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Digital Transformation in Practice

A Guide to Implementation and Lessons Learned

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Content

GLOSSARY OF TERMS AND EXPRESSIONS

AI – artificial intelligence;

Real-Time Analytics – processing and analysis of data as it is generated;

API (Application Programming Interface) - a set of rules that enables different software systems to communicate and exchange data with one another;

Process Automation – the application of digital technologies to execute business activities with minimal human intervention;

BPM (Business Process Management) – an approach to managing business processes through their modeling, automation, and continuous improvement;

Data-driven decision-making – making decisions based on data analysis rather than relying solely on experience or intuition;

Digitalization – the process of converting analog data and processes into a digital format;

Digital Platform – a software solution that connects various users, organizations, or systems, enabling the exchange of data and services;

Digital Transformation – a comprehensive process of applying digital technologies that involves changes in business processes, organizational structure, and business models;

Digital Ecosystem – a network of interconnected organizations, systems, and users that collaborate and exchange data through digital platforms and solutions;

DMS (Document Management System) – a system for managing documents that enables the storage, organization, and version control of digital documents;

EDIH (European Digital Innovation Hub) - a hub that provides support to organizations in their digital transformation through technology testing, training, and expert assistance;

ESG (Environmental, Social, Governance) – a framework for tracking an organization's impact on the environment, society, and corporate governance;

Firmware – software embedded into hardware devices that enables their basic functioning and communication with other systems;

GPS (Global Positioning System) – a system for determining location and tracking movement in real time via satellites;

Human-in-the-loop – an approach in which a human participates in the operation of a digital system, maintaining control over decision-making or key steps in the process;

Interoperability – the ability of different systems, devices, or applications to communicate and exchange data with one another;

IoT (Internet of Things) – a network of connected devices that exchange data over the internet;

KPI (Key Performance Indicators) – metrics used to measure the success of a business or a specific process;

Middleware – software that acts as a bridge, enabling different systems to communicate and exchange data;

Smart Mobility – the application of digital technologies in the planning, management, and optimization of transport, aimed at increasing efficiency, safety, and service quality in traffic;

Pilot Project – an initial phase of testing a solution in a limited environment before its broader implementation;

Pisarnica – a state-owned software that enables digital case management and administrative procedures within public administration.

Telemedicine – the provision of healthcare services remotely using digital technologies.

1. INTRODUCTION

In today's business environment, digital transformation represents one of the key prerequisites for the sustainable development and competitiveness of organizations.

The Digital Transformation Guide presented here was developed within the Capital Innovation Point Serbia (CIPS) project, implemented as part of the network of European Digital Innovation Hubs (EDIH Serbia). The project is focused on supporting startups, micro, small, and medium-sized enterprises, as well as public sector organizations, in enhancing their digital capacities through access to modern solutions, expertise, and support programs.

A special emphasis of the project activities has been placed on strengthening users' knowledge and capacities through training, mentoring support, and the exchange of experiences among organizations. Within this framework, this document represents one of the key tools that enables such experiences to be systematized and made accessible to a wider circle of users.

The experiences presented in this material demonstrate that the success of digital transformation depends not only on technology but also on how an organization is structured and how willing employees are to embrace new ways of working. Throughout this process, various challenges arise, such as limited access to finance, insufficient connectivity with other stakeholders, and difficulties in accessing modern technologies.

In response to these challenges, this guide aims to present concrete practical examples of organizations that have improved their workflows, process organization, or service delivery through the implementation of digital and technological solutions. Furthermore, it seeks to identify approaches and lessons learned that can be applied across various environments. In this sense, the guide covers different forms of transformation—ranging from the digitization of individual processes to the development of more complex solutions based on data and innovation. It is important to emphasize that these examples do not strictly represent digital transformation in the narrowest sense; rather, they showcase a broader spectrum of approaches, allowing for a better understanding of how organizations navigate change in practice.

The presented cases encompass organizations from various sectors and levels of operation—ranging from the private sector and public administration to academic and research institutions.

In addition to examples from Serbia, selected cases from the European context are included to serve as further inspiration and a reference framework for examining different approaches to digital transformation.

This guide does not aim to provide universal solutions, but rather to offer insights into concrete approaches and their practical application. In this way, it functions as a practical tool for learning from the experiences of other organizations and applying them in one's own work. It is intended for private and public sector organizations looking to enhance their operations through the application of digital and technological solutions. The examples represent a combination of specific solutions and their practical implementation, with a focus on experiences, processes, and lessons learned.

2. METHODOLOGY AND DATA SOURCES

2.1 Data collection

The data presented in this guide were collected through a structured questionnaire intended for organizations that use or are introducing digital solutions in their operations. The primary source of data was this questionnaire, based on which key insights into the experiences of organizations were gathered.

The data collection instrument was designed to cover the key elements of the digital transformation process, including the context and challenges organizations faced, the way they approached solving them, the results achieved, as well as recommendations and lessons that may be useful to other organizations. This structure enabled a comprehensive view of experiences throughout the entire process – from problem identification to achieved results and recommendations.

In addition to the questionnaire, further insights were gathered through direct exchange of experiences among participants during a workshop organized within the project. This approach made it possible to view the collected cases not only as individual examples, but also as a basis for mutual learning among participants. In the next phases of the project, additional workshops on this topic are planned, which will further enhance the exchange of experiences and deepen the understanding of concrete situations from practice.
These sources form the basis for the analysis and conclusions presented in this guide.

2.2 Participant profile

The data collection involved organizations operating across diverse fields, including information technology, smart mobility, public administration, education, research and development, healthcare, as well as industry and the recycling sector. This wide range of activities provides an opportunity to observe digital transformation in different business and institutional environments.

In terms of size, the participating organizations vary in scale—ranging from micro and small enterprises to medium-sized and large systems. The majority of the sample consists of micro, small, and medium-sized enterprises (SMEs), aligning with the project's focus on supporting the SME sector. However, larger organizations were also included, providing a broader insight into more complex systems and processes.

Participants are at various stages of development—ranging from the initial introduction of digital tools and the digitalization of individual processes to the implementation of integrated systems, platforms, and advanced digital solutions. This structure allows for an observation of digital transformation as a process that evolves gradually and in accordance with the organization’s capacities.

The representation of various sectors and organization sizes provides insight into different challenges and approaches—from the flexible solutions characteristic of smaller organizations to the more complex systems found in larger environments.

The diverse participant profiles allow for a comparison of approaches and the identification of recurring patterns under different conditions. This ensures a better understanding of the factors that influence the success of digital transformation in practice.

2.3 Data Analysis Approach

Based on the collected data, a qualitative analysis was conducted with the aim of better understanding organizational experiences and identifying recurring patterns across different cases.
Special attention was paid to identifying key challenges, the methods used to resolve them, and the results achieved. This approach allowed for a comprehensive view of the entire business improvement process through the application of digital solutions.

The analysis focused on extracting common elements that prove significant in practice for the successful implementation of digital solutions, including

organizational changes, implementation approaches, and cooperation between various stakeholders.

Based on the observed patterns, lessons learned have been identified and recommendations formulated, which are presented in the following sections of the guide.

Given the qualitative nature of the collected data and the diversity of participants, the results provide an indicative overview of experiences and are not intended to be statistically representative.

Each example in this guide is presented through a similar structure that includes the initial challenge or need, the solution applied, the implementation process, key challenges encountered during implementation, as well as the results achieved and lessons learned. This approach allows the examples to be viewed not merely as individual cases, but as a practical framework for understanding and applying similar solutions in other organizations.

3. EXAMPLES OF GOOD PRACTICES FROM THE REGION AND EUROPE

This section presents illustrative examples of good practices in digital transformation from the regional and European context. These cases serve an informative and inspirational purpose and contribute to a better understanding of different approaches to digital transformation, but they are not part of the core dataset on which the analysis in this guide is based.
In most cases, they relate to organizations that have developed digital solutions with the support of the network of European Digital Innovation Hubs (EDIH) and similar initiatives. Furthermore, their inclusion enables a broader view of the application of digital solutions and the ways in which different support models contribute to the development of innovation.
Within the CIPS project, which is part of the same network, these examples provide additional value by allowing organizations in Serbia to familiarize themselves with approaches already implemented in other environments and to consider their potential application in their own operations.

3.1 Cross-border Legal Processes[1]

[1] Example provided in cooperation with: ONEX (EDIH Bosna i Hercegovina).

CBSA (Cross-Border Successions Alliance) operates as an international network of legal, tax, and financial experts, focused on resolving inheritance proceedings that involve multiple jurisdictions. Increased population mobility has led to a rise in such cases, while processes have often remained fragmented, inefficient, and lacking transparency.

The key challenge lay in coordinating a large number of stakeholders from different legal systems, compounded by the absence of standardized procedures and adequate digital support.

In response to these challenges, the digital platform Herald was developed, enabling structured case management through standardized workflows, digital data entry, and coordination of an international network of experts. The platform integrates legal processes and enhances organizational efficiency, while preserving the crucial role of professionals through a human-in-the-loop approach.

The development of the solution involved breaking down complex procedures into clearer steps and monitoring them through a digital system, while adapting to different legal frameworks. This made process management simpler and established a more consistent way of working, even when multiple countries were involved.

Results include faster and more efficient case resolution, improved collaboration among experts from different countries, and greater process transparency for clients and partners. In addition, the complexity of managing these proceedings has been reduced. In the long term, this approach enables the solution to be more easily applied to a larger number of cases and across diverse environments.

Lessons Learned:

- Before introducing a digital solution, it is essential to clearly understand how the work is carried out and to define the key steps in the process.
- Technology cannot replace experts—the best results are achieved when digital tools are combined with human experience.
- User trust is built through clear and transparent processes.
- Solutions must be sufficiently flexible to adapt to different rules and working conditions across countries.

3.2 The application of artificial intelligence in demand forecasting[2]

A small company in the hospitality sector, which provides meals (catering) for schools and kindergartens, faced challenges in production planning due to fluctuating

[2] Example provided in collaboration with: EDIH-DO (Germany).

demand. The volume of orders was influenced by factors such as weather conditions, holidays, and illness patterns among children, making accurate planning difficult and often resulting in food surpluses.

An additional problem was the limited use of the company's own data, as it was stored with an external IT provider. The company did not have direct access to historical data, nor the tools and expertise to analyze it, which made decision-making more difficult and led to inefficiencies in operations.

The key challenges were related to insufficient availability and quality of data, as well as the lack of capacity to analyze patterns and forecast demand.

In response to these challenges, an AI-based forecast demand solution was developed, with support from EDIH-DO, which facilitated the collaboration with data and AI experts and structured the implementation process. The process included establishing access to historical data, cleaning and organizing it, and enriching it with additional inputs such as weather conditions and calendar data.

Based on the prepared dataset, various machine learning models were tested, after which the model with the best predictive performance was selected. The results were then presented through user-friendly tools for demand analysis and planning, designed to support day-to-day operations without requiring advanced technical infrastructure.

Results show a better understanding of demand, more accurate production planning, and less food waste. In addition, employees have begun to use data in their daily work, which has made decision-making more structured, transparent and reliable.

Lessons Learned:

- Successful application of artificial intelligence begins with clearly defining a specific business problem.
- Data access and quality often present greater challenges than the technology itself, requiring additional time and resources.
- Simple and understandable solutions have a higher chance of being accepted and used in everyday work.
- Close collaboration between business professionals and technical experts is crucial for developing practical solutions.
- Even with limited resources, small and medium-sized enterprises can successfully implement advanced digital solutions if they are focused on concrete needs.

3.3 Digital monitoring of field projects[3]

Nitesco, an IT company, operates in a demanding industrial environment where projects are carried out at various locations across Europe. As the company grew, project coordination became increasingly complex, and the need for fast and reliable information from the field became more pronounced. At the same time, clients expected higher-quality reporting and greater data security.

Progress monitoring relied on various channels such as Excel spreadsheets, phone communication, and photographs, which made timely decision-making difficult and reduced visibility over project execution.

The key challenges were related to disconnected data sources, inconsistent methods of collecting information from the field, and limited ability to obtain a clear overview of project status at any given time.

In response to these challenges, a concept for a digital project monitoring system was developed, which includes a mobile application for field teams and a centralized dashboard for management. The process began with an analysis of existing workflows, after which solutions were defined, tested through a pilot phase, and further adapted before undergoing broader implementation.

The system would enable data entry directly from the field, including photographs and comments, as well as real-time progress monitoring. As part of further development, machine learning was also tested for photo analysis and assessment of the project's implementation stage.

The initiative will **result** in improved availability and reliability of information, less time spent on coordination, and a clearer overview of work progress. This will make decision-making easier and enhance the organization of work on projects.

Lessons Learned:

- Digital transformation should start with a specific business problem, not from the technology itself.
- A gradual approach (analysis, testing, and adaptation) delivers better results than rapid, large-scale changes.

[3] Example provided in collaboration with: EDIH Adria (Croatia).

- Clear and consistent data collection from the field is crucial for improved project monitoring and management.
- Involving employees in solution development helps ensure it is practical and applicable in everyday work.
- Even simple digital solutions can significantly enhance coordination and project oversight.

3.4 Energy Management and Efficiency[4]

Golbi, a company operating in the printing sector, works in an environment characterized by rising energy costs, intensified competition, and increasing market demand for efficiency and sustainability. At the same time, internal processes relied on partially digitalized and manual approaches, which limited productivity and the potential for further development.

The key challenges were high operating costs, limited access to financial resources, and underdeveloped digital and financial capacities, which made it difficult to plan and implement business improvements.

In response to these challenges, a structured process was carried out that included business analysis, assessment of digital maturity, and identification of areas with the greatest potential for improvement. Based on this, an investment strategy was defined and appropriate financing opportunities were identified.

With the expert support of MontEDIH, the company prepared and successfully applied for grant funding, thereby securing financial resources for investment in new energy-efficient equipment and the introduction of an energy consumption monitoring system. The introduction of this system enabled the collection and monitoring of consumption data, laying the foundation for better resource management.

Results include securing significant financial resources for modernization, improving energy efficiency, and reducing operating costs. At the same time, the company gained better insight into resource consumption, which enabled more efficient planning and decision-making.

Lessons Learned:

- Digital transformation often requires linking technological solutions with available sources of financing.

[4] Example provided in collaboration with: MontEDIH (EDIH Montenegro).

- Clear business analysis and needs assessment help set priorities and avoid misguided investments.
- Access to financing can be a key factor in initiating change, especially for small and medium-sized enterprises.
- Expert and partner support makes it easier to navigate complex funding application processes.
- Digitalization and energy efficiency improvements can go hand in hand and deliver tangible savings.

4. GOOD PRACTICES FROM SERBIA

These examples from the region and Europe provide a reference framework for understanding different approaches to digital transformation. This chapter focuses on examples from Serbia, illustrating how similar principles are applied within the local context.

The good practice examples are based on experiences collected through the structured questionnaire and direct exchange within the CIPS project. They include organizations from different sectors and illustrate the application of digital solutions at various stages of development—from improving individual activities to building more complex systems and platforms.

To facilitate understanding of different approaches, the cases are grouped according to the type of activity and the nature of the applied solutions. This structure enables clearer identification of similarities in approaches and challenges, as well as recognition of patterns that may be applicable in other organizations and sectors.

The following sections cover examples related to the improvement of business and operational efficiency, the development and digitalization of public sector services, the application of digital solutions in education and research, as well as the development of innovation and sustainable industrial solutions.

4.1 Driving Operational Efficiency through Digital Adoption

Examples in this section demonstrate how organizations improve everyday business processes, reduce errors, and optimize resource utilization through digitalization. The focus is on practical solutions that enable more efficient operations, better coordination, and more reliable information management.

4.1.1 Reliability and Interoperability in Public Transport Systems [5]

Bus Logic a company in the smart mobility sector, develops solutions for public transport that connect different devices and systems.

During one of their projects, a key challenge emerged when the company received devices of the same type but with different software (firmware) versions and built configurations. These discrepancies caused problems in interoperability: certain parts of the system and API interfaces could not “communicate” properly, leading to errors and interruptions in operation.

As a response to this challenge, the company first identified the differences between the versions and created an internal record of their compatibility. Next, they developed an additional layer in the system (middleware) that enabled different devices to operate in a standardized way, regardless of the software version. At the same time, collaboration was established with the device manufacturer to ensure greater consistency in future deliveries and to receive timely information about changes.

During implementation, it was necessary to adapt certain system components and the testing environment to cover all device versions. Although this process required additional resources, it resulted in more stable system performance and more reliable integration of new devices.

Results include stable communication across device versions, a 30% reduction in integration time, fewer end-user errors, improved testing processes, and a clearer overview of version compatibility.

Lessons Learned:

- Maintaining detailed records of device versions and their differences facilitates smoother development and troubleshooting.

[5] Example provided in collaboration with: Bus Logic.

- Collaboration with device manufacturers is crucial to ensure uniformity and receive timely information regarding changes.
- A high-quality testing environment that encompasses all device versions significantly reduces the risk of errors.
- Do not assume automatic compatibility between identical devices and application versions—variations in operating systems can cause issues, making it necessary to test and verify compatibility in advance.
- In complex systems, a middleware layer can help ensure that different versions operate together stably.

4.1.2 Digital Services and Online Operations[6]

Centre for Project Management (CPM), company providing training, software, and consulting services in the field of project management, faced significant challenges during the COVID-19 pandemic. With the complete suspension of direct communication with clients, the traditional way of working was no longer sustainable, requiring rapid adaptation.

The Key Challenge was how to continue providing services and maintain business continuity in an environment where direct interaction with clients was impossible.

In response to these circumstances, the organization undertook the digitization of knowledge, processes, and working methods. The focus was on developing digital services that enable continuous collaboration with clients, alongside the introduction of distance learning systems and the enhancement of project and portfolio management.

Implementation involved the selection and prioritization of tools and systems for online work, as well as the adaptation of existing processes to the new way of working. By utilizing tools such as Miro, Google Meet, and Primavera, the organization established a functional digital workflow that enabled both the continuation of operations and further business development.

Results include successfully overcoming the crisis period and stabilizing operations, as well as continued revenue growth of approximately 10% annually between 2021 and 2024. Simultaneously, the service portfolio was expanded through new collaboration models, such as the outsourcing of project professionals.

[6] Example provided in collaboration with: Centre for Project Management.

Lessons Learned

- Digitalization should encompass knowledge, processes, and technology simultaneously, rather than partially.
- In crisis situations, the speed of adaptation can be crucial for business survival;
- The development of digital services ensures continuity of work even when direct communication is not possible.
- Continuous improvement of knowledge and tools helps organizations remain competitive.
- Changes in working methods can open up new business opportunities and collaboration models.

4.1.3 Digital Document and Process Management[7]

The company ASEE Solutions operates in an environment where the volume of data and documents is growing rapidly, and the demands for fast, reliable, and secure access to information is constantly increasing. At the same time, regulatory requirements and the need for transparency further complicate documentation management.

Under these conditions, ASEE Solutions' clients faced challenges such as documentation scattered across multiple locations, multiple versions of the same documents, and difficulty in searching. As a result, employees needed more time to find the right information, which increased the risk of errors and hindered timely and reliable decision-making.

To address these challenges, ASEE Solutions implemented a centralized platform for document and process management (DMS/BPM solution), enabling all documentation and key processes to be managed in one place.
The implementation process included an analysis of the existing workflows, problem identification, and the design of improved digital document flows. Work with documents was digitized and standardized, and key activities—such as approval, distribution, and archiving—were automated.

Additional challenges were organizational in nature, primarily involving changes to employee workflows and the establishment of uniform rules. These challenges were overcome through gradual implementation, clearly defined processes, and continuous user support.

[7] Example provided in collaboration with: ASEE Soutions .

Results show significantly faster document retrieval and processing, elimination of duplicate versions, and more efficient decision-making. Simultaneously, operational transparency has been enhanced, and operational risk has been reduced.

Lessons Learned

- Digitalization should not be viewed as an IT project, but as a change in the way the entire organization works.
- It is important to start with existing processes and their improvement, rather than just the selection of tools.
- Involving employees from the very beginning facilitates the adoption of new solutions.
- Ease of use is key to the system's daily application.
- Centralized documentation provides long-term benefits, including better organization and easier access to information.

4.1.4 Digital Logistics and Delivery Management[8]

Centrosinergija, part of the Moj Kiosk Group, manages a large logistics network that includes a central distribution center and a network of regional hubs, with daily deliveries to more than 16,500 retail outlets across Serbia. In such an environment—characterized by high operational volume and complex planning—efficiency and delivery accuracy are **key challenges.** Operations relied heavily on manual procedures and employee expertise, which made precise planning and further business improvement difficult.

To address these challenges, key logistics and operational activities were digitalized. With the introduction of the Track&Trace portal, a digital delivery tracking system was implemented, enabling real-time monitoring of shipments and improving process transparency and control.

In parallel, a software solution for optimizing transport and commercial routes was introduced, allowing more precise planning and more efficient use of resources. Integration with GPS systems and other operational tools enabled performance monitoring and the ability to respond in real time to unforeseen circumstances.

The digital transformation also included improvements in work organization through automation and clearly defined procedures, which enhanced team coordination and reduced reliance on manual activities.

[8] Example provided in collaboration with: Moj Kiosk Group.

Results include greater efficiency in delivery organization, better resource utilization, and improved service quality. At the same time, route optimization reduced fuel consumption and emissions, strengthening the sustainability of operations.

Lessons Learned:

- Digitalization in logistics must address both technology and work organization; tools alone are not enough without changes in workflows.
- Real-time delivery tracking improves control and enables faster responses to problems, directly impacting service quality.
- Better route planning shortens delivery times and reduces fuel costs.
- Integrating different systems allows data from multiple tools (e.g., vehicle tracking, route planning, delivery records) to be automatically exchanged and displayed in one place.
- A gradual approach, grounded in everyday operational realities, helps introduce changes in a controlled way and makes it easier for employees to adopt new solutions.

4.1.5 Digital Reconciliation of Receivables and Payables[9]

Inspira Group, an IT-sector company, identified a challenge in the slow and complex process of reconciling receivables and payables with business partners. This process, conducted at least once a year, involved printing documentation, physically sending it by mail, waiting for responses, and repeating steps in case of discrepancies, which posed a significant logistical and organizational burden.

In response to these challenges, a DIOS (Digital Statement of Open Items) application was developed. It connects to the existing ERP system and automatically retrieves data on receivables and payables. The application enables sending statements via email, with an option for the business partner to confirm or dispute the balance directly within the message, including additional comments.

The implementation process included integrating the application with the ERP system and introducing a new mode of communication with partners. One of the key challenges was informing and familiarizing business partners to the new way of working. In the initial phase, messages were sometimes misinterpreted as spam or left unanswered, but this was overcome through additional communication and gradual adoption of the solution.

[9] Example provided in collaboration with: Inspira group.

Results include a significant reduction in manual work, faster collection of relevant documentation, and improved data accuracy. Transparency and efficiency in collaboration with business partners were also enhanced, as they were relieved of the need for physical document exchange.

The success of implementation is measured by the number of reconciled statements by the time final accounts are submitted, with the goal of increasing the number of declaratively confirmed reconciliations.

In the long term, this approach contributes to more efficient financial process management and stronger relationships with business partners.

This example shows that digitalization does not necessarily require complex solutions—relatively simple interventions in existing processes can have a significant impact if they are directed at specific challenges and organizational needs.

Lessons Learned:

- Digitalization of administrative processes can bring significant time and resource savings.
- Simple solutions can have a major impact if they are well targeted.
- Communication with users is essential for the successful adoption of new tools.
- Integration with existing systems (ERP) increases the value of the solution.

4.2 Digital Services and Citizen Engagement in the Public Sector

Examples in this section demonstrate how various organizations—such as institutions, companies, or startups—apply or develop digital solutions that enhance public sector operations, service accessibility, and communication with citizens. The focus is on practical approaches that contribute to greater efficiency, improved accessibility, and increased citizen engagement in both the use and development of services.

4.2.1 Digital Case Management in Local Self-Government [10]

Veliko Gradište Municipality, a local self-government unit in the public sector, faced **challenges** such as managing a high volume of cases with limited staff capacity and rising demands from citizens and the business community for faster, more efficient

[10] Example provided in collaboration with: Veliko Gradište Municipality

administration. Under these circumstances, tracking cases was difficult, which slowed down operations and hindered the timely resolution of requests.

In response to these challenges, the municipality, in cooperation with the Office for Information Technology and eGovernment, implemented the national software 'Pisarnica' software, which enables digital case management and improved work organization. This established a unified system where cases are recorded, tracked, and processed throughout all stages of the procedure.

As one of the first local self-governments to fully transition to this system, the municipality faced additional challenges, such as initial technical difficulties, a lack of prior experience, and a lack of employee enthusiasm regarding the introduction of work changes related to the new software.

Consequently, the integration process required an organized and gradual approach. It encompassed technical preparation (providing equipment and system access), creating employee accounts, assigning authorities, and adapting procedures and regulatory acts. In parallel, training sessions were conducted and continuous support was provided to employees, while challenges were progressively overcome through knowledge sharing and cooperation with the relevant institutions.

Results demonstrate more efficient operations, better coordination between departments, and clearer tracking of case flows. Cases are resolved within statutory deadlines, while users are provided with better insight into the status of their requests. Simultaneously, the need for printing and manual administrative work has been reduced, leading to significant resource savings.

Furthermore, the municipality's experience has been presented within the CIPS and eGovernment for All projects through exchanges with other participants and a workshop where practical insights and recommendations were shared to assist another local self-government unit just beginning its implementation of the 'Pisarnica' software.

Lessons Learned

- A full transition to a digital system yields better results than a phased introduction, as running old and new procedures in parallel can create confusion and slow down operations.
- Digital systems improve work organization by allowing the status of any case to be known at any given moment.

- Implementing new solutions requires training and continuous support to ensure employees can use the system confidently and independently, alongside proactive cooperation with relevant institutions.
- Successful implementation depends on both basic technical requirements (hardware, internet) and the willingness of employees to embrace a new way of working.
- Digitalization provides citizens with easier access to services and better insight into the status of their requests, which fosters greater trust in the administration.

4.2.2 Telemedicine and Access to Healthcare Services[11]

The company Takeda Serbia, in cooperation with healthcare institutions, participated in the development and support of a telemedicine pilot project aimed at improving the accessibility of healthcare services.

The key challenge was how to provide patients with easier access to doctors in situations where a physical examination was not required, but rather a review of medical documentation was sufficient. In practice, patients often had to visit healthcare facilities even when it was unnecessary, creating an additional burden for both them and the healthcare system.

In response to these challenges, a telemedicine pilot project was developed to enable remote consultations. The project was initially self-funded by Takeda Serbia and implemented at the Zvezdara University Medical Center, while its further expansion to other healthcare institutions was carried out by Takeda with the support of the United Nations Development Programme (UNDP).

The solution involves the use of a Digital platform (Heliant) and appropriate equipment, enabling doctors to review medical documentation and communicate with patients via video link, eliminating the need for their physical presence at the facility.

During implementation, one of the key challenges was the low level of acceptance and insufficient awareness of the benefits of telemedicine, which slowed down its broader introduction.

[11] Example provided in collaboration with: Takeda Serbia.

Results include a reduction in unnecessary patient visits, easier access to healthcare services, and a decreased workload for doctors. Simultaneously, costs and environmental impact have been reduced due to the lower volume of travel.

Lessons Learned:

- Digital solutions in healthcare should be tailored to address concrete patient needs, such as reducing the need for in-person visits to healthcare facilities.
- Telemedicine has the potential to significantly ease the burden on the healthcare system and improve patients' quality of life.
- Wider adoption requires improved awareness and active promotion of benefits among users and institutions.
- Support from institutions and partner organizations is essential for the development and sustainable scaling of such solutions.
- Prior to implementation, it is important to carefully map out all steps and ensure adequate technical conditions, including equipment and digital platforms.

4.2.3 Digital Citizen Participation [12]

City&Me, a startup company, develops a digital platform designed to improve communication between citizens and institutions and to encourage citizen participation in local decision-making.

In practice, the **key challenge** that City&Me sought to address was the lack of efficient and continuous communication between institutions and citizens. Existing channels did not allow timely information sharing or two-way exchange, which meant that citizens rarely participated in decision-making processes. Additionally, part of the population felt that their opinions had no real impact, further reducing motivation to engage.

As a response to these challenges, the City&Me platform digital platform was developed to enable citizens to report local issues and participate in decision-making through surveys and other forms of digital engagement. The platform also allows tracking the decision-making process, thereby increasing transparency.

The development and implementation were carried out through several phases, including needs assessment, piloting the solution in cooperation with local

[12] Example provided in collaboration with: City&Me.

governments, and its further improvement based on user feedback. Special emphasis was placed on educating citizens and clearly presenting the results of the processes in which they participate.

In the initial phases, the use of the platform was limited due to lower levels of citizen interest and trust. This gradually changed through continuous communication and by showcasing concrete examples where citizens' proposals were genuinely considered and implemented in practice. In this way, it was demonstrated that participation can lead to visible and tangible results.

Results indicate improved communication between citizens and institutions, increased citizen participation in decision-making processes, and greater transparency in operations. A model of digital participation was developed and implemented in several cities across the region, confirming its sustainability and potential for broader application.

Lessons Learned

- Engaging citizens in decision-making requires straightforward and accessible communication channels.
- It is essential to involve all relevant actors (institutions, citizens, and the civil sector) from the very beginning to ensure the solution is practically applicable.
- Citizens are more likely to get involved when they see that their opinions have a tangible impact on the outcome.
- Ongoing communication and transparency are fundamental to building and maintaining public trust.
- Solutions should be developed incrementally, through testing and adaptation to the real needs of the users.

4.3 Digital Practices in Education and Research

Examples in this section demonstrate how educational and research institutions implement digital solutions to enhance teaching, research, and administrative processes. The focus is on the integration of diverse systems, improved work organization, more efficient data management, and the strengthening of collaboration between staff and users. These approaches ensure greater information accessibility, higher quality support for students and researchers, and the development of modern work models based on digital tools.

4.3.1 Management of Research and Administrative Processes[13]

(FINS), a scientific research institution in the field of food technology at the University of Novi Sad, manages a high volume of research, development, and commercial projects, requiring the management of diverse data types, documentation, and processes. Due to accreditation requirements and the need for transparent financial operations, there was a clear necessity to transition to systematic digital management of internal activities.

The key challenge was the transition from partially analog to fully digital processes. The existing workflow hindered access to information, slowed down daily activities, and increased the risk of errors and data loss.

To address these challenges, the Institute introduced and integrated several specialized software solutions. FINSLab system is utilized for managing laboratory processes in compliance with accreditation standards, while Pantheon was implemented for financial and accounting operations. Simultaneously, the introduction of a digital archiving system is being considered to further enhance information management.

The implementation was carried out incrementally, based on priorities and specific needs. Of particular importance was the active involvement of employees in tailoring the solutions to the Institute's unique workflows, achieved through continuous improvements and close collaboration with software providers.

The greatest challenges involved the financial requirements for implementing and maintaining the system, as well as the Institute's specific business model, which includes managing both budgetary and non-budgetary funds. These challenges were overcome through a phased approach and by tailoring solutions in close collaboration with partners.

Results demonstrate increased operational efficiency, a reduction in administrative burden, and faster access to information. One concrete indicator is the reduction in payroll processing time, which has been cut from several days to just one working day. Processes have become more standardized and transparent, supported by more reliable data management.

[13] Example provided in collaboration with: Institute of Food Technology Novi Sad (FINS).

Lessons Learned:

- Digitalization should encompass different parts of business operations (research, administrative, and financial processes).
- Introducing multiple systems requires their interconnection to avoid data fragmentation.
- Actively involving employees in adapting solutions facilitates their practical application.
- Digitalization requires continuous investment and a long-term approach.
- The pace of implementation should be aligned with the organization's capacity to adopt new tools.

4.3.2 Digital Learning and Business Processes [14]

Educons University, a private higher education and research institution, faced challenges in the context of the accelerated digitalization in higher education, where institutions are expected to deliver greater efficiency, accessibility, and quality of services. The existing mode of operation relied on partial solutions, multiple communication channels, and manual data processing, which complicated the coordination of activities, documentation management, and support for both students and staff.

In response to these challenges, Educons University initiated systemic digital transformation by introducing integrated digital solutions. The process began with the development of a digitalization study, which mapped existing processes, defined priorities, and established a development roadmap.

Based on these challenges, a set of interconnected systems was introduced: the FIS platform for student and teaching processes (eStudent, eFaculty, eStaff), FIMES for financial and human resources management, DMS for documentation management, Google Workspace for communication and collaboration, as well as the institutional repository REDUN for knowledge management. Together, these solutions form a unified digital environment that connects different functions of the university.

The implementation was carried out gradually, in line with the institution's capacities, with continuous adaptation of solutions to real needs. Special focus was placed on improving communication, collaboration, and information accessibility, as well as on modernizing the teaching process through digital tools.

[14] Example provided in collaboration with: Educons University.

The greatest challenges were related to adopting new ways of working and adapting both staff and students to digital tools. These challenges were overcome through training, daily support, and the gradual introduction of solutions, with visible benefits in practice that contributed to greater acceptance of the system.

Results demonstrate more efficient process management, clearer and more effective exchange of information and documents, greater accessibility of information, and improved user experience for both students and staff. In addition, capacities have been strengthened for managing financial, human resources, and project activities, as well as institutional knowledge.

Lessons Learned

- Digital transformation should be strategically guided and based on an analysis of existing processes.
- Individual solutions are not sufficient – it is important to connect different systems into a unified environment.
- The greatest challenge is often not technology itself, but the acceptance of new ways of working.
- Gradual implementation and continuous user support are key to success.
- Digitalization should be viewed as a long-term process, not as a one-time activity.

4.4 Innovations and Digital Practices

Examples in this section illustrate how organizations develop and apply innovative digital solutions – ranging from products and platforms to analytical and operational tools – in order to improve business operations, make better use of data, connect different stakeholders, and more effectively address specific business and societal challenges.

4.4.1 IoT Solutions for Urban Services[15]

Smartsy, develops innovative IoT solutions to improve conditions for pet owners in urban environments.

The **key challenge** was the lack of safe and practical options for temporarily accommodating dogs when owners entered facilities where pets were not allowed. Existing practices, such as leaving dogs outside, were neither secure nor convenient.

[15] Example provided in collaboration with: Smartsy.

To address this challenge, Smartsy designed smart dog houses equipped with IoT technology. These houses feature heating and cooling systems, video surveillance, and remote monitoring capabilities. The solution was created to ensure both safety and comfort for animals, while remaining simple for owners to use. A strong emphasis was placed on security: by integrating OpenCV technology and artificial intelligence, the system automatically compares visual data to confirm the dog's identity and condition, providing maximum protection for pets and reassurance for users.

The development process included prototype design and testing, integration of technological components, and pilot implementation in real-world conditions. Based on user feedback, the product was continuously improved, while partnerships were established with commercial property owners.

Key challenges included the technical complexity of the system, building user trust, and compliance with regulatory requirements. These were overcome through thorough testing, transparent communication with users, and collaboration with partners and relevant institutions.

Results are showing that the solution enhanced the customer experience in commercial facilities, increased service availability for pet owners, and introduced a new type of service to the market. At the same time, it opened additional business opportunities through partnerships and branding, with its value confirmed through pilot projects.

Lessons Learned:

- Solutions should be developed based on concrete user needs.
- Safety and well-being of users (in this case, animals) must be a priority.
- Ease of use is as important as technological advancement.
- User trust is built through transparency and visibility into service usage.
- Collaboration with partners and understanding local conditions are crucial for successful implementation and scaling.

4.4.2 Technology Transfer and Innovation Collaboration[16]

Tecnalia Serbia, a research and development organization, has identified the insufficient connectivity between scientific institutions and the private sector as a key challenge. While the quality of research remains high, the number of innovations successfully applied in practice and reaching the market remains limited.

[16] Example provided in collaboration with: Tecnalia Serbia.

The primary challenges included underdeveloped mechanisms for bridging the gap between science and industry, as well as a business environment that fails to adequately incentivize the practical application of innovation. Furthermore, a segment of the scientific community demonstrated hesitancy toward engaging in activities aimed at the commercialization and market-oriented application of research results.

In response to these challenges, the online 6SAVA platform was developed to connect researchers, companies, and available sources of funding. The platform enables an overview of available innovations, easier partner search, and collaboration among different actors in the innovation ecosystem.

Implementation was carried out in cooperation with partners from the 6SAVA consortium, in consultation with relevant stakeholders in Serbia, including the SAIGE team, the BIO4 initiative, and the Innovation Fund. Alongside platform development, training, mentoring, and promotional activities were organized to encourage its use and attract new users.

One of the main challenges was building trust and open communication among different actors, particularly within the scientific community. This was addressed through continuous promotion, user engagement, demonstration of the platform's practical benefits, and ongoing improvements based on user feedback.

Results show a growing number of users and innovations available on the platform, with over 100 technological solutions and services. New collaborations between institutions and companies have also been established, confirming the platform's potential to strengthen technology transfer.

Lessons Learned

- Linking science and industry requires active mediation and appropriate tools.
- Digital platforms make it easier to find partners and access innovations.
- Building trust among different actors is crucial for successful collaboration.
- Training and user support are essential for broader adoption of solutions.
- Many systems hold more innovation potential than is currently visible or utilized.

4.4.3 Incident and Operational Risk Management[17]

Star Master a company in the information technology sector, is developing a platform for monitoring and analyzing operational problems, including errors, security incidents, and business losses.

In industries such as manufacturing and logistics, operational incidents—such as work errors, security breaches, and losses—are frequent and represent a significant source of costs and inefficiencies. Although companies often use systems like video surveillance and control mechanisms, these are typically applied only after a problem occurs, without systematic root-cause analysis or mechanisms to prevent similar events.

Another challenge is the lack of a clear link between operational events and their financial impact. As a result, organizations often lack insight into the true causes of problems or their overall effect on business performance.

To address these challenges, a platform was developed for managing incidents and operational errors. It integrates multiple data sources (video surveillance, sensors, and other systems) into a unified solution with real-time analytics and monitoring. The platform enables event classification, root-cause identification, and measurement of impact—including financial effects.

Implementation was carried out in several phases: analyzing existing processes and identifying critical events, defining monitoring and response methodologies, integrating current systems, and establishing an operational model. The solution was first tested through pilot projects and then gradually expanded to broader use.

One of the key challenges was shifting from a reactive approach—where action is taken only after an incident occurs—to a proactive, data-driven approach. Additional challenges included integrating different technologies and ensuring employee adoption of new procedures. These challenges were addressed through phased implementation, training, and clearly demonstrating tangible benefits, particularly through the reduction of losses and costs.

Results show a decrease in errors and operational issues among clients, as well as reduced losses caused by such situations. A particularly significant outcome is the establishment of a clear link between operational events and their financial impact, enabling more informed business decision-making.

[17] Example provided in collaboration with: Star Master.

Lessons Learned:

- Incident management requires a systemic approach that connects data, processes, and responsibilities.
- The key value lies not in detecting events, but in understanding their causes and preventing recurrence.
- Integration of diverse data sources (video, sensors, operational systems) provides a more comprehensive view of processes.
- Transitioning from a reactive to a proactive approach requires changes in ways of working and employee support.
- Clearly demonstrating the financial impact of incidents accelerates decision-making and solution adoption.

4.4.4 Collaboration between Science and Industry in Innovation Development [18]

ETF Robotics , a research group at the Faculty of Electrical Engineering, University of Belgrade, developed the RobotORRI Challenge Tool in response to the insufficiently connected and coordinated collaboration between the academic and business sectors in the field of robotics.

Despite significant research potential, innovations often fail to reach practical application. A key **challenge** is that companies lack a clear method for defining their needs, while researchers lack sufficient insight into specific real-world problems. Consequently, collaboration between these two sectors often remains informal and inefficient.

To address these challenges, the RobotORRI Challenge Tool was developed—a tool that helps organizations transform their needs into clearly defined innovation challenges. Additionally, the tool introduces a structured process encompassing problem identification, precise challenge definition, and the organization of collaborative work on solution development.

Within this framework, specific tools and guidelines were developed, including questionnaires for challenge definition, methodology for organizing workshops, and educational materials that facilitate the understanding and application of the Open Innovation concept. The tool is further supported by an online environment that allows for challenge overview and participant networking.

[18] Example provided in collaboration with: ETF Robotics .

The development and application of the tool were carried out in several phases—from needs analysis and testing through workshops and pilot projects to continuous improvement based on user feedback.

One of the main challenges was aligning the workflows and expectations of the academic and business sectors, as well as an insufficient understanding of the open innovation concept. These challenges were overcome through practical examples, workshops, and the active involvement of all participants in the solution development process.

Results include a higher number of clearly defined innovation challenges, improved collaboration between academia and industry, and more opportunities for joint solution development. Of particular importance is the increased participation of students and young researchers, which further contributes to the development of the innovation ecosystem.

Lessons Learned:

- Collaboration between academia and industry requires a clear and structured process, not just networking.
- The key step is the correct definition of the problems and needs that require solving.
- Simple and practical tools facilitate the involvement of diverse participants.
- Involving partners and users from the very beginning increases the relevance of the solutions.
- Understanding and applying the Open Innovation concept is developed through practice, not theory.

4.5 Sustainable Business and Resource Management

Examples in this section illustrate how organizations, through the application of technology, data management, and process improvement, contribute to more sustainable business practices. The focus is on practical solutions that include more efficient use of resources, the development of a circular economy, and the introduction of ESG principles through systematic data collection and monitoring.

4.5.1 Recycling and Industrial Waste Management [19]

Steel Impex, a company in the recycling sector, faced the **challenge** of processing aluminum zorba – a mixture of materials generated after the treatment of end-of-life vehicles, containing various metals, plastics, and other materials.

Existing approaches, such as manual sorting, were slow, imprecise, and did not allow for high-quality material separation. An additional problem was that, at the time, Serbia lacked appropriate technologies for this process, which limited further processing and utilization of waste.

As a response to this challenge, the company invested in a new technological line for automatic material separation within its recycling center in Krnješevci. The solution included the procurement of specialized equipment from abroad, its installation, and employee training for operating the new technology.

Implementation was carried out gradually – through equipment procurement and transport, employee training abroad, and the launch of the new line. In parallel, activities were undertaken to improve the waste management system and strengthen cooperation with various stakeholders, including institutions and sector partners.

During implementation, one of the challenges was the delay in the delivery of parts needed for installation, but this issue was resolved by adjusting the project timeline.

The project established a technological line that enables efficient separation of different materials from waste, increasing their reuse and reducing the amount of waste ending up in landfills. In this way, resource management was improved and process efficiency increased.

Lessons Learned

- Complex waste streams require specialized technological solutions rather than manual approaches.
- Introducing new technologies demands significant investment in equipment and employee training.
- Gradual implementation allows for easier adaptation and risk reduction.
- Collaboration with partners and institutions is essential for developing sustainable solutions in the recycling sector.

[19] Example provided in collaboration with: Steel Impex.

- Long-term effects include better resource utilization and reduced negative environmental impact.

4.5.2 ESG Reporting and Sustainability Management[20]

Data Cloud Technology (DCT), a company owned by the Republic of Serbia operating in the IT sector - specifically in the data center industry, recognized rising sustainability and corporate responsibility demands as a primary challenge. Despite having no formal legal obligation, the company made the strategic decision to begin ESG reporting, becoming the first public sector organization in Serbia to voluntarily adopt this practice.

Following this decision, the company launched a comprehensive process to collect and organize data across all departments. This involved forming an internal team and engaging external experts, culminating in the publication of the inaugural 2024 ESG Report in early 2025. In the subsequent phase, the scope expanded to include the development of a formal ESG strategy and the definition of Key Performance Indicators (KPIs) to monitor sustainability goals.

The implementation proceeded smoothly, largely due to the company's strong internal awareness of ESG principles and the fact that its operations were already substantially aligned with relevant standards. The primary focus remained on streamlining processes, consolidating data, and establishing clear lines of responsibility within the organization.

By the end of 2025, Data Cloud Technology adopted a dedicated ESG strategy featuring 50 specific objectives aligned with the 17 UN Sustainable Development Goals (SDGs). This strategy aims to accelerate the adoption of sustainable practices, with a core focus on environmental stewardship, employee well-being, community engagement, and ethical governance.

Results showed improved internal management, better data organization and accessibility, and a clear framework for monitoring ESG indicators. This contributed to greater business transparency and strengthened the company's reputation. This proactive approach earned DCT the "ESG Leaders 2025" award from PwC in the category of Responsible Management and Internal Training for SMEs. Additionally, the company received the Silver Award and was named the "Regional ESG Leader" for 2025 in the Ethical Governance category (Small Enterprises subcategory) at the IX

[20] Example provided in collaboration with: Data Cloud Technology.

Regional Entrepreneurial Summit (RSP) “300 BEST.” These honors were held under the patronage of the World Entrepreneurs Congress and the Regional Entrepreneurial Summit of Central and Southeastern Europe.

Lessons Learned

- ESG reporting begins with high-quality and accessible data.
- It is important to clearly define responsibilities and involve multiple teams in the process.
- Internal support and understanding of ESG principles are crucial for success.
- A combination of internal teams and external experts facilitates the introduction of new practices.
- ESG is not a one-time task, but a continuous process that evolves through strategy and indicator monitoring.

5. KEY INSIGHTS AND RECOMMENDATIONS

5.1. Key Insights

Regardless of sector, size, or level of development, the analyzed examples indicate the existence of **common patterns** in the way organizations improve their operations through the application of digital and technological solutions.

It is important to note that the presented examples do not refer solely to digital transformation in the narrow sense but rather encompass a broader range of changes—from the digitalization of individual processes and the introduction of new tools to the development of innovative products, enhanced data management, and the adoption of sustainable business practices. Their shared characteristic is the use of **technology to address specific** challenges, improve efficiency, and support more informed decision-making.

The analysis of collected examples shows that digital solutions are not an end in themselves, but rather a **tool for process improvement**, decision-making, and better coordination among stakeholders. Their real value depends on the way they are integrated into the daily work of the organization and adapted to the specific needs of users. At the same time, these examples provide a basis for the exchange of experiences among organizations facing similar challenges, enabling them to learn from practical solutions already implemented.
Above all, digital transformation in practice is not merely a technological process, but a **comprehensive organizational change**. Successful cases show that the

introduction of digital solutions requires parallel process improvements, a clear division of responsibilities, and the adaptation of working methods. Organizations that approached digitalization as a form of business transformation, rather than as an isolated IT initiative, achieved more sustainable and measurable results.

Another important insight relates to the **significance of data in decision-making**. By introducing digital systems, organizations gained better visibility into their operations and access to clearer, more reliable information for planning and resource management. As a result, they improved efficiency, optimized resource allocation, and reduced operational risks.

All examples confirm that **people are the key factor of success**. Resistance to change, limited digital skills, and the need to adapt to new ways of working are common challenges. Organizations that invested in training, mentoring, and continuous support for employees achieved higher levels of adoption and long-term sustainability of these changes.

Importance lies in involving users and other relevant stakeholders in the early stages of solution development. The examples show that solutions developed in **collaboration with end users** are more applicable, more easily accepted, and better aligned with real needs. An iterative approach, based on testing and continuous adaptation, has proven to be an effective development model.

It is also evident that successful implementation often begins with **pilot projects,** which allow solutions to be tested in controlled conditions, challenges to be identified, and concrete benefits to be demonstrated. This approach reduces risk and facilitates broader application across the organization.

An important aspect is the **broader institutional and regulatory framework**. Some examples indicate that underdeveloped mechanisms of cooperation with institutions, as well as complex administrative procedures, can act as limiting factors for the implementation of innovations. Therefore, it is necessary to work on improving the regulatory environment and strengthening collaboration between the public and private sectors.

Finally, all examples—whether they relate to process digitalization, the development of innovative products, data management, or sustainability—point to **continuous improvement as an ongoing process**. Organizations that have established systems for monitoring results, learning from practice, and continuously adapting their

solutions achieve long-term benefits and greater resilience to changes in their environment.

5.2. Key Recommendations

Based on the analyzed examples of good practices, lessons learned, and common patterns, a **set of recommendations** can be identified to help organizations systematically improve their operations through the application of digital and technological solutions.

First and foremost, organizations should plan digital transformation as a process of organizational change, not merely as the introduction of new tools.

The starting point should be an analysis of existing processes and the identification of specific problems or areas with the greatest potential for improvement. Based on this, it is necessary to define a clear objective – whether it relates to increasing efficiency, improving service quality, reducing costs, or achieving more sustainable operations.

Solutions should be introduced gradually, through pilot phases and subsequent adjustments. Such an approach makes it possible to identify problems in time, test solutions under real conditions, and align them with organizational needs before wider implementation.

Employees and end-users should be involved from the beginning, as their experience helps tailor solutions to real needs. Simultaneously, it is crucial to provide training and continuous support to ensure new tools and processes are truly adopted in daily work.

A key element of success is the systematic collection and use of data, as it enables better insight into operations, easier monitoring of results, and timely process improvements.

Collaboration between different sectors and stakeholders plays a significant role – within the organization, but also with external partners, institutions, and professional networks. In this context, organizations can benefit from available support programs and expertise, such as European Digital Innovation Hubs (EDIH), which offers assistance through consulting, solution testing, training, and connecting with relevant

partners. Sharing experiences and using existing examples of good practice can significantly accelerate improvement processes and reduce risks.

Finally, it is essential to establish **mechanisms** for monitoring results and regularly adjusting solutions to ensure they remain relevant in accordance with environmental changes and organizational needs

6. CONCLUSION

In conclusion, the experiences presented in this guide demonstrate that business improvement through digital and technological solutions does not follow a universal model; instead, it depends on the specific needs, capacities, and goals of each organization.

The analyzed examples indicate that the most successful solutions are those developed in response to clearly identified challenges and incrementally adapted to real-world working conditions. Regardless of the sector or level of development, what they share is the integration of technology with processes and people, with a focus on practical application and measurable results.

The value of this guide lies in providing an overview of concrete approaches and practical experiences that can serve as inspiration and a foundation for planning similar initiatives. In this way, organizations can more easily identify their own priorities, avoid common pitfalls, and progress more rapidly in improving their business operations.

At the same time, the guide confirms the importance of collaboration, knowledge sharing, and the utilization of available support programs in the process of introducing and developing digital solutions. The further development of such initiatives, alongside the continuous collection and exchange of best practices, represents a vital step toward strengthening the digital capacities and resilience of organizations in today’s environment.

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