



Gartner®

Roadmap

Drive Successful Digital Growth With Data and Analytics

Why should organizations use data as an asset to drive market differentiation and growth?

Today, business success and digital initiatives are fueled by data and analytics (D&A) strategies that scale with business ambitions.

“The need for more accurate contextual awareness enabled by capabilities to scenario plan, optimize, prioritize and focus investments are now priorities.”

Agile D&A capabilities are essential to build sense-and-respond capabilities and are leading organizations to unprecedented cycles of rapid innovation to meet the new requirements.

According to the Gartner 7th Annual Chief Data Officer Survey, by 2023 the majority of successful CDAOs will have business rather than IT backgrounds as boards continue to focus more on digital value.

Perhaps, D&A is increasingly seen as a key enabler for dealing with current business challenges, as well as a means to address future opportunities. D&A leaders need to support their organization with high-quality, trusted data to enable decision making from the boardroom to operations.

The DASOM Links D&A Strategy to Digital Business Outcomes



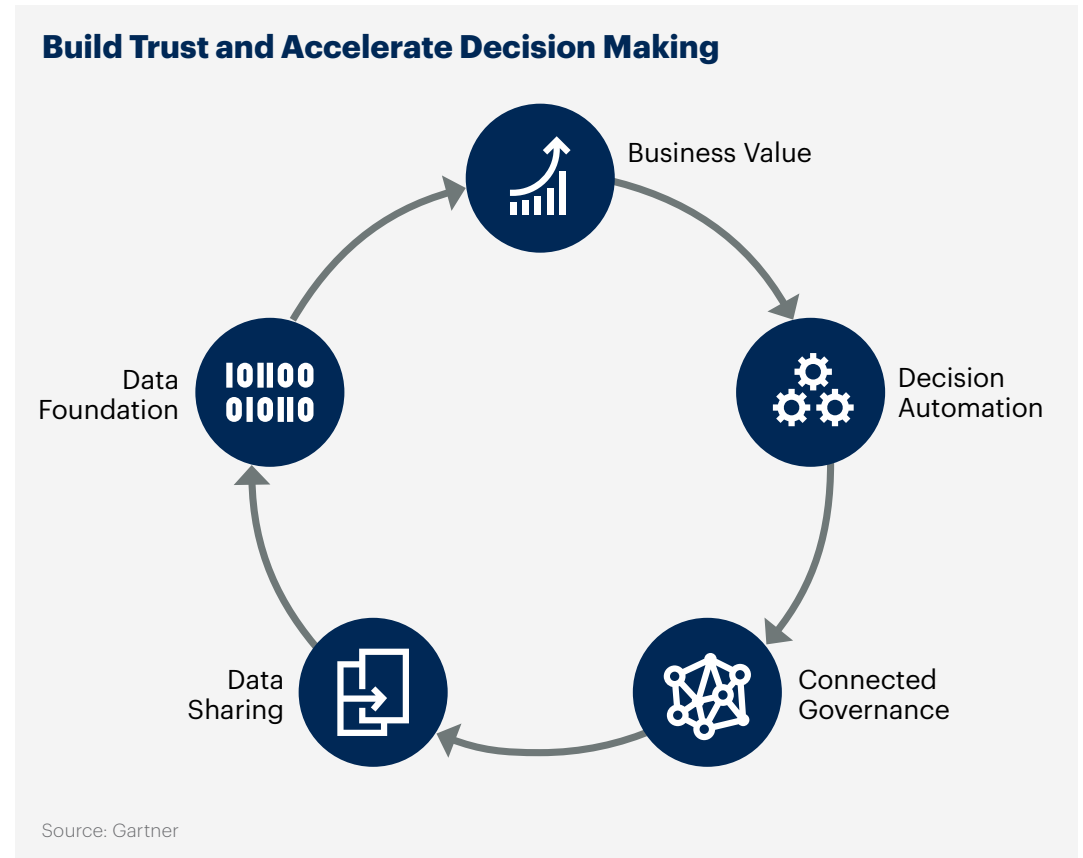
Source: Gartner
DASOM = Data and Analytics Strategy and Operating Model Framework

How can D&A leaders scale measurable business impact by applying trusted D&A strategies?

As many organizations seek to become more data-driven, they tie their D&A initiatives to measurable business outcomes and stakeholder objectives. They benefit from further automation to create efficiencies and reliable, repeatable processes.

Data-driven organizations also understand that data is a key asset that requires governance, collaboration and sharing. Finally, they enable this with the right scalable architecture.

D&A leaders and their current D&A strategies need to support and scale measurable business impact by applying trusted D&A to the organizations' decision-making capabilities.



Five key stages for driving the success of a D&A program

Today's data and analytics (D&A) leaders are on the hook to support their organization's decision making with high-quality and trusted data in the right location at the right time. The road to a robust D&A program involves dozens of initiatives to fulfill the organization's data ambitions. Pressure is high to ensure that each initiative produces business value, whether its focus is strategic, operational or governance-related.

Fortunately, there are proven stages and activities D&A leaders can use to align all stakeholders and drive desired outcomes toward a defined goal. Leverage this five-stage roadmap to increase the measurable impact of your D&A program.





Create vision and strategy

Establish stakeholder buy-in for the D&A program.

Actions to take

Understand key business priorities and how D&A assets deliver business value.

Position data as a key enterprise asset, and evangelize with ideas on how the organization can monetize it for digital transformation.

Optimize and select an optimal portfolio of D&A investments assessing risk, opportunity, appetite and return.

Sample of associated Gartner resources

- **Research:** How to Craft a Modern, Actionable Data and Analytics Strategy That Delivers Business Outcomes
- **Expert inquiry:** Engage with an expert on IT Score feedback and planning.
- **Phone consultation:** Draft an action plan and agree on engagement steps.



Establish operating framework

Develop a balanced operating model.

Actions to take

Identify the roles and competencies and the target operating model needed to create a data-driven organization.

Cultivate data literacy in business and IT stakeholders.

Develop data science and advanced analytics capabilities to leverage innovations like artificial intelligence (AI) and machine learning (ML) to create and sustain business value.

Sample of associated Gartner resources

- **Research:** The State of D&A Organizations and Roles Is in Flux: A Gartner Trend Insight Report
- **Expert inquiry:** Discuss the operating model.
- **Phone consultation:** Discuss methods, tools and characteristics of a modern operating model.
- **Conference:** Attend Gartner Data & Analytics Summit Peer Community.



Cultivate culture and establish governance

Define the data-driven culture and business-oriented practices for adaptive D&A governance.

Actions to take

Assess current data literacy levels across the organization, devise a data literacy curriculum and identify project opportunities to develop staff.

Set up governance initiatives with associated structures, roles, processes and practices defined according to desired outcomes.

Identify master data management and application data management trends, assess their potential impact on the enterprise and harness their value to accelerate initiatives like General Data Protection Regulation.

Sample of associated Gartner resources

- **Research:**
 - Roadmap for Data Literacy and Data-Driven Business Transformation: A Gartner Trend Insight Report
 - 7 Must-Have Foundations for Modern Data and Analytics Governance
- **Expert inquiry:** Apply adaptive D&A governance and implement outcome-based governance best practices.
- **Phone consultation:** Discuss progress and suggested next steps.



Manage D&A value

Demonstrate value from D&A investments and products.

Actions to take

Integrate the D&A capabilities of different digital business platforms across the ecosystem to support enterprise growth, speed and agility.

Create a prioritized portfolio of D&A investments, define performance metrics to track and quantify the value investments deliver.

Evaluate the value contribution of the D&A portfolio, communicate value to stakeholders and refine priorities.

Sample of associated Gartner resources

- **Expert inquiry:** Gartner BuySmart™ review of D&A software and services vendor proposals. Create a narrative linking program outcomes to business outcomes and goals; present to leadership to get stakeholder buy-in and necessary resources backing.
- **Phone consultation:** Discuss removal of the most critical roadblocks by delivering exceptional business outcomes.
- **Conference:** Attend Gartner Data & Analytics Summit and CDO Circle.



Refine and progress

Enhance D&A maturity and continuous improvements.

Actions to take

Use collected metrics and seek feedback to assess and continuously improve program effectiveness.

Reassess D&A strategy in light of emerging technologies like data fabric, Internet of Things (IoT), AI, ML, etc.

Devise new enterprise processes, roles and skills, and plan informed maturity, culture and risk appetite.

Sample of associated Gartner resources

- **Research:** Repeat self-assessment of maturity from IT Score for Data & Analytics.
- **Expert inquiry:** Revisit IT Score feedback and planning.
- **Phone consultation:** Review progress and discuss next steps.
- **Facilitated networking:** Explore peer network for an understanding of frameworks and trends important for D&A leaders.

Who needs to be involved?

The most successful organizations establish cross-functional teams for their D&A initiatives that include the following leaders and their teams:

CEO/COO

CEOs struggle with the most intractable decisions that have the greatest impact to the whole organization, from executive and talent acquisition, leading M&A and allocating the firm's capital to achieve the mission of the organization. Strategy, digital ambition and recession now cloud the horizon. CDAOs can guide CEOs in improving the impact of these most important decisions.

CIO

The CIO creates a collaborative working structure with the CDAO, with clear responsibilities for each role to achieve the goal of operationalizing the D&A domain across the organization.

CFO

Many CFOs are the CEO-sanctioned enterprise scorekeepers, responsible for strategic, investment and performance insights. Relying heavily on D&A, CFOs often lead D&A outright or are otherwise a primary stakeholder. Both being D&A-driven, CFOs and CDAOs are natural allies. By taking the CFO's lead, CDAOs leverage their advanced D&A expertise to offer strategic planning advice to CFOs and help certify operational performance results.

CMO/Revenue Officer

A growing number of CMOs have their own D&A capability. The majority do not, and so the CDAO can play a key role in guiding and working with CMOs and CROs to help with a multitude of mission-critical priorities spanning campaign investment, price optimization, revenue forecasting, customer engagement and more.

CHRO

Heads of HR have been automating and streamlining various aspects of the HR life cycle. This might include AI to help with candidate identification as well as career planning, and so on. At the same time, the CHRO can help CDAOs with unique insight for change management programs tied to data literacy, as an example.

Head of Supply Chain Operations

Supply chains stand or fall on data. Many heads of supply chain know this, and so there is a natural affinity with CDAOs. B2B collaboration and integrated business planning (S&OP) need trusted data to drive improved supply chain performance, reduced time to market and increased customer service.

Head of Risk

Risk officers are leveraging D&A to help guide and secure visibility into risks embedded in data, systems and processes across the organization. At the same time, risk officers are collaborating with D&A leaders in connected governance efforts to help solve the most complex governance challenges across risk, privacy, compliance, security, trust, retention and ethics.

Software Engineering Leader

Software engineering leaders exist in both business and IT, even if they are not known by that name. Their role is key to driving delivery of software capabilities supporting new and innovative business processes and business decisions. Some software engineering leaders have a D&A-focused mission. CDAOs and software engineering leaders should work closely together to deliver business value across the organization.

CISO

Information security is today a front-office conversation. As such, CISOs and D&A leaders are working very closely since security programs need timely insight and predictive models to help anticipate and then respond to the greatest organizational threats.

Client success story:

Driving Growth Through Innovation

Mission-critical priority

AstraZeneca was aiming to harness data, digital and AI to transform the way it discovers and develops new medicines, and to achieve scientific breakthroughs. The use of AI in an innovative and responsible environment was key to this initiative, as was empowering people to keep AstraZeneca's values front and center in the human-machine collaboration.



How Gartner helped

Gartner collaborated with AstraZeneca and contributed its expert insights to help formulate a Data and Artificial Intelligence Ethics Vision, Guiding Principles and Governance Framework. Gartner experts helped formulate each of AstraZeneca's data strategies, visions and roadmaps for maturing its capabilities. Gartner also advised AstraZeneca to invest in capabilities and collaborate across the business to ensure that every decision is data-driven.



Mission accomplished

AstraZeneca was able to:

- Provide its scientists with unprecedented access to connected, analytics-ready data
- Uncover new insights for delivering life-changing medicines
- Speed up the discovery, development and delivery of potential new medicines

Actionable, objective insight

Explore these additional complimentary resources and tools for data and analytics leaders.

Research

[Over 100 Data and Analytics Predictions Through 2025](#)

Elevate data and analytics strategies to advance a new vision of business problem solving.

eBook

[2022 Leadership Vision for Data and Analytics Leaders](#)

Shift the conversation away from tools and technology and toward decision making as a business competency.

Webinar

[The Role of Data and Analytics in Smarter Decision Making](#)

Explore the results of this Gartner survey to examine how decisions are made within organizations.

eBook

[5 Key Actions for IT Leaders for Effective Decision Making](#)

Turn effective decision making into your competitive advantage.

Access other roadmaps in this series:

[The Digital Business Transformation Roadmap](#)

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