Appendix 2: 44 variables for the classification of the MC strategy level.

1. MC – implementation (products): 1–25%
2. MC – implementation (products): 26–50%
3. MC – implementation (products): 51–75%
4. MC – implementation (products): 76–100%
5. MC – implementation (time): 1–5 years
6. MC – implementation (time): 6–10 years
7. MC – implementation (time): more than 10 years
8. MC – implementation (implementation time): up to 6 months
9. MC – implementation (implementation time): 6 months to 1 year
10. MC – implementation (implementation time): 1–5 years
11. MC – implementation (team): 1–5 people
12. MC – implementation (team): 6–10 people
13. MC – implementation (team): more than 15 people
14. Customers (information): customer interviews
15. Customers (information): customer preference surveys
16. Customers (information): customer satisfaction surveys
17. Customers (information): scientific literature
18. Customers (information): statistical data
19. MC – implementation (method): product configuration
20. MC – implementation (method): product design
21. MC – implementation (method): product cost estimation
22. MC – implementation (method): feasibility forecasting
23. MC – implementation (method): process visualization
24. MC – implementation (method): process control
25. MC – implementation (method): automated planning
26. MC – implementation (outcomes): sales increase of up to 10%
27. MC – implementation (outcomes): increased workplace flexibility
28. MC – implementation (outcomes): increased production flexibility
29. MC – implementation (outcomes): reduced waste generation
30. MC – implementation (outcomes): reduced energy consumption
31. MC – implementation (outcomes): more efficient analysis of large datasets
32. MC – implementation (outcomes): decentralized decision-making
33. MC – implementation (satisfaction): 3
34. MC – implementation (satisfaction): 4
35. MC – implementation (satisfaction): 5
36. MC – implementation (Industry 4.0): robotics
37. MC – implementation (Industry 4.0): product simulation
38. MC – implementation (Industry 4.0): material simulation
39. MC – implementation (Industry 4.0): process simulation
40. MC – implementation (Industry 4.0): Cyber-Physical Systems (CPS)
41. MC – implementation (Industry 4.0): systems integration
42. MC – implementation (Industry 4.0): automated machines
43. MC – implementation (Industry 4.0): human–machine interaction
44. MC – implementation (Industry 4.0): cybersecurity