Digital Maturity & Transformation Study 2015-2016 Questionnaire

Customer experience
How well do the following statements apply to your company / your business area?

- We ensure that our customer experience is consistent with respect to content and appropriate for the given media on all digital and non-digital channels.
- We can interact with our customers via both traditional and digital channels (including advice, sales and customer service).
- We consider the user’s individual situation (e.g. time of day, current location, end device in use) when designing digital content.
- We personalize our digital customer communication (e.g. with respect to content and frequency) depending on customer behaviour and current CRM data.
- We collate customer and interaction data across different channels.
- We derive insights from our customer and interaction data which influence our marketing and communications activity.
- Customer data is evaluated and relevant actions are triggered automatically in real time.

Product innovation
How well do the following statements apply to your company / your business area?

- We have expanded our products and services with digital services.
- In recent years, we have successfully implemented new digital business ideas or business models.
- We have created suitable frameworks for developing digital innovations (e.g. goals, financial and human resources, earmarked time).
- Our employees regularly contribute ideas for digital products.
- We actively include customers in the development of new ideas for digital products.
- We systematically consult our customers in order to improve our digital products and channels.

Strategy
How well do the following statements apply to your company / your business area?

- Our competitors and our professional circle regard us as drivers of digital innovation.
- We promote digital innovation systematically and purposefully.
- We systematically evaluate new technologies and developments in customer behaviour in order to identify digital innovations (e.g. products, communication channels, business models).
- We place a high value on digital business in our comprehensive strategy.
- We know which core competencies will be the basis of our commercial success in an increasingly digital future.
- We promote and prioritize digital products.
- We regard digital transformation as a continual and strategic further development for our company.


Organization

How well do the following statements apply to your company / your business area?

- Digital products are planned and implemented across all departments and functions.
- Business areas with a high level of customer connection (e.g. marketing, customer service) receive operational management across channels.
- We have an “early warning” system to identify relevant technologies or business models.
- We are able to react quickly to changes in the market or in the technological environment.
- We have enough resources to pursue digital innovations alongside our usual business operations.
- In the area of digitization, we have a partner network with external service providers, start-ups or research institutions.
- We use standardized, efficient procedures when cooperating with external partners.

Digitization process

How well do the following statements apply to your company / your business area?

- We have consistently integrated digital channels (including mobile and social media) into our communications and service processes.
- We have determined goals and quality markers for digital channels, which are regularly reviewed.
- The expenditure planning for digital communication is based on customers’ media usage.
- We regularly review our core processes to see whether they can be improved by digital technologies.
- We make extensive use of the most recent digital options in order to automate our routine processes.
- In evaluating possible actions and strategic decisions, we are guided by data analysis results (e.g. for improving communication).
- We actively use our expertise in big data, e.g. when developing new products or business models.

Collaboration

How well do the following statements apply to your company / your business area?

- For us, digital collaboration platforms make it easier to cooperate in projects with internal and external partners (e.g. intranets; platforms such as Sharepoint, Jive, etc.).
- For internal and external communication, we use tools with videoconferencing and screen sharing (e.g. Skype, etc.).
- We use our communication with external experts to develop additional knowledge of digitization.
- For digital topics, we have appointed internal experts who are available to act as contact persons for employees or external partners.
- We make it possible for employees to work from home or on the move with full data access.
- Our company purposefully promotes flexible, mobile work.

Information & communication technology

How well do the following statements apply to your company / your business area?

- We are able to adjust our digital services even at short notice if our business requires it.
- We are able to test and modify new products and services quickly using prototypes.
• We can connect our systems quickly and without any problems to our own or to external services thanks to open interfaces.
• We regularly update our IT infrastructure in order to meet changing requirements.
• Our internal IT department is able to ensure that our company uses relevant digital technologies.
• Our internal IT department provides advice to the other departments in a proactive and competent manner.

**Culture & expertise**

How well do the following statements apply to your company / your business area?

• Building digital expertise is a core component in developing our employees.
• Function-related digital competencies are an important criterion when recruiting new employees.
• Our employees are familiar with our own digital products and make use of them.
• We are ready to take risks with our existing business by using innovative digital solutions.
• We promote the development of innovative digital solutions, even when we know that they are a financial risk.
• Lessons and mistakes from failed digital projects are communicated in the company in a proactive manner.
• We evaluate errors in order to improve our digital processes and solutions.

**Transformation management**

How well do the following statements apply to your company / your business area?

• Our company’s digital transformation follows a defined strategic plan.
• The digital transformation is guided by defined roles, responsibilities and decision-making processes.
• The goals of the digital transformation are measurably defined and are known within the company.
• We periodically review whether our digital transformation goals have been achieved.
• The Executive Board and Board of Directors recognize the importance of digital business and make appropriate resources available.
• Middle management promotes the implementation of digital transformation projects.
• Senior management takes on responsibility for the digital transformation across all units.