

Factors Influencing Digitalization Adoption in Romanian SMEs

Florin Răzvan LUPȘA-TĂTARU*

*Transilvania University of Brașov, Brașov, Romania,
Corresponding author, florin.lupsa-tataru@unitbv.ro

Camelia Cristina DRAGOMIR-PÂNZARU

*Transilvania University of Brașov, Brașov, Romania
camelia.dragomir@unitbv.ro*

Dana Adriana LUPȘA-TĂTARU

*Transilvania University of Brașov, Brașov, Romania
lupsad@unitbv.ro*

Abstract. *This study examines the economic and decision-making elements affecting the digitization of SMEs in Romania, emphasizing government policies, research and development (R&D) investments, digital competences, and industry-specific traits. Data were acquired via focus group interviews with entrepreneurs and managers from several industries, using a qualitative methodology. The results indicate that while digital transformation is deemed crucial for competitiveness and sustainability, SMEs encounter substantial obstacles, including regulatory impediments, restricted access to financing, and inadequate digital competencies among decision-makers. Government actions, such as subsidies, tax incentives, and financial incentives, are seen as essential for promoting digital adoption; nevertheless, respondents noted that these efforts often fail owing to excessive bureaucracy and insufficient information distribution. Furthermore, the results emphasize the significance of R&D expenditures and customized training programs in improving digital competencies. Notwithstanding the advantages noted in fields such as IT, resource limitations continue to be a significant obstacle for several SMEs. The research enhances the current literature by elucidating the relationship between external economic influences and internal decision-making mechanisms in the digitization process of SMEs. Limitations include a limited sample size and the focus group technique, indicating that future research should use quantitative and longitudinal methods to enhance the comprehension of these dynamics throughout time.*

Keywords: digitalization, digital transformation, SME, Romania.

Introduction

We are now seeing rapid transformations in digital technology, necessitating that organizations of all sizes adapt to these developments to thrive in a very intricate and competitive market.

Continuous innovation and digitization are now essential for the competitiveness and sustainable growth of corporate operations (Afsar & Badir, 2016). Despite the growing body of study on this subject, it mostly focuses on how major corporations adopt and use new technology, with little attention to the particular circumstances of SMEs in the realm of digitalization. Considering that the latter constitutes a vital component for any nation's economy, with entrepreneurial endeavors and innovations serving as primary catalysts for economic expansion, it is imperative for SMEs to focus on the integration of digital technology into their operations. Small and medium-sized firms may utilize technology improvements that enhance their organizational practices and efficiency (Bloom et al., 2014), consequently improving their competitive edge in their respective marketplaces (Añón Higón & Bonvin, 2024).

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Consequently, in-depth studies on the digitalization of SMEs are necessary. A thorough examination of the obstacles and constraints—particularly those pertaining to resources and expertise, recognized by entrepreneurs in the adoption of new technologies and associated decision-making is essential. Furthermore, researches do not examine the association between the degree of digitization in SMEs and the quality of decision-making. This study aims to examine the primary problems encountered by SMEs in Romania throughout the digitalization process and to investigate the variables influencing the choice to use digital technology. In light of this purpose, the authors put up two research questions, specifically:

1. What are the primary hurdles entrepreneurs have while digitizing their companies?
2. What variables influence the investment decisions of SME managers in digitalization?

The research approach used to address the research questions was the focus group, since it facilitates the gathering of extensive information from the participating entrepreneurs and effectively fulfills the research objectives. The study included 10 entrepreneurs of small and medium-sized enterprises (SMEs).

The research findings highlight the economic and decision-making factors influencing the digitalization of SMEs in Romania, particularly government policies, access to financing, investments in research and development, the digital skills of decision-makers, and the sector in which businesses operate. This study contributes to the specialized literature by clarifying the decision-making process regarding the use of digital technologies in Romanian SMEs. Furthermore, our investigation offers practical insights for entrepreneurs seeking to transition to digitalization by identifying and assessing the challenges associated with technology adoption and the strategies that can be implemented to facilitate this process.

The document is structured into the following sections: literature review, research technique description, analysis and discussion of findings, study conclusions, limitations, and future research directions

Literature review

The significance of digitization for the sustainability and competitiveness of small and medium-sized enterprises (SMEs)

The digitization of firms has emerged as a significant subject of interest within the corporate landscape in recent years, thoroughly examined in the specialist literature. The Covid-19 epidemic evidently intensified corporate interest in the use of digital techniques and heightened scholarly scrutiny of this topic.

Specialized literature has demonstrated the significance of digital technology in enhancing the resilience of businesses during critical events, such as the Covid-19 pandemic (Pînzaru et al., 2021; Popa et al., 2021; Santos et al., 2023), and has underscored the increased interest in digitalization among firms in the post-pandemic context (Lee & Trimi, 2021; Foris et al., 2022). Numerous studies have emphasized the substantial changes induced by digital technologies in the business landscape (Pergelova et al., 2019) and have examined the growth prospects for companies that utilize digital tools and invest in innovations in business processes (Papadopoulos et al., 2020; Garrido-Moreno et al., 2024).

In the present economic landscape, digital technologies are seen as strategic instruments that enable organizations to navigate external environmental volatility and enhance their standing in a highly competitive market (Jahanmir & Cavadas, 2018; Forliano et al., 2023). Studies have emphasized the significance of digitalization in mitigating uncertainty in strategic decision-making (Franklin et al., 2013), enhancing enterprises' innovation performance (Scuotto et al., 2017), and

augmenting competitive advantage (Heikkilä et al., 2018). Consequently, SMEs must adapt to these developments, acknowledge the significance of new technologies for company survival and evolution, and exert efforts in this regard. Numerous studies have highlighted the agility and responsiveness of these firms to market fluctuations, emphasizing their ability to adapt and innovate (Spithoven et al., 2013; Stoica, 2021; Cosenz & Bivona, 2021). A 2023 study by Cult Research involving 400 small and medium-sized enterprises in Romania revealed that nearly 50% of the surveyed SMEs have adopted a digitalization solution in the last three years and are contemplating future investments to incorporate digital technology into their operations. The research indicates that the favorable outcomes experienced by enterprises that have embraced digital technology may significantly influence the decision-making process for organizations starting their digital transformation.

Conversely, the obstacles of digitalization are more evident for SMEs than for bigger enterprises, many of which remain unprepared to meet the requirements of Industry 4.0 (Azevedo & Almeida, 2021). The specialized literature identifies several barriers influencing the decision of small and medium-sized enterprises to adopt digital technologies, including limited resources and capabilities (Bär et al., 2018), high costs associated with new technology adoption (Adian et al., 2020), increased reliance on external parties (Andersen et al., 2022), cybersecurity concerns (Horváth & Szabó, 2019), inadequate IT infrastructure (Niemand et al., 2021; Li et al., 2021), resistance to change (Warner & Wäger, 2019), and the potential for failure in digital business transformation (Clauss et al., 2019).

Determinants affecting the use of digital technology in small and medium-sized enterprises (SMEs)

The examination of specialist literature indicates that the majority of study has concentrated on three kinds of variables influencing the choice to use digital technology in SMEs. Organizational factors (Li et al., 2021) were analyzed, encompassing organizational structure (Verhoef et al., 2021), available resources (Kamble et al., 2018), and management support (Ghobakhloo, 2020); technological factors, including the firm's resources and technological competencies (Sun et al., 2020), and environmental factors (Wang et al., 2022), specifically competition (Chen et al., 2015), customers (Warner & Wäger, 2019), business infrastructure (Beliaeva et al., 2020) and government regulations (Sherer et al., 2016).

Education in business digitalization is crucial for effectively managing digital transformation in firms and is a significant problem for SMEs in Romania, as shown in figure 1. The 2024 Country Report on Romania (European Commission, 2024), released by the European Commission, underscores the need of cultivating digital skills at the national level in relation to the digital decade.

The analysis underscores the poor performance of SMEs in Romania concerning digitization, according to the EU average (27% against 57.7%). Bridging this gap requires not just governmental initiatives to financially assist SMEs in the realm of digitization but also programs aimed at digitally educating the business ecosystem. Furthermore, a substantial commitment from entrepreneurs is essential for investing in the enhancement of digital knowledge and skills to augment their capacity for making informed choices and identifying optimal digitalization solutions for their enterprises.

Government policies play a crucial role in shaping the strategic decisions of small and medium-sized enterprises (SMEs) regarding digitalization. Its policies not only provide financial support but also create an enabling environment that encourages innovation and technological adoption.

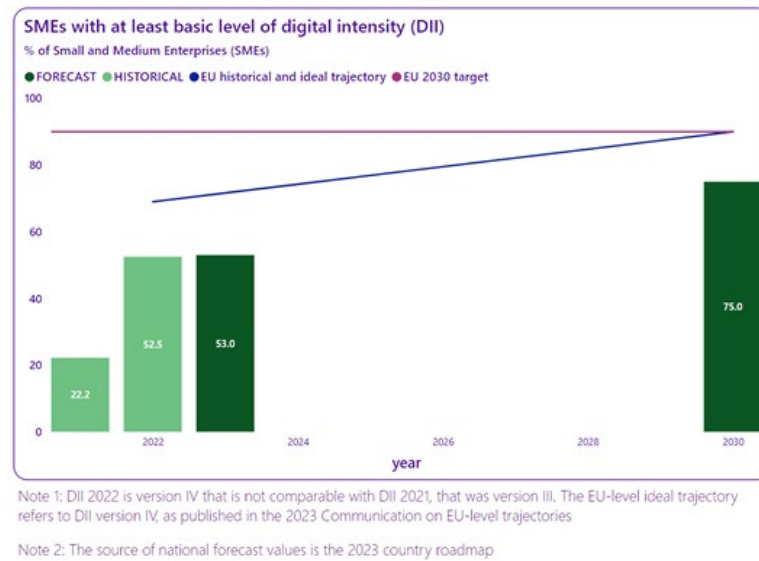


Figure 1. Basic levels of digital intensity of SME in Romania

Source: Digital Decade Country Report 2024: Romania.

Financial support and incentives play a crucial role in promoting digital transformation among small and medium-sized enterprises (SMEs). Government subsidies and tax incentives help ease financial constraints and encourage R&D investments, thereby fostering innovation (Wang et al., 2023). For example, in Japan, tax deductions and financial assistance for digital initiatives enable SMEs to overcome resource limitations, creating an environment conducive to innovation (Sadoi, 2023).

Capacity building and training are equally important in driving digital adoption among SMEs. In their research, Azevedo & Almeida (2021) highlight that both managers and employees need a comprehensive set of digital skills and knowledge to successfully implement new technologies within a company. Policies aimed at enhancing the digital skills of SME personnel, such as training programs and consulting services provided by governments, improve management capabilities and facilitate the transition to digital operations (Sadoi, 2023). According to Mai et al. (2024), government initiatives are essential for enhancing IT capabilities, which play a crucial role in fostering innovation and maintaining a competitive advantage

A supportive regulatory framework and environment further encourage SMEs to engage in digital transformation. Clear guidelines and frameworks reduce uncertainty and risks associated with digital investments, motivating SMEs to embrace technological advancements (Zhu et al., 2023). European countries provide a model for best practices, emphasizing the importance of creating a favorable business environment to stimulate digital activities among SMEs (Strilets et al., 2022).

Based on the aforementioned considerations, we propose the first hypothesis.

H1: Government policies that promote the digitization of SMEs have a major impact on their decision-making processes.

Research and development (R&D) expenditures play a crucial role in shaping the digital transformation strategies of small and medium-sized enterprises (SMEs). By investing in R&D, SMEs can enhance their technological capabilities, which is essential for adapting to the digital economy and improving innovation performance. This investment not only facilitates the

integration of digital technologies but also fosters a culture of innovation that is vital for competitiveness.

Impact on technological innovation is closely tied to research and development (R&D) investments, which enable small and medium-sized enterprises (SMEs) to adopt advanced digital tools, thereby enhancing their operational efficiency and customer engagement (Bhuiyan et al., 2024). Moreover, a higher degree of digital transformation is often correlated with increased R&D innovation, suggesting that spending on R&D has a direct influence on innovation outcomes (Zhuo & Chen, 2023).

In terms of resource optimization, the effective allocation of R&D resources allows SMEs to streamline operational and marketing costs while focusing on value-adding activities (Bhuiyan et al., 2024). Additionally, diversification in R&D partnerships plays a key role in enhancing knowledge acquisition, which further boosts innovation performance (Bernal et al., 2022).

Despite these advantages, SMEs face several challenges and considerations in their pursuit of digital transformation. Resource constraints frequently slow their progress in adopting new technologies (Zhang & Chi, 2022). To counterbalance these limitations, a strategic focus on organizational capabilities is crucial for leveraging R&D investments effectively (Zhang & Chi, 2022). Conversely, some perspectives highlight that the high costs associated with R&D may deter SMEs from pursuing ambitious digital transformation strategies, potentially leading to missed opportunities in a rapidly evolving market.

In summary, we have arrived at the second hypothesis of the study:

H2: Study and development expenditures considerably impact SMEs' choices about digitization.

The digital transformation of businesses is significantly influenced by the digital competencies of decision-makers and managers. Entrepreneurs play a crucial role as strategic transformation managers in the digitalization of SMEs (Jafari-Sadeghi et al., 2023). The decision to implement digital strategies is affected by various factors, including political, economic, social, technological, legal, and environmental aspects, as well as internal organizational elements (Cazoni et al., 2024). Effective communication of the digital strategy and employee involvement are essential for successful business model digitalization (Zvirgzdina et al., 2023).

The development of digital competencies is influenced by social factors, extrinsic motivation, and administrative and managerial factors. Key challenges include data security risks, rapidly evolving technologies, and excessive bureaucracy (Androniceanu et al., 2023). Understanding these factors and their interrelationships is crucial for decision-makers in developing and implementing effective digitalization strategies in both private and public sectors.

The third hypothesis of the study, considering the elements mentioned above, is:

H3: The decision to implement digitalization strategies is influenced by the level of digital skills of entrepreneurs and managers.

Research on digital technology adoption in firms reveals several key factors influencing this process. Firm size consistently emerges as a significant positive determinant, with larger companies more likely to adopt digital technologies (Urraca-Ruiz et al., 2023; Torracca et al., 2022; Gargallo-Castel & Ramírez-Alesón, 2008; Lemlem et al., n.d.). Human capital plays a crucial role, with employee qualifications and training generally having a positive impact on adoption (Gargallo-Castel & Ramírez-Alesón, 2008; Lemlem et al., n.d.). However, some studies suggest that skills in older technologies may hinder adoption (Urraca-Ruiz et al., 2023; Torracca et al., 2022).

Other factors positively influencing digital technology adoption include current technology use, belonging to high digital intensity industries, and being an exporter (Urraca-Ruiz et al., 2023;

Torracca et al., 2022). Additionally, second-level collective bargaining appears to facilitate adoption, while labor flexibility shows no significant effect (Lemlem et al., n.d.). These findings highlight the complex interplay of organizational, technological, and environmental factors in digital technology adoption.

The last hypothesis we reached is H4.

H4: The number of employees positively influences the likelihood of adopting digital technologies.

As a synthesis, the workflow of the study is presented in figure 2.

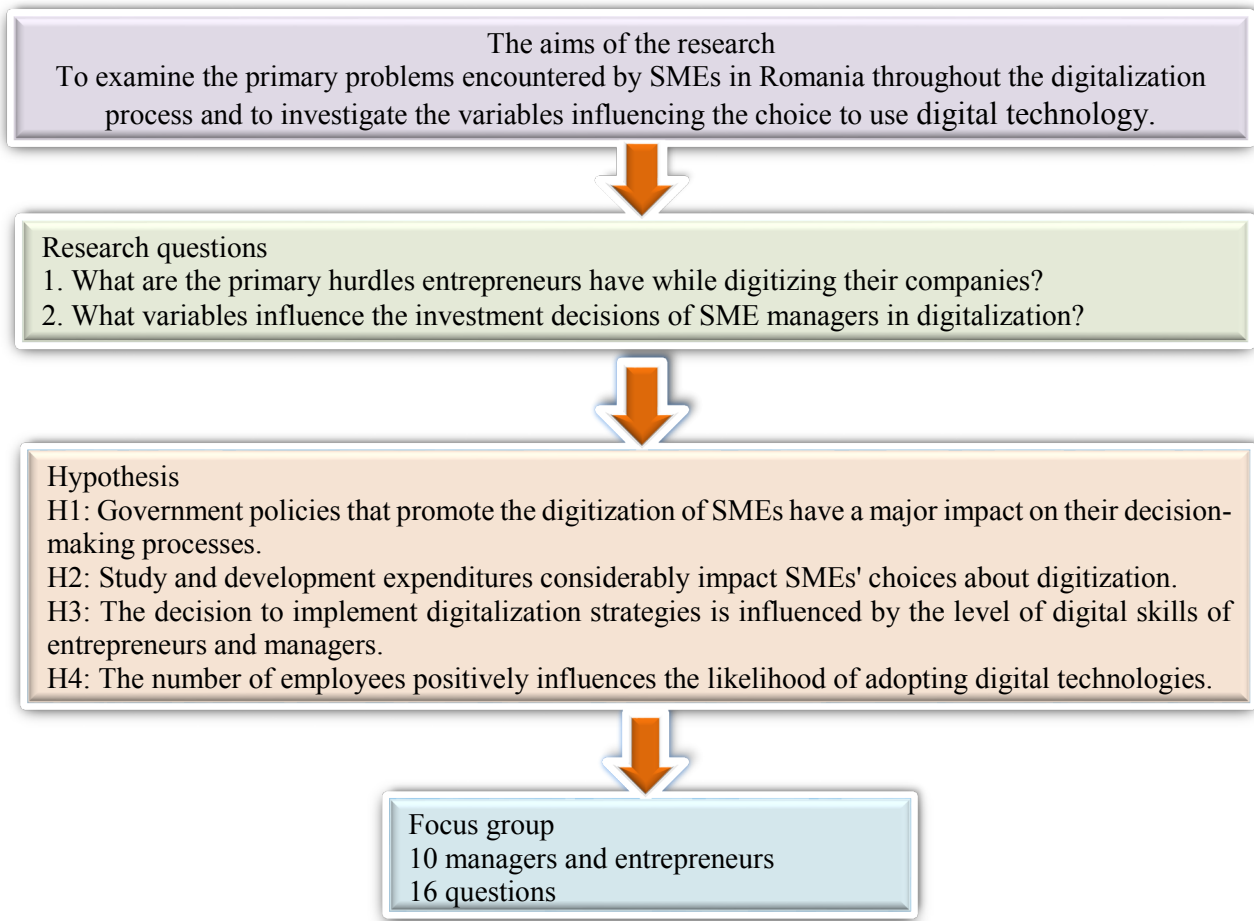


Figure 2. The workflow of the study

Source: Authors own research.

Methodology

This qualitative descriptive research used a Focus Group Interview (FGI) performed in Braşov. The FGIs included SME's entrepreneurs in different industries.

Focus groups enable researchers to investigate intricate topics and get subtle insights via participant interactions, therefore revealing elements that may not emerge in individual interviews (Krueger & Casey, 2014). Morgan (1997) asserts that this method is advantageous as it leverages group discussion dynamics, prompting participants to articulate their perspectives more comprehensively than they would alone, while the interactions may facilitate the emergence of novel ideas or the elucidation of perceptions.

Focus groups facilitate the acquisition of substantial data within a short timeframe, a critical factor in exploratory research that necessitates a rapid overview of a subject, in contrast to individual interviews (Stewart & Shamdasani, 2014). Focus groups reveal both similarities and differences among participants, offering researchers a comprehensive view on an issue, hence becoming them indispensable in studies that seek to comprehend collective opinions on a topic (Barbour, 2018).

Furthermore, focus groups exhibit significant flexibility and may be used across many settings, tailored to specific research aims, making them valuable in consumer behavior studies, marketing research, and organizational change analysis (Gibbs, 1997).

The main aim of the FGI was to investigate and assess participants' viewpoints on digitalization. The formulation of focus group questions was informed by the pragmatic suggestions of Akyıldız & Ahmed (2021) and Rubin & Rubin (1995). Although the questions were not pretested before data collection, they were progressively modified with feedback from experts in qualitative methodologies and entrepreneurship.

During the focus group, participants were requested to examine multiple facets of governmental politics concerning digitalization, as well as various factors affecting the adoption of digitalization, such as research and development investments, employee count, and the digital competencies of managers and entrepreneurs. Furthermore, participants expressed their perspectives on how the government might impact the digitalization process and how this process differs from that of huge corporations. It was used an open-ended structure question, allowing participants to raise any pertinent topics or concerns.

The members of the FGIs were chosen for their knowledge in entrepreneurship, guaranteeing that the talks were both educated and analytically robust. A purposive sample method was used to guarantee a varied array of opinions. Potential participants completed a screening and consent procedure, during which they received comprehensive information on the study's aims, their rights as participants, and the confidentiality measures in place. Only participants who granted informed permission were included in the research. The FGIs had 10 participants, with representation across many industries.

The focus group interview occurred in February 2025 in Braşov, held in a specialized laboratory and led by a certified moderator. The session went for about two hours. The FGI offered a chance to gather varied viewpoints and attain data saturation, which was monitored by the authors of this work via a one-way mirror. The coding methodology used to identify focus group members in the cited remarks is shown in Table 1.

Table 1. Coding of statements

No.	Respondent	Coding symbol
1	Respondent 1 – communication industry	FGI1
2	Responding 2 – IT industry	FGI2
3	Responding 3 – production of mushrooms industry	FGI3
4	Respondent 4 – online marketing industry	FGI4
5	Respondent 5 – coaching industry	FGI5
6	Respondent 6 – education industry	FGI6
7	Respondent 7 – production of furniture industry	FGI7
8	Respondent 8 – production of sweets industry	FGI8
9	Respondent 9 – communication industry	FGI9
10	Respondent 10 – IT industry	FGI10

Source: Authors' own research.

The interview was taped and transcribed verbatim by a proficient transcriptionist. The data reduction procedure was executed in many stages to provide a thorough examination. The first emphasis was on determining a principal category within the data: the variables affecting the decision-making process about the implementation of digitalization of SME.

An open coding system, as delineated by Strauss & Corbin (1990), was used to determine this category. Numerous coding iterations were performed, whereby the data was divided into distinct segments, meticulously analyzed, and contrasted to discern patterns, similarities, and discrepancies. The coding procedure was executed with precision to guarantee the establishment of a coherent and dependable coding architecture.

Subsequently, axial coding was performed to discern links among codes and to consolidate them into more comprehensive categories. This technique enabled the analysis of consistencies, discrepancies, and complementarities inside the FGI interview. Special emphasis was placed on comprehending the impact of governmental politics on digitalization and the elements of SME affecting the adoption of digitalization.

To guarantee the integrity of the analysis, Creswell's (2007) guidelines for preserving data validity in qualitative research were adhered to. Despite being conducted by a solitary coder, the coding process was iterative and included frequent contacts with other scholars to discuss and evaluate the developing topics and categories.

This thorough coding and analysis method yielded a full knowledge of SME digitalization by examining the interactions among key digitalization elements, their underlying motivations, and their implications.

Results and discussions

In Romania, governmental initiatives to facilitate the digitization of small and medium-sized firms (SMEs) have markedly progressed in recent years, emphasizing enhanced competitiveness and adaptation to the digital economy.

In September 2024, the Romanian Government sanctioned the National Strategy for the Advancement and Support of Digitalization via Digital Innovation Centers for the year of 2024-2027. This plan seeks to perpetually enhance the digitization of SMEs and local public administrations, in accordance with European goals that anticipate over 90% of SMEs attaining a minimum degree of digitalization by 2030. The Ministry of Investments and European Projects has initiated the "Digitalization of SMEs" project call, providing subsidies of up to 100,000 euros per firm to facilitate the use of digital technology.

This section will catalog various opinions of government policies that facilitate the digitalization of SMEs, the determinants influencing SMEs' decisions to embrace digitalization, and the substantial impact of government policies on their digitalization choices.

How do you assess the assistance offered by the Romanian government for the digitization of SMEs? Is it adequate? None of the ten respondents deemed the assistance adequate, with several explicitly stating, "I didn't feel the support at all" (FG1).

Subsidies and tax breaks were collectively recognized as government initiatives that significantly impact SMEs' investment decisions in digital technology, as confirmed by the results of other studies (Faruque et al, 2024; Hao et al, 2024).

Bureaucracy and insufficient knowledge were two problems collectively recognized as impediments to SMEs' access to government funding. A responder stated: "Should decentralization, including the dissemination of information about government support, materialize, this obstacle would undoubtedly be surmounted." (FG10), whilst another participant

stated: "bureaucracy is the most significant affliction of the administrative system in Romania" (FG8).

Additional governmental measures to expedite the adoption of digital technologies by SMEs include the integration of corporate IT systems with government systems. One respondent emphasized the importance of "the government's ability to connect to the companies' digital system, to create an easy interconnection system." (FG5).

Participants assert that the allocation for research and development substantially impacts SMEs' choices concerning digitalization, as shown by the examination of their feedback. Disparities emerge, as is customary, when the respondents are entrepreneurs in the IT sector, who allocate approximately 25% of the company's budget to research and development, in contrast to manufacturing firms that allocate a mere 15%, and service-oriented companies that allocate nothing at all. All respondents acknowledged the importance of the research and development process as a means of "keeping up with new needs and technologies" (FG7) and indicated that government financial support for this process would facilitate the adoption of digitalization.

Moreover, all group members are aware of instances when investments in research and development have yielded tangible outcomes in the digitization process, with seven individuals citing the medical sector. The results are supported by other studies, which show that increased investments in research and development (R&D) have a positive impact on the digital transformation of businesses (Wang et al., 2023; De Lucas Ancillo & Gavrilă, 2023).

Only 3 of the 10 entrepreneurs indicated possessing low to medium digital skills, whereas the remainder depend on these competencies—"a medium level that enables me to utilize various applications, search for and evaluate pertinent information, and manage any technology or application" (FG5) and "a high to very high level, with the nature of my work motivating me to continually enhance my skills and aspire to employ technology for process automation" (FG4). The research participants mentioned that they had experienced situations where insufficient digital skills hindered or obstructed the implementation of technical solutions, especially in local administration and within their own organizations. Individuals use training and online courses to enhance their knowledge in digitalization and to cultivate digital competencies.

The findings are supported by other research in the field, which emphasize the importance of digital skills in adopting and utilizing new technologies (Neumeier et al., 2020; Chen et al., 2021).

Entrepreneurs varied in their responses to the inquiry on the significance of digital abilities in optimizing decision-making for their companies, depending upon their respective fields of activity. Consequently, IT entrepreneurs asserted their significance (FG2 and FG10), whereas others contended they lack importance, stating, "experience enables me to make the most appropriate decision; I do not depend on software or online tools, including AI, for decision-making, as I believe I possess the best understanding of the situation and can decide accordingly" (FG6).

All group members said that bigger companies incur more expenses associated with choices on the adoption of digital technology, which parallels the complexity of operational flows that contribute to the intricacies of digitalization. Nevertheless, in the discourse on the benefits of digitalization, it is mostly those in the services sector and, evidently, those in the IT industry who recognize these advantages, stating that "the accumulation and dissemination of information is exceedingly rapid and effortless" (FG2), which is confirmed by other research in the field (Pergelova et al., 2019; Garrido-Moreno et al., 2024.)

Concerning the distribution of human resources in the execution and administration of digital solutions, each entrepreneur expressed distinct viewpoints, notably: "Based on the department where errors can be mitigated and operational efficiency can be enhanced" (FG 3), "According to competencies" (FG4), "I manage it independently" (FG5), indicating the absence of best practices or established standards in this domain.

Conclusion

While the digitization of SMEs is deemed crucial for their competitiveness and sustainability, the adoption of new technology by these enterprises is fraught with several challenges. The study emphasized various economic and decision-making factors affecting the digitalization of SMEs in Romania, notably government policies, which are significant yet hindered by bureaucracy and restricted access to information regarding available funding. SMEs perceive subsidies and tax deductions as the most effective measures to facilitate this process.

Investments in research and development (R&D) are another crucial aspect, since they promote the use of digital technologies by fostering innovation and enhancing procedures. Nevertheless, constrained financial resources inhibit several SMEs from designating substantial budgets for such investments, compounded by the digital proficiency of decision-makers that directly impacts the digitization strategy. The deficiency of these skills impedes the adoption of new technologies; thus, SMEs must engage in training and consulting to enhance their capacity for informed decision-making. Currently, enterprises are using free web resources for information. The sector is a crucial determinant in the digitization process, enabling SMEs in the IT industry to use financial and human resources for the expedited implementation of digital solutions.

This study enhances the comprehension of the obstacles and prospects in SME digitalization, and, in contrast to other research that examines the effects of digitalization on SME performance, it emphasizes the difficulties associated with technology adoption and the strategies that can be implemented to ease this process. The investigation specifically demonstrated how the competencies of decision-makers and their access to funding impact digitalization, offering a practical viewpoint on the tactics required to expedite digital transformation in the SME sector.

This study has a series of limitations, which open up perspectives for future research. The primary constraint of the research is its concentration on a restricted sample of SMEs from Romania (10 SMEs), which constrains the specific application of the results and hinders extension to other economic or geographical settings. A further issue pertains to the approach, since the research examines data from focus groups, with interpretation shaped by the respondents' subjectivity. The authors aim to expand future research to a larger number of SMEs and conduct additional analyses, including through the use of quantitative methods, which would enable a more in-depth approach to the investigation. Furthermore, extending the research to SMEs in other countries facing similar issues to those addressed in this study would provide a comparative perspective, highlighting best practices from various nations.

The absence of a longitudinal study is another constraint, indicating that we are unable to evaluate the degree to which the identified determinants sustain their impact on the digitalization process over the long term. Therefore, future longitudinal studies are needed to analyze the influence of these factors over time and their impact on the digital transformation of enterprises. Future research could examine the long-term effects of government policies and digital competencies on the successful adoption of technology. Furthermore, a comprehensive examination of the digital resilience methods used by SMEs would be beneficial to elucidate how

these enterprises may surmount the mentioned obstacles and capitalize on digitalization to enhance their performance and sustainability.

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Appendix – Focus group questions

1. How do you evaluate the support provided by the Romanian government for the digitalization of SMEs? Is it sufficient?
2. Among subsidies, tax deductions, and grants, which government measure do you believe has the greatest influence on SMEs' decision to invest in digital technologies?
3. Do you think bureaucracy limits SMEs' access to government support? But do you think the lack of information regarding these measures limits SMEs' access to government support?
4. What additional government measures do you think would encourage the acceleration of the adoption of digital technologies by SMEs?
5. Do you allocate financial resources from the company's budget for the research and development process? If yes, what percentage?
6. What do you think is the role of investments in the research and development process for the digitalization of SMEs? Why?
7. How would your decision to adopt digital technologies be influenced by the financial support for the research and development process provided by the Romanian government?
8. Do you know of any examples where investments in research and development have led to clear results in the digitalization process?
9. How do you evaluate your level of digital skills as a decision-maker?
10. Have you encountered situations where the lack of digital skills delayed or hindered the adoption of a technological solution?
11. What resources, whether they are training sessions, courses, or consultancy, do you use to enhance your digital skills as a decision-maker?
12. How important is it for entrepreneurs or managers of SMEs to have digital skills to make the most suitable decisions for the company?
13. How do you think the size of the company influences decisions on adopting digital technologies?
14. Do you consider that SMEs are advantaged in the process of digitalization? If yes, why?
15. Do you believe there is a correlation between the size of a company and its ability to manage digitalization processes?
16. How do you allocate human resources in the process of implementing and managing digital solutions?