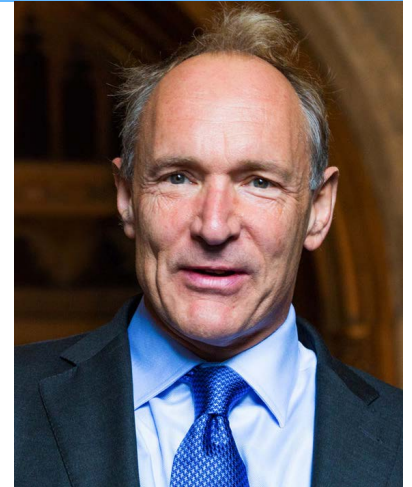# Gramener
Insights as Stories

Driving Data-Led Transformation by Assessing Organizational Data Maturity

> ## " DATA IS A PRECIOUS THING AND WILL LAST LONGER THAN THE SYSTEMS THEMSELVES. "
>
> **- Tim Berners Lee**
> *Inventor of the World Wide Web.*

What Berners-Lee said 15 years ago in his book 'A Framework for Web Science' holds true even now.

Today, data is everywhere. Organizations and its customers create a heavy inflow of structured and unstructured data from various sources like the internet, financial transactions, business interactions, mobile applications, etc. This continuous flow of information can be used to drive insightful data-driven decision-making.

As per Deloitte survey, 49% of respondents believed that data analytics is the key to better decision-making capabilities. With the right resources, skills and processes to carry out advanced data analytics, organizations can improve their business decision-making significantly.

How Netflix used Data for Impactful Decision-making?

Data-native organizations like Netflix use data maturity as a critical element in their business strategy.

Over 208 million subscribers consume Netflix content regularly. With an evaluation of over $164 billion, it is the most valued media organization globally. Netflix has aspired and worked towards being data-driven across its different processes and operations.

For instance, its ability to retain customers is a major reason behind its success. Netflix's customer retention rate stands at an amazing 93%, compared to close competitors Hulu (64%) and Amazon Prime (75%).

Thanks to rigorous data initiatives, Netflix has been able to create a customer-centric interface. The decision-makers at the organization work with useful metrics, insights, predictions, and analytic tools to understand customer preferences, create meaningful content, develop a recommendation engine to engage customers throughout their lifecycle, and build an easy interface for customers to browse & watch preferred programming.

Why data maturity?

As per [McKinsey survey,](#) the gap between leaders and laggards is widening. Leaders are organizations that are very good at getting the benefits out of their data investments.

Are you interested in knowing what are the characteristics of a data-driven organization, and how can you turn your organization into one? To answer this question, you must understand your organization's data maturity.

Data Maturity refers to the capability of an organization to consume the data its produces and aggregates. The better an organization is at using data, the more data mature it is.

Now that we know that data maturity is directly linked with organizations' success, let's understand the five levels of data maturity.
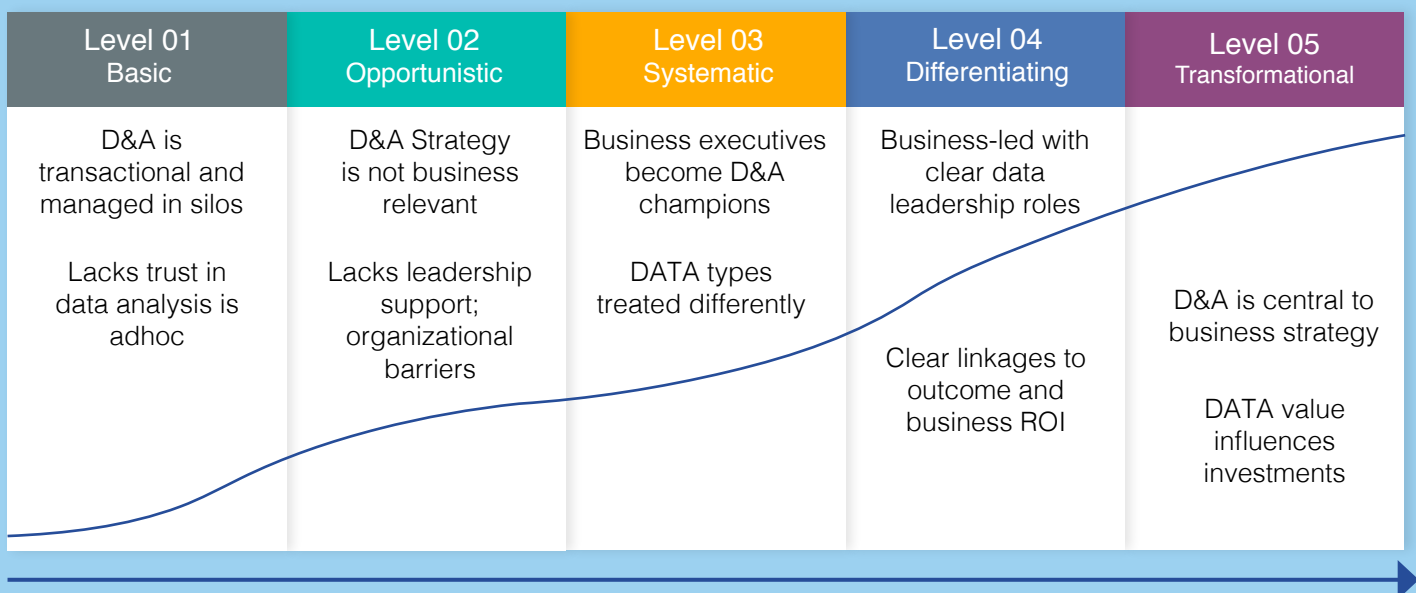
Data maturity and its five levels

There are five levels of data maturity - Basic to Transformational.

The first level is the early stage of approaching data where organizations use data only when they need it. At the second level, organizations have had some early taste of success with data. At the third level, organizations develop a clear vision for data, and standardization starts to set in. At the fourth level, data leadership roles like CDO emerge. There is a clear linkage of data science with ROI for all the initiatives that organizations undertake. At level five, an organization becomes a true data leader in their industry.

A look at how an organization can move up the five levels of data maturity.

Level 01 Basic	Level 02 Opportunistic	Level 03 Systematic	Level 04 Differentiating	Level 05 Transformational
D&A is transactional and managed in silos	D&A Strategy is not business relevant	Business executives become D&A champions	Business-led with clear data leadership roles	
Lacks trust in data analysis is adhoc	Lacks leadership support; organizational barriers	DATA types treated differently	Clear linkages to outcome and business ROI	D&A is central to business strategy
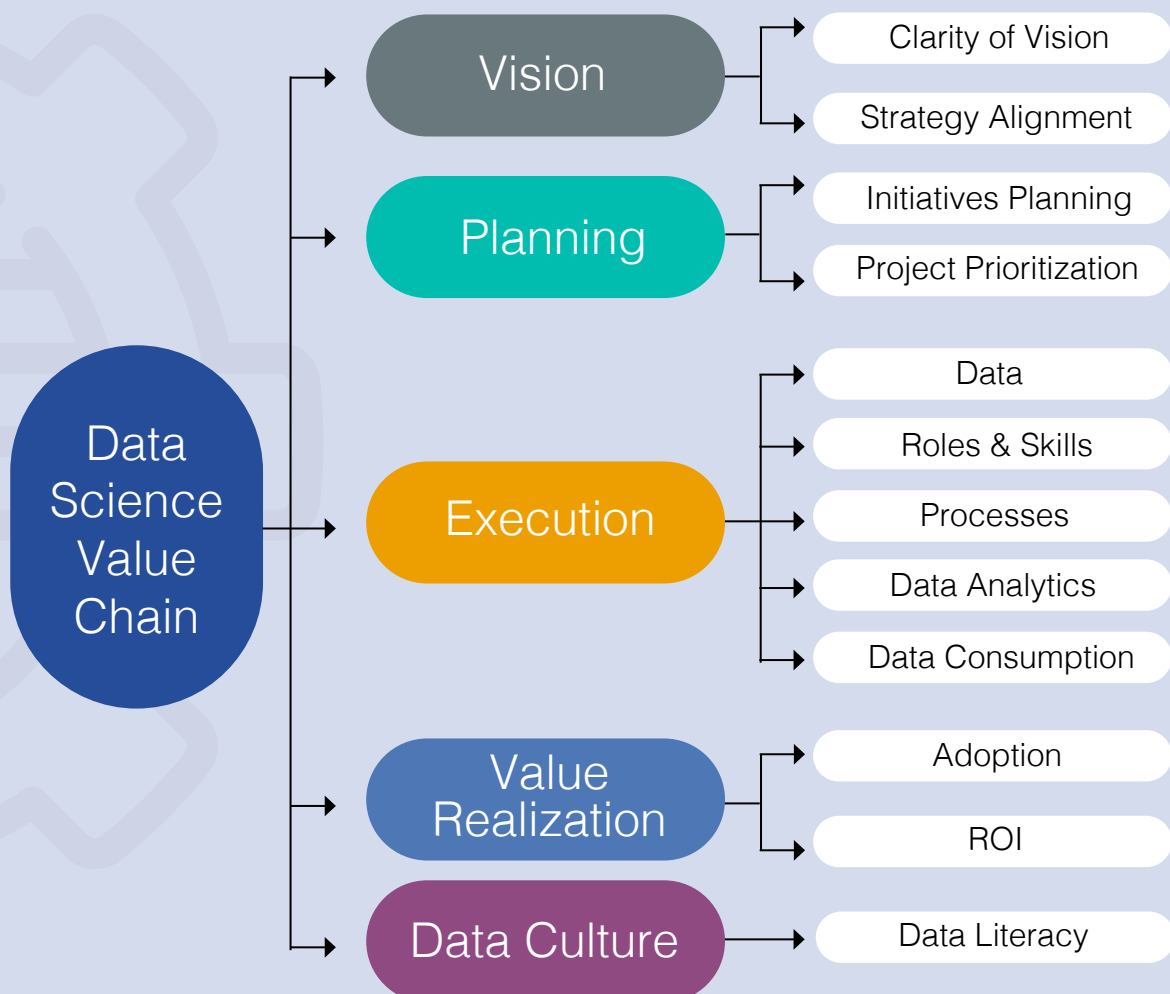
DATA value influences investments

Gartner Maturity Model for Data and Analytics (D&A)[2]

The five dimensions of data maturity

The organizational characteristics from the earlier section can be broken down into five dimensions. These dimensions span the entire data science life cycle, from framing the organization's vision for data science through its data culture evolution.

Organizations who are keen to move forward on their data journey must know where they stand with respect to data maturity and plan their roadmap. A data maturity framework can help an organization in doing this. As per **Gramener's Data Maturity Framework,** there are five dimensions to an organization's existence and the framework assesses them on the five levels of data maturity. In addition, there are **twelve elements** or activities spread across the five dimensions. Focusing on getting these elements right will help an organization streamline itself.

Data Science Value Chain

- **Vision**
  - Clarity of Vision
  - Strategy Alignment
- **Planning**
  - Initiatives Planning
  - Project Prioritization
- **Execution**
  - Data
  - Roles & Skills
  - Processes
  - Data Analytics
  - Data Consumption
- **Value Realization**
  - Adoption
  - ROI
- **Data Culture**
  - Data Literacy

The five dimensions of data maturity are as follows.

Vision

This dimension refers to an organization's clarity of vision and focus with which data science goals are set. Without vision, no organization can foresee a successful long-term data science strategy in place.

As organizations move up the five levels of data maturity in this dimension, they work on two elements, namely enhancing their **clarity of vision and strategy alignment** with their business outcomes, to become more data mature.

Planning

Planning well in advance is crucial to delivering impactful projects. Once an organization finalizes its data science goals, it should translate them into a detailed plan, with a short-term and long-term execution roadmap. The roadmap will illustrate different projects along with their quantifiable milestones.

It is important that **initiatives are planned** and governed to ensure business value. It is also necessary to **prioritize relevant projects** to deliver long-term impact. In addition, it is crucial that the organizations adhere to the **right governance and processes** that ensure the consistent execution of plans with repeatable value.

Execution

An organization needs to enable the use of data in their planning stage. Therefore, they must empower their teams and processes to consume it. Therefore, organizations must build on **robust data engineering processes** to identify, collect, curate, and store data efficiently. It is also crucial that there is an **availability of the right team with relevant skills** and capabilities to execute the data science initiatives Organizations should also hire the right resources as well as upskill the existing workforce to carry out the tasks.

Effective execution also requires the **generation of actionable insights** by use of data analytics techniques, **presentation of insights** (using reports, data stories, data visualization, and dashboards) to enable decision-making.

Value Realization

The best of initiatives fall flat on the face if they are not fully embraced across the organization. The value realization from data science activities can happen when organizations create actionable and measurable milestones against every initiative.

Therefore, there should be processes in place for the successful **quantification and tracking** of the value generated from data science initiatives. Finally, the success of all initiatives requires that data techniques are **adopted by all end users and teams.**

Data Culture

An organization becomes truly data native when a data-focused culture permeates across it. It happens when the organization scales up its data initiatives across the organization and promotes **data literacy** enabling the employees to make data-driven decisions. As organizations improve the **ability of the users to read, write, and communicate with data,** they perch themselves higher on the data maturity ladder.

How do we assess data maturity?

Data maturity can be assessed by a range of assessment tools such as Gartner's Data and Analytics Assessment. At Gramener, we have developed our data maturity assessment based on the data maturity framework mentioned above.

Measure your Organization's Data Maturity

You can assess your organization's data maturity with this quick 5-minute survey --> https://gramener.com/data-maturity/

You will get a FREE report to explain where you stand in your data maturity journey. It will let you know your data maturity score and present a thorough analysis of your data maturity level.

While this is a free version, there is also an **comprehensive 45-minute version** of the data maturity assessment which you can buy to get a detailed report on your organization's maturity levels.

Sample report

Here are the summary results from your assessment

ABC

2.02 Maturity Score

5
4
3
2
1

KEY TAKEAWAYS

- Your organization is at maturity **level 2** whereas the **industry is at a maturity of level 3.2**
- Typically, organizations in this level are in their early stages of the data science journey. They show ambition and ability to mature from traditional reporting into deeper insights. Their initial efforts in data science are yielding some low-hanging fruits. However, they **need consistent and concerted efforts** to step up their maturity across the board.

Vision **2.9**
Data culture **2.1**
Planning **1.2**
Value Realization **1.7**
Execution **1.7**

HIGHLIGHTS

- Gramener's data maturity level assessment is based on **5 dimensions** namely Vision, Planning, Execution, Value Realization and Data Culture that cover the entire journey from Data to Value
- ABC scores **relatively better on Vision and Data culture** as compared to Execution and Value Realization whereas **Planning seems to be an area of concern.**

3

Recommendations

	VISION	PLANNING	EXECUTION	REALIZE VALUE	DATA CULTURE
Scores / Priority	2.9 — Medium Priority	1.2 — High Priority	1.7 — Low Priority	1.7 — Low Priority	2.1 — Low Priority
SHORT TERM	• Define vision in line with long term business goals • Define the data & analytics strategy for the next 6 months		• Prioritize capability-building in 'Data management' and 'Data Consumption' areas		
MID TERM		• Plan to execute your 6 month roadmap		• Define an expected ROI from data	
LONG TERM					• Creating a data driven culture can bring in value

Finally, it is important to understand that the assessment scores and typical characteristics are meant to be broad indicators. The specifics will vary across industries and organizations, based on the individual scenarios, technology footprint, and business needs. However, when we combine these scores with interviews and in-depth reviews of organizational practices, it can help uncover gaps and plan targeted actions, enable you to reflect on your data science strategy and thus, tracking your data science journey.

How our clients benefitted from this assessment?

Our client, a US-based logistics major, effectively utilized the data maturity assessment to achieve their end goal of transforming their operations, reducing turn times, and achieving higher client satisfaction.

Using Gramener's data maturity assessment, we helped the client establish a baseline, identify their strengths and gaps, and benchmark them with their industry. This allowed us to establish a reference point and identify the strategic initiatives as well as the gaps that held them back and prioritize working on them.

We used the above information to set up the necessary capabilities, processes, and skillsets and added them to our roadmap. Finally, we put up a mechanism to track their progress every six months by setting up a steering committee. The measurement involved using our toolkits to measure ROI and track the efforts.

In essence, evaluating data maturity helped our client address their challenges by knowing where to start, where to finish, and measure their progress throughout. Using this, the client understood the as-is state of its operations, refined its goals, and periodically measured those goals.

How can you benefit from using the data maturity assessment?

At Gramener, we have three offerings that can help you in crafting a data science strategy, identifying a data roadmap, building their data science teams, or tracking ROI from data initiatives. Data maturity assessment is a key component of all the three workshops helping you meet the end objectives. The offerings are as follows -

Compass Workshop

In this workshop, we help you assess your organization's data maturity level and thereafter build its data science strategy. At the end of this workshop, you will be able to identify how your business data can help you in achieving better business outcomes.

Canvas Workshop

Through the Canvas workshop, we will identify your organization's business problems with you. We will then prioritize those problems into a data roadmap. This roadmap will have both short and long-term data science projects that will deliver the targeted returns on your business investments.

Charter Workshop

With the Charter workshop, we will assist you in aligning your business teams to your custom data science roadmap. This will be achieved by identifying a clear ROI for your data science projects along with planning for the team, skills, tools, and processes needed for the execution of the identified projects.

Get more [details](#) about the three workshops.

Introducing the RADAR Framework

The data maturity toolkit is a part of our five-step data-to-value framework known as the RADAR Methodology.

The RADAR framework stands for **Reflect – Align – Define – Adopt – Radiate**. It is a five-step methodology for guiding an organization that is set out on its data journey. Organizations need to follow these five steps in a cyclical process till they achieve desired results.

The RADAR framework starts with the Reflect stage. At this stage, an organization reviews its strategic business priorities. It then evaluates its current capabilities, and chooses the direction to go in order to get value from data. At the end of this phase, there is a data science strategy that is well-aligned to the business strategy. Data maturity assessment is used to measure the as-is state of client organizations in a 3-step process.

Gramener's **RADAR** Data-to-Value Methodology

Reflect
on Organizational Strategy

Align
on Business Priorities

Define
the Execution Process

Adopt
for Business Outcomes

Radiate
across the Organization

Gramener
Insights as Stories

Intrigued? Take the first step in your data journey today.
Take our 5-minute data maturity assessment now!

BOOK A CALL