GOOD PRACTICE EXAMPLES-PORTUGAL

Here are **two strong Portuguese good practices** in **green transformation**, one general and one specifically from the **footwear sector**:

Title: LIPOR Circular Economy for SMEs	
A- Organization Information **A.1- Organization Name** **A.2- Legal Status of the organization** **A.3- Number of Employees** **A.4- Website:**	A.1- LIPOR – Intermunicipal Waste Management of Greater Porto A.2- Private Sector　　　　　　　　　Public Sector A.3- NA A.4- www.lipor.pt
B. Sector/Profession/Work in Which the Good Practice is Applied	Multisector (including small manufacturers and artisans)
C. Category of the Good Practice	Green Transformation • Energy Efficiency and Renewable Energy • Waste Management and Circular Economy • Sustainable Product and Service Design • Water Conservation and Management • Green Supply Chain Management • Employee and Customer Awareness Programs • Carbon Footprint Reduction Digital Transformation • Smart and Automated Production Processes • Digital Marketing and E-commerce Strategies • Cybersecurity and Data Protection • Smart Logistics and Supply Chain Management • Digitalized Finance and Payment Systems
D. The Problem the Good Practice Aims to Solve (What was the problem and how was it attempted to be solved? Please explain in no more than 500 words.)	Reuse of Industrial subproducts (e.g. leather, textiles, wood)

E The Strategies the Good Practice Solves the Problem (Please explain in no more than 1000 words)	LIPOR works with SMEs to implement circular economy models, focusing on: • Industrial by-product reuse (e.g. leather, textiles, wood) • Upcycling initiatives involving local artisans • Support for eco-design and waste minimization • Guidance on eco-certification and green supply chains
F. The Target Group of the Good Practice (Who benefited from this application? Please explain in no more than 500 words.) **(Businesses, Employees, Employers, Customers, Public Sector Non-Governmental Organizations, Society, etc.)**	Businesses, Employees, Employers, Customers, Public Sector Non-Governmental Organizations, Society
G.Stakeholders of the Good Practice (Other individuals, institutions, or organizations collaborated with in the implementation)	Setorial Associations and Tech Hubs
H. Success Factor(s) of the Good Practice (Please list them)	Key Practices: • Partnerships with small manufacturers to recover waste (e.g. leather, fabrics, wood) • Creation of circular product lines using industrial scrap • Support for upcycling and local maker spaces Key Success Factors Identified: • Cross-sector partnerships (associations + tech hubs) • Access to public funding and training • Clear sustainability narratives to engage customers • Step-by-step tech integration tailored to business size and craft sector • Use of e-commerce and digital marketing
i. Outputs and Outcomes Achieved from the Good Practice (How effective was the work, or what positive changes were made? Please explain in no more than 500 words.)	• Diverted hundreds of tons of waste from landfills • Enabled dozens of SMEs to create eco-conscious product lines • Created new green jobs in local communities • Supported local makerspaces and circular design labs

J. Cost/Benefits of the Good Practice (Including human, social, and economic costs and benefits)	Cost savings and environmental impact reductions across SMEs.
K. Other (Please add any posters, photos, links, or other visuals you'd like to include here)	https://www.lipor.pt/en/

Title: As Portuguesas – Eco Footwear Brand

A- Organization Information **A.1- Organization Name** **A.2- Legal Status of the organization** **A.3- Number of Employees** **A.4- Website:**	A.1- ECOCHIC PORTUGUESAS – Footwear and Fashion Products, Lda A.2- Private Sector Public Sector A.3- NA A.4- https://asportuguesas.shoes/
B. Sector/Profession/Work in Which the Good Practice is Applied	Footwear
C. Category of the Good Practice	Green Transformation • Energy Efficiency and Renewable Energy • Waste Management and Circular Economy • Sustainable Product and Service Design • Water Conservation and Management • Green Supply Chain Management • Employee and Customer Awareness Programs • Carbon Footprint Reduction Digital Transformation • Smart and Automated Production Processes • Digital Marketing and E-commerce Strategies • Cybersecurity and Data Protection • Smart Logistics and Supply Chain Management

	• Digitalized Finance and Payment Systems
D. The Problem the Good Practice Aims to Solve (What was the problem and how was it attempted to be solved? Please explain in no more than 500 words.)	To produce sustainable footwear
E The Strategies the Good Practice Solves the Problem (Please explain in no more than 1000 words)	As Portuguesas is a pioneer in sustainable footwear, producing shoes from: • Cork – a renewable, local material • Recycled rubber and PET • Biodegradable packaging and low-impact dyes Their production is powered by solar energy, and the brand champions a circular economy mindset, encouraging customers to return worn-out shoes.
F. The Target Group of the Good Practice (Who benefited from this application? Please explain in no more than 500 words.) **(Businesses, Employees, Employers, Customers, Public Sector Non-Governmental Organizations, Society, etc.)**	Businesses, Customers, Society
G.Stakeholders of the Good Practice (Other individuals, institutions, or organizations collaborated with in the implementation)	APICCAPS, CTCP, Cork Suppliers, etc
H. Success Factor(s) of the Good Practice (Please list them)	Challenges Faced: • High cost of eco-material sourcing • Limited digital know-how in e-commerce and production • Lack of internal ESG reporting expertise Transformation Actions: • Adopted cork and recycled materials as core materials, achieving environmental certifications (e.g. FSC). • Invested in 3D design tools, automated order tracking, and launched a full e-commerce platform.

	- Emphasized eco-branding and digital storytelling on social media and platforms like Zalando. - Benefited from EU co-funded innovation programs and support from APICCAPS.
i. Outputs and Outcomes Achieved from the Good Practice (How effective was the work, or what positive changes were made? Please explain in no more than 500 words.)	- Strong export success in eco-conscious markets (Germany, Scandinavia) - Reduced environmental footprint (25% lower CO_2 emissions than traditional models) - Became a flagship brand in Portugal's green branding efforts - Partnered in awareness campaigns with APICCAPS and international retailers - 30% growth in online sales - Reduced waste by 25% through better materials planning
J. Cost/Benefits of the Good Practice (Including human, social, and economic costs and benefits)	NA
K. Other (Please add any posters, photos, links, or other visuals you'd like to include here)	https://asportuguesas.shoes/

Here is a detailed overview of **Kyaia Group** as a **good practice in digital transformation** in Portugal's **footwear industry**, often cited as a benchmark for combining **technology, customization, and industrial innovation**.

Title: Kyaia Group – Digital Manufacturing and Customization	
A- Organization Information **A.1- Organization Name** **A.2- Legal Status of the organization** **A.3- Number of Employees** **A.4- Website:**	A.1- KYAIA GROUP (Fortunato O. Frederico & Cª, Lda) A.2- <mark>Private Sector</mark>　　　　　　　Public Sector NA A.3- ~600 A.4- www.kyaia.com
B. Sector/Profession/Work in Which the Good Practice is Applied	Footwear
C. Category of the Good Practice	Green Transformation • <mark>Energy Efficiency and Renewable Energy</mark> • Waste Management and Circular Economy • Sustainable Product and Service Design • Water Conservation and Management • Green Supply Chain Management • Employee and Customer Awareness Programs • Carbon Footprint Reduction Digital Transformation • <mark>Smart and Automated Production Processes</mark> • <mark>Digital Marketing and E-commerce Strategies</mark> • <mark>Cybersecurity and Data Protection</mark> • <mark>Smart Logistics and Supply Chain Management</mark> • <mark>Digitalized Finance and Payment Systems</mark>
D. The Problem the Good Practice Aims to Solve (What was the problem and how was it attempted to be solved? Please explain in no more than 500 words.)	Kyaia wanted to be a leader in digital manufacturing in Portugal through the implementation of smart factory principles and customer-centric digital tools. The objective has been to transform the main production unit in a "Footure Factory" with a modernized footwear production system that merges traditional craftsmanship with Industry 4.0 technologies.

E The Strategies the Good Practice Solves the Problem (Please explain in no more than 1000 words)	**Key Digital Transformation Practices:** • Smart Manufacturing - Automated production lines, use of digital twins, real-time monitoring, robotics integration • Mass Customization - Customers design their own shoes via online platforms → connected directly to factory systems • ERP & Data Integration - Centralized data on production, sales, stock, and logistics for efficient decision-making • AI & Analytics - Forecasting customer trends and optimizing design-to-delivery workflows • Digital Customer Experience - Use of CRM systems and integration with e-commerce platforms for personalized engagement **Business Model Innovation:** • Kyaia enables personalized shoe creation, allowing users to choose colors, materials, and finishes online. • Orders are linked directly to production, creating a build-to-order model that reduces overstock and waste.
F. The Target Group of the Good Practice (Who benefited from this application? Please explain in no more than 500 words.) **(Businesses, Employees, Employers, Customers, Public Sector Non-Governmental Organizations, Society, etc.)**	Businesses, Customers, Employees, Society, Public Sector
G.Stakeholders of the Good Practice (Other individuals, institutions, or organizations collaborated with in the implementation)	APICCAPS, CTCP, Suppliers, Public Entities, etc
H. Success Factor(s) of the Good Practice (Please list them)	Partnerships and Ecosystem Engagement • Collaborated with CTCP (Portuguese Footwear Technology Centre) and APICCAPS • Participated in EU innovation projects related to smart textiles and manufacturing • Connected to digital training and R&D initiatives through universities and local incubators

i. Outputs and Outcomes Achieved from the Good Practice (How effective was the work, or what positive changes were made? Please explain in no more than 500 words.)	• Production efficiency - Increased through automation and lean processes • Time-to-market - Reduced significantly via integrated systems • Customer satisfaction - Boosted by personalization and product traceability • Environmental footprint - Lowered through waste reduction and optimized logistics
J. Cost/Benefits of the Good Practice (Including human, social, and economic costs and benefits)	Kyaia shows how a traditional industry like footwear can: • Modernize without losing identity • Adopt advanced digital tools to compete globally • Lead by example in sustainability and customization
K. Other (Please add any posters, photos, links, or other visuals you'd like to include here)	NA