



NATIONAL RESEARCH COUNCIL

Creating a culture of biodiversity

DOS DESIGN

PEOPLE ABOUT CHANGE

Introduction

The **Biodiversity Gateway** is Italy's first portal dedicated to biodiversity, developed through the collaboration between the NBFC (National Biodiversity Future Center) and the CNR (National Research Council). Its goal is **to act as a bridge between scientific research and society**, making data and technologies on the topic accessible.

It serves as a gateway to knowledge and services related to biodiversity in Italy. How? By fostering collaboration among individuals, businesses, and institutions to promote **active participation**.

The Biodiversity Gateway aims to give tangible, real, and concrete value to a concept that is often perceived as abstract: biodiversity. Its purpose is **to build a culture of biodiversity, transform society, and shape the future of life**. Indeed, biodiversity represents a solution to countless challenges and a strategic issue for the future of humanity.

Context

Biodiversity is one of those terms widely used but not fully understood. Moreover, it has become a topic with economic implications, attracting investment interest. **What is not visible is not necessarily absent**.

Within this context, the Biodiversity Gateway was conceived with a broad and ambitious objective: to create **Italy's first portal dedicated to biodiversity**, capable of bridging the gap between biodiversity research and society.

In its initial vision, the platform acts as an intermediary **to translate scientific research and innovation into practical resources** accessible to individuals, businesses, and public institutions. It is a communication space that enables the sharing of insights, collaboration on projects, and engagement in public discourse on biodiversity-related issues.

Through various formats, the Biodiversity Gateway promotes environmental awareness, highlights **the critical importance of biodiversity**, and supports the need for its protection. This approach fosters a sense of community and **collective responsibility toward the environment**.

The initiative develops within a **highly complex network**, involving 49 partners with diverse roles and interests, **a complex governance structure, and not always clearly defined responsibilities** between NBFC and CNR—where NBFC is the originator of the initiative and CNR its owner.

Problem

On one hand, **there is the challenge of conveying the importance of biodiversity**; on the other, the Biodiversity Gateway is an ambitious project facing significant organizational complexity:

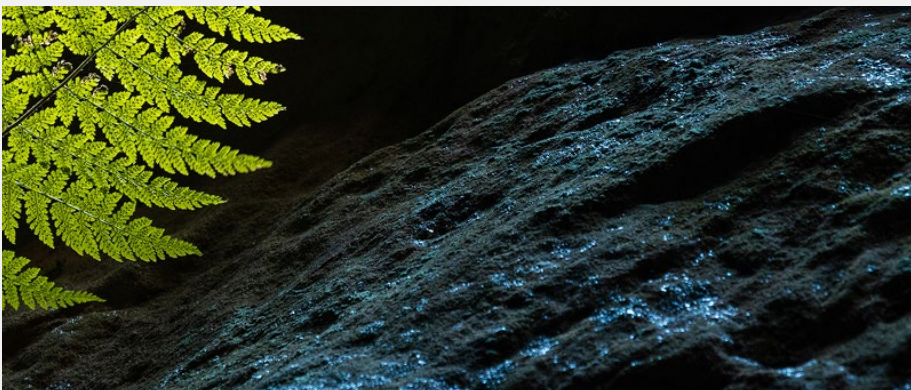
- multiple stakeholders with unclear roles and objectives;
- absence of a clearly defined mission;
- lack of a shared operational path and unified vision, making it difficult to translate the overarching vision into concrete, coordinated, and actionable initiatives;
- absence of a defined strategy and governance;
- lack of accessible and understandable language.

Opportunity

Biodiversity remains an abstract concept, often discussed in highly scientific terms. However, it represents a real opportunity, as it can become **the foundation for policies capable of driving meaningful change**. It also offers **economic opportunities**, the possibility of generating tangible outcomes, and of **translating scientific language into something accessible**.

A significant opportunity also lies in the need to **bring coherence and direction to a complex initiative** involving dozens of partners with different roles, languages, and objectives. DOS seized this opportunity by positioning itself as a **transversal orchestrator**, capable of unifying governance, design, and communication, and of providing a reference model for the entire ecosystem.

This space for action emerged from the recognition, by the institutions involved, of the need for external coordination capable of translating scientific complexity into concrete processes and a shared vision.



Solution

DOS assumed the role of orchestrator of the **Biodiversity Gateway**, understood as a broader initiative—not just a digital portal—and of its reference community.

It planned and implemented a **system of rules and processes** defining stakeholders, collaboration methods, communication tools, and interaction spaces. Specifically, DOS:

- designed and developed the editorial formats and content of the portal, later reviewed and validated by the Editorial Coordination Center (CCE);
- created the concept and design of the portal, also overseeing its technical development, with the aim of communicating biodiversity in a clear, accessible, and engaging way;
- mapped internal stakeholders and defined a system of rules to activate relationships and collaborations with external actors (businesses, NGOs, and entities outside the NBFC network);
- developed the visual and communication identity of the portal, defining language, color palette, and communication formats;
- designed public events and communication activities aimed at society;
- conceived and implemented the overall governance system of the initiative.

DOS addressed this opportunity by adopting an **agile and incremental working method**, enabling the overall objective to be broken down into achievable phases and progressive outcomes. Through **short work cycles, continuous alignment, and ongoing feedback**, the team made the project operational, fostering collaboration between NBFC and CNR.

This strategy made it possible to move from an abstract objective to a functioning system capable of evolving over time alongside the scientific community and its stakeholders.



Change and impact

DOS contributed to introducing **a new way of working**, based on adaptability, collaboration, and an incremental vision.

The value of progressing in phases—testing and refining along the way, rather than focusing solely on long-term planning—became evident. The research ecosystem began to **operate in a more structured and collaborative manner**, enhancing moments of discussion and collective decision-making.

An accessible and informative language was promoted, making communication an integral part of the project. By enhancing the **value of biodiversity**, awareness around the topic increased, strengthening the dialogue between science, society, and institutions.

In practice, DOS:

- established a clear and structured governance model;
- made a previously intangible concept tangible;
- generated concrete impact through the portal's content;
- demonstrated the importance of biodiversity and its potential economic impact.

DOS laid the foundations for the project's future growth, providing biodiversity with a framework in which it can be communicated and enhanced, while introducing a new, iterative, and inclusive way of working.

In essence, **DOS drives organizational change** by acting directly.

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