

## GOOD PRACTICE EXAMPLES-SPAIN

The twin transformation — combining green and digital innovation — is reshaping businesses, institutions, and workers across sectors, especially in the footwear industry. Based on online interviews carried out via e-mail with key stakeholders (public institutions, educational and employment bodies, industry associations, employers, and employees), three strong good practice patterns emerge from Spain:

- Commitment to sustainable production processes and local supply chains, particularly in footwear manufacturing.
- Institutional efforts to embed green and digital skills in vocational education and teacher training.
- Active participation of companies in European and national programs (like KIT DIGITAL and Digitalx Border) for advancing digitalization and sustainability.

These practices show how stakeholders are addressing environmental challenges, improving operational efficiency, and investing in future-oriented workforce development. Below are the selected good practices, grouped by area.

Title: Localized, Eco-Responsible Supply Chains (Pedro García SLU – Footwear-Specific)	
<p><b>A- Organization Information</b></p> <p><b>A.1- Organization Name:</b>  <b>A.2- Legal Status of the organization:</b>  <b>A.3- Number of Employees:</b>  <b>A.4- Website:</b></p>	<p>Mila and Pedro García are the third generation to lead this family-owned shoemaking business. Mila serves as the CEO, and Pedro is the Creative Director of the brand. They took over from their father, who was also named Pedro García, just like their grandfather who founded the company in 1925. Today, the company has over 120 employees and is present in nearly 40 countries around the world.</p> <p>A.1- Organization Name: Pedro García SLU</p> <p>A.2- Legal Status of the organization: S.L.U. (Single-Member Limited Liability Company)</p> <p><b>Private Sector</b>      Public Sector</p> <p>A.3- Number of Employees: Approximately 100</p> <p>A.4- Website: Zapatos y bolsos de lujo hechos en España   Pedro García</p>
<p><b>B. Sector/Profession/Work in Which the Good Practice is Applied</b></p>	<p>Luxury footwear manufacturing</p>
<p><b>C. Category of the Good Practice</b></p>	<p>Green Transformation</p> <ul style="list-style-type: none"> <li>• Energy Efficiency and Renewable Energy</li> <li>• <b>Waste Management and Circular Economy</b></li> <li>• Sustainable Product and Service Design</li> <li>• Water Conservation and Management</li> </ul>

	<ul style="list-style-type: none"> <li>• Green Supply Chain Management</li> <li>• Employee and Customer Awareness Programs</li> <li>• Carbon Footprint Reduction</li> </ul> <p>Digital Transformation</p> <ul style="list-style-type: none"> <li>• Smart and Automated Production Processes</li> <li>• Digital Marketing and E-commerce Strategies</li> </ul>
<b>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.)</b>	Pedro García SLU aimed to reduce its environmental impact while maintaining its luxury brand status. The company needed to address increasing consumer demand for sustainable, traceable products and align its production with circular economy principles, despite potential reductions in profit margins.
<b>E. The Strategies the Good Practice Solves the Problem (Please explain in no more than 1000 words)</b>	To meet these challenges, Pedro García SLU adopted several strategies: sourcing materials locally and from EU suppliers to minimize transportation emissions and support regional economies; installing solar panels that cover 20% of their energy needs, thereby reducing reliance on external energy sources; and implementing recovery and reuse initiatives for leftover leather, demonstrating a commitment to circular economy practices.
<b>F. The Target Group of the Good Practice (Who benefited from this application? Please explain in no more than 500 words.)</b>  (Businesses, Employees, Employers, Customers, Public Sector Non-Governmental Organizations, Society, etc.)	Beneficiaries include the company itself, through strengthened market positioning; employees, who gain experience in sustainable production environments; customers, who benefit from eco-responsible products; and local suppliers, who are engaged in the company's green supply chain.
<b>G. Stakeholders of the Good Practice (Other individuals, institutions, or organizations collaborated with in the implementation)</b>	Local and EU material suppliers, regional renewable energy providers, internal production and design teams, and the company's management overseeing sustainability integration.
<b>H. Success Factor(s) of the Good Practice (Please list them)</b>	Strong management commitment to sustainability; willingness to prioritize environmental responsibility over profit margins; successful integration of renewable energy; application of circular economy principles; and responsiveness to consumer demands for traceability and eco-friendly products.
<b>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.)</b>	The company successfully reduced its carbon footprint, generated 20% of its energy needs via solar power, and implemented leather reuse initiatives, contributing to circularity. As a result, Pedro García SLU has enhanced its reputation and competitiveness in international markets.

<p><b>J. Cost/Benefits of the Good Practice (Including human, social, and economic costs and benefits)</b></p>	<p>Costs included initial investments in solar infrastructure and potentially reduced margins from local sourcing. Benefits included long-term brand value, customer loyalty, operational savings on energy, and social contributions through supporting local economies and reducing environmental impact.</p>
<p><b>K. Other (Please add any posters, photos, links, or other visuals you'd like to include here)</b></p>	<p><a href="https://www.vanitatis.elconfidencial.com/estilo/moda/2025-02-16/pedro-garcia-100-anos-legado-diseno-espanol_4049315/">https://www.vanitatis.elconfidencial.com/estilo/moda/2025-02-16/pedro-garcia-100-anos-legado-diseno-espanol_4049315/</a></p> <p>This article, published in February of this year by the prestigious fashion publication VANITATIS, highlights Pedro Garcia uses certified, locally and EU-sourced raw materials (96.61% from the EU), including vegetable-tanned vacchetta leather, GOTS-certified silk satin, natural cork, rubber, and jute. They continuously work to improve resource efficiency and explore more sustainable solutions, pushing material possibilities further.</p> <p>Looking ahead, they believe that while consumer awareness has grown, much more progress is needed toward responsible consumption and understanding the origins and impacts of products. Although sustainable practices have gained weight in recent years, they see the true sustainability revolution as still to come.</p> <p>To celebrate their centenary, they are launching ESSENTIA, a capsule collection featuring sandals made from vegetable-tanned vacchetta leather, hand-braided silk satin, sustainably cultivated and hand-carved mother-of-pearl, and Swarovski crystals.</p>
<p><b>Title: Integration of Sustainability Modules in Vocational Education (Regional Ministry of Education – General)</b></p>	
<p><b>A- Organization Information</b></p> <p><b>A.1- Organization Name:</b></p> <p><b>A.2- Legal Status of the organization</b></p> <p><b>A.3- Number of Employees:</b></p> <p><b>A.4- Website:</b></p>	<p>The Regional Ministry of Education, Culture, Universities and Employment is the government body of the Valencian Region responsible for managing and developing policies related to education, cultural affairs, higher education, and employment. Within it, the Directorate-General for Vocational Training focuses specifically on designing, coordinating, and promoting vocational education and training (VET) programs, aiming to improve professional skills, enhance employability, and strengthen connections between education and the labour market.</p> <p>A.1-Regional Ministry of Education, Culture, Universities and Employment – Directorate-General for Vocational Training.</p> <p>A.2- Dependent administrative body – it operates under the legal and administrative framework of the Valencian Region</p>

	<p>Government, and its administrative acts are considered acts of the Conselleria itself, not of a separate entity.</p> <p>Private Sector      <b>Public Sector</b></p> <p>A.3- Approximately 200</p> <p>A.4-Dirección General de Formación Profesional - GVA.ES - Generalitat Valenciana</p>
<p><b>B. Sector/Profession/Work in Which the Good Practice is Applied</b></p>	<p>Vocational Education and Training (VET), including sectors such as footwear, textiles, and other production industries</p>
<p><b>C. Category of the Good Practice</b></p>	<p>Green Transformation</p> <ul style="list-style-type: none"> <li>• Energy Efficiency and Renewable Energy</li> <li>• <b>Waste Management and Circular Economy</b></li> <li>• <b>Sustainable Product and Service Design</b></li> <li>• Water Conservation and Management</li> <li>• Green Supply Chain Management</li> <li>• <b>Employee and Customer Awareness Programs</b></li> <li>• Carbon Footprint Reduction</li> </ul> <p>Digital Transformation</p> <ul style="list-style-type: none"> <li>• Smart and Automated Production Processes</li> <li>• Digital Marketing and E-commerce Strategies</li> <li>• Cybersecurity and Data Protection</li> <li>• Smart Logistics and Supply Chain Management</li> <li>• Digitalized Finance and Payment Systems</li> </ul>
<p><b>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.)</b></p>	<p>The evolving labour market increasingly demands workers with green skills to support the transition to a sustainable and circular economy. Traditional vocational education frameworks often lacked structured content on sustainability, leaving graduates underprepared for these new demands. The challenge was to systematically integrate sustainability into vocational education to ensure students gain both theoretical and practical competencies in environmental impact analysis, green production systems, and sustainable innovation.</p>
<p><b>E. The Strategies the Good Practice Solves the Problem (Please explain in no more than 1000 words)</b></p>	<p>The Directorate-General for Vocational Training implemented a multi-faceted strategy to embed sustainability into VET:</p> <ul style="list-style-type: none"> <li>• Development of new modules specifically focused on sustainability in production systems, integrated into Intermediate and Advanced Vocational Training programs.</li> <li>• Design of activities requiring students to analyse the environmental impact of processes in their specific industry (such as footwear, textiles, or manufacturing) and develop</li> </ul>

	<p>tailored sustainability plans.</p> <ul style="list-style-type: none"> <li>• Organization of specialized training for VET teachers through CEFIRES (regional teacher training centres) and INTEF (national institute for educational technologies and teacher training), ensuring educators are equipped to teach up-to-date green competencies.</li> <li>• Alignment of the regional initiatives with national strategies such as Spain’s Circular Economy Strategy, ensuring coherence between national policy and regional education practice.</li> <li>• Collaboration with sectoral stakeholders and companies to make the training relevant to real-world challenges and labour market needs.</li> </ul>
<p><b>F. The Target Group of the Good Practice (Who benefited from this application? Please explain in no more than 500 words.)</b></p> <p><b>(Businesses, Employees, Employers, Customers, Public Sector Non-Governmental Organizations, Society, etc.)</b></p>	<ul style="list-style-type: none"> <li>• VET students in Intermediate and Advanced programs, especially in sectors like footwear, textiles, and industrial production.</li> <li>• VET teachers and trainers, who benefit from specialized green upskilling.</li> <li>• Regional companies and industries, which gain access to a better-prepared, sustainability-competent workforce.</li> <li>• Society at large, which benefits from improved environmental practices and innovation.</li> </ul>
<p><b>G. Stakeholders of the Good Practice (Other individuals, institutions, or organizations collaborated with in the implementation)</b></p>	<ul style="list-style-type: none"> <li>• CEFIRES (regional teacher training centres)</li> <li>• INTEF (national teacher training body)</li> <li>• Regional vocational schools and training centres</li> <li>• Industry representatives and local companies in key sectors (footwear, textiles, etc.)</li> <li>• Ministry of Education and regional government bodies</li> </ul>
<p><b>H. Success Factor(s) of the Good Practice (Please list them)</b></p>	<ul style="list-style-type: none"> <li>• Systematic integration of sustainability into formal curricula.</li> <li>• Strong alignment with national and European strategies on green transition.</li> <li>• Robust teacher training to ensure delivery capacity.</li> <li>• Collaboration between education and industry stakeholders.</li> </ul>
<p><b>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.)</b></p>	<ul style="list-style-type: none"> <li>• Introduction of sustainability modules in VET programs across multiple sectors.</li> <li>• Hundreds of teachers trained in green content delivery.</li> <li>• Thousands of students acquiring key green competencies annually.</li> <li>• Increased awareness among future workers about environmental impacts and circular economy principles.</li> </ul>

	<ul style="list-style-type: none"> <li>• Strengthened regional positioning as a leader in sustainable vocational education.</li> </ul>
<b>J. Cost/Benefits of the Good Practice (Including human, social, and economic costs and benefits)</b>	<p>Costs:</p> <ul style="list-style-type: none"> <li>• Development of new curricular content and materials.</li> <li>• Investment in teacher training programs.</li> </ul> <p>Benefits:</p> <ul style="list-style-type: none"> <li>• Enhanced employability of VET graduates.</li> <li>• Support for regional industries in meeting sustainability goals.</li> <li>• Contribution to regional, national, and EU sustainability targets.</li> <li>• Social benefit through improved environmental practices and innovation capacity.</li> </ul>
<b>K. Other (Please add any posters, photos, links, or other visuals you'd like to include here)</b>	<p><a href="https://comunica.gva.es/es/detalle?id=391299419&amp;site=373430869">https://comunica.gva.es/es/detalle?id=391299419&amp;site=373430869</a></p> <p>Starting in the 2025–2026 academic year, this press release states that all Vocational Education and Training (VET) programs in the Valencian Region will incorporate modules on digitalization, sustainability, and innovation to align with the evolving professional profiles demanded by society. This announcement was made by the Regional Minister of Education, José Antonio Rovira, at the inauguration of the 'CVSkills 2025' championship, which brought together over 300 participants and 6,000 visiting students. The event emphasized the vital role of VET in addressing the challenges of a rapidly changing labour market and reinforced the commitment to equal opportunities, highlighting that "talent has no gender".</p>
<b>Title: Adoption of AI and Data-Driven Processes for Value Creation (Pedro García SLU – Footwear-Specific)</b>	
<b>A- Organization Information</b>  <b>A.1- Organization Name:</b> <b>A.2- Legal Status of the organization:</b> <b>A.3- Number of Employees:</b> <b>A.4- Website:</b>	<p>Mila and Pedro García are the third generation to lead this family-owned shoemaking business. Mila serves as the CEO, and Pedro is the Creative Director of the brand. They took over from their father, who was also named Pedro García, just like their grandfather who founded the company in 1925. Today, the company has over 120 employees and is present in nearly 40 countries around the world.</p> <p>A.1- Pedro García SLU</p> <p>A.2- S.L.U. (Single-Member Limited Liability Company)  <b>Private Sector</b>      Public Sector</p> <p>A.3- Approximately 100</p> <p>A.4- Zapatos y bolsos de lujo hechos en España   Pedro García</p>

<b>B. Sector/Profession/Work in Which the Good Practice is Applied</b>	Luxury footwear manufacturing
<b>C. Category of the Good Practice</b>	<p>Green Transformation</p> <ul style="list-style-type: none"> <li>• Energy Efficiency and Renewable Energy</li> <li>• Waste Management and Circular Economy</li> <li>• Sustainable Product and Service Design</li> <li>• Water Conservation and Management</li> <li>• Green Supply Chain Management</li> <li>• Employee and Customer Awareness Programs</li> <li>• Carbon Footprint Reduction</li> </ul> <p>Digital Transformation</p> <ul style="list-style-type: none"> <li>• Smart and Automated Production Processes</li> <li>• Digital Marketing and E-commerce Strategies</li> <li>• Cybersecurity and Data Protection</li> <li>• Smart Logistics and Supply Chain Management</li> <li>• Digitalized Finance and Payment Systems</li> </ul>
<b>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.)</b>	<p>Pedro García SLU, a heritage footwear brand, faced the challenge of staying competitive in a rapidly evolving global market where efficiency, agility, and innovation are crucial. Traditional manual processes and administrative tasks consumed significant employee time, reducing the focus on creativity, design, and decision-making. The company needed a strategy to optimize operations, reduce repetitive workloads, and preserve its artisanal identity while integrating new technologies.</p>
<b>E. The Strategies the Good Practice Solves the Problem (Please explain in no more than 1000 words)</b>	<p>Pedro García SLU approached this challenge by:</p> <ul style="list-style-type: none"> <li>• Implementing cloud-based systems to streamline data access, enhance collaboration, and improve operational efficiency across departments.</li> <li>• Introducing artificial intelligence (AI) tools to automate administrative and repetitive tasks, such as inventory management, order processing, and data analysis, freeing up employee time for higher-value activities.</li> <li>• Encouraging a workplace culture that embraces innovation.</li> <li>• Supporting the transition of employee roles toward decision-making, creative input, and value-adding tasks.</li> <li>• Maintaining a balance between leveraging advanced technologies and preserving the artisanal craftsmanship that defines the brand's identity.</li> </ul>

<p><b>F. The Target Group of the Good Practice (Who benefited from this application? Please explain in no more than 500 words.)</b></p>	<ul style="list-style-type: none"> <li>• Employees, who benefit from reduced routine workloads and increased opportunities for creative and strategic engagement.</li> <li>• Management, which gains improved insights and agility in production and business decisions.</li> <li>• Customers, who experience enhanced product quality, innovation, and faster service.</li> <li>• The company as a whole, which strengthens its competitiveness and adaptability in the digital era.</li> </ul>
<p><b>G. Stakeholders of the Good Practice (Other individuals, institutions, or organizations collaborated with in the implementation)</b></p>	<ul style="list-style-type: none"> <li>• Internal company teams (management, production, design, administration).</li> <li>• External technology providers (cloud service vendors, AI tool suppliers).</li> <li>• Customers, as indirect beneficiaries of improved services.</li> <li>• Industry peers and networks observing and learning from Pedro García’s innovation path.</li> </ul>
<p><b>H. Success Factor(s) of the Good Practice (Please list them)</b></p>	<ul style="list-style-type: none"> <li>• Effective integration of cloud and AI technologies into existing workflows.</li> <li>• Employee openness to innovation and willingness to experiment with digital tools.</li> <li>• Alignment between digital transformation efforts and the company’s artisanal brand values.</li> <li>• Leadership support for continuous improvement and modernization.</li> </ul>
<p><b>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.)</b></p>	<ul style="list-style-type: none"> <li>• Automation of administrative tasks, resulting in time and cost savings.</li> <li>• Shift in employee focus toward high-value tasks like creativity and decision-making.</li> <li>• Enhanced production agility and management responsiveness.</li> <li>• Reinforcement of the company’s reputation as an innovative heritage brand.</li> <li>• Increased competitiveness in both domestic and international markets.</li> </ul>
<p><b>J. Cost/Benefits of the Good Practice (Including human, social, and economic costs and benefits)</b></p>	<p>Costs:</p> <ul style="list-style-type: none"> <li>• Investment in cloud systems and AI tool implementation.</li> <li>• Training and adaptation time for employees.</li> </ul> <p>Benefits:</p> <ul style="list-style-type: none"> <li>• Improved operational efficiency and reduced administrative workload.</li> <li>• Greater employee satisfaction and retention.</li> <li>• Enhanced product innovation and customer satisfaction.</li> <li>• Stronger market positioning and business resilience.</li> </ul>

**K. Other (Please add any posters, photos, links, or other visuals you'd like to include here)**

<https://www.inescop.es/en/news/news/812-vuelve-redit-summit-tu-cita-con-el-ecosistema-industrial-de-innovacion>

On October 3rd 2024, the Ciudad de la Luz Film Studios in Alicante hosted the fourth edition of REDIT Summit, a premier technology transfer congress for businesses. Pablo Pérez, Production Director at Pedro García, presented successful innovation cases developed in collaboration with INESCOP. These initiatives focus on digital methodologies for unconventional footwear pattern design, highlighting the synergy between traditional craftsmanship and advanced technology.

### Digital Readiness Support for SMEs through Training and Partnerships (FICIA – Footwear-Specific).

The International Footwear and Related Industries Fair Foundation (FICIA) has become a key enable of digital transformation in the footwear sector by:

- Organizing specialized seminars and workshops addressing digital challenges and opportunities for SMEs.
- Collaborating on European projects to anticipate future digital skill needs and ensure the sector is prepared for technological changes.
- Providing targeted training and consultancy services to help companies navigate complex value chains, close the digital gap, and explore new business models.

This practice is impactful because it focuses on equipping small businesses — often the most vulnerable to technological disruption — with the knowledge, tools, and collaborative networks they need to successfully adopt digital innovations.

<b>Title: Digital Readiness Support for SMEs through Training and Partnerships (FICIA – Footwear-Specific)</b>	
<p><b>A- Organization Information</b></p> <p><b>A.1- Organization Name</b>  <b>A.2- Legal Status of the organization</b>  <b>A.3- Number of Employees</b>  <b>A.4- Website</b></p>	<p>FICIA is a non-profit organization with the following objectives:</p> <ul style="list-style-type: none"> <li>• Training, promotion and encouragement of creative activities that may contribute to progress in design, fashion, and quality within the footwear, components, and related industries.</li> <li>• To influence the improvement of products and designs that enhance the image and industrial and commercial potential of the sectors, both nationally and internationally.</li> <li>• To promote and encourage the study and research of methods and techniques for the marketing of footwear and its components and related industries.</li> <li>• To disseminate, at all levels, any information, initiatives, and actions that may benefit the sectors targeted by the Foundation’s activities.</li> </ul> <p>A.1- International Footwear and Related Industries Fair Foundation (FICIA)</p> <p>A.2- Private sector foundation  <b>Private Sector</b>      Public Sector</p> <p>A.3- 1 employee</p> <p>A.4- Inicio - Fundación Ficia</p>
<p><b>B. Sector/Profession/Work in Which the Good Practice is Applied</b></p>	<p>Footwear industry, focusing on small and medium-sized enterprises (SMEs)</p>
<p><b>C. Category of the Good Practice</b></p>	<p>Green Transformation</p> <ul style="list-style-type: none"> <li>• Energy Efficiency and Renewable Energy</li> <li>• Waste Management and Circular Economy</li> <li>• Sustainable Product and Service Design</li> </ul>

	<ul style="list-style-type: none"> <li>• Water Conservation and Management</li> <li>• Green Supply Chain Management</li> <li>• Employee and Customer Awareness Programs</li> <li>• Carbon Footprint Reduction</li> </ul> <p>Digital Transformation</p> <ul style="list-style-type: none"> <li>• Smart and Automated Production Processes</li> <li>• Digital Marketing and E-commerce Strategies</li> <li>• Cybersecurity and Data Protection</li> <li>• Smart Logistics and Supply Chain Management</li> <li>• Digitalized Finance and Payment Systems</li> </ul>
<p><b>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.)</b></p>	<p>SMEs in the footwear sector often face significant barriers to digital transformation due to limited resources, knowledge gaps, and the complexity of technological change. Without targeted support, these small businesses are at risk of falling behind in a competitive and rapidly evolving global market. The challenge was to create mechanisms that would empower SMEs to understand, adopt, and benefit from digital innovations, ensuring their resilience and future competitiveness.</p>
<p><b>E. The Strategies the Good Practice Solves the Problem (Please explain in no more than 1000 words)</b></p>	<p>FICIA has addressed this challenge through a multifaceted approach:</p> <ul style="list-style-type: none"> <li>• Organizing specialized seminars, workshops, and training sessions tailored to the needs of SMEs, covering topics such as digital marketing, e-commerce, automation, and data-driven management.</li> <li>• Collaborating actively in European projects that focus on forecasting digital skill needs, allowing the sector to anticipate and prepare for emerging technological trends.</li> <li>• Providing direct consultancy services and practical support to help SMEs understand and navigate complex value chains, integrate digital tools, and explore innovative business models.</li> <li>• Building collaborative networks that connect small companies with technology providers, innovation hubs, and other key stakeholders, fostering knowledge exchange and joint problem-solving.</li> <li>• Developing sector-specific resources and guides that translate complex digital concepts into actionable strategies for small businesses.</li> </ul>
<p><b>F. The Target Group of the Good Practice (Who benefited from this)</b></p>	<ul style="list-style-type: none"> <li>• Small and medium-sized footwear companies seeking to improve their digital capabilities.</li> </ul>

<p><b>application? Please explain in no more than 500 words.)</b></p>	<ul style="list-style-type: none"> <li>• Employees and managers within these SMEs, who benefit from upskilling opportunities and practical knowledge.</li> <li>• Industry networks and clusters, which gain stronger, more digitally equipped members.</li> <li>• The regional economy, which benefits from a more resilient and competitive footwear sector.</li> </ul>
<p><b>G. Stakeholders of the Good Practice (Other individuals, institutions, or organizations collaborated with in the implementation)</b></p>	<ul style="list-style-type: none"> <li>• European project consortia and partners.</li> <li>• Local technology providers and consultants.</li> <li>• Regional industry associations and innovation hubs.</li> <li>• SMEs and their employees.</li> <li>• Educational and training institutions involved in program delivery.</li> </ul>
<p><b>H. Success Factor(s) of the Good Practice (Please list them)</b></p>	<ul style="list-style-type: none"> <li>• Focus on the specific needs and realities of SMEs.</li> <li>• Combination of training, consultancy, and networking.</li> <li>• Strong partnerships with European projects and local stakeholders.</li> <li>• Practical, hands-on approach that delivers actionable results.</li> </ul>
<p><b>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.)</b></p>	<ul style="list-style-type: none"> <li>• Dozens of SMEs engaged in workshops, training sessions, and consultancy projects.</li> <li>• Increased awareness and understanding of digital opportunities and challenges within the footwear sector.</li> <li>• Improved digital readiness and capacity among participating SMEs.</li> <li>• Strengthened innovation networks connecting companies, experts, and institutions.</li> <li>• Tangible progress in adopting new business models and digital solutions.</li> </ul>
<p><b>J. Cost/Benefits of the Good Practice (Including human, social, and economic costs and benefits)</b></p>	<p>Costs:</p> <ul style="list-style-type: none"> <li>• Development and delivery of training programs and consultancy services.</li> <li>• Coordination and participation in European projects.</li> </ul> <p>Benefits:</p> <ul style="list-style-type: none"> <li>• Enhanced competitiveness and sustainability of SMEs.</li> <li>• Improved employee skills and career prospects.</li> <li>• Strengthened regional economic fabric.</li> <li>• Greater resilience of the footwear sector in the face of technological disruption.</li> </ul>
<p><b>K. Other (Please add any posters, photos, links, or other visuals you'd like to include here)</b></p>	<p><a href="https://www.elda.es/ruben-alfaro-destaca-el-papel-protagonista-que-tiene-la-fundacion-ficia-en-el-reto-de-poner-en-valor-la-innovacion-y-la-sostenibilidad-que-hay-en-la-industria-del-calzado-de-elda/">https://www.elda.es/ruben-alfaro-destaca-el-papel-protagonista-que-tiene-la-fundacion-ficia-en-el-reto-de-poner-en-valor-la-innovacion-y-la-sostenibilidad-que-hay-en-la-industria-del-calzado-de-elda/</a></p> <p>On September 20th 2024, the Fundación FICIA unveiled its new visual identity at the Museo del Calzado in Elda,</p>

	<p>designed by local artist Boke. This rebranding symbolizes the foundation's strategic shift towards highlighting innovation and sustainability within the footwear sector. Mayor Rubén Alfaro emphasized FICIA's pivotal role in modernizing the narrative of Spanish shoemaking, aiming to showcase the industry's manufacturing processes, research, and commitment to sustainable practices.</p>
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