

## BI Maturity Model

Stage	Distinctive capability/ level of insights	Questions Asked	Executive Level Use	Business Operations Use	Data Availability	Business Measures	Data Governance	Types of Data and Reporting Tools Commonly Used	Request/ Workflow System	Analyst Involvement	Analytical Focus	How can we improve?
<b>1. Analytically Impaired</b>	Negligible, "flying blind"	What happened in our business?	None; executives may not even exist	None; operations may not be fully developed	No internal data, and not sure where to find external data	None	None	No common tools; use of already aggregated data found on the internet	None	None	Non-Existent	Obtain data and use it to improve business operations
<b>2. Localized Analytics</b>	Local and opportunistic may not be supporting company's distinctive capabilities	What can we do to improve this activity? How can we understand our business better?	Review data and perform analytics themselves	High level tracking of projects, growth goals, and use of specific measures	Have internal data relating to specific projects - not necessarily structured	Project Level ROI	Typically None at this Stage	Commonly use MS Access and Excel to manipulate data	Function through email, phone call or meeting requests	May have a few analysts to create databases and simple reporting	Mostly around revenue and profitability generated after the fact	Take revenue information and begin to forecast future earnings.
<b>3. Analytical Aspirations</b>	Begin efforts for more integrated data and analytics	What's happening now? Can we extrapolate existing trends?	Review reporting built from analyst teams and suggest ideas for new requests	Have begun to use forecasting to plan for operational growth	Have internal data and have started to integrate external data sources	Forecasting company performance and market worth	Have started thinking about data governance, but have not implemented an organized plan	Mainly using MS Access and Excel, but have started to integrate ETL tools as well as more advanced sql databases and tools	Have started to implement some sort of report request system	Teams of Financial Analysts and Business Analysts	Has implemented forecasting models and understands and established internal initiatives to meet specific growth goals	Focus on creating a full suite of structured reporting, audits and business tools for each department while considering new data structures to easily tie all of this data together
<b>4. Analytical Companies</b>	Enterprise-wide perspective, able to use analytics for point advantage, know what to do to get to next level, but not quite there	How can we use analytics to innovate and differentiate?	Monitor dashboards and focus on company growth	Monitor dashboards and focus on improving efficiency	Have internal and external data, but are not using it to its full potential - starting to integrate predictive analytics	Analytics are used to help grow performance and market worth	Working towards implementing, or already have implemented a data governance plan.	Automated sql processes running daily that deliver reporting to the necessary business areas - Batch, ETL, Datamarts/ Warehouses	Most likely using a report request system	Lots of Analysts: Financial, Business, IT, Warehouse Architects, BI; Working on their own objectives - not inline with company initiatives/goals	Vast operational and executive reporting, possibly a centralized data environment, and beginning to develop advanced analytical models	Start harnessing your data to build predictive and advanced analytical models
<b>5. Analytical Competitors</b>	Enterprise-wide, big results, sustainable advantage	What's next? What's possible? How do we stay ahead?	Monitor dashboards and use predictive/ advanced analytics to identify best areas for company growth	Monitor dashboards, improve efficiency and research alerts	Have internal and external data, and are producing advanced analytics and predictive models	Analytics are the main tool to grow performance and market worth	Most likely have implemented a data governance plan	Automated processes running out of centralized data warehouse that refresh BI Dashboards and alert the company of abnormalities	Not only using report request system, but using the data from the workflow of requests to improve the organization	Lots of Analysts: Financial, Business, IT, Warehouse Architects, BI; All working together and driving toward the same company objectives	Focused on advanced analytics and competitive models	Conduct current assessment to see if your analytics are well balanced

Altered by Pat Garvey from the following resource:  
 Davenport, Thomas H., and Jeanne G. Harris. *Competing on Analytics: The New Science of Winning*. Boston, Mass.: Harvard Business School, 2007. Print.