

The CCMM™

GCC Capability Maturity Matrix

Every Global Capability Center looks different on paper — headcount, functions, reporting lines. What determines whether it actually performs is harder to see: how mandate, capability, governance, leadership, technology, and impact hold together as one system. The CCMM™ is the model CaptainStrategy uses to see that whole. A single score tells you how a GCC is doing; it doesn't tell you why — the CCMM™ holds both the aggregate view and the six-dimensional shape beneath it.

Strategic Mandate

Whether the GCC's charter, scope, and authority are defined clearly enough to act on, or merely implied.

Capability & Knowledge

The depth and transferability of what the center actually knows how to do, beyond the roles on its org chart.

Operating Model & Governance

How decisions, escalations, and accountability actually move through the center — not how they're documented to move.

Leadership Conduct

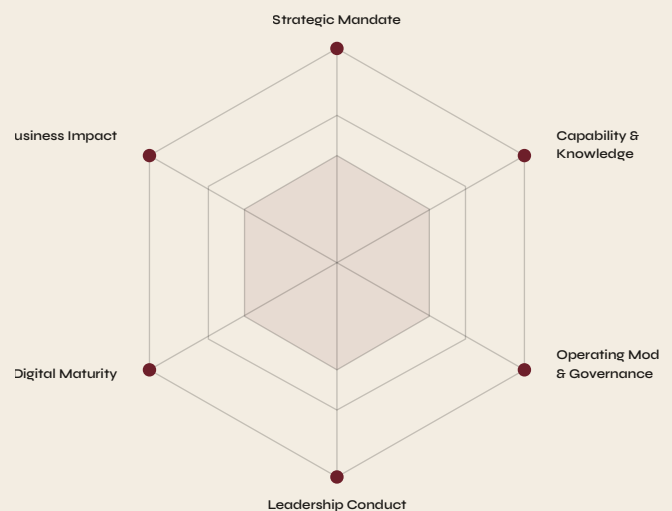
How GCC leadership behaves under ambiguity and pressure, and how that conduct shapes what the rest of the center believes is possible.

Digital Maturity

How deliberately technology and automation are used to extend capability, versus adopted for its own sake.

Business Impact

The degree to which the center's work is visibly, credibly tied to outcomes the parent organization cares about.



Two centers can post the same score for entirely different reasons.