Digital Transformation

How to digitally transform

A Practical Guide toward Competitiveness

About the "Digitalization path" project:

The Project Digitalization path is funded through a 15-month grant by the USAID thorough the USAID Economic Development, Governance and Enterprise Growth Project and implemented by MASIT (North Macedonia) in partnership with STIKK (Kosovo) and ICT Net (Serbia). The main goal of this project is to support SMEs from the targeted value chains (fresh and processed fruit and vegetables, apparel and textiles, wood processing and tourism) from North Macedonia, Kosovo and Serbia in their activities to (1) better understand and get familiar with the benefits of the digital transformation; (2) analyze their current level of digital transformation and create Digital Transformation Strategies identifying and prioritizing needed IT solutions; and (3) financially support them in the process of purchasing and implementing IT solutions in order to improve their business activities.

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Table of Contents

Contents

FOREWORD

"How do we understand the entrepreneurship of the future and why this brochure?"

It is nothing new to talk about digitalization, innovation, or technological advances in the private business sector. It is a novelty to talk about the term "digital transformation" in the manufacturing business sector, which is the backbone of the economy and an active driver of exports. This segment works predominantly on the traditionally set business model.

Small and medium enterprises from North Macedonia, Kosovo and Serbia, in the industrial segments of fresh and processed fruits and vegetables, clothing and textiles, wood processing, as well as tourism as a service activity, have a huge chance of success in international markets. As rather small and fit, they can easily adapt to emerging market situations, and drive reforms faster and more successfully to become more competitive and keep the market not only today but in the decades to come. Therefore, we think of their, Digital Transformation as a strategic tool for their growth and development.

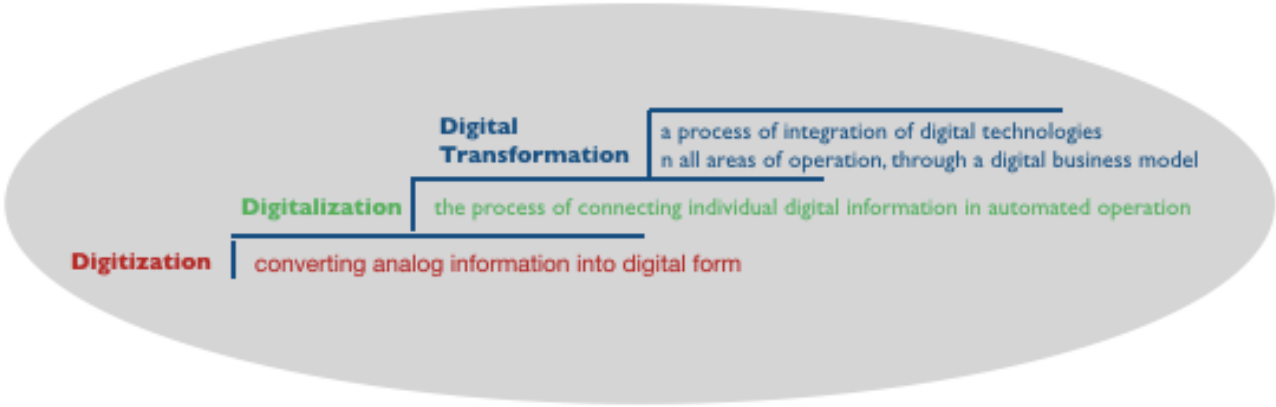
This brochure aims to demystify the abstract term digital transformation, stimulate critical thinking about a company's efficiency, speed, and automation, which are key preconditions for increased competitiveness and business development.

These industries are producers and export drivers and do possess quality human capital that can bring the companies to success, using the benefits of digital transformation. The Macedonian business segment has a chance to be a modern, technologically advanced, and progressive example in the Balkans for a successful digital transformation.

This is a Guide for Digital Transformation for beginners and for all companies that want to stimulate thinking about digital transformation. We are answering questions such as: how to approach Digital Transformation, what steps to take, what tools are available, what are the benefits and what kind of investments are we talking about, in an easy and comprehensive format.

1. WHAT IS DIGITAL TRANSFORMATION

Let us first distinguish three related terms that are often mixed and misinterpreted: digitalization, digitization, and digital transformation.



Digitization is the most common way of converting analog information into digital form (for example, when you scan working papers (such as contracts, documents and client applications and store them in a folder on a computer). This refers to the conversion of "tangible file" to "digital file" or from the real in the virtual world. And nothing more.

Digitalization is the next step, a process in which information (which after digitization, which is already in digital form) is combined and thus connected and easier to use, to simplify or speed up some operations that were previously done manually. Practically, everything that was done in the old, analog, "paper" way, through digitalization, it is possible to work in a digital way. The essence does not change, only the shape, with numerous advantages of technology and computers as well as everything that networking brings with it, through automation that in many cases replaces human work. Thanks to digitization and digitalization, information becomes easily accessible for use on a variety of platforms, devices, and interfaces. And that is the digital world we live in today.

It is often mistaken that the adjectives created by the terms "digital" and "internet" mean the same. Everything that is online is certainly digital, and everything that is digital does not have to be online.
Digitally means a way of writing data, and the Internet is one of the ways of transmitting them.

Digital Transformation is:

a completely new use of digital technology that solves new complex problems. These series of digital solutions can lead to new types of creative innovation, rather than just upgrading what already exists. This change represents the integration of vast complex digital technologies into different areas in one company. Digital transformation is a way of thinking, it is a stimulating motivation and direction for thinking of all employees in all jobs and covers all areas and aspects of a company. Companies should use the digital transformation approach as a "strategic tool" for growth and development!

Digital Transformation is NOT:

just for IT companies and banks, too expensive and unnecessary an investment, it's not an unknown methodology and abstract definition.

It does not mean just:

- Buying new computers for employees, opening a web shop, activating social networks, switching to electronic banking, setting up POS terminals in all stores, introducing new software or upgrading existing ones, introducing robots in production or implementation of digital literacy training for employees.
- And it is never just one aspect, or progress in one area, for example: Individual application of different activities that only start with Individual application of various things that just start with the letter "E" such as: E-Business, E-Commerce, E-Banking, E-management. All of this has been around for some time and has already transformed these areas, but that in and of itself is not a digital transformation.
- Individual use of various things related to digital media, not owning a website no matter how modern or present on social networks, which in itself is not a digital transformation.
- Individual attempts to be "innovative" and "agile" and when "new technologies" are introduced and when you say, "I got everything transferred to Cloud", is not in itself a digital transformation
- If you use digitalization partially and only in fragments, but you still use the old work processes in the rest of the activities, the following happens:

Example 1: A textile production has its own online e-commerce page, but that system is not integrated in any way with the company's inventory, orders, delivery, or payment software's. The complicated thing is that only the accounting activities are automated by a software, and the rest of the activities are managed manually. This leads to inventory control difficulty and errors in ordering, replacement and return of goods, and poor customer service.

Example 2: A vegetable processing industry, which has seasonal peaks and serious exports, uses an ERP system, but it is not related to e-banking and payments, so it unnecessarily repeats steps such as filling out an e-banking order, attaching invoices, and international payments. a visit to the bank and waiting at the counters is required. This results in twice as much administration time and wasted resources.

Example 3: A dynamic travel agency with a rich offer has its own web store and uses social networks for communication and advertising, but social networks are not connected to its web store. Additionally, clients can only book hotels, but for numerous information and procedures for tourist tours, the client is still required to send documents and reservation by e-mail. This is not an easy and efficient way to use, and it confuses customers.

Digital transformation is a process of integration of digital technologies in all areas of operation, with radical changes in the way technology is used, people and work processes, to improve the user experience in line with the constant changes in the market. **It is a constant journey, not a final destination.**

Digital transformation is what comes after digitalization and is completely different from company to company, because even though the same digital technologies are used, the essence is to transform people and change their way of thinking. Digitization could take place within the old, inherited, industrial model of

work, but digital transformation is unattainable within that framework, because it requires a new, digital working model. It is essential on the road from a traditional economy to a new, digital economy.

Technologies in the digital era

New technologies that are in use and serve the digital transformation are: Internet of Things (IoT), Artificial Intelligence (AI), Machine Learning (ML), Big Data, Business Intelligence (BI), Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Virtual Reality (VR), Augmented Reality (AR), 3D Printing and all this is mainly achieved through cloud service, such as: Infrastructure as a service (IaaS), Platform as a service Platform as a service (PaaS) and software as a service Software as a service (SaaS). It is important to mention two inevitable modern principles: Digital - first and Mobile - first, as well as exemplary of top IT security measures.

We have not mentioned the existing technologies, as well as what we already do online such as: websites and portals, social networks, e-commerce and e-shops, mobile applications, that refer to digital transformation. You certainly know that ERP and CRM have existed for decades, but in much advanced form and with modern functionalities that include elements of AI, BI, ML and Big Data, all based on cloud services.

2. WHY DO WE NEED TRANSFORMATION TOWARDS DIGITALIZATION

Companies and customers are in direct contact today, in today's world of applications and the Internet.

Digital reform as a phenomenon of change has one goal: to create methods that lead organizations to become more efficient. This is really enough for companies to understand that in order to remain relevant in the market as well as to be present in it in the next 5 years - they need to become better, faster and more technologically oriented and much more educated about the power of data and technology

If we are talking about a specific area of work, such as CRM (customer service management) or customer service, you will understand how this change is becoming a reality. Previously, customer data and history were not documented anywhere or were recorded on forms and stored in archives. Today, customer data and history are part of Big Data and are readily available. This means that the basic methodology that drives customer service has not changed at all. But the process is much faster!

In fact, the routine processes of creating a query, searching for crucial data, and finding a solution to a customer problem become more efficient, thanks to facilitation and easier access. As digital technology has evolved rapidly over the years, it has created a space for the birth of new businesses that offer different solutions, and they all have the same goal: to make each person's life easier.

See how Booking.com has developed its booking app for booking hotels and apartments anywhere in the world, or similar as Airbnb alternative accommodation or Homelidays for holiday homes. Everyone knows that through the application, the way of available accommodation is facilitated, and they changed the way

the user connects with the service, in a faster, more efficient and more useful way with the novelty that the client can evaluate the received service. Although small, still a relevant change.
By changing the way companies are built and developed, digital transformation promises to stimulate entirely new and innovative types of companies, and to provide their customers with improved and more affordable services and products. Digital reform applies to all functions in the company.

Using digital transformation, companies can offer the following solutions to customers:

- Change the buying process
- Provide personalized services and products as solutions for customers
- Benefit from personalized marketing
- Upgrade various processes
- Create new mechanisms for user experience and customer satisfaction
- Develop brand new products and services

3. DIGITAL TRANSFORMATION IN TIMES OF COVID-19

Digital technology is at the heart of today's economic development and the debate is precisely in its increased use during Covid-19. The pandemic has accelerated the implementation and application of new technologies, although technological advances have already changed the world over the past two decades. The reduced cost of the machines is slowly replacing the mass of people who have performed routine or manual operations: by the end of 2020 it is estimated that there will be 3 Million industrial robots in operation, more than doubling in the period 2014-2020.
Technology can cut jobs, but it can also create jobs. **The increased efficiency enabled by digital technology allows companies to expand and be present anywhere, without being physically there with their own infrastructure. Digital platforms can create completely new professions and jobs.**

The pandemic has pushed companies to an inflection point **where embracing technology** is no longer an option **but a necessity.** First, technology was already disrupting production processes, especially through the rapid scale-up of digital platforms.

Digital technology has had a major impact on changing **production processes, especially with the application of digital platforms**. Digital technology has made many industries and companies more competitive and has led to the emergence of new business models such as companies that rely entirely on digital platforms. These platforms have grown very rapidly, from start-up companies to globally present companies, with few employees or physical assets. Digital platforms have enabled the formation of business clusters in underdeveloped rural areas.

4. TRENDS OF THE DIGITAL TRANSFORMATION IN THE WORLD

The world is in the "**era of business innovation of the future"** and is working on advanced and practical tools that bring great benefits to companies. Here are some of them.

STRIPE is an amazing software that allows businesses to make and receive payments online, providing full fraud prevention and banking infrastructure needed to process online payment systems. This company basically builds economic infrastructure for the web, allowing your business to run **financial operations** and accept online payments with ease. Customers hate waiting in line. They want products that are both cheap and easy to acquire. Not having an economic infrastructure that can withstand requests and pay quickly will mean the end of the road for any company that is willing to take the transformation train.

QUICK BASE - Right now, there are 2.1 million apps users can choose from when exploring Google Store. Moreover, Apple's App Store has got 2 million different applications. If you are in a company, you know that having an app can be the difference between success and failure.

Quick Base is a low-code platform for users, and it can help companies easily create apps. With Quick Base, company leaders can take advantage of a high-level view of each aspect they want to master in a single shot. It does not matter if you work for a company where there are no skilled programmers - nobody needs to code. In fact, Quick Base can become the brand-new version of the Excel spreadsheet, streamlining efficiency, logging contacts and work, allowing every single team member to access app-related info. Information and data acquisition are two important pillars of this transition. That means companies should be on board and get to create apps that make their life easier, their processes sharper, and their customers better satisfied.

SAP CONCUR offers **invoice management software** that can actually help businesses save time on routine administrative tasks, eliminate mistakes, and optimize their teams. This enterprise tool does not entail a lengthy deployment process. Thanks to the rise of cloud-powered tech, businesses can now quickly deploy some of the most cost-effective digital solutions and web-based apps, ensuring masterfully effective corporations run smooth.

SOCIAL PILOT is a simple yet cost-effective **social media** management tool allows companies to manage their social media channels, improve engagement, schedule different posts, and analyze the results every single time. Since businesses have been increasingly using the likes of Instagram and Facebook to get amazing **brand awareness** and generate impeccable leads, it is only natural that this tool should be chosen as a must-have. Social Pilot is affordable, provides a great dashboard that allows you to check all the campaigns running, lets you have access to collaboration tools, and gives you features like bulk scheduling. Social media now has a remarkable global penetration of 45%. As third world countries get access to cheaper smartphones, you can expect **that number to grow** - fast.

APACHE HADOOP is the most popular Big Data tool with an enormous capability for large-scale data processing, the open source framework actually works and runs on hardware in a data center. This tool allows you to know customer trends faster than ever, which means you can create products that suit your customer's desires. A tool like Hadoop runs on hyper-speed and has tremendous **in-memory analytical power**, which means you can identify new sources, analyze data, and make business decisions

more rapidly. Also, it lets you understand current market trends and conditions, as well as analyze purchasing behaviors. That means you can find out which are the best products, change the strategy, and become much more competitive.

5. WHAT IS ACCELERATING AND WHAT IS BLOCKING DIGITAL TRANSFORMATION

ACCELERATING FACTORS

- The need to introduce operational efficiency in business
- Higher expectations from customers
- Need to increase operational agility
- Cost savings by investing in technology
- Threat from competition and innovative fast-growing digital businesses
- CEO is convinced that the company strategy should be digital
- Right culture in the company, people want changes for better
- Good team to understand and implement the transformation
- Skilled people to work with enhanced technology

BLOCKING FACTORS

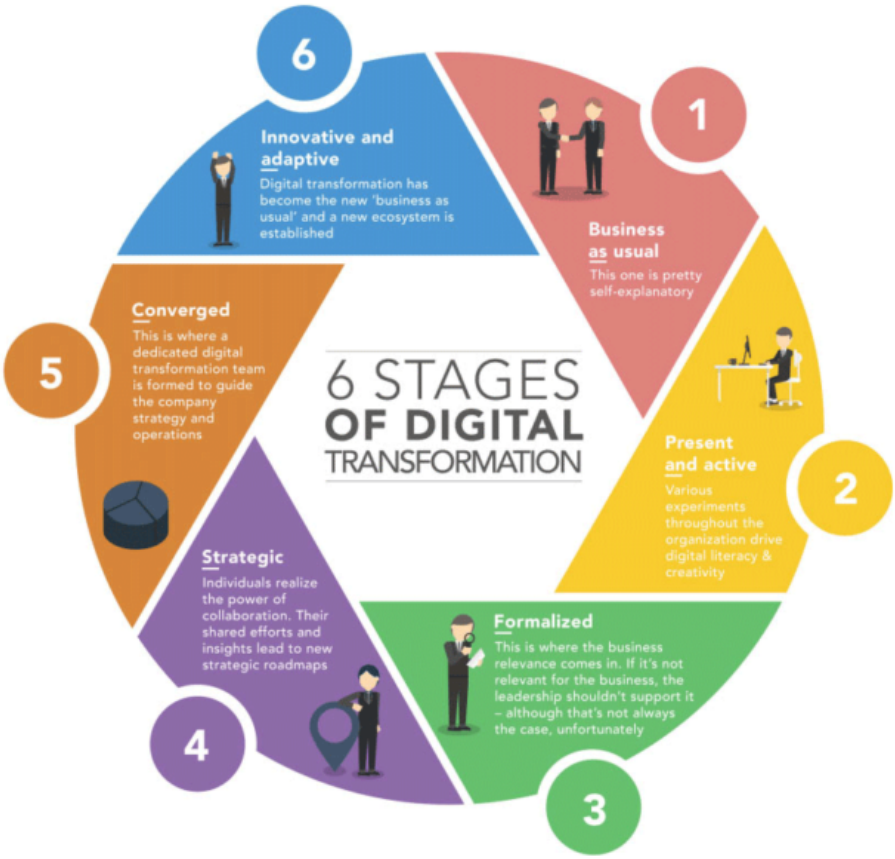
- Lack of vision and determination at CEO structures
- Lack of budget - financial resources
- Lack of a culture of innovation
- Resistance from employees about changes
- Lack of skilled employees to carry out the transformation
- Lack of necessary people and skills
- Belief to have the right processes

WHAT ARE THE BIGGEST CHALLENGES IN THE PROCESS WHEN THE BUSINESS NEEDS TO BE TURNED INTO AN APPLICATION OR PROCESS!

- Complex structures that make it difficult to produce the business requirements
- Integrate the necessary sources of information
- Distribution and delegation, feedback, and production of new innovations
- Lack of communication between the IT sector or the outsourcer and the company
- Testing and compliance with regulations
- Application coding

6. WHAT ASPECTS ARE COVERED BY DIGITAL TRANSFORMATION?

- Modernization of equipment
- Development of new products and services
- Robots and process automation
- System security management
- Quality assurance
- Employees



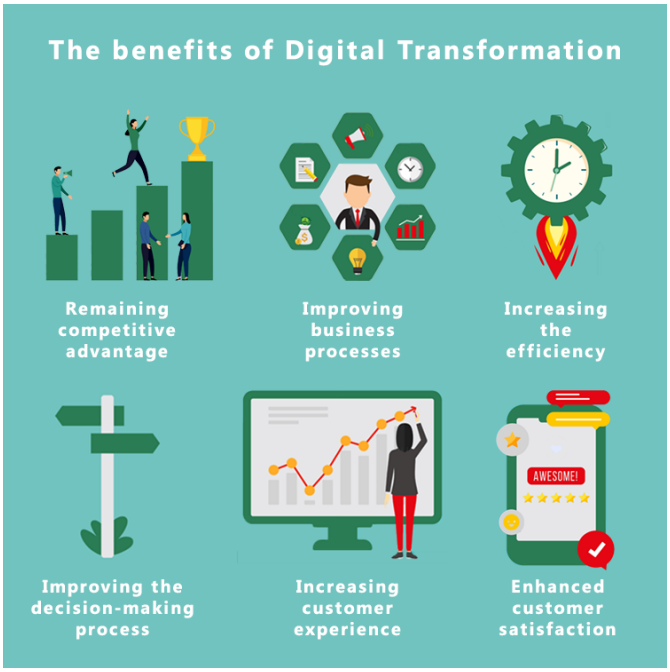
Employees can be the biggest drivers or the digital transformation in a company. But sometimes, if the team of employees lacks the vision or the digital skills, it can be the biggest stop of digital transformation.

Depending on the change appetite of the business owners and the competition, these are the 6 levels of digital transformation of a company. The model is based on The Six Stages of Digital Transformation by Brian Solis, Altimeter.

By the time we get to the sixth and final stage of a digital transformation, the mindset of the company has shifted completely.

You could say it has become a digital mindset. However, this entails more than people simply embracing various digital platforms and technology. It means that they are aware – and accepting – of the fact that in our 21st-century world change is constant and that in order for a business to succeed it has to keep adapting to that change.

7. WHAT ARE THE BENEFITS OF DIGITAL TRANSFORMATION FOR THE ENTERPRISES?



Why is digital transformation so important?

Not only will it better prepare your business for other unforeseen challenges, but a total digital transformation also delivers all types of other benefits:

1. Improved efficiency

All companies have some amount of manual data entry. Their systems do not communicate with each other, so they must manually enter data into different areas.

For some companies, it is a real process bottleneck. One process goes through a single department and creates a bottleneck. For instance, reporting still goes through the IT department in many businesses, creating delays.

Therefore, the digital transformation eliminates many of these bottlenecks. When you replace legacy processes with automated workflows, and truly examine your current processes, you reduce friction in your business.

"One of the most tangible benefits you will notice from digital transformation is efficiency across the areas and processes that have been transformed. Some processes which require human intervention or that are standardized, can be automated. As a result, this would provide several benefits such as the element of human intervention can be eliminated and the process can be completed much faster (Most likely in a few seconds)."

2. Improved decision making

As a business and over the time, you have access to more data than ever before, and data volumes are only increasing. Reports are piling up and you and your team spend more and more time to sort them out and analyze them accordingly.

However, very few businesses capitalize on the data. Many lack the tools and processes needed to turn the data into meaningful management information.

This is where a digitally driven company has the upper hand. Using modern BI tools, they can take this flow of data and gain insights immediately. This lets them react far faster (and more accurately) than businesses who lack these capabilities.
Having connected systems means that you can follow behavior, and you can measure everything now: customer activity, inventory, productivity of employees, and much more. This can be analyzed with tools that need an actionable insight. You might realize you are spending heavily on tactics that do not produce results. Or that the results are coming from a secondary source and that is where you can focus investment for better results. The tangible result is more effective deployment of resources – whether it is your people, your cash, your inventory, your maintenance efforts, your growth strategy or otherwise.

3. Improved agility

COVID-19 gave the business world a surprise agility test. Many were left scrambling. They did not have the tools/processes in place to adapt quickly.
For other businesses, the move to remote work was relatively seamless. They already had the digital tools and processes needed to work from anywhere. Or, they had the no-code/low-code tools to create the necessary web applications on the fly.
The agility is one of the most important benefit of digital transformation. The ability to adapt to changes on the fly or deliver needed solutions in a matter of days is a huge competitive advantage.

4. Improved customer satisfaction

With the rise of mobile and technology advancements, the customer expectations change. The modern customer expects simplicity and improved service, customized to their own individual characteristics. The digital transformation enables creation of mobile apps. Improving the customer experience is one of the big goals of digital transformation. The great part: When done correctly, you will see improvements in two different areas.

5. Improved customer experience

Offering digital tools to your customers will make their lives easier. It makes your business more attractive to potential customers. But, most importantly, it keeps you relevant. Businesses that offer a clunky, outdated experience will have trouble competing with those that stay up to date with modern technology. As more digital technologies continue to emerge, it is crucial that businesses adopt new ways to deliver value to their customers. Businesses need to participate in digital transformation to improve their customer experience — or they risk getting left behind.
Do you notice how some companies these days seem to know what you want before you ask them? Or their products are created in such a way that it seems like they are reading your mind? It is not magic, it is analytics. These companies are taking advantage of digital technologies to better understand their prospects and customers. They are gathering insights from customer interactions and using that data to constantly improve. We can use data-driven insights gained from digital marketing to better understand our

customers. Going digital allows us to track and analyze data that is instrumental to our success. The data can allow us to make hyper-specific targeted campaigns that attract customers and maximize our conversions. This is customer insights.

6. Improved profitability

Finally, what happens when you work more efficiently, make better decisions, increase agility, and improve your customer's perception of your business? How will that impact your bottom line? The fact is digital transformation will transform your entire business. As explained below, when done correctly, it will significantly improve your overall profitability.
The primary goal of digital transformation is to improve your customer and client experiences, ultimately resulting in more revenue.
According to Forbes, 56% of CEOs reported a direct increase in annual revenue thanks to their company's successful digital transformation. By integrating new technology systems and infrastructure to improve your business operations and gain better data insights, you will also be improving your customers' experience with your company and expanding your audience along the way.

8. HOW TO ANALYZE THE LEVEL OF PRESENT EFFICIENCY AND DIGITALIZATION IN ONE COMPANY

Start questioning and answering every segment of your business:

1. How is your business performed?
2. How many operations are performed manually, and how many automated?
3. How many people are involved in the manual processes?
4. How efficient are your processes?
5. How long does it take to produce your product or deliver your service?
6. How effective is your administration (bookkeeping, accounting, finance, logistics, marketing, legal service, sales)? How many people are employed in background operations?
7. In which of the above segments do you use software tools, technology?
8. Do you have a software system as the only place to enter all product data and information?
9. Do you use electronic banking, ERP or do you still carry bank orders?
10. Do you have an integrated IT sector, or do you use an external company?
11. Are you in direct contact with end users (selling to companies or the public) and what do you need to do to achieve that?
12. Have you done research on service and product satisfaction?

13. What are the biggest challenges you need to address?

14. Do you hold strategic meetings with a team that encourages discussion of new ideas, innovative examples, technological advances, etc.?

Usually the **problem or challenge** can give the greatest impetus to a different and creative approach to a solution that leads to innovation or technological advancement! Sometimes the solution sounds good, but it seems unattainable and difficult to implement, because internally the company does not have experts to carry out the transformation, or the equipment needs to be upgraded and changed, and IT tools require expensive and long-term programming. You do not have to give up. This is not a barrier to realization, and the possibilities exist for additional staff, external support, investment scheduling over the years, additional research and comparisons, as well as direct questioning of a similar or the same industry from the European region on how they achieved results.

All this just needs to be planned and calls to set investment priorities.

9. WHEN IS THE BEST TIME FOR DIGITAL TRANSFORMATION

If you have not started thinking, start now! And then start digital reform as soon as possible. Digital transformation takes time. You should see it as a continuous process that does not stop.

The question is not whether the company needs a digital transformation, but at what cost it should happen. The earlier it starts, the lower the price. The reform does not refer to implementation of one digital technology, as that is not enough. The transformation should happen in all processes and changes the classic business model into digital, - and at that moment the digital transformation of the company begins.

The digital transformation as a tool for advancement has been in use and development for many years. But many companies do not use the digital tools available to them effectively, or do not take the necessary steps to get results. The answer is that there is no best time, but that any delay in the digital transformation can be a problem for the company. The digital transformation should start to be implemented immediately in the annual strategies, to be planned in the investments for growth and development, to be introduced in the culture of the company and to be transferred in the way the employees think and work.

The OECD states have realized that digital maturity goes hand in hand with performance. For example, countries that have successfully implemented digital transformation initiatives and continue to innovate, such as the United Kingdom, are three times more efficient and productive than others.

Companies still fear digitalization even though they realize how essential it is for their business. Sometimes it is because they lack the necessary internal resources or because they do not consider digital tools a priority expense.

10. WHAT ARE THE PRECONDITIONS FOR DIGITAL TRANSFORMATION?

Before the first step there is another step, and that is **high awareness** and conviction among management and shareholders that digital transformation is inevitable if we want to stay in the market.

- Then we come to the first step - to **get on board** digitally skilled employees from the beginning, because digital transformation is about people, data and technology and tools.
- Introduce a **culture of change**
- Take **time**
- **Learn** about the **capabilities of digital tools** and equipment
- **Involve** all **team** members
- Ask for **help** for who can make the transformation strategy, and hence the time and investment plan, to plan the phases for implementing the changes.

11. HOW TO START AND SET PRIORITIES AND GOALS

Always **start simple** and small. Start transforming **easy areas of your work** and use f**ree tools** such as d**igital signature software, document filing, project management tools, data storage tools** etc.
Ask yourself a few key questions and create the vision for your company. Write down the answers and make a list of needs and changes that your company needs to go through.

1. What kind of ROI are you planning for 10 years from now?
2. Where do you see the company in 10 years?
3. What kind of company do you want to have (modern, contemporary, smart, adaptable...)?
4. Do you want to be an example employer, and your company to be a desirable place for growth and development of talented young people in the country?
5. Do you want satisfied employees who find the meaning of work contribution in your company?
6. Do you want a client base with high growth potential, clients who recommend other clients for the satisfaction of using your services and products?
7. What inefficient processes do you want to eliminate and what efficiency do customers require?

12. HOW TO DEVELOP A PLAN

Planning a reform is something that should be in the strategic conversation in every company, among the owner and the core team members. Drafting a plan and visualizing processes is easy but putting it on paper and structuring it requires thinking, as well as several revisions - and that spends time. This is a helpful guide

in 4 steps, so you can develop an easy plan for your company digital transformation. Having a plan in place, means that 50% of the digital reform is already done.

1 **Define a clear strategy based on your company's specific development needs.**

- Answer the question what is your vision for the company in the future, and what changes need to be made!
- Communicate the knowledge to the employees in order to include it in the vision, and to get their opinion and their contribution
- Explain the main aspects that drive the need for change
- Define investments in fixed assets (it can be equipment, technology, machines, automation, IT tools, software, applications) that will facilitate and speed up the process
- Determine the starting point for the digital transformation process.

2 **Create a team that will include people who know what the challenges are at work and what needs to be done to facilitate, speed up the work process.**

- Involve the shareholders and partners in the company!
- Appoint a team to work on the proposals, realization and implementation of digital transformation
- You, as the owner, should be in charge of the team that will monitor the progress
- Use plain language for better understanding and collaboration
- Explain the main aspects that drive the need for change
- Determine the starting point for the digital transformation process.

3 **Use agile methodologies and use the principle of prototype solutions, which you will then improve over time to get the best version.**

- Create a new approach to work. Instead of a final solution, make a prototype and do a lot of testing
- Have the big picture, but start with smaller changes and slowly increase your grip with bigger changes
- Look for platforms that integrate most of your systems and machines, but make sure there is an opportunity to upgrade
- Use an access and platform that allows you to recycle and constantly use your assets

4 **Set indicators according to which you will monitor and measure the implementation of the digital transformation, but also the results from it, in order to reap the greatest benefits.**

- Identify initial indicators that may reflect the results in numbers. *For example (product production time, service delivery time, number of tasks performed by one employee in a week)*
- Set targets
- Track progress according to a certain frequency, preferably monthly
- Slow progress should not be considered a mistake

13. HOW TO PREPARE FOR TRANSFORMATION

1 Align your business transformation strategy to your business goals
Start by assessing your overall business goals and ask what objectives your business wants to achieve in the short, medium, and long-term.

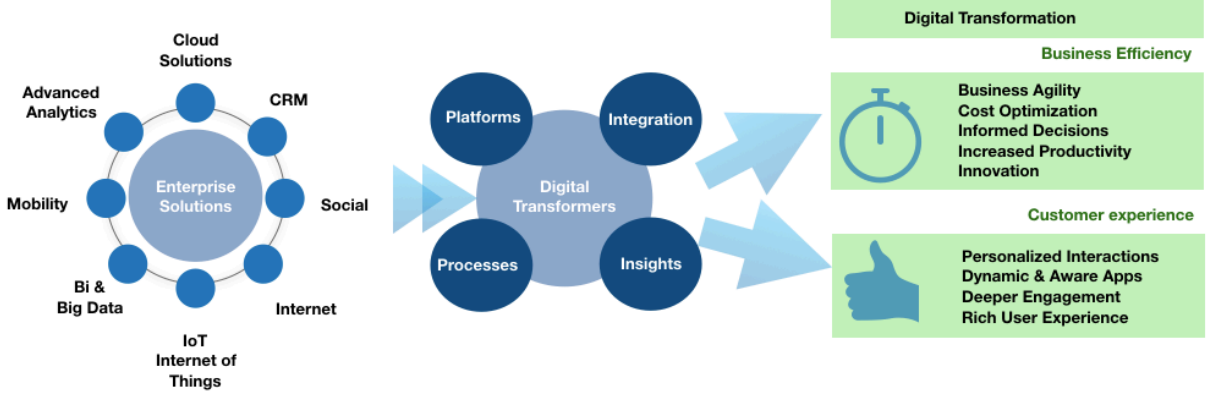
2 Invest in the right technologies
Digital transformation means different things to different industries and refers to different technology.

3 Turn insight into action
Crucial information about customers trends and predictions, or information about how your business are performing.

4 Continually reassess your digital strategy
New technologies are being launched all the time. Understand that digital transformation is a journey that is never complete.

5 Follow up the clients needs regularly & their satisfaction from the services
Steer the investments in technologically advanced tools that will make your business more competitive, and your clients happier.

pandemic, does not allow stagnation in terms of digitalization and automation, and the circumstances of survival require **a change in the business model.** Digitalization and automation enable easier collaboration between the different parts of the company and **interoperability** whose main benefit is



shortening the time required to launch a new product / service, improved user experience or efficient management of company development, leading to increased revenue, as a direct result.

CLOUD

From the perspective of a manager and entrepreneur, unforeseen situations such as earthquakes and global pandemics have made them realize how important it is to have a quality IT infrastructure and security solutions for a smooth operation. Imagine for a second you were transposed into the karmic driven world of Earl. Work is slowed down, and time and data are lost. But there is a solution for such situations, one of them is CLOUD.

The transition to CLOUD service reduces the need to purchase expensive IT infrastructure, which imposes ancillary costs such as security services, the cost of upgrading IT infrastructure over the years, etc.

The advantages of the CLOUD service, compared to the existing models of IT function management, are numerous: reduced costs, flexibility, upgradeability, work continuity, data security, and greater choice in the development of IT strategies.

What is CLOUD, where is CLOUD, do I already use CLOUD, are questions we often ask ourselves. CLOUD is a commercial name and metaphor for the Internet. Most people use a CLOUD based service that they do not know about. In essence, the CLOUD service is a variety of small systems such as Gmail, Hotmail, Yahoo, and the like. Prerequisite for using CLOUD is to have a device (computer, phone or tablet) and Internet access.

CLOUD means storing data online, not locally on your hard drive. But it is not just about data; the bottom line is that complete systems are "out there" on the CLOUD platform. That "somewhere" is located on the server infrastructure of a certain "DATA CENTER". This approach has many advantages, because that infrastructure is taken care of by professionals, as opposed to storing data on local computers / servers. CLOUD-based services can be divided into 3 groups: IaaS, PaaS, SaaS.

Infrastructure as a service (IaaS)

The basic model of CLOUD service where the user is given the opportunity to use information infrastructure (servers, network infrastructure, mainly virtual platform, data center, operating systems), without having to buy their own, but to rent. The CLOUD service is interesting for small and medium enterprises, for which investments in own equipment are expensive. In this way, a secure, stable, and accessible infrastructure is obtained, which until recently was available only to large companies.

Platform as a service (PaaS)

The service refers to the development environment and the required package of software subsystems. PaaS is a level above IaaS. The user has control over the applications and the intermediary layer, while the cloud service takes care of the other technical layers.

Software as a service (SaaS)

The user is provided with opportunities to use the available applications located on the CLOUD service cloud infrastructure. The applications are available online from various user devices. Applications can be free, and if you pay, the most common model is a monthly or annual subscription. The CLOUD service provider has control over the complete infrastructure, while the user can define access rights from his own company. The user has no investments in software and hardware, as well as a service for maintenance of the infrastructure systems, for which the service of the CLOUD service is in charge.

DIGITAL SIGNAGE SOFTWARE -makes it easy to sign documents online. DocuSign is one of the most secure digital signature platforms for signing, storing, sending, and tracking documents. **DocuSign is a free digital signature software.**

DOCUMENT MANAGEMENT SYSTEM (DMS) is a system that controls the life cycle of documents in companies and the way those documents are created, corrected, verified, approved, published, made available, used, reviewed until their deletion. Although "management" imposes control from the top of the organization to other hierarchical levels, an effective DMS should have strict control over who can dispose of them, their expiration date, and their implementation. DMS is usually an application that is designed for the needs of companies and allows easy search and sharing of information, i.e. and logically organize and standardize the content of documents throughout the company. DMS is a database and assists companies in their legal obligations and responsibilities

ENTERPRISE RESOURCE PLANING SOFTWARE (**ERP**) refers to a type of **software** that the management and financial teams use to manage day-to-day business activities such as accounting, procurement, project management, risk management and compliance, and supply chain operations. ERP system enables connection to the company's bank and bank accounts, so processing payments is easy and direct from the ERP system, without, skipping the e-banking platform. **One of the ERP software is SAP for business.**

CUSTOMER RELATIONSHIP MANAGEMENT SYSTEM (CRM) is a term associated with applications and software that are a central base in which all data related to clients details and cooperation are connected. If you are the owner of a small company with several employees, CRM is of great importance, as it helps record all customer-related details, and eliminates manual data entry or data management in Excel. The use of the CRM system provides a clear overview of all clients, where all data is organized for easy search and is available in one place at any time, which facilitates their management and analysis. **Try the accessible Salesforce or HubSpot.**

Apart from basic data, the central database contains other information such as:

- All correspondence with the client through different platforms: emails, messages, contracts, deliveries.
- Data on the cooperation with the clients with all the members of the team.
- Collection of this data in one place is essential because everyone always has access to the information.
- Review of all previously signed contracts, deliveries, agreed projects with the client, as well as a list of services that the client has purchased. In this way, the course of the cooperation is monitored, and it is possible to offer other services of their interest in a timely manner.

The advantages of applying the CRM system are reflected in:

- Improving the cooperation with the clients and gaining their trust, that the company knows them well whenever they call (instead of in the past, the client calls and moves to several sectors until he reaches the person in charge, and he must always repeat it the same information).
- The need for employees who deal with the synchronization of client information is reduced, as well as relieving the whole team with additional activities around the search and verification of information about the client request.
- Easier forecasting of customer needs and the ability to meet future requirements.
- Easier forecasting of stock quantities required, and easier communication with suppliers.
- Simpler planning and clearer strategy for all future projects, campaigns and contracts offered to clients.

COLLABORATION SOFTWARE Online collaboration apps allow capturing and sharing files; makes possible to work with the team wherever they are; and chat, message or connect with them from whatever device, ensuring that everybody is on the loop and on the same page. **Some free or accessible options are Slack, Microsoft Teams, Twist and Flock.**

FILE AND SHARING STORAGE TOOLS are platforms that you can use to access, edit, and store your files from anywhere, whether you are on the road or in the office. **The free options are DropBox, Microsoft OneDrive as well as WeTransfer.**

PROJECT MANAGEMENT SOFTWARE specialized for complicated projects and a good Project Management solution can assist you in every stage of the project lifecycle. **Examples are Project.co TogIPlan and ClickUp, with affordable plans.**

COMMUNICATION SOFTWARE is a cloud communication software that offers tools to let you connect, work, and link with your employees, customers, suppliers, and stakeholders, anytime and anywhere. **The free options among others are Bitrix24, CloudTalk, Fuze.**

CHATBOT TOOL is a form of artificial intelligence that engages in a conversation with visitors to your website. **HubSpot has a free chatbot builder** that allows you to create and customize website bots yourself, with no coding experience required.

E-COMMERCE SOFTWARE is for online selling and retailing and will help you manage all aspects of your online business including adding or removing products, handling inventory, calculating taxes and other details needed to fulfill orders for a website.

WEBSITE CREATION SOFTWARE is a solution helps you create a website and manage its content. It also comes with variety of publishing options, built-in text editors, filtering, and indexing features, SEO, and metadata functionality.

APPOINTMENT SCHEDULING SOFTWARE This automates scheduling your appointments and online bookings and syncs them with whatever calendar and device you use. It will provide notifications and reminders for your important activities and schedules for the whole week, month or even year.

MARKETING SOFTWARE is a collection of web systems and apps designed for campaign management and resource optimization, and offer features such as data collection, branding, event scheduling, content distribution, and lead nurturing and converting.

E-MAIL MARKETING SOFTWARE is a solution that can scale across diverse audiences and can automate email tracking and newsletter delivery, designing and sharing of newsletters, creation of permission-based mailing lists, and inbound lead generation.

SALES AUTOMATION SOFTWARE enables you to standardize sales processes and tasks, speeding up the tracking of your sales lifecycles and helping you accomplish your goals on schedule.

HELP DESK SOFTWARE when you need to provide more robust customer support if your customer base is expanding and a dedicated help desk software will help you address and resolve customer issues more efficiently across multiple channels.

FIELD SERVICE MANAGEMENT SOFTWARE to supervise and keep tab of the activities and work schedules of remote technicians and field service personnel. It allows you to access customer data, manage service orders, and do route planning, among others, for more efficiency at less cost

INVENTORY MANAGEMENT SOFTWARE an inventory management software to efficiently track inventory levels, sales processes, orders, and deliveries. It offers an improved way to organize inventory information compared to spreadsheets or paper.

INTERNET OF THINGS IoT is a term that refers to the, **Internet of intelligent devices -** technology of efficient connection of digital and physical world, i.e. connection of sensors and actuators from the real world to the Internet, system of mechanical and digital machines that allow data to be transmitted over the Internet. Thus, these devices enable "digital intelligence", i.e. provide the opportunity without human intervention, to use the necessary data and to analyze for different needs in real time, with the help of devices that can self-regulate their work. Today, smart devices are in widespread use - smart TVs, thermostats, refrigerators, video surveillance systems with sensors, smart lighting, and heating, which are regulated by telephone or computer, smart homes and smart cities. **IoT technology is used in agriculture, factories, and transport.**

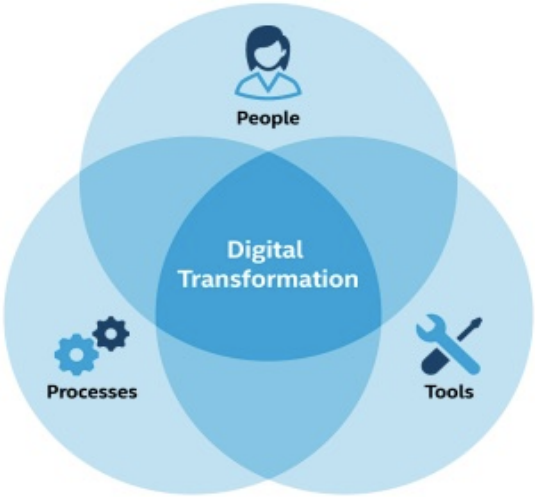
BIG DATA refers to a combination of technologies, old and new, that enable the processing of huge amount of data with speed and accuracy, which is not possible with conventional analysis, and which allows real-time review. Facebook, Twitter, online transactions, geolocation, gender, age and data searched on Google, every second the databases are filled with new information, which is not difficult to collect, but the problem is to store, and even more to are structured and analyzed.

15. DIGITAL TRANSFORMATION IN ALL ASPECTS OF COMPANY'S OPERATIONS

a) DIGITAL TRANSFORMATION OF MANAGING TOOLS - REPORTS

To run a company successfully, the management needs to make the right decisions based on timely and accurate data. In many companies there are systems in which data is entered, but still manually. Hence, most reports are generated slowly and analyzed by entire teams. The condition and performance of the company is usually perceived with a delay of one month.

Digital transformation enables complete automation, from data entry to one-click reports. For example, in one production the input of data through bar codes and scanners, and digital machines that are directly connected to a system that registers production time, quantity, product type and generates code according to which the product goes to the warehouse and further to the store.



Management reports through this automated system: inventory quantities, productivity per employee, daily sales and analytics, service products, quantities of returns, etc. are pre-designed, and are just a click away from the computer.

b) DIGITAL TRANSFORMATION IN HUMAN RESOURCES MANAGEMENT

Look at the areas of your HR processes that could do with a digital makeover (preselection & recruitment, on-boarding & in-boarding, learning and development, payroll management and so on), as well as automate all analyzes and reports resulting from the digitization of all this data in one place, making it easier for managers to take care of the needs of these resources. Using software programs saves the time and energy by making tasks easy and simple to understand. TIP FOR FREE DIGITAL TOOLS vidcruiter.com/ and zoho.com/recruit/

c) DIGITAL TRANSFORMATION OF TRAININGS

Digital technology has so many tools available for conducting training and coaching online, as well as to attend workshops and seminars without having to pay an expensive ticket or travel to a distant country. Instead you can attend trainings via webinars, learn online and perform and evaluation using systems, that can automatically document and track the progress of each employee.

The LEARNING MANAGEMENT SYSTEM (LMS) serves to help you orient, train, and further educate your employees to keep them engaged, knowledgeable, and updated of company policies, work roles and responsibilities, and business activities.

c) DIGITAL TRANSFORMATION IN COMMUNICATION

The teams in the companies cannot imagine a day in the office without communication tools that enabled by digital technology, such as Skype, Zoom, Slack, and also Collaborative Project Management tools such as Trello or Hootsuite.

d) DIGITAL TRANSFORMATION OF FINANCE AND ACCOUNTING

The companies today have a high degree of digitalization in the field of finance and use software for data entry and processing and use external collaborators who manage their finances. For a company, the digital reform of the financial operations and the concentration of all data in one place is important:

- Accounting software designed to integrate all the industry-specific company applications, enabling real-time financial visibility and control of people, processes, and systems,

- A system that provides tools for complete budgeting, forecasting, data consolidation and reporting. This system provides a centralized, secure database so that any changes to company data are automatically updated. For SMEs, it is a more flexible, reliable, trustworthy system and improves financial control,
- A system that provides tools for cash and non-cash payments, and that monitors all payments, quickly generates revenue transactions and records all business expenses in one place, as well as easily edit transactions and review all bank accounts using the report for totals,
- Warehouse operation module that improves overall warehousing efficiency and simplifies the inventory management process through automation, providing integrated operations at all levels of warehouse management, by recording procurement, deliveries, monitoring of used material, report generation module,
- Fixed assets module, where with just a few clicks, you can register and post the fixed assets, depreciation, their management, and reports,
- Intelligent payroll software as a comprehensive solution for calculating employees' salaries, implements the process with 100% compliance with the legislation.

DIGITAL TRANSFORMATION OF OPERATIONAL PROCESSES (MANUFACTURING, LOGISTICS, TRANSPORT, DELIVERY)

In a time of growing economy, speed and delivery times are crucial, and the consequences of delivery channels and logistics are great. Efficiency, optimization, required quantity of production, speed and delivery time are of great importance. Today, in the phase of accelerated evolution and digital environment where the digital transformation has the impact of the next industrial revolution, known as industry 4.0, it becomes even more pronounced. For example:

- Digital logistics systems with integrated data and GPS monitoring, where you see all means of transport (air, road, water) on a single screen, and from here you can get real-time information on the smallest details: location on a map, landmark, kilometers traveled and remaining to final destination, loading time and remaining time to delivery, speed of movement, information on the cargo and goods they carry as well as the name of the persons responsible for each vehicle.
- At the same time, the same information is available for customers who use the logistics and transport service, so they can see if their goods are at the port or are already at customs. This is an incredibly great advantage for customers to be able to receive information in real time. Additionally, one-click reports are available for: delivered goods, spent fuel, waiting time at any time.

- The benefit of these reports is that they help you see all the challenges and opportunities and make decisions. All of this, which used to take a lot of time and an entire arsenal of people, is now happening much faster through digital systems.

- The business needs not only data, but also their visual clarity, in a fast way in real time. This is also required in logistics, transport, and distribution chains, and for all parties involved as manufacturers and stores. All these subjects are interested to know how the goods travel from the place where they are produced to the place where they will be sold. In a connected global world, information needs to travel fast. The longer the waiting time for all parties, the more expensive the time, resources, money and sometimes the reputation of the one who is late with the delivery.

DIGITAL TRANSFORMATION IN MARKETING

Some time ago, the companies often printed flyers and brochures, distributed them, and, crossed fingers hoping for results. And the result only came after the salespeople engaged directly around the potential customers. There was no system to measure the effectiveness and impressions of people from posters and TV spots. This was the only, biggest "blind spot" in marketing, and that was the lack of quality, usable data for marketing experts to make decisions. How many people saw the video, and what they thought about the poster, and at least that they bought the product because of it.

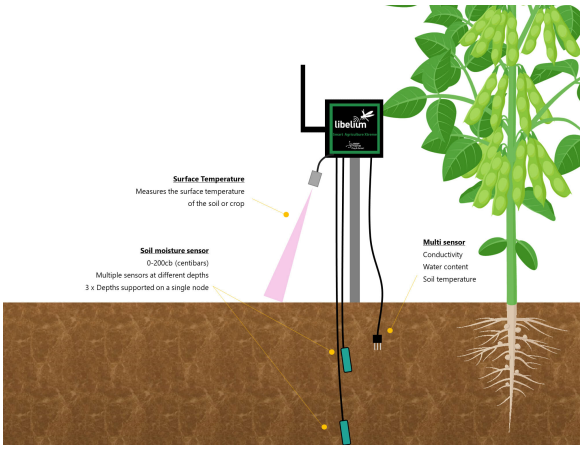
Analytics today is super essential for marketing and digital transformation continues to emphasize just how useful it is going to be in all future marketing efforts. For example, a video on YouTube, Facebook, Instagram, Twitter and other social media platforms through its own Analytic Tools and also, Google Web Analytics can tell a marketing team exactly how many people watched the video. Moreover, if those people click on the "Call to Action" button taking a viewer to a website it is easy to measure how effective the video is in converting people. More granular information is available, such as which social media platforms people watched the video on, where these people live, or what time of day the video garnered the most views and click-throughs.

In other words, digital transformation now gives marketing experts much more precise user data and metrics.

16. SUCCESS STORIES AND EXAMPLES OF DIGITAL TRANSFORMATION

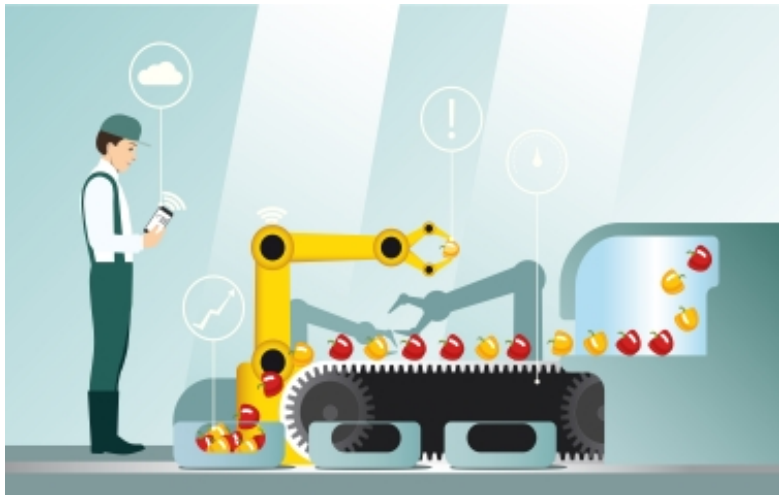
Success Story #1

Precision Agriculture is developing fast due to digital technology. Today there are smart drones for soil water spraying and fertilizing in large farms, as well as sensors to measure the soil humidity and surface temperature. All these sensors are connected to the main, data center and, main software of the company, to ensure real time data.



In fresh and processed fruit and vegetables industry, digital information opens opportunities for all role-players in the fruit industry such as growers, producers, packagers, traders, distributors, and retailers. **Digital transformation in the fruit/vegetable industry means improvements in productivity, speed to market and profitability.** The manufacturers leading the way – the

digitally mature – are sprinting ahead of the pack and making huge gains. Those implementing and exploiting digital technologies have common characteristics:



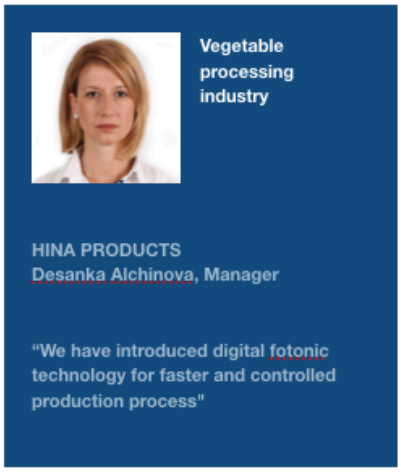
They have a digital strategy and digital ownership aligned closely with business strategy. They are applying **new, innovative technologies:** sensors, automation, digital twins, the internet of things and machine learning – where **all interact with each other** to provide **value and enable higher quality** and higher margin products.

The use of machines in fruit/vegetables processing ensures quality and affordability. By using automated processes and machines, costs reduce, fresh food quality is maintained, and productivity improves. The number of robots in the European food industry is well over 30.000 (*statistics according www.aurecongroup.com/thinking/thinking-papers/future-food-manufacturing-digital-realities*). Robotic machines can help to eliminate safety issues for more dangerous jobs in food manufacturing, for example the automation of fruits/vegetables cutting process may lower workplace injuries.

In the past few years, 3D printing has really taken off across many industries and the food industry is one of them. There have been several applications of 3D printed food from NASA printing fruit and vegetables to create soft foods for those who cannot chew and swallow hard food safely.
Many opportunities for implementation in food processing are available, such as:

- Collecting and analyzing **sensor data** such as **vibration and temperature** to monitor asset health can significantly reduce machine downtime, and maximize the efficiency of maintenance
- **Monitoring production line** variables such as pressure, temperature and other **metrics** of machine performance can improve dimensional accuracy
- **Using cameras, vision systems and other inspection equipment** to monitor produce to ensure it meets standards, while reducing food waste
- Combining **machine vision with artificial intelligence** can improve food quality and safety
- **Tracking product**s through multiple stages of production and collecting the associated data can provide insights into bottlenecks and help optimize the process
- **Collecting information** on food ingredients and flavor compounds can fast-track product reformulation
- **Sensors** can monitor the amount of food debris remaining in the machine and optimize the cleaning process – reducing cleaning time, energy and water consumption
- A **digital twin** from computational modeling of food breakdown and digestion to understand how different foods impact different human condition

Success Story #2



Hina Products is a factory for production and preservation of vegetables and fruits, and we produce ajvar, industrial ajvar, mixed vegetables, peppers, pickles in jars and cans. In high production season we needed full engagement of all resources even seasonal workers.

Many processes were done manually, such as washing and chopping the raw materials, as well as filling the jars. We invest in automation and digitalization of production, with automatic plants replacing routine processes. Additionally, we are introducing a sophisticated system for the detection of foreign bodies in jars that are required by international food standards.All these machines will be connected to the operating system, and we will additionally migrate it to CLOUD. "Hina Products is becoming much more competitive both domestically and internationally, which will produce larger quantities in a shorter period of time, and employees will focus on more strategic activities.

In wood processing and textile industries, like many others, operate with machines from various vendors. As a first step, they wanted to be able to connect their machines into a cross-vendor standardized manufacturing execution system (MES) – to drive visibility, uptime, and efficiency by comparing and benchmarking information across the limits of an individual system. Their benefits include a greater uptime, faster root cause analysis across maintenance, quality, operations – even tracking and optimizing their energy usage to reduce consumption and cost.

Step one is always **connectivity: Connect machines and sensors, and "free" information** that was otherwise hidden in a single data silo. Often this also means to connect the plant domaicn (OT) with the business domain (IT).

Step two is merging **business data and operational data**. Enter big data challenges like heterogeneous data sources – from image files, to historian and streaming data, to textual shift notes, maintenance records, and quality and complaint information. The internal supply chain including weaving, knitting, dyeing – with many combined operations, merges, and split make traceability a unique industry-specific challenge e.g. how lot link multiple sensor values to the same area and piece of final fabric.

Step three is to apply machine learning and the big data analysis toolbox to detect anomalies, track down root causes.

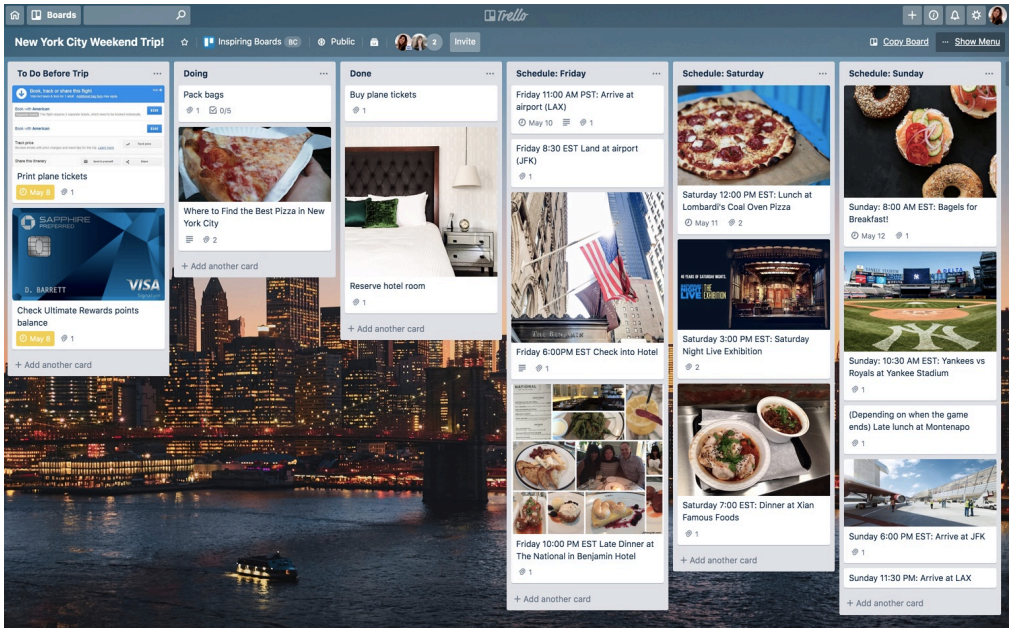
F**inally, in step four,** these **insights are connected** into better business decisions in maintenance, quality, and produ**ction processes.**

Success Story #3

Tourism

This industry has long been advancing due to **digital transformation** because there was more pressure from the competition, and the goal is to make the offer available to customers around the world. Travel companies have long used advanced technology, applications, and software, online sales, and marketing, GPR and Trekking systems for tourists.

Tourist software platforms for management of complete tourist offer (transport - hotels - restaurants - heritage - museums) are almost everywhere in use. Tourist agencies can create a travel boards that work for Android and iOS even offline via the **free app "Trello" and manage various types of offers,** bookings, itineraries, museum and restaurant appointments provided to tourists**.**



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ABOUT THE AUTHOR

BILJANA SEVERINOVA,
North Macedonia
A MARKETING AND BUSINESS DEVELOPMENT EXPERT, CERTIFIED IN DIGITAL TRANSFORMATION FOR SMALL AND MEDIUM ENTERPRISES.

ANNEX I: DIGITAL TRANSFORMATION CHECK LIST

This annex provides basic list of questions, that can be of great help to the company's owners during the analysis of their processes and operations. The aim is to identify the points for digital transformation.

The list of questions, are grouped by industries included in the project:

Agriculture

1. Warehouse management process – stock evidence by lot numbers and expiry dates – how is performed
2. Non-current stock analysis for raw materials – how is performed
3. Expiry date analysis for products – how is performed
4. Warehouse process – using of micro locations today
5. Customer orders evidence – document flow in the sales process today
6. Number and type of customers
7. Price policy and flexibility of current price policy for customers
8. Supplier orders evidence – document flow for the procurement process today
9. Number and type of suppliers
10. Price policy and flexibility of current price policy for suppliers
11. Profitability analysis for parcels, harvest, product line
12. Field service data administration
13. Process of packing – using of barcodes, batches, packing lines
14. Using of e-government, e-banking, e-services today
15. Accounting & Finance procedures
16. Document flow used with internal / external accounting services
17. Number and type of documents created and received for operating procedures
18. Number of employees and current procedures for daily operations with employees
19. Document flow and internal organization for daily tasks and responsibilities
20. Budgeting tools used today
21. E-commerce needs identification

Apparel and textiles

1. Warehouse management process – stock evidence by size & color numbers – how is performed
2. Non-current stock analysis for raw materials – how is performed
3. Warehouse process – using of micro locations today
4. Customer orders evidence – document flow in the sales process today
5. Number and type of customers
6. Price policy and flexibility of current price policy for customers
7. Supplier orders evidence – document flow for the procurement process today
8. Number and type of suppliers
9. Price policy and flexibility of current price policy for suppliers
10. Profitability analysis for products, product line, customers, seasons
11. Production process data administration
12. Production process document flow – using of barcodes, batches, packing lines
13. Definition of production norms, salary calculation based on results or fixed price policy
14. Using of e-government, e-banking, e-services today
15. Accounting & Finance procedures
16. Document flow used with internal / external accounting service
17. Number and type of documents created and received for operating procedures
18. Number of employees and current procedures for daily operations with employees
19. Document flow and internal organization for daily tasks and responsibilities
20. Budgeting tools used today
21. E-commerce needs identification

Wood processing

1. Warehouse management process – stock evidence how is performed today
2. Non-current stock analysis for raw materials – how is performed
3. Warehouse process – using of micro locations today
4. Customer orders evidence – document flow in the sales process today
5. Number and type of customers
6. Price policy and flexibility of current price policy for customers
7. Supplier orders evidence – document flow for the procurement process today
8. Number and type of suppliers
9. Price policy and flexibility of current price policy for suppliers
10. Profitability analysis for product type, product, customers
11. Production process data administration
12. Production process – using of barcodes, production tasks, production capacity calculations
13. Using of e-government, e-banking, e-services today
14. Accounting & Finance procedures
15. Document flow used with internal / external accounting service
16. Number and type of documents created and received for operating procedures
17. Number of employees and current procedures for daily operations with employees
18. Document flow and internal organization for daily tasks and responsibilities
19. Budgeting tools used today
20. E-commerce needs identification

Tourism

1. Customer orders evidence – document flow in the sales process today
2. Number and type of customers
3. Price policy and flexibility of current price policy for customers
4. Supplier orders evidence – document flow for the procurement process today
5. Number and type of suppliers
6. Price policy and flexibility of current price policy for suppliers
7. Integration with different e-commerce platforms
8. Price policy – fixed sessional prices or price based on capacity occupation index
9. Using of e-government, e-banking, e-services today
10. Accounting & Finance procedures
11. Document flow used with internal / external accounting service
12. Number and type of documents created and received for operating procedures
13. Number of employees and current procedures for daily operations with employees
14. Document flow and internal organization for daily tasks and responsibilities
15. Budgeting tools used today
16. E-commerce needs identification

ANEX II: Template / Table of contents of the Digital transformation strategy

Company description

- General description
- Main customers
- Main suppliers
- Key events
- Management

Number of employees

Locations (distributed or singe Location Company)

Business Model (description of key business processes, operations)

Analysis and diagnostics

- Used Digital tools (current situation)
- Main organization problems

List of recommended digital tools with specific benefits for the company

Digital Tool 1: _____

Digital Tool 2: _____

Notes (digital strategy notes)

_____

_____

_____

_____

_____

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_____