Transformation Quotient Assessment FAQs

This file preempts most frequently asked questions related to the *TQA Sample Report,* answering them before you even engage with an Info-Tech analyst.

Audience and Purpose

Who is the primary audience for the TQA?	Technology executives – CIOs, CTOs, chief digital officers, and heads of technology/digital.
What is the key objective of this TQA service?	To provide an organization with a structured assessment of its innovation and transformation on multiple dimensions that are critical to driving transformation. It aims to help organizations identify opportunities and prioritize investments in business and technology transformation.
Why should an organization undertake the TQA?	The TQA is critical to identify strengths, gaps, and opportunities in the context of business/organizational transformation. Without this, tech and digital leaders can't justify digital investments, make informed decisions, accelerate transformation, or measure progress against industry benchmarks.
How does the TQA help both business and technology leaders?	Info-Tech's TQA framework links business outcomes with technology capabilities, ensuring alignment, accountability, and collaboration across leadership functions.
Can the TQA be applied across all industries and sectors?	Yes. It is designed with universal dimensions and subdimensions. The subdimensions of Core Function Digitalization and Enabling Function Digitalization (together referred to as "Functional Digitalization") are adapted from Michael porter's value chain framework and can be interpreted differently for different industries and private and public sector organizations.

Scope and Coverage

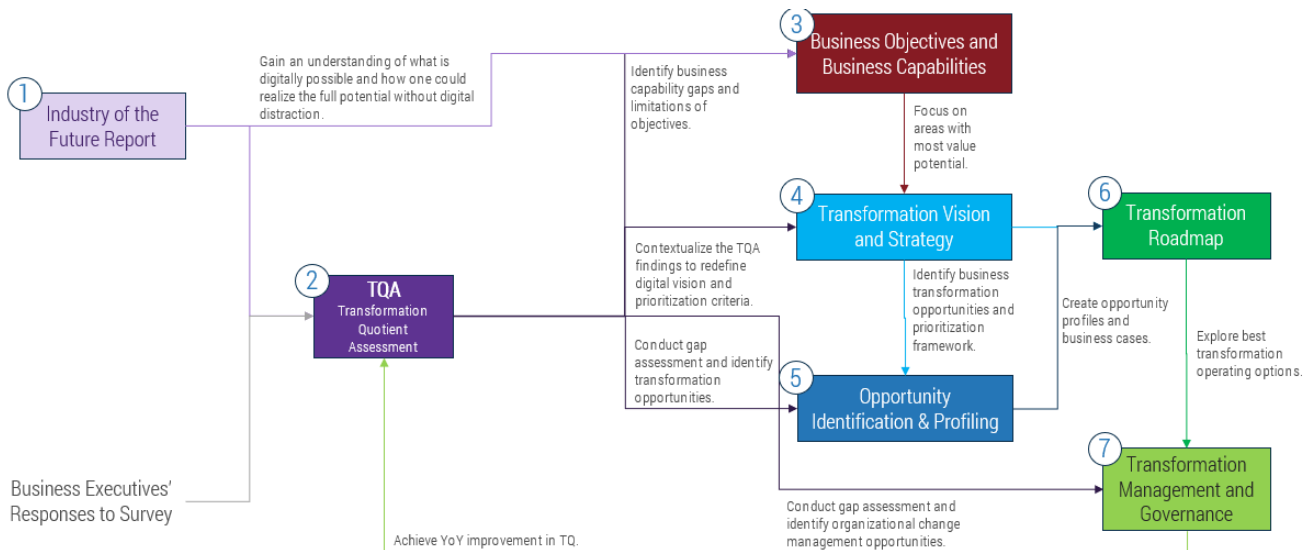|	
What dimensions does the TQA cover?	The TQA covers ten dimensions: a) Strategy & Governance b) Customer & Partner Ecosystem c) Technology Adoption d) Data & Analytics e) Artificial Intelligence f) Operational Agility g) People & Culture h) Core Functions Digitalization i) Enabling Functions Digitalization

	j) Value Realization
How is this TQA different from existing models from McKinsey, BCG, Deloitte, PwC, etc.?	Info-Tech's TQA integrates Functional Digitalization and Value Realization with foundational dimensions – Strategy & Governance, Customer & Partner Ecosystem, etc. These new dimensions link maturity directly to measurable organizational outcomes.
Does the TQA measure both business and technology maturity in driving transformation?	Focusing on an organization's transformation quotient (TQ), Info-Tech's TQA helps assess how technology is structured in enabling business/organizational transformation. It evaluates technology adoption depth in the organizational functions to ensure digital initiatives drive business/organizational transformation, not just technology transformation.
How does the TQA address industry-specific nuances while maintaining a universal framework?	A core universal model is supplemented by subdimensions that can be interpreted differently for different industries and private and public sector organizations. As we collect more data across various industries, industry-specific benchmarks will also be available for members to compare their organizations against. Universal dimensions (dimensions a through g) ensure comparability across sectors and industries while specific subdimensions add sectoral and industry-specific context to drive sectoral relevance and actionable benchmarks.
How does the TQA connect functional maturity with business value realization?	It provides digitalization maturity across organizational functions – both core (inbound supply chain, operations, delivery, marketing & sales, and customer service) and enabling (HR, finance, etc.) – and value levers like growth, efficiency, resilience, and human experiences in the same assessment, connecting maturity with strategic objectives.
Does it measure both current state and future TQ aspirations?	Yes. The TQA assesses today's maturity and stakeholder's aspirations on the same dimensions. While individual survey respondents from an organization give their input on the current state of transformation, future aspirations can be automatically plotted (one or two steps ahead of current) or customized by the transformation sponsor in the organization.
How does it help organizations move along the innovation spectrum?	The TQA identifies gaps that might be holding the organization back from innovating at scale. Acting to bridge those gaps (e.g. creating an enterprise innovation program or identifying KPIs to assess its impact) will help the organization expedite the realization of the value of innovation done by the teams.

Is the TQA included in our current membership or does it come at an extra cost?	The TQA is available as part of existing Counselor memberships and above. It is not available to Reference or Team memberships.
How do we ensure confidentiality and security of assessment data and survey-taker?	Like all other Info-Tech diagnostics, all data is anonymized when being synthesized and analyzed for the TQA report. In addition, all data collected as part of the survey is encrypted and reported at aggregated levels.
Can organizations compare results across divisions, geographies, or subsidiaries?	Yes. The TQA supports multientity (e.g. different geographies/BUs) comparative assessments. This breakdown can be provided at additional cost or membership entitlement.

Assessment Design and Methodology

How does the TQA fit in the overall innovation and transformation journey?	While the TQA can be conducted independently, it is the second step of the innovation and transformation journey. The insights uncovered during the TQA are fed into all the subsequent steps as shown in the figure below.

Info-Tech Research Group

What is the structure of the TQA survey?	TQA survey is a structured set of 55 questions covering multiple dimensions and subdimensions. Each question is multiple-choice questions with 5-options. Survey participants will have subtext and illustrative examples within each question to clarify the intended assessment, enabling them to choose the option that most accurately represents their perception of the industry and the organization.
How are results benchmarked (internal vs. industry vs. global best practices)?	Results can be compared between departments within the organization, against the results of other organizations in the same industry/subindustry, or across industries once Info-Tech has collected a statistically significant number of data points.
How does the TQA ensure objectivity in responses?	The TQA reduces subjectivity by collecting inputs from multiple sets of stakeholders and increases objectivity in overall assessment through structured scoring, cross-validation across roles, and data triangulation.
Can the TQA be customized for specific member needs, sectors, or transformation goals?	As Info-Tech aims to provide benchmarking within and across industries, there is no scope of customization on structure, survey, or the report. However, some of the survey questions can be skipped (marked N/A) by the transformation sponsor, assuming these questions don't break any specific dimensions or the overall TQA, as judged by the analyst. For instance, omitting all questions from a dimension removes it entirely and disrupts the structure.

Delivery and Member Engagement

How is the TQA delivered (online survey, diagnostic, workshops, concierge interviews, consulting)?	The TQA is delivered as a concierge service by Info-Tech's CIO strategy and industry analysts. Through a set of two to three calls, they will help the member fill out the questionnaire and aggregate and synthesize the data to create a final TQA report. Eventually, the service will be run as an Info-Tech diagnostic, with largely automated report delivery to the member followed by an analyst or executive counselor debrief.
How long does it typically take to complete the assessment?	It will take a respondent **30-40 minutes** to complete the survey. It will be followed by the aggregation, analysis, and reporting, which may take **2-3 weeks**. The overall TQA report will be delivered within **4 weeks** of the first TQA launch call with the member.
Who within an organization should participate in the TQA survey?	At first, only the CIO (or the top tech executive) will participate in the survey. A TQA summary report will be produced. The CIO can present this report to the

	head of the organization and other business and technology executives. After that, other business executives can participate in the survey, and a final TQA report will be produced by Info-Tech. This report will inform the organization's transformation strategy.
Who from Info-Tech should facilitate the TQA delivery?	From November 2025 to October 2026, Info-Tech CIO advisory and industry analysts will facilitate TQA delivery. Subsequently, it will be delivered by the diagnostic team.
How often should an organization conduct the TQA?	As most transformative initiatives will take 6-12 months for initial value realization, Info-Tech recommends conducting the TQA annually.

Output and Insights

What does the final output of the TQA look like?	The final output of the TQA will be the TQA Results & Report (PDF/PPT), which contains a transformation maturity curve, TQ dimensional view (spyder chart), and functional heat maps. Comparative benchmarks (if available for the industry) and initial opportunity recommendations will also be present in a detailed report.
How are maturity levels represented?	In addition to the maturity scorecard spyder chart, overall maturity will be mapped on a five-level spectrum from Foundational to Leading the industry in organizational transformation.
Does the TQA provide function-level maturity results (Operations, HR, Finance, etc.)?	Yes. The TQA assess the level of digitalization of core and enabling functions – 11 in total. Each function is evaluated on its level of successful and sustainable digitalization of processes and operations.
Does the TQA assess the organization's value realization maturity (growth, resilience, operational excellence, experience)?	Yes. Value Realization is a distinct dimension within the TQA model. It assesses if the organization has been able to realize any value from earlier digitalization efforts. This value could be in terms of organizational growth, operational efficiency, organizational resilience, and/or beneficiary (customer/employee) experience.
What kind of insights can executives expect from the assessment results?	The TQA shall articulate comparative strengths, weaknesses, opportunities, and priority action steps to drive transformation. These insights shall directly inform organization's business transformation strategy.

Using the Results

How should organizations use the TQA results to shape their transformation strategy?	The TQA report and insights shall directly inform the organization's business transformation strategy by highlighting maturity gaps and opportunities that can be further fine-tuned and aligned with transformation vision and ambitions during transformation strategy formulation.
Can the TQA help identify quick wins vs. long-term digital initiatives?	Yes. The TQA will give a glimpse of the immediate opportunities and some of the longer-term transformation plays. Further, Info-Tech's transformation strategy research *Define Your Digital Business Strategy* can help prioritize these as quick wins vs. long-term digital initiatives.
How do we use the results to align executives and stakeholders on priorities?	The TQA provides evidence-based insights driven from the opinions and perceptions of individual leaders in your organization. It enables consensus on transformation focus areas. In conjunction with Info-Tech's elaborate, cross-functional transformation strategy workshop, *Define Your Digital Business Strategy*, this data paves the way to the sustainable executive alignment on transformation priorities.

_____