

Survey for the Digital Maturity & Transformation Check 2016-2017

Self-assessment "Customer Experience" skills

Please assess, from your daily working practice, the extent to which the following statements apply to your company.

Possible responses: not at all / a little / to some extent / mostly / completely

- We ensure a customer experience on all digital and non-digital channels that delivers content that is consistent and appropriate to the channel.
- Interactions with our customers can take place via both traditional and digital channels (e.g. consulting, final purchase, customer service).
- We personalise our digital customer communications (e.g. in terms of content and frequency) according to user behaviour and available CRM data.
- We take account of the user's individual situation (e.g. time of day, current location, device used) when designing digital content.
- We bring together customer and interaction data across multiple channels.
- We derive insights from customer and interaction data that influences our marketing and communications activities.
- Customer data is analysed and relevant actions are triggered automatically in real time.

Self-assessment "Product Innovation" skills

Please assess, from your daily working practice, the extent to which the following statements apply to your company.

Possible responses: not at all / a little / to some extent / mostly / completely

- We have supplemented our products and services with digital innovations.
- In recent years, we have successfully implemented new digital business ideas or business models.
- We have created underlying conditions suitable for the development of digital innovations (e.g. goals, financial/human resources, flexible schedules).
- We have a clearly defined innovation process for the development, evaluation and implementation of new ideas by employees and customers.
- We actively involve customers in the development of new digital innovations.
- We systematically consult our customers to improve our existing digital offerings.

Self-assessment "Strategy" skills

Please assess, from your daily working practice, the extent to which the following statements apply to your company.

Possible responses: not at all / a little / to some extent / mostly / completely

- "Digital Business" is critically important in our overall strategy.
- We know which core competencies form the basis for our success in an increasingly digital future.
- We prioritise the advancement of digital projects.
- We understand digital transformation as the continuous strategic development of our company.
- We are perceived by competitors and experts as a driver of digital innovations.
- We purposefully and systematically advance digital innovations.
- We systematically evaluate new technologies and changes in customer behaviour to identify potential for digital innovation.

Self-assessment "Organisation" skills

Please assess, from your daily working practice, the extent to which the following statements apply to your company.

Possible responses: not at all / a little / to some extent / mostly / completely

- Digital projects are planned and implemented across departments and functions.
- Business units dealing with customers directly (e.g. marketing, sales, customer service) have a cross-channel operational leadership.
- We have an "early warning" system to identify new technologies or business models relevant to us.
- We are able to respond quickly to changes in the technological or market environment.
- We have enough resources in our day-to-day operations to simultaneously advance digital innovation.
- In the area of digitisation, we maintain a partner network with external service providers, start-ups or research institutions.
- We rely on standardised, efficient processes in our cooperation with external partners.

Self-assessment "Process Digitisation" skills

Please assess, from your daily working practice, the extent to which the following statements apply to your company.

Possible responses: not at all / a little / to some extent / mostly / completely

- We have consistently integrated digital channels (including mobile and social media) into communication and service processes.
- We have defined quality criteria and targets for digital channels that are reviewed on a regular basis.
- We base our expenditure planning for digital communication on how intensively customers use individual media.
- We regularly review our core processes for potential for improvement through digital technologies.
- We take full advantage of the latest digital opportunities to automate our routine processes.
- We base decisions on findings from data analysis (e.g. to improve communication).
- We actively use our expertise in the field of big data, for example when designing new products or business models.

Self-assessment "Cooperation" skills

Please assess, from your daily working practice, the extent to which the following statements apply to your company.

Possible responses: not at all / a little / to some extent / mostly / completely

- The use of digital collaboration platforms (e.g. SharePoint, Jive) improves the exchange of information and collaboration between departments in our company.
- Digital collaboration platforms are used in our organisation to reduce complexity and redundancy in communication.
- Our employees proactively share relevant knowledge on digital collaboration platforms in a structured manner.
- We use the exchange with external experts to develop additional knowledge in the field of digitisation.
- We have defined internal experts for digital matters, who are available as points of contact for employees or external parties.
- Our mobile infrastructure with full data access enables employees to work and collaborate on the go.
- Our company specifically uses new forms of work (e.g. coworking, mobile office) to promote creativity and exchange between employees.

Self-assessment "Information Technology" skills

Please assess, from your daily working practice, the extent to which the following statements apply to your company.

Possible responses: not at all / a little / to some extent / mostly / completely

- We are able to tailor our digital offerings at short notice if required by our business.
- We can quickly test and modify new digital products and services based on prototypes.
- Thanks to open interfaces, we can quickly and easily connect our systems to new services, either our own or from a third party.
- We regularly update our IT infrastructure to meet changing requirements.
- Our internal IT department can ensure the deployment of digital technologies relevant to our company.
- In terms of technological innovations, our internal IT department proactively and competently advises the specialist departments.
- Important rules of conduct for IT security are known to employees and their compliance is regularly reviewed (e.g. external audits).
- To ensure IT operations and the availability of data, we have planned and tested measures for various threat scenarios.
- We proactively and comprehensibly explain to customers how their data is used by us.

Self-assessment "Culture and Expertise" skills

Please assess, from your daily working practice, the extent to which the following statements apply to your company.

Possible responses: not at all / a little / to some extent / mostly / completely

- Building digital expertise is a central component in employee development.

- Function-related digital skills are an important selection criterion in the recruitment of new employees.
- Our employees are familiar with our own digital products and use them themselves.
- Our managers are prepared to take risks for the existing business by implementing innovative digital solutions.
- Despite investment risks, our managers encourage the development of innovative digital solutions.
- Errors and lessons learned from failed digital projects are proactively communicated throughout the company.
- We evaluate mistakes made to improve our digital processes and solutions.

Self-assessment "Transformation Management" skills

Please assess, from your daily working practice, the extent to which the following statements apply to your company.

Possible responses: not at all / a little / to some extent / mostly / completely

- Our company's digital transformation follows a defined strategic plan.
- Digital transformation is managed on the basis of defined roles, responsibilities and decision-making processes.
- The goals of digital transformation are measurably defined and known within the company.
- Target attainment of all activities related to digital transformation is reviewed periodically.
- The top management level (executive management / board of directors / supervisory board / etc.) recognises the importance of digital business and provides appropriate resources.
- Mid-level management actively promotes change processes within the company that are necessary for digitisation.
- All managers promote their employees' personal responsibility and willingness to change in the context of digital transformation.