

Appendix interview script

1. What is the level of digital transformation of Valencian companies, in your opinion?
2. What mechanisms have Valencian companies used to achieve digital transformation? That is to say, which mechanisms have facilitated or hindered the process.
3. To ascertain companies' level of digital transformation more precisely, please indicate in which aspects you think that a higher level of digital transformation has been achieved and why?

EQUIPMENT AND INFRASTRUCTURE

- Internet access; availability
- Broadband availability; usage
- Use of ICT cybersecurity measures

CULTURAL CHANGE

- Mobility AND TELEWORKING (mobile devices that enable internet access and use by staff); usage
- Use of cloud computing services (CRM and ERPs, data management systems), databases, file storage and transfer, mail and calendar services, backups, etc.)

CUSTOMER EXPERIENCE

- Web page/website availability; usage
- Social media/networking usage

TRAINING

- Your company has hired and employs technology specialists.
- Your company provides technological training to its employees.

PRODUCTS AND SERVICES

- Purchases made. Does your company make purchases from e-commerce suppliers?
- Does your company sell to customers through e-commerce?

PROCESS REDESIGN

- Big data analysis; printing
- 3D printing

- Robotics
 - Use of Internet of Things (IoT) devices; shipping
4. Electronic invoices. Do you think there are major differences in digitalization between SMEs and large companies? Are SMEs implementing electronic invoicing? In which of these aspects are SMEs and micro-SMEs making more progress? What barriers and facilitators do they have?
 5. To what extent and how does digital transformation affect processes such as recruitment and selection, training and employee performance appraisal (or other policies)?
 6. Are you familiar with the term people analytics? HR data analytics improve decision-making in many of the practices mentioned above. Do you think that Valencian companies are using digital tools in the analysis and design of HR policies? Can you give any examples?
 7. Does your company have any kind of software or digital solution that can improve your HR policies? How?
 8. How do you think the digital transformation of HR processes and teleworking has contributed or can contribute to well-being at work and improved work-life balance?
 9. Could you give us your thoughts on where the digital transformation applied to people management is heading or will be heading in the next few years?
 10. Finally, do you think that the digital transformation of HR processes and teleworking has contributed or can contribute to well-being at work and improved work-life balance? ■