

	Stage 1	Stage 2	Stage 3	Stage 4
	<p>What happened?</p> <p>We know what different individual things happened in different channels</p>	<p>Why did it happen?</p> <p>Now we also know why those things happened</p>	<p>How can I make it happen again?</p> <p>Now we know how they are connected and what we should do to make them happen again</p>	<p>What's going to happen?</p> <p>Now we have signals and models that help us to be proactive instead of reactive</p>
1. Decision-making process	<p><b>Marketing and Sales don't have common and shared goals.</b> Actions are not driven by data, but rather by organisational hierarchy and old habit.</p>	<p><b>Marketing and Sales have common goals that are aligned with business goals,</b> but everyday work is being done in silos. Data is being collected in a systematic way and sometimes used to make more informed decisions.</p>	<p><b>Infrastructure and processes for using business intelligence in decision making is being build.</b> Team integration trials are up and running. Organization is developing its general understanding of data driven decision making.</p>	<p>Newly formed "connected teams" are making <b>decisions based in business intelligence and possible impact.</b></p>
2. Way of working	<p>Individual actions based on seperate departments own yearly plans and adhoc requests from someone in the organization. <b>No common view on how the company is developing its digital maturity.</b></p>	<p><b>Everyone has a clear view how the company is developing its digital maturity</b> internally and externally, and what capabilities and competencies their team should develop.</p>	<p><b>Value based roadmaps define internal and external actions.</b> No random adhoc requests that are not tied to common goals or adding value to customers.</p>	<p><b>Teams are focused on optimizing customer journeys</b> to maximise effectiveness of customer acquisition and lifetime value. <b>Scaling is enabled by automating</b> e.g. campaign budgeted allocations and churn preventing interventions.</p>
3. Goal orientation	<p>Individual <b>goals and KPIs</b> are set at some point, but <b>not actively tracked.</b></p>	<p>Goals and correlating KPIs have been set, there is a <b>process for analysing the collected data and forming next steps based on it</b> (meaning: optimization process).</p>	<p>Data points for <b>measuring the effects of brand development</b> are also in place and being used in decision making. <b>KPI plans are also including clear target numbers that are actively followed.</b></p>	<p><b>Goals and KPIs are tied to solving challenges in different customer journey phases,</b> campaigns are structured and optimized against those KPI's.</p>
4. Capabilities	<p><b>Customer, sales and online data are not connected.</b> Basic analytic tools are set up, but not being actively used or developed.</p>	<p>Data is flowing between systems, relevant data points mapped and setup, but no realtime analysis and optimization. <b>Going from campaign to campaign based on historical sales data.</b></p>	<p>All customer data is in the same system, there is an ongoing process for digital customer surveys and active feedback loops with relevant touchpoints. <b>Ability to analyse cause and optimize in realtime.</b></p>	<p><b>ML models are being used to help optimize customer lifetime value by filling attribution and conversion caps,</b> finding audiences, helping to prevent churn and calculate business impact (end-to-end-measurement) without compromising data privacy.</p>
What to develop?	<p><b>Define what decisions you'll need to make based on the collected data.</b> Ensure data quality from the start. Develop internal competences so that <b>everyone know what it means to work with data.</b></p>	<p><b>Start migrating relevant data under one system</b> for better data quality, easier usability and more wholesome view on customer journey. Break workplace silos in order to advance better data flow and organization wide undertanding of the customer journey framework.</p>	<p>Define tasks that you need to <b>automate to enable relevance at scale.</b></p>	<p>Stay informed: options for cookieless ecosystem and data privacy regulations.</p>
Data privacy regulation	<p>Understand what type of customer data you are collecting and from where.</p>	<p>Understand how that data is being processed and consult your internal experts about your company's general data policies.</p>	<p>Be proactive about data privacy regulations and your options going forward. E.g is your current martech stack, and the way it's been configured, GDPR compliant?</p>	<p>Collect only what you need and anonymize it to the level needed.</p>