

A deep dive into the Digital Maturity Assessment Tool

16 February 2023

EUROPEAN Digital Innovation Hubs Network



Agenda 16 February 2023 | A deep dive into the DMA Tool

Time	Торіс	Speaker
10:00-10:05	Welcome	Helena Rodrigues (CNECT)
10:05-10:20	Introduction to the DMA framework	Annita Kalpaka (JRC)
10:20-10:30	Overview of the DMA Tool	Pär Weström (CARSA)
10:30-10:50	Live Demo of the DMA Tool	Notis Pikros (Netcompany-Intrasoft)
10:50-11:00	Q&A Session	All speakers







Welcome Helena Rodrigues (CNECT)





Introduction **Digital Maturity Assessment (DMA)**

- The DMA questionnaire is mandatory to be used before any substantial intervention of EDIH to their customers (SMEs and PSOs) to measure their increase in digital maturity
- The EDIHs will support their customers to complete the DMA questionnaire
- DMA for SMEs is available in the EDIH network website (available in all EU languages, Icelandic and Norwegian will be available soon)
- DMA for PSOs will be available at the beginning of March
- In principle, a new group of questions will be included in the DMA to address the Digital intensity index





Introduction to the DMA framework Annita Kalpaka (JRC)







Digital Maturity Assessment (DMA) for EDIH customers / SMEs & PSOs



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Digital Maturity Assessment (DMA) Framework for SMEs/PSOs



Commission



How to measure EDIH impact?

DMA framework & questionnaire: A policy monitoring tool for the EDIH community



Extracted from Digital Europe Programme Draft working document (2020)

Indicator	Baseline	Milestone	Target
5.5. Number of	0	tbd	tbd
entities that have	The indicator is strictly linked to the	As this indicator is	As this indicator is based on a new
been supported	implementation of DEP; therefore, at	based on a new	digital maturity assessment, the target
by the European	the start of the Programme, the	digital maturity	should be set after the first data is
Digital Innovation	baseline is 0.	assessment, the	collected. Experience from existing
Hubs reporting a		milestone should	Digital Innovation Hubs will be
significant		be set after the	considered.
increase in their		first data is	
digital maturity		collected.	

Digital maturity will be defined based on a **questionnaire** that asks EDIH supported organisations (i.e. customers) how they are dealing with the following categories: **INTELLIGENCE, CONNECTIVITY, FLEXIBILITY, AUTOMATION, SUSTAINABILITY, SERVICES, SOCIAL** and through **the Innovation Radar:** the market maturity of innovations ("Market Maturity Indicator"); the market creation potential of any given innovation ("Market Creation Potential Indicator")



Goal: monitor the digital transformation of entities that received support from EDIHs (i.e. customers or beneficiaries)

Target groups: SMEs/mid-caps, less digitised industries; public sector entities

Timeline:

Investigate the **base digital maturity level** of every beneficiary organisation **before** the EDIH intervention starts

Observe its evolution until 3 years later to understand their digital maturity's growing curve

Expert-assisted self-assessment (online tool):

Respondents: EDIH potential & actual beneficiaries (1. SMEs/small mid-caps; 2. Public sector organisations)

Administrator: EDIH (will second/guide respondent during first test) Goals: Individual and aggregated DM progress monitoring + EDIH/beneficiary engagement

Timing:

T0 = before EDIH intervention
 T1 = 1 year after T0 (if EDIH intervention still running, wait until it is concluded)
 T2 = 2 years after T1

Digital Maturity Assessment (DMA) Framework for SMEs/PSOs

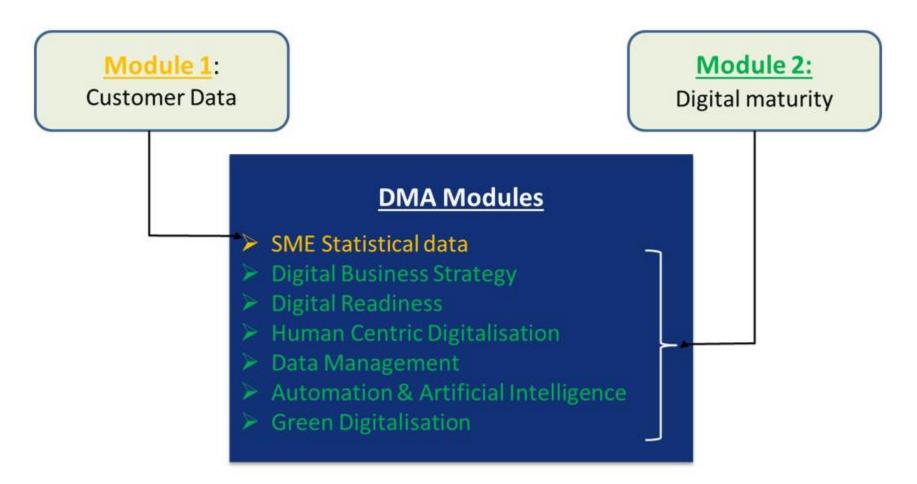


Commission



DMA framework for SMEs & PSOs, modules, dimensions and questions



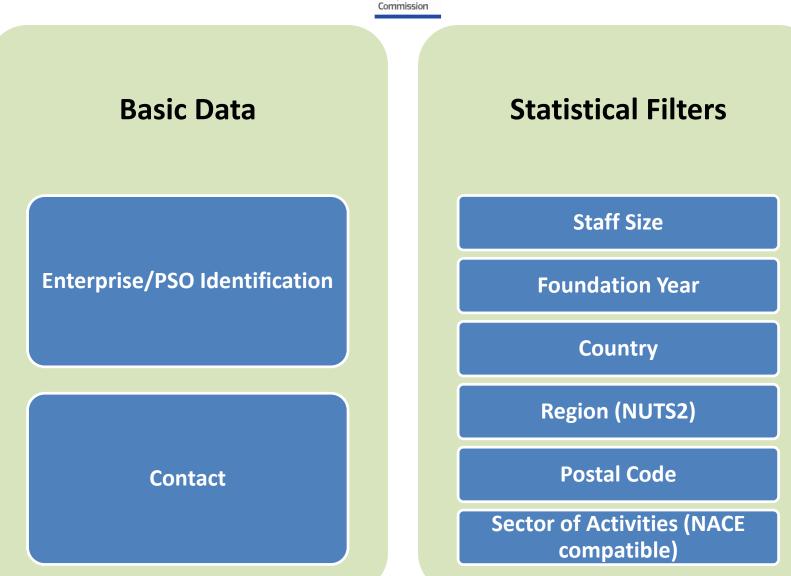


Structure of the DMA questionnaire (own elaboration)

DMA framework for SMEs/PSOs:



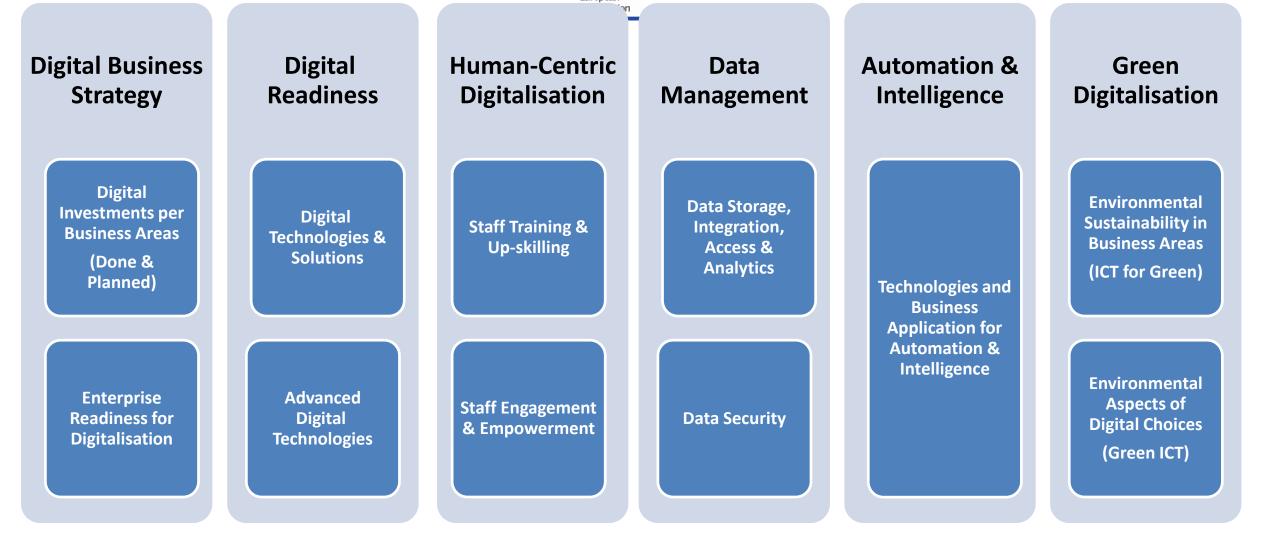
M1. Customer Data



DMA framework for SMEs:



M2. Digital Maturity

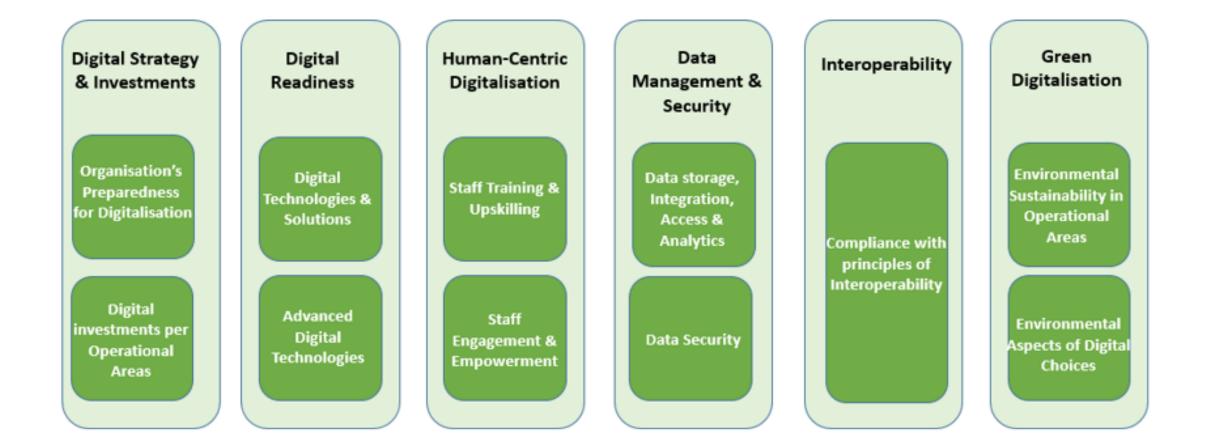


Digital Maturity Assessment Framework for SMEs <u>Source</u>: Own elaboration

DMA framework for PSOs:



M2. Digital Maturity



Digital Maturity Assessment Framework for Public Sector Organisations/(PSOs) <u>Source</u>: Own elaboration



Indicative questions



 In which of the following business areas has your enterprise already invested in digitalisation and in which ones does it plan to in the future? Please select all options that apply:

iness y			Already invested	Plan to invest
	1.	Product/Service design (incl. research, development and innovation) [0, 1 pt]		
	2.			
s per reas	3.	Operations (production of physical goods/manufacturing, packaging, maintenance, services, etc.) [0, 1 pt]		
k)	4.	Collaboration with other internal site locations or other companies in the value chain [0, 1 pt]		
	5.	Inbound logistics & warehousing [0, 1 pt]		
se for	6.	Marketing, sales & customer services (customer management, order processing, helpdesk, etc.) [0, 1 pt]		
ion	7.	Delivery (outbound logistics, elnvoices, etc.) [0, 1 pt]		
	8.	Administration and human resources [0, 1 pt]		
	9.	Purchasing and procurement [0, 1 pt]		
	10	. (Cyber)security and compliance with Personal Data regulations/GDPR [0, 1 pt]		

Digital Business Strategy

> Digital Investments pe Business Areas (Done & Planned)

Enterprise Readiness for Digitalisation



- 3. Which of the following digital technologies and solutions are already used by your enterprise? Please select all options that apply:
- Connectivity infrastructure (high speed (fibre) internet, cloud computing services, remote access to office systems) [0, 1 pt]
- 2. Enterprise's website [0, 1 pt]
- 3. Web-based forms and blogs/forums to communicate with clients [0, 1 pt]
- 4. Live chats, social networks and chatbots to communicate with clients [0, 1 pt]
- 5. E-Commerce sales (Business-to-Consumer, Business-to-Business) [0, 1 pt]
- 6. E-Marketing promotion (online ads, social media for business, etc.) [0, 1 pt]
- 7. E-Government (online interaction with public authorities, including public procurement) [0, 1 pt]
- 8. Remote business collaboration tools (e.g. teleworking platform, videoconferencing, virtual learning, business-specific) [0, 1 pt]
- 9. Internal web portal (Intranet) [0, 1 pt]
- Information Management Systems (Enterprise Resources Planning, Product Lifecycle Management, Customer Relationship Management, Supply Chain Management, e-invoicing) [0, 1 pt]

Digital Readiness

Digital Technologies & Solutions

Advanced Digital Technologies



Digital Readiness

Digital Technologies & Solutions

Advanced Digital Technologies

- 4. Which of the following *advanced* digital technologies are already used by your enterprise? Please grade all options that apply using a 0-5 scale (0=Not used, 1=Consider to use, 2=Prototyping, 3=Testing, 4=Implementing, 5=Operational):
- Simulation & digital twins (i.e. real-time digital representations of physical objects/processes) [0, 0.2, 0.4, 0.6, 0.8, 1 pt]
- 2. Virtual reality, augmented reality [0, 0.2, 0.4, 0.6, 0.8, 1 pt]
- 3. Computer-aided design (CAD) & manufacturing (CAM) [0, 0.2, 0.4, 0.6, 0.8, 1 pt]
- 4. Manufacturing execution systems [0, 0.2, 0.4, 0.6, 0.8, 1 pt]
- 5. Internet of Things (IoT) and Industrial Internet of Things (I-IoT) [0, 0.2, 0.4, 0.6, 0.8, 1 pt]
- 6. Blockchain technology [0, 0.2, 0.4, 0.6, 0.8, 1 pt]
- 7. Additive manufacturing (e.g. 3D printers) [0, 0.2, 0.4, 0.6, 0.8, 1 pt]
- 8. None of the above [0 pt]



M2.5. Automation and Artificial Intelligence

Automation & Intelligence

> Technologies and Business Application for Automation & Intelligence

This dimension explores the level of automation and intelligence facilitated by digital means that is embedded in business processes.

- 9. Which of the following technologies and business applications are your enterprise already using? Please grade all options that apply using a 0-5 scale (0=Not used, 1=Consider to use, 2=Prototyping, 3=Testing, 4=Implementing, 5=Operational):
- 1. Natural Language Processing incl. chatbots, text mining, machine translation, sentiment analysis [0, 0.2, 0.4, 0.6, 0.8, 1 pt]
- 2. Computer vision / image recognition [0, 0.2, 0.4, 0.6, 0.8, 1 pt]
- 3. Audio processing / speech recognition, processing and synthesis [0, 0.2, 0.4, 0.6, 0.8, 1 pt]
- 4. Robotics and autonomous devices [0, 0.2, 0.4, 0.6, 0.8, 1 pt]
- 5. Business intelligence, data analytics, decision support systems, recommendation systems, intelligent control systems [0, 0.2, 0.4, 0.6, 0.8, 1 pt]
- 6. None of the above [0 pt]

- 10. How does your enterprise make use of digital technologies to contribute to environmental sustainability? Please select all options that apply:
- 1. Sustainable business model (e.g. circular economy model, product-as-a-service) [0, 1 pt]
- 2. Sustainable service provision (e.g. usage tracking for further reuse by other users) [0, 1 pt]
- 3. Sustainable products (e.g. eco-design, end-to-end product lifecycle planning, end-of-life & extension of useful life) [0, 1 pt]
- Sustainable production and manufacturing methods, materials and components (incl. endof-life management) [0, 1 pt]
- 5. Emissions, pollution and/or waste management [0, 1 pt]
- 6. Sustainable energy generation in own facility [0, 1 pt]
- 7. Optimisation of raw material consumption/cost [0, 1 pt]
- 8. Reduction of transport and packaging costs [0, 1 pt]
- 9. Digital applications to encourage responsible consumer behaviour [0, 1 pt]
- 10. Paperless administrative processes [0, 1 pt]
- 11. None of the above: [0 pt]
- 11. Is your enterprise taking into account environmental impacts in its digital choices and practices? Please grade all options that apply using this scale: *No, Partially, Yes*:
- 1. Environmental concerns and standards are embedded in the enterprise's business model and strategy [0, 1, 2 pt]
- 2. There is an Environmental Management System/certification implemented [0, 1, 2 pt]
- Environmental aspects are part of digital technologies/suppliers' procurement criteria [0, 1, 2 pt]
- Energy consumption of digital technologies and data storage are monitored and optimised [0, 1, 2 pt]
- Recycling/re-use of old technological equipment is actively practised by the enterprise [0, 1, 2 pt]
- 6. None of the above: [0 pt]

Green Digitalisation

Environmental Sustainability in Business Areas (ICT for Green)

Environmental Aspects of Digital Choices (Green ICT)



 In which of the following ways is your organisation prepared for (more) digitalisation? Please select all options that apply (Scoring: No=0, Yes=1):

Digital Strategy & Investments

Organisation's Preparedness for Digitalisation

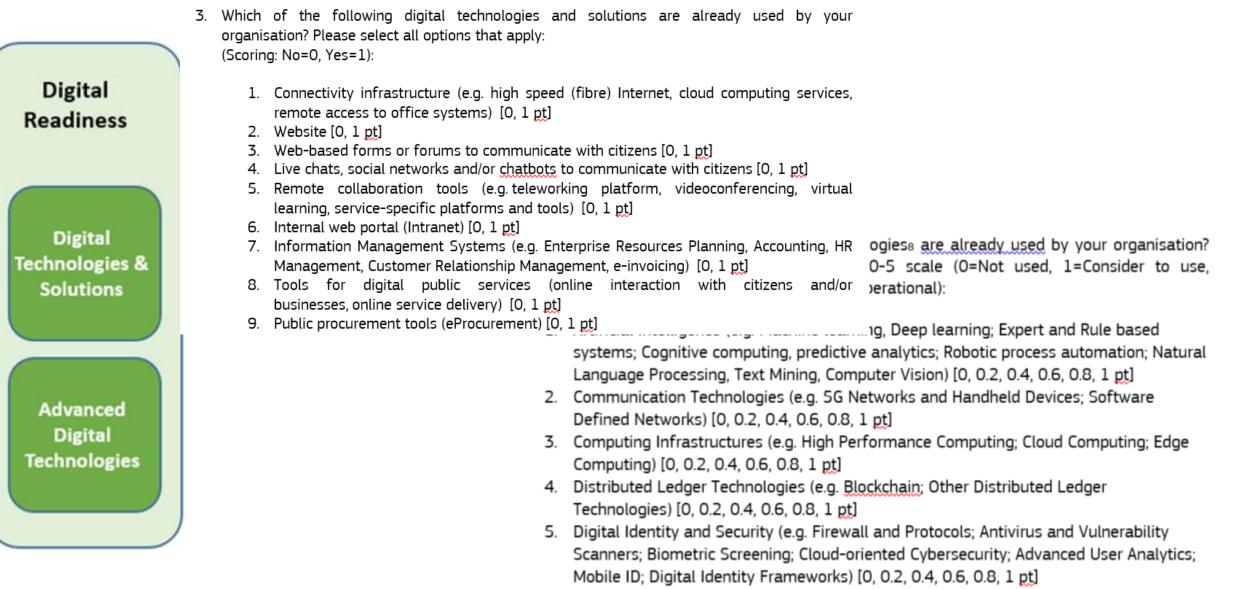
Digital investments per Operational Areas

- Digitalisation needs are identified and are aligned with policy making/administrative objectives [0, 1 pt]
- 2. Financial resources (own funds, grants, loans) are identified to secure digitalisation projects during at least the following two years [0, 1 pt]
- 3. ICT infrastructures³ are ready to support digitalisation plans [0, 1 pt]
- ICT specialists are employed/sub-contracted (or hiring/subcontracting needs have been identified) [0, 1 pt]
- 5. There is appropriate level of political commitment to lead the necessary organisational changes needed [0, 1 pt]
- 6. Organisational units'/departments' management and their staff are prepared and ready to support digitalisation plans [0, 1 pt]
- Internal and external operational processes can be adapted if required by digitalisation [0, 1 pt]
- Offline services are ready to be brought online or further modernised by digital technologies [0, 1 pt]
- Citizens' and other stakeholders' (businesses, NGOs etc) satisfaction with online services/interactions is monitored regularly (e.g. via feedback forms, emails exchanges, social media, etc.) [0, 1 pt]
- 10. Risks of digitalisation (e.g. non-planned effects over other areas⁴) are considered [0, 1 pt]

M2. Digital Maturity:



Dimension 2





What does your organisation do to re-skill and up-skill its staff for digitalisation? Please select all options that apply:

1. Performs staff skill assessment to identify the skills gaps [0, 2 pt]

- 2. Designs a training plan to train and up-skill staff [0, 2 pt]
- Organises short trainings, provides tutorials/guidelines and other e-learning resources [0, 1 pt]
- 4. Facilitates learning-by-doing/peer learning/experimentation opportunities [0, 1 pt]
- 5. Offers traineeships & job placements in key capacity areas [0, 1 pt]
- Sponsors staff participation in trainings organised by external organisations (training providers, academia, vendors) [0, 1 pt]
- 6. When adopting new digital solutions, how does your organisation engage and empower its staff and end-users (citizens/businesses in case of digital public services)? Please select all options that apply:
 - 1. Facilitates staff awareness about new digital technologies [0, 1 pt]
 - 2. Communicates digitalisation plans to staff in a transparent and inclusive way [0, 1 pt]
 - Monitors staff acceptance and takes measures to mitigate the potential collateral effects (e.g. fear to change; 'always on' culture vs. work-life balance; safeguards to risks of privacy breaches etc.) [0, 1 pt]
 - Involves staff (including non-ICT staff) in the design and development of product/service/process digitalisation [0, 2 pt]
 - Gives staff more autonomy and appropriate digital tools to take and execute decisions [0, 2 pt]
 - Redesigns/Adapts jobs and workflows to support the ways that staff actually would like to work [1 pt]

Human-Centric Digitalisation

Staff Training & Upskilling

Staff Engagement & Empowerment



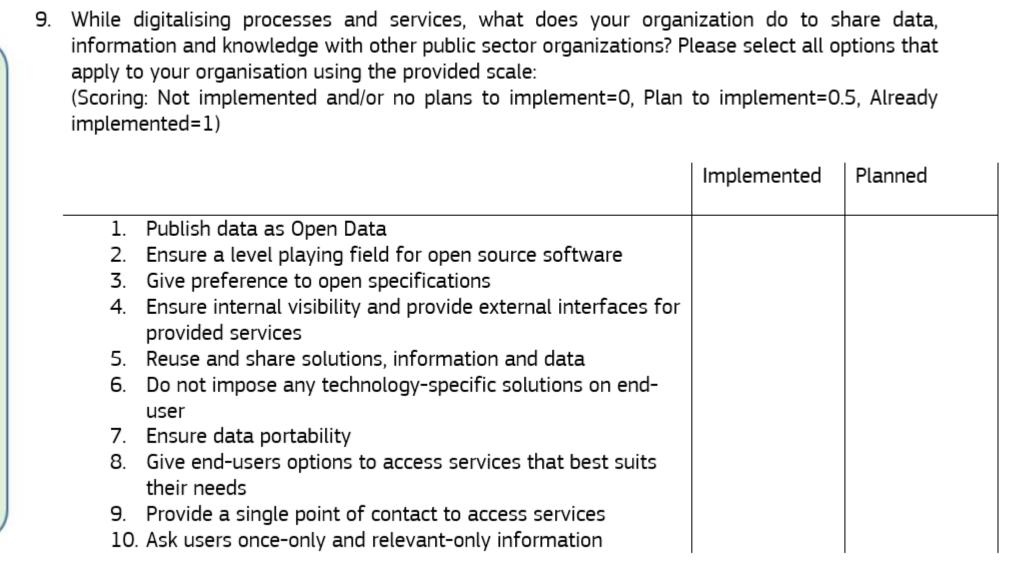
Data Management & Security

Data storage, Integration, Access & Analytics

Data Security

- Are your organisations' data sufficiently secured? Please select all options that apply: (Scoring: No=0 Yes=1)
 - 1. A data security policy/set of measures is in place in our organisation [0, 1 pt]
 - 2. There are established plans and measures to safeguard organisation's data from cyberattacks [0, 1 pt]
 - Staff is regularly informed and trained on cybersecurity and data protection issues/risks [0, 1 pt]
 - 4. Cyber-threats are regularly monitored and assessed [0, 1 pt]
 - 5. A full backup copy of critical data is maintained (off-site/in the cloud) [0, 1 pt]
 - 6. A business continuity plan is in place in case of catastrophic failures (e.g. all data locked by a ransomware attack or physical damage to the IT infrastructure) [0, 1 pt]
 - 7. (None of the above [0 pt])





Interoperability

Compliance with principles of Interoperability

Digital Maturity scoring rules



Answer Option grading types:

- No/Yes (No = 0, Yes = 1)
- No/Partially/Yes (No = 0, Partially = 0.5, Yes = 1)
- 0-5 scale (scale values 0 to 5 to be converted into 0, 0.2, 0.4, 0.6, 0.8, 1)

Answer Option score calculation:

Example [Question 4 – Advanced Digital Technologies]:

- Q4 max. mark = 7 points
- Each single Answer Option in Q7 is assigned 1 pt
- Q7 uses 0-5 scale grading type

 \rightarrow the assigned 1 pt is distributed in: 0, 0.2, 0.4, 0.6, 0.8, 1 pt

• An option is graded *3=Testing* by the respondent

 \rightarrow Answer's mark contribution to total score of Q4: 0.6 x 10 / 7 = 0.86

Visualisation of Results

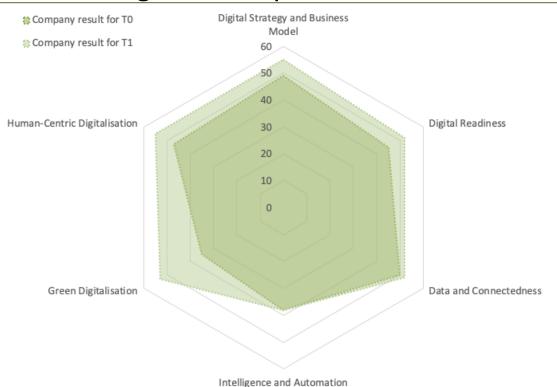


YOUR TOTAL

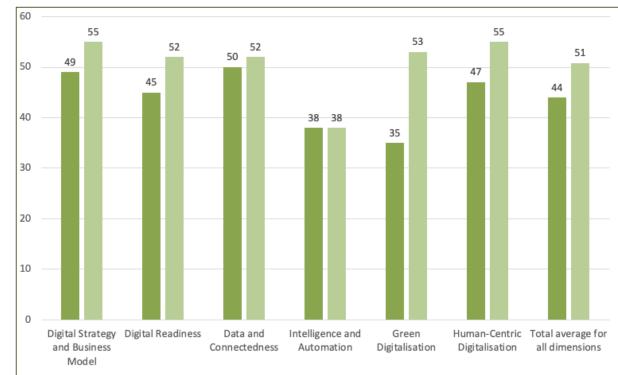
ATURITY SCORE

Enterprise's/PSO's DM

- T0, T1, T2
- T1 vs T0
- Vs average or best peer





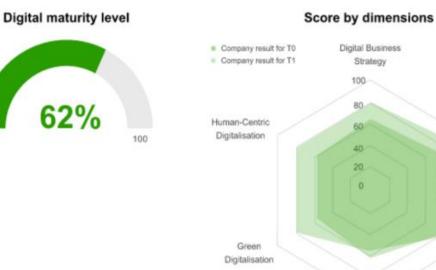


Company result for T0 Company result for T1



Results

Lorem ipsum dolor sit amet, consetetur sadipscing elitr, sed diam nonumy eirmod tempor invidunt ut labore et dolore magna aliquyam erat, sed diam voluptua.



0

Digital Business Strategy Digital readiness Data Management Automation & Artificial Intelligence

Dimensions explained





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Digital readiness



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Human-Centric Digitalisation

50%

108



Data Management

74%

32

Green Digit

68

Automation & Artifi

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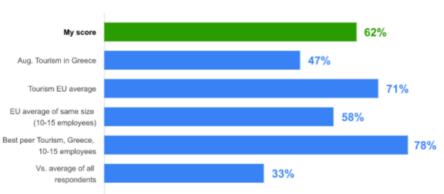
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How does my score compare?



Indicators



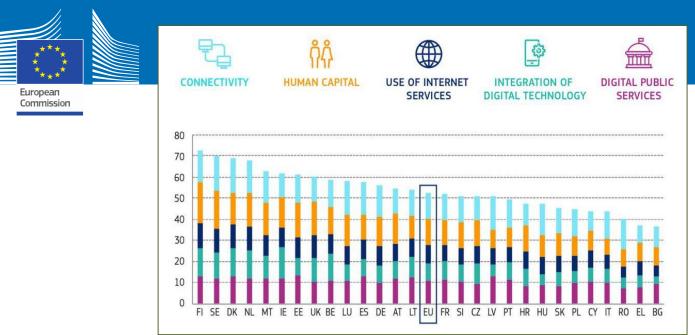
The DMA tool will serve to demonstrate:

- the DM level of EDIH customers
- the customer base and efficiency of services provided by EDIH
- the contribution of EDIH programme to EU policy priorities

Composite Indicators linked to the objectives of DIGITAL programme:

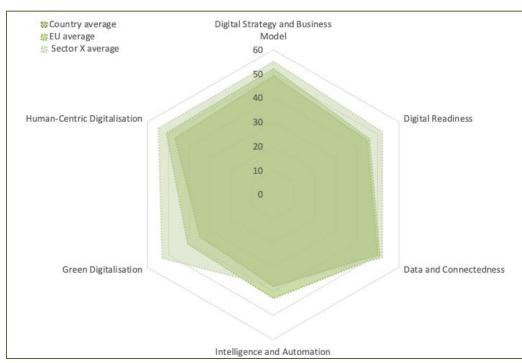
- One CI per overall DM scores and one CI per Dimension scores
 - T0: DM *entry level* of respondent SMEs Example (D5): level of digitalisation of intelligence and automation *before* EDIH intervention
 - T1/T2: DM *exit level* and/or *gains* (T1 vs T0, T2 vs T1 or T2 vs T0) Example (D5): level of (or increment in) digitalisation of intelligence and automation *after* EDIH intervention
- Several additional indicators can be extracted (e.g. per Question or Q.combination) Example (Q11): % of companies considering environmental aspects in its digital choices

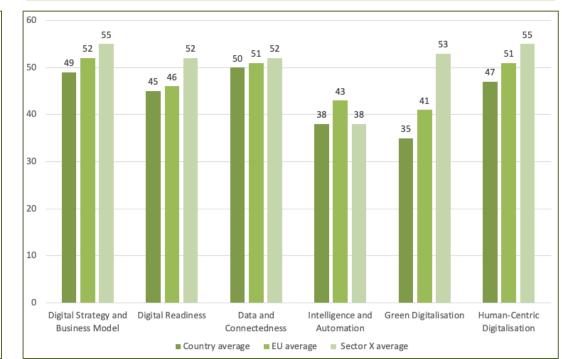
Visualisation of Indicators



Benchmarks

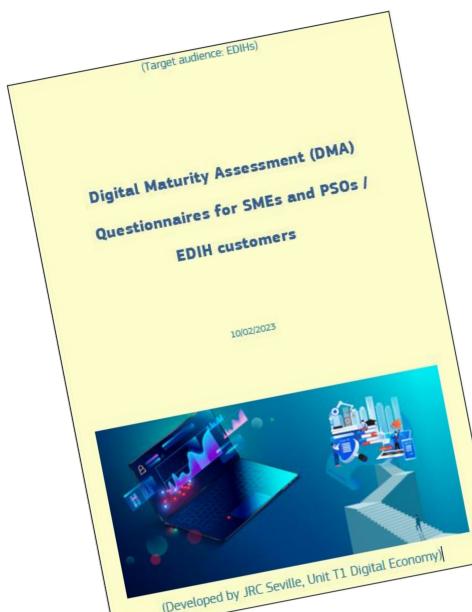
- Country, Region (NACE) or City (Postal Code)
- Sector
- Company Size, Longevity
- EDIH
- combining multiple filters





"Paper" version of DMA questionnaires will be available online for public access.

European Commission



Purpose of the paper version:

- Make the DMA publicly available to interested stakeholders beyond EDIHs
- It can be downloaded by SMEs/PSOs to get an idea of the type of information they will be asked to provide to EDIHs before filling the online tool



Thank you for the attention!

Overview of the DMA Tool Pär Weström (CARSA)





Digital Maturity Assessment (DMA) Tool What is it? Status on the EDIH Network website

The DMA is a framework that assesses the overall digital maturity level of EDIH customers (company or PSO) over 6 dimensions:

- Digital Business Strategy
- Digital Readiness
- Human-Centric Digitalisation
- Data Management
- Automation & Intelligence
- Green Digitalisation

To assess the impact of services delivered, EDIHs need to fill the DMA on behalf of customers three times:

- **TO:** max 6 months prior to EDIH support start.
- ✤ T1: 1 year after T0
- ✤ T2: 2 years after T0

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Where can I access the DMA Tool?

The DMA Tool is available in the "My EDIH" section of the EDIH Network online platform, which EDIHs can access when logged in.

What is available?

The first full version of the DMA Tool is now available (6 February, 2023) – for company/SME assessments.

What is coming next?

The DMA Tool for Public Service Organisations (PSO) will be made available on the EDIH Network website in March 2023.



DMA Tool for SME customers **How to login to "My EDIH" section?**



DTA support tools (e.g. DMA Tool) and to edit data about their EDIH.





To login into "My EDIH" section, an activated **EU Login account** is needed.

https://webgate.ec.europa.eu/cas

Note:

Initially, only the **EDIH coordinator** user accounts will be granted access.



Digital Maturity Assessment (DMA) Tool **DMA Tool steps - overview**

1) SME Registration	2) DMA Tool	
To create a new SME, you must register it on the system	To perform a new DMA Tool assessment for the SME	
Fill the registration form:	Fill the questionnaire:	
 Enterprise name VAT Number Country / Region (NUTS32) Contact person data Primary Sector Staff size SME Location / Address 	 Digital Business Strategy Digital Readiness Human-centring digitalization Data governance Automation and Artificial Intelligence Green digitalization 	Manageresults



My SMEs DMA Overview My SMEs DMA Overview List of the SMEs registered by the Review the DMA status of dependent SME EDIH and its - Please select - 🗸 🛛 - Any -~ - Any -Apply status per phase of DMA DMA - T2 assessment Agricultural biotec Unavailabl TO / T1 / T2

1e

Average DMA results for the EDIH and a full table with individual **SMEs results**

My S	SME	s DI	MA	resi	ults				
My SMEs DM	A Results								
Review the DMA results of Average DMA R Average scores (overall an	esults		w average results across a 9 your filter criteria.	targeted sub-group of yo	our SMEs.				
22% Average DMA Score	Digital Business Strategy	18.4% Digital Readiness	22% Human- Centric Digitalisation	Data Management	23.2% Automation Intelligence	29% Green Digitalisation			
Full Results Tab View and/or download the Download XLSX		Es matching your filter crit	eria.						
SME name	Region Sector Spain NMP Non-M	fetallic Materials & basic pr	Size rocesses Small-size (10	DMA Score	Digital Business Strategy 45.00		man-Centric igitalisation 32.00	Data Management 36.00	Automation & A Intelligent 52.00
test	Belgium Polymers ar	nd plastics	Medium-size 249)	(50- 18.00	15.00	15.00	26.00	21.00	8.00



Live Demo of the DMA Tool Notis Pikros (Netcompany-Intrasoft)





Digital Maturity Assessment (DMA) Tool



Please write questions in chat.





Digital Maturity Assessment (DMA) Tool FAQ: How to fill in the DMA Questionnaire

Q. Is the DMA mandatory for all EDIH Services?

A. \rightarrow The DMA should be used before any substantial intervention of an EDIH to its customers. The services that EDIHs will provide aim to improve the level of digitalisation of SMEs in the long run, so in every such case you should use it. It is not required for providing for example, a one-day training service. The EDIH will need to use their own judgement to an extent.

Q. How can EDIHs fill in the DMA for a customer?

A. \rightarrow The DTA will provide supporting materials to guide EDIHs on how to use the DMA tool and fill in the questionnaire. EDIHs must decide how to collect the information from their customers. We recommend EDIHs to conduct a one-to-one session with customers in answering DMA questions.





Digital Maturity Assessment (DMA) Tool FAQ: How to fill in the DMA Questionnaire

Q. Can the DMA Tool be used by people outside the private space (My EDIH)?

- **A.** \rightarrow NO, only logged in EDIHs representatives can access and manage the DMA Tool.
- Q. Can the DMA Questionnaire be filled by the SME themselves?
- **A.** \rightarrow EDIHs should guide customers on how to fill in questionnaire.

Q. How can EDIHs fill in the DMA tool for large numbers of customers?

- A. \rightarrow A CSV file (template available on the DTA website) can be used by the EDIH to import DMA results, e.g., from customers which have previously performed the DMA in another tool. Currently the CSV file uploads only one DMA at a time.
- Q. Can multiple DMA questionnaires be filled by the same EDIH at the same time?
- A. \rightarrow Yes, it is possible to save a DMA as a draft and continue with another one.





Digital Maturity Assessment (DMA) Tool FAQ: How to fill in the DMA Questionnaire

Q. Is there a sharable version of the DMA to send to clients?

A. \rightarrow The DMA questionnaire for SMEs and for PSOs will be made available to download in PDF format to be shared with customers. Both DMA questionnaires will be available in all EU languages. These supporting materials will be published on the portal at the end of February, at the following link: <u>https://european-digital-innovation-hubs.ec.europa.eu/supporting-material</u>.

Q. How do we deal with customers that do not provide data for the DMA?

A. \rightarrow If a customer wants to receive a substantial service from the EDIH, the DMA is obligatory. If the customer refuses to provide data for the DMA in T1 or T2, the EDIH will need to report this to the European Commission. The DMA obligations of the EDIH customer should be clarified in an agreement at the start of the service.

Q. Can the CSV file be downloaded and filled by the SME/PSO directly with EDIH support and then be uploaded? \rightarrow

A. \rightarrow Yes, it is possible but it is recommended that the EDIH and customer fill it in together in a session.



Digital Maturity Assessment (DMA) Tool FAQ: Technical aspects of DMA Tool

Q. Do you have any plans to make available a simple CRM tool where customer information and DMA results can be found together?

A. \rightarrow The DMA dashboard shows SME information and DMA results in one place.

Q. Is there an API for the DMA tool?

A. \rightarrow CSV file is available which allows completed DMA data to be imported.

Q. Can the DMA tool somehow be incorporated into our own websites or possibly into chatbot type of solution?

A. \rightarrow No, the DMA Tool is part of the JRC/EC platform, and the only way to be used is through the EDIH Network platform.





Digital Maturity Assessment (DMA) Tool **FAQ: General Questions**

Q. When will the DMA tool for PSOs be available?

A. \rightarrow The DMA Tool for Public Service Organisations (PSO) is foreseen to be launched in the beginning of March 2023.

Q. Is an explanation of DMA results available somewhere? Or just graphics without explanation?

A. \rightarrow The JRC are currently working on this.

Q. How long does it to take to do a DMA for a SME?

 \rightarrow The expected duration for an SME to complete a DMA questionnaire will vary on a case-by-case basis, but on average may last about 1 hour.

Q. When will others get access to the EDIH Network portal private space (My EDIH)?

A. \rightarrow Currently EDIH Coordinators are being granted access. Other authorised users in each EDIH will be granted access. to the EDIH Network portal in March 2023.





Digital Maturity Assessment (DMA) Tool **Q&A Session**

Additional Questions from the chat





Thank you!

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