	Ad Hoc	Aware	Striving	Driving
Customer	Limited understanding of the customer or their needs Little to no data around the customer	Some understanding of the customer and their needs Some data, but not integrated into processes	Solid understanding of the customer Initial data gathered and used in some interactions	Strong understanding of the customer, their needs, and behaviors Data flows across channels and interactions
Strategy	No documented strategy; business may "know" what to do, but not consistently	Some documentation of business objectives, strategy, and plan. Possibly divergent points of view within organization	Well documented strategy, objectives, and plan. Some opportunities exist to improve strategic focus	Entire company can articulate strategy, objectives and plan. Each team member knows how their role fits into the plan and how to connect improvements into the business plan
Technology	Business may use technology to facilitate its operations but limited to no connectivity among various technology platforms in use. No technology plan aligned with business objectives	Beginnings of technology strategy aligned with business objectives. Some integration of technology platforms. Limited formal governance processes	Documented technology strategy aligned with business objectives. Solid integration of technology platforms. Some governance processes exist	Clear and updated technology strategy aligned with business objectives. Most if not all technology platforms well integrated across organization. Solid governance processes exist.
Operations	Little to no cross-channel capabilities. Data and analytics limited or unused. Process improvements delivered on ad hoc basis	Conscious of agile processes. Initial use of data and analytics for driving business decisions. Service management across channels limited	Adoption of agile processes in some parts of operation. Solid use of data and analytics to drive decisions. Service management and handoffs across channels improving	Agile change management processes. Integrated service management. Real-time or near real-time data and analytics provides useful business insights.
Culture	Leadership is conscious but not influenced by digital. Few standards or governance processes. Employees are not empowered to improve service delivery	Leadership aware of digital capabilities. Some standards and governance processes exist. Employees involved in process improvements	Leadership supports shift to digital. Employees involved with process improvements. Governance processes exist to support needed changes	Leadership driving shift to digital within organization. Employees empowered and encouraged to improve processes. Robust governance process to support needed changes
Data	Little to no data or analytics. Decision making process by gut or instinct. Little to no data governance. Company not realizing value from its data	Some data and analytics in place. Data beginning to influence decision processes. Some data governance. Thinking of using data for value creation	Solid data and analytics exist. Many decisions influenced or driven by data. Data governance processes exist. Beginning to use data for value creation	Real-time or near real-time data influences most decisions. Solid data governance and engineering in place. May be using AI and ML. Some data-driven value creation exists