# TBI-supported digital transformation projects

D2.2



EDIH ADRIA

**EDIH Adria – EUROPEAN DIGITAL INNOVATION HUB ADRIA – Digital Transformation of Adriatic Croatia**
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# 1 Introduction

This document provides an overview of digital transformation projects supported through the Test-Before-Invest (TBI) service as part of the Transformation Lab activities conducted by EDIH Adria – European Digital Innovation Hub for Adriatic Croatia. The focus is on projects that underwent evaluation and testing of digital technologies with the aim of applying them in business and public services.

Each TBI service user received a detailed report on the provided service, including technical specifications and recommendations, which can be used as a basis for procurement of appropriate digital solutions. These reports are stored on a secured SharePoint of the University of Rijeka, and access can be granted upon request.

The TBI service enables organizations to test digital technologies with expert support before making investments, thereby reducing risk and increasing implementation efficiency. This document exclusively covers transformational TBI projects (Transformation Lab), while innovation-focused TBI projects (Innovation Lab) are presented in a separate document titled D2.1 Innovation Lab supported projects.

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# 2 Transformation Lab features

The Transformation Lab's mission is to facilitate the adoption, testing, and application of digital technologies across both the private and public sectors. Experts from EDIH Adria evaluate current digital technologies and relevant solutions for digitizing processes, resources, and decision-making. This evaluation supports the integration of suitable digital technologies into the operations of small and medium-sized enterprises, MCs, and public institutions.

Although each digital transformation project is unique, the following activities are generally included as part of the services provided in most TBI projects:

- **Assessment of current state**: This involves a analysis of the organization's existing operations, systems, and processes. Relevant data is gathered and evaluated to gain a clear understanding of the current environment and identify key areas for improvement.
- **Analysis and selection of technologies**: A thorough evaluation of available digital technologies and solutions is conducted. Based on the specific requirements and challenges identified, the most appropriate technologies are selected to align with the organization's objectives and address the identified issues effectively.
- **Demonstration and testing**: Selected technologies are implemented and customized to fit the specific needs of the user. This stage includes hands-on demonstrations and testing to ensure the technology functions as intended in real-world scenarios and meets user requirements.
- **Evaluation of functionality and reliability**: The technology's performance is assessed by evaluating its functionality and reliability. This involves testing technology's ability to perform required tasks consistently and accurately, ensuring it meets reliability standards for long-term use.
- **Preparation of reports and technical specifications**: Detailed reports and technical specifications are compiled, outlining the findings, technology assessments, and implementation plans. These documents are essential for preparing and submitting tenders for digitalization projects, providing clear information for decision-making and procurement processes. These activities collectively support the effective implementation of digital technologies and ensure they meet the desired requirements and objectives.

**Outcomes of testing:**

- **Identification of optimal technologies and solutions**: Through thorough evaluation, the most appropriate digital technologies and solutions have been identified to address the specific needs and requirements of the user. This process ensures that the selected technologies are well-suited for the intended digital transformation and align with the organization's strategic objectives.
- **Demonstration and testing of technologies**: Various technologies have been demonstrated and rigorously tested in real-world scenarios. This phase has confirmed their functionality and suitability, providing a robust basis for their actual implementation. The hands-on testing ensures that the technologies perform as expected and meet the defined requirements, reducing risks associated with deployment.
- **Preparation of reports and technical specifications**: Detailed reports have been compiled, documenting the findings from the testing phase. Alongside these reports, technical specifications have been developed, outlining the necessary details for the digitalization process. These documents will be critical for subsequent stages, including preparing tenders and procuring the required components. They provide clear, actionable information to guide decision-making and facilitate a smooth transition to implementation.

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# 3 Reports on the TBI services performed

The following table (Table 1) presents an overview of 52 projects implemented by public institutions (PI) and small/medium enterprises (SMEs) across various sectors in Croatia. The table outlines key information for each project, including the organization, industry, project focus, duration, technology category, and estimated investment value. Together, these entries illustrate the current landscape of digital transformation initiatives - ranging from AI-driven assistants, big data analytics, IoT solutions, communication networks, to advanced internet services - and highlight the strategic adoption of modern technologies to improve public services, optimize operations, and support economic development.

*Table 1. Reports on the TBI services performed*

| No. | **User** | **PI/SME** | **Industry/sector** | **Short/general topic description** | **Project duration** | **Category of the tested technology used** | **Estimated investment value (EUR)** |
|---|---|---|---|---|---|---|---|
| 1 | ADRIA PA d.o.o | SME | IT / Software / Services | AI sales assistant | 6 months | Artificial Intelligence & Decision support | 15,000.00 € |
| 2 | Jatro d.o.o. | SME | Manufacturing / Trade | Implementation of document management system | 6 months | Communication network | 10,000.00 € |
| 3 | KD ViK d.o.o. | PI | Utilities / Water Management | Business process optimization | 6 months | Big data | 70,000.00 € |

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|---|---|---|---|---|---|---|---|
| 4 | PGŽ | PI | Government / Public Administration | Traffic optimization in Gorski Kotar | 6 months | Big data | 50,000.00 € |
| 5 | FMTU | PI | Education / University / Research | Detection and counting of student and teacher attendance | 7 months | Artificial Intelligence & Decision support | 30,000.00 € |
| 6 | Grad Cres | PI | Local Government / Municipality | Traffic optimization | 6 months | Big data | 400,000.00 € |
| 7 | Grad Kastav | PI | Local Government / Municipality | Development of an LLM prototype system for reading submitted documentation in public tenders and populating forms with extracted information. | 8 months | Artificial Intelligence & Decision support | 15,000.00 € |
| 8 | TZ Grad Mali Lošinj | PI | Tourism / Destination Management | AI Assistant for the Tourist Board | 9 months | Artificial Intelligence & Decision support | 15,000.00 € |
| 9 | Grad Opatija | PI | Local Government / Municipality | Traffic optimization | 6 months | Big data | 530,000.00 € |
| 10 | Grad Bakar | PI | Local Government / Municipality | Energy consumption monitoring | 6 months | Internet of Things | 30,000.00 € |
| 11 | Split parking | PI | Transportation / Parking Services | Energy, Solar, IoT | 12 months | Internet of Things | 100,000.00 € |

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|---|---|---|---|---|---|---|---|
| 12 | Grad Solin | PI | Local Government / Municipality | Cyber Security + HW | 5 months | Communication network | 20,000.00 € |
| 13 | Općina Šolta | PI | Local Government / Municipality | Introduction of satellite imaging technology | 6 months | Artificial Intelligence & Decision support | 30,000.00 € |
| 14 | UNILINE d.o.o. | SME | IT / Travel / Software Solutions | Digitalization of business through new technologies | 5 months | Artificial Intelligence & Decision support | 15,000.00 € |
| 15 | Općina Matulji | PI | Local Government / Municipality | Traffic optimization in the municipality area | 6 months | Big data | 530,000.00 € |
| 16 | KD Grada Solina d.o.o. | PI | Public Transport / Municipal Services | Parking digitalization | 6 months | Internet of Things | 75,000.00 € |
| 17 | Općina Fužine | PI | Local Government / Municipality | AI assistant for business optimization | 6 months | Artificial Intelligence & Decision support | 15,000.00 € |
| 18 | Grad Kaštela | PI | Local Government / Municipality | Citizen card, unified reporting | 4 months | Internet Services & Applications | 100,000.00 € |
| 19 | Grad Kraljevica | PI | Local Government / Municipality | AI assistant for business improvement | 4 months | Artificial Intelligence & Decision support | 20,000.00 € |
| 20 | Općina Punat | PI | Local Government / Municipality | AI chatbot + citizen information system | 6 months | Artificial Intelligence & Decision support | 150,000.00 € |

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|---|---|---|---|---|---|---|---|
| 21 | IDA | PI | IT / Digital Services / Consulting | AI chatbot for web and space reservation | 5 months | Artificial Intelligence & Decision support | 10,000.00 € |
| 22 | CARNET | PI | Education / IT / Public Services | AI System for evaluating digital maturity of educational institutions | 5 months | Artificial Intelligence & Decision support | 10,000.00 € |
| 23 | Grad Pula | PI | Local Government / Municipality | AI Chatbot for citizen communication | 6 months | Artificial Intelligence & Decision support | 15,000.00 € |
| 24 | Grad Vodnjan | PI | Local Government / Municipality | Satellite image analysis - monitoring illegal construction and waste | 4 months | Artificial Intelligence & Decision support | 30,000.00 € |
| 25 | Dom za starije osobe Domenico Pergolis | PI | Healthcare / Elderly Care | Consolidating waiting lists | 7 months | Artificial Intelligence & Decision support | 225,000.00 € |
| 26 | Grad Labin | PI | Local Government / Municipality | AI assistant chatbot | 10 months | Artificial Intelligence & Decision support | 15,000.00 € |
| 27 | TZ općine Fažana | PI | Tourism / Destination Management | AI assistant chatbot | 6 months | Artificial Intelligence & Decision support | 15,000.00 € |
| 28 | Dom za starije osobe Raša | PI | Healthcare / Elderly Care | Ordering medicines integration with the national system | 7 months | Big data | 260,000.00 € |
| 29 | Dom za starije osobe Novigrad | PI | Healthcare / Elderly Care | Business optimization, scheduling app | 3 months | BI tools | 25,000.00 € |

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|---|---|---|---|---|---|---|---|
| 30 | Grad Buzet | PI | Local Government / Municipality | Testing Smart Parking and Access Technologies for Digital Traffic Management | 7 months | Internet of Things | 500,000.00 € |
| 31 | TZ grada Pule | PI | Tourism / Destination Management | Digital twins, analytical dashboards | 4 months | Internet Services & Applications | 50,000.00 € |
| 32 | Općina Gračišće | PI | Local Government / Municipality | AI assistant chatbot | 10 months | Communication network | 5,600.00 € |
| 33 | AO16 d.o.o. | SME | IT / Digital / Software | Testing the invoice creation solution | 8 months | Data | 1,000.00 € |
| 34 | Novi Vinodolski | PI | Local Government / Municipality | Connecting to registries/state bus and developing a prototype interface for data retrieval | 12 months | Artificial Intelligence & Decision support | 28,000.00 € |
| 35 | Agrochem MAKS | SME | Agriculture / Agrochemical Products | Digital AI assistant (chatbot) for TORA specialty fertilizers and biostimulants | 8 months | Artificial Intelligence & Decision support | 20,000.00 € |
| 36 | Grad Split | PI | Local Government / Municipality | Simple AI system model prototype (TRL 3-4) | 5 months | Artificial Intelligence & Decision support | 10,000.00 € |
| 37 | Dom zdravlja PGŽ | PI | Healthcare / Public Health | AI-based detection and localisation of lesions in mammographic images | 7 months | Artificial Intelligence & Decision support | 53,000.00 € |
| 38 | NP Brijuni | PI | Tourism / National Park / Conservation | AI and IoT to monitor visitor flow, improve experiences, and support sustainable management | 4 months | Internet of Things | 100,000.00 € |

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|---|---|---|---|---|---|---|---|
| 39 | PRIGODA | PI | Public Sector / Development Agency | Ai-based harvester for collecting and analyzing data on public tenders and funding sources with integration to Prigoda WEB | 4 months | Artificial Intelligence & Decision support | 25,000.00 € |
| 40 | Grad Križevci | PI | Local Government / Municipality | Digital Chatbot/Assistant interpretation of spatial plans. | 4 months | Artificial Intelligence & Decision support | 50,000.00 € |
| 41 | Veleučilište Baltazar | PI | Education / University / Higher Education | Chatbot for communicating with students via a website | 3 months | Artificial Intelligence & Decision support | 15,000.00 € |
| 42 | OS Rikard Katalinić Jeretov | PI | Education / Primary School | Digital solution for scheduling, replacement and employee records | 3 months | Internet Services & Applications | 20,000.00 € |
| 43 | Kompare online d.o.o. | SME | IT / Software / Online Services | AI chatbot for communication with clients that has two assistants, each for a separate insurance policy | 6 months | Artificial Intelligence & Decision support | 15,000.00 € |
| 44 | Istratech d.o.o. | SME | IT / Technology / Consulting | Analysis of the migration process from the currently used technology (Oracle Forms) to more efficient, modern and preferably cheaper open source tools and technologies in deployment exploitation. | 4 months | Internet Services & Applications | 50,000.00 € |

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|---|---|---|---|---|---|---|---|
| 45 | Grad Karlovac | PI | Local Government / Municipality | AI Chatbot for communication with citizens | 3 months | Artificial Intelligence & Decision support | 15,000.00 € |
| 46 | Geogrupa d.o.o. | SME | IT / GIS / Geospatial Services | The subject of testing is the creation of an AI model that will identify, based on georeferenced 360° photographs: 1. Vertical traffic signal objects 2. Public lighting poles 3. Telecommunication and power line poles | 4 months | Artificial Intelligence & Decision support | 15,000.00 € |
| 47 | Grad Rijeka | PI | Local Government / Municipality | Unified modular CMS for citywide e-forms and digital service management. | 3 months | Internet Services & Applications | 300,000.00 € |
| 48 | Ponikve eko otok Krk | PI | Waste Management / Environmental Services | AI Chatbot | 3 months | Artificial Intelligence & Decision support | 49,000.00 € |
| 49 | Tvrđava kulture Šibenik | PI | Culture / Tourism / Heritage Management | HR application | 6 months | Internet Services & Applications | 130,000.00 € |
| 50 | Javna ustanova Razvojna agencija Šibensko-kninske županije | PI | Public Sector / Development Agency | LLM-based AI to semi-automate the creation of public procurement notices, aiming to ensure legal compliance, accuracy, and reduced administrative workload. | 2 months | Internet Services & Applications | 20,000.00 € |

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|---|---|---|---|---|---|---|---|
| 51 | Logit internet usluge | SME | IT / Internet Services | AI Chatbot for communicating with clients that provides training recommendations | 5 months | Artificial Intelligence & Decision support | 15,000.00 € |
| 52 | Nitesco | SME | IT / Software Development | AI prototype for assessing project progress from photos. The scope includes image analysis and technical specifications, without production delivery, system integration, or employee training. | 3 months | Artificial Intelligence & Decision support | 30,000.00 € |

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# 4 Statistical analysis – summary

## 4.1 Distribution by technology category

By reviewing all the tested projects, the application of new technologies in the private and public sectors is largely concentrated on **artificial intelligence and decision support systems (AI & Decision Support).** This category includes a wide range of solutions, including AI assistants, chatbots for communication with citizens and users, systems for business digitization and data-based analytical models. Most of the projects within this category include the implementation of prototypes or pilot solutions, with investments ranging from several thousand euros to hundreds of thousands of euros.

Another significant group is **Big Data**, which is primarily used for business process optimization, traffic management and infrastructure analysis. These projects mainly refer to local self-government units and public institutions, with higher investments in accordance with the scope and complexity of the data.

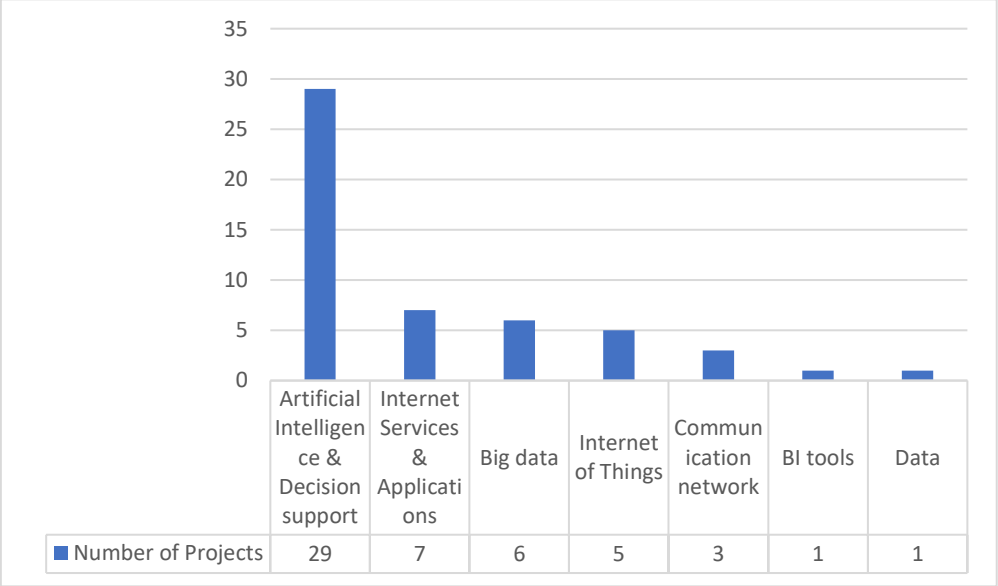
**The Internet of Things (IoT)** category includes projects related to energy systems, consumption monitoring, smart parking lots and digitization of public services. IoT solutions combine sensors, data analytics and digital platforms to improve everyday business and infrastructure.

**Projects within Internet Services & Applications and Communication Network** are focused on the development of digital applications, systems for document management and communication, while a smaller number of projects are focused on **BI Tools** and **Data** technologies, which serve to improve business intelligence and analytics.

Overall, the analysis shows a strong trend of digital transformation with an emphasis on artificial intelligence, while Big Data and IoT technologies are key drivers of optimization and modernization in the public sector and industry.

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*Figure 1. Distribution by technology category*




## 4.2 Distribution by type of organization

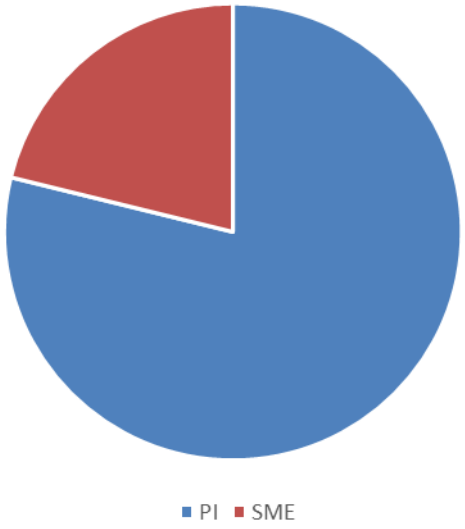
By analysing all the projects, most of the tested projects were implemented within the framework of public institutions (PI - Public Institutions). These projects include local governments, schools, universities, public institutions, tourist boards and health institutions. PI organizations are particularly dominant in areas such as traffic optimization, data management, digital assistants for citizens and AI chatbots, reflecting the strong interest of the public sector in digitizing and modernizing its processes.

On the other hand, SMEs (Small and Medium Enterprises) make up a smaller but significant part of the portfolio. SME projects mainly come from the IT, manufacturing, tourism, agriculture and healthcare sectors. The focus of SME projects is primarily on the implementation of AI solutions, the digitalization of business and the development of software applications, often with a lower investment compared to large public projects.

In general, the relationship between PI and SME projects shows the dominance of public institutions, which carry out most of the investments and pilot testing of new technologies, while the private sector serves as an innovative driver, often with faster experimentation of smaller solutions and prototypes.

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*Figure 2. Distribution by type of organization*




Most of the tested projects (around 80%) were implemented within public institutions (PI), while a smaller part (around 20%) came from the small and medium-sized enterprise (SME) sector. This distribution shows a strong focus on digitalization and the application of new technologies within the public sector, while the private sector mainly serves as an innovation driver and testbed for smaller solutions and prototypes.

## 4.3 Classification of participants by industry/sector

The participants of the project have been grouped according to their respective industry or sector. This classification ensures a clear overview of the diversity of stakeholders involved, including public institutions, private enterprises, and educational organizations. The distribution is as follows:

1. **Local Government / Municipality** – 21 participants

   Includes municipal administrations and local government authorities responsible for regional management, urban planning, and community services.
   *Participants:* Grad Cres, Grad Kastav, Grad Opatija, Grad Bakar, Grad Solin, Općina Šolta, etc.

2. **IT / Software / Technology / Digital Services** – 9 participants

   Private enterprises and public institutions engaged in IT solutions, software development, digital services, GIS, and technology consulting.
   *Participants:* ADRIA PA d.o.o, UNILINE d.o.o., IDA, AO16 d.o.o., Kompare online d.o.o., Istratech d.o.o., Geogrupa d.o.o., Logit internet usluge, Nitesco.

3. **Education** – 4 participants

Universities, higher education institutions, and primary/secondary schools contributing research, knowledge transfer, and educational expertise.
*Participants:* FMTU, CARNET, Veleučilište Baltazar, OŠ Rikard Katalinić Jeretov.

4. **Tourism / Destination Management / National Park / Heritage** – 5 participants

   Organizations involved in tourism promotion, destination management, conservation of natural and cultural heritage, and national park management.
   *Participants:* TZ Grad Mali Lošinj, TZ općine Fažana, TZ grada Pule, NP Brijuni, Tvrđava kulture Šibenik.

5. **Healthcare / Elderly Care / Public Health** – 4 participants

   Healthcare institutions and elderly care providers delivering public health and social care services.
   *Participants:* Dom za starije osobe Domenico Pergolis, Dom za starije osobe Raša, Dom za starije osobe Novigrad, Dom zdravlja PGŽ.

6. **Public Sector / Development Agencies** – 3 participants

   Governmental and public sector organizations, including development agencies and administrative bodies.
   *Participants:* PGŽ, PRIGODA, Javna ustanova Razvojna agencija Šibensko-kninske županije.

7. **Manufacturing / Trade** – 1 participant

   Companies engaged in production and commercial trade activities.
   *Participant:* Jatro d.o.o.

8. **Utilities / Water Management** – 1 participant

   Organizations responsible for water supply and utility services.
   *Participant:* KD ViK d.o.o.

9. **Transportation / Parking / Municipal Services** – 2 participants

   Entities providing public transport, parking management, and other municipal services.
   *Participants:* Split parking, KD Grada Solina d.o.o.

10. **Agriculture / Agrochemical Products** – 1 participant

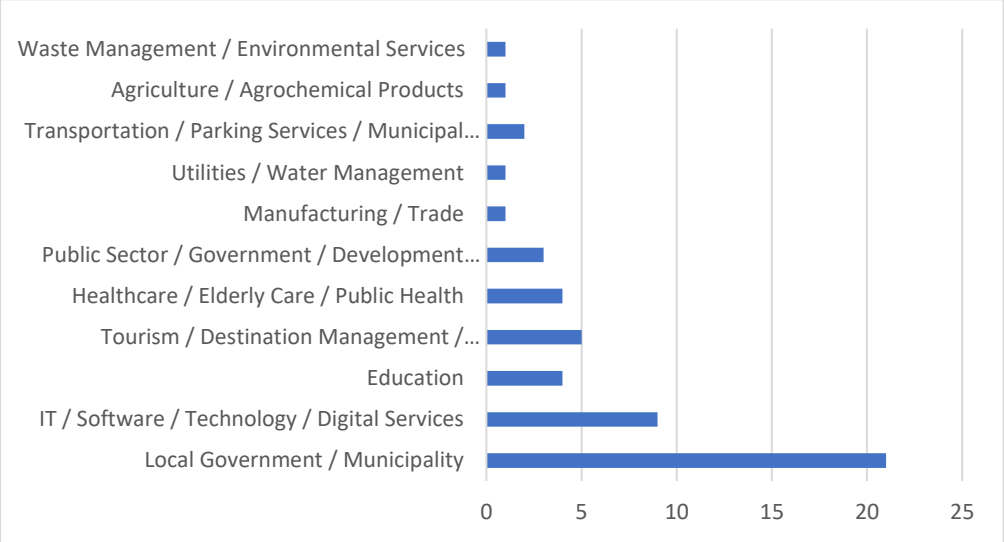
    Companies operating in the agriculture and agrochemical sector.
    *Participant:* Agrochem MAKS.

11. **Waste Management / Environmental Services** – 1 participant

    Organizations specialized in waste management and environmental protection services.
    *Participant:* Ponikve eko otok Krk.


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*Figure 3. Classification of participants by industry/sector*




# 5 Case studies of successful microservices prototypes

This chapter presents practical examples of microservices introduced and tested through the EDIH Adria Test Before Invest framework. Across diverse organizations, microservices proved highly effective in modernizing systems, improving reliability, and enabling faster, more flexible service delivery. By replacing monolithic architectures with smaller, independent components, these initiatives achieved smoother integrations, easier scaling, and more efficient maintenance. Together, the case studies showcase how a structured test-before-invest approach helps institutions reduce risks, validate solutions early, and build digital infrastructure that is truly ready for long-term growth.

## 5.1 AI tools for business optimization

Innovative AI-driven solutions are described below tested through the Test Before Invest program across various sectors. Applications include chatbots and digital assistants for customer support, sales, and municipal services; AI for optimizing business processes, document management, and tender handling; smart space monitoring and visitor management; and tools enhancing the tourist experience. Across these initiatives, AI and LLM technologies demonstrated potential to improve efficiency, reduce workload, ensure 24/7 accessibility, enhance accuracy, and support decision-making, highlighting the importance of structured data, user collaboration, and continuous system refinement.

### 5.1.1 Chatbot assistant to improve sales

**Ponikve Eko Otok Krk d.o.o.** tested an AI assistant to automate responses to frequently asked questions about waste management, schedules, sorting, bulky waste, and recycling locations. Using a Retrieval-Augmented Generation (RAG) model, the system combined generative AI with verified

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local information. Results included faster, consistent, and 24/7 accessible responses, reduced staff workload by 50–60% during peak seasons, and improved citizen satisfaction. Key lessons highlighted the importance of relevant, up-to-date content, structured local data, and multi-language support.

**Istarska razvojna agencija (IDA)** implemented two chatbots: one for answering common inquiries and another for automating coworking space reservations. Built on LLM technology, these assistants streamlined customer communication, increased efficiency, reduced errors, and allowed staff to focus on complex tasks. Lessons learned emphasized quality training data, intuitive user interfaces, and the complementary use of multiple AI solutions for support.

**Adria P.A.**, a Renault and Dacia dealership, piloted an AI assistant for sales and service support. The solution provided instant, context-aware responses via text and voice, integrated with internal resources, and offered multilingual capabilities. Expected benefits included reduced response times, higher customer satisfaction (10–20% increase), 20–30% lower operational costs, and 10–15% higher conversion rates. Lessons emphasized the need for structured knowledge bases and employee input for effective AI performance.

**Agrochem Maks (ACM)** tested an AI assistant to provide farmers and partners with fast, accurate guidance on TORA fertilizers. The prototype, deployed on web, WhatsApp, and Viber, delivered precise agronomic instructions, supported multiple languages, and reduced repetitive queries. Expected outcomes include a 40% reduction in agronomists' repetitive workload, directing at least 30% of inquiries to AI, and freeing at least 2 hours per agronomist monthly for higher-value tasks.

### 5.1.2 Optimization of business processes

**The Primorje-Gorski Kotar County Health Center** faces long and resource-intensive processes in reading mammographic images due to a chronic shortage of radiologists, which delays diagnoses and increases the risk of missing early signs of breast cancer. Within the Test Before Invest (TBI) initiative, EDIH Adria tested an AI system based on the YOLOv11 model for automatic detection and localization of lesions. The system analyzes the entire image in a single pass, classifies lesions, marks their positions, and prioritizes high-risk cases. Testing demonstrated significantly faster processing, reduced radiologist workload, standardized readings, and easy integration with existing systems. Key lessons included the importance of high-quality data, user collaboration, flexible system architecture, and transparency. Next steps involve training the system on local data, defining technical specifications, financial planning, and preparing for the operational phase.

**The City of Kraljevica** tested an AI assistant based on large language models (LLM) and Retrieval-Augmented Generation technology to digitize communication with citizens. The system automatically answers frequent questions, provides personalized information, and ensures 24/7 service availability, reducing administrative workload and increasing transparency. Testing indicated potential reductions of 50–70% in incoming inquiries and faster response times. Recommended next steps include expanding communication channels, continuously updating the database, and optimizing user experience.

**Baltazar Zaprešić Polytechnic** tested an AI chatbot to automate responses to frequent student inquiries related to enrollment, exams, and documentation. The system combines LLM and rule-based technology, provides real-time answers, is available 24/7, and allows easy content updates. Testing indicated that the solution could reduce administrative workload, improve communication, and increase operational efficiency. A hybrid solution combining AI with predefined rules was recommended to ensure high accuracy and minimize system errors.

### 5.1.3 Document security and automation

**The City of Split** faced challenges in manually updating official regulations, a process that was time-consuming, error-prone, and lacked transparency. To address this, a prototype system was developed using OCR technology and large language models (GPT-4o/GPT-5) to automate the creation of consolidated texts. The web application, built in Streamlit, provides a user-friendly interface, handling the workflow from text recognition and amendment integration to the generation of clean, consolidated regulations. Complex tables and structured data are processed using JSON. This solution significantly accelerates the production of consolidated regulation texts, reduces errors, improves consistency, and ensures transparent comparison between original and updated documents. Lessons learned include the need for standardization of complex tables, the limitation of visual elements, the potential of an interactive chatbot, and the dependence of output accuracy on input data quality.

**Jatro d.o.o.,** a specialized engineering company, encountered difficulties managing large volumes of project documentation, including creation, editing, versioning, storage, and secure sharing, while ensuring efficient internal collaboration. Through a Test Before Invest (TBI) evaluation, Microsoft 365, NextCloud, and proprietary software were assessed, resulting in the selection of Microsoft 365 with SharePoint integration and AI Copilot support. The implementation included document versioning, automated notifications via Teams, and project time tracking using Planner and Lists. This digital transformation improved efficiency, transparency, collaboration, and demonstrated the potential for AI-driven workflow automation. Key insights highlighted the importance of a strategic approach, seamless integration with existing tools, and the simplification of user workflows.

**CARNET** aimed to improve the digital maturity of higher education institutions in Croatia by analyzing survey data and generating personalized recommendations. Manual processing proved complex and resource intensive. The development of the “Digital Transformation Advisor” prototype using LLMs enabled automated survey analysis, integration of strategic documents, and generation of structured reports, accessible through a Streamlit web interface with PDF export. The system provided rapid, scalable, and standardized recommendations, enhancing advisory efficiency while remaining flexible for expansion to other institutions and datasets. Lessons emphasized the critical importance of high-quality input data, contextual enrichment through prompt engineering, the value of comparative analysis, and the need for a user-friendly interface for full deployment.

Collectively, these TBI projects demonstrate the technical feasibility and benefits of AI and LLM technologies in public administration, corporate document management, and higher education. They have resulted in faster processes, improved accuracy, transparency, and scalability. EDIH Adria continues to support municipalities, companies, and educational institutions in leveraging advanced technologies for more efficient, transparent, and sustainable resource management.

### 5.1.4 Smart space control systems

**The Brijuni National Park** project explored how modern digital tools can enhance visitor management and overall destination experience. Using the Test Before Invest framework, a prototype system was developed to monitor visitor flows through AI-based video analytics, computer vision, and IoT. Cameras positioned along key paths would stream video to a backend built on Python, YOLOv3, OpenCV, and PostgreSQL, where people are detected in real time without storing any images. The system provides accurate counts, load levels of specific locations, and live dashboards, helping the park reduce congestion, improve safety, and plan tailored visitor experiences while remaining fully GDPR-compliant.

**The cities of Vodnjan** and **Šolta** tested the use of artificial intelligence for territorial monitoring, focusing on detecting illegal construction, land-use changes, and wild dumps. By applying machine-learning models such as YOLO, OWL-ViT, and Gemini to satellite and aerial imagery, the prototypes demonstrated that AI can rapidly identify suspicious locations with high precision. This approach significantly reduces the need for extensive field inspections, improves accuracy, and enables earlier detection of undesirable changes. The tests highlighted the importance of high-quality local imagery, fine-tuning models to local patterns, and integrating results with existing GIS systems. Implementing such a system would optimize the work of municipal services, increase environmental protection, and provide a consistent, scalable digital tool for long-term spatial management.

**The Faculty of Tourism and Hospitality Management** tested digital tools to modernize student attendance tracking and room management. Current processes rely heavily on manual entry, creating administrative burden and limiting data accuracy. The test examined NFC-based check-ins, QR codes for remote participation, and a digital room-booking platform. Results showed that digital attendance management could drastically reduce administrative time, improve accuracy, streamline space usage, and integrate with academic information systems. Projections indicate up to 70% faster attendance registration and nearly error-free data. The test phase also clarified infrastructure needs, integration challenges, and scalability considerations for potential full deployment.

### 5.1.5 Optimization of the tourist experience

**The Municipality of Punat** explored how AI assistants could improve communication with citizens and tourists while reducing administrative workload. Through the Test Before Invest program, Punat tested large-language-model chatbots capable of providing instant, multilingual answers based on official municipal documents and delivering them across digital channels such as the website, WhatsApp, Viber, and QR access points. The prototype showed strong potential to cut routine work by more than half, offer reliable 24/7 information, ease pressure on staff, and significantly speed up responses. The test also clarified what is needed for real-world deployment: structured municipal data, regular updates, gradual channel expansion, and user feedback to refine the system.

**Uniline Group** focused on accelerating the processing of group-travel and ski-package requests, which currently require extensive manual review. Two AI prototypes were developed: one that ranks inquiries by priority and business value, and another that automatically generates draft travel offers from free-text emails. Both use advanced language models to interpret requests and compile relevant information quickly. Testing showed clear benefits—faster responses, more accurate offers, better support for international clients, and reduced operational strain on staff. The project underscored the importance of clean data, defined processes, and close collaboration between technical teams and employees.

### 5.1.6 Digitalization of tender documentation

**The Regional Development Agency of Šibenik-Knin County**, long a central support hub for entrepreneurs and public institutions, faced growing pressure as inquiries about calls, funding criteria, and project preparation intensified. Many questions repeated daily yet limited administrative capacity made personalized assistance increasingly difficult. Through the Test Before Invest program and with support from EDIH Adria, the agency tested an AI assistant designed to automate the preparation of project documentation and deliver fast, accurate information. Using a RAG-based system combining official documents with LLM-generated answers, the prototype could interpret user questions, retrieve relevant materials, improve draft texts, use past successful applications as templates, and even connect to external sources for price checks. Testing showed that such a system could dramatically reduce employee workload, speed up access to information, standardize

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documentation quality, support multilingual use, and provide reliable 24/7 assistance. The project demonstrated that well-structured internal data, user training, simple interfaces, and iterative feedback are essential, with potential automation reaching up to 80% of common inquiries and major reductions in search and drafting time.

In a similar digital transformation effort, the **Regional Development Agency of Primorje-Gorski Kotar County (Prigoda)** explored how AI could streamline the demanding process of tracking EU and national funding opportunities. Their prototype platform automatically scanned over 30 sources, created a structured database of calls, produced internal and external summaries, supported interactive search and analytics, generated newsletters, and visualized data. Built using open-source tools, Streamlit, and LLMs, the system greatly reduced manual workload, improved timeliness, minimized errors, and enhanced transparency for municipalities, institutions, and other users. Lessons emphasized the need for clearly defined data sources, customized scrapers, regular maintenance, strong collaboration between technical and domain experts, and secure local data storage. Simulations indicated up to 80% reductions in data-processing time and a major increase in accuracy and throughput.

**The City of Kastav** also tested AI to modernize its handling of grant applications, a process previously dominated by manual review of large documentation sets. The prototype enabled digital submission, automatic form filling, extraction of key information, generation of application summaries, and preliminary scoring based on predefined criteria. Testing showed strong potential for faster, more objective evaluations, reduced administrative burden, easier archiving and search, and more consistent decision-making. Success depends on high-quality input documents, refined evaluation criteria, user training, and integration with existing municipal systems. Early estimates suggest evaluation time could be cut by half, with similar reductions in manual document work.

## 5.2 AI tools for energy transition

**The City of Bakar** aimed to improve transparency, efficiency, and sustainability in energy management for public buildings, where traditional monitoring relied on aggregated utility bills, providing limited and delayed insights.

Within the EDIH Adria Test Before Invest (TBI) framework, a demonstration system was tested using IoT sensors (Shelly PRO 3EM) and advanced analytics. Energy consumption was tracked across functional units, and two software solutions, Insulae (SaaS dashboards) and Node-RED (modular open-source platform), were evaluated. Simulations included mapping measuring points, dashboards, and data integration, projecting full-scale implementation.

Results showed the system provides granular, real-time insights, enabling rapid detection of anomalies, automated alerts, and improved transparency for users and administrators. Testing established technical and organizational foundations for future implementation, including hardware, software, and user training requirements.

## 5.3 AI tools for traffic optimization

**The City of Opatija** and the **Municipality of Matulji** face significant traffic challenges due to seasonal tourist flows and complex local infrastructure. During the summer months, congestion becomes a daily issue, and traditional traffic monitoring methods, such as manual counts or periodic studies, provide insufficient insight into real traffic dynamics. There was a clear need for digital tools to support comprehensive, timely traffic analysis, sustainable planning, and informed decision-making.

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Within the EDIH Adria Test Before Invest (TBI) initiative, Opatija and Matulji participated in testing advanced digital solutions for data collection, processing, and analysis. Anonymized mobile network data were used to understand mobility patterns, while temporary traffic counters provided quantitative calibration points. Additionally, AI-based analysis of drone and surveillance camera footage enabled the collection of vehicle speed, density, and classification metrics.

Based on the collected data, a digital traffic model was developed, encompassing over 200 nodes and 450 links, enabling detailed traffic flow simulations. Scenarios tested included road closures, new traffic regulations, and the construction of additional parking facilities. Environmental impacts, such as $CO_2$ emissions and pedestrian safety, were also analyzed, highlighting the interconnection between traffic management and ecological sustainability.

The testing demonstrated the significant potential of digital technologies in traffic management. Decision-makers gained a detailed understanding of daily and weekly traffic patterns, critical congestion points, and the likely impact of infrastructure interventions on residents and tourists. Simulations showed that smart traffic flow management, digitalized intersections, and optimized use of parking infrastructure can reduce congestion, lower emissions, and enhance safety. Regional cooperation between local authorities proved more effective and cost-efficient than isolated approaches.

Key lessons include the high value of mobile network data and AI-based video analysis, the benefits of combining multiple data sources for more informed decisions, and the applicability of advanced traffic analytics even in smaller municipalities. Measurable results from the project include 14 counters across seven locations in Matulji and 16 counters across eight locations in Opatija, AI-analyzed video at key intersections, and the generation of 24 time-stamped OD matrices for dynamic hourly traffic modeling. The estimated value of a fully implemented system exceeds €500,000, with potential cost savings through shared regional deployment.

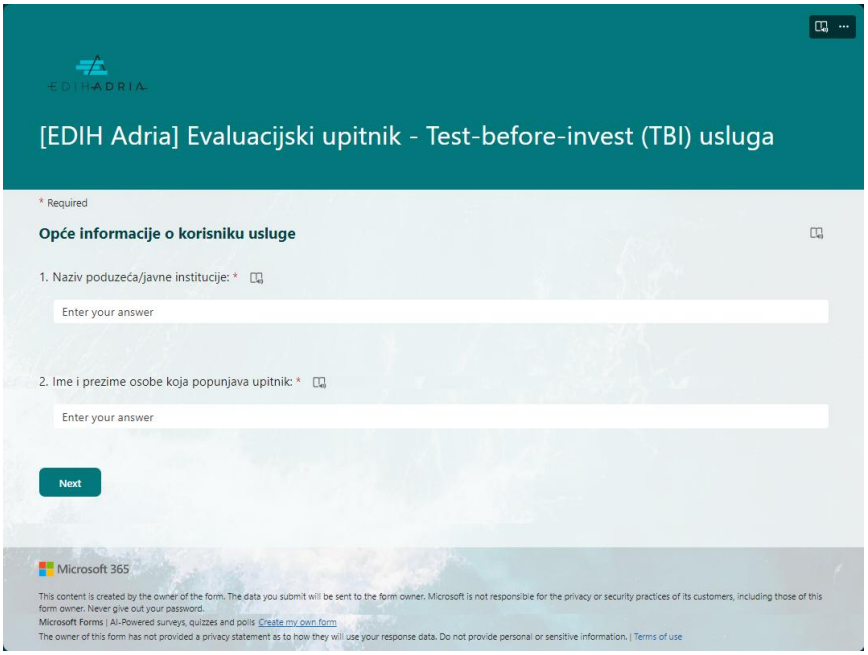
**City of Cres** tested a digital Demand-Responsive Transport (DRT) system to improve connections between smaller settlements and the urban center. The mobile app-based solution allows residents to book rides with optimized routes, reducing reliance on private cars and improving access for vulnerable groups. Simulations showed 40–60% shorter waiting times, higher ride efficiency, and potential operational cost savings. The pilot demonstrated that digital transport can enhance accessibility, sustainability, and efficiency in rural communities.

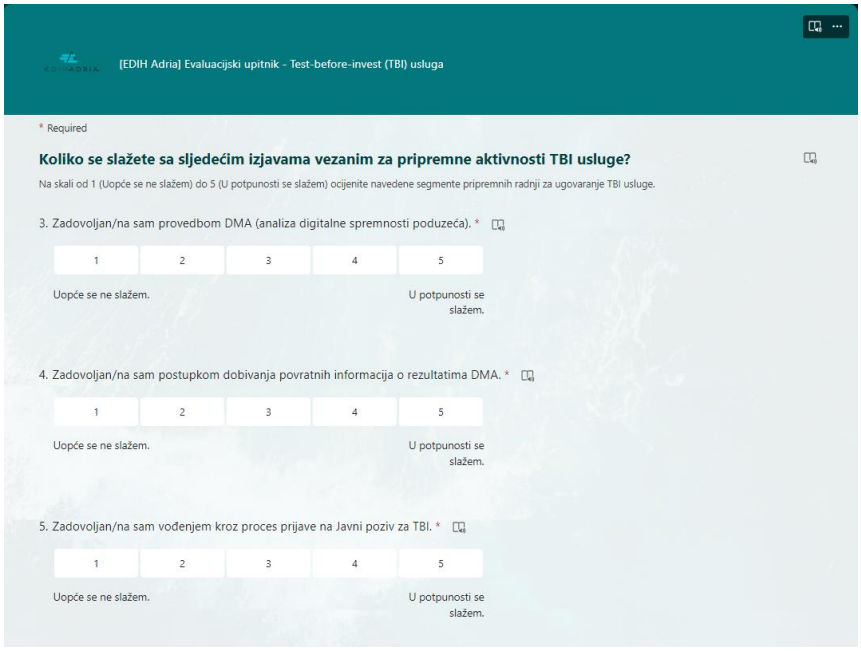
# 6 Users' feedback on the Test-before-invest (TBI) service – short overview

At the conclusion of each TBI project, feedback is gathered through a standardized Microsoft Forms survey. An online form is used because of its practicality and efficiency. The link to this form is distributed to the service user along with the corresponding report on the TBI service provided.

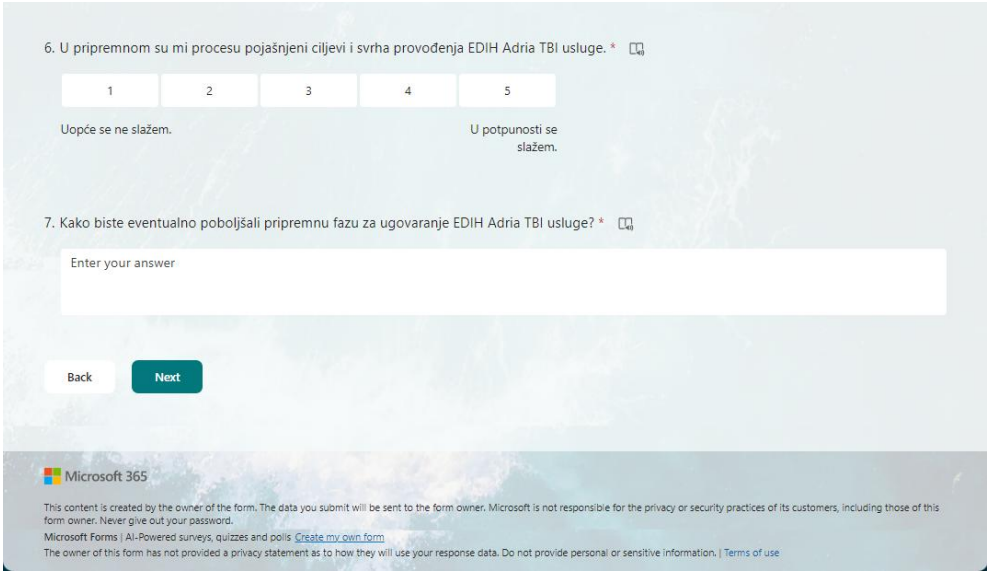
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*Figure 4. Feedback form for the Test-before-invest service*




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6. U pripremnom su mi procesu pojašnjeni ciljevi i svrha provođenja EDIH Adria TBI usluge. *

| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|
| Uopće se ne slažem. | | | | U potpunosti se slažem. |

7. Kako biste eventualno poboljšali pripremnu fazu za ugovaranje EDIH Adria TBI usluge? *

Enter your answer

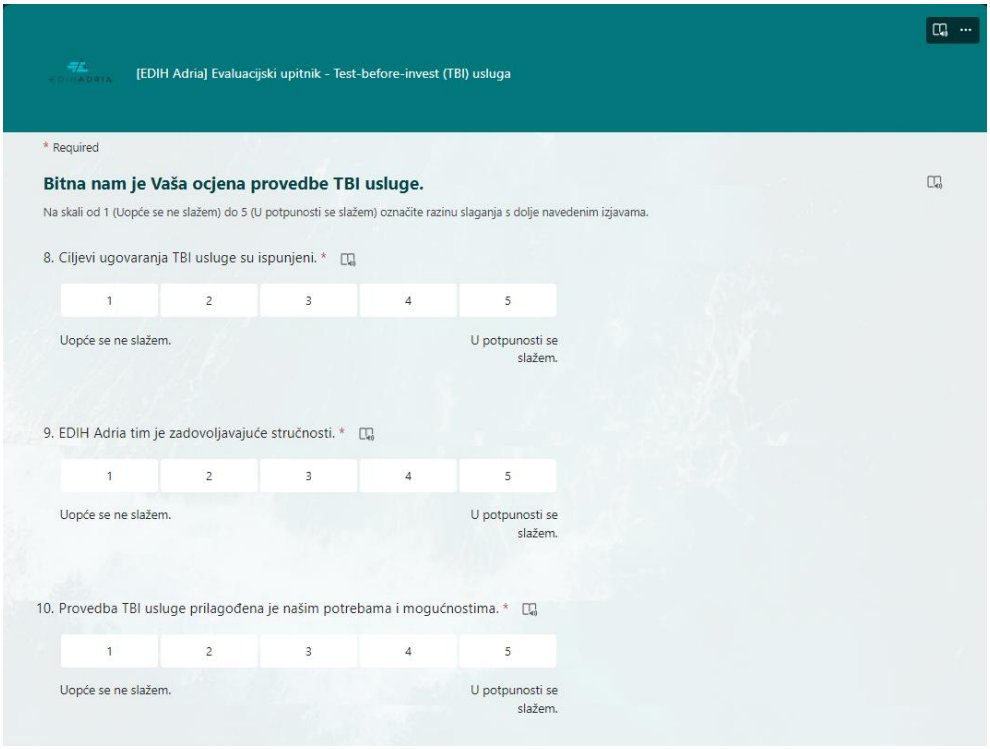
Back Next

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[EDIH Adria] Evaluacijski upitnik - Test-before-invest (TBI) usluga

* Required

**Bitna nam je Vaša ocjena provedbe TBI usluge.**

Na skali od 1 (Uopće se ne slažem) do 5 (U potpunosti se slažem) označite razinu slaganja s dolje navedenim izjavama.

8. Ciljevi ugovaranja TBI usluge su ispunjeni. *

| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|
| Uopće se ne slažem. | | | | U potpunosti se slažem. |

9. EDIH Adria tim je zadovoljavajuće stručnosti. *

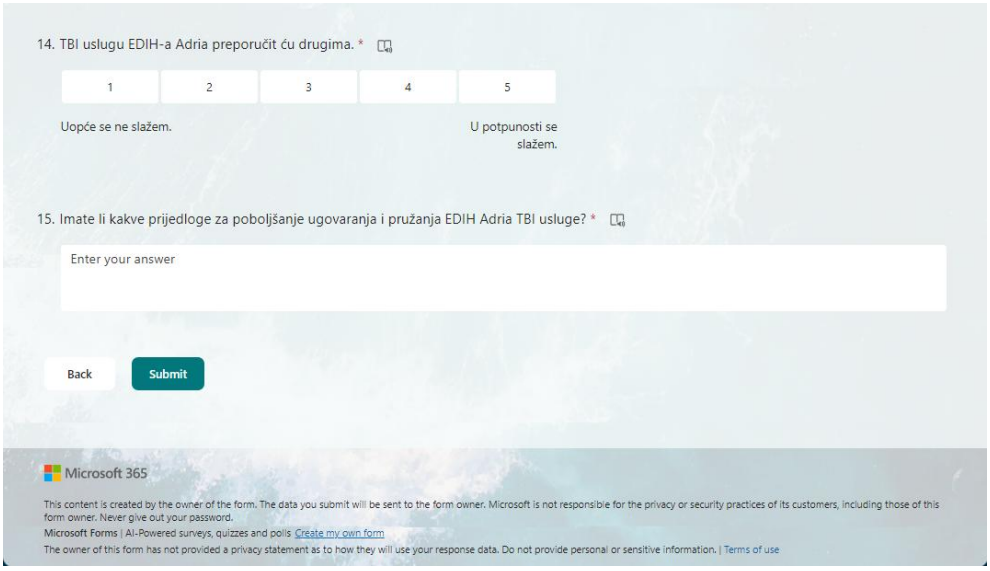
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|
| Uopće se ne slažem. | | | | U potpunosti se slažem. |

10. Provedba TBI usluge prilagođena je našim potrebama i mogućnostima. *

| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|
| Uopće se ne slažem. | | | | U potpunosti se slažem. |

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The feedback form comprises three main sections:

1. Preparatory phase clarity
2. General satisfaction with the service
3. Likelihood of recommending the TBI service to others

These sections were selected as the most relevant ones, providing us with a overview of the TBI service.

The feedback presented in this chapter combines responses from users of both the Transformation Lab and the Innovation Lab, as no distinction was made between the two groups when analyzing the

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collected input. Providing feedback was not mandatory; therefore, not all TBI service users completed the survey.

Below are the average scores for each of the sections:

| User | Preparatory phase | General satisfaction | Likelihood to recommend |
|---|---|---|---|
| Jatro d.o.o. | 5 | 5 | 5 |
| Uniline d.o.o. | 5 | 5 | 5 |
| Fakultet za menadžment u turizmu i ugostiteljstvu (response no. 1) | 5 | 5 | 5 |
| KD Vodovod i kanalizacija d.o.o. | 5 | 4 | 5 |
| Fakultet za menadžment u turizmu i ugostiteljstvu (response no. 2) | 5 | 5 | 5 |
| Grad Cres | 5 | 5 | 5 |
| Grad Pula-Pola (response no. 1) | 5 | 5 | 5 |
| Grad Pula-Pola (response no. 2) | 5 | 5 | 5 |
| Dom za starije osobe Novigrad | 5 | 5 | 5 |
| Grad Kastav | 5 | 4 | 4 |
| Grad Opatija | 5 | 5 | 5 |
| Općina Matulji | 5 | 5 | 5 |
| KOMUNALNO DRUŠTVO GRADA SOLINA d.o.o. | 5 | 5 | 5 |
| Turistička zajednica Grada Pule | 5 | 5 | 5 |
| AGROCHEM MAKS | 5 | 5 | 5 |
| OŠ "Rikard Katalinić Jeretov" Opatija | 5 | 5 | 5 |
| Grad Kaštela | 5 | 5 | 5 |
| Grad Buzet | 5 | 5 | 5 |
| Javna ustanova „Regionalna razvojna agencija Primorsko-goranske županije" | 5 | 5 | 5 |
| Dom za starije osobe "Domenico Pergolis" Rovinj (response no. 1) | 5 | 5 | 5 |
| Dom za starije osobe "Domenico Pergolis" Rovinj (response no. 2) | 5 | 5 | 5 |
| Istarska razvojna agencija - IDA d.o.o. | 5 | 5 | 5 |
| Općina Gračišće | 5 | 1 | 1 |
| **Total** | **5.00** | **4.74** | **4.78** |

The open-ended questions feedback collected from users was largely positive.

Feedback on the preparation phase of the EDIH Adria TBI service indicates generally positive experiences. Most respondents reported that the process was clear, well-organized, and met their expectations, several respondents noted there were no issues or areas requiring change. A smaller number suggested potential improvements, such as offering clearer explanations of the service's purpose, additional consulting during the early stages, or making certain materials available in

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Croatian. A few respondents also mentioned the value of further digitalization, including digital signatures and more streamlined documentation processes.

Responses related to the delivery service also reflect overall satisfaction. Participants described the collaboration as professional and supportive, with timely communication and relevant information provided throughout. Suggestions for improvement were mostly focused on simplifying communication and documentation for users with less technical backgrounds and improving the structure and accessibility of the project website. Some noted minor coordination challenges that were resolved during implementation. Overall, the feedback suggests that the service was well received, with participants identifying only limited areas for refinement.

Printable versions of the completed Microsoft Form surveys are available upon request.

# 7 Conclusion

The Test-Before-Invest (TBI) service delivered by EDIH Adria has proven to be a key enabler of digital transformation across Adriatic Croatia. Through 52 successfully tested projects, organizations from both the public and private sectors have validated advanced technologies - primarily in artificial intelligence, big data, and IoT- before committing to full-scale implementation. This approach significantly reduced investment risks, accelerated adoption, and ensured solutions were tailored to real operational needs.

The analysis confirms several trends:

- Public institutions dominate in project volume and investment, focusing on traffic optimization, citizen services, and administrative efficiency.
- SMEs act as innovative drivers, experimenting with AI-driven tools for business optimization and customer engagement.
- AI and decision-support systems represent the most impactful technology category, followed by big data and IoT solutions for infrastructure and energy management.

Case studies demonstrate measurable benefits, including up to 70% workload reduction, faster decision-making, and improved service accessibility, while user feedback reflects high satisfaction (average score: 4.74/5) and strong recommendations for future use. These results highlight the importance of structured testing, collaborative design, and continuous refinement to maximize the value of digital technologies.

The TBI service has proven to be a great support to clients (and society in general) in implementing digital solutions for small and medium enterprises and the public sector.

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