# Benchmarking Maturity Continuum

| Level 1 | Level 2 | Level 3 | Level 4 | Level 5 | Level 6 |
|---|---|---|---|---|---|
| Unknown | Defined | Repeatable | Capable | Strategic | Adaptive |
| | | | | | Information management is a strategic capability |
| Data management unstructured, ad- hoc | Internal data management in place, maintained | Internal data compared/ benchmarked | Internal and external data benchmarked, KPI's are comparative | Regular benchmarking reviews inform strategic decision making | Performance feedback improves data management |
| Scope of data managed is random, unstructured | Data management process defined with coarse procedures | Data management standardized via defined procedures | Compliance audits conducted to validate data | Information limitations identified and managed | Data accuracy classified, with risk and probability evaluations |
| Limited or no Data Analysis | Basic comparative Data Analysis, key metrics established | Deep Analysis of data, gaps identified for attention. | Objective setting and strategic planning linked back to data | Data Analysis used systematically and indicate capability | Analysis by Staff and suppliers in decision making |
| Performance is not influenced by data knowledge | Performance identified by post-process inspections | Performance measures (KPI's) defined and consistent | Long term change planning in place to improve performance | Stretch targets systematically drive performance at all levels | Data systematically and flexibly used to tune/ stretch performance |
| Results are data independent | Results identified by ad-hoc reporting | Results systematically linked to core data | Forward planning and results linked seamlessly | Results used to focus and drive future changes in performance | Results oriented performance enables high speed decision making |

**Reference; "Resolving the Process Paradox", RA Gardner, Quality Progress (March 2001)**

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