## - EDNET PROGRAM -
## QUESTIONNAIRE ON YOUR COMPANY'S DIGITAL CAPABILITY

To achieve success on a project, you first need to know exactly what you've got to work with. When it comes to digital capability, there are four things you need to know: what your information and communication technology (ICT) assets are; what your ICT-management practices are; how strong your technology skill sets are; and what are the internal and external factors that may hinder or foster your project.

**The 21 questions below are designed to help you as you begin to assess your current digital capability.** While it isn't a complete diagnostics tool, this questionnaire will help you consider ways of getting the most out of your ICT. This process will also help you set realistic digital objectives in accordance with your business environment.

Once you've completed the questionnaire, please read the document containing the **6 keys** toward achieving good management practices on digital projects.

## BLOCK 1: YOUR ICT ASSETS

**Q1.** Do you own devices such as computers, smart phones, tablets, web-conferencing screens, servers, and other hardware?

How old are they? Are they updated/upgraded?

**Q2.** What management systems do you use (ERP software package, accounting software, booking or rental management system, ticketing or point-of-sale management system, custom or proprietary system (with licence and user rights), market solution, payment solution, other)?

Are they integrated?

**Q3.** What sales-management, customer-account or customer-service applications do you use (customer relationship management (CRM), database, Excel, other)?

Are they connected or integrated?

**Q4.** What digital tools or applications do you use for marketing purposes (information or transaction web site, mobile application (iOS, Android), e-mails or newsletters, social media, statistical measurement and analysis tool)?

Specify the product, platform or solution you use or if it's a custom solution.

**Q5.** Do you use technology at your premises to enhance client experience (mobile applications, touch screens, RFID systems, mobile payment, connected objects, beacon, virtual concierge or guide, virtual tours, other)?

If so, which ones?

## BLOCK 2: YOUR MANAGEMENT PRACTICES FOR DIGITAL PROJECTS

**Q6.** When is information technology (IT) a topic of discussion and analysis at your company?

| 1 | Never | |
|---|---|---|
| 2 | Periodically, whenever our service supplier performs maintenance tasks, for example | |
| 3 | Once or twice a year, when top management has an idea for a digital project | |
| 4 | Quarterly or at strategic planning meetings | |
| 5 | On a continuous basis because top management is very IT-oriented | |

**Q7.** In the event of disaster (for example, a fire or the complete loss of a server), does your company have a **recovery plan** (data recovery/IT continuity)?

| 1 | No | |
|---|---|---|
| 2 | Yes, but it's not necessarily up to date | |
| 3 | Yes, and it's regularly updated | |

**Q8.** Please indicate your level of agreement regarding your digital leadership.

*Please select all answers that apply.*

| 1 | My company invests regularly in new technology | |
|---|---|---|
| 2 | My company shows more interest in technology than other similar companies | |
| 3 | Whenever we implement a new technology, I stay informed about how the project is progressing | |
| 4 | The board of directors or management board always has a clear vision of technology's role in the company | |
| 5 | My company enables employees to share new ideas | |
| 6 | Senior management provides employees with flexible work arrangements (telecommuting, flex time, and so on) | |
| 7 | Senior management believes that technology is an essential part of a successful business vision | |
| 8 | None of the above | |

**Q9.** From the list of initiatives below, which apply to your company when managing a digital or technology project that is important for your organization?

*Please select all answers that apply.*

| 1 | We establish a communications plan involving all stakeholders as early as the project planning phase | |
|---|---|---|
| 2 | We have an official approval process for deliverables | |
| 3 | We have an official monitoring process for managing project scope | |
| 4 | We apply an escalation process to manage unresolved problems | |
| 5 | We have a highly structured personnel training plan | |
| 6 | We involve all concerned employees in selecting technology solutions | |
| 7 | We have an official project-progress and budget-compliance process | |
| 8 | None of the above | |

**Q10.** What type of written documents do you currently use for business decision-making?

*Please select all answers that apply.*

| 1 | Strategic plan | |
|---|---|---|
| 2 | Business plan | |
| 3 | Marketing plan | |
| 4 | Communications plan | |
| 5 | Market study | |

**Q11.** Do the following parties apply pressure in your business environment toward the adoption of ICT technology?

*Please select all answers that apply.*

| 1 | Your suppliers | |
|---|---|---|
| 2 | Your clients | |
| 3 | Your competitors | |
| 4 | Your partners | |
| 5 | Other development associations or organizations | |

**Q12.** To what extent are the following strategic management practices used in your company?

| 1 | Senior management meets regularly to review current activities | |
|---|---|---|
| 2 | The company calls on an advisory committee regularly | |
| 3 | Key performance indicators (KPI) are periodically defined and measured on a dashboard | |
| 4 | We benchmark our competitors | |
| 5 | We have an established annual process for reviewing objectives and our performance | |
| 6 | The company has a written strategic plan that is updated and complied with | |

**Q13.** Your company is carrying out a digital project that is important for <u>your organization</u>, so you…

…select a solution that is recommended by a peer or one that is used by a competitor or one that seems to be popular in your business sector and then you conduct a <u>detailed</u> review of your needs with this supplier.

| | | |
|---|---|---|
| **1** | Fully agree | |
| **2** | Somewhat agree | |
| **3** | Somewhat disagree | |
| **4** | Fully disagree | |

…follow your instinct, because you know what you want and don't have time to study several options in depth.

| | | |
|---|---|---|
| **1** | Fully agree | |
| **2** | Somewhat agree | |
| **3** | Somewhat disagree | |
| **4** | Fully disagree | |

…devote minimal effort to project planning and management because it's the technology supplier's responsibility to take charge of these matters.

| | | |
|---|---|---|
| **1** | Fully agree | |
| **2** | Somewhat agree | |
| **3** | Somewhat disagree | |
| **4** | Fully disagree | |

## BLOCK 3: YOUR DIGITAL SKILL SETS

**Q14.** Do you have the skill sets and internal resources to carry out your digital projects?

**Q15.** Do you call on external support (consultants, freelancers, agencies or suppliers) to carry out your digital projects?

If so, please specify how often (rarely, occasionally, always).

**Q16.** Which of the following statements best reflects your **authorized employees'** use of information (IT) in your company as part of their work?

| | |  |
|---|---|---|
| 1 | They use IT in a <u>limited</u> manner | |
| 2 | They use IT in an <u>appropriate</u> manner but could make better use of it | |
| 3 | They use IT in an <u>expert</u> manner because they know how to make the most of the tools we provide them with | |
| 4 | Does not apply | |

**Q17.** In your organization, IT is managed by…

| | |  |
|---|---|---|
| 1 | …a team that is sufficiently skilled to ensure the company's self-reliance | |
| 2 | …a single skilled internal resource who wears several hats | |
| 3 | …an external resource who is called on whenever needed on a very part-time basis | |
| 4 | Other, specify: | |

**BLOCK 4: INTERNAL AND EXTERNAL FACTORS THAT MAY HINDER OR FOSTER YOUR PROJECT**

**Q18.** How does your company respond to the **<u>latest technology advancements</u>**? (More than one answer possible.)

| | |  |
|---|---|---|
| 1 | They're of little importance since they're just fads that have or will have little impact on our business | |
| 2 | They're interesting, but we're not sure how important they are or what impact they may have | |
| 3 | We believe they're important, but it isn't clear yet how to apply them or how to benefit from them | |
| 4 | We pay careful attention to many of them and already use some of them to our advantage | |
| 5 | They're interesting, but require too much of an investment | |
| 6 | Other, specify: | |

**Complete the following sentences about your company.**

**Q19.** Our work environment…

| 1 | …fully favours collaboration and information-sharing among employees | |
|---|---|---|
| 2 | …encourages collaboration and information-sharing among employees, but continues to prioritize current business processes and individual functions and tasks | |
| 3 | …operates as independent silos | |
| 4 | Other, specify: | |

**Q20.** With respect to information technology, employees are…

| 1 | …fully engaged, because they understand how important IT is to their productivity and to the company and they would like to use more IT resources | |
|---|---|---|
| 2 | …neither for nor against IT: they simply use whatever tools management supplies | |
| 3 | …hesitant, because they may feel they're not skilled enough or don't understand the tools' full potential for facilitating or enhancing their work | |
| 4 | Other, specify: | |

**Q21.** Usually, with respect to change brought on by major technology projects, employees…

| 1 | …are open to it and adapt very easily | |
|---|---|---|
| 2 | …comply to requests after some time | |
| 3 | …resist and prefer their old work methods | |
| 4 | Other, specify: | |

**Thank you for answering the questionnaire!**

**Please proceed to the document containing the 6 keys toward achieving good management practices on digital projects.**