SAMPLE REPORT

Acme Corp

Transformation Quotient Assessment Results & Report

Assess your capability and readiness to transform.

[Oct 31, 2025]
Number of respondents: [70]

INFO~TECH RESEARCH GROUP

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b. Customer & Partner Ecosystem
c. Technology Foundation
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g. People & Culture
h. Core Function Digitalization
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Methodology overview

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The transformation quotient assessment (TQA) framework

A TQA is a survey that provides a multidimensional perspective on the current state of transformation and perceived value. It evaluates innovation and transformational maturity across ten dimensions. Each dimension consists of a short set of questions answered by IT and business leaders and is scored on a scale from 1 to 5.

A	B	C	D	E	F	G
Strategy & Governance	**Customer & Partner Ecosystem**	**Technology Foundation**	**Data & Analytics**	**Artificial Intelligence**	**Operational Agility & Innovation**	**People & Culture**
Vision Alignment	Customer Experiences	Digital Core	Data Governance	AI Governance	Processes	Digital Talent
Governance, Risk, Compliance	Partners Ecosystem	Emerging Technology Adoption	Data Management	AI Management	Agility & Flexibility	Leadership Mindset
Investment and Funding	Co-Innovation	Security and Privacy	Data-Driven Decisions	AI Applications	Scalability & Resilience	Innovation Culture
					Performance Monitoring	Agile Ways of Working

H — Core Function Digitalization

Input Supply Management	Operations Management	Product/Service Delivery Management	Marketing & Sales	Customer Service

I — Enabling Function Digitalization

Assets and Facility Management	Finance and Accounting	Legal, Risk, and Compliance
HR Management	Technology	Vendor and Procurement

J — Value Realization

- Organizational Growth
- Operational Excellence
- Organizational Resilience
- User Experience

Methodology: The TQA uses a five-point rating scale across four question types to assess an organization's digital maturity

A five-point rating scale is used to score each question

The five-point rating scale ranges from very low maturity (1) to very high maturity (5) and is used to summarize the results for each question across four dimensions.

- **Very Low Maturity:** The key elements that fulfill the requirements of a question do not exist.
- **Very High Maturity:** All the key elements that are best-in-class to fulfill the requirements of a question are selected by survey respondents.

Questions and answers are written so that if key elements that fulfill the requirements of a question are not selected by all respondents, there is a clear and objective correlated insight and recommendation for improvement.

The survey consists of four question types with distinct scoring methodologies

Type of Question	Description & High-Level Scoring Methodology
Sliding Scale/Select One	Respondents select most appropriate/applicable answer to each question. Each subsequent answer option indicates higher-level maturity over the previous answer option for that question. Each of the answer options is assigned a score from 1 to 5.
Free Response	No scores provided for free-response questions. These questions provide insights into employee-identified improvement opportunities

Scores are determined across multiple levels:

Question scores: Respondent scores are averaged for each question.

Subdimension scores: Question scores are averaged for each subdimension

Dimension scores: Subdimension scores are averaged, weighted based on the number of questions in each subdimension.

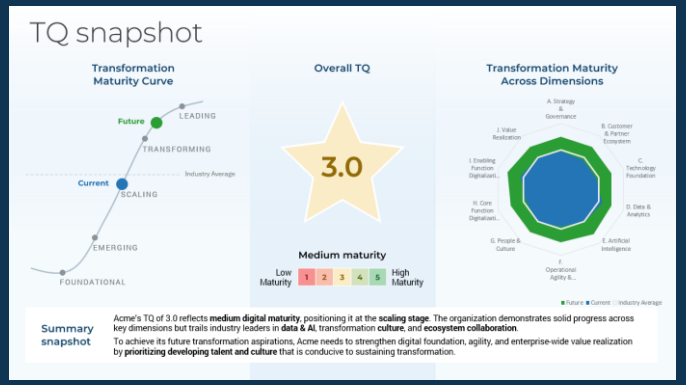
Overall score: Dimension scores are averaged, weighted based on the number of questions in each dimension.

The TQA provides three levels of insights

1

Executive Summary

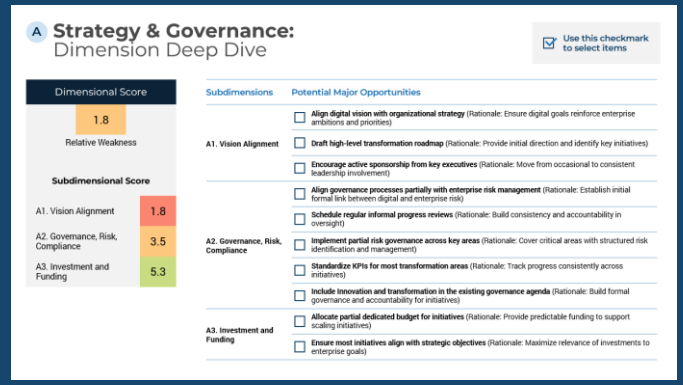
The executive summary provides a visual representation of your dimension scores and an analysis of the state of innovation and transformation in your organization.



2

Dimension Summary

The dimension summary provides an analysis of the results of each dimension and subdimension and the major opportunities in each theme.



3

Detailed Report by Questions

This section of the report shows how respondents answered each question and provides detailed insights and opportunities derived from those responses.

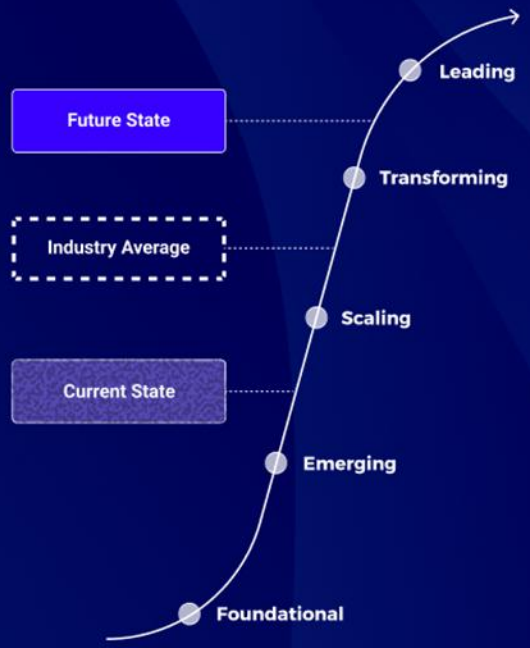
STEP 2 OF 7 *of the* INNOVATION AND TRANSFORMATION JOURNEY

Transformation Quotient Assessment (TQA)

Measure your organization's ability to innovate and transform what truly matters.

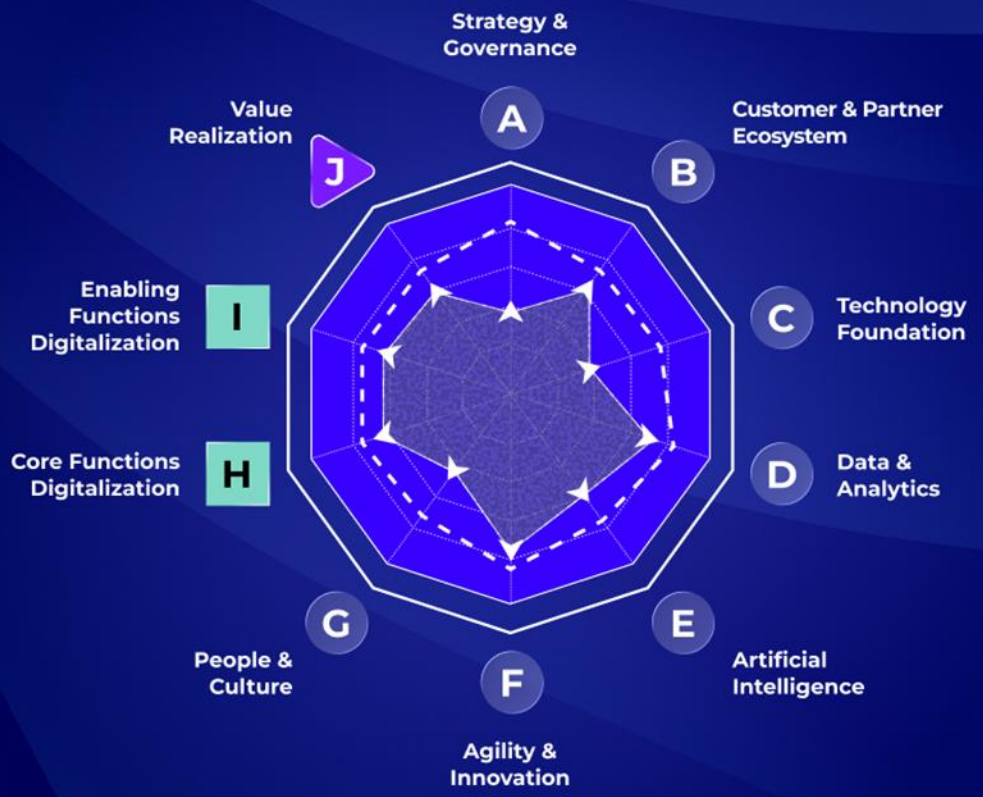
THE TQA TAKES YOU FROM VISION TO REALIZATION

It identifies gaps in your transformation journey from vision to value realization. It goes beyond traditional maturity models by evaluating functional digitalization across the value chain, revealing where the transformation can drive true strategic outcomes.



Transformation Maturity Curve

Visualizing the current and future aspirations in the context of Industry average helps chart out a sustainable path for transformation.



Transformation Quotient Across Ten Dimensions

Knowing where you're relatively strong – and where you're not – illuminates the most critical transformation opportunities.

A Strategy & Governance
- Vision Alignment
- Investment and Funding
- Governance, Risk, and Compliance

B Customer & Partner Ecosystem
- Customer Experiences
- Partners Ecosystem
- Co-Innovation

C Technology Foundation
- Digital Core
- Emerging Tech Adoption
- Security and Privacy

D Data & Analytics
- Data Governance
- Data Management
- Data-Driven Decision

E Artificial Intelligence
- AI Governance
- AI Management
- AI Applications

F Agility & Innovation
- Processes Automation
- Agility and Flexibility
- Scalability and Resilience
- Performance Monitoring

G People & Culture
- Digital Talent
- Leadership Mindset
- Innovation Culture
- Agile Ways of Working

H Core Functions Digitalization
- Input Supply Management
- Operations Management
- Product/Service Delivery
- Marketing and Sales
- Customer Service

I Enabling Functions Digitalization
- Assets and Facility Management
- Finance and Accounting
- Legal, Risk, and Compliance
- HR Management
- Technology
- Vendor and Procurement

J Value Realization
- Organizational Growth
- Operational Excellence
- Organizational Resilience
- Beneficiary Experiences

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Executive summary

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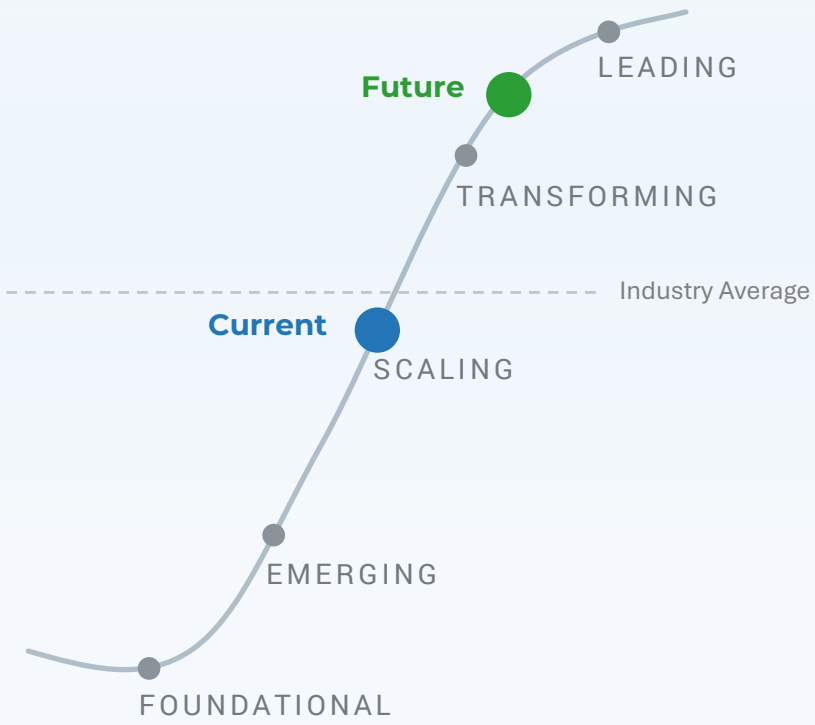
TQ snapshot

Transformation Maturity Curve

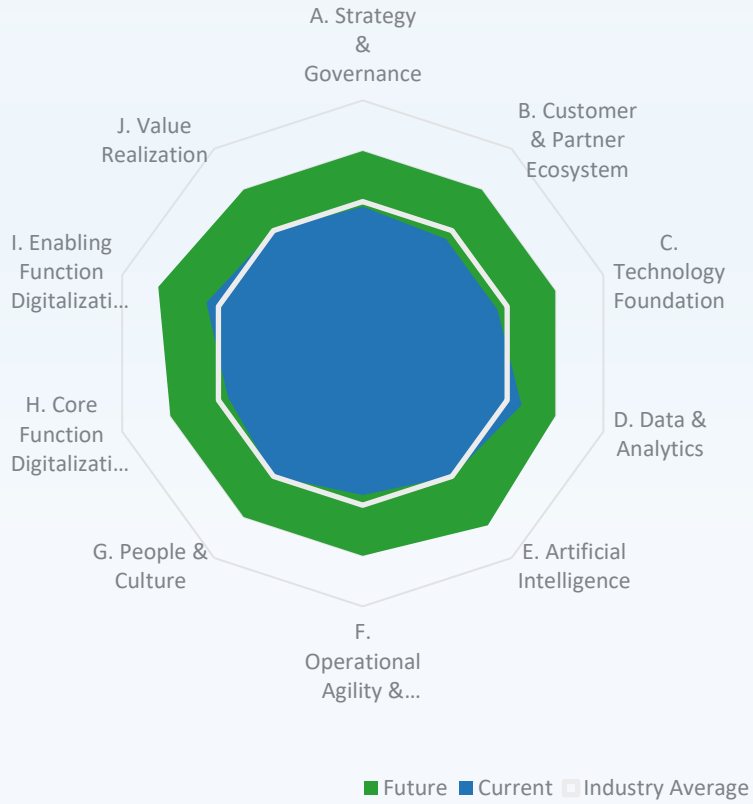


Overall TQ

Medium maturity

Low Maturity | 1 | 2 | 3 | 4 | 5 | High Maturity

Transformation Maturity Across Dimensions



Summary snapshot

Acme's TQ of 3.0 reflects **medium digital maturity**, positioning it at the **scaling stage**. The organization demonstrates solid progress across key dimensions but trails industry leaders in **data & AI**, transformation **culture**, and **ecosystem collaboration**.

To achieve its future transformation aspirations, Acme needs to strengthen digital foundation, agility, and enterprise-wide value realization by **prioritizing developing talent and culture** that is conducive to sustaining transformation.

Heat-mapping the dimensions and subdimensions

A. Strategy & Governance	B. Customer & Partner Ecosystem	C. Technology Foundation	D. Data & Analytics	E. AI	F. Operational Agility & Innovation	G. People & Culture
A1. Vision Alignment	B1. Customer Experiences	C1. Digital Core	D1. Data Governance	E1. AI Governance	F1. Process Automation	G1. Leadership Mindset
A2. Governance, Risk, Compliance	B2. Partners Ecosystem	C2. Security and Privacy	D2. Data Management	E2. AI Management	F2. Scalability and Resilience	G2. Innovation Culture
A3. Investment and Funding	B3. Co-Innovation	C3. Emerging Tech Adoption	D3. Data-Driven Decisions	E3. AI Applications	F3. Performance Monitoring	G3. Digital Talent
					F4. Agility and Flexibility	G4. Agile Ways of Working

H. Core Function Digitalization					J. Value Realization
H1. Input Supply Management	H2. Operations Management	H3. Product/Service Delivery Management	H4. Marketing & Sales	H5. Customer Service	J1. Organizational Growth
I. Enabling Function Digitalization					J2. Operational Excellence
I1. Assets and Facility Management		I2. Finance and Accounting		I3. Legal, Risk, and Compliance	J3. Organizational Resilience
I4. HR Management		I5. Technology		I6. Vendor and Procurement	J4. User Experience

Heat map summary

Acme demonstrates balanced progress in governance, technology, and operational agility but faces gaps in AI applications, performance monitoring, and agile ways of working. These might also be impacting lower-score customer experience.

Prioritizing data and AI management will not only help scale transformation but also help build futuristic AI applications and elevate customer experience. Overall, Acme has great opportunities in leveraging agile tools to strengthen transformation culture and target the Legal, Risk, and Compliance function to drive quick wins.

Functional digitalization subdimensions – Manufacturing

Core Functions

Value Chain Function	Manufacturing Interpretation
Input Supply Management	Sourcing and management of raw materials, components, parts, energy, and production inputs from suppliers; inventory planning; and inbound logistics.
Operations	Core production processes including product design, engineering, fabrication, assembly, quality control, and maintenance of production lines.
Product/Service Delivery	Warehousing, packaging, distribution, order fulfillment, and logistics to deliver finished goods to customers or distributors
Marketing and Sales	Market analysis, brand positioning, pricing, channel partnerships, B2B/B2C sales, product configuration, and demand generation
Customer Service	After-sales support, warranty and repair management, spare parts delivery, customer feedback handling, and field service operations

Enabling Functions

Value Chain Function	Manufacturing Interpretation
Infrastructure and Facility Management	Management of factories, plants, warehouses, energy systems, and equipment maintenance for operational continuity and safety
Finance and Accounting	Cost accounting, production budgeting, pricing analysis, capital investment tracking, and profitability measurement across product lines
Legal, Risk, and Compliance	Product safety compliance, environmental regulations, labor laws, trade compliance, intellectual property, and operational risk management
Human Resource Management	Recruitment, training, shift scheduling, skill development, labor relations, workforce safety, and productivity management
Technology Development	Strategic sourcing, supplier management, contract negotiation, and procurement of machinery, materials, IT systems, and maintenance services ion
Procurement	Strategic sourcing, supplier management, contract negotiation, and procurement of machinery, materials, IT systems, and maintenance services.

Note: These interpretations were generated and edited with the help of Microsoft Copilot.

Priority action to elevate TQ

Dimension	Subdimensions	Strategic Actions
A **Strategy & Governance**	A1. Vision Alignment	Align and integrate digital vision with organizational strategy and business planning. (Rationale: Ensure digital goals reinforce enterprise ambitions and priorities and make digital priorities influence decisions and resource allocation.) Draft high-level transformation roadmap and add details and partial KPIs to roadmap. (Rationale: Provide initial direction, identify key initiatives, make progress measurable, and clarify implementation steps.) Encourage active sponsorship from key executives. (Rationale: Move from occasional to consistent leadership involvement.)
B **Customer & Partner Ecosystem**	B2. Partners Ecosystem	Implement system-to-system integration with strategic partners. (Rationale: Begin connecting key partners digitally.)
C **Technology Foundation**	C3. Emerging Technology Adoption	Launch pilot analytics and AI projects. (Rationale: Begin building advanced analytics capabilities.) Conduct structured pilots or proof of concepts (PoC) on select technologies. (Rationale: Assess potential value and feasibility of emerging tech.)
F **Operational Agility & Innovation**	F3. Performance Monitoring	Define KPIs to measure innovation impact and track select innovations against strategic KPIs. (Rationale: Begin tracking business outcomes for digital initiatives.)

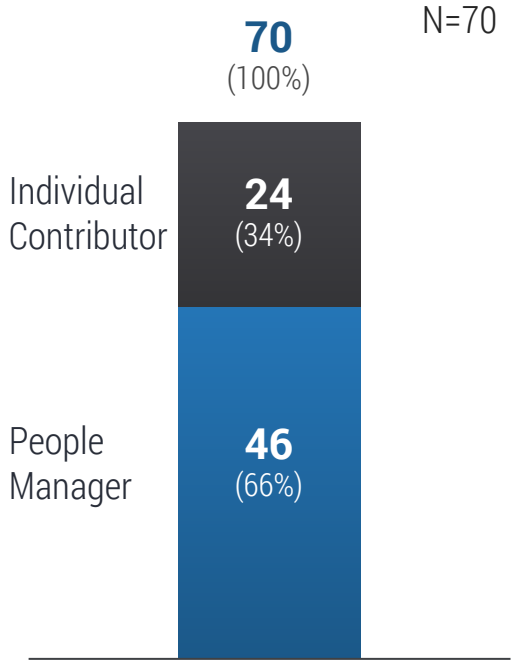
Note: These interpretations were generated and edited with the help of Microsoft Copilot.

Respondents overview

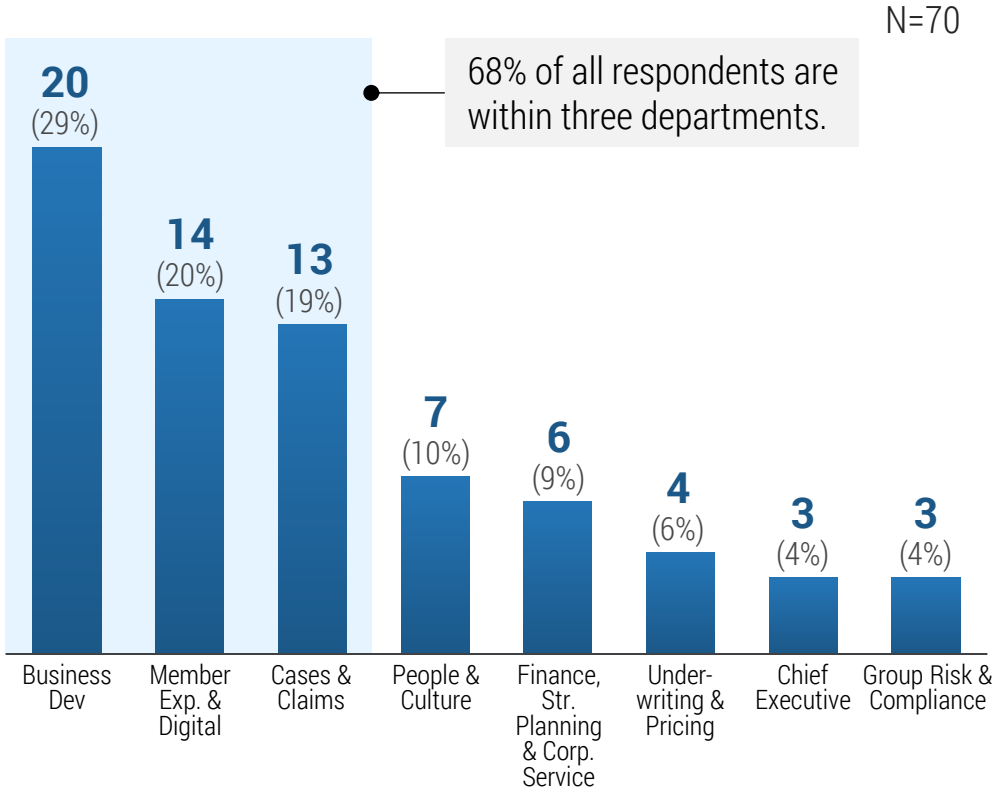
We received **completed responses from 29% of expected respondents.** The majority of the respondents are people managers. Most work within one of three departments and have over three years' tenure with Acme Corp.

Response Rate: 70/241 or 29%
Survey Duration: 2 weeks, Oct. 2-15, 2025

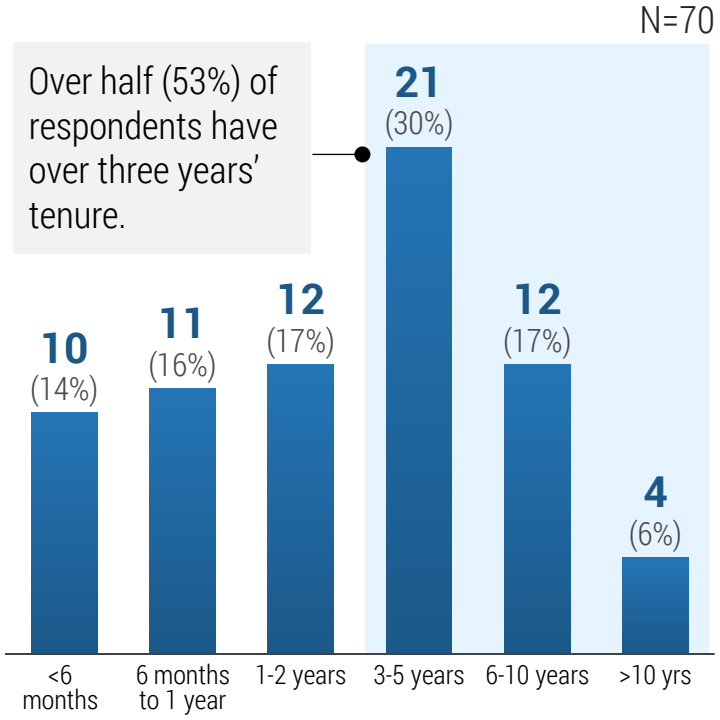
Respondents' Seniority Level (# of respondents, %)



Number of Respondents Across Departments (# of respondents, %)



Number of Respondents Across Tenures (# of respondents, %)



Seventy completed responses, 27 partial responses, 144 not started. Only completed responses were included for analysis.

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Dimensional opportunities

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A Strategy & Governance: Dimension Deep Dive

Use this checkmark to select items

Dimensional Score
1.8
Relative Weakness

Subdimensional Score

A1. Vision Alignment	1.8
A2. Governance, Risk, Compliance	3.5
A3. Investment and Funding	5.3

Subdimensions	Potential Major Opportunities
A1. Vision Alignment	☐ **Align digital vision with organizational strategy** (Rationale: Ensure digital goals reinforce enterprise ambitions and priorities)
	☐ **Draft high-level transformation roadmap** (Rationale: Provide initial direction and identify key initiatives)
	☐ **Encourage active sponsorship from key executives** (Rationale: Move from occasional to consistent leadership involvement)
A2. Governance, Risk, Compliance	☐ **Align governance processes partially with enterprise risk management** (Rationale: Establish initial formal link between digital and enterprise risk)
	☐ **Schedule regular informal progress reviews** (Rationale: Build consistency and accountability in oversight)
	☐ **Implement partial risk governance across key areas** (Rationale: Cover critical areas with structured risk identification and management)
	☐ **Standardize KPIs for most transformation areas** (Rationale: Track progress consistently across initiatives)
	☐ **Include Innovation and transformation in the existing governance agenda** (Rationale: Build formal governance and accountability for initiatives)
A3. Investment and Funding	☐ **Allocate partial dedicated budget for initiatives** (Rationale: Provide predictable funding to support scaling initiatives)
	☐ **Ensure most initiatives align with strategic objectives** (Rationale: Maximize relevance of investments to enterprise goals)

B Customer & Partner Ecosystem: Dimension Deep Dive

Use this checkmark to select items

Dimensional Score
1.5
Weakest

Subdimensional Score

B1. Customer Experiences	5.6
B2. Partners Ecosystem	1.1
B3. Co-Innovation	3.7

Subdimensions	Potential Major Opportunities
B1. Customer Experiences	☐ **Integrate most channels for select customer segments** (Rationale: Drive initial omnichannel experience for targeted groups)
	☐ **Track basic customer experience metrics regularly** (Rationale: Standardize measurement across initiatives)
	☐ **Implement ad hoc analytics with limited integration** (Rationale: Improve data connectivity for actionable insights)
B2. Partners Ecosystem	☐ **Implement system-to-system integration with strategic partners** (Rationale: Begin connecting key partners digitally)
B3. Co-Innovation	☐ **Cocreate few products/services with select partners** (Rationale: Demonstrate value of joint innovation initiatives)

C Technology Foundation: Dimension Deep Dive

Use this checkmark to select items

Dimensional Score
1.8
Relative Weakness

Subdimensional Score

C1. Digital Core	2.8
C2. Security and Privacy	5.6
C3. Emerging Tech Adoption	2.1

Subdimensions	Potential Major Opportunities
C1. Digital Core	☐ **Partially modernize core systems and integrate modules** (Rationale: Create a more flexible, scalable IT backbone)
	☐ **Partially integrate legacy with digital assets** (Rationale: Improve system connectivity and data flow)
C2. Security and Privacy	☐ **Implement standard security practices with adequate enforcement across systems** (Rationale: Ensure consistent security across most systems)
C3. Emerging Technology Adoption	☐ **Launch pilot analytics and AI projects** (Rationale: Begin building advanced analytics capabilities)
	☐ **Conduct structured pilots/PoCs on select technologies** (Rationale: Assess potential value and feasibility of emerging tech)

D Data & Analytics: Dimension Deep Dive

Use this checkmark to select items

Dimensional Score
2.0
Relative Strength

Subdimensional Score	
D1. Data Governance	2.5
D2. Data Management	3.3
D3. Data-Driven Decisions	3.3

Subdimensions	Potential Major Opportunities
D1. Data Governance	☐ **Formalize governance framework and ensure compliance** (Rationale: Move from informal efforts to structured, enforceable practices)
D2. Data Management	☐ **Consolidate data into centralized repositories** (Rationale: Reduce silos and establish a unified data foundation)
D3. Data-Driven Decision	☐ **Provide standardized dashboards for leadership teams** (Rationale: Ensure consistent visibility into performance metrics and trends)

E Artificial Intelligence: Dimension Deep Dive

Use this checkmark to select items

Dimensional Score
2.0
Relative Strength

Subdimensional Score	
E3. AI Applications	2.5
E2. AI Management	3.3
E3. AI Applications	3.3

Subdimensions	Potential Major Opportunities
E3. AI Applications	☐ **Embed predictive AI in key business functions** (Rationale: Demonstrate tangible value and operational integration of AI)

F Operational Agility & Innovation: Dimension Deep Dive

Use this checkmark to select items

Dimensional Score
1.7
Relative Weakness

Subdimensional Score	
F1. Processes	3.7
F2. Scalability & Resilience	5.6
F3. Performance Monitoring	1.9
F4. Agility & Flexibility	5.6

Subdimensions	Potential Major Opportunities
F1. Processes	☐ **Adapt key processes to incorporate new digital ways** (Rationale: Begin partial flexibility and digital integration)
F1. Processes	☐ **Expand automation to key processes** (Rationale: Increase efficiency and consistency across operations)
F2. Scalability & Resilience	☐ **Introduce hybrid infrastructure for partial scalability** (Rationale: Improve flexibility but still require intervention)
F3. Performance Monitoring	☐ **Define KPIs to measure innovation impact** (Rationale: Begin tracking business outcomes for digital initiatives)
F4. Agility & Flexibility	☐ **Enable occasional team experiments** (Rationale: Encourage innovation within limited scope)

G People & Culture: Dimension Deep Dive

Use this checkmark to select items

Dimensional Score
2.0
Relative Strength

Subdimensional Score	
G1. Leadership Mindset	5.0
G2. Innovation Culture	3.3
G3. Digital Talent	5.0
G4. Agile Ways of Working	3.3

Subdimensions	Potential Major Opportunities
G1. Leadership Mindset	☐ **Encourage occasional leadership support for innovation initiatives** (Rationale: Signal leadership endorsement of change)
G2. Innovation Culture	☐ **Support low-risk experimentation with clear guidelines around risk tolerance** (Rationale: Enable safe experimentation boundaries)
G2. Innovation Culture	☐ **Create informal innovation channels and basic change management practices** (Rationale: Enable grassroots innovation flow)
G3. Digital Talent	☐ **Nominate ad hoc champions and train them to become transformation leaders with roles like product owners** (Rationale: Build early leadership capacity)
G3. Digital Talent	☐ **Launch pilot upskilling programs for selected teams and roles** (Rationale: Test learning models quickly)
G3. Digital Talent	☐ **Use feedback selectively to refine transformation rollout plans and design products and services** (Rationale: Improve relevance and adoption)
G4. Agile Ways of Working	☐ **Promote collaboration tools and pilot agile practices in select teams** (Rationale: Demonstrate agile value quickly)

H Core Function Digitalization: Dimension Deep Dive

Use this checkmark to select items

Dimensional Score
1.9
Relative Weakness

Subdimensional Score	
H1. Input Supply Management	4.4
H2. Operations Management	3.7
H3. Product/Service Delivery Management	7.4
H4. Marketing & Sales	4.4
H5. Customer Service	5.6

Subdimensions	Potential Major Opportunities
H1. Input Supply Management	☐ **Digitize key inbound resource management processes** (Rationale: Improve efficiency and visibility of resource management)
H2. Operations Management	☐ **Introduce limited automation in critical core operations** (Rationale: Start reducing manual dependency in core workflows)
H3. Product/Service Delivery Management	☐ **Digitally track key processes related to product/service delivery** (Rationale: Provide data for operational decision-making)
H4. Marketing & Sales	☐ **Make sales, outreach, and external communication data-driven** (Rationale: Begin leveraging insights for targeting and engagement)
H5. Customer Service	☐ **Digitalize key support processes** (Rationale: Enable proactive service in select areas)

I Enabling Function Digitalization: Dimension Deep Dive

Use this checkmark to select items

Dimensional Score
2.1
Strongest

Subdimensional Score	
I1. Assets and Facility Management	5.9
I2. Finance and Accounting	5.9
I3. Legal, Risk, and Compliance	5.9
I4. HR Management	5.9
I5. Technology	5.9
I6. Vendor and Procurement	4.4

Subdimensions	Potential Major Opportunities
I1. Assets and Facility Management	☐ **Digitally monitor most assets** (Rationale: Improve operational efficiency and predictive maintenance readiness)
I2. Finance and Accounting	☐ **Digitalize and automate some core finance processes** (Rationale: Improve efficiency and timeliness of operations)
I3. Legal, Risk, and Compliance	☐ **Adopt digital ERM tech stack covering some compliance aspects** (Rationale: Improve risk visibility and partial automation)
I4. HR Management	☐ **Digitalize and integrate some HR processes** (Rationale: Enhance efficiency and connect isolated HR functions)
I5. Technology	☐ **Enhance satisfaction to 70%-80%** (Rationale: Address key gaps and optimize technology support)
	☐ **Increase service maturity, standardization, and partial automation** (Rationale: Enhance reliability and efficiency of IT services)
	☐ **Position IT as business partner** (Rationale: Optimize delivery and demonstrate value to business)
I6. Vendor and Procurement	☐ **Digitize and digitalize some procurement processes** (Rationale: Improve efficiency, visibility, and data capture)

J Value Realization: Dimension Deep Dive

Use this checkmark to select items

Dimensional Score
2.0
Relative Strength

Subdimensional Score	
J1. Organizational Growth	3.3
J2. Operational Excellence	5.0
J3. Organizational Resilience	5.0
J4. Beneficiary Experience	3.3

Subdimensions	Potential Major Opportunities
J1. Organizational Growth	☐ **Identify initiatives that drive measurable growth** (Rationale: Focus on initiatives with tangible business impact)
J2. Operational Excellence	☐ **Expand digital improvements to select processes** (Rationale: Demonstrate repeatable efficiency impact)
J3. Organizational Resilience	☐ **Implement ad hoc resilience capabilities** (Rationale: Protect critical operations from disruptions)
J4. User Experience	☐ **Implement limited personalized enhancements** (Rationale: Improve select touchpoints and interactions)

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Question-level score

1 Methodology Overview

- The Transformation Quotient Assessment (TQA) Framework
- The TQA Methodology
- TQA's Three Levels of Insights
- TQA Thought Model
- Key Stakeholders' Acknowledgement

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- Transformation Quotient (TQ) – Snapshot
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b. Customer & Partner Ecosystem
c. Technology Foundation
d. Data & Analytics
e. Artificial Intelligence
f. Operational Agility & Innovation
g. People & Culture
h. Core Function Digitalization
i. Enabling Function Digitalization
j. Value Realization

4 Question-Level Score

Question-Level Summary

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5 Appendix

TBD

A Strategy & Governance: Question Summary

#	Subdimension	Q#	Theme	Questions	Maturity Score
A1	Vision Alignment	A1-01	Transformation Vision	How well is your digital vision defined and aligned with overall organizational vision, ambitions, and strategy?	1 — 1.3 — 5
		A1-02	Transformation Roadmap	Does your organization have a clear transformation roadmap to achieve its strategic objectives with defined milestones and KPIs?	1 — 1.6 — 5
		A1-03	Leadership Commitment	How committed is organizational leadership to innovation and transformation?	1 — 1.6 — 5
A2	Governance, Risk, Compliance	A2-04	Transformation Governance	How aligned is transformation governance with enterprise risk management in your organization?	1 — 1.6 — 5
		A2-05	Executive Oversight	How consistently does the Board/C-suite govern innovation and transformation progress and outcomes?	1 — 1.6 — 5
		A2-06	Transformation Risks	How rigorous you are in managing risks related to innovation and transformation?	1 — 1.3 — 5
		A2-07	Success Measures	Have you defined success measures for transformation outcomes?	1 — 1.6 — 5
		A2-08	Governance Responsibility	Have you structured transformation governance to sustain innovation and transformation?	1 — 1.6 — 5
A3	Investment and Funding	A3-09	Flexible Funding	Do you have a practice of allocating dedicated budget/funding mechanisms for transformation initiatives beyond IT spend?	1 — 1.6 — 5
		A3-10	Priority Alignment	Are transformation investments aligned with business priorities?	1 — 1.6 — 5

B Customer & Partner Ecosystem: Question Summary

#	Subdimension	Q#	Theme	Questions	Maturity Score
B1	Customer Experiences	B1-11	Customer Journey	To what extent are digital channels integrated into the end-to-end customer journey?	1 1.6 5
		B1-12	CX Measurement	How well do you measure customer experience outcomes linked to transformation initiatives?	1 1.6 5
		B1-13	Customer Analytics	Do you use customer analytics and insights to drive decisions around products and services?	1 1.6 5
B2	Partners Ecosystem	B2-14	Partner Integration	How effectively do you integrate system-to-system with suppliers, distributors, and ecosystem partners through digital (e.g. APIs, messaging)?	1 1.6 5
B3	Co-Innovation	B3-15	Cocreation	Are digital products/services cocreated with customers or partners (e.g. via platforms, APIs)?	1 1.6 5

C Technology Foundation: Question Summary

#	Subdimension	Q#	Theme	Questions	Maturity Score
C1	Digital Core	C1-16	Legacy Modernization	How modernized – integrable and scalable – is your IT architecture (e.g. cloud-native, modular, API-driven)?	1 1.6 5
		C1-17	Legacy Integration	How well do you balance or integrate legacy systems with new digital assets?	1 1.6 5
C2	Security and Privacy	C2-18	Security & Privacy	How mature is your cybersecurity, data privacy, and resilience framework?	1 1.6 5
C3	Emerging Tech Adoption	C3-19	Advanced Analytics	Are advanced analytics, AI, or ML capabilities deployed at scale across the business?	1 1.6 5
		C3-20	Innovation Experimentation	How consistently are emerging technologies (e.g. IoT, Gen AI) explored and piloted?	1 1.6 5

D Data & Analytics: Question Summary

#	Subdimension	Q#	Theme	Questions	Maturity Score
D1	Data Governance	D1-21	Data AI Policy	How well is data governed for quality, security, ethics, and compliance across the organization?	1 — 1.6 — 5
D2	Data Management	D2-22	Data AI Adoption	To what extent are your data platforms standardized, integrated, and accessible across the enterprise?	1 — 1.6 — 5
D3	Data-Driven Decisions	D3-23	Data-Driven Decisions	How consistently are business decisions informed by trusted data and analytics rather than intuition?	1 — 1.6 — 5

E Artificial Intelligence: Question Summary

#	Subdimension	Q#	Theme	Questions	Maturity Score
E1	AI Governance	E1-24	Responsible AI	How effectively are AI initiatives governed for ethical use, transparency, and bias management?	1 — 1.6 — 5
E2	AI Management	E2-25	Standardization for Scale	To what extent are AI, Gen AI, and agentic AI platforms and models standardized, monitored, and scaled across the organization?	1 — 1.6 — 5
E3	AI Applications	E3-26	AI Deployment	How effectively are AI outputs operationalized to influence business outcomes, supported by capabilities such as prompt engineering and agentic AI?	1 — 1.6 — 5

F Operational Agility & Innovation: Question Summary

#	Subdimension	Q#	Theme	Questions	Maturity Score
F1	Process Automation	F1-27	Digital Business Process	How flexible and adaptive are your core business processes to integrate digital tools and technologies?	1 — 1.6 — 5
		F1-28	Automation	To what extent do you use automation (e.g. RPA, AI-driven workflows) to optimize operations and processes?	1 — 1.6 — 5
F2	Scalability & Resilience	F2-29	System Scalability	How effectively can your tech systems and processes scale up or down to meet fluctuating business demands while maintaining performance and resilience?	1 — 1.6 — 5
F3	Performance Monitoring	F3-30	Innovation KPIs	Do you measure the business impact of digital innovations and initiatives through relevant business KPIs like cost savings, speed to market, etc.?	1 — 1.6 — 5
F4	Agility & Flexibility	F4-31	Agile Culture	How empowered and agile are cross-functional teams to experiment and drive change?	1 — 1.6 — 5

G People & Culture: Question Summary

#	Subdimension	Q#	Theme	Questions	Maturity Score
G1	Leadership Mindset	G1-32	Innovation Champions	Do leaders actively champion innovation and transformation and model new behaviors?	1 1.6 5
G2	Innovation Culture	G2-33	Innovation Risk Appetite	To what extent is risk-taking and experimentation encouraged in your culture?	1 1.6 5
G3	Innovation Culture	G2-34	Innovation Management	How structured is your approach to innovation, change management, and adoption tracking?	1 1.6 5
G4	Digital Talent	G3-35	Talent availability	Have you identified cross-functional talent from across the organization that will drive the innovation and transformation?	1 1.6 5
G5	Digital Talent	G3-36	Talent Development	How robust are your digital upskilling and reskilling programs for employees?	1 1.6 5
G6	Digital Talent	G3-37	Design Thinking	Do you integrate employee/customer feedback into innovation and transformation design and rollout?	1 1.6 5
G7	Agile Ways of Working	G4-38	Agile Enablement	How widely adopted are collaboration tools and agile ways of working across teams?	1 1.6 5

H Core Function Digitalization: Question Summary

#	Subdimension	Q#	Questions	Maturity Score
H1	Input Supply Management	H1-39	How digitalized is your organization in managing and optimizing management of inbound resources procured from outside?	1 — 1.6 — 5
H2	Operations Management	H2-40	How effectively are core operations automated and digitally orchestrated (e.g. workflow automation, IoT-driven monitoring, digital twins)?	1 — 1.6 — 5
H3	Product/Service Delivery Management	H3-41	How digitally integrated and transparent is your product/service/outcome delivery process in terms of real-time tracking, predictive logistics, etc.?	1 — 1.6 — 5
H4	Marketing & Sales	H4-42	To what degree do your marketing and sales/beneficiary engagement functions use digital channels, personalization, and data-driven targeting to acquire and retain customers?	1 — 1.6 — 5
H5	Customer Service	H5-43	To what extent does your organization use digital tools to deliver proactive, personalized, and seamless customer support?	1 — 1.6 — 5

I Enabling Function Digitalization: Question Summary

#	Subdimension	Q#	Questions	Maturity Score
I1	Assets and Facility Management	I1-44	How digitally enabled are your assets/facilities management? Does it leverage technologies like smart sensors, predictive maintenance, energy optimization?	1 — 1.6 — 5
I2	Finance and Accounting	I2-45	To what extent is financial management and accounting digitalized (e.g. real-time analytics, automated reporting, digital payments, cash management)?	1 — 1.6 — 5
I3	Legal, Risk, and Compliance	I3-46	How effectively does your organization use digital tools to monitor compliance, assess risks, and manage regulatory reporting?	1 — 1.6 — 5
I4	HR Management	I4-47	To what extent are HR processes – talent acquisition, employee engagement, performance, and learning & development – digitally enabled?	1 — 1.6 — 5
I5	Technology	I5-48	What is the overall satisfaction level among all key organizational stakeholders with the organization's technology team?	1 — 1.6 — 5
		I5-49	What is the overall service maturity level of all IT services?	1 — 1.6 — 5
		I5-50	What role does the CEO/head of the organization or other IT CxOs expect IT to play in achieving organizational objectives?	1 — 1.6 — 5
I6	Vendor and Procurement	I6-51	How digitalized are your procurement processes including vendor management and contract management? (e.g. e-sourcing platforms, supplier portals, contract automation, vendor risk analytics)?	1 — 1.6 — 5

J Value Realization: Question Summary

#	Subdimension	Q#	Questions	Maturity Score
J1	Organizational Growth	J1-52	To what extent have transformation initiatives directly contributed to revenue growth (or organization size/coverage) through new digital products, channels, markets reach, or something similar?	1 — 1.6 — 5
J2	Operational Excellence	J2-53	How consistently have digital investments improved efficiency, cost savings, and process quality?	1 — 1.6 — 5
J3	Organizational Resilience	J3-54	How well does your digital backbone enable resilience and long-term sustainability of your organization (e.g. business continuity, cybersecurity, adaptability to disruptions)?	1 — 1.6 — 5
J4	Beneficiary Experience	J4-55	To what degree have your transformation initiatives succeeded in enhancing customer, partner, and employee experiences through personalization, accessibility, seamless journeys, etc.	1 — 1.6 — 5

Thank You

Innovation and transformation are going
to be the perpetual truth of your career,
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