Annex. Interview Guide

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| Objectives | Dimensions | Questions |
| Objective 1:Understand the dimensions of digital transformation at the level of leadership capacity. | 1. Strategy | Is there a defined long-term strategic plan for Company X? How do you define the objectives for the strategic plan? How do you assess progress and whether you are meeting these objectives?How do you integrate digital technologies into your overall business strategy? |
| 2. Leadership | What is Company X's vision, that is, what do they want the company to become in the future, in the medium and long term? How do they communicate this vision and motivate all employees in the company? |
| 3. Culture | How does Company X view the customer? What about risk? What about interfunctional and interdepartmental relationships? |
| Objective 2:Understand the dimensions of digital transformation at the level of digital capacity. | 4. Business model | Company X is a company that already operates on a digital business model. From your perspective, what does digital mean for Company X?In your opinion, what motivated the need to change the business model? If Company X has already started its activity with a digital business model, what were the motivations for this?From your perspective, what changes do you see at Company X in relation to the digital future? |
| 5. People | How does the decision to adopt a particular digital technology arise and who manages and coordinates its implementation? |
| 6. Operations/Processes | How relevant are digital technologies in Company X’s operational processes? Why?What digital communication channels do you use to interact internally between employees? For what purpose? |
| 7. Customer experience | Do you consider that customer experience is understood as important at Company X? How do you seek to improve and differentiate this experience and meet customer expectations and demands?What digital communication channels do you use to interact with customers? For what purpose? |
| 8. Products | How do digital technologies enable a higher level of product personalization/customization? |
| 9. Value Network | What is the relevance of digital technologies in the value network, that is, in the external processes of Company X? Why?What digital communication channels do you use to interact with suppliers, distributors and retailers? For what purpose? |