Progress through the levels of maturity increases extended enterprise performance through both (i) controlled risks, and (ii) enhanced benefits.

**Strategy and Governance**
- No formal governance
- Risk taking for quick fix benefits

**People**
- Individual effort
- Little management input
- Lack of training
- Responsibilities built into existing roles
- Increased input from management
- Dedicated roles
- Involved executives within each silo
- Some training offered
- Awareness of value of extended enterprise
- Across the organization
- Enterprise-wide roles
- Executive ownership at the enterprise level

**Process**
- Few activities defined
- Fire fighting mode
- Defined processes in silos
- Functional, reactive problem solving
- Coordinated processes across the business
- Monitoring and alerting leveraging dashboards, with some proactive issue resolution
- Fully standardized processes, integrated with tools and data
- Proactive decision making using analytics, improving bottom-line and performance

**Technology**
- Simple and least expensive tools used, ad-hoc
- Off-the-shelf tools used for problem solving, limited access to third-party data
- Adapted tools used for reporting and monitoring
- Customized tools, used for tactical decision making
- Value-additive tools
- Internal data centralized and easily accessible

**Optimized**
- State-of-the-art practices, linked to value drivers
- Extended enterprise embedded in strategic planning and decision making
- Trained professionals with defined roles throughout the lifecycle
- Executive champions on both sides, aligning service delivery to strategic objectives
- Processes aligned with strategy, integrated into third parties
- Continuous improvement and proactive responsiveness
- Leveraging predictive and sensing analytics, tools and dashboards

**Maturity of extended enterprise program**