DIGITAL TRANSFORMATION
FOR MANUFACTURERS

DIGITAL TRANSFORMATION FOR MANUFACTURERS
ASSESSMENT

Please answer all questions in all Digital Transformation for Manufacturers Assessment (DTMA) categories based on current conditions at your company. Each category appears on a separate online page.

(NOTE: Each question and category is designed to be applicable to most manufacturers. However, if a question or category is NOT applicable to your company's operations, please skip it. Questions or categories left blank do NOT negatively impact your assessment score.)

As you complete a category, your responses will automatically be saved in the event you inadvertently exit the DMTA website or lose your internet connection.

Engagement with the Digital Transformation for Manufacturers program will help manufacturers to implement advanced technologies and achieve operational excellence and sustainable profitability by identifying significant opportunities within their companies.

After completing the Profile section of the Assessment, please proceed through questions addressing digital maturity in eight categories. At the beginning of each category, a description is provided of a digitally mature manufacturer. Questions in each category are scaled to reflect the level of digital maturity:

- Level 0 — No maturity.
- Level 1 — Awareness of digital technologies and processes and their applicability
- Level 2 — Trialing digital technologies and processes
- Level 3 — Some application of digital technologies and processes
- Level 4 — Substantial application of digital technologies and processes and achieving operational benefits
- Level 5 — Full maturity with widespread application of digital technologies and processes and achieving operational benefits and significant competitive advantage

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If you are not here to complete an assessment but want to review data from a past assessment, please go directly to
DTM Data Visualization

Please provide an Email Address and Passcode. The Email Address and Passcode are required to review the data output of your assessment upon submission of this questionnaire.

Please remember/record the Email Address and Passcode, which are required to enter the data output site. When submitting assessments in the future for this company, please use the same Email Address and Passcode, which will then allow you to compare the results of your different assessments and track your progress.

Notes:

If this IS NOT your first assessment and you've forgotten your Passcode, please provide a new one and then you will be asked at the data output site to reset your Passcode in order to review your results alongside your past results.

If you are assisting different companies in completing assessments, you should use an Email Address of someone in the company involved in the assessments (not your own).

Email:

Passcode (8 characters consisting of letters and numbers or symbols):

By submitting data to the Digital Transformation for Manufacturers Assessment questionnaire, you acknowledge and agree that Ohio MEP may use your data for the following purposes: (i) participants' review and analysis of their own assessment responses; and (ii) participants' and other parties' review and analysis of aggregated assessment responses (your individual assessment responses remain confidential and available only to you and the firm managing this site, The MPI Group, Inc.)

DTMA PROFILE

1. In what industries does your company primarily participate? (check all that apply)
- ☐ Food manufacturing
- ☐ Beverage and tobacco product manufacturing
- ☐ Textile mills
- ☐ Textile product mills
- ☐ Apparel manufacturing
- ☐ Leather and allied product manufacturing
- ☐ Wood product manufacturing
- ☐ Paper manufacturing
- ☐ Printing and related support activities
- ☐ Petroleum and coal products manufacturing
- ☐ Chemical manufacturing
- ☐ Plastics and rubber products manufacturing
- ☐ Nonmetallic mineral product manufacturing
- ☐ Primary metal manufacturing
- ☐ Fabricated metal product manufacturing
- ☐ Machinery manufacturing
- ☐ Computer and electronic product manufacturing
- ☐ Electrical equipment, appliance, and component manufacturing
- ☐ Transportation equipment manufacturing
- ☐ Furniture and related product manufacturing
- ☐ Miscellaneous manufacturing/Other (please specify):

2. In which state is your company headquartered?

3. What is the ownership structure of the company?
- ○ Public company
- ○ Private company — family-owned or closely held
- ○ Private company — equity-firm-owned
- ○ Private company — employee stock option plan
- ○ Other

4. What are the approximate annual revenues of your company?
- ○ Less than $1 million
- ○ $1 million to $5 million
- ○ $6 million to $10 million
- ○ $11 million to $15 million
- ○ $16 million to $20 million
- ○ $21 million to $25 million
- ○ $26 million to $50 million
- ○ $51 million to $75 million
- ○ $76 million to $100 million
- ○ $101 million to $250 million
- ○ $251 million to $500 million
- ○ $501 million to $1 billion
- ○ More than $1 billion

5. What are the approximate number of full-time employees in the company?
- ○ Less than 5 employees
- ○ 5 to 10 employees
- ○ 11 to 15 employees
- ○ 16 to 20 employees
- ○ 21 to 25 employees
- ○ 26 to 50 employees
- ○ 51 to 100 employees
- ○ 101 to 150 employees
- ○ 151 to 200 employees
- ○ 201 to 250 employees
- ○ 251 to 500 employees
- ○ 501 to 1,000 employees
- ○ More than 1,000 employees

6. How many manufacturing facilities/plants does your company operate?
- ○ 0
- ○ 1
- ○ 2
- ○ 3
- ○ 4
- ○ 5
- ○ More than 5

7. Please identify the following characteristics that best describe your company's manufacturing facility(ies):

Nature of production processes:
- ○ Discrete
- ○ Process
- ○ Both discrete and process

Volume and mix of product:
- ○ High volume and high mix
- ○ High volume and low mix
- ○ Low volume and high mix
- ○ Low volume and low mix

Method to manufacture products:
- ○ Continuous flow
- ○ Small batch and queue
- ○ Large batch and queue

8. Which stakeholders are represented on the DTMA team that is completing this evaluation? (check all that apply)
- ☐ Company — senior leadership
- ☐ Company — information technology
- ☐ Company — manufacturing management
- ☐ Company — manufacturing/industrial/production engineering
- ☐ Company — maintenance
- ☐ Company — procurement
- ☐ Company — supply chain
- ☐ Company — sales and marketing
- ☐ Company — R&D/product development
- ☐ Company — human resources
- ☐ Company — other (please specify):
- ☐ Customers
- ☐ Suppliers — components and materials
- ☐ Suppliers — services, including consultants
- ☐ Other (please specify):

9. How many DTMA evaluations have previously been conducted for this organization?
- ○ 0
- ○ 1
- ○ 2
- ○ 3
- ○ 4
- ○ 5
- ○ More than 5
- ○ Don't know

10. What is the primary source of the information for this assessment? (choose one)
- ○ First-hand experience
- ○ First-hand experience and second-hand information (from another person or information system)
- ○ Second-hand information (from another person or information system)

I. BUSINESS

Digitally mature business processes enable a company to leverage technologies to improve its operations and supply chain and consist of the development, communication, and execution of a strategy to digitally connect information from all corporate functions.

Examples of technologies that enable digitally mature business activities include:
- Enterprise resource planning (ERP) to integrate and manage business processes
- Business analytics to evaluate past performance and drive planning and decision-making (e.g., plant network optimization)
- Secure communications networks to facilitate automated capture, sharing, and leveraging of information

Digital best practices include cross-functional, tiered communications; and leadership, coaching, and mentoring that foster collaboration and continuous improvement.

Digitally enhanced outcomes include agility and proactive decision-making, enabling rapid responses to internal and external conditions.

11. How important is digitization to your company's vision and goals?
- ○ No company vision or goals
- ○ Not important to vision and goals
- ○ Minimal importance to vision and goals
- ○ Some importance to vision and goals
- ○ Significant importance to vision and goals
- ○ Focus of vision and goals
- ○ Don't know

12. Describe your company's digital strategy for becoming a digitally-connected enterprise:
- ○ No digital strategy
- ○ Digital strategy is in development
- ○ Digital strategy developed but not yet implemented
- ○ Digital strategy developed and partially implemented within the company
- ○ Digital strategy developed and fully implemented within the company
- ○ Digital strategy developed and fully implemented within the company and with suppliers and customers
- ○ Don't know

13. To what extent is your company's digital strategy achieving objectives?
- ○ No digital strategy
- ○ In the process of defining objectives for digital strategy
- ○ Objectives defined for digital strategy
- ○ Achieving some strategic objectives
- ○ Achieving most strategic objectives
- ○ Achieving all strategic objectives
- ○ Don't know

14. How much has your company invested in implementing a digital strategy in the past year (as a percentage of sales)?
- ○ 0%
- ○ 1-2%
- ○ 3-5%
- ○ 6-10%
- ○ 11-15%
- ○ More than 15%
- ○ Don't know

15. Describe the ability of your company's *network infrastructure* to support digital operations:
- ○ No plans to digitize
- ○ Network overhaul required
- ○ Significant upgrades required
- ○ Some upgrades required
- ○ Minimal upgrades required
- ○ Fully capable
- ○ Don't know

16. Describe the ability of your company's *IT and OT hardware* to support digital operations:
- ○ No plans to digitize
- ○ Hardware overhaul required
- ○ Significant upgrades required
- ○ Some upgrades required
- ○ Minimal upgrades required
- ○ Fully capable
- ○ Don't know

17. Describe the ability of your company's *IT and OT business systems and applications* to support digital operations:
- ○ No plans to digitize
- ○ Business systems and applications overhaul required
- ○ Significant upgrades required
- ○ Some upgrades required
- ○ Minimal upgrades required
- ○ Fully capable
- ○ Don't know

18. What best describes the working relationship of the operations technology (OT) function with the information technology (IT) function in your company?
- ○ No collaborative interaction
- ○ Minimal collaborative interaction, usually when major problems arise
- ○ Some collaborative interaction on common issues and concerns (e.g., cybersecurity)
- ○ Frequent collaborative interaction to review technology performances and address problems
- ○ Ongoing collaboration interaction to address technology problems and pursue opportunities
- ○ High-performance, integrated collaborative interaction, defined as neither OT nor IT
- ○ Don't know

19. How confident are you in existing cyber-risk management policies, processes, and practices (e.g., risk assessment, monitoring, incident response planning/testing, business recovery) to prevent unauthorized access to technologies and support digitally enhanced operations?
- ○ No cyber risk management policies, processes, and practices
- ○ Not confident in cyber risk management policies, processes, and practices
- ○ Somewhat confident in cyber risk management policies, processes, and practices
- ○ Somewhat confident in cyber risk management policies, processes, and practices; continuously improving/upgrading capabilities
- ○ Very confident in cyber risk management policies, processes, and practices; continuously improving/upgrading capabilities
- ○ Completely confident in in cyber risk management policies, processes, and practices; continuously improving/upgrading capabilities
- ○ Don't know

20. Which of the following best describes the predominant culture of your company?
- ○ Chaotic culture — no leaders and employees exhibit trust, respect, and daily pursuit of excellence; lack of structure limits performance and drives high employee turnover
- ○ Adversarial/toxic culture — almost no leaders and employees exhibit trust, respect, and daily pursuit of excellence; mutual finger-pointing limits performance and drives high employee turnover
- ○ Disconnected culture — a few leaders and employees exhibit trust, respect, and daily pursuit of excellence; significant communications breakdowns limit performance improvement and drives high employee turnover
- ○ Follow-the-leader culture — some leaders and employees exhibit trust, respect, and daily pursuit of excellence; this minority drives somewhat improved performance and somewhat lower employee turnover
- ○ Common culture — most leaders and employees exhibit trust, respect, and daily pursuit of excellence; shared mission significantly improves performance and significantly lowers employee turnover
- ○ High-performing culture — all leaders and employees exhibit trust, respect, and daily pursuit of excellence; shared mission and rigorous continuous improvement drive dramatically improved performances and dramatically lower employee turnover
- ○ Don't know

21. What best describes the nature of your lean/continuous-improvement (CI) practices?
- ○ No use of lean/continuous-improvement practices — management firefights problems
- ○ Minimal use of lean/continuous-improvement practices — management or CI group directs employees to fix problems
- ○ Some use of lean/continuous-improvement practices — some frontline employees identify and communicate problems to management and CI group
- ○ Moderate use of lean/continuous-improvement practices — many frontline employees work alongside management and CI group to identify, diagnose, and solve problems
- ○ Substantial use of lean/continuous-improvement practices — many frontline employees independently identify, diagnose, and permanently solve problems
- ○ Lean/continuous improvement practices are a core part of company's culture — systems in place for all employees to independently identify, diagnose, and permanently solve problems
- ○ Don't know

22. Which of the following constraints impair or preclude your company's ability to become a digitally-connected enterprise? (choose all that apply)
- ☐ Human resources/talent
- ☐ Improvement-process knowledge
- ☐ Enabling technologies
- ☐ Leadership/guidance
- ☐ Funding
- ☐ Infrastructure
- ☐ Lack of external support (e.g., system integrators)
- ☐ Other (please specify):
- ☐ No constraints
- ☐ Don't know

23. Please include comments/notes for the Business category that can help in planning digital improvements for your company.