Digitalisation Action plan Assessments

D4.3



EDIH ADRIA

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DIGITALNA TRANSFORMACIJA JADRANSKE HRVATSKE

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1 Digitalization action plan (DAP)

1.1 Basic description of the service

The Digitalization Action Plan (DAP) is a structured, client-oriented service that provides EDIH Adria users with clear, actionable guidance for implementing digital transformation projects. It is developed by integrating insights from the Digital Maturity Assessment (DMA), the Digital Innovation and Transformation (DIT) bootcamp, and, where applicable, the Test Before Invest (TBI) service. The DAP serves as a roadmap for organizations, clearly defining their digital vision, transformation objectives, key activities, implementation phases, timeline, required human, technological, and financial resources, estimated costs, as well as potential suppliers, technology integrators, and maintenance requirements. Special attention is given to aligning the DAP with the organization's actual capabilities, priorities, and needs, thereby increasing the feasibility and sustainability of digital initiatives. It also facilitates access to relevant funding sources by demonstrating the project's financial viability and alignment with strategic objectives. The service includes advisory support throughout the creation of the DAP, helping users structure their projects efficiently, identify potential risks, and develop mitigation strategies to ensure successful implementation.

The DAP includes detailed guidance on:

- **Vision and objectives of digital transformation:** clearly defining the purpose, benefits, expected outcomes, and strategic alignment of digital initiatives with the organization's overall mission and goals.
- **Key phases of implementation:** a chronological roadmap of activities, milestones, and deliverables, highlighting dependencies and sequencing of tasks to ensure smooth execution.
- **Required resources:** identification of human, technological, and financial resources necessary to successfully implement digital transformation initiatives. This includes staff roles and responsibilities, training needs, hardware and software requirements, integration prerequisites, and budgeting estimates.
- **Activities and operational steps:** a detailed breakdown of the steps required to achieve each objective, including technical, organizational, and procedural tasks.
- **Cost estimation and financial feasibility:** assessment of costs associated with the planned digital initiatives, including potential suppliers, technology integrators, and maintenance requirements. The DAP also considers funding opportunities (not as detailed as complementary EDIH Adria FCO service) and provides guidance for connecting with local, regional, and European funding sources.
- **Risk identification and mitigation:** evaluation of potential risks related to strategic, technological, operational, regulatory, cybersecurity, data privacy, and third-party dependencies. For each risk, appropriate mitigation strategies and contingency measures are proposed to ensure project resilience.
- **Monitoring and evaluation:** definition of Key Performance Indicators (KPIs) and methods for tracking progress and measuring success, ensuring transparency, accountability, and continuous improvement throughout the digitalization process.

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- **Sustainability and scalability:** recommendations for ensuring the long-term impact of digital transformation initiatives, including organizational adaptability, technology maintenance, and potential for scaling up successful solutions.

1.2 Summary of DAP reports

DAP is a document that translates the outcomes of preparatory assessments (DMA, DIT Bootcamp, TBI) into a concrete action plan. It ensures that organizations can implement digital transformation in a structured, measurable, and resource-efficient manner. The main elements of the DAP report include the following elements.

1. Applicant Information

- Organization profile: country, address, industry, number of employees, type of organization (public institution / SME), and contact information.
- Organization description: core activities, existing competencies, expertise, and prior experience with digital solutions.
- Development potential: capacity to implement digital solutions and readiness for organizational change.

2. Situation Analysis and Objectives

- Digital Maturity Assessment results: assessment of the current level of digitalization, identifying gaps and improvement opportunities.
- Competitive position analysis: understanding the organization's position relative to competitors and industry benchmarks.
- SWOT analysis of proposed digital solutions: strengths, weaknesses, opportunities, and threats associated with digital initiatives.
- Strategic objectives of digital transformation: clear, measurable goals, such as efficiency gains, improved customer experience, process optimization, development of new digital products or services, enhanced collaboration, cost reduction, improved analytics, strengthened security, and other case-specific benefits.

3. Digital Transformation Plan

- Identification of improvement areas: key processes, operations, and business areas where digital technologies can generate the greatest impact.
- Implementation plan: Detailed steps, timeline, milestones, and roadmap for digital transformation.
- Human resources: required skills, roles, responsibilities, and proposed upskilling/training programs to ensure staff can effectively adopt new digital tools.
- Technological infrastructure: hardware and software requirements, system architecture, integration prerequisites, cloud migration needs, and security measures.
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- Financial resources: cost estimation, potential suppliers, technology integrators, and links to funding opportunities.
- Risk assessment: identification of potential risks, including strategic, technological, operational, regulatory, cyber, third-party, and data privacy risks, with proposed mitigation strategies.

4. Monitoring and Sustainability

- KPIs and monitoring methods: regular tracking of objectives, milestones, and key performance indicators to evaluate project progress.
- Sustainability plan: ensuring long-term benefits of digital transformation, addressing technical maintenance, financial viability, organizational adaptability, and continuous improvement.
- Transparency and reporting: continuous reporting and communication to stakeholders on progress, challenges, and achievements related to digital transformation initiatives.

5. Recommendations and Next Steps

- Identification of additional organizational needs for successful implementation (e.g., IT infrastructure upgrades, staff training, change management).
- Suggested follow-up actions and potential areas for further digital innovation.
- Strategic guidance for leveraging local and regional funding institutions, and partnerships with networks such as Enterprise Europe Network (EEN) and Start Up Europe.

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2 Reports on the services DAP

The following table presents the list of beneficiaries, types of organizations, timeline, and technology type that were proposed for the beneficiaries' digitization project cases. The last column lists the value of the DAP service provided.

This table below provides an overview of beneficiaries supported through the digitization project, detailing their organizational types, project timelines, technology domains, and the value of Digital Acceleration Program (DAP) services delivered. It summarizes the involvement of various partners and highlights the range of technologies adopted - including IoT, AI and decision-support systems, data solutions, communication networks, mobility applications, and digital twins. In total, 25 beneficiaries received services amounting to €89,250, reflecting a broad regional effort to enhance digital transformation across public institutions and SMEs.

No.	User	VAT no.	User type	Partner(s) involved	Period of service provision	Technology type used	Value of service provided (EUR)
1	3t.cable d.o.o.	52945704293	SME	STEP RI, ENT	July 2024 – October 2024	Internet of Things	3.000,00 €
2	ViK d.o.o.	80805858278	PI	ENT	October 2024 – November 2024	Data	3.000,00 €
3	Grad Cres	88617357699	PI	ENT	December 2024 – January 2025	Mobility	3.000,00 €
4	FMTU	85799845149	PI	ENT	January 2025 – February 2025	Internet of Things	3.000,00 €
5	Grad Kastav	54394236461	PI	UNIRI	January 2025 – October 2025	Artificial Intelligence & Decision support	3.000,00 €
6	Grad Pula	79517841355	PI	Infobip	January 2025 – March 2025	Artificial Intelligence & Decision support	3.000,00 €
7	NP Brijuni	79193158584	PI	UNIPU	May 2025 – May 2025	Internet of Things	3.750,00 €
8	B CREATIVE ART	99086733212	SME	STEP RI, ENT	March 2025 – May 2025	Communication network	3.750,00 €

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No.	User	VAT no.	User type	Partner(s) involved	Period of service provision	Technology type used	Value of service provided (EUR)
9	WERXE	24302887476	SME	STEP	February 2025 – May 2025	Artificial Intelligence & Decision support	3.750,00 €
10	IPTPO	03850982961	PI	STEP RI, Infobip	February 2025 – March 2025	Communication network	3.750,00 €
11	TZ Grada Pule	70023627782	PI	ENT	June 2025 – November 2025	Internet Services & Applications	3.750,00 €
12	Grad Vodnjan	15554218499	PI	UNIPU	June 2025 – July 2025	Artificial Intelligence & Decision support	3.750,00 €
13	DELFING	99165485396	SME	ENT	April 2025 – April 2025	Internet of Things	3.750,00 €
14	JU LRA MATICA	50767641835	PI	ENT	July 2025 – August 2025	Data	3.750,00 €
15	DOM ZDRAVLJA PGŽ	20043484292	PI	UNIPU	May 2025 – September 2025	Artificial Intelligence & Decision support	3.750,00 €
16	DRUGI OTOK	70233583656	SME	UNIPU	May 2025 – September 2025	Artificial Intelligence & Decision support	3.750,00 €
17	BLACK AND WHITE SOLUTIONS	88514556209	SME	PORIN	June 2025 – October 2025	Artificial Intelligence & Decision support	3.750,00 €
18	PHASOR ENGINEERING	9039770878	SME	UNIRI	May 2025 – November 2025	Digital twins	3.750,00 €
19	ALUTECH	34431614153	PI	STEP RI, PORIN	September 2025 – December 2025	Artificial Intelligence & Decision support	3.750,00 €

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No.	User	VAT no.	User type	Partner(s) involved	Period of service provision	Technology type used	Value of service provided (EUR)
20	ŠIBENSKO-KNINSKA ŽUPANIJA	99395814920	PI	Infobip	July 2025 – October 2025	Communication network	3.750,00 €
21	NITESCO D.O.O.	45244541500	SME	STEP RI	May 2025 – November 2025	Artificial Intelligence & Decision support	3.750,00 €
22	ZADRA NOVA	95315590590	PI	STEP RI	August 2025 – December 2025	BI tools	3.750,00 €
23	DIGITCOM	31042317257	SME	FIDIT, STEP RI	June 2025 – December 2025	Artificial Intelligence & Decision support	3.750,00 €
24	T&S	56925483810	SME	FIDIT, STEP RI	March 2025 – December 2025	Internet Services & Applications	3.750,00 €
25	OPĆINA ŠOLTA	38621571773	PI	UNIPU	August 2025 – November 2025	Artificial Intelligence & Decision support	3.750,00 €
						Total value of services provided (EUR):	**89.250,00 €**

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3 Statistical analysis – summary

Within the scope of the project providing digital and technological services, 25 users were engaged, encompassing both small and medium enterprises (SMEs) and public institutions. The analysis categorizes users by entity type and examines the technologies applied in service provision. Key thematic areas of digital transformation—including Artificial Intelligence, IoT, Communication Networks, Internet Services, Data Management, Digital Twins, and Business Intelligence tools—highlight the technological needs and priorities of participating organizations, ensuring alignment with strategic digitalisation objectives and supporting scalable, future-ready solutions.

3.1 User analysis by entity type

Within the project of providing digital and technological services, a total of 25 users were registered. Users are categorized by entity type into SME (small and medium enterprises) and PI (Public Institutions)

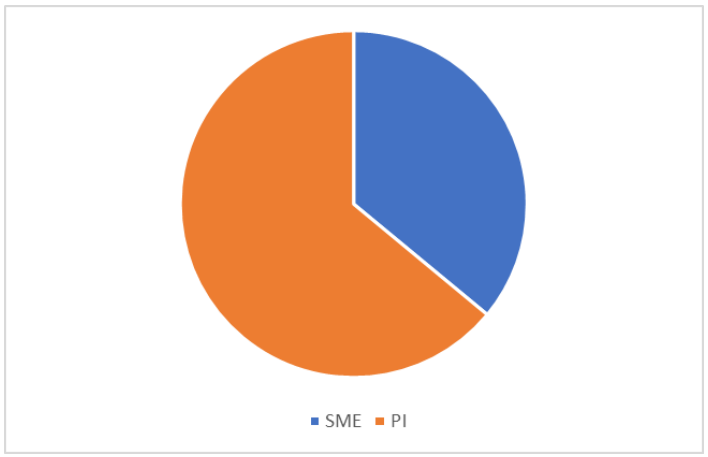
Overview by user type: SME (small and medium enterprises): 9 users

Organizations: 3t.cable d.o.o., B CREATIVE ART, WERXE, DRUGI OTOK, BLACK AND WHITE SOLUTIONS, PHASOR ENGINEERING, NITESCO D.O.O., DIGITCOM, T&S PI

Public Institutions : 16 users

Organizations: ViK d.o.o., City of Cres, FMTU, City of Kastav, City of Pula, NP Brijuni, IPTPO, TZ of the City of Pula, City of Vodnjan, DELFING, JU LRA MATICA, DOM ZDRAVLJA PGŽ, ALUTECH, ŠIBENSK-KNIN COUNTY, ZADRA NOVA, MUNICIPALITY OF ŠOLTA

Figure 1. User analysis by entity type

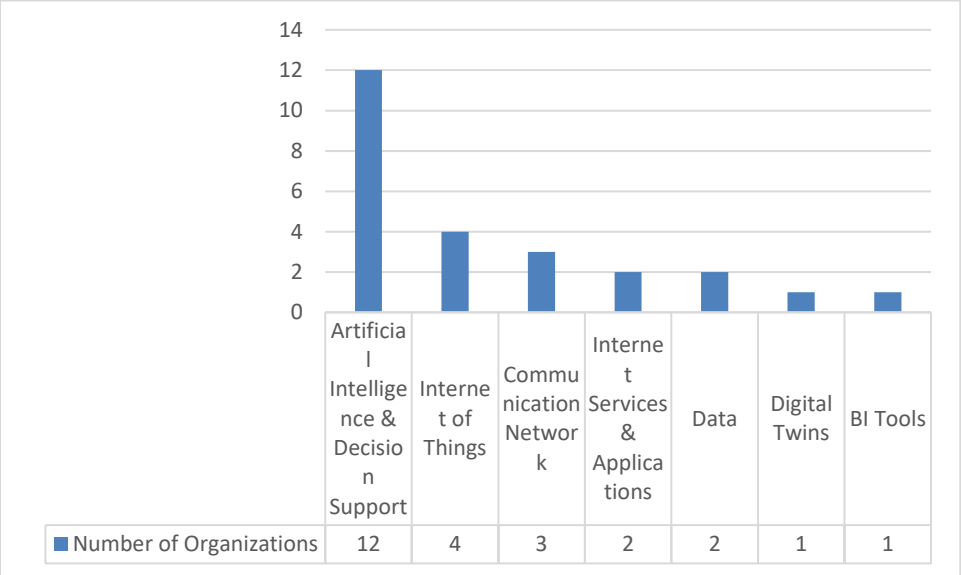


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3.2 Analysis of Service Provision by Technology Type

In the framework of the project, a total of 25 users received digital and technological services. Users were categorized according to the type of technology used in service provision. This categorization allows for monitoring the distribution of users by technology type and helps in planning future services according to the technological needs of different users.

Figure 2. Analysis of Service Provision by Technology Type



The following thematic areas represent the primary domains of digital transformation addressed within the Digitalization Action Plan (DAP). Each area corresponds to specific technological, organizational and strategic needs identified across participating organizations. These themes help ensure that the DAP remains aligned with current digitalization priorities and supports scalable, future-ready solutions.

3.2.1 Artificial Intelligence & Decision Support

This area targets the use of machine learning, predictive analytics, optimization algorithms, and intelligent decision-support systems. AI supports improved forecasting, automation of complex tasks, enhanced public services, and improved operational efficiency. Municipalities and organisations including Grad Kastav, Grad Pula, Grad Vodnjan, Dom Zdravlja PGŽ, Općina Šolta, Alutech, Drugi otok, BLACK AND WHITE SOLUTIONS, Nitesco, and Digitcom exhibit needs in this domain.

Here are short summaries of digitalization projects:

Grad Kastav

Gran Kastav plans to implement an AI-based system using Large Language Models (LLM) designed for automated processing of tender documentation, featuring PDF data extraction, automatic form filling, proposal scoring based on predefined criteria, report

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generation, integration with web platforms, secure data handling (TLS encryption, GDPR compliance), and support for continuous optimization and scalability.

Dom Zdravlja PGŽ

Dom Zdravlja Primorsko-goranska županija (PGŽ) needs an AI-based system for automatic analysis of mammographic images, classification of tissue (normal/suspect), and lesion localization, with visual result presentation, integration with PACS/RIS systems (DICOM support), security mechanisms (TLS encryption, GDPR compliance), and the ability for manual annotation and continuous model learning.

Grad Pula

Grad Pula (city of Pula) aims to strenghet its communication with a support of an AI-powered chatbot platform integrated into the city's website, featuring multilingual support, real-time interaction, natural language processing (NLP) with Retrieval-Augmented Generation (RAG), secure communication (TLS encryption, GDPR compliance), analytics dashboards, and scalability for integration with various digital channels and existing municipal systems.

Grad Vodnjan

Grad Vodnjan is planning to implement an AI-powered system called SatelliteGuard, designed for spatial monitoring using satellite imagery. It employs advanced computer vision models—YOLOv11 for detecting buildings and agricultural areas, and Google Gemini 2.0 Flash for identifying illegal waste dumps—supports high-resolution image processing, change detection over time, integration with GIS systems, multilingual interface, secure data handling (TLS encryption, GDPR compliance), and cloud-based scalability for efficient management and analytics.

Općina Šolta

Općina Šolta plan to invest in AI-based system for detecting illegal construction, leveraging the OWL-ViT transformer model for high-precision image analysis. It supports satellite image comparison over time, automated and manual change detection, integration with GIS systems, secure data handling (TLS encryption, GDPR compliance), cloud-based deployment for scalability, and includes analytics dashboards for performance monitoring and decision-making.

Alutech

Alutech plans to invest in AI assistant based on Large Language Models (LLMs), integrated into Alutech's website using a Retrieval-Augmented Generation (RAG) architecture. It leverages cloud-hosted models like GPT-4 or similar, combined with a vector database for semantic search, supports multilingual interaction (including Croatian), secure API integration, and offers analytics for user interactions. The system is designed for scalability, easy web integration via a chat widget, and compliance with GDPR through EU-hosted services.

Drugi otok

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Drugi otok was testing AI-powered system called SDKB (Stone Heritage Detection System) that uses YOLO-based computer vision models to automatically detect and map dry-stone walls from high-resolution LiDAR data. It includes features like batch image processing, annotation workflows, analytics dashboards, secure data handling with TLS encryption, GDPR compliance, and cloud-based deployment for scalability and integration with GIS systems.

BLACK AND WHITE SOLUTIONS

BLACK AND WHITE SOLUTIONS plans to invest in enhanced reservation system Book 'n' Eat, upgraded with an AI module for predictive analytics and dynamic table optimization and IoT sensors/cameras for real-time group size detection. It integrates with cloud infrastructure, uses APIs for data exchange, supports GDPR and AI Act compliance, and provides a user-friendly interface for automated seating suggestions, manual overrides, and analytics dashboards for performance monitoring.

Nitesco

Nitesco plans to implement mobile applications integrated with a centralized database and a web dashboard, enabling real-time project tracking, photo documentation with time-stamps, voice/text comments, and workforce metrics. It includes secure data transfer with encryption, multi-factor authentication, cloud-based hosting, offline synchronization, and scalable architecture, complemented by analytics dashboards for performance monitoring and future AI integration.

Digitcom

Digitcom plans to invest in predictive AI system for yacht charter pricing, built on a Random Forest Regressor model integrated with a FastAPI backend and a React-based chatbot interface. It uses structured datasets for training, supports REST API communication for real-time price predictions, and combines predictive analytics with conversational AI for interactive user queries, ensuring scalability, GDPR compliance, and modular integration with external platforms.

3.2.2 Internet of Things (IoT)

This area focuses on the deployment of connected devices, sensors, and smart infrastructure to collect, transmit, and analyze real-time data. IoT solutions enable improved monitoring, predictive maintenance, automation of services, and enhanced citizen engagement. Municipalities and organizations including NP Brijuni, 3t.Cable, FMTU and DELFING exhibit need in this domain.

Here are short summaries of digitalization projects:

3t.Cable

3t.Cable aims to strengthen its market position and improve productivity through a comprehensive digital transformation. The company plans to implement an IoT-based system for real-time monitoring and predictive analytics of solar power plants it manages. This initiative will optimize asset management, reduce downtime, and enable predictive

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maintenance, lowering repair costs and extending equipment lifespan. The transformation also includes automation of data collection and analysis, integration of financial and operational processes, and employee training to enhance digital skills. Expected outcomes include improved efficiency, reduced operational costs, new business models, increased revenue, and expansion into new markets.

NP Brijuni

Brijuni National Park plans to implement a smart visitor management system using AI cameras and IoT technology to count visitors and eco-friendly vehicles in real time. The goal is to optimize visitor flow, improve safety, and support sustainable mobility while reducing environmental impact. This digital transformation will enhance operational efficiency, protect natural resources, and improve the visitor experience, positioning NP Brijuni as a leader in sustainable tourism.

Delfing

Delfing d.o.o. plans to implement an IoT-based monitoring system for water filtration devices used by households and businesses. The system will track the status of filters, CO_2 tanks, heaters, and water temperature to ensure timely maintenance and optimal performance. Sensors will be integrated into a central IoT platform for real-time data collection and analysis, improving efficiency, reducing operational costs, and enhancing user satisfaction.

The Faculty of Tourism and Hospitality Management (FMTU)

The Faculty of Tourism and Hospitality Management (FMTU) plans to implement a digital system for student attendance tracking using NFC card readers and specialized software. The goal is to automate administrative processes, centralize data, and integrate with existing platforms (ISVU, Moodle). This will improve efficiency, reduce manual work, and provide accurate reporting and analytics, enhancing the student experience and modernizing operations.

3.2.3 Communication Network

This area addresses the development and optimization of communication infrastructures, including wired and wireless networks, network management, and secure data transmission. Effective communication networks support enhanced connectivity, digital service delivery, and operational coordination. Municipalities and organizations including B Creative Art, Institut za poljoprivredu i turizam (IPTPO), and Šibensko-kninska županija exhibit needs in this domain.

Here are short summaries of digitalization projects:

B Creative Art

B Creative Art, a small ceramic studio, aims to improve its website as a key communication and sales tool. The plan includes redesigning the homepage, standardizing product presentation, integrating online forms for workshop registration and product orders, adding a section for business collaborations, and implementing SEO and UX

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enhancements. These changes will optimize user experience, simplify reservations, and strengthen the brand's online visibility.

Institut za poljoprivredu i turizam (IPTPO)

The Institute of Agriculture and Tourism is developing a web platform to connect businesses in agriculture, tourism, crafts, and creative industries in rural areas of Istria. The goal is to facilitate collaboration, information exchange, and promotion of local products and services through features such as user profiles, supply and demand listings, news updates, and personalized newsletters. The project supports digitalization and sustainable development of the local economy.

ŠIBENSKO-KNINSKA ŽUPANIJA

Šibensko-Kninska County plans to implement a rule-based chatbot on its official website to improve communication with citizens, provide 24/7 access to information, and reduce administrative workload. The solution will offer multilingual support, automate responses to common queries, and enable quick updates during emergencies. This project aims to enhance user experience, increase efficiency, and advance the county's digital transformation strategy, positioning it as a modern and transparent public administration.

3.2.4 Internet Services & Applications

This area focuses on the creation and management of web-based and cloud applications to improve public service delivery, internal workflows, and digital engagement. Services can include portals, mobile applications, and online platforms. Municipalities and organisations including TZ Grada Pule and T&S exhibit needs in this domain.

Here are short summaries of digitalization projects:

TZ Grada Pule

The Tourist Board of Pula plans a comprehensive digital transformation by implementing three key systems: a GIS-based platform for managing spatial tourism data, a user request management system, and an e-learning platform for stakeholders. These solutions aim to centralize data, improve operational efficiency, support strategic planning, and enhance communication with citizens and visitors. The project will position city of Pula as a modern, sustainable destination, leveraging digital tools for better decision-making and future innovations like digital assistants.

T&S d.o.o.

T&S d.o.o. plans to enhance its eGradnja portal by introducing an affiliate marketing system to generate new revenue streams and improve partner visibility. The project focuses on implementing CPL (Cost Per Lead), CPA (Cost Per Action), and selective CPS (Cost Per Sale) models using Drupal infrastructure combined with UTM tracking and Google Analytics 4 for performance monitoring. This approach ensures low initial costs, transparency, and scalability, with options for future upgrades to advanced solutions like Tapfiliate. The initiative aims to strengthen partnerships, improve user experience, and position eGradnja as a modern, data-driven platform in the construction sector.

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3.2.5 Data

This area targets effective data management, including data collection, storage, processing, quality assurance, and analytics to support evidence-based decision-making. Municipalities and organisations including ViK and JU LRA MATICA exhibit needs in this domain.

Here are short summaries of digitalization projects:

ViK (Vodovod i kanalizacija d.o.o.)

Vodovod i kanalizacija d.o.o. plans a digital transformation to improve efficiency, transparency, and sustainability by implementing a Document Management System (DMS) integrated with existing IT infrastructure. The initiative aims to digitize and automate document workflows, optimize investment and project management, and enhance data security and compliance. Key benefits include faster access to information, reduced manual work, improved collaboration, and better customer service through digital channels. This transformation will position the company as a modern, resilient utility provider ready for future challenges.

JU LRA MATICA

The Local Development Agency Matica in Knin plans a digital transformation by implementing a smart, IoT- and AI-powered platform for managing business spaces. The solution will enable online reservations, automated billing, real-time occupancy monitoring, and predictive analytics to optimize space usage and energy efficiency. This initiative aims to improve operational efficiency, enhance user experience, ensure transparency, and strengthen the agency's competitiveness and resilience, positioning Knin as a modern, tech-driven business hub.

3.2.6 Digital Twins

This area focuses on creating virtual representations of physical assets, systems, or environments to simulate, monitor, and optimize real-world operations. Digital twins enhance planning, predictive maintenance, and resource management. Organisation Phasor Engineering exhibit needs in this domain.

Here are short summaries of digitalization projects:

Phasor engineering

Phasor Engineering plans to develop a hardware-in-the-loop (HIL) demonstration panel for hydroelectric plants, enabling safe testing of control systems and operator training in simulated conditions. The solution integrates PLC and SCADA systems with simulation models and an AI-powered digital assistant to support fault diagnosis and real-time guidance. This project aims to reduce risks and costs during commissioning, accelerate integration, and improve workforce training. The panel will be commercialized as a service for testing and education, with potential for international expansion and partnerships.

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3.2.7 BI Tools

This area focuses on the implementation of Business Intelligence solutions, including data visualization, reporting dashboards, performance metrics tracking, and analytics-driven decision-making. BI tools enable organisations to consolidate data from multiple sources, monitor key performance indicators, and support evidence-based strategic planning. Organisation including ZADRA NOVA exhibit needs in this domain.

Zadra Nova is testing digital solutions to automate invoice processing and introduce an AI-powered assistant for document search, aiming to improve efficiency and transparency in project management. Additionally, the agency plans to implement a modern time-tracking system to reduce manual work and streamline internal processes.

4 Conclusion

During the reporting period, a total of 25 beneficiaries, including both public institutions (PI) and small and medium-sized enterprises (SMEs), received innovation support services from project partners such as STEP RI, ENT, UNIPU, UNIRI, Infobip, FIDIT, and PORIN. The activities implemented covered a diverse range of advanced digital technologies, including Artificial Intelligence & Decision Support, Internet of Things, Communication Networks, Data, Mobility, Internet Services & Applications, Digital Twins and BI Tools.

These services were provided through collaborative engagements between the project's partners and end users, resulting in the successful delivery of innovation support valued at a total of €89.250,00.

The services contributed to enhancing digital maturity, technological adoption, and innovation capacity among participating organizations, in line with the project's objectives to promote regional digital transformation and strengthen the innovation ecosystem. DAP report serves as a useful and important basis for EDIH Adria clients to make their decision on investing in digitalization projects.

Overall, the outcomes demonstrate strong interest and commitment from both public and private sectors in leveraging digital technologies for improved efficiency, decision-making, and service delivery. The results confirm the project's impact in fostering cross-sectoral collaboration and supporting the uptake of advanced digital solutions across the region.

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