**Part 0. Initial questions**

Please chose the most appropriate answers based on your opinion.

|  |  |
| --- | --- |
| 0.1 | **Company age (in years)** |
| 1–3 years | 4-6 years | 7-10 years | 11-15 years | 16-20 years | 20-40 years | > 40 years |
| □ | □ | □ | □ | □ | □ | □ |
| 0.2 | **Company size (number of employees)** |
| 1-3 employees | 4-9 employees | 10-20 employees | 21-30 employees | 31-50 employees | 51-250 employees | >250 employees |
| □ | □ | □ | □ | □ | □ | □ |
| 0.3 | **Turnover of sales revenues (in million euros)**  |
| <2 million | 2-5 million | 5-10 million | Around 10 million | 10-20 million | 20-50 million | >50 million |
| □ | □ | □ | □ | □ | □ | □ |
| 0.4 | **Company Sector (choose one)** |
| Accommodation | Wholesale | Retail | Communications | Construction | Education | Energy |
| □ | □ | □ | □ | □ | □ | □ |
| Financial services | Food production | Manufacturing | Clothing | Insurance | Business | Engineering |
| □ | □ | □ | □ | □ | □ | □ |
| Military / Security  | Health services | Public Sector | Technology | Transport | Other(indicate) |
| □ | □ | □ | □ | □ | ……………………… |
| 0.7 | **The organization is mature at the moment. (according to my personal opinion)**  |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 0.8 | **The organization has a digital transformation strategy. (according to my personal opinion)** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |

**Part 1: Digital skills and application of technology**

Please indicate your level of agreement with each of the following sentences regarding the organization’s digital skills and application of technology, using a scale ranging from 1 (completely disagree) to 7 (completely agree).

|  |  |
| --- | --- |
| 1.1 | **We use digital technologies (social media, mobile devices, analytics, cloud computing, etc.) to understand our clients and make better operational decisions.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 1.2 | **We use digital channels (social media, mobile devices, analytics, cloud computing, etc.) to market and distribute products and services.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 1.3 | **We use digital channels in our customer service.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 1.4 | **We use digital technologies to increase performance or add value to our products and services.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 1.5 | **We have launched new business models based on digital technologies.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 1.6 | **We have explored or adopted the Internet of Things (IoT).** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 1.7 | **We have explored or adopted smart manufacturing application technology.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 1.8 | **We have explored or adopted computer-aided office technology.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 1.9 | **We have explored or adopted cloud computing technology.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 1.10 | **We have explored or adopted customer relationship management (CRM) technology and/or product data management (PDM) technology.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 1.11 | **We have explored or adopted artificial intelligence (AI) technology.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 1.12 | **We have explored or adopted blockchain contract management technology**. |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 1.13 | **We have explored or adopted 5G.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 1.14 | **We have explored or adopted customer to organization radio frequency identification (RFID) technology.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 1.15 | **We have explored or adopted blockchain technology.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 1.16 | **We have explored or adopted robotic process automation technology.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 1.17 | **We have explored or adopted big data technology.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 1.18 | **We have explored or adopted data visualisation technology.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 1.19 | **We have explored or adopted data analytics technology.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 1.20 | **We have explored or adopted data warehousing technology.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 1.21 | **We have explored or adopted technology in supply chain management.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 1.22 | **We have explored or adopted wireless local area network (WLAN) technology.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 1.23 | **We have explored or adopted information and communications technology (ICT).** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |

**Part 2: Digital management intensity**

Please indicate your level of agreement with each of the following sentences regarding the organization’s digital management intensity, using a scale ranging from 1 (completely disagree) to 7 (completely agree).

|  |  |
| --- | --- |
| 2.1 | **Senior managers take a transformative approach to the organization’s digital future.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 2.2 | **Digital initiatives are assessed using a common set of key performance indicators (KPIs).** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 2.3 | **Information technology (IT) and business leaders work together as partners.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 2.4 | **The performance of the IT unit meets the needs of the organization.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 2.5 | **Senior executives and middle managers share a common digital transformation vision.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 2.6 | **There is scope for all members to participate in the digital transformation discussion.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 2.7 | **We have explored or adopted smart manufacturing application technology.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 2.8 | **The organization is investing in the development of the necessary digital skills.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 2.9 | **Digital initiatives are coordinated using criteria such as roles and responsibilities.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 2.10 | **Roles and responsibilities for managing digital initiatives are clearly defined.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |

**Part 3: Digital business process**

Please indicate your level of agreement with each of the following sentences regarding the organization’s digital business process, using a scale ranging from 1 (completely disagree) to 7 (completely agree).

|  |  |
| --- | --- |
| 3.1 | **We have digital solutions that connect core business activities with customers, suppliers, employees and organization resources.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 3.2 | **We have established how we can give data a central role in decision making and business management.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 3.3 | **We use an open digital platform to put innovative ideas into practice and quickly gain support.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 3.4 | **Roles and responsibilities for managing digital initiatives are clearly defined.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |

**Part 4: Digital innovation performance**

Please indicate your level of agreement with each of the following sentences regarding the organization’s digital innovation performance, using a scale ranging from 1 (completely disagree) to 7 (completely agree).

|  |  |
| --- | --- |
| 4.1 | **We bring more digital solutions to market than our competitors.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 4.2 | **We have a larger number of successful digital solutions than our competitors.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 4.3 | **The time to market of our digital solutions is inferior to that of our competitors.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 4.4 | **The quality of our digital solutions is superior to that of our competitors.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 4.5 | **Our digital solutions are superior to those of our competitors.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 4.6 | **The applications of our digital solutions are totally different from those of our competitors.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 4.7 | **Some of our digital solutions are new to the market at the time of launch.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |

**Part 5: Environmental performance**

Please indicate your level of agreement with each of the following sentences regarding the organization’s environmental performance, using a scale ranging from 1 (completely disagree) to 7 (completely agree).

|  |  |
| --- | --- |
| 5.1 | **Our organization reduces the emission of waste (air, water and/or solids).** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 5.2 | **Our organization reduces the consumption of hazardous and toxic materials.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 5.3 | **Our organization reduces the frequency of environmental accidents.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 5.4 | **Our organization reduces energy consumption.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |

**Part 6: Digital management and departmental agility**

Please indicate your level of agreement with each of the following sentences regarding the organization’s digital management agility, using a scale ranging from 1 (completely disagree) to 7 (completely agree).

|  |  |
| --- | --- |
| 6.1 | **It uses technologies and other digital resources to improve proactive and strategic decision-making systems.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 6.2 | **It uses technology and other digital resources to improve decision support systems.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 6.3 | **It uses smart appliances to improve product production quality and efficiency.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 6.4 | **It uses integrated networked technology: computer-aided design / engineering / manufacturing and product data management (CAD/CAE/CAM and PDM) for product research, development and design.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 6.5 | **It uses digital technology for marketing activities.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 6.6 | **It uses a digital logistics system so that all nodes in the logistics service process are dynamically connected and can provide real-time feedback.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 6.7 | **It uses a cloud-based intelligent customer service system to provide real-time user reviews and after-sales product information.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 6.8 | **We integrate digital technology and business strategy to achieve a strategic balance.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 6.9 | **We create a shared vision of the role that digital technology should play in business strategy.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 6.10 | **We jointly plan how digital technology will enable business strategy.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 6.11 | **We consult with others before making strategic decisions.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |

**Part 7: Digital vision**

Please indicate your level of agreement with each of the following sentences regarding the organization’s digitalisation vision, using a scale ranging from 1 (completely disagree) to 7 (completely agree).

|  |  |
| --- | --- |
| 7.1 | **We have a clear vision to stay competitive with respect to the 5- to 10-year digital strategy.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 7.2 | **We have a clearly defined digital strategy.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 7.3 | **We have implemented a digital strategy in all business units.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 7.4 | **We have continually evaluated and adapted the digital strategy over time.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 7.5 | **We have established new business models based on digital technology.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |

**Part 8: Digital orientation**

Please indicate your level of agreement with each of the following sentences regarding the organization’s digital orientation, using a scale ranging from 1 (completely disagree) to 7 (completely agree).

|  |  |
| --- | --- |
| 8.1 | **We develop a clear vision of how new digital technologies (social media, mobile devices, analytics, cloud computing) help the organization create value.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 8.2 | **We integrate business and digital strategy.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 8.3 | **We develop the ability for functional and management areas to understand the value of new investments in digital technology.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 8.4 | **We always stay abreast of digital technology innovations.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 8.5 | **We have the capacity to test and continue testing new digital technologies as much as necessary.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 8.6 | **We have an environment that is conducive to trying new ways of using digital technologies.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |
| 8.7 | **We are constantly looking for new ways to improve the effectiveness of our use of digital technology.** |
| completely disagree | disagree | somewhat disagree | either agree or disagree | somewhat agree | agree | completely agree |
| □ | □ | □ | □ | □ | □ | □ |