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| Characteristic | Level of maturity | Why |
| **Motive** | Experienced | Google uses analytics to pop up certain advertisements. They guide you to click on a certain item you statistically you are interested in, based on your past searches. |
| **Functional proficiency** | Transformed | * Google has 24/7 customer service. You can mail or call them. * Made plenty of risky deals in the past, such as buying spotify and youtube. |
| **Business challenges** | Experienced | * Google’s number one thing is to grow their already enormous revenue. This becomes clear by the amount of data they sell to other companies. |
| **Key obstacles** | Experienced |  |
| **Data management** | Transformed | * Google shares a lot of information, for a price. They have so much ways to gather devices, such as the Chromecast, or storing your past searches on the google search engine. |
| **Analytics in action** | Transformed |  |

# Applying the data maturity model on Google

# Applying the data maturity model on Jumbo

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| Characteristic | Level of maturity | Why |
| **Motive** | Transformed | Jumbo uses data to check what people are buying, and can put discounts on products that are selling well. |
| **Functional proficiency** | Transformed | * Does a lot of work force planning. There’s a lot of part time workers working for Jumbo * As multiple stages of management, from the CEO to region managers to store managers. |
| **Business challenges** | Transformed | * There is a lot of competition for Jumbo, therefore retaining customers is very important for Jumbo. |
| **Key obstacles** | Experienced | * Jumbo is not known for sharing data or information. |
| **Data management** | Experienced | * Jumbo is very good in analyzing their data about the customers, but will not share it with anyone. |
| **Analytics in action** | Experienced | * Jumbo will take almost immediate action based on what their competition is doing. It’s an every day struggle. They also use their data to devise a strategy to grow on their own. |

# Applying the data maturity model on Jumbo

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