

Appendix: Questionnaire based on DIGROW framework

I. Sensing digitally enabled growth potentials

Dimension	Level 0	Level 1	Level 2	Level 3	Level 4	Level 5
Searching for digitally enabled growth opportunities	Digitalization is rather a threat than an opportunity for us	We are planning to identify opportunities	We have started to look for digital enabled growth opportunities	We have spotted some opportunities	We identify digital enabled growth opportunities, but not systematically	Our company identifies systematically digitally enabled growth opportunities
Understanding and developing digital customer needs	No understanding of digital customer needs	We are planning to talk to customers and analyze digital needs	We have talked to some customers about digitalization	We have analyzed some customer segments	We have a clear understanding how our most important customer segments are changing in the digital environment and what their needs are	There is genuine and systematic understanding of how each of our customer segments are changing in the digital environment, what their needs are, and how to address them
Sensing technology driven opportunities	No digital / technological innovation	We react on digital technology of competitors	We observe new digital technologies/ applications And how they could serve us	We appropriated some new digital technology	We analyze how some technology driven opportunities can create value for specific customer segments and we address them properly	Our company takes a systematic and proactive approach to technology driven product/service innovation in the digital environment
Use of external sources for digital innovation: (potential) customers, universities, research centers, “the crowd”, partners in the “eco-system”	No use of external sources	We are planning to collect ideas from customers and other stakeholders (providers, universities, etc.)	We have started to use external sources from different players	External sources have contributed to identify innovation opportunities	We collaborate regularly with some external partners to search for and develop digitally enabled growth opportunities	We practice a systematic and proactive open innovation approach: Invite customers/ potential clients to provide feed-back and ideas via digital platforms (Crowdsourcing), we collaborate intensively with further external sources such as providers and universities

II. Developing a digitally enabled growth strategy and mindset

Dimension	Level 0	Level 1	Level 2	Level 3	Level 4	Level 5
Digitally enabled growth strategy	No digitally enabled growth strategy	We react on changing strategies of competitors	There is some understanding of how digital solutions will help us to deliver the firm's objectives	We have started to review our strategy regarding digitally enabled growth.	We have updated our strategy regarding some aspects of digitally enabled growth	We have a consistent digitally enabled innovation & growth strategy in alignment with our resources
Digital Leadership	No interest of leaders in digitally enabled growth	Reactive leadership. We prefer to firstly see what competitors do.	Leaders recognize potential of digitally enabled growth	Leaders motivate and support people for digital change	Leaders activate employees for digital initiatives	Digital initiatives have high priority There is a defined position/role to launch, coordinate and monitor digital initiatives
Digital mindset (attitudes & behaviors)	Digitally averse	We have some "digital natives" in our firm and they behave accordingly.	People in our firm start thinking about digitalization and managers are developing new digital behaviors.	There is a generally positive attitude towards digitalization and broad development of new behaviors.	Most people in our firm are motivated to seize digital opportunities	Everyone in the firm shares an understanding of our digital vision and has favorable attitudes and behaviors towards digitalization.
Empowered employees	No empowerment of employees	Some employees have started digital initiatives on their own	We collect ideas of employees for digital innovations	Employees are encouraged to experiment with digital initiatives	Digital initiatives managed by employees have been implemented	Employees are fully empowered to experiment with digital initiatives and implement them.

III. Seizing digitally enabled growth potentials

Dimension	Level 0	Level 1	Level 2	Level 3	Level 4	Level 5
Digitally enabled business models	No digitally enabled business models	We have a reactive approach. First, we see what competitors are doing or changing	We are looking for new/improved/innovative business models	We have started to change some components of our business model (e.g. sales channels, value proposition)	Our new business models already contribute to increased revenues	We systematically adapt our business models or create new ones for digital enabled growth, including customer segments, channels, activities/resources and the value proposition
Digital market presence	No digital market presence	Website not actively managed, some presence in social networks (e.g. Facebook, Twitter, or LinkedIn)	Customer-oriented website and presence in several social media.	Actively managed digital market presence through internal resources, collaboration with partners or external service provider.	Our firm has a digital presence and continuously develops different activities to keep ourselves at the top of mind (e.g. digital marketing campaigns, blogs, videos, digital communities, etc.)	Our firm has a broad and integrated <i>digital</i> presence across several media through different digital activities. We regularly measure the impact of our digital market presence
Digital Customer experience	No digital customer experience	Our company has started to interact with customers digitally (e.g.e-mail, online-feedback)	We have at least one well established online channel to deliver customer services and interact with customers.	We actively use customer data for data-driven services. We interact with some customer segments digitally	We mainly interact with customers digitally. Revenues (% of sales) are generated by data-driven services	The firm successfully interacts with (potential) customers and delivers customer service across multiple digital channels, an important part of revenues is generated by data-driven (online) services (% of revenues)
Agile implementation/deployment of digitalization initiatives	No projects neither methodologies for digital opportunities	Some digital projects have been started, but without using any specific methodology.	Some digital projects have been started and they are following a specific methodology	Digital projects have been started and they have included some techniques to quickly respond to customers' needs and requirements	Some digital projects are based on agile methodologies	The organization has adopted agile methodologies to develop its digital initiatives and this is managed based on a structured method

IV. Managing resources for digital transformation

Dimension	Level 0	Level 1	Level 2	Level 3	Level 4	Level 5
Digital skills & Learning	No digital skills. No training for the development of digital skills.	Low level of digital skills and/or low investment to develop digital capabilities.	Adequate level of digital skills in few relevant fields or business areas.	Adequate level of digital skills in some relevant fields or business areas	Significant level of digital skills in most relevant fields or business areas. Specific program for the development of digital skills.	Employees possess all necessary digital skills, which are updated regularly through a formal learning and development program.
Digital processes	No digitalization of processes	Digitalization of processes is planned	Process digitalization is under way	Few internal processes and interactions with external partners already digitalized	Many internal processes and interactions with external partners already digitalized	Most of processes and interactions with external partners have been digitalized and a formal managerial process to monitor them is in place
Digital technology & security	Only minimum digital technology in place. Very limited IT security measures	First attempts to adopt digital technology. Regular backup of data, up-to-date antivirus software, further security solutions planned.	Digital technology already adopted in few areas or processes. Few IT and cybersecurity measures are planned	Digital technology starts to be considered a critical enabler for business strategy. Some IT & cybersecurity measures have been implemented.	State-of-the art digital technology supports critical processes and the business strategy; IT security is ensured for the most critical areas.	Effective technology planning, deployment, integration and use to support the digital enabled business. Comprehensive IT security solutions have been implemented for all relevant areas. There is a cybersecurity plan in place.
Digital investments	No investments related to digitalization	Initial investments in one area or process	Low level of investment on digital initiatives	Medium level of investment on digital initiatives	Significant level of investment on digital initiatives in specific business areas	High level of investment on digital initiatives on all areas of the company based on an integrated business strategy and digital plan