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EXECUTIVE SUMMARY

This handbook is a practical, SME-focused guide for turning digital maturity insights into a structured digital transformation roadmap. It was developed under the WIN2EDIH initiative to help small and medium-sized enterprises (SMEs) navigate the complexity of digital change with clarity, strategic focus, and measurable outcomes.

In today's fast-evolving digital landscape, SMEs often face fragmented decision-making, underutilized tools, and a lack of strategic alignment when adopting new technologies. This handbook addresses those challenges by offering a step-by-step approach—from assessing digital maturity to designing, implementing, and monitoring a tailored transformation plan.

Structured around the official Digital Maturity Assessment (DMA) tool of the European Digital Innovation Hubs (EDIH) network, the handbook explains:

- How to conduct a digital maturity assessment (DMA) independently or with expert support
- How to interpret DMA results and identify strategic priorities
- How to develop a clear, actionable roadmap with timelines, KPIs, and resource plans
- How to link roadmap goals to specific services (from WIN2EDIH or other providers)
- How to monitor progress and continuously evolve your digital capacity

Real-world examples, templates, and practical checklists are included to make the process accessible even for non-technical business leaders. The case of OrionTech Manufacturing Ltd[1] demonstrates how an SME progressed through the full process and used the roadmap to guide real transformation.

By aligning with EU standards and DMA methodology (T0, T1, T2), this handbook ensures that SMEs can benchmark their progress and access support across the European network. Whether self-directed or guided by an EDIH, the roadmap process equips SMEs to achieve tangible results in productivity, innovation, and long-term competitiveness.

In short, this is not just a guide—it's a toolkit for digital resilience.

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[1] *Note: The company name has been changed for data protection and confidentiality reasons. All other facts and processes reflect the actual case.*

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Introduction

Purpose of the Handbook

This handbook equips small and medium-sized enterprises (SMEs) with a practical and structured guide to navigate their digital transformation journey. Whether an enterprise is initiating a full-scale digital transition or optimizing existing digital processes, this guide provides a clear, step-by-step methodology for turning digital maturity assessment results into actionable transformation roadmaps.

Built on the framework established by the European Digital Innovation Hubs (EDIH) initiative and aligned with the Digital Europe Programme, the handbook ensures that roadmap development:

- Starts with evidence-based diagnostics from the Digital Maturity Assessment (DMA)
- Translates digital needs into concrete, prioritized actions
- Matches each digital goal with tailored support services from the WIN2EDIH portfolio
- Facilitates measurable progress, tracked through structured implementation stages

The goal is to empower SMEs to move beyond abstract digital aspirations and into practical, scalable action plans that drive competitiveness, resilience, and long-term value creation.

Who This Handbook is For

This handbook is specifically designed for small and medium-sized enterprises (SMEs) at various stages of their digital transformation journey. It is particularly valuable for:

- **Digitally early-stage SMEs** seeking to understand their current capabilities and define initial transformation steps
- **Growing SMEs** aiming to scale operations, integrate digital tools, and optimize workflows
- **Digitally mature SMEs** looking to refine strategies, adopt advanced technologies, or align transformation plans with long-term innovation goals

The guide supports both business owners and internal digitalization leaders—those tasked with making decisions about technology investments, process changes, and organizational growth. By addressing practical needs and

providing structured tools, the handbook empowers SMEs to make informed, strategic decisions rooted in the results of a Digital Maturity Assessment.

Why Digital Transformation Roadmaps Matter

For SMEs, digital transformation is no longer optional—it is a key driver of competitiveness, operational efficiency, and future resilience. However, the path to digitalization can be overwhelming, fragmented, and resource-intensive. Without a clear plan, investments in technology risk being misaligned, underutilized, or poorly integrated.

A digital transformation roadmap provides a strategic blueprint that:

- **Connects assessment to action**: It translates insights from the Digital Maturity Assessment into a structured plan of achievable initiatives.
- **Prioritizes needs and investments**: It helps SMEs focus resources on what matters most and identify quick wins versus long-term goals.
- **Supports informed decision-making**: It enables leaders to evaluate digital solutions based on organizational context, readiness, and expected outcomes.
- **Mitigates risks and avoids fragmentation**: It reduces the likelihood of ad hoc implementations or redundant technologies.
- **Aligns teams around a shared vision**: It fosters internal engagement and accountability through clearly defined roles and milestones.

Ultimately, a well-crafted roadmap acts as a bridge between vision and execution. It empowers SMEs to lead purposeful, data-driven digital transitions—transforming complexity into clarity and uncertainty into opportunity.

Alignment with EU and EDIH Network Standards

This handbook aligns with the methodologies and strategic priorities set forth by the European Commission under the Digital Europe Programme. It is built on the standard Digital Maturity Assessment (DMA) framework developed for the European Digital Innovation Hubs (EDIH) network, ensuring that roadmap development processes are interoperable, scalable, and quality-assured across the EU.

WIN2EDIH's roadmap methodology:

- **Reflects EU digital transformation goals** related to innovation, competitiveness, green and digital transitions
- **Supports cross-border standardization** and service comparability within the EDIH network

- **Contributes to measurable progress** using DMA-based benchmarks (T0, T1, T2)

A key starting point for this process is the use of the open-access Digital Maturity Assessment tool available on the [European EDIH Portal](). This tool provides SMEs with a structured, objective evaluation of their digital readiness across key capability areas.

Key Concepts

A solid understanding of foundational terms and structures is essential before developing or supporting a Digital Transformation Roadmap. This section defines the key concepts that shape our methodology and ensures consistency across the WIN2EDIH consortium and broader EDIH network.

Digital Maturity refers to the degree to which an organization has adopted digital technologies, integrated them into its processes, and developed the capacity to use them strategically. It considers not only the use of tools but also leadership, skills, data governance, automation, and sustainability. Higher digital maturity reflects the ability to continuously adapt, innovate, and leverage technology for resilience and growth.

Digital Transformation Roadmap A Digital Transformation Roadmap is a structured, time-bound plan that outlines how an organization will move from its current digital maturity level to a more advanced state. It is based on the findings of a Digital Maturity Assessment and includes specific actions, priority areas, KPIs, timelines, and required resources. Unlike generic digital strategies, roadmaps are tailored to the real-time needs and capacities of an organization.

Digital Maturity Assessment (DMA) The DMA is a standardized tool developed by the European Commission and deployed by EDIHs to evaluate an organization's digital maturity across six key dimensions:

For **SMEs and Startups**, the DMA focuses on:

1. Digital Business Strategy
2. Digital Readiness
3. Human-Centric Digitalisation
4. Data Management
5. Automation & Intelligence
6. Green Digitalisation

For **Public Sector Organizations (PSOs)**, the DMA evaluates:

1. Digital Business Strategy

2. Digital Readiness
3. Human-Centric Digitalisation
4. Data Management
5. Automation & Intelligence
6. Green Digitalisation

These tools offer quantitative and qualitative insights that help shape the digital roadmap. While both types of DMA are structured similarly, the PSO version includes specific indicators relevant to public service delivery, accessibility, and compliance with national digital governance frameworks.

Roadmap vs. Strategy While related, a digital strategy and a roadmap serve different functions:

- **Digital Strategy**: A high-level vision and set of long-term objectives that guide an organization's digital direction. It is broad and often aspirational.
- **Digital Transformation Roadmap**: A tactical implementation plan with concrete steps, timelines, and milestones. It translates the strategy into actionable stages and aligns them with the organization's current reality and capacity.

Example:

- A strategy might state: "Become a data-driven enterprise by 2026."
- The corresponding roadmap will include steps such as: "Implement cloud-based data warehousing in Q1 2025" or "Train staff on data analytics tools by Q3 2025."

In practice, a roadmap operationalizes a digital strategy.

DMA Framework: Logic and Timeline (T0, T1, T2) The DMA is applied at three points in time to monitor impact:

- **T0**: Baseline assessment before the start of EDIH support
- **T1**: Re-assessment one year after T0
- **T2**: Final assessment two years after T1

This timeline enables EDIHs to measure progress and refine support services. It also allows beneficiaries to track transformation outcomes, adjust their roadmap, and embed continuous improvement.

By aligning all roadmap activities with the DMA framework and language, WIN2EDIH ensures consistency, comparability, and transparency in its transformation support approach.

Core Principles and Common Pitfalls for Roadmap Development

Core Principles for Developing a Digital Transformation Roadmap:

1. **Client-Specific and Evidence-Based:** Every roadmap must be grounded in the individual assessment results and tailored to the specific operational reality of the client.
2. **Strategic Alignment:** Digital initiatives must be aligned with the client's broader business goals and market positioning.
3. **Actionable and Prioritized:** The roadmap should clearly define actionable steps, organize them into phases, and prioritize actions based on impact and feasibility.
4. **Human-Centered:** Digital transformation must account for employee skills, cultural readiness, and change management.
5. **Resource-Aware:** Recommendations must be feasible within the client's resource constraints (financial, human, technological).
6. **Integrated Support:** The roadmap should leverage WIN2EDIH services where applicable to maximize effectiveness.
7. **Measurable Progress:** Clear KPIs and review points should be defined to monitor implementation success and adjust as needed.

Common Pitfalls in SME Digital Roadmapping

Before you begin creating your digital transformation roadmap, it's important to be aware of common pitfalls that many SMEs encounter. Anticipating these challenges will help you build a more realistic, focused, and effective plan.

Below is a table outlining frequent missteps and practical tips to avoid them:

Common Pitfall	What It Means	How to Avoid It
Choosing tools before defining needs	Investing in technologies without understanding the actual problem	Start by identifying pain points and desired outcomes, then look for tools that solve those problems
Overloading the roadmap with low-priority tasks	Trying to do too much at once, especially in areas	Focus on 2–3 high-impact initiatives in the first year. Revisit and expand later

	that don't add immediate value	
Underestimating staff training needs	Assuming your team can immediately adopt new tools or workflows	Build training and change management into your roadmap from the beginning
Ignoring internal resistance	Overlooking the cultural and behavioral shifts needed for transformation	Involve team members early and communicate the "why" behind changes
Not assigning responsibility	Leaving actions unassigned, which leads to delays or confusion	For every initiative, define who is accountable and who supports it
Failing to measure progress	Moving forward without tracking results	Define simple KPIs or checkpoints and schedule regular reviews
Not budgeting properly	Underestimating total costs of implementation, including hidden ones	Plan not just for licenses or equipment, but also for training, support, and integration

Table 1. Common Pitfalls in SME Digital Roadmapping

By keeping these pitfalls in mind and planning for them, SMEs can dramatically increase the success rate of their digital transformation efforts. A good roadmap is not just ambitious—it is also focused, supported, and adaptable.

Full Process: From DMA to Roadmap Implementation

This section provides a step-by-step overview of how your company can move from understanding its current digital maturity to designing and implementing a tailored digital transformation roadmap. The process is based on the methodology used across the European Digital Innovation Hubs (EDIH) network and has been adapted to be practical and accessible for small and medium-sized enterprises (SMEs).

Whether you are starting with limited digital capabilities or aiming to refine an existing digital strategy, this guide will help you:

- Evaluate your current digital maturity
- Identify key priorities and opportunities for growth

- Translate your strategic goals into specific, actionable steps
- Connect with WIN2EDIH services that support your transformation journey

Each step in this process is designed to be collaborative, flexible, and results-driven-ensuring that your roadmap reflects your business goals, industry context, and capacity for change.

Step 1: Assess Digital Maturity

Understanding where your company currently stands in terms of digital capabilities is the first and most important step in planning a successful transformation. To help you do this, the European Digital Innovation Hubs (EDIH) network provides access to the Digital Maturity Assessment (DMA)—a structured, evidence-based tool that offers a clear picture of your company's strengths, weaknesses, and areas for improvement.

You have two easy options to complete the DMA:

- Self-Assessment: Visit the open-access DMA portal at european-digital-innovation-hubs.ec.europa.eu/open-dma to complete the assessment at your own pace.
- Expert-Led Session: Contact your nearest EDIH, such as WIN2EDIH, to complete the assessment together with an expert who will guide you through the questions.

In both cases, your input is processed through the EDIH NETWORK platform to generate an automatic, standardized report. This report forms the foundation of your digital transformation roadmap.

You don't need to be a tech expert to complete the DMA. All you need is an honest understanding of how your company currently operates—particularly in areas like digital tools, data use, automation, and innovation. Once the assessment is complete, a WIN2EDIH expert will help interpret your results and explain the next steps based on your goals.

Step 2: Analyze and Interpret Results

Once your DMA report is generated, the next step is to understand what the results mean for your business. The report will show how your company performs across key areas like strategy, digital readiness, automation, data management, and sustainability.

Here are two ways to approach the analysis:

- Self-Guided Review: Go through each dimension of the report and reflect on how well the findings match your business reality. Look for areas rated

"Low" or "Medium," and consider whether these reflect known challenges or previously unidentified gaps.

● Expert-Guided Review: Reach out to your local EDIH (such as WIN2EDIH) for help. An expert will walk you through the results and explain the significance of each area, helping you focus on strategic opportunities for improvement.

When reviewing your report, pay special attention to:

● Areas that directly impact your competitiveness, customer experience, or operational efficiency
● Dimensions where a small improvement could lead to quick wins
● Risks or weaknesses that could block future growth

Your digital maturity is measured across six core dimensions. Interpret each one individually:

Dimension	What It Means	What to Look For
Digital Business Strategy	Alignment between digital initiatives and business goals	Do you have a formal strategy, dedicated resources, and management buy-in?
Digital Readiness	Adoption and integration of digital technologies	Which tools are in use? Are they mainstream, advanced, or outdated?
Human-Centric Digitalisation	Staff digital skills and training initiatives	Do you invest in upskilling? Are roles redesigned for the digital era?
Data Governance	Management, storage, and security of business data	Is data digitalized, secure, and driving decision-making?
Automation & AI	Use of automated systems and artificial intelligence	Are tasks automated? Are you experimenting with or scaling AI?
Green Digitalisation	Integration of digital tools for sustainability	Are you using digital solutions to lower emissions or reduce resource use?

Table 2. Dimensions Interpretation

A personalized review, especially with support from an EDIH, can help prioritize the most impactful next steps and ensure that your roadmap will be tailored to your actual business needs.

Step 3: Define Strategic Goals

During the presentation of the DMA results, the client and WIN2EDIH experts jointly discuss and define strategic goals. These goals should reflect both the insights from the DMA report and the client's broader business ambitions. Strategic goal-setting ensures that the transformation roadmap will be aligned with real organizational needs and aspirations.

Step 4: Explore Solutions and Plan Your Actions

After defining your strategic goals based on the DMA results, it's time to build your digital transformation roadmap. This is the document that outlines how your company will move from its current state to a more digitally mature, innovative, and efficient future.

There are several ways you can create your roadmap:

- **Do it yourself**: Use your DMA report as a guide. Focus on the areas with the lowest scores and think about what actions, tools, or changes could help you improve.
- **Use external support**: You can contact your local European Digital Innovation Hub (EDIH) for expert guidance and support. They can help you interpret the DMA, define actions, and connect you to the right services.
- **Partner with WIN2EDIH**: If you're in our region or prefer our approach, WIN2EDIH is ready to help you co-design a practical and impact-oriented roadmap tailored to your goals.

The roadmap should be structured in a clear, logical, and client-friendly way, serving both as a strategic guide and an operational action plan. It must be detailed enough to offer clear direction yet flexible enough to adapt to new circumstances over time.

For each DMA dimension assessed, the roadmap can include the following elements:

- **Brief Assessment Summary:**
  - Indicate whether the maturity level is "Low," "Medium," or "High" for each dimension.
  - Provide a short explanation of why the organization is classified at this level, referencing key evidence from the DMA results.
- **Key Findings:**
  - Highlight the main strengths and gaps identified in the dimension.

- Focus on the critical issues that directly affect business efficiency, competitiveness, or innovation potential.
- **Recommendations for Improvement:**
  - Propose specific, actionable recommendations tailored to the client's context.
  - Prioritize actions based on their potential impact and the organization's readiness to implement them.
- **Support Options:**
  - Identify what specific services, tools, or expertise you may need to implement each action. This could include purchasing new software, upgrading existing systems, investing in staff training, or engaging consultants.
  - Be clear about whether your business can carry out the action internally or if external help is needed.
  - Explore support from local EDIHs, such as WIN2EDIH, or other regional/national programs that offer relevant digitalization services.
- **Roadmap Implementation Timeline:**
  - Establish a clear timeline for executing the recommended initiatives.
  - Align the timeline with key monitoring points such as the DMA reassessment periods (T1 = 1 year after baseline, T2 = 2 years after T1).
  - Define milestones for short-term (0–6 months), mid-term (6–12 months), and long-term (12+ months) actions.
  - Assign target dates for starting and completing each action.

Additional Guidelines for Roadmap Design:

- Use visual elements like Gantt charts, milestone markers, or phased diagrams to make the roadmap easy to navigate.
- Group related actions together under broader strategic objectives (e.g., "Improve Internal Operations," "Enhance Customer Engagement," "Strengthen Data Management").
- Where possible, define Key Performance Indicators (KPIs) for each initiative to measure progress.

Step 6: Validate and Finalize Your Plan

Before moving into implementation, take time to review your roadmap and ensure it reflects your priorities, resources, and current business context. This step is critical to build confidence in the plan and ensure commitment from all key stakeholders.

Here's how you can approach this:

- **Internal Review**: Share the draft roadmap with your team. Gather input from relevant departments (e.g., operations, IT, finance) to make sure the actions are realistic and aligned.
- **External Feedback**: If you worked with an EDIH or external advisor, review the roadmap together. Ask for input on sequencing, scope, and expected outcomes.
- **Refine and Finalize**: Adjust the roadmap based on feedback. Make sure each action is clearly defined, assigned to the right people or partners, and scheduled appropriately.

Once finalized, treat the roadmap as your strategic guide. It should be easy to communicate across your organization and adaptable enough to evolve as new challenges and opportunities arise.

Step 7: Begin Implementation and Monitor Progress

Now that your roadmap is complete and validated, it's time to move into action. Start implementing the planned steps—whether internally, with external partners, or through support from your local EDIH.

As you carry out your roadmap:

- **Track your progress**: Use the timeline and KPIs defined in your plan to stay on schedule and ensure results are being achieved.
- **Stay flexible**: If you encounter new challenges or opportunities, don't hesitate to adjust your roadmap. It's a living document meant to evolve with your business.
- **Schedule regular check-ins**: These can be internal or with your EDIH partner. Regularly reviewing the roadmap will help you stay aligned and make timely decisions.
- **Plan for re-assessment**: Repeating the DMA after 12 months (T1) and again after 24 months (T2) will help you measure progress, update your roadmap, and demonstrate your digital growth.

Whether you move forward independently or with expert guidance, consistent action and regular reflection are key to long-term digital success.

Case Example: OrionTech Manufacturing Ltd

To help you better understand how the digital transformation process looks in practice, this section presents a real-life example of a Ukrainian SME—OrionTech Manufacturing Ltd—that successfully completed the DMA and developed a digital transformation roadmap with the support of the WIN2EDIH hub.

This case illustrates each step of the journey: from completing the assessment, interpreting the results, and setting strategic priorities, to mapping out actionable initiatives supported by tailored services. It shows how expert guidance from an EDIH can help turn insights into concrete improvements.

For SMEs reading this handbook, Carger Group's experience serves as a clear and practical reference point. Whether you follow the process on your own or work with a local hub, this example demonstrates what a good roadmap looks like and how it can directly support your business growth and digital maturity.

Digital Maturity Summary (OrionTech Manufacturing Ltd)

Dimension	Assessment Level
1. Digital Business Strategy	❗ Low to Medium – basic investments made, limited preparedness
2. Digital Readiness	❗ Low – very limited use of advanced technologies
3. Human-Centric Digitalisation	⚠️ Medium – some training, but not systematic
4. Data Management	⚠️ Medium – storage is in place, analytics underused
5. Automation & Intelligence	❗ Low – minimal or no use of AI/automation
6. Green Digitalisation	❗ Low – few sustainability measures in place

Table 3. Brief Assessment Summary

1. Digital Business Strategy

The client's current approach to digital business strategy appears fragmented. While there are isolated investments in digital tools across some business areas, there is no overarching strategy guiding these efforts. Furthermore, the organization lacks a defined roadmap, and readiness at both organizational and financial levels is limited. To address this, we recommend developing a formal digital transformation strategy that aligns with long-term business goals and outlines clear steps, responsibilities, and investment planning. Establishing internal leadership and conducting digital readiness workshops will be crucial to foster a culture prepared for change.

Suggested WIN2EDIH Services:

- Data analysis and strategies of digital transformation – training
- Organisational skills for digital transformation – training
- Implementation of effective digital technologies – training
- Increasing digital and project competencies for public authorities – training

2. Digital Readiness

The organization demonstrates a limited uptake of basic digital infrastructure and mainstream technologies. Core solutions such as ERP systems, cloud computing tools, or internal portals are not yet adopted. There is also a notable absence of advanced technologies like IoT, simulation software, or CAD systems. Moving forward, we recommend initiating the use of ERP or CRM platforms and piloting integrations of cloud-based tools and secure internal networks to support collaboration and operations.

Suggested WIN2EDIH Services:

- Advice on the use of hardware and software before investing
- Designing & administration of computer networks
- Development of websites/web applications
- Creating a website based on a codeless approach
- Conducting a course on network infrastructure

3. Human-Centric Digitalisation

Digitalisation efforts within the company have yet to place adequate emphasis on staff engagement and continuous skill development. There are signs of sporadic training activities, but these are not part of a structured approach. To strengthen this dimension, the company should assess digital skill gaps across its workforce and launch regular training and upskilling initiatives. Furthermore, engaging staff in planning and implementation processes will enhance adoption and long-term success.

Suggested WIN2EDIH Services:

- Acquisition of digital skills (4 trainings)
- Digital literacy – training
- Deep tech trainings (if related to digital transformation) – training
- Mentoring support workshops
- Activities on algorithmic management based on AI – training

4. Data Management

The enterprise has laid a foundation in digital data storage but lacks a comprehensive framework for data integration, real-time access, or advanced analytics. Furthermore, cybersecurity protocols and staff awareness appear

underdeveloped. A robust data management and protection plan should be developed, incorporating analytics dashboards and staff training. Enhancing cyber resilience and promoting data-driven decision-making are also key priorities.

Suggested WIN2EDIH Services:

- Cybersecurity audit for SMEs (ISMS)
- Audit and protection against cyber attacks
- Management of incidents in cyberspace – training
- Digital and information security – training
- Data analysis and digital transformation strategy – training

5. Automation & Intelligence

Currently, there is little to no implementation of smart technologies or automation within business processes. The organization has yet to explore even basic AI applications or automation tools. To improve, the enterprise can begin with low-barrier AI integration such as chatbots or recommendation systems, and gradually evaluate the feasibility of automation in critical workflows.

Suggested WIN2EDIH Services:

- Development of smart systems
- Administration of chatbots
- AI tools – training
- Consulting on the use of smart systems
- Activities on algorithmic management (AI platform) – training

6. Green Digitalisation

Environmental sustainability is not currently embedded into the organization's digital strategy. There are no tools or practices in place to monitor or reduce environmental impact through digital means. The enterprise should prioritize sustainability assessments and adopt energy monitoring and optimization tools. Integration of digital sustainability practices can not only contribute to compliance but also build long-term competitive advantage.

Suggested WIN2EDIH Services:

- Energy efficiency assessments
- Building energy management modelling
- Testing of photovoltaic systems
- Modelling autonomous power systems
- Deep technologies in construction/energy efficiency – training
- Ensuring sustainable development – training

Through our roadmap development process, we identified and proposed the implementation of a tailored Enterprise Resource Planning (ERP) system. This ERP system would serve as the backbone for integrating and streamlining Carger Group's production, logistics, inventory, and administrative functions.

Roadmap Implementation Timeline (Estimated: 12 Months)

Month 1 – 2: Strategic Planning & System Design

- Conduct kickoff workshop with leadership
- Finalize digital transformation objectives
- Define ERP system requirements
- Select appropriate development platform or vendor

Month 3 – 4: Infrastructure Preparation & Team Training

- Audit IT infrastructure and plan upgrades (if needed)
- Train internal staff on ERP concepts and project expectations
- Establish ERP project team and assign responsibilities

Month 5 – 7: ERP System Development

- Develop or customize ERP modules for production, inventory, and logistics
- Begin integration with existing tools and databases
- Conduct internal system testing and data migration trials

Month 8 – 9: Pilot Testing & Iteration

- Launch pilot phase for limited users or departments
- Collect feedback and identify functional gaps
- Iterate features and fix usability issues

Month 10 – 11: Full Deployment & Support

- Deploy full system across departments
- Provide just-in-time training for users
- Establish support processes and system documentation

Month 12: Review, Optimize & Plan Next Steps

1. Conduct performance review and user feedback survey
2. Optimize workflows and data analytics capabilities
3. Plan for long-term scaling and future automation phases

How do we link WIN2EDIH services to the business needs?

A key value of WIN2EDIH's digital transformation roadmap support is the ability to offer **tailored services** that directly address the client's digital maturity gaps. This section explains how we map WIN2EDIH services to the DMA dimensions and how to adapt those offerings.

1. Mapping Services to DMA Dimensions

This toolkit illustrates how we can map WIN2EDIH services to the digital maturity dimensions assessed through DMA. These suggestions are not prescriptive — they serve as flexible guidance that is adapted to each client's unique context, sector, and strategic goals.

The following mapping shows which WIN2EDIH services most directly support each DMA dimension.

DMA Dimension	Relevant WIN2EDIH Services
Digital Business Strategy	Implementation of effective digital technologies; Data analysis and strategies of digital transformation; Business market validation through SMM; Organisational skills for digital transformation
Digital Readiness	Advice on the use of hardware/software before purchasing; Designing & administration of computer networks; Development of websites/web applications; Development of mobile applications; SEO; Creating a website based on a codeless approach; Conducting a course on network infrastructure
Human-Centric Digitalisation	Acquisition of digital skills (4 trainings); Digital literacy; Mentoring support workshops; Deep tech trainings; High-tech project management and technology transfer
Data Management	Digital and information security; Cybersecurity – ISMS audit; Audit and protection against cyber attacks; Data analysis and transformation strategy
Automation & Intelligence	Consulting on smart systems; Development of smart systems; Installation and configuration; Chatbot development and administration; AI tools; Algorithmic management (AI platform)

Green Digitalisation	Energy efficiency assessments; Building energy management; Infrastructure for testing photovoltaic systems; Modelling autonomous power systems; Energy management of buildings; Deep technologies in construction and energy efficiency; Ensuring sustainable development

Table 4. WIN2EDIH Services Mapping

Evaluation and Impact Monitoring

Successfully implementing a digital transformation roadmap is only part of the journey—what truly determines long-term success is your ability to monitor results and adapt over time. For small and medium-sized enterprises (SMEs), evaluating the impact of digital actions is not just about compliance or accountability—it's about learning what works, understanding your growth trajectory, and making smarter decisions as your business evolves.

Digital transformation isn't a one-time event; it's an ongoing process that should be measured and refined. Monitoring outcomes helps identify whether the chosen technologies, processes, and strategies are producing the intended benefits, whether that means improved customer satisfaction, faster delivery times, or reduced operational costs. It also reveals hidden gaps or inefficiencies that may have gone unnoticed in the initial planning phase.

Moreover, evaluating impact supports internal alignment. It enables you to show stakeholders, such as your team, partners, or funders, that your transformation journey is yielding measurable progress. This visibility is essential for sustaining momentum, securing future investment, and reinforcing confidence in your digital strategy.

In this section, you'll learn how to track your company's digital progress using simple, practical tools and repeatable steps. The goal is to help you stay in control of your roadmap, refine it over time, and continuously increase your digital maturity

Ongoing Evaluation: Logic and Timing

Regardless of the specific methodology or digital maturity assessment tool you choose, it's essential to evaluate progress regularly. Digital transformation is not a one-time project—it's a continuous cycle of assessing, planning, implementing, and reassessing.
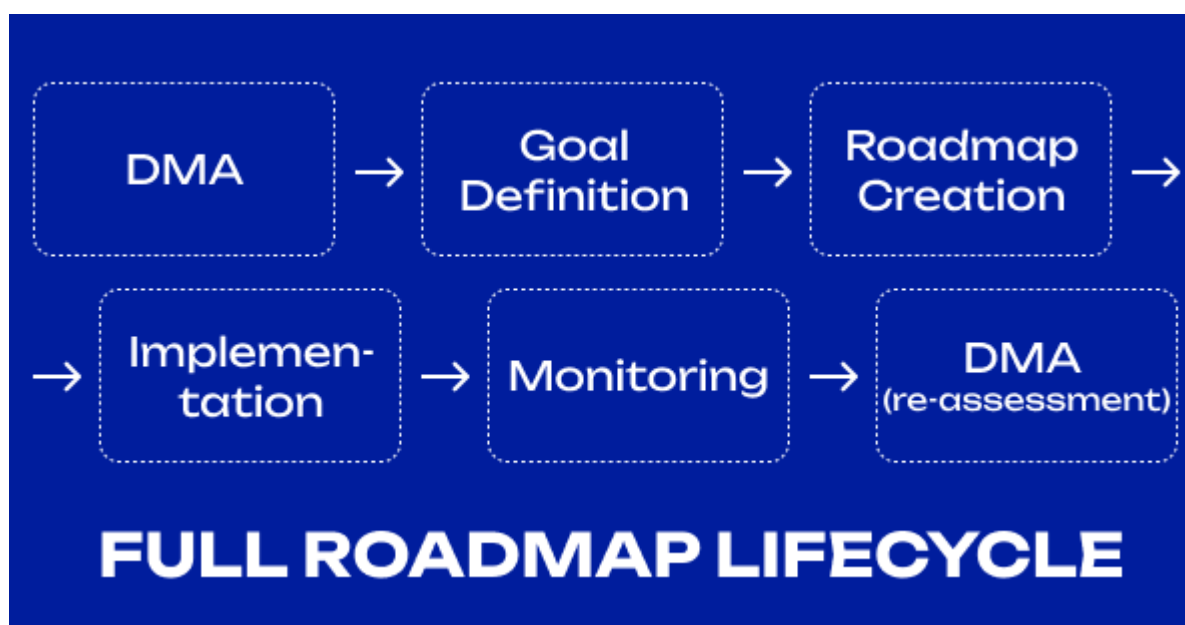
Figure 1. Full Roamap Lifecycle

One widely adopted framework, the DMA (Digital Maturity Assessment), recommends conducting assessments at three critical stages:

- **T0: Baseline** — Before any transformation activities begin, to capture your starting point.
- **T1: First Re-assessment** — One year after T0, to measure the effectiveness of the roadmap and identify course corrections.
- **T2: Final Re-assessment** — Two years after T1, to evaluate long-term impact and sustainability.

These checkpoints form a repeating cycle of improvement. After each complete cycle—from assessment to roadmap development and implementation—a new assessment should be initiated to measure the next phase of maturity and growth.

Whether or not you follow the DMA framework precisely, the core principle remains: consistent evaluation and adaptation are key to maximizing your digital investment and evolving with your business landscape.

How to Monitor Your Progress

Here's how you can take charge of evaluating your digital transformation:

1. **Review KPIs and Milestones**
   - Regularly refer to the key performance indicators and milestones you defined in your roadmap.

   ○ Assess whether targets were met, identify areas of success, and note where progress slowed or deviated from plan.
2. **Collect Feedback from Stakeholders**
   ○ Engage your team, customers, and partners to understand how digital changes are impacting workflows, satisfaction, and performance.
   ○ Use informal check-ins, structured interviews, or brief surveys to gather insights.
3. **Observe Operational Changes**
   ○ Track changes in efficiency, cost savings, error rates, or customer response times to gauge the practical impact of digital tools.
   ○ Look for evidence of improved collaboration, data visibility, or time-to-market.
4. **Document Lessons and Adjustments**
   ○ Maintain a simple record of what's working and what isn't.
   ○ Use these insights to revise your roadmap or adjust priorities as needed.
5. **Schedule Periodic Reflection Sessions**
   ○ Even without a formal reassessment, plan to step back and review overall progress every 6 to 12 months.
   ○ Use this time to realign your goals with evolving market conditions or internal shifts.

Monitoring progress doesn't require complex tools—clarity, consistency, and reflection are what matter most. Impact monitoring isn't just about checking boxes—it's about learning from experience and constantly moving forward. The most successful digital transformations are those that evolve with the business and the market. Use DMA reassessments not as audits, but as moments of reflection, alignment, and strategic renewal.

If Your Roadmap Gets Stuck…

Even the best plans can hit roadblocks. Whether it's lack of time, team resistance, unclear next steps, or unexpected obstacles—don't worry. Digital transformation is a journey, not a race. Here's how to get back on track:

1. Revisit Your Goals

- Are your digital priorities still relevant?
- Have business conditions changed?
- Is your roadmap too ambitious for your current capacity?

Tip: Scale back to core objectives. Focus on 1–2 meaningful goals that bring quick, visible results.

2. Identify a Quick Win

- What's one action you could take this month?
- Could you automate one task, run a staff training, or digitize one form?

Quick wins build confidence and show progress. Start small to create momentum.

3. Re-Engage the Team

- Are team members unclear about the roadmap or their roles?
- Are they overloaded or resistant to change?

Tip: Host a short team check-in to clarify the "why," listen to concerns, and reset expectations.

4. Seek Outside Support

- Sometimes, an outside perspective helps simplify the next step.

Contact your local EDIH (e.g., WIN2EDIH) for guidance. A 30-minute consultation could remove months of confusion.

Final Words

Digital transformation doesn't require a perfect plan—only a clear starting point, a willingness to learn, and the commitment to move forward step by step.

This handbook was designed to guide you through that journey—from assessing your digital maturity to designing and implementing a practical roadmap tailored to your goals. Whether you choose to follow the process independently or with support from your local EDIH, the most important thing is to start.

The tools, templates, and case examples shared here are meant to remove uncertainty and help you make confident decisions. Use them. Adapt them. And remember: transformation is not a one-time event—it's a continuous opportunity to improve how your business works, competes, and grows.

Start small. Focus on what matters. And keep building your digital future.

Contacts:

EDIH Catalogue - WIN2EDIH
Website - https://win2edih.com.ua/
Facebook, LinkedIn, E-mail

Annexes

Annex 1 Digital Transformation Roadmap Template for SMEs

This template is designed to help SMEs structure their digital transformation roadmap, drawing on insights from their Digital Maturity Assessment and linking actions to relevant services or internal initiatives.

Part 1: Digital Maturity Summary

Provide an overview of your current digital maturity across six key dimensions:

Dimension	Assessment Level	Summary Description
Digital Business Strategy	Low / Medium / High	Brief analysis of strategic alignment and preparedness
Digital Readiness	Low / Medium / High	Assessment of infrastructure and tool adoption
Human-Centric Digitalisation	Low / Medium / High	Overview of training, staff engagement, and skill levels
Data Management	Low / Medium / High	Status of data storage, security, and analytics
Automation & Intelligence	Low / Medium / High	Current use of AI and automation technologies
Green Digitalisation	Low / Medium / High	Integration of sustainability in digital practices

Table 5. Digital Maturity Summary Template

Part 2: Dimension-by-Dimension Action Plan

For each dimension, use the following structure:

Dimension: [e.g. Digital Business Strategy]

- **Assessment Summary**: [Brief explanation of maturity level and gaps]
- **Key Findings**:
    - [Bullet points of main strengths and weaknesses]
- **Recommended Actions**:
    - [List of proposed initiatives or improvements]

- **Suggested Services / Internal Measures**:
  - [Training, consulting, technology acquisition, or self-led activities]
- **Responsible Team or Person**: [Name or role]
- **Timeline**: [e.g., Q2 2025 – Q4 2025]
- **Expected Outcomes / KPIs**:
  - [Define measurable goals, e.g. "Implement ERP system" or "Train 80% of staff"]

(Repeat this structure for all 6 dimensions)

Part 3: Consolidated Implementation Timeline (Example Format)

Month	Key Milestones
1–2	Strategic Planning & Team Setup
3–4	Infrastructure Audit & Staff Training
5–7	Development of Digital Tools or Platforms
8–9	Pilot Testing, Feedback Collection
10–11	Full Roll-out and Onboarding
12	Review, Optimization, and Scaling Plan

Table 6. Consolidated Implementation Timeline (Example Format)

Part 4: Review and Next Steps

- **Review Date**: [e.g., 12 months after roadmap start]
- **Review Method**: [e.g., internal review, team workshop, repeat assessment]
- **Next Priorities**: [Outline emerging focus areas for Year 2]

This roadmap is a living document. It should be regularly updated based on progress, team feedback, and evolving business priorities.

Annex 2. Digital transformation quick start

◆ Getting Started: 5 Steps to Your Digital Transformation Roadmap

Your quick start guide to begin the digital transformation journey

This 1-page quick start guide will help you begin your digital transformation journey right away—whether you're planning to do it yourself or with the support of a digital expert.

1 Assess Your Digital Maturity

Take the **free online Digital Maturity Assessment (DMA)** to understand where your company stands across key areas (strategy, data, automation, skills, etc.).

2 Review Your Results

Look at the summary and radar chart. What's "Low"? What's "Medium"? Identify 2-3 areas you want to improve. If needed, ask your local EDIH for help interpreting the results.

3 Set Your Priorities

Decide what matters most to your business. Is it automating processes? Better data use? Upskilling your team? Choose what will have the biggest impact on your growth.

4 Use the Roadmap Template

Go to page 25 and fill out the roadmap template. Focus on:

✅ What actions you will take
✅ What services or tools you'll need
✅ When each step should happen
✅ Who is responsible

5 Track, Learn, Adjust

Every 6-12 months, review your progress. What's working? What needs to change? Use this to revise your roadmap and keep your digital transformation moving forward.

📍 **Tip: Not sure where to start?**

Contact your **regional EDIH** or WIN2EDIH at **info@win2edih.com.ua**.

Annex 3. Practical Scenario – How a Typical SME Built Its Digital Roadmap

From Paper to Digital Success

How a Ukrainian textile manufacturer transformed their business with strategic digitalization

NovaTextile LLC • Zhytomyr, Ukraine

The Starting Point

The Challenge

NovaTextile produces high-quality linen and cotton fabrics for domestic retailers. Despite their craftsmanship, they faced modern business challenges:

⚠️ Manual order tracking on paper and Excel

⚠️ Slow customer service response times

⚠️ Inaccurate inventory levels

⚠️ No digital sales presence

⚠️ Export ambitions without digital capacity

38 Employees	**100%** Manual Processes
LOW Digital Readiness	**0** Online Presence

The 5-Step Digital Journey

1

Assessment

Completed Digital Maturity Assessment online, identifying strengths and gaps

2

Goal Setting

Identified three immediate priorities: digitize operations, online presence, staff training

3

Roadmap

Built a 12-month plan using handbook templates and phased approach

4

Action

Applied for funding, partnered with local developers, and engaged regional EDIH support

5

Monitoring

Tracked progress monthly, celebrated wins, and maintained team motivation

Remarkable Results in 6 Months

90%
Orders tracked digitally

40%
Inventory accuracy improvement

+2
New retail clients from website

"The handbook helped us stop guessing and start acting. We used the roadmap to prioritize, plan, and track real progress."

— Olena, Director of NovaTextile

Key Lessons for SMEs

Start Small

Focus on one operational pain point first. NovaTextile began with order tracking before expanding to other areas.

Combine Forces

Mix self-led action with regional support. Local partnerships and EDIH guidance accelerated their progress.

Celebrate Wins

Track early victories to maintain team motivation. Small successes build momentum for bigger transformations.

Ready for Your Digital Journey?

NovaTextile's transformation didn't require massive investment—just strategic planning and consistent action. Your digital roadmap starts here.

Start Your Assessment with Win-Win EDIH