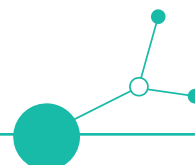


D.2.1.2

ESTABLISHING AND OPERATION OF THE DIGITAL TRANSFORMATION PLATFORM



Version 2

05 2026





Digi-B-Well Project

Acronym	Digi-B-Well
Title	Enhancement of capacities of SMEs, public authorities and academia for digitalisation, digital era-fit management and achievement of digital well-being.
Project ID	CE0200785
Programme	INTERREG CENTRAL EUROPE
Priority	P1 - Cooperating for a smarter central Europe
Specific Objective	SO1.2 - Strengthening skills for smart specialisation, industrial transition and entrepreneurship in central Europe
Start	01.06.2024
Duration	36 months
Website	https://www.interreg-central.eu/projects/digi-b-well/
Lead Partner	Primorje-Gorski Kotar County (PGKC)
Consortium	Primorje-Gorski Kotar County (PGKC) Alma Mater Studiorum - Università di Bologna (UNIBO) Technical University Ilmenau (TUIL) Bwcon (bwcom) Chamber of Commerce and Industry of Slovenia (CCIS) Pannon Business Network Association (PBN) University of Economics in Bartislava (EUBA) Regional Development Agency in Bielsko-Biela (ARRSA) City Lucenec (CLC)



Establishing and operation of the digital transformation platform

Number	D.2.1.2
Responsible Partner	TUIL
Work Package	WP2
Due date	31/05/2026
Submission Date	29/05/2026
Authors	Ahmad Makhoulf, TUIL ahmad.makhoulf@tu-ilmenau.de Jonas Weber, TUIL jonas.weber@tu-ilmenau.de Andreas Will, TUIL andreas.will@tu-ilmenau.de
Contributors	Rita Chiesa, UNIBO rita.chiesa@unibo.it Audrey Ansay Antonio, UNIBO audreyansay.antonio@unibo.it Alena Mezentseva, UNIBO alena.mezentseva2@unibo.it Marco De Angelis, UNIBO marco.deangelis6@unibo.it Glaucio Cioffi, UNIBO glaucio.cioffi2@unibo.it Martin Novysedlák, EUBA martin.novysedlak@euba.sk Peter Dorčák, EUBA peter.dorcak@euba.sk Peter Markovič, EUBA peter.markovic@euba.sk Sandra Linder, bwcon linder@bwcon.de Nina Vrabelj, CCIS Nina.Vrabelj@gzs.si



Balázs Barta, PBN
balazs.barta@pbn.hu

Andrea Enyingi-Kurucz, PBN
andrea.kurucz@pbn.hu

Aleksandra Christowska-O'Shea, ARRSA
achrystowska@arrsa.pl

Ingrid Garajová, CLC
ingrid.garajova@lucenec.sk

Reviewers

Dragana Mandrapa, PGKC
dragana.mandrapa@pgz.hr

Luka Dragojević, PGKC
luka.dragojevic@pgz.hr

ACKNOWLEDGEMENT

The work described in this document was implemented within Digi-B-Well (CE0200785) project through financial assistance from European Union ERDF funds of the Interreg CENTRAL EUROPE Programme.

DISCLAIMER

Views and opinions expressed in this document only reflects the author's view and the European Union and Interreg CENTRAL EUROPE programme authorities are not liable for any use that may be made of the information contained therein".



Document History

VERSION	DATE	SUMMARY OF CHANGES	AUTHOR
0.0	15.05.2026	Basic document structure	TUIL
1.0	22.05.2026	Internal review round	TUIL
2.0	29.05.2026	Integrated final feedback round	TUIL



Summary

Deliverable **D.2.1.2 - Establishing and Operation of the Digital Transformation Platform** documents the development, establishment, and initial operation of the Digi-B-Well integrative digital space within **Work Package 2: Pilot testing of the developed digitalisation toolkit (prospective solution)**. This deliverable represents the second step in Activity **A2.1 - Joint design and finalisation of the Digi-B-Well digitalisation solution and integrative digital space**, following the completion of **D.2.1.1 - Joint Design of the Digi-B-Well Digitalisation Toolkit**.

The purpose of D.2.1.2 is to report how the conceptual and methodological foundations developed in D.2.1.1 have been translated into an operational digital environment. D.2.1.1 established the toolkit's core design, including its self-assessment logic, user pathways, digital maturity and readiness dimensions, digital stress and burnout considerations, employee well-being focus, upskilling needs, and integration with digital-era-fit operation models. D.2.1.2 builds on this foundation by documenting the platform through which these elements are made accessible, testable, and usable by representatives of the Triple Helix: SMEs, public authorities, and academic institutions. The previous deliverable already positioned D.2.1.2 as the phase responsible for technical development and implementation of the digital transformation platform, while D.2.1.3 will later consolidate the final transnational Digi-B-Well solution after pilot testing and refinement.

The digital transformation platform is conceived as an integrative IT environment and future “one-stop-shop for digitalisation” in Central Europe. Its role is to host the Digi-B-Well digitalisation solution, support the assessment of digital maturity and digital well-being, facilitate reflection on digital stress and burnout risks, and provide access to recommendations and intervention materials supporting digital-era-fit transformation. In line with the objectives of Work Package 2, the platform is not limited to technical deployment. It also serves as a preparatory infrastructure for the transnational pilot testing process, through which the validity, usability, and practical relevance of the toolkit will be assessed across at least **30 SMEs, 12 public authorities, and 15 academic institutions**.

During the reporting period, significant progress was made in transforming the toolkit from a designed concept into an operational platform prototype. The questionnaire was revised and prepared for online use, with attention to clarity, usability, and suitability for the different target groups. The revised questionnaire was integrated into the platform, enabling users to move through the assessment process in a structured digital format. The platform now contains the core assessment flow, basic transitions between questions, and an initial operational structure that allows the toolkit to be used in soft-launch conditions.

In parallel, recommendation and intervention packages were developed to support users after completion of the assessment. These packages are designed to translate assessment outcomes into practical guidance for individuals, leaders, and organisations. They address issues such as digital demands, digital resources, upskilling needs, digital stress prevention, organisational readiness, and well-being-oriented transformation. At the time of this deliverable, these recommendation packages have been developed and are documented in the annexes, while their full technical embedding into the website remains in progress. This staged approach allows the



project to secure the content basis first, before finalising the user interface, results presentation, and automated recommendation logic in the next development phase.

A soft launch of the platform was also carried out through three initial pilot actions. These actions allowed the project team to observe the platform's functionality, the clarity of the questionnaire flow, the usability of the digital interface, and the readiness of the platform for broader testing. The soft launch should be understood as an early operational test rather than the full transnational pilot foreseen under Activities A2.2 and A2.3. Its value lies in identifying practical improvements before the platform is used in wider pilot contexts across the Triple Helix.

At the same time, this deliverable is transparent about the current development status of the platform. The website is not yet hosted at its final destination, and the final platform name and brand direction are expected to be confirmed at the beginning of the next project period. The recommendation packages are not yet fully embedded in the online results flow, and the visual layer of the platform – including animation, artwork, and advanced UI/UX refinements – remains under development. At present, the platform includes only basic transitions between questions. These open elements do not weaken the deliverable; rather, they define the transition point between the current operational version and the final public-facing solution to be completed under D.2.1.3.

D.2.1.2 therefore demonstrates that the platform has reached an important intermediate stage: it has been established, populated with the revised assessment logic, made operational for initial use, and prepared for further testing and refinement. It provides the necessary infrastructure for the other WP2 activities. Under **Activity A2.2**, the project will co-develop the transnational pilot action concept, defining the roadmap for experimental testing of the toolkit with SMEs, public authorities, and academic institutions. Under **Activity A2.3**, the toolkit and platform will be tested in a transnational perspective to assess their suitability, user-friendliness, comprehensiveness, and practical value. The results of these activities will inform the final refinement of the toolkit and its transformation into the Digi-B-Well digital solution under D.2.1.3.

The platform also contributes directly to the communication objectives of Work Package 2. By providing an accessible digital space, it supports awareness-raising among Triple Helix representatives about the benefits of digital transformation and the importance of digital well-being. It also creates the basis for future dissemination of project outcomes, pilot results, recommendations, and supporting materials to broader audiences, including research organisations, NGOs, sectoral agencies, EU-level stakeholders, and the general public.

In conclusion, D.2.1.2 marks the transition from toolkit design to operational digital implementation. It shows that the Digi-B-Well project has moved beyond conceptual development and has established the digital infrastructure required for testing, learning, dissemination, and long-term sustainability. The platform is currently operational as a development and soft-launch version. Its final hosting, branding, recommendation integration, artwork, animation, advanced UI/UX, and pilot-based refinements will be consolidated in the next project period, leading toward **D.2.1.3 - Final version of the Digi-B-Well digitalisation solution for digital well-being**. This progression ensures a clear development pathway: **D.2.1.1 designed the toolkit, D.2.1.2 establishes and operates the platform, and D.2.1.3 will validate, refine, and finalise the transnational Digi-B-Well solution.**



Contents

DIGI-B-WELL PROJECT	I
ESTABLISHING AND OPERATION OF THE DIGITAL TRANSFORMATION PLATFORM	II
DOCUMENT HISTORY.....	IV
SUMMARY	V
CONTENTS	VII
1. INTRODUCTION	1
1.1. CONTEXT OF D.2.1.2 WITHIN WORK PACKAGE 2	1
1.2. FROM TOOLKIT DESIGN TO PLATFORM ESTABLISHMENT	1
1.3. PURPOSE OF THE DIGITAL TRANSFORMATION PLATFORM	2
1.4. RELEVANCE FOR TRIPLE HELIX ORGANISATIONS.....	3
1.5. LINK TO COMMUNICATION AND DISSEMINATION OBJECTIVES	3
1.6. SCOPE AND DEVELOPMENT STATUS OF THIS DELIVERABLE	3
2. CONTINUITY FROM D.2.1.1: FROM TOOLKIT DESIGN TO PLATFORM OPERATION	5
2.1. ROLE OF D.2.1.1 AS THE CONCEPTUAL AND STRUCTURAL FOUNDATION	5
2.2. TRANSFER OF THE TOOLKIT ARCHITECTURE INTO THE DIGITAL PLATFORM.....	5
2.3. CONTINUITY OF THE DUAL USER PATHWAY	6
2.4. CONTINUITY OF THE DEMAND-RESOURCE LOGIC	6
2.5. CONTINUITY OF THE SIX-LEVEL ASSESSMENT FRAMEWORK	7
2.6. CONTINUITY OF THE RECOMMENDATION AND INTERVENTION APPROACH	7
2.7. CONTINUITY TOWARD PILOT TESTING AND FINALISATION.....	8
2.8. SUMMARY OF CONTINUITY BETWEEN D.2.1.1 AND D.2.1.2.....	8
3. PLATFORM DEVELOPMENT PROCESS	10
3.1. OVERVIEW OF THE DEVELOPMENT TIMELINE	10
3.2. QUESTIONNAIRE REVISION AND FINALISATION	11
3.3. TRANSLATION AND MULTILINGUAL IMPLEMENTATION	11
3.4. SCORING SYSTEM REVISION AND UPLOAD.....	12
3.5. DEVELOPMENT OF RECOMMENDATION AND INTERVENTION PACKAGES	12
3.6. PLATFORM IMPLEMENTATION AND CURRENT WEBSITE STRUCTURE	13
3.7. READINESS FOR TESTING AND SOFT LAUNCH	14
3.8. INITIAL OBSERVATIONS FROM PLATFORM USE DURING THE PILOT ACTIONS	14
3.9. CURRENT DEVELOPMENT STATUS AND NEXT PRIORITIES	15
3.10. SUMMARY OF THE DEVELOPMENT PROCESS	16
4. SUSTAINABILITY, HOSTING, AND LONG-TERM INTEGRATION.....	17
4.1. ROLE OF THE PLATFORM IN SUSTAINING DIGI-B-WELL OUTPUTS.....	17
4.2. TEMPORARY HOSTING AND PLANNED MIGRATION	17
4.3. WEBSITE NAMING, URL SELECTION, AND BRAND ALIGNMENT	18
4.4. INTEGRATION INTO THE FUTURE ONE-STOP-SHOP FOR DIGITALISATION.....	18
4.5. LONG-TERM ACCESSIBILITY FOR TARGET GROUPS	19
4.6. ETHICAL AND CONSTRUCTIVE USE OF THE PLATFORM	19
4.7. NEXT STEPS FOR SUSTAINABLE PLATFORM DEVELOPMENT.....	20
5. TRANSITION TOWARD D.2.1.3	21



6. CONCLUSION.....	22
ANNEX 1: CURRENT TOOLKIT PAGE STRUCTURE - AS IT STANDS	23
ANNEX 2: DIGI-B-WELL RECOMMENDATION PACKAGES (AS SHARED WITH PILOT TEST PARTICIPANTS).....	30



D.2.1.2

ESTABLISHING AND OPERATION OF THE DIGITAL TRANSFORMATION PLATFORM

1. Introduction

1.1. Context of D.2.1.2 within Work Package 2

Work Package 2 of the Digi-B-Well project focuses on the pilot testing of the developed digitalisation toolkit as a prospective solution for supporting digital transformation and digital well-being across the Triple Helix. Its specific objective is to test the validity and practical efficiency of the developed toolkit through a jointly implemented transnational pilot action involving SMEs, public authorities, and academic institutions. This testing process aims to assess whether the self-assessment tools are suitable for reviewing digital maturity, digital readiness, employee well-being, digital stress and possible burnout risks, and the upskilling needs of leaders and employees.

Within this wider framework, Deliverable D.2.1.2, *Establishing and Operation of the Digital Transformation Platform*, represents a key transition point in the development of the Digi-B-Well solution. While D.2.1.1 documented the joint design of the Digi-B-Well digitalisation toolkit, D.2.1.2 focuses on the establishment of the digital environment through which the toolkit can be accessed, operated, tested, and further refined. It therefore marks the move from conceptual and methodological design toward technical implementation and initial operation.

The deliverable is part of Activity A2.1, *Joint design and finalisation of the Digi-B-Well digitalisation solution and integrative digital space*. This activity is responsible for designing the Digi-B-Well toolkit and preparing its transformation into a digital solution that can support organisations in achieving digital well-being. The platform established under D.2.1.2 is conceived as an integrative IT environment and future “one-stop-shop for digitalisation” in Central Europe. It will host the Digi-B-Well solution and other relevant project outputs, while also contributing to the sustainability of the project results beyond the project duration.

1.2. From Toolkit Design to Platform Establishment

D.2.1.2 builds directly on the work completed under D.2.1.1, which defined the conceptual, structural, and content foundations of the Digi-B-Well digitalisation toolkit. The previous deliverable established the toolkit as a self-assessment and guidance instrument for supporting



digital transformation while safeguarding employee well-being. It outlined the core assessment logic, including the review of digital maturity and readiness, employee well-being, digital stress and burnout indicators, and upskilling needs. It also introduced the connection between assessment outcomes and digital-era-fit operation models developed in Work Package 1.

The present deliverable takes this foundation forward by documenting how the toolkit has been translated into an operational digital platform. This includes the revision and online integration of the questionnaire, the establishment of the basic user journey, the development of recommendation and intervention packages, and the preparation of the platform for initial use in soft-launch and pilot-related settings.

The platform is designed to support two main user perspectives. First, it enables individual employees to reflect on their experience of digital work, including digital demands, available resources, stress factors, well-being conditions, and upskilling needs. Second, it supports leaders, managers, HR representatives, and organisational decision-makers in reviewing digital maturity, organisational readiness, and structural conditions for digital well-being. This dual perspective is essential because digital transformation affects both individuals and organisations. A successful transition requires not only technical readiness, but also attention to work culture, leadership practices, skills, communication patterns, and employee resilience.

1.3. Purpose of the Digital Transformation Platform

The digital transformation platform serves as the operational environment for the Digi-B-Well toolkit. Its purpose is to make the assessment process accessible, structured, and usable for representatives of the Triple Helix, including SMEs, public authorities, and academic institutions. Through the platform, users are guided through the self-assessment process and, in later stages, will be able to receive tailored recommendations and intervention guidance based on their results.

The platform is not intended to function only as a technical website. Rather, it is designed as an integrative digital space that connects assessment, reflection, learning, recommendations, and dissemination. It provides the infrastructure needed to support the project's broader aim of enabling digital transformation in a way that strengthens, rather than undermines, digital well-being. In this sense, the platform contributes to the project's ambition to help organisations identify imbalances between digital demands and available resources, detect potential stress and burnout risks, and define practical pathways for improvement.

The platform also plays an important role in preparing for the next stages of Work Package 2. Under Activity A2.2, the project will co-develop the transnational pilot action concept, creating a roadmap for testing the Digi-B-Well toolkit across different territories and sectors. Under Activity A2.3, the toolkit and platform will be experimentally tested in a transnational perspective with SMEs, public authorities, and academic institutions. The platform established in D.2.1.2 therefore provides the technical and operational basis for these future testing and learning activities.



1.4. Relevance for Triple Helix Organisations

The Digi-B-Well platform is designed for use by organisations across the Triple Helix, namely SMEs, public authorities, and academic institutions. These organisations face different forms of digital transformation pressure, but they share a common need to manage digital change in a way that is sustainable, inclusive, and sensitive to employee well-being.

For SMEs, the platform can support reflection on digital maturity, resource constraints, upskilling needs, and the organisational conditions required to adopt digital tools effectively. For public authorities, it can help identify challenges related to digital service delivery, administrative transformation, employee readiness, and digital stress in public-sector work environments. For academic and research institutions, it can support reflection on digital collaboration, knowledge work, hybrid work practices, and the digital capacities needed by staff and institutional leaders.

The platform also reflects the age-sensitive and human-centred approach of the Digi-B-Well project. Digital readiness and digital stress are not experienced equally across all generations, roles, sectors, or organisational structures. By integrating questions related to digital maturity, readiness, well-being, and upskilling needs, the platform supports a more nuanced understanding of digital transformation and avoids treating it as a purely technical process.

1.5. Link to Communication and Dissemination Objectives

The establishment of the digital transformation platform is also closely linked to the communication objectives of Work Package 2. The platform contributes to enhancing knowledge and awareness among representatives of the Triple Helix about the benefits of digital transformation in Central Europe, while also highlighting the importance of digital well-being and the risks connected to digital stress and possible burnout.

In addition, the platform will support the dissemination and promotion of the outcomes of the transnational pilot action and the Digi-B-Well digitalisation solution. As the platform develops further, it will provide a digital space through which project outputs, recommendations, intervention materials, learning resources, and pilot-related insights can be made accessible to wider target audiences. These include Triple Helix representatives, research organisations, NGOs, sectoral agencies, EU-level stakeholders, and the general public.

This dissemination role is particularly important for ensuring that the Digi-B-Well solution remains useful beyond the immediate project partnership. By hosting the toolkit and related outputs in a designated digital space, the project strengthens the long-term visibility, accessibility, and transferability of its results.

1.6. Scope and Development Status of this Deliverable

This deliverable reports on the establishment and initial operation of the Digi-B-Well digital transformation platform as of the end of the current reporting period. It documents the progress achieved in moving from the designed toolkit toward an operational digital environment. This includes the revised questionnaire, platform integration, core assessment flow, initial scoring



and result structure, development of recommendation and intervention packages, and soft-launch use through three pilot actions.

At the same time, D.2.1.2 does not claim to present the final public-facing version of the Digi-B-Well digital solution. Several elements remain under development and are intentionally scheduled for refinement in the next project period. These include the final hosting destination, final platform name and brand direction, full embedding of recommendation packages into the online results flow, advanced UI/UX integration, artwork, animation, and refinements based on partner and pilot feedback.

This distinction is important. D.2.1.2 demonstrates that the platform has been established and made operational as a development and soft-launch version. D.2.1.3 will later update and finalise the digitalisation toolkit based on the outcomes of pilot testing in Activity A2.3, mutual exchange among project partners, and transnational learning. It will consolidate the final Digi-B-Well digital solution, including the improved analytical tools, digital transformation models, user interface, and recommendation logic.

The development pathway can therefore be summarised as follows: D.2.1.1 designed the toolkit, D.2.1.2 establishes and operates the digital platform, and D.2.1.3 will validate, refine, and finalise the transnational Digi-B-Well solution.



2. Continuity from D.2.1.1: From Toolkit Design to Platform Operation

2.1. Role of D.2.1.1 as the Conceptual and Structural Foundation

Deliverable D.2.1.1, *Joint Design of the Digi-B-Well Digitalisation Toolkit*, established the conceptual, methodological, and structural foundations for the Digi-B-Well digitalisation solution. It defined the toolkit as a practical self-assessment and guidance instrument designed to support organisations and individuals in advancing digital transformation while safeguarding digital well-being.

The previous deliverable translated the theoretical and empirical work developed in Work Package 1 into a practical toolkit concept. In particular, it connected the Digi-B-Well assessment logic to the demand-resource balance model, the multi-level digital well-being framework, digital maturity and readiness considerations, digital stress and burnout risks, and upskilling needs. This ensured that the toolkit was not developed as a generic online questionnaire, but as a research-informed instrument rooted in the project's wider understanding of digital-era-fit transformation.

D.2.1.1 also defined the key design principles that continue to guide the development of the platform under D.2.1.2. These include accessibility, usability, clear language, a human-centred approach, action-oriented recommendations, modularity, and relevance across the Triple Helix. The present deliverable therefore does not restart the design process. Instead, it builds on the agreed toolkit architecture and documents how this design was translated into an operational digital environment.

In this sense, D.2.1.2 represents the implementation layer of the work previously established in D.2.1.1. The toolkit's conceptual structure, question logic, user pathways, and recommendation approach provide the basis for the digital platform described in the present report.

2.2. Transfer of the Toolkit Architecture into the Digital Platform

One of the main outcomes of D.2.1.1 was the definition of the toolkit architecture. This architecture included the overall assessment structure, the distinction between different user pathways, the use of a five-point response scale, and the planned aggregation of results into meaningful demand-resource balance indicators.

D.2.1.2 takes this architecture forward by translating it into a digital platform environment. The revised questionnaire has been prepared for online use and integrated into the platform so that users can complete the assessment in a structured and guided way. The digital implementation follows the basic user journey described in D.2.1.1, moving from entry point to pathway selection, assessment questions, scoring logic, results interpretation, and recommendations.

At the current stage, the platform includes the core assessment flow and basic transitions between questions. This makes the toolkit operational in a development and soft-launch version. More advanced interaction elements, visual refinements, animation, artwork, and full recommendation embedding remain under development and will be consolidated in the next project phase.



The continuity between D.2.1.1 and D.2.1.2 is therefore visible in the way the platform preserves the core logic of the original toolkit design. The platform does not change the purpose of the toolkit; it provides the technical and operational environment needed to make the toolkit usable, testable, and ready for further refinement.

2.3. Continuity of the Dual User Pathway

D.2.1.1 established the importance of separating the toolkit into two main user pathways: one for individual employees and one for leaders, managers, HR representatives, or organisational decision-makers. This distinction is maintained in D.2.1.2 because individual experiences of digital work and organisational conditions for digital transformation require different forms of assessment and interpretation.

The individual pathway focuses on how employees experience digital demands, digital resources, stress factors, well-being conditions, and upskilling needs in their daily work. It allows users to reflect on their own interaction with digital tools, workflows, communication practices, and recovery conditions.

The organisational or team leader pathway focuses on digital maturity, organisational readiness, leadership practices, digital work structures, and the wider conditions that enable or hinder digital well-being. This pathway is relevant for managers, HR professionals, public authority representatives, academic leaders, and SME decision-makers who need to understand the structural side of digital transformation.

Maintaining these two pathways is important for the validity and practical value of the platform. It prevents the toolkit from mixing individual perceptions with organisational responsibilities. It also allows recommendations to be better tailored to the user's role. Employees require guidance that supports personal resilience, work habits, and awareness of digital stress, while leaders and organisations require guidance that supports structural improvement, workflow design, training, communication, and resource allocation.

2.4. Continuity of the Demand-Resource Logic

The demand-resource balance model remains one of the central elements connecting D.2.1.1 and D.2.1.2. The previous deliverable positioned digital well-being as the result of a balance between digital demands and digital resources. Digital demands refer to the pressures, requirements, complexities, and risks created by digital work. Digital resources refer to the tools, skills, support structures, leadership practices, and organisational conditions that help employees and organisations manage these demands effectively.

D.2.1.2 carries this logic into the digital platform by using the questionnaire and scoring structure to capture both sides of the balance. The platform is therefore designed not only to detect problems, but also to identify available resources and opportunities for improvement. This is important because digital transformation should not be understood only through risk, stress, or burnout. It should also be understood through capacity, learning, support, and sustainable development.



The demand-resource logic also supports the development of recommendation and intervention packages. Where digital demands are high and resources are insufficient, the platform can point toward areas requiring attention. Where demands and resources are more balanced, recommendations can focus on maintenance, prevention, and further improvement. Where resources are strong, the platform can help organisations recognise good practices that may be strengthened or shared.

In this way, the platform maintains the analytical direction defined in D.2.1.1 and prepares it for testing and validation in the upcoming pilot activities.

2.5. Continuity of the Six-Level Assessment Framework

D.2.1.1 structured the toolkit around a multi-level understanding of digital well-being. This approach recognises that digital transformation affects work at several interconnected levels, including technological, individual, group, leadership, organisational, and overarching conditions.

This six-level structure remains relevant for D.2.1.2 because it provides a comprehensive basis for both the questionnaire and the future recommendation logic. Digital well-being cannot be fully understood by focusing only on individual employees or only on technical systems. It is shaped by the interaction between digital infrastructure, personal capacities, team practices, leadership behaviour, organisational culture, and broader contextual conditions.

The platform therefore continues to reflect this multi-level perspective. Its assessment structure is designed to capture different dimensions of digital transformation and well-being, allowing users and organisations to identify where imbalances, strengths, or development needs are most visible. This is especially important in a Triple Helix context, where SMEs, public authorities, and academic institutions may face very different organisational realities, but still share common challenges related to digital readiness, work pressure, skill development, and employee well-being.

By carrying the six-level framework into the digital platform, D.2.1.2 ensures methodological continuity and prepares the ground for meaningful comparison, pilot feedback, and transnational learning in later project activities.

2.6. Continuity of the Recommendation and Intervention Approach

Another important element carried forward from D.2.1.1 is the idea that the toolkit should not stop at measurement. The assessment should lead to useful interpretation, practical recommendations, and intervention-oriented guidance. This principle is central to D.2.1.2.

During the current reporting period, recommendation and intervention packages were developed to support the platform's future results and feedback function. These packages are intended to help users understand the meaning of their assessment outcomes and identify possible actions for improvement. They address both individual and organisational needs, including digital stress prevention, better use of digital tools, upskilling, communication practices, leadership support, and well-being-oriented transformation.



At the current stage, the recommendation and intervention packages have been developed and are documented in the annexes of this deliverable. Their full technical embedding into the website remains in progress. This staged process follows the development logic established in D.2.1.1: first, the conceptual and content structure is defined; second, the platform is established and operated; third, the final recommendation logic, interface, and transnational solution are refined through pilot testing and partner feedback.

This approach ensures that recommendations are not treated as generic advice. Instead, they are developed as a structured component of the Digi-B-Well solution, linked to the assessment logic and prepared for further refinement under D.2.1.3.

2.7. Continuity Toward Pilot Testing and Finalisation

D.2.1.1 positioned the toolkit as a foundation for later pilot testing, validation, and final integration into the transnational Digi-B-Well solution. D.2.1.2 continues this development pathway by establishing the platform required for the next stages of Work Package 2.

The platform described in this deliverable provides the technical and operational basis for Activity A2.2, which co-develops the concept and action plan for transnational pilot testing. It also prepares the conditions for Activity A2.3, where the toolkit is experimentally tested with Triple Helix representatives in a transnational perspective. The results of these activities will then inform D.2.1.3, where the toolkit will be updated, refined, and transformed into the final Digi-B-Well digital solution.

This continuity is important because the Digi-B-Well solution is being developed through a staged process rather than as a finished product from the beginning. Each deliverable has a distinct role. D.2.1.1 defined the toolkit. D.2.1.2 establishes and operates the digital platform. D.2.1.3 will incorporate pilot learning, partner exchange, refined analytical tools, improved digital transformation models, and final UI/UX integration.

The present deliverable therefore confirms that the project has moved from design to implementation, while keeping a clear pathway for validation, refinement, and finalisation in the next project period.

2.8. Summary of Continuity Between D.2.1.1 and D.2.1.2

The relationship between D.2.1.1 and D.2.1.2 can be summarised as a structured transition from design to operation. D.2.1.1 established what the Digi-B-Well toolkit should assess, why it matters, which users it should serve, and how its results should support digital well-being. D.2.1.2 documents how this design has been translated into a digital platform that can host the assessment, support the user journey, prepare the recommendation logic, and enable soft-launch and pilot-related use.

This continuity ensures that the platform remains grounded in the project's conceptual framework and practical objectives. It also confirms that the platform is not a standalone website, but a central component of the broader Digi-B-Well solution. By connecting assessment, digital transformation, well-being, upskilling, recommendations, and sustainability, D.2.1.2



creates the operational bridge between the designed toolkit and the final transnational solution to be delivered under D.2.1.3.



3. Platform Development Process

3.1. Overview of the Development Timeline

The development process of the Digi-B-Well digital transformation platform followed a staged and iterative pathway, moving from questionnaire revision and content preparation to technical implementation, soft-launch testing, and pilot-based learning. This process built directly on the design foundations established in D.2.1.1 and translated them into an operational digital environment suitable for initial use by Triple Helix representatives.

Between January and February 2026, the questionnaire was revised and finalised. This stage focused on improving the clarity, structure, and practical usability of the assessment items, ensuring that the questionnaire could be applied across different organisational contexts and user groups. The revision also ensured that the questionnaire remained aligned with the core objectives of the Digi-B-Well toolkit: assessing digital maturity and readiness, employee well-being, digital stress and burnout risks, upskilling needs, and the balance between digital demands and digital resources.

In parallel, the University of Bologna (UNIBO) began brainstorming and developing the recommendation packages. This was an important step because the platform was not intended to stop at measurement. Its purpose is also to guide users toward practical reflection and possible interventions. The recommendation packages were therefore developed as a content layer that would help translate assessment outcomes into meaningful guidance for individuals, leaders, and organisations.

In March 2026, the questionnaire was translated into the different project languages and implemented onto the platform. This multilingual implementation was essential for preparing the platform for transnational use and for ensuring accessibility across the partner countries. During the same period, the scoring system was revised and finalised by mid-March, then uploaded to the platform shortly afterwards. This allowed the assessment process to produce structured results based on the revised questionnaire logic.

By April 2026, the recommendation package content was ready. The website itself was ready for testing by mid-April, enabling its use during the first pilot actions. The pilot phase then provided an important opportunity to observe the platform under real testing conditions and to identify the first usability and interface issues requiring improvement.

The overall development timeline can be summarised as follows:

Period	Main development activity	Status
January-February 2026	Questionnaire revision and finalisation	Completed
January-April 2026	Brainstorming and development of recommendation packages by UNIBO	Completed
March 2026	Translation of questionnaire into project languages	Completed for most languages
March 2026	Implementation of questionnaires onto the platform	Completed



Mid-March 2026	Revision of scoring system	Completed
Late March 2026	Upload of scoring system to the platform	Completed
April 2026	Finalisation of recommendation package content	Completed
Mid-April 2026	Website ready for testing	Completed
April-May 2026	Soft-launch use during three pilot actions	Completed

This timeline shows that D.2.1.2 reached the intended intermediate development stage: the digital platform was established, the questionnaire was integrated, scoring was implemented, recommendation content was prepared, and the system was tested in connection with the first pilot actions.

3.2. Questionnaire Revision and Finalisation

The questionnaire revision phase was completed between January and February 2026. This stage was necessary to move from the question bank and toolkit design presented in D.2.1.1 toward a more usable and platform-ready version of the assessment.

The revision process focused on several priorities. First, the wording of the questions was reviewed to improve clarity and reduce potential ambiguity for users from different organisational backgrounds. Since the platform targets SMEs, public authorities, and academic institutions, the questionnaire needed to be understandable across different professional cultures and levels of digital maturity.

Second, the questionnaire was reviewed in terms of its suitability for online completion. Questions intended for a digital platform must be concise, readable on screen, and easy to answer without additional explanation from a facilitator. This was especially important because the platform is expected to support both guided pilot use and future independent use.

Third, the questionnaire was aligned with the two main user perspectives of the toolkit: individual employees and organisational or team-level representatives. This distinction remained important during the revision phase, as the platform needs to generate results and recommendations that are meaningful for the user's role and context.

The finalised questionnaire provided the core content basis for platform implementation. Once the questionnaire was revised, it could be translated, uploaded, connected to the scoring system, and prepared for pilot testing.

3.3. Translation and Multilingual Implementation

In March 2026, the revised questionnaire was translated into the different project languages and implemented onto the platform. Multilingual availability is a central requirement for the Digi-B-Well solution because the project is implemented by a transnational partnership and targets users across Central Europe.

At the time of reporting, the platform includes the questionnaire in the following languages:

- English



- Croatian
- Polish
- Slovakian
- Slovenian
- German

The Hungarian and Italian translations are still pending and will be added in the next development phase. Their pending status does not prevent the platform from operating in its current version, but it remains an important requirement for the completion of the final transnational solution.

The multilingual implementation also required the preparation of a language selection page. This page allows users to select the language in which they want to complete the assessment. The language selection function supports accessibility, inclusiveness, and transnational usability, especially during pilot activities involving representatives from different partner countries.

The language implementation represents an important step in transforming the toolkit from a project-internal design document into a usable digital space for different target audiences.

3.4. Scoring System Revision and Upload

The scoring system was revised by mid-March 2026 and uploaded to the platform shortly afterwards. This step was essential for connecting the questionnaire responses to the results page and for preparing the platform to produce structured feedback.

The scoring system is based on the toolkit's underlying assessment logic, which focuses on the relationship between digital demands and digital resources. The purpose of the scoring system is to process user responses and produce a results structure that can help users reflect on their digital well-being, digital maturity, readiness, and potential areas requiring attention.

The scoring system was prepared as a functional component of the platform. Once uploaded, it enabled the platform to calculate and display results after users completed the assessment. This allowed the platform to move beyond a static questionnaire and become an operational self-assessment tool.

The scoring system will remain subject to further refinement in the next project phase. Pilot testing and partner feedback will help identify whether the result presentation, thresholds, and interpretation logic need to be adjusted before the final Digi-B-Well digital solution is delivered under D.2.1.3.

3.5. Development of Recommendation and Intervention Packages

In parallel with the questionnaire revision and platform development, UNIBO started brainstorming the recommendation packages. These packages were developed to support the platform's intervention-oriented function. Their role is to translate assessment results into practical guidance that can help users and organisations reflect on their current situation and identify possible improvement measures.



The recommendation packages were ready in April 2026. They address different dimensions of the Digi-B-Well framework, including digital stress prevention, digital resources, upskilling needs, organisational readiness, leadership support, and well-being-oriented digital transformation. They are intended to support both individual users and organisational representatives.

At the time of reporting, the recommendation packages had not yet been fully embedded into the online platform due to time constraints. However, to ensure that pilot participants could still experience the full logic of the Digi-B-Well solution, the recommendation materials were distributed during the pilot actions in paper and/or PDF formats. This allowed participants to engage not only with the digital questionnaire and results page, but also with the practical guidance intended to complement the assessment.

This approach ensured that the recommendation component was not postponed conceptually, even though its full technical integration remains part of the next development phase. The recommendation packages are included in the annexes of this deliverable as evidence of the completed content development and as a basis for future online integration.

3.6. Platform Implementation and Current Website Structure

By mid-April 2026, the website was ready for testing. The platform had reached a functional development version that allowed users to access the assessment, select a language, complete the questionnaire, and receive a results page at the end of the test.

At the time of reporting, the platform includes the following main elements:

- An updated home page
- A language selection page
- The questionnaire in English, Croatian, Polish, Slovakian, Slovenian, and German
- A results page displayed at the end of the test
- Basic pages presenting information about the project
- Basic transitions between questions

This version of the platform is intentionally light. It focuses on core functionality rather than final visual refinement. The current website allows the assessment process to operate and supports initial testing, but it does not yet include the full artwork, animation, interactivity, and UI/UX refinement planned for the final version.

The platform therefore represents a functional and operational prototype rather than the final public-facing Digi-B-Well solution. This is consistent with the staged development logic of Work Package 2. The current deliverable establishes the platform and documents its initial operation, while the next project period will focus more intensively on user interface development, visual identity, interaction design, and refinements based on pilot learning.



3.7. Readiness for Testing and Soft Launch

The website was ready for testing in mid-April 2026, shortly before the start of the pilot actions. This timing allowed the project to use the platform in real pilot-related settings and to observe how users interacted with the questionnaire, language selection, results page, and available support materials.

Three pilot actions were conducted during April and May 2026:

Pilot action	Target group	Location	Date
First pilot action	SMEs	Kranjska Gora, Slovenia	20-21 April 2026
Second pilot action	Universities / academic institutions	Bologna, Italy	11-12 May 2026
Third pilot action	Public authorities	Opatija / Rijeka, Croatia	13-14 May 2026

All seven partner countries were represented across the pilot events. This broad representation was important for observing the platform from a transnational perspective and for gathering insights across different institutional and cultural contexts.

The pilot actions were not only important for testing the questionnaire content, but also for observing the platform as a user-facing digital environment. They allowed the project team and partners to identify early usability issues, practical barriers, and areas where the platform should be improved before wider use.

More detailed information about the pilot actions, including their structure, participants, implementation process, and learning outcomes, is provided in Deliverable D.2.3.1. The present deliverable refers to the pilot actions primarily from the perspective of platform development and operational testing.

3.8. Initial Observations from Platform Use During the Pilot Actions

The soft-launch use of the platform during the pilot actions provided valuable feedback on both functionality and usability. Overall, the platform was able to support the assessment process, display the questionnaire, process responses, and generate a results page at the end of the test. The PDF export function from the results page also worked.

However, several issues were observed during the pilot actions, particularly in relation to the mobile user interface. Some section headings did not fully fit on mobile screens, which affected readability and user experience. The results page was also too large for mobile screens, indicating the need for a more responsive layout and a more compact presentation of results.

The PDF export function worked technically, but the exported file required redesign. The current format did not fit optimally onto one page, which reduced its practical usability as a summary document for participants. A redesign of the PDF output will therefore be necessary in the next development phase, with attention to page structure, visual hierarchy, readability, and concise presentation of results.



Another important observation concerned the recommendation pages. Since the recommendation packages had not yet been embedded into the website due to time constraints, they were provided to pilot participants separately in paper and/or PDF formats. This solution allowed the pilot experience to remain complete from a content perspective, but it also confirmed the importance of integrating recommendations directly into the online platform in the next period.

These observations are valuable because they identify clear priorities for improvement. They show that the platform's core functionality is in place, while the next stage must focus on improving the interface, mobile responsiveness, result presentation, PDF output, and recommendation integration.

3.9. Current Development Status and Next Priorities

The current version of the platform should be understood as an operational development version. It contains the essential components needed for testing: the home page, language selection, multilingual questionnaires, scoring system, results page, and basic project information. It has also been used in connection with the three pilot actions, providing evidence of initial operation.

At the same time, the platform remains under active development. The current version is intentionally light and does not yet contain all planned artwork, animation, interactivity, or refined UI/UX features. The next project period will therefore focus strongly on improving the user interface and integrating the learnings from the pilot activities.

The main priorities for the next development phase are:

Development area	Current status	Next step
Mobile responsiveness	Issues observed with section headings and results page	Redesign for smaller screens
Results page	Functional but too large for mobile use	Improve structure and visual hierarchy
PDF export	Works technically but needs redesign	Create concise one-page export
Recommendation packages	Developed but not embedded online	Integrate into the results and feedback flow
Language availability	Six languages available; Hungarian and Italian pending	Complete remaining translations
Visual identity	Basic website available	Add final artwork, animation, and branding
Interactivity	Basic transitions implemented	Develop richer but user-friendly interaction
UI/UX	Functional development version	Refine based on pilot feedback

This development status confirms that the platform has successfully moved from concept to operation. The remaining work is not related to the existence of the platform itself, but to its



refinement, accessibility, user experience, and final integration as part of the Digi-B-Well digital solution.

3.10. Summary of the Development Process

The development process of the Digi-B-Well digital transformation platform progressed substantially during the reporting period. The questionnaire was revised and finalised, translated into several project languages, implemented onto the platform, and connected to a revised scoring system. Recommendation and intervention packages were developed and made available to pilot participants in paper and PDF formats. The website was ready for testing by mid-April 2026 and was used in connection with three pilot actions targeting SMEs, universities, and public authorities.

The pilot actions confirmed that the platform is operational as a development and soft-launch version. They also generated important observations regarding mobile responsiveness, results page layout, PDF export design, and recommendation integration. These findings provide a clear and practical basis for the next project period, which will focus on UI/UX development and the integration of pilot learnings.

In this sense, D.2.1.2 fulfils its role as the deliverable documenting the establishment and initial operation of the digital transformation platform. It demonstrates that the Digi-B-Well toolkit has moved beyond design and has entered an operational phase, while also defining the refinement pathway toward D.2.1.3, the final Digi-B-Well digitalisation solution for digital well-being.



4. Sustainability, Hosting, and Long-Term Integration

4.1. Role of the Platform in Sustaining Digi-B-Well Outputs

A central purpose of Deliverable D.2.1.2 is to establish the digital environment that will support the long-term accessibility and sustainability of the Digi-B-Well solution. The platform is not intended only as a temporary testing website, but as the operational basis for hosting the Digi-B-Well digitalisation toolkit, related recommendation materials, and other project outputs beyond the immediate development and pilot phases.

Within Activity A2.1, the platform serves as the integrative digital space connecting the self-assessment toolkit, digital well-being guidance, upskilling-related reflections, and future project resources. It therefore plays an important role in ensuring that the work developed across the project does not remain limited to internal documents or pilot events, but becomes available in a structured and accessible online environment.

At the current stage, the platform has been established in a temporary hosting environment to allow development, implementation, and initial testing. This approach enabled the project team to move quickly from toolkit design to operational use, especially in preparation for the pilot actions conducted during the reporting period. The temporary setup provided the flexibility needed for technical adjustments, questionnaire integration, scoring implementation, and early platform testing.

However, the long-term sustainability of the platform requires migration from this temporary environment to a stable permanent hosting solution. This transition is planned as part of the next development phase.

4.2. Temporary Hosting and Planned Migration

The current version of the Digi-B-Well platform is hosted on a temporary free hosting environment. This temporary arrangement was suitable for the development and soft-launch stage, as it allowed the project team to test the platform's core functions, integrate the multilingual questionnaires, upload the scoring system, and observe the first operational use of the website.

Nevertheless, a temporary free hosting environment is not sufficient for the long-term operation of the Digi-B-Well solution. For this reason, the platform is planned to be migrated to permanent hosting on the servers of the project partner EUBA, the University of Economics in Bratislava. This migration will provide a more stable, secure, and institutionally anchored hosting arrangement for the platform.

The planned migration to EUBA servers will support several sustainability objectives. It will provide a stronger technical basis for continued operation, reduce reliance on temporary external hosting, and ensure that the platform is maintained within the project partnership. It will also create a more appropriate environment for the final version of the Digi-B-Well solution, which will be further developed and refined in the next reporting period.

This migration will take place after the finalisation of the platform name and related brand direction, as these decisions will guide the selection and securing of the permanent URL.



4.3. Website Naming, URL Selection, and Brand Alignment

The naming of the website is an important step in preparing the platform for long-term use and public visibility. The name will not only serve as a communication element, but will also influence the permanent URL, user recognition, dissemination activities, and the overall identity of the Digi-B-Well digital solution.

At the time of this deliverable, the final website name and brand direction are still under final consideration. Once the naming decision is confirmed, it will guide the selection and securing of the permanent URL. This sequencing is important because the URL should be coherent with the final identity of the platform and should support recognition among target users, project partners, and wider stakeholders.

The final naming and URL decision will also support the platform's dissemination function. A clear and memorable platform identity will help position the Digi-B-Well solution as an accessible digital space for SMEs, public authorities, academic institutions, and other interested stakeholders. It will also strengthen the platform's role as part of the broader communication and sustainability strategy of the project.

The final naming and branding process will also remain aligned with the communication and visibility requirements of the Digi-B-Well project and the Interreg CENTRAL EUROPE Programme. The official logos and promotional visual elements of both Interreg CENTRAL EUROPE and Digi-B-Well are accounted for in the final platform design. Any new name, visual direction, or platform identity will therefore be developed as a complementary layer, without replacing or weakening the required project and programme visibility. This ensures that the platform can develop a clear user-facing identity while remaining fully consistent with the project's communication framework.

4.4. Integration into the Future One-Stop-Shop for Digitalisation

The platform established under D.2.1.2 is intended to contribute to the future “one-stop-shop for digitalisation” in Central Europe. This digital space will support access to the Digi-B-Well solution and other relevant project outputs, while contributing to the sustainability and transferability of project results beyond the project duration.

The one-stop-shop concept is important because the Digi-B-Well project addresses multiple interconnected needs: digital transformation, digital maturity, employee well-being, prevention and detection of digital stress and possible burnout, upskilling needs, and organisational capacity development. These elements require more than a single assessment form. They require an integrated digital space where users can access the toolkit, understand their results, consult recommendations, and engage with supporting materials.

The current platform provides the operational foundation for this future integration. Its existing components, including the home page, language selection, multilingual questionnaires, scoring system, results page, and project information pages, form the basic structure that will later be expanded and refined. In the next reporting period, further development will focus on strengthening the user interface, improving the results and recommendation experience, integrating final artwork and interactivity, and preparing the platform for permanent hosting.



In this way, D.2.1.2 establishes the platform as a functional basis, while the next phase will consolidate its role as a more complete digital space for public access, dissemination, and long-term use.

4.5. Long-Term Accessibility for Target Groups

The long-term value of the Digi-B-Well platform depends on its accessibility for the project's main target groups: SMEs, public authorities, and academic institutions. These organisations differ in size, resources, digital maturity, and organisational culture. The platform therefore needs to remain simple, understandable, multilingual, and practically useful.

The planned permanent hosting and final URL will support access beyond project-internal testing. Once the platform is further developed and moved to its permanent hosting environment, users will be able to access the Digi-B-Well solution through a stable online entry point. This will support wider dissemination, follow-up use after pilot testing, and potential future adoption by organisations that were not directly involved in the pilot actions.

Multilingual accessibility is also a central aspect of long-term use. The current platform already includes several project languages, while the remaining translations will be completed in the next development phase. This will strengthen the platform's capacity to serve users across the partner countries and support transnational transferability.

Accessibility also concerns usability. The next development period will therefore focus not only on technical hosting, but also on user experience, mobile responsiveness, visual clarity, and the integration of recommendations into the online results flow. These refinements are necessary to ensure that the platform is not only available, but genuinely usable for different target groups.

4.6. Ethical and Constructive Use of the Platform

Because the Digi-B-Well platform addresses employee well-being, digital stress, possible burnout, and organisational readiness, its long-term use must be guided by ethical and constructive principles. The platform should be understood as a tool for reflection, learning, and improvement, not as an instrument for employee monitoring, ranking, or performance evaluation.

The assessment results should help individuals and organisations identify areas where digital transformation may create pressure, where resources may be insufficient, and where support or upskilling may be needed. The purpose is to encourage dialogue and improvement, not to assign blame or create additional stress.

For organisations, this means that platform results should be interpreted carefully and used to support healthier digital work environments. Results can help guide discussions about digital tools, communication practices, leadership support, training needs, workload, and organisational culture. However, they should not be used to judge individual employees or compare them in a punitive way.

This ethical orientation is essential for the credibility and sustainability of the Digi-B-Well solution. A platform focused on digital well-being must itself promote trust, transparency, and



responsible use. These principles will continue to guide the further development of the platform in the next reporting period.

4.7. Next Steps for Sustainable Platform Development

The next reporting period will focus on strengthening the platform from a functional development version into a more complete and sustainable digital solution. The main next steps include the finalisation of the website name and brand direction, selection and securing of the permanent URL, migration from temporary hosting to the EUBA server environment, completion of the remaining translations, and further development of the user interface.

In addition, the recommendation packages will be integrated more fully into the online platform, particularly into the results and feedback flow. The website's visual identity, artwork, animation, interactivity, mobile responsiveness, and PDF export design will also be refined. These improvements will be informed by the observations gathered during the pilot-related use of the platform and by the wider learning process of Work Package 2.

Through these steps, the platform will move from its current operational testing stage toward its role as the final Digi-B-Well digital solution under D.2.1.3. The sustainability pathway is therefore already established: temporary hosting enabled development and testing, permanent hosting will secure long-term operation, and the next phase will enhance the platform's usability, visibility, and value for target users.



5. Transition Toward D.2.1.3

D.2.1.2 establishes the operational basis for the Digi-B-Well digital transformation platform. It documents the transition from the toolkit design developed under D.2.1.1 to a functioning digital environment that can host the questionnaire, process responses, generate results, and support pilot-related use.

The next step will be the refinement and finalisation of this platform under D.2.1.3. This future deliverable will update the digitalisation toolkit based on the outcomes of pilot testing, partner exchange, and transnational learning. It will also support the transformation of the toolkit into the final Digi-B-Well digital solution.

The main priorities toward D.2.1.3 include:

Area	Planned development toward D.2.1.3
Questionnaire	Refine if required based on pilot feedback
Languages	Complete remaining language versions
Scoring and results	Review interpretation logic and improve result presentation
Recommendations	Fully embed recommendation packages into the online results flow
PDF export	Redesign into a clearer and more concise output
UI/UX	Improve navigation, mobile responsiveness, and visual hierarchy
Artwork and interactivity	Integrate final visual elements, animation, and interaction design
Branding and URL	Finalise platform name, brand direction, and permanent URL
Hosting	Migrate from temporary hosting to permanent EUBA server environment
Sustainability	Consolidate the platform as part of the future one-stop-shop for digitalisation

D.2.1.3 will therefore not restart the platform development process. Instead, it will consolidate the operational version established under D.2.1.2 and refine it into the final transnational Digi-B-Well solution, integrating the lessons from pilot testing and the shared experiences of the project partners.



6. Conclusion

Deliverable D.2.1.2 documents an important development step in the Digi-B-Well project. Building on the toolkit design established in D.2.1.1, the project has moved from conceptual design toward an operational digital platform.

During the reporting period, the questionnaire was revised, translated into several project languages, implemented onto the platform, and connected to a scoring system. The recommendation and intervention packages were developed, the website was prepared for testing, and the platform was used in connection with the first pilot actions across the Triple Helix target groups.

The platform is currently operational as a development and soft-launch version. It includes the main functional elements needed for testing, while several components remain scheduled for refinement in the next reporting period. These include final hosting, permanent URL selection, remaining translations, full recommendation embedding, PDF redesign, final artwork, animation, interactivity, and advanced UI/UX improvements.

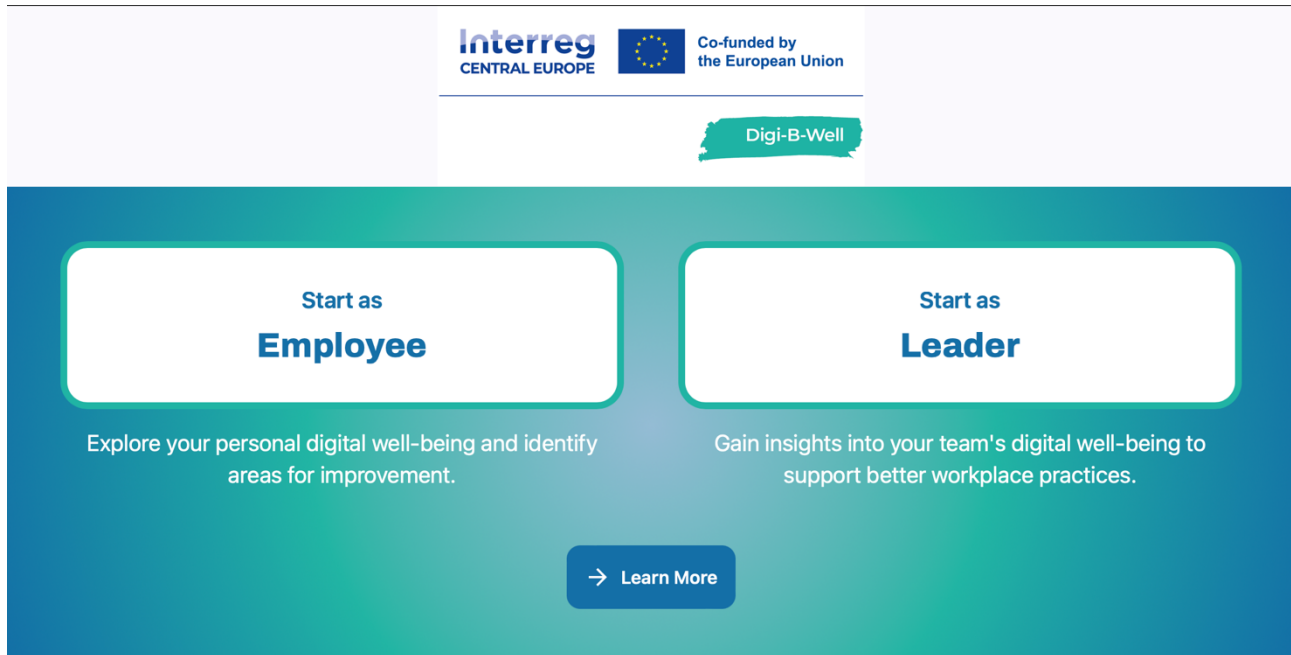
D.2.1.2 therefore fulfils its role as the deliverable establishing and operating the digital transformation platform. It provides the necessary basis for the next phase of work, in which pilot feedback, partner exchange, and transnational learning will be used to refine the toolkit and transform it into the final Digi-B-Well digital solution under D.2.1.3.



Annex 1: Current toolkit page structure - as it stands

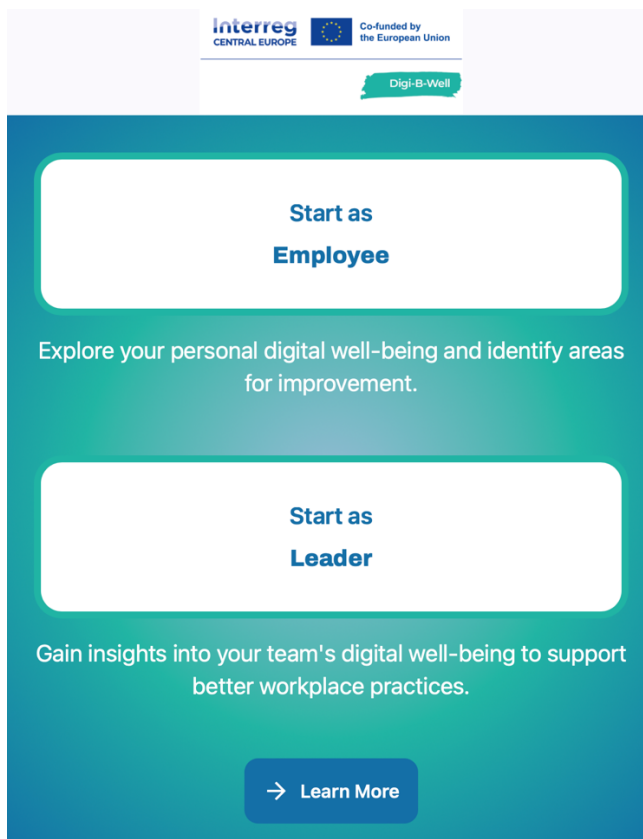


Landing page - desktop browser:





Landing page - mobile browser:





Language selection page:

Digital Well-being Assessment Tool for Employees

This digital well-being assessment tool is intended to help you better understand how technology, digital aspects of your work, impact your personal well-being and job performance. Once submitted, you can easily download the results and recommendations.

SELECT ASSESSMENT LANGUAGE

Next >



Questions:

Section 01: Technological Level

How will you rate your digital demands in this section?

My team has created clear digital workflows so that I know how tasks should be carried out and in what format they should be delivered.

Not true at all

Rather false

Somewhat true

True

Completely true

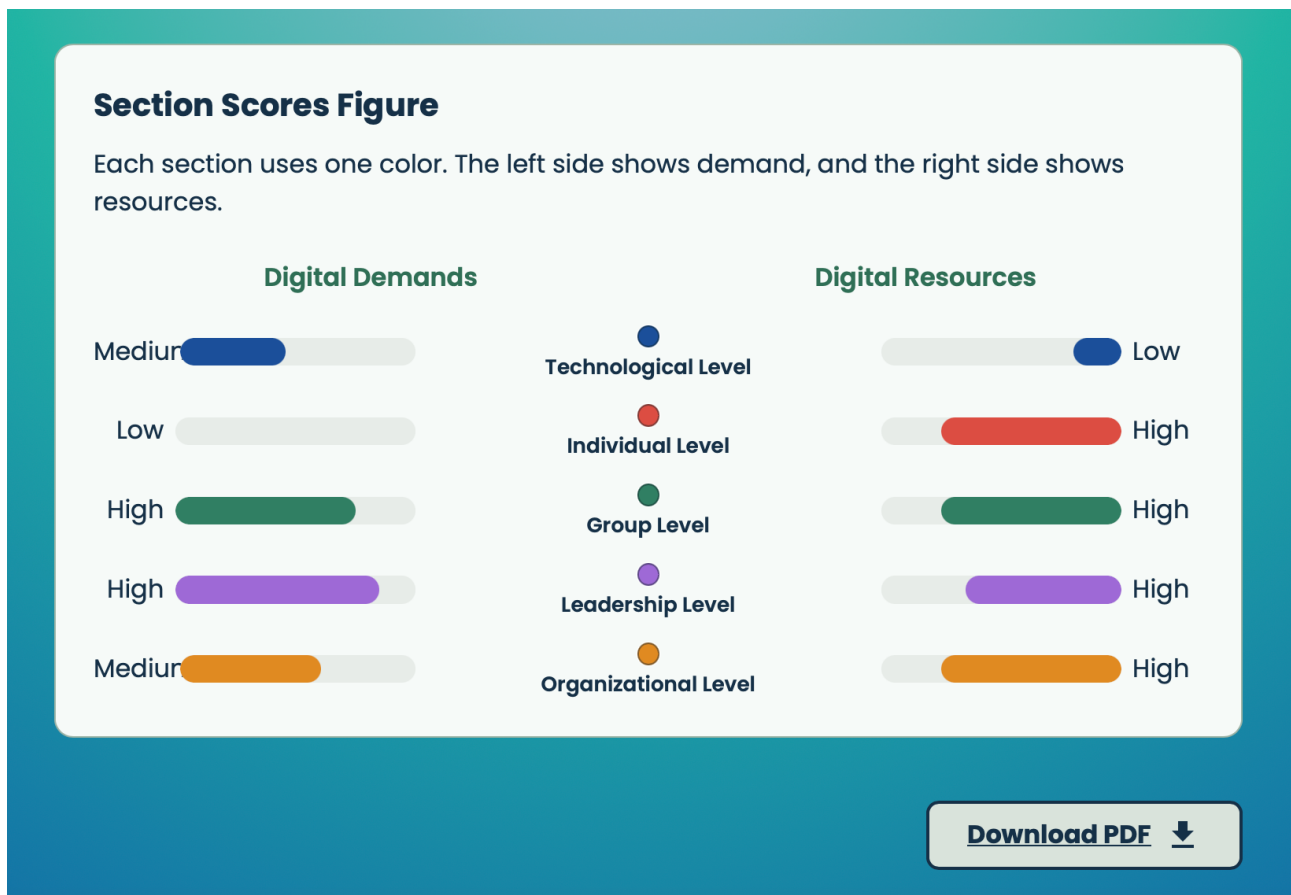


Results:





Detailed level-based results:





Annex 2: Digi-B-Well Recommendation Packages (as shared with pilot test participants)



Co-funded by
the European Union

The logo for Digi-B-Well, featuring the text "Digi-B-Well" in a white sans-serif font inside a teal, brush-stroke style rectangular shape.

Thank you for completing the Digi-B-Well assessment!

This assessment looked at the digital demands and digital resources in your work that can influence your digital well-being. These can come from five areas of the workplace: technology, yourself as an employee, your team, your leader, and your organisation.

You can now read the recommendations that best match your results.

Overall Result

If **overall** score:

Low Demands - High Resources

Low Demands - Medium Resources

Medium Demands - High Resources

Digital Readiness

Your overall results suggest a Lower Digital Demands/Higher Digital Resources situation. In practical terms, this means that, at this level, digitalisation is currently not placing strong pressure on you or your work processes (low demands), while at the same time you have access to strong enabling conditions (high digital resources).

This is generally a healthy and protective profile, because high resources can buffer stress and make change easier to absorb. However, when demands are low and resources are high, it can also indicate something else: the digital environment may be stable but underused, and there may be untapped potential to turn these existing resources into learning, innovation, and meaningful improvement. In other words, rather than focusing on fixing problems, this profile often suggests that it may be the right moment to create new opportunities and constructive challenges that make work more stimulating, future-oriented, and engaging.

Overall, your results point to a capacity-building and growth-oriented phase: you already have strong digital foundations, and the next step is to activate them to improve work quality, promote innovation, and strengthen long-term readiness for future digital transformation pressures.

Please proceed to read the detailed level-based recommendations.

If **overall** score:

Low Demands - Low Resources

Medium Demands - Medium Resources

High Demands - High Resources

Digital Balance

Congratulations. Your overall results suggest a good balance between the digital demands of your work and the digital resources available to support you.

Please continue to the level-based recommendations for more detail.

If **overall** score:

Medium Demands - Low Resources

High Demands - Low Resources

High Demands - Medium Resources

Digital Stress

Your overall results suggest that the digital demands of your work are currently higher than the digital resources available to support you. This may create pressure and make digital work more difficult to manage.

Please continue to the level-based results and recommendations for more detail.

Level-based Results

Technological Level

If **Technological** Level:

Low Demands - High Resources	Low Demands - Medium Resources	Medium Demands - High Resources
Low Demands - Low Resources	Medium Demands - Medium Resources	High Demands - High Resources

Congratulations, your results at the Technological level suggest a good fit between what your work requires and what technology enables. Even if your tasks involve using multiple IT systems, keeping up with effective and up-to-date software, modern hardware, or even AI and automation, it seems that your digital environment is broadly supportive. In particular, the combination of integrated systems, professional and up-to-date tools, and effective automation makes it more likely that technology helps you move work forward rather than slowing you down. Enjoy this stable setup, but keep monitoring future changes such as new platforms, upgrades, or security requirements. A rise in system fragmentation, recurrent technical errors, or increasing “workarounds” can be early warning signs that demands are growing faster than resources.

If **Technological** Level:

Medium Demands - Low Resources	High Demands - Low Resources	High Demands - Medium Resources
--------------------------------	------------------------------	---------------------------------

High Priority Interventions: R7; R9

Useful Interventions: R12; R13

Minor Interventions: R1; R11; R8; R2

Please refer to the interventions section

Individual Level

If **Individual** Level:

Low Demands - High Resources

Low Demands - Medium
Resources

Medium Demands - High
Resources

Low Demands - Low Resources

Medium Demands - Medium
Resources

High Demands - High Resources

Well done, at the Individual level, your answers indicate that your digital demands are well matched by strong personal digital resources. This means that even when digitalisation is fast, learning new tools takes effort, or interruptions and information load become demanding, you also show high confidence and positive orientation toward learning and experimenting with technology. This is a highly protective profile. Enjoy it and keep using your strengths to stay proactive and curious. At the same time, monitor for early signals of strain, such as learning spilling into personal time too often, reduced ability to concentrate due to notifications, or growing anxiety about automation. Catching these changes early helps prevent a shift into a high-demand, low-resource scenario.

If **Individual** Level:

Medium Demands - Low
Resources

High Demands - Low Resources

High Demands - Medium
Resources

High Priority Interventions: R8; R4

Useful Interventions: R11; R3; R13; R1

Minor Interventions: R5; R9

Please refer to the interventions section

Group Level

If **Group** Level:

Low Demands - High Resources

Low Demands - Medium
Resources

Medium Demands - High
Resources

Low Demands - Low Resources

Medium Demands - Medium
Resources

High Demands - High Resources

Great result, your Group-level profile suggests a balanced situation between digital collaboration demands and team resources. Challenges such as different digital skill levels, impatience around technical issues, fast-response expectations, or unclear accountability can arise in many teams, but your results suggest your team has stabilising resources such as regular check-ins, shared repositories, peer support, and a climate where asking for help is accepted. This is exactly what prevents everyday digital friction from escalating into conflict or overload. Enjoy this functioning collaboration model and protect it over time by revisiting team agreements when tools change, workloads increase, or response-time pressure rises.

If **Group** Level:

Medium Demands - Low
Resources

High Demands - Low Resources

High Demands - Medium
Resources

High Priority Interventions: R6; R10

Useful Interventions: R3; R5; R11

Minor Interventions: R8; R13

Please refer to the interventions section

Leadership Level

If **Leadership** Level:

Low Demands - High Resources

Low Demands - Medium
Resources

Medium Demands - High
Resources

Low Demands - Low Resources

Medium Demands - Medium
Resources

High Demands - High Resources

Congratulations, your Leadership-level results point to a healthy fit between leadership-related digital demands and leadership resources. Even if digital change is frequent, expectations are high, or dashboards and tracking systems are used, your answers suggest that leadership is also providing key protective resources: training and support when tools are introduced, role modelling of digital competence, time for communication and feedback, and up-to-date information about digital initiatives. This combination helps prevent digital change from becoming punitive or chaotic. Enjoy this stability but keep monitoring for shifts such as more pressure to learn tools quickly without support, increasing monitoring intensity, or fear of negative consequences when experimentation fails. Preventing these dynamics early is easier than rebuilding trust later.

If **Leadership** Level:

Medium Demands - Low
Resources

High Demands - Low Resources

High Demands - Medium
Resources

High Priority Interventions: R5; R11

Useful Interventions: R10; R8; R2

Minor Interventions: R3; R6; R1; R13

Please refer to the interventions section

Organizational Level

If **Organizational** Level:

Low Demands - High Resources

Low Demands - Medium
Resources

Medium Demands - High
Resources

Low Demands - Low Resources

Medium Demands - Medium
Resources

High Demands - High Resources

Strong profile, at the Organisational level, your results suggest that digital transformation demands are broadly aligned with organisational resources. Even when priorities change, hierarchies' slow decisions, or new projects add workload, your organisation seems to have stabilisers such as clear communication of strategy and goals, participation opportunities in implementation decisions, sufficient training opportunities, reliable IT and data security support, and administrative and technical help for reporting tasks. This is a good foundation for sustainable transformation. Enjoy this "good fit" phase, while monitoring whether project load begins to accumulate without workload relief, whether tool changes become too frequent, or whether reporting burden rises. Early adjustment keeps the organisation from drifting into high-demand / low-resource conditions.

If **Organizational** Level:

Medium Demands - Low
Resources

High Demands - Low Resources

High Demands - Medium
Resources

High Priority Interventions: R11; R5

Useful Interventions: R7; R9; R8; R13; R2

Minor Interventions: R6; R3

Please refer to the interventions section

Recommended Interventions

R1. Artificial Intelligence (AI) literacy training

Target group of the intervention: The recommended participants of this intervention can be (1) individual employees, who have a need to develop their AI-related knowledge and competencies in their jobs, (2) work groups, whose group dynamics are affected by the application of AI in their team processes, and (3) managers and/or organisational leaders, who can serve as role models and guides in the adaptation of AI changes in the job tasks and responsibilities of their team members.

Brief description: The general objectives of the AI literacy training are to overcome the digital job demands that AI usage can pose in work activities by equipping intervention participants with the relevant digital job resources. Specifically, the AI literacy training focuses on the improvement of participants' knowledge and ethical judgment of AI and its usage in the workplace, in addition to the development or refinement of practical AI skills among organisational members.

This intervention will be beneficial for your workplace if you would like to address techno-uncertainty, techno-complexity, and AI related threats towards one's work identity within your organisation. Additionally, this intervention can help improve the AI competence, ethical awareness, and trust of employees, teams, and leaders, as well as the learning culture of your organisation.

In general, the contents of this training intervention can be designed based on the specific job roles or digital needs of the participants. Depending on the AI needs of the intervention participants and the overall organisation, the preparation, implementation, and evaluation of the training activities can range from 3 to 12 months. Considering a needs analysis will have to be done prior to the training implementation to better gauge the levels of AI knowledge and competence within an organisation, this needs analysis can be accomplished as quick as one month for SMEs, but it can also take as long as three months for larger organisations that require more time for interpreting the needs analysis results. The frequency of the training activities or sessions can also be adapted to the workload and schedules of intervention participants in which each session can be carried out in a weekly or monthly manner, depending on the number and availability of participants. Evaluation of the training effectiveness can be monitored after the immediate end of the intervention, but it can also be evaluated using a longer timeframe (for example, a 6-month or 1-year follow up after the end of the intervention). To evaluate the successful outcomes of this training, you can consider measuring improvements in work engagement, AI use, and smarter worker processes among intervention participants.

Responsible actors: To successfully carry out the AI literacy training within your workplace, it is recommended that the Human Resources responsible/department take charge in organising the sessions, including the identification of the competent trainers that will facilitate the training sessions. The support of line managers (for example, by allocating time for their employees and teams to participate in the training) and their own participation in the trainings will be important to successfully implement this intervention. The promotion or sponsorship of this intervention by the upper management will be valuable to garner high participation for this digital well-being intervention.

References: If you are interested to learn more about this intervention and how it can be implemented in your workplace, you can look at the following references:

Benlian, A., & Pinski, M. (2025). The AI literacy development canvas: Assessing and building AI literacy in organizations. *Business Horizons*. Advance online publication. <https://doi.org/10.1016/j.bushor.2025.10.001>

Durak, G., Çankaya, S., Esinbay, E., Yamanet, H. E., Can, S., Özdemir, D., İkizler, Z., & İncemen, S. (2025). The critical role of structured training in GenAI adoption: a longitudinal case study on student perceptions and skills development. *International Journal of Technology and Design Education*. Advance online publication <https://doi.org/10.1007/s10798-025-10025-y>

R2. Cybersecurity culture program

Target group of the intervention: The recommended participants of this intervention are individual employees and managers and/or organisational leaders, especially those engaged with various software used by the organisation in their work activities.

Brief description: The general objective of the cybersecurity culture program is to manage the digital job demands linked to cybersecurity behaviours by boosting intervention participants' digital job resources in security situations. In general, this intervention expects to carry out trainings and simulations among participants regarding cybersecurity concerns within their respective job roles, especially in simplifying secure digital workflows.

This intervention will be beneficial for your workplace if you would like to address security anxiety, phishing load, and fear of mistakes among employees and managers within your organisation. Additionally, this intervention can help improve the digital autonomy and competences of your organisational members.

So long as the objective is achieved, the design and implementation of this intervention can be the discretion of the organisation. For instance, the combined use of individual online trainings and in-person seminars can reinforce intervention participants' knowledge and understanding of cybersecurity risks and threats when using workplace technology. This intervention can be implemented and completed within a minimum of 3 months, and it can also last for more than 12 months. Digital campaigns that raise awareness about the cybersecurity culture observed within the workplace can also be performed to reach each individual of the organisation. To evaluate the successful outcomes of the cybersecurity culture program, you can consider monitoring the increases in reports of cyber incidents and secure behaviour consistency, as well as decreases in cyber incidents (for example, phishing attacks, data breaches) and security-related stress.

Responsible actors: To successfully carry out the cybersecurity culture program within your workplace, it is recommended that the Information Technology Security responsible/department lead the intervention activities given their expertise and overall responsibility with cybersecurity in the workplace. They can be supported by the Human Resources responsible/department with any logistical or personnel concerns. To ensure the active participation of individuals in this intervention, line managers and the upper management of the organisation will also need to be vocal in promoting this digital well-being intervention, in addition to permitting employees to use their working time for participation in the intervention activities.

References: If you are interested to learn more about this intervention and how it can be implemented in your workplace, you can look at the following references:

Grill, M., Sommestad, T., Karlzén, H., & Pousette, A. (2025). Training for improved information security culture: a longitudinal randomized controlled trial. *Information & Computer Security*, 33(5), 690-718.

<https://doi.org/10.1108/ICS-08-2024-0189>

Prümmer, J., van Steen, T., & van den Berg, B. (2025). Assessing the effect of cybersecurity training on end-users: a meta-analysis. *Computers & Security*, 150, 104206. <https://doi.org/10.1016/j.cose.2024.104206>

R3. Right-to-Disconnect and Communication Norms Charter Definition

Target group of the intervention: This intervention aims to enact changes among work groups/teams and managers and/or organisational leaders, especially in situations when clarifications regarding expectations of digital and general communication practices are needed among employees. This intervention is also expected to affect the overall culture, policies, and use of technology within the organisation in relation to employees' digital availability and responsiveness during nonworking hours. This by explicitly supporting a digital detox strategy.

Brief description: The general objective of this intervention is to establish a communication charter that will be adopted by the overall organisation with respect to the use of digital communication channels outside of working hours.

This intervention will be beneficial for your workplace if you would like to address demands of constant availability (techno-invasion), work intensification (techno-overload), and technology dependence among your organisational members. Additionally, this intervention can help improve the job autonomy, efficiency, and collaboration among employees and teams, as well as developing supportive leadership and fairness norms within your organisation.

Some examples of the contents of the communication charter are: setting rules for quiet hours before the start and after the end of employees' work shifts (for instance, *no-response expectation during evenings/weekends, default to delay-send outside agreed hours*), reducing Carbon Copy (CC) culture in e-mail correspondences, and creating clarifications about the urgency of e-mail contents (for instance, *differentiating between "For Your Information" vs. "For Your Action" e-mails*). This charter is expected to be followed by all work groups/teams and managers/leaders. The preparation and implementation of this intervention can be done in less than 3 months' time, with the possibility as well of involving or consulting various organisational members in defining the charter. To evaluate the successful outcomes of this intervention, you can monitor the decreases in after-hours messages and job strains linked to digital interaction, as well as improvements in job role clarity, work-life balance indicators, and recovery experiences of your organisational members.

Responsible actors: To successfully carry out the Right-to-Disconnect and Communication Norms Charter Definition within your workplace, it is recommended that the Human Resources responsible/department and Legal responsible/department lead the implementation of this digital well-being intervention (for example, facilitating or initiating the draft of the charter). The support of line managers and upper management of the organisation will be crucial in respecting and ensuring that the defined charter is followed by all employees and within teams.

References: If you are interested to learn more about this intervention and how it can be implemented in your workplace, you can look at the following references:

Marsh, E., Vallejos, E. P., & Spence, A. (2022). The digital workplace and its dark side: An integrative review. *Computers in Human Behavior*, 128, 107118. <https://doi.org/10.1016/j.chb.2021.107118>

Scholze, A., & Hecker, A. (2024). The job demands-resources model as a theoretical lens for the bright and dark side of digitization. *Computers in Human Behavior*, 155, 108177. <https://doi.org/10.1016/j.chb.2024.108177>

Weber, T., & Adăscăliței, D. (2023, November 29). *Right to disconnect: Implementation and impact at company level*. Eurofound. <https://www.eurofound.europa.eu/en/publications/all/right-disconnect-implementation-and-impact-company-level>

R4. Job crafting intervention

Target group of the intervention: The recommended participants of this intervention are individual employees and work groups/teams, who have accumulated knowledge and experience with their respective work roles that will allow them to initiate improvements with the design of their jobs.

Brief description: The general objective of job crafting is for employees and/or teams to engage in proactive behaviours to identify the digital demands of their jobs and craft actions to increase digital resources that will make their work more meaningful, engaging, and satisfying. This intervention follows a bottom-up approach in which employees and team members themselves consider ways on how they can improve content or relational aspects of their jobs.

This intervention will be beneficial for your workplace if you would like to address techno-overload, techno-uncertainty, and uncertainty experienced by employees and teams within their jobs. Additionally, this intervention can help improve the autonomy, self-efficacy, and resource-seeking behaviours of intervention participants, as well as providing them support in their respective jobs.

The implementation of the job crafting intervention can vary from one individual to another, with some employees requiring more time to enact proactive changes regarding physical, cognitive, and relational characteristics of their jobs. In general, this intervention can be implemented and completed within a minimum of 3 months, and it can also last for more than 12 months. During the intervention, participants can choose to set their own goals or objectives that will guide them in their personal crafting plans, or they can also choose to integrate organisational goals with their own in their job crafting. With their set objectives envisioning a future possessing more digital job resources (and higher digital well-being), intervention participants create an action plan to achieve their aspired goals. To evaluate the successful outcomes of the job crafting intervention, you can consider measuring improvements in the work engagement, contextual job performance, and challenge-seeking behaviours of individual employees and work teams, in addition to reductions in reported digital job demands.

Responsible actors: To successfully carry out the job crafting intervention within your workplace, it is recommended that the Human Resources responsible/department and Learning & Development responsible/department take charge in facilitating and organising the intervention activities to ensure the participants are well-guided for their job crafting. The support of line managers in the

implementation of activities that are part of this digital well-being intervention is also crucial for enabling participants' proactive behaviours to initiate changes in their job design.

References: If you are interested to learn more about this intervention and how it can be implemented in your workplace, you can look at the following references:

Oprea, B. T., Barzin, L., Vîrgă, D., Iliescu, D., & Rusu, A. (2019). Effectiveness of job crafting interventions: A meta-analysis and utility analysis. *European Journal of Work and Organizational Psychology*, 28(6), 723-741. <https://doi.org/10.1080/1359432X.2019.1646728>

Van Wingerden, J., Bakker, A. B., & Derks, D. (2017). Fostering employee well-being via a job crafting intervention. *Journal of Vocational Behavior*, 100, 164-174. <https://doi.org/10.1016/j.jvb.2017.03.008>

R5. Leadership focused intervention

Target group of the intervention: The recommended participants of this intervention are line managers, middle managers, project leads, and senior organisational leaders who influence priorities, norms, and the everyday working conditions. The intervention is also relevant for transformation leaders who decide how digital transformation is sequenced and communicated because these decisions often shape employees' experience of techno-complexity and techno-uncertainty.

Brief Description: The core objective of this intervention is to equip leaders with practical, job-relevant competencies to reduce unnecessary digital demands and to strengthen key resources in their teams during digital transformation. The intervention should be structured as a leadership development programme that begins with a brief diagnosis of the team's main digital stressors and capability gaps, such as the perceived complexity of tools and processes, unclear expectations about responsiveness and channel use, rapid technology changes without adequate stabilisation, and strains linked to monitoring or loss of control. On this basis, the programme should develop the digital leadership competencies that enable healthier digital work. These typically include digital communication competence (setting clear norms for email/chat/meetings, improving message quality, and preventing escalation through ambiguity), coordination and prioritisation competence (making trade-offs visible, limiting parallel initiatives, and protecting time for focused work and learning), and trust-building competence in digitally mediated contexts (avoiding micromanagement through digital tools, communicating transparency and fairness, and reinforcing psychological safety so employees can ask for help and report problems early). In addition, leaders are supported to translate training into practice through concrete tools, such as team charters, role-clarification routines, and short "inspect-and-adapt" check-ins that continually align digital demands with available resources.

This intervention is beneficial when the organisation aims to address techno-complexity and techno-uncertainty by reducing ambiguity, preventing change overload, and improving the quality and consistency of managerial support. It strengthens resources such as role clarity, perceived support, autonomy-supportive leadership, and a learning culture that legitimises experimentation, help-seeking, and continuous improvement in the use of digital tools. The success of this intervention can be assessed through clearer and more widely shared digital norms and priorities, reductions in perceived techno-complexity and techno-uncertainty in pulse measures, improvements in

psychological safety and team climate, and operational indicators such as fewer avoidable escalations due to miscommunication, faster stabilisation after tool changes, and smoother adoption of new digital workflows. A realistic time horizon for this intervention is structural: an initial cycle can be completed in roughly three months (diagnosis, training, and early transfer), while sustained effects typically require additional months of reinforcement and integration into everyday leadership routines.

Responsible actors: Human Resources and organisational development functions should own the programme design, delivery, and evaluation, while top management should sponsor the intervention and make the behavioural expectations explicit. Line managers and leaders are the primary owners of transfer actions in their teams, and the Information Technology or digital transformation office should support the intervention implementation by providing concrete organisational cases, tool changes, and governance alignment so that leaders can translate training into workable practice.

References: If you are interested to learn more about this intervention and how it can be implemented in your workplace, you can look at the following references:

Lacerenza, C. N., Reyes, D. L., Marlow, S. L., Joseph, D. L., & Salas, E. (2017). Leadership training design, delivery, and implementation: A meta-analysis. *Journal of Applied Psychology*, 102(12), 1686.

<https://psycnet.apa.org/doi/10.1037/apl0000241>

Peiró, J. M., & Martínez-Tur, V. (2022). 'Digitalized' Competences. A crucial challenge beyond digital competences. *Revista de Psicología del Trabajo y de las Organizaciones*, 38(3), 189-199. <https://doi.org/10.5093/jwop2022a22>

Cioffi, G., Balducci, C., & Toderi, S. (2025). Digital stress-preventive management competencies: Definition, identification and tool development for research and practice. *International Journal of Environmental Research and Public Health*, 22(2), 267. <https://doi.org/10.3390/ijerph22020267>

R6. Hybrid-team teamwork intervention

Target group of the intervention: The recommended participants of this intervention are hybrid and remote work teams, including cross-functional project teams, together with their formal and informal leaders. This intervention is particularly relevant when teams experience coordination breakdowns, misunderstandings across digital channels, tension linked to different digital skill levels, or uncertainty about responsibilities in hybrid collaboration.

Brief description: The objective is to reduce hybrid-specific digital demands by strengthening teamwork processes that become fragile when collaboration is mediated through technology. In practice, the intervention should combine structured teamwork training with the implementation of stable team routines. Teamwork training is supported by controlled intervention evidence showing that it improves teamwork behaviours and team performance; this matters during digital transformation because teams are often required to coordinate rapidly across tools, time zones, and shifting priorities. A hybrid-fit design focuses on clarifying communication protocols (which channels to use for which tasks, response time expectations, escalation routes), role and responsibility clarity, and routines that make work visible and predictable (for example, regular planning and review cycles). Hybrid-specific evidence further indicates that team dynamics in hybrid work benefit from intentional practices that maintain connection, manage misunderstanding, and prevent fragmentation of norms and culture.

This intervention is beneficial for workplaces seeking to address digital demands such as miscommunication, coordination problems, impatience or conflict arising from digital friction, and accountability ambiguity. It strengthens resources such as shared mental models, social support, psychological safety, and clear collaboration routines that reduce cognitive and relational strain. The success of this intervention can be assessed through improvements in teamwork and coordination measures, reduced frequency of coordination errors and rework due to misunderstanding, improved psychological safety and speak-up climate, and operational indicators such as shorter stabilisation time after changes to tools or processes. A practical time horizon for this intervention is a staged approach: meaningful improvements can begin within three months if teams implement routines quickly, while sustained benefits typically require ongoing reinforcement across 3–12+ months as hybrid norms become established.

Responsible actors: Team leaders and project leads should own the intervention at the team-level, because routine-setting and reinforcement are central mechanisms. Human Resources and organisational development functions should support the facilitation of the intervention, ensure consistency across teams where needed, and provide evaluation tools. Senior leadership and the transformation office can enable scalability by aligning cross-team expectations, avoiding competing mandates, and ensuring that teams are not asked to absorb collaboration change without time and support.

References: If you are interested to learn more about this intervention and how it can be implemented in your workplace, you can look at the following references:

Buta, P., Thompson, A., & Žak, A. A. (2024). Nurturing teamwork and team dynamics in a hybrid work model. *Central European Management Journal*, 32(3), 475-489. <https://doi.org/10.1108/CEMJ-12-2022-0277>

McEwan, D., Ruissen, G. R., Eys, M. A., Zumbo, B. D., & Beauchamp, M. R. (2017). The effectiveness of teamwork training on teamwork behaviors and team performance: a systematic review and meta-analysis of controlled interventions. *PloS One*, 12(1), e0169604. <https://doi.org/10.1371/journal.pone.0169604>

R7. Tool unification & interoperability sprint

Target group of the intervention: This intervention is recommended for employees and teams who must complete the same work across multiple digital systems, platforms, or devices, especially in organisations where tool proliferation has created repeated logins, duplicated data entry, and frequent switching between applications. It is particularly relevant for SMEs and public institutions where legacy systems and “add-on” tools often coexist.

Brief description: The objective of this intervention is to reduce techno-complexity and administrative digital burden by consolidating and integrating the core tools used for daily work. In practice, the intervention begins by mapping where duplication happens (for example, the same information being recorded in two places) and by identifying which systems should become the “single source of truth.” Interoperability is then strengthened through standardisation and technical integration (such as harmonised workflows, shared master data, and common standards that allow systems to communicate). Standardisation and interoperability are widely recognised as enabling conditions for digital transformation because they reduce friction and make the overall digital environment easier to navigate. To evaluate the success of this intervention, organisations can track reductions in time spent on re-entry and duplication, reductions in workarounds and “shadow”

tools, and improvements in perceived usability and control over the digital workflow. A realistic horizon for this intervention is structural rather than instantaneous; a pilot can be scoped to one process, but integration and decommissioning typically require a 3–12+ month plan.

Responsible actors: Implementation should be owned jointly by the Information Technology responsible (architecture, integration, security), process owners (defining the standard workflow and acceptance criteria), and a senior sponsor with authority to stop parallel tools. End-user representatives should be embedded throughout the intervention to ensure the consolidated toolset fits real work rather than an idealised process.

References: If you are interested to learn more about this intervention and how it can be implemented in your workplace, you can look at the following reference:

Barbu, M., Vevera, A. V., & Barbu, D. C. (2024). Standardization and interoperability—Key elements of digital transformation. In *Digital transformation: Technology, tools, and studies* (pp. 87-94). Springer Nature Switzerland. https://doi.org/10.1007/978-3-031-55952-5_5

R8. Continuous digital skilling

Target group of the intervention: This intervention is recommended for employees whose roles are being reshaped by digital transformation and for managers responsible for making learning feasible during working time. It is particularly important when teams show uneven digital competence, when staff report that learning happens “in personal time,” or when new tools are introduced without sufficient training.

Brief description: The objective of this intervention is to reduce skill strain and techno-complexity by building digital competence as an ongoing organisational resource rather than a one-off training event. A robust approach is to create role-based learning pathways that combine short learning units with practice opportunities on real tasks, and to protect a minimum amount of learning time during work hours so that skill-building does not become an additional hidden workload. Systematic evidence on digital skilling in working adults indicates that effectiveness depends not only on content but also on contextual factors such as organisational support, opportunities to practice, and alignment with job requirements; a “course-only” approach is therefore unlikely to be sufficient. The digital transformation framework literature also positions skills and training as a core pillar of successful transformation at the individual level, with leadership and culture enabling whether training translates into real capability. Success indicators can include training completion and demonstrated transfer to job tasks, improved digital self-efficacy, reductions in basic tool-misuse errors and help requests over time, and reductions in perceived techno-complexity. Because capability building and transfer require repetition, a 3–12+ month time horizon for this intervention is realistic, even if an initial pathway can be launched in the first quarter.

Responsible actors: Human Resources and Learning & Development specialists should own the capability framework and measurement, while line managers are responsible for protecting learning time and reinforcing application. The Information Technology specialists should contribute tool-specific onboarding content and ensure learning materials match the configured systems employees use.

References: If you are interested to learn more about this intervention and how it can be implemented in your workplace, you can look at the following reference:

Mendoza-Chan, J., & Pee, L. G. (2024). Digital skilling of working adults: A systematic review. *Computers & Education*, 218, 105076. <https://doi.org/10.1016/j.compedu.2024.105076>

R9. User-centred workflow and usability redesign

Target group of the intervention: The recommended participants are end-users of the most burdensome digital workflows (for example, employees, teams, and managers who perform high-frequency tasks), the Information Technology (IT)/system owner(s), and process owners. A small group of user representatives should be included to ensure participatory redesign and relevance across job roles.

Brief description: The objective of this intervention is to reduce techno-complexity and workflow friction by redesigning the user experience and the underlying process logic of core systems that create avoidable administrative load, duplicated data entry, and error-prone steps. The intervention starts with a brief needs analysis that identifies the “top burden workflows” (for example, reporting and documentation requirements, multi-system handovers, tasks disrupted by minor technical errors) and quantifies burden using time-on-task and user pain points. The redesign then proceeds through structured usability cycles (co-design workshops, rapid prototyping, iterative testing) focusing on simplifying screens, reducing steps, automating low-value manual work where appropriate, and improving error tolerance and recovery. This intervention is beneficial when the tool indicates high technological demands related to complexity and errors, and high organisational demands related to reporting/documentation burden, paired with low technological resources (integration/usability) and low organisational resources (support for reporting). Success indicators for this intervention include reduced time spent on documentation/reporting tasks, fewer avoidable errors and rework, improved usability ratings and perceived ease of tool use, reduced perceived techno-complexity, and smoother tool adoption (fewer workarounds, fewer escalation tickets) during rollout. The time horizon for this intervention is structural (3–12+ months), but it can be staged so that a first high-impact workflow is improved within one quarter.

Responsible actors: IT and process owners jointly own this intervention; user experience (UX)/service designers (internal or external) support the redesign method; end-user representatives provide participatory input; security/data protection responsible are involved when redesign changes authentication, data flows, or access.

References: If you are interested to learn more about this intervention and how it can be implemented in your workplace, you can look at the following references:

Kang, C., & Sarkar, I. N. (2024). Interventions to reduce electronic health record-related burnout: a systematic review. *Applied Clinical Informatics*, 15(01), 010-025. <https://doi.org/10.1055/a-2203-3787>

Ebbers, T., Takes, R. P., Smeele, L. E., Kool, R. B., van den Broek, G. B., & Dirven, R. (2024). The implementation of a multidisciplinary, electronic health record embedded care pathway to improve structured data recording and decrease electronic health record burden. *International Journal of Medical Informatics*, 184, 105344. <https://doi.org/10.1016/j.ijmedinf.2024.105344>

R10. Digital champions and peer support network

Target group of the intervention: The recommended participants are teams with heterogeneous digital competence, employees who are frequent users of new tools, and selected “champions” who are motivated to support peers. Team leaders should be involved to legitimise help-seeking and to protect time for champion activities.

Brief description: The objective of this intervention is to strengthen group and organisational resources for digital learning and troubleshooting by creating a structured peer-support layer between end-users and central Information Technology (IT). This intervention is particularly beneficial when the tool indicates group demands linked to different skill levels, impatience around technical struggles, and friction in collaboration, combined with low group resources related to shared repositories, peer support, and a climate where asking for help feels safe. Champions are selected from different functions and trained not only on tool features but also on support skills (for example, how to coach without blame, how to document solutions, how to escalate systematically). Intervention success can be assessed through increased help-seeking without stigma, faster time-to-resolution for recurring issues, reduced frustration and interpersonal conflict around technical problems, increased use and quality of shared knowledge bases, and improved adoption consistency across teams. The time horizon for this intervention is structural (3–12+ months) because it requires role definition, selection, training, allocation of protected time, and ongoing community-of-practice routines.

Responsible actors: The digital transformation and Human Resources offices design the role and incentives; the IT office provides second-line support and training; team leaders protect time and reinforce norms; champions enact local support.

References: If you are interested to learn more about this intervention and how it can be implemented in your workplace, you can look at the following reference:

Santos, W. J., Graham, I. D., Lalonde, M., Demery Varin, M., & Squires, J. E. (2022). The effectiveness of champions in implementing innovations in health care: a systematic review. *Implementation Science Communications*, 3(1), 80.
<https://doi.org/10.1186/s43058-022-00315-0>

R11. Digital Transformation Awareness Campaign

Target group of the intervention: This intervention is recommended for the whole organisation, with tailored streams for (a) frontline and administrative employees who need clear and stable guidance on what is changing and why, (b) teams directly affected by upcoming digital change implementations, and (c) line managers and project leads who must translate digital transformation messages into concrete, local priorities and daily work routines.

Brief description: The objective of this intervention is to reduce digital-transformation-related uncertainty, confusion, and “change noise” by providing a structured, continuous, and credible flow of information that is coupled with real participation opportunities. In practice, the campaign establishes a single, reliable narrative about digital transformation that is updated regularly (for example, what benefits are expected, what has already improved, what is currently being

implemented, what is planned next, and what this means for specific roles), and it makes this narrative visible through consistent communication routines and channels. The intervention is especially beneficial when employees experience techno-uncertainty and change overload, when they perceive limited time or information to engage with digital transformation activities, and when they report low participation and low confidence that their voice matters. Evidence from research on employee involvement in digital transformation highlights that acceptance and participation depend strongly on context-specific measures, the quality of implementation, and the genuine uptake of employee suggestions; past evidence explicitly notes that employees need sufficient information and time to participate in transformation processes.

This campaign, therefore, must not be “only top-down updates”; it should include organisational listening and visible feedback loops (for example, recurring Question & Answer, structured collection of user pain points, and explicit communication of “what we changed because you told us”). Transparent, high-quality internal communication is also strategically important because it builds trust and supports openness to change; empirical evidence shows that transparent organisational communication is positively associated with organisational trust, which in turn predicts employees’ openness to change during change events.

Intervention success can be assessed through increased perceived clarity about the digital transformation roadmap, higher perceived transparency and trust in management communication, increased participation indicators (attendance, questions asked, suggestions submitted, uptake rate of suggestions), improved perceived involvement in decisions affecting one’s work, and smoother adoption outcomes (fewer rumours and misunderstandings, fewer avoidable escalations, more stable use of the intended workflows). A realistic time horizon for this intervention is “quick win to launch, structural to sustain”: the campaign structure can be launched within ≤ 3 months, but meaningful cultural and participation effects typically require 3–12+ months of consistent delivery and demonstrated responsiveness.

Responsible actors: A digital transformation programme lead should own the content integrity and roadmap coherence, while the Internal Communication responsible should own the channel strategy, cadence, and message design. Top management sponsorship is essential to make the narrative credible and to ensure that time is protected for participation activities. Line managers are responsible for local translation (for example, what changes this month for our team) and for reinforcing that participation is legitimate work, not an extra task done “after hours.” Employee representatives and “user panels” should be involved to ensure legitimacy and to keep the campaign grounded in real needs and risks.

References: If you are interested to learn more about this intervention and how it can be implemented in your workplace, you can look at the following references:

Ullrich, A., Reißig, M., Niehoff, S., & Beier, G. (2023). Employee involvement and participation in digital transformation: a combined analysis of literature and practitioners’ expertise. *Journal of Organizational Change Management*, 36(8), 29–48. <https://doi.org/10.1108/JOCM-10-2022-0302>

Yue, C. A., Men, L. R., & Ferguson, M. A. (2019). Bridging transformational leadership, transparent communication, and employee openness to change: The mediating role of trust. *Public Relations Review*, 45(3), 101779. <https://doi.org/10.1016/j.pubrev.2019.04.012>

R12. Strategic Investment in modern Information Technology (IT) hardware and up-to-date core digital tools

Target group of the intervention: This intervention is recommended for organisations where employees' roles require intensive use of digital tools and cannot be performed effectively with outdated or slow equipment. It is particularly relevant for knowledge workers, hybrid/remote workers, staff using data-intensive applications (for example, analytics, design, engineering, specialised platforms), and teams whose work quality or timeliness is sensitive to system speed, stability, and tool interoperability.

Brief description: The objective of this intervention is to reduce technology-related friction and prevent avoidable "Information Communication Technology (ICT) hassles" by ensuring that the organisation's baseline digital infrastructure matches the actual demands of the work. This recommendation is especially relevant when employees report high technological demands in the form of needing the most effective and up-to-date digital tools to perform well and needing powerful and modern hardware because work cannot be done effectively on older or slower equipment. In a digital Job Demands–Resources logic, these demands become particularly harmful when technological resources are low, such as when devices are unreliable, underpowered, or incompatible with current software, and when the organisation lacks a clear standard for minimum specifications and replacement cycles.

The intervention consists of a structured hardware and tooling refresh programme that combines (i) a rapid but systematic and tailored-to-organization needs assessment of hardware adequacy across roles (minimum specifications by job family, bottleneck mapping, and prioritisation of the most critical pain points), (ii) an investment plan that aligns procurement decisions with the organisation's digital transformation roadmap (so that the hardware can support current and upcoming platforms rather than lagging behind them), and (iii) an implementation plan that minimises downtime while ensuring users receive timely configuration support. This is not only a technical upgrade; it is also a transformation enabler because research on digital transformation highlights that IT infrastructure investment contributes to transformation performance, particularly when it is connected to a coherent transformation strategy and supported by top management commitment.

Intervention success can be assessed through practical indicators such as reduced frequency of system crashes and slowdowns, fewer IT tickets related to device performance, improved user-reported adequacy of hardware and software for task requirements, smoother adoption of new digital platforms (fewer workarounds and fewer delays during rollout), and improved perceived efficiency in completing digitally mediated tasks. From a well-being perspective, reducing recurrent ICT problems and disruption should reduce strain; consistent with this, longitudinal evidence shows that "ICT hassles" (work disruption due to ICT problems) are associated with medically certified sickness absence due to mental health complaints, while ICT support and training are linked to lower risk. A realistic time horizon for this intervention is structural (3–12+ months) because procurement, configuration, deployment, and stabilisation typically require phased delivery; however, a first "minimum viable upgrade" can often be achieved within one quarter by prioritising the highest-burden roles and the most failure-prone devices.

Responsible actors: The primary owners are IT (device standards, configuration, security compliance, deployment), Procurement and Finance (budgeting and purchasing), and the digital transformation

offices (alignment with the transformation roadmap). Top management sponsorship is recommended to prevent underinvestment and to ensure that hardware/tool decisions are treated as strategic enablers rather than discretionary costs. Line managers and user representatives should be involved to validate role-based requirements and prioritisation, ensuring the solution remains tailored and scalable across SMEs, academia, and public institutions.

References: If you are interested to learn more about this intervention and how it can be implemented in your workplace, you can look at the following references:

Zhang, X., Xu, Y. Y., & Ma, L. (2023). Information technology investment and digital transformation: the roles of digital transformation strategy and top management. *Business Process Management Journal*, 29(2), 528–549. <https://doi.org/10.1108/BPMJ-06-2022-0254>

Christensen, J. O., Knardahl, S., & Nielsen, M. B. (2024). IT really matters: Associations of computer hassles and technical support with medically certified sickness absence due to mental health complaints. *Computers in Human Behavior Reports*, 16, 100537. <https://doi.org/10.1016/j.chbr.2024.100537>

R13. Strengthen technical and administrative support for digital work and reporting

Target group of the intervention: This intervention is recommended for organisations where employees depend on digital tools for core work tasks and where reporting requirements are frequent, time-sensitive, or complex. It is especially relevant for teams that experience recurring delays due to system issues, unclear procedures, or limited help when digital tools fail or when reporting tasks require substantial manual effort. It applies across SMEs, academia, and public institutions, with tailoring based on role criticality and reporting intensity.

Brief description: The objective of this intervention is to reduce avoidable digital strain by ensuring that employees receive reliable and timely technical assistance and sufficient administrative or technical support for reporting tasks. This recommendation directly addresses the Digi-B-Well toolkit items stating that the organisation’s Information Technology (IT) and data security teams should be well resourced and provide reliable, timely support, and that the organisation should provide sufficient administrative or technical support to help employees manage digital reporting tasks. Therefore, inadequate IT support functions as a “resource gap” that amplifies technological and organisational demands: when systems are slow, unstable, or complex, employees spend additional cognitive and emotional effort troubleshooting, repeating work, and managing uncertainty. Evidence indicates that disruption due to Information Communication Technology (ICT) problems (“ICT hassles”) is associated with adverse mental health outcomes severe enough to relate to medically certified sickness absence, and that ICT support and training are associated with attenuated risk, which supports the logic that strengthening support capacity is a legitimate well-being–relevant intervention rather than a purely technical improvement.

In practice, the intervention consists of upgrading support as an operational capability. This means ensuring adequate staffing and responsiveness in IT and data security support (including predictable service standards for urgency and turnaround), making support easy to access and psychologically safe to use, and reducing the reporting burden through administrative and technical assistance. For reporting tasks, “support” should be understood broadly: it can involve standardised templates and guided workflows, dedicated administrative assistance for high-burden reporting, role-based help for dashboards and data extraction, and proactive optimisation of common reporting pain points.

Systematic evidence from intervention-focused literature on technology-related documentation burden shows that interventions such as workflow modifications and supportive roles can reduce perceived burden and improve satisfaction, although the strength of objective outcome reporting varies, which is why this recommendation should include measurable service indicators.

Intervention success can be assessed through reductions in time lost to technical issues and rework, reductions in the number and recurrence of tickets for the same problems, improved user-rated timeliness and usefulness of IT/security support, reductions in the time and perceived strain associated with reporting tasks, improved “first-time-right” completion of reporting requirements, and higher confidence that digital problems will be solved without blame. A realistic time horizon for this intervention is structural: improvements can begin within three months if service standards and triage are implemented quickly, but stable benefits typically require 3–12+ months to professionalise support processes, stabilise recurring issues, and align reporting workflows.

Responsible actors: The primary owners are IT leadership (including helpdesk/service management), the data security function, and organisational leadership responsible for resourcing and prioritisation. Human Resources and organisational development specialists can support the behavioural side of uptake by ensuring that help-seeking is legitimised and not penalised. Process owners and compliance/reporting owners must be involved to reduce unnecessary reporting complexity and to standardise templates and workflows. Where feasible, employee representatives and user panels should be involved so that “support quality” is defined by real work needs rather than by technical convenience.

References: If you are interested to learn more about this intervention and how it can be implemented in your workplace, you can look at the following reference:

Christensen, J. O., Knardahl, S., & Nielsen, M. B. (2024). IT really matters: Associations of computer hassles and technical support with medically certified sickness absence due to mental health complaints. *Computers in Human Behavior Reports*, 16, 100537. <https://doi.org/10.1016/j.chbr.2024.100537>