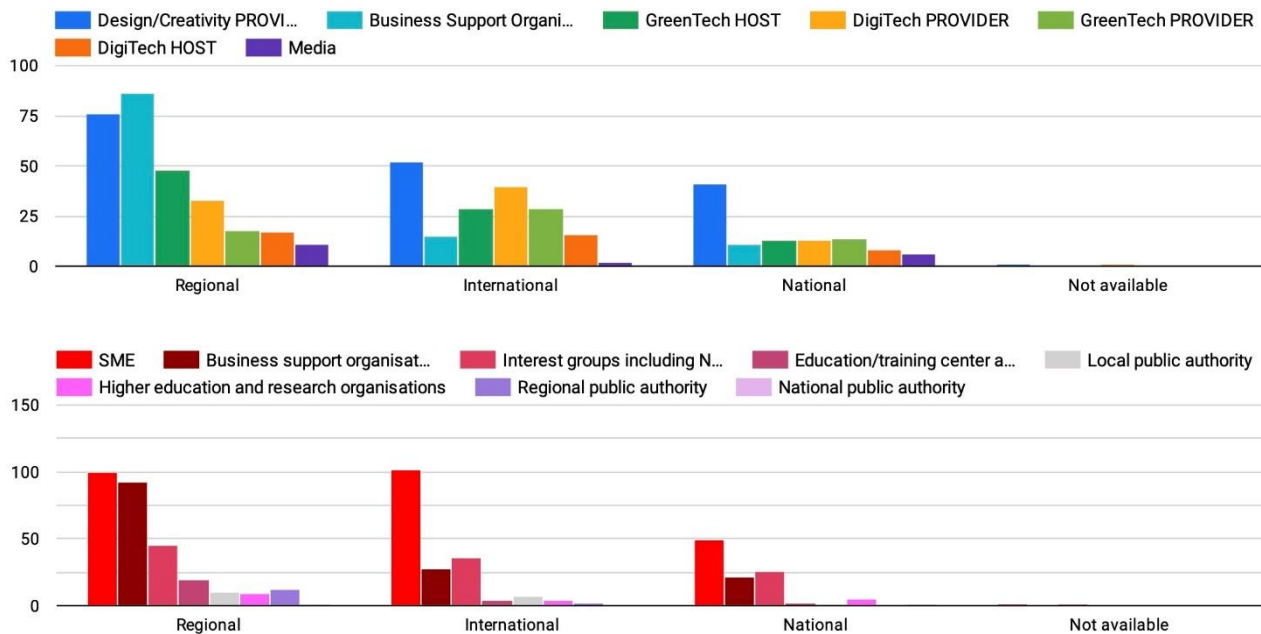
Figure 4 shows the distribution of regional, international and national data in both C2T project categories and target groups. The polarization between regional or international emerges as relevant for Design and Creativity Providers, BSOs as well as SMEs.

Figure 5: NUTS-Stakeholder distribution for C2T categories (Data Visualization by Università Iuav di Venezia)
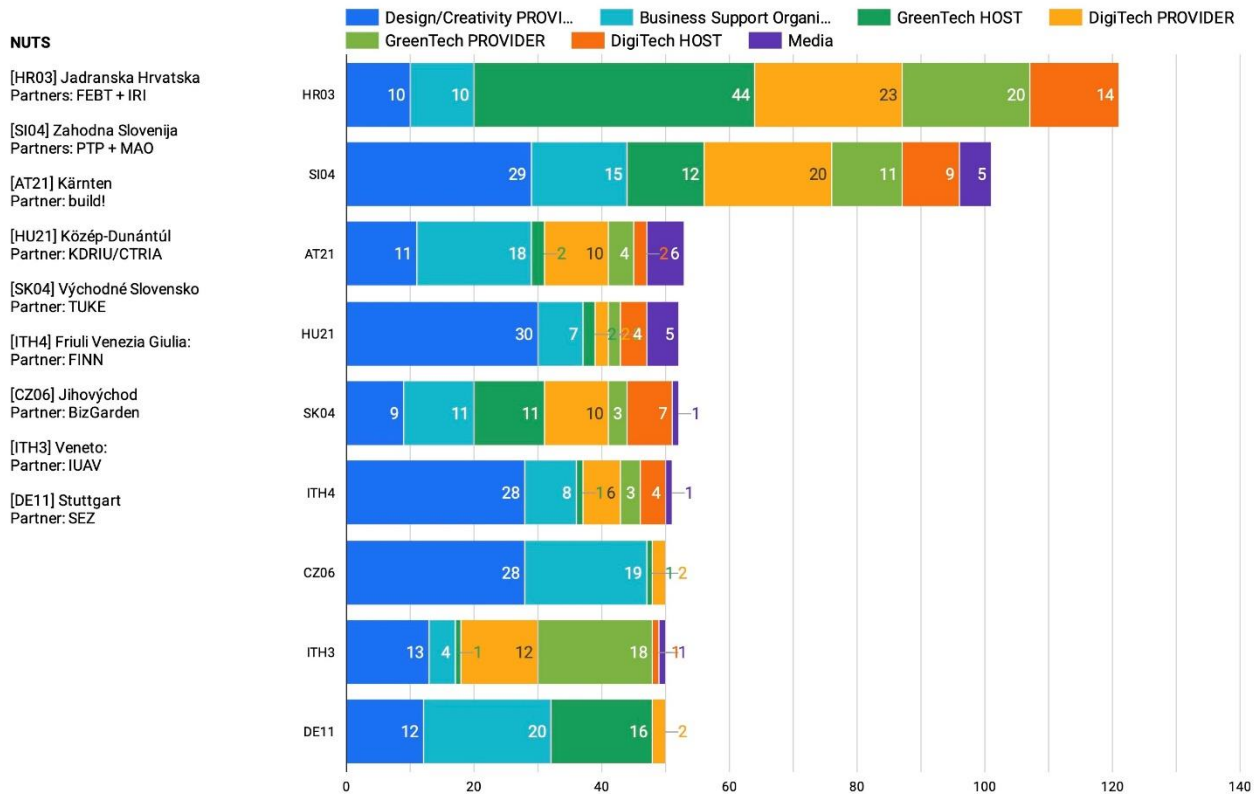
Figure 5 shows a breakdown of stakeholders across different international regions, categorized by various C2T types such as Design/Creativity Provider, DigiTech Provider, GreenTech Provider, DigiTech Host, GreenTech Host, BSO (Business Support Organization), and Media.

Similarities:

- Every region is involved in multiple categories of stakeholders, suggesting a broad interest in diverse types of technology and business support.
- Most regions have stakeholders that are both providers and hosts, indicating a two-way engagement in the technology and design sectors.
- DigiTech and GreenTech are common across regions, highlighting a general trend towards these industries.

Differences:

- The distribution of stakeholders varies significantly by region. Some regions focus heavily on a particular category, while others have a more balanced distribution across categories.
- The Design/Creativity Provider category is not represented in all regions.

- The BSO and Media categories appear less frequently compared to the tech categories, showing a possible focus on technology-driven projects.
- The absolute numbers of projects differ, with some regions showing a much larger total number of projects, which could indicate a difference in size, funding, capacity, or priority given to these initiatives.

Understanding the geographic and sectoral distribution of our stakeholders ensures targeted and effective implementation of the C2T project, essential for achieving the projects objectives.

2.3 DGC network

To facilitate the DGC transformation across multiply European regions, the C2T project has established the DGC network. This network is **transnational network of Business Support Organizations and entrepreneurial environment researchers that share the aim to STRENGTHEN the capacity of local entrepreneurial environments to innovate and transform business processes towards more digital and sustainable processes, services, and products.**

Network is committed to integrating CCSI into the innovation value chain and support the building local capacity for DGC transformation. **Its mission is to increase key stakeholder cohesion and raise competences of CCSIs and other actors to collaborate and boost the digital and green transition within the central Europe region.**

At the moment of the writing, the DGC network comprises of 11 members (Capacity2Transform partners):

1. Primorska Technology Park, Slovenia
2. Friuli Innovation limited liability consortium company, Italy
3. Central Transdanubian Regional Innovation Agency Nonprofit Ltd., Hungary
4. build! Gründerzentrum Kärnten GmbH, Austria
5. IUAV University of Venice, Italy
6. Museum of Architecture and Design, Slovenia
7. University of Split, Faculty of Economics, Business and Tourism, Croatia
8. Steinbeis Europa Zentrum, Germany
9. IRI Centar d.o.o. , Croatia
10. BizGarden Ltd., Czech Republic
11. Technical University of Kosice, Slovakia

Plans are underway to expand the number of actively involved organizations through transferability and knowledge exchange actions.

The mission of the DGC network is:

- to **provide knowledge** to entrepreneurial economy actors in areas of **how to design and execute upskilling activities,**

- to **support** DGC network members in developing technical and soft skills needed for DGC transformation by organizing international exchanges, and local upskilling activities (e.g. by providing trainings, workshops, or providing access to materials and results that were gathered/developed during the C2T projects, etc.),

- to **share intellectual resources** internationally through international network of business professionals and contributors and

- to **provide support to research activities** in the field of **entrepreneurial ecosystems** and business transformation in organizing research activities and in research work dissemination.

The main communication and implementation channel is the www.Capacity2Transform.eu website, that will be hosted and maintained by organization appointed by the DGC network members.

3. Assessment of Current Capacities

This section provides an overview of the current capacity assessment within the DGC network, as outlined in the previous section. We will detail the availability of green and digital support tools and programs and provide a summary of the report on the current status, highlighting similarities and differences of local entrepreneurial environments for PILOT actions.

3.1 Assessment of organizational capacity (tools and programs)

1. **Overview of the achievements**

Over the last five years, the project partners have effectively provided more than **eight tools and conducted over 80 training programs across diverse fields of relevance**. These programs have addressed a broad spectrum of topics, from enhancing entrepreneurial capacity and project management to delivering specialized training in innovation, social innovation, sustainable tourism, and digital skills.

2. **Selection and evaluation process within C2T project**

▪ Criteria-Based Selection: Partners have used well-defined criteria to **select the top 15 tools and programs**[4] from a broader pool of 90, focusing on entrepreneurial, digital, and green competencies.

▪ Data Collection and Decision-Making: A questionnaire was distributed among project partners, leading to these selections. This process was supported by a group decision-making framework, which assessed each tool against nine specific criteria including adaptability, learner support, cost-effectiveness, and the development of multiple DGE competence areas.

3. **Current offering and gaps**

▪ Tool and Program Variety: These initiatives vary in format (online courses, learning materials, modules) and target different audiences (students, entrepreneurs, public officials), using various delivery modes like in-person, online, and blended learning.

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[4] Reference to the deliverable within C2T project: D1.2.3. Catalogue of training programs and tools selected for upskilling DGC competences

- <u>Focus on Competence Frameworks:</u> The selected tools align with the ENTRECOMP and DIGICOMP frameworks, focusing on entrepreneurial and digital skills. However, the GREENCOMP framework, addressing green competences, was underrepresented, indicating a strategic gap.

4. **Future planning and recommendations:**

- <u>Enhancing DGC Competences:</u> There is a need to develop new programs or modify existing ones to better incorporate green skills. This might include engaging external experts or integrating green competencies into current offerings.

- <u>Scalability and Adaptability:</u> To further advance these competences, it's important to focus on the scalability and adaptability of tools and programs. This would involve tailoring them to meet the specific needs of different target groups or organizational contexts in diverse cultural, economic, and regulatory environments.

- <u>Continuous Improvement and Feedback:</u> Implement a continuous feedback mechanism to refine tools and training programs based on user experiences and changing market needs.

3.2 Assessment of entrepreneurial environment capacity

The project's 'Report on region competences'[5] also encompasses a transnational analysis of the entrepreneurial environment's capacity, with a specific emphasis on the development of digital and green competences, crucial for facilitating the twin transition. The desktop research was performed to gather information about availability of capacity building support in following levels:

- individual & organisational - capacity building activities dedicated to SMEs within the pilot regions in order to enable their upskilling of digital and green competences;

- enabling environment - mapping of available support programs, strategies and policy frameworks related to twin transition of SMEs which are in place in the pilot regions.

The majority of pilot regions belongs to Advanced development level in terms of digital competences capacity. Only one region was identified in Moderate level of digital competencies capacity (Hungary - Central Transdanubia region). The distribution between development levels in green competencies capacity is more pronounced. There are 6 regions belonging to Advanced level, 2 regions belonging to Moderate level (Croatia – Split region and Slovakia – Košice region) and 1

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[5] Reference to the deliverable within C2T project: D1.3.1 Report on region competences

region belonging to Starting level of green competences capacity (Hungary - Central Transdanubia region).

Based on results of the research it was revealed that majority of regions lack the specialization focus in capacity building activities on CCI sector covering the specific needs of SMEs active in the creative areas and sustainable tourism area. Green competency capacity building in some regions is represented on lower level comparing to digital competency capacity building availability. The emphasis should be focused on awareness of importance of green topics as well as on development of available green capacity building activities within these regions.

The analysis also highlights key similarities and differences among regions:

1. **Similarities:**

- All regions demonstrate strong national support for the twin transition, with various strategies and initiatives in place. In case of pilot region in Hungary the gaps were identified in terms of concrete implementation of strategies` plans.

- Capacity building and funding opportunities for SMEs are common strengths, indicating a focus on digitalization and sustainability in all pilot regions.

- Challenges include insufficient inclusion of the CCSIs, lack of specific green transition activities, and regional disparities in support and infrastructure.

2. **Differences:**

- Pilot regions in Austria and Germany highlight technological advancements and strong manufacturing sectors as bases for green technology innovation, while pilot region areas in Slovenia and Slovakia emphasize cultural initiatives and education.

- Pilot regions in Croatia and Italy show strong ties to tourism and culture for sustainability, differing from Hungary's emphasis on digital infrastructure within the pilot region.

- Threats vary significantly, from financial constraints and bureaucratic hurdles in pilot regions of Italy and Croatia to rapid technological changes in Hungary's pilot area and significant political changes influencing pilot region in Slovakia.

This comparison underscores a shared commitment to fostering environments conducive to digital and green transitions, yet distinct regional approaches and challenges suggest the need for tailored strategies to leverage unique strengths and address specific weaknesses.

3.3 Recommendations

In the light of the overall assessment of current capacities identified in the above mentioned reports, the following recommendations are made to enhance the effectiveness of programme initiatives aimed at building the capacities of the local entrepreneurial ecosystem.

- Stakeholder engagement and motivation: Engaging diverse stakeholders (technology providers, hosts, creative individuals, and business support organizations) effectively in the digital, green, and creative transformation is a primary challenge. This includes demonstrating the benefits, aligning their interests with transformation goals, and involving them in capacity-building initiatives.

- Program Development: Designing DGC capacity building programs that are tailored to the unique needs of different regions is needed. Such programs should focus on leveraging local strengths and competences while addressing specific gaps in skills and resources.

- Networking and Collaborative Platforms: Stakeholders need platforms for networking and collaboration that can facilitate knowledge sharing, innovation, and the development of new business models aligned with digital and green transformations.

- Entrepreneurial Ecosystems: Leveraging CCSIs to support and enhance digital and green transitions within regional entrepreneurial ecosystems.

4. Strategic framework

4.1 Common vision and intervention area

Based on joint research and analysis of entrepreneurial environments in the Central Europe region the Capacity2Transform partnership has elaborated a shared vision regarding the integration of CCSIs within the digital and green value-chains across Europe.

Common vision:

> *"Each region has a creativity cluster, composed of technology providers, technology hosts, CCSIs and BSOs, that is operational and involved in the design and development of business models as well as in the orchestration of the digital and green transition processes."*

CCSI, through its direct contact and interaction with society, has a unique position to influence cultural practices, productions, and operations and therefore can drive the green transition and BSOs can act as conduit connecting the CCSIs with other industry actors catalysing the integration process and putting creativity in the centre of digital and green transition.

Connection is not enough by itself, the stakeholders need to be competent in technical skills but also soft skills like leadership and teamwork to put vision to practice and create impact to the targeted area.

Therefore, the project partnership has identified the intervention area through next 5 strategic objectives:

1. To develop an effective and contemporary competence-building program for developing digital, green and entrepreneurial skills.

2. To increase number of knowledge exchange activities between CCSIs and other industries on topics of digital and green transformation and co-creation.

3. To develop strong transnational support system that can act as knowledge transfer hub and transfer DGC concept to entrepreneurial ecosystems outside the project partnership.

4. To increase number of entrepreneurial ecosystems using the CCSIs to leverage and support digital and green transition in their region.

5. To increase competitiveness of the CCSI by opening alternative services, connected to digital and green transition.

Table 2 - Strategic objective and measurable results (to 2030)

Objective	Measurable result
To develop an effective and contemporary competence-building program for developing digital, green and entrepreneurial skills	Self-evaluation results increased by more than 5% as direct effect of capacity building program.
To increase number of knowledge exchange activities between CCSIs and other industries on topics of digital and green transformation and co-creation.	Number of knowledge exchange activities between CCSIs and other industries on topics of digital and green transformation and co-creation.: 30+
To develop strong transnational support system that can act as knowledge transfer hub and transfer DGC concept to entrepreneurial ecosystems outside the project partnership	Number of external ecosystems connected to the DGC network after the project end: 2+
To increase number of entrepreneurial ecosystems using the CCSIs to leverage and support digital and green transition in their region	Number of entrepreneurial ecosystems using the CCSIs to leverage and support digital and green transition in their region directly supported by DGC network: 12
To increase competitiveness of the CCSI by opening alternative services, connected to digital and green transition.	Number of creative individuals and CCSIs involved in co-creation and co-development of the digital and green transition business models: 20+

CCSI, through its direct contact and interaction with society, has a unique position to influence cultural practices, productions, and operations and therefore can drive the green transition. At the same time BSOs can act as conduit connecting the CCSIs with other industry actors catalysing the integration process and putting creativity in the hearth of digital and green transition.

Connection is not enough and additional upskilling of the CCSI and BSOs representatives is needed in order for these same people to provide meaningful input in developing technology-based features and new sustainable business models.

4.2 Principles

The main principles adopted by the strategy are:

- Peer-exchange education,
- Transnational support,
- Co-development and co-creation.

4.2.1 Peer exchange education

Peer exchange educations are the main DGC upskilling strategy principle for knowledge transfer. The same represents implementation of place-based learning, and is used to identify skill gaps, build of soft skills and increase cohesion between key stakeholder stakeholders.

Main vision of this strategy is to have CCSIs driving digital and green transition effectively integrated across other industries. Therefore, peer exchange educations are used for the CCSIs to improve their knowledge in green and digital technology and to adopt soft skills needed for the co-creative actions.

4.2.2 Transnational support

The general concept is for the DGC network to know no borders and support positive DGC initiatives wherever they arise from. The transnational support provided is in form of sharing competences across border to strengthen the skills of the DGC drivers.

Within the scope of this strategy transnational support is limited on: how to develop upskilling programs, which tools to use and how to measure competences.

The support is provided to DGC network members and other BSOs interested in exploring the organization of DGC capacity building actions.

4.2.3 Co-development and co-creation

The co-development and co-creation is used to have diverse perspective on common problem and develop solution acceptable by multiple target groups.

Within the capacity building co-development and co-creation is used for:

- testing supporting concepts cross-border,
- developing tools for upskilling in Digital, Green and Entrepreneurial skills and

- developing feasible solutions for digital and green transformation of society.

Co-development and co-creation are main tool for DGC transformation and a training tool to develop soft skills on how to work in a group, how to lead a co-designing session etc.

4.3 Organizational model

This section provides an overview of the organizational structure, its constituent elements, and the interrelationships among these elements. The section is the basis for understanding the strategy intervention mechanism and is crucial for the sustainability of proposed measures.

Organizational model has two main structure element groups:

a) **External structure elements** that are represented by **contributors** and **researchers** who are using the DGC network for promoting their services or conducting research activities. For example contributors can be technology companies like IT, green technology etc., and the researchers are physical persons conducting research in area relevant to the DGC transformation and DGC transformation concept.

b) I**nternal structure elements** that are in fact the DGC network member organizations and key stakeholder groups: technology hosts, technology providers, creative individuals and business support organizations. To create synergies, DGC network members are clustered in inter-regional action groups (IAGs), and key stakeholder groups who are organized in Local Development Initiatives (LDIs).
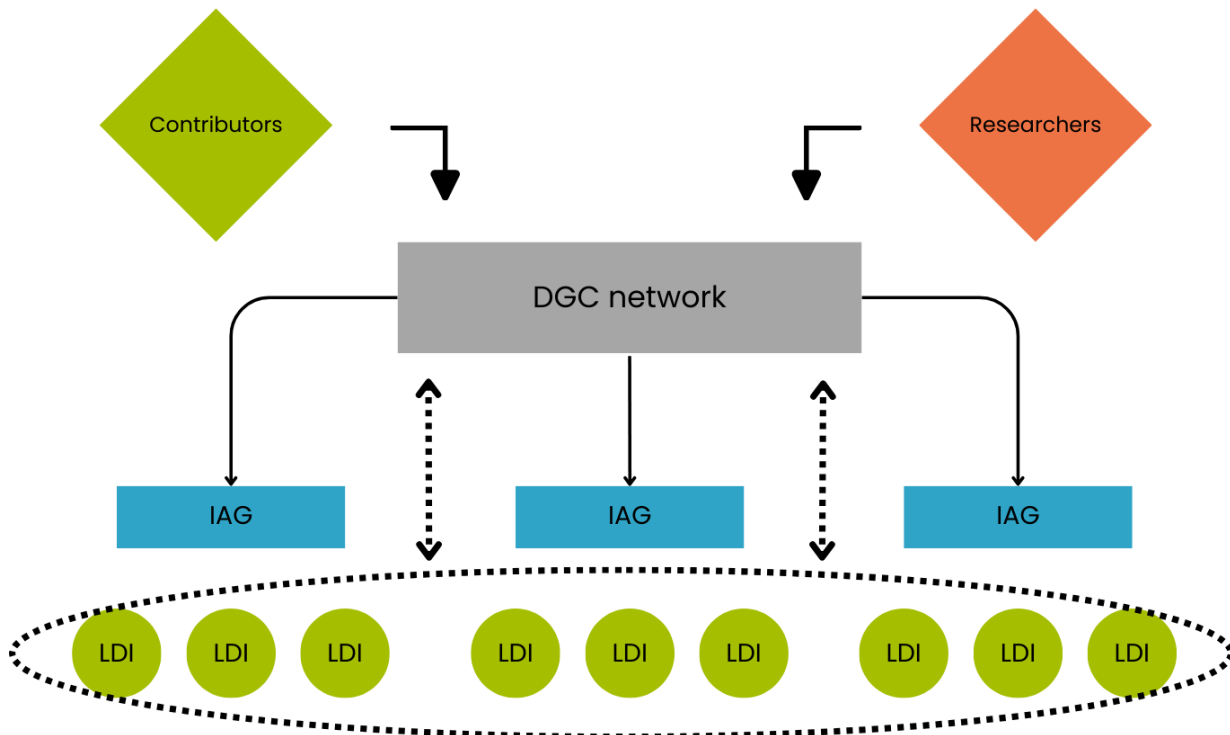
IAG: Inter-regional action group

LDI: Local development initiative

Regarding the structure inter-relations, we have inbound, trans-bound and outbound relations.

Inbound relations are ones between external structural elements and DGC network in which knowledge is transferred from external organizations to DGC network members. This relates to submitting technical and/or research articles to knowledge HUB platform and direct service provisions. **Outbound relations** are the ones in which LDI's or IAGs are sharing their internally developed DGC concept to the public, usually in a form whitepaper, business model and business plan, while **trans-bound interrelations** are in which knowledge is transferred between internal structural elements usually in a form of transnational workshop and international exchange.

Within the PILOT program, internal management body, the DGC network management board will be constituted while the role of researchers and contributors shall be taken by the project partner staff and contracted professional help that support IAGs in their activities.

Internal structural elements and their role is described below.

DGC Management Board

DGC management board is the main operating body of the DGC network, the informal network for promotion of the DGC transition and fostering creativity-based innovation.

Structure:

Three-member committee that can be extended by two members counting max up to 11 members.

Purpose:

Purpose of the management board is to provide administrative support to the DGC network members and inter-relations with external organizations

Activities:

- Registering contributors and publishing of specialized articles.
- Disseminating knowledge on developing upskilling programs.
- Maintaining the knowledge factory web platform.
- Coordinating IAGs to follow the training program execution methodology.
- Collecting information from IAGs and analysing the program impact.
- Member management.

DGC Inter-regional Action Groups

DGC inter-regional action group is a construct of two or more DGC network members that are bound together to support each other in developing and conducting capacity building programs.

Structure:

Comprised from two or more DGC network members.

Purpose:

DGC international action groups are developed as transnational support body that leverages on joint competences and increased access to contributors to provide upskilling program of increased quality and impact on the digital, green and creative transition.

Activities:

- Development and alignment of capacity building programs
- Implementing competence measurement method
- Reporting measurement results to the DGC network management board.

DGC Local Development Initiatives

Local development initiative represents a stakeholder group joined on common thematic problem topic accepting the co-creative activities as mean to develop joint solution for the identified problem.

Local development initiatives have local character and are having minimum of 6 organizations including all stakeholder types: technology providers, technology hosts, Business professionals and creative individuals (CIs).

The character of Local development initiative is local but at the same time can be supported by international support network.

Structure:
Stakeholder HUB having min. 6 organizations from which 2 technology providers, 2 technology hosts, 1 business support organization and minimum of 1 creative individual.

Purpose:
Local development initiatives are local creativity hubs who promote digital and green transition and design DGC business concepts that can be implemented in practice

Activities:
- Peer-exchange education, meetups and master classes
- Design sprint workshops, future design and scenarios
- Speed dating, round tables, mentoring, coaching
- Expert consultations and advisory services,
- Lectures, Creative dialogues

5. Capacity building strategy

Capacity building is the process through which individuals and organizations obtain, improve and retain the skills, knowledge, tools, equipment and other resources needed to do their jobs competently or to a greater capacity (larger scale, larger audience, larger impact, etc.)

This Capacity Building Strategy has a twofold goal:

1) to build local competences for DGC actions and

2) ensure support program transferability.

Building local competences (first goal) is achieved by the implementation of a **specialized capacity building program** for key actors of the supportive environment while **transferability** (second goal) is achieved through **program evaluation and knowledge exchange**.

Supportive environment is a network of DGC drivers and DGC supporters. This strategy focuses on **DGC drivers** (business professionals and creative individuals) since they are the driving force of the DGC actions while the role of **DGC supporters** is to transfer knowledge about technology and implementation practices and connected risks to the DGC drivers. Also, the DGC supporters are involved in co-creation activities and provide feedback on co-developed solutions, especially in terms of feasibility.

Purpose of training programs is to raise competences of entrepreneurial ecosystem for co-development of sustainable business models and practices in particular the knowledge and skills of the DGC drivers, and developing a practical change in the attitude of technology providers and technology host to see involvement of BSPs and CIs in digital and green transformation activities as added value.

5.1 DGC capacity building program

DGC capacity building program is a long-term program organized in course of minimum 9 months in which DGC drivers and DGC supporters grow their competences to enable joint solution development for digital and green transition that embeds creativity driven co-designing processes in ideation and execution phase of transformation process.

The program goal is to raise knowledge and skills of DGC drivers and attitude of the DGC supporters to accept creativity driven innovation.

5.1.1 DGC program methodology

DGC program identifies 4 impact levels:

- 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

Activities aimed exclusively to CIs and BSPs are Level 1 and Level 2 activities, and same are directed toward DGC training program competence goal 1 – Raising knowledge and skills of DGC driver while Level 3 and Level 4 are joint activities of all target groups.

Table 3 - Cross reference between level 1 and level 2 upskilling activities and resulting competences

Activity level	Parti-cipants	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 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: a) **external upskilling activities** i.e. when we have external educator contracting; **b) local upskilling activities** when one target group is provider and other is recipient of knowledge or skill and **c) 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.

Table 4 - Cross reference between level 3 and level 4 upskilling activities and resulting competences

Activity level	Parti-cipants	Competence developed	Activity type
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, Sumer 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

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.

5.1.2 Capacity building program development

Each capacity building program model should include all four levels of activities. The activity timeline is to start with L1 and L2 activities, that are followed by L3 and ultimately L4 activities. For L1 and L2 activities it is suggested to have at least six months and for level four activities minimum of three months.

Figure 6: Activity level based on the targeted impact
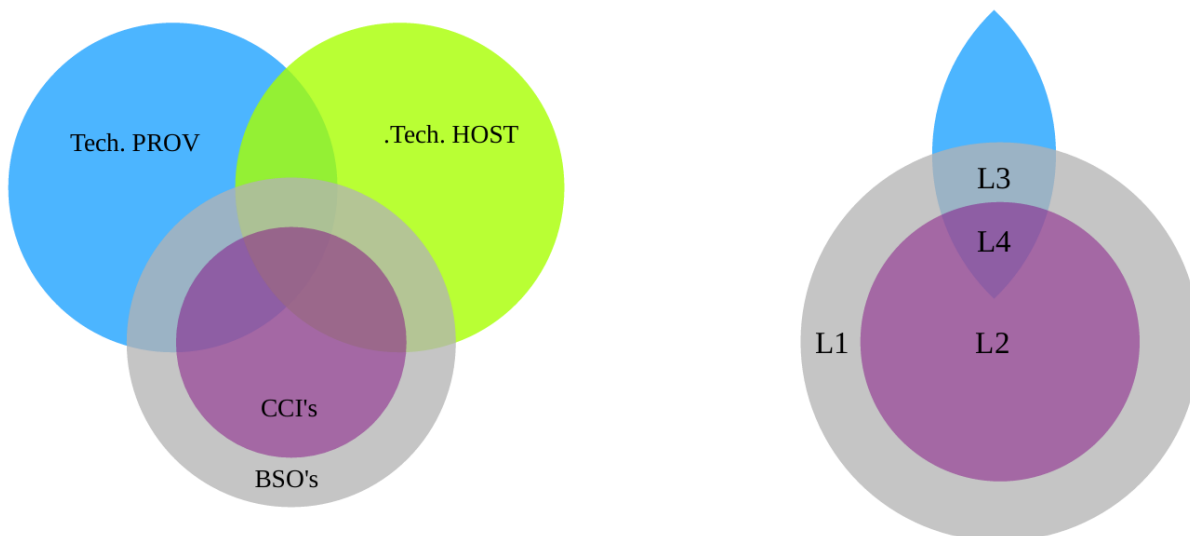
Program models should be developed by the DGC network members, in general these are the BSPs from the partnering business supporting organizations that want to raise competences of local entrepreneurial environment actors in performing the DGC actions.

Program development steps:

1. Mapping and communicating DGC concept to target groups.

2. Identifying skill gap and development/organization of L1 and L2 activities.

3. Co-development and organization of L3 actions and identification the DGC program thematic topics.

4. Elaboration on DGC program thematic topics and organization of co-creating workshops (L4 activities).

Step 1: Mapping and communicating DGC concept to target groups

Mapping and communicating DGC concept to target groups is a set of activities that includes desk-research, direct stakeholder interviews and organization of public events communicating and online communication related to the DGC concept. Result of this activity is stakeholder catalogue, better understanding of local entrepreneurial environment and increased awareness of existing resources.

Step 2: Identifying skill gap and development / organization of L1 and L2 activities

To create network of motivated DGC drivers it is of utmost importance to develop upskilling program tailored to the needs of key stakeholder representatives. This activity is aimed to target the missing skills and find suitable training activities that can improve knowledge and skills of target groups, thus providing the value for the same.

The activity includes stakeholder surveys, desk research of training programs and educators and planning the type and number of activities. In parallel it also includes communication of the activities and key concepts to CIs in order to connect CIs with local BSPs.

Step 3: Co-development and organization of L3 actions and identification the DGC program thematic topics

The L3 actions include knowledge exchange and knowledge transfer actions between DGC supporters and DGC drivers. The initial L3 actions are knowledge transfer actions planned to reduce knowledge gaps of DGC drivers in terms of technology and solution applicability, where DGC supporters are sharing knowledge. Most common L3 initial actions are round tables and lectures;

The secondary L3 actions relate to deep-dive and other problem extracting activities aimed to identify main challenges of local area and identify and tackle the **thematic topics** of the territory in which program is executed.

The result of L3 activity is established connection between DGC supporters and DGC drivers and identified thematic topics; on which PPs is organizing additional discussions as part of L3 activities; and co-creating sessions as part of L4 activities.

Step 4. Elaboration on DGC program thematic topics and organization of co-creating workshops

The DGC program thematic topics are connected to technology providers and aimed at solving a specific problem from the practice using the creative embedded designing methods. The co-

creating workshops are in fact a PILOT demonstration of DGC transformation actions in which Culture & Creative Sectors & Industries are invited to drive the Green Transition across other industries. The step includes organization and management of co-creating sessions and evaluation of participant motivation and attitude.

Additional information on program development and tools used can be found in deliverable D1.3.3. Upskilling support methodology co-designed, of the Capacity2Transform project and on the Knowledge Factory platform hosted on **capacitytotransform.eu** website.

5.2 Capacity building program evaluation

This Program is expected to increase knowledge and skills of the DGC drivers and drive a positive change in attitude of the DGC supporters to accept creativity driven innovation and embrace DGC transformation.

To evaluate program impact on increasing knowledge and skills of the **DGC drivers**, competence pre- and post- assessments shall be conducted with Capacity2Tansform project DGC competence measurement toolkit[6], while changes in attitudes shall be collected through **satisfaction questionnaire** and **in-depth interviews**.

The measurement activities are organized in different time periods as described in table below.

Table 5 - Measurement activities of the DGC upskilling program

Measurement activities	Description of usage
Initial competence evaluation: DGC measurement toolkit	Usage, upon first participant entry to activities Level 1 or Level 2. Targets: DGC drivers
Attitude change evaluation: Satisfaction questionnaire	Questionary send to participants of Level 4 actions Targets: DGC drivers, DGC supporters
End competence evaluation: In-depth interviews, DGC measurement toolkit	Invitation to participants of Level 2 and Level 4 action participants. Targets: DGC drivers, DGC supporters

Completing the DGC self-assessments is mandatory for the BSPs and the CIs receiving professional upskilling trainings, and the obligation can be inserted in collaboration documents; while satisfaction questionnaire and in-depth interviews are voluntary.

In terms of delivery model, local DGC program operator is responsible for data collection in all activities except the in-depth interviews that will be organized centralized by the DGC network management board. The responsibility of each DGC program operator is to ensure own staff and motivate local stakeholders to participate in program evaluation activities.

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[6] Reference to the deliverable within C2T project: D1.2.2 DGC competence measurement toolkit

As result of program evaluation reports shall be developed: a) on program impact on stakeholder competences containing analysis of DGC tools and satisfaction questionnaire and general evaluation of DGC program model as result of In-depth interview.

In addition to the stated program evaluation activities, additional longitudinal studies can be organized to monitor the program long-term effect.

5.3 Program transferability

The knowledge exchange within the scope of this strategy relates to the activities executed by the DGC network members aimed at expanding the network to other entrepreneurial environments and territories. These are the post DGC upskilling program activities planned for program transferability.

Activity Name	Description
Peer exchange discussions	Post-program activity enabling DGC program participants to elaborate on program content and organization in order to identify key motivation and value elements. Discussions are held among participants of local upskilling actions and can be moderated by local DGC network member and supported by transnational DGC network members in order to also ensure international exchange of good practice. Peer exchange discussions can be internal, involving only DGC drivers and external involving the DGC drivers and the DGC supporters. The aim of activity is to address key organizational points, discuss the satisfaction level and promote future local activities. Result of peer exchange discussions are list of recommendations.
Creative dialogues	Creative dialogues are international exchange activities in which similar target groups are sharing their experiences in the DGC upskilling programs addressing the value of the program for themselves.

	Separate creative dialogues are organized for DGC drivers and DGC supporters. Creative dialogues are organized to answer on how program can be better designed to address target needs to a better level; what are the common challenges and how they can be addressed based on their direct experience. Result of creative dialogues are reports on DGC program future.
Publication development	Strategy perceives two types of publications: research publications and business publications. Research publications are results of data-analysis that are conducted by researchers of entrepreneurial environment while business publications are DGC program publications related to cast-studies, best practice scenarios etc. Publications developed are used for knowledge exchange toward research and professional networks.
Conferences	Conferences are in-person events for DGC program and result dissemination. Conference activity presumes participation in form of presenter or moderator. Two types of conferences are perceived: presentational conference on which success stories and publications are promoted and fine-tuning conference on which DGC program documents are discussed and updated. Aim of activity is advocating the DGC concept among professional networks and research community.
Digital promotion	Within DGC network digital promotion is planned trough KnowledgeFactory and MediaFactory tools. Digital promotion activity includes: content development, management of content developers, online publishing and business communication.
	In terms of KnowledgeFactory content developers are contributors that are individuals working as business professionals or researchers; Content is originally developed for the platform and the platform is central place for stakeholder DGC network on-boarding thus business communication is automated and centralized. In terms of MediaFactory, content developers are PP staff and the content developed is distributed on multiple channels. Content development includes desk researching, content drafting, preparation of materials for different platforms and promoting content to thematic portals. This activity is continuous activity for DGC network expansions and knowledge sharing.

6. Implementation plan

6.1 Timeline

SH mapping/skill gap identification

SH mapping and communicating DGC Concept to target groups

Mapping of the local ecosystem:
- list of SH
- engaging and categorising SH
- needs analysis: desk research, SH interviews, raise awareness events etc.

Reports on organisational capacity and EE develpment.

min. 3 months

Operational manag. structure, skill gap identification and Action plan preparation

Establishment of the operational framework for pilot actions: technical committee and inter-regional action groups.

Skill gap identification.

Territorial Action Plan preparation (development of the pilot activities)

min. 3 months

DGC training program

DESIGNING AND IMPLEMENTING DGC TRAINING PROGRAMS

Level 1 and 2 activities - Improving knowledge and skills

Improving knowledge and skills of the DGC drivers (BSPs and CIs):
- level 1: ·Knowledge in D&G technology, development of training and mentoring soft skills and business process design skills;
- level 2: Knowledge in D&G technology, development of business skills, change in attitudes.

Baseline and follow-up assessments.

Establishing a network of BSP and CIs (level 2).

min. 6 months

Level 3 activities - Knowledge exchange/transfer

Knowledge exchange between DGC supporters and from DGC supporters to DGC drivers: DGC drivers obtaining knowledge in DG technology, development of problem framing skills and stakeholder empathy; change in DGC supporter attitude toward creativity driven innovation.

Baseline and follow-up assessments.

Change attitudes.

min. 6 months

Level 4 activities - Co-development of new knowledge

Stakeholders are co-developing solutions resulting in new-knowledge and raised skill level of DGC drivers: development of co-creation skills; change in DGC supporter attitude toward creativity driven innovation.

Elaboration of DGC program thematic topics.

min. 3 months

Impact Evaluation / scaling up /continuation

Impact evaluation and scaling up

Annual DGC program evaluation reports.

Scaling up successful practices.

ongoing

Continuous improvements / transferability /dissemination

Facilitate ongoing learning - updating training materials (through Knowledge factory platform).

Continuous content creation and dissemination through Media Factory.

Transferability of DGC programs.

Engage with policy-makers to align program outcomes with policy initiatives and advocacy goals

ongoing

6.2 Budget

Effective implementation of the DGC Programme requires a general financial framework that ensures that resource allocation is aligned with the objectives and milestones of the project.

1. **General financial framework**

The main step in the financial framework involves the identification of budget lines for programme activities and the resources needed. This includes the allocation of resources for internal staff, training materials, external experts, and digital tools essential for programme implementation.

The following is a framework to assist in preparing the financial architecture of the DGC programmes:

Cost Category	Justification for budget allocation	Base allocation	Flexibility mechanism
Internal staff	Salaries and benefits for internal staff who will directly manage or execute the DGC programme (program manager, training coordinators, administrative support, communication manager)	30 %	+/- 5% adjustment based on project phase requirements
External experts	Recruit new staff or train existing staff to effectively support the DGC programme; contracting external experts and consultants for specialised training modules - consultants and industry experts who provide specialized knowledge or skills not available within the internal team.	25 %	+/- 10% based on availability and need for expertise
Operational costs, training materials	Operational costs essential for programme implementation: venue rental, transport and logistics, training materials, digital tools for virtual training, catering services.	25 %	+/- 5% for shifting between materials and venue costs
Evaluation costs	Costs associated with assessing the impact and effectiveness of the programme through various tools and methods	10 %	+/- 5 % to enhance or reduce assessment tools
Reporting and dissemination costs	Costs for compiling, producing, and disseminating progress and final reports, as well as marketing and communication materials to promote programme visibility and share findings.	10 %	+/- 5 % to prioritize digital or print based on reach

2. Risk Management

Regular risk assessments will be conducted to identify and mitigate any emerging risks that could affect budget execution.

3. Monitoring and control

Regular financial reviews will be conducted to track actual expenditures against budgeted amounts. Any significant variances will be investigated, and adjustments may be made to ensure that resources are used efficiently and effectively.

4. Long-term sustainability

In addition to budgeting for the current project cycle, we are exploring potential sources of ongoing funding, such as national funds for supporting national start-up ecosystem, grants, sponsorships, or partnerships. This will help to ensure continued support for the programme's objectives beyond the initial implementation phase.

7. Long term strategy for program improvement

This chapter outlines the strategic objectives and corresponding goals of our competence-building program aimed at fostering digital, green, and entrepreneurial skills within Cultural and Creative Sectors and Industries (CCSIs). Our approach is designed not only to meet immediate needs but also to ensure long-term sustainability and continuous improvement.

In the following table, we present a structured overview of strategic objectives, goals aligned with these objectives, the anticipated sustainability impacts and the specific actions required to achieve these goals.

Table 6 - Framework for Sustainability Goals and Actions

Strategic objectives	Goal	Sustainability Impact	Actions to Achieve Goal
Develop an effective competence-building program for digital, green, and entrepreneurial skills.	Build competences for DGC actions	Enhances the resilience and adaptability of local business ecosystems.	Specialized training programs for key stakeholders. Evaluation and knowledge exchange to refine training effectiveness.
	Enhance digital and green competences	Improves environmental stewardship and digital proficiency, reducing carbon footprints and increasing efficiency.	Targeted upskilling in green technologies and digital tools. Collaboration with tech providers for practical insights.
Increase the number of knowledge exchange activities between CCSIs and other industries.	Organize knowledge exchange sessions	Promote collaborative learning and sharing of best practices	Host regular sessions to facilitate knowledge transfer and peer learning among stakeholders. Sharing content through Knowledge Factory tool.
Develop a strong transnational support system acting as a knowledge transfer hub.	Ensure support program transferability	Facilitates the replication of successful models across different regions, promoting broader sustainable practices.	Develop scalable and adaptable training programs. Create guidelines and frameworks for program replication.
	Build a network of DGC program contributors	Enhance content dissemination and outreach	Engage program contributors/content creators across multiple sectors for collaborative impact.
Increase the number of entrepreneurial ecosystems using the CCSIs.	Foster creativity driven innovation	Leads to innovative solutions that are economically viable and environmentally friendly.	Co-design sessions to brainstorm new ideas. Pilot projects to test and refine creative solutions.
General Goals that support overall program evaluation and dissemination			
	Program evaluation	Ensure program effectiveness and relevance	Utilize feedback for continuous program refinement.

	Publish program evaluation / dissemination of the activities	Document insights and outcomes for broader dissemination	Compile and publish comprehensive reports detailing program outcomes, impacts, and lessons learned. Sharing content through Media Factory tool.

7.1 Program contributors

Program contributors are persons who are involved in content development and program evaluation. Contributors are not limited to the program organizer but extend to the connected members.

In terms of contributors, we differentiate next:

- Technology providers providing texts and tools to be disseminated,
- Technology hosts/providers providing interesting success stories,
- CIs involved in local industry DGC support cluster, providing success stories, and
- BSPs and Researchers providing content related to business development and development of upskilling programs.

Program contributors are important part of DGC concept sustainability thus within this strategy specialized activities are perceived for obtaining value. These are next:

- Desk research in function of program contributor lead generation,
- E-mail campaigns for promotion of knowledge factory tool.

7.2 Program content evaluation and update

All information related to DCG upskilling program development and relevant content is organized and shared within Knowledge Factory tool that is hosted on capacitytotransform.eu address. Section related to program content is collected and presented under tool section.

To be able to present up to date information on program tools content needs to be evaluated and updated. Following the DGC management board decision, content of this section is updated by the organization responsible for Knowledge Factory tool maintenance. The procedure of content evaluation and update is presented on figure 7.

Figure 7: Procedure for content evaluation and update
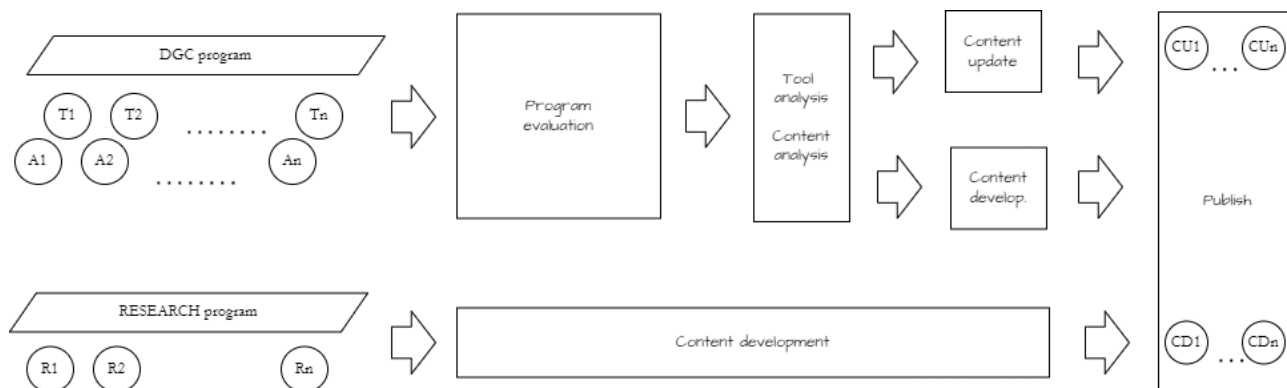
DGC network provides support for DGC upskilling program development / execution and support for conducting research on entrepreneurial environment.

DGC program is a sum of upskilling activities (A1..An) that uses multiple tools (T1..Tn); The tools used and conducted activities are evaluated according to program evaluation (additionally described under heading 5.2), that results in two request lists: request list for content update and request list for content development. After the content is produced it is reviewed by DGC management board and published online.

Research program is a specialized programs performed by research organizations, the content is developed by the same, reviewed by scientific journal and is published or promoted under the section research corner, where DGC network promotes all relevant research supported.

In terms of content update, strategy also considers change of category, storing content to archive and/or adding content to new categories. The content categories are implemented to utilize content search and increase content browsing experience.

8. REFERENCES

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