

BI Capability Assessment

THE FIVE MATURITY LEVELS



Delta

Analytical Maturity Model (DELTA)

| | DATA | ENTERPRISE | LEADERSHIP | TARGETS | ANALYSTS |
|-----------------------------------|--------------------------------------------------------------|----------------------------------------------------------------|--------------------------------------------------------|-----------------------------------------------------------------------|------------------------------------------------------------------------|
| STAGE 5 Analytical Competitors | Relentless search for new data and metrics | All key analytical resources centrally managed | Strong leadership passion for analytical competition | Analytics support the firm's distinctive capability and strategy | World-class professional analysts and attention to analytical amateurs |
| STAGE 4 Analytical Companies | Integrated, accurate, common data in central warehouse | Key data, technology and analysts are centralized or networked | Leadership support for analytical competence | Analytical activity centered on a few key domains | Highly capable analysts in central or networked organization |
| STAGE 3 Analytical Aspirations | Organization beginning to create centralized data repository | Early stages of an enterprise-wide approach | Leaders beginning to recognize importance of analytics | Analytical efforts coalescing behind a small set of targets | Influx of analysts in key target areas |
| STAGE 2 Localized Analytics | Data useable, but in functional or process silos | Islands of data, technology, and expertise | Only at the function or process level | Multiple disconnected targets that may not be strategically important | Isolated pockets of analysts with no communication |
| STAGE 1 Analytically Impaired | Inconsistent, poor quality, poorly organized | n/a | No awareness or interest | n/a | Few skills, and these attached to specific functions |

Maturity Models in BI

Maturity models are frameworks used to assess how advanced an organization is in terms of its BI capabilities. There are two main types:

1. Staged or Fixed-Level Models

- **Structure:** Typically 5 generic levels (e.g., Initial, Developing, Defined, Managed, Optimized).
- **Approach:** All elements at one stage must meet a satisfactory level before moving to the next stage.
- **Purpose:** Provides a clear roadmap for improvement.
- **Example:** An organization must have standardized reporting processes (Stage 2) before moving to predictive analytics (Stage 3).

2. Continuous or Focus-Area Models

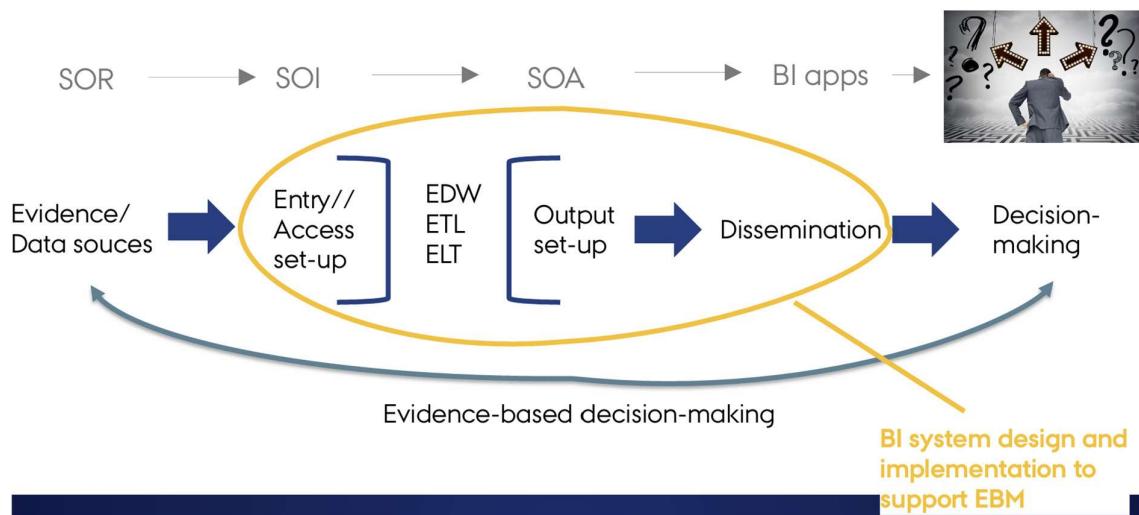
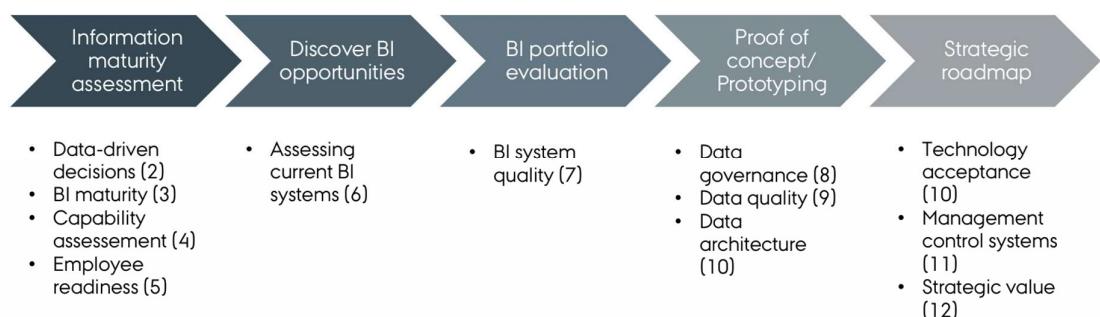
- **Structure:** Based on capability dimensions (e.g., data quality, analytics skills, governance, tools).
- **Approach:** Each capability can evolve independently; not all areas need to progress at the same rate.
- **Purpose:** Maturity is measured as a scale of capability development, allowing a more nuanced view of strengths and weaknesses.
- **Benefit:** Identifies which areas need improvement without being restricted by stage progression.

Why Use BI Maturity Assessment?

- Identification of BI Project Opportunities – Highlights areas where BI initiatives can add value.
- Understanding Data Systems – Assesses how well data systems support business needs.
- Knowing the Level of Analytics – Determines whether the organization is doing basic reporting, advanced analytics, or predictive modeling.
- Establishing Unit Differences – Shows maturity variations across different departments or business units.

AIMS-BI

AGILE INTEGRATIVE METHODOLOGYFOR STRATEGICBUSINESS INTELLIGENCE



THE DELTAMODEL DEFINED

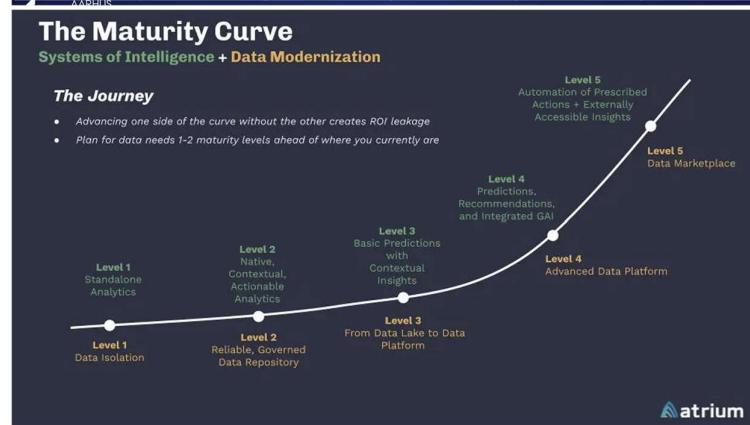
1. D- Data – The Foundation

Data is the cornerstone for decision-making. Effective use requires attention to:

- **Structure** – How data is organized (databases, tables, schemas).
- **Integration** – How data from different sources is combined.
- **Access** – How easily stakeholders can retrieve data.
- **Quality** – Accuracy, completeness, and reliability.
- **Uniqueness** – Avoiding duplication and maintaining a single source of truth.

Key idea: Good data is the prerequisite for meaningful analytics.

| | Impaired | Localized analytics | Analytical aspiration | Analytical companies | Analytical competitors |
|-------------|--------------------------|----------------------|------------------------|----------------------|----------------------------|
| Structure | None | Few functional marts | Marts and EDW plans | EDW | Optimized EDW |
| Integration | Not | Not | Plans for | Integration | Internal and external data |
| Access | If, then only interfaces | Starting | In place through marts | Through EDW | Through EDW |
| Quality | Poor | Poor | Focus | Handled | Data governance |
| Uniqueness | Standard data | Some proprietary | New sources | Proprietary | unique |



2. E - Enterprise – Organizational Alignment

Enterprise considerations focus on **how analytics is strategically managed**:

- **Knowledge sharing** – How insights are disseminated across the organization.
- **Information sourcing** – How and from where data is collected.
- **Consistency in information** – Ensuring data is uniform across departments.
- **Synergies** – Leveraging combined insights for better decisions.

Key idea: A clear, central strategy ensures analytical resources are used optimally.

| | Impaired | Localized analytics | Analytical aspiration | Analytical companies | Analytical competitors |
|----------------------------|------------------------|---------------------------------|--------------------------------------|-------------------------------|----------------------------|
| Knowledge sharing | None. Fragmented silos | Weak, but plans for more | Starting Central access | Established central access | Established central access |
| Information sourcing | Local ad-hoc systems | Support for analytical projects | Analytical collaboration | Shadow systems are terminated | Central data sourcing |
| Consistency of information | Inconsistent | Inconsistent | Consistency is addressed | 'one truth' | 'one truth' |
| synergies | No perspective | A need for it | Cross-functional targets established | Strategy established | wide org. perspective |



3. L - Leadership – Driving a Data Culture

Leadership involves **managing culture and strategy around data**:

- **Analytical leaders** – Leaders who promote and use data-driven insights.
- **Culture** – Organizational mindset toward using data in decision-making.
- **Strategy** – Planning and prioritization of analytics initiatives.

Key idea: Leadership sets the tone for BI adoption and data-driven decision-making.

| | Impaired | Localized analytics | Analytical aspiration | Analytical companies | Analytical competitors |
|--------------------|------------------|-----------------------------|---------------------------------------|------------------------------------|------------------------|
| Analytical leaders | None | Present at functional level | Present across hierarchy | Actively enforced | Cultural guidance |
| Culture | None for data | Starting | Maturing | Data driven decisions are enforced | Present |
| Strategy | No data projects | Small data projects | Plan for data/building infrastructure | Consolidating infrastructure | Dynamic infrastructure |

4. T - Targets – Strategic Alignment

Targets relate to **using analytics to achieve strategic goals**:

- **KPIs (Key Performance Indicators)** – Quantifiable metrics that measure progress toward specific objectives.
- **Analytics maturity** – The organization's ability to leverage data for better decisions.

KPI Definition & Purpose:

- **Definition:** Quantifiable metrics tracking performance.
- **Purpose:** Assess effectiveness in reaching goals and identify improvement areas.
- **Example:** Percentage of website visitors converting to customers, aligned with marketing goals.

Key idea: Analytics must support business strategy and competitive advantage.

| | Impaired | Localized analytics | Analytical aspiration | Analytical companies | Analytical competitors |
|-------------------|--------------|------------------------|-----------------------|--------------------------------------|-------------------------------------------|
| Prioritizing | No resources | Marginally | Focused | Priority | Whole org |
| Id of new targets | None | Local targets | Id of opportunities | Centralized | Targets are strategic |
| Target types | None | Simple/functional KPIs | More org-wide KPIs | KPIs are connected to value creation | KPIs are focused on competitive advantage |

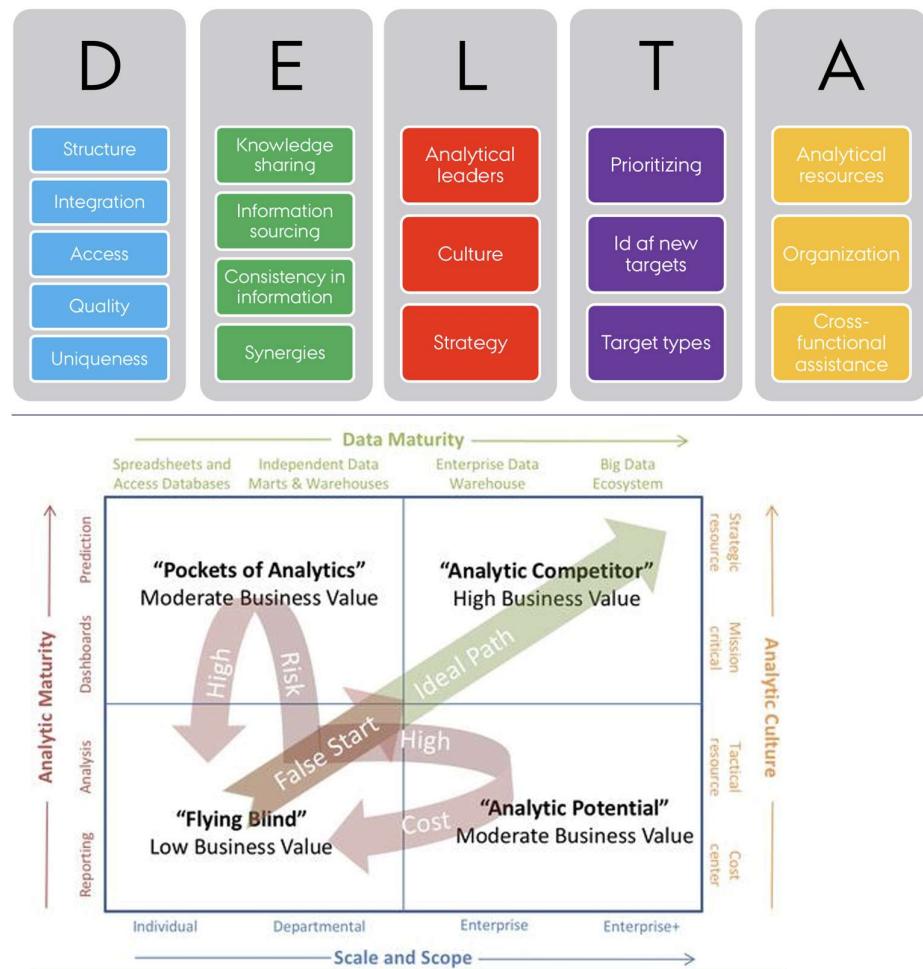
5. Analytics – Human & Organizational Capabilities

Analytics focuses on **people and processes** that drive data insights:

- **Analytical resources** – Skilled personnel available for analysis.
- **Organization** – How analytics teams are structured.
- **Cross-functional assistance** – Collaboration across departments for insights.

Key idea: Even with great data and leadership, without analytical talent and organization, BI cannot deliver full value.

| | Impaired | Localized analytics | Analytical aspiration | Analytical companies | Analytical competitors |
|-----------------------------|--------------|---------------------|------------------------------|------------------------------------------|------------------------------------------|
| Analytical resources | No resources | Marginally | Focused recruitment | Priority in recruitment | Whole org |
| Organization | None | Local | Separate division | Embedded | Strategic leadership |
| Cross-functional assistance | None | Informal | Some formal Cross-functional | Procedures established for collaboration | Procedures established for collaboration |



Collecting DELTA Data

Interviews

- Within a single company:
 - Interview one person from each organizational unit to capture unit-level perspectives.
 - Interview one top management member to capture strategic insights.
- Across multiple companies:
 - Interview one central person at the management level who is knowledgeable about their company's data use.

Questionnaires

- Within a single company:
 - Distribute the questionnaire to all employees to get a broad view of data practices and BI maturity.
- Across multiple companies:
 - Distribute the questionnaire to one representative at management level who understands how data is used across the organization.
- QCA is a method that compares multiple cases to understand how combinations of conditions (X) lead to a specific outcome or performance (Y).
- It is often used to identify patterns or causal relationships across organizations or units.

Why QCA Doesn't Work for DELTA Within One Organization

- Requires performance outcomes
 - QCA needs measurable performance (Y) for some cases to determine which conditions lead to success.
- Single organization limitation
 - When evaluating DELTA within one organization, there is no comparative performance outcome—you only have maturity levels, not performance differences.
- Across organizations
 - QCA can be applied if you evaluate multiple organizations and have performance outcomes for each.
 - This allows you to compare which combinations of DELTA dimensions (data, enterprise, leadership, targets, analytics) lead to better results.

How to collect data on DELTA

Step 1: Define DELTA

- D-E-L-T-A each represent a key dimension of BI capability:
 - D = Data
 - E = Enterprise
 - L = Leadership
 - T = Targets
 - A = Analytics
- Action: Conceptualize what each letter means in the context of your organization or research.

Step 2: Identify Subdimensions

- Break each DELTA dimension into relevant subdimensions based on research articles or best practices.
 - Example: For Data (D), subdimensions could include **structure, quality, access, integration, uniqueness**.

Step 3: Develop Questions

- Interviews or questionnaires should reflect the definitions and subdimensions.
- Questions should be designed to capture **maturity levels** for each subdimension.
- Use a **Likert scale** (e.g., 1–5) for responses to allow quantification.

Step 4: Coding for Maturity Levels

- Make sure that answers can be **categorized and coded** according to a **maturity scale** (e.g., low → high maturity).
- This allows systematic analysis across organizational units or respondents.

Summary Workflow:

1. Define D-E-L-T-A dimensions.
2. Identify subdimensions for each dimension.
3. Create questions aligned with subdimensions.
4. Use Likert scales for responses.
5. Code answers into maturity levels for analysis.



How to process data on DELTA

Step 1: Set up a Matrix

- Rows: DELTA dimensions (D, E, L, T, A) and their subdimensions.
- Columns: Respondents, divided by organizational units and top management.

Step 2: Fill the Matrix

- For Interviews:
 - Each cell contains keywords or half-sentences summarizing what the interviewee said.
 - These should capture the level of maturity expressed for that subdimension.
 - Example (Data → Quality): "Definitions documented, but inconsistently applied"
- For Questionnaires:
 - Each cell contains the average score for the organizational unit.
 - If multiple respondents per unit → aggregate their scores.

Step 3: Match to Maturity Levels

- If the Likert scale > 5 points (e.g., 7-point or 10-point scale):
 - Define intervals so results can be mapped to 5 maturity levels (e.g., 1–2 = Level 1, 3–4 = Level 2, etc.).
- This ensures comparability across all DELTA dimensions.

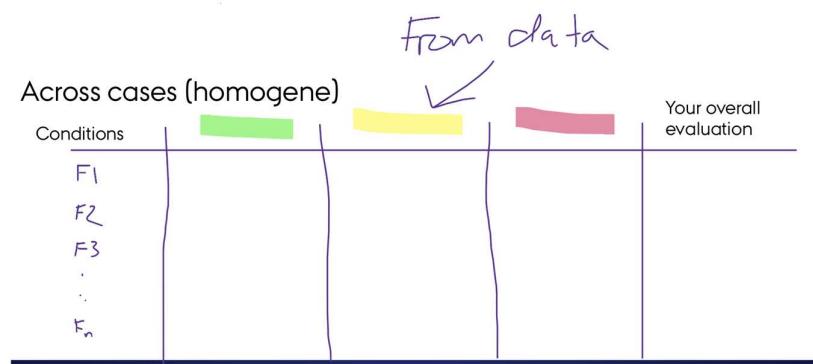
Result:

The matrix shows, per organizational unit and per DELTA subdimension:

- Interview evidence (qualitative insights).
- Questionnaire averages (quantitative scores).

This makes it possible to evaluate maturity consistently across units and to identify strengths, weaknesses, and gaps.

Evaluation



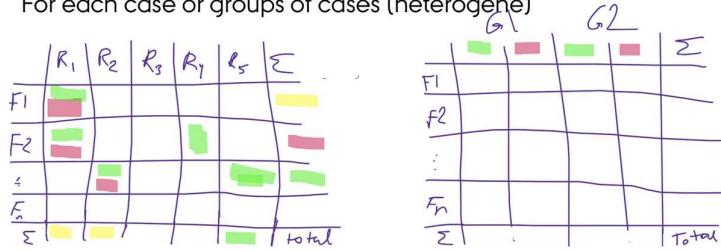
Interview Results – Data (D)

- Positive Indicators

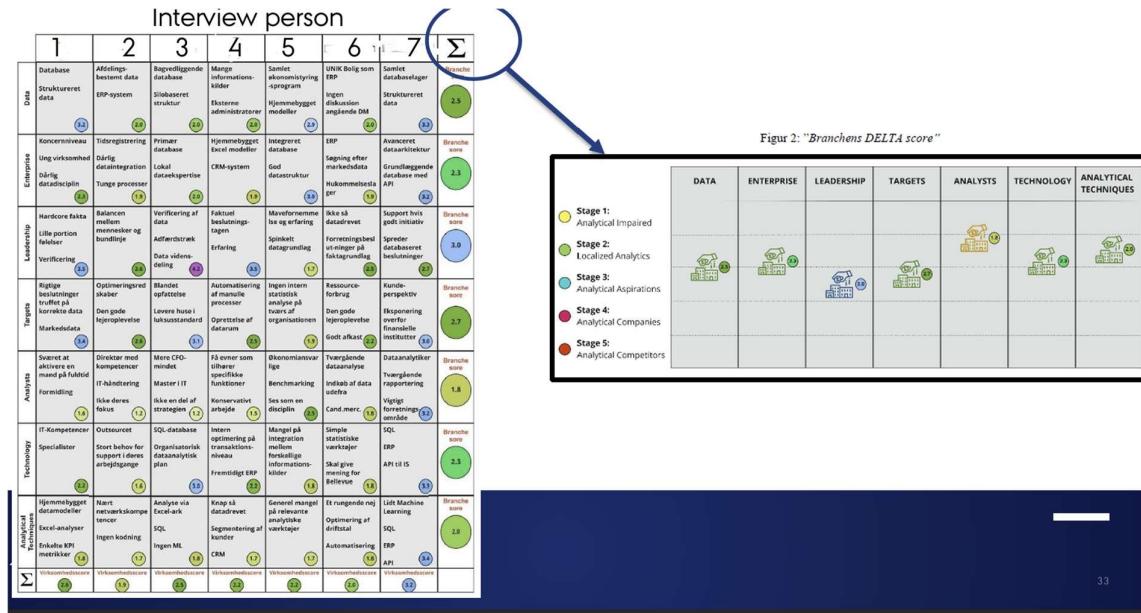
- “We probably have an advantage compared to competitors because we have a lot of master data on customers.”
 - Shows data richness and uniqueness.
 - Having comprehensive customer master data is a competitive asset.
 - “We were early to recognize we could use public data together with our own data to analyze the market.”
 - Indicates integration and innovation.
 - Combining internal and external data shows maturity in leveraging diverse sources.
 - “The definition of when a customer is active or churned is described and documented.”
 - Demonstrates clarity and consistency in definitions.
 - Documentation is a sign of structured data management.

Evaluation

For each case or groups of cases (heterogene)



Example



How to work the metrics

Step 1: Average of Cells

- Each cell in the matrix contains either:
 - Keywords/half-sentences (from interviews → then coded to maturity levels).
 - Average scores (from questionnaires).
- These values represent the maturity level for that specific subdimension + respondent group.

Step 2: Average of Rows

- Calculate the row averages → this gives you an average maturity score for each DELTA dimension.
 - Example: All subdimensions under D (Data) averaged = overall Data maturity score.
- Repeat for E, L, T, A.

Step 3: Average of Columns

- Calculate the column averages → this shows maturity per organizational unit.
 - Functional areas: e.g., HR, Finance, IT.
 - Business divisions: e.g., Division A, Division B.
 - Across companies: if evaluating multiple organizations, compare averages between them.

Step 4: Overall Average

- Take the overall average across the entire matrix.
- This gives a single maturity score summarizing the organization (or group of organizations).

Example Workflow:

- Cell values → maturity scores per subdimension & respondent.
- Row averages → maturity per DELTA dimension (D, E, L, T, A).
- Column averages → maturity per organizational unit/division.
- Overall average → general BI maturity score.

Delta Example:

| | HQ | | | | Sales | | | |
|-----------------------------|-----|----|-------|------------|---------|---------|---------|---------|
| | CFO | HR | Admin | Operations | Store 1 | Store 2 | Store 3 | Store 4 |
| Data | | | | | | | | |
| Structure | 4 | 2 | 1 | 4 | 3 | 3 | 2 | 1 |
| Integration | 4 | 2 | 1 | 4 | 3 | 2 | 2 | 1 |
| Access | 3 | 2 | 2 | 3 | 3 | 2 | 2 | 2 |
| Quality | 3 | 2 | 1 | 3 | 3 | 2 | 1 | 1 |
| Uniqueness | 2 | 1 | 1 | 2 | 2 | 1 | 1 | 1 |
| Enterprise | | | | | | | | |
| Knowledge sharing | 1 | 2 | 1 | 2 | 3 | 2 | 2 | 1 |
| Information sourcing | 3 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Consistency in information | 3 | 3 | 3 | 3 | 3 | 2 | 2 | 1 |
| Synergies | 2 | 2 | 1 | 2 | 2 | 1 | 1 | 1 |
| Leadership | | | | | | | | |
| Analytical leaders | 5 | 1 | 1 | 2 | 2 | 1 | 2 | 1 |
| Culture | 4 | 3 | 1 | 2 | 4 | 3 | 1 | 1 |
| Strategy | 4 | 1 | 1 | 3 | 3 | 2 | 1 | 1 |
| Targets | | | | | | | | |
| Prioritizing | 4 | 2 | 2 | 3 | 3 | 1 | 1 | 1 |
| Id of new targets | 2 | 2 | 1 | 2 | 2 | 2 | 1 | 1 |
| Target types | 2 | 3 | 1 | 3 | 2 | 1 | 1 | 1 |
| Analytics | | | | | | | | |
| Analytical resources | 4 | 2 | 1 | 4 | 2 | 1 | 1 | 1 |
| Organization | 3 | 1 | 1 | 3 | 1 | 1 | 1 | 1 |
| Cross-functional assistance | 4 | 1 | 1 | 2 | 2 | 1 | 1 | 1 |

First calculate the average

| | HQ | | | | HQ total | Sales | | | | Sales Total | |
|-----------------------------|-------------|-------------|-------------|-------------|--------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| | CFO | HR | Admin | Operations | | Store 1 | Store 2 | Store 3 | Store 4 | | Total |
| Data | 3.2 | 1.8 | 1.2 | 3.2 | 2.35 | 2.8 | 2 | 1.6 | 1.2 | 1.90 | 2.13 |
| Structure | 4 | 2 | 1 | 4 | 2.75 | 3 | 3 | 2 | 1 | 2.25 | 2.50 |
| Integration | 4 | 2 | 1 | 4 | 2.75 | 3 | 2 | 2 | 1 | 2 | 2.38 |
| Access | 3 | 2 | 2 | 3 | 2.5 | 3 | 2 | 2 | 2 | 2.25 | 2.38 |
| Quality | 3 | 2 | 1 | 3 | 2.25 | 3 | 2 | 1 | 1 | 1.75 | 2.00 |
| Uniqueness | 2 | 1 | 1 | 2 | 1.5 | 2 | 1 | 1 | 1 | 1.25 | 1.38 |
| Enterprise | 2.25 | 2 | 1.5 | 2 | 1.9375 | 2.25 | 1.5 | 1.5 | 1 | 1.56 | 1.75 |
| Knowledge sharing | 1 | 2 | 1 | 2 | 1.5 | 3 | 2 | 2 | 1 | 2 | 1.75 |
| Information sourcing | 3 | 1 | 1 | 1 | 1.5 | 1 | 1 | 1 | 1 | 1 | 1.25 |
| Consistency in information | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 2 | 1 | 2 | 2.50 |
| Synergies | 2 | 2 | 1 | 2 | 1.75 | 2 | 1 | 1 | 1 | 1.25 | 1.50 |
| Leadership | 4.33 | 1.67 | 1.00 | 2.33 | 2.333333333 | 3.00 | 2.00 | 1.33 | 1.00 | 1.83 | 2.08 |
| Analytical leaders | 5 | 1 | 1 | 2 | 2.25 | 2 | 1 | 2 | 1 | 1.5 | 1.88 |
| Culture | 4 | 3 | 1 | 2 | 2.5 | 4 | 3 | 1 | 1 | 2.25 | 2.38 |
| Strategy | 4 | 1 | 1 | 3 | 2.25 | 3 | 2 | 1 | 1 | 1.75 | 2.00 |
| Targets | 2.67 | 2.33 | 1.33 | 2.67 | 2.25 | 2.33 | 1.33 | 1.00 | 1.00 | 1.42 | 1.83 |
| Prioritizing | 4 | 2 | 2 | 3 | 2.75 | 3 | 1 | 1 | 1 | 1.5 | 2.13 |
| Id of new targets | 2 | 2 | 1 | 2 | 1.75 | 2 | 2 | 1 | 1 | 1.5 | 1.63 |
| Target types | 2 | 3 | 1 | 3 | 2.25 | 2 | 1 | 1 | 1 | 1.25 | 1.75 |
| Analytics | 3.67 | 1.33 | 1.00 | 3.00 | 2.25 | 1.67 | 1.00 | 1.00 | 1.00 | 1.17 | 1.71 |
| Analytical resources | 4 | 2 | 1 | 4 | 2.75 | 2 | 1 | 1 | 1 | 1.25 | 2.00 |
| Organization | 3 | 1 | 1 | 3 | 2 | 1 | 1 | 1 | 1 | 1 | 1.50 |
| Cross-functional assistance | 4 | 1 | 1 | 2 | 2 | 2 | 1 | 1 | 1 | 1.25 | 1.63 |
| Total | 3.22 | 1.83 | 1.21 | 2.64 | 2.22 | 2.41 | 1.57 | 1.29 | 1.04 | 1.58 | 1.90 |

1. Overall Maturity (Company Level)

The company's overall **BI maturity level is 1.90**, which places it at a **low maturity stage** on the DELTA framework. This indicates that while some foundations for business intelligence are present (especially in the **CFO function** and parts of **Operations**), the organization as a whole struggles to use data, analytics, and enterprise-wide BI practices consistently.

The largest challenge lies in the **imbalance across units**:

- **HQ** demonstrates moderate maturity (**2.22**), showing that business intelligence is at least partly embedded.

- **Sales**, however, is much weaker (**1.58 average**), with significant variation across its stores. Store 1 performs better (2.41), but Store 4 scores only 1.04, indicating almost no BI maturity.

This unevenness highlights that BI maturity is **not an organizational capability**, but rather concentrated in isolated units and largely dependent on individual departments such as the CFO's office.

2. Analysis of Units

HQ (2.22 Average)

- **Strengths:** CFO (3.22) is the strongest department across the entire organization. Operations (2.64) also shows promising maturity.
- **Weaknesses:** HR (1.83) and especially Admin (1.21) are underdeveloped. Admin, in particular, lacks structures for data, targets, and analytics.

Sales (1.58 Average)

- **Strengths:** Store 1 (2.41) shows BI activity and some leadership.
- **Weaknesses:** Store 2 (1.57), Store 3 (1.29), and Store 4 (1.04) reveal minimal BI maturity. Stores are siloed, lack analytical resources, and do not use BI to guide decision-making.

Conclusion: HQ maturity is moderate, Sales maturity is low, and the imbalance undermines enterprise-wide BI effectiveness.

3. DELTA Dimensions with Subdimensions

D – Data (2.13 Average)

Data is the company's **strongest dimension**, though still only at a moderate level.

- **Structure (2.50):** There are some systematic data structures, especially in HQ.
- **Integration (2.38):** Limited integration across systems. Sales data remains fragmented.
- **Access (2.38):** HQ has relatively better access, but Sales units still work manually.
- **Quality (2.00):** Major weakness. Acquired data is inconsistent, cleansing processes are incomplete.
- **Uniqueness (1.38):** The weakest subdimension of Data. Lack of clear master data management leads to duplication.

➡ **Priority:** Focus first on **uniqueness and quality** to ensure data can be trusted for BI purposes. Without reliable data, other maturity efforts will fail.

E – Enterprise (1.75 Average)

Enterprise capability is weak and fragmented.

- **Knowledge Sharing (1.75):** Collaboration between units is minimal.
- **Information Sourcing (1.25):** Very low; company struggles to systematically source and combine data from internal and external origins.
- **Consistency in Information (2.50):** Stronger in HQ, but Sales is inconsistent.
- **Synergies (1.50):** Limited cross-unit BI synergies.

➡ **Priority:** Enterprise practices must be strengthened, especially **knowledge sharing** and **information sourcing**, so that BI is not confined to HQ but benefits the entire company.

L – Leadership (2.08 Average)

Leadership is a mixed picture: strong in some HQ functions, absent in Sales.

- **Analytical Leaders (1.88):** CFO provides leadership, but in other units there is no clear BI champion.
- **Culture (2.38):** A stronger data culture exists in HQ, but not in Sales. Analytics is not yet part of everyday work.
- **Strategy (2.00):** Some BI strategy exists in HQ, but it is not consistently applied organization-wide.

➡ **Priority:** Expand leadership commitment beyond HQ. Strong BI leaders need to be cultivated in Sales and Admin, otherwise BI maturity will remain isolated.

T – Targets (1.83 Average)

Target-setting is underdeveloped, showing that BI is not yet strongly linked to business goals.

- **Prioritizing (2.13):** Some prioritization of targets in HQ, but not consistent.
- **Identification of New Targets (1.63):** Weak process for finding new KPIs.
- **Target Types (1.75):** Targets are narrow, mostly financial, without covering broader strategic aspects.

➡ **Priority:** BI must evolve to connect data with strategic performance management. Focus on identifying new target areas and diversifying target types beyond finance.

A – Analytics (1.71 Average)

Analytics is the weakest dimension overall.

- **Analytical Resources (2.00):** Present in HQ but largely absent in Sales.
- **Organization (1.50):** No clear structures for BI teams or processes.
- **Cross-Functional Assistance (1.63):** Minimal collaboration; Sales works in silos.

➡ **Priority:** Analytics should be the top priority. Investment in resources, organization, and cross-functional collaboration is essential to move from reporting to true analytical insights.

4. Questions to Consider

Maturity Level of D-E-L-T-A

- **Highest:** Data (2.13) and Leadership (2.08).
- **Lowest:** Analytics (1.71) and Enterprise (1.75).
- **Interpretation:** Company has some technical and leadership foundations, but lacks analytics capability and enterprise-wide integration.

Maturity Level of Units

- **HQ:** Moderate maturity (2.22).
- **Sales:** Low maturity (1.58).
- **Interpretation:** HQ maturity is not representative of the whole company. Sales drags the average down and reveals a systemic gap.

Priority of D-E-L-T-A

1. **Analytics (A):** Build teams, allocate resources, and create cross-unit collaboration.
2. **Enterprise (E):** Improve knowledge sharing, sourcing, and synergies.
3. **Leadership (L):** Strengthen BI champions in Sales and Admin.
4. **Targets (T):** Link BI to strategy through diversified and clearly prioritized KPIs.
5. **Data (D):** Improve quality and uniqueness to ensure trust in BI systems.

Largest Variation

- **Across Units:** CFO (3.22) vs Store 4 (1.04).

- **Across Capabilities:** Leadership (4.33 CFO) vs Analytics (1.0 in Sales).
- **Interpretation:** Maturity depends heavily on specific individuals or units; it is not embedded company-wide.

Overall Maturity – Representing Who?

- The average of 1.90 is misleading, as it reflects strong HQ results balancing very weak Sales maturity.
 - In reality, **BI maturity represents HQ, not the entire organization.** Sales maturity is too low to claim BI is embedded enterprise-wide.
-

5. Implementation Roadmap

Short-Term (0–12 months)

- Improve **data quality and uniqueness** through master data management.
- Hire/allocate **analytical resources** for Sales.
- Introduce **basic training** on BI use for all departments.

Medium-Term (1–2 years)

- Establish **cross-unit knowledge sharing platforms**.
- Introduce a structured **target-setting and KPI process**.
- Formalize **leadership roles for BI** beyond CFO, especially in Sales.

Long-Term (2–3 years)

- Build a **centralized BI governance framework**.
- Foster a **data-driven culture** across all units.
- Transition from **reporting to predictive and prescriptive analytics**.

Priority

Exam Answer – Priority of DELTA Dimensions

Why priority is important

“Setting priorities within the DELTA framework is crucial because BI maturity is only as strong as its weakest dimension. If one dimension is underdeveloped, it limits the effectiveness of all others. For example, strong Analytics capabilities cannot deliver value without high-quality Data, and ambitious Targets cannot be reached without Leadership support. Therefore, identifying the weakest area and prioritizing it ensures that resources are used efficiently, bottlenecks are removed, and overall BI maturity can progress in a sustainable way.”

What to prioritize first (general rule)

1. **Data first** → If the Data maturity is low, this is always the top priority because it is the foundation for all other dimensions. Without reliable data, neither Analytics nor Targets can function effectively.
 2. **Leadership second** → If data exists but BI is not championed, cultural and strategic support must be built to ensure BI is actually used.
 3. **Enterprise third** → Once leadership is in place, silos must be broken, and knowledge sharing, consistency, and synergies across units should be enforced.
 4. **Targets fourth** → Clear, prioritized KPIs should then be defined to give BI direction and ensure results can be measured.
 5. **Analytics last** → Advanced analytics resources and cross-functional BI projects should be built once the foundational elements are in place.
-

If Data is Low (example answer)

- **Why important:** Data is the foundation for BI. Without structured, integrated, and clean data, analytics cannot produce trustworthy insights, and targets lose their meaning.
 - **What to prioritize:**
 - **Company-wide:** Introduce data governance, data quality initiatives, and integration platforms (e.g. a central data warehouse).
 - **Unit-level:** Start with cleaning local datasets, harmonizing definitions, and improving accessibility for daily work.
 - **Priority justification:** Data must be prioritized first because every other dimension depends on it.
-

If Enterprise is Low

- **Why important:** Without cross-unit collaboration, BI remains fragmented and opportunities for synergies are lost.
 - **What to prioritize:**
 - **Company-wide:** Standardize definitions and KPIs, create an enterprise BI steering group.
 - **Unit-level:** Encourage cross-unit projects and knowledge-sharing routines.
 - **Priority justification:** Enterprise comes after Data and Leadership, because collaboration only creates value once data quality and leadership direction are in place.
-

If Leadership is Low

- **Why important:** Even strong data and analytics cannot be leveraged if leaders don't prioritize BI or if culture remains intuition-driven.
 - **What to prioritize:**
 - **Company-wide:** Assign BI sponsors in top management, create a BI strategy aligned with corporate goals.
 - **Unit-level:** Nominate local BI champions, run training to promote data-driven culture.
 - **Priority justification:** Leadership is prioritized after Data, because leadership ensures that BI becomes part of strategic and daily decision-making.
-

If Targets are Low

- **Why important:** Without clear KPIs, BI lacks focus, and investments cannot be justified or measured.
 - **What to prioritize:**
 - **Company-wide:** Define strategic KPIs across financial, operational, customer, and sustainability dimensions.
 - **Unit-level:** Align departmental targets with corporate KPIs.
 - **Priority justification:** Targets are prioritized after Leadership and Enterprise, because KPIs need both data quality and strategic alignment.
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If Analytics is Low

- **Why important:** Even with data and leadership, BI will fail without analytical talent and structures to process information.
- **What to prioritize:**

- **Company-wide:** Build BI teams, recruit or upskill staff, create governance structures.
 - **Unit-level:** Start with simple reporting, gradually introduce advanced analytics.
- **Priority justification:** Analytics is prioritized last, because it builds on the foundation of Data, Leadership, Enterprise, and Targets.

General conclusion:

General Exam Feedback Template – DELTA Maturity

1. Overall Maturity of the Organization

- High maturity: The organization demonstrates advanced BI integration. Data is reliable, enterprise synergies are strong, leadership actively drives analytics, targets are linked to strategy, and analytics capabilities are embedded in daily decision-making. The priority here is not building foundations, but optimization: expanding predictive and prescriptive analytics, and creating value through innovation.
- Medium maturity: The organization has solid BI foundations but maturity is uneven. Some units and dimensions show progress (e.g., data structure, leadership in some functions), while others lag behind (e.g., analytics or enterprise collaboration). BI is partially linked to strategy, but not fully institutionalized. The main task is harmonization and standardization across the company.
- Low maturity: BI is in an early stage. Data quality is poor, leadership support is weak, enterprise knowledge sharing is missing, and analytics is underdeveloped. Some

isolated champions may exist, but maturity is not organization-wide. The priority is to build core capabilities: clean data, establish BI leadership, and gradually integrate analytics into decision-making.

2. Analysis of Units (General)

- **High maturity units:**
These units consistently use BI in operational and strategic decisions. They benefit from strong data practices, leadership, and analytics resources. They can serve as role models or best-practice centers for other units.
- **Medium maturity units:**
These units apply BI in a limited way. They may have working data processes and some leadership support, but analytics is mostly descriptive, not predictive. They often lack consistency with other units. The focus should be on closing the gaps and aligning them with stronger units.
- **Low maturity units:**
These units do not integrate BI into daily work. Data is inconsistent, leadership is absent, and there is no systematic target-setting or analytics use. These units need capacity-building measures: more resources, training, and stronger links to enterprise-wide BI governance.

3. DELTA Dimensions with Subdimensions (with Actions if Low/Medium)

D – Data

Structure

- *High:* Keep maintaining standardized structures, update governance regularly.
- *Medium:* → *Company-wide:* Create a central data model, harmonize structures across units.
→ *Unit-level:* Encourage adoption of corporate standards, start with pilot units.
- *Low:* → *Company-wide:* Launch data governance initiative, implement data warehouse.
→ *Unit-level:* Build structured databases instead of Excel, document processes.

Integration

- *High:* Ensure integration is continuously updated as systems change.
- *Medium:* → *Company:* Identify key silos and integrate them step by step.
→ *Unit:* Use APIs or connectors to reduce manual work.
- *Low:* → *Company:* Invest in integration platform (ETL, middleware).
→ *Unit:* Map out most critical data flows and automate first.

Access

- *High:* Keep expanding self-service BI culture.
- *Medium:* → *Company:* Establish role-based access policies.
→ *Unit:* Train employees in using BI tools.
- *Low:* → *Company:* Invest in BI portal with secure login.
→ *Unit:* Create “data stewards” who grant controlled access.

Quality

- *High:* Continue automated data quality checks.
- *Medium:* → *Company:* Define rules for consistency, clean master data.
→ *Unit:* Perform local data quality audits.

- *Low:* → Company: Introduce data quality team and tools.
→ Unit: Clean up critical datasets manually, then escalate.

Uniqueness

- *High:* Maintain master data management.
- *Medium:* → Company: Standardize IDs across systems.
→ Unit: Deduplicate records locally.
- *Low:* → Company: Roll out central MDM program.
→ Unit: Identify duplicates and report to central team.

E – Enterprise

Knowledge Sharing

- *Medium:* → Company: Create BI community of practice.
→ Unit: Encourage sharing through workshops.
- *Low:* → Company: Set up cross-unit knowledge platforms.
→ Unit: Assign BI champions to share best practices.

Information Sourcing

- *Medium:* → Company: Broaden sourcing strategy with external data.
→ Unit: Use publicly available benchmarks.
- *Low:* → Company: Build central sourcing policy.
→ Unit: Begin pilot use of external data.

Consistency in Information

- *Medium:* → Company: Standardize KPI definitions.
→ Unit: Adopt company glossary.
- *Low:* → Company: Launch enterprise KPI dictionary.
→ Unit: Align definitions with corporate standards.

Synergies

- *Medium:* → Company: Create cross-unit BI projects.
→ Unit: Participate actively in shared projects.
- *Low:* → Company: Establish steering group.
→ Unit: Openly share insights to avoid duplication.

L – Leadership

Analytical Leaders

- *Medium:* → Company: Train more managers as BI leaders.
→ Unit: Identify local champions.
- *Low:* → Company: Assign BI sponsor in top management.
→ Unit: Nominate BI responsible per unit.

Culture

- *Medium:* → Company: Promote data-driven success stories.
→ Unit: Encourage evidence-based decisions.
- *Low:* → Company: Launch cultural change program.
→ Unit: Train staff in basic BI usage.

Strategy

- *Medium:* → Company: Update BI strategy to align with corporate goals.
→ Unit: Translate strategy into unit goals.

- *Low:* → Company: Develop first BI roadmap.
→ Unit: Define local BI use cases.
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T – Targets

Prioritizing

- *Medium:* → Company: Clarify BI priorities with C-level.
→ Unit: Align local targets with corporate strategy.
- *Low:* → Company: Define BI-linked business goals.
→ Unit: Identify urgent KPIs (sales, finance).

Identification of New Targets

- *Medium:* → Company: Regular review of KPIs.
→ Unit: Suggest new KPIs from operations.
- *Low:* → Company: Build KPI innovation process.
→ Unit: Start with simple, measurable targets.

Target Types

- *Medium:* → Company: Broaden KPI set to include customers & operations.
→ Unit: Add non-financial KPIs (quality, satisfaction).
 - *Low:* → Company: Introduce balanced scorecard.
→ Unit: Pilot extra KPIs.
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A – Analytics

Analytical Resources

- *Medium:* → Company: Upskill staff, hire selectively.
→ Unit: Nominate “BI power users.”
- *Low:* → Company: Recruit BI team.
→ Unit: Outsource initially, then build skills.

Organization

- *Medium:* → Company: Strengthen BI governance.
→ Unit: Formalize BI roles locally.
- *Low:* → Company: Establish BI competence center.
→ Unit: Assign BI responsibility to one person.

Cross-Functional Assistance

- *Medium:* → Company: Encourage cross-unit projects.
→ Unit: Share expertise with other units.
- *Low:* → Company: Create cross-functional BI team.
→ Unit: Volunteer in joint initiatives.