GRAZ · 5 SEPTEMBER 2026

Twelve people. One day. *Three problems no one solves alone.*

What happens when people actually use the creative potential they carry, together?



LENDHAFEN *The Lab, at the end of the day.*

DATE	LOCATION	PARTICIPANTS	CHALLENGES
5 Sept 2026	Lendhafen, Graz	12	3

Partners: the City of Graz, Department for Economic and Tourism Development, and oikos Consulting.

THE SHORT VERSION

Executive summary

On 5 September 2026, the Collective Intelligence Lab took place in Graz for the first time, hosted by human-intelligence.studio. Twelve participants from a wide range of disciplines came together for one day to work in three teams on concrete challenges for the City of Graz: Predictive Policy, Ecosystem Intelligence, and Climate Adaptation & Heat Protection.

The day followed four phases: Arrive & Connect, Getting to the Roots, Solve & Produce, and Present & Wrap-up. The central insight: given the right frame and a shared vision, remarkably much becomes possible, even among people who had never met before and whose skills no one in the room knew going in.

The day was made possible through the partnership with oikos Consulting, the City of Graz's Department for Economic and Tourism Development, and ganzgraz as challenge provider.

THE PRINCIPLE

Bring yourself. We give the frame.

The Collective Intelligence Lab is designed as a platform for highly ambitious people: a day to co-create with talented, curious, and morally ambitious people in a highly creative environment, producing results that didn't exist that morning. At its core is the idea of the *impreneur*. Participants bring their perspectives, knowledge, and energy; the Lab provides the structure, the challenges, and the methods so that tangible approaches emerge on the very same day.

> **im·pre·neur** */ɪmˈprɛ.nɜː/ n. (impact + entrepreneur)*
>
> Someone who turns creative potential into tangible output and measures their contribution by the impact it creates. Not just an entrepreneur. Not just an idealist. A person who shows up with a question, works with others to find an answer, and gets the work done.
>
> *pl. Impreneurs. First recorded: Collective Intelligence Lab, Graz, 2026.*

THE INVITATION

One day, four phases

In the end, twelve people came together, and the flow condensed into four phases that took the group from a first arrival to concrete, presentable results.

01 **Arrive & Connect**
Arriving and building real connection between participants, before diving into content.

02 **Getting to the Roots**
Truly understanding the challenges instead of staying on the surface. The stated problem is rarely the real one.

03 **Solve & Produce**
Working together in interdisciplinary teams on solution approaches and making them tangible.

04 **Present & Wrap-up**
Presenting results and closing the day together.



PHASE 02 *Getting to the roots: asking why until the real problem shows.*

THE PEOPLE

Come as you are

Twelve people from a wide range of disciplines took part in the Lab, without knowing each other beforehand, and without knowing what skills were actually in the room.

The first half of the day was deliberately designed so that people contributed based on everything they know and can do, not just on what they currently do professionally. This approach opened the room to perspectives that would likely have gone untapped in a classic, role-based setting.

This process was supported by a focus on creative methods and co-creation formats, which helped the teams quickly find productive collaboration despite having no shared history.

THE CHALLENGES

Three problems that genuinely affect Graz

Three teams worked on the following challenges, with a focus on truly understanding the problems and a shared solution process.

01 **Predictive Policy**
How can forward-looking, data-driven policymaking stay traceable, effective, and socially viable?

02 **Ecosystem Intelligence**
How can collective, systemic understanding be used to better capture and shape ecological relationships in and around Graz?

03 **Climate Adaptation & Heat Protection**
How can the City of Graz adapt to increasing heat periods, and which approaches are feasible in the short term?

In the Solve & Produce phase, the teams developed initial solution approaches for their respective challenge. These serve as a kickstarter: the approaches for the City of Graz's challenges will be presented afterwards to the Department for Economic and Tourism Development as challenge provider, and can be pursued further there if there is interest.

THE CHALLENGES, IN DETAIL

What was asked. What the teams found.

The three challenges below were provided by the City of Graz's Department for Economic and Tourism Development as real, current problems the city is facing. Here is what each team was asked to solve, and what they came back with.

CHALLENGE 01

Predictive Policy

THE QUESTION	How might the team build AI-driven scoring models and predictive analytics that accurately assess the impact of economic policy measures and funding programmes, and forecast their effect on local value creation before they launch?
THE PROBLEM	Funding programmes and new economic zones can't currently be simulated in advance or evaluated with precision. Decisions tend to be reactive rather than preventive, and it is genuinely hard to measure whether a programme worked.
WHY NOW	Graz's Economic Strategy 2030 and the city's climate goals require that funding lands where it creates the greatest leverage.
SUCCESS	Economic policy uses scoring models and simulation scenarios to allocate resources efficiently, and can demonstrate the impact of measures with solid evidence.

TEAM SOLUTION

A report handed over to the Department for Economic and Tourism Development, including a model to predict the impact of funds. The model was developed on open-source data of past funds distributed, and can predict impact by sector.

CHALLENGE 02

Ecosystem Intelligence

THE QUESTION	How can an AI-based ecosystem intelligence platform detect technological overlaps between research, startups, and industry, and proactively suggest valuable collaboration opportunities for Graz as a location?
THE PROBLEM	Graz has strong research institutions, a growing startup scene, and established companies, yet the technological overlaps between them stay invisible, and opportunities are missed because the players simply can't find each other.
WHY NOW	Graz wants to position itself as an international smart ecosystem, which means the city needs to take on the role of an active matchmaker.
SUCCESS	Graz acts as an intelligent matchmaker: a platform automatically detects technological overlaps and proactively suggests valuable collaborations.

TEAM SOLUTION

By the end of the day the team presented an interactive platform that maps the best matches for skills and knowledge based on a research request. Stakeholders looking for specific skillsets and resources within Graz can find the strongest overlaps in the area with one click.



Walking the room through the ecosystem map.

CHALLENGE 03

Climate Adaptation & Heat Protection

THE QUESTION	How do we prepare Graz for 60 heat days a year, and how do we protect first the people the heat already hits hardest today?
THE PROBLEM	Graz is heating up faster than the city is adapting: from 4 heat days a year (1960 to 1990) to 17 (1991 to 2020), with around 60 projected for 2050, plus 13 desert days above 35°C. In June 2026 alone, Austria recorded 395 heat-related deaths.
WHY NOW	The window between 17 and 60 heat days a year is closing now, and heat already shapes daily life for everyone, hitting older, sick, poorer, and isolated people hardest.
SUCCESS	Deliberately left open. The first success is identifying the big, still-unused levers between existing measures. Whatever emerges should leave Graz noticeably better prepared for the heat summers ahead.

TEAM SOLUTION

The team developed *cool town*: an app and resource platform showing how to best adapt during heat waves, where and how to rent cooling equipment such as ACs, and which routes are coolest on hot days. It can be used via app and rolled out over digital billboards near bus stops, so that people in the streets and without housing options can use it as well.



SOLVE & PRODUCE *No job titles at the table, just what everyone brought.*

THE FEEDBACK

What participants said

Asked for their personal highlights of the day, participants pointed to three things again and again: the depth of the process, the people they got to think with, and the energy in the room.

PROCESS & DEPTH

- *The depth of the analysis: asking why, why, why, until we reached the real problem.*

PEOPLE & COLLABORATION

- *Having everyone on the team involved in solving the problem. No one just watched.*
- *Getting to really understand the problems, and meeting the people.*

ENERGY & OUTCOME

- *The laughter, the clarity of the day, the flow.*
- *The food, the conversations, the presentations.*
- *Creating something ambitious together with strangers, in such a short time. Something that can actually help.*

THE INSIGHT

Given the right frame and a clear vision, far more becomes possible than any single team or single discipline could achieve alone.

THE INSIGHT

Findings & learnings

01	A clear frame and a shared vision unlock remarkable potential, even among people who had never met and couldn't yet gauge each other's strengths.
02	The "come as you are" approach showed that contributions reaching beyond a person's formal professional role are especially valuable for interdisciplinary problem-solving.
03	Creative and co-creative methods were central to bringing teams with no shared history quickly into productive collaboration.
04	The structure, arriving, truly understanding the problem, working on solutions together, and presenting, was key to having tangible results by the end of the day.

WHAT'S NEXT

Outlook

The approaches developed during the Lab will be presented to the respective challenge providers and serve as a starting point for further work. Given the results of this first run with twelve participants, continuing the format, including at a larger scale, seems like a natural next step.

THE HOSTS

Facilitated by

The day was held by two facilitators, who set the frame so the room could do the rest.



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THE PARTNERS

Partners & thanks

The Collective Intelligence Lab was only possible thanks to strong partners.

oikos consulting	oikos Consulting	STRATEGIC PARTNERSHIP
GRAZ	City of Graz · Department for Economic and Tourism Development	CHALLENGE PROVIDER
ganz graz	ganzgraz	CHALLENGE PROVIDER

Warm thanks to all partners, and to the twelve participants who spent a full day bringing their energy to an open, unfamiliar process.

Bring yourself. We give the frame.

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