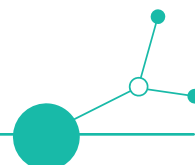


## D.2.3.1

### Implementation Report from Transnational Pilot Action and National Learnings



Version 3

08 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            | <a href="https://www.interreg-central.eu/projects/digi-b-well/">https://www.interreg-central.eu/projects/digi-b-well/</a>                                                                                                                                                                                                                                                             |
| Lead Partner       | Primorje-Gorski Kotar County (PGKC)                                                                                                                                                                                                                                                                                                                                                   |
| Consortium         | Primorje-Gorski Kotar County (PGKC)<br>Alma Mater Studiorum - Università di Bologna (UNIBO)<br>Technical University Ilmenau (TUIL)<br>Bwcon (bwcom)<br>Chamber of Commerce and Industry of Slovenia (CCIS)<br>Pannon Business Network Association (PBN)<br>University of Economics in Bartislava (EUBA)<br>Regional Development Agency in Bielsko-Biela (ARRSA)<br>City Lucenec (CLC) |



## Implementation Report from Transnational Pilot Action and National Learnings

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## Document History

| VERSION | DATE       | SUMMARY OF CHANGES                                     | AUTHOR    |
|---------|------------|--------------------------------------------------------|-----------|
| 0.0     | 15.05.2026 | Basic document structure                               | EUBA      |
| 1.0     | 29.05.2026 | Compilation of data from partners                      | EUBA      |
| 1.1     | 31.05.2026 | Feedback round                                         | TUIL + LP |
| 2.0     | 31.05.2026 | Integrated final feedback round                        | EUBA      |
| 3.0     | 10.08.2026 | Corrected SME participation data and follow-up testing | EUBA      |



## Summary

This report presents the consolidated results of the Digi-B-Well transnational pilot action implemented under Activity A2.3 and conducted from April to May 2026. The pilot action was designed from a Triple Helix perspective and involved three target groups: Small and Medium-sized Enterprises (SMEs), Public Authorities (PAs) and Academic Institutions. The SME testing combined the transnational face-to-face pilot in Kranjska Gora, Slovenia (21 April 2026) with complementary online and remote follow-up testing organised by PBN and bwcon. The corrected records confirm participation of 22 SME companies: 10 Slovenian, 7 German and 5 Hungarian. The Public Authority pilot took place in Opatija, Croatia (13-14 May 2026), and the Academia pilot at the University of Bologna, Italy (11 May 2026).

The objective of the transnational pilot action was to evaluate the suitability, usability, comprehensiveness and applicability of the Digi-B-Well toolkit and its proposed approaches for supporting digital transformation while safeguarding employee well-being. The testing examined the relevance of the assessment framework, the quality of recommendations, the applicability of digital and teleworking culture measures, and the extent to which the toolkit addresses digital stress, workload management and organisational upskilling needs.

The findings demonstrate strong overall acceptance of the toolkit across all target groups. Participants considered the topic highly relevant and appreciated the practical and reflective nature of the assessment process. Common strengths included usability, clarity of questions and the value of generated recommendations. At the same time, participants identified opportunities for further refinement, particularly regarding localisation, multilingual accessibility, mobile responsiveness, visualisation of results and stronger personalisation of recommendations.

The report consolidates partner inputs and presents a transnational synthesis of findings, differences between organisational environments, lessons learned and recommendations for future toolkit refinement. It also reflects the complete SME participation records confirmed by CCIS, PBN and bwcon after the initial submission. The corrected SME figure is 22 companies, combining 15 face-to-face participants with 7 companies involved through online or remote follow-up testing. The results provide an evidence base for further development of the Digi-B-Well toolkit and related project outputs.



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## D.2.3.1

# IMPLEMENTATION REPORT FROM TRANSNATIONAL PILOT ACTION AND NATIONAL LEARNINGS

## 1. Introduction and Context of the Transnational Pilot Action

The Digi-B-Well project aims to support organisations in addressing the opportunities and challenges associated with digital transformation while maintaining employee well-being and preventing digital stress and burnout.

As part of Activity A2.3, a transnational pilot action was implemented to evaluate the suitability, usability and applicability of the Digi-B-Well digitalisation toolkit across different organisational environments.

The pilot was designed from a Triple Helix perspective involving SMEs, Public Authorities and Academic Institutions. The transnational pilot action was organised through dedicated pilot streams and implemented through workshops, peer-learning exchanges, interviews, focus groups and user testing activities. The activity focused on evaluation and testing rather than implementation of solutions.

The pilot evaluated the suitability and user-friendliness of the toolkit, the comprehensiveness of the assessment framework, the relevance of proposed digital transformation approaches, the applicability of measures supporting digital and teleworking culture, and the relevance of actions aimed at improving employee well-being and reducing digital stress.

The main testing activities took place in Kranjska Gora (Slovenia) on 21 April 2026 for SMEs, at the University of Bologna (Italy) on 11 May 2026 for Academia, in Opatija (Croatia) on 13-14 May 2026 for Public Authorities, and through an online Hungarian SME follow-up pilot on 14 May 2026, complemented by remote and follow-up SME testing organised by bwcon in Germany. Across the SME stream, 22 companies participated: 10 Slovenian, 7 German and 5 Hungarian companies.





## 2. Scope and Design of the Transnational Pilot Action

The transnational pilot action was conceived as a validation and evaluation exercise for the Digi-B-Well toolkit. It was designed to assess whether a common framework for addressing digital well-being could be applied across different organisational settings while still reflecting sector-specific realities.

The Triple Helix approach formed the basis of the pilot design. SMEs, Public Authorities and Academic Institutions were selected because they represent distinct organisational environments with different governance structures, management cultures, digitalisation pathways and employee expectations. The pilot therefore aimed to determine whether a common toolkit could successfully address the needs of all three groups.

The testing process was organised through three target-group pilot streams. The SME stream combined the face-to-face transnational pilot in Slovenia with complementary online and follow-up testing involving companies from Hungary and Germany; the Public Authority stream was organised in Croatia and the Academia stream in Italy. This mixed participation format strengthened the transnational dimension and allowed partners to include organisations that could not attend the on-site activities.

Inputs from partners demonstrated that participants represented different levels of digital maturity, organisational size and professional background. This diversity strengthened the evaluation process and generated valuable evidence regarding the transferability of the toolkit across sectors and countries.

From a project perspective, the pilot action served as a critical step between toolkit development and future deployment. Rather than implementing solutions, the activity focused on evaluating usability, comprehensiveness, practicality and relevance. The resulting feedback provides the basis for refinement of toolkit content, user experience and recommendations. Specifically, the SME stream was launched through the on-site pilot in Slovenia and complemented by online and follow-up testing organised by PBN in Hungary and bwcon in Germany, while the Public Authority stream was organised in Croatia and the Academia stream was conducted in Italy.

The implementation of the transnational pilot action directly contributed to the achievement of the programme output indicators defined in the Application Form.

Specifically:

- The activity fulfilled the indicator RCO84 - Pilot actions developed jointly and implemented in projects, with one transnational pilot action successfully implemented across multiple countries and target groups.
- The pilot action also contributed to the indicator RCO116 - Jointly developed solutions, as the Digi-B-Well toolkit was experimentally tested, validated and further refined based on feedback from participants.



- Through the involvement of SMEs, public authorities and academic institutions, the pilot provided essential evidence for assessing the functionality, usability and applicability of the Digi-B-Well solution. The collected feedback serves as a direct input for the finalisation and improvement of the toolkit and its transformation into a fully operational project solution.



### 3. Methodology of the Testing Process

The methodology combined practical testing with structured evaluation. Participants were first introduced to the objectives of the Digi-B-Well project and the conceptual framework underpinning the toolkit. They subsequently completed the self-assessment individually and reviewed the automatically generated outputs.

The transnational pilot action involved representatives of the triple helix from several Central European countries. The testing sample reflected the diversity of organisational contexts, levels of digital maturity and professional backgrounds.

In total, the pilot action engaged:

- 22 SME companies (10 Slovenian, 7 German and 5 Hungarian),
- 18 public authority representatives,
- 15 representatives from academic institutions.

The SME participation combined 15 companies involved in the face-to-face testing, documented through signed attendance records, with 7 companies participating through complementary online or remote follow-up testing. PBN involved five Hungarian SMEs in total, including three through an online follow-up workshop, while bwcon involved seven German SMEs in total, including four through remote and follow-up activities. Together with ten Slovenian SMEs, this results in 22 confirmed SME companies.

The initially planned target of 30 SMEs was not fully reached. Recruitment proved particularly demanding because SMEs frequently faced high workloads, limited staff capacity, travel time and costs, and uncertainty about attending a relatively short workshop. The location of the main face-to-face pilot in Kranjska Gora also created logistical constraints for some potential participants. Nevertheless, the 22 confirmed SMEs, together with the Public Authority and Academia samples, provided a sufficiently diverse and representative evidence base for testing the toolkit and supporting transnational learning.

The evaluation process incorporated both qualitative and quantitative methods. Academic participants completed structured evaluation questionnaires, while SMEs and Public Authorities primarily contributed through facilitated discussions, interviews and focus groups.

A common evaluation framework was applied across all pilots. Participants were invited to comment on:

- usability and clarity of the questionnaire;
- relevance of questions;
- quality of recommendations;
- applicability in organisational settings;
- visual presentation of results;
- language accessibility;



- technical functionality and user experience.

The methodology also encouraged participants to reflect on broader issues associated with digital transformation, including workload, organisational culture, leadership support, digital stress, work-life balance and upskilling needs.

Limitations of the pilot should also be acknowledged. Participant numbers varied between target groups and countries, and the SME sample reached 22 of the 30 companies initially planned. Feedback was primarily qualitative. To mitigate attendance constraints, partners complemented the on-site SME pilot with online and remote follow-up testing. The transnational nature of the testing process, the range of participation formats and the consistency of findings across pilots nevertheless provide a reliable basis for evaluation and learning.

The methodological approach successfully generated both user-centred feedback and strategic insights relevant for further development of the toolkit and associated project outputs.



## 4. National Results

### 4.1. Academia - Italy

The academic pilot provided the most structured evaluation data among all testing activities. Participants generally recognised the Digi-B-Well toolkit as a useful and relevant instrument for assessing digital well-being in higher education environments. The highest scores were achieved in the areas of usability and understanding, demonstrating that participants found the structure of the questionnaire intuitive and easy to follow. Positive ratings were also recorded for culture and working methods, indicating that the toolkit aligns reasonably well with hybrid, flexible and digitally enabled academic work environments.

However, the evaluation also revealed several challenges specific to academia. Universities are characterised by complex organisational structures, decentralised governance systems and diverse stakeholder groups. Participants therefore highlighted that some questions appeared difficult to answer at the institutional level and would be more relevant at department or faculty level. Concerns were also raised regarding the toolkit's ability to fully capture the realities of academic workload, including teaching obligations, research activities, project administration and increasing digital demands.

Additional recommendations included clearer instructions, improved wording consistency, enhanced translations, additional answer categories such as "Not applicable", and improved visualisation of results. Participants also emphasised the need for mobile-friendly design and more explicit guidance regarding interpretation of outputs.

### 4.2. Public Authorities - Croatia

The public authority pilot demonstrated strong acceptance of the overall toolkit concept. Participants appreciated the straightforward nature of the assessment process and considered the generated recommendations practical and relevant. Many participants highlighted that the tool could support internal discussions regarding digitalisation, employee well-being and organisational culture.

A recurring theme concerned accessibility. Participants expected the complete user journey, including registration, questionnaire, results and recommendations, to be available in national languages. Language accessibility was viewed not only as a usability issue but also as a prerequisite for wider organisational adoption.

Another important finding related to communication of results. Several participants indicated that the chart visualisations were difficult to interpret without additional explanation. The sequence of outputs (chart, interpretation, recommendations) was not always intuitive, creating uncertainty among users. Consequently, clearer navigation and stronger user guidance were frequently recommended.



### 4.3. SMEs - Slovenia, Germany and Hungary

The SME pilot stream ultimately involved 22 companies: 10 Slovenian, 7 German and 5 Hungarian SMEs. Fifteen companies took part in the face-to-face testing linked to the transnational pilot, while seven companies completed complementary online or remote follow-up testing. This broader participation picture confirms that the SME testing extended beyond the attendance reflected in the original version of D.2.3.1.

Recruitment of SMEs was more challenging than for the other target groups. Partners reported that companies were interested in digital well-being, but participation was often constrained by high workloads, limited staff capacity, travel time and costs, and uncertainty about the immediate practical value of travelling to a relatively short workshop in Kranjska Gora. CCIS therefore relied mainly on direct telephone contact with Slovenian SMEs after an initial general mailing generated only a very limited response.

The partners used flexible participation formats to compensate for these constraints. PBN involved five Hungarian SMEs, including three through the online follow-up workshop on 14 May 2026. bwcon involved seven German SMEs overall and complemented the face-to-face participation with remote and follow-up testing involving four German SMEs. These additional formats allowed companies that could not attend on site to test the toolkit and provide structured feedback.

SME participants consistently recognised digital well-being as an increasingly important organisational issue and appreciated the practical and reflective character of the toolkit. They highlighted the effects of technological change on workload, constant availability, organisational culture and employee adaptation, while suggesting improvements to user experience, visual design, progress indicators and simplification of outputs. Following the Joint Secretariat query, the responsible partners rechecked their participation records and confirmed that the complete SME participation data had been available by the original reporting deadline but had not all been consolidated into D.2.3.1 because of an internal reporting oversight during the short reporting period. The corrected figure is therefore 22 SMEs rather than the 14 SME representatives reported in the previous version.



## 5. Common Findings Across the Transnational Pilot Action

The analysis of all pilot reports revealed a remarkable degree of consistency despite differences in organisational contexts and national backgrounds.

### Relevance and Timeliness

The most consistent finding was the recognition that digital well-being represents a highly relevant and timely topic. Participants from all target groups acknowledged that digitalisation creates both opportunities and risks. While technology can improve efficiency, flexibility and communication, it can also contribute to overload, stress, constant connectivity and difficulties in maintaining work-life balance.

### Usability and Acceptance

Across all pilots, participants reported positive experiences regarding the overall usability of the toolkit. The assessment structure was generally considered logical and easy to understand. The fact that usability emerged as one of the strongest dimensions in the academic pilot further reinforces this conclusion.

### Value of Reflection

An important finding was that participants often valued the assessment process itself as much as the generated results. The toolkit encouraged reflection on organisational practices, employee experiences and digitalisation strategies. In many cases, discussions generated by the pilot testing extended beyond the questionnaire and stimulated broader conversations about organisational development.

### Recommendations and Practical Applicability

Participants generally regarded the recommendations as useful and relevant. The outputs helped users identify areas for improvement and generated ideas for future action. Nevertheless, there was widespread demand for stronger personalisation and prioritisation of recommendations.

### Technical Improvement Needs

The strongest consensus emerged around several technical improvements:

- multilingual support;
- improved mobile responsiveness;
- enhanced visual presentation;
- clearer navigation;
- stronger guidance for interpretation of results.

The convergence of these findings across all pilots provides strong evidence regarding future development priorities.



## 6. Differences Between Countries and Organisation Types

The pilot action confirmed that perceptions of the toolkit were influenced more strongly by organisational characteristics than by national context.

### Academia

Academic institutions demonstrated the greatest concern regarding organisational complexity. Participants frequently referred to governance structures, departmental autonomy and the specific nature of academic work. Compared with other target groups, academics placed stronger emphasis on workload management, well-being measurement and institutional adaptation.

### Public Authorities

Public authority representatives were primarily interested in accessibility and practical usability. Their feedback concentrated on ensuring that the toolkit could be easily understood and communicated within organisational settings. The importance of localisation was particularly prominent within this group.

### SMEs

SMEs approached the toolkit from a pragmatic perspective. Participants focused on organisational learning, operational relevance and practical benefits. Compared with academia, SMEs showed less interest in structural adaptation and greater interest in how the tool could support organisational development and employee engagement.

### Cross-Sector Comparison

Despite these differences, several similarities emerged:

- all groups considered the topic relevant;
- all groups recognised value in the recommendations;
- all groups requested improvements in user experience;
- all groups supported further development of the toolkit.

These findings suggest that a common framework can successfully serve diverse organisational environments, provided that future versions incorporate greater flexibility and sector-specific adaptation.

### Implications for Future Development

The comparison indicates that future toolkit versions should combine a common methodological foundation with differentiated guidance and recommendations tailored to the needs of SMEs, Public Authorities and Academic Institutions. Such an approach would preserve comparability while increasing practical relevance.





## 7. Transnational Learning, Lessons Learned and Recommendations

### 7.1. Transnational Added Value

One of the most significant achievements of the pilot action was the creation of a shared learning environment. Participants from different countries were able to compare experiences and identify common challenges associated with digital transformation.

The pilot demonstrated that concerns regarding digital stress, workload, adaptation to technological change and employee well-being are not confined to individual countries. Rather, they represent common challenges across Central Europe.

SME participants reported increased awareness of the importance of digital well-being and its connection to productivity, employee engagement and organisational performance. The assessment process encouraged reflection on internal practices, such as workload distribution, constant connectivity and employee adaptation to digital tools. The toolkit was perceived as a useful instrument for initiating organisational discussions and identifying improvement areas.

Public authority representatives highlighted the relevance of the toolkit for internal organisational development and policy-oriented discussions. The tool supported reflection on digitalisation processes, employee well-being and service delivery. Participants recognised its potential to contribute to better management practices and to support the design of digital transformation strategies within public institutions.

Academic participants emphasised the value of the toolkit for analysing complex work environments characterised by hybrid working conditions, multiple responsibilities and high digital demands. The assessment helped identify gaps in organisational practices and stimulated discussion about workload, support systems and institutional structures.

### 7.2. Lessons Learned

The evaluation generated several important lessons:

- digital well-being is increasingly recognised as a strategic organisational issue;
- organisations value practical tools that combine assessment with actionable recommendations;
- user experience significantly influences acceptance of digital tools;
- sector-specific realities shape expectations regarding outputs and recommendations;
- peer learning enhances understanding and supports validation of findings, while combining face-to-face and remote testing can improve SME participation when travel and workload constraints limit on-site attendance.



## 7.3. Recommendations

### Strategic recommendations:

- maintain the existing conceptual framework;
- strengthen integration of digital well-being into organisational digitalisation strategies;
- continue applying the Triple Helix approach in future development activities.

### Technical recommendations:

- improve localisation and multilingual support;
- optimise mobile accessibility;
- enhance visual design;
- simplify charts and graphical outputs;
- provide clearer navigation and progress indicators.

### Content recommendations:

- further personalise recommendations;
- introduce additional response options;
- improve wording consistency;
- simplify final reports and prioritise key actions.



## 8. Conclusion

The transnational pilot action successfully fulfilled its primary objective of evaluating the suitability, usability and applicability of the Digi-B-Well toolkit within three distinct organisational environments: SMEs, Public Authorities and Academic Institutions. The corrected participation records confirm the involvement of 22 SME companies (10 Slovenian, 7 German and 5 Hungarian), alongside 18 public authority representatives and 15 representatives from academic institutions.

The pilot generated extensive qualitative and quantitative evidence demonstrating that the toolkit addresses a genuine and widely recognised challenge. Participants consistently acknowledged the growing importance of managing digital stress, supporting employee well-being and ensuring that digital transformation remains human-centred.

One of the most significant outcomes of the pilot was the confirmation that digital well-being represents a cross-sectoral issue rather than a challenge limited to specific industries or countries. Although participants differed in their organisational priorities, they shared many common concerns regarding workload, digital overload, employee adaptation and organisational culture.

The pilot action also demonstrated that the Digi-B-Well toolkit can be adapted to different organisational settings and national contexts within Central Europe. The common challenges identified across countries indicate a high level of transferability.

The evaluation also confirmed the overall robustness of the toolkit concept. Importantly, most improvement proposals focused on presentation, accessibility and user experience rather than on the conceptual framework itself. This indicates that the underlying approach based on balancing digital demands and digital resources is both understandable and relevant to users.

The transnational dimension of the pilot action generated substantial added value. By involving participants from different countries and organisational environments, the project was able to validate findings, identify common challenges and generate transferable lessons. The pilot therefore contributed not only to toolkit refinement but also to a broader understanding of digital well-being in Central Europe.

Overall, the transnational pilot action can be considered successful. Although SME participation remained below the planned target of 30 companies, the 22 confirmed SMEs - 15 involved face-to-face and 7 through online or remote testing - provided a diverse basis for testing and transnational learning. The findings support further refinement of the Digi-B-Well toolkit and continued cooperation between SMEs, Public Authorities and Academia.



## Annex 1: Photos from pilot events



Photo 1: Pilot testing in Kranjska Gora, Slovenia



Photo 2: Pilot testing in Bologna, Italy





Photo 3: Pilot testing in Opatija, Croatia