

Data Maturity Model

How ready are you to use data in your organization?

	Data	Enterprise	Leadership	Targets	Analysts
Stage 1 Analytical Beginner	May be untapped, inconsistent, and requiring additional organization	Early stages	Willing to engage	Limited	Novice, or skilled and unsupported
Stage 2 Localized Analytics	Usable data, but may be in functional or process silos	Islands of data, technology, and expertise	Function or process level engagement	Multiple disconnected targets that may not be strategically important	Isolated pockets of analysts with limited collaboration
Stage 3 Analytical Aspirations	Centralized, user friendly data repository	Early stages of an organization-wide approach	Leaders beginning to recognize importance of analytics	Analytical efforts coalescing behind a small set of targets	Analysts in key target areas, possible expansion efforts underway, good collaboration
Stage 4 Analytical Organizations	Integrated, accurate, and commonly understood data	Key data, technology and analysts are centralized and/or networked	Leadership support for analytical competence	Analytical activity centered on a few key domains	Capable analysts who collaborate across the organization and externally
Stage 5 Analytical Champions	Relentless search for new data and metrics	All key analytical resources centrally managed	Leadership with a passion for data-driven decision making	Analytics support the organization's mission, vision, and values	Highly skilled analysts and professional development pathways for beginners

Adopted from the Five Stages of Analytics Maturity developed by Tom Davenport and Jeanne Harris in their book, *Competing on Analytics: The New Science of Winning*, and the DELTA Model developed in 2010 by Tom Davenport, Jeanne Harris, and Bob Morison in their book, *Analytics at Work: Smarter Decisions, Better Results*.

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