

PRECURSIVE PS MATURITY MODEL.

**Improvised
Level 1**

Success relies on individual expertise rather than proven methods. The team lacks a clear strategy. Too much time spent firefighting.

The team's processes and tools are ad-hoc and cobbled together.

**Defined
Level 2**

Early processes are in place for managing resources and projects, and the team has first iteration of services methodology.

This allows the team to begin delivering services in a more consistent and coordinated manner, laying the foundation for future growth and success.

**Repeatable
Level 3**

Clear processes and structures have been established to facilitate collaboration and coordination with the sales team. This has been accompanied by a defined vision and strategy for the services offered by the team, as well as the implementation of a PSA solution to provide visibility and control over the team's operations.

As a result, the team is now well-equipped to deliver high-quality services to its customers.

**Growth
Level 4**

The organization has established sustainable operating processes with a strong focus on continuous improvement.

The integration of the PSA solution with the team's CRM and finance systems enables accurate forecasting of revenue based on delivery, providing visibility and control over key metrics to drive growth.

This enables the team to deliver high-quality services in a financially sustainable manner.

**World Class
Level 5**

Strong, sustainable operating processes in place and a focus on innovation and operational excellence.

The team is seen as a trusted advisor at the highest levels and has world-class resource management and project coordination practices.

The PMO is highly effective, and the team has a highly integrated approach to services execution.

The team has predictable revenue and is able to deliver high-quality services to its customers whilst maintaining strong margins.

Vision	Reliant on services as crutch to product market fit	Focused on technical implementation	Strategy initiated to identify opportunities across customer lifecycle	Success-led strategy with strong, sustainable operational process	Clear vision combining world class culture, robust operating model that fosters innovation
Commercial	Siloed sales and services with deals thrown over the wall	Defined handoffs promote partnership	Repeatable sales process, structure and collaboration	Prescriptive methodology accelerates product and PS growth	PS is a trusted advisor by customers and sales anchored around thought leadership
Resource Management	Jack of all trades approach is ad-hoc & reactive	Foundational processes in place for managing people and projects	Automation promotes proactive approach that helps forecasting	Insight based method with optimized capacity planning	Intelligent resource management function underpinned by analytics
Services Execution	Startup process with no consistent project delivery process	Initial methodology allows for tracking delivery duration	Repeatable delivery begins to drive faster, consistent delivery	Outcomes based engagements accelerating time-to-value	Innovation is generated across project and consumption based services architecture
Finance & Operations	Difficult to track performance with ad hoc financial management	Early stage financial improvements and fiscal discipline	More accountability and financial control due to standardization	Accurate forecasting and recognition of revenue and margin	Predictable revenue and high profit margins helps fund future investments