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BUSINESS DIGITALIZATION
ROADMAP
METHODOLOGY (BDRM)

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List of abbreviations used in the text

AF	Application form
AP	Action Plan
BDRM	Business Digitalization Regional RoadMap
DigiBEST project	Digital Business EcoSystem Transformation project
EU	European Union
GP	Good Practice
IE	Interreg Europe
JR	Joint Report of DigiBEST ¹ Studies on the State of Digital Transformation and their impact on the Regional Businesses
JPRR	Joint Peer Review Report
LU	University of Latvia
LP	Leading partner
MoEPRD	Ministry for Environmental Protection and Regional Development
PI	Policy Instrument
PP	Project partner
PR	Peer Review
PRR	Peer Review Report
RS	Regional Studies
SH	Stakeholder
SME	Small and medium enterprise
SV	Study visit

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1. Objective and tasks of BDRM

Objective of this document

This document presents methodological guidelines for preparing the BDRM. It consists of:

- 1) Methodological guidance and explanations for creating the BDRM and filling in the second – schematic part: BDRM Template;
- 2) Template for filling in the BDRM content (see [Annex 1](#));
- 3) Example on how to fill in the BDRM Template (see [Annex 2](#)).

DigiBEST PPs should complete the BDRM Template (Annex 1), which is created based on logics of this methodology.

Objective of the BDRM

The objective of the BDRM is to present the process, how to arrive to regional Action Plans (AP) by describing:

- 1) Challenges or problems related to improvement of the PI;
- 2) Planned Actions to be undertaken to deal with identified Challenges;
- 3) Expected practical and political impacts achieved by implementing planned Actions.

The BDRM shall be based on research findings of the DigiBEST project, namely: RS, JR, PR and GPs. Also, other sources can be used if necessary.

Therefore, the BDRM is a tool that should help partners to take decisions for choosing a particular Action to be further described in the Action Plan and implemented during the Phase 2 of DigiBEST Project. The BDRM methodology provides a Template with steps to be followed to arrive at results to be reflected in the AP (see Annex 1).

The focus of the BDRM is on each of the DigiBEST partner's PI targeting European SMEs digital transformation processes.

Tasks of BDRM

The main task of the BDRM is, based on the previous research findings, namely RS, JS, as well as PR results and GP, to address the following three main questions²:

- 1) How PP approaches digital transformation challenges in order to improve the chosen PI?
- 2) How existing digitalization strategies and policies can foster digital transformation of businesses, and how it relates to the selected PI?
- 3) How your PI can be improved and better applied to solve digital transformation challenges?

The BDRM should identify GPs and describe their features that might be useful for PPs interregional learning and knowledge transferring processes in order to improve PI. On the later stage, steps of integrating learning outcomes or knowledge transferring need to be reflected into regional APs. PP can describe an unlimited number of Actions identified in the BDRM.

² These questions have already been identified in the DigiBEST Application form and should serve as partners' guidance, when tackling their PI and related Challenges.



Each PP's **SH group** should **be involved** in outlining the BDRM by actively participating in PR activities, Study visits, as well as regional SH meetings.

Finally, some (1-3 Actions) of research findings of RS, JR, PR, GPs, as well as recommendations and proposed solutions will be integrated into regional APs, which will be implemented during the 2nd phase of the DigiBEST project.

Objective of the Action Plan

The objective of the AP is to precisely identify Actions (1-3) to be used to improve the PP PI and to describe, how lessons learnt from the DigiBEST partners' cooperation will be exploited for this purpose. It specifies the nature of the Actions to be implemented, their timeframe and players involved, costs and funding sources, and finally offers a specific guide on monitoring and implement it successfully.

According to the Interreg Europe Action Plan definition "... *it is a document providing details on **how the lessons learnt from the cooperation will be exploited in order to improve the Policy Instrument tackled within that region.** It specifies the nature of the Actions to be implemented, their timeframe, the players involved, the costs (if any) and funding sources (if any).*" (Definition from the programme manual, section 4.1)

Differences between the BDRM and AP

The main difference is in the purpose and use of both, BDRM and AP. The BDRM is focusing on the **process to identify the Actions** to be included in the AP, while the AP is focusing on **concrete Actions** previously identified during research work (RS), SV and PR work, their implementation and monitoring.

The BDRM helps to identify all possible Challenges and Actions that are important for improving the PI. The methodology for identifying Challenges and Actions, as well as conducting the BDRM is described in the Landscape analysis further presented in these methodological guidelines. PP through this analysis can specify, why and how the PI needs to be changed, what are the main Challenges behind the PI change, what Actions should be undertaken and, what practical and policy impact they make. Proposals for Actions to be defined should come from the RS, mainly Barrier & Solution analysis, interregional learning during SVs, as well as PR work. It also helps to identify, which lessons learnt from GP and PR recommendations could be used for promoting the policy change by influencing proposed Actions.

The AP is prepared according to a template provided by the IE³. It includes general information about partner and its PI, details of particular Actions proposed for the implementation during the DigiBEST project's Phase 2, background information describing, how the DigiBEST project helped to define Actions and how Actions helped to influence the PI, activities foreseen for implementing the Action, players involved, timeframe, costs,

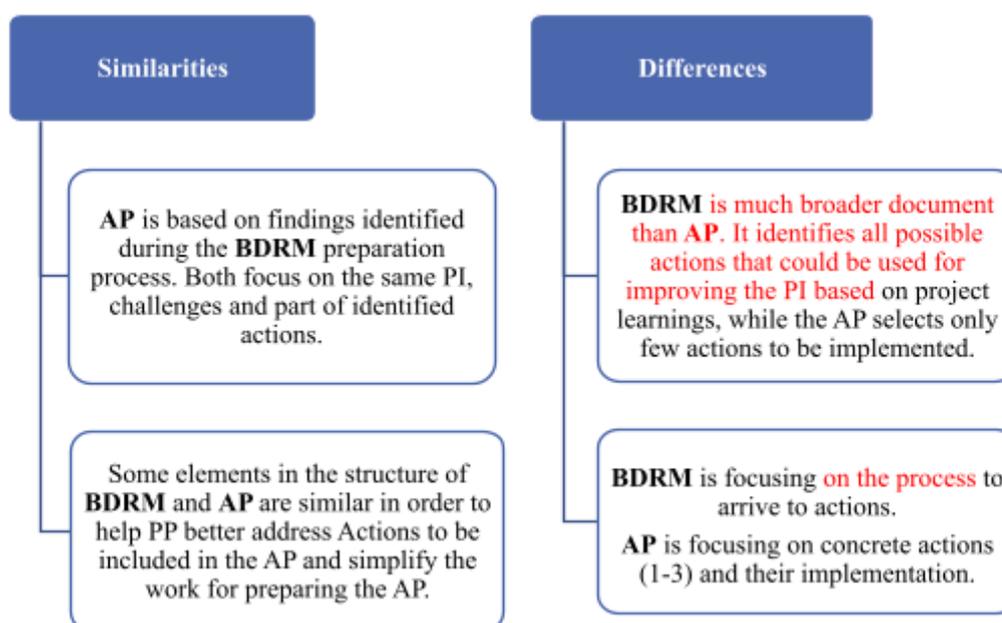
³ The AP template can be found here:

https://www.interregeurope.eu/fileadmin/user_upload/documents/Action_Plan_template.doc

funding sources and finally offers a specific guide on monitoring and implement it successfully.⁴

⁴ The AP template includes a minimum of information to be provided, design and structure can be adapted by each partner and project, the length of AP isn't specified.

Table 1. Similarities and differences of AP and BDRM



While the Actions proposed for the AP is the final result of DigiBEST project 1st Phase activities, the BDRM helps to arrive to this result and provides outputs to be used for the AP. The content and lengths of the description provided in the AP about proposed Actions, their implementation and impact on the PI depend on each PP following the structure of the IE AP template, which can be freely adjusted for PP needs. There are numerous examples of AP available on the IE website: <https://www.interregeurope.eu/enhance/action-plans/> .

In addition, the BDRM Template can help to summarise and present in a structured and comparable way, what PP have achieved and learned during the DigiBEST project implementation, as well as published online.

2. DigiBEST Policy Instruments (PI) and timetable for preparing BDRM

According to the DigiBEST AF, the results of research, surveys, GP analysis and PR will be used for creating partners' BDRM, which will provide further guidelines, as well as recommendations for the regional AP. Therefore, additional to mutual policy learning and exchange, six BDRMs must be created. Altogether, these activities will help to focus on the improvement of PI addressed by PP countries/regions targeting European SMEs digital transformation processes (see Table 2).

Table 2. PI and performance indicators addressed by the DigiBEST project partners

Policy Instruments (PI)	Self-defined performance indicators	Targets
Latvia ERDF Programme "Growth and Employment" – Operational Programme for the use of ERDF funds, Priority axes 3, Priority "To improve competitiveness of SMEs"	Number of new development programs for SMEs digital transformation. https://ec.europa.eu/regional_policy/EN/atlas/programmes/2014-2020/latvia/2014lv16maop001 (EN)	1

Trøndelag, Norway "Smart society" in "A value that Trøndelag. Creates. Strategy for the creation of wealth in Trøndelag "	Number of firms with developed digital strategy. https://de.ramboll.com/-/media/61247eef6e694d33886e9f54b20af51a.pdf (EN)	50
Basilicata, Italy Operative Programme ERDF Basilicata 2014-2020	Number of programmes for the growth and employment and/or territorial cooperation programmes interested in the improvement of the project. https://ec.europa.eu/growth/tools-databases/regional-innovation-monitor/policy-document/erdf-regional-operational-programme-2014-2020-basilicata (EN)	1
Andalucía, Spain Plan for the Development of Local Productive Activities	Number of SMEs supported in their digital transformation. https://www.interregeurope.eu/oss/news/news-article/8719/granada-empresas-supports-entrepreneurs/ (EN)	50
Austria Programme ERDF investments in the growth and employment Austria 2014-2020 - Operative programme for the use of ERDF funds, priority axis 2, measure 3D priority 9	Number of SMEs supported by awareness raising actions and business support activities. https://ec.europa.eu/regional_policy/en/atlas/programmes/2014-2020/europe/2014at16rfop001 (EN)	50
Norte, Portugal SI2E - System of incentives for work and entrepreneurship.	Number of SMEs that request the support of SI2E for digital transformation. These SMEs aim to improve their businesses through advanced technology and digital solutions. https://www.norte2020.pt/si2e (PT)	20

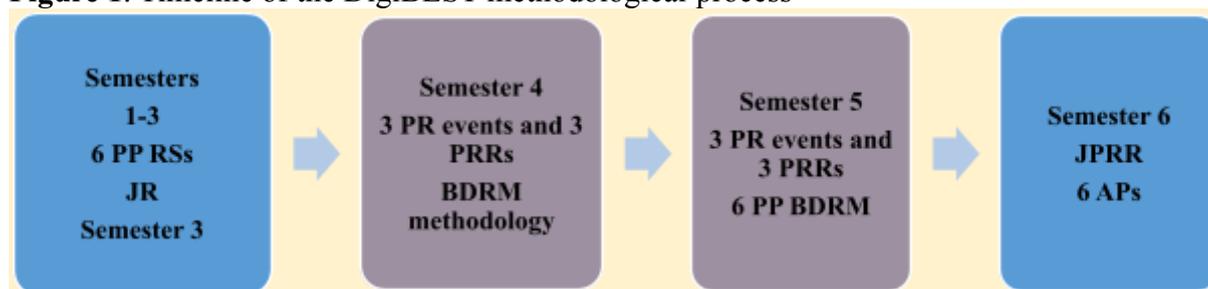
Source: DigiBEST project AF

During the 4th semester 4 (February – July 2021) the BDRM methodology shall be elaborated and agreed among the DigiBEST partnership.

During the 5th semester (August 2021 – January 2022) the results and recommendations of regional research, surveys and PR shall be integrated into BDRM according to the proposed methodology.

During the 6th semester (February – July 2022), while DigiBEST partners will work out their Action Plans, the Advisory Partner will prepare the JPRR. Please, also see the timeline of the DigiBEST methodological process below (Figure 1).

Figure 1. Timeline of the DigiBEST methodological process



3. Methodological approach for preparing the BDRM

The BDRM is based on findings of the previous research work, namely DigiBEST RS and JR, as well as analysis of GPs and learning during PR (see Figure 2). The BDRM does not require any further literature analysis.

Figure 2. DigiBEST methodological process

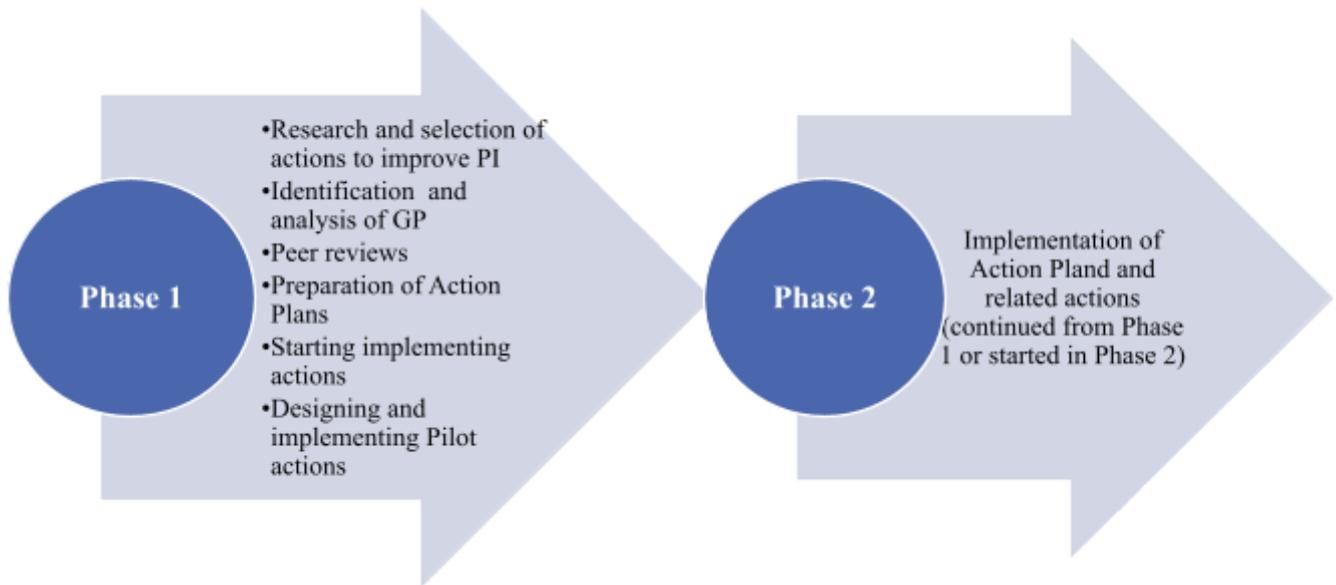


The BDRM specifically focuses on Barrier & Solution analysis and SWOT analysis provided in partners' RS. The list of proposed Actions to be included in the BDRM should be related to **improving a proposed PI**, as well as **eliminating barriers and weaknesses discovered during the research work**.

The Actions used for improving PP targeted PI should mainly result from PP research work during preparing RS. In parallel, PP are analysing GPs to be used for implementing their selected Actions. GPs are identified during SV and PR, as well as on the IE Policy Learning platform and DigiBEST PP submitted GPs on the [DigiBEST Google Drive](#). The BDRM should also take into account findings during the PR and could include Pilot actions if those are being planned.

The activities related to building of the BDRM during the Phase 1 of the DigiBEST project leading to the development of the AP to be implemented during the Phase 2 are reflected in the Figure 3.

Figure 3. DigiBEST activities related to BDRM and AP during the Phase 1 and Phase 2



3.1. Introduction

The schematic content of the BDRM consists of the following parts:

- 1) PI and its objectives ([PART 1](#));
- 2) Landscape analysis ([PART 2](#));
- 3) Description of Actions identified in the Landscape analysis ([PART 3](#), [PART 4](#)).

The guidance for completing each of the above-mentioned parts is provided in the following chapters reflecting and explaining the content of BDRM [Template \(Annex 1\)](#).

In addition, the Annex 2 demonstrates a theoretical example how the BDRM Template should be completed (please, note that this example isn't based on a real situation).

3.1.1. Policy Instrument and its objectives

Starting to describe your BDRM ([Annex 1 – Part I](#)):

- 1) **Policy Instrument (PI)** – please, name the PI tackled by your organization in the DigiBEST project and main Objectives for improving it. In case, if the PP is planning to change its PI initially stated in the AF, then the explanation for this change should be provided.
- 2) **Self-defined performance indicator** – as defined in the AF of the DigiBEST project of each PP (please, see Table 2).
- 3) **Self-defined objective for PI improvement, resulting from the research work during the project lifetime** (RS, Survey, PR, GP, etc.) [*max 500 characters*] - identified and proposed by PP according to their findings during the research work, especially Barrier & Solution, and SWOT analysis (RS), and PR work.
- 4) **An explanation if any changes are planned with regard to your chosen PI stated in the DigiBEST AF** - taking into account that funding of the previous EU funds planning period (2014-2020) may be already spent and can't be influenced by the DigiBEST project, this could be possible that you need to select a new PI for your

AP. In this case, please, state it here. Also, if this is the case, then, please, plan your Actions for the BDRM according to your new PI and related self-defined performance indicators

3.1.2. Landscape analysis

In the attached BDRM Template the Landscape analysis is reflected by schematic figures. The purpose of completing the Landscape analysis is to list and explain, what are the main Challenges in the project partner's region related to digital transformation of SMEs and microenterprises and how are they going to be tackled with particular Actions.

The Landscape analysis should also help PPs to discuss and agree with SHs about particular Actions to reach the Objective and solve existing Challenges in order to promote the digital transformation of SMEs. Based on this analysis and discussions with regional SHs these Actions can be later included in the DigiBEST regional APs.

The Landscape analysis ([Annex 1 – Part II](#)) is composed from three parts:

- 1) **Objective 1 for PI improvement** – Please, describe separately here each of self-defined Objectives in the Part I. For each Objective, please describe Challenge(s) you are going to tackle (please, see Annex 2). For each new Objective, please, start a new Template.
- 2) **Challenge 1** – Please, describe your Challenges (barriers/ obstacles/ problems) you are planning to tackle to reach your defined Objective 1. Your challenges could be taken from your Barrier & Solution, SWOT analysis (RS) and/or PR work. There can be more than one Challenge related to your defined Objective 1. For each new Challenge, please start a new Template.
- 3) **Action 1** – Please, describe Actions you are planning to implement to solve your Challenge 1. Within one Challenge several Actions can be performed. Please, list as many Actions as necessary.

3.1.2.1. Describing policy Actions for improving the Policy Instrument

The Part III is designed for describing planned Actions to solve existing Challenges related to the proposed Objective ([see Annex 1 Part III](#)). This Part should help PP to answer questions on:

- 1) what kind of practical impact is expected - how your planned Actions will make an impact for digital transformation of SMEs and microenterprises; and
- 2) what is the policy impact - how your targeted PI relates to other strategies and policy documents mentioned in your RS.

This part should reflect the interregional learning of PP that will be used for implementing Actions for improving the targeted PI.

For each Action ([Annex 1 – Part III](#)), please, describe:

1. **Lessons learnt from the DigiBEST project for implementing each Action** - for each Action, please, name your identified GPs, PR recommendations or other

elements (research results by specifying from which document this information was selected – JR or RS, Interreg Europe database, etc.). Please, be brief.

- 1) **GOOD PRACTICE 1** (please, list as many GP as you wish):
 - a) Please, explain, how you have decided to use this GP or its features or elements (transfer to your region) and, which were SH involved: *[How have you decided to use this practice or its elements? Max 500 characters]*
 - b) Please, state if, when and where the decision to use this selected GP for transferring it to your country/region was taken. This is also important to mention if SHs have been involved in the decision making.
 - c) Please, list main features or elements of GP that you decided to take over for your Action.
- 2) **PEER REVIEW RECOMMENDATION 1** (please, list as many PR recommendations as you wish):
 - a) Please, explain, how you have decided to use this PR recommendation (transfer to your region) and, which were SH involved: *[How have you decided to use this recommendation? Max 500 characters]*
 - b) Please, state if, when and where the decision to use this selected recommendation for transferring to your country/region was taken. This is also important to mention if SHs have been involved in the decision making.
 - c) Please, list main features or elements of this particular PR recommendation that you decided to take over for your Action.
- 3) **OTHER POSSIBLE FINDINGS**, e.g. results of RS or JR (please, list as many findings as you wish):
 - a) Please, explain, how you have decided to use other possible findings or learning and, which were SH involved: *[How have you decided to use these findings? Max 500 characters]*
 - b) Please, state if, when and where the decision to use this finding to your country/region was taken. This is also important to mention if SHs have been involved in the decision making.
 - c) Please, list main features or elements of this particular finding that you decided to take over for your Action.
2. **Expected impact on the SMEs digital transformation** [*max 500 characters*] – for every particular Action, please, state, what will be the expected impact on the digital transformation of microenterprises and/or SMEs.
3. **Expected impact on the existing SMEs digitalization strategies and policies** – Please, identify policy documents besides your chosen PI, which will be impacted by every particular Action [*please, add titles of policy documents and shortly explain, what change will be made, max 500 characters*].
4. **Other findings which are not related to the PI but could be useful for your organization's/region's policy** – Please, mention any additional problem and activity, if any, has been identified during the project implementation but cannot be applied for a relevant DigiBEST PI and could be implemented within the framework of other regional / national initiatives / projects. This part isn't mandatory for PPs to complete, but a useful option to be exploited if necessary.

Please, note that for each new Action within the same objective and the same challenge, a separate Part IV should be completed (see [Annex 1, PART IV](#)).

If for the same objective for PI improvement (e.g., Objective 1) there are several challenges (Challenge 1, Challenge 2, ...) or several Actions (Action 1, Action 2, ...), you have to repeat (complete) Part II and Part III.

If you have several different objectives for PI improvement (e.g., Objective 1 and Objective 2), for each objective you have to repeat Part I, Part II and Part II).

The implementation of selected Actions can already start in the Phase 1 and continue in the Phase 2. However, most of the work and monitoring of the implementation of Actions shall be done during the Phase 2.

After completing the BDRM PP can use obtained results for selecting particular Actions and findings in their APs.

If needed, please see also example on how to fill in the BDRM Template in the [Annex 2](#).



Annex 1. Template of the DigiBEST BDRM

PART I

POLICY INSTRUMENT (PI) - ...
<p>Self-defined performance indicator⁵:</p>
<p>Self-defined objective for PI improvement, resulting from the research work during the project lifetime (Regional Studies, Survey, Peer Reviews, Good Practices, etc.) <i>[Max 500 characters]:</i></p> <ul style="list-style-type: none"> • •
<p>Please, provide an explanation if any changes are planned regarding your chosen PI stated in the DigiBEST AF.⁶</p> <p>....</p>

PART II

LANDSCAPE ANALYSIS

** For each objective, please describe a challenge you are going to tackle. For one objective there could be several/different challenges - for each challenge, please copy separate graphs (Part II +Part III). Within the one challenge several Actions can be performed (pls copy Part II and Part III as many times as you need).*

<p>Objective 1 for PI improvement – ...</p>
<p>Challenge 1 – ...</p>
<p>Action 1 – ...</p>

⁵ As defined in the Application Form of the DigiBEST project of each Project Partner

⁶ Taking into account that funds of the previous EU funds planning period (2014-2020) may be already spent and can't be influenced by the DigiBEST project, this could be possible that you need to select a new PI for your AP. In this case, please, state it here. Also, if this is the case, then, please, plan your Actions for the BDRM according to your new PI and related self-defined performance indicators.



PART III

ACTION 1 – ...

Lessons learned from DigiBEST project for the Action 1 ⁷

GOOD PRACTICE 1 – ...

How have you decided to use this GP (transfer to your region) and SHs involved:
[How have you decided to use this practice or its elements? Max 500 characters]

...

Place, Time of decision making: ...

Features (elements learned):

- **Element 1: ...**
- **Element 2: ...**

PEER REVIEW RECOMMENDATION 1 – ...

How have you decided to use this PR recommendation (transfer to your region) and, which SHs were involved: *[How have you decided to use this recommendation? Max 500 characters]*

...

Place, Time of decision making:

Features (elements learned):

- **Element 1: ...**
- **Element 2: ...**

⁷ Please, note – for each action several GPs, PR recommendations or other elements (research results by specifying from which document information were learned – Joint Report or Regional Study, Interreg Europe database, etc.) can be described. Please, be brief.



OTHER POSSIBLE FINDINGS – e.g. RESULTS OF THE RS or JR

How have you decided to use these findings (transfer to your region) and, which were SH involved: *[How have you decided to use these findings? Max 500 characters]*

...

Place, Time of decision making: ...

Features (elements learned):

- **Element 1:** ...
- **Element 2:** ...

Expected impact on the SMEs digital transformation

[Max 500 characters, please explain the impact]

Expected impact on the existing SME digitalization strategies and policies

[Please add titles of the strategies and explain the impact]

Other findings which are not related to the PI, but could be useful for your organization's/ region's policy (if any)

[Additional problems and activities that have been identified during the project implementation but cannot be applied to the relevant DigiBEST Policy Instrument but can be implemented within the framework of other regional / national initiatives / projects]

For each new Action within the same objective and the same challenge a separate Part IV should be completed.

PART IV

Objective 1 for PI improvement – ...

Challenge 1



Action 2 – ...

ACTION 2 – ...

Lessons learned from DigiBEST project for the Action 2 ⁸

GOOD PRACTICE 1 – ...

How have you decided to use this GP (transfer to your region) and SH involved:

[How have you decided to use this practice or its elements? Max 500 characters]

.....

Place, Time of decision making: ...

Features (elements learned):

- Element 1: ...
- Element 2: ...

PEER REVIEW RECOMMENDATION 1 – ...

How have you decided to use this GP (transfer to your region) and SH involved:

[How have you decided to use this practice or its elements? Max 500 characters]

...

Place, Time of decision making:

Features (elements learned):

- Element 1: ...
- Element 2: ...

OTHER POSSIBLE FINDINGS – e.g. RESULTS OF THE REGIONAL STUDY or JOINT REPORT

How have you decided to use this GP (transfer to your region) and SH involved:

[How have you decided to use this practice or its elements? Max 500 characters]

...

Place, Time of decision making: ...

⁸ Please, note – for each action several GPs, PR recommendations or other elements (research results by specifying from which document information were learned – Joint Report or Regional Study, Interreg Europe database, etc.) can be described. Please, be brief.



Features (elements learned):

- **Element 1:** ...
- **Element 2:** ...

Expected impact on the SMEs digital transformation

[Max 500 characters, please explain the impact]

Expected impact on the existing SME digitalization strategies and policies

[Please add titles of the strategies and explain the impact]

Other findings which are not related to the PI, but could be useful for your organization's/country's/region's policy (if any)

[Additional problems and activities that have been identified during the project implementation but cannot be applied to the relevant DigiBEST PI but can be implemented within the framework of other regional / national initiatives / projects]



Annex 2. Example on how to fill in the BDRM Template

POLICY INSTRUMENT (PI) - ERDF Programme Investments in Growth and Employment Austria 2014-2020

Self-defined performance indicator

Number of SMEs supported by awareness raising actions and business support activities: 50

Self-defined objective for PI improvement, resulting from the research work during the project lifetime (Regional Studies, Survey, Peer Reviews, Good Practices, etc.) *[Max 500 characters]*:

- Objective 1 – Exploitation of the financial resources still available under the Operational Programme under the priority (axis 2) - Strengthening the competitiveness of SMEs.
- Objective 2 – Improvement of policy instrument Calls' selection criteria.
- Objective 3 – Improving/expanding existing services targeted to SMEs.
- Objective 4 - ...

Please, provide an explanation if any changes are planned regarding your chosen PI stated in the DigiBEST AF.

n/a



LANDSCAPE ANALYSIS

** For each objective, please describe a challenge you are going to tackle. For one objective there could be several/different challenges and within the one challenge several Actions can be performed.*

Objective 1 for PI improvement – exploitation of the last resources of ERDF Programme Investments in Growth and Employment Austria 2014-2020

Challenge 1 – Lack of the awareness on the importance and benefits for SMEs to digitally transform at the managerial level

Action 1 – Training programme for managers of small enterprises

ACTION 1 – Training programme for managers of small enterprises

Lessons learned from DigiBEST project for the Action 1⁹

GOOD PRACTICE 1 – Restructuring Motor (Trøndelag, Norway)

How have you decided to use this GP (transfer to your region) and SH involved:

[How have you decided to use this practice or its elements? Max 500 characters]

Inspiration came from the DigiBEST Joint Report, online study visit of the Trøndelag County and later analysing other examples of training programmes at the Interreg Europe database. During the follow-up meeting where the results of the study visit of Trøndelag were discussed, the local stakeholders supported idea that similar programme would be practical in Austria.

Place, Time of decision making: The online follow-up meeting with Austrian stakeholders (1 July 2021)

Features (elements learned):

- Element 1: Participants pay a fee and get refunds up to 50% from Austrian Research Promotion Agency.
- Element 2: approximate required budget 25'000 – 30'000 EUR supporting 10-12 businesses and 2-3 facilitators.

⁹ Please, note – for each action several GPs, PR recommendations or other elements (research results by specifying from which document information were learned – Joint Report or Regional Study, Interreg Europe database, etc.) can be described. Please, be brief.



PEER REVIEW RECOMMENDATION 1 – Organisation of training for managers of small companies

How have you decided to use this GP (transfer to your region) and SH involved:

[How have you decided to use this practice or its elements? Max 500 characters]

During the Peer Review event in Austria external experts recommended to design a new or transform existing training programmes in order to provide a specific focus on small enterprises and their specific needs, where CEOs/managers are trained about simple, even free tools that can be applied in their company.

Place, Time of decision making: Workshop with Peer Review experts and local stakeholders (autumn 2021), recommendations are also specified in the Peer Review Report (autumn 2021)

Features (elements learned):

- Element 1: to provide learning possibilities on the simple (free) tools that can help companies to arrange daily management process or simplify other needs of the enterprise (by starting with learning on simple available tools (resources), companies can be inspired to continue digital transformation further).
- Element 2: specific industry, such as agriculture, should be addressed first due to the low level of digitalisation.

OTHER POSSIBLE FINDINGS – RESULTS OF THE REGIONAL STUDY

How have you decided to use this GP (transfer to your region) and SH involved:

[How have you decided to use this practice or its elements? Max 500 characters]

AWS, Austrian SMEs. The results of Austrian Regional Study, specifically survey of SMEs have shown that one of the most important problems that should be tackled in the nearest future – lack of awareness of company's managers and low investments in the digital transformation process.

Place, Time of decision making: Performed by AWS (November – December 2020)

Features (elements learned):

- Element 1:
- Element 2:

Expected impact on the SMEs digital transformation

[Max 500 characters, pls explain the impact]

The training programme is supposed to increase digital skills of small companies, raise their awareness on the benefits of digital solutions and improve digital maturity level.

Expected impact on the existing SME digitalization strategies and policies

[Pls add titles of the strategies and explain the impact]

This action will provide an added value for implementing the "Digital Austria" Strategy, which aims at promoting digital skills of entrepreneur.

Other findings which are not related to the PI, but could be useful for your organization's/region's policy (if any)

[Additional problems and activities that have been identified during the project implementation but cannot be applied to the relevant DigiBEST Policy Instrument but can be implemented within the framework of other regional / national initiatives / projects]

We (our organisation) consider organising a similar awareness raising activity as Latvian partner (VARAM) has been successfully implementing "Week of the Digital Skills in Latvia to bring divers stakeholders (private, public, educational) of the digitalisation process and to demonstrate already existing benefits and success stories in the country.