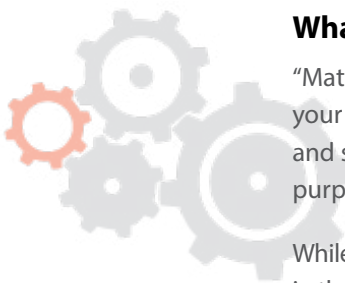




**Digital Analytics Maturity:  
Your Competitive Advantage**

**Benchmark against thousands  
of global organizations and see  
how you compare**

# HOW MATURE ARE YOUR ORGANIZATION'S DIGITAL ANALYTICS?



## **What is “Maturity”?**

“Maturity” describes how deeply and effectively your organization uses tools, people, processes and strategy to manage and analyze data for the purpose of informing business decisions.

While everyone wants to harness the power of data in their organizations, it can be very hard to tell where to begin or what to do next. Every organization operates at a different level of data and analytics maturity. Assessing where you stand and what your next steps should be will help you leverage your organization's data for the smartest possible decision-making.

## **How can I tell how “Mature” my organization is?**

Thousands of organizations have asked the same question and used Cardinal Path's OAMM (Online Analytics Maturity Model) to find the answer.

Developed by Cardinal Path's Director of Innovation, Stéphane Hamel, the OAMM framework helps you understand your organization's digital analytics maturity level. A free self-assessment survey found at [goo.gl/V8oZUx](https://goo.gl/V8oZUx), the OAMM provides strategic

analysis and industry-wide benchmark comparisons to help you understand how effectively your organization's analytics activities are operating.

## **Digital Analytics Maturity: Your Competitive Advantage**

In the digital age our ability to process large data sets to extract meaning and insights is a competitive advantage.

The Online Analytics Maturity Model (OAMM) helps organizations look in the mirror, and understand who they are and what they are capable of.

Consider the core competencies of your organization, are they technological, analytical, or business focused? You will need all three to compete in this space, and the OAMM will help you see which areas you need help with.

An organization's ability to effectively leverage the data it has at its fingertips is critical to both its survival and growth.

## HOW MATURE IS YOUR ORGANIZATION'S DIGITAL ANALYTICS?

### ORGANIZATIONAL ANALYTICS MATURITY: THE NEW SECRET WEAPON

With dramatic changes in the environment (both “Big Data” and low cost access to super computer processing, with Google’s “Big Query”, for example), some organizations will thrive while others will fail to realize the opportunity, and fall by the wayside as competitors surge forward.

Understanding whether an organization is poised to make the most of the business intelligence their data can provide rests on their commitment to the following six pillars of digital analytics:

#### Governance:

Mature organizations have well-defined, well-communicated roles and responsibilities holding teams and people accountable across the full spectrum of activities required to collect, analyze, and use data to measure and act on business goals.

#### Objectives:

Mature organizations define very clear business objectives that are measured by structured Key Performance Indicators (KPIs) designed to quantify success or failure.

#### Scope:

Mature organizations have spread analysis activities throughout their entire digital ecosystem and are actively leveraging analytics as an organization-wide program for transformational change.

#### Team and Expertise:

Teams in mature organizations include the technical implementation resources, experienced analysts and data architects, plus the business users empowered and experienced in data-driven decision making methodologies.

#### Improvement Process Methodology:

Mature organizations include formal frameworks such as Agile (Lean) or Six Sigma across their teams and departments and enable team members to learn and use these frameworks to ensure continuous improvements are being made throughout the organization.

#### Tools, Technology and Data Integration:

Mature organizations use tools and technology to enable data-derived insights from intelligent reporting, useful visualizations, statistical modeling and even predictive analytics.

### HOW DOES YOUR ORGANIZATION COMPARE TO OTHERS' DIGITAL ANALYTICS MATURITY?

With thousands of people using the free OAMM survey, Cardinal Path has collected surveys across entire industry sectors, giving you an exclusive view of the analytics maturity landscape.

After completing your free self-assessment survey at [goo.gl/V8oZUx](https://goo.gl/V8oZUx), compare yourself to your peers and learn whether you're “leading the pack” or falling behind the curve.

#### THE LANDSCAPE

Across eighteen major industry sector categories, the OAMM shows some surprising results.

Under the six areas of the OAMM some types of companies appear to have a natural advantage, which suggests that the degree to which the core business of an organization is in alignment with the six pillars of digital analytics, the better it will likely do in each of those areas.

HOW MATURE IS YOUR ORGANIZATION’S DIGITAL ANALYTICS?

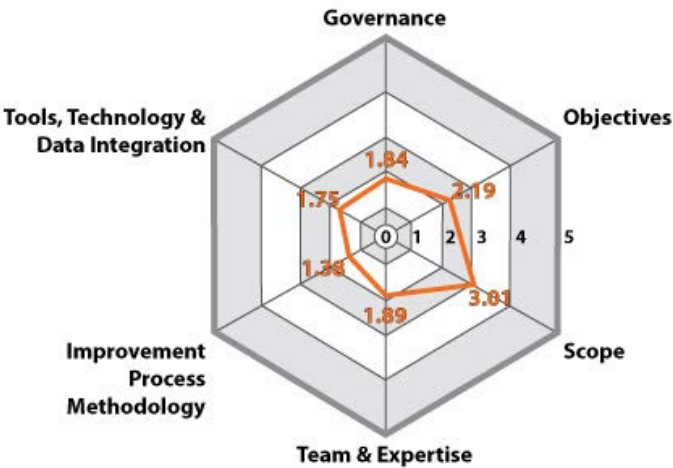
However, it is important to note that if an organization’s culture and core business is not aligned to an area of the OAMM, then it should not expect to do well in that area, and this weakness has the potential to inhibit overall maturation towards sophisticated digital analytics programs.

most companies about one year to build capacity/ competency in each of the areas, but relying on external partners to bring in the requisite skills can accelerate this.

Following are the top 10 lists for each of the six areas of the OAMM showing the industry sectors that appear strongest based on the cumulative data of 220 OAMM self-assessments.

GOVERNANCE:

Average of 1.84, with most respondents choosing “2.” Professional, Scientific & Technical Services, as well as Public Administration, are leaders in having well-defined, well-communicated roles and responsibilities for collecting, analyzing and using data.



Based on the global benchmark drawn from hundreds of companies from a wide range of sectors, the overall average OAMM result appears to indicate two clear trends. Those completing the OAMM:

- 1. Tend to be ambitious in terms of their objective and scope
- 2. Lack the rudimentary business processes and methodologies required to perform well in digital analytics. This suggests most organizations would do well to set expectations of a two year + timeline to achieve a higher level of maturity.

A healthy OAMM assessment will have no more than one degree of separation between the six areas.

Based on Cardinal Path’s consulting with over 1,100 organizations, we’ve determined that it will take

RANK	INDUSTRY CATEGORY	AVERAGE
1.	Professional, Scientific & Technical Services	2.4
2.	Public Administration	2.4
3.	Wholesale Trade	2.3
4.	Other Services	2.1
5.	Real Estate, Rental and Leasing	2.0
6.	Retail Trade	1.9
7.	Health Care & Social Assistance	1.9
8.	Information	1.8
9.	Finance and Insurance	1.8
10.	Utilities	1.7

## HOW MATURE IS YOUR ORGANIZATION'S DIGITAL ANALYTICS?

### OBJECTIVES:

Average of 2.19, with most respondents choosing "2." Public Administration and Accommodation & Food Services are leaders in defining clear business objectives and the Key Performance Indicators necessary to evaluate them.

RANK	INDUSTRY CATEGORY	AVERAGE
1.	Public Administration	3.2
2.	Accommodation & Food Services	3.0
3.	Administrative, Support, Waste Management	2.8
4.	Professional, Scientific & Technical Services	2.7
5.	Other Services	2.6
6.	Real Estate, Rental and Leasing	2.6
7.	Retail Trade	2.5
8.	Finance and Insurance	2.1
9.	Educational Services	2.1
10.	Information	2.1

### SCOPE:

Average of 3.01, with most respondents choosing "4". Information and Public Administration are leaders in leveraging analytics throughout their entire organizations.

RANK	INDUSTRY CATEGORY	AVERAGE
1.	Information	3.5
2.	Public Administration	3.4
3.	Utilities	3.3
4.	Other Services	3.3
5.	Retail Trade	3.3
6.	Real Estate, Rental and Leasing	3.2
7.	Manufacturing	3.2
8.	Arts, Entertainment & Recreation	3.1
9.	Professional, Scientific & Technical Services	3.0
10.	Health Care & Social Assistance	2.9

### TEAM & EXPERTISE:

Average of 1.89, with most respondents choosing "2." Utilities and Professional, Scientific & Technical Services are leaders in nurturing empowered business users that have experience making organization-wide decisions using data.

RANK	INDUSTRY CATEGORY	AVERAGE
1.	Utilities	2.7
2.	Professional, Scientific & Technical Services	2.3
3.	Information	2.2
4.	Finance and Insurance	2.1
5.	Health Care & Social Assistance	2.1
6.	Other Services	2.0
7.	Real Estate, Rental and Leasing	2.0
8.	Management of Companies and Enterprises	2.0
9.	Retail Trade	1.9
10.	Administrative, Support, Waste Management	1.8

### IMPROVEMENT PROCESS & METHODOLOGY:

Average of 1.38, with most respondents choosing "0." Information and Public Administration are leaders in employing formal frameworks to ensure quality control and continuous improvement in their analytics activities.

RANK	INDUSTRY CATEGORY	AVERAGE
1.	Information	3.5
2.	Public Administration	3.4
3.	Utilities	3.3
4.	Other Services	3.3
5.	Retail Trade	3.3
6.	Real Estate, Rental and Leasing	3.2
7.	Manufacturing	3.2
8.	Arts, Entertainment & Recreation	3.1
9.	Professional, Scientific & Technical Services	3.0
10.	Health Care & Social Assistance	2.9

## HOW MATURE IS YOUR ORGANIZATION’S DIGITAL ANALYTICS?

### TOOLS, TECHNOLOGY AND DATA INTEGRATION:

Average of 1.75, with most respondents choosing “1.” Public Administration and Accommodation & Food Services are leaders in using tools, technology and data integration methods to enable data-derived business insights.

RANK	INDUSTRY CATEGORY	AVERAGE
1.	Public Administration	3.2
2.	Accommodation & Food Services	3.0
3.	Administrative, Support, Waste Management	2.8
4.	Professional, Scientific & Technical Services	2.7
5.	Other Services	2.6
6.	Real Estate, Rental and Leasing	2.6
7.	Retail Trade	2.5
8.	Finance and Insurance	2.1
9.	Educational Services	2.1
10.	Information	2.1

### THE VALUE OF ASSESSING ONLINE ANALYTICS MATURITY

#### A University’s Roadmap for Balancing Their Analytics Efforts

Every assessment completed with the Online Analytics Maturity Model — whether it be a personalized Cardinal Path consultation or a self-assessment — yields meaningful insights into an organization’s analytics operation and how it can be improved.

In the case of one high-profile, national higher education organization, Cardinal Path’s consulting team conducted a maturity audit which concluded that the organization’s team had a well-defined Scope and Objectives for their analytics function, but highlighted other areas that could be better developed, in this case, Expertise, Technology and Process and Methodology.

Additionally, this organization’s Governance function was found to be well developed in terms of management buy-in and support, but lacking in other critical areas such as establishing collaborative environments for agreeing upon goals and priorities.

Cardinal Path provided this organization with a Governance model that, when deployed, would increase the transparency of analytics activity within the organization and introduced a more collaborative approach to establishing goals and priorities.

Cardinal Path also presented the organization with a detailed plan for optimizing existing roles, resource allocations, responsibilities and accountabilities across the various analytics tasks and priorities to meet their goals.

After Cardinal Path’s detailed audit, the organization understood the exact steps to take to empower their data-driven decision makers with the right expertise, appropriate technological resources and the best methods for continuously improving their processes.

## HOW MATURE IS YOUR ORGANIZATION'S DIGITAL ANALYTICS?

### A RETAILER'S CUSTOMIZED GUIDE TO ANALYTICS MATURITY

Sometimes an Online Analytics Maturity Model assessment uncovers so many opportunities for transformational change that an organization's entire data analysis operation calls for new infrastructure design.

When a top national cellular phone retailer came to Cardinal Path for a customized maturity assessment, they knew that their internal and external data analysis systems and partnerships were too complex to provide the rich business intelligence their data could provide.

The retailer wanted a step-by-step guide to overhaul its analytics organization, and Cardinal Path provided a thorough review of the organization's Key Business Objectives, followed by an inventory of all internal and agency efforts to deliver analysis against those objectives.

Weaknesses in Governance, Scope and Improvement Process Methodology were identified and Cardinal Path provided a set of recommendations designed to:

- Formally define the process for clearly articulating Key Business Objectives.
- Assign reporting responsibilities so that transparent knowledge-sharing could become the organizational standard.
- Establish a strategy and long-term plans for assessing and investing in analytics capabilities, technology, resources and processes.

As a result, this retailer was armed with the knowledge and direction necessary to transform its complex and widespread organization's data into an asset that made them stronger, smarter and more agile in a highly competitive marketplace.

### WHY YOU SHOULD SELF-ASSESS FOR DIGITAL ANALYTICS MATURITY:

- To understand which industry sectors tend to be best equipped to successfully execute digital analytics in their organizational context.
- To surface the areas of weakness where organizations need to build capacity in order to excel in digital analytics.

The OAMM self-assessment is a voluntary and free tool that can be used by any individual in any organization at [goo.gl/V8oZUx](https://goo.gl/V8oZUx).

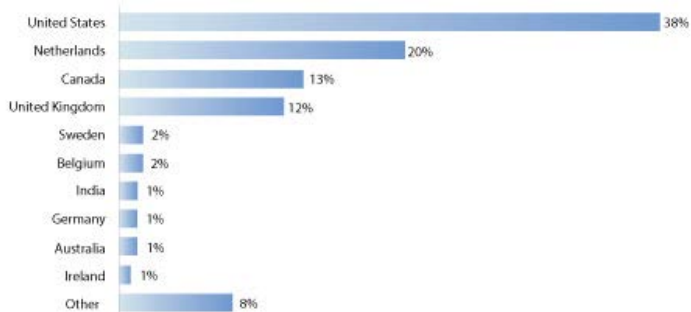


## HOW MATURE IS YOUR ORGANIZATION'S DIGITAL ANALYTICS?

# METHODOLOGY

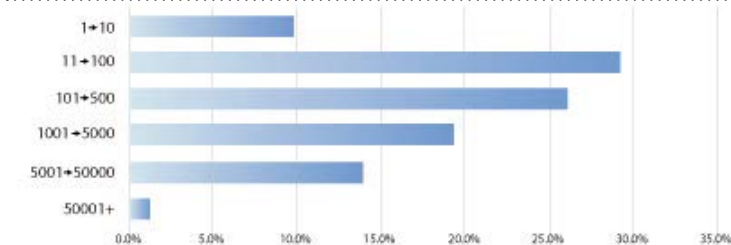
## WHO USES THE OAMM ASSESSMENT AND HOW IS IT SCORED?

With 220 respondents over the past 6 months, we have compiled an overview of the OAMM data. Note that the composition of respondents based on their stated country of origin is as follows, with most respondents from the USA and less than 1% of respondents from Ireland and sixteen other countries from around the globe:



## OAMM SURVEY RESPONDENTS COUNTRY OF ORIGIN

OAMM respondents came from a large variety of companies across many different sectors. The sizes of these companies and organizations were distributed as follows based on the number of employees:



## COMPANY SIZE BY NUMBER OF EMPLOYEES FOR OAMM RESPONDENTS

Duplicate entries from the same individuals are filtered out and the most recent entry is used. In some cases different individuals in the same organization completed the OAMM self-assessment.

## HOW CAN WE HELP YOU?

Contact us for an advanced, comprehensive review to assess your current organizational maturity. Cardinal Path can provide a structured, actionable path towards improving your organization's competence at leveraging data and analytics for enterprise-wide business decision-making.

## ABOUT CARDINAL PATH

Cardinal Path is a premier digital data analytics firm that works with the world's most prominent organizations to create, implement and action advanced analytics. Known for its industry leadership with tools such as the Online Analytics Maturity Model, a framework for assessing enterprise-wide analytics maturity, Cardinal Path comprises dedicated teams of award-winning analysts, statisticians, academics, developers, and many of the top minds in the digital marketing space. We help our clients unlock the value of their data, sharing all that we know and empowering people to make confident business decisions for sustainable growth.