

WELCOME

Communication for capitalisation: Making Interreg results matter.

Kelly Zielniewski, Nicolas Garnier (capitalisation)

Rosa Escamilla, Laura Belenguer, Eva Martínez (communication)

04.06.2026

Interact



Co-funded by
the European Union
Interreg

Agenda

01

What is (really) capitalisation?

02

Where (& what) are the results?

03

Who should care?

04

How to package those results?

05

How to engage the relevant actors?

06

How to pitch for uptake?

SESSION 01

What is (really) capitalisation?

Kelly Zielniewski/ 04.06.2026

Interact



Co-funded by
the European Union
Interreg

Capitalisation in Interreg

Transfer and reuse of
knowledge generated by
Interreg projects



Transfer to new places

ORIGINAL SOLUTION



A smart energy management toolkit

CITY A

Where it was developed



Tested and proven in City A

CITY B

Transferred and adapted to a new place



Adopted in City B with local adaptation

CITY C

Replicated in another place

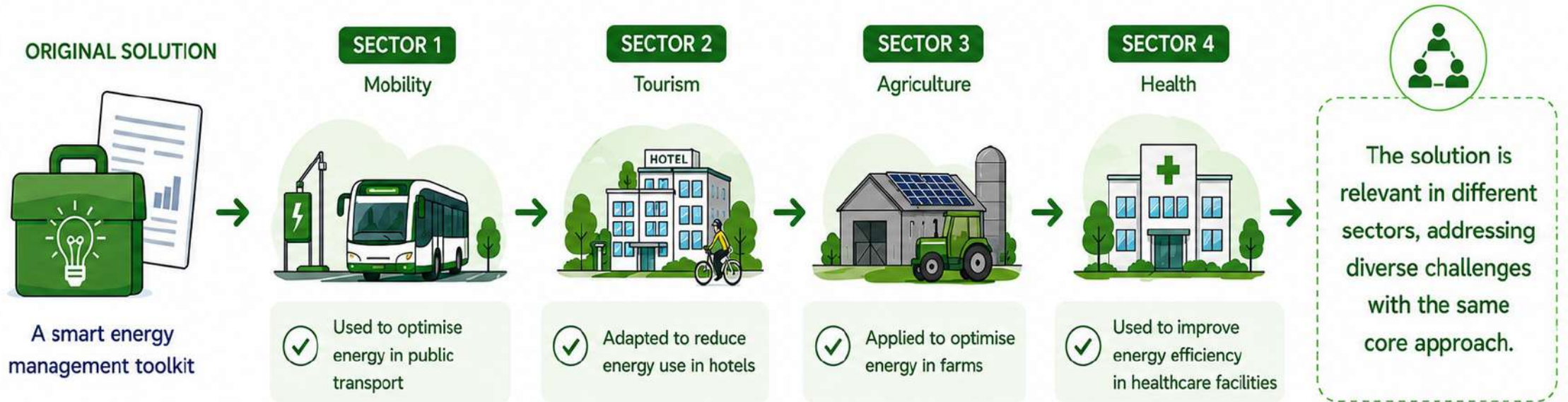


Replicated in City C creating more impact



The solution travels beyond its place of origin and creates value in new communities.

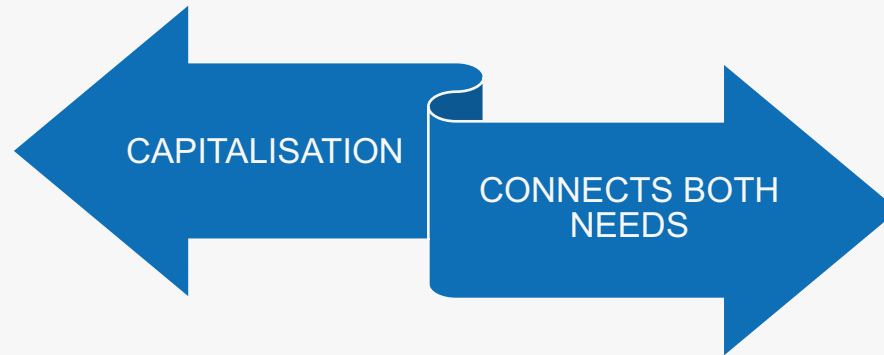
Transfer to new sectors



Why is capitalisation important?

PROGRAMMES

Need to demonstrate the results & impact, as well as the EU added value.

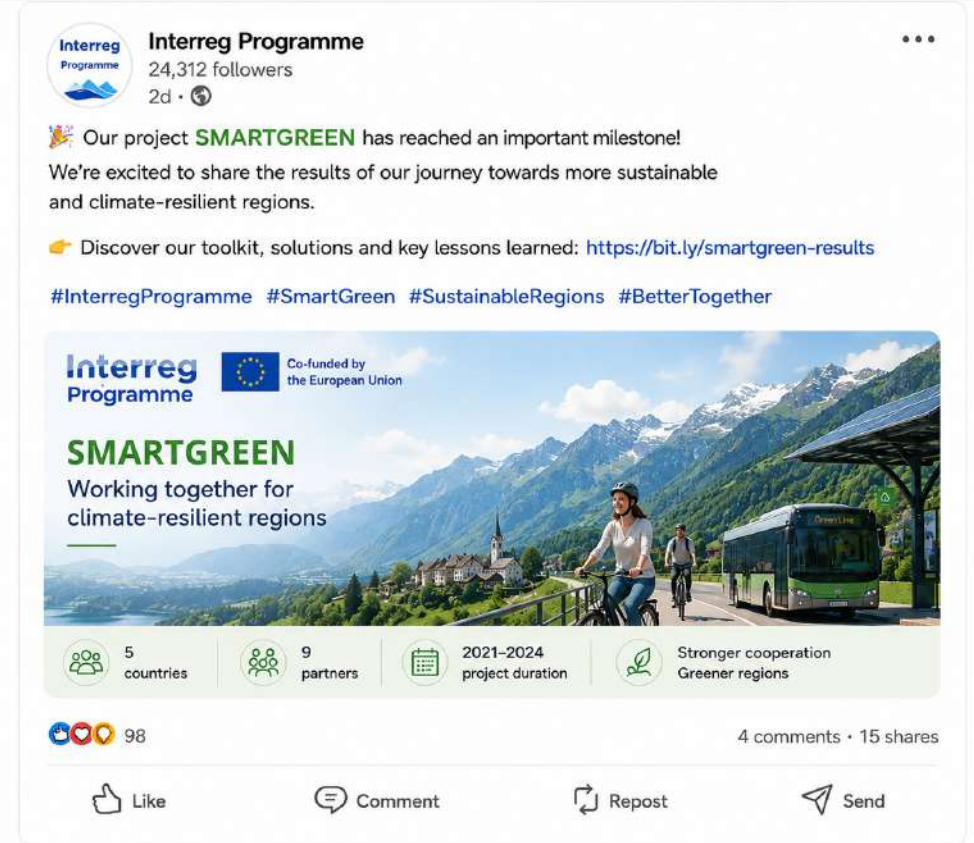


PROJECTS

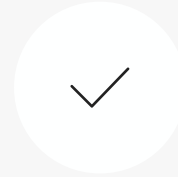
Needs to make their results visible, useful & sustainable.

Too many project results stay in the drawer after the project ends. WHY?

WHAT do projects do?



Common mistakes



Wide communication but...

...dissemination is not enough.



Wrong communication

It's not about outputs. It's about the value & benefits of the solution.



No tailored communication

Formats, channels, techniques: Which ones?



Late communication

No prior engagement; communication comes as a last-minute thing.

WHAT do we want projects to do?

❌ Communication without uptake

Interreg project develops a toolkit for sustainable mobility in small and medium-sized cities.



Information is widely shared...



...but few (if any) cities actually use the toolkit.

The result remains underused after the project ends.

✅ Communication supporting uptake

Interreg project develops a toolkit for sustainable mobility in small and medium-sized cities.



Engagement, support and adaptation lead to uptake.



"The toolkit helped us redesign our mobility plan and secure funding for implementation."

City of Kemi
Early adopter



Real impact

The solution is reused, transferred and creates long-term value.



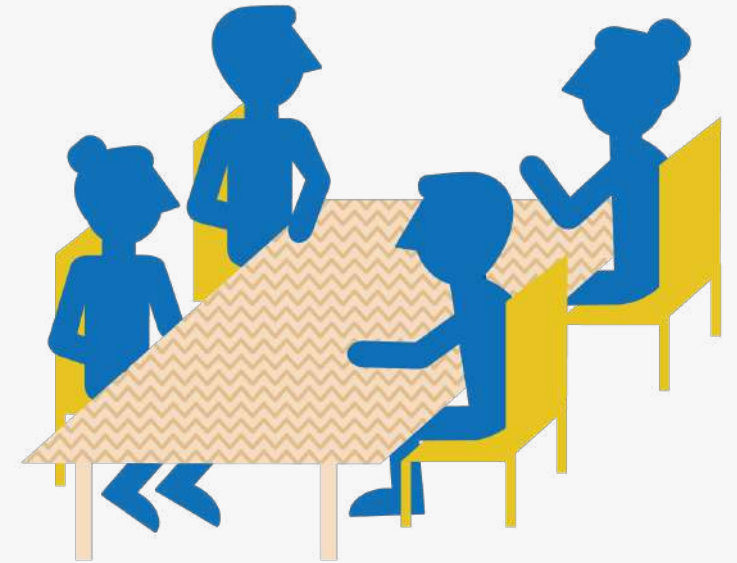
THE DIFFERENCE?

From **INFORMING MANY** → to **ENABLING THE RIGHT ONES**
That's what makes results matter.

Group exercise (15 min)

As a group, discuss the following questions:

1. What can communication experts realistically do to support uptake?
2. What can be the challenges?





Start with the definitions

- What is capitalisation?
- What is an uptake?
- What is communication supporting uptake?
- What is a project result?
- What is an impact?
- What is a transferable result?

What can be transferred and reused?



Strategy



Business model



Digital platform



Innovative Concept



Training



Policy brief



Action plan



Scientific method



Mobile App



Blueprint



Use case



Specific solution

SESSION 02

Where are the (transferable) results?

Nicolas Garnier / 04.06.2026

Interact



Co-funded by
the European Union
Interreg



Where are the results?

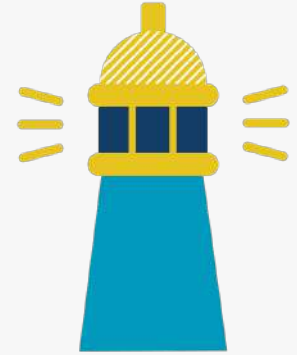
Project results are not only found in final reports

- Applications, progress reports, deliverables and outputs, pilots, events, study visits...
- But also in project communication materials: testimonials, stakeholder feedback, evaluations, follow-up activities
- A lot of the most valuable results are *invisible* in reporting systems.



The best results are often hidden 'between the lines'

Looking beyond reports



Capitalisation starts before project closure

Results should be identified during implementation and testing

Uptake preparation takes time + Not everything produced by a project is a transferable result

Communication officers are often first to spot uptake potential

1. Your strategic role in the capitalisation process

Conversations with project partners often reveal the most valuable results

If nobody talks to the partners, many good results remain buried in PDFs

EXAMPLE: BRAVE

Catalysing green energy investment

- Business model for large solar roof.
- SME coaching programme.



BRAVE

Interreg
North Sea



Co-funded by
the European Union

Group exercise (15 min)

- Think of a project result
- **As a group, discuss what makes it transferable**



What makes a result transferable?



Useful, understandable, tested, adaptable, accessible

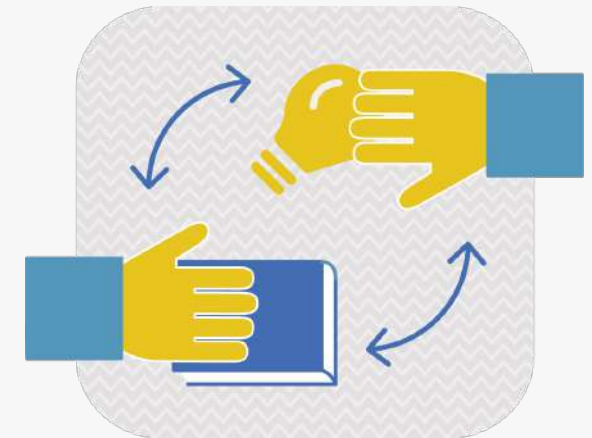


Relevant to others and usable beyond the original project context

Substantiate what is meant by “good project”

The objective is not visibility only, but:

- ❖ Uptake
- ❖ Adaptation
- ❖ Re-use
- ❖ Long-term impact



Capitalisation mindset from the outset



When planning an Interreg project, the starting point is solving a territorial challenge that is...

- ✓ Demand-driven
Responds to the needs of a specific target group
- ✓ Relevant
Responds to priorities of the programme + EU
- ✓ Result-oriented
Addresses the need, agreed from the start
- ✓ Cooperation added-value

- ✓ Building on existing results
- ✓ End-users uptake and impact

Guiding questions – Comm4Cap criteria

What makes a result transferable?

Relevant

Does it solve a real problem others also face?

Understandable

Would a non-expert understand it?

Concrete

Can it be presented in practical terms? Is it tangible?

Accessible

Is it easy to access and share, with guidance available?

Adaptable

Can it be adjusted to another context?

Sparks interest

Does it create visible engagement from stakeholders?

Added value

Is there an obvious before/after change?

False 'good CAP results'

Some outputs look impressive but are **difficult to capitalise**

- Highly context-specific solutions
- Platforms with no users
- Tools nobody maintained after project end
- Pilots never validated by users
- Outputs available only in national language
- Innovation solving no real need



A successful project output is not automatically a transferable result

Common mistakes – the really important ones

Communication

- Promoting projects instead of solutions
- Focusing on activities rather than change
- Too much technical language
- Producing visibility without targeting takers
- Assuming dissemination = uptake

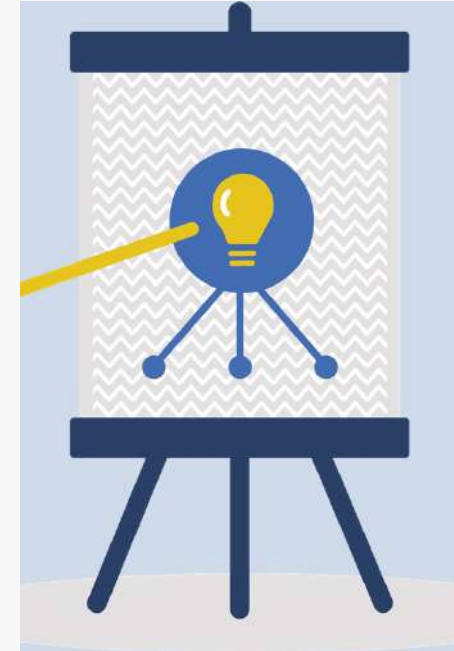
Capitalisation

- Identifying results too late
- No involvement of end-users
- Outputs not documented for re-use, without adaptation guidance
- No ownership after project end
- Trying to capitalise everything

Point of attention – Evidence of demand

A result becomes **much more valuable** when:

- Other territories ask for it
- Stakeholders request it
- It gets reused spontaneously
- Policy-makers show interest
- It still gets used after funding



Good capitalisation often starts where demand already exists



***“A result with capitalisation potential is not just a successful project output.
It is a solution that another actor can realistically understand, adapt, adopt and use”***



Break

SESSION 03

Who **should** care?

Kelly Zielniewski, Rosa Escamilla / 04.06.2026

Interact



Co-funded by
the European Union
Interreg

WHO will use the results? The *TAKERS*.

- Use/adopt the solution & make the uptake possible
- Have a concrete need
- Have the capacity
- Active

Those are the ones that will care and the ones that should be targeted.

WHY do takers **ADOPT** solutions?



Images generated by AI

WHAT do we need to know about takers?

MOTIVATIONS

WIIFM? What would make organisations look closer at the existing solutions?

NEEDS

Does the solution need any adjustment? Can it be reused as it is or partially? What does the taker need to adopt it?

BARRIERS

What can prevent uptake?

Group exercise (5 min)

- As a group, decide on a specific result.
- Identify up to 3 potential takers.
- Be specific!

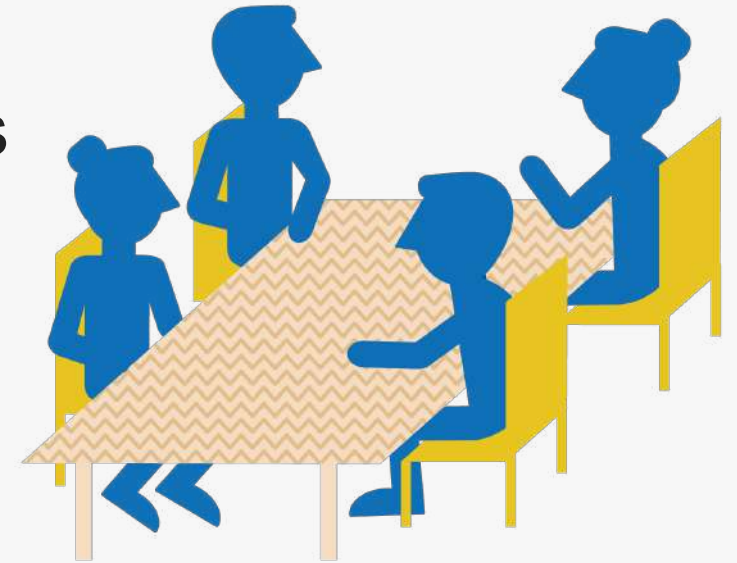


Guiding questions to define takers

- ✓ Who has the problem the result addresses?
- ✓ Who could benefit the most?
- ✓ Who could implement it?
- ✓ Who could influence/support the update?
- ✓ Will they prioritise it?

Group exercise (15 min)

- As a group, agree on one taker.
- Define the potential motivations, needs and barriers of that taker.



How to prioritise?

READY ADOPTERS

- Urgent need
- Can easily implement it

→ Focus your energy & time here!

POTENTIAL ADOPTERS

- Strong need
- Need help with implementation

→ Offer training & support!

FUTURE ADOPTERS

- Could benefit but not urgent for them

→ Keep informed, provide evidence, demonstrate value.

Example

The replicable solution I hold

Consult with a professional doctor from the comfort of your home



HealthConnect - A digital health platform allowing rural patients to consult doctors remotely via video calls and receive digital prescriptions.

Example

Identifying receivers - Who might want this?

Regional Health Authorities (Priority 1)

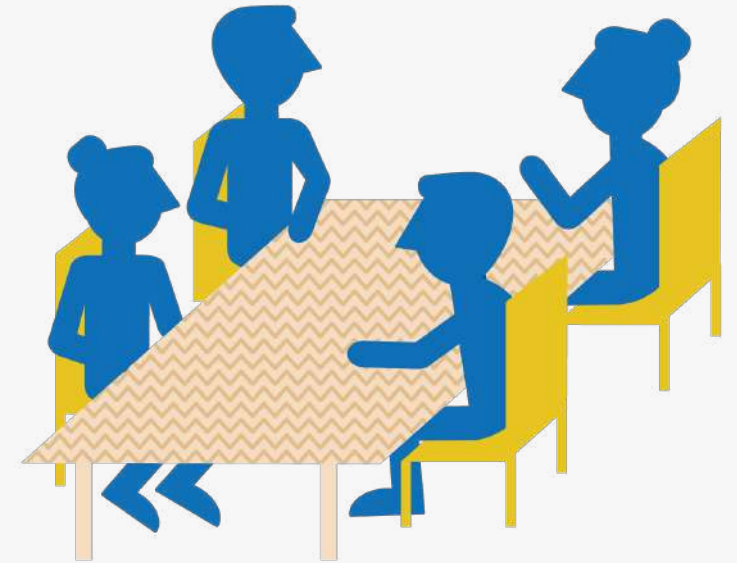
- Why: Legally required to provide healthcare access
- Can they do it: Yes - have IT teams, budget, experience
- Approach: Direct contact with health directors

Rural Medical Clinics (Priority 2)

- Why: Struggling with patient access and specialist referrals
- Can they do it: Partially - motivated but need technical help
- Approach: Offer training and phased implementation

Group exercise (5 min)

- As a group, pitch your result to the taker.
- Feedback





Final considerations

- Be clear & specific about who your takers are.
- Have a strategy.
- Focus on needs, rather than on outputs.
- Uptake depends on trust, relevance and timing.
- Translate results into concrete benefits.



Lunch

SESSION 04

How to package **those** **results?**

Rosa Escamilla, Laura Belenguer / 04.06.2026

Interact



Co-funded by
the European Union
Interreg

What does a taker actually need in order to reuse your result?

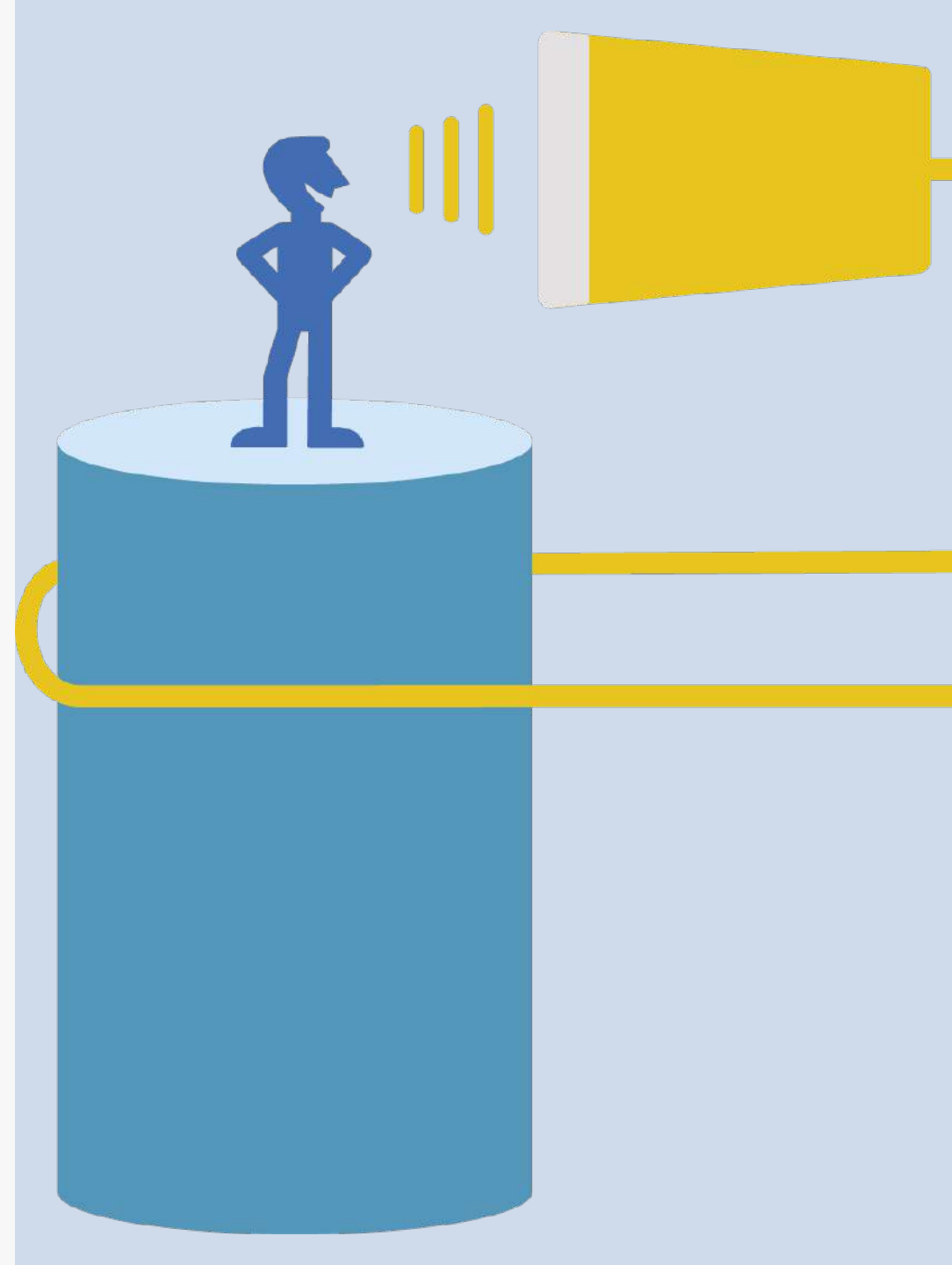
Objective of the session

Help participants simplify and reframe complex project results into understandable, ready-to-use solutions that others can actually adopt and replicate.

BINGO

Common packaging mistakes

- A mini-case appears on screen
- Identify the mistake on your bingo card
- Mark it silently
- We debrief together



“The consortium identified small municipalities as the main users of their mobility methodology. Interest was high during presentations, but when municipalities asked how much staff time, technical expertise and budget were needed to apply it, **the project team had no concrete answers”**

What’s the mistake?

CASE 1 SOLUTION

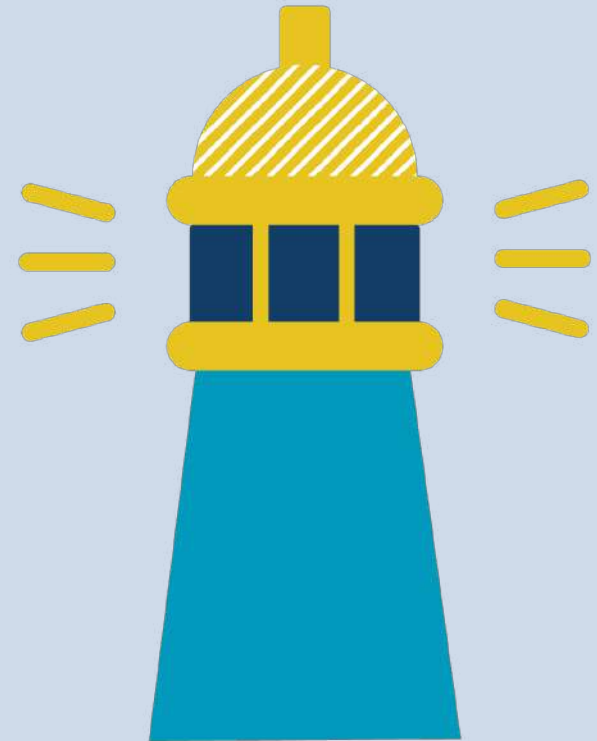
Error: “We know the taker, but not what they need to reuse”

Interest is not enough for reuse.

Takers need to understand:

- what resources are required
- what skills are needed
- how long implementation takes
- and what support is available

Packaging must reduce uncertainty around reuse.



“The consortium wanted regional policymakers to adopt their recommendations. They sent them a 120-page technical report with annexes and indicators. Nobody replied”

What’s the mistake?

CASE 2 SOLUTION

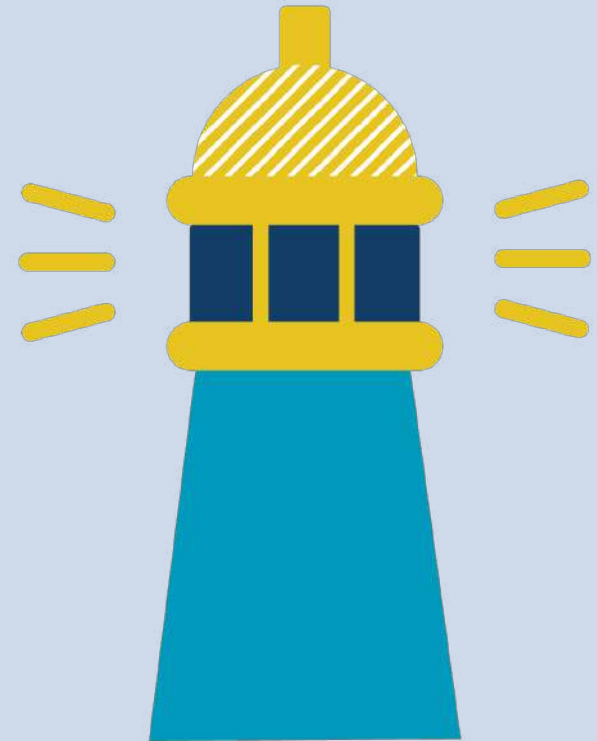
Error: “A report is enough”

A policymaker may need:

- a policy brief
- key recommendations
- implementation guidance
- peer examples
- clear next steps

A report is documentation.

A package enables uptake.



“The project produced an **excellent digital toolkit. But external organisations who downloaded it could not understand where to start, what skills were needed, or how to adapt it to their context”**

What's the mistake?

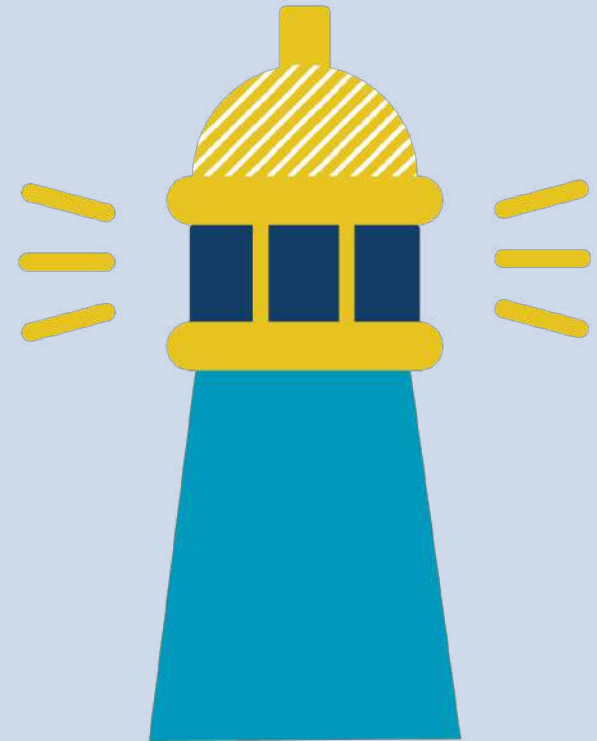
CASE 3 SOLUTION

Error: “We explain the result, but not how to use it”

People may understand the tool...
...but still not know:

- where to start
- how to adapt it
- what resources are needed
- or how to apply it

Reuse requires guidance.



“The consortium created a detailed newsletter series to convince municipalities to replicate their model. Most municipalities never opened the emails”

What’s the mistake?

CASE 4 SOLUTION

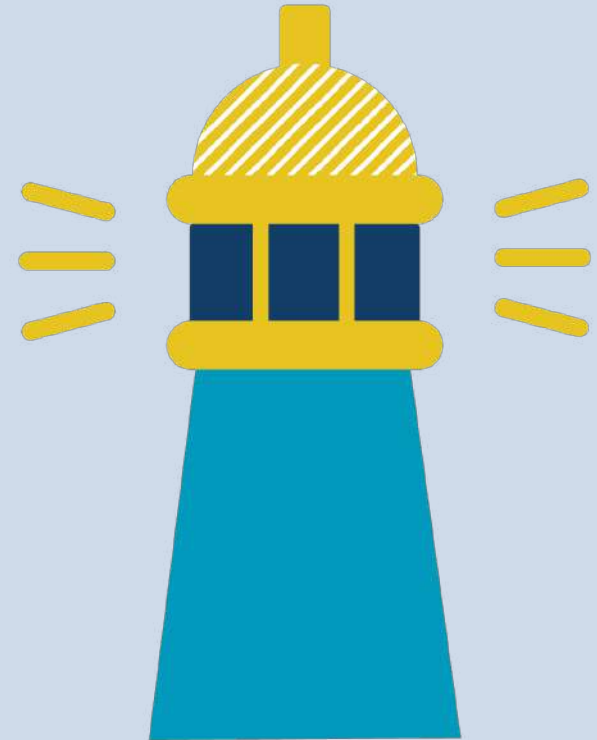
Error: “One format fits all”

The format must match:

- how the taker works
- what they need
- how they make decisions

Municipalities may need:

- implementation checklists
- peer exchange
- replication roadmaps



“The project **invested heavily in social media visibility. Thousands of impressions later, nobody had actually reused the methodology”**

What's the mistake?

CASE 5 SOLUTION

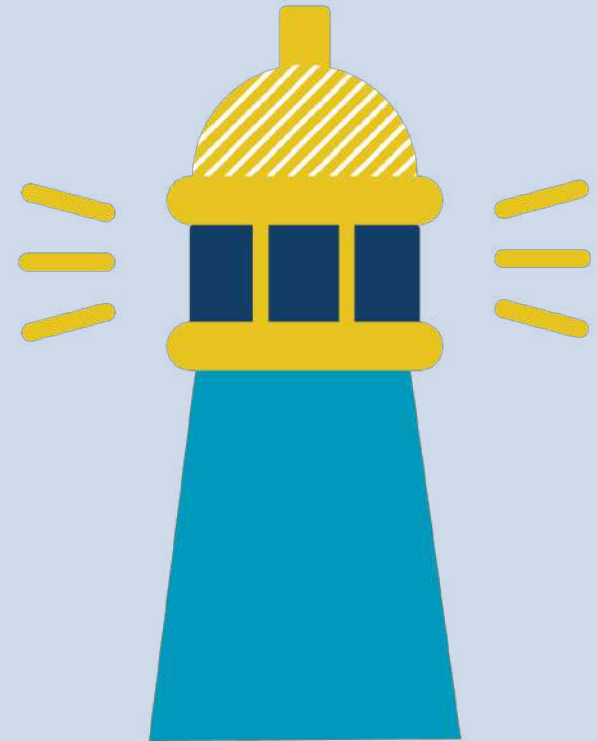
Error: “We communicate outputs, not reusable solutions”

Visibility does not automatically create uptake.

People need:

- practical materials
- guidance and examples
- support for replication

Communication alone is not capitalisation.



“At the end of the project, the team realised they wanted others to replicate their approach. But nobody had documented the implementation steps, adaptation decisions, or lessons learned during the process”

What's the mistake?

CASE 6 SOLUTION

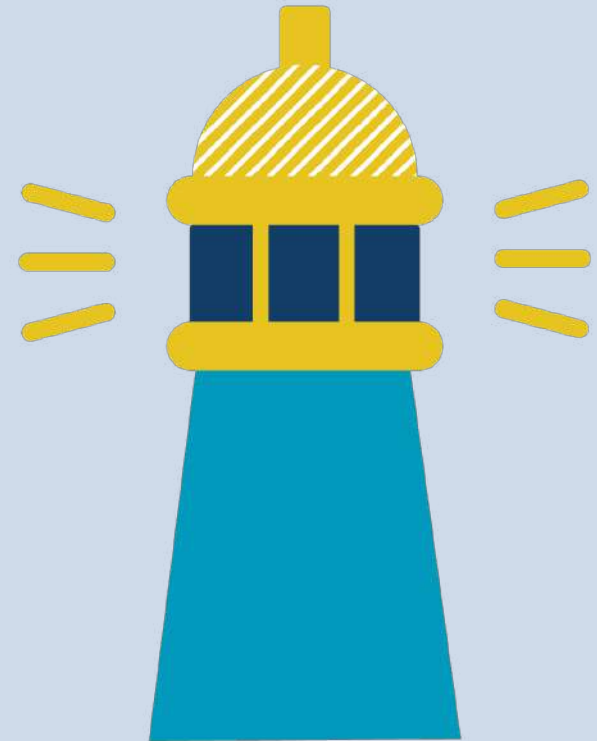
Error: “We package after the project”

You cannot reconstruct replication knowledge afterwards.

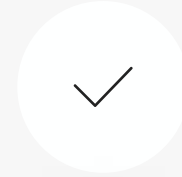
Packaging starts during implementation:

- documenting decisions
- capturing lessons learned
- recording adaptations
- testing usability

Replication knowledge must be built along the way.



From technical output to reusable solution



who your taker is



what they need



what barriers they face

Now the question becomes

What does someone need in order to actually reuse your result?

Packaging is not about describing the result
**Packaging is about enabling
reuse**

THE 3-LAYER FRAMEWORK

Raw result

What the project produced

Ex. “Methodology for participatory evaluation in rural areas”

Reusable solution

The result translated into something usable

Ex. “Community diagnosis kit in 5 steps”

Reuse package

Everything a taker needs to apply or replicate it

Ex. Guide, templates, FAQ, training, adaptation notes

Same result, different package

Taker	Useful format
Municipal officer	Replication roadmap + budget template
School director	Implementation checklist
Teachers	Ready-to-use activity kit
NGOs	Training workshop + facilitation guide
Policymakers	Policy brief

The same result may require completely different packaging depending on who needs to reuse it

The 4 elements of a reusable package

Clear entry point - The taker immediately understands what this helps them do

Right format - The format matches how the taker will actually use the solution

Replication guidance (HOW TO) - The taker understands how to apply, adapt or reproduce it

Supporting materials - Templates, examples, checklists, contacts, training, FAQs

**If people understand the result but
cannot reuse it, the package is
incomplete**



Exercise - does it travel?

Individual task

Choose one result from your project and write:

1. A user-facing title
2. The packaging

Post to the wall

Gallery walk + vote



Example

Result: methodology for reducing food waste in school canteens

Title



“How to reduce food waste in school canteens”

Format



Step-by-step starter kit for school directors

A result travels when people know how to apply it, **not only when they hear about it**



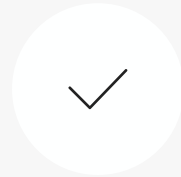
reduces barriers



enables replication



supports reuse



increases uptake

SESSION 05

From promotion to engagement

Communication for capitalisation & uptake

Eva Martínez, Laura Belenguer / 04.06.2026

Interact



Co-funded by
the European Union
Interreg

Visibility happened easily...

Engagement required more.

Brief recap...

We know the takers



We know how to package the results
in different formats



Results travel

Now what?

Let's build the model together

VISIBILITY



?

ENGAGEMENT

The role of communication

Communication focus	What happens with the taker?
 Attract attention	The taker notices the result
 Understanding	The taker understands it
 Relevance	The taker sees why it matters
 Exchange & engagement	The taker engages in a dialogue or interacts around the result
 Confidence	The taker increases the readiness to act
 Uptake	The taker starts doing something differently

The project logic

Early stage

Territorial challenge.
Main objective and SOs

Build awareness + relevance

Mid project

Activities, WPs,
deliverables, outputs

Build trust + engagement / interaction

Final stage

Results, impact

Support transfer + uptake

No magic formula to create engagement

Engagement depends on:

- The taker
- The result
- The context
- The barriers
- The stage of readiness

EXAMPLE

Municipality interested in a climate adaptation tool

What is blocking uptake?

Uncertainty and perceived risk

What does the taker need next?

Proof and peer validation

Communication tactics that help

Site visit, pilot, municipality-to-municipality exchange

EXAMPLE

Policy-maker overloaded with project results

What is blocking uptake?

Low perceived relevance

What does the taker need next?

Connection to policy priorities

Communication tactics that help

Tailored briefing, targeted case example,
short policy conversation

EXAMPLE

Technical organisation hesitant to apply a toolkit

What is blocking uptake?

Implementation uncertainty

What does the taker need next?

Guided experimentation and support

Communication tactics that help

Facilitated testing workshop, mentoring,
peer learning

Time to work!

**Design the engagement
pathway for your taker**

How communication can support uptake

1) Choose the result you want to capitalise and the taker you want to reach

2) Choose the communication objectives that are relevant



IMPORTANT TO REMEMBER

- ✓ These are communication objectives, not a linear sequence.
- ✓ You do NOT need to address all dimensions. Focus on the ones that matter most for your context.

SESSION 06

What's your **selling point**? Pitching for uptake

Laura Belenguer, Kelly Zielniewski / 04.06.2026

Interact

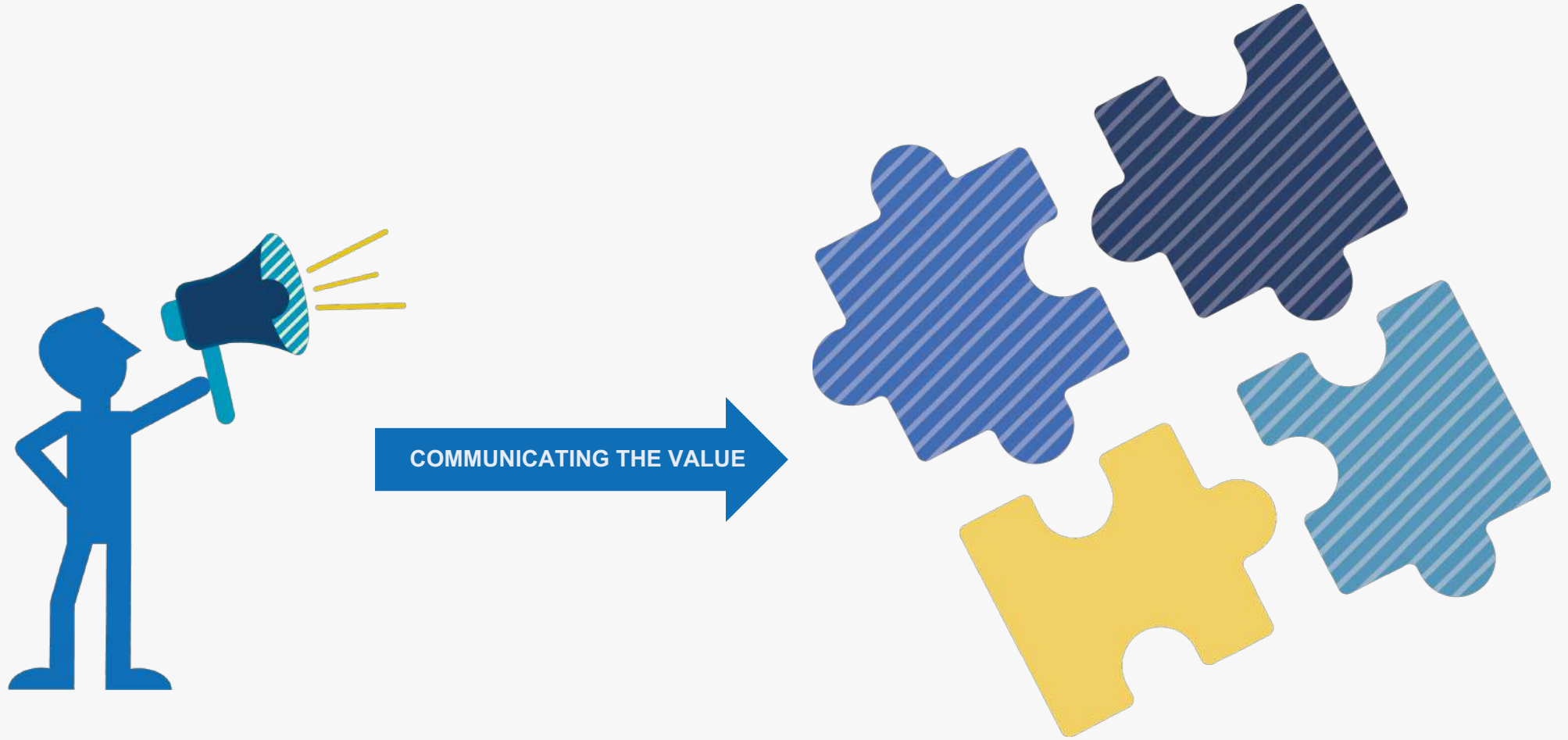


Co-funded by
the European Union
Interreg

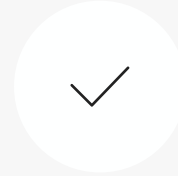
**The client always tunes into
WIIFM (What's In It For Me?).
Everything else is noise.**

Steve Woodruff, President
Impactiviti/ClarityFuel

Moving the solution forward



Create your pitch



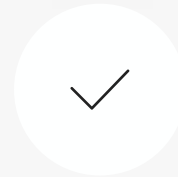
Vision

Draw a compelling picture of benefits



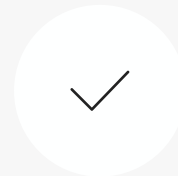
Value

Demonstrate "What's in it for them"



Viability

Show realistic pathways to achieve results



Urgency

Create a sense of timely action needed

The elevator pitch template

Also known within the Interreg community as **the 'Charl lie's pattern'**, this short script is a very good way to briefly present your project to someone and get their interest. Be concise and clear, get to the point and use short sentences. Then, you will succeed.

INTRO + PROBLEM

The big picture/context

PROBLEM SPECIFICS

We focus on the problem/challenge

SOLUTION

How our project fights the problem

HOW THE SOLUTION WORKS

Short explanation of the main features of the project (3 max.)

PROOF IT WORKS

The impact of the project (main results, figures, people reached...)

VISION AND BRAND

The last "touch", the closing sentence summarizing what Interreg/the project does

PROBLEM



SOLUTION



**Never
alone
again!**

BENEFIT

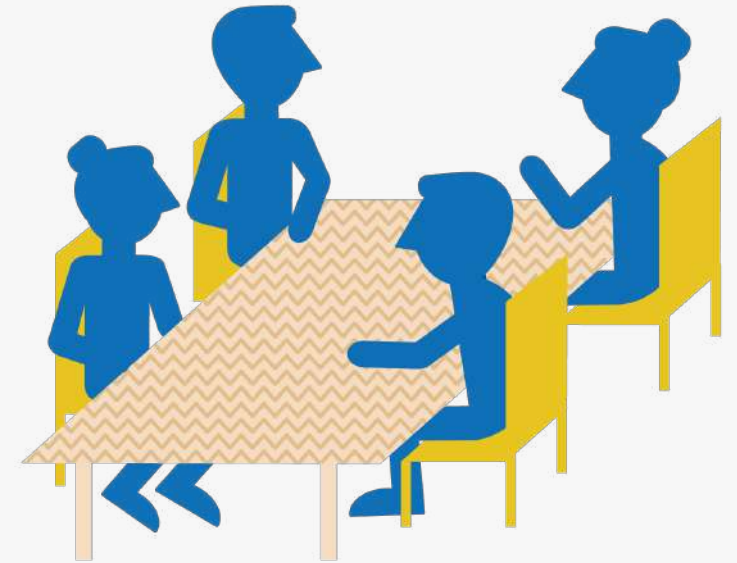
Or not? 😊



Image generated by AI

Group exercise (20 min)








- As a group, build your pitch using the proposed template.
- Feedback in plenary.



Useful tools

- The elevator pitch
- AI is a great tool to support you
- Quotes and curious facts
- The LEAN methodology. Less is more.
- Good visual material. [Unsplash.com](https://unsplash.com)

The Audience Persona mapping

CATEGORY	QUESTIONS TO ANSWER
 Audience	Who are they? (investor, customer, teacher, recruiter, user...)
 Goals	What do they want?
 Pain points	What problem frustrates them?
 What they care about	Time? Money? Innovation? Impact? Simplicity?
 Objections	Why might they say "no"?
 Key message	What should they remember?
 Call to action	What do I want them to do next?

The ham sandwich

INTRO



CONCLUSION



Final considerations

The solution should be:

- documented
- well packaged
- translated (easy terms, national, local language)
- supported with guidance
- proven useful and with a clear added value for the taker

Cooperation works

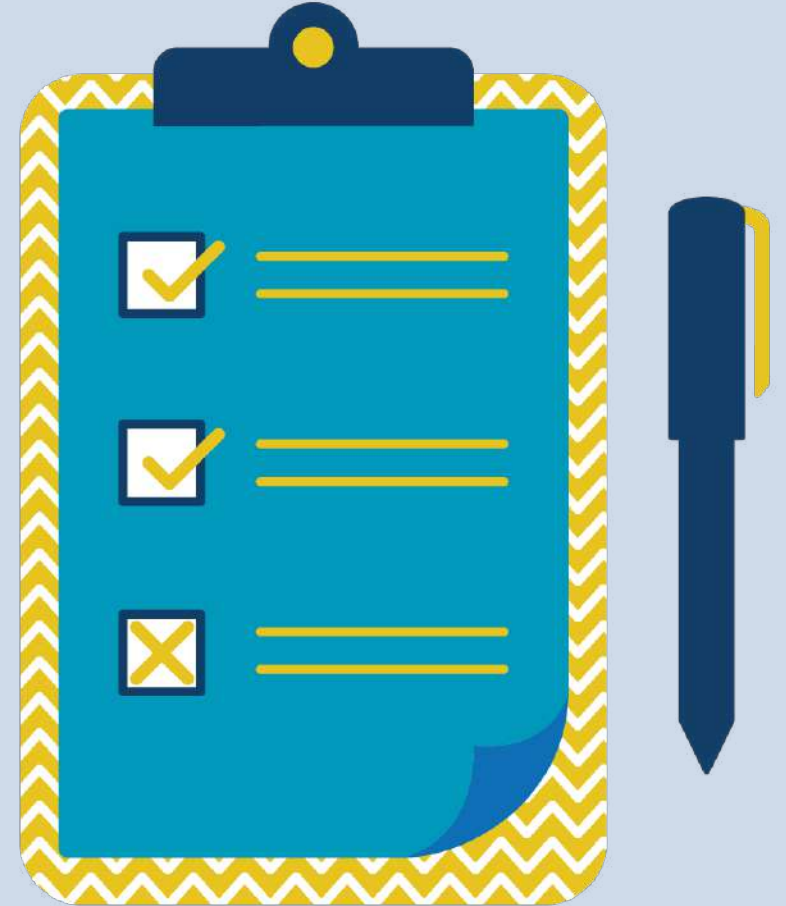
All materials will be available on:
Interact.eu/Library

Want to discuss it? Join our MS Teams environment!
Portal.Interact.eu | Programme and Project Management

Thank you for being here!

Your opinion matters to us.

Please take a few minutes to provide us with feedback to help us improve our services.



Interact



Co-funded by
the European Union
Interreg

Disclaimer

Publisher

Interact Programme

Date updated

19 May 2025

Primary knowledge area

Programme own consultation

Author(s)

Name(s)

Unless otherwise stated,
licensed under [CreativeCommons.org](https://creativecommons.org).

For more information visit creativecommons.org

