

Maturity of analytical capability by stage

Stage	Organisation		Human			Technology
	Analytical Objective	Analytical Process	Skills	Sponsorship	Culture	
Analytically impaired	Limited insight into customers, markets, competitors	Doesn't exist	None	None	Knowledge allergic-pride on gut-based decisions	Missing/poor quality data, multiple defines. Unintegrated systems
Localised analytics	Autonomous activity builds experience and confidence using analytics; creates new analytically based insights	Disconnected, very narrow focus	Pockets of isolated analysts (maybe in finance or marketing/CRM)	Functional and tactical	Desire for more objective data successes from point use of analytics start to get attention	Recent transaction data unintegrated, missing important information. Isolated BI/analytic efforts.
Analytical aspiration	Coordinated; establish enterprise performance metrics, build analytically based insights	Mostly separate analytic processes. Building enterprise level plan	Analysts in multiple areas of business but with limited interaction	Executive-early stages of awareness of competitive possibilities	Executive support for fact-based culture-may meet considerable resistance	Proliferation of BI tools. Datamarts/datawarehouse established expands
Analytical companies	Change program to develop integrated analytical processes and applications and build analytical capabilities	Some embedded analytics processes	Skills exist but often not aligned to right level/right role	Broad C-suite support	Change management to build a fact-based culture	High quality data. Have an enterprise BI plan, IT processes, and governance principles in place
Analytical competitors	Deep strategic insights, continuous renewal and improvement	Fully embedded and much more highly integrated	Highly skilled, leveraged, mobilised, centralised, outsourced grunt work	CEO passion. Broad based management commitment	Broadly supported fact based culture, testing and learning culture	Enterprise-wide BI/BA architecture largely implemented