

# Digital Maturity Matrix

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## Current Level

### Technology

**We have the required technical infrastructure and tools to meet digital objectives**

Strongly Agree

**The digital team owns and develops the digital technology strategy and technology roadmap**

Strongly Agree

**We have the right methodologies and processes (e.g. Agile) in place to advance our technical offerings**

Strongly Agree

**We have a digital innovation strategy in place, and build digital innovations to support users and organisational goals**

Strongly Agree

**We have internal capability and capacity to complete**

## Target Level

### Technology

**We have the required technical infrastructure and tools to meet digital objectives**

Strongly Agree

**We have a digital innovation strategy in place, and build digital innovations to support users and organisational goals**

Agree

**We have internal capability and capacity to complete technical development internally, and/or to manage agencies to deliver it**

Strongly Agree

**The digital team owns and develops the digital technology strategy and technology roadmap**

Strongly Disagree

**technical development internally, and/or to manage agencies to deliver it**

Strongly Agree

**We effectively collaborate with our IS/ICT and database departments to deliver digital objectives**

Strongly Agree

Area Score: 100

## Channels & Devices

**Our digital marketing spend is optimised based on the performance of our channels**

Strongly Agree

**We monitor and react to social media activity in real-time**

Strongly Disagree

**We have a strategic plan for communicating and interacting with users across different channels and devices**

Strongly Disagree

**We use email to support the customer journey, using automation (i.e. programmed email journeys) and advanced personalisation**

Strongly Disagree

**Our user interfaces have consistent branding and visual design across all channels and devices**

Strongly Agree

**We use attribution modelling to understand the value of marketing efforts across online and offline channels**

Strongly Agree

Area Score: 50

## Audiences

**We have the ability to pull and leverage targeted user lists from ad-hoc analysis (i.e. using the CRM)**

Strongly Disagree

**We have a strategic plan for identifying, managing, communicating and retaining our users**

Strongly Agree

**We tailor content and the user experience to unknown users based on behavioural data, look-a-like data and/or third-party data**

Strongly Agree

**We tailor messaging to our defined audience segments**

Strongly Agree

**We have clearly defined segments based on user attributes, behaviours and analytics that are accepted throughout the organisation**

Strongly Agree

**We have the capability and capacity to create audience segmentation and personalisation**

Strongly Disagree

**We have the right methodologies and processes (e.g. Agile) in place to advance our technical offerings**

Disagree

**We effectively collaborate with our IS/ICT and database departments to deliver digital objectives**

Agree

Area Target: 61

## Channels & Devices

**We use email to support the customer journey, using automation (i.e. programmed email journeys) and advanced personalisation**

Strongly Disagree

**Our digital marketing spend is optimised based on the performance of our channels**

Strongly Agree

**We have a strategic plan for communicating and interacting with users across different channels and devices**

Agree

**Our user interfaces have consistent branding and visual design across all channels and devices**

Strongly Agree

**We monitor and react to social media activity in real-time**

Strongly Disagree

**We use attribution modelling to understand the value of marketing efforts across online and offline channels**

Strongly Disagree

Area Target: 44

## Audiences

**We tailor content and the user experience to unknown users based on behavioural data, look-a-like data and/or third-party data**

Strongly Disagree

**We have a strategic plan for identifying, managing, communicating and retaining our users**

Strongly Disagree

**We have clearly defined segments based on user attributes, behaviours and analytics that are accepted throughout the organisation**

Agree

**We have the ability to pull and leverage targeted user lists from ad-hoc analysis (i.e. using the CRM)**

Agree

**We have the capability and capacity to create audience segmentation and personalisation**

Strongly Disagree

**We tailor messaging to our defined audience segments**

Strongly Disagree

Area Score: 67

## User Experience

**We have a strategic plan for providing relevant and personalised experiences to our users**

Disagree

**We improve the user experience for specified use cases through an ongoing programme of testing (e.g. A/B, MVT, user testing) and development**

Strongly Agree

**Geo-demographic and other data sets are integrated with analytics data to build effective user journeys**

Strongly Agree

**We are able to capture, store and analyse all touch points in the user journey**

Disagree

**We send tailored push communications (e.g. email, SMS, app notifications) that support our user experience**

Strongly Disagree

**We effectively tailor an online experience based on the user's recent behaviour, and by using data specific to them**

Strongly Agree

Area Score: 62

## Content

**By using data and testing (e.g. A/B, MVT, user testing), we tailor and optimise content to our users depending on channels and device**

Strongly Agree

**We have sufficient capacity to create and manage the content necessary to meet the organisation's needs**

Disagree

**We schedule and automate digital marketing communications (i.e. email, social media) based on when content is most relevant and timely to the user**

Strongly Agree

**We have a searchable central repository for reusable content that is easily accessible throughout the organisation and used with agencies**

Strongly Disagree

**We have a developed content strategy that defines the substance, structure, workflow and governance of our content**

Strongly Agree

**We consider how our content will be found through search engines, and optimise the format and content accordingly**

Strongly Agree

Area Score: 73

Area Target: 22

## User Experience

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Strongly Agree

**We effectively tailor an online experience based on the user's recent behaviour, and by using data specific to them**

Strongly Disagree

**We send tailored push communications (e.g. email, SMS, app notifications) that support our user experience**

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**Geo-demographic and other data sets are integrated with analytics data to build effective user journeys**

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Strongly Agree

Area Target: 44

## Content

**We consider how our content will be found through search engines, and optimise the format and content accordingly**

Disagree

**We have a developed content strategy that defines the substance, structure, workflow and governance of our content**

Agree

**We have sufficient capacity to create and manage the content necessary to meet the organisation's needs**

Strongly Agree

**By using data and testing (e.g. A/B, MVT, user testing), we tailor and optimise content to our users depending on channels and device**

Agree

**We schedule and automate digital marketing communications (i.e. email, social media) based on when content is most relevant and timely to the user**

Strongly Disagree

**We have a searchable central repository for reusable content that is easily accessible throughout the organisation and used with agencies**

Strongly Disagree

Area Target: 45

## Campaigns

**We measure and share the performance of campaigns using reporting and analysis to achieve continuous improvement in future campaigns**

Disagree

**We react flexibly and make changes to campaigns based on real-time data**

Strongly Disagree

**We use an Agile, iterative or test-and-learn process in the design, execution and analysis of campaigns**

Strongly Agree

**Our technology allows us to coordinate and personalise campaign delivery across multiple channels**

Strongly Agree

**We have a strategic plan for developing the digital aspects of marketing campaigns inclusive of other teams in the organisation**

Disagree

**We have the capability and capacity to launch and manage the digital aspects of campaigns**

Strongly Disagree

Area Score: 45

## Analytics

**Our analytics data is readily available, used and understood throughout the organisation, and we have automated reporting and data distribution where applicable**

Strongly Disagree

**Competitor analysis and benchmarking are used in our analytics to understand relative performance and drive decision making**

Disagree

**We integrate online and offline data sources to provide a single view of the user and user journey**

Strongly Agree

**Our data analytics initiative has executive sponsorship and support**

Disagree

**We have a strategic plan that includes data-driven decision making through analytics**

Strongly Agree

**We have the capability and capacity to meet our data analytics and reporting needs**

Strongly Agree

Area Score: 62

## Governance

**The Board of Trustees support the digital function and understand its strategic importance**

Strongly Disagree

## Campaigns

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Area Target: 61

## Analytics

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Strongly Agree

**We have the capability and capacity to meet our data analytics and reporting needs**

Agree

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Strongly Disagree

**Our analytics data is readily available, used and understood throughout the organisation, and we have automated reporting and data distribution where applicable**

Strongly Agree

Area Target: 44

## Governance

**We have a centralised digital capability to manage digital activity**

Agree

**The digital function works proactively with other teams to effectively deliver digital activity across the organisation**

Strongly Agree

**Digital skills exist within all teams of the organisation and teams actively contribute to digital activity (within their own areas)**

Strongly Agree

**We have a regular governance meeting that focus on digital and include senior leadership**

Disagree

**Senior leadership (e.g. C-Suite/Directors) support the digital function, understand its strategic importance, and have digital expertise within the Senior Leadership team**

Strongly Disagree

**We have a centralised digital capability to manage digital activity**

Strongly Agree

Area Score: 56

**We have a regular governance meeting that focus on digital and include senior leadership**

Strongly Agree

**Senior leadership (e.g. C-Suite/Directors) support the digital function, understand its strategic importance, and have digital expertise within the Senior Leadership team**

Agree

**The Board of Trustees support the digital function and understand its strategic importance**

Agree

**The digital function works proactively with other teams to effectively deliver digital activity across the organisation**

Strongly Disagree

**Digital skills exist within all teams of the organisation and teams actively contribute to digital activity (within their own areas)**

Strongly Disagree

Area Target: 50