



Digitalisation for sustainable development of SMEs

2021-2-PL01-KA220-VET-000049458

Project Result No 4

Company Check-up

Methodology and Questionnaire



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Introduction to PR4: Company Check-ups

Project Result 4 (PR4) of the DiSuDeSME project, titled 'Company Check-ups,' has reached its successful completion. This critical stage of the project involved the development of a practical tool specifically tailored for practical business application, utilizing innovative solutions, materials, and methodologies established throughout the project's duration. The tool is designed to address the unique needs of SMEs in the realm of sustainable digital transformation.

Development and completion of the questionnaire

The core of PR4 revolved on the creation of an intricate and all-encompassing questionnaire. The design of this crucial element was painstakingly crafted, using the fundamental framework established in Project Result 1 (PR1) and the knowledge gained from Project Result 2 (PR2). The purpose of this questionnaire was to comprehensively analyse several aspects of sustainable digital transformation inside small and medium-sized enterprises (SMEs).

This included an in-depth exploration of how SMEs use digital tools and technology, the ecological consequences of these applications, and an evaluation of the firms' crucial performance metrics (KPIs). The creation of this questionnaire necessitated thorough study and cooperation among partners, resulting in a comprehensive and perceptive instrument that would provide significant data to enhance SME practises in digital transformation.

Interviews with SMEs and data collection

An essential component of PR4 was conducting thorough interviews with SMEs. The interviews were essential for collecting useful insights and data, which significantly contributed to improving the tool's efficacy and applicability in real-world situations. The engagements with SME representatives yielded a wealth of information, providing an immediate insight into the obstacles and encounters that SMEs encounter throughout the process of digital transformation.

The interviewing procedure was carefully orchestrated and carried out. Partners from various geographical areas collaborated with SMEs, guaranteeing a wide-ranging and inclusive dataset. The interviews were conducted with the intention of obtaining comprehensive information on the utilisation of digital tools and technology by SMEs, their environmental

effects, and their alignment with the firms' KPIs. The questions were meticulously crafted to achieve this purpose.

Compilation of partner reports

A significant aspect of PR4 included the aggregation of individual reports from all project partners. The reports were generated after a thorough examination of the data obtained from extensive interviews conducted with SME representatives. Each partner contributed their own viewpoint and experience to the investigation, offering a comprehensive assessment of the tool's impact and efficacy in several business scenarios.

The studies included several subjects, including the use of digital tools and technology by small and medium-sized enterprises, their ecological consequences, and key performance indicators (KPIs). The knowledge obtained from these reports was essential in improving the tool's suitability and efficiency, guaranteeing that it fulfilled the practical requirements of SMEs and properly represented their experiences and difficulties in digital transformation.

Finalization and Overall Completion of PR4

The finalisation phase of PR4 was a critical step that underscored the significance of accuracy and meticulousness. The implementation of this amendment played a crucial role in the overall success of PR4, as it guaranteed that the report achieved the greatest level of quality and remained completely aligned with the overarching objectives of the project.

The purpose of this last phase was not only to complete the assignment, but to enhance the quality of the result. The partners conducted a thorough review process, carefully examining the data, refining the interpretations, and improving the presentation of the results. The approach was crucial in guaranteeing that the final reports precisely mirrored the thorough research carried out during the project.

After finishing this supplementary refining procedure, the ultimate comprehensive report was created. This report is a thorough document that summarises the results, insights, and conclusions derived from the substantial research and analysis carried out during PR4. It consolidates the varied viewpoints and specialised inputs from all project collaborators into a cohesive storyline, offering a comprehensive understanding of the tool's influence and efficacy in many business scenarios.

Conclusion and Impact

The successful completion of PR4 in the DiSuDeSME project exemplifies the efficacy of collaborative efforts among all involved partners. This achievement signifies a significant advancement in improving the digital capabilities of SMEs, rather than just marking the end of a project phase.

The 'Company Check-ups' tool, created as part of the PR4 responsibility, serves as a clear demonstration of this joint effort. This tool is a pragmatic and all-encompassing solution specifically created to aid small and medium-sized enterprises in assessing and improving their plans for digital transformation. This tool enables a comprehensive examination of several facets of corporate operations, including the use of digital technologies, their influence on environmental sustainability, and the overall effectiveness of business processes.

The tool facilitates comprehensive self-assessment, enabling SMEs to pinpoint their strengths and areas for improvement in their digital transformation process. It allows organisations to synchronise their plans with the concepts of sustainability and efficiency, promoting development that is both technologically sophisticated and ecologically sensitive and socially responsible.

The effective accomplishment of PR4 is in perfect harmony with the overarching objectives of the DiSuDeSME project. This demonstrates the project's dedication to equipping SMEs with the expertise, tools, and resources needed to navigate the intricacies of the digital era. The 'Company Check-ups' tool is an essential resource in this effort, providing SMEs with the ability to conduct a thorough assessment of their digital transformation initiatives and adjust to the changing business environment.

This accomplishment represents a significant contribution in enabling small and medium-sized enterprises to establish sustainable and efficient digital operations. The tool functions as a catalyst, motivating SMEs to use digital technology in a manner that supports environmentally-friendly business practises and improves operational effectiveness. This resource not only caters to the present requirements of SMEs, but also equips them for future problems and possibilities in the digital age.

To summarise, the successful accomplishment of PR4 - 'Company Check-ups' - is an essential landmark for the DiSuDeSME initiative. The project's efficacy in promoting collaborative innovation and its commitment to assisting SMEs in their sustainable digital transformation path are shown. This accomplishment sets the stage for further advancement and triumph in the succeeding stages and wider goals of the enterprise.

Guidelines for Partners: Implementing the Check-Up methodology and questionnaire description

Check-up methodology

The Check-up focused on implementing a cognitive analysis to understand how SMEs had been guided in defining their strategic routes for digital and green transformation in business operations. This analysis centered on harnessing the unexploited potential of companies in terms of operational efficiency and environmental sustainability. The involvement of trainees, typically employees of SMEs, in testing the learning environment enabled the partnership to acquire a comprehensive and analytical understanding of SMEs' operational performance in the contexts of digital and green transformation, focusing on the following areas:

- **Company Technological and Environmental Know-how:** The analysis assessed the companies' capabilities in integrating sustainable technologies and practices.
- **Digital Communication and Eco-friendly Relationships:** The study evaluated the use of digital platforms for sustainable communication and maintaining eco-friendly relationships with stakeholders.
- **Green and Digital Operational Processes:** The check-ups understood the articulation of environmentally friendly and digitally efficient operational processes.
- **Innovative Environmental and Digital Methods:** The methods and criteria used in implementing green and digital strategies were assessed, focusing on how companies innovated to reduce their carbon footprint and enhance digital efficiency.
- **Sustainable Income and Competitive Performance:** The impact of digital and green transformations on operational efficiency and market competitiveness was evaluated. This included examining how sustainability initiatives contributed to cost savings and how digital innovation opened new market opportunities or improved customer engagement.
- **Environmental and Digital Monitoring and Reporting Systems:** The systems used for tracking and reporting on sustainability and digital transformation initiatives were understood. This entailed evaluating the effectiveness of monitoring tools in capturing relevant data and the robustness of reporting systems in communicating sustainability and digital progress both internally and to external stakeholders.

The Check-Ups enabled trainees to strengthen their skills in Digital and Green Operations Management, gaining deeper insight and awareness in these specialized fields. They prepared for professional activities, which included:

- **Defining Intervention Priorities:** Trainees aligned digital and green transformation with business operational strategies, identifying key areas where digital and green initiatives could most effectively enhance business operations.
- **Project Development in Digital and Green Innovation:** They identified types of innovative digital and green projects, assessing their feasibility and resource requirements. This process involved a detailed analysis of potential projects, considering factors such as the availability of technology, cost implications, and expected outcomes in terms of sustainability and digital advancement.
- **Resource Identification and Allocation:** Determining the resources and skills needed to support digital and green innovation was a crucial step. This included a comprehensive review of current capabilities and gaps, leading to a strategic plan for resource allocation that would ensure the effective implementation of identified digital and green initiatives.

Criteria for Company Selection:

- SME.
- Use of IT technology to an at least medium degree.
- A company focused on the development of sustainable digitisation.

Company Roles Involved:

- CEO/Owner of the company.
- C-level.
- 1st line Manager.
- Specialist.

The check-ups involved:

- First: desk research using secondary data, surfing internet, visiting web site and company information.

- Second: a questionnaire that has been delivered online.
- Third: either F2F or remote (using a web conferencing platform) interview.

Part I: Desk Research - Gathering Information about the Company

The desk research phase had been a critical initial step in the procedure, focusing on gathering comprehensive information about the company. This phase had involved a systematic collection and analysis of data to gain a deep understanding of the company's operations, strategies, and market position prior to more in-depth analysis. Here's a breakdown of what this phase entailed:

- **Company Profile Analysis:**
 - Basic information such as the company's history, size, organizational structure, and key personnel had been collected.
 - The company's mission, vision, and values had been reviewed to understand its guiding principles and goals.
- **Market Position and Competitors:**
 - The company's market position had been investigated, identifying its main competitors, and understanding its place within the industry.
 - Market trends that affected the company and how it compared to its competitors in terms of market share and reputation had been analysed.
- **Product and Service Review:**
 - The range of products or services offered by the company, including features, benefits, and target demographics, had been examined.
 - How these products or services fitted into the current market and any unique selling propositions had been assessed.
- **Financial Analysis (if available):**
 - Financial documents such as annual reports, financial statements, and investor presentations had been reviewed to understand the company's financial health.
 - Key financial indicators such as revenue, profit margins, and expenditure had been analysed.
- **Operational Processes:**

- The company's operational processes, including supply chain management, production methods, and efficiency measures, had been investigated.
- The alignment of these operations with digital and green transformation initiatives had been understood.
- Digital and Green Transformation Status:
 - Any existing digital and green practices within the company, such as the use of digital technologies or sustainable operations, had been examined.
 - The company's commitment and progress towards digital and green transformation goals had been assessed.
- Stakeholder Engagement:
 - Key stakeholders, including customers, suppliers, employees, and investors, had been identified, and their relationships and perceptions of the company had been understood.
 - Stakeholder feedback, surveys, and engagement strategies had been reviewed.
- Regulatory Compliance:
 - The company's compliance with relevant industry regulations and standards, especially those related to environmental sustainability and digital operations, had been assessed.
 - Any potential regulatory risks or challenges had been identified.

This desk research phase had provided a foundational understanding of the company, setting the stage for more detailed analyses and strategic planning in later phases. It had helped identify strengths, weaknesses, opportunities, and threats, which were crucial for developing effective strategies for digital and green transformation.

Part II – online questionnaire

The questionnaire has been sent to the representant of the Company, in this case – CEO of Anidis Company in Poland. Learners have collected the resulting information from the questionnaire and analysed them to conduct the interviews with the companies' representatives.

The online form was divided into:

- Section 1. Understanding company business and requirements

- Section 2. Innovation-enabling policy & regulation
- Section 3. The model of Circular Economy
- Section 4. Socially responsible digital transformation
- Section 5. Green(er) Technologies

Section 1: Understanding Company Business and Requirements

This section has delved into a comprehensive analysis of the company's core business activities and its unique requirements. It has assessed how the business operates, its market position, and its specific needs in the context of digital and green transformations. The focus has been on examining the company's current business model, revenue streams, customer base, and supply chain processes, identifying areas where digital and sustainable practices can be integrated to improve efficiency and reduce environmental impact.

Section 2: Innovation-enabling Policy & Regulation

This section has focused on the policies and regulations that have facilitated or hindered innovation, particularly in the realms of digital and green technology. It has explored how existing laws and guidelines impact the company's ability to innovate and adapt to new technologies. The section has also looked at potential policy changes or new regulations that could affect the company, examining how to navigate these challenges while capitalizing on opportunities for innovation. It has further discussed the role of government incentives, subsidies, or grants available to support companies in their digital and green transformation journey.

Section 3: The Model of Circular Economy

The emphasis here has been on the principles of the circular economy and how they can be applied within the company. The model has focused on reducing waste, reusing resources, and recycling materials to create a closed-loop system that minimizes environmental impact. The section has explored how the company can transition from a traditional linear economy model to a more sustainable circular model, including practical examples and strategies for incorporating circular economy principles into product design, manufacturing processes, and supply chain management.

Section 4: Socially Responsible Digital Transformation

This section has addressed how digital transformation can be conducted in a socially responsible manner. It has involved the ethical considerations and societal impacts of adopting digital technologies, covering topics like data privacy, digital inclusivity, and the digital divide. The section has aimed to guide companies on how to implement digital

technologies in a way that is beneficial not only to the business but also to its employees, customers, and the broader community, stressing the importance of considering the human aspect of digital transformation.

Section 5: Green(er) Technologies

The final section has been dedicated to exploring greener technologies and their implementation within the company. It has discussed advancements in sustainable technology that can reduce the company's carbon footprint and environmental impact. This includes renewable energy sources, energy-efficient equipment, and eco-friendly materials. The section has provided insights into how the adoption of these technologies can lead to operational efficiencies, cost savings, and a stronger brand reputation. It has also explored the challenges of integrating these technologies, such as initial investment costs and training needs, and how to overcome them.

Before starting the procedure, the privacy disclaimer has been delivered to company representatives. The content of the disclaimer was as following:

The information provided by you is collected in connection with the project implemented in the EU Programme ERASMUS+ KA220-VET - COOPERATION PARTNERSHIPS IN VOCATIONAL EDUCATION AND TRAINING, AGREEMENT n° – 2021-2-PL01-KA220-VET-000049458 "DiSuDeSME", coordinated by SPÓŁKA CELOWA UNIWERSYTETU EKONOMICZNEGO W POZNANIU SP. z o.o. (Poland), and FUNDACJA "PARTNERZY DLA SAMORZĄDU" as a Consortium Partner.

Out of respect for the Consortium's emphasis on the privacy of the data you'll be sharing, we kindly request you to choose your preferred level of data protection. This is in relation to the information you'll supply in the online survey and the subsequent detailed interview. These findings will be incorporated into the concluding report crafted by the Learners team, contributing significantly to the project's outcomes.

Please check the appropriate box or, where relevant, specify your answer:

The final report may be accessible to the public.	
The final report may be accessible to the public, but with a coded company name.	
The final report may only be used for the purpose of completing the course for the DiSuDeSME project and presenting the project results of the Managing Agency.	
Other (please enter)	

Section 1. Understanding company business and requirements

The initial Section of this instrument pertains to a comprehensive evaluation of the company's operations. This stage forms the foundation for all strategic deliberations, stemming from a detailed examination of the company's current and potential resources, requirements, and market conditions.

The goal of this primary stage is to concentrate on the routine operations of the organization, the structure of its strategic blueprint, and the nature of its relations with its partners and clientele.

Market and demand

1. Which markets does the company address? *(give a brief description)*

Your sector	Choose
Construction	<input type="checkbox"/>
Professional, Scientific and Technical Activities	<input type="checkbox"/>
Wholesale and Retail Trade	<input type="checkbox"/>
Administrative and Support Service Activities	<input type="checkbox"/>
Information and Communication	<input type="checkbox"/>
Human Health and Social Work Activities	<input type="checkbox"/>
Other Service activities	<input type="checkbox"/>
Transportation and Storage	<input type="checkbox"/>
Education	<input type="checkbox"/>
Arts, Entertainment and Recreation	<input type="checkbox"/>
Manufacturing	<input type="checkbox"/>
Accommodation and Food service	<input type="checkbox"/>
Agriculture, Forestry and Fishing	<input type="checkbox"/>
Real estate activities	<input type="checkbox"/>
Financial and Insurance activities	<input type="checkbox"/>
Production activities	<input type="checkbox"/>

2. Your customer is:

Type of the customer	Choose
Public individual	<input type="checkbox"/>
Public institutional	<input type="checkbox"/>
Private individual	<input type="checkbox"/>
Private institutional	<input type="checkbox"/>
Domestic	<input type="checkbox"/>
International	<input type="checkbox"/>

3. Please refer to the following statements:

Statement	Yes	Don't know	No
The sector in which the company operates is growing now	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The sector will growth in next three years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The company can easily respond to a growing demand	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Competitive resources

4. How much technologically advanced is your organization?

Maximally	High	On average	Slightly	At all
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. To what extent does your organization use digital technologies?

Please specify OUTSIDE or/and INSIDE organisation	Nobody uses them	They are known, but only used by a few	Available and used by some departments	Widely and often used in the organization	I don't know
Social media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
For group work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mobile technologies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Data and Analytics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cloud services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. To what extent you agree with the statement referring to importance of digital marketing tools used in your company:

That digital marketing tool is essential for my business	Not at all	To a small extent	To a moderate extent	To a great extent	To a very great extent	I don't know
Website	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Email	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Word of mouth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Print collateral	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internet advertising	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Direct mail	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TV, radio and/or print ads	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SEO	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Tradeshows and /or conferences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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7. My workforce is composed of the following number of people:

we don't have	1 – 5	6 – 20	21 – 50	51 – 100	>100
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 2. Innovation-enabling policy & regulation

8. To what extent sustainable management approach has been integrated into overall business operations of your company?

The degree to which you believe sustainable management approach has been integrated into overall business operations:				
Negligible	Minor	Moderate	Significant	Very significant
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. To what extent do you believe your company's digitalization efforts are contributing to the transition towards a more sustainable business model?

Your assessment of the contribution of your company's digitalization efforts to the transition towards a more sustainable business model is...				
Not at all	Slightly	Moderately	Significantly	To a great extent
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. To what extent your business operations comply to European regulations and policy with regards to sustainable digital transformation?

Please provide an evaluation of how compliant your business operations are with EU policies and regulations regarding sustainable digital transformation				
Not at all	Slightly	Moderately	Significantly	To a great extent
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. To what extent do you believe your digital marketing initiatives are effective in acquiring customers?

Your estimation of the level of effectiveness of your digital marketing initiatives in acquiring customers...

Low	Somewhat low	Neutral	Somewhat high	High
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. To what extent do you believe our company is transitioning towards a more digital and sustainable approach?

Your assessment of the extent to which your company is transitioning towards a more digital and sustainable approach is...

Not at all	Slightly	Moderately	Significantly	To a great extent
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 3. The model of Circular Economy

13. How extensively does your enterprise disclose information regarding the sustainability aspects of your products?

Your evaluation of the extent to which your enterprise is disclosing information about sustainability of your products...

Not at all	Slightly	Moderately	Significantly	To a great extent
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14. To what extent would you say your enterprise is applying circular business model in...?

Your evaluation of the extent to which your enterprise is applying business model in...	Not at all	Slightly	Moderately	Significantly	To a great extent
Circular supplies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Resource recovery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Product life extension	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sharing platform	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Product as a service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

15. To what extent would you say your enterprise is applying various waste management schemes?

Your evaluation of the extent to which your enterprise is applying waste management schemes...

Not at all	Slightly	Moderately	Significantly	To a great extent
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

16. To what extent would you say your enterprise's waste management is digitalised?

Your evaluation of the extent to which your enterprise's waste management is digitalised...

Not at all	Slightly	Moderately	Significantly	To a great extent
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

17. What is your assessment of your technological digital advancement in the field of the circular economy?

Your evaluation of the extent to which your enterprise's is technologically advanced in the field of circular economy...

Not at all	Slightly	Moderately	Significantly	To a great extent
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 4. Socially responsible digital transformation

18. To what extent has your enterprise implemented digital solutions that contribute to social innovation or address social challenges?

Please assess the degree to which your enterprise has embraced digitalization in fostering social innovation or addressing social challenges ...

Not at all	Slightly	Moderately	Significantly	To a great extent
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

19. How would you describe your enterprise's orientation towards the complete sustainable orientation of the company in environmental, social, and economic terms, both at strategic and tactical levels:

Your evaluation of the extent to which your enterprise is oriented towards sustainability...

Strategic level				
Not at all	Slightly	Moderately	Significantly	To a great extent

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tactical level				
Not at all	Slightly	Moderately	Significantly	To a great extent
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

20. To what extent has your enterprise benefited from sustainability in the following areas?

Your evaluation of the extent to which your enterprise benefits from sustainability in ...	Not at all	Slightly	Moderately	Significantly	To a great extent
Sales	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Resource access	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer/supplier relationships	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Logistics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Credibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Control	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

21. How much has digitalization positively impacted your enterprise's sustainability?

Your assessment of the extent to which your company achieves sustainability from digitalisation alone...				
Not at all	Slightly	Moderately	Significantly	To a great extent
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

22. How are you prepared to use digital workforce in your enterprise?

Your estimation of the level of using digital workforce in your enterprise...				
Low	Somewhat low	Neutral	Somewhat high	High
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

23. What is the extent of your enterprise's beneficial impact on the local environment, community, and economy?

Rate the magnitude of your enterprise's positive impact on the local environment, community, and economy...				
Negligible	Minor	Moderate	Significant	Very significant
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 5. Green(er) Technologies

24. What principles of digital sustainability hold the most significance for you in managing your business?

Principles of digital sustainability	Not at all	To a small extent	To a moderate extent	To a great extent	To a very great extent	I don't know
Cleanliness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Efficiency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Openness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Honesty	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Regeneration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Resilience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

25. What are the most crucial enablers of digitalisation in your digital transformation journey?

Digitalisation enabler	Not at all	To a small extent	To a moderate extent	To a great extent	To a very great extent	I don't know
Big Data	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Artificial Intelligence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cybersecurity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Augmented Reality (AR) and Virtual Reality (VR)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cloud Computing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

26. Kindly express your level of concurrence or dissent with the ensuing statement:

Green software engineering plays a pivotal role in the digital transformation of my business:

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know /not sure
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

27. How much are you investing in research and development for green technologies?

Indicate the share of your total R&D budget that is allocated to green technology development:

Minimal	Minor	Moderate	Significant	Very significant	Don't know /not sure
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

28. Do you evaluate and select partners based on their commitment to green technology and sustainability practices?

Rate the importance of a partner's commitment to green technology and sustainability practices in your selection process:

Not at all	Slightly	Moderately	Significantly	To a great extent	Don't know /not sure
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

29. What kinds of renewable energy sources do you believe would be most suitable to bolster the operations of your business?

Renewable energy source	Not at all	To a small extent	To a moderate extent	To a great extent	To a very great extent	I don't know
Solar	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wind	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hydropower	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ocean/tidal energy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Geothermal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Biomass	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hydrogen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

30. Please rate your agreement or disagreement with the following statement:

The operation of my business significantly relies on open-source software.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know /not sure
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

PART III - interviews

In addition to the valuable insights obtained from the questionnaire, there was an enriching opportunity to engage directly with company representatives. This interaction served to deepen the analysis and broaden the spectrum of understanding regarding the company's digital and green transformation initiatives. The company representative provided responses to a set of carefully crafted questions, which were instrumental in achieving several key objectives:

- **Clarifying and Expanding on Questionnaire Responses:**
 - The interview allowed for clarification on specific points raised in the questionnaire responses. It provided an opportunity to delve deeper into certain areas, ensuring a comprehensive understanding of the company's practices and strategies.
- **Gaining First-hand Insights:**
 - Speaking directly with the company representative offered first-hand insights into the company's approach to digital and green transformation. This interaction brought forth the nuances of their experiences, challenges, and successes that might not have been fully captured in the written questionnaire.
- **Understanding the Company Culture and Values:**
 - The interview shed light on the company's culture and values, particularly how they align with digital and green initiatives. Understanding the company's ethos from a representative's perspective provided a more holistic view of their operational mindset and strategic direction.
- **Identifying Unexplored Areas of Transformation:**
 - The conversation often revealed areas of digital and green transformation that had not been previously considered or highlighted in the questionnaire. These insights allowed for the identification of new opportunities and areas for further exploration.
- **Building a Relationship for Future Engagement:**
 - Engaging in a dialogue with the company representative helped in building a rapport and establishing a foundation for future interactions. This relationship is

crucial for ongoing analysis and support as the company continues its journey in digital and green transformation.

- **Aligning Company Goals with Industry Trends:**
 - The interview also aimed to align the company's transformation goals with broader industry trends and best practices. This alignment ensured that the company's strategies were not only internally sound but also competitive and forward-looking in the wider industry context.
- **Creating a Detailed and Dynamic Profile:**
 - The comprehensive responses from the company representative contributed to creating a detailed and dynamic profile of the company. This profile served as a valuable resource in understanding the intricacies of how the company is navigating its digital and green transformation journey.

Overall, the interaction with the company representative was a vital component of the analysis, enriching the data gathered from the questionnaire and providing a multi-dimensional view of the company's digital and green transformation efforts. This deeper level of understanding is instrumental in formulating tailored recommendations and strategies that resonate with the company's specific context and ambitions.

Content of the report

(word file format provided) local language or English

1. Cover Page (learners' data)
2. List of report content
3. State of art (desk research – web site of the company, press, description of the market)
4. Methodology (1 or 2 sentence – ½ page)
5. Findings
6. Recommendation
7. References