Scotland’s Digital Economy Maturity Index 2017

Ipsos MORI Scotland on behalf of the Scottish Government

Ipsos Public Affairs

Scottish Government
Riaghaltas na h-Alba
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March 2018

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Background and methodology

Background

The Scottish Government has an ambition for Scotland to be a world leading digital nation by 2020. Key to achieving this ambition is developing internationally competitive, digitally mature businesses across all sectors of the Scottish economy and a workforce that has the digital skills required to support continued growth.

In 2017, the Scottish Government, in partnership with Highlands and Islands Enterprise, Scottish Enterprise and Skills Development Scotland, commissioned the Digital Economy Business Survey (DEBS). The survey aimed to build upon the findings from a previous survey conducted in 2014 and to provide an understanding of the level of digitisation of Scotland's businesses, allowing for benchmarking and progress to be measured over time.

Using data from the Digital Economy Business Survey, the Scottish Government has developed a **Digital Economy Maturity Index (DEMI)**, which allows for the segmentation of businesses in Scotland according to their level of digitisation.

This report presents details of the Digital Economy Maturity Index for 2017.

Aims

- To measure the level of digitisation of Scottish businesses and segment the business population into levels of digital maturity.
- To establish the characteristics of businesses in each segment and identify the opportunities to develop their use of digital technologies based on their strengths and challenges.
- To measure progress of digitisation of Scotland’s businesses over time.

Methodology

- Scotland's Digital Economy Maturity Index (DEMI) has been constructed using a range of indicators from the Digital Economy Business Survey 2017 (DEBS).

- The original DEMI used in 2014 has been updated to reflect new areas that were included in the 2017 survey, namely use of the collaborative economy and views on cyber resilience. This change in indicators means findings are not directly comparable with those of 2014.

- The new index consists of five main strands (Adoption, Usage, Benefits, Skills and Cyber Resilience), under which there are a total of 15 indicators.

- Each indicator has been given a score based on its relative importance in terms of digital maturity.

- A maximum score of 100 can be achieved.

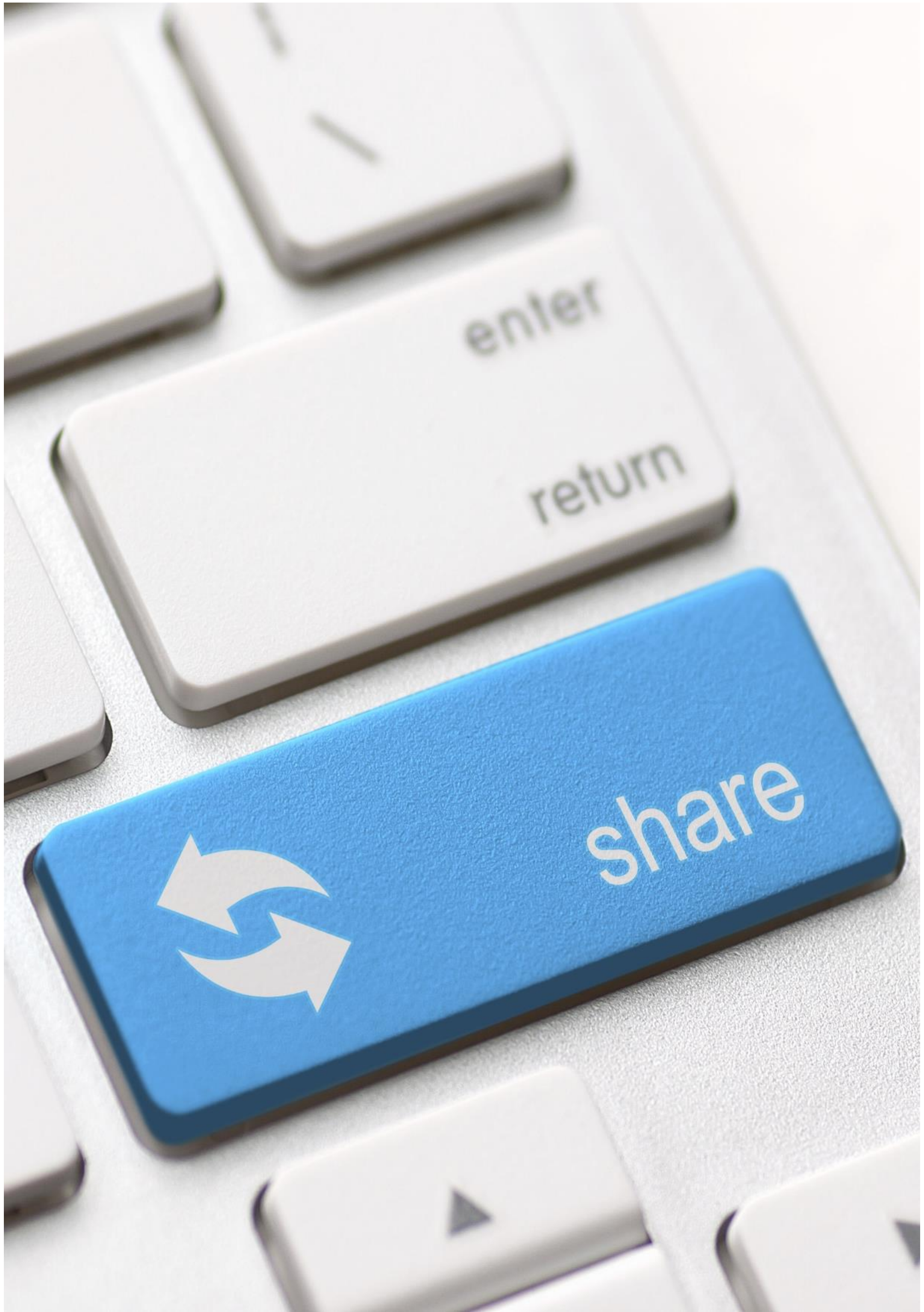
DEMI indicators

ADOPTION	USAGE	BENEFITS	SKILLS	CYBER RESILIENCE
Type of internet connection	Technologies used	Benefits experienced from using digital technologies	Digital technology skills gaps	Equipped to deal with cyber security threats
Importance of digital technology to current operations of business	Integration of technology into business	Use of technology to help innovation	Plans to develop employees' digital skills	Use of cyber security controls
	Engagement with the collaborative economy	Proportion of sales made over the internet		
	Engagement with public services online	Internationalisation		
	Strategy for use of digital in delivering business			

Maturity segments and scores

Segment	Digital Economy Maturity Index Score
Disconnected Doubters	0-10
Basic Browsers	11-30
Tentative Techies	31-49
Enthusiastic Explorers	50-66
Digital Champions	67-80
Digital Pioneers	81-100

Key findings



Summary of key findings (1)

Overall profile of DEMI

- Businesses exhibit a wide range of digital maturity. Overall, most businesses lie within the lower end of the maturity index, with the largest segments being *Basic Browsers* and *Tentative Techies*. Only a small minority are at the very lowest end of the scale (*Disconnected Doubters)*, or the highest (*Digital Champions* or *Digital Pioneers*).
- Findings are broadly similar to those seen in 2014. However. since 2014, there has been a slight upward movement in digital maturity. In particular, there has been a decrease in the proportion of businesses in the least mature segment.

Variation by key characteristics

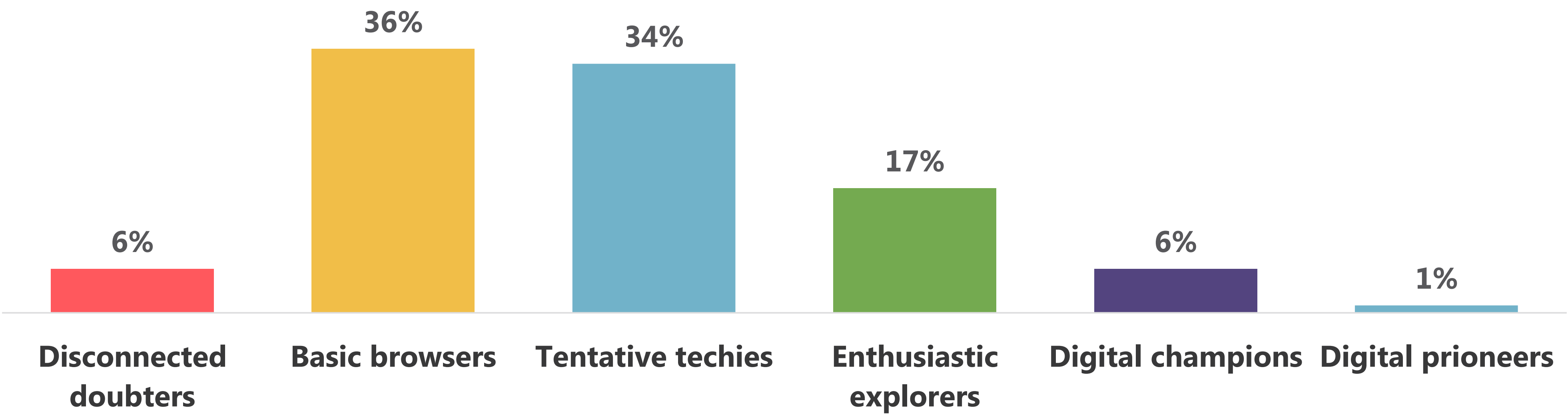
- Businesses differ in terms of their size, sector, location, length of operation and future growth aspirations.
- Digitally mature businesses tend to be larger, operating for less than five years, and with expectations of growth in the next 12 months. They are more likely than average to be working in business activities or transport/communications, and to be based in the Lothians or Glasgow.
- Conversely, the less mature tend to be smaller, established for at least 10 years, and with expectations to remain at the same level or contract in the next 12 months. They are more likely than average to be working in agriculture, and to be based in the South of Scotland.

Summary of key findings (2)

Key opportunities by segment

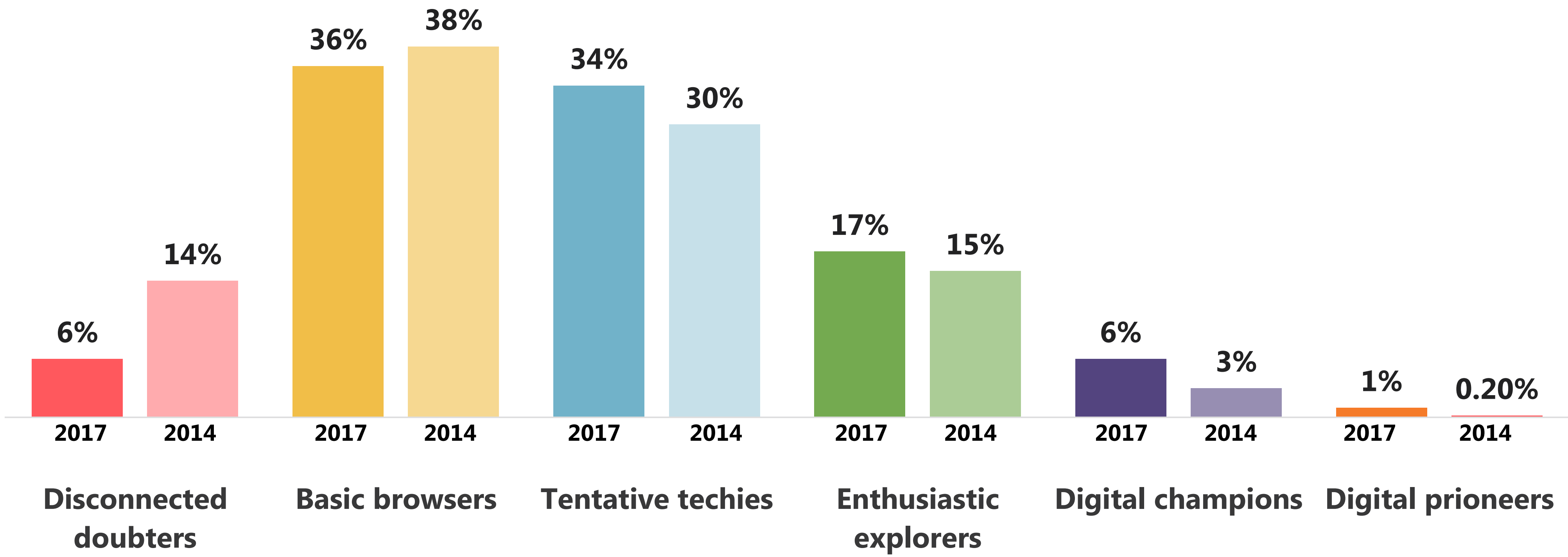
- For the least digitally mature, findings suggest a lack of interest in digital technologies and lack of appetite for growing digital engagement in the future. *Disconnected Doubters* have low use of digital technologies, and are least likely to view them as important. This is reflected in the absence of plans or strategies for future use of technology. It could therefore be argued that *Disconnect Doubters* are unlikely to benefit from efforts to increase their digitisation.
- However, there may be opportunities to encourage greater cyber security among the two least mature groups, *Disconnected Doubters* and *Basic Browsers*. Businesses in these segments are the least equipped for cyber security threats and least likely to have any controls in place to deal with such issues.
- Businesses in the middle range of the index may benefit from future skills development. For example, while most *Tentative Techies* and *Enthusiastic Explorers* consider digital technology as important to their business, a significant proportion of these businesses identify digital skills gaps in their organisations.
- By nature of being the most mature *Digital Champions* and *Digital Pioneers* represent those businesses with arguably less need for further digital development. However, among some of these businesses there is still potential to increase certain aspects of digitisation, such as more widespread high speed internet connection, and more uptake of lesser-used digital technologies such as data analytics, cloud computing, and online collaborative platforms.

Proportion in each maturity segment



- The majority of businesses (70%) are classified as either *Basic Browsers* (36%) or *Tentative Techies* (34%).
- Only 6% are classified as *Disconnected Doubters*; and 7% are classed as either *Digital Champions* (6%) or *Digital Pioneers* (1%).
- The mean score overall was 36, out of a maximum of 100.

Maturity segments 2014 -2017



- Findings are broadly in line with those from 2014. However, there was a small increase in maturity overall, with the mean score increasing from 33 to 36.

- The most significant change was in the least mature segment, *Disconnected Doubters* which decreased from 14% to 6%, while the mid-level segment, *Tentative Techies* increased from 30% to 34%. The two highest segments, *Digital Champions* and *Digital Pioneers* saw an increase overall, from 3.2% to 7% combined.

Key characteristics of each segment

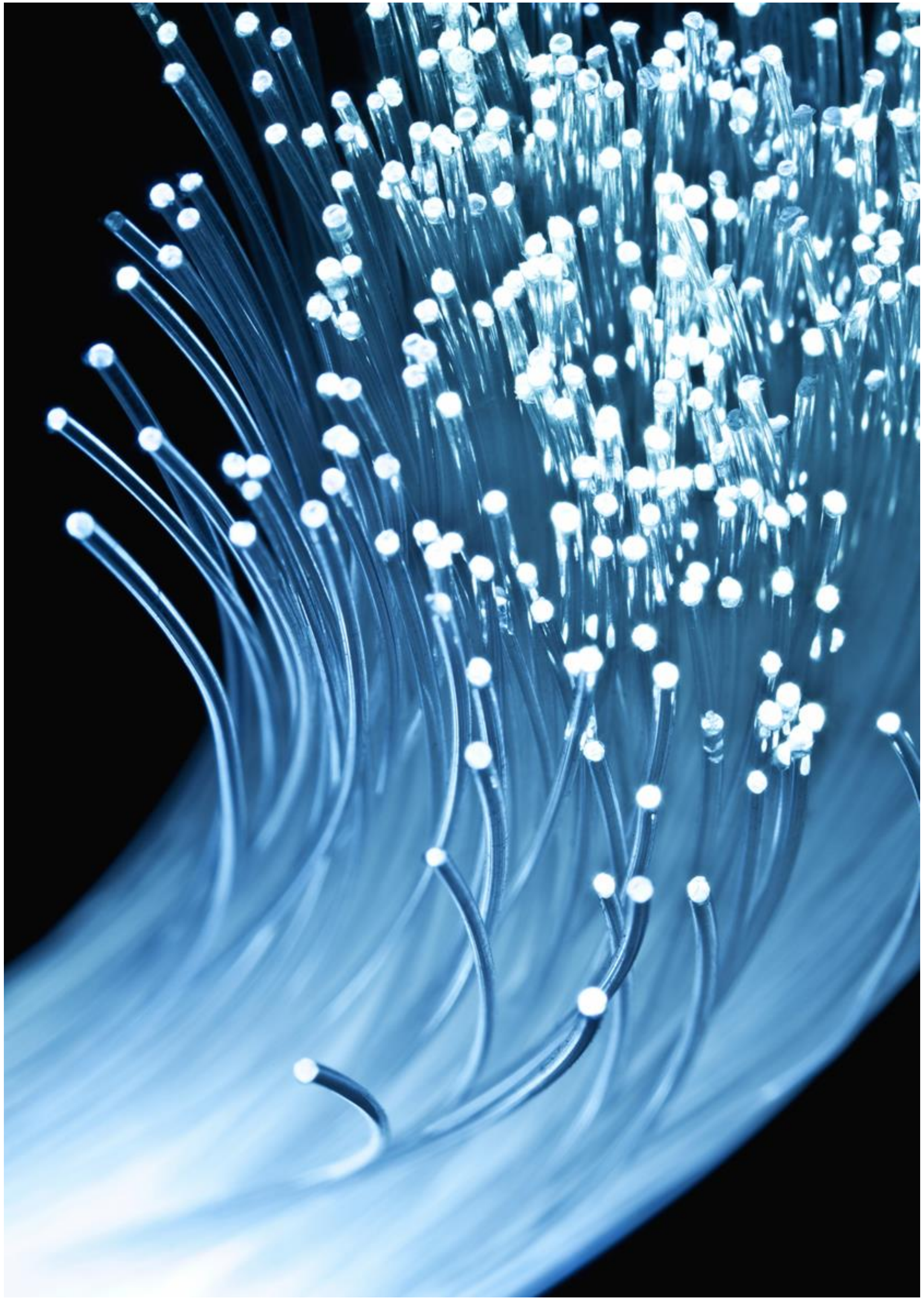
Types of business that are over represented in each segment						
	Disconnected doubters	**Basic Browsers**	**Tentative Techies**	**Enthusiastic explorers**	**Digital Champions**	**Digital Pioneers**
Size	Micro	Micro	-	Small, medium & large	Small, medium & large	Large
Sector	Agriculture Wholesale/retail	Agriculture Construction	Business activities	Business activities Transport/ communications	Business activities Transport/ communications	-
Location	South of Scotland	South of Scotland	-	Lothians Glasgow	Lothians	-
Age	10 years or more	10 years or more	-	5 years or less	-	-
Growth expectations	Remain the same or contract	Remain the same	Grow	Grow	Grow	Grow

Levels of activity in each segment

Findings for each segment							
	Disconnected doubters	Basic Browsers	Tentative Techies	Enthusiastic explorers	Digital Champions	Digital Pioneers	All businesses
Average number of technologies used	0.2	1.8	3.4	4.7	5.6	6	3.1
% using e-commerce	3%	14%	36%	47%	57%	97%	30%
% trading internationally	3%	11%	25%	40%	58%	81%	24%
% with skills gaps	47%	64%	74%	72%	65%	72%	67%
% equipped for cyber security threats	38%	69%	82%	90%	94%	84%	77%

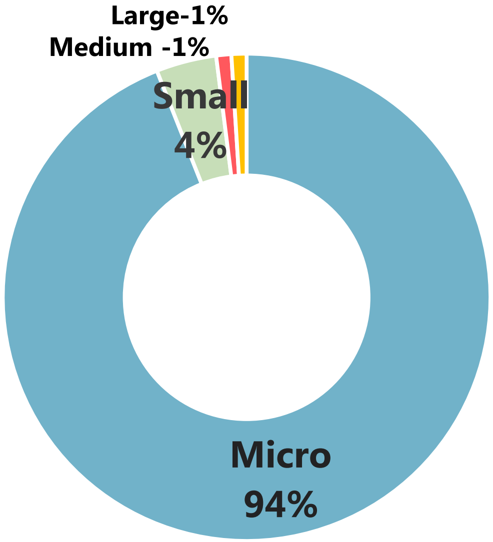
Findings by segment

Disconnected doubters



Disconnected doubters: characteristics

Size: More likely than average to be micro (94% vs 76% overall)



Sector : Higher than average proportion of businesses in:

Agriculture (22% vs 10%)

Wholesale/ retail (32% vs 16%)

Location: Businesses in **South of Scotland** are over-represented (26% vs 15%)

More likely than average to

- be the only establishment in the organisation (92% vs 83%)
- have operated more than 10 years (86% vs 74%)
- expect to remain the same (62% vs 42%) or contract (15% vs 6%) in next 12 months.

Disconnected doubters: adoption

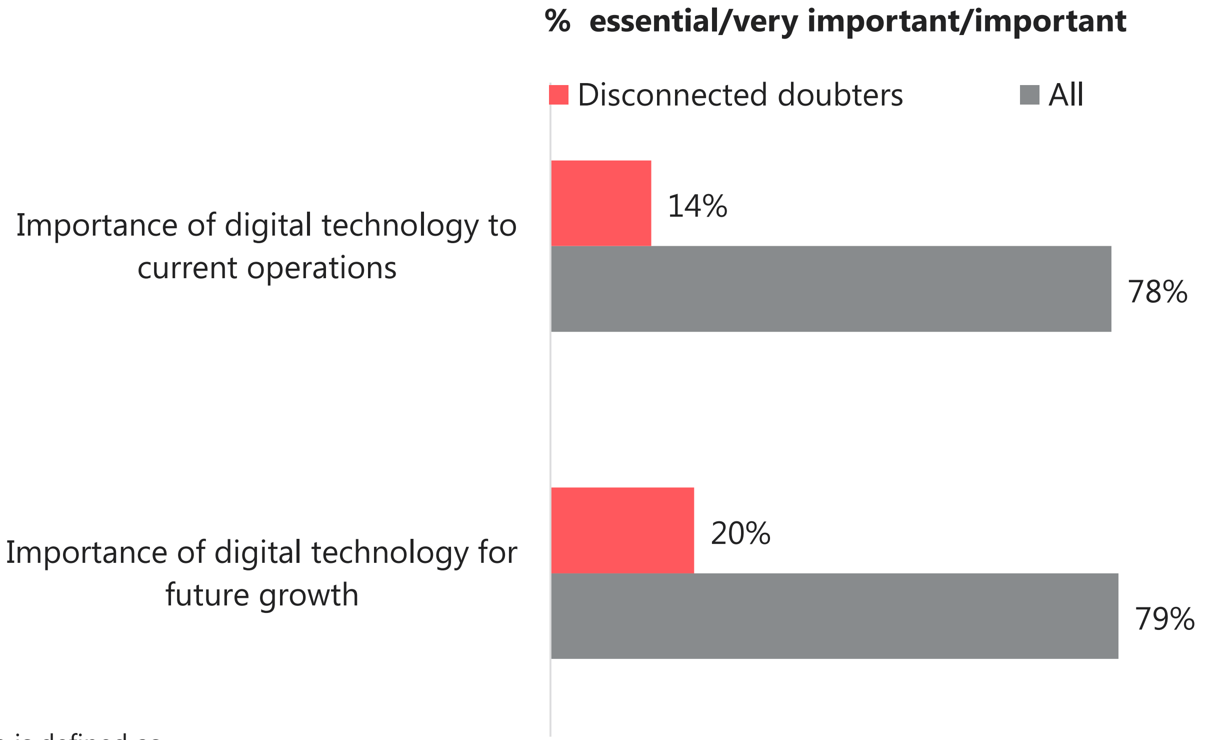
- Disconnected doubters have lower than average levels of internet connection, and lower connection speeds.
- They are less likely than average to view digital technology as important to the current or future operation of their business.
- Of those without internet, most (76%) are unlikely to get it in the future. The main reason given is a lack of business need (64%)

84%

have internet connection
(vs 97% overall)

23%

have a high speed connection*
(vs 46% overall)



*for the purpose of this report, "high speed" internet connection is defined as speed of at least 24 MBits/s. The %s shown exclude those saying "don't know"

Disconnected doubters: usage

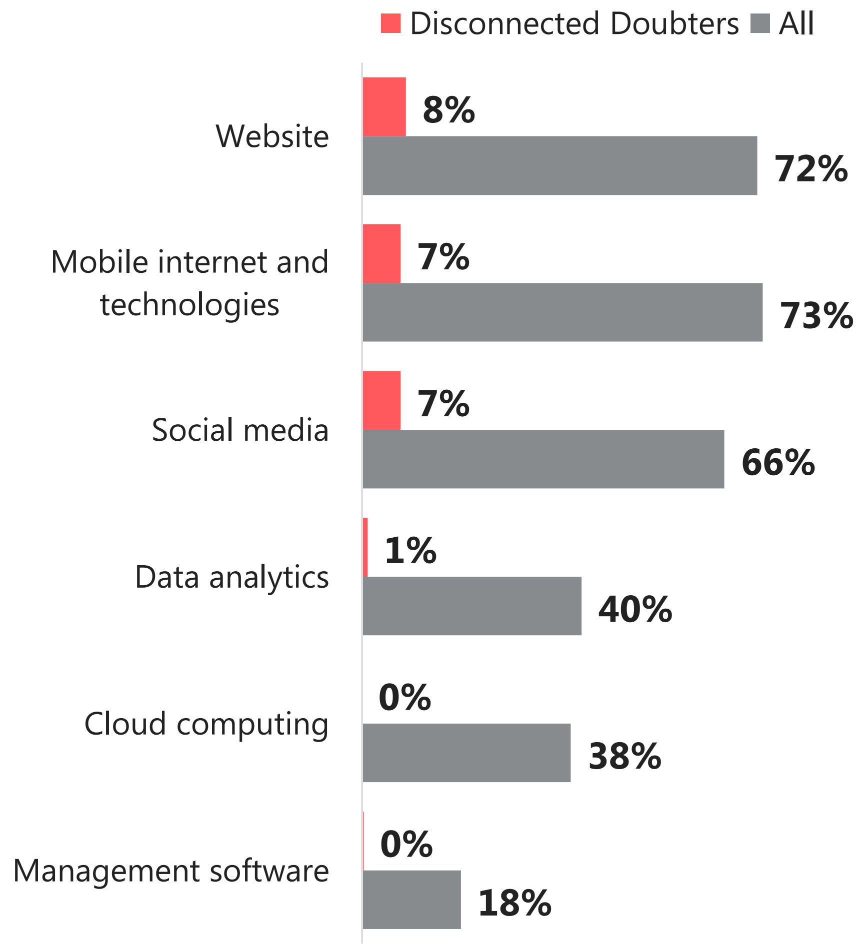
- Only a minority use any type of digital technology. Of those that do use technologies, websites are the most common, but only among 8%.
- One in five (18%) have engaged with public services online (vs 51% overall).
- No businesses in this segment operate as or use an online collaborative platform.
- None have a plan or strategy in place for use of digital technology (vs 23% overall).

Average number of technologies used =

0.2

vs 3.1 overall

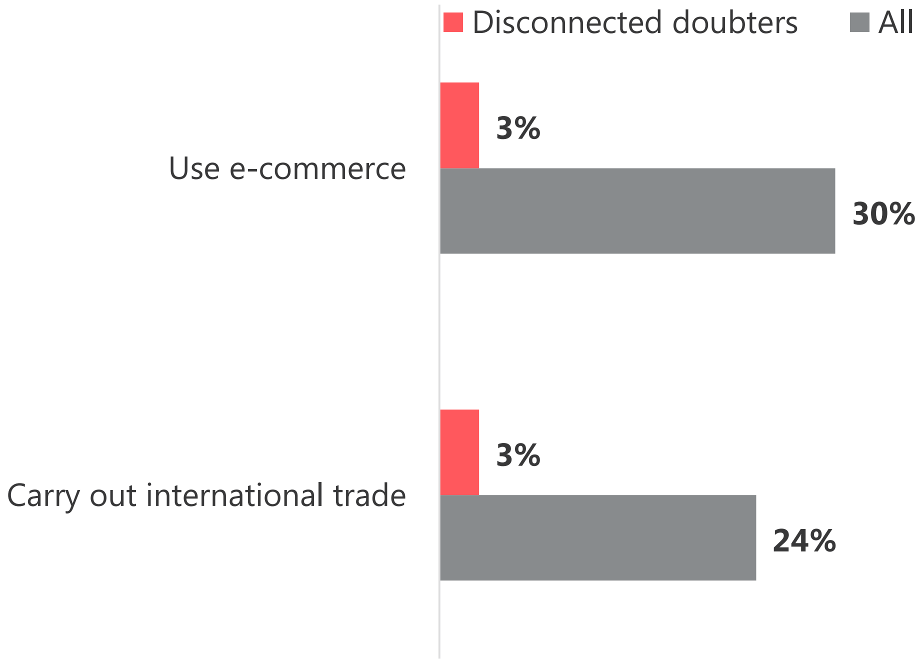
% using each type of technology



Disconnected doubters: benefits

- Reflecting their lower level of use, only a minority have experienced benefits from any digital technologies (8% vs 92% overall).
- Only 1% have used digital technologies to gain insights to guide development of products or services
- Disconnected doubters are less likely than average to carry out e-commerce (3% vs 30% overall) and to trade internationally (3% vs 24%).
- No businesses in this segment have seen an increase in international trade as a result of e-commerce.

% carrying out e-commerce and international trade



Disconnected doubters: skills

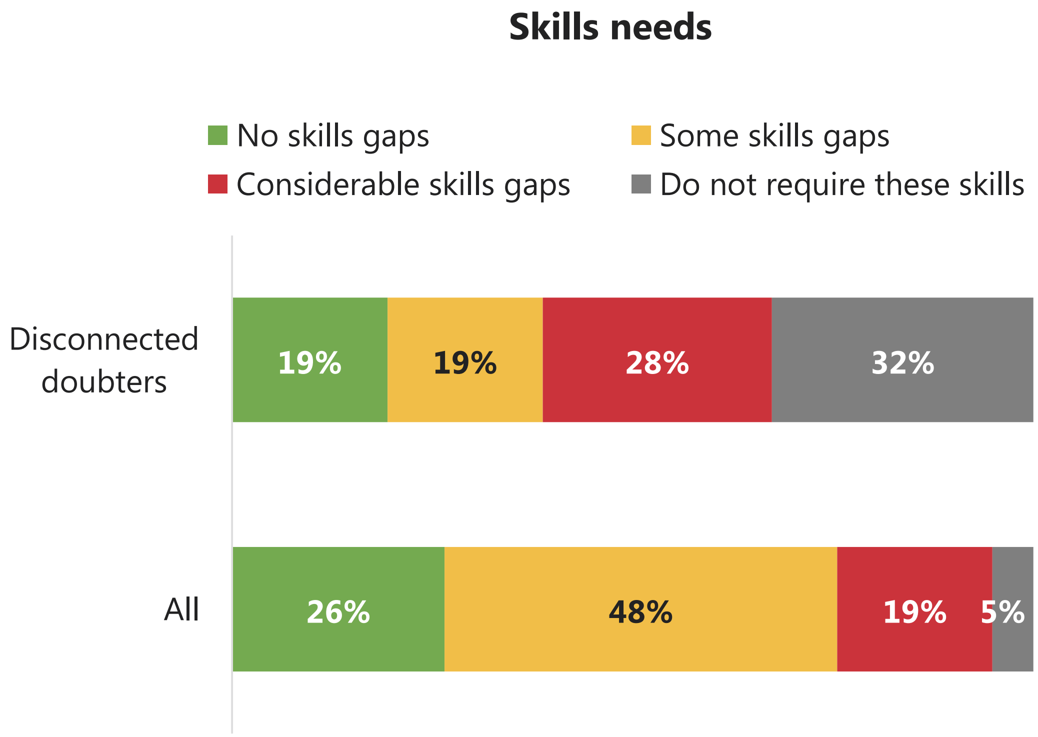
- Half of businesses in this segment (47%) have ‘considerable’ or ‘some’ skills gaps (vs 67% overall). However, a third (32%) feel they do not require digital skills.
- They are less likely than average to be taking action to improve skills gaps (87% not taking/planning actions, vs 45% overall)

47%

have skills gaps

87%

not taking action to improve skills



Disconnected doubters: cyber security

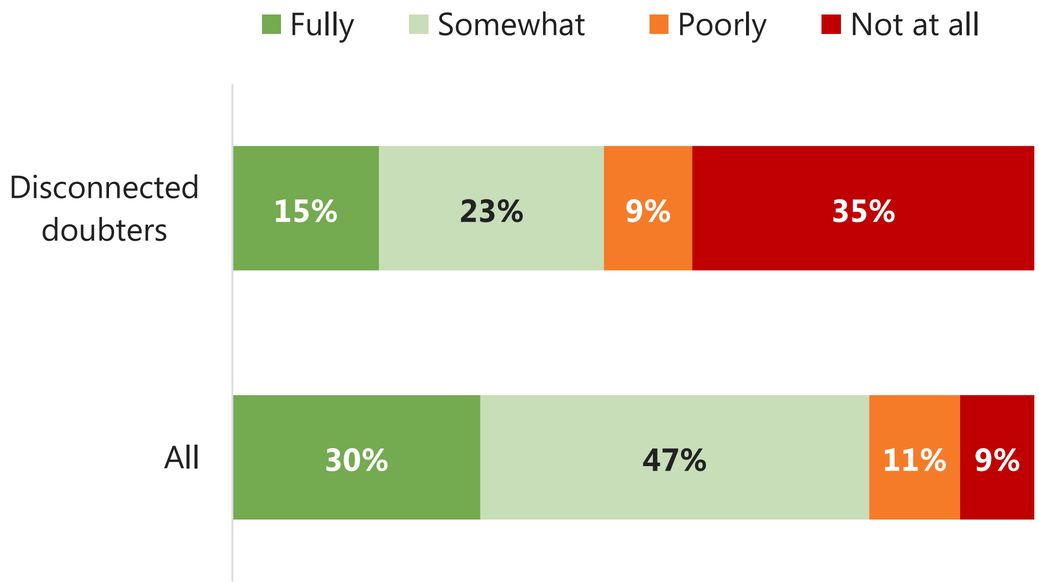
- Disconnected doubters are less equipped to deal with cyber security threats than businesses are overall. A third feel they are not at all prepared for cyber security threats (35% vs 9% overall)

- They are less likely to have cyber security controls in place (55% vs 92% overall).

55%

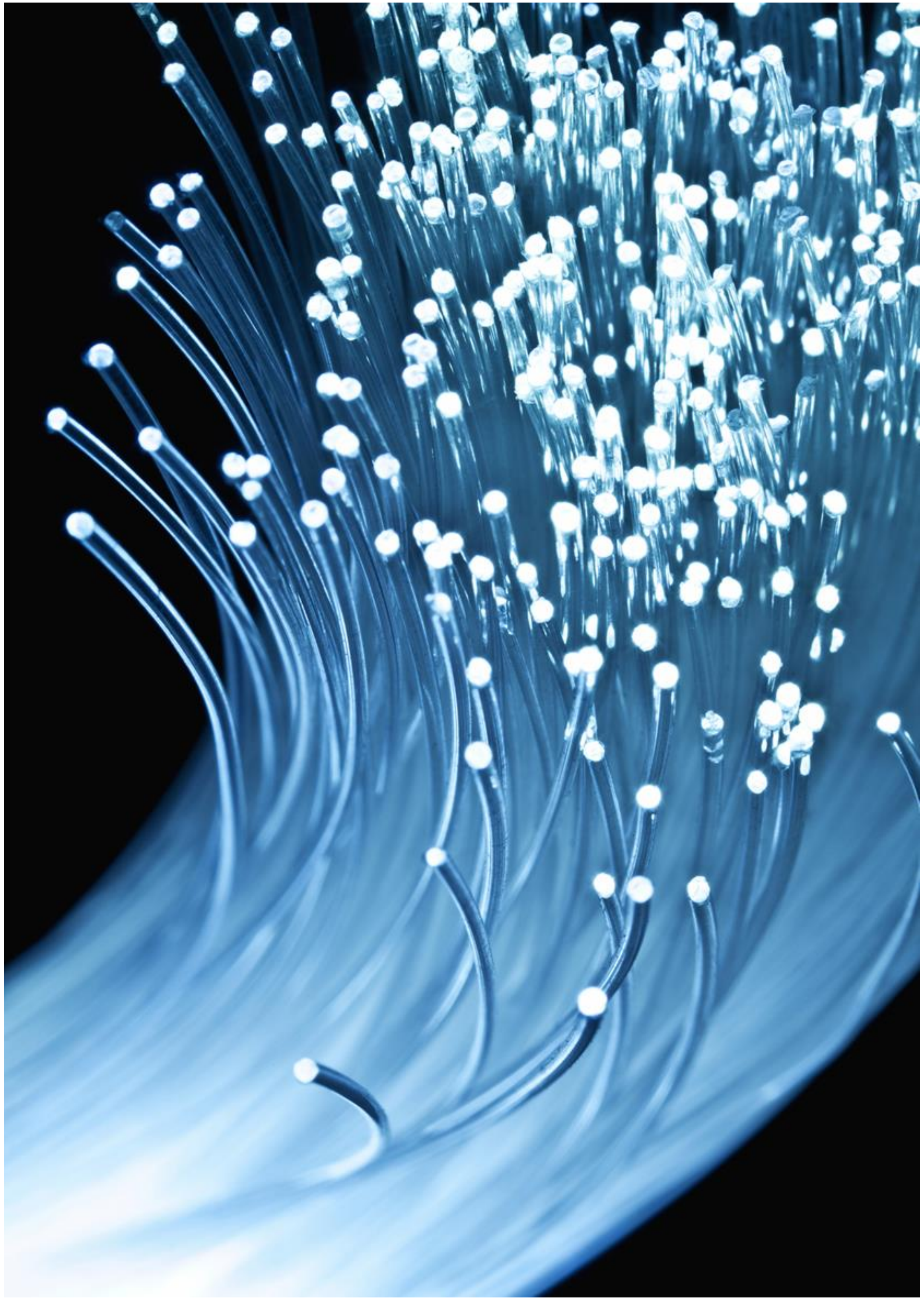
have cyber security controls in place

Equipped to deal with cyber security threats



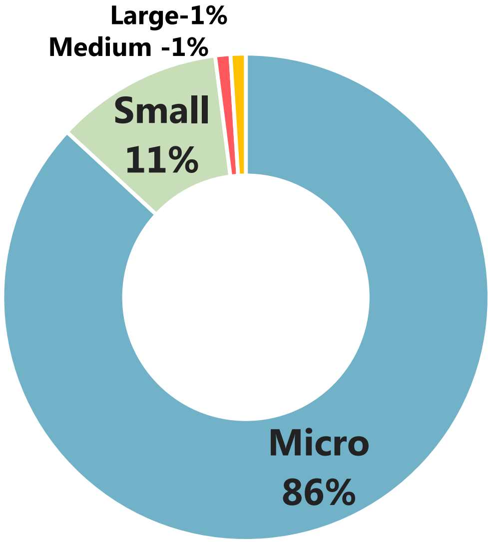
Findings by segment

Basic browsers



Basic browsers: characteristics

Size: More likely than average to be micro (86% vs 76% overall)



Sector : Higher than average proportion of businesses in:

Agriculture
(16% vs 10%)

Location: Businesses in **South of Scotland** are over-represented (18% vs 15%)

More likely than average to

- be the only establishment in the organisation (90% vs 83%)
- have operated more than 10 years (79% vs 74%)
- expect to remain the same (58% vs 42%) in next 12 months.

Basic browsers: adoption

- Basic browsers have average levels of internet connection, but lower connection speeds.
- They are slightly less likely than average to view digital technology as important to the current or future operation of their business.

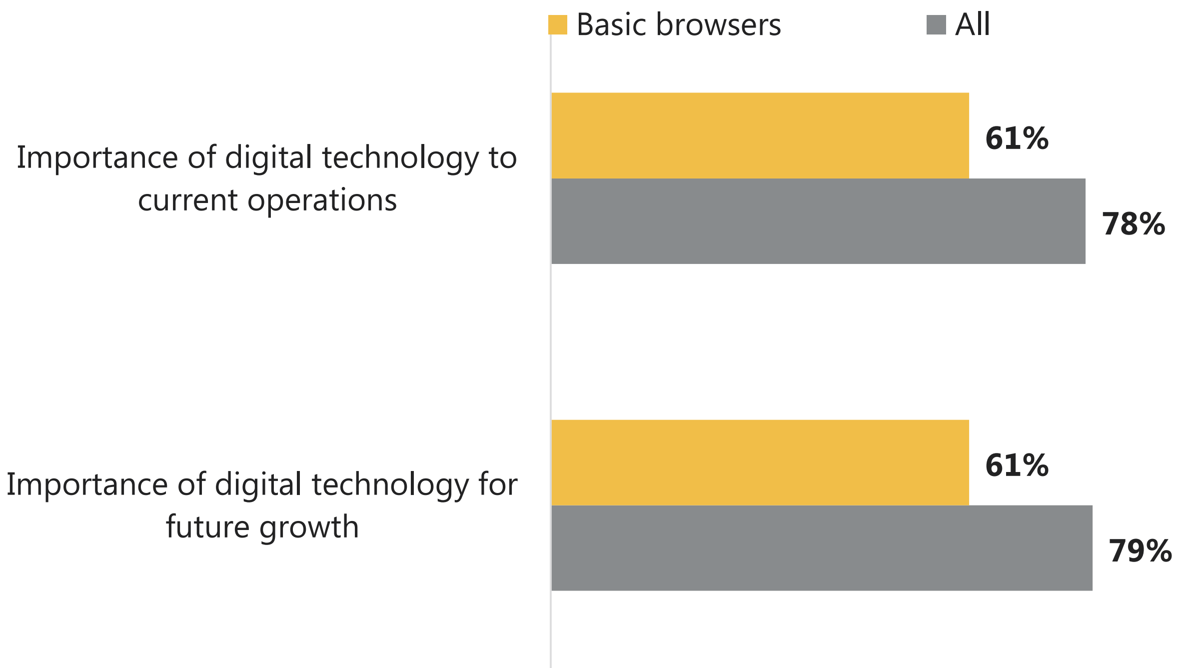
96%

have internet connection
(vs 97% overall)

31%

have a high speed connection
(vs 46% overall)

% essential/very important/important



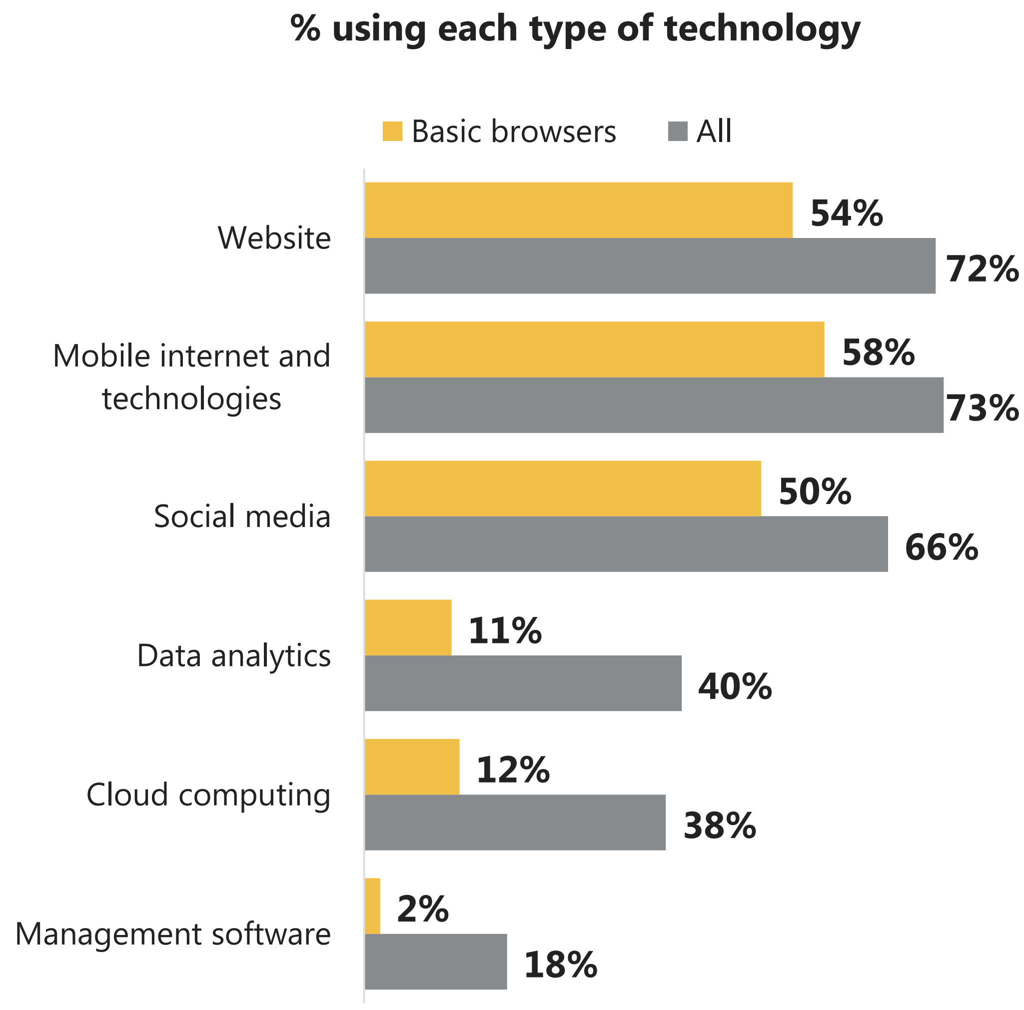
Basic browsers: usage

- The most commonly used technologies in this segment are mobile, websites and social media, but at lower than average levels.
- Half (55%) have engaged with public services online (vs 51% overall).
- 1% operate as or use an online collaborative platform (vs 8% overall).
- Only a small minority have a plan or strategy in place for future use of digital technology (5% vs 23% overall).

Average number of technologies used =

1.8

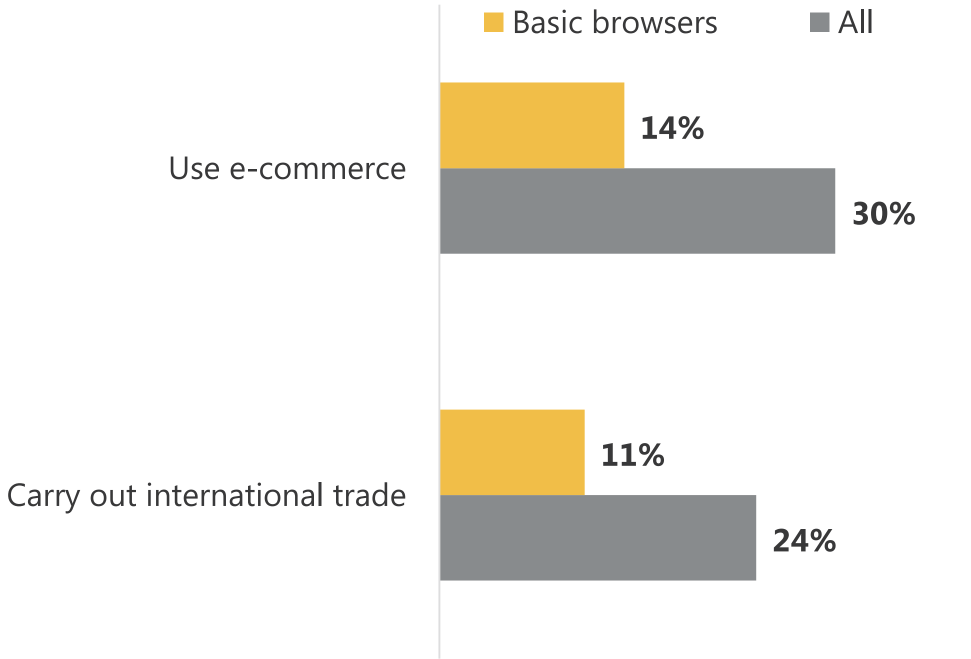
vs 3.1 overall



Basic browsers: benefits

- A majority (90%) had experienced benefits from using digital technologies (vs 92% overall).
- 42% had used digital technologies to gain insights to guide development of products or services (vs 62%).
- Basic browsers are less likely than average to carry out e-commerce (14% vs 30% overall) and to trade internationally (11% vs 24%).
- Among those that carry out e-commerce, 13% said that doing so had increased the number of international markets they export to (vs 36% overall).

% carrying out e-commerce and international trade

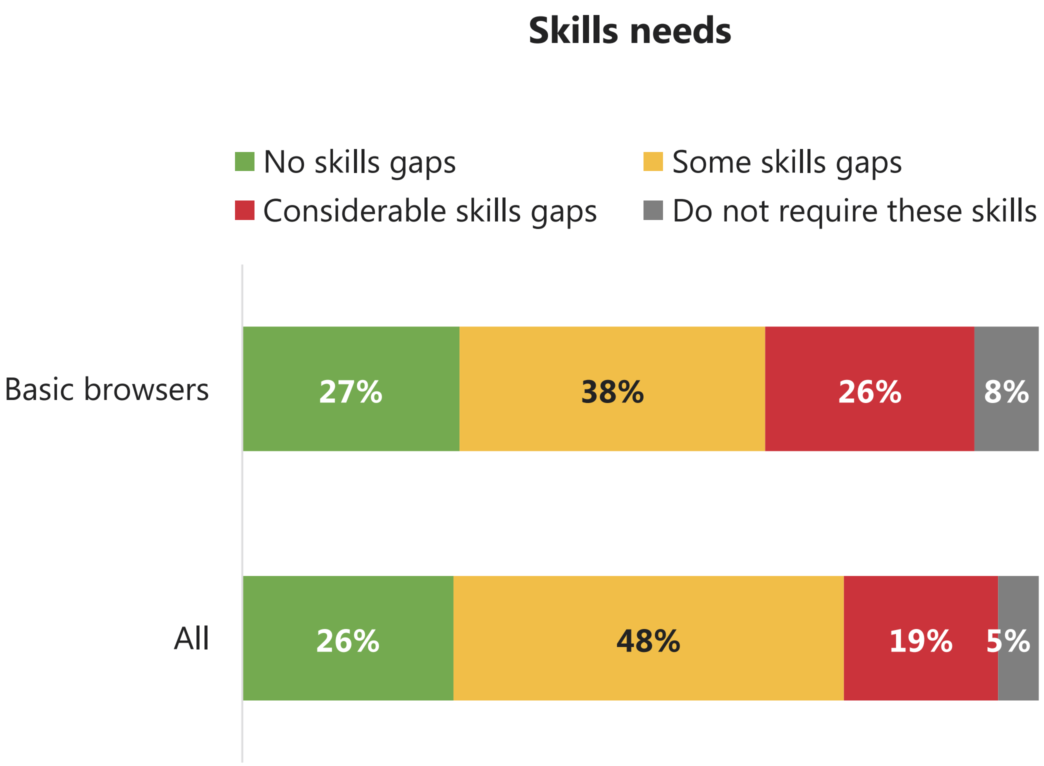


Basic browsers: skills

- Two thirds of businesses in this segment (64%) have ‘considerable’ or ‘some’ skills gaps, in line with the average (67%).
- They are less likely than average to be taking action to improve skills gaps (67% not taking/planning actions, vs 45% overall)

64%
have skills gaps

67%
not taking action to improve skills

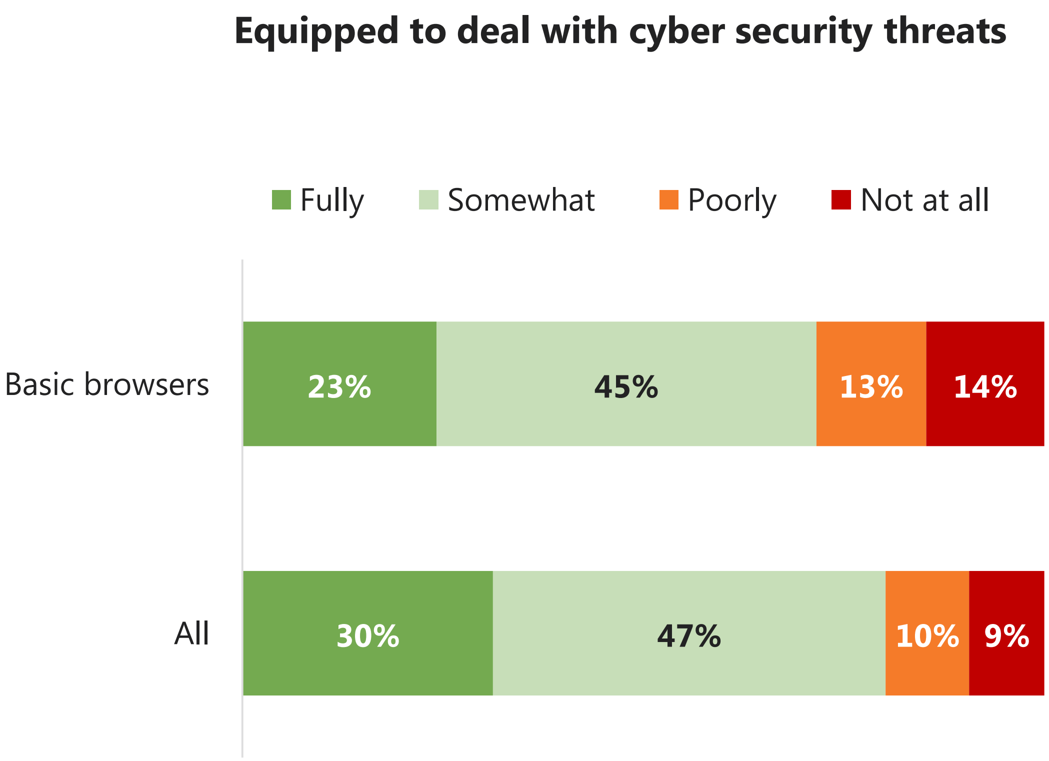


Basic browsers: cyber security

- Basic browsers are less equipped to deal with cyber security threats than businesses are overall. A quarter feel they are poorly prepared or not prepared for cyber security threats (27% vs 19% overall)
- The majority (89%) have cyber security controls in place (vs 92% overall).

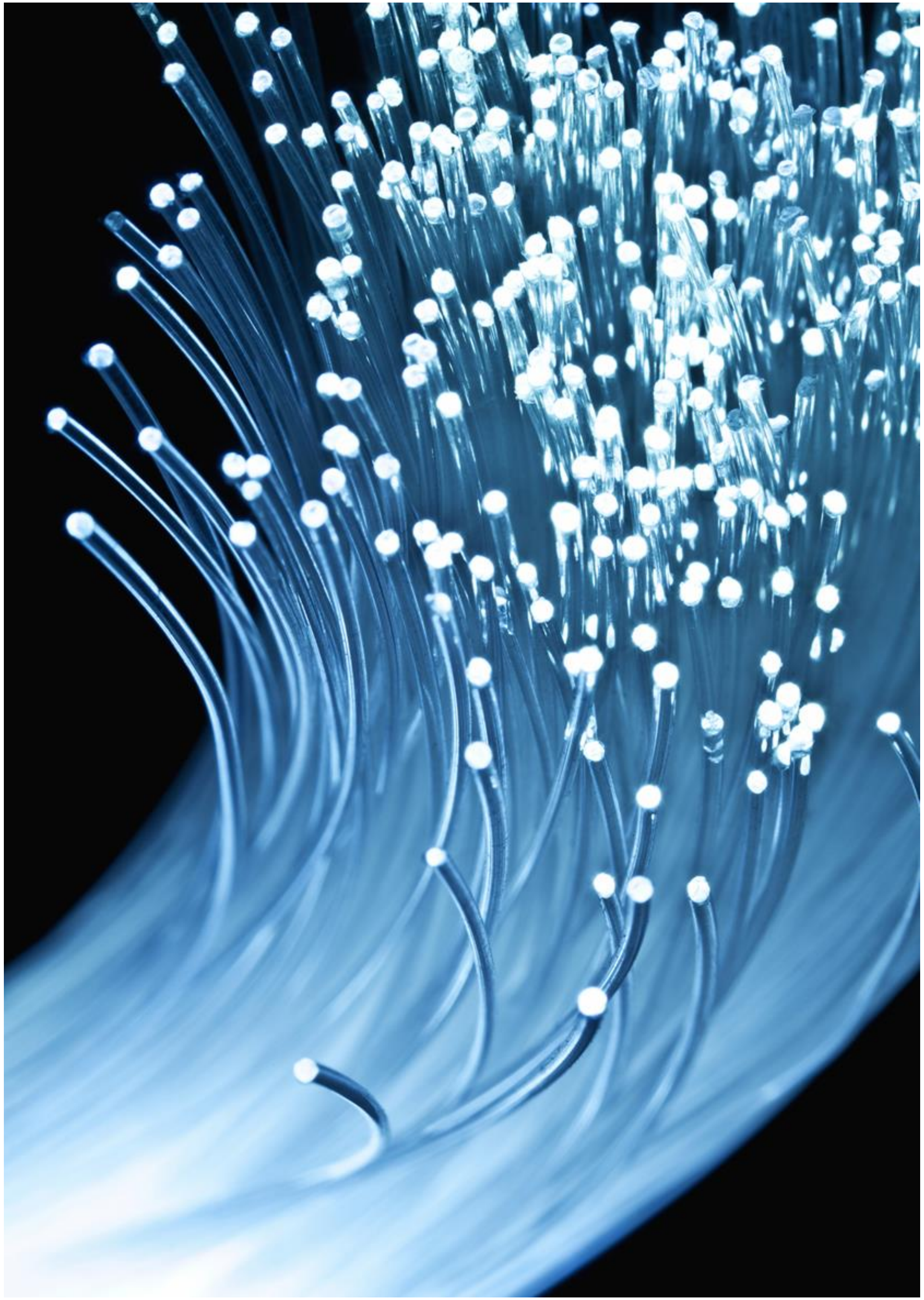
89%

have cyber security controls in place



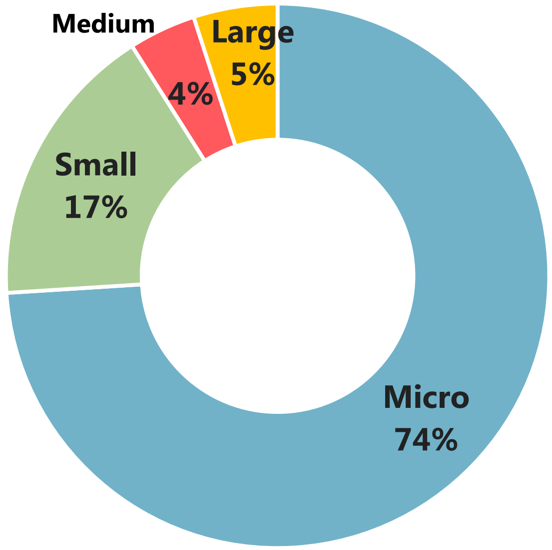
Findings by segment

Tentative techies



Tentative techies: characteristics

Size profile is in line with that of all businesses surveyed.



Sector: Higher than average proportion of businesses in:

Business activities
(36% vs 30%)

Location: No particular location is over or under-represented within this segment.

More likely than average to

- have turnover between £100,000 and £1million (40% vs 36%).
- expect to grow (54% vs 50%) in next 12 months.

Tentative techies: adoption

- Tentative techies have average levels of internet connection, and average levels of connection speed.

- They are slightly more likely than average to view digital technology as important to the current or future operation of their business.

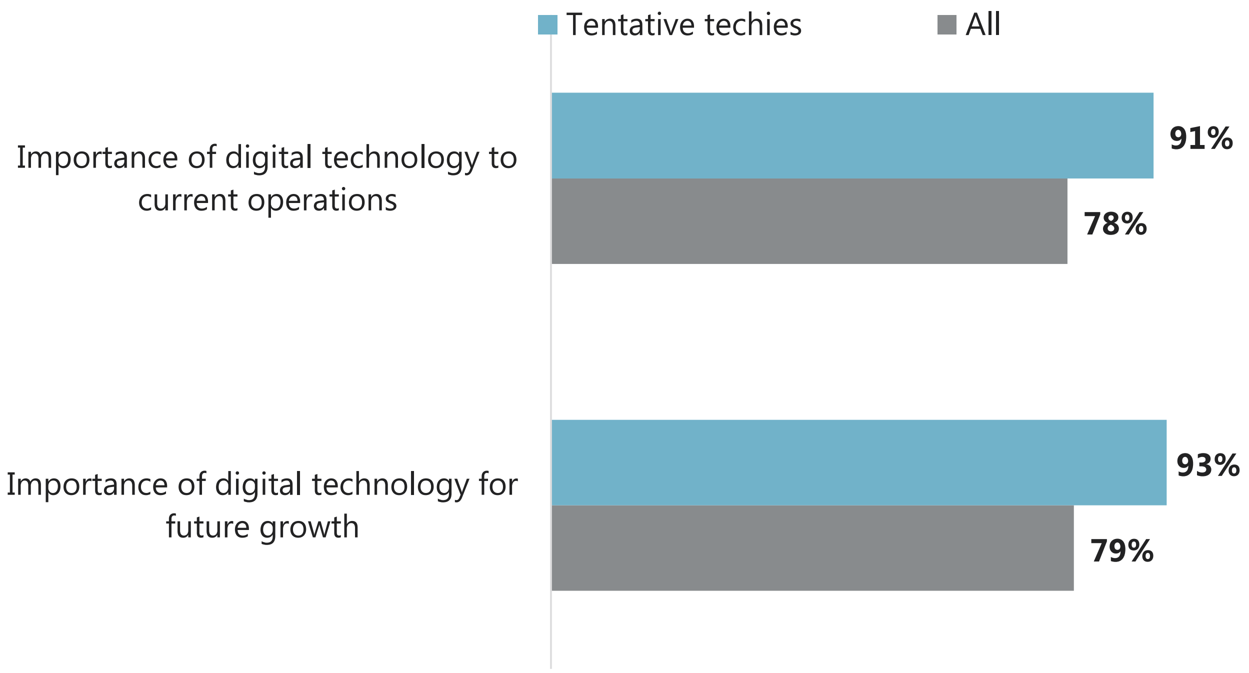
98%

have internet connection (vs 97% overall)

50%

have a high speed connection (vs 46% overall)

% essential/very important/important



Tentative techies: usage

- Use of each digital technology is higher than average in this segment, with the exception of management software. The most commonly used technologies are mobile, websites and social media.

- Tentative techies are in line with the average in relation to:

  - engaging with public services online (53% vs 51% overall).

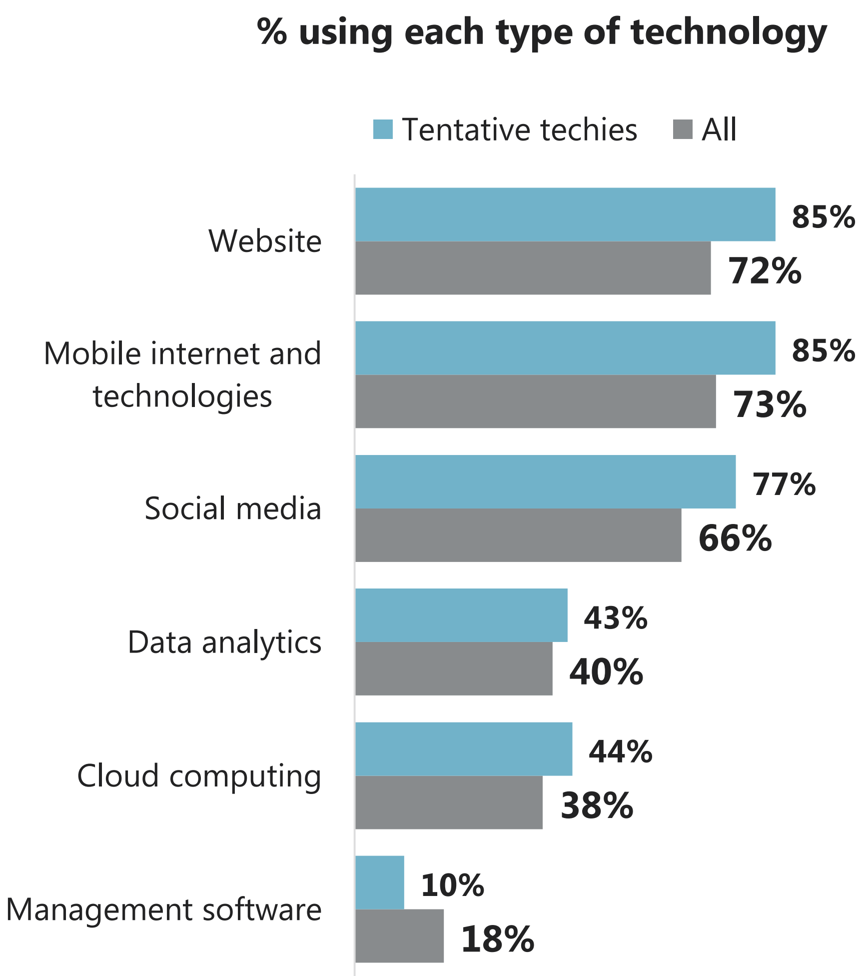
  - operating as or using an online collaborative platform (6% vs 8% overall).

  - having a plan or strategy in place for future use of digital technology (20% vs 23% overall).

Average number of technologies used =

3.4

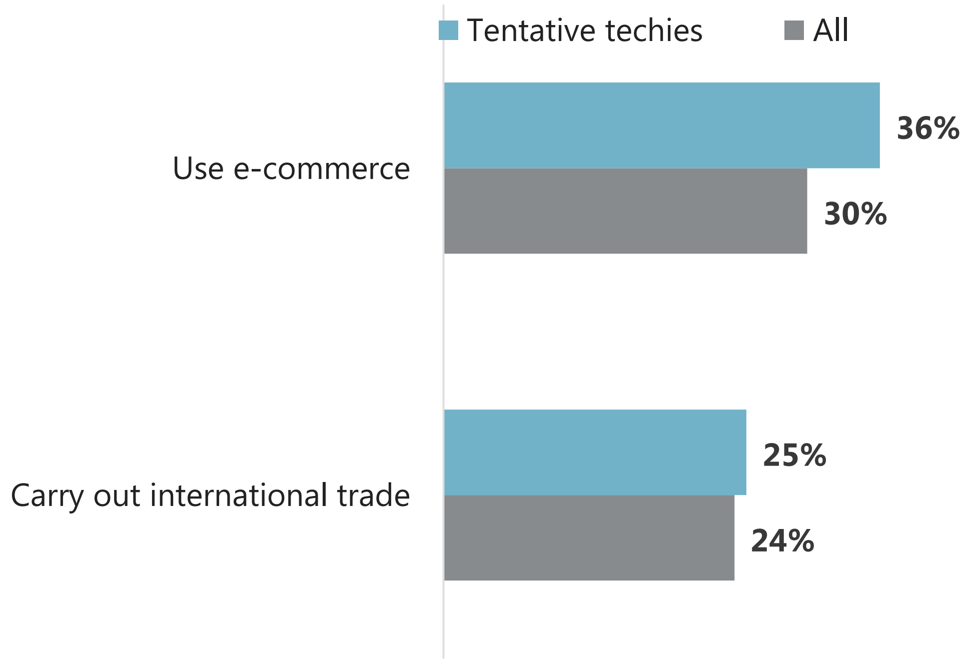
vs 3.1 overall



Tentative techies: benefits

- All businesses in this segment have experienced benefits from using digital technologies (vs 92% overall).
- Three quarters (72%) have used digital technologies to gain insights to guide development of products or services (vs 62%).
- Tentative techies are more likely than average to carry out e-commerce (36% vs 30% overall) but as likely as average to trade internationally (25% vs 24%).
- Among those that carry out e-commerce, 26% say that doing so has increased the number of international markets they export to (vs 36% overall).

% carrying out e-commerce and international trade



Tentative techies: skills

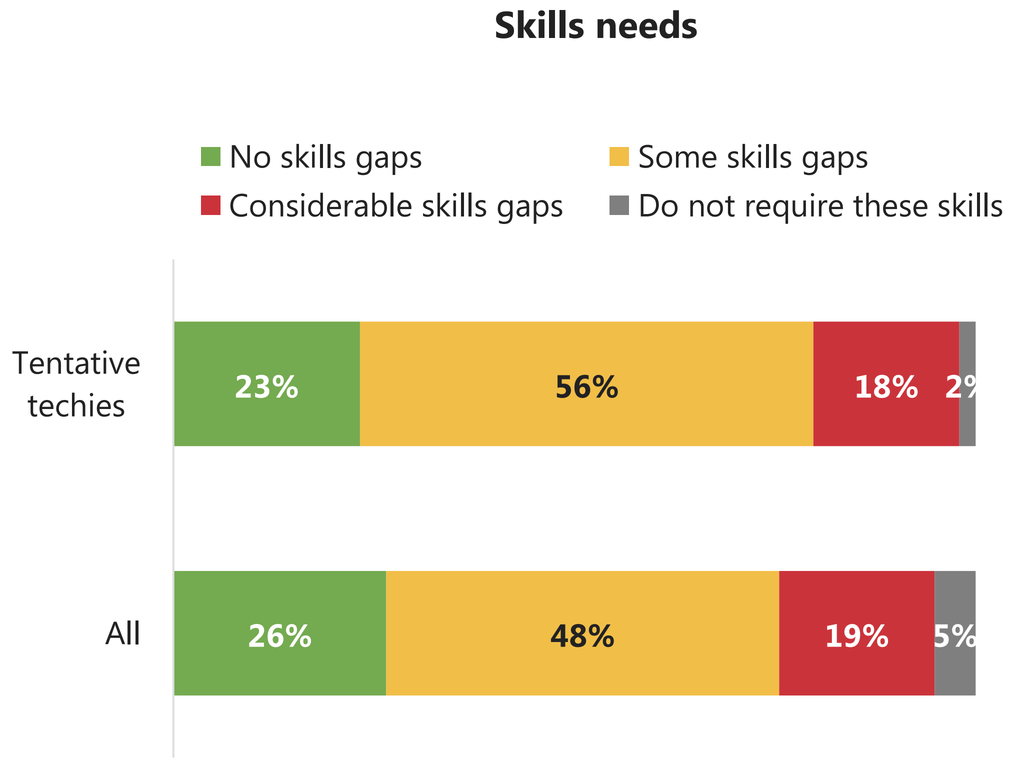
- Three quarters of businesses in this segment (74%) have ‘considerable’ or ‘some’ skills gaps, higher than average (67%).
- They are more likely than average to be taking action to improve skills gaps (60% taking/planning action, vs 53% overall)

74%

have skills gaps

60%

are taking/planning action to improve skills



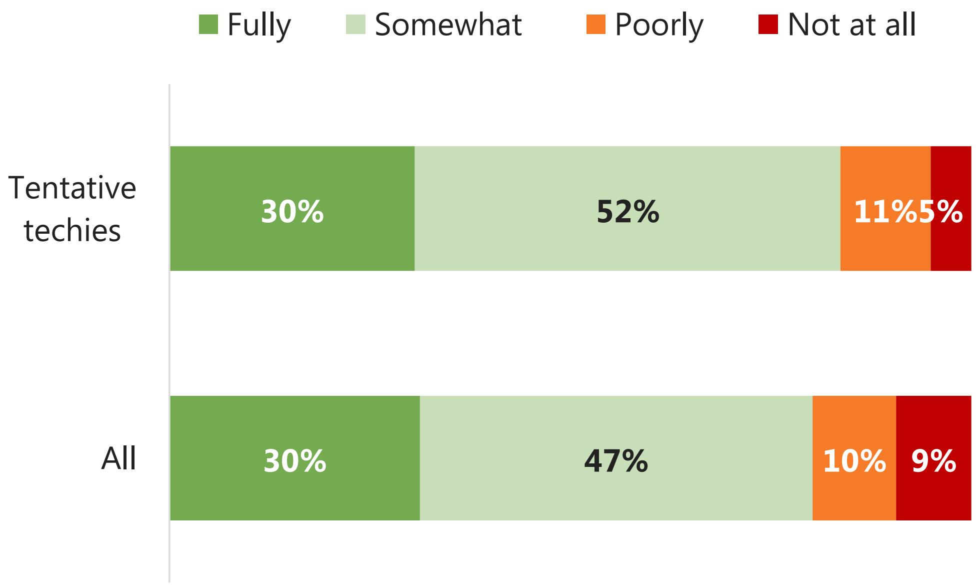
Tentative techies: cyber security

- Tentative techies are more equipped to deal with cyber security threats than average. A majority (82%) feel they are prepared for cyber security threats (vs 77% overall).
- The majority (96%) have cyber security controls in place (vs 92% overall).

96%

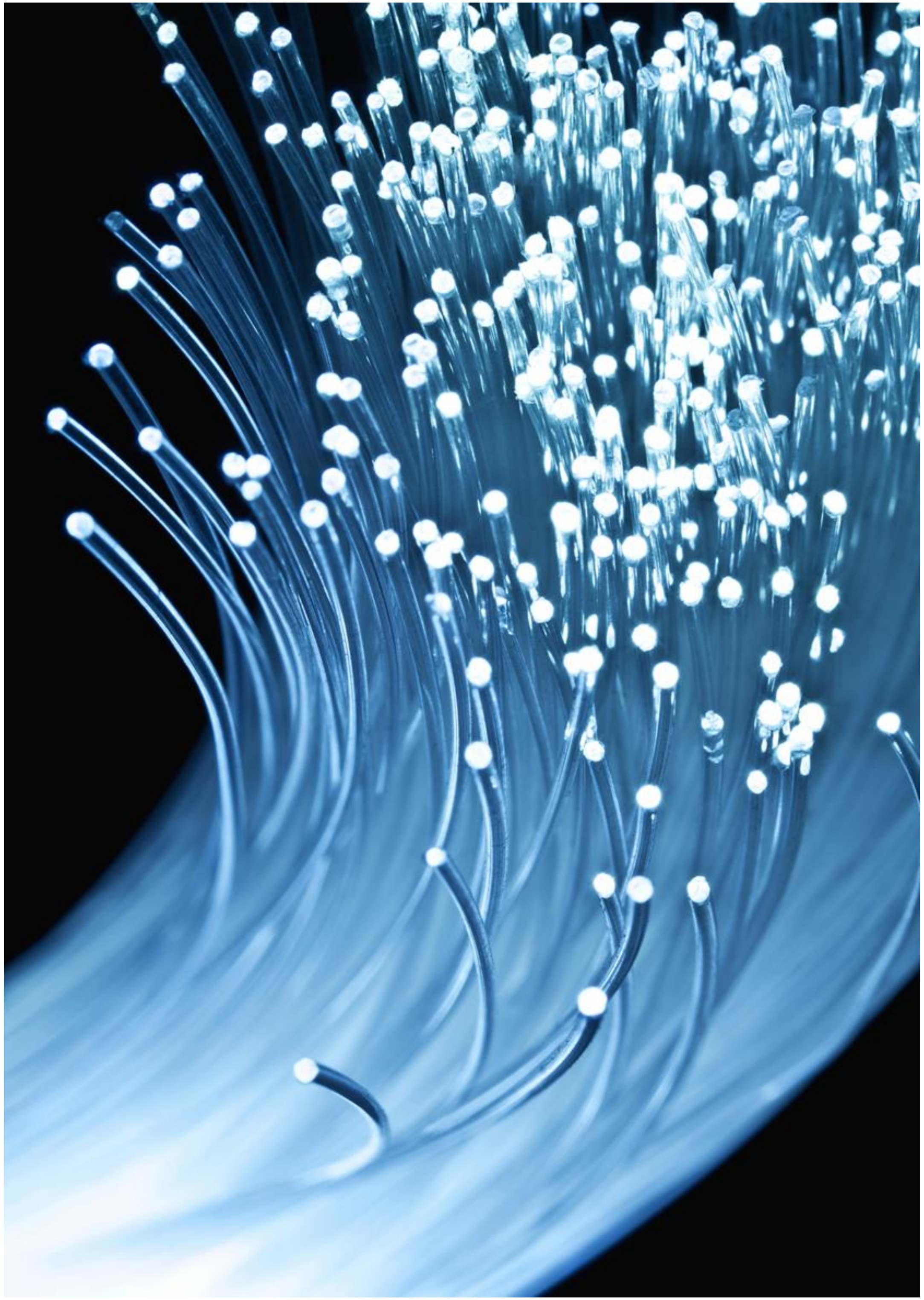
have cyber security controls in place

Equipped to deal with cyber security threats



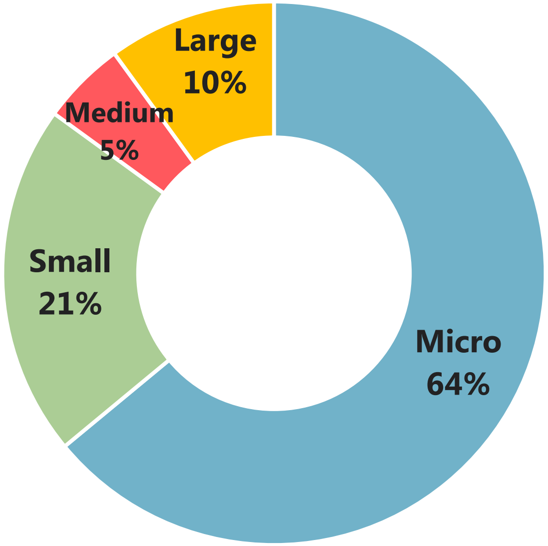
Findings by segment

Enthusiastic explorers



Enthusiastic explorers: characteristics

Size: More likely than average to be small (21% vs 15% overall), medium (5% vs 3%) or large (10% vs 6%), rather than micro.



Sector : Higher than average proportion of businesses in:

Business activities (35% vs 30%)	Transport/ communications (14% vs 9%)

Location: Higher than average proportion of businesses from **Lothians** (21% vs 16%) and **Glasgow** (13% vs 10%).

More likely than average to

- be operating for 5 years or less (16% vs 13%)
- have turnover of over £1million (23% vs 13%)
- expect to grow (73% vs 50%) in next 12 months.

Enthusiastic explorers: adoption

- Enthusiastic explorers have average levels of internet connection, and higher than average connection speeds.
- They are more likely than average to view digital technology as important to the current or future operation of their business.

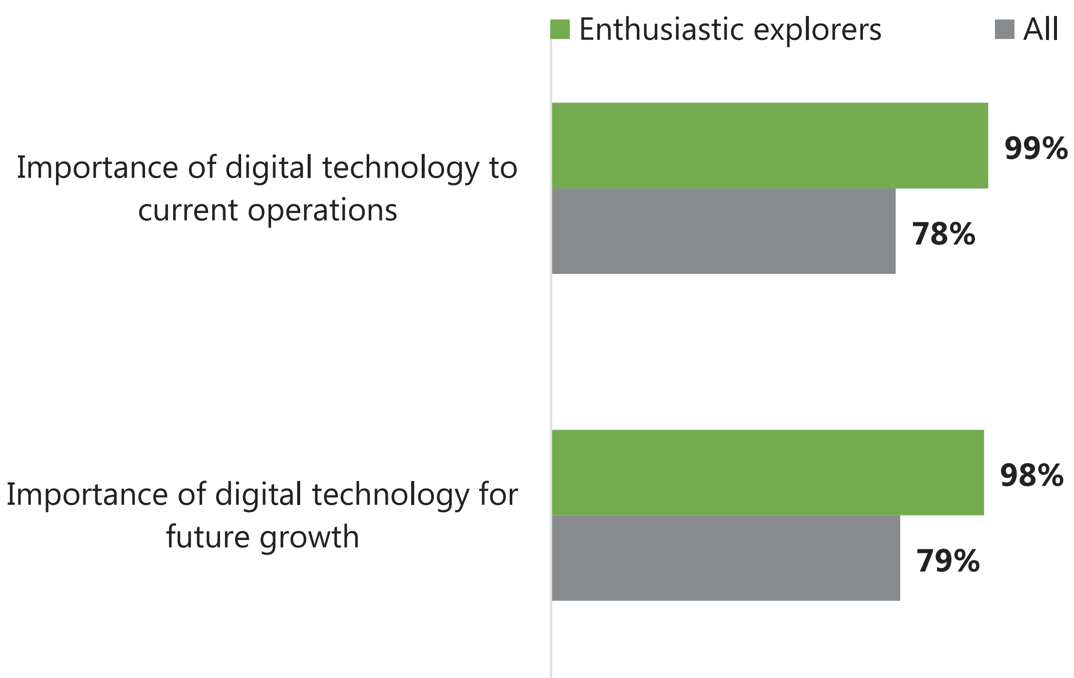
99%

have internet connection
(vs 97% overall)

55%

have a high speed connection
(vs 46% overall)

% essential/very important/important



Enthusiastic explorers: usage

- Use of each digital technology was higher than average in this segment. All were used by at least two thirds of businesses, with the exception of management software.

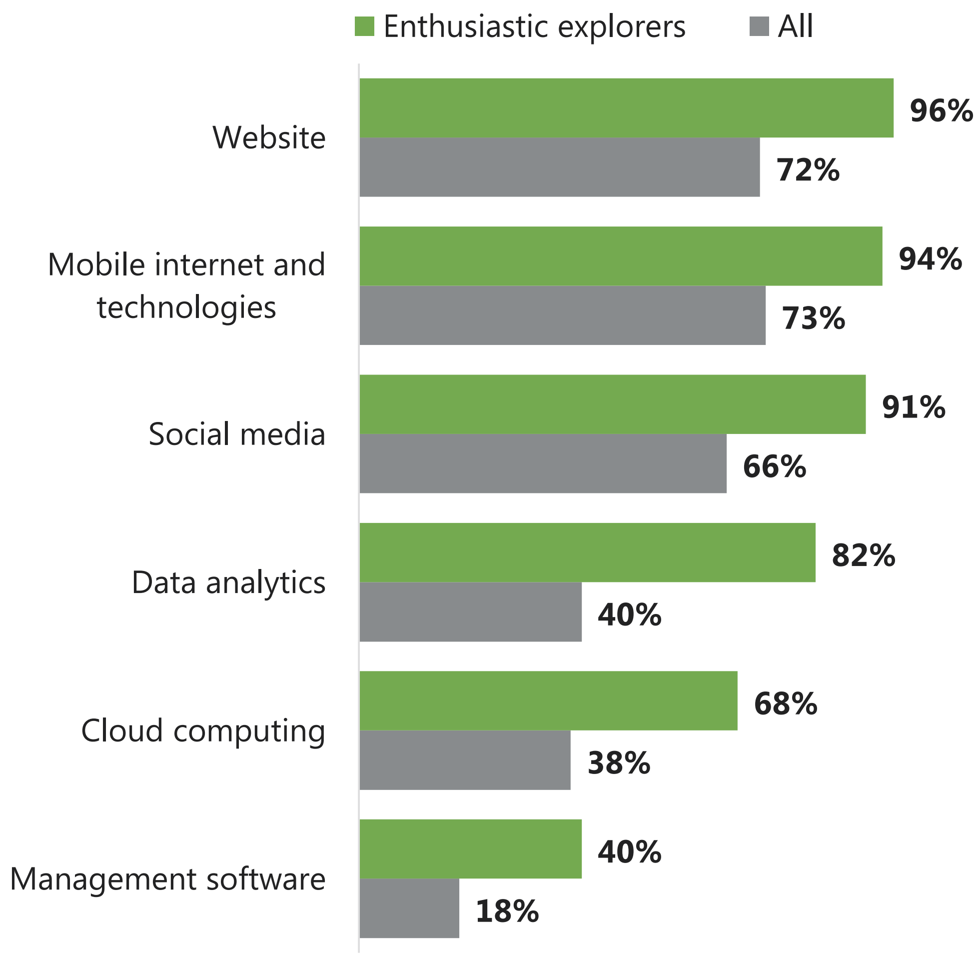
- They are more likely than average to
  - engage with public services online (62% vs 51% overall)
  - operate as or use an online collaborative platform (20% vs 8% overall).
  - have a plan or strategy in place for future use of digital technology (46% vs 23% overall).

Average number of technologies used =

4.7

vs 3.1 overall

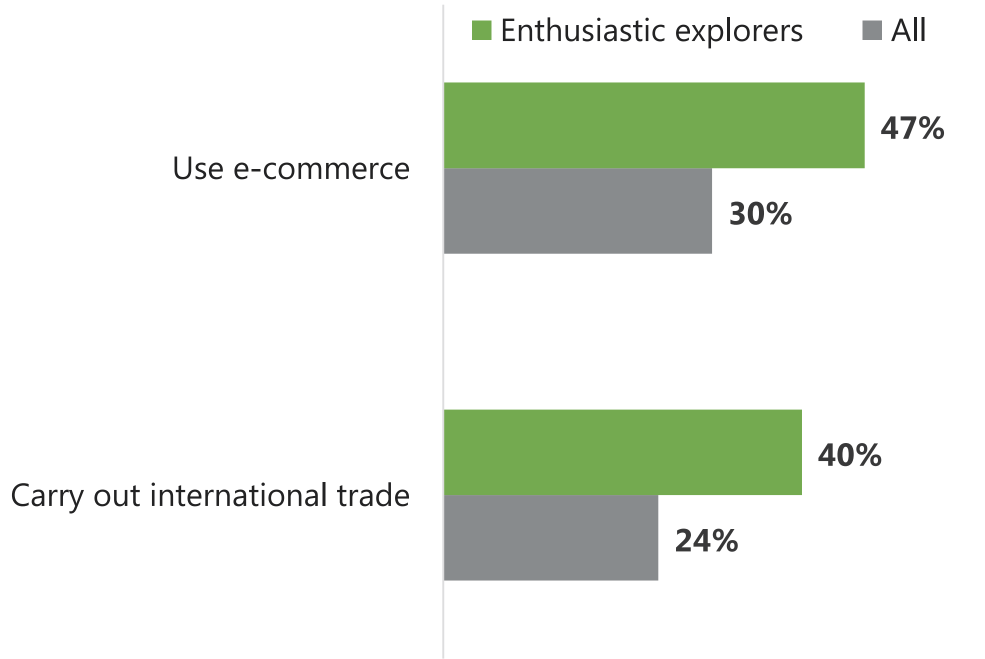
% using each type of technology



Enthusiastic explorers: benefits

- All businesses in this segment have experienced benefits from using digital technologies (vs 92% overall).
- Enthusiastic explorers are more likely than average to have used digital technologies to guide development of products or services (90% vs 62%).
- They are more likely than average to carry out e-commerce (47% vs 30% overall) and to trade internationally (40% vs 24%).
- Among those that carry out e-commerce, half (49%) said that doing so had increased the number of international markets they export to (vs 36% overall).

% carrying out e-commerce and international trade

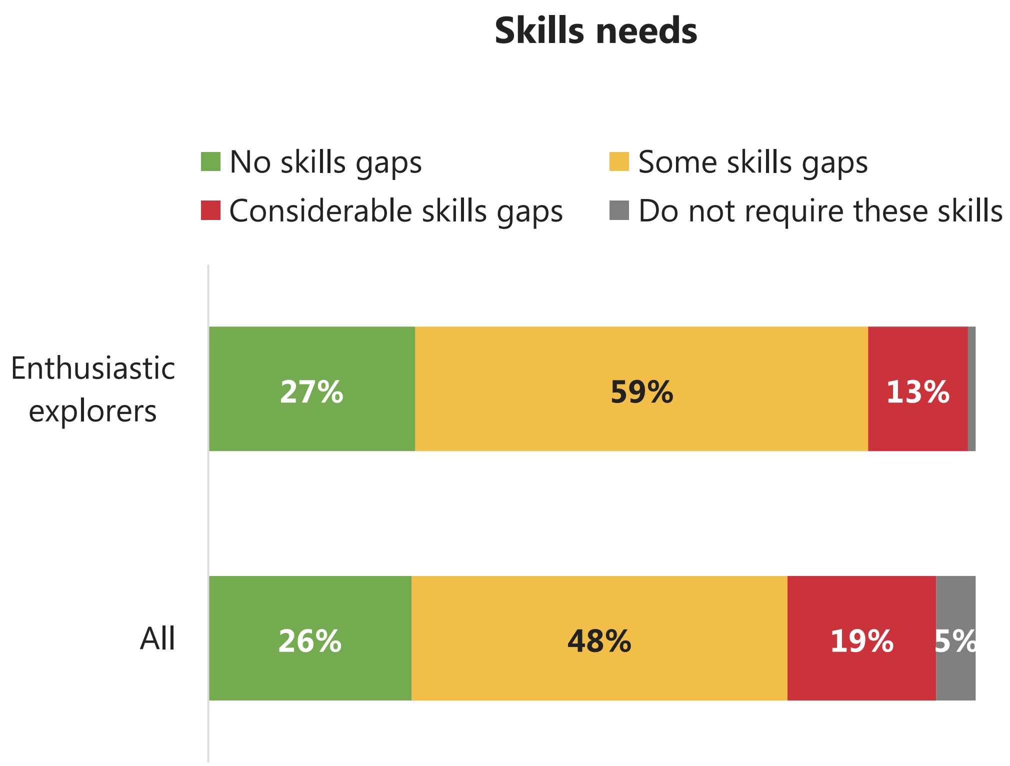


Enthusiastic explorers: skills

- A majority of businesses in this segment (72%) have ‘considerable’ or ‘some’ skills gaps, higher than average (67%).
- They are more likely than average to be taking action to improve skills gaps (82% taking/planning action, vs 53% overall)

82%

are taking/planning action to improve skills



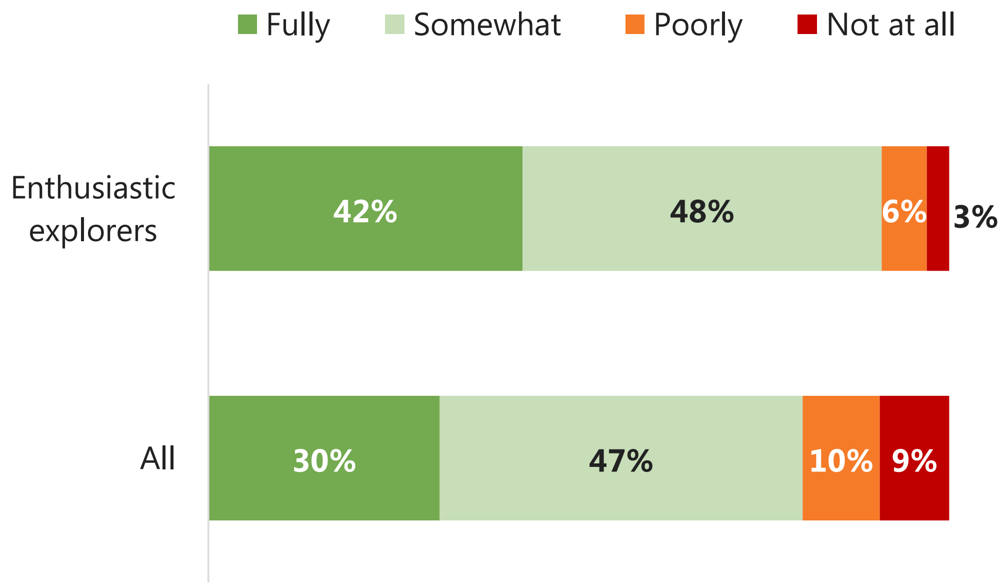
Enthusiastic explorers: cyber security

- Enthusiastic explorers are more equipped to deal with cyber security threats than average. A majority (90%) feel they are prepared for cyber security threats (vs 77% overall).
- The majority (98%) have cyber security controls in place (vs 92% overall).

98%

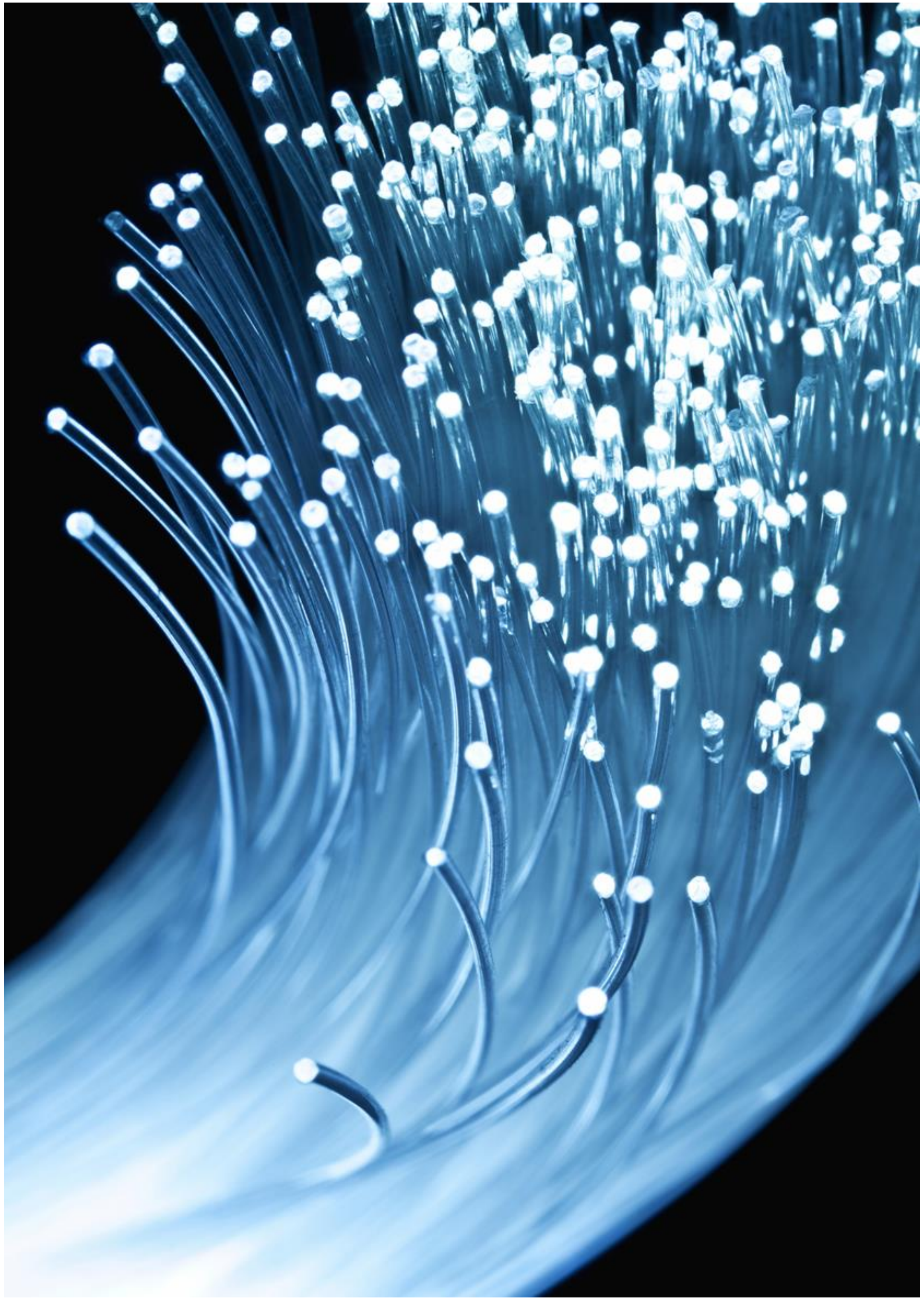
have cyber security controls in place

Equipped to deal with cyber security threats



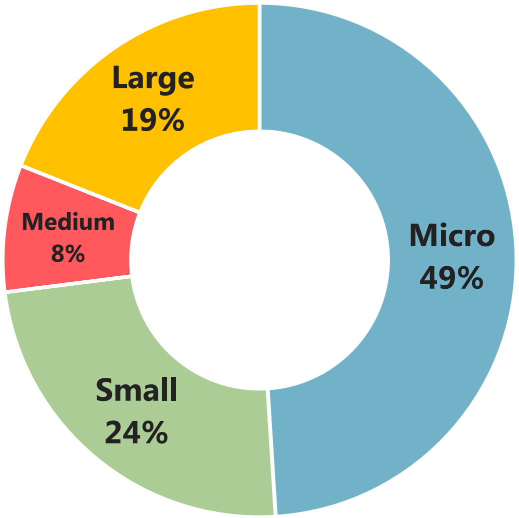
Findings by segment

Digital champions



Digital champions: characteristics

Size: More likely than average to be small (24% vs 15% overall), medium (8% vs 3%) or large (19% vs 6%), rather than micro.



Sector : Higher than average proportion of businesses in:

Business activities (39% vs 30%)	Transport/ communications (23% vs 9%)

Location: Higher than average proportion of businesses from **Lothians** (26% vs 16%).

More likely than average to

- have turnover of over £1million (35% vs 13%)
- expect to grow (82% vs 50%) in next 12 months.

Digital champions: adoption

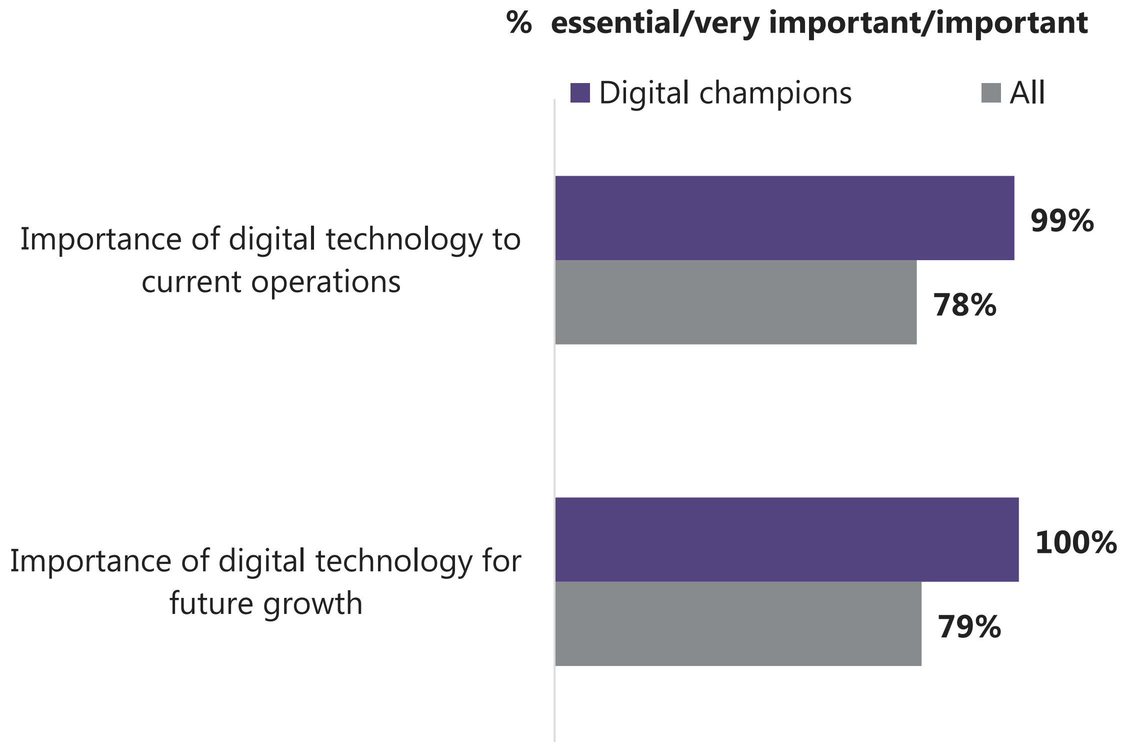
- Digital champions have higher than average levels of internet connection, and higher than average levels of connection speed.
- Almost all view digital technology as important to their current operation, and all view it as important for the future of their business.

100%

have internet connection
(vs 97% overall)

75%

have a high speed connection
(vs 46% overall)



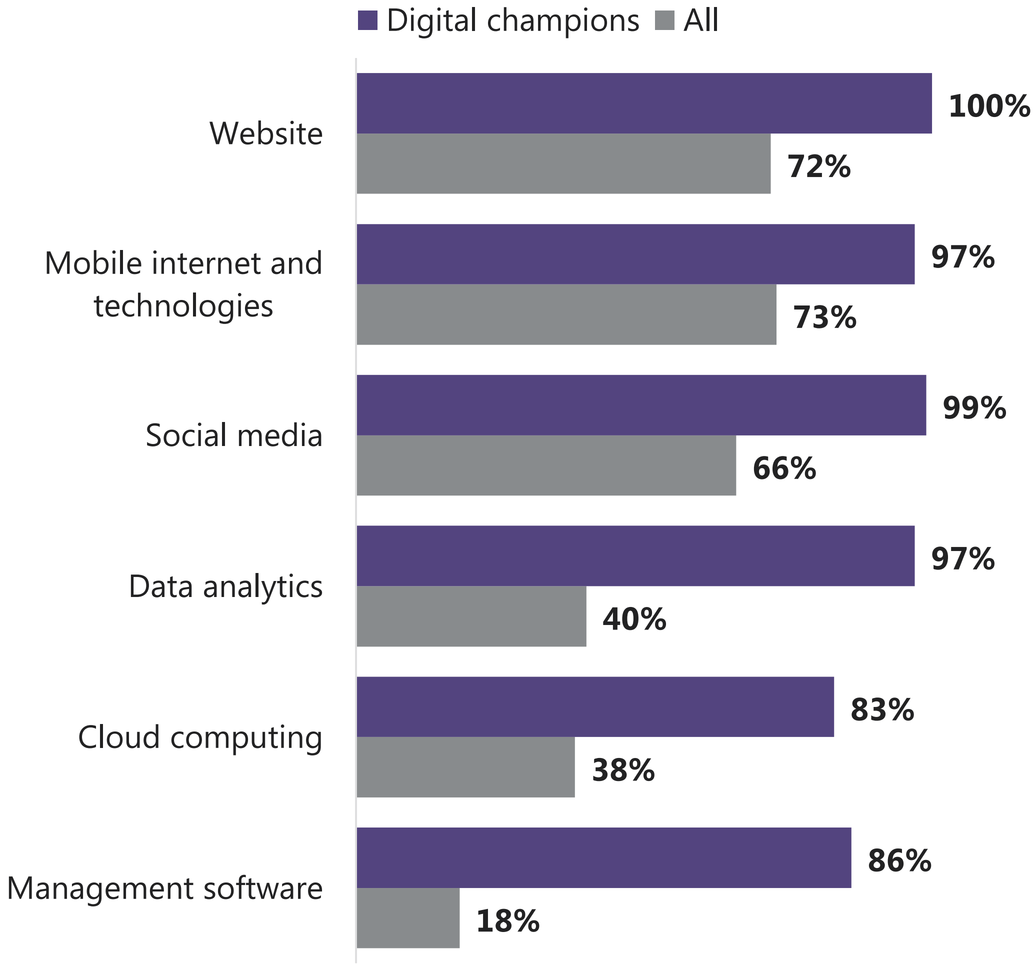
Digital champions: usage

- Use of each digital technology was higher than average in this segment. All were used by at least eight in ten businesses.

- They are more likely than average to
    - engage with public services online (67% vs 51% overall)
    - operate as or use an online collaborative platform (32% vs 8% overall).
    - have a plan or strategy in place for future use of digital technology (67% vs 23% overall).

Average number of technologies used =
5.6
vs 3.1 overall

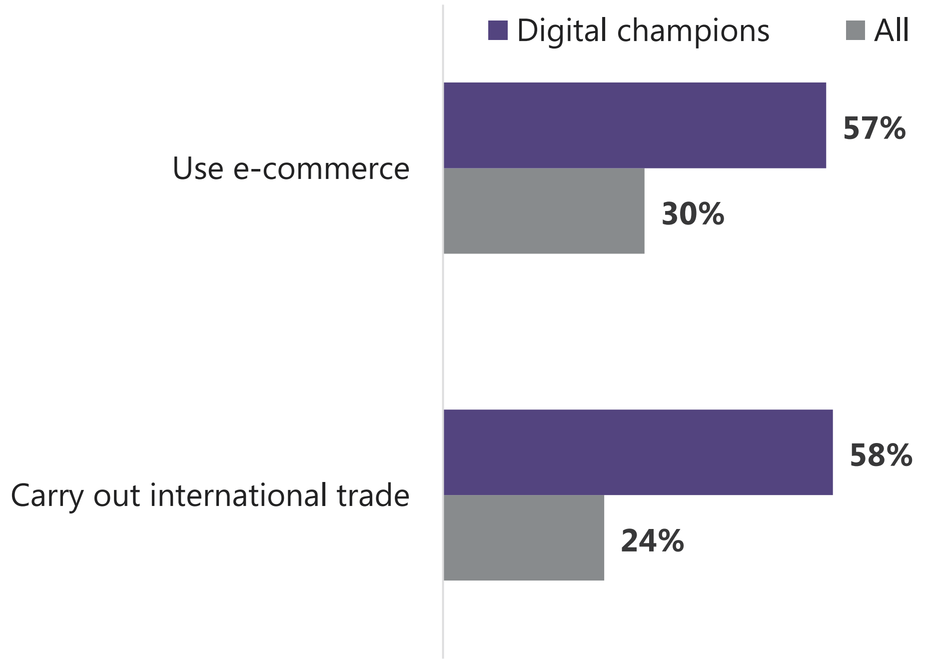
% using each type of technology



Digital champions: benefits

- All businesses in this segment have experienced benefits from using digital technologies (vs 94% overall).
- Almost all have used digital technologies to guide development of products or services (99% vs 62%).
- Digital champions are more likely than average to carry out e-commerce (57% vs 30% overall) and to trade internationally (58% vs 24%).
- Among those that carry out e-commerce, 59% say that doing so has increased the number of international markets they export to (vs 36% overall).

% carrying out e-commerce and international trade



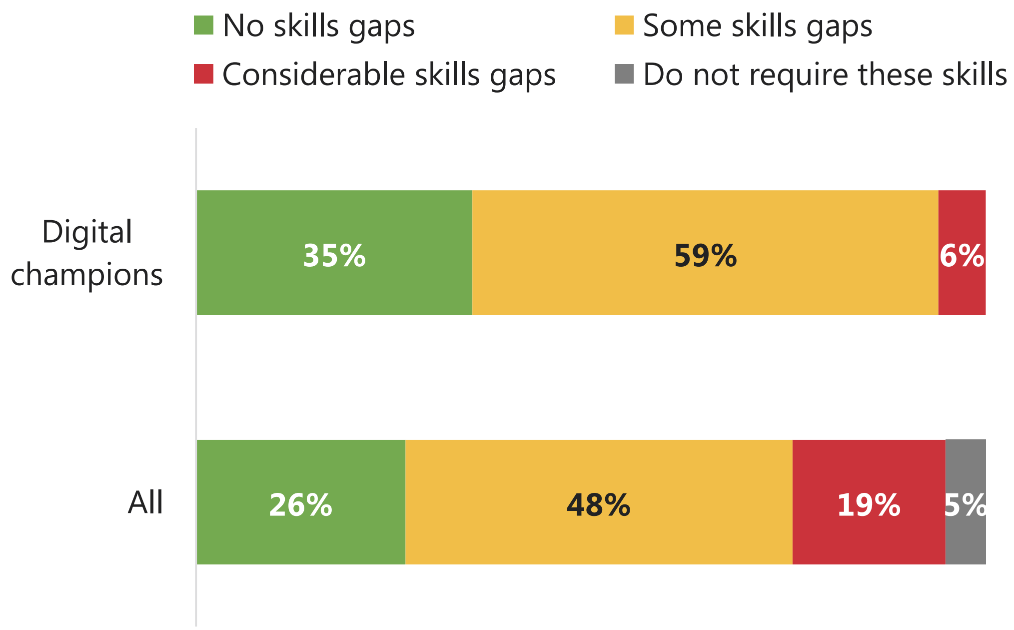
Digital champions: skills

- In this segment, 65% of businesses have ‘considerable’ or ‘some’ skills gaps, similar to the average (67%).
- A majority are taking action to improve skills gaps (91% taking/planning action, vs 53% overall)

91%

are taking/planning action to improve skills

Skills needs



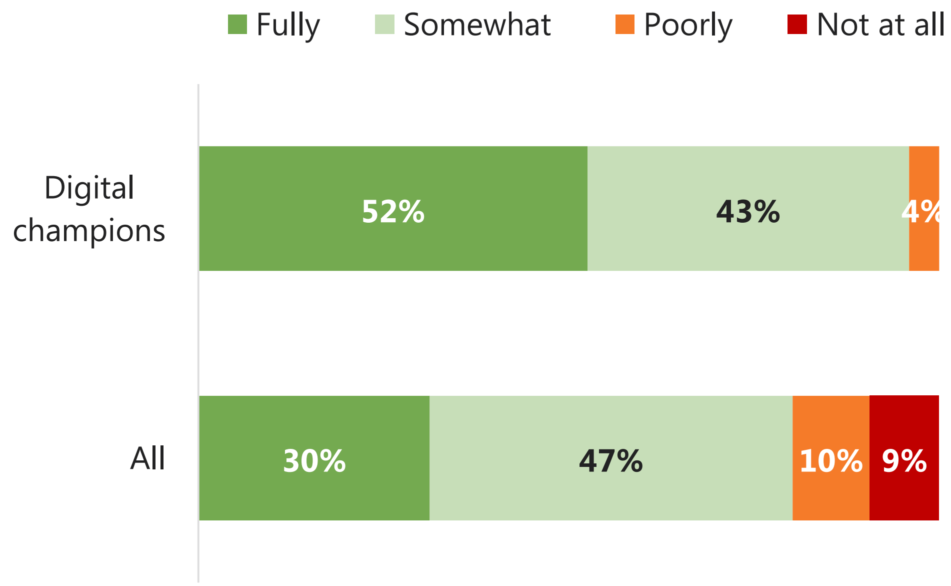
Digital champions: cyber security

- Digital champions are more equipped to deal with cyber security threats than average. A majority (95%) feel they are prepared for cyber security threats (vs 77% overall).
- The majority (99%) have cyber security controls in place (vs 92% overall).

99%

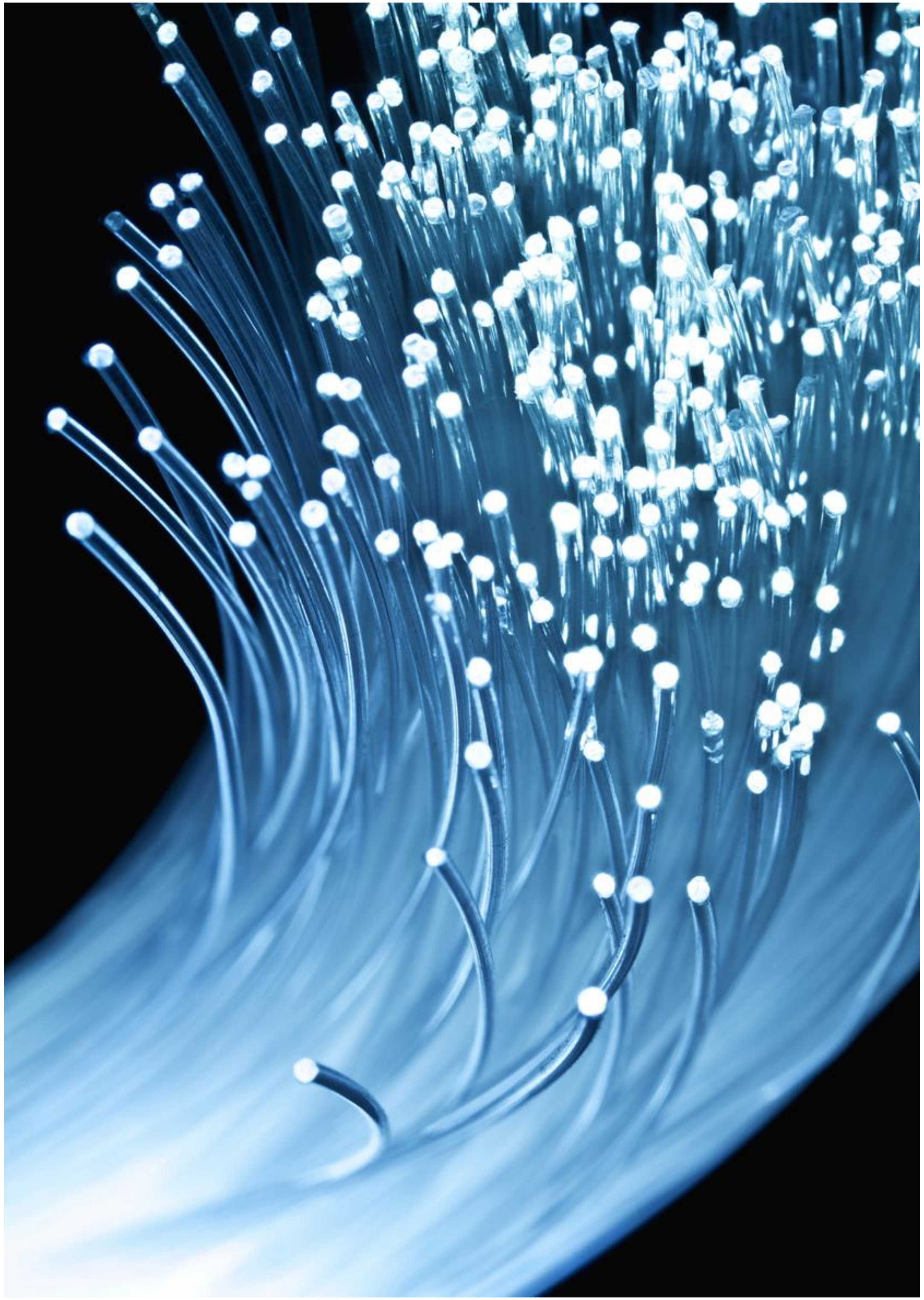
have cyber security controls in place

Equipped to deal with cyber security threats



Findings by segment

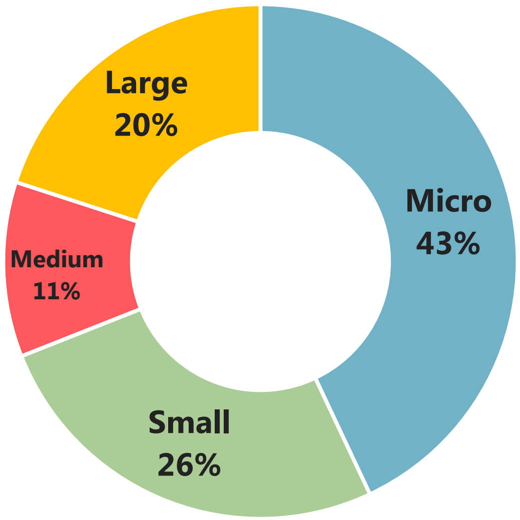
Digital pioneers



Digital pioneers: characteristics

Note: due to the small number of businesses in this segment (33), apparent differences between their findings and the average are often not statistically significant. Where it is not possible to compare with the average, findings are presented for this segment alone, without any comparison with others.

Size: More likely than average to be large (20% vs 6%).



Sector: Within this segment, the largest proportions of business are in:

Business activities (42%)

Transport/ communications (17%)

Location: Within this segment, the largest proportions of businesses are from **Lothians** (33%)

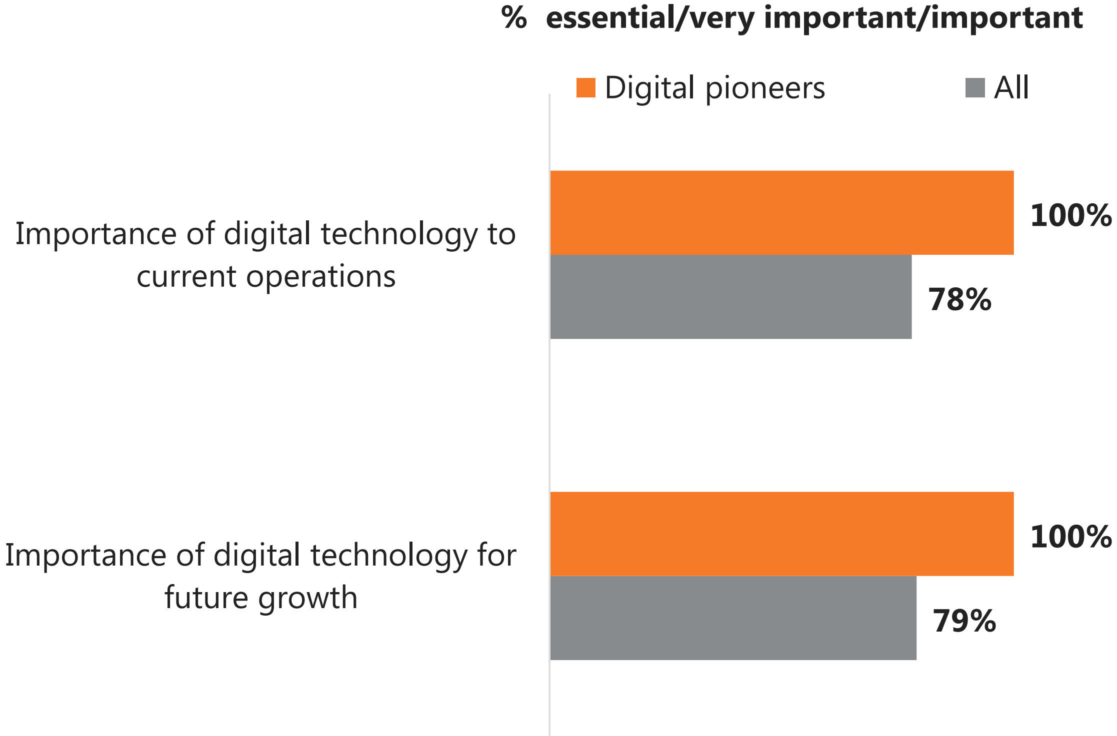
Digital pioneers are more likely than average to expect to grow (88% vs 50%) in next 12 months.

Digital pioneers: adoption

- All digital pioneers have internet connection, and two thirds have high connection speed.
- All businesses in this segment view digital technology as important to the current operation, and for the future of their business.

100%
have internet connection

68%
have a high speed connection



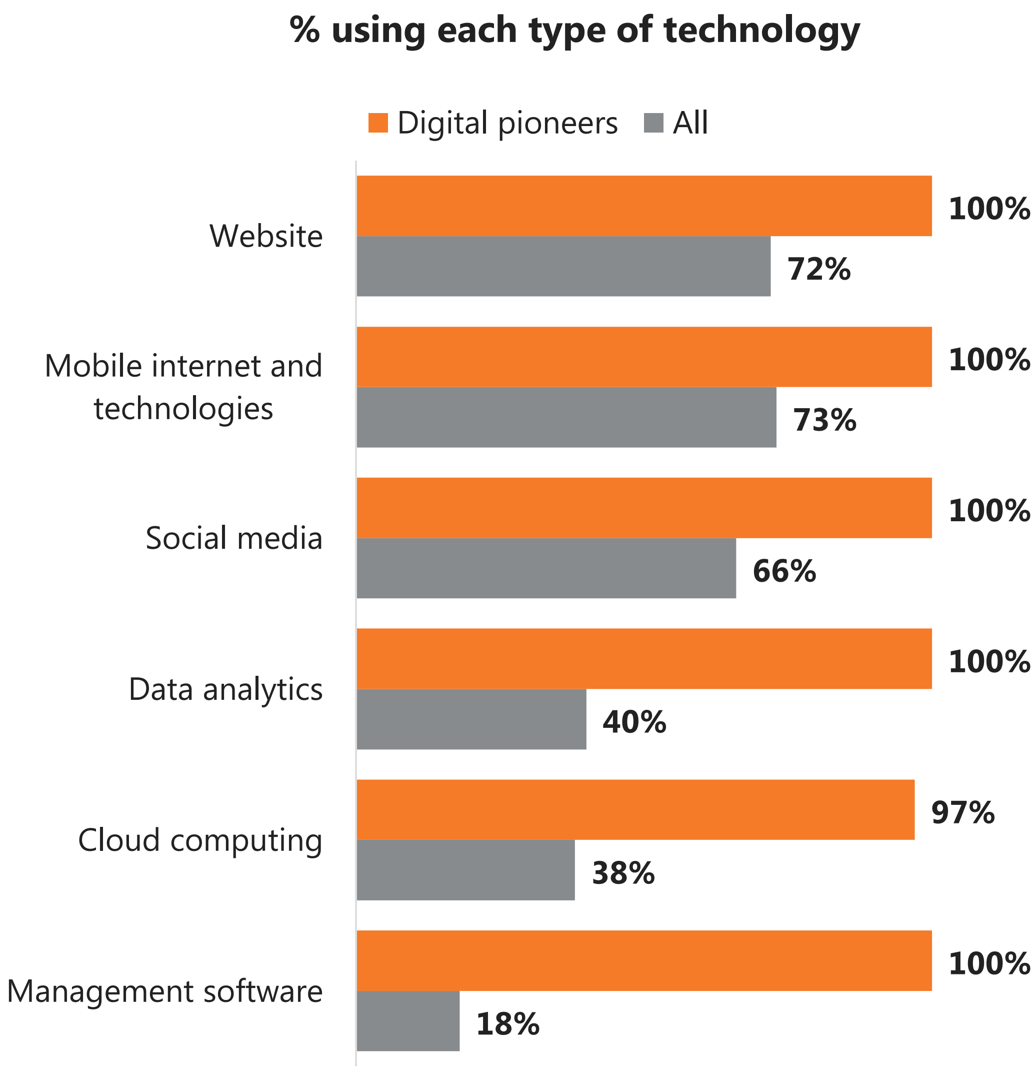
Digital pioneers: usage

- Almost all digital technologies are used by all digital pioneers, the only exception being cloud computing which is used by 97%.
- They are more likely than average to
  - engage with public services online (78% vs 51% overall)
  - operate as or use an online collaborative platform (61% vs 8% overall).
- 86% have a plan or strategy in place for future use of digital technology (vs 23% overall).

Average number of technologies used =

6

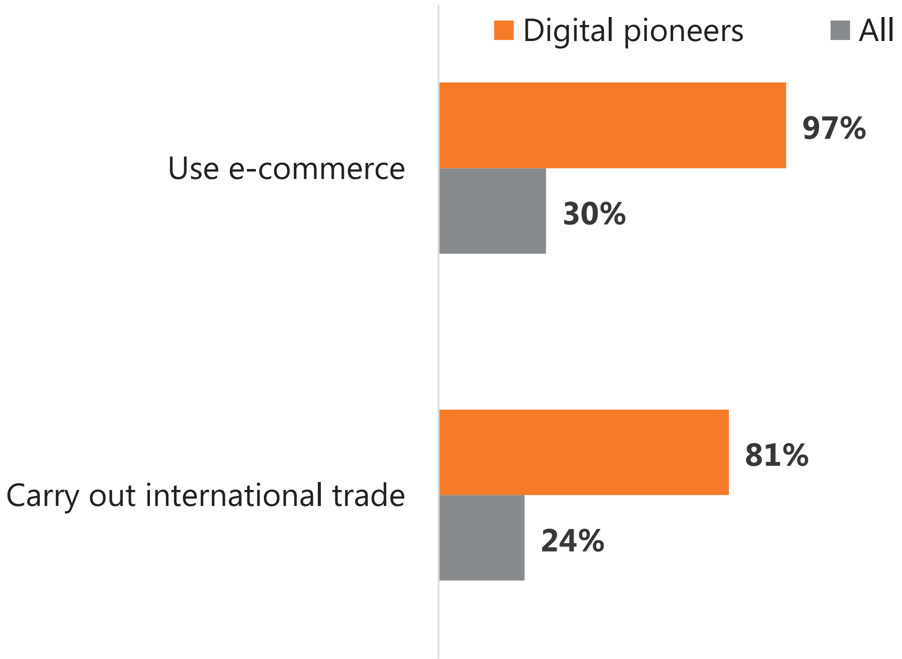
vs 3.1 overall



Digital pioneers: benefits

- All businesses in this segment have experienced benefits from using digital technologies.
- Almost all have used digital technologies to guide development of products or services (97% vs 62%).
- Digital pioneers are more likely than average to carry out e-commerce (97% vs 30% overall) and to trade internationally (81% vs 24%).
- Among those that carry out e-commerce, 88% say that doing so has increased the number of international markets they export to (vs 36% overall).

% carrying out e-commerce and international trade

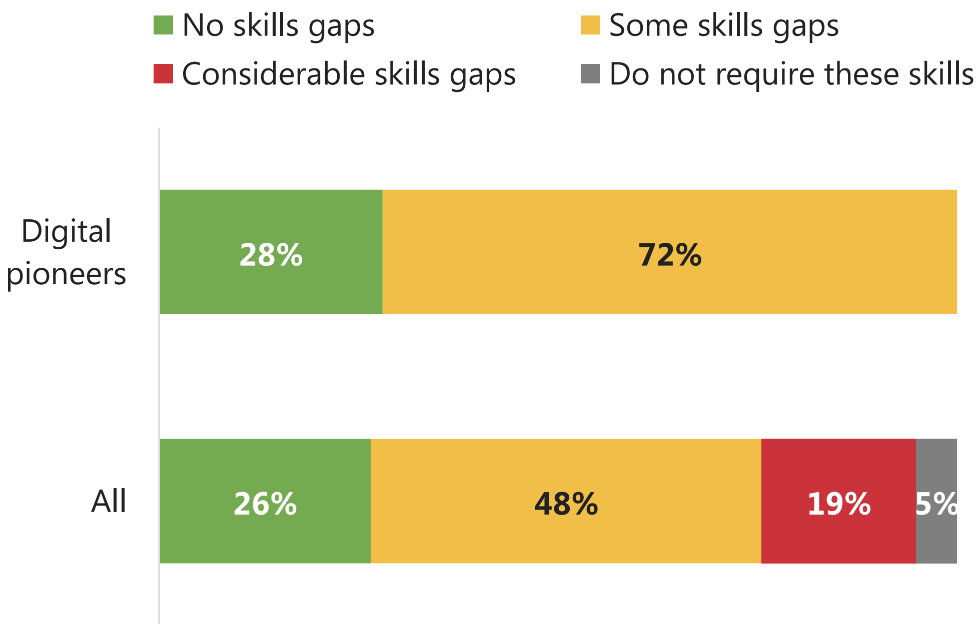


Digital pioneers: skills

- In this segment, 72% of businesses have ‘considerable’ or ‘some’ skills gaps.
- All are taking action to improve skills gaps (100% taking/planning action, vs 53% overall)

72% have skills gaps	**100%** are taking/planning action to improve skills

Skills needs



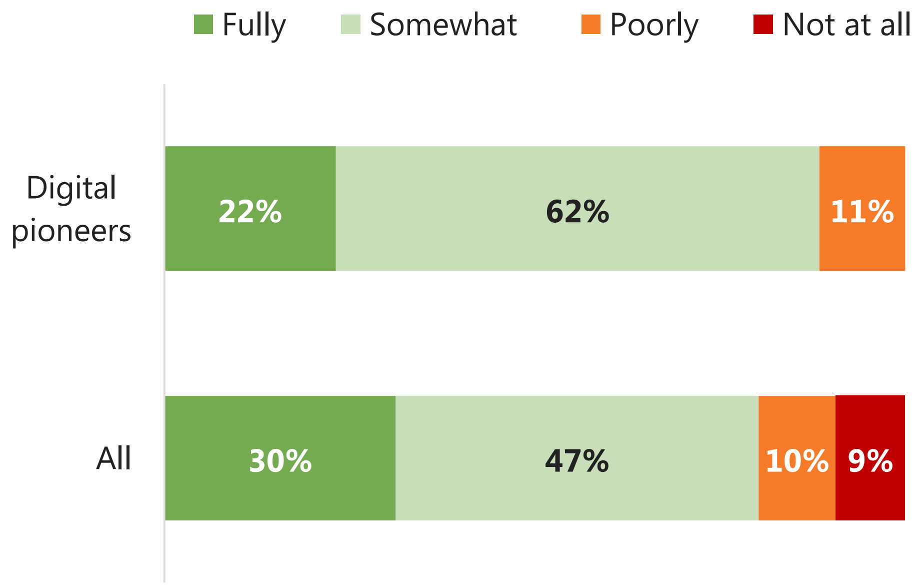
Digital pioneers: cyber security

- Digital pioneers are more equipped to deal with cyber security threats than average. A majority (89%) feel they are prepared for cyber security threats (vs 77% overall).
- All have cyber security controls in place (vs 92% overall).

100%

have cyber security controls in place

Equipped to deal with cyber security threats



Appendix

Profile of businesses surveyed

Size (number of employees)	%	Location	%
Micro (1-9)	76	Lothians	16
Small (10-49)	15	South of Scotland	15
Medium (50-249)	3	North-East Scotland	15
Large (250+)	6	Mid-Scotland and Fife	14
Sector	**%**	Highland	13
Business activities	30	Glasgow	10
Wholesale/retail	16	West of Scotland	8
Construction	11	Central Scotland	8
Agriculture	10	**Age**	**%**
Transport/communications	9	Under 1 year	2
Hotels/restaurants	8	1 - 3 years	6
Manufacturing	5	3 - 5 years	5
Health/social work	4	5 - 10 years	12
Other services	8	Over 10 years	74

DEMI indicators and sub indicators

Indicator	Sub-indicator	Score	Max score
ADOPTION			
Type of internet connection	NGA (<24 Mbit/s)	4	4
	Standard broadband	2	
	Internet not broadband	1	
	No internet connection	0	
Overall importance of digital technology to current operations of business	Essential	4	4
	Very important	3	
	Important	2	
	Not important	0	
USAGE			
Technologies used	Website	1	12
	Social media	1	
	Mobile internet and technologies	2	
	Cloud computing	2	
	Data analytics	3	
	Management software	3	
Intergration of technology into business	Essential (9-10)	5	30
	Very important (7-8)	4	
	Important (5-6)	3	
	Use but not important (3-4)	2	
	Use but not at all important (1-2)	1	
Operate as or use collaborative platforms	Yes - operate and use	3	3
	Yes - use, but don’t operate	2	
	No - neither	0	
Engagement with public services online	Yes, engage with service online	2	2
	No, do not	0	
Strategy for use of digital in delivering business	Yes	2	2
	No	0	

Indicator	Sub-indicator	Score	Max score
BENEFITS			
Benefits experienced from using digital technologies	Website	1	12
	Social media	1	
	Mobile internet and technologies	2	
	Cloud computing	2	
	Data analytics	3	
	Management software	3	
Using digital technology to help innovation	Research competitor products online	1	6
	Researching and gathering market data online	2	
	Collecting consumer feedback via website or social media	3	
Proportion of sales made over the internet	All - 100%	5	5
	80-99%	4	
	60-79%	3	
	40-59%	3	
	20-39%	2	
	<20%	1	
	None	0	
Internationalisation	Use of digital technology has increased the number of international markets exported to	4	8
	Website tailored to international markets	4	
SKILLS			
Digital technology skills gaps	No skills gaps	3	3
	Some skills gaps	2	
	Considerable skills gaps	1	
	Not applicable	0	
Doing anything to develop employees' digital skills	Yes	3	3
	No but planning to in future	1	
	No and not planning to in future	0	
CYBER RESILIENCE			
Equipped to deal with cyber security threats	Fully	3	3
	Somewhat	2	
	Poorly	1	
	Not at all	0	
Cyber security controls	Have technical controls in place and cyber security accreditation	3	3
	Have controls in place and planning to obtain cyber security accreditation	2	
	Have controls in place, but no accreditation or	1	
	No controls in place and no	0	
TOTAL MAX			100