

Annex C. Questionnaire for Experts

Expert Demographics:

1. Formal education of the expert
2. Age and sex of the expert

Data on the expert's professional experience:

1. professional experience
 - a. top or middle manager
2. Professional Experience Interface with Industry 4.0:
 - a. number of years working in manufacturing
 - b. Number of completed or ongoing projects related to Industry 4.0
 - c. Number of years of work in the implementation of Industry 4.0

ABOUT THE COMPANY

1. Company history and description
2. Description of solutions that meet Industry 4.0 criteria. How is Industry 4.0 understood?
3. In what part of the value chain does this equipment operate and what is the interface with other parts of the value chain?

GROWTH ISSUES

4. What are the key growth indicators of the company?
5. How is growth measured?
6. What are the main reasons for the growth rates?

RISK ISSUES

7. What are the risks involved in implementing changes in the company? How do they manifest themselves? Which are the most important?
8. Assess the importance (impact and likelihood) of each risk group (technical in terms of structure, staff, skills, suppliers and customers, data security, and financial) from 1 to 10.
9. Evaluate the significance, likelihood, and impact of each risk from 1 to 10.
10. Assess financial risks (impact and probability of 1 to 10). Provide examples of key risks. Comments on how this occurs and what the consequences are.

EFFICIENCY ISSUES

11. What indicators do you use to evaluate the effectiveness of Industry 4.0 solutions. How do you rate performance

12. Provide examples of the experiences a company faces in implementing Industry 4.0 solutions at the value proposition stage of the value chain and how the business model is changing as a result. Provide examples of key performance areas at the value proposition stage of the value chain.

13. Provide examples of the experiences the company faces in implementing Industry 4.0 solutions at the value creation stage of the value chain and how the business model is changing as a result. Provide examples of key areas of efficiency at the value creation stage of the value chain.

14. Provide examples of the experiences the company faces in implementing Industry 4.0 solutions at the value delivery stage of the value chain and how the business model is changing as a result. Provide examples of key areas of efficiency at the value delivery stage of the value chain.

15. Provide examples of the experiences a company faces in implementing Industry 4.0 solutions at the value capture stage of the value chain and how the business model is changing as a result. Provide examples of key areas of efficiency in the value capture phase of the value chain.