Digital Maturity Questionnaire

The purpose of this questionnaire is to identify the level of maturity and sophistication of digital adoption and understanding within your organisation. There are three core areas this questionnaire addresses, with four sub-points in each. By completing the questionnaire we can then help you to develop the below matrix, which can help support your gap analysis and proposition development.
1. **Overall Digital Maturity - Readiness** (possible score of 12; either 0 or 1 / no or yes)
   a. **Culture**
      i. We see Digital Transformation as a way to increase competitive advantage in our markets
      ii. DT offers a managed risk approach to innovations in all three of:
         1. Service
         2. Operations
         3. Product
      iii. Our staff can ALL make customer service improvements through digital channels as and when they see the benefit to customers
   b. **Organisation**
      i. We are customer centred not centred by channel / product / service / department
      ii. Our business strategy and plan has digital at its core
      iii. We invest continually in digitally skilling our staff, so there are no skills gaps in staffing capabilities
   c. **Technology**
      i. We adopt technologies to serve our customers at the earliest opportunity
      ii. The business executive are fully technologically expert.
      iii. Our technology team can offer support across the entire organisation
   d. **KPI’s**
      i. Our Digital Strategy is fully measured across all indices
      ii. Employee performance is tied to digital success
      iii. Customer lifetime value is used as a core benchmark across our digital engagements

2. **Transactional Maturity** (possible score of 12; either 0 or 1 / no or yes)
   a. **Culture**
      i. The Board fully endorse the Digital Strategy
      ii. The digital Strategy is underpinned by a fully KPI driven plan
      iii. We look at the overarching Customer satisfaction metric (KPI) as the core measure of success
   b. **Organisation**
      i. Every element of the business plan across each department considers the multiple digital touchpoints, each with measurable outcomes
      ii. All our digital, IT and Infrastructure partners enjoy an equal relationship with us
      iii. These partners share the KPI’s in ownership and accountability
   c. **Technology**
      i. We agree a multiple year digital / IT roadmap across the business each year
      ii. The technology and IT budgets are intrinsically linked against the measured outcomes of the digital strategy
      iii. We deploy scalable and future focussed platforms to support our digital ambitions and their KPI’s
   d. **KPI’s**
      i. Every senior staff member understands the intrinsic value of a joined up digital strategy
ii. Each point of access by customers is measured with both financial and non financial KPI's, reported regularly and actioned where needed

iii. We optimise our customer experience through constant, real time monitoring of all digital interactions with measurable metrics for each transactional touch point in and out of the organisation

3. **Marketing & Communications Maturity** (possible score of 12; either 0 or 1 / no or yes)
   a. **Culture**
      i. We can communicate and monitor across all channels to all client's
      ii. We maximise the customer experience ROI rather maximise a channel financial ROI
      iii. We deliver user centric digital marketing programmes
   b. **Organisation**
      i. We prioritise customer experience in all our marketing activities
      ii. We can cater to all our stakeholders through integrated marketing activity
      iii. We have a set of tools and processes that maximises cross discipline and cross departmental collaboration
   c. **Technology**
      i. We measure affinity and context in all user profiling
      ii. Every channel offers a consistent customer experience
      iii. We actively seek and pilot new technology to create fit for purpose customer experiences
   d. **KPI's**
      i. Customer insights inform KPI creation and marketing activity
      ii. All digital outcomes are aligned to business objectives
      iii. We measure channel congruity of outcomes as a core metric.
Four Stages of Digital Maturity

There are four core stages of digital maturity. The majority of organisations fall into the lower level - Tots - with a slow progression up the pyramid as organisations mature. Each stage has its inherent risks and challenges.

**Tot (Score 0-8)**

Just beginning the journey. Taking small steps, venturing into the world of digital. Unsure of the journey, direction and the knowledge they need but eager to learn.

Need constant guidance, direction and clear instructions.

This group must:

➔ Develop your foundations
➔ Instill processes
➔ Improve core skills.

**Teen (Score 9-16)**

At this stage they are a little precocious, perhaps thinking they know more than they actually do and that they have answers for everything. Harder to operate with, but once won over they become a close and dynamic ally with all the energy and enthusiasm of youth.

This group must:

➔ Create ambassadors, to drive cross-department collaboration and interest
➔ Retain engagement
➔ Ensure clearly upheld standards and processes
➔ Support development of skills and knowledge.
Adult (Score 17-24)
This stage breeds a maturity of approach, joined up and well considered. They know what they don’t know and are robust enough to seek assistance, confident in their strength of culture and the energy.

This group must:
➔ Develop and implement your digital strategy
➔ Plan at every level of the organisation centred on the customer experience
➔ Establish organisational leaders who embrace change and promote digital excellence across the company.

Master (Score 25 - 36)
Seemingly the Master they can sometimes be a little complacent in their positioning. They can appear all-knowing, but sometimes miss trends and the new technologies that are encroaching on their areas of wisdom. The most common downfall of this group is becoming complacent and allowing aspirational, youthful competitors to gain competitive advantage.

This group must:
➔ Focus on being thought-leaders in the marketspace
➔ Establish organisational leaders who embrace change
➔ Constantly review and check development on your next set of digital priorities - avoid becoming stagnant
➔ Identify and unlock new revenue streams and transactional prowess
➔ Reward excellence.