Warehouse Automation Maturity Model

Your level is where all three maturity axes hold. The work decides which level you need.

The four levels

Level 1 · Foundation
Stack reliable WMS, no automation yet
Owner operations; automation is nobody's job
Record none, or one system bought too early

Level 2 · Borrowed
Stack vendor software you can't see inside
Owner the vendor, through a ticket
Record one or two systems, lessons in few heads

Level 3 · Owned
Stack integrations you understand and can change
Owner a named recovery owner on your payroll
Record one deployment run in-house through Peak

Level 4 · Adaptive
Stack modular; drift visible before downtime
Owner one leader across ops, engineering, IT
Record a reusable playbook, a retrofitted site

Which level the work needs

Profile	**Level 1** Foundation	**Level 2** Borrowed	**Level 3** Owned	**Level 4** Adaptive
High	Labor-bound	**The crash site**	Strained	**Right-sized**
Medium	Labor-bound	Fragile	**Right-sized**	Durable
Low	**Right-sized**	Workable	Durable	Overbuilt

Find your work's row and read across. Left of the dark cell, the risk is operational: overtime, missed cutoffs, chargebacks. Right of it, the risk is capital the building can't earn back.

Source: Pethani, P. (2026). The Warehouse Automation Maturity Model. Whserobotics.