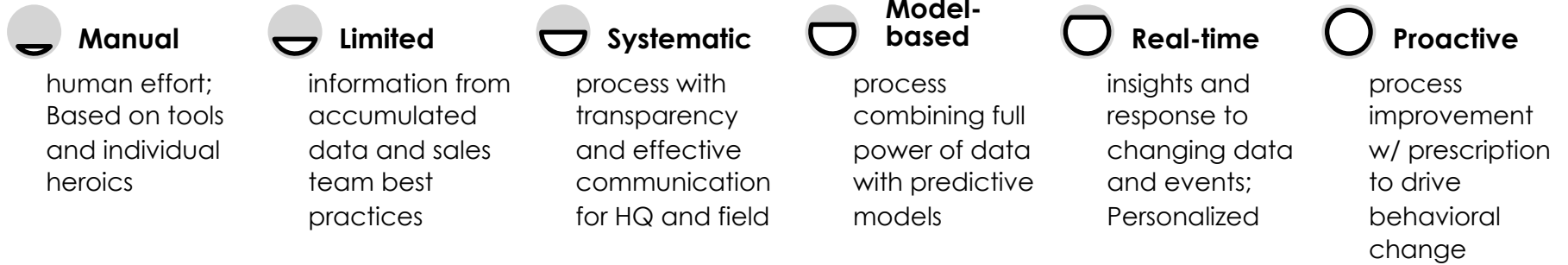


Data-Driven Decisions (3D)

Maturity Model



EMERGING



DEVELOPED

- Historical reports
- General
- HQ-focused
- Analyst-led

- Historical charts and KPIs
- General/visual
- HQ-focused
- Analyst-led

- Select stats models to score and rank
- Narrow insights
- HQ-focused
- PhD-led
- Manual/tools

- Broader, process-based modeling
- Connects actions with outcomes
- HQ/field focused
- PhD-led w/ team
- Still manual/tools, now expensive

- Business applications
- Real-time insights
- Guided actions
- Field focused
- Business user-led
- Automated SaaS
- Enterprise Cloud
- CRM integrated