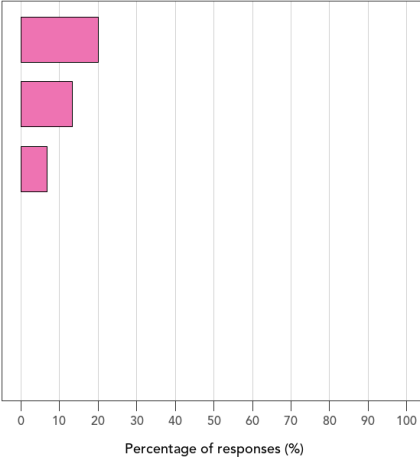
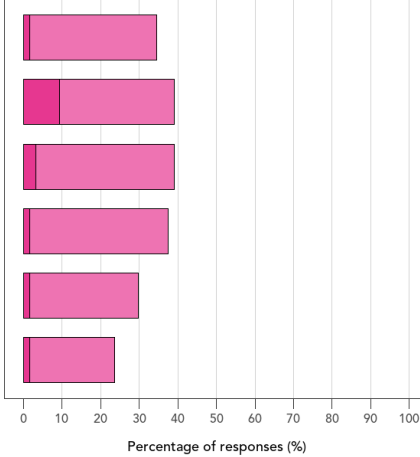
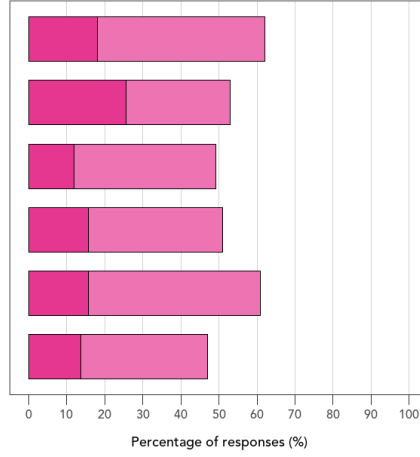


ANNEX 3: REWARDS AND BENEFITS BY DATA MATURITY STAGE

Influence of data and analytics on services by maturity stage

Comparing the influence of data and analytics on services for organisations at different stages of maturity. Note there is no data for organisations at the 'Unaware' stage and we have excluded organisations at the 'Mastering Stage' due to low numbers. Therefore, here we have focused on organisations at the middle three stages: Emerging, Learning, and Developing

<p>Area of influence in <u>service delivery</u></p> <p>■ moderately ■ extensively</p>	<p>Emerging (16 organisations)</p>	<p>Learning (71 organisations)</p>	<p>Developing (52 organisations)</p>
<p>Evidencing needs and problems the organisation seeks to address</p> <p>Evidencing impact to stakeholders</p> <p>Design and delivery of services and products</p> <p>Reach/engagement with clients</p> <p>Targeting of services/interventions to clients</p> <p>Client/environmental outcomes</p>	 <p>Percentage of responses (%)</p>	 <p>Percentage of responses (%)</p>	 <p>Percentage of responses (%)</p>
<p>Average staff time spent working with data</p>	<p>43%</p>	<p>53%</p>	<p>60%</p>

Influence of data and analytics on internal capabilities by maturity stage

Comparing the influence of data and analytics on internal capabilities for organisations at different stages of maturity. Note there is no data for organisations at the 'Unaware' stage and we have excluded organisations at the 'Mastering Stage' due to low numbers. Therefore, here we have focused on organisations at the middle three stages: Emerging, Learning, and Developing

