PROPOLIS

DATA STRATEGY, INSIGHT & INTELLIGENCE: COMPETENCY ASSESSMENT FRAMEWORK 1.0

This is an edited version of a comprehensive framework and diagnostic process which is available only to Propolis members.

The following framework seeks to define the different stages of data strategy, insight & intelligence maturity, and map them against different criteria required for success. This is an abridged and edited version of a comprehensive framework, which is available to members of Propolis – B2B Marketing's online community. There are eight frameworks in total, which map across all aspects of B2B marketing practice, relating to the eight community Hives within Propolis.

Each framework is a flat or static version of the interactive Competency Assessment Programme which is designed to help you determine your specific level of competency against these criteria, compare them against other Propolis members and highlight areas to focus on for improvement. It is available as part of Propolis membership.

If you'd like to find out more about joining Propolis, visit b2bmarketing.net/propolis

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	BUSINESS CONTRIBUTION	1. BUILDING	2. DEVELOPING	3. PERFORMING	4. IMPROVING	5. EXCELLING
Data strategy and culture	Formalisation and alignment of data strategy, plus senior executive sponsorship.	No strategic data plan, no clear ownership or senior executive commitment to improvement.	Strategy developed, but not implemented; data ownership on an informal level; sporadic and begrudging executive support.	Data strategy being implemented, but not measured; ownership and accountability established; reactive senior executive support for improvement.	Effectiveness of data strategy being measured; data governance board established; proactive support from senior executives for improvement projects.	Cohesive data strategy delivering demonstrable returns; chief data officer appointed; comprehensive support for strategic data improvement.
Customer data management	Culture of best practice data management and formal governance.	Data unmanaged and unquantified in terms of scope; quality inconsistent and unmeasurable; no reconciliation processes.	Regulatory compliance-orientated governance only; manual reactionary processes only.	Fundamental governance rules established; data quality highly variable; basic reconciliation.	Actionable and integrated data policies established; data quality metrics established, plus 'single version of the truth'.	Clearly defined data principles in place, respected and adhered to; rigorous quality regime instigated.
Predictive analytics and innovation	Data analytics capabilities to enable evidence-based decision-making.	Spreadsheet-based analytics, with data not supporting decision-making.	Basic analytical capabilities; poor data quality undermining efforts to utilise it to facilitate decision-making.	Formal BI function established alongside growing recognition and appreciation of potential for data-related insights.	Investment made in predictive analytics, with data proving its value .	Predictive analytics now a core function with further tech investments being made, with data actively driving innovation.
Market data	Using market data to support decision-making.	Only limited market data available.	Market research on R&D only.	Array of research projects providing broad market data.	Processes and digital tools are deployed to collect market data on an ongoing basis.	Multi-dimensional market data regime in place, collecting data from internal/external touchpoints.
Customer insights	Using customer insights to drive decision-making.	Limited, ad-hoc insight available about customers.	No consistent, needs-driven monitoring of customer challenges.	Customer satisfaction monitoring is accessible, but not regularly assessed or challenged.	Processes and digital tools deployed to enable customer feedback. Customer satisfaction is a key business scorecard metric.	Insight identifies sub-optimal performance to drive improvement and innovation.
Data technologies	Technology to support data lifecycle and core management processes.	Technology failing to support data lifecycle or realise data value.	Limited support for data lifecycle, but no processes to leverage the tools fully.	Data-management specific tech is integrated partially in wider management solutions. Some BI tools are available.	Tech to actively support data lifecycle management acquired and integrated, but value is not yet fully leveraged.	Data proactively managed across its full lifecycle, with prioritised investment in toolsets to realise its value.